



**Annual  
Report**  
to the  
**Congress**  
of the  
**United States**  
Fiscal Year 2012



# Selective Service System Senior Staff

At the end of Fiscal Year 2012

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## A Message from the Director

During Fiscal Year 2012, operating the Selective Service System has been challenging. With essentially static funding and staff, the agency satisfied its registration and verification responsibilities which are in demand more than ever. This expanding workload is understandable given slow growth in the economy and the concomitant need of young men to be registered to protect their eligibility for many federal benefits and programs. Further, the international geopolitical environment grows more dangerous and complex, the U.S. Armed Forces are downsizing, and the future is ambiguous.

Since a military draft has not been required in the recent past and its employment in the foreseeable future is not anticipated, the Administration and Congress desire that Selective Service refocus ever more keenly on the registration of young men – a core mission. This we have done. Yet, we are especially pleased to report that the backlog of public inquiries has been solved; we are presently at a most acceptable five-day response rate. Additionally, our recently completed migration from a large mainframe computer – ahead of schedule and within budget – to a more agile smaller platform has corrected several security concerns and is already paying large customer service dividends.

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, 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. I am pleased and honored 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. Selective Service is serving still in the 21st Century.

A handwritten signature in black ink, which appears to read 'Lawrence G. Romo'.

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 because of 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, in addition to 56 part-time state directors and one deputy state director, 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 regional 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 exemptions 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 about 87 percent, or 18,173, of the Nation's 20,935 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 levels 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 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.

## Anticipated FY 2013 Budget

The Senate Appropriations Sub-Committee on Financial Services and General Government passed its version (S. 3301) of Selective Service FY 2013 Budget on June 14, 2012. It endorsed the President's request of a full \$24M but also increased the total by an additional \$400,000; thus a total amount

of \$24.4M. On June 20, 2012, the House passed its version (H.R. 6020) after reducing it by one-half – from the President's request of \$24M to \$12M. Instead of the conference procedure, all was overtaken by a continuing resolution. Consequently, the agency's budget has moved no further in either this House or this Senate.

Because no appropriation bill was completed by either chamber of Congress, FY 2013 began on a continuing resolution (P.L. 112-175, September 28, 2012).

## Selective Service System

FY 2010 & FY 2011: Obligation of Funds

FUNCTION	FY 2011 Amount	FY 2012 Amount
Personnel Compensation, including RFOs	\$ 11,763,583	\$ 12,628,000
Personnel Benefits	2,768,429	2,940,000
Travel and Transportation of Personnel	171,493	260,000
Office, Equipment, Miscellaneous Rentals, Utilities, and Courier Services	1,109,398	1,818,000
Communication Services	161,110	176,000
Printing and Reproduction	404,521	477,000
Other Services	2,167,418	2,181,000
Supplies and Materials	153,379	110,000
Postage and U.S. Postal Service	1,350,994	1,172,200
Furniture and Fixtures, Software, Telecommunications, Automatic Data Processing Systems, and Office Equipment, and Books	3,588,614	2,024,000
Equal Employment Opportunity Services and Investigators	35,064	197,800
Military Entrance Processing Command (MEPCOM) – Payments	544,776	0
<b>TOTAL FOR ALL FUNDS</b>	<b>\$ 24,218,779*</b>	<b>\$ 23,984,000*</b>

\*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 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 90 percent or greater for men ages 18 through 25 for a fair and equitable draft. The latest estimated registration compliance rate for the 18 through 25 year-of-birth (YOB) group, which is based on calendar year (CY) 2011, was 91 percent.

*NOTE: 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 2011, the Selective Service national overall estimated registration compliance rate was down one percent over CY 2010 for men ages 18 through 25 who were required to be registered. For the 18 YOB group, the compliance rate was 67 percent, down two percent from CY 2010; the 19 YOB group

was 87 percent, down two percent; and the 20 through 25 YOB group (the draft-eligible group) was 96 percent, the same as for CY 2010.

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. 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 2012, 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. 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 2012. The first mailing is a reminder of men's civic obligation to register with the Selective Service System. The second mailing is sent when there is no response to the first mailing. It highlights the legal consequences and informs the man that his name will be added to a list turned in to the Department of Justice.

## 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 has processed over 70 million registrations, made approximately 32 million file changes to these records, printed and mailed over 200 million letters and cards, answered over 26 million telephone calls, all in addition to other requirements associated with peacetime registration programs.

The Data Management Center added another 2.3 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 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 may contact 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. Approximately 80 percent of the call volume is handled by an interactive voice response system where telephone registrations are processed as well as routine registration verification inquiries.

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 63,000 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-nine percent of its FY 2012 registration workload is processed through automation. However, DMC's small data entry staff is still required to input over 446,000 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, due to a two-step process of key entering and key verifying the source data to ensure accuracy and deliverability of the correspondence. 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 2012, 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 2012, 40 states, 4 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, Washington, West Virginia, Wisconsin, Guam, the Commonwealth of the Northern Mariana Islands, the Virgin Islands, and the District of Columbia;
- (2) **Enacted but not yet implemented:** Connecticut, Maine, Maryland, and Puerto Rico.

As a result, over 825,000 men were registered in FY 2012 through DLL. Although the states that have enacted this type of legislation comprise 75 percent of the Nation's registrant population potential for

the 18 YOY group and 76 percent for draft-eligible (20 through 25 year olds) YOY group, it is not enough. Selective Service's goal is to achieve 100 percent DLL coverage in all states and territories. For FY 2012, 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-nine percent of registrations were received electronically during FY 2012 (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 2012, over 59,000 men were automatically registered through this interagency agreement, which is a slight increase over the previous years' statistics.

Eighty-nine percent of all registrations for FY 2012 were received through electronic processes. The three major areas of electronic registration reflect 35 percent from driver's license registrations, 21

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:

825,000	registered via driver's license legislation
492,000	registered via the Internet
19,000	registered via telephone
640,000	registered through DoEd Pell Grant applicant matching
27,000	registered through the DoD enlistment process
10,000	registered through the WIA job applicant matching
59,000	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, 2012, about 87 percent or 18,173 of the Nation's 20,935 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 2012, 101,355 (a decrease of 15,665 from FY 2011) 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

Five bills affecting Selective Service were introduced during the 112th Congress (2011–2012).

- Rep. Mike Coffman (R-CO) introduced H.R. 621, the National Emergency Selective Service Act of 2011, on February 10, 2011. The Coffman bill would have eliminated the Selective Service System organization itself, including all its programs, such as registration, alternative service for conscientious objectors, classification, and board activities. The bill was referred on March 3, 2011, to the House Armed Services Subcommittee on Military Personnel, which took no action pending a U.S. General Accountability Office (GAO) study of the issue.
- H.R. 1152, Universal National Service Act of 2011, was introduced by Rep. Charles Rangel (D-NY) on March 17, 2011. It mandates every person residing in the U.S. ages 18 through 25 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. Persons are inducted only under a declaration of war or national emergency or when the U.S. military are engaged in a contingency operation. Females are included. The bill was referred on May 18, 2011, to the House Armed Services Subcommittee on Military Personnel, which took no action.
- H.R. 2055, Consolidated Appropriations Act, 2012, the vehicle for making appropriations for most federal government operations for the remainder of FY 2012. It was introduced in the House on May 31, 2011, passed in the House on June 14th, passed the Senate with an amendment on July 20th, with a conference report agreed to in the House on December 16th and in the Senate on December 17th. The bill was signed by the President on December 23, 2011, and became Public Law No. 112-074 on the same day.
- S. 3301, Financial Services and General Government Appropriations Act, 2013, introduced by Sen. Richard Durbin (D-IL) on June 14, 2012. It funds the Selective Service System at \$24.4M for FY 2013. It was approved by the Committee on Appropriations and placed on the Legislative Calendar the same day. No action has been taken through the end of FY 2012.
- Finally, H.R. 6020, Financial Services and General Government Appropriations Act, 2013, was introduced by Rep. Jo Ann Emerson (R-MO) on June 26, 2012. The bill cuts Selective Service by 50 percent for FY 2013 – from \$24M to \$12M. It passed the House Committee on Appropriations on the same day and was placed on the calendar for a full House vote. No vote has taken place prior to the end of FY 2012.



## Government Accountability Office (GAO) Study

Section 597 of the National Defense Authorization Act for FY 2012 (P.L. 112-81) required GAO to assess the military necessity of the Selective Service System and examine alternatives to its current structure. Specifically, GAO: 1) determined the extent to which DoD has evaluated the necessity of the agency to satisfy DoD's future manpower requirements beyond the all-volunteer force and 2) reviewed the fiscal and national security considerations of various alternatives to the agency. Further, GAO reviewed legislation, analyzed relevant documents, verified cost data provided by Selective Service, and interviewed DoD, Office of Management and Budget, and Selective Service officials. All was reported in the document, National Security: DoD Should Reevaluate Requirements for the Selective Service System (GAO 12-623).

GAO recommended that DoD: 1) evaluate its requirements for Selective Service in light of recent strategic guidance and 2) establish a process of periodically reevaluating these requirements. In written comments on a draft of this report, DoD and Selective Service agreed with the recommendations. It concluded that Selective Service performs its tasks more effectively than others for the same amount of funding.

### 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, limited contingencies, 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 2012, 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, private investigations of federal government's contractors and their review of security clearances and job applicants' eligibility for public employment, and a continued emphasis on government accountability and the President's open government initiative.

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-citizens living in the United States, expressing concern about eligibility to benefits and programs contingent upon the Selective Service registration requirement. Additionally, Selective Service works 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 this reporting period, the Public and Intergovernmental Affairs Directorate received and answered over 4,147 pieces of correspondence including 126 congressional inquiries, 20 Freedom of Information Act requests, and 463 general public inquiries. Finally, more than 9,621 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 who requested a copy of the registration card and/or classification record of a man born before 1960 were directed to the National Archives.

### News and Social Media Coordination

Six news stories, and corresponding Spanish translations, were distributed to 10,000 daily and weekly newspapers and more than 700 Spanish newspapers.

Five new registration awareness banners were created for social networking. Items were also posted on Selective Service's Web, Facebook, and YouTube sites.

### 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 21 of the Nation's leading community-based and educational organization's annual meetings in FY 2012. 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:

*Ahora Student Days (three events)*

*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 (AL)*

*American School Counselor Association (ASCA)*

*Congressional Black Caucus (CBC)*

*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 Guard Association of the United States (NGAUS)*  
*National Urban League (NUL)*  
*Organization of Chinese Americans (OCA)*  
*Reserve Officers Association (ROA)*  
*Teachers of English to Speakers of Other Languages (TESOL)*

## Radio and Television Public Service Announcements

Radio: During FY 2012, Selective Service distributed six radio “news” announcements sent to 6,000 news directors. Additionally, Selective Service distributed a new radio package, “What Young Men Need To Know When They Turn 18,” compete with announcer-read public service announcements and 14 English, plus 5 Spanish public service announcements. Two sets of mailings were delivered to radio public service directors, totaling 12,000 packages.



Television: Three TV “news” announcements were produced and distributed to 1,000 news directors. In addition, a 60-second board member video was produced for distribution in 2013.

## High School Publicity Kit

High school publicity kit materials were distributed nationwide in December 2012 to more than 40,000 high school registrars and high school principals for those schools without a Selective Service registrar.

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.

## Board Member Video

Production for a 26-minute, 10-minute, and 1-minute board member video segment was completed in FY 2012. Selected board members in Washington, DC, Pennsylvania, West Virginia, North Carolina, Maryland, Texas, and Delaware were interviewed in FY 2011, these interviews were then incorporated into this board member video. The board member video was produced in October 2012 and distribution to the three region headquarters is scheduled for FY 2013.

The board member video was produced to support recruiting efforts for new members, with extension for speaker’s bureau opportunities and TV/radio station spots for recruiting new board members. Each year numerous local board members retire or pass away leaving vacancies to fill across the United States and its territories.

## Outreach Meetings

Public Affairs made 66 outreach visits with educators, media, immigrant services, churches, and social service organizations in Baltimore, MD, and Washington, DC, to help increase registration awareness in the lower compliance rates areas.

Local outreach meetings are targeted for media and influencers of minority, immigrant, and out-of-mainstream youth. Because most Selective Service non-registrants are typically found in immigrant

and underserved communities, outreach meetings are 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.

Nationally, specific outreach meetings/ coordination were held with the following organizations:

### Washington, DC

African Community Center  
Arlington Diocese Office of Resettlement  
Ayuda  
Boat People SOS  
Central American Resource Center (CARECEN)  
City Year of DC  
Concerned Black Men National  
Congressional Hispanic Caucus Institute  
Covenant House DC  
DCYAC (The District of Columbia Youth Advisory Council)  
*El Pregonero*  
*El Tiempo Latino*  
Ethiopian Community Development Council, Inc.  
*Ethiopian Review*  
Hebrew Immigrant Aid Society  
Hispanic Committee of Virginia  
Hogar Immigrant Services  
Immigration Legal Services - Catholic Charities of the Archdiocese of Washington  
Just Neighbors  
Lutheran Immigration and Refugee Service  
Newcomer Community Service Center  
Refugee Center – Montgomery College  
Sasha Bruce Youthwork  
Summer Youth Employment Program  
U.S. Committee for Refugees and Immigrants  
Youth Leadership Foundation of Washington, DC  
*Zethiopia Newspaper*

### Baltimore, MD

Alternative Directions, Inc.  
American Rescue Workers  
Annapolis Youth Services Bureau  
Baltimore City Career Academy  
*Baltimore Jewish Times*  
*Baltimore Times*  
Boys & Girls Clubs of Metropolitan Baltimore (Juvenile Justice Center)  
Carmelo Anthony Youth Development Center  
Casa de Maryland - Baltimore Welcome Center  
Catapult Learning  
Community Law In Action  
Education Based Latino Outreach  
Esperanza Center – Catholic Charities of Baltimore  
GED & Youth Employment Program – First Step  
Hand in Hand Baltimore  
Henkels & McCoy, Inc. TechBridge Work Readiness Program  
Immigration Outreach Service Center  
International Rescue Committee - Baltimore  
Law Offices of Adam Edward Rothwell, Esq.  
Mentoring Male Teens in the Hood  
Northwest Baltimore Youth Services, Inc.  
Rosedale Center  
Safe Streets  
The Choice Program  
Transition Age Youth Programs – Way Station, Inc.  
Urban Leadership Institute  
YMCA of Central Maryland  
YO! Westside Community Center  
Youth Dreamers, Inc.  
Youth Initiatives Team/JOINS Team  
YouthWorks, Inc.

Since more than 6,300 men turn 18 every day, the primary emphasis target markets were both U.S. male citizens 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 three field regions, covering all states, U.S. territories, and the District of Columbia, participated in local outreach efforts to increase registration awareness and registration compliance.

The team included Selective Service staff and RFOs providing registration information to young men and/or their influencers at:

### REGION I

Selective Service representation at the College of Lake County Jobapalooza, Grayslake, IL; booth set up at the Rhode Island National Guard Open House Air Show, Providence, RI; presentation for the Badger Boys of Wisconsin, Ripon College, WI; board member recruitment at local American

Legion posts; board member recruitment at Veterans of Foreign Wars posts; board member recruitment efforts using various social media platforms such as Facebook, Craig’s List; region distribution of new tri-fold board member brochures; speaking events at local civic groups, such as Rotary, Kewanis, and Lyons; and board member recruitment articles submitted to local newspapers in targeted counties and communities.

### REGION II

Exhibit booth set up at the Hispanic Committee of Virginia and South Carolina Association of School Administrators. Staff partnered, in conjunction with the Georgia Department of Corrections (GDC), to train re-entry coordinators, counselors, and other personnel in the registration process for inmates of registration age. This program resulted in obtaining 97 registrars at 24 facilities throughout Georgia. The Georgia Re-entry/Pilot Program

sparked the interest of other states within Region II’s territory, including Virginia, Kentucky, and West Virginia.



### REGION III

Presentation and follow up Q&A session at the Ahora Student Day Latino Magazine event, San Diego, CA; exhibit booth set up at the California Maritime Career & Community Expo, Vallejo, CA; exhibit booth set up at the UCLA football game at the Rose Bowl, Pasadena, CA; car banner display and participation in Fresno Veterans Day Parade,



CA; briefing at Central California Veterans Home Foundation, Clovis, CA; presentation at the Design Science High School, Fresno, CA; presentation at the California Veterans Department Town Hall Meeting – American Legion Post #509, Fresno, CA; introduction at Clovis Chamber of Commerce monthly mixer, Clovis, CA; remarks at Abraham Lincoln’s birthday celebration at the Fresno Community Office of Education, CA; registration supplies for California Truck Driving Academy, Santa Ana, CA; display booth at the League of United Latino American Citizens event, Sacramento, CA; presentation at Fort Morgan American Legion, CO; Selective Service representation and briefing at the Veterans Day ROTC 5K Race, Denver, CO; presentation at the American Legion meeting, Brush, CO; state director-led presentation at the Boys State Conference, Colorado State University – Pueblo Campus, CO; presentation at a training seminar at the American Legion State Headquarters,

Denver, CO; in-depth interview with Public Affairs Program student, University of Colorado, Denver, CO; meeting with the Governor of Guam for Selective Service Awareness Month, GU; meeting with the Department of Education, GU; presentation at Castle High School, Kailua, HI; presentation at Pella American Legion, IA; Selective Service representation at a fish fry at the Knights of Columbus, Valley Park, MO; board member recruitment at the Elks Lodge, the American Legion, and the Maryland Heights Municipal Building, MO; Selective Service representation at the Meramec Community Fair, Sullivan, MO; exhibit booth set up at the National Latino Family Exposition (part of the National Council of La Raza conference), Las Vegas, NV; Selective Service liaison and briefing with the American Legion Post #104, Beaverton, OR; distribution of Selective Service posters in various businesses in Watertown and Faulkton, SD; and presentation at Washington Youth Camp, WA.



# Information Technology



Fiscal Year 2012 saw a number of improvements made to Selective Service's information technology (IT) infrastructure. The Registration Compliance and Verification (RCV) system was finished – 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. This project was completed on time and within budget.

The agency continues its efforts to secure its IT resources. The recent FY 2012 FISMA audit determined the agency was in substantial compliance with FISMA. Also, the agency was one of the first federal agencies to be in compliance with the Trusted Internet Connection (TIC) mandate from the Office of Management and

Budget. It currently is working to implement TIC 2.0 – an improved update to the original TIC configuration. Data integrity and security have top priority at Selective Service – the agency hosts one of the largest federal databases containing personally identified information, and it will continue its efforts to ensure the data it is entrusted to protect remains safe.

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.

## Human Resources and Logistics

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

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 exemptions or deferments, based on conscientious objection, hardship to dependents, or their status as ministers or ministerial students.



The agency worked on updating its strategic HCMP, which includes the workforce and accountability components. The purpose of the HCMP is 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 key objectives of the HCMP.

of areas of the Human Capital Management Plan (HCMP). The agency's FTEs for FY 2012 included the support of the part-time state directors and 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 175 RFOs from all branches of the military services who are assigned throughout the Nation and its territories. In FY 2012, those part-time military personnel performed critical peacetime and preparedness tasks and functioned as the field contacts for state and local agencies and the public.

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 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 Oracle, Federal Personnel and Payroll System, Quicktime, and e-QIP. In addition to flexible and compressed work schedule options, the agency has expanded its telework program to cover nearly 85 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 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 2012, the agency was able to provide funding for training opportunities to address all skill sets within the entire agency. Selective Service provided additional 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.

Selective Service continued to work toward a more efficient contracting operation. The federal government is entering a period of renewed focus on how to spend taxpayers' money more effectively and efficiently. The agency has reinforced its focus on driving operational efficiencies across many programs while preserving and enhancing its effectiveness of supporting America's small businesses. As mandated, Selective Service entered into a contract for the cloud by using a GSA schedule contract.

### 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 3,257 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, 228 new members were appointed to represent their communities. Region I had 128 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 3,135 local and district appeal board members currently serving, with additional board member appointments pending. During the fiscal year, Region II had 225 new board members appointed and 60 board members who retired after the allotted 20 years of service on their respective boards.

Region III is located in Denver, CO, and serves as the base of operations for its seven 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 2,743 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

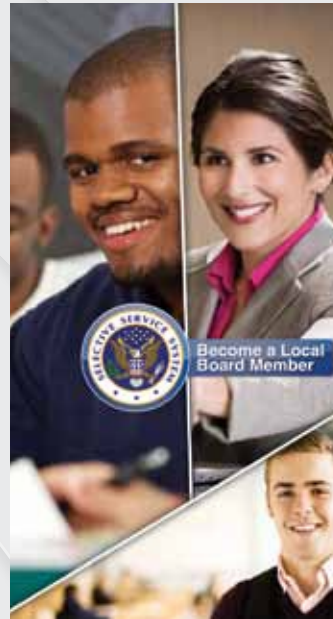
Reclassifying registrants during a return to conscription and settling claims by men seeking postponements, exemptions, or deferments from military service is basic to any activation. Responsibilities also include managing the agency's board member program during both pre- and post-mobilization operations. 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 2012 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 either rewritten or developed to align Selective Service's activation with supporting documentation more effectively.

### 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. At the national level, one person was appointed as a member of the national appeal board during FY 2012 to fill the board's vacancy.

During FY 2012, the Operations Directorate continued to provide support to field units in their efforts to enhance and strengthen the board member program. While field units worked diligently to recruit and fill board member vacancies, support to the field included a review and update of documents critical to maintaining an effective board member program. This involved a review and update of the board member information brochure, which is used by field units in providing information while

recruiting candidates for potential board member duty. In addition, headquarters orders and directives providing policy and guidance for the agency's board member program continued to be periodically reviewed and updated to capture best business improvement practices.

## Continuity of Operations

Another major responsibility is maintaining and managing of the agency's continuity of operations plan and programs. To this end, the agency successfully participated in the FY 2012 Department of Homeland Security/Federal Emergency Management Agency's (DHS/FEMA's) Eagle Horizon National Level Exercise. Selective Service was one of 62 agencies participating in this continuity of operations exercise and successfully tested the agency's capability to deploy their emergency personnel to continuity sites and exercise emergency communications capabilities, essential functions, information technology security, and devolution of operations. During Eagle Horizon 2012, the agency also provided support to DHS/FEMA for the exercise in the form of supplying an external evaluator to a category IV agency. Selective Service also successfully participated in eight DHS/FEMA communication exercises in FY 2012. 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.

The Operations Directorate continued to provide 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. This course, provided agency personnel with knowledge of the scope of continuity of operations and the benefits of continuity planning both on

the job and at home, ensuring personnel are better prepared for a continuity event under a broad range of circumstances.



## 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 continued to be directed towards the upgrade of our readiness training functions in the electronic training environment. 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 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 used 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 training provides a cost saving alternative to face-to-face training as well as providing board members with more options for participating in training.

During FY 2012, 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 registrant classifications and the alternative service program. This training provided board members with a better understanding of the process registrants will undergo when granted conscientious objector status and ordered to perform alternative service. During FY 2012, National Headquarters also provided continuation training to members of the National Appeal Board. Selective Service also continues its on-going efforts to update hardcopy training materials for personnel who do not have access to electronic training.

**Alternative Service**

To be prepared to manage a program to classify young men as conscientious objectors (COs) and

place them in suitable alternative non-military employment in the civil community is an important second mandate of the Military Selective Service Act. Selective Service recognizes two types of COs: 1-A-O COs, those who would perform noncombatant military service, and, 1-O COs, those who would undertake a 24-month term of fully supervised alternative civilian service in lieu of military service.

Readiness requires populating the alternative service employer network (ASEN) with eligible employers capable of employing alternative service workers (ASWs) in the six categories of approved employment. One study estimated that 30,000 placements will be required in each year of any future draft. Each new agreement concluded in peacetime puts Selective Service one step closer in satisfying its second mission in any return to conscription.

The alternative service program (ASP) continued to fine tune its constituent outreach program in FY 2012. Outreach began in October 2011, with meetings at National Headquarters with the Center on Conscience and War and with the Old Order Amish Steering Committee. These groups visit the Headquarters periodically to receive updates on the program and the status of any draft-

related legislation making its way through the Congress. In addition, these visits present an opportunity to ask and answer questions about policies affecting draft registration, the registrant claims and appeals process, and the conduct of the ASP in a mobilization.

Further, combined telephone and Internet, or webinar, sessions were conducted during which participating constituents were





brought up to date on Selective Service issues related to the draft and their particular interest in the alternative service program. The Associate Director for Public and Intergovernmental Affairs played an active role in these sessions by discussing any draft-related legislative issues and by keeping them current on the status of the President's position on the potential for a resumption of the draft.

In the New Year, the ASP manager briefed Mr. Kobe Langley of the Corporation for National and Community Service (the Corporation). The February briefing was part of Selective Service's ongoing effort to engage the Corporation to potentially employ ASWs during a mobilization or return to conscription. In March 2012, Selective Service welcomed Ms. Ruth Flowers, Legislative Director of the Friends Committee on National Legislation, to National Headquarters. Selective Service is seeking improved relations with the Friends and hopes Ms. Flowers will be instrumental in that partnership.

A special information webinar/telephone outreach session was held in April of 2012 as a result of constituent interest in learning more about "Becoming an Alternative Service Employer"

when conscription is underway. Those religious and charitable organizations interested in joining the ASEN required more information on their obligations as employers and the employer approval and certification process. This session was designed to answer those questions and led directly to the opening of negotiations for provisional agreements to be ASEN members.

The ASP staff also began revising training guidance for agency field personnel and the resolution of outstanding policy issues. Selective Service looks forward to much future success with effective training in place and a renewed focus on provisional agreements with national organizations to become members of the ASEN once conscription is reinstated.

In addition to the representatives of historic peace church and other CO-advocacy constituencies, the ASP staff continued to visit outside the Washington Metropolitan region to spread Selective Service's message of inclusion and preparedness. The ASP manager spoke at the annual board meeting of the Conservative Anabaptist Service Programs in August. The board is composed of 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.



## The Agency and the Future



Continuing resolutions, sequestration, and annual Federal budget deficits all demand reassessment of our programs and priorities if Selective Service is to reduce operational readiness while protecting its statutory missions. These are its enduring rationale for continued existence:

- To deliver untrained manpower and trained health care personnel to DoD 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 rest assured that this small and compact organization stands ready to satisfy its readiness obligations and is prepared to deliver untrained manpower and trained personnel to DoD

when directed. Further, Selective Service is capable of managing a comprehensive alternative service program for conscientious objectors. 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 nonregistrants 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.

For a modest investment of approximately \$24,000,000, Selective Service provides America with a cost-effective, proven backup manpower mechanism for the volunteer U.S. Armed Forces and remains proud to continue providing huge national security dividends for the 21st Century!

# State Directors

## As of September 30, 2012

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, 2012

	20-25 Year 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>



Selective Service System  
National Headquarters  
Arlington, VA 22209