

FISCAL YEAR 2004

ANNUAL REPORT TO THE CONGRESS OF THE UNITED STATES



FROM THE DIRECTOR OF
THE SELECTIVE SERVICE SYSTEM

Global in Responsibilities...Individualized in Service



ANNUAL REPORT TO THE CONGRESS OF THE UNITED STATES

FOR THE PERIOD OCTOBER 1, 2003 TO SEPTEMBER 30, 2004

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The Selective Service System Senior Staff (at the end of Fiscal Year 2004)

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Deputy Director

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Region II Director

Justo Gonzalez, Jr.
Region III Director

*(Sworn in as 11th Director of the Selective Service System on November 29, 2004)

The FY 2004 Annual Report was produced by the Office of Public and Intergovernmental Affairs, Selective Service System. Its publication is mandated by the Military Selective Service Act, Section 10(g).

Cover Design and Layout, Laurie Zaleski and Neal Dallmer of Art-Z Graphics. Project manager, Dan Amon.



A MESSAGE FROM THE DIRECTOR

Few things are more American than a spirit of volunteerism. And although the Selective Service mission is worldwide for American men aged 18 through 25, the Agency still offers local, individualized service to its customers, thanks to the support of its network of volunteers. I am deeply honored that President George W. Bush selected me to serve as the Agency's 11th Director.

Building upon a great legacy, the Agency is poised to fulfill its traditional missions or consider new tasks. This situation is a tribute to my predecessors, including Mr. Jack Martin, Acting Director during the final months of FY 2004. In addition to his Chief Financial Officer duties at the U.S. Department of Education, Acting Director Martin devoted considerable time to Selective Service. I take this opportunity to express my appreciation for his excellent stewardship.

With less than 170 full-time employees, and with a significant increase in resources ruled out by budget constraints, Selective Service accomplishes its missions with the help of hundreds of part-time military reserve component officers, nearly 11,000 civilian volunteer local board members, 18,000 civilian part-time high school registrars, and 56 part-time civilian directors of states and U.S. territories. Local board members may not be as visible in these days of peacetime registration as they were when young men were being drafted. Nevertheless, the very number, quality, and diversity of our board members reflect not only a high level of community support for the Selective Service missions, but a gratifying affirmation of all that is best in America.

Interest in serving as a local board member actually increased over the reporting year, which featured endless (but groundless) rumors of a reactivated draft against the backdrop of a national political campaign, conflict in Iraq and the ongoing war against terrorism. Such interest and this spirit of volunteerism suggest to me a widespread understanding of the Selective Service role in overall defense preparedness. Further, it suggests a shared belief that Selective Service still represents the last link between the U.S. Armed Forces and the populace it protects.

I salute the young men who, increasingly over the last few years, register with Selective Service. The most recent compliance rate nationally is 93 percent. Only when compliance is 100 percent will we realize our goal of making sure any future draft will be perfectly fair and equitable.

Although many national decision makers oppose restoring the draft, they and their predecessors have recognized for decades the value of Selective Service as a defense manpower backup mechanism in a world that remains dangerous and unstable. The Agency was born in a realization that America should never be as unprepared as she was in the years between the two world wars. Although much has changed since 1940, one thing has never changed. No one, not even the wisest men and women with the best intentions, can predict the dangers and crises that face us in the future. We can only be as prudent as possible. Selective Service, while not involved in policymaking, remains ready for whatever task our national leaders give it. The Agency remains an organization for all seasons and will stay the course.

This report summarizes those efforts, proudly undertaken by an Agency small in size, but blessed by one of America's greatest examples of grass roots volunteerism.



William A. Chatfield
William A. Chatfield



STRUCTURE AND PURPOSE

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

Currently, the Agency is minimally staffed and heavily dependent upon part-time personnel and volunteers to maintain the Nation's ability to conduct a draft that would be timely, fair, and equitable in a crisis.

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

America. By registering with SSS, every young man is reminded of his potential obligation to serve the Nation in an emergency. Selective Service is the last link between society-at-large and today's all-volunteer Armed Forces. Registration is important to a man's future because the Congress, more than half of the Nation's state legislatures, and scores of county and city councils have conditioned eligibility for several government programs and benefits upon a man being in compliance with the registration requirement. These include student loans and grants, government jobs, job training, and U.S. citizenship (for registration-aged men who are not yet citizens). Every year, more states continue to enact or consider legislation making registration with SSS a condition for obtaining a state driver's license or identification card.

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



One of the primary functions of Selective Service is registering young men aged 18 through 25. The Agency makes a special effort to reach young men who might not learn about the registration requirement through other channels. Region I Program Analyst Mary Neely, far left, and U.S. Air Force Capt. Mark Shows of the Michigan Detachment, far right, assist two young registrants at the 2004 Annual Convention of the National Urban League in Detroit, MI.

BUDGET AND FINANCE

The FY 2004 Budget

Under Chairman James Walsh, R-NY, the House Subcommittee on Appropriations for VA, HUD, and Independent Agencies recommended that the Agency be fully funded at the level requested in the President's FY 2004 Budget: \$28.29 million. This "mark-up" included the funds necessary to support the President's Management Agenda initiatives, to increase automation security, and to procure and deploy an integrated financial management system.

The Senate Appropriations Committee recommended a reduced funding level in its version of the bill because of competing program priorities, recent worldwide events, and budget deficit concerns. The Senate version recommended \$26.3 million for Selective Service, a "straight-line" budget amount from FY 2003 to 2004.

Budget Process Not Complete By September 30th Deadline

Although the full House completed its work and passed H.R. 2861 on July 25, 2003, and the full Senate completed its version on November 18, 2003, the final recommended bill did not obtain Conference approvals by the September 30th deadline date.

The seven non-defense appropriations bills were incorporated into a Consolidated Appropriations Bill (H.R. 2673), which incorporated the \$26.3 million figure, approved by the Conference in the House on December 8, 2003, and the Senate on January 22, 2004. It became law on January 23, 2004.

The FY 2005 Budget

Because of defense, homeland security, and other spending priorities, both the House and Senate Appropriations Committees recommended the same \$26.3 million funding level for Selective Service as in FY 2004. That figure was further reduced to \$26.1 million as part of the government-wide, across-the-board recession of 0.80 percent.

Note: Although the House completed work on H.R. 5041 by September 9, 2004, and the Senate completed S. 285 by September 21, 2004, the final Conference report was not approved in time for the September 30 deadline. VA, HUD, and Independent Agencies appropriations bills were incorporated with other bills into a Consolidated Appropriations Bill (H.R. 4818), which passed both the House and Senate on November 20, 2004. President Bush signed the bill into law on December 8, 2004.



FUNCTION	AMOUNT (\$000)
Personnel Compensation	\$15,669
Personnel Benefits	\$2,520
Travel and Transportation of Personnel	\$334
Office and Miscellaneous Rentals	\$1,279
Communication	\$225
Printing and Reproduction	\$569
Facilities and Maintenance	\$411
Supplies and Materials	\$227
Postage and USPS	\$1,820
Information Technology and Equipment	\$539
EEO Services and Investigations	\$40
Public Awareness	\$1,239
MEPCOM Reimbursement	\$546
Reimbursement from DoD	\$337
Other Services	\$735
TOTAL	\$26,490*

*Higher than appropriation. Total includes reimbursement from Census Bureau, DoD and actual obligations.



HUMAN RESOURCES

Selective Service relies on a diverse workforce of full- and part-time civil servants, part-time military reserve component personnel, and civilian volunteers. The Agency has maintained a steady level of 166 Full Time Equivalents (FTEs) over the past three years while still accomplishing its overall missions through investments in technology, employee training, and the ongoing development of a Human Capital Management Plan (HCMP). An Agency goal is to further reduce its FTE level over the next several years. The Agency's FTE number includes support of 56 part-time state directors and one deputy state director. State directors are compensated for an

its current ongoing tasks, together with less likely reinstatement of a draft. In either case, the Agency must prepare for a future workforce significantly different from today's workforce, where the average employee has 20 years of service. The Agency must also be ready to recruit and process a massive influx of employees in case of a general mobilization.

Agency human resources officials are motivated by the goals of improving employee morale and the work environment, enhancing employee training tools, and increasing efficiency and asset management through the optimum use of state-of-the-art technology. The Agency is assessing expansion of its Telework program, creation of a Child Care Subsidy Program for Agency personnel with young children, and improvements in the performance appraisal and award systems.

In conjunction with the Office of Personnel Management, the Agency's e-Quip process will help improve the security clearance process by automating paperwork, enabling cross-agency checks, and streamlining data management. The addition of the GoLearn on-line learning center will enable the Agency to upgrade critical employee

skills without the expense and time of formal classes. SSS also will save time and postage by participating in e-file initiatives to automate the personnel records and contracting proposal processes. Each of these improvements is supportive of the President's Management Agenda and sound business practices.

Board Member Program

The Agency's workforce is largely comprised of its local, district, and National Appeal Board members. The men and women serving on these boards are uncompensated citizen volunteers. They may be found in virtually every American community. Local board members are



More than 11,000 local board members, all volunteers, sharpen their skills with periodic training.

average of 12 annual duty days throughout the year, although most of them devote considerably more time to SSS activities.

The Agency is developing its strategic HCMP in fulfillment of the President's Management Agenda. The purposes of the HCMP are to align the Agency's human and financial assets with its operational, information technology, and logistical processes for the benefit of those it serves, and to set more ambitious goals for the future. Greater responsibility and accountability will be the key objectives of the HCMP.

During the preliminary stage, SSS must develop an HCMP that prepares it for both

nominated by state governors or equivalent officials and appointed by the Director of Selective Service on behalf of the President of the United States. District appeal board members are nominated by the Agency's three region directors and also are appointed by the Director of Selective Service on behalf of the President. Board candidates must meet specific Agency requirements, be upstanding citizens in their communities, and agree to serve as uncompensated SSS employees before they can be appointed. Board members receive initial training and yearly refresher training thereafter.

In the event of a national draft, local and district appeal board members would hold board meetings to decide claims filed by registrants who seek draft deferments, postponements, and exemptions, in accordance with national policies and procedures. District appeal board members also deal with appeals to classifications given registrants by local boards and claims related to alternative service work assignments.

Military Personnel

Under the Defense Authorization Act for FY 1997, SSS is authorized a peacetime ceiling of 745 military Reserve Force Officer (RFO) positions.

By the end of the FY 2004, 326 National Guard members and Reservists were assigned as RFOs throughout the United States and its territories. RFOs serve as drilling Individual Mobilization Augmentees (IMAs) or as members of a National Guard unit, conduct planning and readiness training for the Agency, and maintain contact with state and local governments. RFOs also ensure the dissemination of information about the Agency and its registration programs to local high schools and the media. Another critical RFO duty is to assist in appointing and training local and district appeal board members. The various training duties prepare RFOs to open area and state offices should the draft be reinstated.

In FY 2003, Selective Service reduced its active-duty officers from eight to two, and in FY 2004, those two active-duty officers departed the Agency. The elimination of these active-duty officers completed the Agency's active duty military workforce restructuring plan submitted to the Office of Management and Budget.



Reserve Force Officers (RFOs) play an important role in Selective Service's readiness and training activities.



REGISTRATION

Selective Service must be ready to furnish manpower to the Department of Defense in the event of a national emergency. The Agency prepares for that mission by registering young men.

If the draft becomes necessary, it must be widely recognized as being fair and equitable. No draft would be fair or equitable unless all men were treated equally, and for that to happen, all eligible men must be registered. Selective Service continues to develop initiatives to increase registration compliance. During calendar year 2003, the rate of registration nationwide continued to increase. By year-end there was a two-percent increase in compliance rates from 91 percent to 93 percent for men ages 18 through 25 who were required to register. Factors contributing to increased registration compliance were: (1) the enactment in states and territories of legislation requiring registration with SSS to obtain a driver's license, permit, or an identification card; (2) increased use of on-line registration via the SSS Web site, www.sss.gov; (3) emphasis on volunteer SSS high school registrars; (4) additional mailings to states (i.e., California and New York) having the lowest compliance and highest registrant population potential, as well as nationwide to those 19-year-old men who had not registered; and, (5) targeted cost effective registration awareness initiatives, including public service broadcast messages in English and Spanish, and outreach efforts to educational and community leaders and groups.

Increasing Registration Compliance:

The Driver's License Legislation

The most important initiative during the past few years has been assistance to states and territories pursuing legislation to make registration with Selective Service a condition

for possessing a driver's license. SSS provided such assistance as reviewing draft legislation, working with the American Association of Motor Vehicle Administrators Network, and providing information management related technical expertise. By the end of FY 2004, 33 states (Alabama, Arkansas, Arizona, Colorado, Delaware, Florida, Georgia, Hawaii, Idaho, Illinois, Iowa, Kansas, Kentucky, Louisiana, Maryland, Minnesota, Mississippi, Missouri, New Hampshire, New Mexico, New York, North Carolina, Ohio, Oklahoma, Rhode Island, South Carolina, South Dakota, Tennessee, Texas, Utah, Virginia, West Virginia, and Wisconsin), three territories (Mariana Islands, Virgin Islands, and Guam), plus the District of Columbia had enacted driver's license legislation in support of the SSS registration requirement. Driver's license laws accounted for 832,824 registrations in FY 2004, compared to 589,419 in FY 2003 and 338,803 in FY 2002. In lieu of driver's license legislation, Alaska enacted legislation requiring registration with the Selective Service as a precondition for receiving proceeds from the Alaska Permanent Fund Dividend.

Although states that have enacted this type of legislation comprise nearly 65 percent of the Nation's registrant population potential, it is not enough. Every time another state or territory adds legislation linking driver's licenses to Selective Service registration, it frees resources to apply toward overall mobilization readiness and customer service. The Agency will continue



assisting states to enact driver's license legislation as its highest registration priority.

Electronic and Automatic Registration

Selective Service took advantage of every opportunity to help young men register more quickly and easily. Much of the registration process has been automated due to the Internet, driver's license legislation, tape matching programs, and a telephone voice recognition option. Seventy-nine percent of registrations were electronic by the end of FY 2004, compared to 75 percent at the end of FY 2003. Electronic registrations are more cost effective than paper/card registrations and provide better customer service.

With the cooperation of the U.S. Citizenship and Immigration Services (USCIS), men of registration age who complete an application for an immigrant visa with the U.S. Department of State, and male immigrants who are accepted for permanent U.S. residence, are automatically registered with the Selective Service. During FY 2004, approximately 60,000 men were automatically registered through this interagency arrangement.

Registration Reminder Mail-back Program

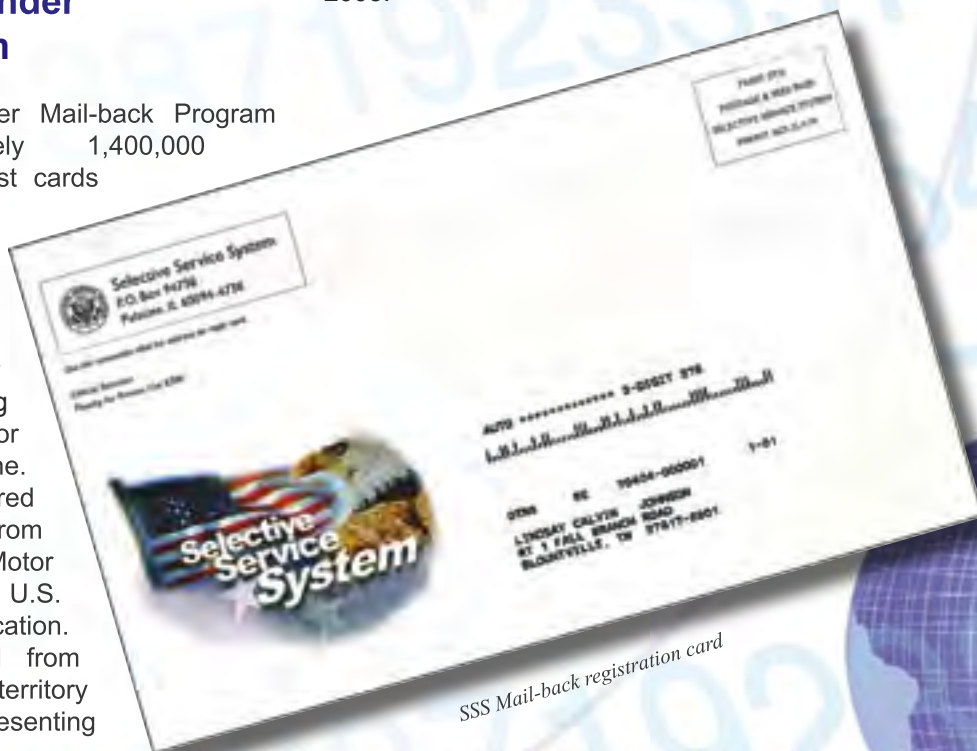
The Registration Reminder Mail-back Program generated approximately 1,400,000 Registration Reminder post cards to young men over 18 who still had not registered. The post card is designed to encourage Internet registration, but also suggests other options, such as mailing back the post card or registering by telephone. Names of young men required to register are obtained from state Departments of Motor Vehicles (DMVs) and the U.S. Department of Education. DMV data are obtained from almost every state and territory of the United States, representing

approximately 85 percent of the potential records identified for compliance processing. Other sources of data used in the compliance program are the United States Postal Service, the Departments of Defense, Labor, Education, and Transportation, and the Office of Personnel Management.

The Agency continued special direct mailings to potential registrants in metropolitan areas with large populations and low registration compliance, especially California and New York.

Early Submission of Registration Information

In an effort to reach young males who are considering dropping out of school, as well as to increase on-time registration compliance, the Agency emphasized early submission of registration information. The majority of early submissions by 17-year-olds were received from states with driver's license legislation, but others resulted from mail-back registration cards, telephone calls, and the Internet. The information is held until 30 days before a young man's 18th birthday, at which time his registration record is processed. During FY 2004, over 548,000 young men submitted their information early, an increase of 58,000 over FY 2003.



SSS Mail-back registration card



Increasing Registration Awareness:

Registrar Programs

Eighty-five percent of the Nation's 20,963 high schools had volunteer registrars authorized to register young men. The high school registrar program informs male students about the requirement to register with Selective Service. Because registration is a prerequisite for federal job opportunities and student financial assistance, the registrar program spares many young men the delays and disqualifications

when the governor proclaimed February 2004 as Registration Awareness Month, which encouraged many high school students to register with Selective Service.

Also, the Agency obtained increased cooperation from new Selective Service registrars for the Farmworkers Opportunity Program and the Workforce Investment Act (WIA) Program. The result was increased registration awareness and compliance by registration-age men participating in these programs. Increased use of on-line registrant verification resulted in improved customer service by providing high school registrars, registrants, student financial aid officers, and WIA officials with the ability to verify a man's registration.

Outreach Initiatives

Agency staff and RFOs increased registration awareness by providing registration information at the National Urban League Annual Conference, Detroit, MI; the National Association for the Advancement of Colored People 2004 Convention, Philadelphia, PA; the Korean Community Center Health/Legal Counseling Fair, Annandale, VA; the National Association of Secondary School Principals Convention, Orlando, FL; the League of United Latin American Citizens Convention, San Antonio, TX; the American Association of Collegiate Registrars and Admissions Officers Convention, Las Vegas, NV; the National Association of Student Financial Aid Administrators (NASFAA) Convention, Minneapolis, MN; the African-American Arts and Heritage Festival, Holmdel, NJ; the Massachusetts School Counselor Association Conference, Hyannis, MA; and the Badger Boys State Convention, Ripon, WI.



Selective Service hosts representatives of pacifist denominations.

they would experience for failing to register on time. The program also provides a convenient location for young men to register – their high schools. Increased public awareness and use of on-line registration has reduced the workload on the uncompensated high school registrars. Selective Service board members and state resource volunteers participate in the "Adopt-a-High School" Program to encourage schools to appoint high school registrars and emphasize on-line registration. The program received a boost in Puerto Rico

Principals Convention, Orlando, FL; the League of United Latin American Citizens Convention, San Antonio, TX; the American Association of Collegiate Registrars and Admissions Officers Convention, Las Vegas, NV; the National Association of Student Financial Aid Administrators (NASFAA) Convention, Minneapolis, MN; the African-American Arts and Heritage Festival, Holmdel, NJ; the Massachusetts School Counselor Association Conference, Hyannis, MA; and the Badger Boys State Convention, Ripon, WI.

Selective Service personnel also briefed pacifist church groups, veterans' organizations, service groups, school registrars, and other school audiences. In addition, SSS officials took advantage of several media opportunities to inform the public, including a special interview directed toward potential registrants on the syndicated television program, "Teen Kids News."

In other activities that boosted registration awareness:

- Students at Cary High School in Cary, NC, produced a "responsibility" video on Selective Service registration and won first place in a contest among eight competing high schools.
- Selective Service board members and state resource volunteers took part in the "Adopt-a-Post Office" Program to help ensure U.S. Post Offices have supplies of registration materials and know current Selective Service System registration procedures.

Registration is the Goal

The Selective Service goal is registration, not prosecution. However, if a man fails to register or prove that he is exempt from the registration requirement after receiving SSS mailings, his name is referred to the U.S. Department of Justice (DoJ) for investigation and possible prosecution. During FY 2004, more than 162,000 names and addresses of non-registrants were forwarded to DoJ.



Students at Cary High School in Cary, NC, pictured here with faculty advisors and local SSS representatives, produced a video on registration with Selective Service that won first place in the "Responsibility" category of an area high school competition.



PUBLIC OUTREACH

The Office of Public and Intergovernmental Affairs (PIA) is responsible for the Agency's relations with a variety of internal and external publics, including state legislatures, Congress, news media, and the general public. PIA advises Agency officials on the public relations aspects of all policies, monitors legislation of interest to the Agency in the U.S. Congress, assists individuals searching for Selective Service numbers and classification histories, responds to all press inquiries, and handled nearly 42,000 e-mails, faxes, phone calls, and letters from the general public and its elected representatives during FY 2004. A major part of PIA's public outreach during FY 2004 was in response to rumors of an imminent draft.

Legislative Affairs

On October 5, 2004, the House of Representatives voted 402 - 2 to defeat H.R. 163, introduced on January 7, 2003, by Representative Charles Rangel, D-NY. The bill

proposed that all young persons in the United States, including women, aged 18 through 25, perform two years of military or civilian service in furtherance of national defense, homeland security, or community service. Further, it provided for either involuntary induction into an active or reserve component of the Armed Forces, or national service in a civilian capacity. The only postponement authorized was completion of high school; the only deferments allowed were extreme hardship or physical/mental disability. Persons classified as conscientious objectors would satisfy their two-year obligation by performing alternative service as determined by Selective Service. Finally, the bill proposed the mandatory registration of women, for the first time ever, with Selective Service.

Senator Ernest F. Hollings, D-SC, offered a parallel bill, S. 89. As of the end of FY 2004, the Senate Committee on Armed Services had not acted upon this bill, which died officially with the end of the 108th Congress.



Communicating with the Public

During calendar year 2004, PIA received and responded to approximately 8,000 pieces of mail from the public. Over 7,300 of those were general public inquiries. The remainder consisted of Congressional inquiries, White House referrals, and Freedom of Information (FOIA) requests.

Just under 2,100 packages were mailed in response to requests for brochures, posters, and other Selective Service registration awareness literature.

During the same period, PIA handled approximately 5,400 e-mails, 3,100 faxed inquiries, and 25,500 phone calls. Most of the communications were requests for Selective Service registration numbers or for Agency responses to non-registrants.

Communicating with the News Media

Appointment of board members has been ongoing since 1980. As vacancies occur due to normal attrition, SSS fills them with civilian volunteers. This has been the procedure for over 24 years; however, this routine administrative process was misinterpreted in November 2003, as Selective Service's first step in restarting the draft. The resulting waves of rumors did not subside until after the 2004 Presidential election. PIA's FY 2004 was dominated by the need to answer those rumors, which also were fed by press coverage of extended troop deployments and strains on National Guard and Reserve units due to fighting in Afghanistan and Iraq. While answering the vast majority of press inquiries directly, PIA occasionally recruited the nearest board member, state director, or RFO whenever media outlets requested a local spokesperson to provide a local dimension to the story.

PIA personnel answered multiple inquiries from news services such as Associated Press, Hearst, Reuters, and Gannett. Among the print media inquiries were those from the Washington Times,

Los Angeles (CA) Times, Des Moines (IA) Register, Sacramento (CA) Bee, San Jose (CA) Mercury-News, San Diego (CA) Union-Leader, Orange County (CA) Register, Lincoln (NE) Journal-Star, Riverside (CA) Press-Enterprise, Cleveland (OH) Plain Dealer, Tampa (FL) Tribune, Minneapolis (MN) Star-Tribune, St. Louis (MO) Post-Dispatch, Wilmington (NC) Star-News, Philadelphia (PA) Inquirer, Chicago (IL) Daily Herald, Las Vegas (NV) Review Journal, Seattle (WA) Post-Intelligencer, Denver (CO) Post, Atlanta (GA) Journal-Constitution, Dallas (TX) Morning News, West Patterson (NJ) Herald-News, Albany



Selective Service professional staff and volunteers also communicate with the mothers and sisters of young men to stress the importance of registration.



(NY) Times-Union, White Plains (NY) Journal-News, Williamsport (PA) Sun-Gazette, Cosmopolitan, Newsweek, Army Times, Federal Computer Week, Investor's Business Daily, New Yorker, and the Wall Street Journal.

PIA personnel talked to reporters from, or appeared live on, such broadcast outlets as National Public Radio, CNN, FOX, WTOP radio, Telemundo, and affiliates from all three major networks. Many other calls came from student journalists from such institutions as Pennsylvania State University, University of Maryland, Virginia Tech, Kent State (OH) University, University of California-Northridge, University of California-Davis, University of California-Berkeley, Bakersfield (CA) Community College, San Diego State University, University of Wisconsin, University of North Carolina, and University of Missouri.



High School Publicity Kit

Last fall SSS distributed its FY 2004 High School Publicity Kit to over 32,000 high school Selective Service registrars and principals. The kit has an array of communication items -- posters, high school newspaper ads, public address announcements, and other collateral publicity materials that remind both young men and their influencers about the importance of registration compliance. Educators were encouraged to remind young men about their civic responsibility to register and the importance of complying with federal laws.



SSS High School Kit for FY 2004

MOBILIZATION DIRECTORATE

Selective Service underwent an internal review and analysis in FY 2004. The resulting reorganization allows the Agency to reach full mobilization more quickly in the event of a return to conscription. The new Mobilization Directorate, formerly the Operations Directorate, is now organized and managed by process. What was once one large directorate now includes the separate Call and Deliver, Reclassify, and Alternative Service Divisions.

Call and Deliver Division

Selective Service continued working throughout the year with the U.S. Military Entrance Processing Command (MEPCOM) on software applications that enhance the ability to process and induct

the President and Congress ordered resumption of the draft. Discussions continue on how healthcare personnel would be credentialed and processed by Selective Service.

Reclassify Division

The Reclassify Division would reclassify registrants during a draft and manage the peacetime and mobilization board program. This program includes members of all local and district appeal boards and the National Appeal Board. The Reclassify Division manages military manpower and all security-related issues, including classified and unclassified documents. The Reclassify Division also maintains and updates all mobilization manuals, including the Health Care Personnel Delivery System (HCPDS)

Manual, the Registrant Integrated Processing System Manual, and the Registrant Information and Management System Manual. In 2004, the Division oversaw Selective Service participation in the Federal Emergency Management Agency Forward Challenge Exercise, which tested SSS Continuity of Operations procedures.

Alternative Service Division

The Agency continued to make alternative service for conscientious objectors an important part of its mission in FY 2004. The importance of alternative service reflects the vision of the late General

Lewis B. Hershey, the Agency's longest serving Director, who promoted tolerance for those who have conscientious objections to war: "When a nation can prosecute a war and at the same time exhibit tolerance and understanding to those who have conscientious objections to war, then its civilization is healthy and flourishing."

The Alternative Service Division began developing Memoranda of Understanding (MOU) with civilian corporations and



Periodic lottery drills, matching birth dates to numbers in random drawings, keep Selective Service prepared for a national emergency.

registrants. Software is also being moved to a new platform that will allow a more efficient and secure method of exchanging data. Joint meetings are held with operational and technical experts from SSS and MEPCOM to ensure that data created by each entity is recognizable by all applicable systems and conforms to established business rules. A 2004 Memorandum of Understanding (MOU) between SSS and Transportation Logistical Services would provide for the transportation of draftees to and from the various U.S. Military Entrance Processing Stations (MEPS) for evaluations and induction if



federal agencies that would qualify as Alternative Service Worker Employers for conscientious objectors. The MOUs outline the alternative service responsibilities facing corporations and federal agencies in the event of a return to conscription. Completion of these MOUs is expected in 2005.

In addition, the Alternative Service Division increased its outreach to the conscientious objector community and other groups whose support would be essential in any future draft. Future military leaders studying at the Army War College in Carlisle, PA, have been briefed, as have traditional peace church groups like the Amish, the Church of the Brethren, and the Mennonites. The Agency's outreach effort in 2004 included a site visit to a peace church.

FY 2004 Readiness – Training

Under Agency reorganization, readiness training was placed under the Alternative Service Division umbrella. In FY 2004, SSS continued to transform its training methods, using interactive

and self-study programs to accommodate the needs of field personnel even in the most remote areas of the Nation.

Under Phase I of the New Officer/State Director (NO/SD) Program, new state directors and RFOs received self-study training packets in an electronic format. This updated program provides an overview of the Agency's mission, mobilization requirements, Call and Deliver roles, Reclassify mandates, the Alternative Service Program, and Alternative Service Office (ASO) goals and objectives.

The Phase II Program features a redesigned Professional Development Course (PDC) detailing state director and RFO mobilization responsibilities. Using multimedia presentations, the PDC incorporates the three most likely mobilization scenarios faced by the Agency, emergency mobilization, time-phased response mobilization, or healthcare draft. RFOs completing the PDC undergo an RFO Certification Examination to test their mastery of the training materials presented.



These new Reserve Force Officers (RFOs) underwent several days of training in Atlanta, GA, in April 2004.

State directors received Continuation Training Packages and RFOs completed refresher training using readiness-based Training Guidance Outlines (TGOs) and Training Guidance Packets (TGPs). Four revised TGPs and TGOs provided training on RFO mobilization responsibilities associated with processing claims and appeals under various draft scenarios. Three additional healthcare TGOs were developed to train personnel for a healthcare draft.

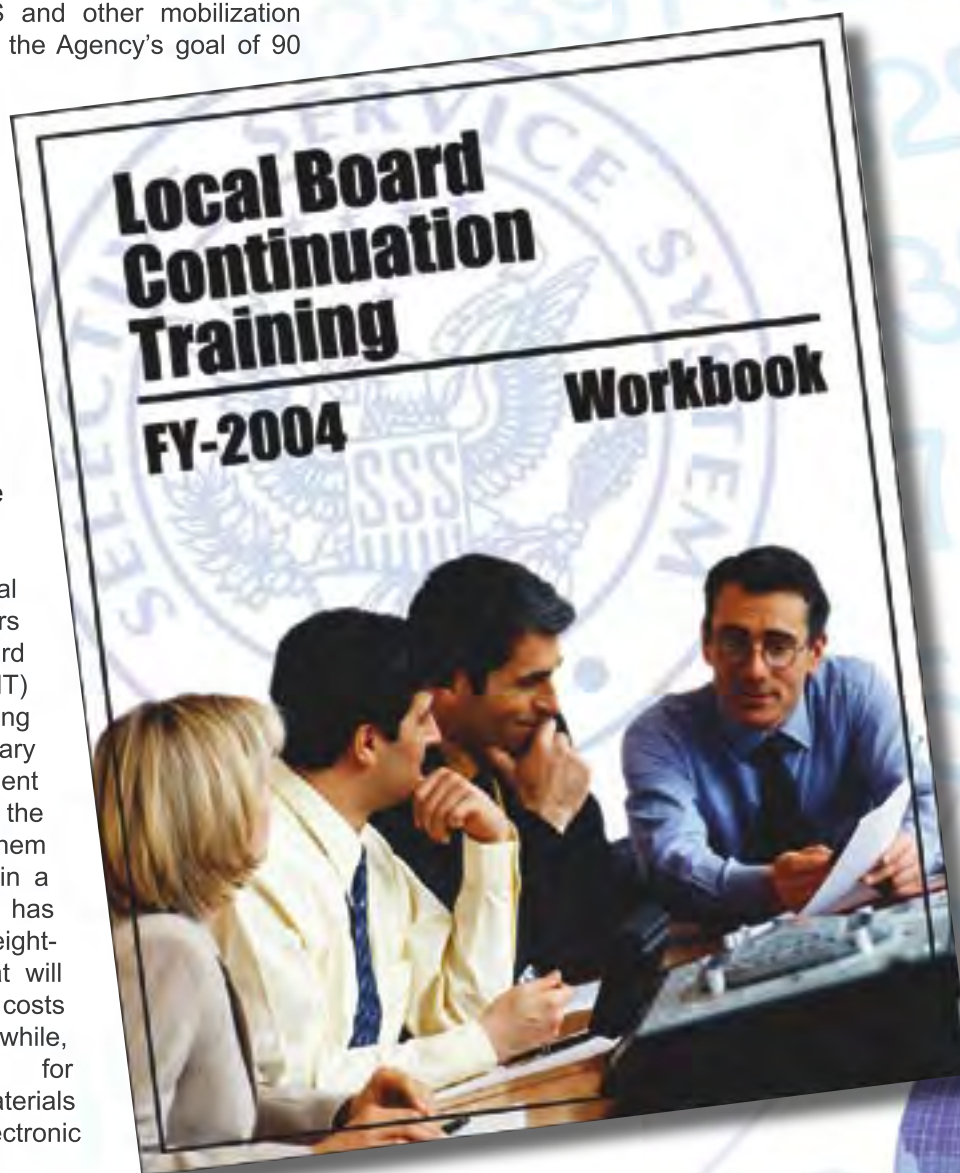
The Web-based Readiness Training Statistical System confirmed in FY 2004 that 100 percent of SSS state directors and 94 percent of the RFOs were trained in HCPDS and other mobilization requirements, exceeding the Agency's goal of 90 percent.

Continuation training for state directors was revamped in 2004 to give them a broader picture of their roles and responsibilities during a national emergency, including the Alternative Service Program. This more interactive "real world" training system for state directors will be implemented in FY 2005.

Local, district, and National Appeal Board members received either Initial Board Member Training (IBMT) or Continuation Training in FY 2004. Preliminary Reading Booklets orient board members to the Agency and prepare them for their responsibilities in a future draft. The Agency has implemented a new eight-hour IBMT Program that will reduce future training costs for field personnel. Meanwhile, increased outsourcing for reproducing printed materials and greater use of electronic

training materials reduces printing and distribution costs, and streamlines Agency support processes.

In summary, the Agency's training staff continues to aggressively develop and implement innovative training methods to achieve its national objectives. Improved technology and new training techniques will continue to play a larger and more important role in the Agency's readiness posture and its vital function as a defense insurance policy in case of a national emergency.





INFORMATION TECHNOLOGY

Despite austere resources, by the end of FY 2004 the Agency began implementing a new, aggressive technology modernization upgrade to a number of systems. The Agency's Process Improvement Plan (PIP) addressed a number of ways to improve technical infrastructure. The initial focus has been on standardizing and stabilizing the technical environment in three main areas: hardware, software, and the application development processes.

These modernization efforts required retraining Agency technical personnel, primarily through internal knowledge transference and the use of outside experts. SSS will continue reviewing or restructuring internal technical processes. It will turn to modern technology along with business process engineering to introduce and consolidate services and systems wherever possible. All efforts will focus on process improvements, reduced time lines, cost savings, eliminating redundancies, and improving customer service. These efforts are already creating an IT environment equally capable of improving the Agency's current infrastructure or adjusting to the requirements of post-mobilization operations.

The Agency's modernization efforts have been guided by such sources as the National Institute of Standards and Technology, Federal Information Security Management Act, Federal Information System Controls Audit Manual, and the President's Management Agenda. Specific areas for improvement include:

Enterprise Architecture Modernization

The Agency is moving toward a centralized Web-based architecture and away from redundant applications and different data storage systems. This centralized architecture will facilitate data sharing, and enable both new process integration and the efficient development and deployment of new systems.

Application Platform Standardization

After analyzing the Agency's application processing needs, cost restraints, and future technical goals, the Microsoft.net platform was chosen as the standard to develop all new information systems at SSS National Headquarters. Existing systems are being moved to the new platform, and strategies for other Agency locations will be implemented in the coming fiscal year.

Agency Server Infrastructure

Many of the Agency's file, application, Web, and storage servers were seven years old and needed replacing. Newer network operating systems (Windows 2003), and database applications (MS-SQL 2000 Advanced Server) were chosen for all internal Agency application development. The user file storage server, database servers, Web



Scott Campbell, Chief Information Officer at Selective Service System National Headquarters.

servers, document storage server, authentication servers, application servers, and development servers were targeted for replacement. Modular in initial scope and expandable as needs warrant, this equipment will support both current and future Selective Service requirements.

Application Development

When the Central Registrant Processing Portal (CRPP) initiated in 2004 is complete, Selective Service will be able to consolidate all systems and applications required during mobilization into a single interface. CRPP's centralized browser system will replace the decentralized array of applications. For the first time, any SSS employee with a Web browser will be able to perform any mobilization process and access any mobilization data from any location.

The CRPP initiative is part of an effort to modernize all of the Agency's information systems on a single application platform. CRPP will be designed and developed by Agency staff without the need for outside contractors.

Support Items

Comprehensive efforts to upgrade or modernize Selective Service's information technology will lead to increased productivity and more efficient information sharing, both inside and outside the Agency. The following FY 2004 initiatives support both current systems and any future mobilization requirements:

- Desktop computer leasing program, reducing acquisition and maintenance costs, while increasing productivity.
- Remote learning/information transference, developing audio/visual materials used by administrative and field staff for training and information distribution.

- Secured remote access capabilities, allowing access to network resources securely, and adding telework capabilities.
- Automatic voice response system, upgrading a six-year-old system with outbound calling capabilities.
- Upgraded telecommunication connection points between regional offices and NHQ.
- Fallback capabilities for critical server equipment in the case of emergencies.
- Review of current Agency business processes to determine improvements that could benefit from technology.

With the influx of new IT talent, a sharper focus on leveraging limited resources, and a better plan for integrating system and processes using off-the-shelf technology, the IT staff took the first major steps towards revitalizing and recapitalizing the Agency's IT infrastructure.



Personnel at Selective Service national headquarters enhance their computer skills in the new classroom facility



THE FUTURE

Providing for the common defense will always be one of the responsibilities attached to American citizenship as securely as its rights and privileges. Between these rights and privileges on one hand, and the responsibilities of citizenship on the other, the Selective Service System has been an indispensable link since 1940, bonding today's all-volunteer military with society-at-large.

But even as the Agency honors its traditional mandate, it is securely focused on the future and its vision — to be an active partner in the national preparedness community that anticipates and responds to the changing needs of the Nation. Selective Service has undergone a thorough examination of its processes and programs to determine how it might preserve maximum customer service while adapting itself to new requirements. Budgetary constraints will make achieving both goals difficult, but achieving them both is the only way to satisfy needs of the Department of Defense, the policy mandates of the U.S. Congress, and the demand of the general public that any future draft be fair and equitable.

With its routine communication with all men in the U.S., 18 through 25 years old, and its ability to mobilize national manpower on a large scale, the Agency is also capable of performing additional human resource support missions related to national and homeland security or service, if Congress and the White House so desire. The Selective Service System is already in close partnership with the Department of Defense by providing direct support to Armed Forces recruiting. The Agency provides names of registrants to the Secretary of Defense for recruiting purposes, in accordance with a provision in the Military Selective Service Act. Additionally, information about Armed Forces opportunities and a business reply card are enclosed with the registration acknowledgment that Selective Service sends to each new registrant. Thus, the Defense Department benefits by “piggy-backing” on Agency routine mailings and it reimburses Selective Service for the additional costs of including DoD materials.

There has been much dialogue among the public, private groups, and academia concerning a draft, volunteerism, homeland

security, and national service. Potentially, the Nation could capitalize further upon its investment in Selective Service and not “begin from scratch” as it debates these ideas.

- Selective Service has a wealth of experience in managing volunteers, and administering programs of alternative community-based service for men classified as conscientious objectors throughout its 64 years of existence. The Agency also has experience in conducting a fair and equitable classification procedure to determine who should serve when not all can serve. To ensure fairness and a equity, each Selective Service Board is melting pot of civic-minded men and women reflecting the racial, cultural and ethnic diversity of the young men within the communities it serves. Through these volunteers, a unique bond has been formed at the grass roots with young American men, society-at-large, and the U.S. Armed Forces. Through the Selective Service System structure, every American community plays a positive role in providing for the common defense. In short the Agency has extensive practical experience in identifying, contacting, and classifying people to participate in national security or service programs. The SSS can lend its expertise and ample experience to any appropriate task.
- With the collection and storage of specific data, the Agency might be employed as a repository or inventory of special skills dispersed across the U.S. resident population. Potential users of those skills might be the Public Health Service, Peace Corps, Corporation for National Service, Bureau of Customs and Border Protection, U.S. Citizenship and Immigration Service, etc. At a minimum, this data could be made available for Federal, state, or local recruiting efforts for hard-to-find skills. In the late 1980s, Congress gave Selective Service the mission of designing a possible health care personnel draft. This program could be expanded if so directed by Congress and the White House to include other shortfall skills required in the future by the U.S. Armed Forces or civil authorities.

- A draft for the Nation or states specifically to populate civil or military homeland defense missions has been discussed in the media and among academics. Such draftees would not serve overseas, unless they volunteered to do so, but rather would be available for the war on terrorism here at home.
- Finally, the SSS might conduct a more traditional mission – a military draft for the National Guard and Reserves instead of the Regular Forces. This approach could ensure that needed personnel are available in-time for any expanded or new missions for the Reserve Components. Beyond providing tangible contributions today and potential important services in the future, the Agency also promotes an intangible national benefit right now.

The rationale for the Agency's existence and its credentials have remained constant over time: to provide a compact, cost efficient civilian structure capable of rapid expansion in a crisis; to provide people to our Armed Forces as required; and to do it fairly, equitably, and within the necessary time frames. The Selective Service System continues to transform and streamline its operations. It has improved service to its customers, reinforced its commitment to America's security, and remains an active partner within the national preparedness community.





STATE DIRECTORS

As of September 30, 2004

Alabama	Vacant
Alaska	Charles A. Smith
Arizona	Victor R. Schwanbeck
Arkansas	Vacant
California	Ronald H. Markarian
Colorado	Paul S. Baldwin
Connecticut	Nathan G. Agostinelli
Delaware	Richard C. Cecil
District of Columbia	Margaret G. Labat
Florida	Douglas R. Maddox, Sr.
Georgia	Roy James Yelton
Guam	Lorenzo C. Aflague
Hawaii	Edward K. Nakano
Idaho	Darrell V. Manning
Illinois	Richard E. Northern
Indiana	Stephen C. Hoffman
Iowa	Myron R. Linn
Kansas	Ernest E. Garcia
Kentucky	Harold O. Loy
Louisiana	Everett J. Bonner
Maine	Averill L. Black
Northern Mariana Islands	Joseph C. Reyes
Maryland	□
Massachusetts	John M. Bissonnette
Michigan	James Klynstra
Minnesota	John D. Fitzgerald, Jr.
Mississippi	Steven L. Melancon
Missouri	Donald L. Hiatte
Montana	Edward L. Hanson
Nebraska	Donald F. McGinley
Nevada	Billy G. McCoy
New Hampshire	Robert E. Dastin
New Jersey	Frederick W. Klepp
New Mexico	Mucio Yslas, Jr.
New York State	Rosetta Y. Burke
New York City	Vincent Albanese
North Carolina	Donald L. Shaw
North Dakota	Lyndon S. Worden (pending)
Ohio	Vacant
Oklahoma	Owen Barnhill (pending)
Oregon	Gary E. Lockwood
Pennsylvania	John C. Williams
Puerto Rico	Walter A. Perales-Reyes
Rhode Island	LeRoy J. Williams
South Carolina	Joe Johnson (acting)
South Dakota	Paul A. Hybertson
Tennessee	Chris L. Gingles
Texas	Claude E. Hempel
Utah	Leland D. Ford
Vermont	David C. Pinkham
Virgin Islands	Warrington O. Tyson, Sr.
Virginia	Manuel R. Flores
Washington	Verne M. Pierson
West Virginia	Jack E. Yeager
Wisconsin	John C. Cumicek
Wyoming	Henry W. Buseck

Registrants by State

as of September 30, 2004

	Draft Eligible Registrants (Born 1979-1984)	Born 1985-1986	Born 1979-1986
Alabama	195,432	46,071	241,503
Alaska	31,651	8,331	39,982
Arizona	202,661	53,286	255,947
Arkansas	132,529	30,960	163,489
California	1,333,043	295,784	1,628,827
Colorado	193,792	58,387	252,179
Connecticut	119,596	29,617	149,213
Delaware	35,173	10,243	45,416
Florida	690,792	205,093	895,885
Georgia	349,559	103,349	452,908
Hawaii	49,271	10,052	59,323
Idaho	67,172	18,794	85,966
Illinois	550,607	129,904	680,511
Indiana	258,099	61,465	319,564
Iowa	134,813	35,511	170,324
Kansas	124,657	33,779	158,436
Kentucky	163,872	38,901	202,773
Louisiana	205,035	50,674	255,709
Maine	52,977	13,190	66,167
Maryland	194,348	46,367	240,715
Massachusetts	219,283	52,206	271,489
Michigan	405,256	100,017	505,273
Minnesota	219,024	55,012	274,036
Mississippi	122,287	29,123	151,410
Missouri	235,486	61,216	296,702
Montana	42,994	10,703	53,697
Nebraska	78,765	19,695	98,460
Nevada	67,389	15,282	82,671
New Hampshire	51,205	13,798	65,003
New Jersey	306,639	73,806	380,445
New Mexico	86,926	20,644	107,570
New York	731,536	166,273	897,809
North Carolina	323,842	85,348	409,190
North Dakota	31,222	8,064	39,286
Ohio	501,174	129,330	630,504
Oklahoma	160,529	35,831	196,360
Oregon	141,389	32,707	174,096
Pennsylvania	454,127	109,329	563,456
Rhode Island	42,211	11,391	53,602
South Carolina	150,553	33,925	184,478
South Dakota	38,866	9,963	48,829
Tennessee	237,699	59,660	297,359
Texas	901,406	224,974	1,126,380
Utah	144,180	36,569	180,749
Vermont	25,387	6,418	31,805
Virginia	284,287	68,443	352,730
Washington	247,355	56,284	303,639
West Virginia	75,704	17,510	93,214
Wisconsin	229,225	58,718	287,943
Wyoming	25,486	6,259	31,745
Washington, D.C.	15,598	2,598	18,196
Northern Mariana Islands	5,165	1,259	6,424
Virgin Islands	4,738	952	5,690
Puerto Rico	165,315	32,241	197,556
Guam	7,169	1,381	8,550
Foreign	25,108	4,994	30,102
TOTALS	11,889,604	2,931,681	14,821,285

