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Selective Service System

National Headquarters | Arlington, Virginia 22209-2461
www.sss.gov

January 22, 2021

This is in response to your Freedom of Information Act request received in this office on December 28, 2020 for “a copy of the internal final report or after-action report, or similar, on the Selective Service System mobilization exercises conducted not long ago, as noted in a public statement by the Honorable Donald Benton.” The record responsive to your request is attached. All Personally Identifying Information (PII) has been redacted pursuant to FOIA Exemption 6, 5 U.S.C. § 552(b), because the individuals' right to privacy outweighs the general public's interest in seeing PII.

If you consider this to be a denial of your request, you may file an appeal. Your appeal must be received within 90 calendar days of the date of the initial denial letter by the Acting Chief of Staff of the Selective Service. Please address your appeal to the following office:

Acting Chief of Staff
Selective Service System
1515 Wilson Blvd.
Arlington, VA 22209

Additionally, you may contact the Office of Government Information Services (OGIS) at the National Archives and Records Administration to inquire about the FOIA mediation services they offer. The contact information for OGIS is as follows: Office of Government Information Services, National Archives and Records Administration, 8601 Adelphi Road-OGIS, College Park, Maryland 20740-6001; e-mail at ogis@nara.gov; telephone at 202-741-5770; toll free at 1-877-684-6448; or facsimile at 202-741-5769.

Thank you for your inquiry. If you have any further questions, please do not hesitate to contact the Office of Public and Intergovernmental Affairs.

Sincerely,

A handwritten signature in blue ink that reads "Micheal A. Migliara".

Micheal A. Migliara
Chief FOIA Officer

Attachment



Selective Service System

National Headquarters / Arlington, Virginia 22209-2425

AAR
Feb 2, 2018

FROM: PREPAREDNESS MANAGER
TO: ASSOCIATE DIRECTOR FOR OPERATION
SUBJECT: CALL AND DELIVER PHASE I – LOTTERY EXERCISE
REFERENCES: a) Military Selective Service Act

- b) 32 CFR Ch. XVI Part 1624
- c) SSS Readiness Plan (APR 2009)
- d) HQ Order 17-07 Selective Service Exercise Strategy (NOV 2017)
- e) HQ Directive 400-89 Call and Deliver Phase I – Lottery Exercise
- f) SSS Call and Deliver SOP (JUL 2006)
- g) SSS Lottery SOP (SEP 2009)
- h) MOU between SSS & General Services Administration (1987)
- i) MOU between SSS & Department of Agriculture (1987)

ENCLOSURES a) Lottery Exercise (Order of Call) Results 12-6-2017
b) Lottery Exercise (Manual IT) Results 12-6-2017
c) Lottery Exercise (Manual OP) Results 12-6-2017
d) Lottery Exercise (CRPP) Results 12-6-2017

EXERCISE OUTPUT

As specified in HQ Order 17-07 under Call and Deliver Phase I-Lottery Evaluation, and as directed in HQ Directive 400-89 Call and Deliver Phase I – Lottery Exercise, Selective Service System's national lottery capability was exercised on December 06, 2017 and was evaluated as mission capable.

Two out of the three specified Lottery Exercise objectives a) Execution of Lottery functions as defined in current SSS Lottery Standard Operating Procedure (SOP) (2009) and b) Input of RSNs into the Central Registrant Processing Portal (CRPP) with associated generation of a "Lottery results" report from CRPP, were all achieved. The third objective,

generation of Random Sequence Numbers (RSN) for 19-25 year old males, was modified before the exercise to encompass only generation of RSNs for one year group (20 YO), vice six. This modified objective was also achieved.

Objective modification explanation: During detailed planning prior to the exercise, it was identified that significant modification to CRPP programming would be necessary to facilitate multiple year groups (19-25 YO) being assigned RSNs. (Note: This CRPP system limitation was likely based off of a legacy lottery process requirement that needs to be reviewed, validated, or modified.) Additionally, it was determined that CRPP system functionality could still be tested, evaluated, and validated through the use of one year group (20 YO). A detailed process and associated process and support system (CRPP) requirement review for generation of Random Sequence Numbers (RSN) for 19-25 year old males was annotated as a primary action item from the Lottery Exercise.

SUMMARY AND PURPOSE

The Call and Deliver Phase I – Lottery exercise was held on December 06, 2017 from 0745 – 1145 at Selective Service System National Headquarters. The intent of the Lottery Exercise was to review Selective Service National Lottery Procedures, produce Random Sequence Numbers (RSNs) used to designate registrant order of call, and to test the lottery portion / capabilities of CRPP.

The Lottery SOP called for the use of two air-ball mixers, one containing balls stamped with birth dates and the other with order numbers (both contained 366 balls). During the exercise, and in concert with the SOP, air-mixed balls were pulled randomly from the two Lottery machines. The combination of the two balls selected was then displayed together as a RSN. The RSNs were captured through CRPP data entry (digital), Excel data entry (digital) and handwritten on paper (analog).

Several errors were noted between the various data reports. Some errors were deliberately injected into the exercise by the Exercise Lead (1. Multi-ball air-mix failure (4 balls); multiple balls are ejected from machine 2. Network failure affecting accessibility to CRPP and 3. Incorrect numbers inputted on the manual handwritten log of birthdates and associated numbers) while others were inadvertently made during the course of the exercise. All errors were identified and adjudicated. At the conclusion of the exercise, the three separate RSN data reports were reviewed and compared. All reports were reconciled and certified and then were submitted to the Exercise Lead. (Those reports are Enclosures to this After Action.)

EXECUTION

The Call and Deliver Phase I – Lottery exercise was held at SSS National Headquarters in Arlington, VA. It was conducted by Preparedness Division, Operations Directorate with support by NHQ Information Technology and other designated NHQ support personnel.

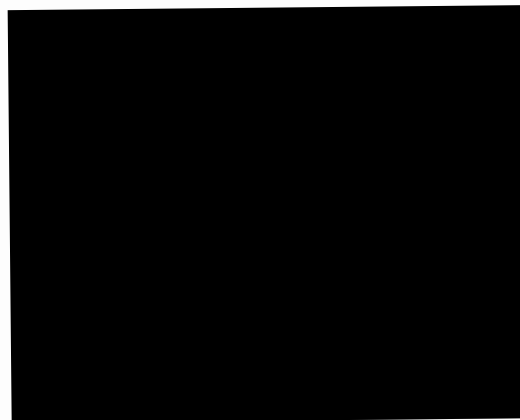
The following personnel were participants in the Lottery Exercise:

- a. Exercise Lead



Exemption 6

- b. Drum Operator (RSN)
- c. Drum Operator (Date of Birth)
- d. Data Input (Date of Birth/RSN (Excel)
- e. CRPP (Refresher) Balls 1-183
- f. CRPP (Refresher) Balls 184-366
- g. CRPP (Input)
- h. Announcer (Date Drum)
- i. Announcer (Number Drum)
- i. Photographer
- j. Manual Reporter (Verifier)



EXERCISE OBJECTIVES

The Lottery Exercise specific objectives were to:

- a. Execute Lottery functions as defined in current SSS Lottery SOP (2009)
 - Verify/validate lottery process
 - DRAFT SSS Lottery SOP (2017/18)
- b. Generate Random Sequence Number (RSN) for 19-25 year old males
 - Day 1 to Day 366 (One Calendar Year, plus one day)
- c. Input RSNs into Central Registrant Processing Portal (CRPP)
 - Generate "Lottery results" report from CRPP

EVALUATION

Below are specific Exercise results against the Lottery Exercise's evaluation criteria per HQ Directive 400-89:

"The lottery will be evaluated and measured on its ability to generate RSN's for 19-25 year old males using fair and equitable means and by inputting the generated RSNs into CRPP. CRPP is required to generate a report on inputted RSNs. The Lottery results report will be verified against a manual list generated in parallel during the exercise."

The Lottery Exercise executed and validated the functions defined in the current SSS Lottery SOP (2009). Through the exercise, NHQ was able to generate RSNs for the first age cohort that would be drawn during mobilization - 20 year olds, RSNs were generated through CRPP, and overall Lottery results (reports) were generated using CRPP successfully.

EXERCISE AGENDA

The exercise agenda followed a similar but compressed timeline for the execution the first phase of Call and Delivery.

Exemption 6 [REDACTED] led the event with opening remarks on how important the Call and Delivery

Lottery Exercise was as it pertains to our Nation and National Security.

07:50 SSS participants take positions for the start of the Lottery Exercise.
07:55 All in attendance witness the rotation of the drums for 5 minutes prior to selection of the first ball drawn. Exemption 6
08:00 Opening remarks by [REDACTED] (simulating SSS Director opening remarks.) Exemption 6
08:05 [REDACTED] draws a ball from the Date drum and a ball from the Number drum (ceremonial balls). The lottery then continues until all Date and Number balls have been posted on the Display Boards.
12:00 [REDACTED] provides closing remarks and officially ends the exercise. Exemption 6

EXERCISE RESULTS:

CRPP SYSTEM SPECIFIC SHORTFALLS/GAPS

1. **Issue:** CRPP is not able to do multi-year Initial lottery for all year groups (19-25yr group) and is only capable of a single year lottery (20yr).
Discussion: It also does not allow leap year entry if the current year is not a leap year, multiyear lottery (Balls 366 or Feb29).
Recommendation: Explore CRPP modification/refinement to allow for multi-year Initial lottery for all year groups. Conduct feasibility assessment; modify system requirements.
2. **Issue:** CRPP does not allow a correction to be made within the system if a mistake is entered during the lottery process.
Discussion: CRPP does not allow duplicate entries and if a mistake is made it does not identify to the user (data input) the conflicting numbers, it just prevents further entry and lists the error.
Recommendation: Configure CRPP to allow a correction to be made during a live lottery process if possible.
3. **Issue:** The public display of RSNs during Lottery proceedings, currently split 1-183 on one display and 184-366 on another display; it is confusing and needs to be modified.
Discussion: Generated RSNs are currently displayed as a spillover effect starting on first display; the display 1-183 shows the 183 numbers on one display. The correct displaying would be any RSN from 1-183 be displayed on first display and any RSN from 184-366 on display 2. Accurate and clear display of results is important to ensuring transparency, efficacy, and confidence in the SSS Lottery process.
Recommendation: To allow RSNs 1-183 on one be displayed and the RSNs from 184-366 to then switch to then first display and continue with the exercise.
4. **Issue:** CRPP does not show the draw sequence order of RSNs; currently only displayed on Excel file.
Discussion: CRPP should match the Excel file as RSNs are being announced.

- Recommendation:** Format CRPP to show sequence of RSN as it does in the Excel file so they match.
5. **Issue:** CRPP display does not match air mixed balls; Dec25, 001 is the recommended Format.
Discussion: CRPP display and the air mix balls are not identical. To ease any confusion, CRPP and the air mix balls must be the same.
Recommendation: Update CRPP display requirements to match the air mix ball RSNs and Date.
6. **Issue:** CRPP data entry does not match “pull order” (Birth date and sequence number).
Discussion: Data in CRPP is currently entered opposite than how it is announced during the lottery.
Recommendation: Format CRPP to match the pull order - Birth Date first and then RSNs.
7. **Issue:** The Excel display and manual entry standalone process used in the lottery exercise, per the Lottery SOP, replaced a legacy standalone program. This could be a display option incorporated into CRPP, removing manual entries and mitigating potential mistypes.
Discussion: For accuracy purposes, the Excel display allows the audiences to follow along with the Lottery process. This is a crucial element to ensuring accountability and transparency in the lottery draw process.
Recommendation: Investigate potential modification to CRPP to enhance data entry display capabilities (Possible efficiency in data display.)

OPERATING PROCEDURES ISSUES, SHORTFALLS AND/OR GAPS

1. **Issue:** Have all personnel on station 15 minutes prior to commencing the exercise on time. Had to wait 10 minutes before the laptops would fully update.
Discussion: Request all personnel be on station at least 20-30 minutes prior to starting the exercise.
Recommendation: Ensure IT personnel set-up, update, and test the equipment (laptops) at least 1 hour prior to starting the exercise. IT will set-up, update and test the equipment 1 day prior to the exercise/live lottery.
2. **Issue:** After exercise laptops were fully updated, exercise personnel had to log onto CRPP prior to starting the exercise.
Discussion: Personnel will be on station at least 20-30 minutes prior to starting the exercise.
Recommendation: Ensure unencumbered connection to CRPP prior to starting the exercise. IT will set-up, updated and test the equipment 1 day prior to the exercise/live lottery.

SOP ISSUES, SHORTFALLS AND/OR GAPS

1. **Issue:** Announcing Lottery Results should remain consistent, be predictable, and be known by all exercise/lottery support personnel.
Discussion: Throughout the pre-exercise Announcers will correctly practice the reading of the air-mix balls as they appear on the ball.
 - a. The reading of the air-mix ball should be as it appears on ball; 001 [Zero Zero One), Dec29 [December Two Nine].**Recommendation:** Announcers practice prior to the exercise to ensure consistency.
2. **Issue:** Air-mix ball "mixing" times (5 minutes minimum) prior to commencement of the lottery and/or after a stoppage in the lottery call.
Discussion: A standard, minimum time that allows for sufficient mixing of both sets of lottery balls needs to be readdressed. The SOP states minimum time of 5 minutes for mixing time. Need to be credibility and fairness during a live Lottery.
Recommendation: Recommend updating the Lottery SOP minimum time to 10 minutes vice 5 minutes to ensure the air-mixing times are creditable and fair.
3. **Issue:** Ensure SOP includes Ball handling procedures; latex gloves, static cleaning, cloth covers for drum, locking machines etc.
Discussion: Personnel handling the air mixing balls are following the updated SOP pertaining to ball handling and drum cleaning.
Recommendation: Update lottery SOP on the ball handling procedures, latex gloves, and static cleaning is included for creditable and fairness. This will also ensure the balls and drums are within tolerances in weight and diameter; keep the mixing chambers from being scratch by accumulated dust and dirt.
4. **Issue:** Ensure all personnel for each station are trained and up to date with their prospective area of the exercise/live lottery (rotations, breaks etc).
Discussion: On each station personnel will be trained according to the updated SOP relevant to their task for the exercise/live lottery.
Recommendation: Ensuring updated SOP's are available on each station for the exercise for all personnel.
5. **Issue:** Excel Entry does not match air-mix birth ball, i.e. 6/3/1998 vice Jun3; they should be the same.
Discussion: Excel entry does not allow you to enter characters exactly like the air-mix ball.
Recommendation: Format Excel to match air-mix birth ball. Ensure that they mirror each other.
6. **Issue:** Excel entry does not allow for leap year entry, if the current or default year is not a leap year. Operators have to manually ensure the field is set as TEXT or have to ensure the year is entered.
Discussion: Need the ability for Excel entry to accept leap year entry.
Recommendation: Format Excel entry to allow for a leap year.

7. **Issue:** SOP does not have a step-by-step procedure with pictures to standardize the process (ball verification, loading, operation, shutdown of the machine, recovery from failure mode).
Discussion: Established and standardized step-by step procedures with pictures for ball verification, loading, operation, shutdown of the machine and recovery from failure mode.
Recommendation: Ensure SOP is updated with step-by-step procedures with pictures associate with ball verification, loading, operation, shutdown of the machine and recovery from failure mode.
8. **Issue:** Ensure consistency throughout all documents, systems, and SOPs for Lottery Date/Month and numbers calls-one format simplifies.
Discussion: During the exercise personnel must constantly follow the SOP to ensure consistency for the lottery exercise/live.
Recommendation: Conduct lottery training and ensure personnel are following the updated SOP. Updated SOP will be posted for all personnel to adhere to.

EQUIPMENT MAINTENANCE ISSUES, SHORTFALLS AND/OR GAPS

1. **Issue:** Equipment Maintenance; Air Mixing equipment is in need of maintenance, the machines have physical gaps and separated seams.
Discussion: Request/obtain maintenance service on the Garron Lottery Products (Air Mix equipment). The warrant expired in 2013.
Recommendation: Recommend periodic maintenances on the Air mix equipment.
2. **Issue:** Maintenance/upkeep for the Ball mixing equipment.
Discussion: Obtain maintenance service on the equipment.
Recommendation: Schedule service maintenance for the equipment with Garron Lottery Products.
3. **Issue:** The balls will escape when they are pulled. Ball delivery selection of the machine could be redesigned to prevent possibility of more than one ball escaping.
Discussion: If you are not paying close attention when removing the balls, the balls will escape because the lip of the knob was not properly aligned to prevent the balls from escaping. Pivot the ball stop with your hand, to enable removal of additional balls from the drum.
Recommendation: Request that Garron Lottery Products redesign the equipment for the ball to stop in the open position and/ or make necessary adjustments to correct the balls from escaping.
4. **Issue:** Obtaining additional Lottery machine and spare key parts (blowers, remote operating switch in case of an actual lottery).
Discussion: For preventive maintenance reason, request we have spare parts available.
Recommendation: Request a quote from Garron.
5. **Issue:** Set A of balls is missing Jan 1. Need to replace the ball and designate the set as exercise/training.
Discussion: To conduct a realistic training exercise we will need to replace the missing ball (Jan1).
Recommendation: Order the missing ball (Jan 1).

6. **Issue:** Acquiring an Official set of Ball Mixing Machine and Date/RSN Balls locked up and separate from the exercise/training equipment.
Discussion: To be fully mission capable, request to obtain and be lock in a separate room for the Official Air Mixing Machine and set of Date/RSN Balls.
Recommendation: Obtain a quote from Garron on an Official set of Ball Mixing Machine for an actual/live lottery.

OTHER CONSIDERATIONS

1. **Issue:** Ensure Working Groups (WGs) prior to subsequent exercise review roles/responsibilities and ensure best practices are incorporated from the last exercise.
Discussion: WGs will make personnel's available for the exercise and encourage participation from all personnel to ensure they fully understand their roles.
Recommendation: WGs will be proactive ensuring personnel are well versed in their respective roles for the exercise.
2. **Issue:** Physical Security - During the Active Lottery; SSS will have an agreement with Federal Protection Service (FPC).
Discussion: FPC will be present to ensure safety and protection for the personnel who will be conducting the lottery.
Recommendation: Ensure FPC is on site at least 1 hours prior to the exercise/live lottery.
3. **Issue:** Network Security - Firewalls set-up with CRPP location, Virtual Private Network VPN) or bring standalone system.
Discussion: Since the Lottery exercise/live will not be located at NHQ; for security reasons the systems (VPN/standalone) will require a Firewall to be set-up at the new CRPP location.
Recommendation: IT will set-up and test the Network Security at least 1 day prior to the exercise/live lottery.
4. **Issue:** Video documentations of Lottery process-set up through execution.
Discussion: Video documentation will ensure the process is correct and if needed, make any changes accordingly.
Recommendation: Video the Lottery process for training purposes.
5. **Issue:** Display drawing results real-time or near real-time for those who are not watching live and just checking through a web portal.
a. Non-Certification displayed results (Live or near)
b. Certification (confirmed results)
c. Does SSS internally certify with third party observer endorsements?
Discussion: The public will need and want access to the Lottery via the web and or on live TV.
Recommendation: Ensure SSS have real time or near time for personnel watching on the web.
6. **Issue:** National Institute of Standards and Technology (NIST)

- a. Third party observer
- b. Decision authority?

1. If a mistake happens who decides to restart, keep going etc.

Discussion: Validate an outside agency to be the third party observer and decision authority; this is paramount for transparency and fairness.

Recommendation: Check with NIST to validate if they are the third party observer and the decision maker if a mistake occurs.

7. **Issue:** When mobilized, does SSS acquire new machines or get machines recertified? What is the recertification period?

Discussion: For planning purposes, agency needs to acquire new lottery machines strictly for a live lottery if cost effective. Also need to verify the recertification and period.

Recommendation: Obtain estimates for maintenance service on the lottery equipment and recertification purpose. Obtain estimates for new equipment. Compare the two estimates and Senior leadership will determine the best cost effective methods. Investigate the recertification period with Garron Lottery Products.

PROCEDURAL RED FLAG TO FAIRNESS AND EQUITABILITY

During the Lottery, a specific issue relevant to ensuring the fairness and equitability of the Lottery process emerged. Under current SSS Lottery SOP (2009), the preserved RSN assignment for the first lottery conducted is to assign RSNs to multiple age groups 19-25. The following year or second lottery conducted is for a single age group, 18 year old males turn(ed/ing) 19. The multiple age groups will include a minimum of one-leap year and maximum two-leap years depending on mobilization and when the lottery is conducted.

When assigning RSNs to multiple year groups to include a leap year this includes one (1) additional ball per air-mix machine; Feb29 and 366. During the exercise Feb29 was assigned RSN 67; for a non-leap year this creates a RSN gap. The treatment of this gap can raise questions about Selective Service fair and equitability.

A single lottery for age groups will cause a statistical variance that does not allow for 100% fair lottery. 3 recommendations:

- a. Lottery per age group, starting with 20 years old
- b. Lottery for leap year
- c. Lottery for non-leap year; Initial lottery use 366 and assume the risk

Primary; One lottery conducted per age group 19 to 25, 1 per day for 6 days.

Secondary; Conduct two Lottery's for age groups 19-25; first is for non-leap year groups and the second is for leap year group(s). This would be considered 1st Lottery. The multiple age groups will include a minimum of one-leap year and maximum two-leap years depending on mobilization and when the lottery is conducted.

As is; maintain as is with the first Lottery addressing all 19-25 yr. old males with formulated plan and risk mitigation addressing deviation from 100% fair and equitable to 99%.

CORRECTIVE ACTION

Operations Directorate developed a Plan of Action and Milestone (POA&M) to address the items above and report to ADOP on a monthly/quarterly basis.

CONCLUSION

The Lottery exercise was well received with positive feedback provided by the participants. The participants are excited and look forward to the Call and Deliver (Induction) Phase II Exercise in April/May 2018 timeframe.



Thomas Devine

Preparedness Manager

Enclosures 1-4