

Fiscal Year 2017



SELECTIVE SERVICE SYSTEM

ANNUAL REPORT

TO THE CONGRESS OF
THE UNITED STATES

DONALD BENTON, DIRECTOR

The FY 2017 Annual Report was produced by the Office of Public and Intergovernmental Affairs in accordance with the Military Selective Service Act, 50 U.S.C. 3809(g).

A MESSAGE FROM THE DIRECTOR - 2017



It was an honor for me to be sworn in as the 13th Director of the Selective Service System by Supreme Court Justice Samuel Alito. This is an extraordinary responsibility given the agency's mission which impacts ultimately every American household by requiring all young men – U.S. citizens worldwide and immigrant men (documented and undocumented) living

in the United States – who are ages 18 through 25 to register with Selective Service. In the event of a national emergency requiring a rapid increase in our military forces, the Selective Service would furnish manpower to the Department of Defense. And place conscientious objectors in its domestic Alternative Service Program.

For more than 75 years, the Selective Service has continuously served the country as a third tier to our national defense, after the active military, the National Guard and the Reserves. The agency is committed to reaching all eligible Americans – serving as a ready response mechanism and a beacon signaling to the world our unified commitment and national readiness resolve. The Selective Service stands ready and prepared to live up to the Constitutional mandate “to provide for the common defense.”

Since being appointed, I have taken the opportunity to review and examine the Selective Service mission, its programs, capabilities, and readiness levels. I am pleased to report that I consider this modest independent federal agency, with a budget of less than 23 million dollars, to be one of our nation's best bargains. Its 124 full-time men and women are committed to strengthening this agency's reach, its programs, capabilities, and registration rates.

While the agency has many modernization challenges that will require aggressive long-term strategies and funding, we have made many significant positive accomplishments already. Below are just a few of the success highlights from my first nine months:

- Increased customer service response and significantly reduced public inquiry backlog at the Data Management Center
- Improved registration compliance rates for Calendar Year (CY) 2016 for the 20 through 25 age group
- Successfully completed a full test of our lottery equipment procedures and practices in the first planned and documented exercise in many years

- Terminated private sector consulting agreements and brought those functions in house at no additional cost to the agency, saving nearly \$500,000 in taxpayer dollars
- Initiated, for the first time in Selective Service history, an effort to collect all registrants' e-mail addresses and phone numbers going forward

Looking ahead, I have directed a complete assessment of all information technology (IT) capabilities and already begun network infrastructure modernization improvements. I have recalibrated expectations and set the focus on our core objectives for the next years. To that point, we are strengthening readiness and increasing registration. This will require continued testing and evaluation of our IT response platforms and external communications networks.

To improve registration rates for today's generation, I assessed and redirected our public and intergovernmental affairs office to develop a new wave of outreach efforts through social media platforms focusing on states and regions with lower than average registration rates. This is to ensure the largest number of Americans and immigrants are aware of their registration requirements and the impact of failure to register.

While a draft is not needed today or anticipated for the foreseeable future, remaining vigilant toward the unknowns of tomorrow is both prudent and necessary. This echoes remarks made by Armed Services Committee Chairman Thornberry when he stated, “The world has become more dangerous.” Jens Stoltenberg, Secretary General of NATO, also warned that “the world is in a more dangerous position today than it has been in a generation.”

For Selective Service, this means more concentrated efforts on modernization than ever before. We must identify ways to achieve greater efficiencies within ongoing operational readiness programs and increase registration compliance. The modernization of our hardware and systems will be critical to keeping us efficient, quick, and ready.

The pages of this report summarize the recent work of a small agency that does a big job for America. At minimal cost, its full-time civilian employees, part-time State Directors and Reserve and National Guard officers, and over 11,000 unpaid civilian volunteer board members create a vast response network across the nation and assure America will be ready with a rapid, fair, and equitable call-up system when needed.

A handwritten signature in black ink that reads "Donald M. Benton". The signature is fluid and cursive.

DIRECTOR

SELECTIVE SERVICE SYSTEM SENIOR STAFF

AT THE END OF FISCAL YEAR 2017

Donald M. Benton
Director

John P. Prigmore
Deputy Director

Wadi A. Yakhour
Chief of Staff

Rudy G. Sanchez
General Counsel

Adam J. Copp
Associate Director, Operations and Information Technology

Roderick R. Hubbard
Associate Director, Support Services and Chief Financial Officer

Matthew H. Tittmann
Associate Director (Acting), Public and Intergovernmental Affairs

Scott W. Jones
Chief Information Officer

Vernetta M. Fields
Human Resources Officer

Nicole F. Harris
Manager, Data Management Center

Thomas J. Kenney
Region I Director

Carlos M. Perez
Region II Director

John J. Wilber
Region III Director

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VISION

The Selective Service System will be an active partner in the national preparedness community which provides a fair and equitable process in responding to the changing needs of the nation.

MISSION

The statutory missions of the Selective Service System are twofold:

- I. To be prepared to provide trained and untrained personnel to the Department of Defense in the event of a national emergency; and
- II. To be prepared to manage a non-military program for men conscientiously opposed to military service.

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. 3801 et seq.). It is America's hedge against underestimating the requirement for both trained and untrained personnel needed by the Department of Defense in a national emergency. Because Selective Service has the mechanism in place for conscription, it can implement a fair and equitable system of obtaining a rapid surge of manpower from today's society-at-large to augment the All-Volunteer Force at such time of need. Its statutory mission also includes being ready to administer an alternative service employment network in lieu of military duty for men classified as conscientious objectors (COs).

The Selective Service System 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 healthcare skills, if directed by Congress and the President. Currently, the agency is comprised of a civilian workforce and is dependent upon a cadre of military Reserve Force

Officers, part-time personnel, and volunteers across the United States and its territories. In the event of conscription, the agency will facilitate an induction process that is timely, fair, and equitable.

Since 1980, a federal law has required virtually all men in the United States, and U.S. male citizens living abroad, to register with the Selective Service System within 30 days of their 18th birthday. By registering with Selective Service, every young man is reminded of his potential civic obligation to serve our nation in an emergency. The agency manages a national database of Selective Service registration records which is one of the essential prerequisites to its readiness requirement to conduct a draft.

Under current law, women serve voluntarily in the U.S. Armed Forces, but do not register for the Selective Service System.



ORGANIZATIONAL STRUCTURE

A diverse workforce of compensated and uncompensated personnel and military reserve officers are dedicated to satisfying the agency's peacetime readiness and registration requirements.

Selective Service is authorized a staff of 124 full-time equivalents to support its national headquarters, the Data Management Center, and three regional headquarters. The agency also has 56 State Directors, who are part-time employees representing the 50 states, Guam, Northern Mariana Islands, Puerto Rico, the U.S. Virgin Islands, the District of Columbia, and New York City. Then, from each branch of the U.S. Armed Forces, 175 Reserve Force Officers (RFOs) are assigned to Selective Service and serve throughout the U.S. and its territories.



The largest and an important component of the Selective Service organizational structure is its approximately 11,000 citizen volunteers who make up the local and district appeals boards, and the national appeals board. The uncompensated men and women who serve part-time as volunteer local and district appeals board members are appointed by the Director of Selective Service on behalf of the President. The national appeals board members, on the other hand, are appointed by the President and directed by the Director of Selective Service. Their responsibilities are to decide the classification status of men seeking deferments, exemptions, or postponements.

Additionally, the agency is fortunate to have private citizens who support Selective Service's peacetime registration efforts. Selective Service reaches out to thousands of high schools to cultivate registrars who in turn help promote Selective Service registration across the country in the school systems. Other Selective Service registrar programs at the federal and state levels also boost Selective Service's registration initiatives. These civic-minded volunteers remind America's young men of their legal obligation to register with the Selective Service System, further ensuring their eligibility to take advantage of federal and state benefits tied to the registration requirement. The public service provided by these registrars is an invaluable asset, which is important to the success of the agency's peacetime registration efforts.

BENEFITS TO THE NATION

Since 1980, each Administration has preserved the Selective Service System and its programs because each knew that Selective Service is the only proven way to expand the U.S. Armed Forces in a national emergency. The Selective Service System exhibits three important attributes: it operates at very modest cost; it ensures that any future draft will be fair and equitable; and it can respond to the nation's manpower needs in a timely fashion. While registration is the only mission component publicly visible during peacetime, readiness to respond is equally crucial to foster timeliness, fairness, and equity expected of the agency 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 expansion and operations of the Selective Service System when directed.

EXECUTIVE SUMMARY

The Selective Service System has a venerable history of public service spanning two centuries of war, the Cold War, limited contingencies, and peace. For over 100 years, Selective Service and the registration requirement for America's young men have served as a back-up system to provide manpower to the U.S. Armed Forces during a time of national crisis. 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. On top of these public misconceptions which still exist today, immigrants entering this country often miss or lack a full understanding of the registration requirement. Regardless of the registration challenges, there have been significant changes — changes that would foster greater fairness in any future draft.

Today, Selective Service spends the bulk of its time on the day-to-day business of readiness and registration, which involves much planning and preparing for mobilization while also registering men 18 through 25. The agency has managed to meet its strategic goals with a flat line budget since it came out of deep standby nearly 40 years ago. Even though inflation combined with zero budget increases over the last 30 years has affected our Reserve Force Officer ranks at Selective Service, the agency stands confident it is ready to respond when called upon by Congress and the President.

READINESS

The agency's primary mission is to manage a conscription program for the U.S. Armed Forces, if authorized by Congress and directed by the President. To accomplish this mission, Selective Service has to be ready to execute a national draft lottery, contact registrants selected through the lottery, and arrange for their transportation to a Military Entrance Processing Station (MEPS) for testing and evaluation before induction for military service.

Once notified of the results of his evaluation at the MEPS, a registrant would then have the opportunity to file a claim for deferment, exemption, or postponement. If a claimant were to be reclassified by his local boards

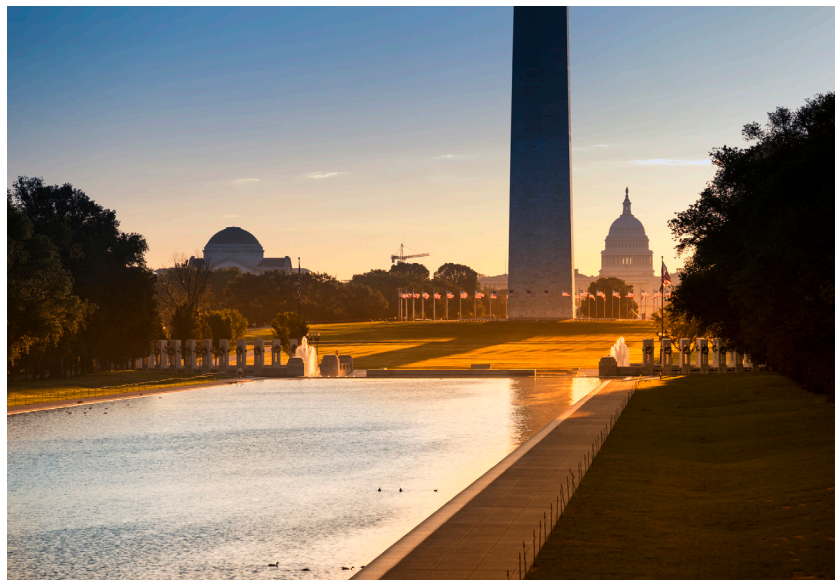
as a conscientious objector (CO), he has a requirement to serve in a non-military capacity for two years. The Selective Service System would place these alternative service workers into its Alternative Service Program with non-military employers and track their fulfillment of two years of service in the Alternative Service Employment Network.

The objective of both readiness and registration goals is to increase timeliness, fairness, and equity in the event of an actual need to return to conscription.

REGISTRATION

Registration is a critical component of Selective Service's readiness. Its mission is to provide trained and untrained manpower to the DoD in the event of a national emergency. If conscription becomes necessary, the maximum number of eligible men must be registered to assure the public of a fair and equitable lottery and induction process. Through registration, 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's registration compliance goal strives for a national rate of at least 90 percent for men ages 18 through 25. The Calendar Year (CY) 2016 estimated registration compliance rate for the 18 through 25 year-of-birth (YoB) group exceeded that goal by two percentage points.



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. All other comparisons are discussed in relation to the fiscal year, to run parallel with fiscal year budget appropriations.

Selective Service uses data collected during the entire calendar year, from January 1 through December 31, to capture registration numbers for men ages 18 through 25. The national registration compliance rate for men ages 18 through 25 in CY 2016 was 92 percent. This percentage represents an average of registration compliance for all age demographics.

The total registration compliance rate for Selective Service has remained relatively consistent over the past several years. Generally, compliance rates are statistically better at the older end of the 18- through 25-year-old spectrum (an average of 95 percent) whereas the registration rates are lower in the 18- through 20-year-old range (71 to 89 percent).

In FY 2017, the agency refocused its registration and compliance efforts to account for this historical registration disparity among age demographics by re-targeting outreach and registration efforts towards 17- and 18-year-old males rather than the entire 18 through 25 age cohort. The agency reset the analysis of historical registration rates by age and current and historical state and local registration trends across all demographics, and then applied technical tools to assist with predictive assessments. In this way, Selective Service is poised to better coordinate a comprehensive, layered approach to applying registration and outreach efforts against our most difficult age demographics.

Selective Service registration compliance efforts in FY 2017 were supported through longstanding processes, procedures, and agency initiatives. These support efforts included:

- (1) Ensuring and bolstering current driver's license legislation (DLL) with over 40 states to encourage registration with the Selective Service System
- (2) Providing and ensuring multiple and varied ways for men to register:
 - a. Online registration through Selective Service's website www.sss.gov
 - b. Paper registration forms available through the U.S. Postal Service
 - c. "Reminder" mail-back forms – generated by the agency's Data Management Center (DMC).

These form letters remind individuals of registration age of their responsibility to register with the Selective Service System.

- d. Registration through the interactive voice response (IVR) system at Selective Service's call center at the DMC
- (3) Cultivating volunteer Selective Service registrars who are tasked to inform 18- through 25-year-old men throughout the country of the legal requirement to register
- (4) Focusing on cost-effective registration awareness initiatives and outreach efforts to inform educational and community leaders and groups
- (5) Partnering with the U.S. Postal Service, U.S. Department of Education, and other agencies to ensure both the opportunity to register is widely available and that resulting collected data is assured

U.S. Postal Service Mail-Back Program

As of September 30, 2017, the agency received and processed approximately 63,007 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 paper registration form from any U.S. Post Office. The registration form and change of information form meet Office of Management and Budget's and Social Security Administration's privacy/identity theft requirements.



U.S. Male Citizens Living Abroad

U.S. male citizens, including dual-nationality males, ages 18 through 25 and living abroad are required to register with the Selective Service System. The Department of State and consular officers abroad assist with the registration efforts by accepting registration forms at our foreign posts on behalf of the Selective Service System and facilitating volunteer private U.S. citizens who may act as registrars. Consular officers are encouraged to direct these registrants to Selective Service's website for information about registration and to direct other questions to the Selective Service's contact information web page. In CY 2016, Selective Service processed 29,702 registrations from foreign addresses.

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 numerous state Departments of Motor Vehicles (DMV). State DMV data is 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 Innovation and Opportunity Act sites; National Farmworker Jobs Program; Federal Bureau of Prisons; State Correctional Institutions; Departments of Defense, State, and Transportation; the Office of Personnel Management; and U.S. Citizenship and Immigration Services.

Young men may register online through the Internet, they may complete and return a Selective Service registration form, or in some cases they may register by telephone.

To improve registration awareness and compliance rates, the agency continued direct mailings targeted to young men who did not register and turned 19 years old in CY 2016. The first such mailing is a reminder of men's civic obligation to register with Selective Service; the second mailing is sent when there is no response to the first mailing. The second mailing highlights the legal consequences and informs the man that his name will be added to a database maintained by the Department of Justice.



Increasing Registration Compliance Driver's License Legislation

A sustained activity at Selective Service is to increase registration compliance through the highly successful driver's license initiative, working with states and territories to pursue DLL in support of the registration compliance. Selective Service provided assistance in 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 2017, 40 states, 4 territories, and the District of Columbia have enacted driver's license laws supporting Selective Service registration. Ten states have no DLL supporting the registration requirement: Alaska, California, Massachusetts, Nebraska, New Jersey, North Dakota, Oregon, Pennsylvania, Vermont, and Wyoming.

Note: The Alaska Permanent Fund was created by the state of Alaska to pay Alaska residents a cash dividend from oil revenues. Under Alaska state law, 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 overwhelming majority of Alaska male residents are either already registered or will register to qualify for the benefits of this Fund.

Nearly one million young men were registered through state DLL in those 40 states and 4 territories, and the District of Columbia during FY 2017.



977,315	registered through driver's license legislation
577,346	registered through Department of Education Pell Grant applicant matching
461,902	registered using the Internet
23,336	registered through the DoD enlistment process
19,732	registered using telephone
16,329	registered through U.S. Citizenship and Immigration Services immigrant matching
9,611	registered through Workforce and Innovation Opportunity Act job applicant matching

Other Electronic Registration Opportunities

Selective Service continued to employ and expand cost-effective programs to help young men register more quickly and easily in FY 2017. For instance, 91 percent of registrations were received electronically, including registration by DLL, Internet, Department of Education, telephone, DoD, Department of Labor, U.S. Citizenship and Immigration Services, Alaska Permanent Fund, and the California Student Aid Commission.

With the cooperation of U.S. Citizenship and Immigration Services, immigrant men, ages 18 through 25, who are accepted for permanent U.S. residence may also become registered automatically with Selective Service. Those men of registration age who complete an application for an immigrant visa with the Department of State may be automatically registered as well. In FY 2017, over 16,000 men were automatically registered through these types of interagency agreements.

Men are actively encouraged to register electronically because it is a cost-effective, accurate, and timely method of registering, as opposed to manually processing handwritten paper/card registration forms. Of all FY 2017 electronic registrations, 42 percent were from DLL, 25 percent from the Department of Education, and 20 percent from the Internet (www.sss.gov). Of men registering electronically:

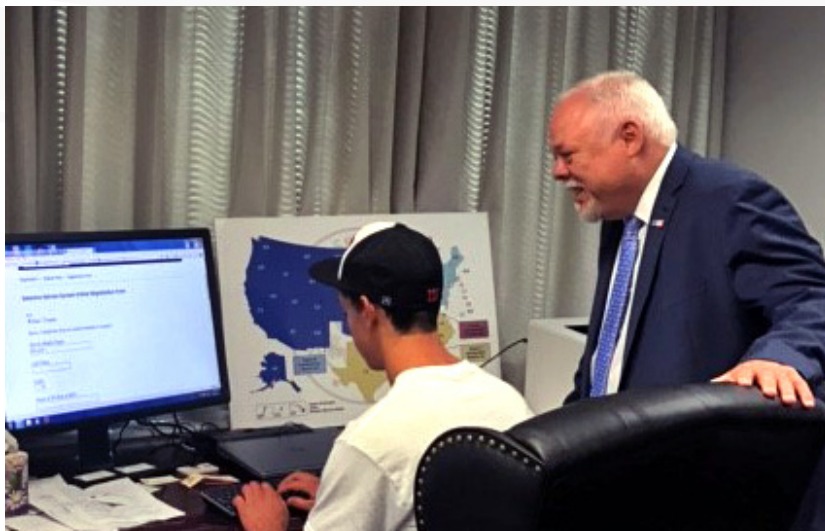
Registrar Programs

As of September 30, 2017, thousands of high schools had an uncompensated volunteer acting as a Selective Service information conduit. These high school registrars are authorized and encouraged to administer and receive registration forms from young men. The high school registrar program is an effective awareness program that informs male students face-to-face about the registration requirements 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 of school, these registrars may be the last person seen who could emphasize Selective Service registration. Because registration is a prerequisite for federal job opportunities and student financial aid, this program also mitigates the delay and possible loss of benefits many young men experience when their registration obligation is not fulfilled.

The program also provides a convenient location for young men to register. Selective Service board members and Reserve Force Officers participate in the "adopt-a-high school" program to encourage schools to appoint high school registrars and emphasize online registration. In addition, the agency continued to obtain registration assistance from uncompensated Selective Service registrar volunteers representing the National Farmworker Jobs Program, the Workforce Innovation and Opportunity Act, Federal Bureau of Prisons, State Correctional Institutions, and the Department of State.

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 encourages early submission of registration information. This program allows men who are at least 17 years and 3 months to submit registration information early through the Internet (www.sss.gov), driver's license applications, and other sources. The man's information is then held until 30 days before his 18th birthday, at which time his registration record is processed.



Registration is the Goal

Selective Service seeks 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) as required by the Military Selective Service Act. The Department of Justice will determine the requirement to investigate and/or prosecute an individual's failure to register. In FY 2017, 184,051 names and addresses of suspected violators were provided to DoJ.



OPERATIONS

The Selective Service System is prepared to serve the emergency personnel needs of the DoD, if directed by Congress and the President. 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 DoD is 193 days after Selective Service has received authorization to activate conscription and mobilize (M+193). Selective Service's planning and training processes are vital components in fulfilling its two-part mission.

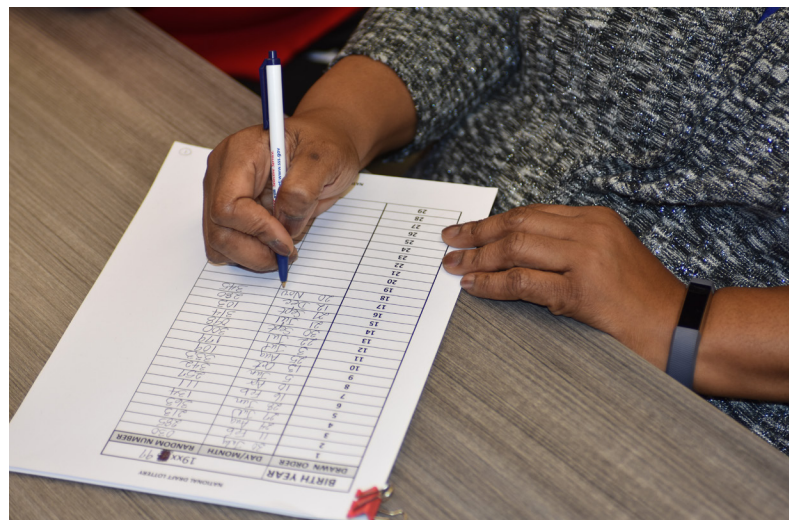
The registration portion was covered earlier in the executive summary of this report as a primary function of the agency's current day-to-day business activities. This portion of the report covers Operations' activities for mobilization, which requires planning and training of the agency's internal mobilization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



Strategic Successes

To further ensure that Selective Service will continue to meet its mission and obligations in the foreseeable future, the agency reviewed its current strategic plan and is on track to achieve its current goals and objectives. The FY 2017 goals and objectives included: (1) ensuring the capacity to provide timely manpower to DoD during a national emergency; (2) maintaining the ability to call, classify, and deliver personnel; (3) being prepared to administer a fair and equitable program of civilian alternative service in lieu of military service for registrants classified as conscientious objectors; and (4) providing efficient and effective secure information technology management. Successes include the following:

- Planning, Reclassifying, Training – Developed a two-year exercise program across the agency to incorporate supporting information management systems into an operational exercise plan, the first in over 10 years. This limited-scale exercise schedule will allow an internal functional capability assessment of registrant processing that builds upon core functions of the centralized registration processing portal (CRPP) use for the agency’s lottery, call and deliver, induction, and claims processing.
- Registration and Compliance – Increased accuracy of the registration calculation methodology to improve registration planning and projections for 17- to 18-year olds
- Registration Focus – Modified registration focus areas for FY 2018 to target 18-year olds and the bottom 10 lowest registration states nation-wide
- Mission Readiness – Shifted from traditional board member training and regional registration to mission readiness and associated registration activities
- Training Readiness – Synchronized Reserve Force Officer training and readiness efforts with board member contact and continuous training programs to improve readiness and mobilization
- Continuity Of Operations Plan (COOP) – Identified, reviewed, and validated mission essential COOP functions, including the COOP support contract. The Selective Service successfully participated in the Federal Emergency Management Agency COOP Exercise - *Eagle Horizon 2017*.
- Reserve Force Officer (RFO) Management – Conducted assessment and integration of RFO support functions resulting in the establishment of fiscal year RFO AT/IDT ceilings and improved FM/OP synchronization. RFO pay, allowance and travel were addressed with revised interagency-service agreements and memorandums of understanding with DoD components.
- Training System – Developed agency-wide professional development training request / verification / tracking system
- Registration Improvement/Mission Readiness Plans – Improved the agency’s registration improvement plans and mission readiness plans
- NDAAC Commission – Provided support to the 2016 NDAAC National Commission on Military, National, and Public Service
- National Appeals Board Training – Conducted an updated National Appeals Board Training session at National Headquarters for the first time in five years
- Data Management Center – Increased monthly call center fulfillment by approximately six percent, exceeding the target goal of 92 percent
- Status Information Letters – Improved response time to customers requesting status information letters (SILs) to 10 days or less



PLANNING, RECLASSIFYING, AND TRAINING

Reclassifying registrants during a return to conscription and settling claims by men seeking postponements, exemptions, or deferments from military service is a core competency in any return to mobilization.

Planning, Reclassifying, and Training manages the agency's board member program during pre- and post-mobilization operations. The board member program consists of approximately 11,000 uncompensated civilian volunteers who serve as local, district, and national appeals board members. These board members are trained by the agency on their duties and responsibilities, which primarily includes being prepared to adjudicate claims filed by registrants seeking postponements, exemptions, and deferments in accordance with the Military Selective Service Act, the Code of Federal Regulations, and other policies and procedures. Readiness training, operational planning, and policies for the agency are continually being updated to reflect the dynamic present day environment.

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 appeals board members. The men and women serving on the local and district appeals boards are citizen volunteers who were recommended by state governors or equivalent officials, appointed by the Director of the Selective Service System on behalf of the U.S. President. The national appeals board members are appointed by the President and directed by the Director of Selective Service.

During FY 2017, 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 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. With the release of the new Presidential Policy Directive (PPD) 40 and Federal Continuity Directives (FCD) 1 and 2, the Selective Service began a year-long program review to identify and update mission essential functions and business processes for a new COOP order. Through a series of audits and working groups, the COOP program was updated and expanded to ensure that the Selective Service can conduct its two-part mission during a continuity event.

The agency successfully participated in the FY 2017 Department of Homeland Security/Federal Emergency Management Agency's (DHS/FEMA's) Eagle Horizon (EH17). This year's exercise consisted of a non-observed table top exercise (TTX) and participation in multiple interagency working groups within the continuity community in the Washington D.C. metropolitan area. Selective Service was an active participant during the exercise and validated agency planning through the course of the year. The outcomes of the EH17 TTX were incorporated into the new Selective Service COOP order. The agency has plans to conduct an internal exercise of the updated COOP order in parallel with Eagle Horizon 18 requirements.

Selective Service successfully participated in several Department of Homeland Security(DHS)/FEMA communications exercises in FY 2017. The agency's consistent testing and reporting resulted in Selective Service receiving a "Green" rating report card issued by the DHS/FEMA Testing Team, meaning the highest percentage of compliance reported for the agency's existing continuity communications capabilities. Portions of the agency's alert roster were tested and agency personnel were deployed to alternate sites



to exercise the capability to continue agency essential functions during some of these communications exercises. We are better prepared today than ever before for continuity of operations in the event of a national emergency.

Readiness Training

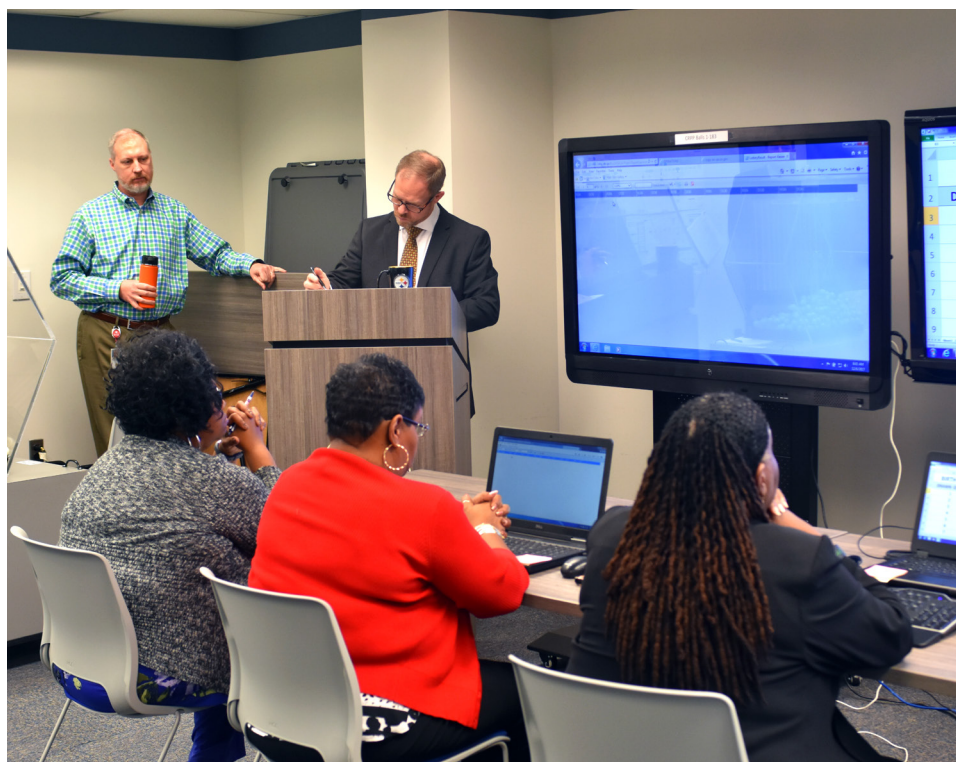
A manpower network of over 11,000 personnel, consisting of local, district, and national appeals board members, as well as 175 agency Reserve Force Officers (RFOs), and 56 State Directors (representing the 50 states and 4 territories, New York City, and the District of Columbia), requires an element of readiness training to keep them prepared to do their required duties. In this fiscal year, training efforts continued to be directed towards upgrading Selective Service's readiness training functions in an electronic training environment. Through emphasis in and expansion of online training capabilities, the agency increased accessibility to training, such as using smartphones, tablets, and multiple internet browsers. Selective Service online training allows nearly 24/7 access, meeting the needs of a diverse and expansive volunteer network.

In FY 2017, new local and district appeals board members were introduced to their duties through initial board member training (IBMT). Additionally, the online IBMT was updated to include an easier to view and navigate format that was easily deployable over multiple platforms and internet browsers. Online IBMT 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. The training also contained links for participants to view documents and records they would use during their active time as a board member. Online training provided a cost-saving alternative to face-to-face, in classroom training, as well as provided board members with more options for participating in required training.

The national appeals board members received refresher training in July 2017. The five national appeals board members are appointed by the President and are lifetime appointments. The refresher training provided the national appeals board an organizational and operational overview and specific case file examples that would be heard by the board during the event of mobilization for discussion.

During FY 2017, continuation training continued to be available in group-study, self-study, and online formats for local board members and district appeals board members. The FY 2017 training focused on the registration classification and the Alternative Service Program. This training gave board members a better understanding of the criteria registrants must meet to qualify for conscientious objector classification, as well as the procedures board members must undergo when hearing and deliberating on this type of claim.

Selective Service continues its on-going efforts to reduce hardcopy training material reproduction, but has a requirement for those volunteers who do not have access to the electronic training.



INFORMATION TECHNOLOGY

Fiscal Year 2017 saw major improvements to Selective Service's information technology (IT) infrastructure, planning, processes, policies, and procedures that improved registration, readiness, and continuity of operations. The agency sustains one of the largest personally identifiable information (PII) databases in the federal government requiring substantial and continuous diagnostic monitoring, cyber security, and network protection. The Selective Service System was identified as having the one of the best information systems management programs among small agencies in the recent 2017 Federal Information Security Management Act (FISMA) audit. Specific accomplishments noted in FY 2017 included:

- Registration, Compliance, and Verification (RCV) Optimization and Validation – Reestablished full federal control of RCV operations and maintenance functions from contracted services ensuring a seamless, well-integrated system allowing for improved centralized management of the agency's "system of systems"
- Successful 2017 FISMA Audit with No Deficiencies – Ranked among the top two best small agencies in the federal government in information systems management
- Centralized Registration Processing Portal (CRPP) – Verified and validated CRPP software capabilities against Selective Service mobilization documents and executed a lottery exercise using RCV and the integrated mobilization information system (IMIS) interface



- Cyber Security – Enhanced QRadar scanning attributes to increase Selective Service threat assessment capabilities to ensure cyber security through our Security Operations Center
- Network Infrastructure/Planning – Accomplished substantial refinements to the agency's policy and procedures pertaining to enterprise risk management in response to OMB M-17-25 and Executive Order 13800 *Strengthening the Cybersecurity of Federal Networks and Critical Infrastructure*. These enhancements in IT planning will be directly applied to the 2018 enterprise architecture refinements and upgrades.
- IT Staffing Strategy – Filled four critical IT positions with highly qualified professionals at Selective Service's national headquarters while refining and streamlining contract management for the FY 2019 - 2022 strategic planning process



- OMB Compliance – Designated Senior Agency Officials for Privacy (SAOP) in accordance with OMB M-16-24
- Customer Service – Deployed an upgraded phone and interactive voice response (IVR) system improving customer service

ALTERNATIVE SERVICE PROGRAM

The peacetime goal of the Alternative Service Program (ASP) is to be ready to place men classified as conscientious objectors (COs) in one of six approved occupations: health care services, educational services, environmental programs, social services, community services, and agricultural work. If conscription was reinstated, men classified as COs would spend two years (equivalent to the term of service of men inducted into the military) serving their country in alternative civilian service. Thus, operational plans, policies, and implementation strategies to meet this goal are continuously reviewed and revised for effectiveness and efficiency. The development of strategies to populate the Alternative Service Employer Network (ASEN) with eligible employers was a priority in this fiscal year.

In FY 2017, the ASP staff provided support to field personnel as they administered the specialized training products developed for the Alternative Service mission in 2016. The newly developed Region I Headquarters' Readiness Training Guidance provided region staff with guidelines for developing mobilization plans for populating their ASEN beginning at the state levels. The region-administered training document, the first of its kind, creates a base from which to plan as the information and

the metrics and analyses developed from them are passed down to the State Directors and RFOs in each region. In addition, other Alternative Service readiness training modules launched in 2017 have helped State Directors and RFOs gain a better understanding of existing policies and procedures that will make them effective partners as we prepare to undertake a comprehensive review, alignment, and exercise of readiness plans.

The ASP outreach initiatives were effective in this fiscal year. October 2016 and April 2017 webinars kept the Program's constituency up-to-date on ASP activities, while reducing extensive travel costs for the agency, as well as for the constituent population. Webinars are averaging nearly 200 participants per event, representing a large population of peace churches and other individuals and organizations from across the country.

In addition to their interest in meeting the new Director, ASP constituents remain very interested in the work of the NDAA National Commission on Military, National, and Public Service. Each webinar or other outreach session included an update on the work of the Commission.



DATA MANAGEMENT CENTER



Established in 1981, the agency's Data Management Center (DMC), based in North Chicago, IL, processes Selective Service registrations and operates the agency's database operation. The agency's registration database is used to facilitate the induction of men into the Armed Forces when directed by Congress and the President. In FY 2017, DMC added 2.3 million records to this database and performed more than 2.5 million file exchanges to existing records. The agency's database is continually maintained to ensure accessibility, accuracy, and network security. The broad range of DMC's work is accomplished by a workforce of approximately 50 employees.

The Data Management Center is also home to the agency's Call Center. At the Call Center, registrant information is updated, registrations are completed by telephone, general questions regarding Selective Service registration requirements or benefits eligibility are answered, and inquiries regarding specific correspondence are addressed. Over, 610,000 calls are received each year at this center, with 25 percent of those calls requiring assistance from a contact representative due to complexity and research requirements. Approximately 75 percent of the agency's Call Center volume is handled by an interactive voice response (IVR) system, where telephone registrations and routine registration verification inquiries are processed. The Call Center is bilingual, receiving over 155,000 calls annually, and approximately 10 percent of those calls were handled in Spanish.

Another key component to the agency's DMC is a comprehensive mail logistics center. Receiving on average over 580,000 pieces of inbound mail annually, the mail center printed, assembled, and mailed over 3.1 million pieces of outbound mail in FY 2017. A small, but significant percentage of the mail center's outbound mailing was devoted to status information letters, or SILs. These letters are requested by men, who need to confirm their Selective Service registration numbers, or who may have failed to register with Selective Service and are now past age 26. Other requests may seek validation from Selective Service that they were not required to register due to date of birth, immigration entry dates, or visa status. Some of these men may be denied federal/state student financial aid, government employment opportunities, job training, security clearances, and U.S. citizenship for immigrant men because they failed to register. Alternatively, the SIL may also confirm that an individual was not required to register with the Selective Service.

During FY 2017, the DMC prepared and mailed over 53,000 SILs to non-registrants. This provided a valuable service to the public and a critical enabler for state and federal administration of entitlement programs.

Over 91 percent of the DMC's FY 2017 registration workload was processed electronically. However, the DMC staff was still required to physically key in over 275,000 documents during this fiscal 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 99.72 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 the Selective Service System's enterprise.

During FY 2017, DMC maintained the registration processing systems for driver's license legislation, as well as systems for processing registrations for Alaska Permanent Fund applicants.

Some of the major highlights for DMC in FY 2017 are as follows:

- Throughout FY 2017, the agency invested heavily in DMC's life-cycle management and critical infrastructure. First, Selective Service eliminated the contracted support services to take ownership of its own IT functions that were inherently the federal government's. The cost savings were used to train its own staff on the IT technical aspects needed to move the agency towards its 2020 IT Vision. The agency also invested \$100,000 to replace end-of-life hardware to sustain the quality of its operations.
- The installation of a new phone system with interactive voice response (IVR) capabilities reduced operational support cost by 35 percent. Additionally, it significantly improved customer support by reducing the average wait time by approximately six percent, exceeding its target monthly call center fulfillment objective goal of 92 percent. The DMC completed the upgrade of its data transcription software to the latest version supported by the vendor. An employee incentive award was re-implemented to encourage excellence in keying and efficiency rates to reduce the amount of verification required to validate work performance, increasing throughput.
- The award of a mail center contract reduced a two-year backlog in scanning and archiving materials and bridged the gap in staff shortage due to turnover. The acquisition of a new bulk mail inserter replaced an aging system. Since this new equipment is not rented, it will save the agency dollars in the long run while allowing for long-term supportability for mail operators. The implementation of a pilot lean concept for its mail center operations eliminated redundancies and rework in inventory control and handling processes.
- The DMC updated its memorandum of understanding with the Social Security Administration to include additional data that would increase the online registration capabilities. The additional data provided for more accuracy in data matching for online registration and verification, as well cuts the cost in dollars and time of manually entering data, handling paper registrations, and answering customer service calls.
- During this fiscal year, there was a concerted effort for cross training among employees to get a better understanding and knowledge of the overall duties and tasks undertaken by the Data Management Center.



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, Marietta, 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 appeals 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 seven civilian employees and is supported by 18 State Directors and 60 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 represented by more than 3,400 Selective Service local and district appeals board members, with additional board member appointments pending. Region I is authorized 3,620 board members, and, in this fiscal year, 247 new members were appointed to represent their communities. A total of 42 board members retired after they reached the statutory limit of 20 years of service on their respective boards.

Region II Headquarters is located in Marietta, GA, just outside of Atlanta, with a staff of eight civilian employees and the support of 15 State Directors and 58 part-time Reservists. This region covers the 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 3,245 local and district appeals board members currently serving, with additional board member appointments pending. During the fiscal year, Region II

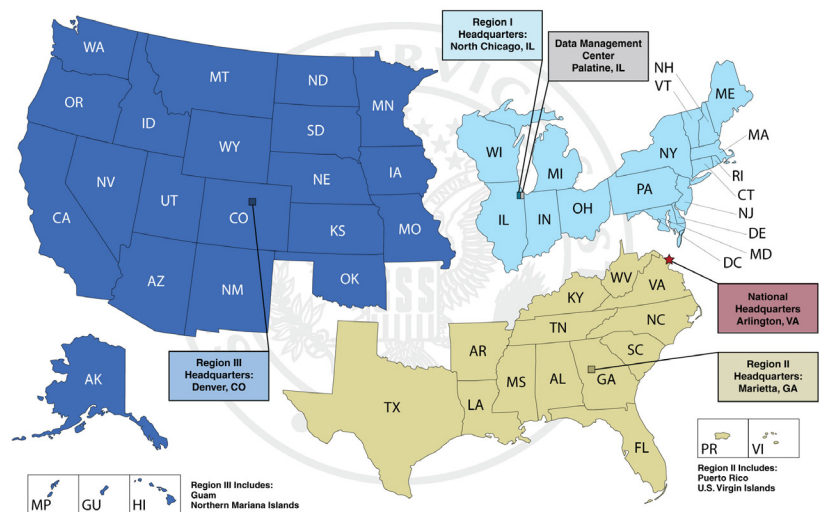
appointed 183 new board members; 46 board members retired after they reached the statutory limit of 20 years of service on their respective boards.

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 is the largest of the regions, spanning nine time zones, and includes the rest of the Midwest (not covered by Region I), the Rocky Mountains, the West Coast, and Pacific territories. Region III consists of 21 states and two territories: Alaska, Arizona, California, Colorado, Hawaii, Idaho, Iowa, Kansas, Minnesota, Missouri, Montana, Nebraska, Nevada, New Mexico, North Dakota, Oklahoma, Oregon, South Dakota, Utah, Washington, and Wyoming, as well as Guam and the Northern Mariana Islands. This management echelon is authorized 3,470 board members, with 2,902 board members currently serving the agency.

Regional Outreach at the Local Level

The Selective Service System's three regional headquarters manage operations in all 50 states, U.S. territories, and the District of Columbia. A focal point of daily operations in FY 2017 included participation in local outreach efforts; local and district appeals board recruiting, training, and readiness activities; participation in scheduled exhibits, Post Office, and high school outreach activities; and other engagement opportunities to sustain readiness and registration focal points per guidance provided by the Director of Selective Service.

A sampling of regional activities includes region staff, State Directors, and Reserve Force Officers continuing





community centers, and in local and national exhibits. These exhibits impact a broad audience of registrants and influencers, and serve as a recruiting ground for vacant local board member seats across the nation and in the territories, often coinciding with key leader engagement with senior agency leaders and the public. The regions further sustained a focused effort through approximately 704 active state resource volunteers who participated in community and civic association engagement to keep the Selective Service brand in the public domain.

their efforts in registration awareness and compliance. For example, Region I processed and appointed 244 board members while continuation training and work load studies generated improvements in overall regional readiness. Region II recruited 146 potential local board members leading to 141 appointments after recommendation by their respective state governors. An additional 15 highly experienced board members were selected to fill vacancies on district appeals boards. During the year, 126 new board members completed initial training. Region II honored 62 retiring board members with 20-year certificates.

Region III exemplified Selective Service initiatives in local board member training and readiness activities. They were at the agency forefront by maximizing the use of online training for initial board member training (IBMT) and continuation training (CT). In 2017, Region III recorded 229 board members who completed IBMT online and 1,125 local board members who completed CT online, a 92 percent increase (IBMT) and a 72 percent increase (CT) from 2015 when the online training was first introduced. The heavy emphasis on electronic training delivery has saved the agency thousands of dollars in paper, printing, and mailing costs; travel and per diem; and man-hours for government and military compensated employees, resulting in the improved training completion rates over the last several fiscal years.

All regions completed comprehensive registration improvement plans focused on improving registration compliance among 18-year-old men through post office visits; registration awareness outreach to civic and

State Directors and RFOs also enjoyed successful efforts in registration outreach through its high school registrars in public and private high schools in their respective geographic area of responsibility. The agency sustain an 87 percent fill rate for high school registrars, with plans to meet 90 percent high school registrars identified in the 32,000 public and private high schools in FY 2019 – 2022.

The agency's Reserve Force Officers – officers assigned to Selective Service from the Army Reserve, Air Force Reserve, Marine Corps Reserve, Navy Reserve, and the Army National Guard – sustained annual active duty for training and individual development training requirements while also supporting outreach exhibits, recruitment, and readiness plans in FY 2017. All RFOs attained service-specific training and readiness requirements, with several officers also recalled to active duty in support of DoD operational requirements and deployments, as well as natural disaster support in the states and territories, to include Puerto Rico. These RFOs remain the critical link between registration and mobilization, providing the foundational support in regional mobilization, area office and alternative service office stand up, and training, capability assessment, and program evaluation during the critical days following future mobilization. All RFOs completed their initial or sustainment training in FY 2017, passing the requisite certification examinations.

PUBLIC AND INTERGOVERNMENTAL AFFAIRS

While performing the spokesperson function for the agency, the Public and Intergovernmental Affairs (PIA) Directorate serves as Selective Service's communication hub with the public, schools, professional associations, government entities, Congress, and the news media.

In addition, PIA develops and manages a variety of communications-related programs and outreach efforts. This directorate advises Selective Service's leadership on the public affairs' aspect of policies; monitors congressional and state legislation of interest to the agency; assists individuals and organizations searching for Selective Service registration data and classification records; responds to press inquiries and numerous requests received by emails, faxes, phone calls, and letters from the public and its elected representatives; explains agency positions to state and federal governmental bodies; and pursues an outreach network with community organizations and programs that work with registration-age men.

Under the community outreach umbrella, PIA also conducts upfront formative research to identify messages that resonate with primary and secondary target audiences, creates and disseminates public awareness information and public service announcements. The agency leverages an increasing number of media platforms to educate and inform young men and influencers about the importance of Selective Service registration, the local board member and alternative service programs through national conference exhibits, television, radio, print, billboards, the website, and social media venues.



Congressional Support

During FY 2017, the agency responded to more than 10,000 phone calls and over 100,000 letters from citizens requesting help in determining their status with the Selective Service or reclaiming a benefit they may have lost because they failed to register. Many inquiries came through members of Congress directly to the Public and Intergovernmental Affairs Office.

PIA responds immediately to almost daily congressional inquiries. Not only does PIA give congressional requests top priority for responding to inquiries, it provides the congressional staff with information about the Selective Service mission and role. We pride ourselves in providing high quality, rapid response to all congressional inquiries so members and their staff may respond quickly to their constituent's concerns.

The Director and our staff make regular visits to congressional offices throughout the year responding to questions and inquiries from members and their staff.



Former Mayor Marilyn Strickland of Tacoma, Washington, listens to Director Benton's outreach message

The Agency in the Public Eye Public Affairs and Community Outreach

The agency continues to reach out across the United States to inform all citizens, influencers, and men about the critical role registration plays in our national defense. Not only does registration fulfill a civic duty, it is also tied to benefits and opportunities contingent upon compliance with federal law. The agency continues to reassure the public that neither the Administration nor DoD have expressed a current need for a draft, nor is one anticipated for today's ongoing conflicts.

Throughout the past year, Selective Service responded to a significant number 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 for benefits and programs subject to Selective Service registration. The agency continued to spread its message to immigrant men and community service 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 reaching and registering men 18 years old, as well as 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 valid non-immigrant visa, particularly if they want to become U.S. citizens. Specifically, during this reporting period, the Public and Intergovernmental Affairs Office received and answered numerous pieces of correspondence, including congressional inquiries, Freedom of Information Act requests, and public inquiries, which were received by telephone, fax, mail, and email.

Director Benton was a guest on the Lars Larson radio program broadcasting live from Washington, D.C.



Registration Awareness through Media

Selective Service placed numerous public service announcements (PSAs) and stories in national and local print, radio and television outlets, and social media platforms. Each articulated the importance of Selective Service registration. The following placements were made using North American Precis Syndicate (NAPS), a tool used by government agencies to disseminate information through national distribution of feature-oriented content to media outlets.

The PIA team redistributed PSAs to radio and television stations, as well as print media in key markets. Selective Service re-issued radio clips to over 4,000 news and program directors, which included Spanish announcer-read PSAs. A television PSA was redistributed to over 1000 news directors. Selective Service ran its city bus ad in the Washington D.C. metro and bus stations. The number of people reached was recorded in the multi millions. Selective Service recorded radio spots touched 296 million; TV PSAs, 251 million; and print ads, 33 million.

In FY 2017, Selective Service boosted its social media presence by being more active, engaging with young men and their influencers. This strategy included an emphasis to share more current information and updates by using social media platforms such as Facebook, Twitter, and YouTube. The agency's social media presence reached the largest number of people, recorded at 326 million.



National Outreach and Public Awareness Initiatives

Selective Service continued to foster existing outreach partnerships and create new outreach vehicles to increase public awareness and provide information about registration and its impact. The agency Director spoke at numerous media events to reach key influencers and community leaders.

The national headquarters staff and state and regional staff and Reserve Force Officers also participated in speaking engagements and media coordination events; staffed convention exhibits; distributed public service announcements and high school publicity kits to 25,000 high school guidance counselors and other administrators serving as Selective Service high school registrars; and conducted outreach meetings.

The agency established or reconfirmed partnerships with the Association of High School Principals, Guidance Counselors Association, Juvenile Justice Program, Parole Officer Association, the National Federation of State High School Associations and the National Federation of High School Coaches, the United Hispanic Leadership Institute, *LATINO* magazine, *NewsTaco*, *Motivos* high school Spanish teaching tool magazine, 10 college readiness Internet sites, along with dozens of influencer agencies.

Exhibits

Selective Service staffed a total of 14 exhibits at some of the nation's leading community-based and educational organizations' annual meetings in FY 2017. This endeavor

afforded Selective Service the opportunity to reach grassroots leaders who help carry back the registration message to their local communities. Selective Service exhibited at the following conferences nationwide:

- American Legion (AL) – National Convention
- Distributive Education Clubs of America (DECA) International Career Development Conference
- National Association of Latino Elected and Appointed Officials (NALEO) – Annual Convention
- National Conference for Juvenile Justice
- National Conference on Ending Family and Youth Homelessness
- National Congress of American Indians (NCAI) – National Conference
- National Education Association (NEA) Exposition
- National Federation of State High School Associations (NFHS) – National Athletic Directors Conference
- National Guard Association of the United States (NGAUS) Conference
- National School Boards Association (NSBA) – Annual Conference
- The School Superintendents Association (AASA) – National Conference on Education
- SkillsUSA – National Leadership and Skills Conference
- United States Hispanic Leadership Institute (USHLI) – National Conference
- Veterans of Foreign Wars (VFW) – National Convention



BECAUSE IT'S YOUR CIVIC DUTY.

BECAUSE IT'S NOT THE DRAFT.

BECAUSE THERE IS NO DRAFT.

BECAUSE IT'S NOT THE SAME AS ENLISTING.

BECAUSE YOU'RE AN AMERICAN CITIZEN.

BECAUSE YOU WANT TO BE AN AMERICAN CITIZEN.

BECAUSE ALL 18-YEAR-OLD GUYS HAVE TO.



BECAUSE IT'S THE LAW.

Choose the reason for yourself. Then register with Selective Service at sss.gov. It's quick. It's easy. And it's the law.



sss.gov

Outreach Meetings

The Selective Service public affairs team traveled to various densely populated areas ranking low in compliance rates for their young men registering with the Selective Service System. A total of 115 outreach visits were held with educators, media, immigrant services, churches, and social service organizations. Meetings were conducted with community organizations at the grassroots level through top officials at the state level to raise awareness and garner support from influential community leaders to help promote the importance of registration. These outreach meetings also targeted media and influencers of minority, immigrant, and out-of-mainstream youths because many Selective Service non-registrants are from the immigrant and underserved communities. Meeting grassroots organizations help Selective Service reach those young men who may not normally learn about registration in the schools or from family members. The message of registration compliance was emphasized 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 and follow-up materials were sent.



Director Benton meets with Suzie Raven, Senior Manager, Public Service from the National Association of Broadcasters

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

San Diego, CA

Monday, April 3 - Tuesday, April 4, 2017

- Alliance for African Assistance
- Big Brothers Big Sisters of San Diego County
- Casa Cornelia Law Center
- Catholic Charities Diocese of San Diego
- Council on American-Islamic Relations (CAIR)
- Employee Rights Center
- Escondido Education COMPACT
- Father Joe's Villages
- Goodwill of San Diego County
- Health & Human Services Agency, San Diego
- Hope for San Diego
- Horn of Africa
- Hoy San Diego
- Immigration Justice Project, American Bar Association
- Just in Time for Foster Youth
- Justice Overcoming Boundaries (JOB)
- La Prensa San Diego
- Legal Aid Society of San Diego
- Office of Secondary Schools, San Diego Unified School District
- Outdoor Outreach
- San Diego Jobs Corps
- San Diego LGBT Community Center
- San Diego Rescue Mission
- San Diego Workforce Partnership
- San Diego Youth Services
- Second Chance Program (STRIVE Forward and WIOA Youth Programs)
- Social Advocates for Youth (SAY) San Diego
- StandUp for Kids
- Villa Nueva Community Center
- Walden Family Services

San Francisco, CA

Wednesday, April 5 - Thursday, April 6, 2017

- Asian Law Caucus
- BRIDGE Housing -Town Center and Courtyards at Acorn
- Center on Juvenile and Criminal Justice
- Central American Resource Center
- Chinese Newcomers Service Center
- Civicorps
- Coalition on Homelessness
- Compass Family Services
- East Bay Asian Youth Center
- Episcopal Community Services
- Holy Family Day Home
- Huckleberry Youth Programs

- Immigrant Legal Resource Center
- JobTrain
- Lao Family Community Development
- Lawyers' Committee for Civil Rights
- The Mentoring Center
- Oakland Green Jobs Corps Partnership (Cypress Mandela Training Center)
- Oakland Private Industry Council (PIC) Comprehensive Career Center
- Oakland Youth First
- Our Children, Our Families Council
- Presidio Community YMCA
- Project Homeless Connect
- Salvation Army
- San Francisco Office of Economic and Workforce Development
- San Francisco Recreation and Park Department
- San Francisco Unified School District
- Spanish Speaking Citizens' Foundation
- Treasure Island Homeless Development Initiative
- The Youth Employment Partnership

Portland, OR

Monday, June 12, 2017

- Airport Jobs, Employment in Portland
- Asia Pacific Cultural Center
- Associated Ministries (Meeting)
- Boys & Girls Clubs of South Puget Sound
- Catholic Charities of Portland
- Hispanic Metropolitan Chamber
- Lutheran Community Services, Portland Refugee Resettlement Program
- Self Enhancement, Inc.
- SE Works & WorkSource Oregon

Seattle and Tacoma, WA

Tuesday, June 13 – Wednesday, June 14, 2017

- Career Link, South Seattle College
- City Year Seattle/King County
- Filipino American Herald
- Goodwill of the Olympics and Rainier Region, YouthBuild
- House of Matthew Permanent & Supportive Housing
- Multi Service Center
- Northwest Immigrant Rights Project
- Office of Refugee and Immigrant Assistance
- SafeFutures Youth Center
- Salvation Army Tacoma Corps
- Seattle Chinese Times
- Seattle Housing Authority
- Seattle Mayor Ed Murray
- Seattle Parks and Recreation
- The Seattle Public Library

- Southwest Youth and Family Services
- Tacoma Mayor Marilyn Strickland
- Tacoma Public Schools
- Tacoma Urban League

Media Relations and Special Events

- Oregon Public Broadcasting, Amelia Templeton, breaking news reporter
- KATU-TV, Evon Burnicle, Producer
- The Lars Larson Show, syndicated radio
- The News Tribune, Melissa Santos, state government reporter
- KING5 Morning Show, Cynthia Wise, Senior Assignments
- Resolution in Support of Selective Service Registration, Pierce County Council

Washington DC

August – September 2017

- Boys & Girls Club of Greater Washington
- Chief of Staff, State Superintendent of Education
- Congresswoman Eleanor Holmes Norton
- Councilmember Elissa Silverman
- Councilmember Kenyan McDuffie
- DC Alliance of Youth Advocates
- DC Backpack Fair Suitland
- DC Federation of Civic Associations
- DC Guard Military Ball
- DC Mayor's Office
- DC Office of Police Complaints
- DC Schools ROTC Program
- Eastern High School
- Edgewood/Brookland Family Support Collaborative
- Fairlawn Civic Association
- Latin American Youth Center
- Luke C. Moore High School Advisory Board
- My Brother's Keeper – Press Club
- National Guard Youth Challenge Academy
- Office of Federal and Regional Affairs & DC Director of Veteran Affairs
- Office of the State Superintendent of Education, Adult & Family Education
- Principal Kimberly Martin of Woodrow Wilson High School
- Professional Development and Training for D.C. counselors
- Project Create
- United Planning Organization
- Ward 5 Festival
- Youth Outreach Program, DC Metropolitan Police Department

FINANCIAL MANAGEMENT

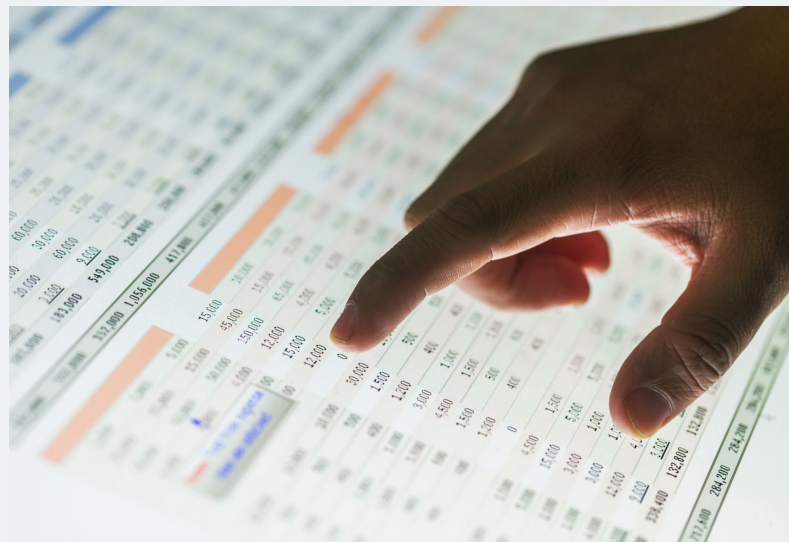
FY 2017 Budget

The enacted budget for FY 2017 was \$22.9 million, which was \$200,000 above the FY 2016 enacted budget amount of \$22.7 million. This increase was the first in the agency's recent history and was necessary to cover cost-of-living wage increases at the agency granted by Congress. Selective Service achieved an unqualified opinion from independent auditors on the agency's FY 2016 and FY 2017 financial statements, including information technology, data center, and cyber security investments. The agency initiated an advanced inventory control system (with financial interface) to more effectively track its capital investments and manage receipt and issuance of its equipment and material.

FUNCTION	AMOUNT
Civilian Pay & Benefits	\$ 13,194,192
Military Reserve Officer Support Services	\$1,599,725
Agency Services (Government and Commercial)	\$2,215,862
Postage and Express Courier Services	\$1,407,360
GSA Occupancy Agreement (OA), Other Rent, Lease, Storage, and Maintenance	\$1,088,720
Program Contracts, Employee Services	\$233,717
IT Software and Equipment	\$1,988,339
Printing and Reproduction	\$253,961
Training, Travel, and Transportation of Personnel	\$204,864
General Supplies and Furniture	\$364,002
Communications Services, Utilities, and Facilities Operations	\$261,581
Strategic Initiatives	\$86,395
Legal and Equal Employment Opportunity Services and Indemnities	\$1,280
TOTAL FOR ALL FUNDS	\$22,900,000

Anticipated FY 2018 Budget

The FY 2018 Selective Service System budget request was \$22.9 million, which is unchanged from the FY 2017 request. At the time of print, a continuing resolution was extended to March 23, 2018.



HUMAN RESOURCES

The agency relies on a diverse workforce of full- and part-time civil servants, civilian volunteers, and part-time military reserve component personnel. The agency's authorization for full-time equivalents was 124 for FY 2017.

The agency's manpower includes its part-time State Directors who 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 Reserve Force Officers (RFOs) (150 funded and 25 unfunded) from all branches of the Armed Forces. They were assigned throughout the nation and its territories. In FY 2017, these part-time military personnel performed critical peacetime and preparedness tasks, which were expanded to include enlisting state resource volunteers to augment the agency's registration efforts targeting 18 year olds in their communities. These RFOs also functioned as the field contacts for state and local agencies, as well as the public.

In FY 2017, the Selective Service System continued its extensive review process of its personnel and systems capabilities to maintain a high state of readiness for peacetime and in the event of a national emergency.



One of Human Resources performance goals is to monitor, evaluate, and revise its strategic human capital management plan (HCMP) to ensure the agency recruits the right people, in the right place, at the right time, doing the right work across the agency.

The agency's HCMP is comprised of five elements which were identified in the human capital assessment and accountability framework which the Office of Personnel Management established under 5 U.S.C. 1103(c): 1) strategic alignment, 2) leadership and knowledge management, 3) results-oriented performance culture, 4) talent management, and 5) accountability. These elements are interrelated to improve morale, communications, and work environment; to increase the emphasis on responsibility and accountability; to enhance employee training opportunities; to increase efficiency using technology; and to help shape the workforce to meet the agency's mission.



The agency's uses the results of OPM-directed Federal Employee Viewpoint Survey to gage its strengths and to address the weak areas within the realm of its resources and manpower. Selective Service has incorporated a variety of programs, activities, and tools, to address these elements, such as flexible and compressed work schedule options, a telework program that covers nearly 67 percent of all employees.



Additionally, Selective Service renewed an agreement with OPM to participate in the Pathways Programs. This agreement allows the agency to engage the next generation of workers seeking employment opportunities through the student intern, recent graduate, and Presidential Management Fellows programs.

During FY 2017, the agency shifted training management from Human Resources to the Operations Directorate, allowing for a centralized management of training and association of mission readiness parameters to the capital investment. The USALearning online training was available to help the agency upgrade its employees' knowledge and skills base required for various

Selective Service monitors its efficiency and asset management through the use of Oracle, Federal Personnel and Payroll System, QuickTime, e-QIP, Employee Express, Central Verification System, USAccess, USA Staffing, and USALearning. In addition, results-oriented performance appraisal plans were underway to link individual accountability to outcomes to build a high-performance organization through OPM's USA Performance Management System. The agency is currently implementing the web-based OPM shared service, USA Performance management system, to fully automate and streamline the performance appraisal process to comply with government regulations and support best practices. This automated process will replace our burdensome paper-process.

jobs without the additional expense and time of formal classroom training. Selective Service required 100 percent individual development plan coverage for its fulltime workforce and updated its training policy to enhance the alignment between its strategic goals and employee training. The agency also allocated funding to IT-centric training platforms to enhance and improve IT-centric skill sets across systems, support, and security functions, setting conditions for credentialing IT professional staff in FY 2019 – 2022.

Selective Service continued to hire more veterans and individuals with disabilities, as well as those with targeted disabilities. The agency continued to work with the Department of Veterans Affairs on the VA for Vets initiative.



SELECTIVE SERVICE IN THE 21ST CENTURY

America can be assured that this modest service organization stands ready to deliver trained and untrained manpower to the Department of Defense when directed. Additionally, Selective Service is capable of managing its Alternative Service Program for conscientious objectors who would serve in the civilian community in lieu of military duty. To protect its statutory missions, Selective Service continues to fulfill its responsibilities to the public by ensuring certain frameworks are in place today for quick implementation in the future. These include processing peacetime registrations of men as they

reach age 18, identifying and contacting known non-registrants reminding them of their civic duty to ensure their compliance with federal law, maintaining an active database of registrants, and implementing public awareness endeavors to highlight the legal registration requirement.

For the annual investment of \$22,900,000, Selective Service provides America with an extremely cost-effective, proven, quick action-backup manpower mechanism for the all-volunteer Armed Forces. Selective Service is still serving, ready and standing by.



STATE DIRECTORS

As of September 30, 2017

Alabama	Ivan F. Smith
Alaska	Alan Ezzell
Arizona	Victor R. Schwanbeck
Arkansas	Richard L. Gassaway
California	Paul J. Villegas
Colorado	Edward L. Arcuri
Connecticut	Mark A. Fullerton
Delaware	Richard C. Cecil
District of Columbia	Barbara A. Pittman
Florida	Douglas R. Maddox, Jr.
Georgia	Larry D. Stewart
Guam	Gregory D. Perez
Hawaii	Andrew L. Pepper
Idaho	Michael D. Moser
Illinois	Anthony P. Libri, Jr.
Indiana	Brett A. Thomas
Iowa	Myron R. Linn
Kansas	Kenneth G. Fuson
Kentucky	Dennis K. Wilcutt
Louisiana	Everett J. Bonner
Maine	Averill L. Black
Maryland	Gregory J. McKee
Massachusetts	Brian P. Barnes
Michigan	Christina K. Constant
Minnesota	William C. Barbknecht
Mississippi	Pettis D. Walley
Missouri	Diane T. Cummins-Lefler
Montana	William D. Cooper
Nebraska	Robert J. Foley
Nevada	Francis P. Gonzales
New Hampshire	Peter Duffy
New Jersey	Frederick W. Klepp
New Mexico	Ezequiel L. Ortiz
New York State	Randall P. Kryszak
New York City	Paul A. Raimondi
North Carolina	James T. Davis III
North Dakota	Scott D. Rising
Northern Mariana Islands	Joseph C. Reyes
Ohio	Bradley E. Willette
Oklahoma	Owen M. Barnhill
Oregon	Michael Kalberg
Pennsylvania	John C. Williams
Puerto Rico	Michelle M. Fraley Hernandez
Rhode Island	Joseph N. Waller
South Carolina	Joe P. Johnson III
South Dakota	Byron I. Callies
Tennessee	Bruce E. Henry
Texas	Claude E. Hempel
Utah	Neil R. Hansen
Vermont	Phillip E. Murdock
Virgin Islands	Warrington O. Tyson, Sr.
Virginia	Manuel R. Flores
Washington	John W. Leech
West Virginia	Jack E. Yeager
Wisconsin	John C. Cumicek
Wyoming	A. Brian Harmsen

NOTE: The 56 State Directors represent the 50 states, four territories (Guam, Northern Mariana Islands, Puerto Rico, and the U.S. Virgin Islands), the District of Columbia, and New York City.

REGISTRANTS BY STATE

For Calendar Year 2016

	18 Year Olds On-time Registration Eligible Men (Born 1998)	18 – 25 Year Olds Entire Registrant Group (Born 1991 – 1998)
Alabama	19,603	244,148
Alaska	2,895	41,295
Arizona	46,015	402,658
Arkansas	16,519	161,510
California	156,746	1,923,453
Colorado	22,747	265,933
Connecticut	22,191	196,871
Delaware	5,750	53,325
District of Columbia	1,475	20,259
Florida	118,281	1,099,131
Georgia	50,198	552,217
Hawaii	5,918	68,270
Idaho	10,426	94,313
Illinois	59,905	706,556
Indiana	25,442	318,677
Iowa	17,164	167,952
Kansas	17,963	166,550
Kentucky	21,046	221,372
Louisiana	29,023	256,897
Maine	5,281	61,051
Maryland	23,887	276,009
Massachusetts	25,987	306,969
Michigan	42,705	503,770
Minnesota	27,418	283,552
Mississippi	13,113	146,115
Missouri	27,761	303,443
Montana	4,370	46,906
Nebraska	8,892	93,346
Nevada	10,050	121,288
New Hampshire	5,301	75,409
New Jersey	39,175	454,220
New Mexico	8,866	110,641
New York	44,532	588,570
New York City	27,498	399,118
North Carolina	53,868	660,913
North Dakota	3,320	33,844
Ohio	57,031	646,371
Oklahoma	25,617	221,046
Oregon	12,935	170,461
Pennsylvania	49,723	588,594
Rhode Island	5,687	57,824
South Carolina	30,075	256,708
South Dakota	4,590	46,049
Tennessee	32,491	328,692
Texas	166,483	1,520,914
Utah	23,567	187,171
Vermont	2,455	28,317
Virginia	42,401	428,454
Washington	31,474	336,623
West Virginia	7,771	80,460
Wisconsin	22,554	272,134
Wyoming	2,606	27,132
Northern Mariana Islands	149	2,537
Virgin Islands	342	5,409
Puerto Rico	13,715	169,568
Guam	547	8,792
Foreign	2,068	26,082
TOTAL	1,557,181	16,829,936

NOTE: The number of inductions was zero because there was no Congressional or Presidential authority for conscription; thus, no military draft conducted.

Selective Service System
National Headquarters
Arlington, VA 22209

