




# FISCAL YEAR 2011 ANNUAL REPORT

to the Congress of the United States



FROM THE DIRECTOR OF THE SELECTIVE SERVICE SYSTEM



# Selective Service System Senior Staff

## At the end of Fiscal Year 2011

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## A Message from the Director

This Fiscal Year (FY) 2011 report summarizes the recent work of a small federal agency that does a big job for the United States. With a very modest investment of \$24.2 million, the Selective Service System's full-time civilian staff, part-time state directors, part-time National Guard and Reserve officers, thousands of uncompensated civilian volunteer board members, state resource volunteers, and registrars scattered across America guarantee that our Nation can implement a fair and equitable draft when directed. 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, ambiguous, and complicated world.

I take this unique trust very seriously because Selective Service'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 Selective Service mission for over 71 years.

I am pleased with the challenges which the agency has overcome successfully during FY 2011. We performed most of the year under a continuing resolution, while completing the most aggressive and comprehensive migration from an obsolete mainframe to a smaller, more responsive platform. Additionally, a 137-day backlog of public correspondence was reduced to a manageable five days, in spite of our registration verification responsibilities increasing exponentially. Also noteworthy was the double-digit improvement between 2010 and 2011 in five areas of the Employee Viewpoint Survey. Because of programmatic changes and positive management actions, Selective Service was recognized as "the most improved small agency" in the Federal Government. Finally, Selective Service has reduced deliberately its capability to reinstate a national draft by focusing ever more keenly on the registration of young men with concomitant reductions in operational readiness. This is in concert with its allocated resources and



guidance from the Administration and the end-user of our service -- the Department of Defense.

In summary, I am honored yet humbled to lead America's Selective Service System, an 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 customer, 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. We uphold these values daily.

A handwritten signature in black ink, appearing to read "L. Romo". The signature is fluid and cursive, written over a light-colored background.

Lawrence G. Romo

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# 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, three-fourths 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, driver's licenses and identification cards in some states, 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 would not be subject to a draft.



# 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 175 part-time Reserve Force Officers (RFOs), comprised of military personnel representing each of the U.S. Armed Forces. 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 "grassroot" 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 18,132, of the Nation's 20,895 high schools are participating in the Selective Service high school registrar program. In addition, there are several other Selective Service registrar programs at the federal and state level that boost Selective Service's registration initiatives. Civic-minded volunteers in these programs 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, registrars, state resource volunteers, state directors, and RFOs.



## Budget and Finance

### FY 2011 Budget

On September 30, 2010, the Continuing Appropriations Act, H.R. 3081, the Continuing Appropriations Act, 2011, was signed into Public Law 111-242. The bill authorized Selective Service System funding for period October 1 through December 3, 2010. On December 4, 2010, the second Continuing Resolution, H.J. Res. 101, the FY 2011 Further Continuing Appropriations, was signed as 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, funding the government through December 21, 2010. A fourth Continuing

Resolution, Public Law 111-322, funding the government through March 4, 2011, was passed on December 22, 2010. A fifth Continuing Resolution was signed into Public Law 112-4, on March 2, 2011, funding Selective Service System through March 18, 2011. A sixth Continuing Resolution was signed into Public Law 112-6, on March 18, 2011, funding Selective Service System through April 8, 2011. Finally, a seventh Continuing Resolution, Public Law 112-8, was passed on April 9, 2011, funding Selective Service System through April 15, 2011. A full year Continuing Resolution was voted by the House. The FY 2011 enacted budget equals \$24.2 million.

## Selective Service System

### FY 2010 & FY 2011: Obligation of Funds

FUNCTION	FY 2010 Amount	FY 2011 Amount
Personnel Compensation, including RFOs	\$ 11,845,745	\$ 11,763,583
Personnel Benefits	2,985,084	2,768,429
Travel and Transportation of Personnel	293,935	171,493
Office, Equipment, Miscellaneous Rentals, Utilities, and Courier Services	1,331,521	1,109,398
Communication Services	143,295	161,110
Printing and Reproduction	472,419	404,521
Other Services	2,335,816	2,167,418
Supplies and Materials	193,202	153,379
Postage and U.S. Postal Service	1,340,778	1,350,994
Furniture and Fixtures, Software, Telecommunications, Automatic Data Processing Systems and Office Equipment, and Books	2,691,303	3,588,614
Equal Employment Opportunity Services and Investigations	87,189	35,064
Military Entrance Processing Command (MEPCOM) – Payments	553,594	544,776
<b>TOTAL FOR ALL FUNDS</b>	<b>\$ 24,273,881*</b>	<b>\$ 24,218,779*</b>

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



## Anticipated FY 2012 Budget

After several continuing resolutions, on Friday, December 23, 2011, the President signed into law the Consolidated Appropriations Act, 2012 (H.R. 2055). The FY 2012 enacted budget equals \$24.5 million.



Budget  
Justification  
Fiscal Year 2011



## Registration

Registration is a critical component of Selective Service's mission to augment manpower of 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 of at least a 90 percent or greater registration compliance rate for men ages 18 through 25 for a fair and equitable draft. The estimated registration compliance rate for the 18 through 25 year-of-birth (YOB) groups, which is based on calendar year (CY) with the latest being CY 2010, was 92 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 ages 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 are discussed in fiscal year, to run parallel with the appropriation funding year.

For CY 2010, the Selective Service national overall estimated registration compliance rate was up one percent over CY 2009 for men ages 18 through 25 who were required to be registered. For the 18 YOB group, the compliance rate was 69 percent, the same as CY 2009; the 19 YOB group was 89 percent, up two percent; and the 20 through 25 YOB groups (the draft-eligible groups) were 96 percent, the same as for CY 2009.

Primary factors contributing to registration compliance were: (1) the enactment and implementation in states and territories of driver's license legislation (DLL) encouraging registration with Selective Service to obtain a driver's license, driver's permit, or an identification card; (2) use of online registration through Selective Service's Web site, [www.sss.gov](http://www.sss.gov); (3) emphasis on soliciting volunteer Selective Service registrars; (4) increased liaison with U.S. Postal Service offices, the only universal source of availability of Selective Service registration forms; and (5) 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 2011, the agency received and processed over 121,000 Selective Service registration forms through the U.S. Postal Service mail-back program. This vital program allows many young men who do not have access to the Internet, who do not have a driver's license, or who do not yet have a social security number to register with Selective Service at any U.S. Post Office. This program affords young men in locales throughout the Nation the opportunity to fulfill their Selective Service registration requirement and a choice to register through the Post Office.

**SELECTIVE SERVICE SYSTEM REGISTRATION FORM**  
Register online ([www.sss.gov](http://www.sss.gov)) or complete this form

DO NOT WRITE IN THIS SPACE

PRINT ONLY IN BLACK INK AND IN CAPITAL LETTERS ONLY

1 DATE OF BIRTH (MM-DD-YYYY)

2 SEX: (Mark with "X") Male Female

3 SOCIAL SECURITY NUMBER

4 LAST NAME

5 FIRST NAME & MIDDLE NAME

6 TODAY'S DATE (MM-DD-YYYY)

7 SIGNATURE

CURRENT MAILING ADDRESS (STREET ADDRESS & APARTMENT NUMBER)

CITY

STATE

ZIP CODE

I AFFIRM THE FOREGOING STATEMENTS ARE TRUE

AGENCY USE

SSS FORM 1 (JAN 12) OMB APPROVAL 32-04-0002

We assist the public, supporting burden for this collection will vary from two minutes per response, including time for reviewing instructions, searching existing data sources, gathering data, and completing and reviewing the information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing the burden to: Selective Service System, 9365 Forta Office (3240-1520), Arlington, VA 22204-2425. The OMB control number 32-04-0002 is currently valid. Comments are not required to respond to this collection unless it displays a valid OMB control number.

UT1

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; National Farmworker Jobs Program; Federal Bureau of Prisons; State Correctional Institutions; 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 have not yet registered and turned 19 years old in FY 2011.

## 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, the DMC

men suspected to be in violation of the Military Selective Service Act. These men have been sent a series of letters reminding them of their civic obligation to register to ensure a fair and equitable draft if ever needed. Such work was accomplished by a seasoned workforce of approximately 50 employees.

The Data Management Center is home to the agency's national call center, which the public contacted to verify a registration as needed to be eligible for any of the benefits and programs linked to the Selective Service registration requirement. At this center, information is updated, registrations are completed by telephone, general questions are answered, and inquiries are addressed regarding a specific correspondence. Over a million calls are received each year at this center with about 20 percent of the actions requiring assistance of an agent due to complexity and research.



has processed about 68 million registrations, made approximately 32 million file changes to these records, printed and mailed nearly 200 million letters and cards, answered nearly 25 million telephone calls, all in addition to other requirements associated with peacetime registration programs.

The Data Management Center added another 2.2 million records to the database of men registered with the Selective Service System. This database would be used in the event of a national emergency calling for induction of men into the Armed Forces. It is maintained on a daily basis; records are updated to ensure accuracy. In addition, a file is kept of

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 55,000 status information letters to non-registrants. 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 2011 registration workload is processed through automation. However, DMC's small data entry staff is still required to input over 712,000 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 Selective Service's mission despite the shift towards more electronic transactions.

During FY 2011, DMC had 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 pursuing DLL in support of the registration program. Selective Service provided such assistance as reviewing draft legislation, having a working agreement with the American Association of Motor Vehicle Administrators, and providing information management related technical expertise.

By the end of FY 2011, 39 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, 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: Maine, Maryland, Washington. (Note: "passed" but not enacted into law by the end of the fiscal year was Puerto Rico.)

As a result, over 712,000 men were registered in FY 2011 through DLL. (Note: CY 2011 data is not available until March 2012.)

Although the states that have enacted this type of legislation comprise 74 percent of the Nation's registrant population potential for the 18 YOB group and 74 percent for draft-eligible (20 through 25 year olds) YOB groups, 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 continued 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 2011 (DLL, Internet, Department of Education, telephonic, DoD, Department of Labor, and Alaska Permanent Funds). 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 2011, over 56,000 men were automatically registered through this interagency agreement, which is comparable to previous years' statistics.

Eighty-six percent of all registrations for FY 2011 were received through electronic processes. The three major areas of electronic registration reflect 33 percent from driver's license registrations, 20 percent from the Internet ([www.sss.gov](http://www.sss.gov)), and 27 percent from the Department of Education. Of those young men registering electronically:

- 712,000 registered via driver's license legislation
- 444,000 registered via the Internet
- 19,000 registered via telephone
- 590,000 registered through DoED Pell Grant applicant matching
- 23,000 registered through the DoD enlistment process
- 9,000 registered through the WIA job applicant matching
- 56,000 registered through CIS immigrant matching, and
- 2,000 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](http://www.sss.gov)), driver’s license applications, and other sources. The man’s information is held until 30 days before his 18th birthday, at which time his registration record is processed.

### *Increasing Registration Awareness* **Registrar Programs**

As of September 30, 2011, 87 percent or 18,132 of the Nation’s 20,895 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 National Farmworker Jobs Program, the Workforce Investment Act Program, Federal Bureau of Prisons, State Correctional Institutions, and the Department of State (for overseas registration).

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 and other Selective Service registrars, as well as registrants and student financial aid officers 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 2011, 117,020 (a decrease of 28,409 over FY 2010) names and addresses of suspected violators were provided to the DoJ.



## 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 emails, 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

Three bills effecting Selective Service were introduced during FY 2011.

Rep. Peter DeFazio of Oregon introduced House Amendment 37 to H.R. 1, the Full Year Continuing Appropriations Act of 2011, on February 16, 2011. The amendment would have defunded Selective Service entirely. The full House rejected the measure by a vote of 296-136.

Rep. Mike Coffman of Colorado introduced H.R. 621, the National Emergency Selective Service Act of 2011, on February 10, 2011. The Coffman bill would have eliminated Selective Service, including its registration activities and local boards. The bill was referred on March 3, 2011, to the House Armed Services Subcommittee on Military Personnel, which took no action on the bill pending a U.S. General Accountability Office (GAO) study of the issue due May 1, 2012.

Rep. Charles Rangel of New York introduced H.R. 1152, the Universal National Service Act of 2011, on March 17, 2011. The bill calls for two years of national service for every U.S. citizen and resident between the ages of 18 and 25, either into the active or reserve component of the Armed Forces, or in a civilian capacity that

promotes national defense. The measure was referred to the House Armed Services Subcommittee on Military Personnel. No action has been taken.

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

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

During FY 2011, 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 from Congress.

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 2011, the Public and Intergovernmental Affairs Directorate received and answered over 3,350 pieces of correspondence including 270 congressional inquiries, 18 Freedom of Information Act requests, and 800 general public inquiries. In addition, more than 7,700 telephone and email requests were serviced.

### **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 FY 2011, Selective Service responded to inquiries from CNS News, *Wall Street Journal*, *Voice magazine*, the *Express-News of San Antonio*, KPBS Radio, and *Latino magazine*.

Six newspaper stories were distributed by North American Precis 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 29 of the Nation's leading community and educational annual meetings in FY 2011.

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 GI Forum (AGIF)

American Immigration Lawyers Association (AILA)

American Legion (AL)

American School Counselor Association (ASCA)

Andrews AFB Air Show

Association of YMCA Professionals (AYP)

Distributive Education (DECA)

League of United Latin American Citizens (LULAC)

National Association for the Advancement of Colored People (NAACP)

National Association of Secondary School Principals (NASSP)

National Association of Student Financial Aid Administrators (NASFAA)

National Congress of American Indians (NCAI)

National Council of La Raza (NCLR)

National Education Association (NEA)

National Federation of State High School Associations (NFHS)

National Guard Association of the United States (NGAUS)

National School Boards Association (NSBA)

National Urban League (NUL)

NBC 4 Health Fair



Organization of Chinese Americans (OCA)

Potomac Rugby Foundation

Reserve Officers Association (ROA)

Teachers of English to Speakers of Other Languages (TESOL)

Texas Charter Schools (TCS)

Veterans of Foreign Wars (VFW)

YMCA

## Radio and Television Public Service Announcements

**Radio:** During FY 2011, Selective Service produced and distributed six English and Spanish radio news announcements. Distributions were sent to 6,000 stations.

**Television:** 25 "Tips for College" video announcements were distributed to Public Television, Cable TV, and TV outlets in FY 2011. Each TV Tip had a Selective Service registration message at the end. The "Tips" will also be distributed to high school guidance counselors nationwide in 2012.

Additionally, 25 “Tips for Selective Service Registration” were produced in FY 2011 and will be distributed in 2012 to TV and cable media outlets,

Three TV “news” messages were produced and distributed to 1,000 media outlets.

## High School Publicity Kit

High school publicity kit materials were distributed in FY 2011 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 2011, Public Affairs teams visited the California cities of Oakland, Sacramento, San Diego, San Jose, and San Francisco followed by visits to Olympia, Seattle, and Tacoma, WA.

Local outreach meetings were held with 82 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. Resource awareness materials were left with each organization.

### *In Oakland, CA:*

- California Youth Outreach
- Ethiopian Community and Cultural Center
- First Place for Youth
- Lighthouse Charter School
- Oakland Asian Cultural Center
- Project Re-Connect

### *In Sacramento, CA:*

- Choices Community Center
- AILA, Sacramento Chapter
- No Youth Left Behind

### *In San Diego, CA:*

- AILA, San Diego Chapter
- Border View YMCA
- Boys and Girls Clubs of Greater San Diego
- Centro Cultural De La Raza
- Chamber of Commerce, San Diego
- *El Latino*
- Employee Rights Center
- Harmonium
- Hazard Center (YMCA)
- Junior Achievement
- *La Prensa magazine*
- Mayor’s Office of City of San Diego
- Persian Cultural Center
- San Diego American Indian Health Center
- San Diego Boy Scouts
- San Diego County Office of Education
- San Diego Unified School District
- San Diego Workforce Partnership
- San Diego Youth Services
- Say San Diego
- Sudanese American Youth Center
- Urban Corps

### *In San Francisco, CA:*

- Chinese Culture Foundation of San Francisco
- Larkin Street Youth Services
- Law Offices of Rosy Cho
- SOMArts Cultural Center
- United Way of the Bay Area

### *In San Jose, CA:*

- Center for Training and Careers
- East Valley YMCA
- Mexican American Community Services Agency
- San Jose Youth Commission
- Services, Immigrant Rights and Education Network

### *In Olympia, WA:*

- Community Youth Services
- Seifert Law Offices
- Somalia Community Services
- South Sound YMCA, Briggs Community Branch



*In Seattle, WA:*

- Asian Weekly
- Boys and Girls Club of Ballard
- Casa Latina
- Casey Family Programs
- Catholic Community Services
- Central Area Youth Association
- Chinese Information and Service Center
- East African Community Services
- *El Siete Dias*
- First Covenant of Seattle
- Joel E. Smilow Teen Center
- Lane Powell PC
- Law Office of Carol Edwards
- Law Office of Marie Higuera
- Literacy Source
- *The North American Post*
- Northwest Immigrant Rights Project
- Northwest Justice Project
- Perkins Law Firm
- Refugee Federation Service Center
- SafeFutures Youth Center
- Seattle Central Community College
- Soreff Law Offices
- Southwest Youth and Family Services
- Teen Feed
- Tumwater School District
- United Indians Youth Home
- United Way
- World Relief Seattle
- YMCA of Greater Seattle
- YouthCare

*In Tacoma, WA:*

- Kent Youth and Family Services
- Rescue Mission
- STEPS Mentor Program, University of Washington
- Tacoma Community College
- Tacoma Community House, Tacoma School District
- Vadis

Nationally, outreach meetings were held with the Hispanic Caucus, League of United Latin American Citizens, La Raza, Organization of Chinese Americans, National Association for the Advancement of Colored People, American Immigration Lawyers Association, National Association of Financial Aid Administrators, Veterans of Foreign Wars, American Legion, and Reserve Officers Association.

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.

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.)

### **Other Communications Efforts**

In FY 2011, a three-month bus advertising campaign, "Ignorance of the Law is No Excuse," ran in 19 markets with low registration compliance with interior postings in 4,700 buses.

Selective Service updated its social network activities, enhancing its "Facebook" page, and putting its registration videos on "YouTube." Also, Selective Service tested new banner links and Facebook targeted messages to 18-year-old men for three months in low compliance markets.

Public and Intergovernmental Affairs and Information Technology (IT) staff were responsible for developing a Personal Device Assistant (PDA) portal so that Selective Service can accommodate online registration. Selective Service communications messages advertised the registration portal option in its advertising.

Recruiting for Selective Service board members was made a lot easier with the production of a board member recruiting video, "People Like Me." It was designed for use in Selective Service exhibits, speaker venues, and a shorter version for kiosks and donated air time opportunities.

## 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.

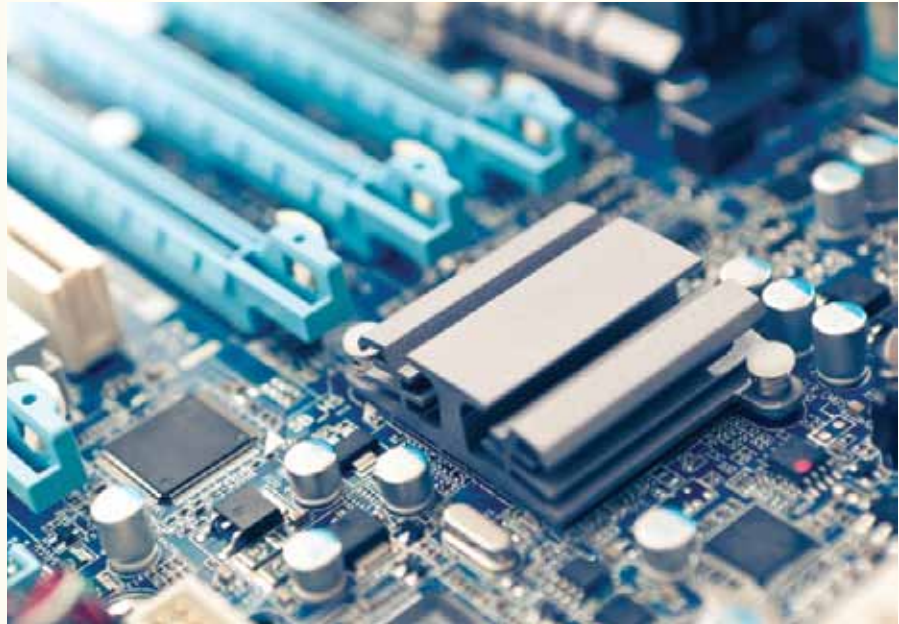
Local outreach efforts to increase registration awareness and registration compliance included Selective Service staff and RFOs providing registration information to young men and/or their influencers at: NBC4 Health and Fitness Expo, Washington, DC; Wisconsin American Legion Midwinter Conference, Baraboo, WI; College of Lake County Jobapalooza, Grayslake, IL; Latino Education Conference, Washington, DC; Badger Boys State, Ripon, WI; National Education Association Meeting; DC Youth Challenge Program, Washington, DC; National Association of Student Financial Aid Administrators, Boston, MA; National Urban League, Boston, MA; Organization of Chinese Americans, New York, NY; Texas Charter Schools, San Antonio, TX; National Federation of State High School Associations and Athletic Directors Conferences, Orlando, FL; Reserve Officers Association, Washington, DC; Teachers of English to Speakers of Other Languages Conference, New Orleans, LA; American Association of Community Colleges, New Orleans, LA; Distributive Education Association Conference, Orlando, FL; Andrews AFB Air Show, Andrews AFB, MD; Cherry Blossom Rugby Tournament, Rosecroft, MD; South Carolina Association of School Administrators Conference, Myrtle Beach, SC; Georgia Department of Corrections Registration Initiative, GA; YMCA National Convention, Dallas, TX; National Council of LaRaza, Washington, DC; Veterans

of Foreign Wars Convention, San Antonio, TX; National Congress of American Indians, Albuquerque, NM; National Association of Black Veterans, Denver, CO, and Oklahoma City, OK; State Veterans Organization Commanders, Fresno, CA; American Legion Meeting, Topeka, KS; UCLA/Oregon State Football Game, Rose Bowl, Pasadena, CA; Fraternal Order of Alaska State Troopers Annual Meeting, Anchorage, AK; Alaska National Guard Officers Meeting, Anchorage, AK; American Association of School Administrators Conference, Denver, CO; National Association of Secondary School Principals Conference, San Francisco, CA; American Association of Collegiate Registrars and Admissions Officers Conference, Seattle, WA; American Immigration Lawyers Association Conference, San Diego, CA; American School Counselor Association Conference, Seattle, WA; Selma Marine Corps JROTC Academy, Selma, CA; Reserve Officer Training Corps Tri Military Awards Ceremony, Boulder, CO; Naval JROTC Cadets at LeMoore High School, LeMoore, CA; American GI Forum National Convention, Albuquerque, NM; National Association for the Advancement of Colored People Conference, Los Angeles, CA; American Legion National Convention, Minneapolis, MN; Annual Bay Fest, Kaneohe Marine Base, HI; Military Order of the Purple Heart, Fresno, CA; and Mile High Chapter of the American GI Forum Meeting, Denver, CO.



## Information Technology

Fiscal Year 2011 saw a number of improvements made to Selective Service's information technology (IT) infrastructure. The Registration Compliance and Verification (RCV) system was deployed – this new system replaced a legacy mainframe system and allowed the agency to avoid the cost of supporting mainframe operations in FY 2012. The RCV system satisfied requirements of the Federal Information System Management Act (FISMA) of 2002 and replaced the current registration system in use since the 1980s. The project was completed ahead of the scheduled October 1, 2011 deadline.



The agency's Internet access is obtained using a Trusted Internet Connection (TIC) as mandated by the Office of Management and Budget. Selective Service was one of nine Federal agencies to be TIC compliant before October 1, 2011. The Department of Homeland Security recognized Selective Service for its improved security posture obtained by migrating Internet access to the TIC center. All Internet traffic is now scanned in accordance with security requirements developed by the Office of Management and Budget, the Department of Homeland Security, and the National Institute of Standards and Technology. The agency takes data security very seriously, and it will always strive to ensure the data it is entrusted to protect remains secure.

The FY 2011 annual FISMA audit noted substantial progress in the agency's compliance status. The agency contracted with the Bureau of Public Debt to perform a certification of its general support network and the new RCV system. These efforts allowed Selective Service to retire all but two outstanding FISMA-related deficiencies. Work to remediate the remaining two will continue in FY 2012.

Throughout the year, the IT Directorate worked to improve customer service; online registration and verification allows a young man to register with Selective Service and to verify an existing registration. This system provides a convenient means of complying with the registration requirement; also numerous universities and government agencies use the online registration verification service to check if a man has complied with the registration requirement prior to granting benefits such as federal student aid. Finally, IT staff also pursued e-Gov and Open Government initiatives in support of improved government performance.

## 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) remained at 130 this fiscal year, 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 numbers included the support of 56 part-time state directors and one deputy state director.

State directors are compensated for an average of up to 12 duty days throughout the year, although most of them devote considerably more time to Selective Service activities.

The agency was funded for 150 RFOs from all branches of the military services 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. If activated, these citizen volunteers would 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 continued its commitment to update its strategic HCMP, which includes the workforce and accountability components. 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 potential 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. When activated, 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 support services staff is 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' positions 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 was presented the "Most Improved Small Federal Agency" Award by the private Partnership for Public Service which ranks the "Best Places to Work in the Federal Government." The agency improved a remarkable 31 percent this fiscal year in employee satisfaction. The agency also achieved stellar progress from its 2010 worst ranking (34 out of 34 organizations) by doing better on 12 of 14 crucial categories, improving the Selective Service ranking to 25 out of 35 agencies. Partnership officials said "Leadership" is what really drove improved scores government-wide, and Selective Service proved it with its leapfrogging almost one-third of all small agencies from the bottom in 2010 to 25th place in 2011. Selective Service has accomplished major recognized improvements since 2010, employee morale has not been higher in recent memory, employees were interested enough to achieve the second highest participation rate in the federal government.



Selective Service continues to work toward a more efficient operation and, in FY 2011, the agency successfully partnered with the National Business Center to begin implementation of an automated time keeping system.

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 2011, 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 skill gaps 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 completed the rollout of the Homeland Security Presidential Directive-12 government identification card program in FY 2009. Additional efforts were implemented to include using these cards for computer log-in security; the next step is use of the cards for building access.

## 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 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 3,316 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, 194 new members were appointed to represent their communities. Region I had 101 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 58 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 3,072 local and district appeal board members currently serving, with additional board member appointments pending. Region II had 110 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 54 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 with 2,735 board members currently serving the agency. 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 uncompensated 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 2011, 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, security oversight, and the board member program were rewritten and/or revised to better align Selective Service's activation and programs with supporting documentation.

## The Board Member Program

The largest component of the agency's workforce consists of approximately 11,000 men and women who serve as local, district, and national appeal board members. The men and women serving on these boards are citizen volunteers and are uncompensated for their time and efforts. They are nominated by state governors or equivalent officials, appointed by the director of the Selective Service System on behalf of the U.S. president, and trained by the Selective Service System on their duties and responsibilities.

During FY 2011, the Operations Directorate provided support to field units in their efforts to enhance and strengthen the board member program. While field units worked diligently to recruit and fill vacant board member vacancies, support to the field included reviews and wholesale updates of documents critical to maintaining an effective board member program. This involved reviewing and updating Chapter 520 – Uncompensated Personnel of the Agency's Personnel, Policy, and Procedures Manual. In addition, the headquarters order and directive providing policy and guidance for the agency's Standardized Board Member program was reviewed and updated to capture best business improvement practices during FY 2011.

## Continuity of Operations

Another area of responsibility is maintaining and managing the agency's continuity of operations plan (COOP) and programs. During FY 2011, the agency successfully participated in the FY 2011 Department of Homeland Security/Federal Emergency Management Agency's (FEMA's) Eagle Horizon 2011 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, exercise emergency communications capabilities, and test alert notification procedures. During this exercise, field units were involved in testing devolution of operations procedures, as well as reconstruction of agency elements and resources. The agency also successfully participated in nine FEMA

communication exercises in FY 2011. Portions of the agency's alert roster were tested and agency personnel were deployed to alternate sites to exercise the continuance of agency essential functions during some of these communications exercises.

In addition to participating in annual and monthly continuity exercises, Operations provided annual COOP training to all agency personnel in the form of an online training presentation of the Continuity of Operations Awareness Course via FEMA's Emergency Management Institute Web site. Through this course, personnel gained knowledge of the scope of continuity of operations and the benefits of continuity planning, which resulted in improved personnel performance during continuity exercises.

## Readiness Training

The agency's readiness training functions cover 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 used a blended approach in designing and delivering initial and continuing training in multiple formats for field personnel on their readiness training functions and responsibilities. This approach involved developing training programs and materials in both the traditional hard copy format as well as electronic and web-based formats. 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 continuation training web portals allow personnel 24/7 access to training materials by linking participants to online training modules. This continues to provide field participants with 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 board members. In addition, a computer-based and online version of the IBMT has been deployed for use 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. This online training provides a cost saving, high quality alternative to face-to-face training, as well as providing board members with more options for participating in training.

During FY 2011, continuation training continued to be provided in group-study, self-study, and online formats for local and district appeal board members. This fiscal year's training focused on the divinity student classification and included a scripted video of a hearing of a divinity student seeking a deferment of induction 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. In an ongoing effort to be more flexible and adaptable in providing access to training materials, 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

The alternative service program continued to expand its constituent outreach and service in FY 2011. An employer agreement with the Methuselah Foundation increased by one the membership in the Selective Service System's alternative service employer network (ASEN). Negotiations with several other potential employers are coming to a close. Finally, the agency reached outside its traditional conscientious objector (CO) constituency in order to expand and improve its service to this important constituency.

The April 20, 2010, signing of an employer agreement between Selective Service and Mennonite Mission Network boosted interest nationally in partnering with the Selective Service to provide alternative civilian service in any return to conscription. Conservative religious groups have been especially keen and discussions are ongoing with several at this time.

Two special focus outreach sessions were added so that those interested in specific topics could have all their questions answered. The first, "The Path to Alternative Service," covered the CO claims process from the beginning to the conclusion of the term of alternative service. The second, "Becoming an Alternative Service Employer," provides all the information a group will need to determine if they are ready to partner with Selective Service.

The special focus sessions were in addition to the twice annual update sessions in which the CO community is advised of any developments respecting conscription and the alternative service program since the last update session. Update sessions are usually held each October and April. Use of the Internet, telephone, and the U.S. Postal Service bring together Selective Service leadership and advocates for CO issues

and has continued to lower the barriers between the agency and its core constituencies. Fiscal Year 2011 electronic outreach sessions linked Selective Service to individuals and groups from more than 20 states across the Nation. These individuals and groups represent major historic peace church denominations and secular CO-advocacy groups.

A specific outreach to Hutterites, a historic CO constituency, was unsuccessful. This group did not welcome face-to-face interaction with the alternative service program and its wishes in that regard have been honored. Outreach to other non-traditional constituencies will continue as Selective Service refines and improves its use of available technologies and processes.

The agency continued to welcome to its National Headquarters representatives of historic peace church constituencies in the area to meet at Selective Service specifically or just stopping by to make a courtesy call. A standing invitation was issued for the alternative service manager to speak to the annual Board of the Conservative Anabaptist Service Programs. Members of this Board head five major groups of conservative Anabaptists in this country. This invitation will be honored as budget permits. Selective Service appreciates any opportunity to set the record straight and reinforce the Administration's commitment to the alternative service program and to the protection of CO rights.



# The Agency and the Future

Selective Service's fundamental responsibilities are:

- To deliver untrained manpower and trained health care personnel to the 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.

Its resources are married in a prudent, efficient, and maximizing fashion, thereby achieving optimum operational readiness for the assets allocated. Practically, this necessitates functioning within a constrained budgetary environment and the concomitant guidance to reduce operational readiness. However, Selective Service will continue to work its mandated responsibilities; these are its enduring rationale for continued existence.

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, so designated by its boards. To perform these necessary 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 and will be accomplished.

For a very modest investment in Selective Service, America possesses a cost-effective, proven backup manpower mechanism for its volunteer Armed Forces. The United States benefits daily from this national security dividend.



# State Directors

As of September 30, 2011

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. Sutherlin
Colorado	Gary L. Bress
Connecticut	Nathan G. Agostinelli
Delaware	Richard C. Cecil
District of Columbia	Margaret G. Labat
Florida	Douglas R. Maddox, Jr.
Georgia	Debra C. Rondem
Guam	Gregory D. Perez
Hawaii	Andrew L. Pepper
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	<i>vacant</i>
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	<i>vacant</i>
North Dakota	Scott D. Rising
Northern Mariana Islands	<i>vacant</i>
Ohio	Raymond Orrand
Oklahoma	Owen M. Barnhill
Oregon	Herbert J. Sims
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	Neil R. Hansen
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

As of September 30, 2011

	20-25 Year Olds Draft Eligible Men (Born 1986 – 1991)	18-25 Year Olds Entire Registrant Group (Born 1986 – 1993)
Alabama	199,124	240,338
Alaska	35,408	43,599
Arizona	280,022	355,040
Arkansas	127,495	155,887
California	1,460,844	1,766,600
Colorado	211,631	259,690
Connecticut	136,843	165,647
Delaware	40,121	50,650
Florida	851,411	1,064,490
Georgia	419,714	531,552
Hawaii	52,385	63,409
Idaho	70,573	87,656
Illinois	557,363	668,995
Indiana	255,084	312,594
Iowa	131,303	162,600
Kansas	132,166	164,987
Kentucky	170,568	207,391
Louisiana	206,639	261,875
Maine	52,857	63,357
Maryland	226,523	273,861
Massachusetts	243,214	291,724
Michigan	419,574	509,367
Minnesota	231,507	281,669
Mississippi	117,273	142,728
Missouri	244,731	298,650
Montana	40,248	48,716
Nebraska	74,869	91,128
Nevada	87,703	106,209
New Hampshire	59,901	71,980
New Jersey	342,718	409,195
New Mexico	94,263	113,234
New York	799,523	945,920
North Carolina	450,339	547,544
North Dakota	27,848	33,781
Ohio	519,102	634,280
Oklahoma	165,373	210,091
Oregon	143,315	172,181
Pennsylvania	477,230	577,008
Rhode Island	46,823	57,925
South Carolina	191,088	241,609
South Dakota	36,864	44,963
Tennessee	256,690	316,944
Texas	926,346	1,100,495
Utah	129,630	157,426
Vermont	25,303	30,428
Virginia	333,130	424,822
Washington	230,710	269,535
West Virginia	69,490	85,536
Wisconsin	231,364	276,527
Wyoming	22,732	27,686
Washington, DC	13,916	16,442
Northern Mariana Islands	7,967	9,325
Virgin Islands	4,703	5,662
Puerto Rico	145,435	176,841
Guam	7,112	8,661
Foreign	24,298	29,174
<b>TOTAL</b>	<b>12,860,406</b>	<b>15,665,624</b>

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