Annual Report

To the Congress of the United States

Fiscal Year 2013

The FY 2013 Annual Report was produced by the Office of Public and Intergovernmental Affairs in accordance with the Selective Service Act, Section 10(g).

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A Message from the Director

During Fiscal Year 2013, operating the Selective Service System was challenging, with a continuing resolution budget adjusted downward for sequestration. Yet, the registration numbers were the largest in the past 14 years. This expanding number 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. All this took place amid an international geopolitical environment which grew more dangerous and complex as the U.S. Armed Forces downsized and the future became more ambiguous.

Since a military draft has not been required in years and its employment in the foreseeable future is not anticipated, our national leadership desires that Selective Service refocus ever more keenly on the registration of young men – a core mission. This we have done. I am also delighted to report that the backlog of public inquiries was reduced to a most acceptable two-day response rate.

Additionally, the independent FY 2013 Federal Information Security Management Act audit noted continued improvement. One-hundred percent of the former material weaknesses have been resolved, and no new ones identified. A couple of suggestions were made for betterment, and it was noted their resolution depends upon the application of enough time and dollars. Notwithstanding constrained resources, the agency seeks total compliance and the elimination of any weaknesses.

Finally, federal employee attitudes toward their leadership are a major influence on job satisfaction and commitment, and also have a significant impact on performance. In the 2012 Partnership for Public Service's and Deloitte's Best Places to Work in the Federal Government analysis, the Selective Service System achieved placement in the top 10 among small agencies in effective leadership.

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.

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. I am pleased and honored to lead America's Selective Service System, an independent agency that is dedicated to upholding the rules of justice and fair play in all of its programs.

Lawrence G. Romo

Selective Service System Senior Staff

At the end of Fiscal Year 2013

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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 in the civilian community 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 intentionally 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 law — registration with the Selective

Service System. 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 the agency's 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 175 part-time Reserve Force Officers (RFOs) comprised of military personnel representing each branch of the U.S. Armed Forces. These RFOs, assigned throughout the U.S. and its territories, perform monthly training and execute 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 agency's 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 18,221, of the nation's 20,949 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 obligation to register with the Selective Service System and help ensure these men remain eligible to take advantage of the numerous federal and state benefits 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 that it 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 equally crucial to foster timeliness, fairness, and equity if Selective Service is directed to reestablish conscription. Minimum preparedness requires maintaining a classification structure capable of immediate operation during a national emergency, including an adequate cadre of personnel to reinstitute the full operation of the Selective Service 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, maintaining, and protecting personal information (full name, date of birth, social security number, and mailing address); following through with public awareness and outreach efforts; 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 2013 Budget

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). On March 1, 2013, the President ordered a sequestration of non-exempt budgetary resources for FY 2013 pursuant to Section 251A of the Balanced Budget and Emergency Deficit Control Act (BBEDCA) of 1985. Subsequent to the March 1 sequestration order, the Congress enacted the Consolidated and Further Continuing Appropriations Act, 2013 (P.L. 113-6), which provided a full-year appropriation for FY 2013 and required that the sequestration order be implemented in accordance with the BBEDCA. In combination, the two enactments required the agency to allocate a 7.8 percent sequestration reduction and a 0.2 percent across-the-board reduction to budgetary resources. The agency's final budget was approximately $22 million.

Anticipated FY 2014 Budget

The Senate Appropriations Subcommittee on Financial Services and General Government passed its version (S. 1371) of the Selective Service System's FY 2014 Budget on July 25, 2013. The Committee recommended an appropriation of $22.9 million for the Selective Service System. This amount is $1.0 million below the FY 2013 enacted level and $1.2 million below the budget request. On July 23, 2013, the House passed its version (H.R. 2786) of the agency's budget. The Committee recommended an appropriation of $23.5 million. This amount is $436,000 below the FY 2013 enacted level and $634,000 below the budget request. The Selective Service System's FY 2014 estimate reflects the lower (Senate) recommendation.

Selective Service System
FY 2013 - Obligation of Funds

FUNCTION	FY 2013 Amount
Personnel Compensation, including RFOs	$ 11,255,000
Personnel Benefits	2,983,000
Travel and Transportation of Personnel	176,000
Office, Equipment, Miscellaneous Rentals, Utilities, and Courier Services	2,541,000
Communication Services	135,717
Printing and Reproduction	235,000
Other Services	2,226,933
Supplies and Materials	335,000
Postage and U.S. Postal Service	1,234,164
Furniture and Fixtures, Software, Telecommunications, Automatic Data Processing Systems, Office Equipment, and Books	809,000
Equal Employment Opportunity Services and Investigators	123,000
TOTAL FOR ALL FUNDS *	$22,053,814

* Total does not include $370,000 in planned reimbursable work.

Registration

Registration is a critical component of Selective Service's mission to augment DoD manpower 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.

Selective Service registration and registration compliance are directly related to its 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 entire 18 through 25 year-of-birth (YOB) group, which is based on calendar year (CY) 2012, was 92 percent.

NOTE: To be consistent with past Annual Reports to Congress, this report will reference calendar year 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 2012, the Selective Service national overall estimated registration compliance rate increased one percentage point from CY 2011 for men ages 18 through 25 who were required to be registered. For the 18 YOB group, the compliance rate was 70 percent, up three percentage points from CY 2011; the 19 YOB group was 89 percent, up two percentage points; and the 20 through 25 YOB group (the draft eligible group) was 96 percent, the same as for the last two calendar years.

Primary factors contributing to registration compliance were: (1) the enactment and implementation 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 website, www.sss.gov; (3) emphasis on soliciting volunteer Selective Service registrars; (4) 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 inform educational and community leaders and groups. Note, 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 30, 2013, the agency received and processed over 103,000 Selective Service registration forms through the U.S. Postal Service mail-back program. This vital program provides the means for 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 by picking up a registration form from 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 an option 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, names of registration-age men are obtained from the U.S. Department of Education and the Departments of Motor Vehicles (DMV). 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.

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.

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 2013. 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 processes Selective Service 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 72 million registrations, made approximately 33 million file changes to these records, printed and mailed over 200 million letters and cards, and answered over 27 million telephone calls, all in addition to other requirements associated with peacetime registration programs.

The Data Management Center added another 2.5 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. Also, 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 53 employees.

The Data Management Center is home to the agency's national call center located in Illinois, which the public may contact to verify a registration to determine eligibility 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 and routine registration verification inquiries are processed.

Selective Service continues to receive a substantial number of requests from men for status information letters. These 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/state student financial aid, government employment opportunities, job training, and security clearances because they failed to register. The Data Management Center prepared and mailed nearly 62,000 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 the DMC's FY 2013 registration workload was processed through automation. However, its small data entry staff is still required to input nearly 438,000 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 99.96 percent accuracy rate, due to a two-step process of key entering and key verifying of the source data to ensure accuracy and deliverability of the correspondence. The personal, hands-on customer service provided by the agency's staff at DMC remains a vital part of Selective Service's mission despite the shift towards more electronic transactions.

During FY 2013, 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 2013, 40 states, 4 territories, and the District of Columbia have enacted driver's license laws supporting Selective Service registration. Ten states have no DLL underway supporting the registration requirement.

DLL enacted and implemented: Alabama, Arizona, Arkansas, Colorado, Connecticut, 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;

DLL enacted but not yet implemented: Maine, Maryland, and Puerto Rico.

No DLL: Alaska, California, Massachusetts, Nebraska, New Jersey, North Dakota, Oregon, Pennsylvania, Vermont, and Wyoming.

Note: Alaska Permanent Fund was created by the state of Alaska to pay Alaska residents back through profits made from oil revenues. Before Alaska male residents can qualify for benefits from the Alaska Permanent Fund, they must be registered with the Selective Service System. Therefore, Alaska doesn't warrant a need for DLL since the majority of Alaska male residents are already registered to qualify for the benefits of this Fund.

As a result, nearly 1,057,000 men were registered in FY 2013 through DLL. Although the states which have enacted this type of legislation comprise 76 percent of the nation's registrant population potential for the 18 YOB group and 77 percent for draft-eligible (20 through 25 year olds) YOB group, it is not enough. Selective Service's goal is to achieve 100 percent DLL coverage in all states and territories. For FY 2013, 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.

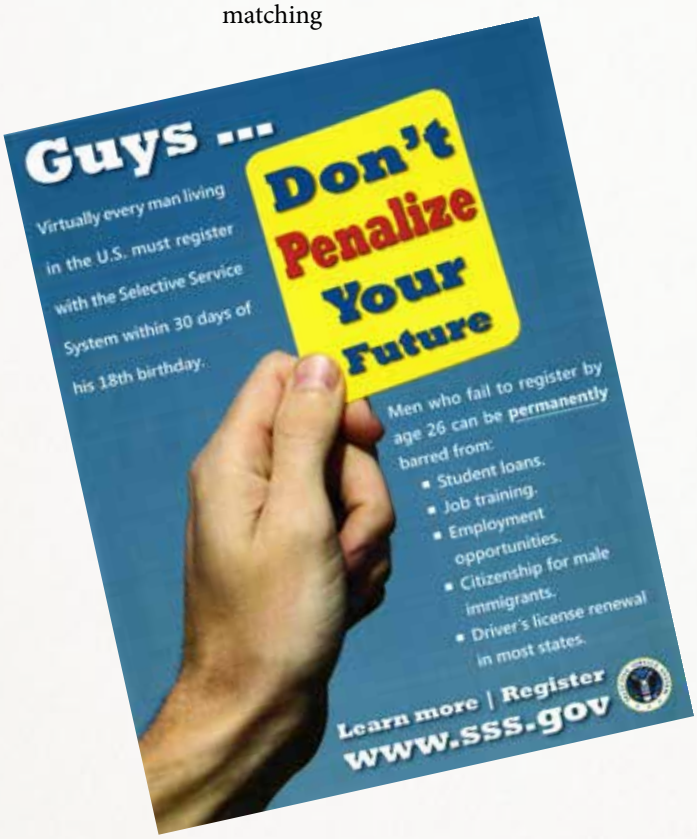
Electronic Registration

Working with 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 2013 (which includes registration by DLL, Internet, Department of Education, telephonic, DoD, Department of Labor, U.S. Citizenship and Immigration Services, and Alaska Permanent Funds).

Registrants are encouraged to register electronically because it is a more cost-effective and accurate method of registering rather than Selective Service staff manually processing men's handwritten paper/card registration forms. 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 2013, over 46,000 men were automatically registered through this interagency agreement.

Of all registrations for FY 2013 received through electronic processes, the three major areas of electronic registration reflect 41 percent from driver's license registrations, 24 percent from the Department of Education, and 19 percent from the Internet (www.sss.gov). Of those young men registering electronically:

1,057,000	- registered via driver's license legislation
621,000	- registered through DoEd Pell Grant applicant matching
483,000	- registered via the Internet
46,000	- registered through CIS immigrant matching
27,000	- registered through the DoD enlistment process
23,000	- registered via telephone
8,000	- registered through WIA job applicant matching



Early Submission of Registration Information

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

Registrar Programs

As of September 30, 2013, about 87 percent or 18,221 of the nation's 20,949 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 – the person – who is authorized to administer and receive registration forms 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 Selective Service. At the same time, the program implements Selective Service's outreach efforts at the local community level. Thus, registrars working with the high school staff are key influencers in creating registration awareness. Should high school male students drop out, these registrars are usually the last person seen who could emphasize Selective Service System registration. 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 continued to participate in the "Adopt-a-High School" Program to encourage schools to appoint high school registrars and emphasize online registration.

The agency continued to obtain registration assistance from five other registrar programs through their

uncompensated Selective Service registrar volunteers representing 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 expanded coverage to reach men to inform them of their registration obligation and an increase in compliance by registration-age men participating in these programs.

Additionally, increased use of online registrant verification resulted in improved customer service by providing high school and these other Selective Service registrars, as well as registrants, student financial aid, employment, and security 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 2013, 35,669 (a decrease of 65,686 from FY 2012) 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 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

Six bills affecting Selective Service were introduced during the 113th Congress (2013–2014) prior to the end of this reporting period – September 30, 2013.

- **H.R. 314**, Inspector General Improvement Act of 2013, introduced January 18, 2013, by Rep. Jo Ann Emerson (R-MO) would allow the DoD Inspector General to supervise, direct, and control audits, investigations, and reviews of Selective Service programs and operations. This bill has been referred to the House Committee on Oversight and Government Reform; however, no action has taken place.

- **H.R. 747** was introduced by Rep. Charles Rangel (D-NY) on February 15, 2013, to amend the Military Selective Service Act to require the registration of women in light of the Department of Defense elimination of the rule excluding women from direct ground combat assignments in the Armed Forces. The bill was referred on March 6, 2013, to the House Armed Services Subcommittee on Military Personnel, which took no action.

- **H.R. 748**, Universal National Service Act, was introduced in the House on February 15, 2013, by Rep. Charles Rangel (D-NY). It requires every U.S. citizen and every other person residing in the U.S. between ages 18 through 25 – including females – to perform a two-year period of national service, unless exempt, either through military service or through civilian service in a federal, state, or local government program or with a community-based agency or entity engaged in meeting human, educational, environmental, or public safety needs. It was referred to the Subcommittee on Military Personnel with no action taken.

- Rep. Mike Coffman (R-CO) introduced **H.R. 978**, National Emergency Selective Service Act, on March 6, 2013. This bill eliminates the Selective Service System organization except during a national emergency declared by the President, including all its programs, such as registration, training, and all board activities. It requires the Secretary of Defense to assume responsibility for the security of the Selective Service System databases. The bill was referred on March 14, 2013, to the House Armed Services Subcommittee on Military Personnel, which has taken no action.

- Although both **H.R. 2786** and **S. 1371**, Financial Services and General Government Appropriations Act, 2014, that would fund the Selective Service System for FY 2014, were passed by both the committees of jurisdiction in the U.S. House of Representatives and the Senate during July 2013, neither was taken up by both full bodies. Thus, the fiscal year ended without normal appropriations for the government, so a Continuing Resolution (**H.J.Res. 59**: appropriations through December 15, 2013) was employed.

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. On top of this, immigrants entering this country often miss or lack a full understanding of the registration requirement. In any future draft, there would be significant changes — changes fostering fairness.

During FY 2013, the major topics outside the Selective Service System's purview, but which had a direct impact on the agency's current operations, are immigration, protracted conflicts abroad, the protection of personal information and prevention of cyber attacks, investigations into the 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 our elected leaders and constrained resources.

Throughout the past year, Selective Service responded to an unprogrammed influx of inquiries, correspondence, and phone calls from both U.S. citizens and non-citizens living in the United States and abroad, expressing concern about eligibility to benefits and programs contingent upon the Selective Service registration requirement. Additionally, Selective Service continued 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. Furthermore, greater emphasis was placed on registering men who have yet to obtain a social security number. Selective Service continued 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 4,500 pieces of correspondence, including congressional inquiries, Freedom of Information Act requests, and general public inquiries, which were received by telephone, faxes, mail, and emails.

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 was 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 website, 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 group studies and outreach meetings.

Exhibits

Selective Service manned an exhibit booth at 14 of the nation's leading community-based and educational organizations' annual meetings in FY 2013. The exhibits program has been ongoing for several years. 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, on the next page:

- AHORA Student Days (*three events*)
- American Association of Community Colleges (AACC)
- American Association of School Administrators (AASA)
- American GI Forum (AGIF)
- American Immigration Lawyers Association (AILA)
- American Legion (AL)
- American School Counselor Association (ASCA)
- League of United Latin American Citizens (LULAC)
- National Association of Secondary School Principals (NASSP)
- National Congress of American Indians (NCAI)
- National Council of La Raza (NCLR)
- National School Boards Association (NSBA)
- Teachers of English to Speakers of Other Languages (TESOL)
- U.S. Hispanic Leadership Institute (USHLI)

Radio and Television Public Service Announcements

Radio: During FY 2013, Selective Service distributed six radio "news" announcements sent to 6,000 news directors. Additionally, Selective Service distributed a new radio package, "Just the Facts: For Young Men Turning 18," compete with announcer-read public service announcements and 14 English, plus five 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.

Twenty-five TV interstitial announcements (:60 sec) were distributed by mail to more than 1,000 stations. Additionally, 25 new TV interstitial announcements (:30 sec) were produced in 2013. These new spots will be distributed in 2014.

High School Publicity Kit

An updated set of high school publicity materials were produced in FY 2013, and will be distributed as a kit nationwide in 2014 to more than 30,000 high school registrars and principals for schools without a registrar.

The kit has 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.

A reply card included in these high school kits provides the school registrar with a means to request for additional materials.

Board Member Video

Production of a 26-minute, 10-minute, and 1-minute board member video kit was completed at the end of FY 2012. The video

kits were distributed to the three region headquarters in FY 2013.

The board member videos were produced to support recruiting efforts for new members, speaker's bureau opportunities, and TV/radio station spots for recruiting new board members. Each year, numerous local board members end their service to the agency due to the 20-year service ceiling and leave vacancies to fill across the United States and its territories.

Outreach Meetings

Public Affairs made 105 outreach visits with educators, media, immigrant services, churches, and social service organizations in Portland, OR, Las Vegas, NV, Chicago, IL, and Boston, MA, 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:

Portland, OR:
Board of Education – Portland Public Schools
Boys and Girls Clubs, Gresham
Catholic Charities
Cleveland High School
East Portland Community Center
Emmanuel Community Services
Hispanic Metropolitan Chamber
Immigrant Law Group PC
Immigrant & Refugee Community Organization
KUNP - Univision
Lincoln High School
Lutheran Community Services Northwest
Neighborhood House
Oregon Association of Minority Entrepreneurs
Oregon City High School
Oregon Post Adoption Resource Center
Portland's Leadership and Entrepreneurship Public Charter High School
Southwest Community Center
United Way of Columbia-Willamette
Urban League of Portland
Youth Guidance Association
Youth Progress
YMCA of Columbia-Willamette

Las Vegas, NV:
Arbor View High School
Boys & Girls Clubs of Las Vegas
Cambridge Recreation Center
Catholic Charities of Southern Nevada
Centennial Hills Community Center – YMCA Southern Nevada
Cultural Diversity Foundation
Ethiopian Community Development Council - African Community Center of Las Vegas
Foothill High School
Goodin Law P.A.
HELP of Southern Nevada - Shannon West Homeless Youth Center
Hollywood Community Services Center
Junior Achievement of Southern Nevada
Las Vegas 51s
Las Vegas Asian Chamber of Commerce
Law Office of David E. Walters
Paradise Community Center & Water Center – Clark County Nevada
Reza Athari & Associates
Richard Steele Foundation & Boxing Club
Rite of Passage
Southern Nevada Regional Housing Authority
Winchester Cultural Center

Chicago, IL:
100 Black Men of Chicago
Affinity Community Services
After School Matters
Alternatives, Inc.
Black Star Project
Boys Hope Girls Hope
Build, Inc.
Center on Halsted
Chicago Public Schools
Coalition of African, Arab, Asian, European and Latino Immigrants of Illinois
Community Organizing and Family Issues
Corliss High School
De La Salle Institute
Elliott Donnelley Youth Center - Bronzeville/Grand Boulevard
Evergreen Park High School
Family Focus – Programs and Services
Gary Comer Youth Center
G.S. Hubbard High School
Heartland Alliance Division of Youth & Residential Services
John Marshall Metropolitan High School
King College Prep High School (Chicago Public School)

Brazilian Immigrant Center
Bridge Over Troubled Waters
Centro Latino
Charleston Club – Boys and Girls Club of Boston
Dorchester House Multi-Service Center
Dudley Street Neighborhood Initiative
East Boston Area Planning Action Council
East Boston Ecumenical Community Council
EDCO Youth Alternative
FitzGerald & Company, LLC
Goodwill Mass
John Foley Law Offices
La Comunidad, Inc.
Law Offices of Joshua L. Goldstein, P.C.
Massachusetts Department of Youth Services
Massachusetts Immigrant and Refugee Advocacy Coalition
Mattapan Family Service Center
Nazzaro Center
Parker Hill/Fenway Neighborhood Service Center
Refugee and Immigrant Assistance Center
Somali Development Center
Strategies for Youth
University High School
Urban League of Eastern Massachusetts
Vartanian & Vartanian [Immigration] Law Firm
Wang YMCA of Chinatown
Yawkey Club of Roxbury – Boys and Girls Club of Boston
YMCA Achievers
Youth Enrichment Services
The Youthline – Mayor's Youth Council & Boston Youth Fund

Lake View High School
Lane Technical College Prep High School
McCormick Tribune YMCA of Metro Chicago
Orr Academy High School
Theodore Roosevelt High School
U.S. Hispanic Leadership Institute

Boston, MA:
Agencia Alpha Immigrant Center
Artists for Humanity
Asian American Civic Association
Boston After School & Beyond: Teen Initiative

Other National Outreach Activities

Latino magazine produced three separate issues of full-page Selective Service ads and op-editorials. In addition, workshops were held in several cities, three of which Selective Service participated in with both a speaker and an exhibit.

NewsTaco targeted readers who care about important Hispanic issues. They wrote eight news articles about different aspects of Selective Service.

U.S. Rugby promoted awareness of Selective Service registration in their national championships. Locally, Potomac Rugby Foundation promoted awareness of the registration requirements in their regional tournaments.

Minor League Baseball teams in the low registration compliance markets of Camden, NJ / Philadelphia, PA, Las Vegas, NV, San Bernardino, CA, and Tacoma, WA, distributed thousands of Selective Service registration brochures, played Selective Service TV spots on the electronic scoreboards and radio announcements, and had prominent advertisements in the program guide given to thousands of attendees. KCAA 1050 AM, San Bernardino's team station, hosted two different 15-minute game interviews about the importance of Selective Service registration.

Social Media

In 2013 Selective Service redesigned its Facebook and Twitter social media sites. Since then, new content had been added weekly that promotes registration awareness. In addition, there was a five-month Facebook message campaign. Advertising messages were sent to 18-year-old men in low compliance markets. The recipients were encouraged to click on a link to register. Five new banner ads were produced for random internet placements.

Since more than 6,300 men turn 18 years old every day, the primary emphasis markets were both U.S. male citizens and immigrant men, ages 16 through 25. (Community service organizations and educators have determined that 16 is the age just before young men begin to drop out of school.)

Making Life Simpler

Registering Made Easy

(NAPS)—For an increasing number of American men, technology is putting something they all have to do at their fingertips.

It's now possible to register with the Selective Service System online with a smartphone or computer. Young men are required by law to register with the Selective Service System within 30 days of turning 18. They can submit their names as early as age 17 years and 3 months. By doing so they will be registered automatically on their 18th birthday. It's easy to do in only a minute or so by logging on to www.sss.gov and clicking on the registration icon.

Registering for Selective Service and the education and employment benefits it brings is much easier for young men now than in the past.

If you prefer, you can visit any U.S. Postal Service branch to get a Selective Service "mail-back" registration form. In addition, most high schools have a Selective Service Registrar.

Men must register to remain eligible for Pell Grants, College Work-Study and Guaranteed Student/PLUS Loans, federal job training via the Workforce Investment Act, and federal jobs.

For more information or to register, visit www.sss.gov or call (888) 655-1825.

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

Efforts at the local outreach level were focused primarily at the high schools through registration awareness and registrar programs. The region maintained an 81 percent participation rate in high school registrar program. Over 35 schools visited were included in the agency's "Adopt-a-High School" program, encouraging online registrations where possible. Other outreach activities included: region staff and RFOs manning a booth at the United States Hispanic Leadership Institute (USHLI) Exhibit in Chicago, IL; RFOs staffing a booth at the National Association of Secondary School Principals (NASSP) in National Harbor, MD; and region staff covering a booth at "Jobapalooza," a local job, resource, and training fair for 15 through 21 year olds held at the College of Lake County, Grayslake, IL. In addition, a hundred registration forms were mailed to Lutheran Social Services, which was experiencing an influx of new refugees in New Hampshire.

REGION II

Region staff and field RFOs reported successful efforts accomplished at their exhibit booth at the Latino Student Day in El Paso and Dallas, TX; Teachers of English to Speakers of Other Languages (TESOL), Dallas, TX; National Council of La Raza, New Orleans, LA; Atlanta Federal Executive Board Open House, Atlanta, GA; Florida New Americans Citizenship Day, Miami, FL; and the American Legion meeting, Houston, TX.

REGION III

Region staff and RFOs manned an exhibit at the National Congress of American Indians (NCAI) meeting, held in Sacramento, CA; gave a Selective Service presentation to the Clear Creek (Colorado) County Veterans Committee; staffed a Selective Service booth at the UCLA/Arizona Rose Bowl football game in honor of Veterans' Day; attended a military appreciation day event in Guthrie, OK, on the Job Corp campus; reviewed and approved The College for Latinos-highlighted article posted on their website/Facebook page on Selective Service's state director for New

Mexico, retired Col. Mucio Yslas; conducted a registration awareness program with the state prison program in Region III to verify registrar contacts and to send supplies to approximately 10 correctional facilities to increase registration awareness for men out of the mainstream; represented the agency at the 73rd Annual National School Boards Association (NSBA) conference in San Diego, CA; staffed a booth at the American Association of Community Colleges (AACC) conference in San Francisco, CA; manned the Selective Service exhibit booth at the League of United Latin American Citizens (LULAC) Conference, Las Vegas, NV; represented the agency at the American Immigration Lawyers Association (AILA) Conference in San Francisco, CA; conducted a one-hour radio spot with the KOAN Radio Station in Eagle River, AK; gave a presentation on Selective Service's mission to the Rotary Club of downtown Honolulu, HI; gave a briefing to 248 participants of the American Legion Boys State Program in Pueblo, CO; attended the American GI Forum National Convention, Denver, CO; conducted a radio interview with KCAA in San Bernardino, CA; and participated in the EarthFest event, held at West Los Angeles College in Los Angeles, CA. Region III made 228 post office visits and recorded 121 high school visits or contacts confirmed.

Information Technology

Fiscal Year 2013 saw a number of improvements made to Selective Service's information technology (IT) infrastructure. The Registration Compliance and Verification (RCV) system was enhanced; this two-year-old system replaced a legacy mainframe system that had been used since the 1980s. Also, the RCV system satisfied the security requirements of the Federal Information System Management Act (FISMA) of 2002. Selective Service now has a modern, fully functional computer platform to manage the registration requirement for the foreseeable future.

The agency continued its efforts to secure its computer systems. The recent FY 2013 FISMA audit determined the agency was in substantial compliance with FISMA requirements. In addition, Selective Service implemented continuous security monitoring and worked closely with the Department of Homeland Security to enhance data security. The agency maintains one of the largest government databases containing personally identifiable information, and it has a dedicated staff committed to protecting that data.

On October 29, 2013, one of Selective Service's contractors, Advanced Information Services (AIS), received the 2013 U.S. Government Information Security Leadership Award (GISLA) in the Federal Contractor category. The GISLA program promotes secure application development and ethical, professional software development standards. A committee of senior information security experts evaluated the project and determined it met established standards for secure software systems.

Throughout the year, the IT Division worked to improve online registration and verification. Online registration provides the convenient means of complying with the registration requirement; universities and government agencies extensively use the online registrant verification service to check if a man has complied with the registration requirement prior to granting benefits such as federal/state student financial aid, job training under the Workforce Investment Act, federal/state employment, and security clearances.

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 for FY 2013.

The agency's manpower includes its part-time state directors, who were nominated by their governors and appointed by the Director of the Selective Service System on behalf of the President. 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. They provide leadership at the state level, particularly through their oversight of and coordination with the RFOs.

The agency was authorized up to 175 RFOs (150 funded and 25 unfunded) from all branches of the Armed Forces. They were assigned throughout the nation and its territories. In FY 2013, these part-time military personnel performed critical peacetime and preparedness tasks and functioned as the field contacts for state and local agencies, as well as the public.

The largest component of the Selective Service System workforce is the 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 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 and retired Army noncommissioned officers, as well as using the direct-hire and regular hiring authorities of the Office of Personnel Management.

In FY 2013, Selective Service began an extensive review process of its personnel, logistics, and systems capabilities to maintain a high state of readiness for peacetime and conflict.

Human Resources Office and Logistics Office staff members are motivated by their goals of improving employee morale and the workplace environment, enhancing employee training, and increasing efficiency and asset management through the use of Oracle, Federal Personnel and Payroll System, Quicktime, e-QIP, and GoLearn.

Additionally, the agency continued its successful telework program that includes both routine and ad hoc telework arrangements. The agency leadership strengthened program oversight to guarantee high productivity during telework days.

During FY 2013, the agency was able to provide funding for training opportunities to address a broad array of skill sets throughout the entire agency. The GoLearn online training site was also available to help the agency upgrade its employees' knowledge and skills required for various jobs without the additional expense and time of formal classroom training. Selective Service provided additional resources for IT training to close skill gaps and continued to use its Intranet website for posting links to specific topics on retirement planning and leadership development.

To support the President's efforts to hire more veterans, Selective Service began working with the Department of Veterans Affairs on the *VA for Vets* initiative. This initiative helps veterans seeking federal employment find positions and helps agencies use special hiring authorities to hire veterans.

Selective Service continued to work toward a more efficient contracting and logistics 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.

Selective Service also took steps towards full implementation of Homeland Security Presidential Directive 12 physical security requirements, strengthened its oversight of federal transit subsidies, and restructured its inventory control at its central storage facility.

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's readiness at the grassroots level. They also manage the activities of the agency's 56 state directors, 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 51 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 3,250 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, 261 new members were appointed to represent their communities. And, 104 board members retired after they reached the statutory limit of 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 3,255 local and district appeal board members currently serving, with additional board member appointments pending. During the fiscal year, Region II appointed 275 new board members; 58 board members retired after they reached the statutory limit of 20 years of service on their respective boards.

REGION III HEADQUARTERS is located in Denver, CO, and serves as the base of operations for its eight current civilian employees, 23 state directors, and 53 part-time Reservists in the field. Region III includes the rest of the Midwest (not covered by Region I) and consists of 21 states and two territories: Alaska, Arizona, California, Colorado, Hawaii, Idaho, Iowa, Kansas, Minnesota, Missouri, Montana, Nebraska, Nevada, New Mexico, North Dakota, Oklahoma, Oregon, South Dakota, Utah, Washington, and Wyoming, as well as Guam and the Northern Mariana Islands. This management echelon is authorized 3,470 board members with approximately 2,740 board members currently serving the agency.

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 and mobilize). Selective Service's registration, training, and planning processes are vital components in fulfilling its two-part mission.

The registration portion was covered earlier in this report as a primary function of the agency's current day-to-day business activities. This half of the report covers activities for mobilization, which requires planning and training of the agency's internal mobilization program, including the alternative service program.

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 are in place and up-to-date.

Strategic Planning

To further ensure that Selective Service will continue to meet its mission and obligations into the foreseeable future, the agency conducted a thorough strategic plan review involving key leadership and all functions of the Selective Service System. Given the realities of the budget environment, Selective Service's strategic planning session focused on maximizing essential functions with current or limited resources while meeting the overall intent of the mission. The resulting plan reflected these efforts and was approved by the Office of Management and Budget before being published on Selective Service's website.

Agency Self-Assessment

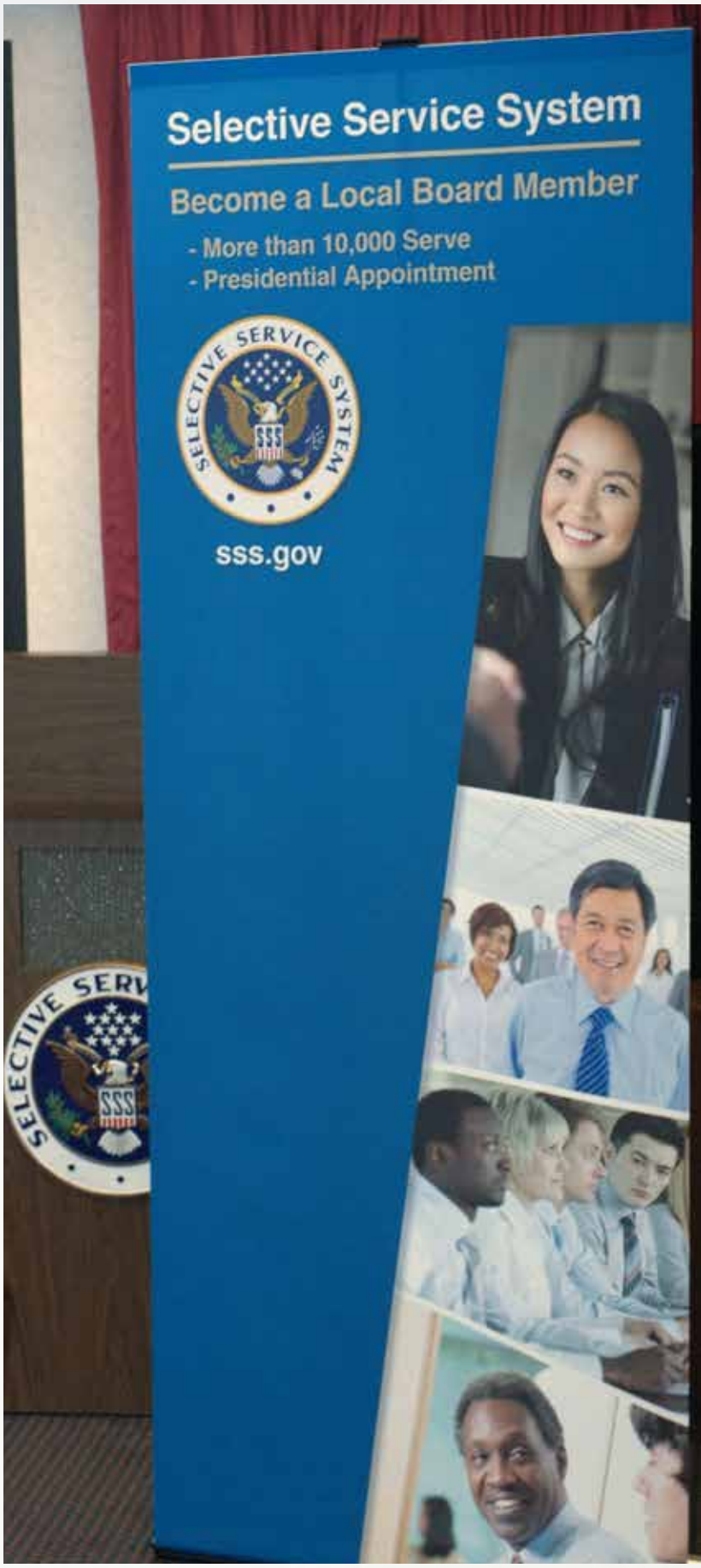
During FY 2013, Selective Service conducted an extensive and comprehensive self-assessment of its internal and external operations and procedures. This project involved more than 25 staff members who used administrative, operational, and programmatic checklists to evaluate the overall efficiency and effectiveness of the agency's operations and compliance with federal regulations and the agency's policies and procedures.

The self-assessment extended beyond national headquarters to include the three region headquarters and the Data Management Center. To ensure the integrity of the assessment results, agency personnel were tasked to assess programs outside of their normal areas of responsibility. This provided for both more objective assessment results and cross-agency awareness by agency personnel of vital agency programs. The agency was shown to be in substantial compliance with regulatory and policy requirements based on the results provided by the evaluation teams. Corrective action plans were created for areas that showed a deficiency. The self-assessment proved to be a viable tool to measure the effectiveness of the agency's business procedures and policies and provided the guidelines and metrics for improving overall daily operations of the agency.

The Board Member Program

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

During FY 2013, the Operations Directorate continued to provide support to field units in their efforts to enhance and strengthen the board member program. While field staff 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. 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 of the current times.



Continuity of Operations

Another major responsibility for the Operations Directorate is maintaining and managing the agency's continuity of operations plan (COOP) and programs. To this end, the agency successfully participated in the FY 2013 Department of Homeland Security/Federal Emergency Management Agency's (DHS/FEMA's) Eagle Horizon National Level Exercise. Selective Service was one of several agencies participating in this continuity of operations exercise and successfully tested the agency's capability to notify its emergency personnel of a continuity event. The test included exercising emergency communications capabilities to perform essential functions, ensure information technology security, implement devolution of operations, and exercising reconstitution of operations procedures. Selective Service also successfully participated in eight DHS/FEMA communications exercises in FY 2013. 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. For FY 2013, the focus of this internally developed training was continuity of operations under pandemic conditions. This training 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 that personnel are better prepared to operate during a continuity situation under pandemic conditions.

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 upgrading Selective Service's readiness training functions in an electronic training environment. Selective Service acquired software to better and more efficiently develop online training presentations. In addition, the agency upgraded its training website to allow online training presentations to be accessed by more board members using various automated platforms and Internet browsers. Selective Service continued to add to its 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 provided for a training program that is adaptable, efficient, and cost-effective to deliver.

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

During FY 2013, continuation training continued to be available in group-study, self-study, and online formats for local and district appeal board members. This fiscal year's training focused on the conscientious objector classification. This training gave board members a better understanding of the criteria registrants must meet to qualify for the conscientious objector classification, as well as the procedures board members must undergo when hearing and deliberating on the conscientious objector claim.

Selective Service also continued its on-going efforts to update hardcopy training materials for personnel who do not have access to electronic training.

Alternative Service

Of the Selective Service System's two-part mission, mandated by the Military Selective Service Act (MSSA), the second part is less known. It is the agency's mission to be prepared to manage a program to classify young men as conscientious objectors (COs) and place them in suitable non-military employment in the civil community. It requires that Selective Service provide a 24-month term of fully supervised alternative civilian service in lieu of military service to men classified as 1-A-O COs.

Peacetime preparation to fulfill this mission involves planning to populate the alternative service employer network (ASEN) with eligible employers capable of employing alternative service workers (ASWs) in the six categories of employment approved in the MSSA. Potential employers are identified and provisional employment agreements are sought to increase the number of employer partners that may be called upon in any return to conscription.

Reaching out to potential employers and maintaining the relationship Selective Service has with those who have already agreed to become employers is a significant part of the peacetime efforts of the alternative service program (ASP). In addition to outreach to employers, there is also a solid and growing outreach effort to natural program constituents such as the "historic" peace churches and secular CO advocacy groups.

In 2013, the ASP staff hosted the Center on Conscience and War and a variety of church groups, including the Old Order Amish Steering Committee, the Old German Baptist Brethren. New agency staff travelled with the ASP manager to the Conservative Anabaptist Service Program (CASP) board meeting in Berlin, OH, where they were introduced to these important partners and helped the manager preview plans for the future direction of the program. Whether Selective Service staff travels to them, or as more often happens, they travel to Selective Service, these meetings with program constituents 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.

With today's technology, the agency has the viable option of setting up a teleconference or webinar, which cuts the costs accrued due to travelling for a meeting. A teleconference and Internet webinar update session took place in June allowing the program constituents at home and ASP staff in their offices to exchange discussions of any changes at Selective Service. The fall update and special focus session was delayed due to preparation for the government shutdown. A special focus session is conducted when a "question of concern" to program constituents is examined in depth. The update and special focus session were rescheduled for November 2013. The associate director for public and intergovernmental affairs continued to be an active partner in these sessions by discussing any draft-related and other legislative issues, and by providing guidance to new staff on effectively meeting the information needs of agency constituents.

Selective Service continued to do the delicate work of closing negotiations on outstanding provisional employer agreements with several interested parties. In addition, the revision of training guidance for agency field personnel and the resolution of outstanding policy issues were advanced, but not drawn to a close, in this fiscal year.

The Agency and the Future

Continuing resolutions, sequestration, U.S. Government shutdowns, 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. The Selective Service System endures because of its perennial national security responsibilities:

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

For a very modest investment, Selective Service provides America with a cost-effective, proven backup manpower mechanism for the volunteer U.S. Armed Forces. It is proud to continue providing national security and serving the nation in the 21st century.

State Directors

As of September 30, 2013

Alabama	*vacant*
Alaska	Charles A. Smith
Arizona	Victor R. Schwanbeck
Arkansas	Richard L. Gassaway
California	Julie Lynn
Colorado	Gary L. Bress
Connecticut	Nathan G. Agostinelli
Delaware	Richard C. Cecil
District of Columbia	Margaret G. Labat
Florida	Douglas R. Maddox, Jr.
Georgia	Larry D. Stewart
Guam	Gregory D. Perez
Hawaii	Andrew L. Pepper
Idaho	Michael D. Moser
Illinois	Richard E. Northern
Indiana	*vacant*
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	Stephen Valente
Michigan	James A. Klynstra
Minnesota	John D. Fitzgerald, Jr.
Mississippi	*vacant*
Missouri	Diane T. Cummins-Lefler
Montana	Scott T. Brodie
Nebraska	Robert J. Foley
Nevada	*vacant*
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	Jim T. Davis III
North Dakota	Scott D. Rising
Northern Mariana Islands	Vince Merfalen
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 lll
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	John G. Asay
West Virginia	Jack E. Yeager
Wisconsin	John C. Cumicek
Wyoming	A. Brian Harmsen

Registrants by State

As of September 30, 2013

	20 – 25 Year Olds Draft Eligible Men (Born 1988 – 1993)	18 – 25 Year Olds Entire Registrant Group (Born 1988 – 1995)
Alabama	200,011	238,413
Alaska	35,621	43,006
Arizona	293,715	370,817
Arkansas	127,185	156,830
California	1,515,165	1,844,177
Colorado	212,387	253,804
Connecticut	140,323	170,836
Delaware	41,522	52,154
Florida	853,304	1,064,556
Georgia	420,755	534,805
Hawaii	53,688	65,314
Idaho	71,920	89,427
Illinois	567,018	683,348
Indiana	260,161	313,183
Iowa	131,301	162,292
Kansas	131,351	164,215
Kentucky	173,403	211,470
Louisiana	204,614	256,984
Maine	52,054	63,112
Maryland	226,133	266,090
Massachusetts	246,303	296,665
Michigan	421,704	512,244
Minnesota	230,301	281,057
Mississippi	118,479	143,237
Missouri	245,228	298,801
Montana	39,123	47,521
Nebraska	74,838	91,729
Nevada	91,319	111,556
New Hampshire	63,250	75,814
New Jersey	352,541	430,577
New Mexico	93,505	112,170
New York	819,586	969,218
North Carolina	500,954	601,210
North Dakota	27,131	33,045
Ohio	522,085	637,871
Oklahoma	168,718	213,768
Oregon	144,194	172,819
Pennsylvania	477,376	575,633
Rhode Island	47,280	58,302
South Carolina	197,664	247,227
South Dakota	36,704	44,550
Tennessee	261,923	319,740
Texas	979,270	1,246,509
Utah	133,223	171,652
Vermont	24,600	29,633
Virginia	341,740	434,530
Washington	245,383	297,000
West Virginia	68,279	82,253
Wisconsin	226,525	271,560
Wyoming	22,402	27,203
Washington, DC	14,754	17,559
Northern Mariana Islands	7,721	8,974
Virgin Islands	4,878	5,659
Puerto Rico	142,775	174,090
Guam	7,781	9,046
Foreign	23,633	30,987
TOTAL	**13,134,801**	**16,086,242**

Selective Service System
National Headquarters
Arlington, VA 22209