


ANNUAL REPORT TO THE CONGRESS OF THE UNITED STATES

FISCAL YEAR 2003



FROM THE DIRECTOR OF THE
SELECTIVE SERVICE SYSTEM



ANNUAL REPORT TO THE CONGRESS OF THE UNITED STATES

FOR THE PERIOD OCTOBER 1, 2002 TO SEPTEMBER 30, 2003

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Cover photo: National Selective Service System Lottery held on October 29, 1940, at the Departmental Auditorium in Washington, DC. Photo courtesy of Panoramic Images, Chicago, IL. Design and Layout, Laurie Zaleski and Neal Dallmer of Art-Z Graphics. Project manager, Alyce Teel-Burton.

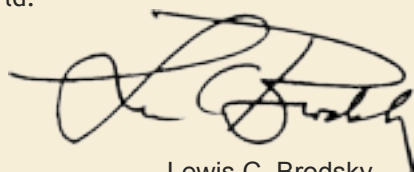
On June 30, 2003, America marked the day, 30 years ago, when the last man to enter the military by means of the draft reported for duty with the Army. From July 1, 1973, forward, our Nation has avoided conscription and instead depended upon recruitment of men and women volunteers to fulfill the manpower requirements of our Armed Forces.

President Nixon's decision to end the draft in favor of an all-volunteer force (AVF) grew out of America's frustration with the Vietnam experience and the recommendation of a special commission he formed early in his first term of office. The Gates Commission's members were unanimous in their recommendation to abandon conscription and, significantly, they added that the AVF should "be supported by a standby draft."

Over three decades, U.S. involvement in several regional conflicts and a variety of peacekeeping actions has been relatively short and well within the capabilities of our existing forces, Active, National Guard, and Reserve. Consequently, the Congress and the President have not had to consider reinstating the draft. Today, the draft mechanism remains in standby status in the form of a cadre-size Selective Service System (SSS), and the likelihood of a return to conscription seems remote. This leads to questions about the 21st Century relevancy of the SSS. Will a draft ever again be necessary? If so, what kind of draft would it be, and whom might it affect? For example, it has been argued that a traditional draft of untrained men would not fulfill the skill-specific needs of today's high-tech military, and that it would take too long to train draftees.

The SSS is addressing these questions. In consonance with the tenets of President Bush's Management Agenda, it is reexamining its processes and redefining its missions. The Agency is employing "business process reengineering" and management improvement techniques to update its mobilization plans based on information exchanges with Defense manpower officials. Although America does not need a draft today, remaining prepared for the unknowns of tomorrow is both prudent and necessary. For the SSS, this means placing new emphasis on readiness to conduct a smaller, skill-specific draft of trained individuals within clearly defined time frames, while retaining the capability of conducting a larger, traditional draft. It also means finding ways to achieve greater efficiencies and improve programs.

The pages of this Report summarize the recent work of a small Federal agency that does a big job for America. At minimal cost, its civilian employees, part-time National Guard and Reserve officers, and thousands of unpaid civilian volunteer Board Members in every community, assure for America in-depth, military personnel readiness. All in all, today's SSS continues to serve as the founders of the AVF envisioned...as America's defense manpower hedge in a still dangerous and uncertain world.



Lewis C. Brodsky
Acting Director



Director Hooney

structure and purpose

The Selective Service System (SSS) is a small, independent Federal agency, operating with permanent authorization under the Military Selective Service Act (50 U.S.C. App. 451 et seq.). It is not part of the Defense Department; however, it exists to serve the emergency manpower needs of the Defense Department, if a draft is necessary. The Agency remains ready to implement a draft of untrained manpower, or personnel with professional health care or special skills, if directed by the Congress and the President to do so in a national crisis. The SSS is America's only proven and time-tested hedge against underestimating the number of active duty and reserve component personnel needed to fight a future conflict. Its statutory mission also includes being ready to administer an Alternative Service Program, in lieu of military service, for men classified as conscientiously opposed to any form of military service.

In peacetime, the Agency is minimally staffed and heavily dependent upon part-time personnel and volunteers throughout the U.S. (see People) to keep viable the Nation's ability to conduct a draft that would be timely, fair, and equitable in a crisis.

As a part of that readiness, virtually all men in the U.S. are required to register with Selective Service within 30 days of reaching age 18 (see Registration). The current registration program, in effect since July 1980 for men born on or after January 1, 1960, is important for America. By registering with the

SSS, every young man is reminded of his potential obligation to serve the Nation in an emergency. The SSS is the last link between society-at-large and today's all-volunteer Armed Forces. Registration is important to a man's future, because the Congress, more than half of the Nation's state legislatures, and scores of counties and city councils have conditioned eligibility for several government programs and benefits upon a man being in compliance with the registration requirement. These include student loans and grants, government jobs, job training, and U.S. citizenship (for registration age men who are not yet citizens). In FY 2003, many states also enacted legislation to connect SSS registration with a young man's application for a state driver's license or identification card, and many others are actively considering this type of legislation.

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



The FY 2003 Budget

On February 20, 2003, President Bush signed the Omnibus Appropriations Bill into law (P.L. 108-7) which included the VA, HUD, and Independent Agencies Appropriations. It provided Selective Service with a \$26.3 million budget for FY 2003, slightly less than the \$26.48 million requested by the President. However, the \$26.3 million represented an increase of \$1.3 million above the FY 2002 amount. As depicted in the chart below, 69 percent of the Agency's budget is consumed by personnel costs and the majority of the balance pays for large, unavoidable costs, such as office space, printing, and postage. The modest budget increase in FY 2003 only partially funds the higher operating costs associated with the FY 2003 Federal pay raise and inflation factors.

The FY 2004 Budget

Under Chairman James Walsh, R-NY, the House Subcommittee on Appropriations for VA, HUD, and Independent Agencies recommended that the Agency be fully funded at the level requested in the President's FY 2004 Budget: \$28.290 million. This "mark-up" included the funds necessary to support the President's Management Agenda initiatives, to increase automation security, and to procure and deploy an integrated financial management system.

The Senate Appropriations Committee recommended a reduced funding level in its version of the bill because of competing program priorities, recent worldwide events, and budget deficit concerns. The Senate version recommended \$26.3 million for Selective Service, a "straight-line" budget amount from FY 2003 to 2004.

Budget Process Not Complete By September 30 Deadline

Although the full House completed its work and passed H.R. 2861 on July 25, 2003, and the full Senate completed its version on November 18, 2003, the final recommended bill did not obtain Conference approvals by the September 30 deadline date.

Editor's note: The seven non-defense appropriations bills were incorporated into a Consolidated Appropriations Bill (H.R.2673), which achieved the Conference approvals in the House on December 8, 2003, and the Senate on January 22, 2004. It became law on January 23, 2004.

FUNCTION	AMOUNT (\$000)
Personnel Compensation	\$15,158
Personnel Benefits	\$2,955
Travel and Transportation of Personnel	\$727
Office and Miscellaneous Rentals	\$1,185
Communication	\$378
Printing and Reproduction	\$562
Facilities and Maintenance	\$453
Supplies and Materials	\$318
Postage and USPS	\$1,894
Information Technology and Equipment	\$437
EEO Services and Investigations	\$34
Public Awareness	\$1,046
MEPCOM Reimbursement	\$495
Reimbursement from DoD	\$302
Other Services	\$665
TOTAL	\$26,609*

*Higher than appropriation. Includes reimbursement from DoD and actual obligations.

Human Resources

The Selective Service System continues to rely on a diverse workforce consisting of full- and part-time civil servants, active and reserve military personnel, and civilian volunteers. The Agency’s staffing level is currently 166 FTEs (Full Time Equivalents). In the past five years the Agency has been able to reduce its FTE level while still accomplishing its overall missions, primarily through investments in technology and increased employee training. The Agency expects to further reduce its FTE level over the next couple of years.

Included in the Agency’s FTE accounting are 3 slots, which cover 56 State Director positions and 1 Deputy State Director position.

State Directors are compensated for approximately 12 annual duty days throughout the year, although in reality most devote considerably more time to SSS activities.



Military Personnel

Under the Military Selective Service Act, the SSS is currently authorized 745 military Reserve Force Officer (RFO) positions. At the end of the FY 2003, 399 of these positions were filled with National Guard members and Reservists from the military

services. Their tenure with the SSS includes serving as drilling Individual Mobilization Augmentees (IMAs) or as members of a National Guard unit. SSS RFOs are assigned throughout the U.S. and its territories where they conduct planning and readiness training, as well as a variety of other critical peacetime mobilization endeavors. RFOs act as contacts for state and local government agencies and also assist with the dissemination of information about the Agency and its programs to local high schools and the media. In addition, RFOs assist in appointing and training Local Board Members and are prepared to open Area Offices nationwide in the event of a national emergency requiring a draft.

In FY 2002 the Agency had eight active-duty officers serving in full-time positions throughout the Agency. During FY 2003, the SSS reduced its number of active-duty officers down to two. The remaining active-duty positions will be eliminated by the end of the following year, in accordance with the Agency’s workforce restructuring plan submitted to Office of Management and Budget earlier this year.

Service members previously serving in active-duty roles within the SSS were responsible for the development and training of RFOs, management of the Agency’s registration programs, operational planning, readiness exercises, policy development, and liaison with the military services. In the past year these duties have been successfully absorbed by civilian positions, thus allowing the Agency to reduce its need to retain and fund active-duty personnel.

Board Members

The largest component of the Agency’s workforce is its Local, Appeal, and Civilian Review Board Members. The men and women serving on these boards are uncompensated civilian volunteers, appointed, trained, and serving in virtually every American community. Local Board Members are nominated by State Governors or equivalent officials and appointed by the Director of the Selective Service System on behalf of the President. District Appeal Board (DAB) and Civilian Review Board



(CRB) Members are nominated by Agency's Region Directors and are appointed by the Director of the Selective Service System on behalf of the President. To become Board Members individuals must meet specific Agency requirements, be upstanding citizens in their communities, and agree to serve as uncompensated SSS employees before they can be appointed. In the event of a national draft, Local and Appeal Board Members would meet to decide claims filed by registrants who seek draft deferments, postponements, and exemptions, in accordance with national policies. Board Members receive 12 hours of initial training and are required to attend several hours of refresher training each year.

DABs deal with appeals to classifications given registrants by Local Boards. Claims related to alternative service work assignments are handled by the CRBs.



Board Member training in Denver, CO.



For calendar year 2002, the SSS continued to achieve an increasing registration compliance. By year's end there was a 2-percent increase in compliance rates from 89 percent to 91 percent for men ages 18 through 25 who were required to be registered. Registration facilitates the SSS mission to be ready to furnish manpower to the Department of Defense in the event of a national emergency declared by the Congress or the President. Primary factors contributing to increased registration compliance were: (1) the enactment in states and territories of driver's license legislation requiring registration with the Selective Service System in order to obtain a motor vehicle driver's license, permit, or an identification card; (2) increased use of on-line registration via the SSS Web site, www.sss.gov; (3) emphasis on soliciting volunteer SSS high school registrars; (4) additional mailings to states (i.e., California and New York) having the lowest compliance and high registrant population potential, as well as nationwide to those 19-year-old men who had not registered; (5) targeted cost effective registration awareness initiatives, including public service broadcast messages (in English and Spanish) and outreach efforts to educational and community leaders and groups; and, (6) release of a "State Report Card" to report registration compliance of those men turning 20 in the current calendar year (i.e., prime draft eligible).

Increasing Registration Compliance-Driver's License Initiative

Since the objective of the Agency's Registration Program is to have a fair and equitable draft when the need arises, stemming the decline in registration compliance was not enough. What was required was an additional and more dramatic means to increase registration compliance. As a result, the Agency has worked closely for several years with states and territories which pursue driver's license legislation in support of the SSS registration requirement. The SSS provided such assistance as: reviewing draft legislation, having a working agreement with the American Association of Motor Vehicle Administrators Network, and providing information management related technical expertise. By the end of FY 2003,

32 states (Alabama, Arkansas, Arizona, Colorado, Delaware, Florida, Georgia, Hawaii, Idaho, Illinois, Iowa, Kansas, Kentucky, Louisiana, Maryland, Mississippi, Missouri, New Hampshire, New Mexico, New York, North Carolina, Ohio, Oklahoma, Rhode Island, South Carolina, South Dakota, Tennessee, Texas, Utah, Virginia, West Virginia, and Wisconsin), two territories (Mariana Islands and Virgin Islands), and, the District of Columbia had enacted driver's license legislation in support of the SSS registration requirement. In lieu of driver's license legislation, Alaska enacted legislation requiring registration with the Selective Service as a precondition for receiving proceeds from the Alaska Permanent Resident Fund. As a result of implemented legislation, 589,419 men were registered via driver's license data exchanged in FY 2003, compared to 338,803 in FY 2002.

For FY 2004, primary registration improvement emphasis will continue to be on assisting states in their efforts to enact driver's license legislation linked to Selective Service registration. Although



SSS registration compliance rates increased significantly in states enacting supportive "driver's license" laws.

the states that have enacted this type of legislation comprise nearly 58 percent of the Nation's registrant population potential, it is not enough. The SSS goal is to provide requested assistance to all states and territories. As each state/territory comes on line, cost avoidances will result to the Agency – allowing for the reallocation of resources to improve the overall mobilization readiness of the Selective Service System and customer service.

Initiatives Toward Increasing Registration Compliance

Cost effective programs continue to be used and expanded to help young men, ages 18 through 25, register more quickly and easily. By registering, they comply with the law and remain eligible for student financial aid, job training, government employment, and U.S. citizenship (for immigrant men). A larger portion of the registration process has become automated because of driver's license legislation, Internet registration, tape matching programs, and a telephone option. Seventy-five percent of registrations were electronic by the end of FY 2003, compared to 69 percent at the end of FY 2002. Electronic registrations, compared to paper/card



The High School Registrar Program plays an integral part in the SSS public awareness efforts.

registrations, are more cost effective and provide better customer service. Also, uncompensated Selective Service Board Members and State Resource Volunteers took part in the "Adopt-a-Post Office" program to help ensure U.S. Post Offices have supplies of registration materials and know current Selective Service System registration procedures. And, Board Members and State Resource Volunteers participated in the "Adopt-a-High School" program to encourage schools to appoint high school registrars and emphasize on-line registration.

With the cooperation of the U.S. Citizenship and Immigration Service, immigrant men who are accepted for permanent U.S. residence also become automatically registered with the Selective Service. Men of registration age who complete an application for an immigrant visa with the U.S. Department of State are automatically registered. During FY 2003, approximately 40,900 men were automatically registered through this interagency arrangement.

Registrar Programs

Eighty-six percent (an increase of 2 percent over FY 2002) of the Nation's 20,844 high schools had an uncompensated volunteer acting as a SSS High School Registrar, who is authorized to administer and receive registrations from young men. The High School Registrar Program is an effective awareness program, which informs male students face-to-face about the requirement to register with the Selective Service. Because registration is a prerequisite for federal job opportunities and student financial assistance programs, this program continues to reduce the delay and disqualification many students could experience if their registration obligation is not fulfilled at the time they turned 18-years-of-age. The program also provides a convenient location for young men to register - their high schools. Increased public awareness and use of on-line registration reduced the workload on the uncompensated High School Registrars in FY 2003.

Also, the Agency obtained increased cooperation from new uncompensated Selective Service Registrars for the Farmworkers Opportunity Program and the Workforce Investment Act Program. The result was increased registration awareness and compliance by registration-age men participating in these programs.

On-line registrant verification resulted in improved customer service by providing High School Registrars, as well as registrants, student financial aid officers, and Workforce Investment Act officials, with the ability to verify a man's registration.

Early Submission of Registration Information

In an effort to reach young males who are considering dropping out of school, as well as to buttress on-time registration compliance, the Agency emphasized Early Submission of Registration Information. This program allows 17-year-old males to submit registration information "early" via mail-back registration cards, the telephone, the Internet, and driver's license applications (the majority of early submissions were received from states with driver's license legislation in support of the registration requirement). The information is held until 30 days before a young man's 18th birthday, at which time his registration record is processed. During FY 2003, over 490,000 young men submitted their information early, an increase of 13,000 over FY 2002.

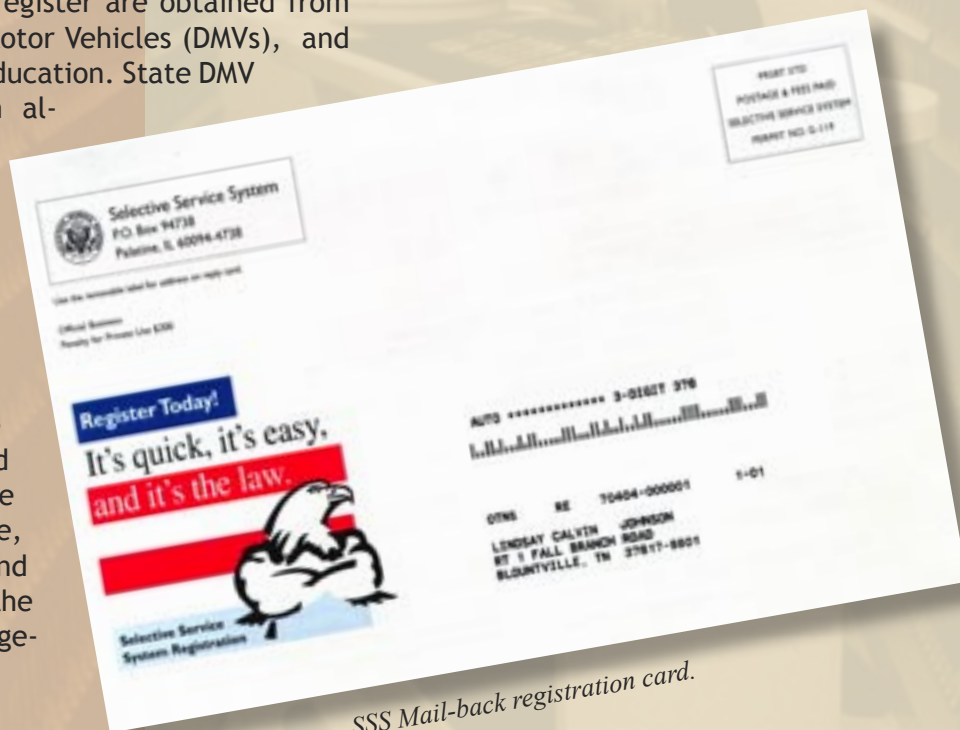
Registration Reminder Mail-back Program

The Agency's effective Registration Reminder Mail-back Program generated approximately 1,400,000 Registration Reminder post cards to young men. The Registration Reminder Mail-back card suggests convenient options for registering. Recipients may register either via the Internet, telephone, or by completing and returning the card. Names of those likely to be required to register are obtained from States' Departments of Motor Vehicles (DMVs), and the U.S. Department of Education. State DMV data are obtained from almost every state and territory of the United States, representing approximately 88 percent of the potential records identified for compliance processing. Other sources of data used in the compliance program are the United States Postal Service, the Departments of Defense, Labor, Education, and Transportation, and the Office of Personnel Management.

The Agency continued special direct mailings to improve registration awareness and registration compliance rates. These mailings were to potential registrants in metropolitan areas with large populations and low registration compliance, with emphasis on California and New York.

Bottom Line

The Selective Service goal is registration, not prosecution. However, if a man fails to register, or provide evidence that he is exempt from the registration requirement after receiving SSS mailings, his name is referred to the Department of Justice (DoJ) for investigation and possible prosecution for his failure to register as required by the Military Selective Service Act. As a result, during FY 2003, more than 216,000 names and addresses of non-registrants were provided to DoJ.



SSS Mail-back registration card.

Legislative Affairs

On January 7, 2003, Representative Charles Rangel (D-NY) introduced H.R. 163, and Senator Ernest F. Hollings (D-SC) offered a parallel bill, S. 89, which were referred to the Committee on Armed Services in both chambers. The bill requires all young persons in the United States, including women, 18 through 25 years of age to perform a period of military service or a period of civilian service in furtherance of national defense, homeland security, or community service. It provides for involuntary induction into an active or reserve component of the Armed Forces, and if an individual were not selected, then that person would fulfill his or her national service obligation in a civilian capacity. All service would be two years in length. The only postponement would be to finish high school; the only deferments would be extreme hardship or physical/mental disability. Persons classified as conscientious objectors would satisfy their two-year obligation performing alternative service as determined by the Selective Service System. Finally, the bill would require the registration of women, for the first time ever, with Selective Service. As of the end of FY 2003, both the Committees on Armed Services had not acted upon the bills.

Public Affairs

During FY 2003, the SSS continued to conduct public information programs to remind young men and the people who influence them about the registration requirement. Efforts took the form of broadcast public service messages, media contacts, production and distribution of posters and printed literature, expanded direct communication with the public via e-mail, and dissemination of publicity kits for local communities and in-school use.

State-by-State Compliance Report

In May 2003, the SSS released its fourth "Annual Report Card" of state registration compliance rates for CY 2002. Compliance rates represented the percent of resident young men born in

1983 who were registered with the Selective Service. Men falling within this age group were significant to the SSS because men turning 20 during the calendar year in which a draft is reinstated would be the first men to be called for military service in accordance with SSS regulations and procedures.

The state-by-state report of registration compliance rates showed that most of the 32 states, two U.S. territories, and the District of Columbia that have driver's license legislation showed dramatic increases in their compliance rates. Nationally, Selective Service registration compliance was reported at 89 percent for men turning 20, up 2 points from the previous high set in 2000 at 87 percent.

Seven states increased registration rates by 3 percent or more, with Delaware leading the way at 9 percent. Louisiana, which historically had low compliance, saw a 2-percent increase, from 75 percent to 77 percent, while Texas and Hawaii remained steady at 79 percent and 75 percent, respectively. Localities showing reduced compliance included Vermont (4 percent), Kansas (5 percent), Maine (5 percent), and Rhode Island (6 percent).



State-by-state registration compliance report card.

In addition to the percent rankings, states, U.S. territories, and the District of Columbia were given a "report card" grade based on their compliance percentage rate: A= 90-100, B= 80-89, or C= 70-79. Then, they were compared with their two previous year's report card rankings. Twenty-nine states and Guam were reported in 2003 with the "A" category designation as compared with 19 states and Guam in 2001.

High School Publicity Kit

The SSS distributed its FY 2003 High School Kit of publicity materials in September to almost 31,000 high school Selective Service Registrars and principals. Because almost 5,000 young men in America reach the age of 18 daily, the high school kit materials continue to be an important tool. By displaying the posters, publishing public service ads in high school newspapers, and using the public address announcements, educators have the opportunity to remind young men to register with Selective Service on time.

Radio Public Service Messages

For FY 2003, the SSS distributed 16 "Operation: Inform the Public," 30- and 60-second radio public service announcements (PSAs) in English and Spanish. They were distributed to 4,000 stations in January 2002, and 6,000 stations in July 2003. More than 150,000 PSA airings, worth \$1,718,672, from 831 stations in 509 cities, were measured by mail-back cards that were inserted in the PSA distribution packaging and returned to the SSS by radio station public service directors.



SSS High School Kit for FY 2003.

Information Quality Guidelines were implemented per Section 515 of the Treasury and General Government Appropriations Act for Fiscal Year 2001 (Public Law 106-554; H.R. 5658, the "Information Quality Law") and posted to the SSS Internet site in FY 2002, with the form for individuals to request a correction to information. There were no requests for corrective action received in FY 2003.

In accordance with the Federal Information Security Management Act (FISMA), Office of Management and Budget (OMB) Memorandum, M-03-19, Reporting Instructions for FISMA, and the SSS implementing document, the SSS Information Security Plan (ISEP), the Office of Information Management (IM) has complied with Federal mandates on security. Annual reviews of its four major systems were completed. The SSS Inspector General Liaison completed an independent evaluation of one of the systems and accomplished the objective of evaluating the four major systems within a three-year period. The Agency's Annual FISMA Report and the Inspector General's Security Program Evaluation were submitted to OMB and appropriate Congressional Committees. A Plan of Action and Milestones (POA&M) and a quarterly report under a new FISMA reporting format were submitted to OMB.

In focusing in on its management accountability responsibilities as required by the Government Performance and Results Act (GPRA) and OMB Circular A-123, the SSS completed two evaluations for items listed in its Management Control Plan.

The Office of Information Management is actively involved in the development and maintenance of SSS Performance Plans and Performance Reports as required by GPRA. Customer service surveys and data analysis of work completed have been used by IM to measure customer satisfaction and programming efficiency. In responding to the requirements of OMB Circular A-130 and the Information Technology Management Reform Act of 1996 (Clinger-Cohen), which established a management process for identifying, selecting, controlling and evaluating investments in information resources, the Office of Operations updated capital planning and investment portfolios for eight programs.

In keeping with the cycle for updating the information technology infrastructure, new laptop computers were distributed with upgraded software for users in the field offices. The network server hardware was upgraded at the National Headquarters (NHQ) and at the Data Management Center (DMC) and IM is in the process of upgrading their operating systems. Several desktop computers were replaced at the Region headquarters and at the Data Management Center. Upgraded software also was provided to all users.



Jerry Klotz, Senior Telecommunications Specialist at Selective Service System National Headquarters.

Earlier this year, IM migrated two other government agencies from an aging front-end processor maintained by the Joint Computer Center (JCC.) This processor was being retired by the JCC making it necessary to identify an alternative means of file exchange with the Department of Education and the Office of Personnel Management. A secure means of encrypted file transfer was implemented with both agencies to ensure that the data remains safe as it travels across the Internet.

During FY 2003, the SSS started to migrate its servers to the Microsoft Windows 2000 operating system (OS) because Microsoft was scheduled to eliminate support at the end of calendar year 2004 for the Agency's current network operating system, Windows NT 4.0. Windows 2000 should be much more secure than the older OS, and the Agency should also realize a performance improvement not only from the new system, but from the fact that older servers are being replaced by newer, faster ones.

The SSS also implemented file transfer protocol (ftp) across the AAMVANET line in support of the Department of Motor Vehicle Driver (DMV) License Registration Program. A number of DMVs have secure connections through AAMVANET, making it possible to exchange files with the SSS. This connection is considered to be secure because it is isolated from the Internet.

The SSS also implemented help desk database software called "Track-It" for inventory of Agency computer equipment, auditing software, and as a standard for logging user help desk calls.

A number of computer applications were developed or enhanced during FY 2003:

- In January 2003, the Time and Attendance portion of the Federal Payroll Personnel System (FPPS) became Web enabled.
- The biggest improvement in technology for the Integrated Mobilization Information System (IMIS) has come by way of the Intranet site. Legacy IMIS data was converted and imported into a modern database providing immediate availability of this vital information to all field personnel with access to the Intranet.



- The Readiness Exercise System (REX) was added to the IMIS Intranet site. It allows for the completion of evaluation questionnaires that can be filled out by the trainee and/or trainer after each training session. A similar system, the Readiness Training Statistical System (RTSS) was also implemented. Modeled after REX, it also allows for the completion of evaluation questionnaires.

- The Lottery System was modified to project current and prior lottery numbers drawn in an extra large font for improved viewing by television cameras and the audience present. This feature along with the entire Lottery System was tested successfully during the Lottery exercise in July 2003.

- An important mission-critical system was completed, enhancing the readiness of the Agency. The development of the Agency's Alternative Service Processing System (ASPS), written in a state-of-the-art programming language, was finalized. A user-friendly system, ASPS places conscientious objectors into appropriate civilian work in lieu of induction, maintains a database of job openings and monitors the status of individuals in the program.

- Another readiness system, the Total Integrated Registrant Management System (TIRMS), was enhanced with several important functions and software packages prepared for distribution to field elements for use in mobilization training.

- During FY 2003, work started on a new file transfer procedure, enabling secure connections for passing registrant claims and appeals data between Area Offices and the enterprise server.



In FY 2003, the SSS reviewed and upgraded numerous systems required to bring the Agency to a full mobilization status in the event Congress and the President should require activation of some form of a draft. The lottery, a system established to ensure a fair and equitable draft, was exercised in FY 2003. The recent development of computer-based automation display screens and a lottery-number input program were tested in a live exercise. These enhancements, as well as the new lottery software, proved successful and were well received by the viewing audience.

FY 2003 Readiness Exercises

One of the SSS Regions tested a prototype exercise for Area Office Activation, which provided the proving ground for field-developed training. Various scenarios and events were created to simulate the realistic problems an Area Office Coordinator would face in activating an Area Office. After a "Lessons Learned" update to the training, the other two Regions will simulate the activation of Area Offices in FY 2004.

The Department of Defense's (DoD) inductee requirements for a general draft and a specialized draft are 10 years old. The SSS has been actively working with the DoD to obtain more current and accurate personnel requirements. Numerous briefings and presentations by the SSS to DoD officials have passed the Agency's concerns and needs for more realistic data, which will enable better management of the personnel delivery system. The SSS is responsible for rendering transportation for all registrants filing claims for postponements or reclassification in the

event of a draft. An ongoing effort to develop Memoranda of Understanding (MOU) with transportation companies nationwide has furnished the SSS with a better understanding of the complexity of the problem. In FY 2004, these MOUs will be finalized and the development of transportation networks will be established.

In an effort to streamline the Agency's Alternative Service Program, a program has been designed to administer alternative service work for men who are classified as conscientiously opposed to participating in a war of any form. The Agency is also attempting to develop Memoranda of Understanding (MOU) and Crisis Action Plans (CAP) with other Federal agencies that meet the requirements necessary to become Alternative Service Worker employers. These MOUs and CAPs will outline the necessary



RFO Training in Region I.

alternative service responsibilities and requirements should a draft be implemented. The SSS Health Care Personnel Delivery System, a program to obtain trained and qualified civilian health care personnel for military service in case of a war or national

emergency, continues to be refined and enhanced. The SSS presently cannot register or select health care personnel for induction. This can occur only if approved by the President and Congress. The SSS must maintain its on-the-shelf health care plans and conduct periodic reviews, tests, and updates to ensure that the program will be ready for implementation.

FY 2003 Readiness Training

Twenty years ago overhead projectors, typewritten training courses, and slide carousels all seemed good enough to get the job done. These training aids made trainers and trainees more productive and enabled them to understand and share information, a crucial factor in every organization's success.

Since then, the adoption of innovative new practices and technology has fundamentally transformed the readiness-training programs of the SSS. The way the Agency trains State Directors, Reserve Force Officers (RFOs), Area Office Augmentees (AOAs), and more than 10,000 Presidentially-appointed volunteer Local, District, and National Appeal Board Members has become a spectacular array of innovative methodologies that combine old-school wisdom with new age technology. In FY 2003, the SSS continued to leverage past training successes while simultaneously unlocking the possibilities of digital technology. The SSS National Headquarters Training staff was firmly committed to working in cooperation with others to build on the technical advances that have fueled so much productivity, growth, and opportunity in the training industry.

Reserve Force Officer (RFO) and State Director Training

Constrained by the logistical and financial challenges posed by delivering conventional training, newly appointed State Directors and assigned RFOs were offered an updated self-study, Phase I portion of the Agency's New Officer/State Director (NO/SD) Program in an innovative electronic format. The new Phase I format blended traditional training methods with technology-based delivery into a self-study booklet, as well as an interactive, electronic tutorial that is available on CD-ROM. In addition to a Region Orientation, new State Directors and RFOs attending the NO/SD Phase II Program were shown a new "Welcome to the Agency" video, featuring the Acting Director. It was produced and directed by the Pentagon's Air Force Television Center at minimal cost to the Agency.

Also included in the NO/SD Phase II Program was a revamped Professional Development Course (PDC) detailing State Director and RFO mobilization duties and responsibilities. Using multimedia



Region I New Officer/State Director Training.

equipment, the PDC incorporates the three most likely mobilization scenarios faced by the Agency – Emergency Mobilization, Time-Phased Response, and a Health Care draft, and includes some of the most current, industry-standard training methodologies, and instructional materials. For example, as part of this unique two-day application-based course, students learn their vital activation roles using participative exercises, classroom lectures, skill training activities, and other interactive uses of state-of-the-art training techniques. As part of the NO/SD Phase II training program, an RFO Certification Examination was administered to RFOs completing the PDC to validate their comprehension and knowledge of the training materials presented. Another key component to maintaining mission preparedness is a Re-certification Exam that is administered to RFOs every three years. The exam identifies areas requiring additional training and validates an RFO's understanding of the SSS mobilization functions and procedures.

State Directors were provided Continuation Training Packages and RFOs completed refresher training using readiness-based Training Guidance Outlines (TGOs) and Training Guidance Packets (TGPs). For example, a newly revised TGP and TGO, with updated processing systems, were distributed to provide training on RFO responsibilities associated with the various aspects of the Health Care Personnel Delivery System. An innovative Web-based evaluation system was developed and implemented in collaboration with Selective Service Information Technology members, facilitating use of the FY 2003 Readiness Training Statistical System to monitor and analyze Readiness-Training Programs.

In a continuing effort to reduce printing and distribution costs, while taking advantage of expanding technological advances, a key staff goal this year was to migrate from "hard copy"

materials to an electronic distribution of readiness-training documents. The Director's Senior Staff, State Directors, and RFOs, for example, were provided instructional materials and accompanying reference materials on CD-ROMs. On another front, in response to concerns about RFO promotion results, an electronic-based presentation with accompanying reference materials was developed to explain to officers what it takes to get promoted. A corresponding benefit of this initiative was to help raters prepare more effective performance reports for the officers they evaluated.



Board Member Training at Region III in Denver, CO.

The SSS also undertook an initiative to provide RFOs with training via an interactive Intranet Web site. By year's end, the Agency was exploring the option to determine if it could be developed in-house or should be contracted out.

The Agency's Local, District, and National Appeal Board Members were provided either Initial Board Member Training (IBMT) or Continuation Training in FY 2003. To lay a solid foundation for newly appointed Board Members' individual training, they were provided updated "Preliminary Readings" booklets for orientation and to prepare them for

their Board Member responsibilities. All new Board Members then attended 1 of 78 IBMT Program sessions conducted at various locations throughout the Nation. This was the largest annual number of IBMT sessions conducted on record and was in response to the need to train new Board Members replacing members who had reached their 20-year tenure with the Agency. In an effort to lower Agency costs and improve efficiencies, a pilot 8-hour IBMT Program was developed, monitored, and evaluated for future implementation. Currently IBMT sessions are 12 hours long. A savings of \$45K per annum was realized because of reduced labor costs and purchasing pre-assembled IBMT Handbooks.

Other notable advances in the Readiness-Training Program included the development of a new interactive, self-paced Continuation Training program for National Appeal Board Members. The course materials were directly related to their duties and responsibilities as National Appeal Board Members. The training was provided to them in an electronic learning format.

An initiative to develop an interactive training program for new Board Members was also undertaken in FY 2003 in response to findings from the Agency's Process Improvement Project (PIP). This initiative will maximize Agency skill sets and integrate a blended learning approach of content with an on-line delivery mode. The automated training program will consist of modules, graphics, assessment methods such as true/false and multiple-choice questions, and short learning exercises with scoring and tracking capability.

Local and District Appeal Board Members were provided group study Continuation Training with audiovisual production support provided by the Pentagon's Army Visual Information Services (USAVIS) Unit. USAVIS was instrumental in ensuring that script changes, contemporary music, in-house

and outsourced talent, and a closed captioning feature were incorporated into the Agency's Local and District Appeal Board Continuation Training videos. This was the second year a role-play video was provided to District Appeal Board Members and feedback from participants lauded this training aid for its engaging, skill-enhancing style of training. Civilian Review Board Members were provided a self-study, Continuation Training package in FY 2003. Taking advantage of other multimedia applications, the Civilian Review Board self-study booklet was accompanied by an audio role-play on a cassette.

The Agency again hosted a group of U.S. Army War College students. For nearly 20 years the Selective



Board Member Training in New Jersey.

Service National Headquarters has welcomed the opportunity to provide future military leaders with an in-depth overview of the Agency's operations, while enhancing their knowledge of the Agency's role in defense preparedness.

In summary, the SSS Training Staff was engaged in an exciting effort to bring innovative training practices and new and improved methods to deliver its national training program. As readiness-training programs grow increasingly dynamic, flexible, and responsive to today's global and ever increasing digital economy, improved technology and the introduction of new training techniques will continue to play a larger and more important role.

At the heart of the Agency's ability to perform its mission successfully in a future national emergency requiring the draft is its link to hundreds of part-time employees and thousands of volunteers throughout the country and the U.S. territories. That link is maintained by the Agency's three Region Headquarters in North Chicago, Illinois; Marietta, Georgia; and Denver, Colorado. The Region Headquarters are responsible for maintaining SSS readiness at the "grass roots" level. They also oversee the activities of the Agency's 56 State Directors, and conduct training for RFOs, Area Office Augmentees, Local and District Appeal Board Members. In addition, the Region Headquarters directly supported the Agency's mission of increasing registration compliance through local registration awareness programs.

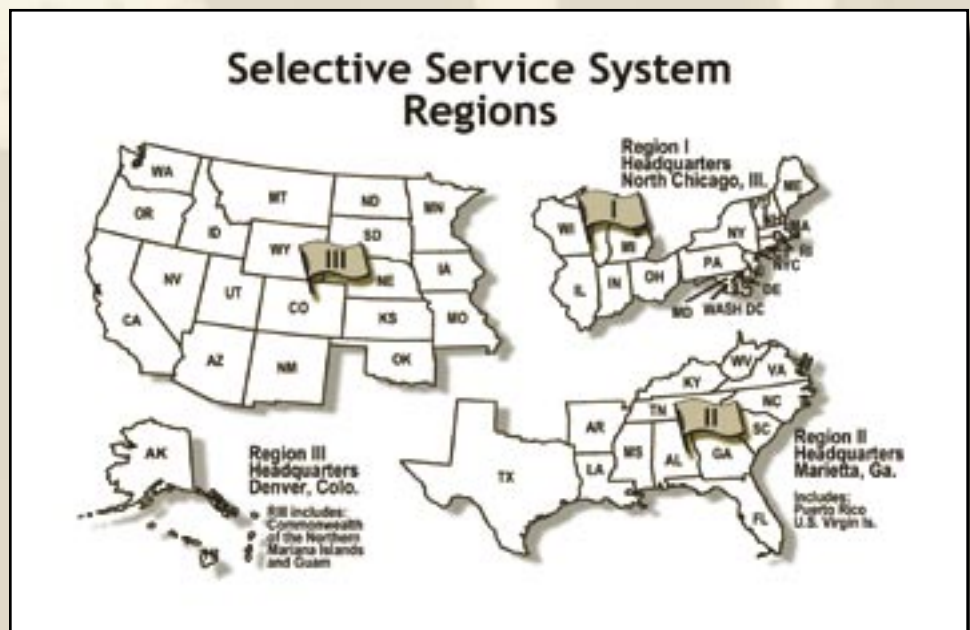
Registration Awareness Activities

During FY 2003, the Regions conducted aggressive registration awareness campaigns, including the Agency's High School Registrar Program. Since the inception of this program in 1981, thousands of volunteers have been appointed as Selective Service high school registrars. At the end of FY 2003, 86 percent of the Nation's high schools had assigned a volunteer SSS high school registrar. They provide an important civic service, ensuring that students are in compliance with the Military Selective Service Act. They also provide a convenient alternative to registering at the post office by assisting men in registering on-line using school computers to connect to the Agency's Web site at www.sss.gov.

As a result of frequent high school visits by RFOs and Board Members, all of the Regions experienced an increase in the number of registrars appointed. Region II achieved a 93-percent participation rate; Region III had an 87-percent participation rate, and Region I had a participation rate of 79-percent in FY 2003.

Another major boost to compliance rates in the Regions resulted from enactment of new driver's laws. During FY 2003, three states in Region III (Arizona, Kansas, and New Mexico) passed driver's license laws linking SSS registration to applications for state driver's licenses and identification cards, and another state, Iowa, passed legislation giving men the option to register with the Agency at the time they make application for a driver's license. At the end of FY 2003, a total of 32 states, 2 territories, and the District of Columbia had driver's license legislation.

RFOs in the Regions were also instrumental in raising awareness of the registration requirement. In addition to their visits to local high schools, they attended various conferences and conventions, manning the SSS exhibit booths and answering questions about the Agency and its mission. Included on the schedule were the National Association of Secondary School Principals and the American Association of Collegiate Registrars and Administrative Officers Conference.



During FY 2003, Region I achieved an 84-percent staffing level for Local Board Members (LBM). Although the Region lost 187 of its LBMs, many of whom left because they reached their 20-year mandatory retirement status, 404 volunteers came forward to receive Presidential appointments as new Board Members.

Region II achieved a staffing level of 86 percent, during this fiscal year, with the appointment of 489 new members. Nineteen Initial Board Member Training sessions were held, and 448 new members were trained. Continuation Training for Board Members reached an all-time high, with 87 percent attending training. Active Board Members again this year generously volunteered their time to visit post offices and high schools in their area to ensure appropriate Selective Service literature and registration forms were available.

In Region III, 83 percent of the Local Board Member positions were staffed, reflecting the addition of 36 Local Boards and 180 Local Board Member positions as a result of the recent Work Load Study identifying population growth areas. Eighty-nine percent of the appointed Local Board Members completed Continuation Training this year. As a result of the mandatory retirement of Board Members after 20 years of service, 48 Board Members retired at the end of the year.

During FY 2003, mobilization readiness training was conducted for RFOs in all three Regions. In Region I, 96 percent of assigned RFOs completed the training; in Region II, 98 percent; and 91 percent completed training in Region III.

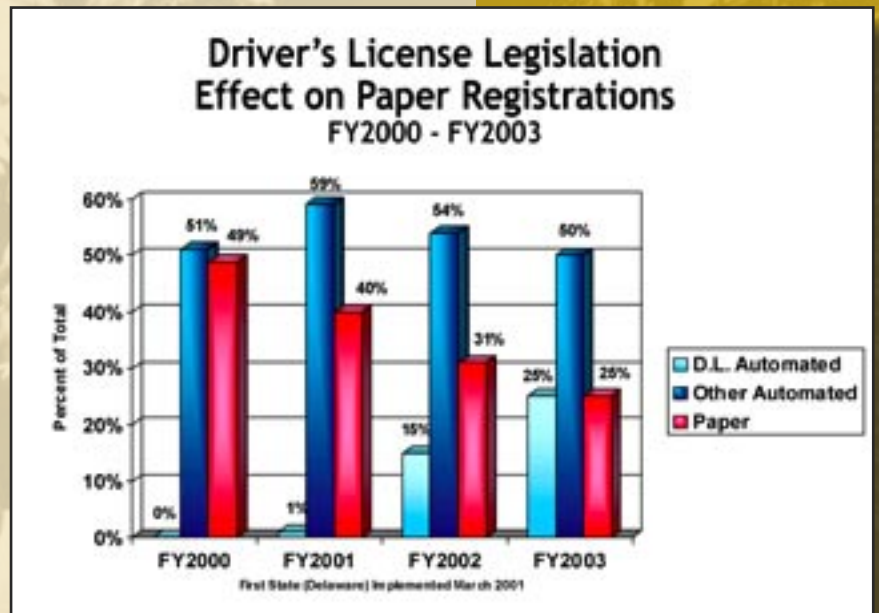
Data Management Center

The Agency's Data Management Center, located in Illinois, processes registrations and maintains computer operations that support the Agency's registration mission. In addition to nearly 2.4 million registrations processed in FY 2003, the Center processed nearly 795,000 updates to registrant files, verified the registration status of 1.7 million men

through the Internet Web site, reviewed 30,000 pieces of written correspondence, processed over 1.6 million telephone inquiries, and produced and mailed about 5.4 million pieces of computer-generated correspondence to acknowledge or promote registration. Most inquiries were from men applying for Federal and state entitlement programs that require proof of registration. Eighty-five percent of calls to the Data Management Center were processed by an interactive voice response system. The more complex calls were handled by a small group of agents.

The number of requests for status information letters continues to be substantial. These letters are sent to men who failed to register with the Selective Service and are now past their 26th birthday. The men may be denied Federal student financial aid, Federal employment opportunities, and job training unless they can show evidence that such failure to register was not willful or knowing on their part. The Center prepared and mailed nearly 39,000 status information letters to non-registrants.

Through the end of FY 2003, the Data Management Center had implemented processing systems for 29 states and territories that implemented driver's license legislation.





Left: Driver's License Legislation in Arizona was signed into law in April 2003. Peter Rios, Arizona State Senator (left) and LTC Gerald Paulus, SSS Detachment Commander, AZ3AZ, are shown after passage of the bill.

Above right: Driver's License Legislation in New Mexico was also signed into law in April 2003. Justo Gonzalez, Region III Director (left), and New Mexico State Representative Thomas A. Anderson, are shown after passage of the bill.

Transformation and the Future

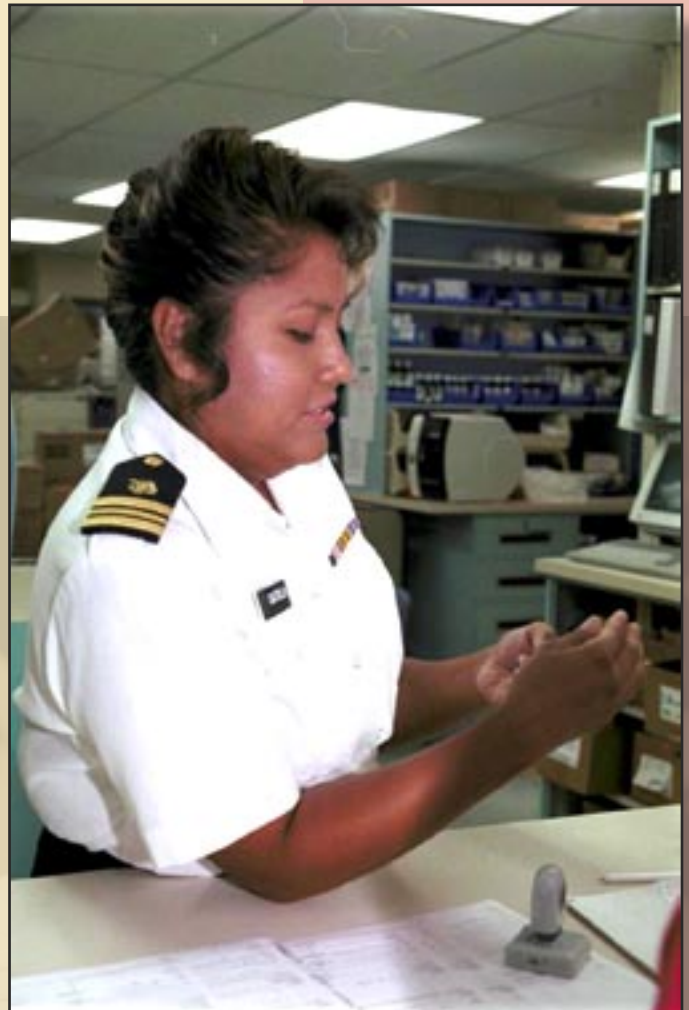
For more than 63 years, the Selective Service System and the registration of America's young men ages 18 through 25, have served as the only proven backup mechanism to deliver manpower to the U.S. Armed Forces during periods of national crisis. The traditional statutory missions remain: to provide trained and untrained personnel to the Department of Defense in the time frames and numbers needed, and to manage a program of alternative service for those registrants who seek and are granted conscientious objector status.

But even as the Agency honors its traditional mandate, it is securely focused on the future and its vision – to be an active partner in the national preparedness community that anticipates and responds to the changing needs of the Nation. Its agenda will be dominated by implementation of the Agency's Process Improvement Program-2003 in the spirit of the President's Management Agenda. Using this self-diagnostic tool, Selective Service is examining its processes and is implementing a transformation of the Agency while preserving maximum customer service. Satisfying both goals would assure a Selective Service System that is fair beyond reproach while meeting the likely needs of the Department of Defense.

With its routine communication with all men in the U.S., 18 through 25 years old, and its ability to mobilize national manpower on a large scale, the Agency is also capable of performing additional human resource support missions related to national and homeland security or service, if Congress and the White House so desire. The Selective Service System is already in close partnership with the Department of Defense by providing direct support to Armed Forces recruiting. The Agency provides names of registrants to the Secretary of Defense for recruiting purposes, in accordance with a provision in the Military Selective Service Act. Additionally, information about Armed Forces opportunities and a business reply card are enclosed with the registration acknowledgment that Selective Service sends to each new registrant. Thus, the Defense Department benefits by "piggy-backing" on Agency routine mailings and it reimburses Selective Service for the additional costs of including DoD materials.

There has been much dialogue among the public, private groups, and academia concerning a draft, volunteerism, homeland security, and national service. Potentially, the Nation could capitalize further upon its investment in Selective Service and not "begin from scratch" as it debates these ideas.

- Selective Service has a wealth of experience in managing volunteers, and administering programs of alternative community-based service for men



Nursing station on Navajo reservation in New Mexico. Photo courtesy of the Indian Health Service/U.S. Department of Health and Human Services.

classified as conscientious objectors throughout its 63 years of existence. The Agency also has experience in conducting a fair and equitable classification procedure to determine who should

serve when not all can serve. To ensure fairness and equity, each Selective Service Board is a melting pot of civic-minded men and women reflecting the racial, cultural and ethnic diversity of the young men within the communities it serves. Through these volunteers, a unique bond has been formed at the grass roots with young American men, society-at-large, and the U.S. Armed Forces. Through the Selective Service System structure, every American community plays a positive role in providing for the common defense. In short, the Agency has extensive practical experience in identifying, contacting and classifying people to participate in national security or service programs. The SSS can lend its expertise and ample experience to any appropriate task.

- With the collection and storage of specific data, the Agency might be employed as a repository or inventory of special skills dispersed across the U.S. resident population. This highly useful database could be utilized for a draft of special skills, either for Department of Defense or non-Defense customers, voluntary or not. Recipients for these skilled persons might be the Public Health Service, Peace Corps, Corporation for National Service, Bureau of Customs and Border Protection, U.S. Citizenship and Immigration Service, etc. At a minimum, this data could be made available for Federal, state, or local recruiting efforts for hard-to-find skills. Today, Selective Service has the mission of conducting a health care personnel draft if so directed by the Executive and Legislative Branches of the Federal Government. This program is in place and could be expanded to include other shortfall skills required in the future by the U.S. Armed Forces or civil authorities.

- A draft for the Nation or states specifically to populate civil or military homeland defense missions has been discussed in the media and

among academics. Such draftees would not serve overseas, unless they volunteered to do so, but rather would be available for the war on terrorism here at home.

- Finally, the SSS might conduct a more traditional mission - a military draft for the National Guard and Reserves instead of the Regular forces. This approach could ensure that needed personnel are available in-time for any expanded or new missions for the Reserve Components.

Beyond providing tangible contributions today and potential important services in the future, the Agency also promotes an intangible national benefit right now. For present and future generations of America's young men, the SSS is a very critical link between society-at-large and today's volunteer military. It is a reminder that, as Americans, every young man is personally responsible for "providing for the common defense" in the time-honored tradition of preceding generations.



Never a shortage of national service opportunities. A Washington, DC, family welcomed members of Congress who sponsored Congress Building America, a Habitat for Humanity build that resulted in a new home for the family members. Pictured l. to r., raising the frame for a wall are two local volunteers, Sen. Mary Landreiu (D-LA); David Eisner, CEO of the Corporation for National and Community Service; Habitat Founder Millard Fuller; Sen. Bill Frist (R-TN); three members of the Habitat family; Roy A. Bernardi, deputy secretary of Housing and Urban Development; and two other volunteers. Photo courtesy of the Corporation for National and Community Service.

The Selective Service System is one of the Nation's important security assets in an increasingly dangerous world. Its rationale for existence and its credentials have remained constant over time: to provide a compact, cost efficient civilian structure capable of rapid expansion in a crisis; to provide people to our Armed Forces as required; and to do it fairly, equitably, and within the necessary time frames. The Selective Service System remains resolute in its organizational transformation and operational streamlining. It has improved service to its customers, reinforced its commitment to America's security, and remains an active partner within the national preparedness community.




As of September 30, 2003

Alabama	Robert W. Glass
Alaska	Charles A. Smith
Arizona	Victor R. Schwanbeck
Arkansas.....	Thomas G. Ramsey
California	Ronald H. Markarian
Colorado.....	Paul S. Baldwin
Connecticut.....	Nathan G. Agostinelli
Delaware	William J. Tansey
District of Columbia	Margaret G. Labat
Florida.....	Douglas R. Maddox, Sr.
Georgia.....	Roy James Yelton
Guam.....	Lorenzo C. Aflague
Hawaii.....	Edward K. Nakano
Idaho	Darrell V. Manning
Illinois.....	Richard E. Northern
Indiana.....	Stephen C. Hoffman
Iowa.....	Myron R. Linn
Kansas.....	Ernest E. Garcia
Kentucky.....	Harold O. Loy
Louisiana.....	Everett J. Bonner
Maine.....	Averill L. Black
Northern Mariana Islands	Joseph C. Reyes
Maryland.....	Thomas C. Johnson
Massachusetts.....	John M. Bissonnette
Michigan	James Klynstra
Minnesota.....	John D. Fitzgerald, Jr.
Mississippi.....	Steven L. Melancon
Missouri.....	Donald L. Hiatte
Montana.....	Edward L. Hanson
Nebraska.....	Donald F. McGinley
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.....	Vincent Albanese
North Carolina.....	Donald L. Shaw
North Dakota.....	William F. Lindell
Ohio.....	George T. Willard
Oklahoma.....	Charles A. Garrison
Oregon.....	Gary E. Lockwood
Pennsylvania.....	John C. Williams
Puerto Rico.....	Walter A. Perales-Reyes
Rhode Island.....	LeRoy J. Williams
South Carolina.....	Earle E. Morris, Jr.
South Dakota.....	Paul A. Hybertson
Tennessee.....	Chris L. Gingles
Texas.....	Claude E. Hempel
Utah.....	Leland D. Ford
Vermont.....	David C. Pinkham
Virgin Islands.....	Warrington O. Tyson, Sr.
Virginia.....	Manuel R. Flores
Washington.....	Verne M. Pierson
West Virginia.....	Jack E. Yeager
Wisconsin.....	John C. Cumicek
Wyoming.....	Henry W. Buseck

Registrants by State

as of September 30, 2003

	Draft Eligible Registrants (Born 1977-1982)	Born 1983-1984	Born 1977-1984
ALABAMA	192,259	45,596	237,855
ALASKA	29,342	7,876	37,218
ARIZONA	184,312	42,294	226,606
ARKANSAS	126,206	30,878	157,084
CALIFORNIA	1,294,902	292,022	1,586,924
COLORADO	186,734	56,082	242,816
CONNECTICUT	116,085	28,914	144,999
DELAWARE	33,842	10,013	43,855
FLORIDA	641,044	188,303	829,347
GEORGIA	332,714	96,060	428,774
HAWAII	46,994	10,281	57,275
IDAHO	65,008	17,812	82,820
ILLINOIS	531,866	129,558	661,424
INDIANA	255,874	60,864	316,738
IOWA	131,179	34,062	165,241
KANSAS	117,041	30,526	147,567
KENTUCKY	160,054	36,182	196,236
LOUISIANA	192,013	43,423	235,436
MAINE	52,326	13,210	65,536
MARYLAND	188,177	47,029	235,206
MASSACHUSETTS	214,665	51,504	266,169
MICHIGAN	398,721	97,888	496,609
MINNESOTA	214,757	54,189	268,946
MISSISSIPPI	121,113	27,970	149,083
MISSOURI	230,297	57,789	288,086
MONTANA	42,494	10,702	53,196
NEBRASKA	77,733	19,906	97,639
NEVADA	64,713	15,086	79,799
NEW HAMPSHIRE	49,035	13,181	62,216
NEW JERSEY	301,247	71,273	372,520
NEW MEXICO	80,732	18,935	99,667
NEW YORK	698,453	162,829	861,282
NORTH CAROLINA	276,264	68,366	344,630
NORTH DAKOTA	31,126	8,025	39,151
OHIO	485,966	126,870	612,836
OKLAHOMA	160,426	36,697	197,123
OREGON	138,984	32,681	171,665
PENNSYLVANIA	448,412	107,511	555,923
RHODE ISLAND	39,269	10,303	49,572
SOUTH CAROLINA	147,833	35,275	183,108
SOUTH DAKOTA	37,765	10,072	47,837
TENNESSEE	221,746	54,635	276,381
TEXAS	859,979	218,227	1,078,206
UTAH	141,706	36,115	177,821
VERMONT	24,852	6,458	31,310
VIRGINIA	272,613	67,178	339,791
WASHINGTON	241,370	57,808	299,178
WEST VIRGINIA	77,087	16,909	93,996
WISCONSIN	224,719	57,678	282,397
WYOMING	25,279	6,413	31,692
WASHINGTON, D.C.	15,561	2,910	18,471
NORTHERN MARIANA ISLANDS	4,634	1,222	5,856
VIRGIN ISLANDS	4,418	967	5,385
PUERTO RICO	169,652	33,147	202,799
GUAM	7,184	1,340	8,524
FOREIGN	25,256	4,959	30,215
TOTALS	11,454,033	2,824,003	14,278,036



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