

FISCAL YEAR 2010

Annual Report to the Congress of the United States



From the Director of the Selective Service System

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At the end of Fiscal Year 2010

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A Message from the Director

I am honored, and equally humbled by my appointment as the 12th Director of the Selective Service System on December 4, 2009. This is a singular trust because the agency's legal responsibilities reach out to practically every American household by requiring all young men – U.S. citizens worldwide and noncitizens residing in the U.S. – who are ages 18 through 25 to register with Selective Service for a potential future military draft. To provide the Nation with manpower during an emergency has been the enduring mission for Selective Service for over 70 years.

Operating the Selective Service System during Fiscal Year 2010 has been challenging because its recent budgets were diminishing or static, our registration verification responsibilities have increased exponentially, and the international geopolitical milieu remains dangerous and ambiguous. Since a military draft is not now anticipated, successive Administrations and Congresses desire to refocus ever more keenly on the registration of young men with concomitant reductions in operational readiness. In keeping with guidance from the Office of Management and Budget, endorsed by the National Security Council and the Department of Defense, Selective Service has reduced deliberately its capability to reinstate a national draft in concert with its allocated resources.

The pages of this report summarize the recent work of a small federal agency that does a big job for the United States. With minimal cost, its full-time civilian employees, part-time state directors and National Guard and Reserve officers, and thousands of unpaid civilian volunteer board members scattered across our Nation, assure for America a fair and equitable draft in the future. In sum, today's Selective



Service continues to serve as the founders of the all-volunteer military envisioned . . . as America's defense manpower hedge in a still dangerous and uncertain world.

Finally, I am pleased and honored to lead this independent agency, dedicated to upholding the rules of justice and fair play in all of its programs. The leadership of our Nation, together with the public it represents, supports this service organization which is tailored to satisfy the planned needs of our primary client, the Department of Defense. This support is grounded in the belief that there must always be a shared balance between individual freedoms and the needs of the community, that public responsibilities mean civic obligations, and that national sacrifices are necessary to preserve personal freedoms. Selective Service continues to uphold these values.

A handwritten signature in black ink, appearing to read 'L. Romo'.

Lawrence G. Romo

Overview

Vision

The Selective Service System will be an active partner in the National preparedness community that anticipates and responds to the changing needs of the Nation.

Mission

The statutory missions of Selective Service are: 1) to be prepared to provide trained and untrained personnel to the Department of Defense in the event of a national emergency, and 2) to be prepared to implement an Alternative Service Program for registrants classified as conscientious objectors.

Background

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

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

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

be expanded to conduct a draft that would be timely, fair, and equitable.

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

Registration is important to a man's future because Congress, more than half of the Nation's state legislatures, and scores of county and city jurisdictions have conditioned eligibility for several government programs and benefits upon a man being in compliance with the federal registration requirement. These include student loans and grants, security clearances, government jobs, job training, and U.S. citizenship for immigrant men.

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

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Structure and Benefits

Selective Service is comprised of a diverse workforce of full-time career employees, part-time military personnel, and part-time private citizen volunteers dedicated to satisfying its statutory goals of peacetime registration and the preservation of the capability to conduct a national military conscription. Selective Service is currently authorized 130 full-time equivalent civilian positions and 745 part-time Reserve Force Officers (RFOs), but is only funded for 150 RFO positions, comprised of military personnel representing each of the U.S. Armed Services. These RFOs are assigned throughout the U.S. and its territories performing monthly training, executing a variety of critical peacetime and preparedness tasks. They are the agency's "grass root" contacts for state and local agencies and the public. Finally, the largest personnel resource is the approximately 11,000 part-time uncompensated men and women who serve as volunteer local, district, and national appeal board members. Their responsibilities are to decide the classification status of men seeking exceptions or deferments, based on conscientious objection, hardship to dependents, or their status as ministers or ministerial students.

Further, the agency is fortunate to have private citizens who support our peacetime programs. Currently 87 percent, or 18,087, of the Nation's 20,836 high schools are participating in the Selective Service High School Registrar program. These civic-minded school staff and faculty members remind America's young men of their legal registration obligation and help ensure that men remain eligible to take advantage of the numerous federal and state benefits that are tied to the registration requirement. Their public service is an invaluable asset which is important to the success of the agency's peacetime registration efforts

The Selective Service System's physical structure includes its national headquarters in Arlington, VA; the Data Management Center (DMC) in North Chicago, IL; and three regional headquarters located in North Chicago, IL, Smyrna, GA, and Denver, CO, covering all states, U.S. territories, and the District of



Columbia. Region I covers parts of the Midwest and the upper portion of the East Coast, including New York City, as a separate entity, and the Nation's capital. Region II spans the southeastern and south central states, as well

as Puerto Rico and the U.S. Virgin Islands. Region III includes the rest of the Midwest, western states, Alaska, Hawaii, Guam, and the Northern Mariana Islands.

Benefits to the Nation

Upon completion of a major National Security Council-led Interagency Review in 1994, President Clinton delineated the rationale for the Selective Service System and the registration of young men ages 18 through 25 in three points.

First, the President stated that this agency and registration provide "...a hedge against unforeseen threats and a relatively low cost 'insurance policy' against our underestimating the maximum level of threat we expect our Armed Forces to face."

Next, "...terminating the Selective Service System and draft registration now could send the wrong signal to our potential enemies who are watching for signs of U.S. resolve."

And finally, "...as fewer and fewer members of our society have direct military experience, it is increasingly important to maintain the link between the all-volunteer military force and our society at large. The Armed Forces must also know that the general population stands behind them, committed to serve, should the preservation of our national security so require."

In sum, since 1980, each Administration has preserved Selective Service and its program because each knew that it is the only proven manpower mechanism to expand the U.S. Armed Forces and exhibits three important attributes: operates at very modest cost, ensures that any future draft will be fair and equitable, and can respond in a timely fashion. While registration is the only mission component publicly visible during peacetime, preparedness is crucial to foster timeliness, fairness, and equity if Selective Service is directed to re-establish conscription. Minimum preparedness requires maintaining a classification structure capable of immediate operation during a national emergency, including an adequate cadre of personnel to re-institute the full operation of the System when directed.



Current Activities

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



Budget and Finance

The FY 2010 Budget

On October 1, 2009, H.R. 2918, the Legislative Branch and Continuing Appropriations Resolution Act of 2010, was signed into Public Law 111-68. The measure funded the Selective Service System until October 31, 2009. On October 30, 2009, H.R. 2996, the Interior Department and Further Continuing Appropriations Act, Fiscal Year (FY) 2010, was signed into Public Law 111-88. The measure funded the Selective Service System until December 18, 2009. For the FY ending September 30, 2010, Financial Services and General Government funding was included in H.R. 3081, the Consolidated Appropriations Act of 2010. The bill, authorizing Selective Service System \$24.275 million, was signed into Public Law 111-117 by President Barack Obama on December 16, 2009.

Anticipated FY 2011 Budget

On September 30, 2010, H.R. 3081, the Continuing Appropriations Act, 2011, was signed into Public Law 111-242. The bill authorized Selective Service System funding for the period of October 1 to December 3, 2010. On December 4, 2010, H.J. Res. 101, the FY 2011 Further Continuing Appropriations was signed into Public Law 111-290. The bill authorized Selective Service System funding until December 18, 2010. A third Continuing Resolution, H.J. Res. 105, was signed into Public Law 111-317, on December 18, 2010, which funds the government through December 21, 2010. Finally, a fourth Continuing Resolution, Public Law 111-322, funding the government through March 4, 2011, was passed on December 22, 2010. A Full-Year Continuing Resolution has been voted on by the House. The FY 2011 President's Budget request totaled \$25.4 million.

Selective Service System

FY 2009 & FY 2010: Obligation of Funds

| FUNCTION | FY 2009 Amount | FY 2010 Amount |
|--|-------------------|-------------------|
| Personnel Compensation, including RFOs | \$ 11,373,879 | \$ 11,845,745 |
| Personnel Benefits | 2,790,316 | 2,985,084 |
| Travel and Transportation of Personnel | 149,187 | 293,935 |
| Office, Equipment, Miscellaneous Rentals, Utilities, and Courier Services | 1,268,817 | 1,331,521 |
| Communication Services | 158,183 | 143,295 |
| Printing and Reproduction | 451,121 | 472,419 |
| Other Services | 2,180,569 | 2,335,816 |
| Supplies and Materials | 221,263 | 193,202 |
| Postage and U.S. Postal Service | 1,412,482 | 1,340,778 |
| Furniture and Fixtures, Software, Telecommunications, Automatic Data Processing Systems and Office Equipment, and Books | 1,288,470 | 2,691,303 |
| Equal Employment Opportunity Services and Investigations | 177,338 | 87,189 |
| Military Entrance Processing Command (MEPCOM) – Payments | 523,262 | 553,594 |
| TOTAL FOR ALL FUNDS | \$ 21,994,887* | \$ 24,273,881* |

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

Registration

Registration is a critical component of Selective Service's mission to augment manpower to the DoD in the event of a national emergency. If a draft becomes necessary, the public must see that it is fair and equitable. For that to happen, the maximum number of eligible men must be registered. Nevertheless, by registering, 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.

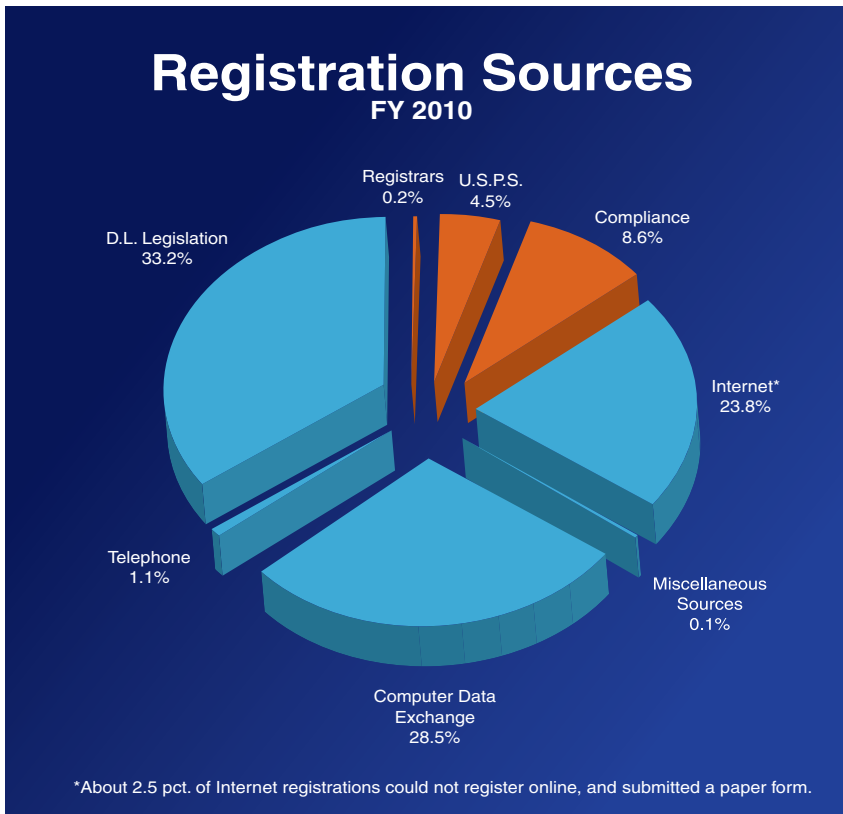
The Selective Service registration and registration compliance program is directly related to Selective Service's strategic goal to ensure the capacity to provide timely manpower to DoD during a national emergency. An objective set to meet this goal is to strive to maintain acceptable registration compliance

rates. By a measurable definition, that is to achieve at least a 90 percent or greater registration compliance rate for men ages 18 through 25. Furthermore, to implement a "fair and equitable" draft, a 90 percent compliance rate for 18- through 25-year-old men is required. And, maintaining an ongoing registration and registration compliance program for men age 18 through 25 is fundamental to mission success. The estimated registration compliance rate for the 18 through 25 year-of-birth (YOB) group, which is based on calendar year (CY) with the latest being CY 2009, was 91 percent.

To be consistent with past Annual Reports to Congress, this report will reference CY when comparing and talking about registration compliance rates and compliance statistics. To capture data of men age 18 through 25, Selective Service considers the data collected

for an entire calendar year, for birthdays January 1 through December 31. All other registration comparisons will be discussed in fiscal year, to run parallel with the appropriation funding year.

use of online registration through Selective Service's Web site, www.sss.gov; (3) emphasis on soliciting volunteer Selective Service high school registrars; (4) reminder mailings to 19-year-old men who had not registered; (5) increased liaison with U.S. Postal Service offices, the only universal source of availability of Selective Service registration forms; and (6) focused, cost-effective registration awareness initiatives and outreach efforts to educational and community leaders and groups. However, these important registration awareness initiatives and efforts were limited this fiscal year because of other funding priorities.



U.S. Postal Service Mail-Back Program

As of September 2010, the agency received and processed nearly 141,000 Selective Service registration forms through the U.S. Postal Service mail-back program. This vital program allows many young men who do not have

For CY 2009, the Selective Service national overall estimated registration compliance rate was the same for CY 2008 for men ages 18 through 25 who were required to be registered. For the 18 YOB group, the compliance rate was 69 percent, up two percent from CY 2008; the 19 YOB group was 87 percent, the same as for CY 2008; and the 20 through 25 YOB group (the draft-eligible group) was 96 percent, the same as for CY 2008.

access to the Internet, who do not have a driver's license, or who do not yet have a social

Primary factors contributing to registration compliance were: (1) the enactment and implementation in states and territories of driver's license legislation (DLL) encouraging registration with Selective Service to obtain a driver's license, driver's permit, or an identification card; (2)



security number to register with Selective Service at any U.S. Post Office. This program affords young men in locales throughout the Nation the opportunity to fulfill their Selective Service registration requirement and a choice to register through the Post Office.

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



Steps to Registration Compliance

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

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

To improve registration awareness and compliance rates, the agency continued direct mailings targeted to those young men who turned 19 years old in FY 2010. In addition, there was a blanket mailing to those young men about to turn 18 years old as a reminder of their upcoming registration requirement.

Data Management Center

The Data Management Center, located in Illinois, processes registrations and maintains the computer database operations that support the agency's mission. Since it was established in September 1981, DMC has processed over 66 million registrations, made over 31 million file changes to these records, printed and mailed 195 million letters and cards, answered over 23 million telephone calls, all in addition to other requirements associated with peacetime registration programs.

In FY 2010, DMC processed over 2.3 million registrations and nearly 600,000 updates to registrant files, verified the registration status of over 4.5 million men through the Selective Service Web site, manually researched and edited nearly 280,000 responses to compliance correspondence, processed nearly 1.2 million telephone inquiries, and produced and mailed nearly 4 million pieces of computer-generated correspondence to acknowledge or promote registration. Such work was accomplished by a seasoned workforce of approximately 50 employees, maximizing the use of improved technology.

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

Selective Service continues to receive a substantial number of requests from men for status information letters. The response letters are sent to men who failed to register with

Selective Service and are now past their 26th birthday. These men may be denied federal student financial aid, federal employment opportunities, and job training because they failed to register. The Data Management Center prepared and mailed over 80,000 status information letters to non-registrants. This is especially noteworthy because a growing backlog of requests for status information letters was reduced from a high of 137 days down to zero. This achievement provides a valuable service to the public and serves as a critical tool for state and federal agencies in the administration of their entitlement programs.

Eighty-six percent of its FY 2010 registration workload is processed through automation. However, DMC's small data entry staff is still required to input over 700,000 transactions each year, including manual registrations, registrant file updates, compliance additions and updates, post office returns, and miscellaneous forms. The quality of this manual work is impeccable with a 99.97 percent accuracy rate, directly attributing to an over-98-percent deliverability rate for mailings to registrants in the prime year group for draft eligibility, the 20 YOB group. The personal, hands-on customer service provided by the agency's small staff at DMC remains a vital part of the Selective Service System's mission despite the shift towards more electronic transactions.

During FY 2010, DMC has maintained the registration processing systems for DLL, as well as systems for processing registrations for Alaska Permanent Fund applicants.

Increasing Registration Compliance *The Driver's License Initiative*

Because the objective of the Selective Service registration program is to have a fair and equitable return to conscription when the need arises, it is necessary to develop initiatives to increase registration compliance in those states with a low participation rate. The most important initiative has been the driver's license initiative, with the agency working closely with states and territories that pursue DLL in support of the Selective Service registration program. Selective Service provided such assistance as reviewing draft legislation, having a working

agreement with the American Association of Motor Vehicle Administrators network, and providing information management related technical expertise.

By the end of FY 2010, 37 states, 3 territories, and the District of Columbia have enacted driver's license laws supporting Selective Service registration. They are (1) **Enacted and Implemented:** Alabama, Arizona, Arkansas, Colorado, Delaware, Florida, Georgia, Hawaii, Idaho, Illinois, Indiana, Iowa, Kansas, Kentucky, Louisiana, Michigan (October 1, 2010), Minnesota, Mississippi, Missouri, Montana, Nevada, New Hampshire, New Mexico, New York, North Carolina, Ohio, Oklahoma, Rhode Island, South Carolina, South Dakota, Tennessee,



Texas, Utah, Virginia, West Virginia, and Wisconsin, Guam, the Commonwealth of the Northern Mariana Islands, the Virgin Islands, and the District of Columbia; (2) **Enacted But Not Yet Implemented:** Maryland.

As a result, nearly 800,000 men were registered in FY 2010 through DLL. [Note: CY 2010 data is not available until March 2011.]

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

For FY 2011, the primary means to improve the overall registration compliance rate continues to be assisting states in their efforts to enact DLL linked to Selective Service registration.

Electronic Registration

Within funding constraints, cost-effective programs continued to be employed and expanded to help young men register more



quickly and easily. Over the past years, a larger portion of the registration process has become automated because of DLL, Internet registration, tape-matching programs, and a telephone option. Eighty-six percent of registrations were received electronically during FY 2010 (DLL, Internet, Department of Education, telephonic, DoD, Department of Labor, and Alaska Permanent Funds) compared to 85 percent in FY 2009. Registrants are encouraged to register electronically because it

is a more cost-effective and accurate method of registering than paper/card registrations, which have to be processed manually. With the cooperation of U.S. Citizenship and Immigration Services, immigrant men, ages 18 through 25, who are accepted for permanent U.S. residence also become registered automatically with Selective Service. Furthermore, men of registration age who complete an application for an immigrant visa with the U.S. Department of State are automatically registered. In FY 2010, over 64,000 men were automatically registered through this interagency agreement, which is comparable to previous years' statistics.

Eighty-six percent of all registrations for FY 2010 were received through electronic processes, a one percent gain over FY 2009. Thirty-three percent were from driver's license registrations, 23 percent from the Internet (www.sss.gov), and 24 percent from the Department of Education. Of those young men registering electronically:

- 782,724 registered via DL Legislation
- 545,531 registered via the Internet
- 26,291 registered via telephone
- 566,456 registered through DoED Pell Grant applicant matching
- 27,781 registered through the DoD enlistment process
- 12,921 registered through the WIA job applicant matching
- 64,224 registered through CIS immigrant matching, and
- 2,166 registered through miscellaneous automated sources

Early Submission of Registration Information

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

time his registration record is processed. A total of 612,530 17-year-old men furnished early submission of registration information.

Increasing Registration Awareness *Registrar Programs*

As of September 30, 2010, nearly 87 percent or 18,087 of the Nation's 20,836 high schools were participating in the Selective Service high school registrar program. These high schools had an uncompensated volunteer acting as a Selective Service high school registrar, who is authorized to administer and receive registrations from young men. The high school registrar program is an effective awareness program that informs male students face-to-face about the requirement to register with Selective Service. Because registration is a prerequisite for federal job opportunities and student financial aid, this program continues to reduce the delay and loss of benefits many young men could experience if their registration obligation is not fulfilled at the time they turn 18 years old. The program also provides a convenient location for young men to register. Increased use of online registration reduced the workload on these high school registrars. Selective Service board members and staff participated in the "Adopt-a-High School" Program to encourage schools to appoint high school registrars and emphasize online registration.

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

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

Registration is the Goal

The Selective Service goal is registration, not prosecution. However, if a man fails to register, or fails to provide evidence that he is exempt from the registration requirement after receiving Selective Service reminder and/or compliance mailings, his name is referred to the Department of Justice (DoJ) for possible investigation and prosecution for his failure to register, as required by the Military Selective Service Act. During FY 2010, 145,429 names and addresses of suspected violators were provided to the DoJ, a decrease of 24,157 names or 14 percent from FY 2009.



Public Awareness and Outreach

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

Legislative Affairs

Only one bill affecting Selective Service was introduced during FY 2010.

Rep. Charles Rangel introduced the Universal National Service Act, H.R. 5741, on July 15, 2010. If enacted into law, the bill would oblige every U.S. citizen, and every other person residing in the United States, between the ages of 18 and 42 to perform a two-year period of national service, unless exempted, either as a member of an active or reserve component of the Armed Forces or in a civilian capacity that promotes national defense. The measure would also amend the Military Selective Service Act (MSSA) by authorizing the registration of females.

The bill was referred to the House Armed Services Subcommittee on Military Personnel on July 23, 2010. No further action was taken.

The Agency in the Public Eye Public Affairs

The Selective Service System has a venerable history of public service spanning two

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

During FY 2010, the major topics outside the Selective Service System's purview, but which have a direct impact on the agency's current operations, are immigration, protracted conflicts abroad, the protection of personal information and prevention of cyber attacks, greater need for Selective Service registration numbers for private contractors and public employment, and a continued emphasis on government accountability.

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

Throughout the past year, Selective Service responded to an unprogrammed influx of inquiries, correspondence, and phone calls from both U.S. citizens and non-immigrants expressing concern about eligibility to benefits and programs contingent upon the Selective Service registration requirement. Selective Service attempts to continue to spread its message to immigrant men and community-servicing organizations that all men ages 18 through 25 living in the United States must register, whether they are documented or undocumented aliens. Furthermore, greater emphasis is placed on registering men who have yet to obtain a social security number. Selective Service continues to stress to these men and community groups that immigrant men ages 18 through 25 must be registered if they reside in the United States for more than 30 days and are not on a visa, particularly if they want to become U.S. citizens. Specifically during FY 2010, the agency's Public and Intergovernmental Affairs Directorate

received and answered over 8,000 pieces of correspondence including 457 congressional inquiries, 2 White House referrals, 37 Freedom of Information Act requests, and 2,212 general public inquiries, in addition to the 6,198 telephone and email inquiries.

Record Requests for Men Born Before 1960

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

News Media Coordination

During Fiscal Year 2010 Selective Service responded to inquiries from newspapers as large as the *Washington Post* and as small as the *Belgrade (MT) News*. The appointment of new Director Romo, a Texan, generated extra attention initially to such Texas outlets as the *Express-News* of San Antonio and *La Prensa*.

Five newspaper stories were distributed by North American Precip to 10,000 daily and weekly newspapers in English and Spanish, targeting mainstream and minority youth. News stories were distributed to more than 1,300 African-American and Spanish newspapers, as well.

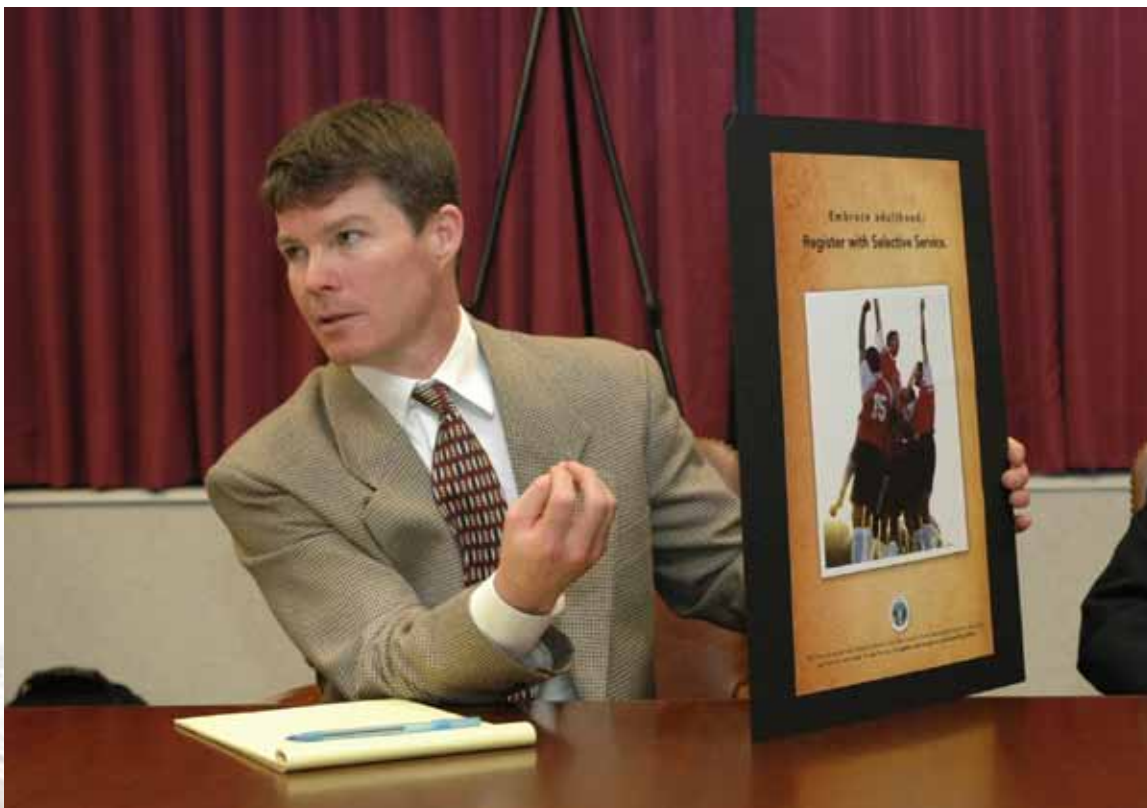
National Outreach and Public Awareness Initiatives

Another year of budget constraints limited, but did not eliminate, Selective Service efforts to increase public awareness. National Headquarters staff, joined by state and regional staff and RFOs, turned to such time-tested vehicles as convention exhibits, public service announcements, high school publicity kits, and focus groups studies and outreach meetings.

Exhibits

Selective Service manned an exhibit booth at 24 of the Nation's leading community and educational annual meetings in FY 2010.

The exhibits program has been ongoing for several years after partnering with their national



associations. This endeavor affords Selective Service the opportunity to reach grassroots leaders who help carry back the registration message to their local communities.

Selective Service manned exhibit booths at the following conferences nationwide:

- American Association of Collegiate Registrars and Admissions Officers (AACRAO)
- American Association of Community Colleges (AACC)
- American Association of School Administrators (AASA)
- American Immigration Lawyers Association (AILA)
- American Legion
- American School Counselor Association (ASCA)
- Andrews AFB Air Show
- Congressional Black Caucus (CBC)
- Distributive Education (DECA)
- Fleet Reserve Association
- League of United Latin American Citizens (LULAC)
- National Association for the Advancement of Colored People (NAACP)
- National Association of Secondary School Principals (NASPP)
- National Association of Student Financial Aid Administrators (NASFAA)
- National Congress of American Indians
- National Council of La Raza (NCLR)
- National Education Association (NEA)
- National Guard Association of the United States (NGAUS)
- National School Boards Association (NSBA)
- National Urban League (NUL)
- Organization of Chinese Americans (OCA)
- Reserve Officers Association
- Teachers of English to Speakers of Other Languages (TESOL)
- Veterans of Foreign Wars

Radio and Television Public Service Announcements

Radio: During FY 2010, Selective Service distributed 19 English & Spanish radio public service announcements and seven announcer-read scripts. Distributions were sent to 5,000 stations in January 2010. Donated air time was valued at \$6,070,554, with more than 96,538 announcement airings.

Three radio news spot announcements, English and Spanish translations were distributed nationwide.

Television: 25 "Tips for College" video announcements were produced and distributed for Public Television, Cable TV, and TV outlets in April 2010. Each TV Tip had a Selective Service registration message identification at the end of each Tip. Thirty-six PBS stations have aired spots in FY 2010. Seven other stations had picked up the spots for future airings. Cable TV and TV outlets will receive the "Tips" in FY 2011. We also plan to distribute 25 "Tips" to high school guidance counselors nationwide in 2011.

One TV "news" message was distributed nationwide.

High School Publicity Kit

High school publicity kit materials were distributed November 2010 distributed to 40,000 guidance counselors and high school principals nationwide.

The kit had an array of communication items – posters, high school newspaper ads, public address announcements, and other collateral publicity materials that remind both young men and their influencers about the importance of registration compliance. Educators are being encouraged to remind young men about their civic responsibilities to register and the importance of complying with the federal law.

Focus Group Studies and Outreach Meetings

Once again, Public Affairs conducted outreach visits to areas of low registration compliance, meeting with organizations working with young men, at the same time scheduling focus groups to critique agency posters and radio spots. During the early summer of 2010, Public Affairs teams visited the Texas cities of San Antonio and Austin, followed by visits to Los Angeles, New York City, and Albany, NY.

Local outreach meetings were held with 66 organizations targeting media and influencers of minority, immigrant, and out-of-mainstream youth. Because most Selective Service non-registrants were typically found in immigrant and underserved communities, outreach meetings were held with grassroots organizations that potentially reach those young men. Registration compliance was stressed since it keeps their youths eligible for educational benefits, job training, federal and many state and municipal jobs, and U.S. citizenship. Sample resource awareness materials were left with each organization.

In Texas, Selective Service teams met with the YMCA, Archdiocese of San Antonio and Diocese of Austin, Vietnamese American Community Association of Austin, Texas Education Agency, the Somali Bantu Association, Office of the Mayor of San Antonio, Northwest Vista College, Heritage Children, Center for Juvenile Management, Boy Scouts of America, Mexican American Cultural Center, New Frontiers Charter Schools, Texas Charter Schools, Youth Works, *La Prensa* and *El Mundo* newspapers, and several refugee organizations.

During the New York visit, Selective Service teams met with Boys and Girls Clubs, Youth Empowerment Service, officials from the Albany suburb of Colonie, NY State Office of Child and Family Services, New York State Department of Labor, Boy Scouts of America, Youth Action Programs, ASPIRA of New York, Big Brothers/Big Sisters, Youth at Risk, and such media outlets as WSKG/WSKQ radio states, the Schenectady Daily Gazette, Polish Daily News, and Manhattan Times.

In Los Angeles, Selective Service teams met with Boy Scouts of America, the Catholic Archdiocese, the Episcopal Diocese, Big Brothers/Big Sisters, the Mexican American Opportunity Foundation, Aztecs Rising, the Los Angeles Mission, YMCA, Santa Monica City Council Office, Asian Youth Center, LA Conservation Corps, Catholic Charities of Los Angeles, Central American Resource Center, Community Coalition of Los Angeles, Save Our Future, the publication *La Opinion*, and several other youth and community centers.

Initial contacts with Boy Scouts of America renewed a Selective Service initiative to have that organization consider registration promotion as a criterion for a scouting merit badge. That initiative was under review by BSA at this report's printing.



Since more than 6,300 men turn 18 every day, the primary emphasis target markets were both mainstreamed and immigrant men, ages 16 through 25. (Sixteen is the age that community service organizations and educators determine is the age before young men begin to drop out of school.)

Outreach Initiatives at the Local Level

The Selective Service System's structure includes three field regions covering all states, U.S. territories, and the District of Columbia. Region I covers parts of the Midwest and the upper portion

of the East Coast, including New York City as a separate entity, and the Nation's capital. Region II spans southeastern and south central portions of the United States, Puerto Rico, and the U.S. Virgin Islands. Region III spans the rest of the Midwest, western United States (including Alaska), Hawaii, Guam, and the Northern Mariana Islands.

Local outreach efforts to increase registration awareness and registration compliance included Selective Service staff and RFOs providing registration information to young men and/or their influencers at: Veterans Day Program, Taconic Hills, NY; Eau Claire (WI) Chamber of Commerce; Teachers of English to Speakers of Other Languages (TESOL) Conference, Boston (MA); Jobapalooza Job Fair, Grayslake, IL; Homewood School Job Fair, Howard County, MD; Court Services and Offender Supervision Agency, Washington, DC; National Association of School Boards National Conference, Chicago, IL; Joint Service Open House, Andrews Air Force Base, MD; the 2010 Badger Boys State, Ripon, WI; National Urban League Centennial Conference, Washington, DC; VFW Convention, Indianapolis, IN; the American Legion Convention, Milwaukee, WI; Distributive Education Clubs of America, Louisville, KY; American Association of Collegiate Registrars and Admission Officers, New Orleans, LA; Organization of Chinese Americans, Houston, TX; National Education Association, Houston, TX; Reserve Officers' Association, Washington, DC; National Council of LaRaza, San Antonio, TX; National Guard Association of the United States, Austin, TX; Congressional Black Caucus, Washington, DC; Miramar Air Show, San Diego, CA; Aviation Nation, Nellis AFB, North Las Vegas, NV; Rotary Club, Phoenix, AZ; Hispanic Heritage Month at Portland

(OR) VA Medical Center; Civil War West Coast Symposium, Clovis, CA; Pasadena (CA) UC LA Football Game in the Rose Bowl; Mc. Nary High School, Salem, OR; American Association of Community Colleges Convention, Seattle, WA; National Congress of American Indians Mid-Year Conference, Rapid City, SD; Alaska Military Youth Academy; Institute of Military Honors, Los Angeles, CA; Arizona Bar Association; McClane and Fresno (CA) High Schools; National Association of Latino Elected Officials Convention, Denver, CO; Sioux Falls (SD) Business District; American Association of School Administrators Convention, Phoenix, AZ; National Association of Secondary School Principals National Conference, Phoenix, AZ; CA State Veterans Commanders Council; Arvada (CO) VFW Post; Lao Veterans of America Annual Meeting, Fresno, CA; US Army Recruiting Command Reserve Policy Council, Fresno, CA; National Association of Colored People Convention, Kansas City, MO; League of United Latin American Citizens National Conference, Albuquerque, NM; National Association of Student Financial Aid Administrators Conference, Denver, CO; VFW Posts, Mesa County, CO; National Association of Black Veterans, Colorado Springs, CO; and, National POW/MIA Recognition Day, Fresno, CA.





Information Technology

Fiscal Year 2010 saw a number of improvements made to Selective Service's information technology (IT) infrastructure. The Registration Compliance and Verification (RCV) system is currently underway – this new system will replace a legacy mainframe system that has outlived its usefulness. The RCV will satisfy federal mandates of Federal Information System Management Act (FISMA) of 2002 and will replace the current registration system in use since the 1980s. The agency successfully completed phase two of the project, and phase three will start in November 2010. During the next year, verification applications (needed to manage the agency's peacetime mission of registering young men for a possible military draft) will be added and tested.

The Information Technology Directorate recently moved its Internet connection to a Trusted Internet Center as mandated by the Office of Management and Budget. This move greatly increases Internet security because the Department of Homeland Security (DHS) now analyzes the agency's Internet traffic – Selective Service maintains its own security system but now has the DHS lending support to IT security efforts. Selective Service was one of the first federal agencies to meet this requirement for obtaining management security services.

Migration to the new NetWorx contract for voice and data services continued during the year. Most services have been switched from the expiring FTS2001 contract to the new NetWorx contract. Selective Service anticipates completing the migration well before the December 31, 2011, deadline.

The annual FISMA audit noted improvement in the agency's compliance status; however, the auditors identified three material weaknesses. Selective Service contracted with the Bureau of Public Debt to certify its general support network. Completing this accreditation will resolve most of the FISMA-related deficiencies. This work is scheduled to be completed by April 2011 in time for the next audit. Selective Service remains committed to resolving the issues and recently appointed a new chief information officer to facilitate remedying these deficiencies.

Selective Service continued to support its online public Web site registration and verification system at www.sss.gov. The online registration/verification is operational seven days a week, except for weekly scheduled maintenance. A current registrant can verify his registration online, as can any university or government official trying to verify if a man is registered with Selective Service and in compliance with federal law. This is a valuable public service provided to the registrant to ensure he receives the benefits tied to the registration requirement.

Human Resources

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

Funded for 150 RFOs who are assigned throughout the Nation and its territories, these part-time military personnel perform critical peacetime and preparedness tasks and function as the field contacts for state and local agencies and the public.

The largest component of the Selective Service System workforce is approximately 11,000 uncompensated men and women who serve as volunteer local, district, and national appeal board members. When activated, these citizen volunteers will decide the classification status of men seeking exceptions or deferments, based on conscientious objection, hardship to dependents, or their status as ministers or ministerial students.

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

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

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

Agency human resources officials are motivated by the goals of improving employee morale and the workplace environment, enhancing employee training tools, and increasing efficiency and asset management through the optimum use of state-of-the-art technology. In addition to flexible and compressed work schedule options, the agency has expanded its telework program to cover nearly 75 percent of all employees and improved online work capabilities. A small number of the workforce is currently teleworking one to two days per pay period. Improvements in the performance appraisal and award systems continue. The agency analyzed and shared with employees the results of the annual human capital survey.



This survey highlighted a continuing need for particular emphasis in the leadership and communications areas. Selective Service participated in the Office of Personnel Management-led human capital survey in FY 2009; the results have been received and were posted to the agency's Internet site. In addition, focus group meetings were held to address critical concerns in several areas and to create an action plan for improving employee satisfaction. Selective Service is working with the overall government-wide effort, led by Office of Personnel Management to address this vital issue. Selective Service is similarly committed to improving the end-to-end hiring model. In FY 2010, several changes were made as a result of survey results. The agency continues to work on communication across the organization. Senior staff meetings and All Hands meetings are held to allow sharing of information from all organizations and to keep the workforce up-to-date on all issues relative to Selective Service and federal government as a whole.

Selective Service continues to work toward a more efficient operation and in FY 2010, the agency successfully partnered with the National Business Center and the Office of Personnel Management to implement official personnel records (e-OPF).

The online training site GoLearn has helped the agency upgrade employee knowledge and skills required for various jobs, all while reducing the expense and time of formal classroom training. During FY 2010, the agency was able to provide funding for training opportunities to address "Women in Leadership" and "Blacks in Government." Selective Service provided resources for IT training to close some skills gap and continued to use its Intranet Web site for publishing specific topic areas for retirement planning and leadership information.

Using the contracted services of the U.S. General Services Administration, the agency continues working to complete the rollout of the Homeland Security Presidential Directive-12 government identification card program in FY 2009. Future efforts will include using these cards for computer log-in security and building access control.

Field Activities

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

Region I Headquarters, located in North Chicago, IL, has a staff of nine civilian employees and is supported by 18 state directors and



52 part-time Reservists. Region I, including parts of the Midwest and the upper portion of the East Coast, consists of 16 states, New York City as a separate entity, and the Nation's capital: Connecticut, Delaware, Illinois, Indiana, Maine, Maryland, Massachusetts, Michigan, New Hampshire, New Jersey, New York, New York City, Ohio, Pennsylvania, Rhode Island, Vermont, Wisconsin, and the District of Columbia. It encompasses a diverse population that is well represented by more than 3,400 Selective Service local and district appeal board members, with additional board member appointments pending. Region I is authorized 3,620 board members, and, in this fiscal year, 179 new members were appointed to represent their communities. Region I had 48 board members who retired after the allotted 20 years of service on their respective boards.

Region II Headquarters is located in Smyrna, GA, just outside of Atlanta, with a staff of nine civilian employees and the support of 15 state directors and 47 part-time Reservists. This region covers southeastern and south central portions of the United States, consisting of 13 states and two territories: Alabama,

Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, Texas, Virginia, and West Virginia, as well as Puerto Rico and the U.S. Virgin Islands. Of the 3,585 board members authorized, there are 2,973 local and district appeal board members currently serving, with additional board member appointments pending. Region II had 56 board members who retired after the allotted 20 years of service on their respective boards.

Denver, CO, serves as the base of operations for Region III Headquarters, with its eight civilian employees, 21 state directors, one deputy state director, and 53 part-time Reservists in the field. Region III includes the rest of the Midwest (not covered by Region I) and consists of 21 states and two territories: Alaska, Arizona, California, Colorado, Hawaii, Idaho, Iowa, Kansas, Minnesota, Missouri, Montana, Nebraska, Nevada, New Mexico, North Dakota, Oklahoma, Oregon, South Dakota, Utah, Washington, and Wyoming, as well as Guam and the Northern Mariana Islands. This management echelon is authorized 3,470 board members. A priority is in place to identify, vet, and appoint replacements for each vacancy.



Operations

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

Planning, Reclassify, and Training

Reclassifying registrants during a return to conscription and settling claims by men seeking postponements, exemptions, or deferments from military service is basic to any activation. Responsibilities also include managing the agency's board member program during both pre- and post-mobilization operations. The board member program consists of approximately 11,000 non-compensated civilian volunteers who serve as local, district, and national appeal board members, trained by the agency on their duties and responsibilities adjudicating claims filed by registrants seeking postponements, exemptions, and deferments in accordance with national policies and procedures. Readiness training and operational planning and policy for the agency also must be in place and current.

Agency Directives

Throughout FY 2010, numerous agency directives and headquarters orders, providing guidance on current policies and procedures for a variety of functions such as readiness training, readiness planning, continuity of operations, and various security components were rewritten to better align Selective Service's activation with supporting documentation.

Continuity of Operations

Another major responsibility is the maintaining and managing of the agency's continuity of operations plan and programs. In this end, the agency successfully participated in the FY 2010 Department of Homeland Security/Federal Emergency Management Agency's (FEMA's) Eagle Horizon National Level Exercise. Selective Service was one of 62 agencies participating in this continuity of operations exercise and successfully tested Selective Service's capability to deploy their emergency personnel to continuity sites and exercise emergency communications capabilities as well as essential functions. The agency also successfully participated in five FEMA communication exercises in FY 2010. Portions of the agency's alert roster were tested during some of these communications exercises. During this fiscal year, in response to recently updated Federal Continuity Directives, a wholesale update of all agency continuity plans and programs were underway.

In addition to participating in annual and monthly continuity exercises, the Operations Directorate provided annual COOP training to all agency personnel in the form of an online training presentation on pandemic planning, mainly focusing on the H1N1 virus. The training instructed participants on measures for preparation and prevention of the virus at home and in the workplace and included multiple interactive links to various federal, state, and local entities that provided additional information and tools for pandemic planning.

Readiness Training

The agency's readiness training element covers the preparedness of nearly 11,000 local, district, and national appeal board members nationwide, as well as agency RFOs and state directors. In this fiscal year, training efforts were directed towards the upgrade of our readiness training functions in the electronic training environment. Using new and existing technologies, Selective Service continued to add to their library of computer and web-based training courses, chief of which was continuation training for board members. Selective Service has deployed continuation training web portals

that link participants to online training modules that allow personnel 24-7 access to training materials. This provides for a training program that is adaptable, efficient, and cost-effective to deliver.

New local and district appeal board members continued to be provided group study initial board member training (IBMT), which introduces them to their duties as a board member. In addition, a computer-based and online version of the IBMT is being tested in the regions. This electronic training encompasses all the relevant points of the classroom version and includes video footage of a scripted board hearing so that participants can view proper board procedures and become better acquainted with the claims and adjudication process. In light of continuous budget cuts, this will provide a cost saving, high quality alternative to face-to-face training as well as providing board members with more options for participating in training.

In keeping with the mandates of the agency's new leadership, continuation training was provided in group-based, self-study, and online formats for local and district appeal board members. This fiscal year's training focused on the hardship to dependents classification and included a scripted video of a hardship to

dependents hearing that was produced at no cost to the agency. This video allowed for board members to view realistic exchanges between board members and registrants and provided a better insight into what board members could expect of the hearing process. In addition to developing training in multiple formats and environments, Selective Service continues its on-going efforts to update hard-copy training materials for personnel who do not have access to electronic training. Even in the face of reduced manpower and budgetary resources, Selective Service will continue to explore and develop comprehensive training in as wide an array of formats as possible to accommodate our personnel.

Alternative Service

Fiscal Year 2010 was another successful year for Selective Service's Alternative Service Program (ASP) since the agency's highlighted with special emphasis this program in 2004. Four memorandums of understanding (MOUs) were signed in the latter part of FY 2010, boosting interest in Selective Service's Alternative Service Employer Network (ASEN) and ASP. Several of these MOUs have been a culmination of several years of discussion. In addition, agency outreach to the conscientious objector (CO) constituency of the program continued to expand and improve.

On April 20, 2010, Director Lawrence G. Romo met with Mr. Stanley Green, Executive Director of Mennonite Mission Network, to sign the agency's first ASEN agreement in 25 years since Selective Service came out of deep standby in 1980. After more than five years of discussion, this agreement between Selective Service and Mennonite Voluntary



Service, an agency of the Mennonite Church USA, increased the civilian service options for COs required to do alternate service in lieu of military service in the event the draft ever is reinstated.

Inspired by the agreement signed with Mennonite Voluntary Service, similar negotiations occurred with Brethren Volunteer Service, an organ of the Church of the Brethren. Then, an agreement with Christian Aid Ministries' Conservative Anabaptist Service Program was signed in July. Agreement was reached on the terms of an agreement with the Corporation for National and Community Service. The agreement with the Corporation for National and Community Service had been under discussion for almost seven years and is a significant addition to Selective Service's ASEN since it has the potential to provide thousands of service placements throughout the country. The three other agreements will hopefully provide upwards of 500 service placements, if needed.

A 1984 Selective Service study projected that 30,000 alternative service placements would be required each year of a future draft. The new agreements are a step towards ensuring Selective Service will be able to fulfill its second-part mission in any return to conscription. However, much work remains to be done in this area. Negotiations are actively proceeding on three other agreements with religious groups; in the next fiscal year the agency expects to begin negotiations for employer agreements with several secular non-profit organizations.

Furthermore, two electronic outreach seminars were conducted, one in October 2009 and the other in March 2010. Use of the Internet, telephone, and the U.S. Postal Service bring together Selective Service leadership and advocates for CO issues and has assisted in lowering negative barriers as respectful dialogue

is fostered between the agency and its CO constituencies. Fiscal Year 2010 electronic outreach sessions linked Selective Service to more than 120 individuals across the Nation who representing major historic peace church denominations and secular CO-advocacy groups. As Selective Service refines and improves its use of available technologies and processes, the agency leadership hopes to also expand outreach efforts to mainstream religious, secular CO-advocacy groups, and traditional peace churches with which Selective Service currently has limited interface.

National Headquarters continued to welcome representatives of historic peace church constituencies. Visits were made to Berlin, OH, in August to speak to the Board of the Conservative Anabaptist Service Programs. Among the members of the Board are the leaders of five major groups of conservative Anabaptists in this country. It provided another opportunity to meet with these leaders, dispel false information, and impress upon them this Administration's commitment to the ASP and to the protection of the rights of COs.





Selective Service and the Future

The arrival of new agency leadership and its opportunity to reassess programs and priorities have been completed within a constrained budgetary environment and the concomitant guidance to reduce operational readiness. Selective Service continues to work its statutory missions – for these are its enduring rationale for continued existence.

Although the agency has extensive experience as a manpower generation mechanism to backstop the current volunteer U.S. Armed Forces when needed, it could do more if authorized, directed, and resourced. However, Selective Service is focused only on its traditional missions:

- To deliver untrained manpower and trained health care personnel to DoD according to specific timelines when directed by the President and Congress, and
- To manage an alternative service program in the civilian community for those men classified as conscientious objectors by its boards.

America can be assured that this small and compact organization stands ready to satisfy its reduced readiness obligations. It is prepared for delivering untrained manpower and trained personnel to DoD when directed. Further, Selective Service is capable of managing an alternative service program for conscientious objectors. To perform these statutory responsibilities, certain collateral activities are necessary and must be in place today. So, ongoing peacetime registration of men as they reach age 18, the identification of and contact with suspected non-registrants to ensure compliance with the law, the maintenance of an active database of registrants, and the implementation of modest public awareness endeavors to highlight the legal registration requirement all remain necessary.

Selective Service provides America with a cost-effective, proven backup manpower mechanism for the U.S. Armed Forces. It is proud to continue providing national security dividends for a very modest investment.

State Directors

As of September 30, 2010

| | |
|--------------------------------------|--------------------------|
| Alabama | Sheldon E. Jeames |
| Alaska | Charles A. Smith |
| Arizona | Victor R. Schwanbeck |
| Arkansas | Richard Gassaway |
| California | Ronald H. Markarian |
| Deputy State Director for California | Benjamin T. Sutherland |
| Colorado | Paul S. Baldwin |
| Connecticut | Nathan G. Agostinelli |
| Delaware | Richard C. Cecil |
| District of Columbia | Margaret G. Labat |
| Florida | <i>vacant</i> |
| Georgia | Debra C. Rondem |
| Guam | Gregory D. Perez |
| Hawaii | <i>vacant</i> |
| Idaho | Michael D. Moser |
| Illinois | Richard E. Northern |
| Indiana | Stephen C. Hoffman |
| Iowa | Myron R. Linn |
| Kansas | Kenneth G. Fuson |
| Kentucky | Dennis K. Wilcutt |
| Louisiana | Everett J. Bonner |
| Maine | Averill L. Black |
| Maryland | Gorham L. Black III |
| Massachusetts | Thomas F. Merigan, Jr. |
| Michigan | James A. Klynstra |
| Minnesota | John D. Fitzgerald, Jr. |
| Mississippi | Steven L. Melancon |
| Missouri | Donald L. Hiatte |
| Montana | Edward L. Hanson |
| Nebraska | Robert J. Foley |
| Nevada | Billy G. McCoy |
| New Hampshire | Robert E. Dastin |
| New Jersey | Frederick W. Klepp |
| New Mexico | Mucio Yslas, Jr. |
| New York State | Rosetta Y. Burke |
| New York City | Paul A. Raimondi |
| North Carolina | Donald L. Shaw |
| North Dakota | Scott D. Rising |
| Northern Mariana Islands | <i>vacant</i> |
| Ohio | Raymond Orrand |
| Oklahoma | Owen M. Barnhill |
| Oregon | Michael F. Valdez |
| Pennsylvania | John C. Williams |
| Puerto Rico | Walter Perales-Reyes |
| Rhode Island | Joseph N. Waller |
| South Carolina | Joe P. Johnson III |
| South Dakota | Byron I. Callies |
| Tennessee | Chris L. Gingles |
| Texas | Claude E. Hempel |
| Utah | <i>vacant</i> |
| Vermont | William P. Cody |
| Virgin Islands | Warrington O. Tyson, Sr. |
| Virginia | Manuel R. Flores |
| Washington | Terry J. Oxley |
| West Virginia | Jack E. Yeager |
| Wisconsin | John C. Cumicek |
| Wyoming | Henry W. Buseck |

Registrants by State

Registrants as of September 30, 2010

| | 20-25 Year Old Draft Eligible Men (Born 1985– 1990) | 18-25 Year Olds Entire Registrant Group (Born 1985– 1992) |
|--------------------------|---|---|
| Alabama | 197,830 | 241,207 |
| Alaska | 35,169 | 43,107 |
| Arizona | 270,525 | 347,676 |
| Arkansas | 128,273 | 158,572 |
| California | 1,424,399 | 1,735,098 |
| Colorado | 210,133 | 266,575 |
| Connecticut | 134,540 | 163,607 |
| Delaware | 39,535 | 50,675 |
| Florida | 847,248 | 1,071,654 |
| Georgia | 417,625 | 530,906 |
| Hawaii | 51,731 | 63,109 |
| Idaho | 69,947 | 87,527 |
| Illinois | 554,506 | 667,769 |
| Indiana | 256,401 | 308,646 |
| Iowa | 131,935 | 164,152 |
| Kansas | 132,879 | 166,980 |
| Kentucky | 169,173 | 207,417 |
| Louisiana | 208,003 | 265,644 |
| Maine | 53,697 | 64,935 |
| Maryland | 222,071 | 269,321 |
| Massachusetts | 240,900 | 291,131 |
| Michigan | 418,275 | 508,905 |
| Minnesota | 232,502 | 284,413 |
| Mississippi | 117,056 | 144,778 |
| Missouri | 244,575 | 300,269 |
| Montana | 40,753 | 49,603 |
| Nebraska | 75,422 | 92,217 |
| Nevada | 84,520 | 103,437 |
| New Hampshire | 59,989 | 72,619 |
| New Jersey | 339,231 | 410,314 |
| New Mexico | 94,367 | 113,582 |
| New York | 788,462 | 934,214 |
| North Carolina | 432,079 | 532,385 |
| North Dakota | 28,584 | 34,865 |
| Ohio | 517,791 | 634,806 |
| Oklahoma | 163,447 | 210,473 |
| Oregon | 142,243 | 172,317 |
| Pennsylvania | 472,671 | 570,646 |
| Rhode Island | 46,684 | 58,178 |
| South Carolina | 186,620 | 238,147 |
| South Dakota | 37,353 | 45,383 |
| Tennessee | 254,209 | 315,950 |
| Texas | 940,602 | 1,122,797 |
| Utah | 133,657 | 158,034 |
| Vermont | 25,475 | 30,847 |
| Virginia | 327,651 | 421,687 |
| Washington | 238,571 | 277,379 |
| West Virginia | 69,611 | 86,010 |
| Wisconsin | 234,666 | 280,968 |
| Wyoming | 22,936 | 28,274 |
| Washington, DC | 13,619 | 16,250 |
| Northern Mariana Islands | 7,683 | 9,109 |
| Virgin Islands | 4,159 | 4,972 |
| Puerto Rico | 143,824 | 175,527 |
| Guam | 6,494 | 7,610 |
| Foreign | 23,608 | 28,489 |
| TOTAL | 12,765,909 | 15,641,162 |

SELECTIVE SERVICE SYSTEM
NATIONAL HEADQUARTERS
ARLINGTON, VA 22209

