



SELECTIVE
SERVICE
SYSTEM

ANNUAL REPORT

To the Congress of
the United States

Calendar Year 2024



SELECTIVE SERVICE SYSTEM AGENCY LEADERSHIP

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THE DIRECTOR OF SELECTIVE SERVICE
Arlington, Virginia 22209-2425

Dear Members of Congress:

It is my honor to present the Selective Service System's (SSS) Annual Report to Congress for Calendar Year 2024.

This past year has been one of remarkable growth, innovation, and collaboration at SSS. Our dedicated workforce has consistently demonstrated an unwavering commitment to our mission, strengthening the foundation of the Agency in historic ways and propelling us forward into a new era of excellence.

SSS made significant strides in achieving the goals outlined in its Fiscal Year (FY) 2024-2026 Strategic Plan. Highlights of our progress include:

- **Strengthening Readiness:** We significantly enhanced readiness through expanded exercises, such as a collaborative workshop with the United States Military Entrance Processing Command (USMEPCOM) and other Federal partners, lottery drills, and comprehensive board member training sessions, which achieved unprecedented levels of participation. These efforts position the Agency for success in upcoming readiness initiatives with the Department of Defense (DoD).
- **Organizational Transformation:** We underwent a transformative, cost-effective restructuring to enhance our Agency's capabilities to achieve its registration mission and deliver an exceptional customer care experience to the American public.
- **Modernizing Infrastructure:** We advanced the migration of our registration system to a secure, cloud-based platform, a streamlined effort scheduled for completion in 2025. Additionally, SSS implemented an advanced contract writing system to streamline its procurement operations. Together, these and other modernization initiatives strengthen the Agency's capabilities, enhance operational resilience, and ensure readiness to address future challenges.

The Agency remains steadfast in its commitment to building sustainable partnerships, modernizing its capabilities, and continually enhancing its performance. These efforts ensure that we remain prepared to always support the needs of our nation.

Sincerely,

Craig T. Brown
Acting Director

ANNUAL REPORT TO CONGRESS

Pursuant to 50 U.S.C. § 3809(g), the "Director of Selective Service shall submit to the Congress annually a written report covering the operation of the [SSS] and such report shall include, by States, information as to the number of persons inducted in to the military service under [the Military Selective Service Act (MSSA)]; and the number of deferments granted under this Act and the basis for such deferments; and such other specific kinds of information as the Congress may from time to time request."

In 2024, there were no inductions or deferments under the MSSA.

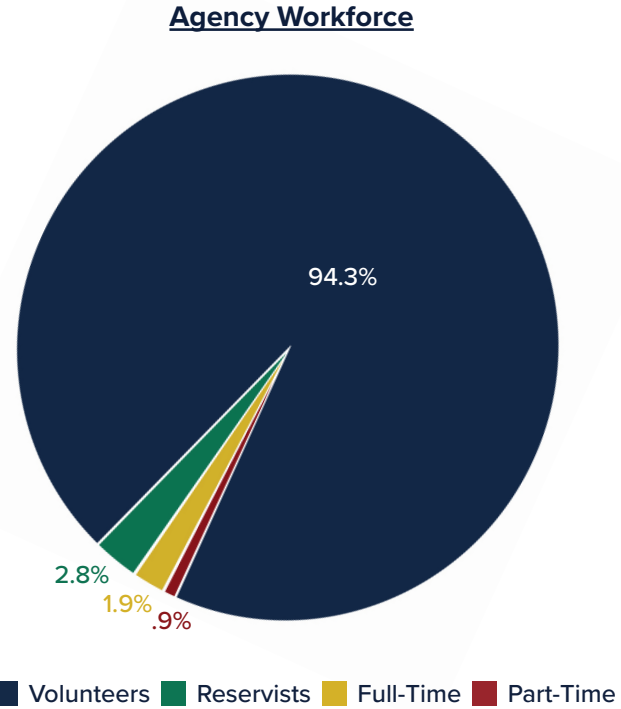
This Annual Report provides Congress with information regarding 2024 SSS operations.



OVERVIEW

SSS is an independent Federal agency established to ensure the availability of personnel to support the United States in times of national emergency. The Agency’s mission is to provide manpower to DoD when conscription is authorized by Congress and the President and to operate a system of alternative service for conscientious objectors. By maintaining a robust registration system and ensuring preparedness, SSS plays a critical role in supporting America’s national security needs.

Federal law requires all male citizens of the United States, and male immigrants residing in the country, ages 18-25, to register with SSS. Failure to register may result in penalties, such as ineligibility for employment in the Executive branch of the Federal government; Federally-funded job training; and state-based student aid and employment in many jurisdictions. Additionally, naturalization to become a U.S. citizen may be delayed up to five years if a person fails to register.



Registering with SSS does not mean someone will automatically join the military. In a national emergency that requires a draft, individuals would be selected through a random lottery based on their year of birth and a corresponding lottery number. Those chosen would then undergo evaluations by DoD to assess their mental, physical, and moral fitness for military service. If deemed fit, they enter a period of military service or they could apply for deferments, exemptions, and/or postponements through local and district boards. In some cases, board decisions can be appealed to the President.

Men reclassified as conscientious objectors due to their deeply held moral or religious beliefs serve in the Alternative Service Program for 24 months. Instead of military service, they fulfill their obligations through civilian roles that benefit the nation, such as working in disaster recovery, healthcare, education, conservation, or other critical fields that support the national interest.

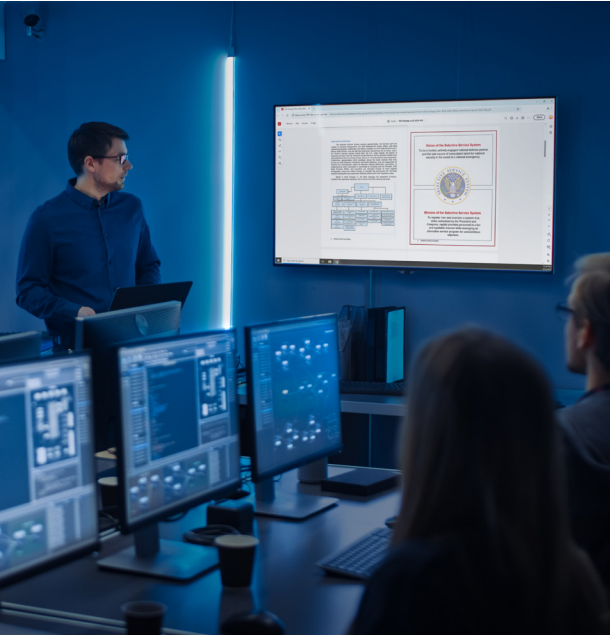


2024 HIGHLIGHTS

Organizational Transformation

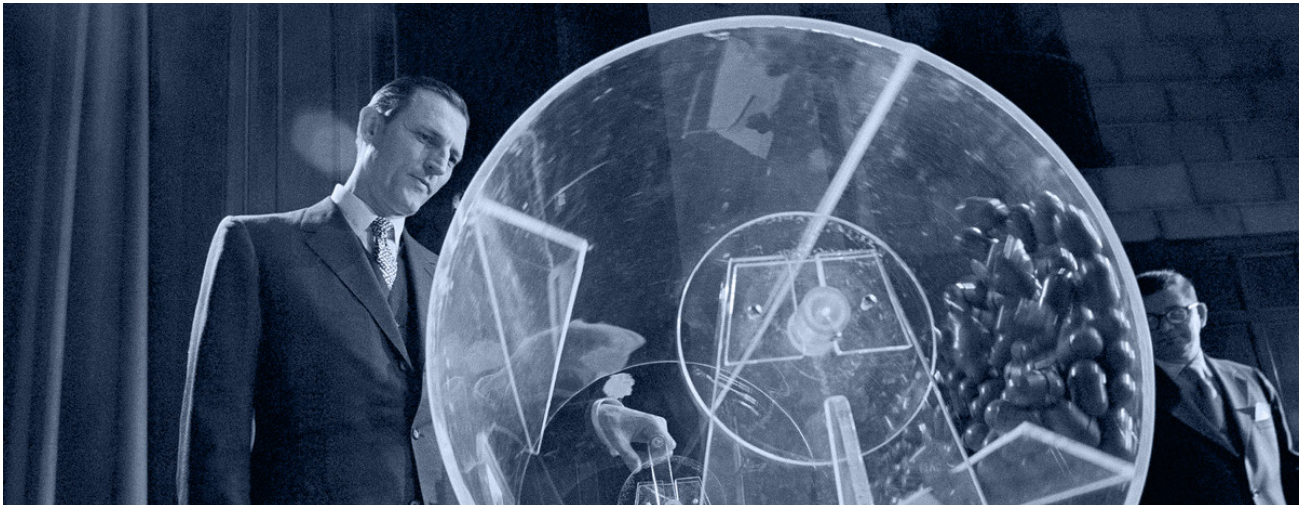
SSS must be prepared to transition to full operation from its active standby status if instructed and authorized by Congress and the President. Organizational readiness is considered a critical precursor to success. To this end, in 2024 the Agency completed a transformational pivot to readiness by redesignating three offices to directly align to the readiness mission: the Plans and Assessments Office, the Training and Exercises Office, and the Readiness Functions Office. This approach uses existing resources to eliminate redundancies, capitalize on economies of scale, and help bring attention to the entire SSS mission.

The intense focus resulted in revised operational plans, development of new processes and protocols, evaluations of plans and personnel, and improved readiness exercise training for employees and volunteers.



SSS Mobilization Exercises

The Agency put its hard work to the test during lottery and notification exercises that involved multiple partners, including USMEPCOM, Headquarters Department of the Army, Army War College, Office of Management and Budget, and the United States Army Training and Doctrine Command (TRADOC). The exercises tested the Agency’s lottery equipment, simulated public information and communication needs, and highlighted the intricate processes involved in sending inductees to military entrance processing stations (MEPS). The invaluable feedback gained from these experiences will further enhance SSS plans and future exercises.



Further, in collaboration with USMEPCOM, TRADOC, and other partners, SSS drafted a comprehensive plan for delivering inductees to MEPS nationwide. This plan incorporates the number of men expected to report to MEPS, clarifies the workload at MEPS, and provides insights to support a more comprehensive Deputy Secretary of Defense-directed exercise involving broader military participation in 2025.

Board Member Training

The Agency also exercised the system of boards required to hear requests for reclassification during a time of conscription. The newly aligned Training and Exercises Office exercised volunteers nationwide, gathering invaluable lessons learned that will be applied to future exercises.



Legislation

SSS engaged multiple avenues to ensure that men fulfill their legal obligation to register, including legislation, digital platforms, paper applications, partnerships, and data agreements.

Registration rates have declined in recent years. In response, the Agency enhanced its outreach capabilities and developed new strategies in advertising to educate young men and their influencers about the registration requirement. The intensified efforts slowed the decline in registration rates. In 2024, the registration rate for men aged 18-25 was 81 percent, a slight decline from 2023. However, the Agency reversed the downward trend for 18-year-olds, raising their registration rate from 39 percent in 2023 to 42 percent in 2024.

To bolster registration rates, SSS submitted legislation to Congress to include automated registration in the FY 2025 National Defense Authorization Act (NDAA). This legislation was included in the markups approved by the House and Senate Committees on Armed Services, but not included in the enacted FY 2025 NDAA.

If this legislation is implemented in the future, SSS would automatically enroll eligible individuals by leveraging existing databases, ensuring compliance without requiring additional action on the registrants’ part. Automated registration reduces bureaucracy while also reversing negative trends in compliance, resulting in additional military and national service recruitment leads. Moreover, this approach ensures that individuals who are required to register remain eligible for benefits linked to registration, such as government employment, workforce training, and student aid in many states.

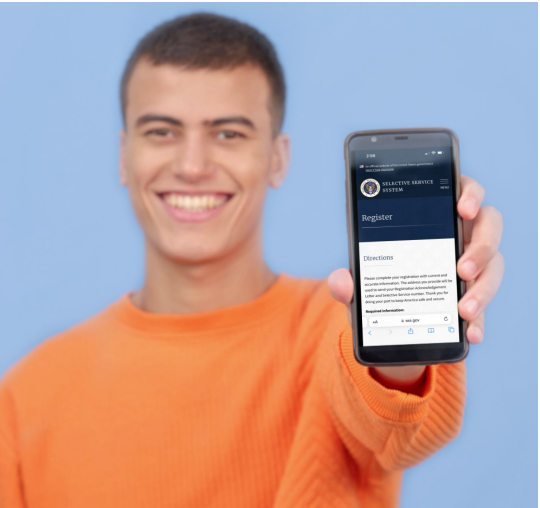
SSS submitted additional proposals to Congress, including a bill to expand the scope of registrant data used for military recruitment purposes. This legislation was enacted by the FY 2025 NDAA.

At the state level, the Agency continued to encourage legislatures to enact laws enabling constituents to register when obtaining a driver’s license, learner’s permit, or state identification card. Currently, 46 states and territories have such laws in place.



Digital, Marketing, and Outreach

SSS successfully implemented innovative digital, marketing, and outreach strategies that significantly boosted registration traffic to the SSS.gov website. Tactics included shortening digital ads from 15 seconds to three-to-five seconds, developing user-generated content ads, extending advertisement durations from two weeks to four weeks for optimized campaign performance, expanding advertising from ten to 73 cities with low-registration compliance rates, and outreaching to 18-25-year-old men and their influencers, including parents, teachers, counselors, and coaches. These efforts resulted in an impressive 945% increase in website clicks to the registration page with over 1.7 million website clicks in FY 2024 compared to 168,000 for FY 2023.



Improving Data Management

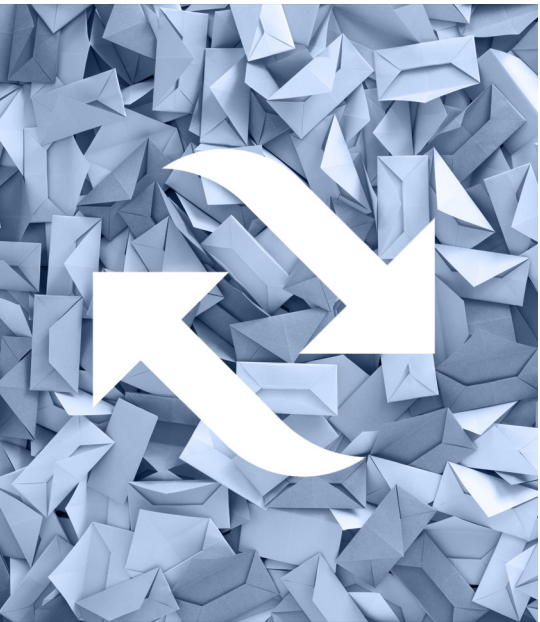
CY 2024 Call Center Metrics

Metric	Total
Total IVR Calls	316,623
Answered Calls	84,748
Call Fulfillment Rate	98%
Avg Talk Time (minutes)	4:07
Total Talk Time (hours)	5,500
Avg Wait Time (seconds)	0:22



CY 2024 Mail Center Data

Outbound mail	Amount
Acknowledgement Letters	1,486,067
Compliance Letters	1,351,171
Maintenance Acknowledgement	67,666
Status Information Letters	27,965
Total Outbound Letters	2,932,869
Inbound mail	Amount
Acknowledgement Cards	3,371
Change of Information Requests	8,163
Status Information Letters	16,207
Registrations	125,252
Total Inbound Letters	152,993





FY 2024 Budget

The FY 2024 enacted budget was \$31.3 million. SSS met its nondiscretionary salary and expense requirements and continued its investment in network security, cybersecurity enhancements, and information technology infrastructure modernization.



The Agency effectively executed its budget, demonstrated proper program management – maintained an “always audit ready” posture – and ensured that each cost center within SSS maximized its contribution to mission success.

Agency Integration and Performance Improvement Initiatives

The team successfully adopted a new contract writing system that enhances the efficiency, compliance, and accuracy of Agency contracts; transitioned and trained managers on a multi-tier employee performance management system; streamlined the process for obtaining a status information letter for those individuals needing an official record of registration status; and incorporated online applications for volunteers.

Internal and external customer experience was improved by developing assessment capabilities, creating additional career ladder positions to support employee development, as well as an external reports tracker to enhance oversight for products due to entities outside SSS.



Improving Workforce Efficiency

SSS implemented restructuring within its Public and Intergovernmental Affairs Directorate and Data Management Center, achieving cost savings through realigned responsibilities and a slight workforce reduction. These changes streamlined operations in the mail and customer care centers, enhancing long-term efficiencies in the Agency’s registration awareness and compliance program.



Modernizing for The Future

SSS installed cutting-edge technology to provide secure, scalable, and on-demand access to Agency systems for part-time military reservists and state directors. This increased productivity by enabling cloud-based collaboration regardless of location. The technology incorporates advanced security features that support SSS’s commitment to operational excellence and innovation.

The Agency continued to make significant progress toward meeting Federal cybersecurity goals. The team used a multilayered approach to enhance the Agency’s ability to identify, isolate, and remediate information technology threats in real-time, reducing network and systems vulnerabilities and better aligning infrastructure protections with Federal cybersecurity mandates. These advancements represent a key milestone in safeguarding critical data and maintaining operational resilience, as well as continued success in audits under the Federal Information Security Modernization Act.

As part of the Technology Modernization Fund initiative, the Agency continued to upgrade its FedRAMP-certified national registration system, one of the largest Federal databases, with its anticipated transition to a secure cloud in 2025. The transition will boost operational efficiency, leverage cutting-edge cybersecurity, cloud hosting platforms, and support a zero trust architecture. This innovative cloud-based infrastructure will enhance service, strengthen data security, and improve operational resilience.



STATE DIRECTORS

Alabama Jason Benefield	Alaska John R. Oberst	Arizona Vacant	Arkansas Richard L. Gassaway
California John A. Arbogast	Colorado John W. Singletary	Connecticut Michael A. Smith	Delaware David Repass
District of Columbia Barbara A. Pittman	Florida Paul B. Chauncey	Georgia Thomas F. Grabowski	Guam Timothy A. Puzan
Hawaii Andrew L. Pepper	Idaho Michael D. Moser	Illinois Anthony P. Libri, Jr.	Indiana Brett A. Thomas
Iowa Myron R. Linn	Kansas Wesley O. Topel	Kentucky Emmanuel Belt	Louisiana Everett J. Bonner, Jr.
Maine Dwayne E. Drummond	Maryland Vacant	Massachusetts Thomas Cronin	Michigan Eric B. Fretz
Minnesota William C. Barbknecht	Mississippi Pettis D. Walley	Missouri Diane T. Cummins-Lefler	Montana Steven M. Keim
Nebraska Robert J. Foley	Nevada Craig S. Wroblewski	New Hampshire Ronald G. Corsetti	New Jersey Frederick W. Klepp
New Mexico Michael R. Calhoon	New York Joseph A. Martellaro	New York City Wilem S. Wong	North Carolina Manley James
North Dakota Anthony L. Mutzenberger	Northern Mariana Islands Vacant	Ohio Bradley E. Willette	Oklahoma Gary L. Highley
Oregon John M. Monroe	Pennsylvania Drew A. Techner	Puerto Rico Michelle M. Fraley	Rhode Island William P. Ulmschneider
South Carolina Joe P. Johnson, III	South Dakota Emil Magnuson	Tennessee Bruce E. Henry	Texas Eric Layne
Utah Neil R. Hansen	Vermont Rebecca Baczewski	Virgin Islands Rae A. Rouse	Virginia Manuel R. Flores
Washington Peter R. Allen	West Virginia James W. Runyon	Wisconsin Denise H. Rohan	Wyoming Arnold B. Harmsen

NOTE: As of December 2024

REGISTRANTS BY STATE AND TERRITORY

18-25 YEAR OLD REGISTRATIONS (BORN 1999-2006) CY 2024		18-25 YEAR OLD REGISTRATIONS (BORN 1999-2006) CY 2024	
STATE		STATE	
Alabama	250,843	Montana	42,746
Alaska	36,652	Nebraska	83,297
American Samoa	1,280	Nevada	142,332
Arizona	449,953	New Hampshire	47,429
Arkansas	164,235	New Jersey	347,973
California	1,458,431	New Mexico	116,785
Colorado	234,500	New York	914,366
Connecticut	197,010	North Carolina	558,973
Delaware	52,420	North Dakota	39,292
District of Columbia	16,747	Northern Mariana Islands	1,895
Florida	868,633	Ohio	580,036
Georgia	559,299	Oklahoma	225,017
Guam	6,755	Oregon	138,858
Hawaii	60,962	Pennsylvania	445,327
Idaho	94,480	Puerto Rico	114,491
Illinois	605,975	Rhode Island	48,386
Indiana	281,704	South Carolina	275,799
Iowa	165,008	South Dakota	50,379
Kansas	127,385	Tennessee	316,609
Kentucky	171,740	Texas	1,742,934
Louisiana	256,969	Utah	229,743
Maine	46,960	Vermont	20,625
Maryland	168,069	Virgin Islands	3,525
Massachusetts	178,308	Virginia	443,973
Michigan	379,155	Washington	239,155
Minnesota	306,956	West Virginia	86,177
Mississippi	126,291	Wisconsin	247,144
Missouri	253,116	Wyoming	23,726
TOTAL		15,046,828	

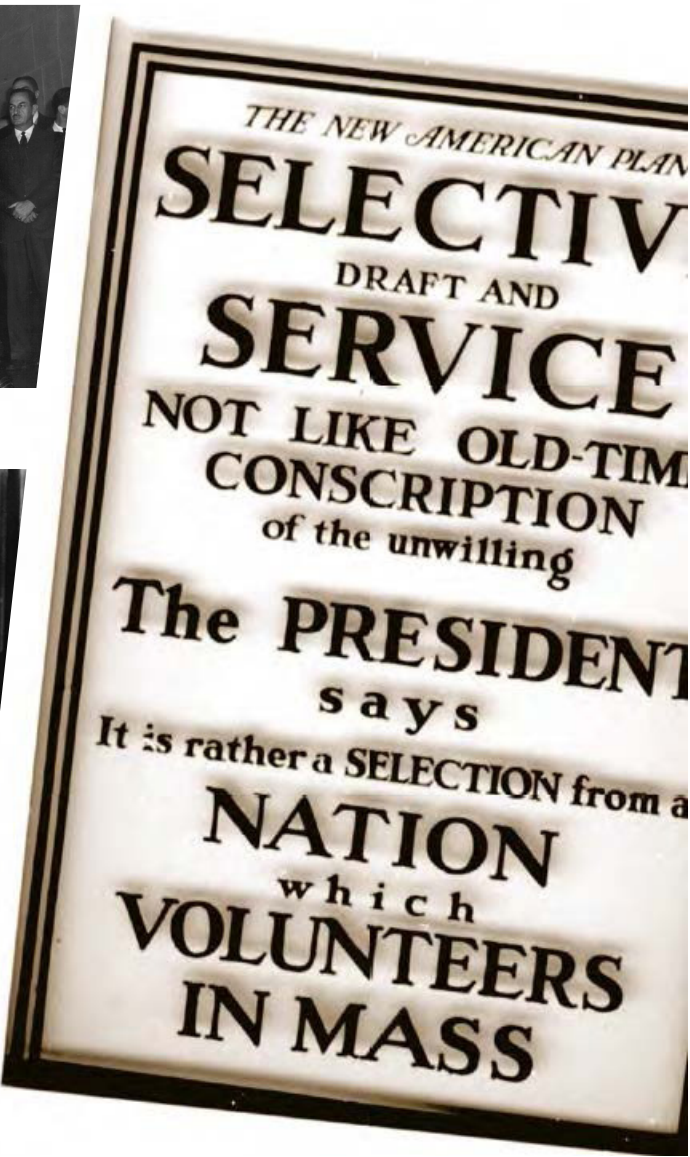
A GLANCE BACK IN HISTORY



Secretary of War Stimson draws capsule, 1940.



Wide view of fish bowl drawing outside the Department of War.



SELECTIVE SERVICE SYSTEM
NATIONAL HEADQUARTERS ARLINGTON, VA, 22209