

FISCAL YEAR 1999  
**ANNUAL REPORT  
TO THE  
CONGRESS  
OF THE  
UNITED STATES**



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FROM THE DIRECTOR  
OF SELECTIVE SERVICE

# Annual Report to the Congress

for the period October 1, 1998 to September 30, 1999

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## The Selective Service System Senior Staff

(at the end of Fiscal Year 1999)

Gil Coronado  
*Director*

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

Carlo Verdino  
*Director of Financial  
Management*

Willie L. Blanding, Jr.  
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Norman W. Miller  
*Director of Information  
Management*

Lyle A. Wilkes  
*Director, Data Management  
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Lt. Col. Glen Ford,  
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Lt. Col. Rogelio Rodriguez  
USAF  
*Chief of Staff*

Richard S. Flahavan  
*Chief, Governmental  
Affairs*

Col. Keith A. Scragg,  
USAFR  
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Dr. Henry N. Williams  
*General Counsel and  
Counselor*

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

Col. LaVoy M. Thiessen,  
USAR  
*Region III Director*

Alfred Rascon  
*Inspector General*



## A MESSAGE FROM THE DIRECTOR

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**T**here is a new advertising slogan being seen and heard by millions of young American men: "Save a stamp. Save time. Register on-line!" The Selective Service System took advantage of new technologies in Fiscal Year 1999 and inaugurated on-line registration via the Internet. Now, 18-through 25-year-old men can fulfill their civic and legal responsibilities without having to complete and mail in a paper form. In fact, nearly 190,000 men registered with Selective Service via the Internet by September 30, 1999, an impressive figure considering that on-line registration began two months after the start of the fiscal year.

Indeed, going to the Internet address "www.sss.gov," through a computer at home, at school, and at libraries, has

become a preferred registration method for men with access to the World Wide Web. And, those men who do not have easy access to the Web can now register using a touch-tone telephone and a personal identification number (PIN) provided by Selective Service, another innovation launched in FY 1999.

Throughout the fiscal year, Selective Service took steps to make registration faster and easier, but that was only part of the job. The Agency also reached out to America's young men wherever they were to inform them about the registration requirement and remind them about the numerous benefits tied to registration at the Federal, state, and local levels. Under Federal law men who do not register may be ineligible for college financial aid, certain job training, and most Federal jobs. In addition to these Federal provisions, 28 states now have laws linking state benefits to Selective Service registration. Moreover, scores of cities and counties have enacted ordinances denying municipal employment to male nonregistrants.

By participating in the Nation's registration program, young men stay eligible for programs and benefits that will help them achieve the American dream. In short, America needs to know that today, Selective Service registration—a key to a man's future—is as simple as logging on the Internet or dialing a telephone.



*Gil Coronado*

Gil Coronado

# STRUCTURE AND PURPOSE

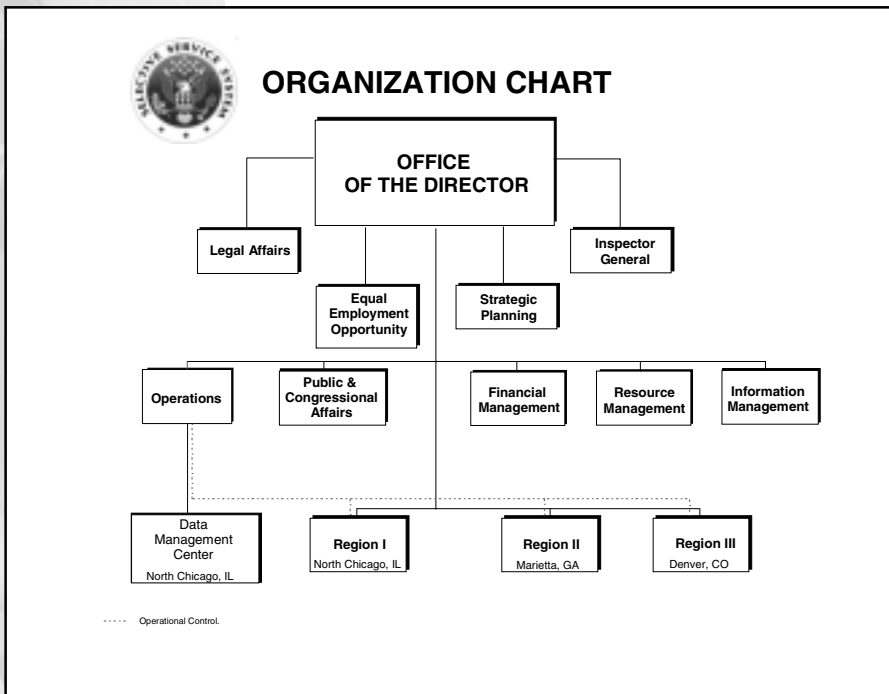
*The Congress further declares that in a free society the obligations and privileges of serving in the armed forces and the reserve components thereof should be shared generally, in accordance with a system of selection which is fair and just...*

—Military Selective Service Act, 50 U.S.C. App. 451

The Selective Service System (SSS) is an independent, small Federal agency, operating with permanent authorization under the Military Selective Service Act. It is not part of the Defense Department; however, it exists to serve the emergency manpower needs of the Defense Department if a draft becomes necessary. The Agency remains ready to implement a draft of untrained manpower, or personnel with health care skills, if directed by the Congress and the President to do so in a national crisis. The SSS is America's only proven and time-tested hedge against underestimating the number of active duty and Reserve military personnel needed to fight a future conflict. Another part of its statutory mission involves being ready to administer alternative service programs, in lieu

of military service, for men classified as conscientiously opposed to any form of military service.

In peacetime, the Agency is minimally staffed and heavily dependent upon part-time personnel and volunteers throughout the U.S. (see [People](#)) to keep viable the Nation's capability of conducting a draft in a crisis that would be timely, fair, and equitable. As a part of that readiness, virtually all men in the U.S. are required to register with Selective Service within 30 days of reaching age 18 (see [Registration](#)). The registration program is important for America because it reminds every young man of his potential obligation to serve the Nation in an emergency and thus live up to the words of the Constitution's preamble that "We the people...(shall) provide for the common defense." The Selective Service System has been described as the last link between society-at-large and today's all-volunteer Armed Forces. Registration also is important to a man's future, because the Congress, more than half of the Nation's state legislatures, and scores of city councils have conditioned eligibility for several government programs and benefits upon a man being in compliance with the registration requirement. These include student loans and grants, government jobs, job training, and citizenship (for registration-age men who are not yet citizens). Women do not have to register because the law does not include them.



# BUDGET AND FINANCE

*In a post Cold War environment, the Selective Service System represents a 'national security insurance policy' in a very volatile and unpredictable world community. Mr. Chairman, I urge my colleagues to remember their Constitutional obligation and...adequately fund the Selective Service System.*

*—Rep. Steve Buyer, U.S. House of Representatives in session as the Committee of the Whole House, September 8, 1999*


**I**n Fiscal Year 1999, the SSS operated with a budget of \$24.4 million. The \$1 million increase over FY 1998 enabled the Agency to maintain its programs and funding for annual inflation costs. As indicated on the accompanying chart, nearly 65 percent of the Agency's budget was directed toward personnel costs as salaries and benefits.

## AGENCY GETS CAUGHT UP IN BUDGET IMPASSE

Although the SSS is a defense-related Agency, it receives its annual appropriation from the congressional appropriations subcommittees that fund the Veterans Administration, Housing and Urban Development, and various Independent Agencies. Therefore, SSS must continuously compete for funds with domestic social programs throughout the appropriations process. In July 1999, primarily because of established Federal budget caps agreed upon by the President and the Congress in 1997, the Agency was earmarked for termination by the House Appropriations Subcommittee. The Subcommittee decision was supported by the full Appropriations Committee, and the demise of the SSS seemed likely as the House of Representatives concluded its initial work on the FY 2000 funding bills. Although the President's Budget requested \$25.25 million for Agency

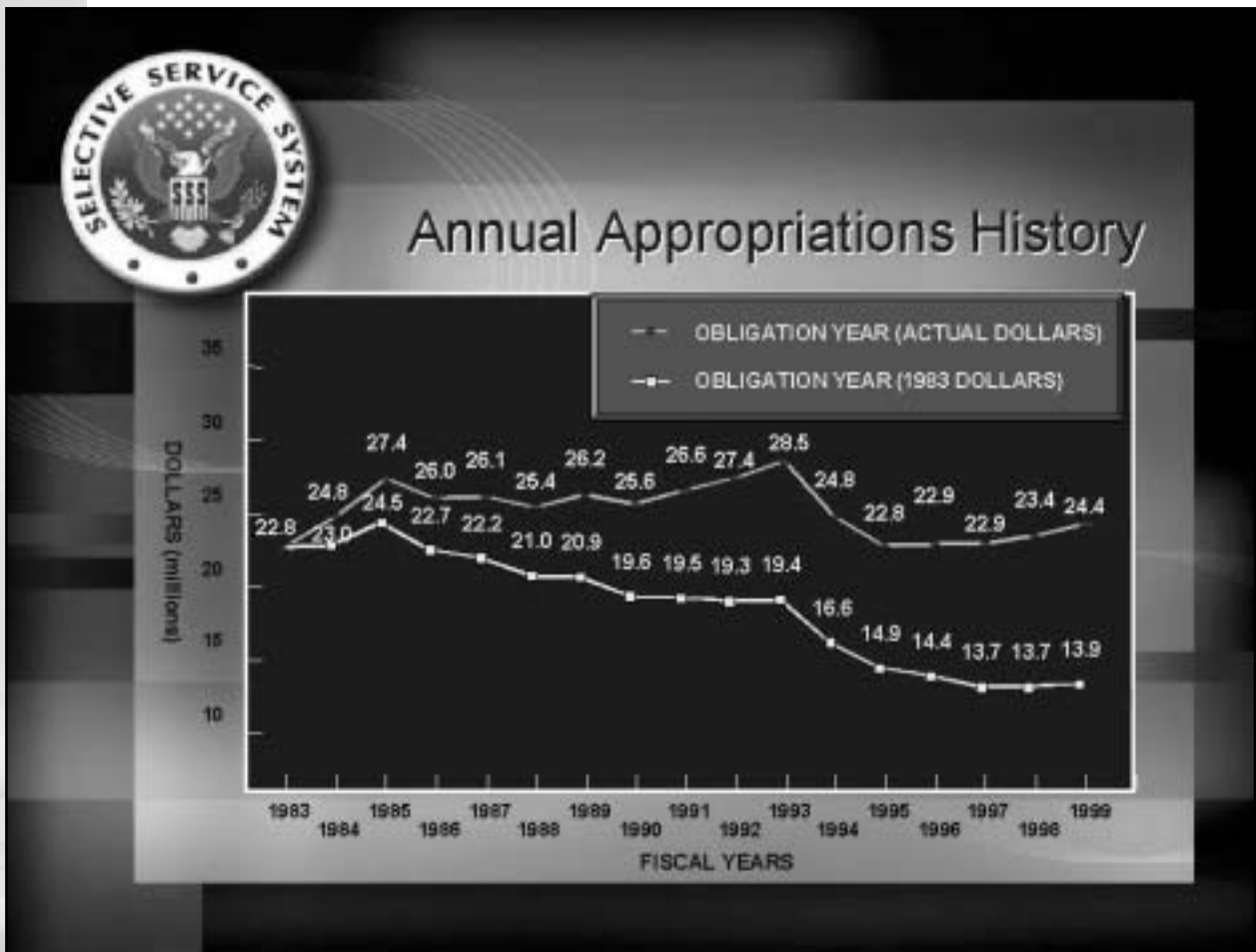
operations in FY 2000, H.R. 2684, as passed on September 9, 1999, contained only \$7 million for the SSS, with instructions that the money be used to cover closedown expenses.

One day earlier, an amendment to restore adequate funding failed. It had been sponsored by Representative Randy "Duke" Cunningham and cosponsored by Representatives Steve Buyer, Floyd Spence, James Moran, and Solomon Ortiz. After debate on the floor of the House on September 8, it was defeated by a vote of 187 in favor and 232 against.

 <b>Fiscal Year 1999 Budget</b>			
Personnel Compensation	\$13,181,000	Supplies and Materials	\$313,000
Personnel Benefits	\$2,408,000	Postage and USPS	\$1,711,000
Travel and Transportation	\$770,000	Equipment	\$607,000
Office and Misc. Rentals	\$1,113,000	Software	\$109,000
Communications	\$314,000	Claims	\$33,000
Printing and Reproduction	\$856,000	MEPCOM Reimbursement	\$649,000
Facilities and Maintenance	\$587,000	Other Services	\$1,517,000
Y2K-IV&V	\$250,000		
<b>TOTAL</b>		<b>\$24,418,000</b>	

The amendment's failure was attributed to dissatisfaction with the proposed funding offsets. To restore SSS funding, Representative Cunningham proposed shifting money from the Federal Emergency Management Agency, the Chemical Safety and Hazard Investigation Board, and the EPA Science and Technology account, among others. Many Members voting against the Cunningham Amendment did not want to decrement these other programs. Although Mr. Cunningham's amendment did not succeed in the House, the Senate had not yet acted on the bill and it was widely speculated in the media and among congressional staff members that the senators would not go along with the House decision to terminate the Selective Service System.

Calls to maintain a viable SSS reached Congress in the form of letters from the Secretary of Defense, the Chairman of the Joint Chiefs of Staff, the Secretaries of the Army and Air Force, the American Legion, the Veterans of Foreign Wars, and an additional 40 military and patriotic organizations. Furthermore, the Office of Management and Budget stressed in its communications to the Congress that the Administration's position on Selective Service had not changed—that peacetime registration and mobilization readiness remained key components of national defense strategy.





*Chairman James T. Walsh (left) and staff members with Director Gil Coronado after the Director's March 3, 1999, testimony before the House Appropriations Subcommittee (VA, HUD, and Independent Agencies).*

On September 24, 1999, the Senate passed its version of H.R. 2684 which included full funding for the Selective Service System at the level requested by the President, \$25.25 million. Thus, final determination of the FY 2000 Selective Service budget was to be decided in House-Senate Conference Committee. As Fiscal Year 1999 concluded, the Conference Committee had not yet met. The SSS and most other Federal agencies continued operations into FY 2000 based on interim funding measures (continuing resolutions) passed by the Congress.

*(Editor's note: The matter was resolved in early FY 2000. In October 1999, the House-Senate Conferees approved a reduced budget of \$24.0 million for SSS and deleted the House language calling for terminating the Agency. The bill was signed into law by the President on October 20, 1999.)*



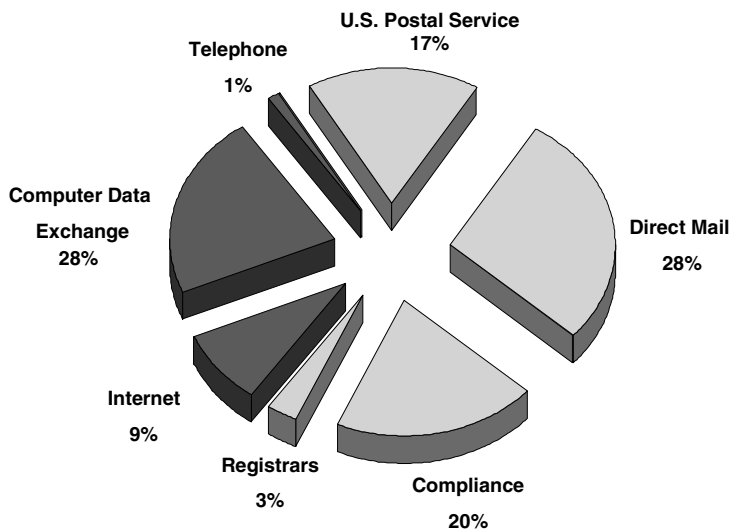
*Director Gil Coronado (left) presents the Selective Service Exceptional Service Award to Representative Randy "Duke" Cunningham.*

# REGISTRATION

*If we are not successful in reminding men in the inner cities about their registration obligation, especially minority and immigrant men, they will miss out on opportunities to achieve the American dream. They will lose eligibility for college loans and grants, government jobs, job training and for registration-age immigrants, citizenship. Unless we are successful in achieving high registration compliance, America may be on the verge of creating a permanent underclass.*

— SSS Director Gil Coronado

## Sources of Registration Receipts During Fiscal Year 1999



**A** key Agency peacetime goal is increased registration—achieving the highest registration compliance rates possible—to help ensure a fair and equitable military draft when needed. The Agency's most innovative new programs to help attain this goal are technology-based (See the [Technology](#) section of this report.) On-line registration, telephonic registration, and early submission of registration information are having a profound effect on simplifying and speeding up the registration process. As more registrations reach Selective Service in electronic format, placing the data in the Agency's files has become less labor intensive. Fewer data entry clerks are needed which allows redirection of limited resources, thereby improving customer service. Also, the time necessary to process a registration is much shorter. A man who registers via the Internet or by telephone

can expect to receive his registration confirmation by mail in two weeks, compared to the 60 to 90 days a man must wait who fills out and sends in a paper form. Even so, conventional (paper) methods of registration must be maintained so that all men have equal access to the registration process. But despite the many improvements regarding the means of registering, universal compliance remains a constant challenge.

Approximately 14 million men, 18 through 25 years old, are registered. As measured a few months after the close of Calendar Year (CY) 1998, this represented an estimated 89 percent of all men 18 through 25. From 1994 through 1998 (and projected for CY 1999), there has been a steady decline in overall registration compliance rates, from 95 percent in 1994 to 89 percent in 1998. Factors contributing to this decline include



increasing estimated population potentials (provided by the Bureau of the Census), and population increases of recent immigrants and high school dropouts who are unaware of the requirement. Another contributing factor is lapse of time since the Vietnam era and the end of the Cold War. At the same time registration awareness and compliance have trended downward, fiscal and human resources allocated to the SSS have diminished. Innovative public awareness efforts, combined with employment of new technology that makes registration easier for men, are slowing down this trend but are slow to reverse the decline. Nevertheless the Agency is doing everything possible to remind men about their legal obligation to register within 30 days of turning 18.

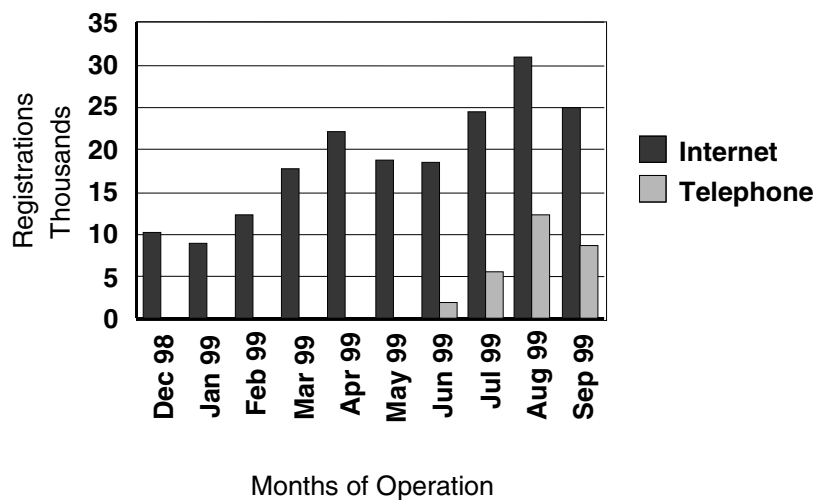
Men may still register at any U.S. post office, although the process takes longer than on-line methods. To do this, a young man picks up a Selective Service Registration Form, fills it out, places a postage stamp on it, and mails it. This differs somewhat from earlier methods of post office registration, when postal clerks were tasked with checking the identification of men completing forms, then collected, batched and forwarded the forms to the SSS for processing. By converting this to a mail-in process, reimbursement costs for services paid by the SSS to the U.S. Postal Service have decreased from \$432,848 in FY 1997 to \$210,635 in FY 1999, and are projected to be \$146,748 in FY 2000. This is a 66.1-percent cost avoidance. The dollars conserved helped fund improved customer service projects, such as on-line and telephonic registration.

The Agency's Registration Reminder Mail-back Card Program also remains a convenient way for young men to register. With this program, SSS generates more than

two million Registration Reminder post cards per year to young men approaching age 18. Names of those likely to be required to register are obtained from State Department of Motor Vehicle (DMVs), the Department of Defense (DoD) high school recruiting list, the Immigration and Naturalization Service, and the Department of Education. When a man receives this registration reminder card in the mail, he simply tears off, completes and mails back the registration form to the SSS; or, he can heed the advice printed on the cards to "save a stamp" and "save time" by registering on-line or by telephone. In FY 1999, the Reminder Mail-back Program generated nearly 595,000 registrations. Of these, over 471,000 were generated from DMV lists, 95,000 from DoD list mailings, and 29,000 from other sources.

Near the end of FY 1999, the Agency instituted special direct mailings to improve registration awareness and registration compliance rates. These mailings went to potential registrants in large populations, low registration compliance metropolitan areas, with special emphasis on California, Texas, New York, and Florida.

### Internet and Telephone Registrations



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## HIGH SCHOOL PROGRAMS

The Selective Service System also made great strides over the past 12 months in bringing more schools into its High School Registrar Program. Spearheaded by Nebraska, Northern Mariana Islands, and Wyoming—states with 100-percent participation—more than 76 percent of the Nation's 21,500 high schools had uncompensated volunteers acting as High School Registrars to administer and receive registrations from young men. In geographic areas that received special emphasis in the form of registration improvement "blitzes," like New Orleans, Louisiana, El Paso, Texas, and Dade County, Florida, 100 percent of all high schools are now participating in the program. This is a

very effective awareness program to get out the word on registration in which faculty or staff members at the schools inform male students—face-to-face—about their requirement to register with Selective Service. Because registration is a prerequisite for numerous Federal job opportunities and student financial assistance programs, this program continues to reduce the delay or disqualification many students could experience if their registration obligation is not fulfilled at the time they turned 18 years old.

During FY 1999, thousands of uncompensated Selective Service Board Members and State Resource Volunteers took part in the Agency's Adopt-a-High School Program. These volunteers joined full-time employees



*Public awareness poster distributed to the Nation's high schools.*

and Reserve Force Officers (RFOs) in visiting high schools that had no Selective Service Registrar. These face-to-face visits greatly enhanced the Agency's appreciation for registrars serving America as volunteers and provided an opportunity to demonstrate and promote on-line Internet registration.

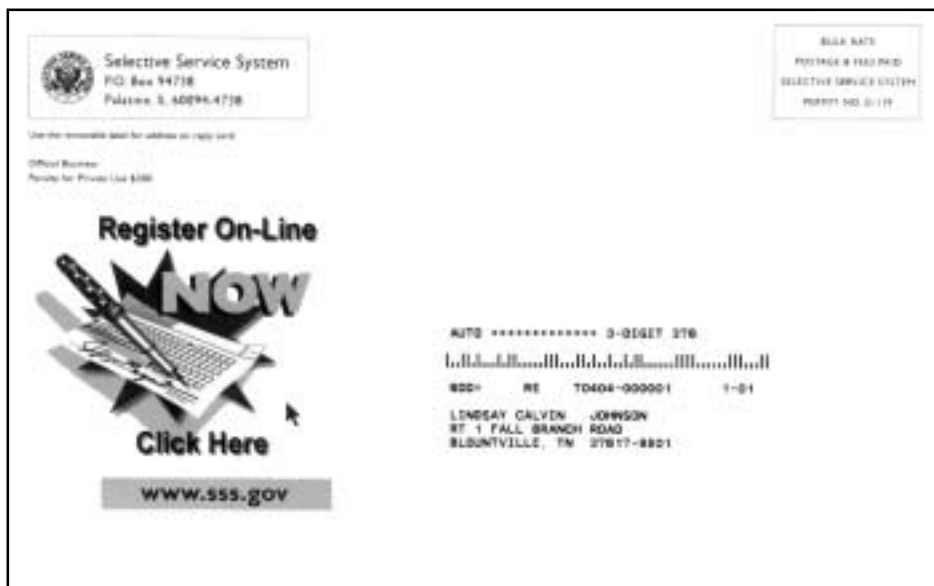
To reach young men who are considering dropping out of school, and buttress on-time compliance, the Agency embarked on an Early Submission of Registration Information Program in FY 1999. Now, 17-year-old men can submit their registration information, which is held in an SSS computer data file and processed automatically when the man reaches age 18.

## COMPLIANCE PROGRAM

The Agency has been working very hard to increase national registration compliance rates. Through the cooperation of Federal, state, and local sources nationwide, SSS computers are now able to match names and addresses received from other source agencies to its registration data base and inform suspected nonregistrants of their obligation to comply with the law.

The Agency's primary source of probable nonregistrant records is from state DMV data. These data represent approximately 85 percent of the potential records identified for compliance processing. Also, high school student lists and county voter records are used to identify nonregistrants. Other sources for data used in the Agency's compliance program are the United States Postal Service, the Departments of Defense, Education, Labor, and Transportation, the Office of Personnel Management, and the Immigration and Naturalization Service.

Listings of the men required to register are matched by computer against the SSS registration file. The names of those registered are dropped. The remaining names are matched with active-duty rolls of the Armed Forces (including the Coast Guard) to eliminate the names of those who are not required to register because they probably enlisted in the Armed Forces. Men whose names remain on the listing are sent a registration reminder card which includes a registration mail-back form along with information on how to register via the Internet. If a man fails to register, or provide evidence that he is exempt from the



Registration reminder card mailed to nearly 2.5 million men turning 18 in FY 1999. It encouraged men to register on-line, or mail back an attached form if they did not have access to the Internet.



Items included in the high school public awareness kits. The kits were sent to over 26,000 high schools.

registration requirement after receiving the mailings, his name is referred to the Department of Justice for investigation and possible prosecution for violation under the Military Selective Service Act.

The Agency also assisted the Department of Labor in providing Job Training Partnership Act (JTPA)\* field staff with SSS-approved guidance which allows a man to obtain job training benefits if he is an honorably discharged veteran. (\*Note: A new law, the Workforce Investment Act, will replace the JTPA by July 1, 2000.)

Cooperative agreements were also worked out between SSS and the Immigration and Naturalization Service (INS) in FY 1999. INS agreed to include SSS modifications to INS Form I-485 which is the form all immigrants are required to complete when applying for permanent U.S. resident status. When a

male immigrant of registration age completes and signs the form, it will facilitate his automatic registration with SSS. Through automatic registration, a male immigrant of registration age who may be unaware of his obligation to register will be registered automatically as part of the application process for naturalization and brought into compliance with the law. And, by doing so, he also will remain eligible for student financial aid, job training benefits, Federal government employment, and U.S. citizenship. INS has placed a "hot link" on its web site to the Selective Service's Internet web site ([www.sss.gov](http://www.sss.gov)). Now, those persons connecting to the SSS site through these links are offered a special section of the SSS site that features registration information in five languages: Mandarin Chinese, English, Korean, Spanish, and Vietnamese.



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## FIELD ACTIVITIES SUPPORT REGISTRATION IMPROVEMENT

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Selective Service State Directors, RFOs and Board Members alike, pitched in during the year to get the Agency's message about the importance of registration out to the public. For example, an Illinois RFO arranged to have the Agency's video registration message played to prospective jurors awaiting jury duty in the Sangamon County Circuit Court. The RFO is now working to get the same message played in 102 other circuit courts in Illinois. In Wisconsin, RFOs staffed Selective Service System booths at the Wisconsin School Counselors Conference and the Wisconsin Education Association's Annual State Teachers Convention. In Massachusetts, RFOs arranged to have a registration message displayed on a scoreboard at the Boston Red Sox opening game at Fenway Park. A similar achievement occurred in New Orleans, where the management at the Superdome placed a registration reminder message on the Dome's outdoor billboard and also agreed to place SSS public service announcements

on its interior television screens throughout the year. In Illinois, Michigan, Ohio, and Pennsylvania, RFOs coordinated to have registration messages distributed to public housing authority residents. In Miami, a local high school television class produced English and Spanish public service registration reminder messages using SSS Director Coronado as the on-camera "talent." These spots were distributed to all Dade County, Florida, high schools. The Director, SSS, was also in Las Vegas in July where he was a featured speaker at the annual convention of the National Association of Student Financial Aid Administrators—a vital and influential group whose members interface with registration-age men in America's colleges and universities.

Also, during the year, many Board Members lent a hand in the registration process. They visited U.S. post offices to ensure that applicable registration materials were on hand and displayed. A number of Board Members also visited high schools in their areas to spread the registration message to America's young men.



*RFO Capt. Michael B. Flavin of Los Angeles explains the importance of Selective Service registration to young men at a UCLA football game in November.*

# TECHNOLOGY

*The information age is opening up new possibilities for all of us, for our children and for the entire Nation.*

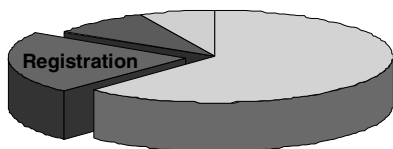
– Bill Gates, Chairman, Microsoft Corporation

In Fiscal Year 1999, the Selective Service System instituted sweeping changes to its registration process, making three significant customer service improvements:

- On-line registration became available to Internet users, worldwide. This monumental achievement was a dramatic success, with more than 190,000 men registering using the Internet between program start-up on December 2, 1998, and September 30, 1999.
- On June 21, 1999, registration by phone became available to men who received a redesigned registration reminder mail-back card. To register by phone, men simply dial a special toll-free phone number listed on the card. Using a touch-tone phone, they enter their Social Security Number, date of birth, and the personal identification number (PIN) listed on the card. After the registration is accepted, each man receives his Selective Service number over the phone and receives a registration acknowledgment card in the mail. The new system even accepts registrations in Spanish. In three months, more than 28,000 men registered telephonically, proving that registering with Selective Service is now as easy as ordering a pizza. To implement this new service, the Agency upgraded its phone and interactive voice response (IVR) systems at its Data Management Center. The IVR also provides 24-hour service to process inquiries from hearing impaired persons through a telecommunication device for the deaf.
- At the close of the fiscal year, the SSS began accepting early submissions of registration information from 17-year-old men through the Internet. The information is held on file until the man is within 30 days of his 18<sup>th</sup> birthday, then his registration is processed automatically and he is sent a confirmation in the mail.

## Telephone Inquiries By Type

After IVR Replaced  
June - September 1999



- Entitlements/Citizenship \* 62%
- Registration 22%
- Compliance/SIL 9%
- General Information 7%

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

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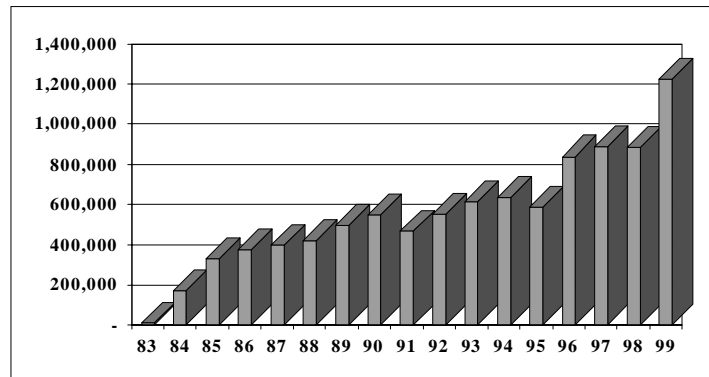
## DATA MANAGEMENT CENTER

The Agency's Data Management Center (DMC), located in North Chicago, Illinois, processes registrations and maintains the computer operations needed to support the Agency's missions. In addition to nearly 2 million registrations processed in FY 1999, the DMC processed over 230,000 written and 1.2 million telephone inquiries. Also, the DMC produced and mailed over 6.2 million pieces of computer-generated correspondence to acknowledge or promote registrations. Most inquiries were from men applying for Federal and state entitlement programs that require proof of SSS registration. The 1.2 million telephone inquiries represent a 38-percent increase over last year's total.

Eighty-four percent of all calls to the DMC were processed by the interactive voice response system. The remaining calls were handled by a small group of telephone response agents. The Agency plans several future enhancements to its interactive voice response system that will greatly improve public service and reduce a very labor intensive workload on the DMC.

The number of requests for status information letters (SIL) remains substantial. These letters are sent to men who failed to register with Selective Service and are now past their 26<sup>th</sup> birthday. By law, men cannot register with the SSS once they reach their 26<sup>th</sup> birthday. Men in this category may be denied Federal student financial aid, Federal employment opportunities, and job training, unless they can show evidence that their failure to register was not willful or knowing. The DMC researched inquiries for over 40,000 nonregistrant men who applied for entitlements, an increase of 10 percent over last year.

### Telephone Calls Received



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

### TECHNOLOGY AT THE GRASS ROOTS LEVEL

Selective Service's Region Headquarters and field elements also benefited from technology enhancements. For example, the Agency completed delivery of 50 personal laptop computers (PCs) to every Reserve Force Officer Detachment during FY 1999. And the Agency's State Directors were slated to receive their PCs by the end of CY 1999. Numerous improved technology embellishments also have enabled the Agency's field elements to perform routine tasks more easily. Moreover, with the addition of e-mail and a file sharing program, administration and operations-related communications among detachments and Region Headquarters have been infinitely enhanced, thus abating several problems of communication between national time zones.

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## PAPERWORK REDUCTION

To comply with the provisions of the Paperwork Reduction Act of 1980, the Agency took steps to minimize the cost of handling and disseminating correspondence from the public and Congress. This initiative began during a period when the amount of correspondence and documentation disseminated by the Agency increased dramatically. To manage this increase effectively and comply with the mandates of the Paperwork Reduction Act, the Selective Service System began converting its documents and

records to an electronic system. When completed in Fiscal Year 2000, the new system will allow the Agency to manage its paper documents flow from initial receipt through paperless dissemination among its staff. The system also will provide electronic document retrieval through full-text searches for the Agency.





# PUBLIC OUTREACH

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*There's a reminder for teenagers today, and for those of us who remind teenagers: for the first time the government has made it possible for 18-year-olds to register for the draft on the Internet. You can still go to the post office and fill out a card, but the government would like to make it easier.*

*—Peter Jennings, “World News Tonight,” ABC TV Network*



*Students at George Mason Senior High School in Falls Church, Virginia, cheer on classmates competing to be the first man to register on-line with Selective Service. The “race” was a highlight of the December 2, 1998, inauguration of on-line registration.*

**N**ow, men can register on-line. That was the new message the Selective Service System spread throughout America and to male U.S. citizens living overseas during FY 1999, beginning with a highly successful “kick-off event” on December 2, 1998. “This is truly a new vision for Selective Service,” said Director Gil Coronado, standing before TV news cameras as he pulled an eight-foot tall symbolic “switch” to officially inaugurate on-line registration.

The event was held at a high school in Falls Church, Virginia, where four 18-year-old men, using their computer keyboards, “raced” to see who would be the first to register on-line at the Selective Service System’s Internet World Wide Web site: [www.sss.gov](http://www.sss.gov). With dozens of fellow students cheering on the sidelines, Conor McCullough of George

Mason Senior High School became the first man to register on-line. On-line registration allows any young man with a valid social security number and computer access to the Internet to register and immediately receive a Selective Service number on-screen. By the end of FY 1999, approximately 190,000 men had registered on-line and the daily totals of men registering via the Internet were growing steadily.

To coincide with the national media event in Falls Church, the Agency’s three Region Headquarters organized local events around the country to ensure that on-line registration was publicized to anyone within earshot of a television or radio. SSS State Directors and RFOs were instrumental in getting out the word and working with media in America’s cities and overseas



*Above: Director Coronado (left) congratulates 18-year-old Derek Gordon, the 100,000th man to register on-line. Derek's mother, Joanne Gordon, is at right.*

*Below: Director Coronado thanks students from Theodore Roosevelt High School in New York City for participating in the filming of a new television public service announcement.*



territories. News of the event was carried on major national media such as CNN, ABC World News Tonight, Fox Network News, as well as the national radio networks and scores of local media outlets. Also, articles appeared on the Associated Press wire service and were printed in major newspapers, including USA Today. To help spread the

word, Selective Service also produced a video news release of the kick-off event so that local TV stations were able to receive it via satellite in time for their evening news programs.

Later in the year, Selective Service also identified the 100,000<sup>th</sup> man to register on-line. Derek Gordon, of Brooklyn, N.Y., was recognized at the Agency's National Training Conference in San Antonio, Texas, in June, and featured in a national news release and reported on radio stations around the country.

## BACK TO BASICS

Getting the registration reminder message to young men continued to be a focus of Agency publicity efforts in FY 1999. Focus group research with 17- and 18-year-old men was conducted in Baltimore and New York City in the fall. In January, meetings were held with SSS State Directors, Reserve Force Officers, and Region Headquarters staffs in Denver, Chicago, and Atlanta to share ideas about improving communications with the public and discuss new publicity tools. In April, Selective Service made use of its contract with a consulting firm to analyze several strategic communications and registration blitz activities to help improve national registration compliance rates. These evaluations helped identify techniques that were working well and worthy of expansion.

## "LIGHTS! CAMERA! ACTION!"

To communicate nationally its "registration and benefits" message in FY 1999, Selective Service released a new TV and four radio public service announcements (PSAs).

In March, Selective Service went "on location" in New York City to film its TV PSA. Focusing on the "benefits" of registration, high school students from the South Bronx assisted as cast members. Their participa-

tion helped to generate local publicity for registration awareness in an area experiencing low registration compliance. The TV PSA, was formatted in lengths of 10, 15, and 30 seconds, produced in English and Spanish versions, and released to 1,000 media outlets across the Nation in August 1999. Its effectiveness in communicating the message was measured by the number of markets reached and airings received. Based on monitorship of plays and return of business reply cards enclosed with the PSAs, high rates of play were achieved. By the end of September 1999, the TV spot played 5,606 times on 176 TV stations, making 101 million audience impressions and appearing in time slots having an estimated total value of \$442,700. The TV PSA was aired in all 5 of the top 5 TV markets. It was viewed by audiences in 18 of the top 25 TV markets. Additionally, the spot aired on cable outlets, with play time worth an additional \$21,000. The 4 radio PSAs aired on 536 stations a total of 59,356 times, achieving a dollar value of \$1,090,753 and making 122 million audience impressions. The radio spots played in 5 of the top 5 markets, 13 of the top 15 markets, and 20 of the top 25 markets. These statistics will get even better as the spots continue to be played in FY 2000.

Toward the end of the fiscal year, the Agency began working on a new method of reaching young male students with televised registration reminder messages. Work got underway to produce high school public service videotapes for distribution to schools in California, Texas, and Florida. Featuring the lieutenant governors of those states and designed for closed-circuit showings on school TV systems and in civics classes and guidance offices, these tapes will be distributed in FY 2000. A "national" version featuring the Secretary of Education will also be produced and distributed in FY 2000.

## SAVE A STAMP. SAVE TIME. REGISTER ON-LINE.

The Agency's registration awareness kit, highlighting "Registration on the Internet" and early submission of registration information by 17-year-old men, was shipped to 26,000 high schools around the Nation in early September 1999. The kit contained a record number of enclosures—a series of three new posters, fact sheets, high school registration Internet "hot link" disk, print ads for school newspapers, and public address system announcements.



*A poster promoting on-line registration.*

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During this fiscal year, Selective Service developed new animated icons for its web site—"Registration On-line Now" and "To Check A Registration." A fold-out, pocket-size card summarizing the benefits linked to Selective Service registration also was printed in English, Spanish, Vietnamese, Korean, and Mandarin Chinese, and distributed to the field for dissemination to recent immigrant populations.

### NEW FREEDOM OF INFORMATION WEB PAGE

The SSS Freedom of Information Act Web page was created during FY 1999 in accordance with the Electronic Freedom of Information Act Amendments (E-FOIA) of 1996. The FOIA page can be found by accessing the SSS World Wide Web address, <http://www.sss.gov>. The section under FOIA contains SSS' FOIA regulations, an SSS

"Access to Public Information" handbook, SSS' Annual FOIA Reports for 1997, 1998, and a link to SSS' Government Information Locator System (GILS), which contains a list of SSS' major information systems and record locator systems. In addition, the SSS Web Site provides access to the latest copy of SSS' Annual Report to Congress as well as other SSS documents. Electronic versions of SSS documents are intended to provide broad access to the text of SSS directives and other key information resources.





# GOVERNMENTAL AFFAIRS

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*Selective Service Registration provides a pool of young men to defend our nation if that becomes necessary. This bill seeks a win-win for everyone...young men seeking state employment or registering for higher education classes are made aware of their civic responsibility; the state hires employees who are in compliance with the law; the public is assured that their tax money is not subsidizing unlawful behavior; finally, by publicizing the registration requirement, the state helps protect public benefits for its citizens.*

—Idaho Gov. Dirk Kempthorne, upon signing H.B. 213, March 26, 1999

## SUPPORTIVE LEGISLATION

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Support is growing among state, county, and city governments for the requirement that men register on-time with Selective Service. The chief executives and law-making bodies of many U.S. states and territories, as well as the mayors and city councils of numerous cities, have enacted laws and ordinances to require that a man be registered (or prove that he is exempt from the requirement) before he receives state student financial assistance or is considered eligible for state or local government jobs.

Some state laws include additional requirements, such as mandating appointment of an uncompensated Selective Service System Registrar in each high school, requiring registration prior to admission to a state post secondary institution, requiring registration to avoid paying out-of-state tuition, or requiring educators to inform their students of the registration requirement.

These statutes are important because they not only increase public awareness of the registration requirement, but also ensure that recipients of public funds and benefits are in compliance with Federal law. Each



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state law mirrors, reinforces, or strengthens two Federal laws. The first law, the 1982 Solomon Amendment to the Military Selective Service Act, requires that all male students who have a registration requirement with Selective Service satisfy that requirement as an eligibility precondition for receipt of Title IV Federal student financial aid, such as guaranteed Student Loans and Pell Grants. The second law, the Thurmond Amendment to the Defense Authorization Act, passed in November 1985, mandates the registration of men who are required to register as a prerequisite for appointment to most Federal jobs. During FY 1999, the following states and commonwealths adopted parallel legislation:

- Idaho - Men must be registered to be eligible for state employment, college enrollment, and student financial aid.
- Mississippi - Registration is a precondition for state employment.
- Missouri - Young men must be registered to receive student financial aid or work for the state.
- Commonwealth of the Northern Mariana Islands - Registration is a precondition for employment with the Commonwealth.
- Texas - State employment is conditioned upon registration.
- Virginia - State employment is conditioned upon registration.
- West Virginia - Men must be registered to receive student financial aid and state employment.

Additionally, four dozen cities and counties have passed companion ordinances requiring men to be in compliance with Selective

Service law before they can be employed in municipal or county jobs. These “grass-roots” efforts show that government leaders at all levels recognize the inherent value of civic responsibility and the need to preserve the fairness and equity of any future draft by encouraging high SSS registration compliance rates.



*Houston, Texas, Mayor Lee Brown (left) receives a Plaque of Appreciation from SSS Texas State Director, Claude Hempel, recognizing the city's efforts in support of registration improvement “blitz” activities.*

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## SUPPORT TO THE PRIMARY CUSTOMER

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The U.S. Armed Forces have been experiencing challenges recently in recruiting qualified individuals for military service. In fact, during FY 1999, the Army, Navy, and Air Force missed their recruiting goals. While the Marine Corps met its recruiting goal, it was not without extra effort. Anticipating military recruiting shortfalls and recognizing that Selective Service could play a positive supporting role, the Agency implemented a cooperative interagency mission with the Military Services, including the U.S. Coast Guard, to encourage men to volunteer to serve America through military enlistment.

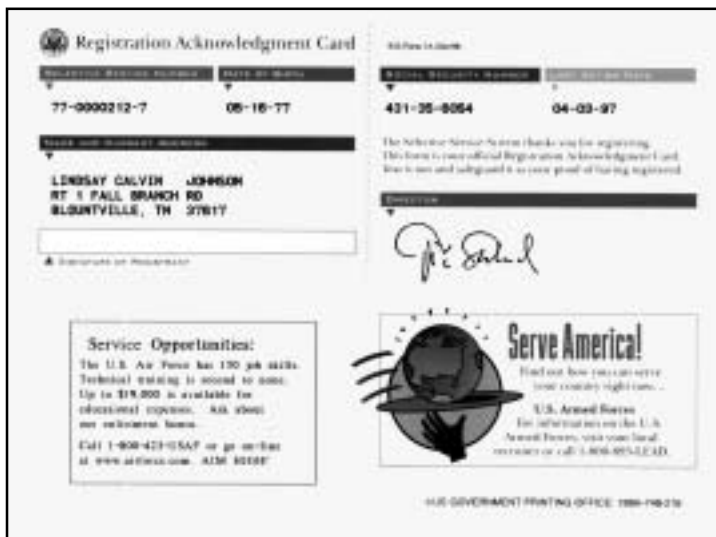
The Selective Service database of registrants exists primarily as a standby resource for use in a national emergency or mobilization. Nonetheless, Selective Service collects valuable data from, and communicates with two

million young men who register every year. By modifying its existing registration acknowledgment card, the Agency has been continuously informing all new registrants about generic service opportunities in today's U.S. Armed Forces using short recruiting messages. These messages include a toll-free number for men to call, or Internet site to visit, if they are interested in military service. Starting in FY 1999, the Armed Forces message was supplemented with a unique message for each branch of the Armed Forces and its Reserve Components. These messages rotate to give equal space to the participating branches, including the Coast Guard. And, at no additional cost to the Agency or the Department of Defense, the Selective Service System was able to deliver recruiting messages on behalf of the Services to over two million young men.

Support for military recruiting is just one example of Selective Service's interagency

participation which is in consonance with the Administration's guidance under the National Partnership for Reinventing Government. Daily, the SSS demonstrates its contemporary relevance through ancillary no-cost peacetime missions that directly support the Department of Defense, its primary customer. It is only logical that this same registration process be conveniently used to inform every man about voluntary service opportunities in today's U.S. Armed Forces by

obtaining leads for Armed Forces recruiters to follow-up. The continued cooperation between the SSS and the DoD will achieve win-win opportunities for all concerned.



*An important document to every young man is his official registration acknowledgment card. He receives it by mail a few weeks after he registers.*

# PEOPLE

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*Here in the United States, a common phrase used to be: "good enough for government work." We're working to change that.*

*—Vice President Al Gore*

**T**he SSS relies heavily upon a trained workforce drawn from three primary areas: civil servants, military personnel, and volunteers. These three components complement each other by bringing together individuals with diverse backgrounds and skills to ensure the Agency can fulfill its mission by serving as a hedge against an unforeseen military emergency. Preparing for a crisis requires a workforce with the ability to adapt to a constantly changing environment. For instance, the Selective Service System must be able to provide the first draftees to the Department of Defense 193 days after activation of conscription. Thus, it is critical that mechanisms be in place to ensure any draft is fair and equitable.

## CIVILIANS

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Several months ago, the Agency conducted a survey of its full-time employees to measure job satisfaction and determine if barriers existed that prevented employees from excelling. Overall, Selective Service employees were satisfied with their jobs, comparing favorably with other Federal agencies surveyed by the National Partnership for Reinventing Government. Data from the survey will be used to continually improve the Agency's workplace with the goal of eliminating any barriers to successful job performance.

There are a total of 56 State Directors in the U.S. and its territories. They are part-time officials who work an average of 14 days per year for Selective Service.

Seven new State Directors were appointed during FY 1999:

Donald L. Armstrong, Kentucky  
Thomas C. Johnson, Maryland  
Richard Efthimiou, Nevada  
Dennis P. Garcia, New York City  
Gary E. Lockwood, Oregon  
Tyson O. Warrington, Sr., U.S. Virgin Islands  
Jack E. Yeager, West Virginia

Careful attention was given to authorized staffing levels, consistent with accomplishing peacetime missions. In Fiscal Year 1999, the Agency was authorized a civilian ceiling of 170 full-time equivalent (FTE) positions. In the past five years, the Agency has reduced its number of FTEs while still accomplishing its overall missions primarily through investments in information technology. The reductions were in harmony with the goals of the National Partnership for Reinventing Government to achieve a government that works better and smarter, and costs less.



*Freida Brockington, SSS Director of Resource Management (right), reviews results of employee survey with Brian Kohler.*

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## MILITARY

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The Agency is authorized 745 Reserve Force Officer (RFO) positions. During peacetime the Agency funds and fills 450 of these positions with Reserve Individual Mobilization Augmentees (IMA) and National Guard members. Its RFOs are assigned throughout the United States and the U.S. Territories where they perform monthly training, executing a variety of critical peacetime and mobilization missions. Selective Service RFOs are from each of the Services, including the Coast Guard. They serve as local and regional contacts for state and local government agencies, disseminate information about the registration program to schools and the media, assist in the process of appointing and training Board Members, and are prepared to open Area Offices in an emergency. Analysis indicates that the 450 RFOs assigned are the minimum essential number of RFOs needed to maintain mission readiness and conduct field operations and initiatives.

In addition to the RFOs who serve part-time, the Agency maintains 13 Active Duty Officers in full-time positions throughout the

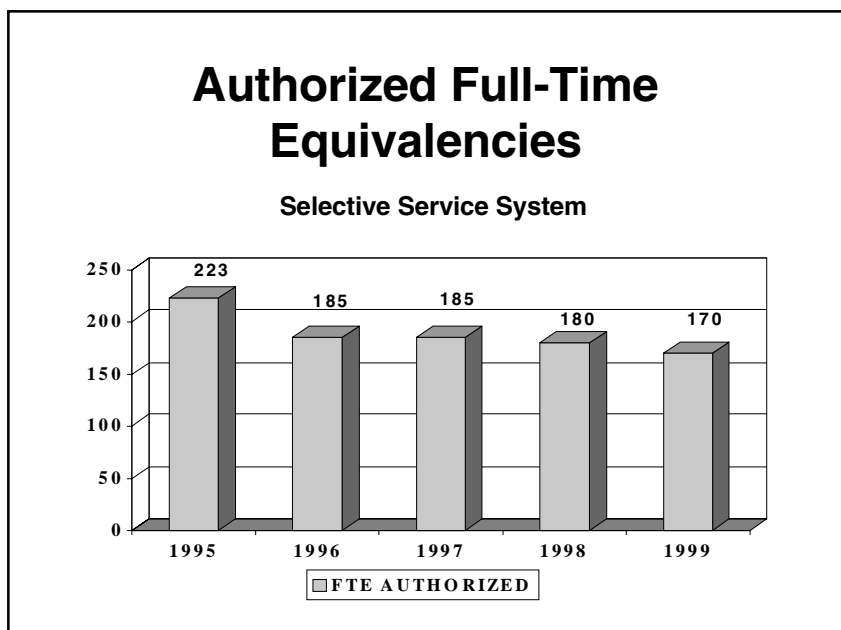
Agency. They are responsible for the training and development of the RFOs, stewardship of registration programs, operational planning, policy development, processing of Military Service administrative and personnel actions, and liaison with the Military Services. Over the past few years the Agency has reduced its active duty officer strength from 21 positions to the current 13. Budget constraints and reorganization initiatives will further reduce the number to 9 officers by FY 2002.

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## VOLUNTEERS

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More than 10,000 uncompensated Local, District Appeal, and Civilian Review Board Members are a vital part of SSS operations and help guarantee that a future draft will be timely, fair, and equitable. These volunteers will decide claims filed by registrants who seek draft postponements, deferments, and exemptions from military service. In FY 1999, 659 new Board Members were appointed. The Agency continues to place emphasis on appointing Board Members who ethnically reflect the diversity of the young men in the communities they serve.



# READINESS TRAINING

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*We need to be ready for any contingency...for the future and for the present.*

*—Captain Michael J. Cepe, Reserve Force Officer, San Diego, California*

**A** Joint Exercise and Training (JET) Conference, the predecessor to future, major exercises, was held by the Agency in April 1999. It brought together all program managers from the Agency's National Headquarters, Region Headquarters and the Data Management Center to assess content, objectives, and implementing procedures for the forthcoming SSS National Readiness Exercise-1999 (REX-99).

## READINESS EXERCISE - '99

The Selective Service System conducted exercises to ensure that its workforce is prepared to implement a fair and equitable draft. REX-99 provided detailed instruction for new Selective Service procedures and

gave the Agency its first opportunity to test and evaluate its Time-Phased Response activation process. National Headquarters, Region Headquarters and their staffs, State Directors in 56 states and territories, together with all assigned RFOs participated in the event.

The REX-99 also provided a forum to test the Agency's Health Care Personnel Delivery System (HCPDS). If Congress and the President activate HCPDS, medical professionals, both men and women, could be conscripted to the Armed Forces in a national emergency. Ultimately, REX-99 proved that procedures are in place and workable so the Agency is adequately prepared to respond in a crisis.



*Maj. Jay Popejoy of Seattle, Washington, in action at REX-99.*



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## NATIONAL TRAINING CONFERENCE

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The Agency's National Training Conference was hosted by the staff of Region III in San Antonio, Texas, in June 1999. The conference theme, as emphasized by Director Coronado, was "America Needs to Know." Conference attendees were encouraged to spread the word about the important role the Selective Service System plays in national defense readiness to include the need for men to comply with the registration requirement and help move America forward without leaving any segment of the 18 through 25 male population behind.

Based on the results of the JET conference, a specific training session was developed and presented at the National Training Conference to RFOs and State Directors acting as Controllers for REX-99. In addition, a briefing was given to all State Directors and Detachment Commanders on the purpose and objectives of the REX. They were told that REX-99 would evaluate:

- the impact on the Agency of the reduction of RFOs;

- the ability of the State Directors and RFOs to successfully perform TPR and HCPDS functions;
- all readiness plans, Agency policies, and procedures to activate the Agency under TPR and determine what, if any, additional training is required for the activation process;
- all "on the shelf" plans, policies, and procedures and determine what, if any, further training of field staff is required for activating HCPDS;
- the adequacy of policies, procedures, guidance, and application of various Agency support manuals;
- the results of previous training sessions and determine potential training for FY 2000; and,
- the ability of RFOs to utilize personal computers to maintain contact with higher headquarters, utilize the Internet and Intranet, and perform related exercises.



*Retired Air National Guard Brig. Gen. Robert P. "Phil" Knight (standing), State Director of Minnesota, addresses the assembly during the National Conference held in San Antonio, Texas. Knight is the longest serving state director in the Agency.*



*Director Coronado (right) presents to Arnold Spielberg, father of famed film director, Steven Spielberg, the SSS Meritorious Service Award at the Agency's National Training Conference.*

The National Conference included other training subjects that were received with enthusiasm by the participants, such as the Registrant Integrated Processing System, the lottery, and the Board Member Program. Training initiatives for FY 2000, such as automated training and development of an initial training program for Civilian Review Board Members, were included in the conference agenda.

## READINESS TRAINING PROGRAMS

An effective Senior Service School Outreach Program continues, involving military service colleges and each Service's top noncommissioned officer academies. Information about the SSS mission was provided to the schools for inclusion in their educational curricula. Also, the Agency's National Headquarters continued its annual program of hosting a group of U.S. Army War College students,

who may be involved in force structure management. Both programs provide the Nation's future military leaders with an in-depth orientation of the Agency's operations while enhancing their knowledge of the role of Selective Service in the defense preparedness posture of the United States.

Newly appointed State Directors and assigned RFOs attending the New Officer/State Director (NO/SD) Phase II Training Program were provided an updated Professional Development Course (PDC). Using multimedia equipment to present this standardized course, the streamlined training incorporated current Agency policies and procedures pertaining to health care, Time-Phased Response (TPR), and Emergency Mobilization conditions. An added component to this year's multimedia, NO/SD Phase II training program was an introductory presentation by the SSS Director, which was taped at the Pentagon using Air Force Television Center Production resources.

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To increase readiness, State Directors and RFOs completed continuation training using Training Guidance Outlines (TGOs) and Training Guidance Packets (TGP). For the first time, these and other readiness training documents, were distributed to the field structure in an electronic format, via disks and the Intranet, to reduce printing, processing, and distribution costs. Once all TGOs are developed, the training documents will be available to the field on CD-ROM. To facilitate the goal of automating training, personal computers and printers were distributed to State Directors and RFO detachments.

As part of an ongoing effort to update readiness training materials to conform with TPR and Registrant Integrated Processing System (RIPS) requirements, the Agency's 12-hour Initial Board Member Training (IBMT) program was revamped which included updated Trainer and Board Member Handbooks, role play case file exercises, handouts, and 35mm slides/automated screen show presentation. Also, an Interagency Support Agreement with the Department of Interior was completed to fund and produce a much needed IBMT video tape, which has not been updated in more than 20 years. The IBMT "Director's Welcome" video, already available in English, was produced in Spanish using U.S. Air Force audiovisual production facilities.

## AREA OFFICE AUGMENTEES

Area Office Augmentees are Department of the Army designated enlisted retirees who would become part of an Area Office team during a national emergency or upon the Agency's activation. A self-study orientation training program for Area Office Augmentees has been provided to the Region Headquarters for distribution to Augmentees.



*RFOs from the State of Washington participate in REX-99. Left to right: Maj. Michiyo Montague, Capt. Joseph Pablo, Capt. Jenny Neighbors, and Lt. Col. Allen Bennett.*



*In California, Col. Sandra Rowley (standing) reviews a REX-99 event with Army CWO Linda Johnson (seated, left) and Capt. Joan Salinas.*



*Left to right: Capt. Alphonse Shropshire, 1st Lt. Brett Williams, and 2nd Lt. Deidre Smith work with a new computer program in Louisiana.*

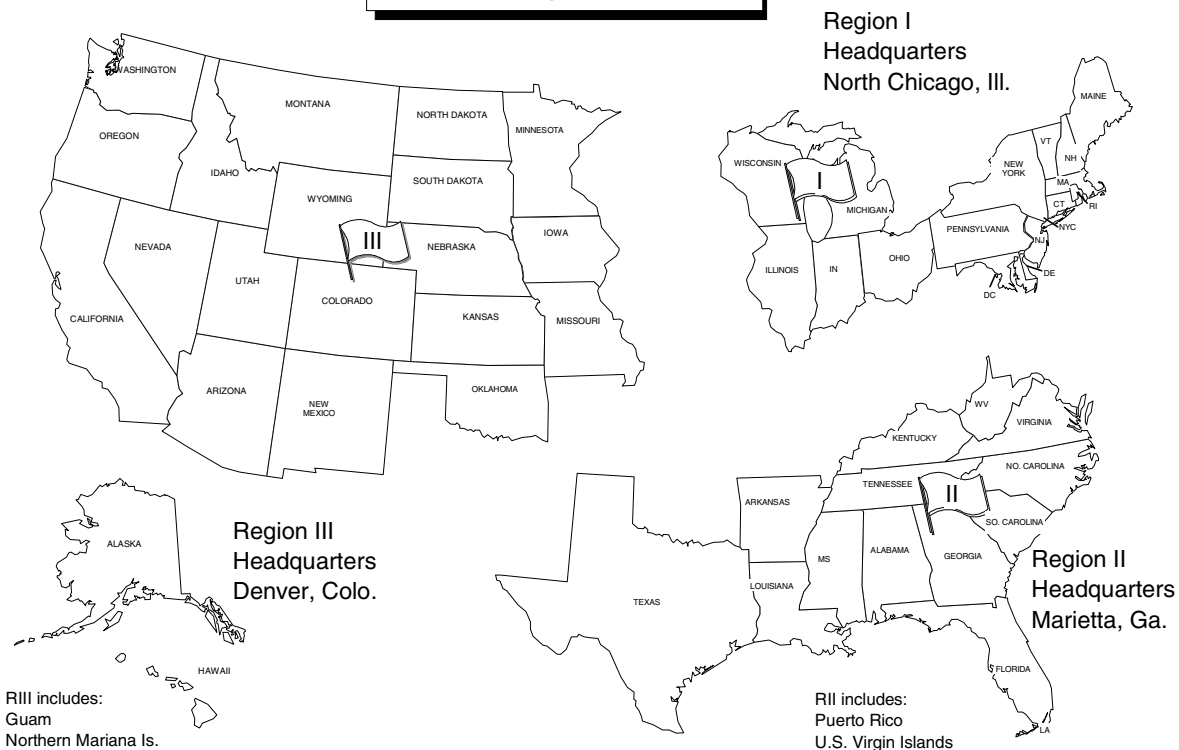
# FIELD ACTIVITIES

*If it be now, 'tis not to come; if it be not to come, it will be now; if it be not now, yet it will come: the readiness is all.*

—William Shakespeare, *Hamlet*

Implementing Selective Service policy and procedures, full-time staff members in three Region Headquarters form the vital link between National Headquarters and scores of State Directors, hundreds of part-time RFOs, and thousands of volunteer Board Members in every American community. The Agency's three Regions bind together diverse and widespread civilian and military human resources, forming the foundation for achieving, training, and maintaining the SSS components of national security readiness down at the "grass roots" level.

## Selective Service System Regions



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## REGION I

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The Region I Headquarters in North Chicago, Illinois, is responsible for 16 states in the mid-west and northeastern U.S. and includes the District of Columbia. Within Region I's boundaries are 690 Local Boards, 30 District Appeal Boards, and 22 Civilian Review Boards. Management of these is accomplished through 18 State Directors, 18 National Guard Detachments, 14 Reserve Detachments, and 155 RFOs.

FY 1999 was an exciting and busy year for Region I as significant progress was made on a number of different fronts. Twelve states had legislation pending in various stages to support Selective Service registration and two new State Directors joined the team.

At the end of FY 1999, nearly 90 percent of Region I's 3,700 Board Member positions were filled. Analysis showed that 25 percent of the Board Members were female and that equated to one female member per Board. Increased attention also was given to the overall demographic requirements with special emphasis given to recruitment of more Board Members age 30 or under. During the year, 12 Initial Board Member Training sessions were held to train 270 newly-appointed Members.

Also, Region I concentrated Registration Improvement Program efforts in low compliance metropolitan areas to ensure that registration age males understood their requirement to register. Among those efforts were countless assemblies conducted in public schools to register young men or demonstrate on-line registration; lesson plans and overheads for schools; and newsletter mailings for schools to explain the added services of on-line registration, verification, and early submission of registration information.



*Mark Lindke (right), Vice Chairman for Selective Service Local Board 340 in Ann Arbor, Michigan, receives an Informed Patriot Award from Director Coronado during his visit to Selective Service National Headquarters.*

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## REGION II

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The Region II Headquarters, located in Marietta, Georgia, supports 15 State Headquarters, 35 Reserve and National Guard detachments that are comprised of 142 RFOs, 144 Area Offices, 3,455 Board Members, over 5,400 participating high school registrars, and 93 State Resource Volunteers. Within the Region boundaries are 645 Local Boards, 35 District Appeal Boards, and 11 Civilian Review Boards. Its area of operations stretches from Texas to Florida and spans northward to West Virginia. It also includes the territories of Puerto Rico and the U.S. Virgin Islands.

At the close of FY 1999, Region II's 15 states and territories had nearly 91 percent of all Local Board Member positions filled. Of the 3,182 assigned Local Board Members, more than 95 percent have completed Initial Board Member Training. During the year, 5 Initial Board Member Training sessions were conducted and 175 new Board Member appointments were made. More than 73 percent of the Local Board Members assigned received continuation training. Of the 2,676 invited, 1,975 volunteers received group training.



Of the 138 RFOs assigned to Region II's 35 detachments, 90 percent have completed the new Time-Phased Response-based Readiness Training Guidance Outlines. One New Officer/State Director Training and Professional Development Course session was also conducted in FY 1999.

It was a significant year for Region II in terms of improving awareness and compliance. Registration compliance for 18-year-olds improved by three percent. Also, Region II achieved well above the national average High School Registrar participation rate with 84 percent of all high schools now having an active Selective Service Registrar.

Registration improvement activities focused on conducting awareness blitzes in Florida, Texas, and Louisiana during February and March 1999. Scores of high schools were visited and numerous proclamations promoting SSS awareness were obtained from governors, mayors, and city councils.

By the end of the fiscal year, 12 of the 15 states in Region II had laws supporting Selective Service. New state legislation was enacted during this year in Mississippi, Texas, Virginia, and West Virginia. Thirty-two counties/cities within Region II also enacted local ordinances making registration with SSS a precondition for men to get city or county jobs.

*Photo at left: In Miami, Braddock High School student Antonio Gutierrez (seated) registers with Selective Service during the Florida blitz as State Director Doug Maddox (left), teacher John Bernabei (center) and High School Registrar Charles look on.*



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## REGION III

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Region III Headquarters is located in Denver, Colorado, and has a staff of 2 military and 10 civilians who support 23 State Directors, 147 RFOs, and more than 3,000 Board Members. In peacetime, the RFOs are organized into 41 Detachments. During a draft, Region III would be responsible for activating 23 State Headquarters and 154 Area and Alternative Service Offices. It also conducts registration improvement activities in more than 7,000 high schools, checks registration materials in 9,000 U.S. post offices, and conducts training for 612 Local Boards, 31 District Appeal Boards, and 15 Civilian Review Boards. Geographically, Region III is the Agency's largest district.

Many important Registration Improvement and Awareness activities were conducted by the Region III field elements. These included literally thousands of visits to high schools, obtaining local proclamations supporting registration, and the distribution of public service announcements to media outlets. Visits to high schools and post offices were greatly increased over previous years due to the enthusiastic participation by more than 40 percent of the Region's Board Members in the newly-developed Adopt-A-School and Adopt-A-Post Office Programs. As a result of RFO and Board Member efforts, more than 1,100 new high school Selective Service Registrars were appointed in Region III during the year.

Region III news releases in the spring greatly helped to enhance awareness of on-line registration. Response from high schools to Region III's requests for lists of drop-outs



*In Boise, Idaho, Gov. Dirk Hemphorne (at podium) celebrates the signing of legislation supporting SSS registration in Idaho with Region III Director Sam Thiessen (right of Hemphorne), State Director Darrell Manning (fourth from right), and state and local dignitaries.*

resulted in registrations from approximately 25 percent of the 32,000 records obtained, thus preserving eligibility for important Federal and state benefits for a large group of at-risk young men.

Staffing and training levels for State Directors, RFOs, and Board Members were very high throughout FY 1999. At the end of the year 100 percent of State Directors were assigned and 96 percent were fully trained; 98 percent of RFOs were assigned and 89 percent were fully trained; and 92 percent of Board Members were assigned and 79 percent fully trained.

In FY 1999, California, Idaho, Missouri, and the Commonwealth of the Northern Mariana Islands enacted new legislation connecting eligibility for state programs and benefits to a man fulfilling the registration requirement.

## STATE DIRECTORS SERVING ON SEPTEMBER 30, 1999

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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 .....	Vacant
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 .....	Donald L. Armstrong
Louisiana .....	Wilbur F. Joffrion
Maine .....	Averill L. Black
Northern Mariana Islands .....	Joseph C. Reyes
Maryland .....	Thomas C. Johnson
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 .....	Richard C. Efthimiou
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 .....	Dennis P. Garcia
North Carolina .....	Donald L. Shaw
North Dakota .....	William F. Lindell
Ohio .....	George T. Willard
Oklahoma .....	Raymond J. Scoufos
Oregon .....	Gary E. Lockwood
Pennsylvania .....	John C. Williams
Puerto Rico .....	Walter A. Perales-Reyes
Rhode Island .....	LeRoy J. Williams
South Carolina .....	Earle E. Morris, Jr.
South Dakota .....	Paul A. Hybertson
Tennessee .....	Noah D. Daniel
Texas .....	Claude E. Hempel
Utah .....	Leland D. Ford
Vermont .....	David C. Pinkham
Virgin Islands .....	Tyson O. Warrington, Sr.
Virginia .....	Manual R. Flores
Washington .....	Verne M. Pierson
West Virginia .....	Jack E. Yeager
Wisconsin .....	John C. Cumicek
Wyoming .....	Lloyd A. Flynn

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# Registrants by State

September 30, 1999

	Draft Eligible Registrants (Born 1974-1979)	Born 1980-1981	Born 1974-1981
ALABAMA	175,244	43,691	219,935
ALASKA	24,294	7,131	31,425
ARIZONA	159,971	39,641	199,612
ARKANSAS	105,125	27,489	132,614
CALIFORNIA	1,137,352	265,154	1,402,506
COLORADO	142,226	39,376	181,602
CONNECTICUT	105,342	25,541	130,883
DELAWARE	24,961	6,516	31,477
FLORIDA	461,053	111,412	572,465
GEORGIA	270,274	68,485	338,759
HAWAII	36,707	9,060	45,767
IDAHO	56,924	15,641	72,565
ILLINOIS	443,870	115,094	558,964
INDIANA	242,791	62,813	305,604
IOWA	121,881	33,506	155,387
KANSAS	103,235	28,715	131,950
KENTUCKY	159,127	37,995	197,122
LOUISIANA	176,192	43,831	220,023
MAINE	49,774	12,997	62,771
MARYLAND	163,409	40,180	203,589
MASSACHUSETTS	199,543	48,194	247,737
MICHIGAN	369,770	95,752	465,522
MINNESOTA	187,552	53,121	240,673
MISSISSIPPI	117,339	28,319	145,658
MISSOURI	208,489	54,596	263,085
MONTANA	39,468	10,942	50,410
NEBRASKA	70,248	20,279	90,527
NEVADA	52,072	13,829	65,901
NEW HAMPSHIRE	42,483	11,788	54,271
NEW JERSEY	280,685	68,064	348,749
NEW MEXICO	71,267	18,070	89,338
NEW YORK	643,560	145,562	789,086
NORTH CAROLINA	263,358	64,311	327,669
NORTH DAKOTA	28,921	8,480	37,401
OHIO	429,302	113,982	542,382
OKLAHOMA	140,282	35,538	175,820
OREGON	122,713	31,880	152,593
PENNSYLVANIA	428,520	180,159	536,679
RHODE ISLAND	33,808	8,217	42,025
SOUTH CAROLINA	142,734	35,405	178,139
SOUTH DAKOTA	33,301	9,764	43,065
TENNESSEE	203,684	51,522	255,206
TEXAS	750,831	182,895	933,726
UTAH	112,023	29,154	141,177
VERMONT	22,984	6,337	29,321
VIRGINIA	238,578	61,815	300,393
WASHINGTON	210,338	55,115	265,453
WEST VIRGINIA	81,412	19,916	101,328
WISCONSIN	205,136	56,339	261,475
WYOMING	23,836	6,641	30,477
WASHINGTON, D.C.	16,342	3,077	19,419
NORTHERN MARIANA ISLANDS	3,639	729	4,368
VIRGIN ISLANDS	4,309	881	5,190
PUERTO RICO	174,393	37,311	211,704
GUAM	5,911	1,397	7,308
FOREIGN	26,461	4,653	31,114
<b>TOTALS</b>	<b>10,145,044</b>	<b>2,535,367</b>	<b>12,608,411</b>