

FISCAL YEAR 2000  
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, 1999 to September 30, 2000

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## The Selective Service System Senior Staff

(at the end of Fiscal Year 2000)

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Cover Photo (foreground): Science Teacher Douglas R. Hole shows male students at Laurel (Maryland) High School how to register on-line with Selective Service. Photo by Roger Foley for the Selective Service System.

# A Message From The Director

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**A**fter another year of significant achievements, I am again justifiably proud of the dedicated work performed by the full-time and part-time employees of the Selective Service System, including the hundreds of National Guard and Reserve officers assigned to the Agency. Also, I am most appreciative of the selfless contributions made to Agency operations by nearly 11,000 volunteer Board Members, who are appointed, trained, and standing by in virtually every American community. We are a reflection of the America we serve faithfully...a diverse assemblage of patriotic men and women, civilian and military, who come from varying ethnic, racial, and cultural backgrounds. We draw great strength from our diversity, working cohesively to safeguard America's well-being.

■ Working together, we are making a smooth transition into the 21<sup>st</sup> Century.

■ Working together, we are improving the Agency's effectiveness and efficiency, accomplishing today's missions with fewer resources.



■ Working together, we are remaining prepared to provide America with a proven means of rapidly expanding defense manpower if needed in a crisis, and to do it with an unprecedented degree of fairness and equity.

■ Working together, we are keeping America strong and underpinning its predominant role in preserving world peace.

This Annual Report for FY 2000 summarizes significant Selective Service System initiatives, activities, and events, with a focus on its registration program. Even though the requirement for young men to register with Selective Service at age 18 remains the law of the land, registration compliance has eroded gradually but steadily in recent years. This Report covers the considerable progress the Agency has made in slowing the rate of decline. It describes intensive Agency publicity campaigns, newly arranged affiliations with educators and school organizations, special emphasis given to key, low-compliance markets, the first ever public release of state-by-state compliance statistics in May 2000, and the first nationwide high school registration drive. This Report also details increasing support given to the Selective Service registration program by the legislatures and chief executives of many cities, states, and territories. I am confident that these combined efforts will shortly halt and reverse the downward trend in registrations. Additionally, this Report provides some "food for thought" about the future of Selective Service, its funding oversight, and the potential for expanded peacetime missions.

In a time-honored tradition spanning 60 years, the Selective Service System is proud to serve our great Nation.

  
Gil Coronado



# Structure and Purpose

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.

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 Activities](#)).

## The Registration Requirement

The current registration program, in effect since 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, and thus live up to the words of the Constitution's preamble that "We the people...[shall] provide for the common defense." 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 2000 several states also considered legislation to connect SSS registration with a young man's application for a driver's license. To date, two states have 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 2000 Budget

On October 20, 1999, President Clinton signed the FY 2000 VA, HUD and Independent Agencies Appropriations Bill. This new public law provided the SSS with a \$24 million budget for the 12 months covered by this Annual Report. However, there was a reduction of \$91,000 in November 2000 because the FY 2000 Consolidated Appropriations Bill required the Office of Management and Budget to rescind 0.38 percent of each Federal agency's discretionary budget authority. The resulting FY 2000 SSS budget of \$23,909 million was approximately one-half million dollars less than the Agency received for FY 1999, and \$1.341 million below the amount sought by the Administration in the FY 2000 President's Budget.

The reduced budget had a moderate impact on Agency programs, made more problematic because the SSS had to absorb mandated across-the-board Federal employee pay raises and the effects of inflation. 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. However, through creative management decisions and increased application of automation to many of its programs, the SSS was able to perform its missions of registering men and maintaining an adequate state of readiness, although overall registration compliance among the Nation's young men continued on a downward trend.

## FY 2001 Budget Process

Because of difficulties faced by the SSS in obtaining its FY 2000 funding, several Members of Congress sent a letter on March 22, 2000, to the House Appropriations Subcommittee on VA, HUD and Independent Agencies. The bipartisan letter, signed by Representatives Floyd Spence, R-S.C.; Ike Skelton, D-Mo.; Steve Buyer, R-Ind.; and Neil Abercrombie,

D-Hawaii; urged the Subcommittee to "support the budget request for the Selective Service System," and to allow the Agency to "evolve...in a direction that helps to ensure that our military forces will remain adequately manned with quality soldiers, sailors, airmen, and Marines, now and in the future."

<b>OBLIGATION OF FUNDS</b>	
The following obligations, by object classification, were incurred in FY 2000	
<b>FUNCTION</b>	<b>AMT (\$000)</b>
Personnel Compensation	\$13,071
Personnel Benefits	\$2,720
Travel and Transportation of Personnel	\$240
Office and Miscellaneous Rentals	\$865
Communication	\$768
Printing and Reproduction	\$976
Facilities and Maintenance	\$621
Supplies and Materials	\$334
Postage and Mails	\$1,664
Information Technology and Equipment	\$520
ED/SVC and Investigations	\$23
Public Awareness	\$997
MEFCOM Reimbursement	\$699
Reimbursement to Other Agencies	\$237
Reimbursement from DoD	\$66
Other Services	\$556
<b>TOTAL</b>	<b>\$23,971*</b>

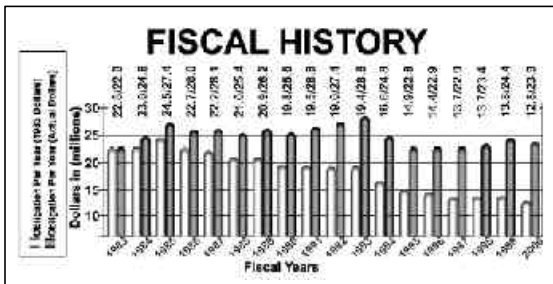
\* Higher than appropriation. Includes reimbursement from DoD and actual obligations.

Six days later, Director Coronado testified in support of the Agency's FY 2001 budget request before the House Appropriations Subcommittee on VA, HUD, and Independent Agencies. The requested funding amount for the 12 months that



would begin October 1, 2000, was \$24.480 million. In his testimony, Director Coronado informed the Subcommittee about the Agency's increasing difficulty in maintaining high levels of registration compliance and reported that 88 percent of all men 18 through 25 were registered, compared to 89 percent the previous year. "The Agency is attempting to counter these declines with outreach programs, applications of new technology, and partnerships with other government organizations," he said. He also

the hearing by the Director was a potential merger of the assets and resources of the SSS, the Military Entrance Processing Command, and the DoD Medical Evaluation Review Board into a single new Federal agency to be called the Federal Entrance Processing Service, or FEPS. Based on a "concept paper" jointly produced by the DoD and the SSS in December 1999, the potential impact of this major initiative is being explored by senior Pentagon officials (see [Governmental Affairs](#) and [Thinking About the Future](#)).



described ongoing and planned activities aimed at halting and reversing the downward trend in registration compliance, and was urged by several Subcommittee members to take whatever actions are necessary, within existing resources, to remedy the decline.

### Initiatives

Director Coronado's testimony also focused on two initiatives to increase the peacetime relevance of the SSS. One, in direct support of military recruiting, was a cooperative arrangement worked out by the SSS and the Department of Defense (DoD) to include an Armed Services joint recruiting brochure in future SSS registration acknowledgment mailings on a cost-reimbursable basis. A second, long-range initiative discussed at

### Senate Hearing Not Held

The Senate Appropriations Subcommittee decided not to hold a hearing on the FY 2001 Selective Service budget, but asked Director Coronado to submit written testimony. The testimony, which reflected the same report shared with the House Subcommittee, was submitted on April 5, 2000.

### A Problem Faced in Mark-up

As the FY 2001 budget process moved along, the House Appropriations Subcommittee held its VA, HUD and Independent Agencies "mark-up" session for the bill, H.R. 4635, on May 23, 2000. The mark-up reflected a proposed budget amount for the SSS of \$23 million, \$1.48 million below the level requested in the President's Budget. Next,

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the bill moved to the House Full Committee on June 7, where SSS funding received an unexpected challenge. An amendment submitted by Representatives David Price, D-N.C., and Joseph Knollenberg, R-Mich., proposed an increase of \$23 million in funds earmarked for veterans medical research facilities in the VA portion of H.R. 4635. To offset the proposed expenditure, the congressmen recommended “zeroing out” the FY 2001 SSS budget.

“Mr. Knollenberg and I are offering this amendment in the belief that research into the health and rehabilitation needs of veterans does better reflect our Nation’s needs and priorities than the indefinite continuation of the Selective Service System,” noted Representative Price. A short debate followed, during which Representatives Randy “Duke” Cunningham, R-Calif., James P. Moran, D-Va., Frank Wolf, R-Va., and Subcommittee Chairman James Walsh, R-N.Y., spoke against the amendment. Speaking in support of the amendment were its sponsors and Representatives Alan B. Mollohan, D-W.Va., and Nancy Pelosi, D-Calif. A roll call vote was taken, and the amendment was defeated, 19 to 36. H.R. 4635 was passed by the House on June 21, 2000. A “Chairman’s Amendment” on the House floor provided additional funds for VA medical research without affecting the SSS budget.

moving the bill to the floor of the Senate for final passage, the Senate and the House began informal conference sessions on H.R. 4635 in an attempt to speed up the budget process.

### **Budget Process Not Complete by September 30 Deadline**

By the end of FY 2000, work on the VA, HUD, and Independent Agencies Appropriations Bill was not complete. After September 30, 2000, the SSS and other Federal agencies funded under that appropriation continued operation under several continuing resolutions passed by the Congress and signed by the President.



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### **Senate Action Supports President’s Request**

Senate action on the FY 2001 VA, HUD and Independent Agencies Appropriations Bill occurred in September. In the Senate version, the SSS received the full amount requested by the President, \$24.48 million, both at Senate Appropriations Subcommittee and Full Committee mark-ups, which were held September 13, 2000. However, instead of

Editor’s note: Work on H.R. 4635 continued into FY 2001. The Senate passed the bill on October 12, 2000, by a vote of 87 to 5. Legislative work was completed on October 19, 2000, when the House and Senate adopted a conference report containing \$24.48 million for the SSS. This was the full amount requested for the SSS in the President’s Budget and contained in the original Senate version of the bill. The completed measure was signed by the President on October 27, 2000, and became Public Law 106-377.

# People

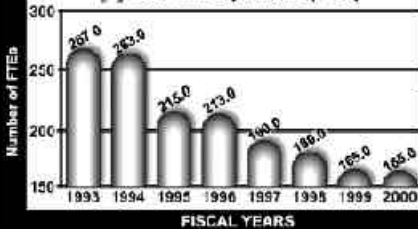
## Human Resources

The Selective Service System continues to rely on a multi-faceted, diverse work force of full-time and part-time civil servants, active and reserve

pensated time to SSS responsibilities. Three new State Directors were appointed in FY 2000: Dr. Margaret G. Labat, District of Colombia; Thomas G. Ramsey, a retired Army Reserve lieutenant colonel, Arkansas; and Michael J. Rice, a retired Army National Guard brigadier general, Michigan.

### AUTHORIZED FTE HISTORY

■ = Full-Time Equivalents (FTEs)



## Military Personnel

The SSS is authorized 745 military Reserve Force Officer (RFO) positions. During peacetime the Agency funds and fills 450 of these positions with Guardsmen 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 United States and the U.S. 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

military, and civilian volunteers. Staffing levels have received careful scrutiny for the past several years with the goal of conserving resources and capitalizing on economies gained through automation. Thus, the Agency continues to find ways to operate efficiently at a reduced authorized Full-Time Equivalent level. Working with an authorization of 267 FTEs as recently as Fiscal Year 1993, the SSS made reductions over the next seven years, commensurate with its increasing use of automation and decreasing fiscal resources. In FY 2000, SSS was authorized a total of 165 FTEs.

Included in the accounting are 3 FTEs which cover the Agency's 56 part-time State Director positions and 4 Deputy State Director positions. State Directors are paid for approximately 12 duty days per year, but in reality, most State Directors devote considerably more uncom-





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also help disseminate information about the Agency's registration program to schools and the media, assist in the process of appointing and training Board Members, and are prepared to open Area Offices nationally if a draft is reinstated in an emergency. 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 initiatives.

In addition to the RFOs who serve part-time, the Agency had 10 active duty officers and one non-commissioned officer serving in full-time positions throughout the Agency by the end of FY 2000. This reflects a reduction of two positions compared to the previous fiscal year, with no offsetting

erational 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 only. Local Board Members are nominated by their state governors or equivalent officials, then appointed by the Director of Selective Service on

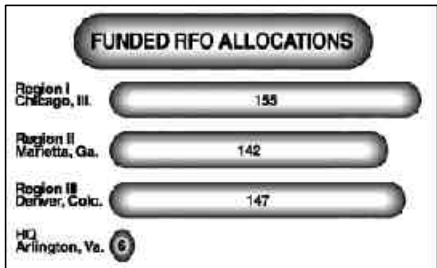
behalf of the President. District Appeal Board and Civilian Review Board Members are recommended by the Region Directors and appointed by the Director of the SSS on behalf of the President. In a draft, the boards would be activated. Local and Appeal Board Members would meet to decide claims filed by registrants who seek draft postponements, deferments and exemptions, in consonance with national standards and policy.

They receive 12 hours of initial training in Board Member responsibilities and are required to attend several hours of annual refresher training.

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.

increase in civilian positions. Viewed over time, the reductions in active duty positions are significant, because in 1983 the SSS made use of 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. SSS expects to reduce further its number of assigned active duty officers through FY 2002.

The 11 Service members currently serving on active duty with SSS are responsible for the training and development of its RFOs, stewardship of registration programs, op-





During FY 2000, 689 new Board Members were appointed. Identification of candidates for board membership became easier during the fiscal year because the SSS added a new, on-line Board Member information and application page to its Web site (see [Technology](#)). In identifying potential Board Members, the SSS seeks outstanding, civic-minded community members who reflect the racial, ethnic, and cultural attributes of the young men they would serve. A potential Board Member must be 18 years old or older, be a citizen of the United States, not be an employee in any law enforcement occupation, nor an active or retired member of the Armed Forces, and not have been convicted of any criminal offense.

## State Resource Volunteers

The Agency's State Resource Volunteer (SRV) Program was established in May 1998. The 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. Director Coronado established this category of volunteers as a means to retain the experience and expertise of those members of Selective Service who retire or resign, both military and civilian, including Board Members who have reached their 20th year of service to the Agency. By statute, individuals are not allowed to serve as SSS Board Members for more than a total of 20 years, so voluntary assignment to the SRV Program allows those reaching mandatory retirement to continue serving the Agency in some capacity. At the end of FY 2000 there were 602 men and women assigned to the SRV Program.



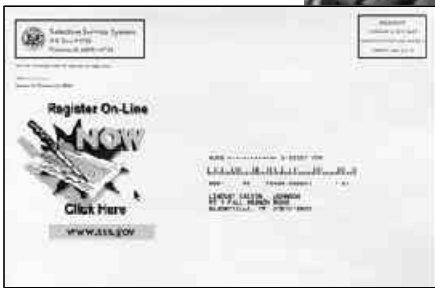
# Registration Activities

The requirement for men to register with Selective Service has been in effect continuously since June 1980. Federal law and a 1980 Presidential Executive Order 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 tapes and other lists of young men, a comprehensive Internet presence, radio and TV public service messages, high school publicity kits, and national, regional, and local publicity 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, but once a man reaches his 26<sup>th</sup> 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.

Compliance with the registration requirement is important, not only because the program is an integral part of the Nation's defense readiness measures, but because 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 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 if they permanently reside in the U.S. when they are at least 18, but not yet 26 years old. If an immigrant man who fails to register 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 old had



reached a high of over 97 percent during and immediately after Desert Storm in 1991; however, it has declined about 1 percent per year since then. At the end of CY 1999, estimated overall compliance was 88 percent for men 18 through 25 years old; 93 percent for men turning 20 through 25. The steady decrease has several probable causes, including an expanding young male immigrant population that does not know about or understand the registration requirement, growing public apathy about national defense since the end of the Persian Gulf War, difficulty in reaching high school dropouts, and limited resources for nationwide SSS public information campaigns. But regardless of the causes, the Congress and the SSS's leadership were quick to recognize that the eroding compliance rates could result in a less than fair and equitable draft in a future emergency. Consequently, much greater emphasis is being placed on programs and initiatives designed to increase awareness of the re-



quirement, and halt and reverse the downward trend. These efforts, many still ongoing at the end of FY 2000, are summarized in several sections of this Report (this section and Public Outreach, Governmental Affairs, Information Technology, and Field Activities).

### Electronic Registration Milestone Reached

A milestone was reached in FY 2000—for the first time ever—when SSS registrations obtained by electronic means surpassed the number of paper registrations received and processed via the U.S. Postal Service. By making increased use of computer data exchanges with other agencies, the capabilities of Internet, and interactive telephone technology, 51 percent of FY 2000 registrations were electronic, whereas 49 percent arrived as mailed-in forms. This turnaround is significant because electronic registration processing is less expensive than conventional paper form printing, mailing, and processing.

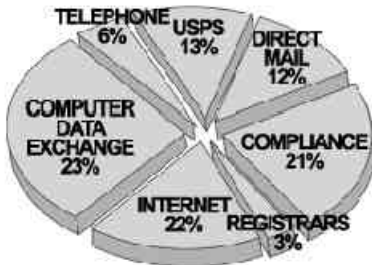
### On-line Registration Grows Significantly

A key component of the Agency's electronic processing capability is centered on its Internet World Wide Web site: [www.sss.gov](http://www.sss.gov). Registration using the Internet has increased customer service and simplified on-time registration. The SSS introduced its on-line registration service on December 2, 1998. By September 30, 2000, nearly 626,000 men had used the Internet to register on-line, and more than 29,000 17-year-old men took advantage of the "early submission" feature and filed their data for later processing. These numbers show significant monthly growth for Internet registrations (see chart). During FY 2000, 435,433 young men registered on-line, which is an increase of 246,383 over FY 1999, and, 23,923 17-year-old men provided early submission of registration information on-line, an increase of 18,579 over FY 1999.

The Internet is becoming the Agency's preferred way that men register. Recognizing this, the SSS made changes to its Web site to facilitate increased usage. During FY 2000, site availability was expanded to seven days per week, vice the previous six. Men can now register on-line any day of the week, including Sundays and holidays. Additional costs to keep the service operating Sundays and holidays are nominal and "down time" for scheduled system maintenance is kept to a minimum.

The SSS is placing emphasis on Internet registration in all of its publicity materials. The SSS Web site address is listed prominently on SSS registration materials sent to men by mail. These include registration reminder mail-back and compliance cards. Instead of completing the card and mailing it back to the SSS, men are urged to "Save a stamp. Save time. Register on-line."

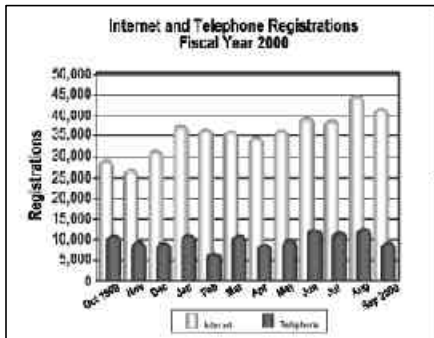
## SOURCES OF REGISTRATION DURING FISCAL YEAR 2000



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## Telephonic Registration

Since June 21, 1999, many young men also have been able to complete their registration using a touch-tone telephone. By September 30, 2000, over 148,000 men registered by phone and 3,000 17-year-old men submitted "early" registration information in this way. The telephonic registration 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 regis-



tration 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. During FY 2000, 119,456 men took advantage of the telephone registration option, an increase of 90,987 telephone registrations over FY 1999.

With the increased use of the on-line and telephone registration methods, Agency reimbursement costs to the U.S. Postal Service for handling "paper" registrations decreased from \$210,635 in FY 1999 to \$174,573 in FY 2000.

## First Annual Nationwide High School Registration Blitz

For the first time, the SSS conducted a nationwide high school registration "blitz" from September 11 to 22, 2000. Its purpose was to increase on-time, on-line registrations by 18-year-old men and increase the numbers of 17-year-old men submitting "early" registration information. The blitz was arranged by the SSS in close cooperation with education officials, especially the men and women serving as volunteer registrars in America's high schools. By conducting the blitz at the start of the school year, SSS officials sought to reach those

young men who might drop out of school later in the year—to ensure their compliance with the law and their continued eligibility for financial benefits, job training, government employment, and other benefits connected to the registration requirement.

The immediate objective of the blitz—to increase on-line registrations and early submissions—was met. The

blitz resulted in an increase of more than 5,600 registrations and 3,000 early submissions over a comparable period in FY 2000. In addition, more than 6,600 registrations and early submissions also were obtained in hard copy on conventional registration forms.

The long-term objectives of amplifying registration awareness, increasing Selective Service high school registrar participation, and strengthening (or building) relationships with high schools, were achieved. During this blitz, more than 450 high school teachers, counselors, or staff





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members volunteered to become Selective Service high school registrars. This registration drive had the critical support of national and state education and teachers organizations, as well as governors, state heads of education, mayors, and local education officials (see [Public Outreach](#)).

### Registrar Programs

By the end of the fiscal year, 80 percent of the Nation's more than 20,000 public high schools had an "SSS High School Registrar" on site who provided registration information to men in their school and assisted them in complying with the law. The Registrars are uncompensated volunteers who are provided with registration forms and informational materials by the SSS.

### Registration Reminder Mail-back Program

This year, the Agency's effective Registration Reminder Mail-back Program generated and mailed approximately two million Registration Reminder post cards to young men just before their 18th birthday. The Registration Reminder Mail-back card remains a convenient way for the young man to register, especially for men who do not have Internet access. Names of men likely to be required to register are obtained from State Departments of Public Safety or Divisions of Motor Vehicles (DPS/DMVs), the DoD high school recruiting list, and the U.S. Department of Education. In FY 2000, the Reminder Mail-back Program generated approximately 295,000 registrations. Of these, 231,000 registrations were generated from DPS/DMV lists and 49,500 from DoD list mailings. State DPS/DMV data is obtained from almost every state and territory of the U.S., representing approximately 84-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. These mailings went to potential registrants in high population density, low registration compliance metropolitan areas, with emphasis on California, Texas, New York, and Florida. Also, a special three-minute-long videotape was recorded and distributed to high schools in Florida, Texas, and California which featured a video registration reminder from the lieutenant governors of those states (see [Public Outreach](#)). In addition, SSS obtained high school dropout lists, which the Agency used to generate 8,700 registration mail-back cards, resulting in 3,500 registrations.

The Selective Service System's goal is registration, not prosecution. However, if a man fails to register, or provide evidence that he is exempt from the registration requirement, his name is referred to the Department of Justice for investigation and possible prosecution for failure to register, as required by the Military Selective Service Act.



# Governmental Affairs

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**B**ecause of its desire to prove its value as one of the Nation's greatest 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 21<sup>st</sup> 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 2000.

## Selective Service Teams with INS to Register Male Immigrants

In a new partnership arrangement with the Immigration and Naturalization Service (INS), beginning in February 2000, eligible immigrant men who completed an INS Form I-485 (Application to Register Permanent Residence or to Adjust Status) to apply and be accepted for permanent U.S. residency, now are automatically registered with the Selective Service System. Also, young men now completing the U.S. Department of State Form OF-230 (Application for Immigrant Visa) are also automatically registered with Selective Service. During FY 2000, more than 50,600 men were registered through these new programs.

Another cooperative effort between the INS and the SSS continued through FY 2000. Immigrant men seeking information about naturalization on the INS Web site now find a link to the SSS Web site. The linking page, describing the SSS registration requirement, is available in five languages: English, Korean, Spanish, Mandarin Chinese, and Vietnamese.

## State Laws Support SSS Registration

Recognizing they can play a key role in support of national defense readiness, elected and appointed officials in many states, counties, and municipalities have responded to influential citizens by considering, developing, debating, and enacting local laws and ordinances in direct support of the SSS registration requirement. The publicity generated was invaluable and has fostered greater awareness of every young man's legal obligation to register.

A new direction for supportive state legislation was established by Oklahoma and Delaware in FY 2000, when these two states enacted new laws with tremendous potential for significantly increasing compliance with the SSS registration requirement. The governors signed legislation late in FY 2000 which requires young men of registration age to be registered with Selective Service as a part of the routine process of obtaining a license or permit to operate a motor vehicle. The implications of these laws are tremendous for the SSS registration program because, once fully in effect, these driver's license laws may resolve most SSS registration compliance problems in these states. Furthermore, it is hoped that the Oklahoma and Delaware examples, if successful, will be emulated by other states. By the end of FY 2000, similar state legislation, to include automatic registration, was already being considered by a growing number of state legislatures.

In anticipation of additional states enacting driver's license laws, the SSS and the American Association of Motor Vehicle Administrators (AAMVA) worked out an agreement for the AAMVA computers to provide the SSS computers with electronic driver's license data from states passing such laws. This arrangement, once approved by a cooperating state, would allow implementation and enforcement of a new driver's license law at little or no extra cost to the state.

Although these state laws hold great promise for reversing the downward trend in

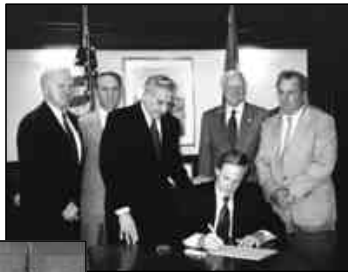




registration compliance, there are other tried-and-true state laws already in place that help the SSS. These state laws mirror, reinforce, or strengthen two Federal laws—the Solomon Amendment to the Military Selective Service Act (1982), and the Thurmond Amendment to the Defense Authorization Act (1985). These two laws increase public awareness of the registration requirement and ensure that recipients of public funds are in compliance with Federal law. By the end of FY 2000, 28 states had enacted Solomon-type state legislation of varying kinds. 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. Such laws were effective in 19 states at the end of FY 2000. Additionally, 69 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.

## Joint SSS/DoD Recruiting Support Initiative

During the fall of FY 2000, the SSS envisioned a joint endeavor with the DoD to capitalize upon interagency resources, make government more efficient and economical, and maximize service to the public in support of DoD's recruiting efforts. It consisted of reinventing the Agency's routine registration acknowledgment card that the SSS mails to all young men who have registered. The acknowledgment postcard currently in use, which provides each man with proof of his registration and his official Selective Service number, is to







be replaced by a larger card enclosed in a mailing envelope. Conversion to an envelope mailing would also allow the SSS to insert a promotional recruiting brochure produced by DoD, including a mail-back postcard for new SSS registrants to request more information about voluntary service opportunities in today's Armed Forces (Active Duty, National Guard, Reserve, and ROTC).

The additional costs of the expanded mailing, primarily postage and materials, will be paid by the DoD. Nearly 2 million men reach age 18 in America every year, so on average, approximately 40,000 pieces will be mailed weekly to young men by the SSS and should generate a continuous flow of new leads for follow-up by military recruiters.

This new program provides distinct advantages over other DoD recruiting mailings using commercial lists. Because the SSS mailings are going to newly registered

men, the address lists used and birth dates on file are virtually 100 percent accurate. Further, the envelope should not be confused with "junk mail" because it contains an official document important to each man (his proof of registration needed to obtain student loans, Federal jobs, and job training). The outside of the envelope will be marked, "Enclosed is Your Official Registration Acknowledgment Card," so recipients are certain to open it and view its contents. By the end of FY 2000, all facets of this joint venture had been worked out, contents of the mailings had been produced and stocked, and special leased equipment to assemble the mailings was ordered. Program implementation will occur in FY 2001.

## Public Outreach

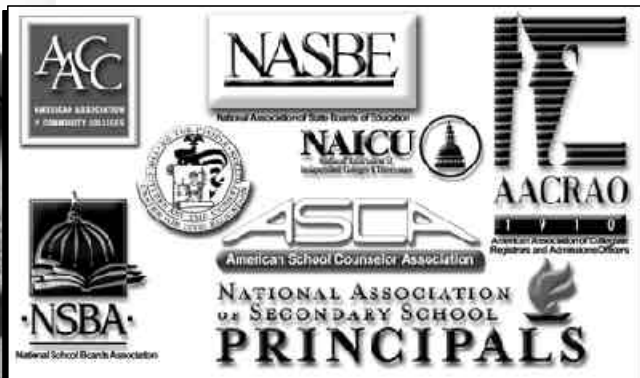
Over the course of FY 2000, the SSS continued to conduct public information programs to remind young men and the people who influence them about the registration requirement. Efforts took the form of broadcast public service messages, a major media event, production and distribution of posters and printed literature, improvements to the Agency's Web site, an informational video for schools, expanded direct communication with the public by e-mail, and dissemination of publicity kits for local community and in-school use.

### Focus on Education

New in FY 2000, the Agency's registration awareness marketing strategy focused on developing long-term partnerships with an array of professional teacher and education groups. Because of their daily reach into the Nation's schools, education associations and teacher organizations are excellent communications conduits for the SSS to reach young men. They also are naturally positioned and motivated to help in-

form male students about the importance of SSS registration and governmental benefits linked to their civic and legal obligation. This assumption was borne out in several meetings that were arranged between February and April 2000 with centers of influence. SSS officials were very delighted to discover that education associations proved to be very receptive and willing to help. Several key organizations pledged their cooperation (see list below).

The nature of support provided varied according to association memberships. Many associations included information about the SSS on their Web sites, and some displayed an icon with a link to the Selective Service Web site. In addition, a few published articles in their association newsletters explaining the SSS' registration requirement and encouraged participation in the SSS High School Registrar Program. Also, the SSS was invited to participate in the national and regional conventions and conferences conducted by many of the education organizations. With these partnerships established, SSS Region personnel were able to arrange local educational efforts and



registration drives, as well as take advantage of speaking opportunities at professional conferences and gatherings at the state, county, and city levels.

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

Once links with educators were established, the SSS arranged a news conference at the National Press Club on May 17, 2000. The principal purposes were to release publicly a first-ever state-by-state registration compliance "Report Card," and generate increased awareness of the registration requirement. It was an innovative and effective way to boost registration compliance awareness by showing how the states compared with each other regarding the percentage of resident young men born in 1980 who are registered with Selective Service. Each state was assigned a letter grade relative to its calendar year-end 1999 registration compliance rate, and all states were sequentially ranked. The statistics were based on the number of men registered in each state who would reach (or have reached) age 20 during CY 2000. Men falling within this age group are significant to the SSS because "men turning 20 during the calendar year" in which a draft is reinstated would be the first men to be called for military service in accordance with SSS regulations and procedures. Measuring overall compliance of men reaching age 20 includes late registrations and provides a good benchmark to gauge the relative success of registration compliance in a state.

The news conference also was the venue to announce formally and describe the Agency's education outreach program to the public. Adding to the event were its distinguished participants, who

included Director Coronado; U.S. Secretary of Education Richard Riley; U.S. Representative Steve Kuykendahl, R-California, a member House Armed Services Committee's Military Manpower Subcommittee; Mickey Ibarra, Director of the White House Office of Intergovernmental Affairs; and education partners from the National Association of Secondary School Principals, Center for Civic Education, National School Boards Association, and the American Association of Collegiate Registrars and Admissions Officers.

Speaking to reporters, Director Coronado stressed the importance of getting the "word out" and pointed to the voluntary commitment made by the educational





community to assist the SSS. Secretary Riley remarked, "Together, we can reach out to our country's young men and raise awareness about the Selective Service registration requirement." Each educational partner spoke briefly to emphasize his organization's commitment to aid Selective Service.

The well-attended news conference included reporters from the New York Times, Chicago Sun-Times, Hearst, Cox, LA News Group, Washington Times, Scripps Howard, and the States News Service. Selective Service appeared in hundreds of print articles across the Nation, including an AP wire story by Lawrence Knudson and a USA Today feature story by Andrea Stone, which appeared the same day as the news conference. Local TV and radio outlets also aired "Report Card" stories. The "Report Card" press event clearly put the Selective Service registration compliance message instantly before the American public and was seen and heard in many "hard to reach" areas throughout the country.

#### High School Video

The SSS reached out to the Nation's high schools with another new public information product in FY 2000. Produced with the cooperation of Secretary of Education Richard Riley, Lt. Gov. Rick Perry of Texas, Lt. Gov. Frank Brogan of Florida, and Lt. Gov. Cruz Bustamante of California, special three-minute videotapes and audio cassettes were distributed for play on high school TV and public address systems. Each tape also featured Hollywood actors Sean Astin and Mario Lopez explaining how to register and describing why on-time registration is so important.

Originally, the concept was to provide some immediate registration awareness support for the key states of Texas, Florida, and California, where registration compliance is significantly below the national average. Lieutenant Governors Perry, Brogan, and Bustamante eagerly stepped forward to record versions of the tape for their states. But because this project was so well received, SSS decided to produce a national version for placement in other states. For this version, Secretary Riley appeared in the tape's introductory and closing segments.



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## Revised Teacher's Guide Produced

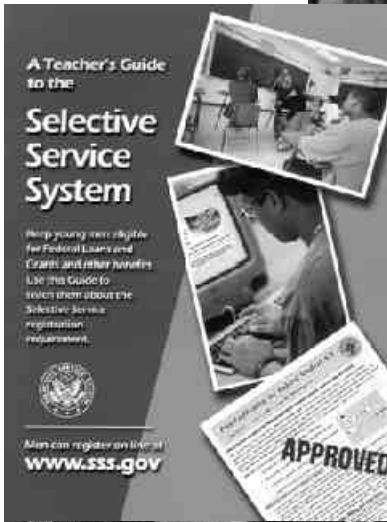
In April, the Agency published a revised and updated 66-page booklet, A Teacher's Guide to the Selective Service System, for use by teachers to conduct a classroom civics lesson about Selective Service registration. This booklet contains a complete background and history about "registration" and the "draft," as well as detailed lesson plans for teachers to use. Important new enclosures found in the updated booklet include charts for classroom instruction. Teachers also can visit the SSS Web site and download color slides and graphics that help illustrate classroom lessons about the SSS.

## High School Publicity Kit

The SSS distributed its annual high school kit of publicity materials in August, but the FY 2000 kit was different than its predecessors in that it placed emphasis on supporting a national registration drive that was implemented September 11-22, 2000. The logotypes of several of the Agency's education organization partners also were featured as endorsements on a poster asking teachers to support the registration drive. Kit materials and feedback cards were mailed to the Nation's high schools. Hundreds of responses were received at SSS Headquarters, praising the kit's value and asking for additional materials to disseminate.

## Public Service Messages for Television and Radio

The SSS did not produce any new TV public service announcements (PSAs) during FY 2000 because of budget limitations; however, last year's TV PSA, which the Agency distributed nationally to 1,000 broadcasters and cable companies in August 1999 continued to receive air play and was re-released to 500 stations in January 2000. The PSA was made available in 10-, 15-, and 30-second English and Spanish versions. From October to December 1999 the PSA was shown approximately 5,900



times by cooperating stations, and garnered free broadcast time worth \$775,200 in equivalent commercial time. Usage from January through September 2000 totaled 15,260 airings worth an estimated \$2,075,360. Cable outlets reported using SSS' PSAs in time slots worth an estimated \$773,290 in FY 2000. The Agency is able to track TV statistical information because each tape is encoded so air play can be monitored by the Nielsen Company's Sigma Tracking System. The resulting analysis is used to evaluate the cost effectiveness of the Agency's TV PSA program.

For radio, 10 new 30- and 60-second PSAs in English and Spanish were distributed to 6,000 stations during February 2000 and July 2000. Additionally, an older release of SSS radio spots produced in FY 1999



continued to receive air play in the early part of FY 2000. In total, Selective Service received 83,741 radio PSA airings worth \$5,275,683 during FY 2000. Radio results are measured by mail-back cards that are inserted in the PSA's distribution packaging and returned to the SSS by radio station public service directors.

To supplement National Headquarters "direct mail" PSA distributions, an extra 1,550 television and 4,000 radio public service announcement packages were delivered to the three SSS Region Headquarters to support local registration publicity programs.

an icon was prominently placed as a link with the Federal government-wide site, [First.Gov](http://First.Gov).

There was exponential growth in the number of people choosing to use e-mail to send inquiries to the SSS using the "contact us" link on the Agency's Web site. By year's end, approximately 300 e-mail inquiries were being received from around the world and answered by SSS staff each week, using office and home computers—an example of "24/7" public access to the SSS.

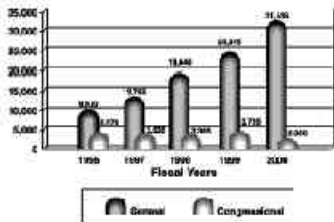
### Handling Incoming Paper Correspondence

In FY 2000, the Agency installed an automated Electronic Document Organization and Control System (E-DOCS) to comply with the provisions of the Paperwork Reduction Act of 1980 and further move the Agency toward a paperless office environment. After final implementation of the E-DOCS in FY 2001, the SSS will be better equipped to manage the average increase of 35 percent per year in paper correspondence that has occurred over the last five years and provide an improved level of service to its customers. The E-DOCS also will allow for easier accessibility of information through electronic scanning and storage of hard copy documents, document routing for review and approval, and document retrieval through full-text searches. The SSS is confident that implementation of this system will preserve the Agency's commitment to improving customer service while achieving greater gains in workforce productivity and cost avoidance related to processing expenses.

### 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. To meet this requirement during FY 2000, SSS incrementally began to implement the

## SSS NATIONAL HEADQUARTERS CORRESPONDENCE 1996-2000



### Internet Web Site Enhancements

Visitors to the SSS Web site, [www.sss.gov](http://www.sss.gov), noticed several enhancements over the course of the year. In addition to the new interactive pages described elsewhere in this Report (see [Information Technology](#), [Registration Activities](#), and [Governmental Affairs](#)), constant refinements and improvements were made to layout and design. A "search" feature was added to the site, so finding information by "key word search" is now a breeze. New fact sheets also were added, as well as up-to-date listings of job openings with the SSS. On the home page,

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PRISM Web System, a commercial off-the-shelf application. This was a major step in launching the Agency's plan for Electronic Commerce. The goal is to maximize the use of government credit card transactions for Agency purchases, do on-line bidding and ordering of goods and services, post all requests for proposals on the SSS Web page, and automate approvals and status notifications of all purchase requests. As the SSS moves forward with this initiative, updated performance measures will be identified to monitor progress towards enhancing customer service.

### Records Management

In the latter part of FY 2000, the Agency began using the Web-based National Archives and Records Administration's Center Information Processing System (CIPS) to request records from Federal Records Centers. Using this system expedites requests for information from the Federal Records Centers and greatly improves response time to public inquiries.



**Help your students win the big game: LIFE**

Support the Selective Service Registration Drive  
September 11-22, 2007

With only 30 days left to register in the Selective Service System, we're 20 days off our 2007 goal. It's time to get the word out to your students and parents.

- Register on-line and print
- Register at school events
- Use e-mail
- Contact your local registrars
- Encourage your students to register
- Use the new 11-800-450-4507 toll-free number

Visit [www.sss.gov](http://www.sss.gov) for more information.

www.sss.gov

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U.S. DEPARTMENT OF JUSTICE  
SELECTIVE SERVICE SYSTEM



# Information Technology

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**T**here is a challenge for many government agencies in the 21<sup>st</sup> Century—how to achieve and maintain cost-efficient operations, accomplish statutory missions with shrinking resources and, at the same time, serve an ever increasing volume of customers. Despite little or no growth in its budget during recent years, the SSS has been able to make significant improvements. It has advanced its mission and operational requirements and kept up with a customer base that grows by nearly two million young men each year. This has only been possible through an array of programs which are grounded in information technology (IT). Additionally, 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.

Investment in IT is one approach that can be used successfully to foster productivity gains during times of flat or reduced resources. However, once in place this infrastructure requires scheduled software upgrades and hardware replacement to capitalize upon its benefits and maintain its momentum. It is through numerous technological innovations and stringent priorities within constrained resources that the SSS is able to conduct peacetime registration, aid the DoD, be prepared to manage an alternative service program, and reinstate conscription when directed—all made practical by modest IT investments.

## No Y2K Bug Here

Chief among the Agency's IT priorities in FY 2000 was modification of SSS computer application programs to achieve Y2K compliance. These programs were first tested and validated by in-house staff. Independent validation and verification were conducted by a contractor. The Agency entered the 21<sup>st</sup> Century without being affected by any "Y2K bugs" and there were no disruptions to SSS business functions or computer systems.

## Web Site Enhancements

Customer service continues to be a major goal of the SSS. The hours of public access to the Agency's on-line registration and verification processes were extended to include Sundays and holidays. Also, modifications were made to the Agency's Internet and Intranet Web sites to comply with Section 508 of the Americans with Disabilities Act. Additionally during FY 2000, an innovative software program was written to compile data which helps identify how young men are learning about the requirement to register with Selective Service. The data is collected on-line from young men who register by visiting the SSS' Internet Web site and on-line registration page. This allows SSS managers to evaluate which methods of informing young men about the SSS registration requirement appear to be most beneficial.

Interactive Web pages are popular with the public and have proven to be of great benefit to SSS programs. In FY 2000, the SSS Region I Headquarters took the lead in the development of two new interactive SSS Web pages which allowed the public to participate as volunteers in support of SSS programs. The first new Web feature was aimed at high school faculty and staff members which enabled them to apply to become SSS "registrars." They now can request information on-line and, when appointed to the program, are sent materials which assist young men in their schools in understanding and complying with the registration requirement. Later in the year, the SSS added interactive Web pages aimed at men and women throughout the Nation who are interested in being considered for appointment as SSS Board Members. They can now identify themselves to the SSS on-line and receive information about the Agency's Board Member programs. Additionally, the interview guide and application forms for Board Members were placed on the Agency's Intranet site, which is password accessible to SSS personnel in the field. This has allowed the Agency's part-time employees to work electronically with their respective Region



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Headquarters and process Board Member applications in a "paperless environment."

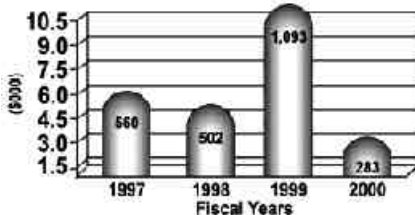
### Internal IT Improvements

Not to be overlooked are the Agency's in-house customers. Revolutionary improvements in communications between SSS National and Regional Headquarters and the Agency's 56 part-time State Directors and 450 Reserve Force Officers (RFOs) in the field resulted from making modern computer technology available to them. In prior fiscal years, personal computers were made available to RFO detachments. In FY 2000, all State Directors were provided with laptop computers and printers with pre-installed software for official SSS business. Now each State Director and RFO detachment can use their computer's dial-up capability, connect to a toll-free number, and instantly be wired in to the Agency's e-mail system and vast store of computer-based information. These innovations complete the field structure's IT modernization schedule. Benefits of this initiative accrued immediately by saving time and resources, reducing mailing costs, and eliminating paper exchanges. All full-time and part-time Agency personnel can now exchange electronic mail, share files, and access resources found on the SSS Intranet site. Additionally, the SSS developed and is evaluating the results of several prototype electronic training packages for its State Directors and RFOs. The overall effects of this shift from paper to an electronic medium has returned core productive work hours for National and Region Headquarters staffs.

### Systems Development

An updated Computer Assisted Training and Operations (CATO) prototype was completed to reflect the modernization of SSS mission-critical induction, claims, and appeals subsystems. This new CATO program will serve as a model for the modernization of other Agency legacy systems. Now, the SSS staff can assess the capabilities of the new technology, validate that the conversion is indeed feasible, and identify a viable solution for the re-engineering of the Agency's Integrated Mobilization Information System.

### INFORMATION TECHNOLOGY CAPITAL INVESTMENTS (\$000)



In sum, the Agency's Information Management Modernization Plan emphasizes rapid information exchange, a paperless environment, and adding advanced IT to SSS automated data infrastructures. The SSS took a deliberative and phased approach to implementing and refining its IT systems over many years. Through its use of IT, the Agency is satisfying its programmatic responsibilities, providing improved customer service, and keeping a lid on the cost of government, well into the 21<sup>st</sup> Century.



## Training and Readiness

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**B**ecause the SSS is a crisis response organization, mobilization planning, exercise participation, and periodic testing are critical to maintaining its sufficient state of readiness.

Training is conducted on an annual basis for SSS State Directors, Reserve Force Officers (RFOs), Area Office Augmentees (AOAs), plus the more than 10,000 volunteer Local, District Appeal, and Civilian Review Board Members. The SSS' readiness-training philosophy is still evolving. Instead of using the traditional training model of gathering content, cataloging it, and delivering it at a specified time and place, the Agency is moving to a system that provides learning with easy and immediate access to content. This means that new technologies have had some effect on FY 2000 training, but it also means that more suitable, alternative training methods were utilized, depending on content, audience, and Agency objectives.

### Reserve Force Officer (RFO) and State Director Training

The Agency's self-study, Phase I portion for its New Officer/State Director (NO/SD) program was updated this year to include a revamped study booklet as well as a recently-developed interactive, electronic tutorial available on CD-ROM. New State Directors and RFOs attending the NO/SD Phase II Program conducted by each Region Headquarters also were provided a new segment on registration programs, an updated Professional Development Course (PDC) detailing their mobilization duties, and a revised RFO Certification Examination, which must be re-administered to RFOs every three years for certification. Using multimedia equipment, the standardized PDC is more streamlined, having a time line rather than the previously developed topic-based format. The revised PDC also incorporates the three most likely mobilization scenarios faced by the Agency under Emergency Mobilization, Time-Phased Response, and Health Care Personnel Delivery conditions.

State Directors and RFOs also completed Continuation Training using updated Training Guidance Outlines (TGOs) and Training Guidance Packets (TGP). A newly-developed Registration Improvement Plan TGP also was provided to prepare and assist the field with their Registration Mini-Blitzes and other initiatives throughout the year. To avoid printing and distribution costs, emphasis was placed on migrating from "hard copy" materials to electronic distribution of training documents to the field structure. For the first time, the State Director Continuation Training Program was provided to State Directors in an on-line delivery format, allowing them to take advantage of their computers and printers received during FY 2000.

### Board Member Training

There were 364 newly appointed Local, District Appeal, and National Appeal Board Members who received Initial Board Member Training (IBMT) during FY 2000. Continuation Training was provided to nearly all other Board Members to keep them proficient in the decision-making skills they would employ in the event of a draft.

All newly appointed Board Members were provided updated "Preliminary Readings" booklets to orient them on Agency programs and prepare them for their Board Member responsibilities. The updated booklet incorporated current Agency policies and procedures pertaining to the Agency's Health Care Personnel Delivery System. As part of an ongoing effort to update IBMT, a registration information segment also was added to the program. As part of the update, the Trainer and Board Member Handbooks and accompanying 35mm slides, were revamped to conform with current SSS health care procedures and requirements. Also an up-to-date IBMT video tape was produced and completed by means of an Interagency Support Agreement with the U.S. Department of Interior. The new IBMT video is of award-winning quality and captured an "Award of Distinction" in the Training Video category of Videographer Awards competition.

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Due to funding constraints, Board Members received self-study, Continuation Training materials in FY 2000. The Local and District Appeal Board packages included a booklet complete with exercises, and the Civilian Review Board self-study booklets were accompanied by "role play" audio cassettes.

Of special note, IBMT was conducted for members of the Agency's five-person presidential National Appeal Board in FY 2000. It is uncommon for the SSS to conduct training for this board, which would work directly for the President and serve as the final level of classification appeal during a draft. However, it made good sense for them to receive initial training at SSS locations convenient to their homes. SSS trainers also developed a four-hour group study training program for the National Appeal Board Members, who will attend an initial Continuation Training session at SSS National Headquarters early in FY 2001.

### Area Office Augmentee Training

Area Office Augmentees (AOAs) are 1,500 authorized enlisted retirees designated by Department of the Army to be recalled to duty and become part of an Area Office team upon the Agency's activation of conscription. A self-study AOA Orientation Training Booklet was provided to each Region Headquarters for distribution to the AOAs.

### Army War College Students


SSS employees and volunteers were not the only ones benefitting from Agency training in FY 2000. As in previous years, the Agency hosted a group of officers from the Army War College in May. For nearly 17 years, the SSS has welcomed the opportunity to provide future military leaders with an in-depth overview of the Agency's operations, and contribute to their understanding of the Agency's role in national defense strategy.

### Status of the Health Care Personnel Delivery System

The Agency's Health Care Personnel Delivery System (HCPDS) is an "on-the-shelf" program developed by the SSS at the direction of the Congress. It is designed to conscript trained civilian health care personnel, including doctors, nurses, and medical technicians, for service in the Armed Forces if needed during a war or national emergency. The concept underwent a preliminary field exercise in Fiscal Year 1998, followed by a more extensive nationwide readiness exercise in Fiscal Year 1999. The 1999 exercise was the first time all of the program's components were thoroughly evaluated. Based upon the 1999 exercise, the Agency determined that HCPDS is a sound, workable program. Also during Fiscal Year 2000, the Agency began a total rewrite of its HCPDS automated support computer



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program. This project is expected to last through Fiscal Year 2002 and will culminate in preliminary and nationwide exercises to further validate the System's programs. The redesigned program will take full advantage of new technologies and provide an improved software package that will be much easier to use with greatly enhanced features.

### **Alternative Service Program**

An important part of the statutory mission of the SSS is to administer a program of individual community public service during a draft as an alternative to military service for men who are classified as conscientiously opposed to participating in the military.

Throughout FY 2000, the Agency continued to participate in cordial meetings requested by representatives of various religious groups historically opposed to military service. At National Headquarters, SSS personnel hosted orientation visits and discussion sessions with the Old Order Amish Steering Committee and several large groups representing Mennonites and other "peace" churches. The visitors were updated on procedures a young male registrant would follow if he desires to file a claim for a conscientious objector exemption in the event he is called by the SSS for possible military service during a draft.

Documentation for the Agency's Alternative Service Program underwent a complete re-engineering effort and its new policies and procedures were packaged and sent to the field for incorporation into mobilization plans. In the new package, forms were consolidated and procedures streamlined to make the process of finding and assigning community service jobs for conscientious objectors faster and more precise.

### **Planning for Accessions Processing During a Draft**

During FY 2000, the SSS began quarterly meetings with the United States Military Entrance and Processing Command (USMEPCOM). USMEPCOM is the Department of Defense organization that processes new recruits into the military and would do the same for draftees in a future crisis. The meetings provided opportunities for continuing an open dialogue between personnel in both Agencies involved with mobilization issues. This will help ensure that both organizations' mobilization plans and automated systems are mutually supportive.

### **Exercise Participation**

The SSS is a yearly participant in the planning and execution of a worldwide command post exercise conducted by the Joint Chiefs of Staff (JCS), to include other JCS sponsored mobilization exercises. Interaction with various mobilization communities helps to ensure that all parties are cognizant of each others plans and abilities which, in turn, minimizes the risk of any system disconnect should a national mobilization occur.



# Field Activities

The effectiveness of the Selective Service System in any future national emergency that requires reinstatement of a draft will depend, in large measure, on Agency operations throughout "grass roots America." To marshal the mobilization readiness of hundreds of part-time employees and thousands of volunteers, the Agency has positioned three small Regional Headquarters in North Chicago, Illinois; Marietta, Georgia; and Denver, Colorado.

Each Region has a full-time staff of 12 employees (10 civilian, 2 military), including a Reserve officer on full-time active duty who serves as Region Director. Additionally, the

SSS maintains a Data Management Center (DMC) in North Chicago, co-located with the headquarters of the U.S. Military Entrance Processing Command (USMEPCOM). With an authorized civilian staff of 57 employees using mainframe computer technology and mail handling equipment, the DMC processes over two million SSS registrations each year submitted by young men in accordance with the Federal registration requirement.



## FIELD STRUCTURE & PERSONNEL ASSETS

(Including State HQs, Local Boards, District Appeal Boards, and Civilian Review Boards)

CATEGORY	REGION I	REGION II	REGION III	TOTAL
State SPOs	10	15	23	56
RFOs	155	142	147	444*
SFN Detachments	32	35	41	108*
Life Members	723/3,915	645/3,225	612/3,000	1,980/9,900
DABs/Acrobats	30/150	35/175	31/155	96/480
CIBs/Warriors	22/110	11/55	15/75	48/240
Area Offices	144	144	154	442
High School	7,037	6,393	7,128	20,558
% with SSS Readiness	75%	88%	83%	80%

\* Additionally, 6 RFOs are assigned to a National Headquarters detachment.

### REGION I

Region I encompasses the Northeastern and Midwestern U.S. states and includes the District of Columbia. It also serves almost 40 percent of the Nation's registrants. In addition, its State Directors and RFOs interface with key government and educational officials to promote registration awareness in their states. During the course of the year, these part-time civilians and military officers also participated in many SSS readiness training programs.

### Registration Awareness Activities

Pursuing a very aggressive registration awareness campaign during Fiscal Year 2000, Region I accomplished frequent contacts with high schools, visits to 11 percent of all U.S. Post Offices in its area of operations, speaking engagements before essen-

tial community organizations, registration awareness drives in 19 low compliance metropolitan areas, and extensive coordination with educational officials throughout the Region. Two key registration awareness events provided the central focus for many of the Region's activities, which included the release of a national Selective Service "Report Card" showing state-by-state registration compliance statistics and a national high school registration awareness blitz in September. During the release of the "Report Card," SSS State Directors and officers coordinated extensively with their state government officials and the local media to alert the public to the status of registration compliance in their states. Although no states in Region I scored below 80 percent in compliance (see [Public Outreach](#)), the release of the "report card" served as a conduit for reaching those states that are not

promoting the registration requirement. Activities during the national high school blitz further capitalized on the partnership SSS had formed with the Department of Education. The work done during the blitz boosted Region I's high school enrollments in the Agency's High School Registrar Program by over 500 schools, an increase in participation from 68 percent to 75 percent.

Many young men residing in Region I registered on-line. Because of the intensive efforts by Region I to promote early submissions of registration information by 17-year-old men and on-line registrations, the Region saw a 281 percent increase in early submissions during the national high school blitz in September 2000. During the two week-long activity, on average, there was a daily increase of 183 more young men registering on-line each day and 132 more submitting their registration information early.

<b>REGION I STAFFING LEVELS</b>		
<b>STATE</b>	<b>LOCAL BOARD STAFFING</b>	<b>DISTRICT APPEAL BOARD STAFFING</b>
CONNECTICUT	91%	100%
Wash. D.C.	60%	100%
DELAWARE	80%	100%
ILLINOIS	85%	100%
INDIANA	85%	93%
MAINE	93%	100%
MARYLAND	85%	80%
MASS.	89%	100%
MICHIGAN	93%	100%
N.H.	100%	100%
NEW JERSEY	81%	100%
NEW YORK	80%	92%
NYC	84%	100%
OHIO	86%	100%
PA	97%	100%
RHODE IS.	94%	100%
VERMONT	100%	100%
WISCONSIN	96%	90%
<b>REGION TOTALS</b>	<b>88%</b>	<b>98%</b>

September 30, 2000

In Delaware, State Senator Dallas Winslow and Representative Richard Cathcart sponsored state legislation that bound young men's applications for driver's permits and licenses to the registration requirement with Selective Service. The bill was signed into law by Governor Thomas R. Carper on August 4, 2000. The law, which automatically registers men 18 through 25 years old with Selective Service, was enacted at virtually no cost to the State of Delaware and was embraced by the state's Department of Public Safety. Delaware was the second state in the Nation to enact such legislation. Similar legislation is now being considered by legislators in other Region I states.

### Board Program

Also during FY 2000, Region I ensured that 100 percent of its District Appeal Boards were operational and achieved a nearly 90 percent staffing level for its Local Boards. This is higher than last fiscal year and is especially noteworthy because, in addition to recruiting to replace the usual three-percent turnover rate in Board Members, Region I officers began recruiting for 870 vacancies that will occur starting in August 2001 when large numbers of Board Members separate after reaching the statutory maximum 20 years of service with the SSS.

Region I conducted 10 initial training sessions for its 189 newly-assigned Board Members during this reporting period. Due to budget constraints, face-to-face Continuation Training of Board Members in all three Regions was not funded. Instead, Board Members were sent self-study training materials. This had an impact on the numbers of Board Members completing continuation training this year, as depicted on page 30.



## BOARD MEMBER TRAINING

Board	Trained in FY 99			Trained in FY 00		
	Reg I	Reg II	Reg III	Reg I	Reg II	Reg III
Local Board Members	64%	75%	68%	44%	34%	38%
District Appeal Board Members	90%	78%	86%	45%	40%	37%
Civilian Review Board Members	60%	48%	40%	33%	49%	24%
Total Board Members Receiving Continuation Training	71%	73%	68%	41%	34%	38%
	Continuation Training			Self Study Training		

### Readiness

Ninety-five percent of Region I RFOs and every one of its State Directors completed SSS Training Guidance Outlines prescribed by National Headquarters as essential for maintaining mobilization readiness, which also included lessons on the Agency's Health Care Personnel Delivery System. Additionally, all of them successfully completed an electronic connectivity exercise using their newly acquired laptops. Region I also hosted two New Officer/State Director training courses which were attended by 38 officers and four State Directors. The first session was so successful that Region I hosted a second session nationwide.

### Electronic Initiatives

Last year, Region I proposed converting the bulk of initial readiness training to a Web-based format and in FY 2000, the Region Director dedicated staff member hours to co-authoring a tutorial for it. Because of the creation of the tutorial, all three Regions were able to reduce the number of classroom instruction hours devoted to readi-

ness training from four days to one and one-half days. Region I also initiated a Technology Needs Assessment Committee, comprised of representatives from the three Regions and National Headquarters. The focus of the Committee was to promote meaningful applications of new information technologies to challenges in SSS detachments and Region Headquarters. Region I hosted the first committee conference this fiscal year during which its attendees used strategic planning procedures to earmark areas of concern that could best be embellished by applying updated IT. This was provided by Region I as a cost-free Web design class to its participants.

### REGION II

SSS Region II stretches from Texas to Florida and northward to West Virginia. It also includes the territories of Puerto Rico and the U.S. Virgin Islands.

### Board Program

At the close of FY 2000, 183 new Board Member nominations received from state governors had been processed and sent to the Director of Selective Service to make appointments on behalf of the President. Of the assigned Local Board Members, 97.3 percent received mandatory initial training. During the year, 5 Initial Board Member Training sessions also were conducted and 102 new Board Members attended the training. As practiced across the Agency, Continuation Training was conducted by providing SSS Board Members with individual self-study materials.



REGION II STAFFING LEVELS		
STATE	LOCAL BOARD STAFFING	SUCCESSFUL APPLICANT REGISTRY SYSTEM
ALABAMA	97%	100%
ARKANSAS	85%	70%
FLORIDA	84%	93%
GEORGIA	93%	100%
KENTUCKY	89%	80%
LOUISIANA	92%	100%
MISSISSIPPI	95%	80%
N. CAROLINA	88%	93%
Puerto Rico	98%	100%
S. CAROLINA	98%	100%
TENNESSEE	92%	93%
TEXAS	84%	80%
VIRGINIA	75%	80%
W. VIRGINIA	100%	80%
W. VIRGINIA	84%	80%
REG. TOTAL	88%	90%

September 30, 2000

Many Board Members revealed an increased interest in SSS programs. They volunteered time to visit post offices and high schools in their areas to make sure that SSS information, forms, and posters were on hand promoting the registration requirement. Their efforts helped to ele-

vate registration compliance statistics. Moreover, many Board Members who will soon retire because of their 20-year maximum service restriction, have shown a desire to continue serving the Selective Service System as a State Resource Volunteer.

In addition to the Board Member Training program, 90 percent of the assigned RFOs have completed all time-phased-based Readiness Training Guidance Outlines. Also, 20 RFOs successfully passed their RFO Certification Examinations. Also, one Region II New Officer/State Director Training and Professional Development Course session was conducted in FY 2000 at which 20 newly-assigned RFOs were trained.

### Registration and Awareness Activities

Region II achieved well above the national average High School Registrar participation rate by having more than 88 percent of its high schools with active volunteer Selective Service Registrars. Registration improvement activities included conducting special high school registration awareness blitzes in Texas, Florida, Louisiana, and Tennessee during the month of September. Scores of high schools were visited, proclamations promoting SSS awareness were obtained from governors, mayors, and city councils, exhibits were displayed in high traffic public locations, and many radio and television interviews were conducted to underpin SSS registration awareness.

Twelve states in Region II have Solomon-like and Thurmond-like laws supporting the SSS registration requirement. Moreover, several ordinances were passed by many local governments this fiscal year, including the cities of Tallahassee and Eclectic, and Elmore County, Alabama; the cities of Russellville, Horseshoe Lake, Bluff, Bay, Central, and College, Arkansas; the County of Isaquena, Mississippi; the County of Okaloosa, Florida; the cities of Thompson, Dearing, and Cumming, Georgia; the counties of Bexar, Tarrant, El Paso, Willacy, and Midland, Texas; the cities of New Roads,





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Shreveport, and Donaldsonville, and the Parishes of St. Bernard, Alexandria, Plaquemine, and Thibodaux, Louisiana; the city of Frankfort and the counties of Franklin, Johnson, and Knott, Kentucky; and the City of Myrtle Beach, South Carolina. There are now 55 local ordinances in Region II that make registration with SSS a precondition for men to acquire city or county jobs.

In support of the Agency's first annual national high school registration blitz, Region II RFOs contacted all its high schools to create an increased awareness of the Agency's on-line registration option and

foster recruitment of high school registrars. The highlight of this successful campaign was Director Coronado's national kick-off of this blitz at his alma mater, Sidney Lanier High School, in San Antonio, Texas.

### **REGION III**

Geographically, Region III is the Agency's largest, covering 2.3 million square miles west of the Mississippi River which includes Alaska and Hawaii, and stretches to Guam and the Commonwealth of the Northern Mariana Islands (CNMI).

### **Registration and Awareness Activities**

Region III's personnel diligently pursued registration improvement objectives, finishing the fiscal year with an all-time high of 83 percent in its High School Registrar participation rate. Nebraska, Wyoming, and the CNMI topped the list with volunteer registrars appointed in every high school. In total, Region III appointed 1,859 high school registrars during FY 2000.



### REGION III STAFFING LEVELS

STATE	STAFFING	TRAINING
ALASKA	86%	100%
ARIZONA	90%	100%
CALIFORNIA	86%	93%
COLORADO	91%	100%
CONNECTICUT	80%	100%
FLORIDA	80%	80%
IDAHO	95%	90%
ILLINOIS	93%	100%
KANSAS	87%	100%
MINNESOTA	94%	100%
MISSOURI	96%	100%
NEW HAMPSHIRE	100%	100%
MONTANA	100%	100%
N. CAROLINA	92%	100%
NEBRASKA	91%	100%
NEW MEXICO	88%	100%
NEVADA	92%	100%
OKLAHOMA	90%	93%
OREGON	98%	100%
S. DAKOTA	96%	100%
UTAH	100%	100%
VIRGINIA	92%	80%
WYOMING	96%	100%
REGION TOTAL	89%	97%

September 30, 2000

In support of the Agency's Urban Area Registration Program, visits were made to over 700 high schools in Region III. Also, there were 9 official proclamations from governors and 42 from mayors and other elected officials supporting SSS programs. Additionally, SSS activities were covered by 176 television stations, 135 radio stations, and 157 newspapers in Region III.

During FY 2000, Oklahoma became the first state in the Nation to enact legislation tying registration compliance with the issuance of a driver's license and permit in the state. Additionally, progress toward introducing driver's license legislation was also made in the CNMI and Utah.

### Readiness

Staffing and training levels for Region III's State Directors and RFOs were very high throughout FY 2000. At year's end, 100 percent of the Region's State Directors were assigned and trained; while 93 percent of RFOs were assigned and 90 percent of those were fully trained; and 88.5 percent of its Board Members were assigned and 95.6 percent were trained.





## DATA MANAGEMENT CENTER

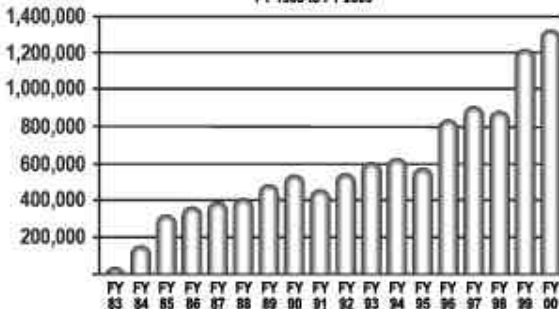
The Agency's Data Management Center processes registrations and maintains computer operations that support the Agency missions. In addition to over two million registrations processed in FY 2000, the Center processed 799,000 updates to registrant files, verified the registration status of 773,000 men through the Internet Web site, reviewed 86,000 pieces of written correspondence, processed over 1.3 million telephone inquiries, and produced and mailed over 6.2 million pieces of computer generated correspondence to acknowledge or promote registration.

Most inquiries were from men applying for Federal and state entitlement programs that require proof of SSS registration. Eighty-eight percent of calls to the Data Manage-

ment Center were processed by an automated Interactive Voice Response (IVR) system. The remainder of the calls were more complex and were handled by a group of SSS representatives. The Agency plans additional improvements to its IVR system which will greatly improve public service and reduce personnel workload.

The number of requests for "Status Information Letters" continues to be substantial at the DMC. These letters are requested by men who failed to register with Selective Service and are now past their 26<sup>th</sup> birthday and can no longer register. Under Federal law and some state laws, men may be denied student financial aid, government employment opportunities, and job training, if they cannot show evidence that such failure was not willful or knowing on their part. The DMC prepared and mailed nearly 37,000 Status Information Letters to nonregistrants during FY 2000.

### DATA MANAGEMENT CENTER TELEPHONE CALLS RECEIVED FY 1983 to FY 2000



Toll Free Service Removed October 1990  
Toll Free Service Implemented February 1998  
Lines Increased and IVR Replaced June 1999

# Thinking About The Future

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**T**he dedicated men and women of the Selective Service System are ready for the 21<sup>st</sup> Century. They are eager to serve an ever diverse American public, a new Congress, and an incoming Administration. With an eye to the future and a goal of making the SSS a more distinguished Federal agency, the Agency's leadership and many of its supporters in Congress are contemplating constructive changes.

## Switch in Oversight Committee Jurisdiction

The recurring congressional debates about the SSS' annual funding have consumed large amounts of scarce legislative time disproportionate to the Agency's relatively austere fiscal appropriation. One significant reason these debates occur is because the SSS' budget is currently a part of the annual Veterans Affairs, Housing and Urban Development, and Independent Agencies (VA-HUD) Appropriation. The SSS, with its mission solely dedicated to national defense preparedness, must compete annually for dollars dedicated principally to social and scientific programs in the VA-HUD Appropriation. This means the merits of numerous SSS programs are not being judged against other defense requirements. Since 1993, this misalignment has resulted in recurrent discord among Appropriations Committee members on both sides of the aisle.

Funding oversight for SSS rests with the VA-HUD Subcommittees because the SSS has independent agency status. Yet, the Agency's authorizing legislators and policymakers reside on the respective Armed Services Committees. The SSS is a purely defense-related agency. Its Director is appointed by the President and confirmed by Senate through the Senate Armed Services Committee. Additionally, the DoD remains the primary customer of the SSS and is the end user of its product—conscripted manpower. Simply stated, the SSS does not fit under the VA-HUD Appropriations Subcommittee. It would seem more logical that

budget oversight for the SSS be shifted to the Defense Appropriations Subcommittees of the House and Senate, and that the Agency retain its independent status in accordance with the Military Selective Service Act. To this end, several Members of Congress were exploring the possibility of switching SSS Subcommittee jurisdiction before the FY 2002 congressional budget process gets underway.

## Joint USMEPCOM/SSS Merger Initiative

Beginning in FY 2000, the SSS developed jointly with the DoD a bold concept to explore consolidation of all aspects of military entrance processing under a single new agency. The concept recommends merging the resources and missions of the SSS, the U.S. Military Entrance Processing Command (USMEPCOM), and the DoD Medical Evaluation Review Board (DoDMERB) into one new entity possibly called the Federal Entrance Processing Service, or FEPS. The concept envisions FEPS as an independent Federal agency with missions that include registering men as they reach age 18, conducting a draft in a crisis if authorized by the President and the Congress, processing and testing new recruits entering the Armed Forces in peace and war, and arranging physical examinations for Academy and ROTC cadets. FEPS also could be a non-DoD agency, headed by a Director who would report to the President but receive guidance, customer service standards, and performance criteria from the Secretary of Defense. There are significant advantages to this arrangement including less management overhead, consolidation of all military entrance processing into one organization, and conversion of most MEPCOM and DoDMERB military billets to civilian positions, freeing them up for reassignment within the Services. This concept continues to be reviewed within the DoD. It is premature to speculate if it, or any portion of it, will be approved for implementation, but it represents a cost avoidance initiative worthy of continued consideration.



# State Directors Serving on September 30, 2000

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Alabama .....	Robert W. Glass
Alaska .....	Charles A. Smith
Arizona .....	Victor R. Schwanbeck
Arkansas .....	Thomas G. Ramsey
California .....	Ronald H. Markarian
(Deputy State Director, Northern California) .....	Lawrence J. Linder
(Deputy State Director, Southern California) .....	Richard M. Churchill
Colorado .....	Paul S. Baldwin
Connecticut .....	Nathan G. Agostinelli
Delaware .....	William J. Tansey
District of Columbia .....	Margaret G. Labat
Florida .....	Douglas R. Maddox, Sr.
Georgia .....	Roy James Yelton
Guam .....	Lorenzo C. Aflague
Hawaii .....	Edward K. Nakano
Idaho .....	Darrell V. Manning
Illinois .....	Richard E. Northern
Indiana .....	John W. Hine
Iowa .....	Myron R. Linn
Kansas .....	Junior F. Elder
Kentucky .....	Donald L. Armstrong
Louisiana .....	Wilbur F. Joffron
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 .....	Vernon D. Sills
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
(Deputy State Director, Texas) .....	Louis R. Rocco
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 .....	Lloyd A. Flynn

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# Registrants by State

September 30, 2000

	Draft Eligible Registrants (Born 1974-1979)	Born 1980-1981	Born 1974-1981
ALABAMA	176,778	46,442	223,220
ALASKA	25,827	8,180	34,007
ARIZONA	162,179	42,845	205,024
ARKANSAS	107,246	29,257	136,503
CALIFORNIA	1,173,805	306,526	1,480,331
COLORADO	146,230	37,988	184,218
CONNECTICUT	108,080	28,891	136,971
DELAWARE	25,782	7,449	33,231
FLORIDA	475,343	129,029	604,372
GEORGIA	273,799	73,895	347,694
HAWAII	39,002	10,787	49,789
IDAHO	58,986	16,947	75,933
ILLINOIS	459,615	124,829	584,444
INDIANA	247,022	66,973	313,995
IOWA	125,179	35,514	160,693
KANSAS	106,968	31,483	138,451
KENTUCKY	159,430	39,674	199,104
LOUISIANA	180,525	46,302	226,827
MAINE	50,898	13,900	64,798
MARYLAND	170,495	47,192	217,687
MASSACHUSETTS	201,070	52,853	253,923
MICHIGAN	378,599	104,153	482,752
MINNESOTA	195,114	57,636	252,750
MISSISSIPPI	118,849	29,945	148,794
MISSOURI	213,374	54,738	268,112
MONTANA	40,762	11,836	52,598
NEBRASKA	72,732	21,449	94,181
NEVADA	54,354	15,470	69,824
NEW HAMPSHIRE	43,371	12,871	56,242
NEW JERSEY	289,987	75,423	365,410
NEW MEXICO	73,789	20,347	94,136
NEW YORK	655,548	159,456	815,004
NORTH CAROLINA	262,534	70,279	332,813
NORTH DAKOTA	29,825	9,199	39,024
OHIO	438,675	121,486	560,161
OKLAHOMA	143,319	39,187	182,506
OREGON	127,610	35,593	163,203
PENNSYLVANIA	432,618	116,943	549,561
RHODE ISLAND	33,828	8,968	42,796
SOUTH CAROLINA	143,147	37,995	181,142
SOUTH DAKOTA	34,621	10,469	45,090
TENNESSEE	204,708	55,410	260,118
TEXAS	772,276	200,533	972,809
UTAH	115,152	30,987	146,139
VERMONT	23,439	6,823	30,262
VIRGINIA	245,150	68,610	313,760
WASHINGTON	218,847	61,343	280,190
WEST VIRGINIA	81,703	20,244	101,947
WISCONSIN	210,594	60,903	271,497
WYOMING	24,707	7,080	31,787
WASHINGTON, D.C.	15,339	3,107	18,446
NORTHERN MARIANA ISLANDS	1,333	239	1,572
VIRGIN ISLANDS	4,681	945	5,626
PUERTO RICO	175,425	39,576	215,001
GUAM	6,551	1,622	8,173
FOREIGN	30,270	6,690	36,960
<b>TOTALS</b>	<b>10,387,090</b>	<b>2,774,511</b>	<b>13,161,601</b>



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