



SELECTIVE SERVICE SYSTEM

ANNUAL REPORT

TO THE CONGRESS OF
THE UNITED STATES

CALENDAR YEAR 2025

TABLE OF CONTENTS

- 2** MESSAGE FROM THE DIRECTOR
- 3** ANNUAL REPORTS TO CONGRESS
- 4** AGENCY OVERVIEW
- 5** 2025 HIGHLIGHTS
- 8** BUILDING A MODERN, MISSION-READY SSS
- 9** STATE DIRECTORS
- 10** REGISTRANTS BY STATE AND TERRITORY



THE DIRECTOR OF SELECTIVE SERVICE
Arlington, Virginia 22209-2460

Dear Members of Congress:

I am pleased to submit the Selective Service System's (SSS) Annual Report to Congress for calendar year (CY) 2025, highlighting a year of meaningful progress and strengthened mission readiness.

Throughout the year, SSS advanced key modernization initiatives and strengthened its capacity to support national mobilization requirements, while continuing to manage registrations for men between the ages of 18 and 26. These efforts highlight the dedication of our workforce and position the Agency to meet future challenges with increased effectiveness and resilience.

Notably, at the end of 2025, Congress passed the fiscal year (FY) 2026 National Defense Authorization Act (NDAA), which charges SSS with establishing automatic registration for men between the ages of 18 and 26. Once implemented, this reform strengthens national readiness by creating a more complete and reliable registry, promotes fairness by ensuring uniform treatment under the law, and improves efficiency by reducing administrative costs. We appreciate Congress' commitment to improving the registration process on behalf of their constituents and the American taxpayer.

Automatic registration represents a significant step forward in modernizing SSS and sets the foundation for the Agency's next phase of mission execution.

Building on this progress, SSS will continue to modernize its capabilities, strengthen partnerships in support of the Department of War (DOW) and the all-volunteer force, and maintain the readiness required to serve the nation in both peacetime and mobilization.

Sincerely,

A handwritten signature in black ink that reads "Craig T. Brown".

Craig T. Brown
Acting Director

ANNUAL REPORTS 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 Selective Service System and such report shall include, by States, information as to the number of persons registered; the number of persons inducted into military service; the number of deferments granted and the basis for such deferments; and such other specific kinds of information as the Congress may from time to time request.

In CY 2025, there were no inductions or deferments under the Military Selective Service Act.

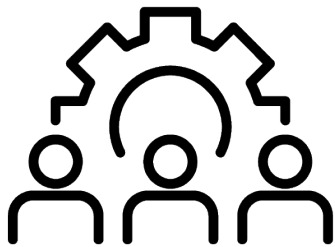
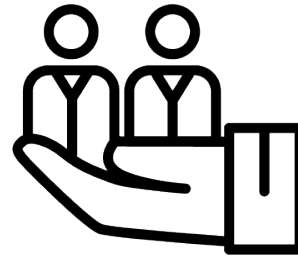
This Annual Report provides Congress with information regarding CY 2025 SSS operations.



AGENCY OVERVIEW

VISION

To be a trusted, actively engaged national defense partner, and the sole source of conscripted manpower for national security in the event of a national emergency.



MISSION

To register men and maintain a system that, when authorized by the President and Congress, rapidly provides manpower in a fair and just manner while managing an Alternative Service Program for conscientious objectors.

SSS is a federal agency charged with ensuring the U.S. can rapidly mobilize manpower during a national emergency. When authorized by Congress and the President, SSS provides manpower to DOW and administers the Alternative Service Program for conscientious objectors. By maintaining a secure registration system and a constant state of readiness, the Agency supports the nation's defense.

Federal law requires all male citizens, and immigrant men residing in the U.S., between the ages of 18 and 26, to register with SSS. If a draft is authorized, individuals are selected through a random lottery based on year of birth. Those selected are evaluated by DOW to determine physical, mental, and moral fitness for service. Men found qualified will serve in the military but may seek deferments, exemptions, or postponements.

Men classified as conscientious objectors based on deeply held moral or religious beliefs would fulfill their obligation in the Alternative Service Program. Instead of military duty, they would perform civilian work that serves the national interest.



2025 HIGHLIGHTS

FY 2025 Budget

The Agency's FY 2025 enacted budget was \$31.3 million. In line with the Administration's focus on streamlining budget processes, eliminating waste, and exercising prudent stewardship of federal dollars, SSS met all non-discretionary salary and expense requirements while continuing targeted investments in network security, cybersecurity enhancements, and modernization of its information technology infrastructure.



The Agency executed its budget effectively and maintained strong internal controls, demonstrating disciplined program management. Agency spending was guided by a clear focus on accountability and value, ensuring resources were used judiciously and consistently supported mission success.

Strengthened Performance Measures, Transparency and Accountability

In response to the Office of Personnel Management's emphasis on strengthened performance measures, transparency, and accountability across the federal workforce, the Agency's Human Resources Office (HR) implemented a series of updated policies and procedures to ensure alignment with government-wide expectations. These efforts included reviewing existing performance management frameworks, clarifying critical elements and standards for all positions, and enhancing documentation requirements to support consistent, defensible evaluations. The changes include ending the inflation of performance ratings to ensure that evaluations are normalized and accurately reflect individual contributions to organizational results and outcomes.

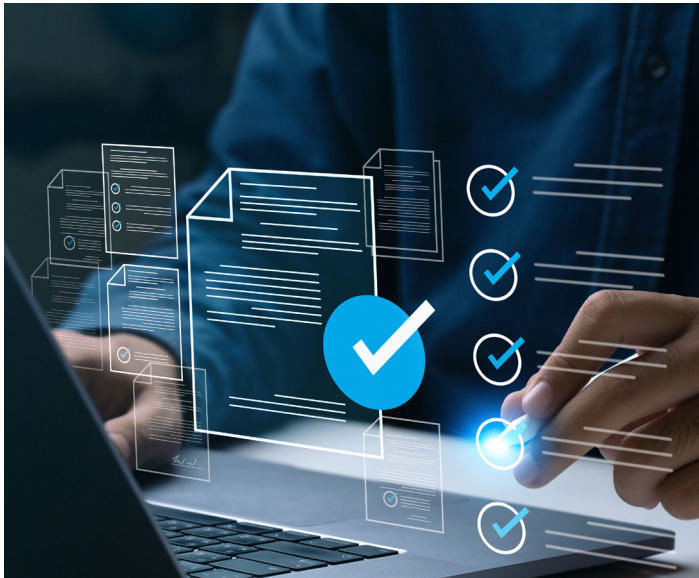
HR provided managers with training and tools to better identify, communicate, and address performance issues early, helping ensure that expectations were both clear and consistently enforced.



To promote greater transparency and accountability, HR established more structured reporting and oversight processes, including routine data reviews, improved tracking of performance trends, and standardized templates for documenting supervisory actions. Additionally, HR strengthened collaboration with the General Counsel and Agency leadership to ensure that any performance-based actions were timely, procedurally compliant, and aligned with merit system principles. Collectively, these steps helped the agency build a more rigorous, transparent, and accountable performance culture consistent with government-wide directives.

Bolstered Readiness Posture

The Agency advanced its transformation by elevating organizational readiness from a core function to the Agency’s primary operational priority. The ability to transition from an active standby posture to full operational capability, if directed by the President and authorized by Congress, remains fundamental to mission execution.



By sustaining this emphasis on readiness, the Agency is strengthening its capacity to meet statutory obligations while supporting the nation’s broader preparedness in an increasingly complex and dynamic security environment. Ongoing modernization initiatives strengthened interagency and external partnerships, and alignment with government-wide performance and workforce objectives further reinforce this effort. Collectively, these actions position SSS to respond when called upon and ensure the Agency remains a reliable, efficient, and mission-ready component of the nation’s defense infrastructure.

SSS Coordination with Federal Partners on Mobilization Exercises

The Agency enhanced its readiness posture through tabletop exercises and roundtable discussions with federal partners, including the National Security Council; the United States Military Entrance Processing Command; Headquarters, Department of the Army; the Army War College; the Office of Management and Budget; and the U.S. Army Training and Doctrine Command. These engagements enabled SSS to refine more realistic mobilization exercises that integrate essential operational, budgetary, personnel, and public affairs requirements for national mobilization planning.

By improving the precision, realism, and integration of scenario-based mobilization exercises, SSS contributes directly to the resilience of the nation’s all-volunteer force. These rehearsals help ensure that, if required, the federal government can efficiently scale manpower, while protecting national security and preserving the strength and continuity of the all-volunteer force.

Registration Management

SSS processed more than 2.1 million new electronic registration records in 2025, representing 97.8 percent of all registrations received. The Agency maintains approximately 101 million registration records. In total, 14.9 million men aged 18–25 were registered with the Selective Service at the close of 2025, representing a national registration rate of 78.7 percent.



Customer Service

The Agency’s Registration Management Operations oversees the updating of registrant information by phone and mail; and responds to general inquiries regarding registration requirements and benefits eligibility, as well as correspondence-related questions.

Call Center

METRIC	TOTAL
IVR Calls	300,179
Answered Calls	59,911
Call Fulfillment Rate	98%
Avg Talk Time (minutes)	3:53
Total Talk Time (hours)	3,625
Avg Wait Time (seconds)	0:44

Outbound Mail	Amount
Acknowledgment Letters	1,850,443
Compliance Letters	966,665
Maintenance Acknowledgment	58,175
Status Information Letters	21,357
Total	2,896,640

Inbound Mail	Amount
Acknowledgment Cards	3,270
Change of Information Requests	3,124
Status Information Letters	19,515
Registrations	32,848
Total	58,757

Optimized Enterprise Architecture

SSS made significant progress in strengthening enterprise-wide security and meeting federal cybersecurity requirements. In alignment with the Administration’s priorities for modern, resilient, and risk-aware government operations, the Agency implemented a multilayered security strategy that enhanced real-time threat

detection, isolation, and remediation capabilities. Collectively, these improvements reduced system vulnerabilities, ensured compliance with federal mandates, and strengthened the Agency’s ability to safeguard sensitive data, as reflected in its strong performance during Federal Information Security Modernization Act audits.

Building on this security foundation, the Agency leveraged the Technology Modernization Fund to advance critical modernization initiatives. These efforts included upgrades to the Agency’s federally certified national registration system and the full migration of all databases to a secure cloud environment. This transition increased operational efficiency, enabled the deployment of modern cybersecurity tools, and strengthened implementation of a zero trust architecture. In addition, the cloud-based environment improved scalability, resilience, and disaster recovery; enhanced data integrity and access controls; and enabled the Agency to leverage AI-enabled threat detection, and greater interoperability across IT systems.



BUILDING A MODERN, MISSION-READY SSS

Looking ahead, SSS remains focused on sustaining a high state of readiness while continuing to modernize its operations and improve efficiency across the Agency. By building on recent investments in cybersecurity, cloud-based systems, and interagency coordination, the Agency is positioning itself to respond effectively should national mobilization be required. Continued emphasis on streamlined processes, disciplined resource stewardship, and technology-driven solutions will further enhance operational agility and resilience. Together, these efforts ensure the Agency remains a modern, efficient, and mission-ready organization, prepared to meet its statutory responsibilities and support the nation's defense needs in an evolving security environment.



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 V. Repass
District of Columbia Barbara A. Pittman	Florida Paul B. Chauncey, III	Georgia Thomas F. Grabowski	Guam Timothy A. Puzan
Hawaii Andrew L. Pepper	Idaho Michael D. Moser	Illinois Vacant	Indiana Brett A. Thomas
Iowa Myron R. Linn	Kansas Wesley O. Topel	Kentucky Emmanuel Belt	Louisiana Everett J. Bonner, Jr.
Maine Vacant	Maryland Vacant	Massachusetts Thomas Cronin	Michigan Eric B. Fretz
Minnesota Vacant	Mississippi Pettis D. Walley	Missouri Diane T. Cummins-Lefler	Montana Stephen M. Keim
Nebraska Robert J. Foley	Nevada Craig S. Wroblewski	New Hampshire Ronald G. Corsetti	New Jersey Vacant
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 Vacant
Utah Neil R. Hansen	Vermont Rebecca Baczewski	Virgin Islands Rae A. Rouse	Virginia Manuel R. Flores
Washington Vacant	West Virginia James W. Runyon	Wisconsin Denise H. Rohan	Wyoming Vacant

Note: As of December 31, 2025

REGISTRANTS BY STATE AND TERRITORY

State	18-25 Year Old Registrations (Born 2000-2007) CY 2025	State	18-25 Year Old Registrations (Born 2000-2007) CY 2025
Alabama	261,918	Montana	43,650
Alaska	36,666	Nebraska	82,833
American Samoa	1,102	Nevada	140,848
Arizona	459,777	New Hampshire	42,503
Arkansas	166,164	New Jersey	330,192
California	1,384,506	New Mexico	120,051
Colorado	227,600	New York	895,303
Connecticut	196,529	North Carolina	541,057
Delaware	52,629	North Dakota	40,774
District of Columbia	16,230	Northern Mariana Islands	1,815
Florida	810,493	Ohio	580,443
Georgia	572,968	Oklahoma	230,108
Guam	6,672	Oregon	134,674
Hawaii	60,220	Pennsylvania	436,700
Idaho	94,447	Puerto Rico	106,558
Illinois	592,587	Rhode Island	47,927
Indiana	277,859	South Carolina	282,277
Iowa	165,057	South Dakota	51,820
Kansas	117,979	Tennessee	314,095
Kentucky	160,340	Texas	1,787,453
Louisiana	258,805	Utah	236,628
Maine	45,469	Vermont	19,938
Maryland	149,619	Virgin Islands	3,471
Massachusetts	152,570	Virginia	454,316
Michigan	367,108	Washington	218,911
Minnesota	311,659	West Virginia	86,961
Mississippi	123,202	Wisconsin	269,735
Missouri	290,698	Wyoming	23,751



SELECTIVE SERVICE SYSTEM
NATIONAL HEADQUARTERS, ARLINGTON, VA 22209