

# *Annual Report*



TO THE CONGRESS OF THE UNITED STATES  
FROM THE DIRECTOR OF THE  
SELECTIVE SERVICE SYSTEM

*Fiscal Year*

# *1997*

# ANNUAL REPORT TO THE CONGRESS

for the period October 1, 1996 to September 30, 1997

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## The Selective Service System Key Staff (at the end of Fiscal Year 1997)

Gil Coronado  
**Director**

Willie L. Blanding, Jr.  
**Executive Director**

Richard S. Flahavan  
**Chief of Governmental Affairs**

Lt. Col. Rogelio Rodriguez, USAF  
**Chief of Staff**

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

Dr. Henry N. Williams  
**General Counsel and Counselor**

Carlo Verdino  
**Financial Manager**

Alfred Rascon  
**Inspector General**

Lyle A. Wilkes  
**Director, Data Management Center**

Archibald J. Kielly  
**Special Assistant to the Director**

### Regions:

Colonel Justo Gonzalez Jr., USAR  
**Director of Operations**

Colonel Ronald Y. Meilstrup, USAFR  
**Region I Director**

Norman W. Miller  
**Director of Information Management**

Colonel Keith A. Scragg, USAFR  
**Region II Director**

Carolyn Zamora  
**Director of Resource Management**

Colonel P. Wayne McDonald, USAFR  
**Region III Director**

# A MESSAGE FROM THE DIRECTOR

## VOTES OF CONFIDENCE FROM THE GRASS ROOTS

Established fact: any structure is only as strong as its foundation. Likewise, the key to building a successful enterprise is to have a firm base of support. I look back on the preceding 12 months with this in mind, and I can't help but smile with satisfaction. Fiscal Year 1997 was a good year for the Selective Service System (SSS).

Throughout its history, the great strength of this Agency has been the geographic and demographic diversity of the people involved with it. With less than 200 full-time employees today, Selective Service is fortified by hundreds of part-time military reservists in every State and territory, and more than 10,000 trained civilian volunteers spread among virtually every American community, form the vast bulk of its mission-capable structure.

It is unusual to see an outpouring of municipal and State support for a defense-related Federal program; yet, this is precisely what happened in FY 1997. Three populous States, Texas, New Jersey and California, passed legislation during the year supporting the Federal Military Selective Service Act. The new State laws encourage young men to register on time by linking eligibility for State benefits and programs to compliance with Federal law. Now, legislatures in 21 of the 50 States have voted favorably to enact such laws, and several other States have drafted similar legislation. Also in FY 1997, scores of governors, mayors and county officials issued proclamations declaring SSS "Appreciation Days" (or "Weeks"). These well publicized events served to remind young men about their obligation to register. From my vantage point, the proliferation of State and local involvement demonstrates continued backing of Selective Service throughout "grass roots" America. The supportive State laws and civic actions are confirmation that the Selective Service System rests solidly on a foundation of public understanding and support. And now you can appreciate why I am smiling.

Against this background, I am pleased to present this annual summary. We are a small Federal agency intimately linked to America's overall defense preparedness. As the size of the active and reserve military is prudently reduced, the Selective Service System keeps ready the capability to conduct a fair and equitable military draft in a national emergency.

I am grateful for the expanding nationwide support for this Agency and peacetime registration, and I salute the millions of young men who have registered. In effect, when they filled out and mailed in their Selective Service registration forms, they sent us "votes of confidence" to keep our country strong and free. Grass roots America has helped the Selective Service System to remain this Nation's low cost defense manpower insurance policy in FY 1997.



A handwritten signature in black ink, which appears to read "Gil Coronado". The signature is stylized and cursive.

Gil Coronado

# RESOURCE MANAGEMENT

## THE WORK FORCE

How does a Federal agency remain prepared to accomplish a unique mission, unlike any other in this Nation? The Selective Service System employs a diverse work force structure of dedicated women and men serving in civilian and military, full-time, part-time, intermittent and non-paid voluntary capacities. Because of the Agency's relatively small size, its work force structure is void of unnecessary mid-level management layers, typically seen in larger agencies and corporations. Why is this important? Employees are held to greater responsibilities and serve in numerous roles.

### Civilians

Compensated civilians serve in full-time, part-time, and intermittent capacities. During FY 1997, the Agency was authorized a civilian employment ceiling of 190 full-time equivalent positions (FTEs). Its civilian personnel are located at National Headquarters in Arlington, Virginia; the Data Management Center and Region I Headquarters in Great Lakes, Illinois; Region II Headquarters in Marietta, Georgia; and, Region III Headquarters in Denver, Colorado.

The Agency's 56 State Directors serve in the States, the District of Columbia, New York City, and the territories of Guam, the Northern Mariana Islands, the U.S. Virgin Islands, and the Commonwealth of Puerto Rico. They serve on an intermittent basis during peacetime and are appointed by the Director of Selective Service upon the recommendation by their respective governors or comparable chief executives. These men and women represent the Agency at the State and local levels and are a vital link between Selective Service and its citizen volunteers.

By far, comprising the largest component of the Agency's work force are the men and women who serve as Local, National Appeal, District Appeal, and Civilian Review Board Members. They are volunteers, with an authorized strength of 11,028, who are trained during peacetime to decide wartime classifications for men who seek exceptions or deferments based on conscientious objection, hardship to dependents, or status as ministers or ministerial students. Appeal Board Members would be responsible for acting on appeals regarding Local Board decisions, and Civilian Review Board Members would review alternative service work assignments appealed by conscientious objectors. Local Board Members are recommended for appointment by State governors, or comparable chief executives, and appointed by the Director of Selective Service. Civilian Review and District Appeal Board Members are recommended by Agency Region Directors, and also appointed by the Director of Selective Service. To be recommended and appointed, Board Members must meet specific requirements, be upstanding citizens in their communities, and agree to serve as uncompensated SSS employees. These measures and the resulting high caliber of appointees help ensure equity and fairness of the entire Selective Service process. There is also a National Appeal Board comprised of no less than three members, each selected and appointed by the President. Within the Selective Service System, this Board serves as the final level of appeal.

**Selective Service Board Membership  
at the end of FY 1997  
(excludes National Appeal Board)**

Type of Board	Authorized	Assigned	Actual Strength (Percentage)
Local	10,305	9,532	92
District Appeal	480	459	96
Civilian Review	240	219	91
All Boards	11,025	10,210	93

## Military Personnel

The military complement of the Agency's work force includes 745 authorized Reserve Force Officers (RFOs) representing each of the parent services. During FY 1997, of the 745 positions, only 518 were funded to keep within the appropriated budget. RFOs perform inactive duty training and annual training, during which they prepare to assume critical positions in the event of a return to conscription. The Agency also has 17 full-time active duty military personnel assigned to the Agency.

## HUMAN RESOURCES

In keeping with the President's goal to reform and streamline government, the Agency developed a Welfare-to-Work Program during this fiscal year. The program provides job opportunities for individuals in Federal Welfare Programs. The National Performance Review Office was so impressed with the program, it is using the Selective Service System's plan as an example for other Federal agencies to follow.

*The National Performance Review Office was so impressed with the Agency's Welfare-to-Work Program, it is using the Selective Service System's plan as an example for other Federal agencies to follow.*



Selective Service employees represent the Agency at the National Urban League Convention in Washington, D.C. Pictured l. to r. are: Vanessa Allen, Reserve Force Officer Capt. Wanda Wilkerson, Laura Schoppa and Svet Jones.

## LOGISTICS

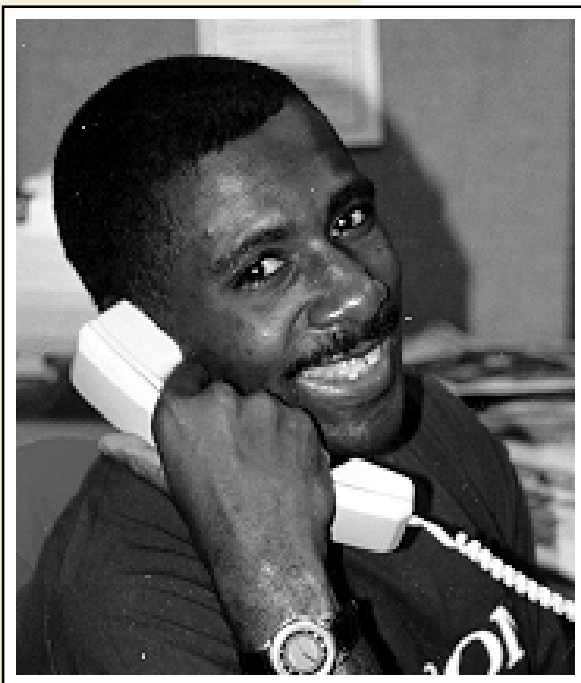
The Agency conducted a thorough review of space utilization at National Headquarters in FY 1997. As a result, the Agency relinquished approximately 10 percent of its Arlington, Virginia, office space, with a proportionate reduction in annual lease costs. The study showed the potential for additional space reductions, which are under consideration. The warehousing facilities were also included in this study. This warehouse portion of the study focused on whether or not the space was being utilized efficiently, and if the contents are properly managed. The review revealed an opportunity to reduce the amount of warehouse space by approximately 50 percent.

The Agency also examined its procurement organization and authority and concluded there was a need to implement an expanded electronic procurement system at its National Headquarters and field offices. To accomplish this, an automated

procurement system was purchased and implemented in February 1997. It allows for a more efficient method of preparing and tracking purchase orders.

## PUBLICATIONS & RECORDS

During FY 1997, an automated system for electronic storage and retrieval of Agency publications was implemented. This new process will ensure that Agency policy documents and procedures manuals are expeditiously available to all employees. This process will save resources through paperwork reduction. Also conducted was a records review which included an analysis of record holdings. The primary goal in this review was to enhance the efficient transfer of Agency records to Federal Records Centers of the National Archives for safekeeping. These initiatives are a few of the many programs the Agency has developed to improve overall operations.



Sebastian Moses is an employee of the Publications and Records Division at SSS National Headquarters.

# FINANCIAL MANAGEMENT

## FISCAL RESOURCES

For each of the past two fiscal years, the Selective Service System received an appropriation of \$22.930 million. However, the Agency lost nearly half a million dollars in purchasing power because of increases in military and civilian salaries, other unavoidable increases (e.g., office space rental, region facility cost, USPS reimbursement, etc.) and inflation.

Despite this reduction, the Agency continued to meet its assigned missions: registering young men 18 through 25 years of age, and maintaining an acceptable degree of operational readiness. This was possible because of cost cutting measures such as automation improvements carried out in FY 1997. This effort will continue as the Agency moves aggressively toward the use of new technology to meet the challenge of the

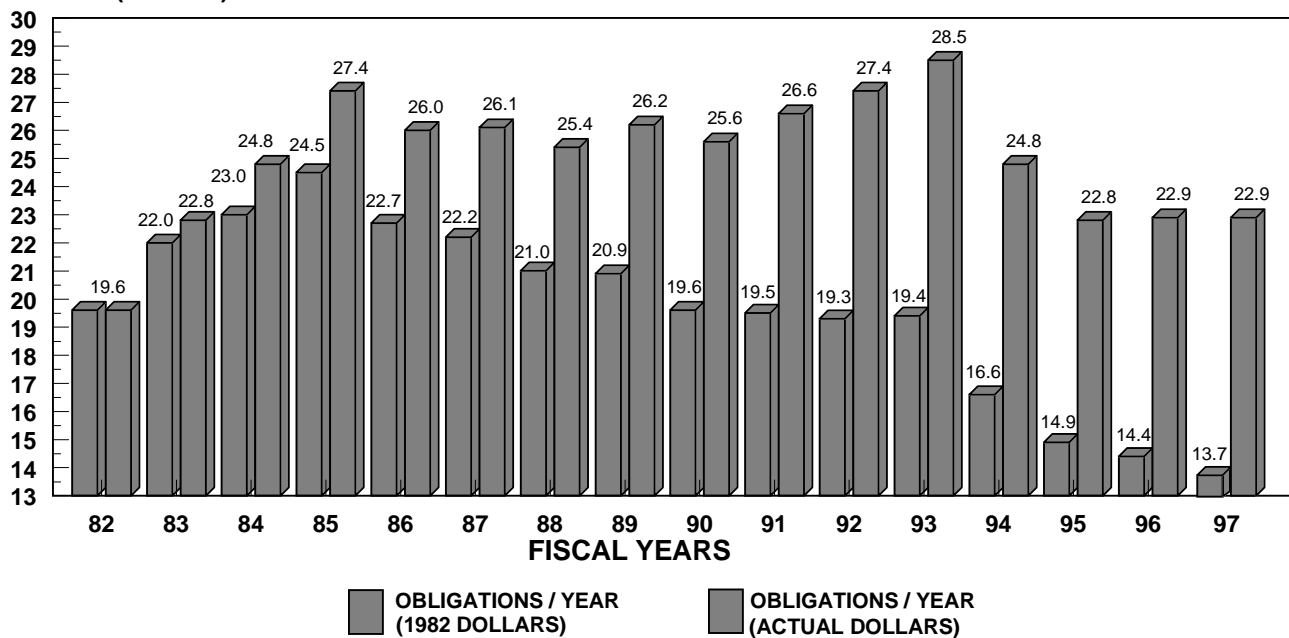
21st Century. A reduction in compensation payments for Full Time Equivalents, Reserve Force Officers (RFOs), and reductions in many operating expenses throughout the organization help the Agency conserve funding for use in critical programs.

The SSS faces the same dilemma as most small agencies. Nearly 70 percent of its budget is devoted to personnel compensation and related costs. Most of the remaining budget is needed to meet large unavoidable costs such as postage, printing, office space rental, USPS charges to process registrations, and the operation of the System's Data Management Center. The System has little discretionary funding available to meet rising costs and stay abreast of changing technology.



## FISCAL HISTORY

DOLLARS (millions)



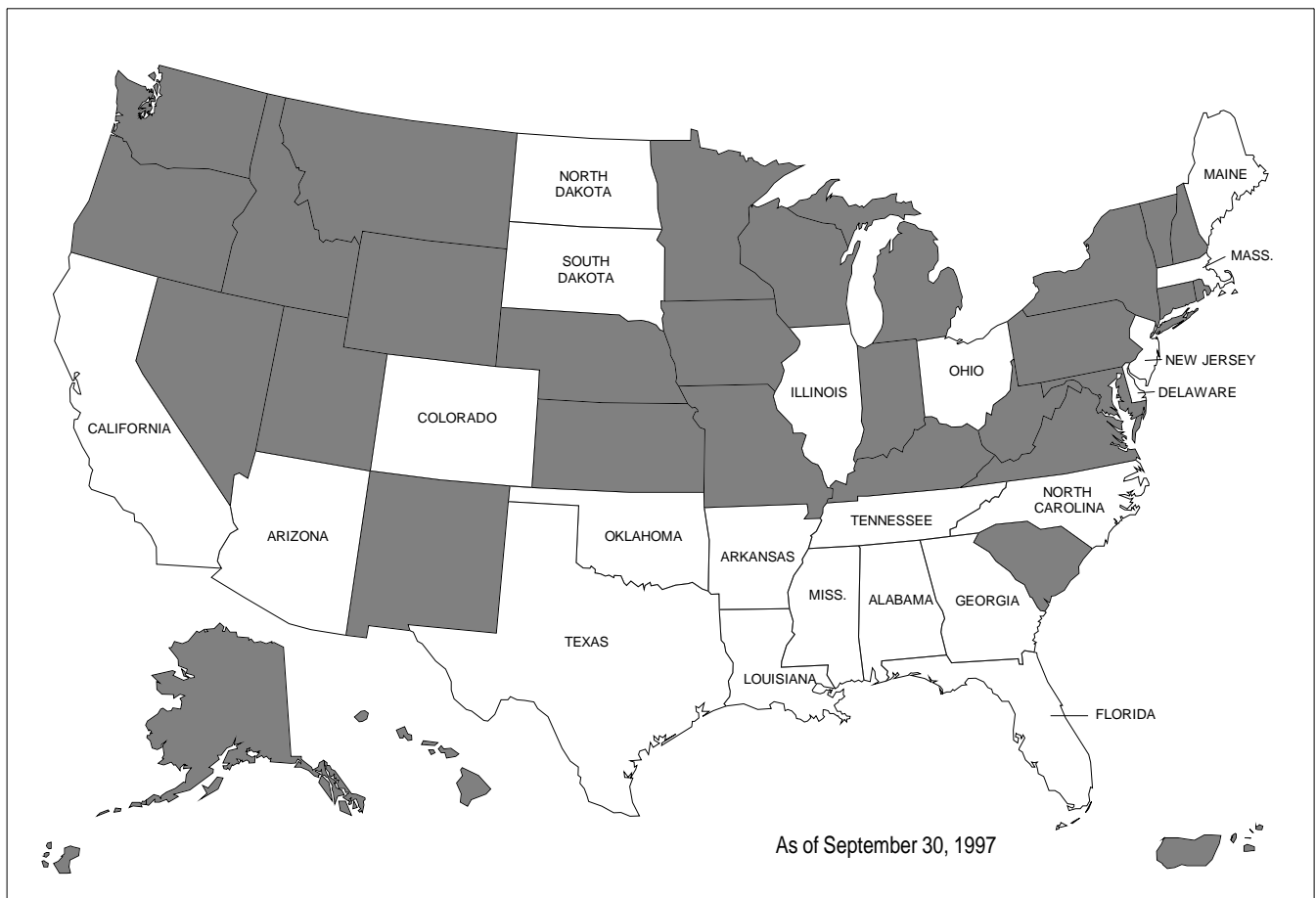
# GOVERNMENTAL AFFAIRS

## BACKGROUND

Following the Director's testimony before the House and Senate Appropriations Subcommittees on VA, HUD, and Independent Agencies, the Selective Service System was revalidated and endorsed by the Congress during FY 1997 and provided \$23,413,000 for FY 1998. These resources reflect the collective judgment of the Administration and the Congress that the Selective Service System is an important component of the Nation's security framework and a cost-effective, proven hedge against unpredictable and unforeseen world events.

A special feature of the System is the part-time military and volunteer civilians who serve the Agency in cities and counties throughout the United States and its territories. It is because of this "grass roots" commitment to public service that the Agency today is prepared to fulfill its statutory national defense missions while benefiting from local perspective and civic dedication. Grass roots involvement is one of the great strengths which ensures that the SSS always remains relevant to national issues, sensitive to society's needs, and fair and equitable amid cultural diversity.

## The 21 States With Laws Supporting Selective Service Registration





***To date, 21 States have enacted legislation supporting the Selective Service System, requiring a man to have complied with the registration requirement to receive State student financial assistance, admission to public colleges, State employment, or some combination thereof.***

### **Independent Report Completed**

In September 1997, the U.S. General Accounting Office (GAO) published its report to four Congressional requesters: Representatives Peter DeFazio (D-Ore.), Ronald V. Dellums (D-Calif.), Dana Rohrabacher (R-Calif.), and Gerald B. Solomon (R-N.Y.). This document, *Selective Service: Cost and Implications of Two Alternatives to the Present System*, examined alternative ways the Selective Service System might conduct its business in peacetime; namely, suspending active registration or placing the Agency in “deep standby.” A suspended registration alternative would eliminate the current requirement for men ages 18 through 25 to register for a possible military draft. Under this configuration, most of the Agency’s infrastructure would remain intact, including a significant portion of its staff and all of its volunteer Local, District Appeal, Civilian Review Boards, and the National Board. The “deep standby” alternative would suspend registration, reduce substantially a portion of the work force, and disband the volunteer Boards. For each alternative, GAO provided a conceptual organization, estimated costs, and attendant risks.

The GAO did not make any recommendations. Rather, over eight months, it simply examined two alternatives to the current peacetime registration program which Congress and the President can assess. It recognized that complex national security, political, legal, and sociological impacts must be fully addressed prior to any change to present law or procedures. Other than a relatively small dollar savings, the report offered no rationale for change.

### **GRASS ROOTS STATE COMPANION LEGISLATION**

For the first time in many years, the number of States with laws paralleling Federal laws that highlight the SSS registration requirement has increased. These locally-initiated State laws are most useful because they ensure registration awareness among America’s youth by linking eligibility for certain State programs and job opportunities to compliance with the national requirement. Thereby, they enhance the fairness and equity of any future draft. Although the U.S. is not now conducting a military draft—nor is one contemplated—a database of eligible manpower is maintained, along with the basic structure and procedures needed to operate a draft. With ongoing peacetime registration and a viable SSS, a draft can be reinstated rapidly, fairly, and equitably by Congress and the President in a national emergency; or if needed, to maintain adequate manpower levels for the Armed Forces. To date, 21 States have enacted supporting legislation, requiring registration compliance for State student financial assistance, admission to public colleges, State employment, or some combination thereof.

## In 1997 Arkansas Leads the Way

Since Feb. 22, 1989, when then Governor Bill Clinton signed the original legislation, Arkansas has required registration with Selective Service as a condition for receiving a State education loan, scholarship, or other State educational financial assistance. In FY 1997, the State law was strengthened. On Feb. 21, 1997, Governor Mike Huckabee signed new legislation requiring registration compliance as a precondition for State employment or enrollment in a public institution of higher learning.

## Texas Stands Tall in Support

Governor George W. Bush signed a bill on June 18, 1997, requiring Texas men to be registered as a condition of eligibility for State student financial aid. This law mirrors the Federal "Solomon Amendment" of September 1982, which conditioned Federally-backed student loans, Pell Grants and other forms of post-secondary school financial aid to satisfying the national registration requirement. Rep. Gerald B. Solomon (R-NY) was the sponsor of that Federal legislation which amended the Military Selective Service Act. The Texas law was a long time in the making. The Legislature meets biennially and "Solomon-like" legislation was originally introduced in 1987 and again in 1989. Local efforts came to fruition when Texas citizens with a desire to get involved in the lawmaking process had a bill introduced in February of this year.

## New Jersey Joins the Trend

The elected representatives of the citizens of New Jersey publicly endorsed and supported registration compliance with legislation in FY 1997. Upon passing the State Legislature on Aug. 20, 1997, and after receiving the signature by Governor Christine Todd Whitman, New Jersey's "Solomon-like" law became effective. It requires Selective Service registration as a precondition for State student financial aid. Like other States with similar laws, New Jersey is protecting current and future benefits for its young men and stressing the civic imperative of complying with the Federal Military Selective Service Act.

## California Becomes the 21st

Just before the end of this reporting period, on Sept. 29, 1997, Governor Pete Wilson signed into law State legislation which requires Selective Service registration as a precondition for State student financial aid. This was an important milestone because California has more men reaching age 18 than any other State in the



Arkansas Governor Mike Huckabee signed Thurmond-like legislation supporting Selective Service on Feb. 21, 1997, as Director Gil Coronado (seated) watches.

Union. Further, this law is somewhat different from supporting laws in other States in one aspect: all public post-secondary schools in California are also required to “make every reasonable effort to inform each male applicant of his obligation to register in accordance with the Federal Military Selective Service Act through one or more means as determined by each institution.” This means that, besides denying State financial aid to nonregistrants, California’s public colleges and universities will distribute registration information (e.g., flyers or mail-back registration cards) provided by the Selective Service System. Additionally, those schools with an Internet “home page” may include on the portion of their page that covers financial aid a link to the Selective Service Internet registration World Wide Web site.

Each of these supporting State laws provides a public good; producing informed State residents who are in compliance with Federal law. The awareness and educational effects of these 21 State laws function to protect individuals’ benefits, promote civic responsibilities, and provide for the Nation’s “common defense.” Happily, since 1985 over one-third of the States and territories have aided the young male residents within their boundaries. These State laws help to keep men eligible for potential State and Federal benefits by increasing awareness of the mandatory registration requirement. The effect is a boost in the rate of registration compliance and extensive public affirmation and support of the missions of the Selective Service System.

***The awareness and educational effects of these 21 State laws function to protect individuals’ benefits, promote civic responsibilities, and provide for the Nation’s “common defense.”***

## OPERATIONS

The Office of Operations performs the planning, organizing, and training tasks associated with the Agency's mission. Its work impacts directly on the Selective Service System's ability to provide manpower to the Department of Defense in a crisis. In formulating training plans, regulations, and procedures, the goal of conducting a fair and equitable draft is kept foremost in mind. These activities allow the Agency to reinstitute a draft, as well as a system to induct health care specialists, if needed. An Alternative Service Program for individuals who are exempted from military service because of deeply held personal or religious beliefs, precluding them from being combatants in a war, can also be implemented.

### **Intergovernmental Agreements**

The Selective Service System maintains close contact with the Department of Defense and other government entities to ensure the effectiveness of its unique programs. Cooperative agreements with several agencies were put into place during FY 1997.

***Based on an average five-year registrant population base, and using specific criteria, Area Offices as well as Local Boards were relocated and/or decreased. As a result, the numbers will decrease.***

Memoranda of Understanding (MOU) with the United States Military Entrance and Processing Command (USMEPCOM) and the Department of the Army were completed. Further liaison with USMEPCOM assisted that organization with updating its plans to comply with the MOU. An MOU between Selective Service and the Army was signed in January 1997, and provides for the use of enlisted Army retirees to staff the SSS field offices in the event of a mobilization. The retirees will assist SSS with establishing 442 Area Offices in cities nationwide, should a return to conscription be authorized.

In FY 1997, it was discovered that further refinement was needed to ensure an efficient and effective process for "draft calls" during a crisis. Two tests were held with the Global ePOST electronic mail system of the U.S. Postal Service (USPS) under an MOU signed during the year. This system was to be used to notify registrants to report for possible induction in a national emergency. However, the USPS notified Selective Service in September 1997 that it was discontinuing the Global ePOST. SSS is currently developing a program to transmit examination and induction notices necessary during any authorized return to conscription.

Additionally, an MOU among the Office of the Chief, Army Reserve, U.S. Reserve Command, and the Selective Service System established procedures for providing training space to Army officers assigned to SSS at Army Reserve Regional Support Centers at no charge to Selective Service. Further, full-time use of space will be provided in a national emergency for at least a 60-day period.

## OPERATIONAL PROGRAMS

The field infrastructure workload study, done every five years, was completed this fiscal year. Based on an average five-year registrant population base, and using specific criteria, Area Offices as well as Local Boards were relocated and/or decreased. As a result, the numbers will decrease in FY 1998 to 442 Area Offices (from 450), and 1,976 Local Boards (from 2,060). The reductions and realignments are due to shifts in population for young men ages 20 through 24. For example, as a result of the study, California gained an additional eight Local Boards, while Michigan lost eight because of geographic population shifts within the registrant age group. At the same time, Massachusetts lost 20 Local Boards, but regained 15 of them in various parts of the State, showing that population shifts are often as significant within a State. Local Board Members whose boards were dissolved were given the opportunity to be reinstated on another board as vacancies occur.

Detailed policies and procedures governing registrants are contained in the Agency's Registrant Integrated Processing System (RIPS). During FY 1997, this entire system was overhauled to reflect the latest DoD emergency manpower requirements. Also, the Alternative Service Program is currently being rewritten to conform with this scenario. The newly revised RIPS was extensively briefed to all Region Headquarters personnel during this fiscal year and at the end of FY 1997, the new manual was published.

## Health Care Personnel Delivery System (HCPDS)

HCPDS is the program developed by the Selective Service System at the instruction of the Congress. Following the enactment of appropriate legislation, it could be implemented if there is a critical shortage of military medical personnel. Although the program is currently a blueprint—there are no names in a database—SSS could quickly register and induct the requisite numbers of health care personnel in more than 60 specialties, if an emergency so dictated. During FY 1997, SSS staff members had the opportunity to brief numerous officials within the Department of Defense (DoD) concerning the status of the program. As a result of feedback from DoD, SSS is modifying HCPDS to reflect current departmental thinking. Modifications applied during FY 1997 will be the foundation for program testing during FY 1998-99.

## REGISTRATION

### New Methods of Registering

The Selective Service System continues to explore new ways of registering men. In March 1997, SSS entered a new era—men were able to initiate



A man must be registered with the Selective Service to be eligible for Federal student financial aid, most Federal jobs, and training under the Job Training Partnership Act (JTPA).

their registration on the Internet for the first time. If a young man wishes to register on-line, he simply accesses the Selective Service System's home page at <http://www.sss.gov>. In FY 1997, 877 registrations were initiated on the Internet.

Young men can still register in more traditional ways, however. They may register at any of more than 34,000 post offices nationwide, or, they may complete and return a registration reminder postcard many receive in the mail. Registration reminders are mailed to more than two million young men each year around their 18th birthday. More than 35 percent of them complete the mail-back card.

Mail-back cards are a convenient way for young men to register, and they cost the Agency less money than a registration completed in person at the post office. Under a reimbursement agreement, Selective Service pays the U.S. Postal Service \$1.06 per registration card processed by postal clerks. To reduce this cost, the two agencies have agreed to implement a new program. Registration mail-back cards will be made available in post offices. Thus, a man simply completes the mail-back card, adds postage, and mails it to Selective Service, with little or no involvement of a postal clerk.

***If a young man wishes to register on-line, he simply accesses the Selective Service System's home page at <http://www.sss.gov>.***

Selective Service gets the names of potential registrants from State Departments of Motor Vehicles (DMVs), the Department of Defense high school recruiting list, the Immigration and Naturalization Service, and the Department of Education. SSS then sends a card to men thus identified as nonregistrants turning 18. Upon receipt, a man completes the card and mails it back. In FY 1997, the Reminder Mail-back Program generated more than 862,000 registrations. Of these, 633,000 registrations were generated from DMV lists and nearly 181,000 from the DoD list mailings, averaging a 41 percent and 18 percent return rate, respectively.

In many of the Nation's high schools, a staff or faculty member assists men fulfill the registration requirement. Participation in this High School Registrar Program, implemented in 1981, increased in FY 1997. More than 53 percent of the country's approximately 22,000 high schools now have Selective Service registrars volunteering their time. The importance of educating young men about their registration requirement is essential because a young man who fails to register is not only in violation of Federal law, but he may be ineligible for many Federal and State benefits, including eligibility for U.S. citizenship, if he is a noncitizen. Specifically, a man must register to be eligible for Federal student loans and grants; most Federal employment, including U.S. Postal Service; job training under the Job Training Partnership Act (JTPA); and some State employment and State tuition assistance eligibility in 21 States. In FY 1997, over 23,000 registrations resulted from the High School Registrar Program.

To increase the registration compliance rate, the Agency conducted its first Registration Improvement Training Workshop. The purpose was to formulate innovative ideas which would reverse declining registration compliance rates. National RIP initiatives included recruiting more high schools to participate in the Registrar program, U.S. Post Office evaluation visits, producing and

distributing informational materials, reviving an exhibit program, and encouraging States with lower levels of compliance to increase awareness of the requirement among young males.

To heighten registration awareness, activities conducted by the Region Headquarters included: speaker bureau invitations, university and media visits, public service announcement (PSA) distribution, high school newspaper interviews, news releases, and distribution of registration awareness packages to educators. Registration awareness messages

were shown at sports events and on posters placed in area rapid transit systems. In many States, National Guard Recruiters were designated to support Selective Service registration efforts.

### Identifying Non-Registrants

Failure to register is not a victimless crime. Each man who does not register increases the draft vulnerability of those who register. By an automated process of matching names and addresses received from Federal, State and local sources nationwide, Selective Service informs men of their registration obligation in an effort to maintain a high compliance rate.

Over the past couple of years, Selective Service experienced a small and gradual decline in registration compliance. To help halt this trend, the Agency continually seeks and implements new initiatives to ensure that all men are registered. One new program developed this year will be implemented shortly. It allows automatic registration of men applying for admittance to two military



Ride On! A Dallas, Texas, bus displays the SSS message. This effort was part of the Registration Improvement Plan initiative.

service academies. A registration statement will appear on West Point and Annapolis applications which will read like the statement now appearing on the Department of Defense military enlistment contract. The statement will advise new service academy entrants not previously registered with Selective Service that completion of their application is tantamount to registration. The Air Force Academy is expected to join this program in FY 1998.

At the end of FY 1997, Selective Service was concluding coordination on an initiative with the State Department to register eligible men applying for visas to immigrate to the United States as permanent residents. The ability to automatically register men who complete State Department Form OF 230 is anticipated in early FY 1998 pending the Office of Management and Budget's approval of the new form. This procedure would replace the current State Department form which now simply advises immigrants of the registration requirement.



A small group of State Directors and officers gathered at National Headquarters in October for a Registration Improvement Workshop. The group included (l. to r.) Enoch Williams, Chief Warrant Officer 4 Leonard J. Schmitz, and Colonels Keith Scragg and John Dobbins.

## Strategic Planning

The Government Performance and Results Act requires each Executive Agency in the Federal Government to prepare a five-year strategic plan identifying the Agency's mission, related goals and objectives. The Office of Operations is responsible for developing and maintaining the plan which serves as the Agency's road map to manage and utilize its resources to satisfy established goals. Accordingly, SSS published the Agency's Strategic Plan, FY 1997 through FY 2002. Copies were also submitted to the Office of Management and Budget (OMB) and to interested Congressional committees. To comply with other provisions of this Act, SSS has developed an Annual Performance Measurement Plan for FY 1999. It will be provided to OMB for comment and concurrence prior to being sent to the congressional authorization and appropriation committees which have oversight responsibility for SSS.

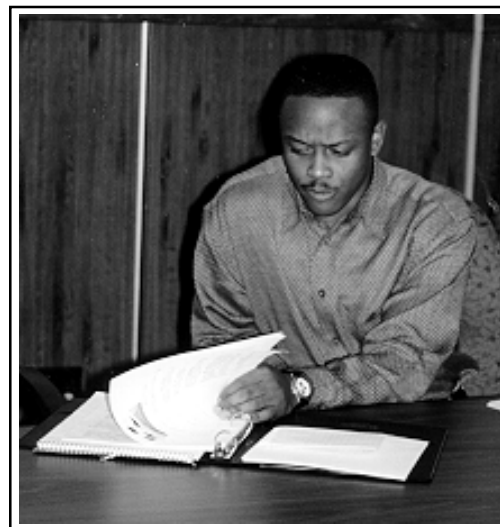
## READINESS TRAINING

Given the SSS mission of supplying manpower to the Armed Forces in the event of an emergency, training at all levels is critical. It is also the key to

preparedness for State Directors, Reserve Force Officers (RFOs), Area Office Augmentees, and 11,000 volunteer Local, District Appeal, and Civilian Review Board Members, who are counted upon to perform important work in the event a draft is reinstated.

All training was closely monitored during FY 1997. The analysis and feedback from participants, combined with after-action reports and discussions with personnel at training sites, helped in developing effective training materials.

Not only SSS employees and volunteers need training about SSS. For example, it is crucial to provide the Nation's future military leaders with an overview of Selective Service operations and the Agency's role in defense preparedness. To help in this effort, a "Senior Service School Outreach" with military service colleges and the top non-commissioned officer academies began during FY 1997. Information on Selective Service will now be included as part of the curricula of these institutions. Also, the Agency's National Headquarters continued its annual program of hosting U.S. Army War College students who, in their future assignments, will influence defense planning and management.



Selective Service employee Wayne Penn plays the role of a registrant appearing before a Local Board in a training video for Local Board Members.



## State Director Training

Newly appointed State Directors, as well as newly assigned RFOs, attended the New Officer/State Director Phase II Training Program and were briefed on their responsibilities. To maintain and increase their individual readiness, State Directors either participate in an annual four-hour continuation training session or in a formal Readiness Exercise. State Director training on the revised Time-Phased Response (TPR) requirements and the HCPDS was completed at the National State Director-Detachment Commander Training Conference in New Orleans.

## Reserve Force Officer Training

During their monthly training drills, RFOs completed specific readiness training in the form of Training Guidance Outlines and Training Guidance Packets. These training materials keep RFOs current in their responsibilities and informed of Agency policy and procedures. Development began on a series of Readiness Training Guidance Outlines based upon DoD's TPR requirements during Agency activation and the Agency's new Registrant Integrated Processing System. Also, a Training Guidance Packet was developed on the HCPDS, which would be activated at the direction of the President and Congress should the need arise to conscript health care personnel for the military services.

The Area Office Manager Certification Examination was given to eligible RFOs. The exam determines each RFO's ability to activate and operate an Area or Alternative Service Office, and to provide administrative and operational support to Local, District Appeal, and Civilian Review Boards.

## Board Member Training

The Agency's Local, District Appeal, and Civilian Review Board Members received either Initial Board Member Training (IBMT) or continuation training. New Board Members are required to attend IBMT, designed to give them an overview of the Agency's history, current processes, and role in national defense. Newly appointed Board Members attended one of many 12-hour IBMT sessions conducted at various locations.

Because of the importance of mission readiness, the Director mandated continuation training be changed from a biennial to an annual basis, beginning in FY 1997. RFOs instructed four-hour group-study training sessions to Local and District Appeal Boards; but, because of funding constraints, Civilian Review Boards received self-study training materials only.

## Area Office Augmentee (AOA) Training

AOAs are Department of the Army enlisted retirees who would become part of an Area Office team during a national emergency. An AOA Orientation Training Program was provided to the Region Headquarters for distribution to the Agency's 1,500 authorized AOAs.



Capt. Douglas Young (left) and Maj. David Branham, Selective Service Reserve Force Officers, practice Local Board Member Training.

## PUBLIC AFFAIRS

With the percentage of 18- through 25-year-old men who register trending slightly downward, public awareness and understanding of the Selective Service System registration requirement became all the more vital in FY 1997. Although resources remained limited, efforts were reinvigorated to get the word out to a variety of audiences: men turning 18, parents, teachers, guidance counselors, coaches, other adults who play influential roles in a young man's life, and members of the print and electronic media.

Because registration shortfalls tend to be greater in high density urban areas, awareness efforts included public service advertising aimed at inner city African-American and Hispanic audiences. This was evident in the radio, TV and print items SSS produced, and in the aggressive "media blitzes" conducted in major cities across America by SSS personnel. Agency Director Gil Coronado made many personal contacts with Spanish language media, visited schools in the southwest and elsewhere with large Latino student populations, appeared in dozens of TV interviews and public service programs, and participated in live and taped radio interviews throughout the year.

The connection between Selective Service registration and a man's eligibility for student loans, Federal jobs and job training was emphasized in all materials, and was the focus of local media coverage. Additionally, as the States of Texas, New Jersey and California enacted bills in FY 1997 linking State benefits to registration compliance, the news media in these States gave the new laws suitable coverage. The Director and other SSS personnel

who were interviewed urged young men to preserve their eligibility for programs and benefits by registering on time. This theme was repeated many times in the many cities and towns visited. Whenever a "media blitz" was underway in a city, it was not uncommon to see SSS officials interviewed on the local TV news programs of two or more stations, radio talk show programs, and informative articles in the daily newspapers. More specific information on the media blitzes can be found in the "Regions" section of this Report.

Grass roots involvement as public awareness "tools" were developed or refined for use in FY 1997. The plan put attractive, cost effective, multimedia items into the hands of SSS field personnel (State Directors, Reserve Force Officers, Board Members, and High School Registrars)—tools they could use to inform the public in their communities. The eleven exhibits created toward the end of the last fiscal year were upgraded and distributed to the field for use in FY 1997. Additionally, a new pamphlet was produced in large quantity to use as "handouts" at exhibit sites. Headlined "It's What A Man's Got to Do," this pamphlet provided succinct information about the registration requirement: who must register, where and how to register, and what happens if a man does not register. More than 100,000 of these pamphlets were initially distributed, with reprints planned as supplies neared exhaustion. Exhibits were set

up at college fairs, ball games, association meetings and conventions, shopping centers, and other high traffic locations throughout the U.S. Each of the three regions received three exhibits to use, and shipped them from state to state to cover



Director Gil Coronado talks about the importance of registering to an audience of students at Milton High School in Houston, Texas.

scheduled events. Two exhibits were used by National Headquarters in metropolitan Washington, D.C. Included in the exhibit schedule were displays at the Pentagon, the American Federation of Teachers, National Urban League and Congressional Black Caucus conventions, and at the national Boy Scout Jamboree, Fort A.P. Hill, Virginia.

The popular “speechmaker kit” originally produced in FY 1994 was updated and redistributed in FY 1997. New slides and replacement text augmented this unique package, which is designed to give a variety of audiences an overall picture of the Selective Service System by helping SSS personnel make a fully-illustrated 20-minute speech. It is used before civic clubs, Chambers of Commerce meetings, veterans groups, Jaycees, etc. For the update, the original kits, which consisted of 60 color slides keyed to narrative text, were recalled from the field, refreshed with the new materials, and redistributed to all Selective Service System detachments and State Directors. Likewise, the photos and soundtrack of the Agency’s briefing—the multi-image Institutional Briefing—were revised and modernized for showings at National Headquarters. The modified program was also transferred to videotape, replicated, and distributed to SSS personnel for use in the field and for showing at Initial and Continuation Board Member Training sessions.

Registration promotional materials were also placed in the hands of the Nation’s high school teachers. About 22,000 high schools were sent a Selective Service publicity kit for use throughout the 1996-97 school year. The kit featured an attractive package design which resembled a student’s backpack. Its contents included fact sheets, posters, articles for the school newspaper, public address system announcements, and information about the high school registrar program. Each high school kit also informed school officials they could request a “Teacher’s Guide” from Selective Service. In FY 1997, this colorful

44-page booklet proved to be so popular that supplies on hand were exhausted. More than 5,000 copies of the Guide were mailed. Used primarily in social studies classes, the Teacher’s Guide provides historical and contemporary information about Selective Service and gives teachers sample lesson plans and “question and answer” outlines.

The Nation’s radio and TV stations and cable outlets continued to receive public service announcements (PSAs) from Selective Service in FY 1997. The TV PSA entitled “Boys From Men,” originally released in February 1996, was rereleased to selected markets throughout the U.S. after Christmas in December 1996. As hoped, this boosted play rates for the spot. Detailed monitoring was possible because each spot was encoded electronically for automated reporting. Combining its FY 1996 and 1997 releases,



This high school kit included informational materials on registration such as posters, Q & A sheets, and a public address announcement.



Filming the Selective Service public service announcement entitled "Application," released to stations in July 1997.

"Boys From Men" aired a total of 21,500 times on approximately 350 stations in nearly every U.S. TV market. It made 627.6 million audience impressions (one impression equals one viewer seeing the TV spot one time), and it garnered the equivalent of \$2.8 million in total air time value (approximate cost for equivalent commercial air time, if stations were paid to air the spots rather than playing them free, as a public service).

The SSS also produced a new TV PSA in FY 1997, and released it to stations in July. Entitled "Application," and edited to 30-, 15-, and 10-second lengths, the PSA featured a humorous story line about what happens to a young male Federal job applicant who fails to register with Selective Service. In keeping with recent practice, the PSA was closed-captioned for the hearing impaired and a Spanish language 30-second version was also included. However, for the first time, this year's release featured a special bonus

for TV stations. Included on each videotape was a 90-second "music video" version of the National Anthem, recorded *a capella* by the new country music group, *Ricochet*. The stirring performance of the "Star Spangled Banner" is introduced by a narrator who states it is "presented as a public service by *Ricochet* and the Selective Service System. Remember, all men must register with Selective Service when they turn 18." Stations were asked to use the tape daily when they sign-on or sign-off the air. Copies of the tape were also made available to SSS Region Headquarters for possible use at ball parks that have "instant replay" giant TV screens adjacent to the stadiums' scoreboards. Selective Service was given permission to use the patriotic video free of charge.

The radio campaign labeled "Red Hot Spots," recorded using country music and Latino celebrities near the end of FY 1996, was completed, packaged on compact disk, and released to nearly

3,000 radio stations in January 1997. Distribution after the Christmas retail advertising period is purposeful, because more public service advertising time is available. Unfortunately, precise measurement of plays is not practical in radio for SSS because electronic monitoring of radio is cost prohibitive. SSS must thus depend upon voluntary return of business reply cards from stations to judge approximate airings. For "Red Hot Spots," more than 600 cards were returned by stations indicating PSA plays during FY 1997. This 20-percent reply rate is much better than expected, and usually represents only a fraction of stations actually playing the spots. Best estimates are that the spots played at least 96,300 times for a projected \$1,115,000 in commercial time equivalency.

Another excellent way to reach young men with a registration reminder is by showing informational messages on movie theater screens, especially during the Thanksgiving and Christmas holidays. That is when new movies are released and students on school break are frequenting theaters. A movie theater registration reminder slide was used on 300 theater screens in major cities from Nov. 27, 1996, to Jan. 2, 1997. These public service messages reminded theater goers that Selective Service registration is "...what a man's got to do."

Public infatuation with the Internet and the number of Americans going "on line" with home and school computers increased exponentially in FY 1997. Riding the crest of interest in the World Wide Web, Selective Service increased the quantity and quality of information available through its web site. The SSS "home page," established last fiscal year (<http://www.sss.gov>), grew substantially in design and content. Beginning in March 1997, men were able to initiate a registration on line. By the end of the fiscal year, an average of 2,000 people per week were contacting the Selective Service web site for information and on line registration.

The cover of the CD featuring country and Latino stars was sent to nearly 3,000 radio stations.



# AUTOMATION

Selective Service is moving aggressively to meet the challenges of the 21st century. Only with efficient use of new technology can the Agency continue to carry out its role as a major partner in strengthening and underpinning national security.

This emphasis on utilizing the latest technology will provide a number of opportunities to streamline processes currently in place at the SSS. For example, SSS registration will be enhanced by providing young men with the capability to register via the Internet. This will reduce the cost per registration. Additionally, SSS will make use of the Internet to provide registration information to many "external" customers, i.e., Department of Labor job training offices, registrants, student aid officials, and the Department of Education. These customers must routinely check with Selective Service to ensure that eligible male applicants for Federally-backed student loans, grants, jobs and training are registered. On-line computer access to nonsensitive SSS data will relieve these customers from the need to make telephone calls and written inquiries to the Data Management Center (DMC). Additionally, anybody connecting to the SSS website can obtain extensive information about the Agency and its programs. These initiatives, combined with the anticipated findings of an on-going study to improve other DMC business processes, are expected to identify potential areas to achieve reductions in personnel costs and streamline operations.

An Information Management Modernization Plan is underway to assist the SSS in supporting volunteerism and strengthening national security by focusing on technology driven by customer needs. By upgrading the SSS information technology infrastructure, the plan engineers the SSS mission critical mainframe computer systems and targets those systems for use on a small computer platform. New technology will be in the form of microcomputer based servers and software that will become the front-end of the SSS information technology architecture. The

modernization process will continue over several years and will be expanded to include the SSS field elements and an Intranet that all employees will utilize to exchange information and conduct electronic meetings, thus realizing a "paperless" environment. Moving applications and information closer to the organizations and individuals using these resources empowers workers at all levels in the SSS.

## Technical Enhancements

The SSS replaced the telephone system at National Headquarters in April 1997. The overall cost for the new system is lower because it utilizes the Washington Interagency Telecommunications System. Telecommunications equipment at National Headquarters and the DMC was replaced to increase capacity and bandwidth to meet current demands of Windows and graphical interfaces and accommodate future growth.

The conversion to Windows NT as the Agency's network operating system was completed in FY 1997. Four network servers at National Headquarters were consolidated into one. All servers in the Agency are now on the same network operating system (as compared to the three previously employed). This allows for more efficient and effective management of network resources while providing additional capacity for growth.

The Purchase Request Information System (PRISM) software was acquired to replace the Automated Procurement and Contracting System, also mentioned on page 4. This comprehensive system automates each step of the acquisition process allowing the Agency to maintain up-to-date forms and regulations, and the ability to perform Electronic Data Interchange via the Federal Acquisition Computer Network, which was mandated as part of the Federal Acquisition Streamlining Act of 1994. PRISM also ensures compliance with Federal Reporting Requirements, such as the Federal Procurement Data System



Children of DMC employees get a firsthand look at the automation equipment during "Take Your Children to Work Day."

(FPDS) report (SF 281). A module for requisition tracking will be added in FY 1998.

In accordance with Executive Order 12999, SSS formed a partnership with a local school cluster in the Maryland suburbs of Washington, D.C., to facilitate the donation of excess, older technology microcomputer equipment to the cluster. The partnership became effective in November 1996. Equipment was transferred to the school cluster during December 1996 and September 1997. In addition to supplying equipment, National Headquarters also provides employee volunteers to assist with installation, maintenance and training.

The Office of Management and Budget requires that all agencies develop, implement, and maintain a documented information technology architecture (ITA) that describes the relationships among the work the Agency performs, the information used, and the information technology needed. The development of Selective Service's ITA began during FY 1997.

The Agency's Voucher Payment System was modified to electronically transfer payment data. This expedites the processing of reimbursements to Board Members for their travel expenses associated with training.

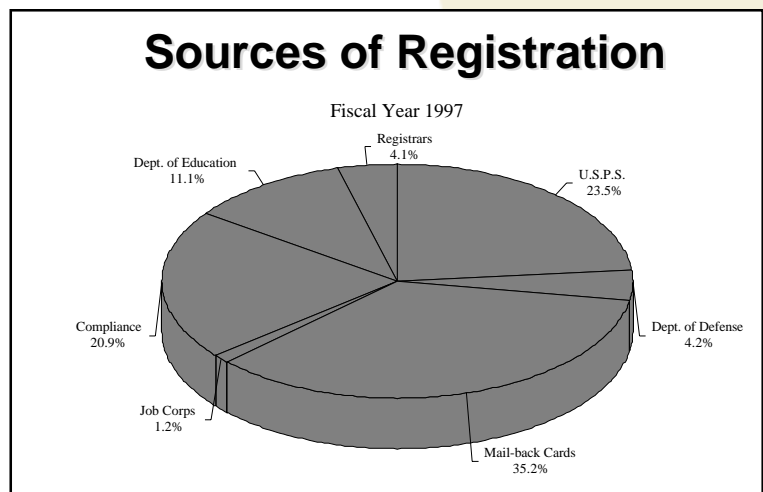
## DATA MANAGEMENT

### Registration Processing

The Data Management Center (DMC), in Great Lakes, Ill., is the SSS facility responsible for processing registrations, posting changes to registrant files, executing computer matching programs, developing and maintaining computer programs in support of registration, and handling many public inquiries.

### Registration Information Office

The number of telephone inquiries received at the DMC increases yearly. A substantial portion of this workload is the result of Federal and State agencies verifying registrations prior to granting applicants the various entitlements linked by law to Selective Service registration. During FY 1997, the DMC processed more than 890,000 phone calls, an 18-percent increase over last year. Nearly 78 percent of these calls were handled by an interactive voice response (automated) system; the balance required assistance from an SSS operator who can address more complex questions.

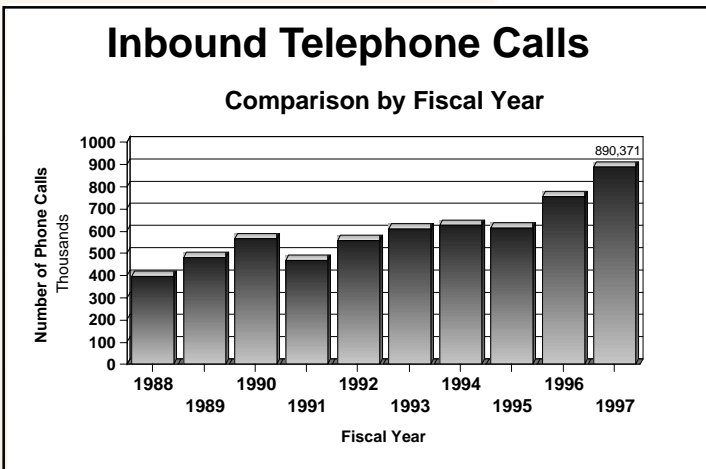


Many of the calls were from organizations, such as employment bureaus or school financial aid offices, to verify the registration status of more than one person. With these multiple requests, the DMC's total telephone registrant inquiry volume exceeded one million. Additionally, the Center processed 155,000 inquiries from written correspondence. Most were from applicants for Federal and State entitlement programs and citizenship which require proof of registration with Selective Service.

unless he can "show by the preponderance of the evidence that (his) failure to register was not willful and knowing," in accordance with Section 12(g) of the Military Selective Service Act. The letter advises the man to present any such evidence to officials at the school or government agency from which he seeks the benefit. Those officials must decide whether or not the man is eligible to receive the assistance he is seeking, be it a student loan or grant, government job, job training, or U.S. citizenship. Selective Service System officials have no authority to exonerate nonregistrants, nor can waivers be issued to men who fail to register.

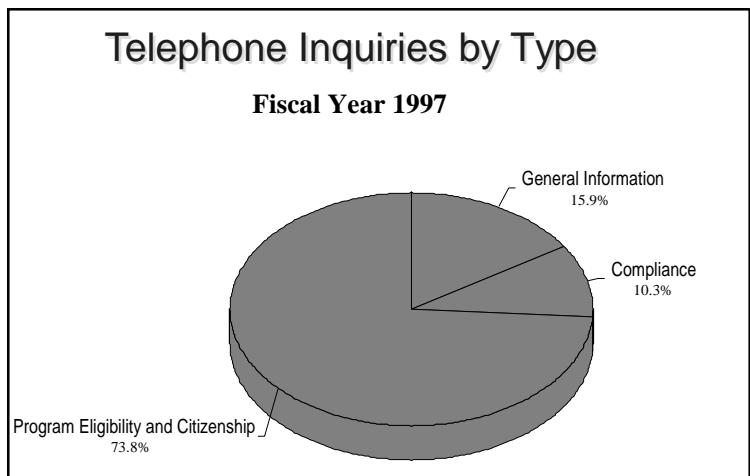
### Support to Other Agencies

Since March 1984, Selective Service has assisted a major program of the U.S. Department of Health and Human Services' Office of Child Support Enforcement to locate fathers not meeting financial obligations to their children. This year, Selective Service matched files for nearly 2.8 million persons and provided addresses for over 1.3 million matching records. Additionally, Selective Service provides the Corporation for National Service and the National Civilian Community Corps with automated and manual letter processing on a cost reimbursement basis.



### Status Information Letters

The number of individuals requesting information on their status with Selective Service was substantial in FY 1997. Men cannot register after reaching age 26. If a man fails to register before his 26<sup>th</sup> birthday, and later applies for student financial aid, citizenship, or employment which requires proof of registration, he may request a status information letter from Selective Service. Typically, the letter confirms the man had a registration requirement but states that no registration is on file. During FY 1997, the Data Management Center received nearly 27,000 requests for such letters. In such cases, the man is not eligible to receive the benefit





# THE REGIONS

## OVERVIEW

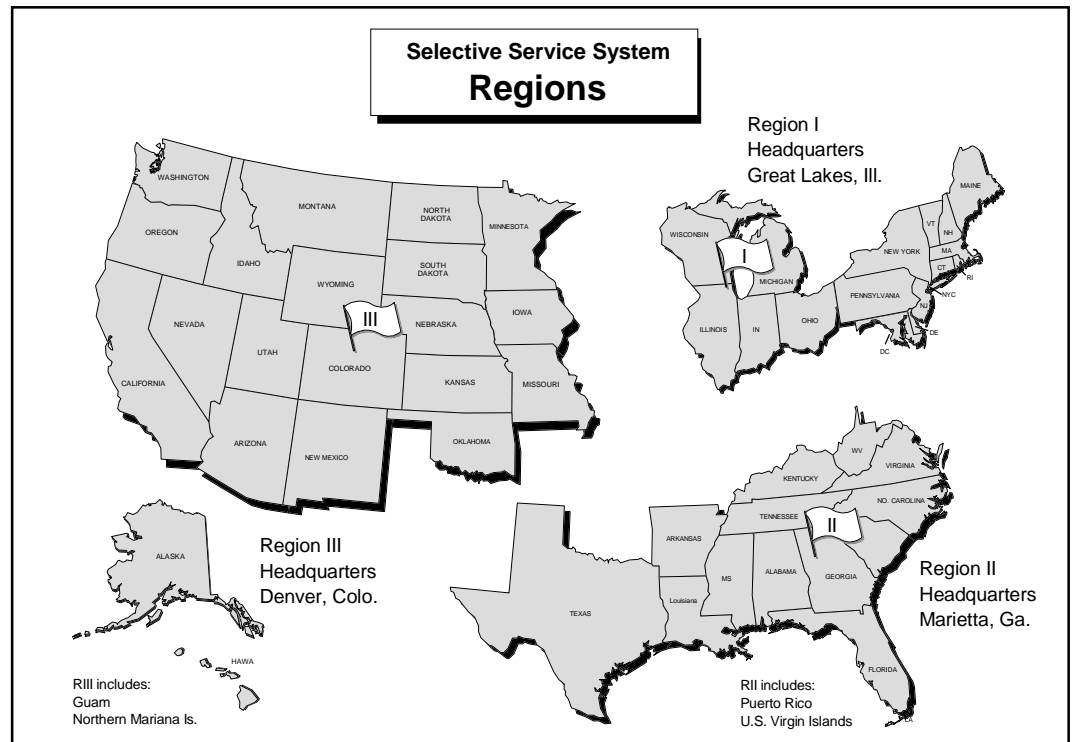
The Selective Service System has three Region Headquarters. Located in Great Lakes, Illinois; Marietta, Georgia; and Denver, Colorado; each is responsible for SSS activities in a large geographical segment of the U.S. and its territories. The Region Directors and their staffs operate administrative control centers to provide an efficient link between National Headquarters and the field structure: State Directors, Reserve Force Officers, and Board Members. Each Region Headquarters is staffed modestly with three military officers and nine civilian employees.

During FY 1997, all Region Headquarters shifted emphasis to registration improvement initiatives. At the same time, all the Regions made field structural and personnel changes based on the workload study. This periodic study evaluates the geographical areas of Area Offices and Local Boards using registrant population data to ensure the Area Offices and Local Boards continually reflect the populations they serve.

One change involved the source of extra personnel needed to expand SSS in a return to conscription. Formerly, under an arrangement with the National Guard Bureau, SSS would have used Guard recruiters to help set up and operate Area Offices in the early stages of a draft. They were given training for that purpose. However, under plans revised in

FY 1997, Army enlisted retirees will fulfill the Area Office augmentation mission in a future draft, relieving National Guard recruiters of this additional duty at mobilization. The switch was necessary because the National Guard recruiters now have other missions with the Guard.

Many activities and major initiatives that occurred during FY 1997 were common to all Regions: the first region-wide TeleVideo training conference was held in Denver to test the capability for its future use throughout the Agency; "Train the Trainer" classes were conducted to prepare RFOs for Initial Board Member Training sessions; in certain low-compliance cities in the Southern U.S., registration "blitzes" were held to register young men and increase awareness; and in the Midwest, innovative Local Board Member Continuation Training sessions were held at Ft. Knox, Kentucky, and Great Lakes, Illinois.



Another initiative shared by the Regions involved bringing National Guard Adjutants General or members of their staff to Region Headquarters for an introduction to the Agency and a briefing on its missions.

In August 1997, National Headquarters staff members, State Directors and Detachment Commanders throughout the U.S. gathered in New Orleans for the National Training Conference. Region personnel also attended other national conferences such as the National Council of La Raza Conference held in Chicago in July and the Reserve Officers Association Conference held in Kansas City, Mo., in June to promote Selective Service registration awareness.

## REGION I, GREAT LAKES, ILLINOIS

Region I's boundaries extend from Wisconsin, through the Midwest, Mid-Atlantic, and Northeastern U.S. to Maine. It is comprised of 16 States, the District of Columbia, and New York City (which has a Selective Service System "State" Headquarters).

***Many Detachment officers, State Directors, and Board Members met with organizations throughout the year to promote better awareness of the Selective Service System and registration. These included youth, civic, and educational associations.***

There are 143 Reserve and National Guard officers (RFOs) assigned to Region I's 33 detachments. Additionally there are 17 State Directors, 139 volunteers who constitute 30 District Appeal Boards, and 96 citizens who serve on 22 Civilian Review Boards. The 775 Local Boards in Region I are comprised of 3,420 community volunteers. Three new State Directors were appointed during Fiscal Year 1997: John C. Williams of Pennsylvania, LeRoy J. Williams of Rhode Island, and Maj. Gen. (Retired) Rosetta Y. Burke of New York State.

During FY 1997, Detachment officers provided Continuation Training to more than 1,700 Local Board Members, and recruited 136 new members. They also recruited four, and trained 84, District Appeal Board Members. Additionally, 115 Local Board Members received their Initial Training. Nine new members of the Civilian Review Boards were recruited, and 38 Civilian Review Board Members completed Continuation Training this year.

In addition to three "Training of the Trainer" sessions, there were two briefings for 10 State Adjutants General, or members of their staffs, to familiarize them with SSS. Region I's RFOs visited 555 high schools, recruiting 353 high school Registrars.

SSS Director Gil Coronado met with the Chief Executive Officer of the Chicago Board of Education. He also met with the Chancellor of the New York City Department of Education, and others.

Pennsylvania, New Jersey, Ohio, Michigan, Maryland, Rhode Island, Wisconsin, New York, Indiana, Massachusetts, Connecticut, and the District of Columbia instituted new programs which authorized Army National Guard Recruiters who meet with male high school students to register them with Selective Service.

Many Detachment officers, State Directors, and Board Members met with organizations throughout the year to promote better awareness of the Selective Service System and registration. These included youth, civic, and educational associations. Among those events which saw SSS participation were the Indiana Black Expo and the Pennsylvania Special Olympics. One of the largest conferences in which RFOs participated was the National Council La Raza Conference. Focusing on issues of interest to America's Hispanics, the conference was held at the Navy Pier in Chicago, and Region I officers from Chicago Detachment 1-2, Region staff, and bilingual translators from the Data Management Center participated.

Legislators in several Region I States drafted legislation reinforcing Federal requirements to register. In New Jersey, Governor Christine Todd Whitman signed legislation requiring registration as a precondition for State student financial aid (see page 8). Proclamations in support of the Selective Service System were signed by Governors George V. Voinovich of Ohio, Tommy G. Thompson of Wisconsin, and Christine Todd Whitman of New Jersey, with Mayors Richard M. Daly of Chicago and John A. Williams of Bedford, Indiana, also signing proclamations.

Region I staff devoted much of FY 1997 to an analysis of the workload for Local Boards and Area Offices. This resulted in the elimination of 62 Boards in some communities but the addition of 128 Boards in others.

## REGION II, MARIETTA, GEORGIA

Region II comprises the 13 southeastern States, ranging from Texas to Florida and spanning northward to West Virginia. It also includes the Territories of Puerto

Rico and the U.S. Virgin Islands. The Region's personnel authorizations include 15 State Directors; 36 Reserve and National Guard detachments consisting of 163 Reserve Force Officers; 3,480 Board Members; and 481 Area Office Augmentees. Also, Region II has nearly 4,000 volunteer Selective Service high school registrars throughout the Region.

Region II hosted the Agency's National Training Conference in New Orleans during August 21-24, 1997. Among the speakers were the Honorable Frederick Pang, Assistant Secretary of Defense



In FY 1997, many governors, mayors and county officials issued proclamations declaring SSS "Appreciation Days" (or "Weeks"). These well publicized events served to remind young men about their obligation to register.

for Force Management Policy; Bill Detweiler, former National Commander of The American Legion; Bill McQuaid, OMB Examiner; and Maj. Gen. William Navas, Jr., Director of the Army National Guard.

Region II embarked on an aggressive registration improvement campaign that included awareness “blitzes” in low registration compliance areas, including Atlanta, Dallas-Fort Worth, Houston, Miami, New Orleans, and Norfolk/Virginia Beach/Portsmouth. Many other States conducted “mini-blitzes” and received support at the grassroots level by way of mayoral, city, and county proclamations. Region II made concerted efforts to boost participation in the high school registrar program. Specifically, Arkansas successfully enacted a law which mandated compliance with the Military Selective Service Act as a condition for State employment (Thurmond-like State legislation) and for enrollment in public institutions of higher education (Solomon-like State legislation); required more detailed high school student information be included in the Annual School District Report Card; and required all high schools to appoint a volunteer registrar for SSS. Texas also successfully passed Solomon-like State legislation during FY 1997.

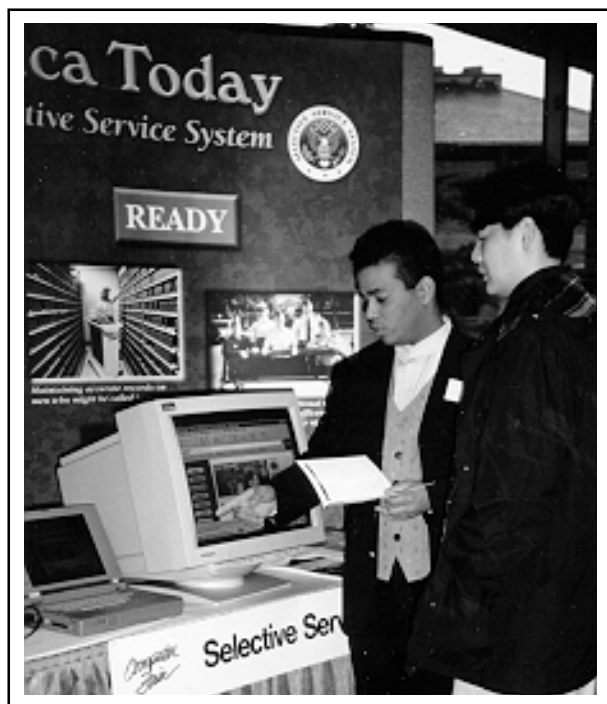
At the close of FY 1997, the Region’s 13 States and two territories had 95 percent of all Local, District Appeal, and Civilian Review Board Member positions filled. Of the 3,079 assigned Local Board Members, 97 percent completed Initial Board Member Training and nearly 80 percent completed continuation training. Additionally, 174 new Board Members were appointed. The workload study yielded a net reduction of 130 Local Board Members in Region II.

### REGION III, DENVER, COLORADO

Encompassing 23 States and territories, Region III covers the largest U.S. geographical area for the Selective Service System. From Minnesota

and Missouri on the east, to Washington, Oregon, and California on the west coast, the Region also extends to Alaska, Hawaii, Guam and the Northern Mariana Islands.

Two new State Directors were appointed in Arizona and Idaho during FY 1997: Victor Schwanbeck was appointed in Arizona, and Darrell Manning in Idaho. The Region has 40 Reserve and National Guard detachments, 181 Reserve Force Officers, and 3,330 Board Members located in 23 State headquarters, 158 area offices, and 666 Local Boards. Maintaining an overall 95-percent Board Member staffing level this year, Region III provided continuation training for 663 local boards that included 2,630 (85 percent) of the eligible Board Members.



A Selective Service Reserve Force Officer (I.), Maj. Michiyo Montague, explains the registration process to an attendee at a Washington State computer fair exhibition.

Region III personnel visited more than 300 high schools and 2,000 post offices to increase Agency awareness, appointed nearly 2,500 high school registrars, received almost 200 student drop-out lists, obtained dozens of governmental proclamations, and conducted over 100 speakers' bureau presentations. Particularly impressive was the enactment of State legislation in support of SSS. California, the Nation's most populous State, passed a Solomon-like law which was signed by Governor Pete Wilson on September 29, 1997.

Along with the "routine" readiness training mission, 31 new RFOs and one new State Director completed a demanding seven-day State Director/RFO training course and 120 new volunteer Board Members completed intensive initial training.

It was a busy "special projects" year for the Region III Headquarters staff. Included among the activities was the unique opportunity to "host"

the TeleVideo training conference in December 1996, in which Region personnel simultaneously trained 60 State Directors and Detachment Commanders at 15 separate sites. Region III employees and RFOs also staffed exhibit booths at the following events: Washington State Youth Expo; Denver Powwow; Colorado Youth Resource Day; the National Image Conference; and the Reserve Officers Association Conference in Kansas City. At all of these conferences, numerous questions were answered about registration, the role SSS plays in national defense, and opportunities for citizens to serve on Local Boards.

***Region III personnel visited more than 300 high schools and 2,000 post offices to increase Agency awareness, appointed nearly 2,500 high school registrars, received almost 200 student drop-out lists, obtained dozens of governmental proclamations, and conducted over 100 speakers' bureau presentations.***

# REGISTRATIONS BY STATE

September 30, 1997

	Draft Eligible Registrants (Born 1972-1977)	Born 1978-1979	Born 1972-1979
ALABAMA	179,617	39,733	219,350
ALASKA	23,087	5,645	28,732
ARIZONA	155,405	33,869	189,274
ARKANSAS	105,415	21,156	126,571
CALIFORNIA	1,144,663	231,662	1,376,325
COLORADO	137,722	32,469	170,191
CONNECTICUT	107,099	23,268	130,367
DELAWARE	24,308	5,655	29,963
FLORIDA	459,652	95,661	555,313
GEORGIA	273,212	60,013	333,225
HAWAII	35,490	8,285	43,775
IDAHO	53,091	13,452	66,543
ILLINOIS	445,259	102,466	547,725
INDIANA	242,351	56,069	298,420
IOWA	117,986	30,677	148,663
KANSAS	99,961	24,146	124,107
KENTUCKY	162,400	36,273	198,673
LOUISIANA	179,346	37,995	217,341
MAINE	50,372	12,105	62,477
MARYLAND	163,061	36,052	199,113
MASSACHUSETTS	204,739	43,948	248,687
MICHIGAN	372,426	87,238	459,664
MINNESOTA	179,271	47,104	226,375
MISSISSIPPI	119,850	26,035	145,885
MISSOURI	205,232	50,234	255,466
MONTANA	37,493	9,833	47,326
NEBRASKA	68,344	17,064	85,408
NEVADA	48,034	11,205	59,239
NEW HAMPSHIRE	41,971	10,240	52,211
NEW JERSEY	282,686	61,427	344,113
NEW MEXICO	69,621	15,909	85,530
NEW YORK	652,637	134,157	786,794
NORTH CAROLINA	268,929	59,053	327,982
NORTH DAKOTA	27,923	7,318	35,241
OHIO	428,899	98,963	527,862
OKLAHOMA	138,891	31,319	170,210
OREGON	117,658	26,180	143,838
PENNSYLVANIA	437,635	99,473	537,108
RHODE ISLAND	34,737	7,492	42,229
SOUTH CAROLINA	146,340	32,822	179,162
SOUTH DAKOTA	31,721	8,363	40,084
TENNESSEE	206,155	46,322	252,477
TEXAS	745,745	159,557	905,302
UTAH	101,936	26,394	128,330
VERMONT	22,879	5,772	28,651
VIRGINIA	237,755	54,616	292,371
WASHINGTON	200,990	46,434	247,424
WEST VIRGINIA	83,193	18,820	102,013
WISCONSIN	199,403	50,651	250,054
WYOMING	22,533	6,085	28,618
WASHINGTON, D.C.	18,420	2,644	21,064
NORTHERN MARIANA ISLANDS	3,162	506	3,668
VIRGIN ISLANDS	4,232	701	4,933
PUERTO RICO	171,046	36,896	207,942
GUAM	5,509	1,088	6,597
FOREIGN	27,704	4,317	32,021
<b>TOTALS</b>	<b>10,125,196</b>	<b>2,252,831</b>	<b>12,378,027</b>

## STATE DIRECTORS AS OF SEPTEMBER 30, 1997

Alabama .....	Robert W. Glass
Alaska .....	Charles A. Smith
Arizona .....	Victor R. Schwanbeck
Arkansas .....	Malcom E. Moore
California .....	Ronald H. Markarian
Colorado .....	Paul S. Baldwin
Connecticut .....	Lary Selavka
Delaware .....	William J. Tansey
District of Columbia .....	Reuben G. Pierce
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 M. Hine
Iowa .....	Myron R. Linn
Kansas .....	Junior F. Elder
Kentucky .....	Andy J. Giltner
Louisiana .....	Wilbur F. Joffrion
Maine .....	Averill L. Black
Northern Mariana Islands .....	Joseph C. Reyes
Maryland .....	Philip Sherman
Massachusetts .....	John M. Bissonnette
Michigan .....	Arthur P. Tesner
Minnesota .....	Robert P. Knight
Mississippi .....	Vernon D. Sills
Missouri .....	Donald L. Hiatte
Montana .....	Edward L. Hanson
Nebraska .....	Donald F. McGinley
Nevada .....	Scott R. Lyon
New Hampshire .....	Robert E. Dastin
New Jersey .....	John E. Coley, Jr.
New Mexico .....	Mucio Yslas, Jr.
New York State .....	Rosetta V. Burke
New York City .....	Enoch H. Williams
North Carolina .....	Donald L. Shaw
North Dakota .....	William F. Lindell
Ohio .....	George T. Willard
Oklahoma .....	Raymond J. Scoufos
Oregon .....	Ruth J. Forsythe
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 .....	Harold D. Doyle
Utah .....	Leland D. Ford
Vermont .....	David C. Pinkham,
Virgin Islands .....	George C. Parrott
Virginia .....	Vacant
Washington .....	Verne M. Pierson
West Virginia .....	Harold E. Brown
Wisconsin .....	John C. Cumicek
Wyoming .....	Lloyd A. Flynn