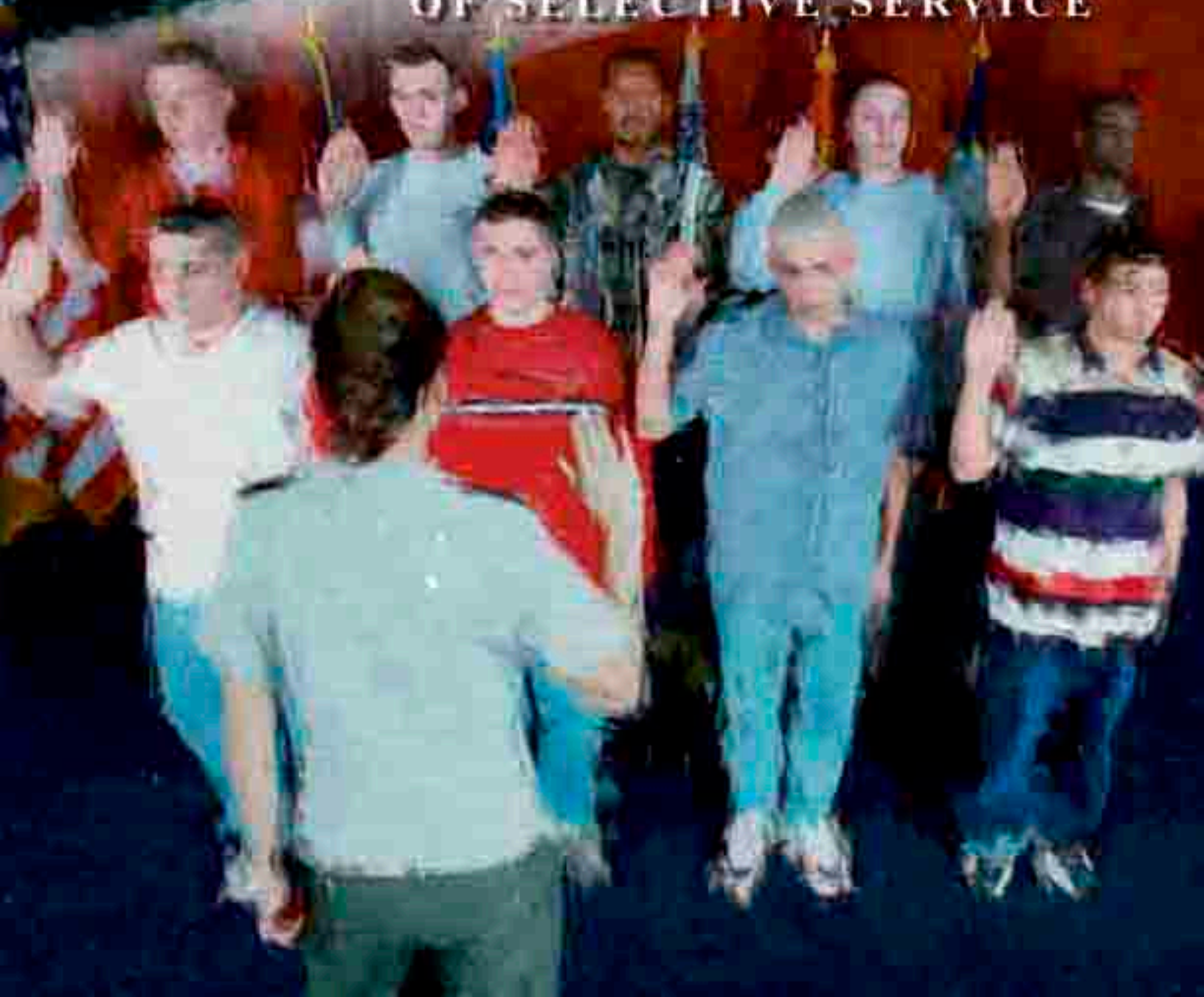


Fiscal Year 2001

ANNUAL REPORT TO THE CONGRESS OF THE UNITED STATES



FROM THE DIRECTOR
OF SELECTIVE SERVICE



Annual Report to the Congress

for the period October 1, 2000 to September 30, 2001

Table of Contents

A Message from the Director	1
Structure and Purpose	2
Budget and Finance	3
People	4
Registration Activities	7
Governmental Affairs	12
Public Outreach	14
Information Technology	18
Training and Readiness	20
Field Activities	24
Thinking About the Future	29
State Director List	32
Registration by State (Chart)	Inside back cover



The Selective Service System
Senior Staff
(at the end of Fiscal Year 2001)

Alfred Rascon
Director

Willie L. Blanding, Jr.
Deputy Director

Rogelio Rodriguez
Chief of Staff

Justo Gonzalez, Jr.
Director of Operations

Norman W. Miller
*Director of Information
Management*

Freida Brockington
*Director of Resource
Management*

Richard S. Flahavan
*Chief, Governmental
Affairs*

Lewis C. Brodsky
*Director of Public and
Congressional Affairs*

Carlo Verdino
*Director of Financial
Management*

William F. Delaney
*Director, Data Management
Center*

Col. Glen Ford,
U.S. Army Reserve
Region I Director

Col. Keith A. Scragg,
USAFR
Region II Director

Lt. Col. Lyle A. Wilkes,
U.S. Army Reserve
Region III Director

The FY 2001 Annual Report was produced by the Office of Public and Congressional Affairs, Selective Service System. Its publication is mandated by the Military Selective Service Act, Section 10(g).

ON THE COVER: New recruits are sworn into military service. A computer rendition of a photograph taken at the Fort Dix, New Jersey, Military Entrance Processing Station. Photo by Laurie Zaleski. Computer rendition by Laurie Zaleski and Neal Dallmer. Project manager, Alyce Teel-Burton.

Being Ready

At my confirmation hearing before the Senate Armed Services Committee on May 10, 2001, I voiced my concerns about America's vulnerability to terrorist acts. At that time, prior to September 11th, terrorism and its consequences were not on everybody's mind. Fundamental questions were being asked about the relevance of the Selective Service System (SSS). After 28 years of success with the all-volunteer Armed Forces, is it still necessary to have a standby SSS? With no significant adversaries threatening our Nation and relative peace in the world, do we need to preserve the capability to conduct a fair, equitable, and timely draft? Four months later, the tragic events in New York, Washington, and Pennsylvania made it clear that America can never be too prepared to defend itself.

Thanks to long-standing, bipartisan support from the Congress, today's SSS serves America as a prudent hedge against being unprepared for unforeseen or underestimated challenges in a still dangerous and hostile world. The importance of retaining an emergency draft capability is also echoed by officials at the Department of Defense, who place great value on the SSS' contributions to America's overall readiness and its direct support to military recruiting.

But what about the future? While a draft is unlikely for America's new war on terrorism, our national

leadership has wisely not ruled out any option. It is my responsibility to ensure that this Agency is fully capable of performing its statutory missions in a timely fashion, if so ordered by the Congress and the President.

In the aftermath of September 11th, there has been much discussion and speculation by the public, the media, and within academic circles about America's ability to identify and employ the human resources necessary to sustain myriad security requirements. Our Nation is placing renewed emphasis on maintaining requisite active military staffing levels and must eventually address the negative impacts of dependence upon the long-term activation of National Guard and Reserve personnel. We also must devise adequate countermeasures to defend against potential nuclear, chemical, or biological terrorism and shore up homeland defense. Guarding our infrastructure, ensuring emergency medical readiness, improving transportation security, and finding the means to accommodate many other pressing societal needs are all important, necessary, people-intensive objectives. It is therefore understandable why there has been renewed public interest in "national service," and discussions as to whether it should be volunteer or compulsory. It also explains the increasing public awareness of existing and potential SSS capabilities.

This Annual Report summarizes recent SSS initiatives, activities, and events in FY 2001. Especially noteworthy are the new laws enacted by many states in the past year which link a man's application for a driver's license or state I.D. card with his obligation to register with Selective Service. As detailed in this Report, these laws, combined with other ongoing registration improvement initiatives, have halted and are reversing the slow, steady decline in registration compliance that began in 1991.

The men and women associated with the SSS are prepared to play their time-proven role in mobilizing national manpower. As America moves forward during this time of crisis, the SSS is ensuring that "We the People" will forever live up to the mandate expressed in the Constitution's Preamble and "provide for the common defense."



A handwritten signature in black ink, which appears to read "Alfred Rascon".

Alfred Rascon

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

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

The Registration Requirement

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

obligation to serve the Nation in an emergency. The SSS has been described as the last link between society-at-large and today's all-volunteer Armed Forces. Registration also is important to a man's future, because the Congress, more than half of the Nation's state legislatures, and scores of counties and city councils have conditioned eligibility for several government programs and benefits upon a man being in compliance with the registration requirement. These include student loans and grants, government jobs,




job training, and U.S. citizenship (for registration age men who are not yet citizens). In FY 2001 many states also considered legislation to connect SSS registration with a young man's application for a driver's license or state identification card. By the end of FY 2001, 12 states and the District of Columbia had enacted such laws (see Governmental Affairs).

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

BUDGET AND FINANCE

The FY 2001 Budget

 n October 27, 2000, President Clinton signed into law H.R. 4635, the VA, HUD, and Independent Agencies Appropriations Bill. It provided the SSS with a \$24.48 million budget for FY 2001, the full amount requested by the Agency and \$480,000 higher than the FY 2000 amount. As shown on the accompanying chart, 65 percent of the Agency's budget is consumed by personnel costs and most of the balance pays for large, unavoidable costs, including office space, printing, and postage. The modest budget increase partially offset higher operating costs associated with the Federal pay raise and inflation. The SSS was still able to perform its missions. It registered men while maintaining a reduced level of readiness. It was also able to keep overall registration compliance at 88 percent, halting the downward trend that began in 1991.

would be proposed during the floor debates, but no such amendments were introduced.

Budget Process Not Complete by September 30 Deadline

By the end of FY 2001, work on the VA, HUD, and Independent Agencies Appropriations Bill was incomplete. Although the House passed H.R. 2620 on July 31, 2001, and the Senate passed its version (S. 1216) on August 2, 2001, the conference session to resolve differences was not scheduled as of September 30, 2001.

Editor's note: H.R. 2620 was signed by President Bush on November 26, 2001, and became Public Law 107-73.

The FY 2002 Budget

It was smooth sailing for the SSS in the FY 2002 budget process. Under Chairman James Walsh, R-NY, the House Subcommittee on Appropriations for VA, HUD, and Independent Agencies recommended that the SSS be fully funded at the level requested in the President's FY 2002 Budget: \$25.003 million. This was the best "mark-up" for the Agency in recent years (In FY 1999, the House Subcommittee had recommended zero dollars for the SSS, and for FY 2000, \$1.48 million was cut from the requested amount before being restored in the House/Senate conference committee.)

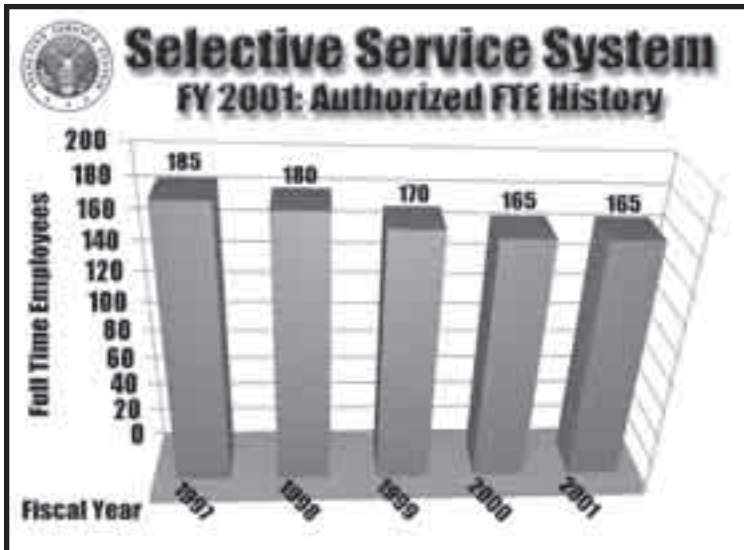
The Senate Appropriations Committee also included the full \$25.003M for the Selective Service System in its version of the bill. For the first time in recent memory, the VA- HUD Appropriations Bill (H.R. 2620) went to the floors of the House and Senate containing identical, "full funding" amounts earmarked for the SSS. There were concerns that reductions

 Selective Service System FY 2001: Obligation of Funds	
FUNCTION	AMOUNT (\$000)
Personnel Compensation	\$14,139
Personnel Benefits	\$2,699
Travel and Transportation of Personnel	\$682
Office and Miscellaneous Rentals	\$1,056
Communication	\$468
Printing and Reproduction	\$581
Facilities and Maintenance	\$560
Supplies and Materials	\$323
Postage and USPS	\$1,585
Information Technology and Equipment	\$590
EEO SVC and Investigations	\$42
Public Awareness	\$454
MEPCOM Reimbursement	\$695
Reimbursement to other Agencies	\$282
Reimbursement from DOD	\$225
Other Services	\$258
TOTAL*	\$24,639

*Higher than appropriation, includes reimbursement from DOD and actual obligations.

Human Resources

The SSS relies on a multi-faceted, diverse workforce of full-time and part-time civil servants, active and reserve military, and civilian volunteers. In FY 2001, the SSS was authorized a total of 165 Full Time



Equivalents (FTEs), reflecting a reduction of 102 full-time positions over eight years. To a large degree, the loss of personnel has been offset by the increasing use of automation.

Included in the accounting are 3 FTEs which cover the Agency's 56 part-time State Director positions. State Directors are paid for an average of 12 duty days per year, but in reality, most State Directors devote considerably more uncompensated time to SSS responsibilities. Seven new State Directors were appointed in FY 2001: Stephen Hoffman, a retired Army National Guard colonel, Indiana; Ernest Garcia, Kansas; Harold Loy, a retired Army National Guard colonel, Kentucky; John Fitzgerald, a retired Army National Guard major, Minnesota; Everett Bonner, a retired Army National Guard colonel, Louisiana; Steven Melancon, a retired Army National Guard colonel, Mississippi; and Henry Buseck, a retired Army National Guard major, Wyoming.

Military Personnel

Under the Military Selective Service Act, the SSS is authorized 745 military Reserve Force Officer (RFO) positions [50 U.S.C. App. 460 (Section 10e)]. During peacetime, the Agency funds and fills 450 of these positions with Guard members and Reservists from all of the military services. They serve as drilling Reserve Individual Mobilization Augmentees (IMAs) or as National Guard unit members. SSS RFOs are assigned throughout the U.S. and its territories where they perform monthly training, executing a variety of critical peacetime and mobilization missions. They are "grass root" SSS contacts for state and local government agencies. They also help disseminate information about the Agency's registration program to schools and the media, identify potential Board Members for appointment consideration and train them after appointment. They are also prepared to open Area Offices nationally if a draft is reinstated in an emergency. Agency analysis indicates that the 450 RFOs assigned are the minimum essential number of RFOs needed to maintain a mission ready organization, conduct field operations, and undertake registration improvement initiatives under the current mobilization scenario.



Region I RFOs during training session.

In addition to the RFOs who serve part-time, there were eight active duty officers and one non-commissioned officer serving in full-time positions throughout the Agency at the end of FY 2001. This reflects a reduction of two positions compared to the previous fiscal year, with no offsetting increase in civilian positions. Viewed over time, the reductions in active duty positions are significant because in 1983 the SSS had 25 active duty personnel. The downsizing adheres to the recommendations made by the Office of Management and Budget (OMB) and also results from the Agency's own reorganization initiatives. The SSS expects to reduce further its number of assigned active duty officers through FY 2002.

The eight Service members currently serving on active duty with the SSS are responsible for the training and development of its RFOs, stewardship of registration programs, operational planning, readiness exercises, policy development, processing of Military Service administrative and personnel actions, and liaison with the Military Services.

Board Members

Forming the largest complement within the SSS structure are its Local, Appeal and Civilian Review Boards. Members of these boards are uncompensated civilian volunteers, appointed and serving in virtually every American community. Because there is no draft, the Boards are maintained in "standby" status. During a draft, Local Board Members decide claims filed by registrants seeking reclassification as conscientious objectors, ministers of religion, ministerial students, or men with dependency hardships. They also review administrative classifications, deferments, and student postponement denials made by the SSS Area

Office. Board Members are nominated by their state governors or equivalent officials, then appointed by the Director of Selective Service on behalf of the President. They receive 12 hours of initial training in



New Jersey Local Board Members participate in Continuation Training, via distance learning from Fort Dix.

Board Member responsibilities and are required to attend 4 hours of annual refresher training. In a draft, the boards would be activated. Local and Appeal Board Members would meet to decide claims filed by registrants who seek draft postponements, deferments and exemptions, in consonance with national standards and policy.

Civilian Review Board (CRB) Members deal with claims filed by men who the Local and Appeal Boards have classified as conscientious objectors, and who have been ordered to perform 24 months of "alternative service," in lieu of military service. The CRBs adjudicate alternative service worker requests for public service job reassignments, based on reasons of conscience.

Board Members, by law, are prohibited from serving more than 20 years with the SSS. As a result, during FY 2001, more than 2,400 Board Members were required to resign their positions, nearly 25 percent of

the Board Member force. Anticipating these losses, the Agency instituted a “Standby Board Member” program in FY 2000 that allowed civic-minded citizens to access the SSS Web site and complete a Board Member application on-line. This program allowed potential Board Members to be identified, appointed and trained, six months prior to the loss of the Board Members they were to replace.

During FY 2001, the Board Member Web site was generating approximately 684 inquiries, an average of 2 inquires a day. After September 11, 2001, that number increased to 1,566, an average of 8.2 inquires a day until the end of the fiscal year. This interest resulted in the replacement of 85 percent of the anticipated losses.

A potential Board Member must be 18 years old or older, a citizen of the United States, not be an employee in any law enforcement occupation nor be an active, reserve or retired member of the Armed Forces, and be willing to fairly and uniformly apply Selective Service law, regulations, and policies.

State Resource Volunteers

The Agency’s State Resource Volunteer (SRV) Program, established in 1998, continues to grow. SRVs are uncompensated citizen volunteers who aid the Agency’s State Directors by providing advice, information, assistance with registration awareness and compliance efforts, and help out with other approved projects. The program was established as a means to retain experience and expertise of those members of the SSS who retire or resign, both military and civilian, including Board Members who have reached their 20th year of service to the Agency. In FY 2001, there were 755 men and women participating in the SRV Program.



Bob Archer (center), a former SSS RFO in Virginia, is recognized in November 2000 for his continuing service as a State Resource Volunteer (SRV). He is flanked by SSS Deputy Director Willie L. Blanding, Jr. (left) and Region II Director Col. Keith Scragg.

REGISTRATION ACTIVITIES

The requirement for men to register with Selective Service has been in effect continuously since July 1980. Federal law and a 1980 Presidential

Proclamation require that virtually all men register within 30 days of reaching age 18. To spur on-time compliance, the Agency engaged in many programs to communicate registration reminder messages to young men. These included direct mailings based on driver's license data tapes and other lists of young men, a comprehensive Internet presence, radio and TV public service messages, high school registration awareness kits, and national, regional, and local public awareness campaigns. In a perfect world, every man would comply with the "letter of the law" and register within 30 days of turning 18. Of course, 100 percent on-time compliance is unrealistic, so late registrations are accepted. However, once a man reaches his 26th birthday, it is too late for him to register. Men may also submit registration information "early" to the SSS, as long as they are at least 17 years old. For early submissions, the SSS holds in a suspense file the personal data the young man has furnished and then automatically enters it into its registration file when the man is within 30 days of reaching age 18.

Failure to register with the SSS carries criminal penalties. If prosecuted by the Department of Justice (DoJ), a man could face a fine of up to \$250,000, a prison term of up to five years, or a combination of both. Compliance with the registration requirement is important, not only because it is the law, but because the program is an integral part of the Nation's

defense readiness measures. A man's eligibility for certain programs and benefits depends on his registration with Selective Service. Federal laws passed in the mid 1980s require that a man be in



Verona King, manager, Selective Service Human Resources Division, assisted her son, Kelvin King, Jr., in taking advantage of the Agency's early submission program.

compliance with the SSS registration requirement before he can receive Federal post-secondary student financial aid or job training under the Workforce Investment Act. Moreover, a man who fails to register may be ineligible for employment in the Executive Branch of the Federal Government and the U.S. Postal Service. Immigrant men are also required to register when they are at least 18, but not yet 26 years old. If an immigrant man fails to register and applies for U.S. citizenship, the Immigration and Naturalization Service may reject his application.

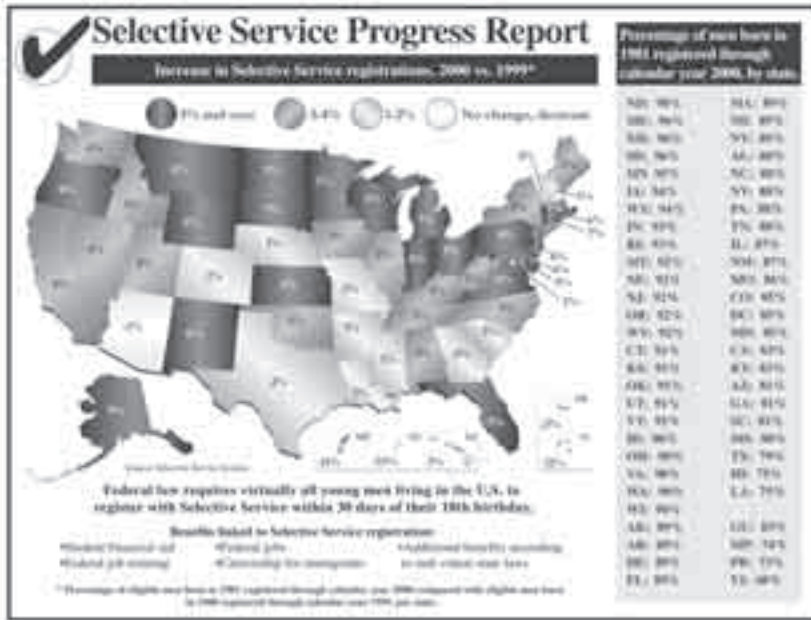
Goal: Increased On-time Registration

Unfortunately, nationwide compliance with the SSS registration requirement eroded in the 1990s. Overall registration compliance for men 18 through 25 years

Public Outreach, Governmental Affairs, Information Technology, Field Activities) to increase awareness of the registration requirement and boost the overall registration compliance rate.

Electronic Registrations Increase

A key component of the Agency's efforts to increase registration compliance is its expansion of electronic processing options. In FY 2000, the SSS registrations obtained by electronic means surpassed the number of paper registrations received and processed. This trend continued in FY 2001. The SSS increased its use of computer data exchanges with other agencies, expanding capabilities of the Internet, and interactive telephone technology. Sixty percent of FY 2001 registrations were electronic, compared to 53 percent during FY 2000. These numbers are significant because electronic registration processing is faster and less expensive than the conventional paper form, and avoids printing, mailing, and extended processing time.



old had reached a high of over 97 percent during and immediately after Desert Storm in 1991; but it began to decline at a rate of 1 percent per year until FY 2001 when the overall compliance rate bottomed out at 88 percent for men 18 through 25 years old. The compliance percentage for men turning 20 actually increased to 87 percent for CY 2000 (see chart), an increase of 4 percent from CY 1999. This increase in registration for men born in 1981 can be attributed to a major increase of public awareness in the national and local media, as well as the Agency's partnerships with the educational community and community-based organizations. Despite the increases, the SSS continues to design programs and develop initiatives (see



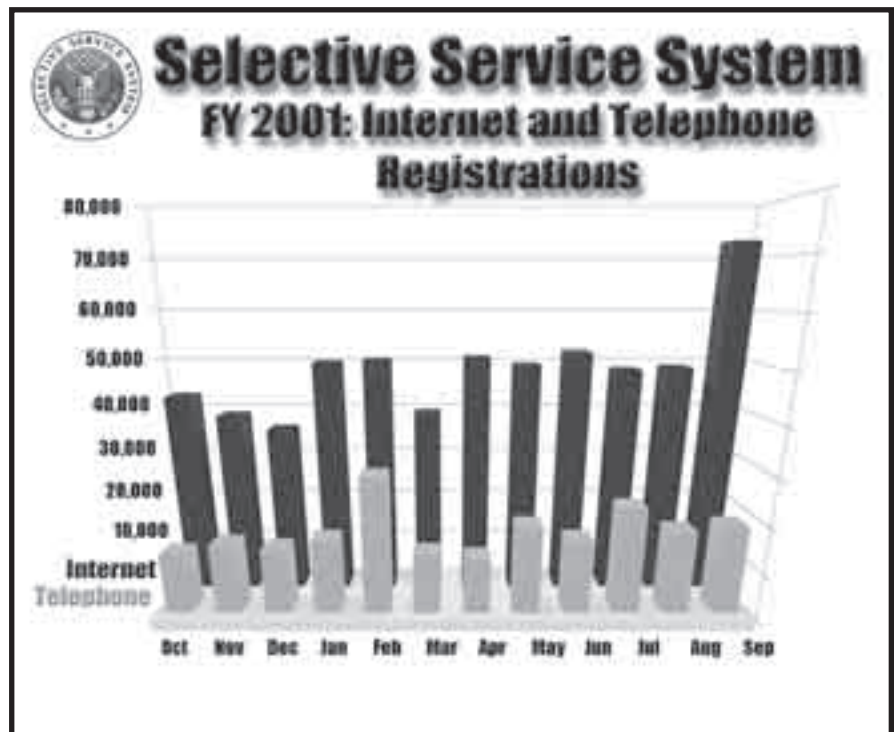
With the cooperation of the Immigration and Naturalization Service, immigrant men who are accepted for permanent U.S. residence also become automatically registered with Selective Service. Also, young men who complete the U.S. Department of State's Application for Immigrant Visa are automatically registered. During FY 2001, 39,148 men were automatically registered.

The SSS Internet World Wide Web site: www.sss.gov, continues to be a key component of the Agency's electronic processing capability. Registration using the Internet has improved customer service and simplified on-time registration. The SSS introduced its on-line registration service on December 2, 1998, and on June 11, 2001, the Agency received its one millionth on-line registration. David Edmond Lucitt of Haymarket, Virginia, used his home computer to register on-line with the SSS. He was honored by members of Congress in a ceremony in front of the U.S. Capitol.

In FY 2001, 43,985 men took advantage of the "early submission" feature and filed their data for later processing, an increase of 20,062 over FY 2000. During FY 2001, 591,410 young men registered on-line, which is an increase of 142,503 over FY 2000's on-line registrations. The SSS continues to place emphasis on Internet registration in all of its publicity materials. Its Web site address, www.sss.gov, is listed prominently on SSS registration materials sent to men by mail. These include registration reminder mail-back cards and compliance letters. Instead of completing the card or letter and mailing it back to the SSS, men are urged to "Save a stamp. Save time. Register on-line."

Telephonic Registrations

Telephonic registration was initiated on June 21, 1999, allowing men to complete their registration using a touch-tone telephone. In FY 2001, 211,211 men registered by phone, an increase of 90,190 over FY 2000 telephonic registrations. This service is available to men who receive a registration mail-back card from the SSS in the mail. Instead of completing the card and mailing it back, the man, using his unique personal identification number (PIN) shown on the card, dials



a toll-free telephone number, and completes the registration by phone, as long as the personal information shown on the card is accurate. This enhanced customer service is especially helpful to young men who do not have Internet access.

Driver's License Registrations

Registration compliance was accelerated because of new driver's license legislation in many states. At the end of FY 2001, 12 states, plus the District of Columbia, had enacted new laws requiring young men of registration age to be registered with the SSS in order to obtain a driver's license or state identification card. Joining Delaware and Oklahoma in FY 2001 were Alabama, Arkansas, Colorado, Florida, Georgia, Hawaii, Illinois, Louisiana, Texas, Utah, and the District of Columbia, at the end of FY 2001, the SSS had received 38,359 registrations as a result of driver's license legislation.

Registrar Programs

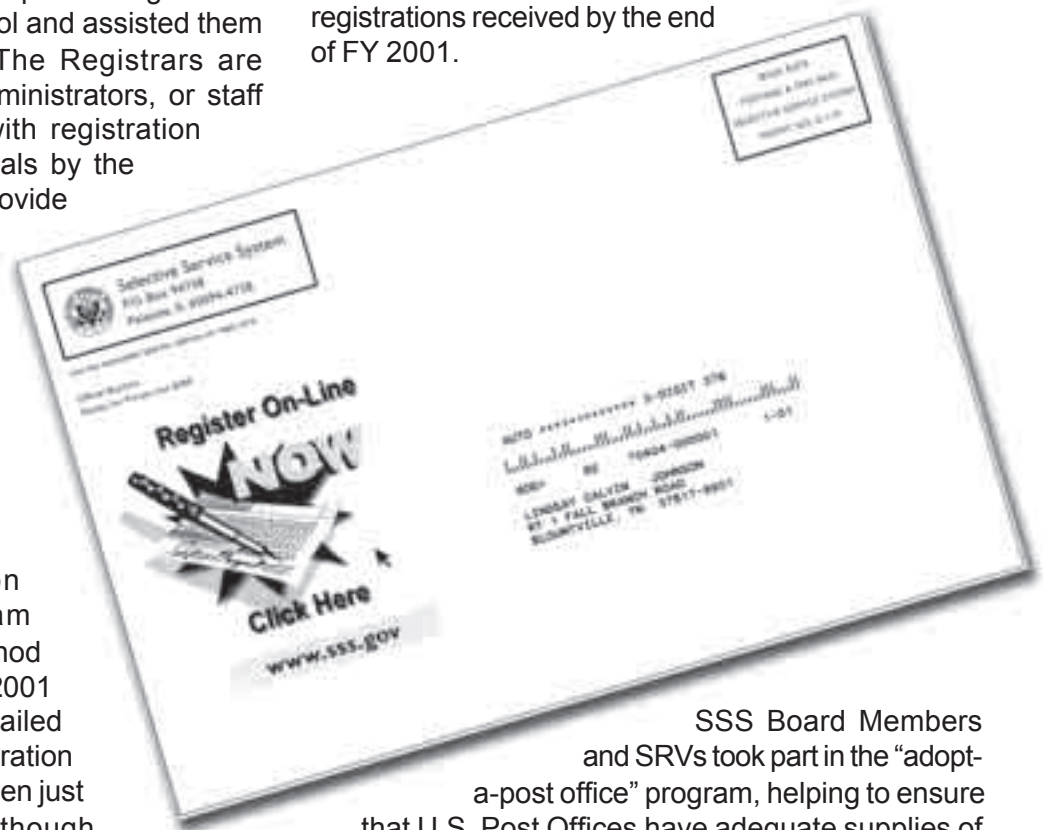
By the end of the FY 2001, 82 percent of the Nation's more than 21,000 public high schools had appointed an "SSS High School Registrar" to provide registration information to men in their school and assisted them in complying with the law. The Registrars are volunteer faculty members, administrators, or staff members who are provided with registration forms and informational materials by the SSS, and are encouraged to provide Internet access to students to facilitate on-line registration.

Registration Reminder Mail-back Program

The Agency's Registration Reminder Mail-back Program continues to be an effective method to generate registrations. In FY 2001 the program generated and mailed approximately 2.5 million Registration Reminder post cards to young men just before their 18th birthday. Although Internet and telephonic registrations are also generated through this program, it remains a

convenient way for young men without Internet access to register. Names of men likely to be required to register are obtained from State Departments of Motor Vehicles (DMVs), the DoD high school recruiting list, and the U.S. Department of Education. State DMV data is obtained from almost every state and territory of the U.S., representing approximately 85 percent of the potential records identified for compliance processing. Other sources of data used in the compliance program are the U.S. Postal Service, the Departments of Defense, Labor, and Transportation, and the Office of Personnel Management.

The Agency continued special direct mailings to improve its registration awareness and registration compliance rates in key states. Potential registrants in high population density, low registration compliance metropolitan areas were recipients of the information, with emphasis on California, Texas, New York, and Florida. In addition, the SSS obtained high school dropout lists which generated 3,546 registrations received by the end of FY 2001.



SSS Board Members and SRVs took part in the "adopt-a-post office" program, helping to ensure that U.S. Post Offices have adequate supplies of registration materials on hand and that postal employees are knowledgeable about registration

procedures. Board Members and SRVs also participated in the “adopt-a-high school” program to emphasize the importance of registrar appointments in schools.

The Selective Service System’s goal is registration, not prosecution. However, if a man fails to register, or to provide evidence that he is exempt from the registration requirement, his name is referred to the DoJ for investigation and possible prosecution for his failure to register, as required by the Military Selective Service Act. During FY 2001, a fiscal year total of 17,174 names and addresses of suspected non-registrants were furnished to DoJ.



Pictured above: Maggie Lam (left), Computer Specialist in the Office of Information Management, explains Selective Service registration to a young man during Public Service Recognition Week on the National Mall in Washington, D.C.

Because of its desire to prove its value as one of the Nation's best national defense bargains, the SSS is constantly exploring ways to reinvent itself and find new and innovative ways of supporting a strong and ready America in the 21st Century. One approach is to capitalize upon information technology to reduce the cost of readiness; another is to partner with governmental and private organizations to maximize Agency efforts to reverse the steady decline in the national registration compliance rate and make a greater contribution to military readiness. The furtherance of resource-saving automation solutions and organizational partnerships were the Agency's chief focus during FY 2001. An example of this effort was realized on January 26, 2001, when the SSS and the Department of Defense's Office of Accessions Policy launched a joint endeavor which will provide timely, accurate, and high quality "leads" to military recruiters (see Field Activities).

Leadership Change

During FY 2001, the Selective Service welcomed a new director. On May 24, 2001, Alfred Rascon



Director Alfred Rascon

became the 10th Director of the Agency. As President Bush's nominee to be the Director of the Selective Service System, Director Rascon underwent a confirmation hearing on May 10, 2001, before the U.S. Senate Committee on Armed Services. While all the nominations on that panel were for positions in the Department of Defense and as the Military Service Secretaries except his, nominee Rascon was in good company because the primary customer of the Selective Service is the Department of Defense, especially the Department of the Army. He reassured the Committee that on his watch, if confirmed, he would guarantee that Selective Service remains ready to perform its statutory missions. One means of ensuring readiness is to achieve the maximum practical registration compliance rate. High compliance is essential to operating a fair and equitable draft, and commitment to a higher compliance rate was a personal pledge made by Mr. Rascon to the Committee.

State Laws Support SSS Registration


One measure of the public backing for the SSS and its programs is the wide-spread extent of state and local support. At the end of FY 2001, 29 states plus the Commonwealth of the Northern Mariana Islands have enacted legislation that supports the federal Selective Service peacetime registration requirement. These state laws mirror, reinforce, or strengthen two Federal laws—the Solomon Amendment to the Military Selective Service Act (1982), and the Thurmond Amendment to the Defense Authorization Act (1985). These two laws increased public awareness of the registration requirement and ensured that recipients of public funds are in compliance with Federal law. Provisions among states differ, but generally these laws most often require that a man be in compliance with the SSS registration requirement to obtain state student financial aid, admittance to state colleges and universities, or job training assistance. Thurmond-type state legislation requires that a man be in compliance with the SSS registration requirement to be eligible for state government employment. At the

end of FY 2001, 76 cities or counties in 16 states had passed Thurmond-type ordinances, which condition eligibility for city or county government employment on a man's SSS registration. Also, 12 states and the District of Columbia mandated procedures tying procurement of a state driver's license or identification card to a young man's compliance with the registration requirement. All of this legislation was initiated by concerned local citizens and their elected representatives who sought to increase public awareness of a young man's legal and civic obligation to register.

county and municipal ordinances, reinforce and increase compliance with the federal law and enhance the fairness and equity of any future draft. It's a "win-win" for everybody. By linking public employment to registration, the civic benefits of local men are protected, compliance with the law is fostered, public responsibility is reinforced, and any future draft will be the most fair and equitable possible.



Every eligible male, 18 through 25, must be registered so that the burden of defending the Nation during a crisis falls equally on all those eligible to serve. Any man not registered statistically increases the chances that a man who has obeyed the law will be drafted. Consequently, state laws, together with companion

 ver the course of FY 2001, the SSS continued to conduct public information programs to remind young men and the people who influence them about the registration requirement. Efforts took the form of broadcast public service messages, a national news conference, production and distribution of posters and printed literature, improvements to the Agency's Web site (see Information Technology), an informational video for schools, expanded direct communication with the public by e-mail and dissemination of public awareness kits for local community and in-school use.

Focus on the Community

New in FY 2001, the Agency's registration awareness marketing strategy focused on developing long-term partnerships with national community-based organizations to include: National Urban League, League of United Latin American Citizens, National Congress of American Indians, and the Organization of Chinese Americans. Also, the SSS was able to

exhibit at their annual membership meetings, with the exception of the National Congress of Indians (scheduled for November 2001) and speak at-large to the leadership of these communities. In all, these new partners offered assistance in providing Selective Service registration messages to influential community members and young men.

While last year's education outreach effort offered support to reaching young men in the mainstream, the new community-based partners are uniquely positioned to help the SSS reach young men who are school "drop outs" and inform them about the importance of SSS registration and the government benefits linked to this civic and legal obligation.

News Conference Held to Announce State-by-State Compliance Statistics

The SSS announced its second annual report to the Nation at the National Press Club, May 22, 2001. The report showed an overall 4-percent increase in state-by-state registration compliance rates for men born in 1981 (men most vulnerable to the draft, if a draft were to occur in 2001) who registered through calendar year 2000. The national rate was reported at 87 percent. A registration compliance percentage number and a percentage deviation from the prior year was computed for each state.

Following the announcement of statistics, distinguished guests from SSS' partner organizations spoke about each of their organization's commitments with getting registration information in the hands of their communities young men. Guest speakers included Dr. Maudine Cooper, president and chief operating officer for the Greater Washington Urban League (representing the National Urban



Willie L. Blanding, Jr., Deputy Director of Selective Service (left) recognizes Cindy Tong, Director of Communications, Organization of Chinese Americans, for her organization's support.

League); Mr. Brent Wilkes, executive director, League of United Latin American Citizens; Mr. Robert Holden, National Congress of American Indians; and Ms. Cindy Tong, director of communications, Organization of Chinese Americans, representing all Pan Asian cultures. State Directors and Reserve Force Officers provided “localized” registration messages and statistics to the media at the same time.

Through analysis of reports, a newspaper clipping service, and anecdotal comments, the SSS received heavy media coverage of information it disseminated at the press event. Coverage included newspaper articles, and items on TV and radio news and talk shows.

High School Video Revised

Most of the informative three-minute videotapes distributed for showing in the Nation’s high schools during FY 2000 were revised in FY 2001. The original tapes were produced in four versions featuring actors Sean Astin and Mario Lopez explaining the registration

requirement to male high school students. Each tape included introductory and closing remarks by a distinguished public official. The lieutenant governors of California, Texas, and Florida were shown on tapes sent to schools in those states, and Secretary of Education Richard Riley appeared on the tapes sent to all other states and territories.

With the swearing in of George W. Bush as President in January 2001, all references to “Lieutenant Governor Rick Perry” on the Texas tapes were changed to “Governor Rick Perry,” reflecting his assumption of the governorship. Nearly 2,000 high schools in Texas received the revised tapes.

Likewise, after Secretary Riley left office, the videotapes sent to schools in 47 states, the District of Columbia, and the U.S. territories were replaced with new tapes that were recorded with the cooperation of the University of South Carolina Athletic Department and the South Carolina National Guard in November 2000. Renowned college football coach and motivational speaker, Lou Holtz, introduces and closes these tapes, which were mailed to approximately 18,000 high schools during March 2001.

California and Florida schools continued to use the original tapes featuring Lieutenant Governors Cruz Bustamante and Frank T. Brogan, respectively.



Mr. Doug Maddox, Selective Service System State Director for Florida (left), and Col. Keith Scragg, Region II State Director (right), present Florida Lt. Gov. Frank Brogan with a framed blow-up of the cover artwork for the Florida high school video.

National Exhibits Program

During 2001, the SSS exhibited at the following national annual meetings: American Association of Collegiate Registrars and Admissions Officers, National Association and Advancement of Colored People, American Library Association, Reserve Officers Association Mid-Winter Conference, Boy Scouts National Jamboree, National Honor Society, National League of Postmasters Convention, National Urban League, Organization of Chinese Americans, and the League of United Latin American Citizens. Also, the SSS exhibited “pro bono” at regional “Motocross” events, sponsored by SFX Entertainment, in Denver, Colorado, and Dallas, Texas.

High School Registration Drive

The SSS distributed its FY 2001 High School Kit of public awareness materials at the end of the fiscal year. The kit was mailed to Selective Service High School Registrars by name and to principals in high schools not having registrars. More than 29,000 kits were mailed this year. The high school kit included promotional material for the scheduled November 5-9, 2001, National Registration Drive, as well as posters, ad slicks, public address announcements, an array of support materials, and a feedback card.

Library Poster

A poster for public and high school libraries was designed, printed, and distributed in January and September 2001. Targeted for posting near library Internet terminals, it features a photo of actor Sean Astin and informs young men that the terminals in the library can be used to register on-line with Selective Service at www.sss.gov. Astin’s image was used because he is also featured in the high school videotape distributed by the SSS in FY 2000 and FY 2001, and in anticipation of his increasing name recognition and popularity when the first of the “Lord of the Rings” motion pictures, now in production, is

released in December 2001. Astin has a starring role in that film.



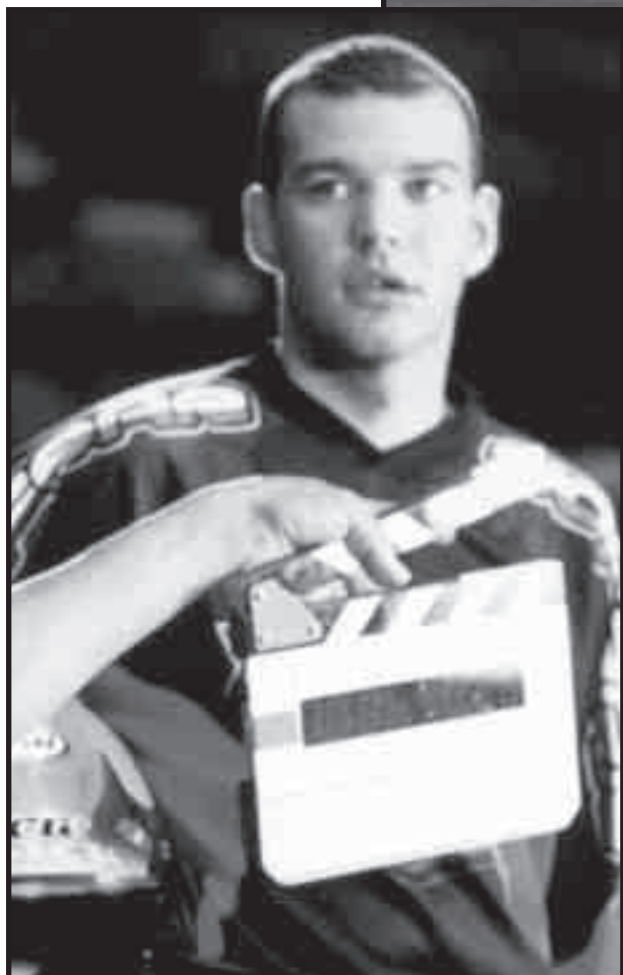
Selective Service System Library Poster

Public Service Messages for Television and Radio (PSAs)

The SSS had released its new “Motocross” TV PSA in February 2001, combined with a re-released “Winning Shot” PSA (produced in 1999). The PSAs were sent to 500 stations and cable outlets. The Motocross PSA package had 6,789 airings with a donated value of \$944,336. Announcements were played in 220 cities at 290 stations. Additional play occurred on cable networks. The Agency is able to track its TV statistical information because each tape is encoded so air play can be monitored by the Nielson Company’s Sigma Tracking Service. The resulting analysis is used to evaluate the cost effectiveness of the Agency’s TV PSA program.

The SSS' new "Selective Service Bits" radio PSAs were sent to over 5,000 stations in August 2000 and re-released to 1,000 stations in priority media markets in February 2001. Radio PSAs were aired 108,026 times between August 31, 2000, and May 1, 2001, and had a donated value of \$6,805,638. Radio results were measured by mail-back cards that were inserted in the PSAs distribution packaging and returned to the SSS by radio station public service directors.

To supplement National Headquarters distributions to media outlets, an extra 1,550 television and 4,000 radio PSA packages were delivered to the three SSS Region Headquarters to support local publicity programs.



*Left: Kenny Bartram, Motocross freestyle rider
Above: Bartram performing stunt*


In the 21st Century, effective employment of technological advancements will be the challenge of many government agencies. Through an array of programs which are grounded in information technology (IT), the SSS had made significant improvements in modernizing its systems to enhance functionality and user friendliness, despite little or no budget growth in several years. Additionally, the SSS maintains a customer base that increases by nearly two million young men every year as new registrants are added. Further, the SSS' innovations and accomplishments reflect the Agency's commitment to become more effective and efficient as outlined in its FY 2001-2006 Strategic Plan, which prioritizes Agency activities and forms the basis for its long-term management and resource decisions. It is through the Agency's commitment, numerous technological innovations, and stringent priorities within constrained resources that the SSS is able to conduct peacetime registration, assist DoD recruiting programs, manage an Alternative Service Program, and reinstate conscription when directed—all made practical by modest IT investments.

Web Site Enhancements

Customer service continues to be a major goal of the SSS. In FY 2001, the SSS added a Registrant Change of Address page to its Web site, an initiative that directly corresponds to the Agency's commitment to increase customer service. This interactive Web page allows young men to update their registration information on-line. Federal law requires that young men, ages 18 through 25, notify the SSS within 10 days of an address change. The addition of the new page makes fulfillment of this legal requirement easier and more convenient.

Systems Development

During FY 2001, the Agency developed and tested its Total Integrated Registrant Management System (TIRMS). If a draft were to be reinstated, this system would capture registrant claims and appeals data at the Area Office level for electronic transmission to the Enterprise Server for processing. Development was started for a user-friendly Alternative Service Processing System (ASPS), which in the event of a draft, will allow those men classified as conscientious objectors to be placed into the program in a timely manner. Also, the Agency's Lottery Program was redesigned to include a random selection of permutation tables and to allow the lottery results to be projected on a large screen so it can be viewed by a larger audience. The computerized projection equipment and screen, which replaces stand-up wooden lottery boards, will display dates of birth and random sequence numbers for a 365- or 366-day year.



If you're a man, born after 1955, and are currently registered with Selective Service and are living **INSIDE** the United States or its territories, or if you have an APO/FPO address, **YOU MAY CHANGE YOUR ADDRESS INFORMATION** by filling out the form below and clicking on "Submit."

If you're a man, born after 1955, and are currently registered with Selective Service and are living **OUTSIDE** the United States, **YOU MAY CHANGE YOUR ADDRESS INFORMATION** by clicking [here](#).

If you're a young man, age 18 through 25, the law requires you to notify the Selective Service System of an address change within 10 days.

This service is operational 7 days a week. It is not available when system maintenance is scheduled from 2 a.m. to 4 a.m. U.S. Central Time Tuesday through Saturday.

Selective Service Number: <input type="text"/>	Social Security Number: <input type="text"/> (Do not use dashes or spaces)
Last Name: <input type="text"/>	Date of Birth: <input type="text"/> (mmddyyyy)
Street or PO Box or RFD: <input type="text"/>	
City: <input type="text"/>	State: <input type="text"/>
Zip Code: <input type="text"/>	

Check here to receive a new Registration Acknowledgment Card showing your change of address

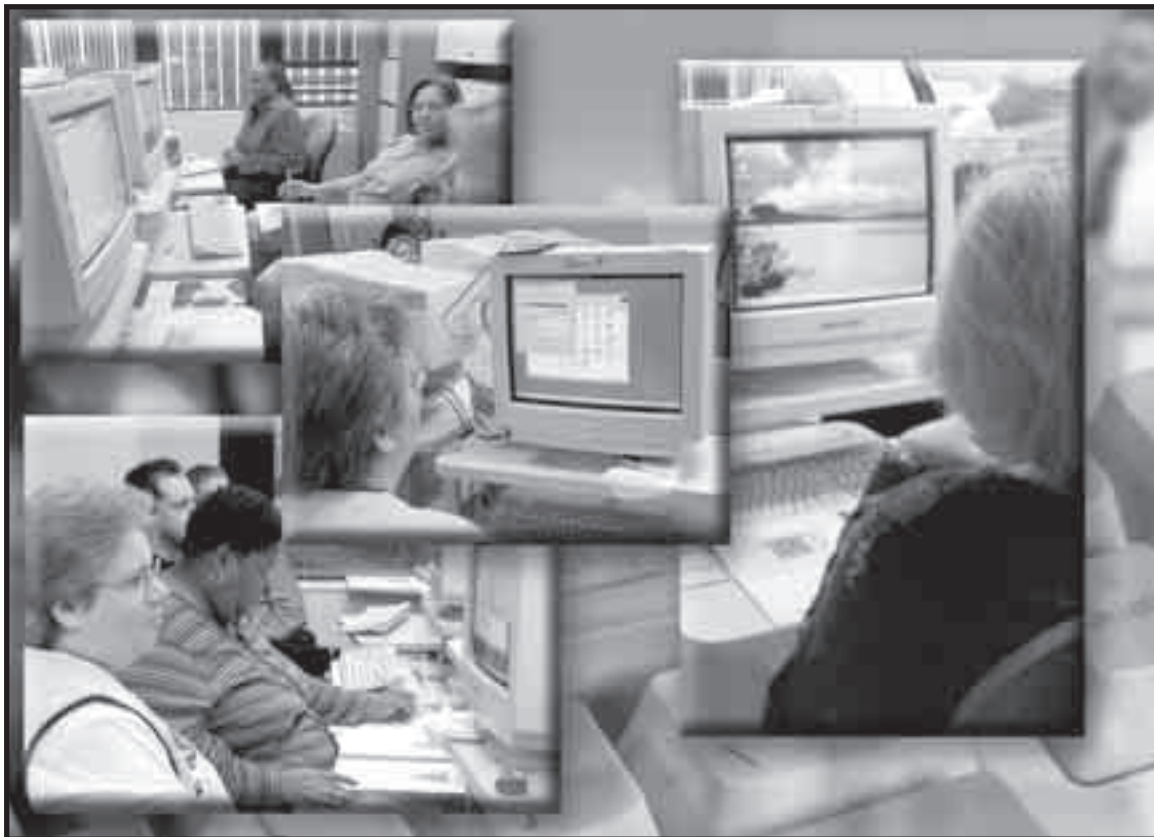
SSS FORM 2, ONE APPROVAL, 104 10002

Computer Security Programs

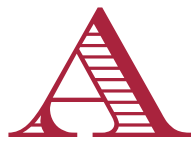
With the proliferation of computer viruses and hackers, computer security is a priority for the Federal government. In FY 2001, computer virus scanning software was upgraded on all the SSS computers at the National Headquarters and in the field. Updates were provided to all users on a weekly basis. Updates and modifications were also made to the Agency's network firewall to heighten protection and prevent external hacking. Security awareness training was provided for all Agency computer users. In accordance with Office of Management and Budget (OMB) guidance, new computer security plans were written and assessed and the results reported to OMB.

E-Commerce

In accordance with the Federal Procurement Act and the Clinger-Cohen Act, Federal agencies are mandated to implement Electronic Commerce in their acquisition activities. During FY 2001, the SSS achieved full implementation of the PRISM Web System, a commercial e-commerce software package. After a successful first year using the system, the Agency was able to achieve full automation of its procurement process. Orders for goods and services and bids for proposals are now conducted entirely on-line. In addition, the approval and tracking of all purchase requests are now directed through the system, which has greatly reduced paperwork and administrative delays. This system also has enabled the Agency to capitalize on its web resources with the ability of posting requests for proposals onto the SSS Web site.



Members of Selective Service's Office of Information Management during training session



As a crisis response organization, the SSS conducts mobilization planning, training, exercise participation, and periodic testing to maintain a sufficient state of readiness.

The SSS provides training or training materials every year to its State Directors, Reserve Force Officers (RFOs), Area Office Augmentees (AOAs), and the more than 10,000 volunteer Local, District Appeal, and Civilian Review Board Members. In addition to incorporating new and innovative training practices, technology played a major role in training programs during FY 2001.

Reserve Force Officer (RFO) and State Director Training

The first phase of training received by new officers and state directors (NO/SD Training) is self-directed



Selective Service System RFOs during training

study. In FY 2001, old study materials were replaced with a revised study booklet, which included a CD-ROM with an interactive, electronic tutorial. Phase II of the NO/SD training, conducted by each Region Headquarter, included an updated Professional Development Course (PDC). The course was streamlined for use with multimedia equipment and included a time line rather than a topic-based format. The emphasis of the PDC is based on the most likely scenarios in the event of a return to conscription. To explain the PDC program's newly designed materials, the first ever PDC Training of the Trainer (TOT) Workshop was conducted and attended by National and Region Headquarters staff members and PDC instructors.

To ensure that RFOs have a firm grasp of the information presented in the second phase of the NO/SD training, an RFO Certification Examination was designed and is administered at the end of the training and every three years thereafter. This exam identifies areas requiring additional training and validates their understanding of mobilization functions and procedures. The exam has a more visually appealing format than what existed in the past and was lauded by RFOs as the most fair and comprehensive Certification Exam administered to date.

Continuation Training was conducted for current State Directors and RFOs using a new Emergency Mobilization Training Guidance Outline (TGO), which was developed to provide training on the events occurring during the initial stage of an Emergency Mobilization scenario. Innovative readiness-training materials also were developed by a multi-disciplinary team to train members participating in the Agency's Prototype Readiness Exercise (REX). In addition to training booklets focusing on newly developed software applications, self-study materials such as User's Guides and compact disks also were included as part of the REX training package. The SSS Training Division's automated training programs began in May 1998.

Board Member Training

Newly appointed Local, District Appeal, and National Appeal Board Members received Initial Board Member Training (IBMT) during FY 2001. Current Board Members were provided Continuation Training to keep them proficient in the decision-making skills they would employ in the event of a draft.

New Board Members received updated "Preliminary Readings" booklets. These help familiarize them with Agency programs and their responsibilities. Building



Left to right: National Appeal Board Members, Ms. Barbara White, Mr. Jan Scruggs, Ms. Betsy Levin, and Ms. Jane Macon

on this initial training, new Board Members also attended 1 of 33 12-hour IBMT program sessions conducted at various locations throughout the Nation. This was the first year field personnel had the opportunity to use the recently revised IBMT materials, which they judged to be far superior to the materials they replaced. Among other revisions to the IBMT was a new version of the IBMT video. The revised

video, which included updated scenarios and a more contemporary look and sound, was selected as a finalist in the 2001 Telly Awards, a national competition honoring outstanding non-network television commercials and programs, and non-broadcast video and film productions.

Group study Continuation Training was conducted for current Local and District Appeal Board Members during FY 2001. This was the first time that Continuation Training for District Appeal Board Members included a training video. Audiovisual production support was provided by The Pentagon's

Army Visual Information Services (USAVIS) Unit. USAVIS was instrumental in ensuring that script changes, contemporary music, in-house and outsourced talent (including many SSS employees), and a closed captioning feature were incorporated into the Agency's first-ever District Appeal Board Continuation Training video. Civilian Review Board Members were also provided self-study, Continuation Training materials in FY 2001. Taking advantage of other multimedia applications, the Civilian Review Board Self-study Booklet was accompanied by an audio role-play on cassette.

Continuation Training was developed and presented to the five-member Presidential

National Appeal Board (NAB) at the Agency's National Headquarters. While unusual for the SSS to conduct training for this Board because they work directly for the President, it was determined that newly appointed NAB Members should receive initial training to familiarize them when the responsibilities of their positions. Thus, as a follow-up, the Continuation Training was conducted.

Area Office Augmentee Training

Area Office Augmentees (AOAs) are designated Army enlisted retirees who would be recalled to active duty and become part of an Area Office team upon activation of a draft. To help meet their mission-critical training requirements, self-study AOA Orientation Training Booklets were made available at each Region Headquarters for distribution to the AOAs. There are currently 1,500 authorized AOAs.

Status of the Health Care Personnel Delivery System

Renewed emphasis has been placed on the Health Care Personnel Delivery System (HCPDS). The ability to register health care personnel was incorporated in

the HCPDS planning requirements in the event the Congress and the President should require activation of the Agency's "on-the-shelf" program, which is designed to conscript trained civilian health care personnel for service in the Armed Forces. The draft charter for Health Care Personnel Advisory Committees has been completed and the Agency has put into final form the Draft HCPDS Policies and Procedures Manual. It will be used to train State Directors, Reserve Force Officers, and Board Members. HCPDS has been incorporated into every level of the Agency's Readiness Plans. Two draft HCPDS information booklets were created; one providing general Selective Service information to health care registrants and the other specifically tailored for those health care registrants who want to file a claim or an appeal during a draft. The Agency continues to redesign the HCPDS components of its automated support computer program. A prototype computer-based training tutorial has been completed and distributed to all State Directors and RFOs. Additionally, the SSS continues to work closely with the U.S. Military Entrance Processing Command to incorporate health care draft planning into their regulations, mobilization plans, and automated systems.

The Lottery

The SSS must be ready to activate a draft effectively, efficiently, and fairly with plans and procedures that must be tested periodically. One of the first actions to occur if the Congress and the President order a return to conscription would be a lottery drawing. The lottery, based on an individual's date of birth, determines the order in which registrants are called for an Armed Forces examination and possible induction. The Agency holds periodic lottery exercises to ensure that the process operates smoothly. During FY 2001, the lottery program was being transformed from a manual system to a



Lt. Col. Rich Little, Selective Service RFO from the Colorado Reserve Detachment, represents Region III during Professional Development Course.

computer-based visual display system. The computer programs were tested in FY 2001. The visual displays will be tested in 2002. The new lottery system is portable and cost effective.

Alternative Service Program

In the event of a return to conscription, a major part of the Agency's statutory mission is to administer a program of individual, non-military, alternative service for men who are classified as conscientiously opposed to participating in war or any form of military service.

During FY 2001, work continued on an automated system to assist in the management of the registrants working in the Alternative Service Program and the employers who have agreed to provide jobs for conscientious objectors. Additionally, this system employs a mechanism that matches individual skills and preferences with current job vacancies that require those skills. The system will be field tested in a Readiness Exercise during FY 2002.

National Headquarters personnel also hosted orientation visits requested by representatives from various religious groups historically opposed to military service, which included the Amish, Mennonites, Quakers, and others whose opposition is based on profoundly held moral beliefs. Attendees at these meetings were reassured of the Selective Service System's commitment to the rights of conscientious objectors and the efficient management of the Alternative Service Program.

Agency Exercise Preparations

In preparation for a nationwide Readiness Exercise to be conducted in FY 2002, a prototype exercise was conducted in six selected states in August 2001. Exercise policies and procedures, as well as automation activities were tested to ensure the viability of the exercise before it was used on a much larger scale. Goals and objectives were developed from the results of the prototype that will assist in evaluating future exercises.



Director Rascon hosts a visit from a Mennonite group.

Hawaii, Illinois, Louisiana, Oklahoma, Texas, and Utah), plus the District of Columbia had enacted such laws by the end of FY 2001.

RFOs in the Regions were instrumental in raising awareness of the registration requirement. Besides their visits to local high schools, they attended various conferences and conventions manning SSS exhibit booths while answering questions about the Agency and its mission. Some of the high profile events they attended included: The Boy Scout National Jamboree, the National Honor Society Conference, the American Library Association Convention, the Organization of Chinese Americans Annual Conference, the League of United Latin American Citizens, and the American Association of Collegiate Registrars and Administrative Officers Conference.

Board Member Program

During FY 2001, Region I achieved a nearly 90 percent staffing level for Local Board Members. An extraordinary feat considering that almost 800 Board Members were mandatorily retired as a result of the 20-year limit on Board Member service. Region I usually averages around 200 vacancies. Initial Board Member Training (IBMT) was conducted for 400 of the newly appointed members in 12 training sessions.

In Region II, 459 new Board Member nominations were received from state and territorial governors. They were processed and sent to the Director of Selective Service who appointed them on behalf of the President.

This resulted in a 92-percent staffing level for Local Board Members in Region II. In FY 2001, 16 IBMT sessions were conducted with 257 new Board Members in attendance, giving Region II a 96 percent total for Board Members completing IBMT. As a result of the 20-year limit, 569 Board Members were mandatorily retired.

Board Member staffing levels in Region III stood at 90 percent at the end of September 2001, and 85 percent of new Board Members completed IBMT. Continuation Training was completed by 68 percent of current Members. As a result of the 20-year limit, Region III retired 503 Board Members.

Readiness and Training

During FY 2001, mobilization readiness training was conducted for RFOs in all three Regions. In Region I, 96 percent of assigned RFOs completed the training. By comparison, 90 percent completed training in

BOARD	Trained in FY-00			Trained in FY-01		
	Reg I	Reg II	Reg III	Reg I	Reg II	Reg III
Local Board Members	44%	34%	38%	69%	69%	61%
District Appeal Board Members	45%	40%	37%	46%	63%	59%
Civilian Review Board Members	33%	49%	24%	44%	57%	31%
Total Board Member Receiving Continuation Training	41%	34%	38%	68%	69%	57%
	Self Study Training			Continuation Training		

Region II and 85 in Region III. In addition, Region II had 105 RFOs successfully pass the Area Office Manager Certification Examination.

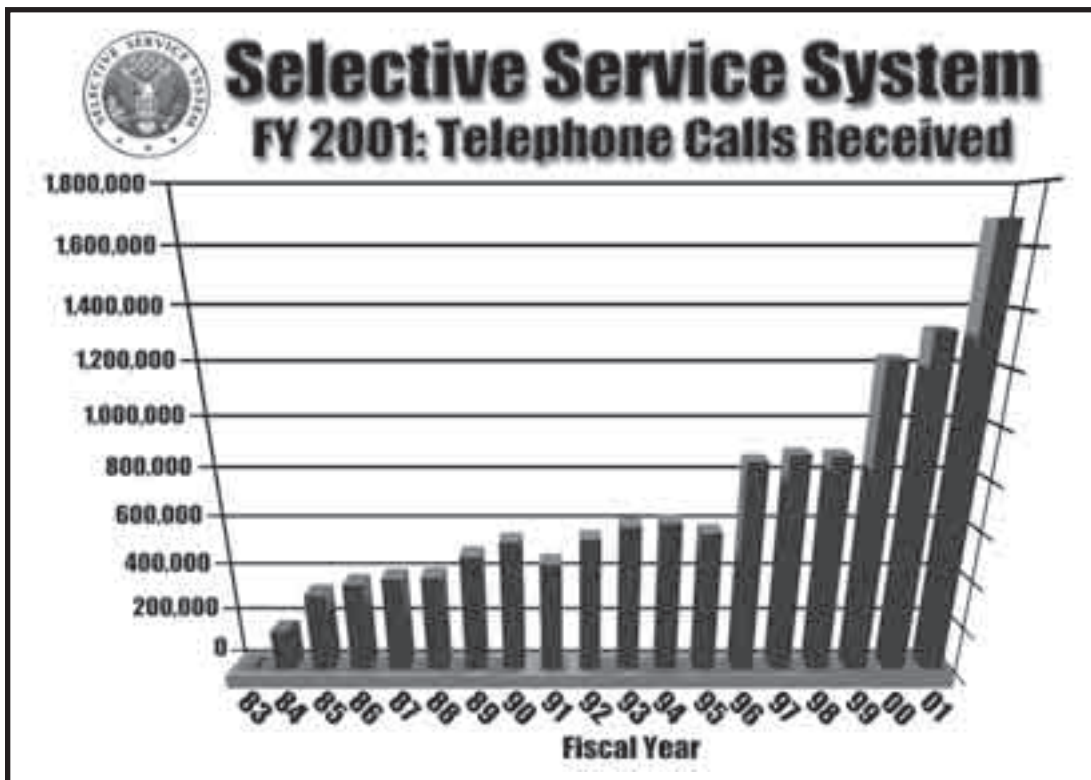
A Prototype National Readiness Exercise was held in August 2001. Two states from each Region participated in these exercises which were held in preparation for the National Readiness Exercise to be held in FY 2002.

Data Management Center

The largest field operating entity of the SSS is the Data Management Center (DMC), located in North Chicago, Illinois. The DMC processes registrations and maintains computer operations to support Agency missions. In FY 2001, the DMC processed nearly 2.1 million registrations as well as 716,000 updates to registrant files. The DMC is also responsible for assisting registrants in verifying their registrations. During the fiscal year, the DMC verified the registration status of 1.2 million men through the Internet web site,

reviewed 70,000 pieces of written correspondence, and processed over 1.7 million telephone inquiries. Over 6.7 million pieces of computer generated correspondence were mailed to acknowledge, promote, or remind men about the registration requirement.

Most inquiries were from men applying for Federal and state entitlement programs that require proof of SSS registration. The majority of calls to the Data Management Center were processed by an automated Interactive Voice Response (IVR) system. However, when the calls were more complex, they were handled by SSS telephone representatives. In FY 2001, the Agency completed plans for additional improvements to its IVR system. A revised design of compliance correspondence allowed for some men to register via telephone. As a result nearly 86,000 registrations were processed through this system. An addition of a "Registrant Change of Address" page to the Agency Web site in 2001 accounted for nearly 21,000 registration files being updated in this manner.



Joint SSS-DoD Mailing Project Implemented

After many months of preparation, the SSS and the Office of Accessions Policy at DoD launched a joint endeavor to provide timely, accurate, high quality “leads” to military recruiters. Since January 26, 2001, all SSS registration acknowledgment mailings to young men who have registered include a new DoD “military service opportunities” brochure and mail-back postcard. Previously, the SSS used an acknowledgment postcard to provide each man with

the envelope the DoD promotional recruiting brochure and mail-back card. Thus, it is easy for all new SSS registrants to request more information about voluntary service opportunities in today’s Armed Forces (Active Duty, National Guard, Reserve, and ROTC). Young men mail the response card directly to a DoD recruiting support facility, which, in turn, passes the “lead” to the Services. The additional costs of the expanded SSS acknowledgment mailings, primarily postage and materials, are paid by DoD.

This new program provides distinct advantages over other recruiting information mailing programs using

commercial lists. Because these mailings go to men who are newly registered with Selective Service, the address lists and birth dates are virtually 100 percent accurate. Additionally, recipients do not confuse the Selective Service envelope with “junk mail” because it contains an official document important to each man (his proof of registration, which he needs to obtain student loans, Federal jobs, and job training under Federal law). The outside of the SSS mailing envelope displays the printed statement, “Enclosed Is Your Official Registration Acknowledgment Card.”



Justo Gonzalez (r.), Director of Operations for the Selective Service System (SSS), and Navy Capt. Martha Bills, commander of the U.S. Military Entrance Processing Command, helped launch a new joint mailing project at the Selective Service System’s Data Management Center in Great Lakes, Ill.

proof of registration and give him his official Selective Service number. This was replaced by a larger acknowledgment card, enclosed in a mailing envelope. The change enabled the SSS to insert into

objective of capitalizing upon interagency resources to make government more efficient and economical while maximizing service to the public.

Selective Service System
FY 2001 - REGION I: Staffing Levels

STATE	LOCAL BOARD STAFFING	DISTRICT APPEAL BOARD STAFFING
Connecticut	79%	100%
District of Columbia	65%	60%
Delaware	88%	100%
Illinois	93%	83%
Indiana	96%	100%
Maine	98%	100%
Maryland	60%	100%
Massachusetts	94%	100%
Michigan	97%	100%
New Hampshire	100%	80%
New Jersey	84%	80%
New York	76%	91%
New York City	79%	100%
Ohio	85%	100%
Pennsylvania	96%	100%
Rhode Island	94%	20%
Vermont	90%	80%
Wisconsin	97%	93%
REGION TOTALS	87%	86%

Selective Service System
FY 2001 - REGION II: Staffing Levels

STATE	LOCAL BOARD STAFFING	DISTRICT APPEAL BOARD STAFFING
Alabama	94%	100%
Arkansas	84%	80%
Florida	83%	100%
Georgia	90%	93%
Kentucky	89%	80%
Louisiana	88%	100%
Mississippi	96%	80%
North Carolina	86%	93%
Puerto Rico	93%	80%
South Carolina	97%	100%
Tennessee	94%	100%
Texas	89%	80%
Virginia	72%	70%
Virgin Islands	100%	100%
West Virginia	83%	80%
REGION TOTALS	88%	89%

The joint mailing initiative is off to a great start. From program implementation at the end of January, through September 2001, a total of 1,458,127 new registration acknowledgment packages, which included the new DoD opportunities brochure and mail-back card, were sent to newly registered men. Men could choose to respond in one of three ways: by sending back the card, by contacting the Web addresses, or dialing the toll-free numbers for each of the Armed Services listed in the brochure. This quantity of registration acknowledgment packages mailed represented a seven-percent increase over the amount of mail sent to young men directly by DoD during the same months in FY 2000. According to DoD's contract advertising agency, the FY 2001 mailings generated nearly 13,000 postcard responses for follow-up by military recruiters, and this does not include the vast number of additional leads that reached the Services by telephone or the Internet. By directly supporting military recruiting, the SSS has added value to its peacetime registration program.

Selective Service System
FY 2001 - REGION III: Staffing Levels

STATE	LOCAL BOARD STAFFING	DISTRICT APPEAL BOARD STAFFING
Alaska	80%	80%
Arizona	86%	80%
California	84%	90%
Colorado	92%	100%
Guam	99%	100%
Hawaii	89%	100%
Iowa	95%	100%
Idaho	94%	100%
Kansas	85%	100%
Minnesota	93%	100%
Missouri	98%	100%
CNMI	100%	100%
Montana	99%	100%
North Dakota	92%	100%
Nebraska	97%	80%
New Mexico	91%	100%
Nevada	85%	100%
Oklahoma	91%	80%
Oregon	97%	100%
South Dakota	96%	100%
Utah	98%	100%
Washington	88%	100%
Wyoming	97%	100%
REGION TOTALS	92%	96%

THINKING ABOUT THE FUTURE

With many decades of practical experience and a record of distinguished service to the Nation in peace and in war, the SSS has been honed into the effective organization it is today. Thankfully, in the past 28 years, there has not been a crisis of sufficient magnitude to merit a return to conscription. America's leaders wisely retain the SSS as a minimally funded, caretaker organization, capable of rapid expansion, if necessary, to conduct a fair and equitable draft. Keeping the SSS viable is a prudent hedge in a dangerous and uncertain world.

The events of September 11, 2001, changed perceptions and perspectives, focusing America's attention, now and in the near future, on defense issues and combating terrorism. It is the central theme marking discussions on Capitol Hill and throughout government and industry. It is also an all-consuming focus of academic discussions, media coverage and analysis, and the disquieted conversations at America's dinner tables. Our Nation must provide for homeland defense, assure long-range military preparedness for the campaign against terrorism, and be able to prevent, counteract, or be ready to handle biological, chemical, or nuclear attacks. Given these critical, multifaceted, human resource-intensive requirements, the idea of volunteer "national service" programs are again being considered. Appropriately, this leads to questions about what role the SSS might play.

Since September 11th, Administration officials have stated often that a draft is not necessary for conducting the war on terrorism. However, this has not stopped public discourse about identifying the requisite numbers of people to serve the Nation in crisis situations. Among the ideas being surfaced by the media and in academic discussions are:

- **Consider a draft for the Guard and Reserve.** Activation of National Guard and Reserve personnel and units is not a feasible long-term solution to filling gaps in homeland security missions. In addition to participation in real world contingencies, such as



National Guardsmen on duty at Reagan National Airport

Kosovo and the Sinai, the increasing tempo of call-ups is placing a strain on these citizen-soldiers as they are estranged from civilian jobs and families. This has caused some speculation about a draft for the Guard and Reserve. Under this scenario,

Reserve Component inductees would perform an extended initial period of active duty following basic training, during which they could be made available for stateside homeland defense assignments.

- **Be ready to induct health care personnel if necessary.** In its Health Care Personnel Delivery System (HCPDS), the SSS maintains America's ability to conduct an emergency draft to fill military medical personnel shortages. Concerns about nuclear, chemical, or biological terrorism have heightened interest in the Agency's HCPDS. Although a domestic medical emergency would first involve primarily civilian agencies (FEMA, PHS, CDC, etc.), employment of military medical assets cannot be ruled out in a full blown crisis.
- **Have a means of determining who would serve in expanded national service programs.** Programs of national service, whether universal or voluntary, might commit America's young people to 18-24 months of service to the Nation upon completion of high school, to include homeland defense assignments. It could also involve utilizing retirees and seniors who want to contribute to domestic security. In such programs, perhaps the SSS might help determine who could serve when all cannot serve.



Reagan National Airport

In September 1940, the Selective Service System was born out of concern that America's involvement in World War II was imminent. Fifteen months later, the attack on Pearl Harbor validated the wisdom demonstrated by the Congress and the President in having an ongoing draft. Now, 60 years after Pearl Harbor, there is no draft, but America has been attacked once again. What does the immediate future hold? Will there be a need to reinstate a draft in some form?

America's leaders are deciding on courses of action as the Nation responds to terrorism and deals with nations that harbor terrorists. The expectation is that there will be a surge of volunteerism to bolster the military and serve homeland needs. But whatever the future holds, the decision-makers can be confident that an improved SSS stands ready to fulfill whatever role may be necessary. The dedicated employees, Reservists, and volunteer civilians who comprise the SSS workforce are confident in their potential to mobilize America in a crisis. They are standing by in these critical times and, if called upon, they are ready.



As of September 30, 2001

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

Registrants by State

September 30, 2001

	Draft Eligible Registrants (Born 1976-1981)	Born 1982-1983	Born 1976-1983
ALABAMA	179,055	48,252	227,307
ALASKA	27,199	8,763	35,962
ARIZONA	168,132	45,689	213,821
ARKANSAS	108,945	30,845	139,790
CALIFORNIA	1,207,465	321,619	1,529,084
COLORADO	157,218	47,611	204,829
CONNECTICUT	110,476	30,913	141,389
DELAWARE	29,772	9,506	39,278
FLORIDA	506,528	146,540	653,068
GEORGIA	288,530	83,379	371,909
HAWAII	40,504	10,826	51,330
IDAHO	60,781	17,731	78,512
ILLINOIS	468,850	130,886	599,736
INDIANA	250,671	70,060	320,731
IOWA	127,470	36,948	164,418
KANSAS	110,541	32,483	143,024
KENTUCKY	160,422	41,971	202,393
LOUISIANA	182,614	48,418	231,032
MAINE	51,496	14,280	65,776
MARYLAND	175,421	50,562	225,983
MASSACHUSETTS	204,801	55,164	259,965
MICHIGAN	386,703	108,509	495,212
MINNESOTA	202,608	60,274	262,882
MISSISSIPPI	119,615	31,025	150,640
MISSOURI	219,666	64,673	284,339
MONTANA	41,687	12,167	53,854
NEBRASKA	74,840	22,270	97,110
NEVADA	57,531	16,781	74,312
NEW HAMPSHIRE	44,954	13,481	58,435
NEW JERSEY	294,161	78,807	372,968
NEW MEXICO	76,764	22,137	98,901
NEW YORK	664,024	165,989	830,013
NORTH CAROLINA	266,556	74,393	340,949
NORTH DAKOTA	30,553	9,425	39,978
OHIO	448,410	127,971	576,381
OKLAHOMA	152,265	40,753	193,018
OREGON	132,009	37,706	169,715
PENNSYLVANIA	438,185	121,598	559,783
RHODE ISLAND	34,766	9,160	43,926
SOUTH CAROLINA	144,765	39,667	184,432
SOUTH DAKOTA	35,719	10,769	46,488
TENNESSEE	208,178	59,436	267,614
TEXAS	789,639	212,544	1,002,183
UTAH	125,608	35,111	160,719
VERMONT	23,949	7,083	31,032
VIRGINIA	252,162	72,493	324,655
WASHINGTON	226,504	65,081	291,585
WEST VIRGINIA	80,995	20,455	101,450
WISCONSIN	215,978	64,190	280,168
WYOMING	25,200	7,357	32,557
WASHINGTON, D.C.	15,006	3,040	18,046
NORTHERN MARIANA ISLANDS	1,367	269	1,636
VIRGIN ISLANDS	4,607	941	5,548
PUERTO RICO	174,864	40,891	215,755
GUAM	7,016	1,646	8,662
FOREIGN	30,238	5,577	35,815
TOTALS	10,663,983	2,946,115	13,610,098

Selective Service System
National Headquarters
Arlington, VA 22209-2425

Presorted Standard
Postage & Fees Paid
Selective Service System
Permit No. G-119