



**Annual Report  
to the Congress  
of the United States  
Fiscal Year 1998**

**From the  
Director of Selective Service**

# Annual Report to the Congress

for the period October 1, 1997 to September 30, 1998

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(at the end of Fiscal Year 1998)

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**Col. P. Wayne McDonald,**  
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## A Message from the Director

Improving Productivity by Improving Customer Service

Who are our customers? That is a question that government agencies have been asking themselves in recent years, primarily in response to the "reinventing government" initiative spearheaded by Vice President Gore. The Selective Service System has examined every aspect of how it operates so it can better serve its key customers, which include men reaching draft age, the Department of Defense, and the general public.

In Fiscal Year 1998, we were determined to do a better job of informing America's young men about their obligation to register. Men 18 through 25 years old, especially minority men in the inner cities, need to know about the benefits they would lose by not registering. Although we have long used a number of avenues to get the word out about Selective Service registration, such as public service advertising and distribution of promotional materials, we launched aggressive new campaigns during the fiscal year. In 21 cities and geographic areas we conducted registration improvement "blitzes" to slow, halt, or reverse a

downward trend in registration compliance. In Baltimore, Boston, Chicago, Detroit, New York City, Philadelphia, and Washington, Agency officials received the support of mayors, governors, educators, community leaders, council members, and the news media. Thousands of young men in hundreds of schools were visited, and many registered on the spot. It was much the same in the South and the West. Full-time and part-time Selective Service personnel got the word out in Atlanta, South Texas, Dallas/Fort Worth, Houston, Miami and New Orleans. These areas received special attention, as did San Diego, San Francisco, Los Angeles and Seattle. The special campaigns increased visibility and improved compliance rates. The impacts were felt in communities, schools and workplaces.

I invite you to learn more about our recent activities by reading this report. Although the Fiscal Year 1998 campaigns were successful, we recognized by year-end that there is more work that needs doing. Many areas of the country are still "below target" in registration compliance, so our public outreach efforts will continue in the months and years to come. Two tenets drive us. We strive to achieve the highest compliance rates possible in peacetime. We will conduct a timely, fair, and equitable draft in a future conflict, if so directed by the Congress and the President.

In the corporate world, a successful business not only serves its customers, it pays dividends to stockholders. The fact is, all Americans take stock in Selective Service. The dividends derived from their investment in this Agency are better than money in the bank. The Selective Service System helps provide America with a stronger National Defense, a secure future, and ultimately, the necessary means to safeguard our way of life.



Gil Coronado

Gil Coronado

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# People

## The Selective Service System: Diversity at Work

The Selective Service System's workforce is a diverse cadre of dedicated civil servants, military personnel, and volunteers working toward the common goal of peacetime registration and mobilization readiness. The Agency's current employment is only a fraction of what would be necessary during a full or partial mobilization. This staffing level is the bare minimum necessary to maintain a viable peacetime organizational structure capable of delivering untrained manpower to the Department of Defense in a national emergency.

The civilian workforce serves on a full-time, part-time, and intermittent basis. In Fiscal Year 1998, the Agency was authorized to fill 180 full-time equivalent civilian positions. Additionally, the Agency is authorized 745 Reserve Force Officer (RFO) positions, representing all of the U.S. Armed Services. RFOs participate in



Selective Service Reserve Force Officers participate in a training exercise. In Alabama, Capt. Alan Stout (l.) demonstrates new software for Capt. Sheldon Jeames.

regular training exercises so they will be prepared to assume critical roles in the event of a mobilization. At the end of Fiscal Year 1998, 450 RFO positions were funded for peacetime operations. The Agency also has 17 full-time active duty personnel assigned to ensure the Agency is able to maintain strong ties with the Armed Forces.

The largest component of the Agency's workforce is the men and women who serve as Local, National Appeal, District Appeal, and Civilian Review Board Members (see chart on page 6). These citizen volunteers, with an authorized strength of 11,028, would decide the classification status of men seeking 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, and Civilian Review Board Members would review alternative service work assignments problems raised by conscientious objectors.

Local Board Members are recommended by state governors, or comparable chief executives, and appointed by the Director of Selective Service on behalf of the President. Civilian Review and District Appeal Board Members are recommended by Agency Region Directors, and also appointed by the Director of Selective Service. The National Appeal Board, comprised of three members, each selected and appointed by the President, serves as the final level of appeal. Beyond the appropriate nominations, these individuals must meet specific requirements, be upstanding citizens in their communities, and agree to serve as uncompensated SSS employees before they can be appointed as Board Members. These measures help to ensure the equity of the entire review and appeal process.

# Technology

## Technology Enhancements Provide Better Customer Service

The Agency is increasing its reliance on advanced technology in order to provide better service to customers at lower cost to taxpayers. Moreover, the Clinger-Cohen Act, also known as the Information Technology Management Reform Act, requires federal agencies to develop, implement, and maintain an information technology architecture (ITA) that describes the work of the Agency, the information it uses, and the information technology needed to carry out its mission. The Agency's ITA and capital planning efforts, currently under development, are scheduled to be completed in Fiscal Year 1999.

As a result of the Office of Federal Procurement Policy Act and the Federal Acquisition Reform Act, federal agencies are required to implement electronic commerce as part of the acquisition process by Fiscal Year 2000. To meet this requirement, the Agency implemented the PRISM Web System, a commercial off-the-shelf application in the Fourth Quarter of Fiscal Year 1998. This was a major step in implementing the Agency's Strategic Plan for Electronic Commerce.

The Information Management Modernization Plan is an Agency-wide program designed to expedite data processing and reduce operating costs, enhance customer service, and improve mobilization preparedness. For instance, the Agency uses the Internet to provide registration information to its customers such as registrants, student aid officials, U.S. Depart-

ment of Labor job training offices, and the U.S. Department of Education. As a result, the Agency is providing faster service to its customers, reducing the number of phone calls and written inquiries to the Agency's Data Management Center.

## Y2K Upgrade is On Schedule

The Agency is conducting a Year 2000 (Y2K) renovation project to ensure that all computer programs are Y2K compliant, enabling it to carry out its functions with no disruptions on and after January 1, 2000. A contractor will be employed in Fiscal Year 1999 to conduct independent validation and verification of renovated computer applications, ensuring that the Agency will meet its target date for Y2K compliance.



Selective Service, like many Federal agencies, donates used computers to local public schools through the "Computers for Learning" program.

# Budget and Finance

Congress recognizes that the Selective Service System is a vital component of U.S. national security and a proven tool to expand the Armed Forces during periods of crisis or recruiting shortfalls. To demonstrate its commitment, Congress appropriated \$23.4 million in Fiscal Year 1998, \$500,000 higher than in Fiscal Year 1997, to enable the Agency to maintain its current activities while allowing for inflation. This slight increase in funding was the first such increase in five years.

As indicated in Figure 2 below, nearly 70 percent of the Agency's budget is directed toward personnel costs such as salaries and benefits. The remaining funds are required for large, unavoidable costs such as office space leases, postage, and printing.

| Fiscal Year 1998 Budget   |              |                        |             |
|---------------------------|--------------|------------------------|-------------|
| Personnel Compensation    | \$13,231,000 | Other Services         | \$1,912,000 |
| Personnel Benefits        | \$2,448,000  | Supplies and Materials | \$263,000   |
| Travel and Transportation | \$507,000    | Postage and USPS       | \$1,910,000 |
| Office and Misc. Rentals  | \$1,100,000  | Equipment              | \$807,000   |
| Communications            | \$466,000    | Software               | \$111,000   |
| Printing and Reproduction | \$639,000    | Claims                 | \$6,000     |
| <b>TOTAL</b>              |              | <b>\$23,400,000</b>    |             |

## Strategic Planning and Performance Measures

The Selective Service System's *Strategic Plan for Fiscal Years 1997-2002* and *Annual Performance Measurement Plan* provide the road map for the Agency's compliance with the Government Performance and Results Act. The Agency has embraced the objectives of the National Partnership for Reinventing Government, a process that calls for a continual evaluation of the Agency's programs, policies and procedures to determine the needs of its customers.

The Selective Service System took a number of steps to improve efficiency and cost effectiveness in Fiscal Year 1998. The Agency:

- Developed results-oriented performance measures to monitor customer service.
- Converted its personnel and payroll to the federal personnel/payroll system in 1998, combining both functions into a single organizational entity.
- Consolidated its purchases by using a single charge card, simplifying financial transactions and reducing administrative costs while offering greater purchasing flexibility. A single charge card offers innovative methods to gather electronic commerce and financial data, important tools for tracking purchases and measuring program effectiveness.
- Reduced office space by 10 percent, providing funds for other, more critical needs.

In Fiscal Year 1999, the Selective Service System will continue to devote resources toward improving its effectiveness and efficiency, proving its commitment to providing better, more cost-effective services to taxpayers.

# Readiness and Training

## Draft Lottery Exercise Held

The Selective Service System must be ready to activate a draft effectively, efficiently, and fairly with plans and procedures in place and tested periodically. If a draft becomes necessary, the Selective Service System would conduct a lottery to determine the sequence in which young men would be called. In a lottery, Random Sequence Numbers are determined through a public drawing in which dates of a specified year are randomly matched with the numbers 1-365 or 366, in a leap year. The pairing is accomplished by drawing capsules containing numbers and dates from two separate rotating drums (see photo).

The Agency holds periodic lottery exercises to ensure the process will operate smoothly. In 1998, an exercise lottery was held at the U.S. Department of Agriculture's Jefferson Auditorium in Washington, D.C. The exercise was certified by five observers, including three officials from the National Institute of Standards and Technology, the agency that compiles the permutation of dates and numbers used in the lottery.

The Selective Service System also conducts exercises to test how it would carry out an equitable draft. Prototype Exercise-98, held in six states, was designed to test new methods for implementing the Health Care Personnel Delivery System. In May 1998, Defense Department officials issued new requirements stipulating that health care manpower must be available to the Defense Department 90 days after a conscription order.

The Agency also tested a new two-step induction processing system, the Time-Phased Response process. Under Time-Phased Response, mobilization would occur over a period of time. A nationwide Readiness Exercise, REX-99, is scheduled for 1999.

Under current Defense Department requirements for a conventional draft of untrained manpower, the first group of general inductees would report 193 days following an activation of the System. To support this requirement, the Agency completed its Registrant Integrated Processing System Manual for induction processing of general registrants.

During a draft, the Selective Service System also would be responsible for administering an Alternative Service Program for men who are classified as conscientious objectors. Updated policies, plans, and procedures for the Alternative Service Program are being incorporated into the Registrant Integrated Processing System Manual and the readiness plans for the Time-Phased Response requirement.



The mock lottery offered Selective Service employees invaluable training. From l. to r., SSS employees Neal Bennett, Renee Miller, and Master Sgt. Terrence Pope.



Iowa conducts Prototype Exercises-98. Pictured from l. to r., RFOs Maj. Randy Catron, Maj. Floyd Miller, Lt. Col. Bill Adams, Iowa State Director Myron Linn, Lt. Cmdr. Luann Schetky, Col. Sam Thiessen of Region III, 1st Lt. Patrick Kenaley, and Maj. Jack Loney.

As a result of Prototype Exercise-98, the Agency determined that:

- A reduction in the number of trained RFOs would have an adverse impact on the Agency's mission. Moreover, RFOs require more training in civilian personnel issues. The Agency will place more emphasis on personnel training during Fiscal Year 1999.
- Plans, policies, and procedures for the Time-Phased Response, or two-step induction, satisfy the needs of the Agency's field offices.
- The Health Care Personnel Delivery System Manual is an effective tool for the field.

### Training Activities Improve Readiness

Every year, State Directors, RFOs, and more than 10,000 volunteer Local, District Appeal, and Civilian Review Board Members undergo either new or refresher training to prepare for a possible draft. In Fiscal Year 1998, two newly appointed State Directors and new replacement RFOs participated in the New Officer/State Director Phase II Training Program. To increase their readiness, State Directors participate in either an annual four-hour

group continuation training session or an annual Agency Readiness Exercise. In 1998, State Director Continuation Training included a review of the Time-Phased Response Plan.

During monthly training assemblies, RFOs completed readiness training, including Training Guidance Outlines and Training Guidance Packets that provide updates to RFOs regarding their responsibilities during a draft. The Agency also developed a series of new State Headquarters and Area Office Readiness Training Guidance Outlines based on the new Registrant Integrated Processing System and Defense Department mandates.

Local, District Appeal and Civilian Review Board Members were required to participate in either Initial Board Member Training or Continuation Training. New Board Members attended one of many 12-hour sessions conducted at various locations nationally. RFOs conducted four-hour group study training sessions for Local and District Appeal Board Members while Civilian Review Board Members received self study training materials due to funding constraints.

| Selective Service System Board Membership |            |          |                              |
|---|------------|----------|------------------------------|
| Type Board                                | Authorized | Assigned | Actual Strength (Percentage) |
| Local                                     | 9,900      | 8,897    | 90                           |
| District Appeal                           | 480        | 460      | 96                           |
| Civilian Review                           | 240        | 221      | 92                           |
| All Boards                                | 10,620     | 9,578    | 90                           |

Chart does not include the three-member National Appeal Board

# Registration

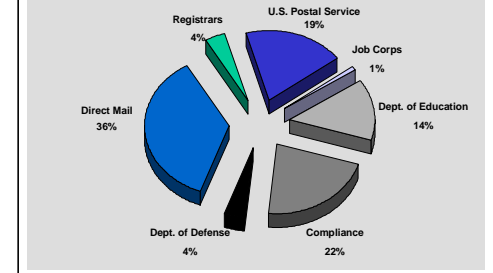
## Registration Made Easier

The Agency continued to make it quicker and easier to register with Selective Service. For instance, with the Registration Mail-Back Program through the U.S. Postal Service (USPS), a young man no longer has to stand in line at a post office to register with Selective Service. Instead, men can pick up a readily accessible Registration Mail-back Form [SSS Form 1M (UPO)], fill it out, attach a postage stamp, and mail it back to the Selective Service System.

Additionally, approximately two million registration reminder post cards were mailed to 18-year-old men in 1998, with about 40 percent of young men completing and returning the cards. This method is a convenient way for men to register and is less costly to the U.S. Government. Convenience also was a major reason the Agency began to offer another service enhancement started in Fiscal Year 1998. The ability to verify or check registrations via the Agency's World Wide Web site ([www.sss.gov](http://www.sss.gov)), a service that began in September 1998.

At the end of Fiscal Year 1998, more than 65 percent of the 21,500 high schools in the United States had High School Registrars. These teachers, administrators, and staff members voluntarily agree to assist male students in registering for Selective Service by informing them about the registration requirement and providing registration forms. Of the Agency's three Region Headquarters, Region II had the highest participation rate for this program with 74 percent of high schools in the

## Sources of Registration Receipts During Fiscal Year 1998



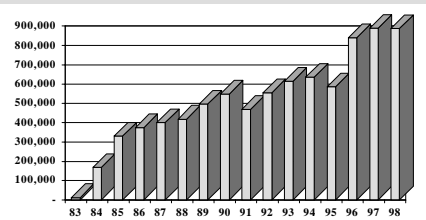
Region having registrars. Wyoming, in Region III, had the highest participation rate among U.S. states, 100 percent. It is the first state to accomplish universal participation.

The U.S. Air Force Academy at Colorado Springs also agreed to require Selective Service registration as part of its application process. Beginning with the class of 2002, the admission process will include registration notification on applications filled out by applicants for admission to the service academy. This initiative will prevent cadets from being denied benefits connected with registration in the event they leave school or separate from active duty before age 26. The U.S. Military Academy at West Point and U.S. Naval Academy at Annapolis already require Selective Service registration before men can enroll in these academies.

## Service Enhancements

The Agency's Data Management Center (DMC), located in North Chicago, Ill., processes registrations and maintains the computer operations that support the

## Telephone Calls Received



*Toll-free lines were removed in 1990, causing a downturn in calls. They were reinstated during Fiscal Year 1998.*

Agency's mission. Most written and telephone inquiries to the DMC were from men applying for federal and state entitlement programs that require proof of Selective Service registration. The number of telephone calls to the Agency's Data Management Center continued to increase in 1998. Limited funding, however, prevented the Agency from adding more staff to handle the increased calls. As a result, it was more difficult for callers to reach the DMC.

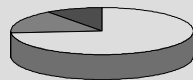
Seventy-five percent of calls to the DMC were handled by an interactive voice response system. The DMC also installed a message-on-hold system that provides informative messages for callers waiting to speak with a DMC staff member, substantially reducing the number of callers who hang up. In Fiscal Year 1999, the Agency plans to replace its interactive voice response system with equipment that will process more calls and improve routing of calls to DMC staff members, improving customer

service. The Agency also installed a toll-free telephone number (1-888-655-1825) for use by registrants in February 1998. The Agency plans to increase awareness of the toll-free number in Fiscal Year 1999.

The number of requests to the DMC for status information letters continues to be substantial. These letters are sent to men who failed to register with Selective Service and are now past their 26<sup>th</sup> birthday. The Agency informs these men that they will be denied federal student financial aid, federal employment opportunities, and job training because they failed to register, unless they can show evidence that such failure was not willful or knowing. In Fiscal Year 1998, 36,008 status information letters were prepared and mailed to non-registrants.

An independent contractor conducted a study of the DMC's organization and work processes to determine the most cost-effective method of carrying out the DMC's functions. The study evaluated such options as privatization, contracting out, or re-engineering the DMC. The report found that the DMC in its current form is cost effective but recommended re-engineering of some functions to improve efficiency.

## Telephone Inquiries By Type Fiscal Year 1998



- Entitlement Programs and Citizenship 74%
- General Information 16%
- Compliance 10%

\* To confirm registration to qualify for JTPA, Financial Aid, Government Jobs and Citizenship

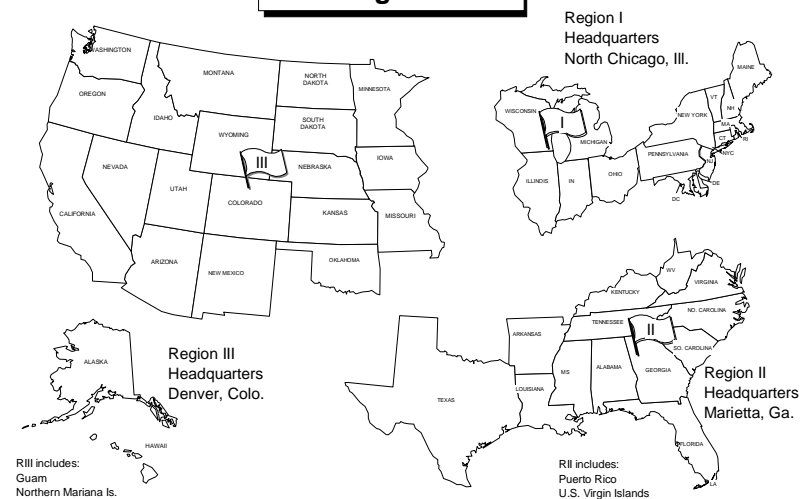
## Field Activity

The Agency's three Region Headquarters are responsible for overseeing 56 State Headquarters, 442 Area Offices, and 48 Alternative Service Offices that would be activated during a conscription. Additionally, Region Headquarters administer 1,980 Local Boards, 96 Appeal Boards, and 48 Civilian Review Boards, all currently in standby status. The 56 State Directors are assigned in each state, the District of Columbia, New York City, Guam, the Northern Mariana Islands, Puerto Rico, and the U.S. Virgin Islands. State Directors are recommended by state officials and appointed by the Director of Selective Service.

Region Headquarters help improve operational readiness at the grass roots level by:

- Coordinating management activities in tandem with the 56 State Directors;
- Training RFOs who would serve as Area Office Coordinators and help manage the Selective Service System during a draft;
- Scheduling initial and refresher training for members of the Local, District Appeal, and Civilian Review Boards;
- Conducting training of Area Office Augmentees, who are Army enlisted retirees who would be called to duty during a military emergency; and
- Performing designated registration awareness and improvement activities as authorized by National Headquarters.

## Selective Service System Regions



## Registration Improvement Program "Blitzes" Conducted Nationally

In 1998, all three Region Headquarters conducted Registration Improvement Program "blitzes" in 21 cities around the country to improve on-time registration and make young men aware of the registration requirement and related benefits. Thousands of high school students were registered; hundreds of radio, TV, and newspaper interviews were conducted; and scores of state and local proclamations and ordinances supporting Selective Service registration were issued.

A major objective of these blitzes was to reach men who reside in urban areas, high school dropouts, and immigrant men, groups with low rates of Selective Service registration. In most instances, their failure to register is not willful, but merely indicates a lack of awareness of the registration requirement. When advised of the requirement, however, most men willingly comply. In blitz cities with large Hispanic populations, the Agency was able to reach out to this large minority through Hispanic venues



Director Gil Coronado answers questions from student reporters at North Forsyth High School during blitz activities in Atlanta, Ga.

such as Spanish-language media and Hispanic cultural organizations. Consequently, many Hispanics learned about the registration requirement as well as the benefits associated with registration.

In addition to being ineligible for federal student financial aid, job training, and federal employment, male immigrants who fail to register while residing in the United States when they are 18 through 25 years old will be denied U.S. citizenship. To help increase registration rates of immigrants, the Immigration and Naturalization Service (INS) agreed to modify INS Form I-485, providing automatic Selective Service registration. The Agency was looking forward to implementing this initiative in Fiscal Year 1999.

The blitz activities not only slowed a declining registration trend but greatly increased public awareness about the registration requirement, thereby helping young men remain eligible for many valuable government benefits and programs such as federal student financial aid, federal jobs, and training under the Job Training Partnership Act (JTPA). Ultimately, on-time registration saves tax dollars, increases national defense readiness, and ensures that any future draft will be fair and very equitable.

### Blitz Activities in Region I

In Region I, Registration Improvement Program blitzes were concentrated in Baltimore, Boston, Chicago, Columbus, Detroit, New York City, Philadelphia, and Washington, D.C. During these blitzes, State Directors, Detachment Commanders, and RFOs interacted with public officials, media personalities, school officials, welfare office administrators, police officers, civic organizations, and registrants to communicate the importance of Selective Service registration.

In New York City, the Selective Service Detachment developed relationships with borough presidents to promote registration awareness as well as the Agency's Board Member Program that identifies, appoints, and trains Board Members. The Housing Authority in New York also agreed to distribute Selective Service materials to young men involved in its programs.

In Chicago, the public school system mandated that high schools appoint a representative who would register young men and provide students with Selective Service information. Moreover, the Chicago Housing Authority agreed to publish Selective Service information in its bi-monthly newsletter that is sent to all residents of public housing in the city.

In Boston, the Housing Authority offered to send notices about Selective Service registration to all 18-year-old men residing in public housing. As in Chicago, the Boston Public Schools agreed to promote a program whereby school officials facilitated registrations and provided registration materials to young men. RFOs also garnered support from the Mayor's Office of Neighborhood Services in Boston to distribute materials. Also, several schools agreed to include registration as a prerequisite for obtaining a high school diploma.

In other activities designed to boost Selective Service registration, Region I officials made progress in persuading education officials to bang the drum for registration. In the Chicago area, Region Headquarters and the Data Management Center hosted meetings with high school guidance counselors and teachers. Selective Service also participated in a civics education program that included local officials from the Immigration and Naturalization Service and the Census Bureau.



Executive Director Willie L. Blanding, Jr., visited a Washington, D.C., high school during the blitz in the Nation's Capital. Blanding addressed students and was interviewed by Black Entertainment Television (BET).

### Blitz Activities in Region II

Region II conducted Registration Improvement Program blitzes in Atlanta, Dallas/Ft. Worth, Houston, Miami, New Orleans, Virginia Beach, Va., and in the Rio Grande Valley of Texas. As a result of the Atlanta blitz, the Georgia General Assembly passed a law making Selective Service registration a prerequisite for state employment. The Georgia National Guard also agreed to distribute registration forms and information about Selective Service through its recruiters. Moreover, the State of Georgia agreed to provide registration information for students enrolled in its General Equivalency Diploma (GED) Program.

In Dallas/Ft. Worth, the Selective Service Detachment wrote to high school principals asking them to appoint High School Registrars. Consequently, by the end of the Dallas/Ft. Worth blitz, approximately 77 percent of the Detachment's high schools had appointed a Selective Service registrar with 100 percent of the eight targeted school districts appointing registrars by the end of the national blitz activities.



Georgia Governor Zell Miller signed 1998 legislation requiring young men 18 through 25 to register with Selective Service to become or remain state employees. Pictured (l. to r.), Col. Roy J. Yelton, State Director for Georgia; Willie L. Blanding, Jr., Executive Director of SSS; Governor Miller; and Clint Smith, the Georgia State Representative who sponsored the bill.

With a large Hispanic population, Rio Grande Valley was fertile territory for Selective Service officials in Texas, with blitz activities focused on the 200-mile U.S.-Mexico border. Also, cities such as Brownsville, Harlingen, McAllen, Roma, and Laredo issued proclamations supporting Selective Service registration. During the Houston blitz, Houston Mayor Lee Brown issued a proclamation of support for Selective Service and proclaimed two weeks in February as Selective Service System Registration Awareness Weeks.

In Miami, numerous media interviews were conducted with Hispanic media in the city, including Radio Mambi, Channel 51, and *Diario Las Americas*, resulting in more than 1,800 new registrations. In New Orleans, blitz efforts led to 2,244 new registrations at 36 area high schools. In Virginia, eight cities in the Virginia Beach/Hampton Roads area issued government proclamations declaring March 16-20 as "Selective Service Registration Week." The cities were Norfolk, Newport News, Virginia Beach, Chesapeake, Suffolk, Hampton, Williamsburg, and Portsmouth.

### Blitz Activity in Region III

In Region III, approximately 60 RFOs, 3 State Directors and representatives from Region and National Headquarters participated in Registration Improvement Program blitzes in Denver, San Diego, Los Angeles, San Francisco, Anaheim, and Seattle, resulting in 138 media contacts and blanket coverage on television, radio, and newspaper outlets. Moreover, RFOs visited more than 175 high schools to meet with students to explain the registration requirement and allow students to register on site. RFOs also convinced many school officials to appoint faculty members as High School Registrars.

Although these initiatives are effective in reaching students, they do not reach the young men who could benefit the most from registration: high-school dropouts. So, Region III personnel contacted local GED Program officials to provide another method for men to register with Selective Service when they enroll in classes for their GED.



Proclamations were procured during blitzes. This one from Lincoln, Neb.

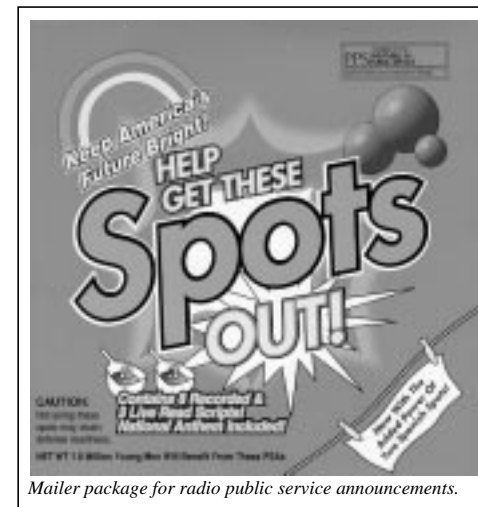
## Public Outreach

In Fiscal Year 1998, the United States was not embroiled in war, and there was little threat that the Congress or the President would call for reinstatement of the draft; yet, the Selective Service System received more public attention than it has in many years. This was not coincidence but the result of deliberate efforts on the part of all segments of the Agency to inform America about the importance of on-time registration and compliance with Selective Service.

### Public Affairs Activities In Support of Agency Initiatives

Working with the Operations Directorate, the Office of Public and Congressional Affairs provided assistance, strategy, and experience to implement Director Coronado's vision that America needs to know about the benefits of Selective Service registration. Selective Service personnel in each Region Headquarters, state and territory carried out the lion's share of this work, resulting in the impressive registration improvement blitzes outlined earlier in this Annual Report. To support these field efforts, the Public Affairs staff at National Headquarters prepared and distributed promotional items, such as a concise, colorful 3-inch by 5-inch card, to remind men about the benefits connected to registration. Public Affairs also redesigned the publication, *Selective Service System: A Primer*.

National publicity campaigns advanced and bolstered local efforts. For example, the television public service announcement (PSA), "Application," originally produced and released in Fiscal Year 1997, was redistributed to TV stations in early 1998 in 30-, 15- and 10-second lengths. It reminded men to register at age



Mailer package for radio public service announcements.

18 or face being denied eligibility for most government jobs. At the end of a 15-week run it had aired 8,643 times, making 197.2 million viewing audience impressions. It played in 5 of the top 5 markets, 9 of the top 10 markets, and 18 of the top 20 markets. The broadcasts occurred during free public service time donated by stations across the nation. The estimated value of the accrued free airtime was \$865,000. The second distribution of "Application" increased the total penetration of the spot. It aired in 189 of the nation's 211 television markets. In February 1998, new PSAs about registration were distributed to the nation's radio stations. By May, Selective Service radio PSAs had been aired in all 50 states on 656 outlets in 515 cities. The 46,300 spots were aired at no cost to the Agency and received the equivalent of \$643,000 in commercial time.





More than 300 slides containing more than 500 images are featured in the new briefing, selected from the thousands taken for the project. At Pyramid Studios in Richmond, Va., studio president Bruce Hornstein and associate producer Carla Welsh make slide selections.

### Various Methods Used to Promote Registration and Provide Information

A good way for the Agency to spread the registration reminder message is to reach out to America's young men where they live and work. Building on the success of past years, the Agency once again placed registration reminder slides in movie theaters, Thanksgiving through

New Year's Day, when students are on vacation and movie attendance is high. In 1998, registration reminder slides appeared on 592 movie screens in cities with low registration compliance.



A brochure, produced in FY 1998, which gives men the simple facts about Selective Service registration.

The Agency also produced a new 13-minute multimedia briefing that explains the history, organization, mission, and operations of the Selective Service System. A videotape version of the briefing, featuring introductory remarks by Rep. Gerald B.H. Solomon, explains the importance of on-time registration. In addition to Agency-wide distribution, the video was distributed to the senior service colleges in the Defense Department to convey the Agency's critical mission as the "third tier of national defense."

The Nation's 22,000 high schools received another in a series of annual publicity kits from Selective Service. The kits were addressed to volunteer "Registrars" in those schools that participate in the High School Registrar Program; otherwise, the kits were sent to Directors of Guidance. Each kit contained posters, public address announcements, reproducible fact sheets, newspaper "ad" slicks, and other materials designed to inform young men about the registration requirement.

Perhaps the most dramatic improvement in the Agency's ability to provide information with the public could be seen on the Internet. The Agency continued to build and refine its quality World Wide Web site ([www.sss.gov](http://www.sss.gov)). It contains a wealth of information about the Selective Service System and has user-friendly screens that enable the public to verify or check registrations on-line. As the fiscal year ended, the Agency was preparing its Web site to enable interactive on-line registration, scheduled for the first quarter of Fiscal Year 1999.

## Government Relations

### New Hampshire Is Number 25

New Hampshire became the 25th state to pass legislation that mirrors or strengthens the federal Solomon Amendment of 1982 and the Thurmond Amendment of 1985, two laws that tie student financial aid and Executive Branch employment, respectively, to Selective Service registration. New Hampshire's law requires Selective Service registration before men can enroll in state colleges and universities or receive student financial aid. The law also stipulates that men be registered with Selective Service before they can be hired for jobs with the state government. New Hampshire has one of the nation's highest rates of Selective Service compliance. Georgia, Kentucky, and Virginia also enacted Solomon and Thurmond-like legislation in 1998. Moreover, the City of Baltimore passed an ordinance that requires verification of registration before men can be hired for city government jobs

Another example of harmonious legislation is a California law requiring all public, post-secondary schools to "inform each male applicant of his obligation to register in accordance with the Military Selective Service Act through one or more means as determined by each institution." The University of California System, the State University System, and the Community College System distribute information about Selective Service registration to young men seeking financial aid or wishing to enroll at a public college or university.

The 25 state laws, along with the 10 companion county and city ordinances, reinforce and increase compliance with federal laws and enhance the fairness and equity of any future draft.

### Women and the Draft

While women officers and enlisted personnel serve with distinction in the U.S. Armed Forces, women have never been subject to Selective Service registration or a military draft. Women who have served in the U.S. Armed Forces, as well as those who serve today in ever-increasing numbers, were volunteers.

On June 30, 1998, the General Accounting Office (GAO), an arm of the U.S. Congress, issued a report examining the impact of requiring women to register with Selective Service. The report did not address the pros and cons of excluding women from ground combat positions or from the Selective Service registration requirement, nor did it make any policy recommendations. Instead, GAO described the Defense Department's position that there is no need to register women as "being consistent with its policy of restricting women from direct ground combat." The GAO also provided cost estimates for expanding the registration program to include women, and included a historical summary providing perspectives on women and the draft since America's transition to an all-volunteer military in the 1970s.



## State Directors as of September 30, 1998

|                          |                         |
|--------------------------|-------------------------|
| 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              | Nathan G. Agostinelli   |
| 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                 | vacant                  |
| 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                    | Claude E. Hempel        |
| Utah                     | Leland D. Ford          |
| Vermont                  | David C. Pinkham        |
| Virgin Islands           | vacant                  |
| Virginia                 | Manuel R. Flores        |
| Washington               | Verne M. Pierson        |
| West Virginia            | Harold E. Brown         |
| Wisconsin                | John C. Cumicek         |
| Wyoming                  | Lloyd A. Flynn          |

## Registrants by State September 30, 1998

|                          | Draft Eligible Registrants<br>(Born 1973-1978) | Born 1979-1980   | Born 1973-1980    |
|--------------------------|--|------------------|-------------------|
| ALABAMA                  | 175,640  | 43,798           | 219,438           |
| ALASKA                   | 24,077   | 6,855            | 30,932            |
| ARIZONA                  | 152,516  | 38,421           | 190,937           |
| ARKANSAS                 | 105,090  | 28,036           | 133,126           |
| CALIFORNIA               | 1,139,072                                      | 260,710          | 1,399,782         |
| COLORADO                 | 136,104  | 37,850           | 173,954           |
| CONNECTICUT              | 106,764  | 25,646           | 132,410           |
| DELAWARE                 | 24,146   | 6,412            | 30,558            |
| FLORIDA                  | 454,155  | 110,452          | 564,607           |
| GEORGIA                  | 266,262  | 68,211           | 334,473           |
| HAWAII                   | 36,553   | 9,819            | 46,372            |
| IDAHO                    | 54,578   | 15,760           | 70,338            |
| ILLINOIS                 | 445,721  | 116,415          | 562,136           |
| INDIANA                  | 240,020  | 63,537           | 303,557           |
| IOWA                     | 118,873  | 34,050           | 152,923           |
| KANSAS                   | 100,966  | 28,422           | 129,388           |
| KENTUCKY                 | 158,890  | 39,365           | 198,255           |
| LOUISIANA                | 177,015  | 44,074           | 221,089           |
| MAINE                    | 50,302   | 13,168           | 63,470            |
| MARYLAND                 | 163,457  | 41,788           | 205,245           |
| MASSACHUSETTS            | 198,577  | 48,421           | 246,998           |
| MICHIGAN                 | 371,332  | 97,361           | 468,693           |
| MINNESOTA                | 182,160  | 52,714           | 234,874           |
| MISSISSIPPI              | 118,177  | 28,532           | 146,709           |
| MISSOURI                 | 205,451  | 56,216           | 261,667           |
| MONTANA                  | 38,546   | 10,880           | 49,426            |
| NEBRASKA                 | 69,256   | 19,732           | 88,988            |
| NEVADA                   | 48,399   | 13,451           | 61,850            |
| NEW HAMPSHIRE            | 41,695   | 11,420           | 53,115            |
| NEW JERSEY               | 285,944  | 68,925           | 354,869           |
| NEW MEXICO               | 70,615   | 17,899           | 88,514            |
| NEW YORK                 | 647,265  | 147,284          | 794,549           |
| NORTH CAROLINA           | 260,921  | 64,632           | 325,553           |
| NORTH DAKOTA             | 28,303   | 8,403            | 36,706            |
| OHIO                     | 426,447  | 111,640          | 538,087           |
| OKLAHOMA                 | 138,427  | 36,003           | 174,430           |
| OREGON                   | 119,650  | 31,496           | 151,146           |
| PENNSYLVANIA             | 430,033  | 108,585          | 538,618           |
| RHODE ISLAND             | 33,504   | 8,243            | 41,747            |
| SOUTH CAROLINA           | 143,175  | 36,370           | 179,545           |
| SOUTH DAKOTA             | 32,377   | 9,677            | 42,054            |
| TENNESSEE                | 201,867  | 52,660           | 254,527           |
| TEXAS                    | 745,559  | 184,405          | 929,964           |
| UTAH                     | 104,306  | 29,740           | 134,046           |
| VERMONT                  | 22,520   | 6,560            | 29,080            |
| VIRGINIA                 | 237,048  | 61,542           | 298,590           |
| WASHINGTON               | 203,904  | 54,410           | 258,314           |
| WEST VIRGINIA            | 82,084   | 20,161           | 102,245           |
| WISCONSIN                | 201,121  | 56,558           | 257,679           |
| WYOMING                  | 23,366   | 7,099            | 30,465            |
| WASHINGTON, D.C.         | 16,238   | 3,112            | 19,350            |
| NORTHERN MARIANA ISLANDS | 991  | 179              | 1,170             |
| VIRGIN ISLANDS           | 4,609  | 930              | 5,539             |
| PUERTO RICO              | 172,181  | 38,898           | 211,079           |
| GUAM                     | 5,974  | 1,342            | 7,316             |
| FOREIGN                  | 31,575   | 4,999            | 36,574            |
| <b>TOTALS</b>            | <b>10,073,798</b>                              | <b>2,543,268</b> | <b>12,617,066</b> |