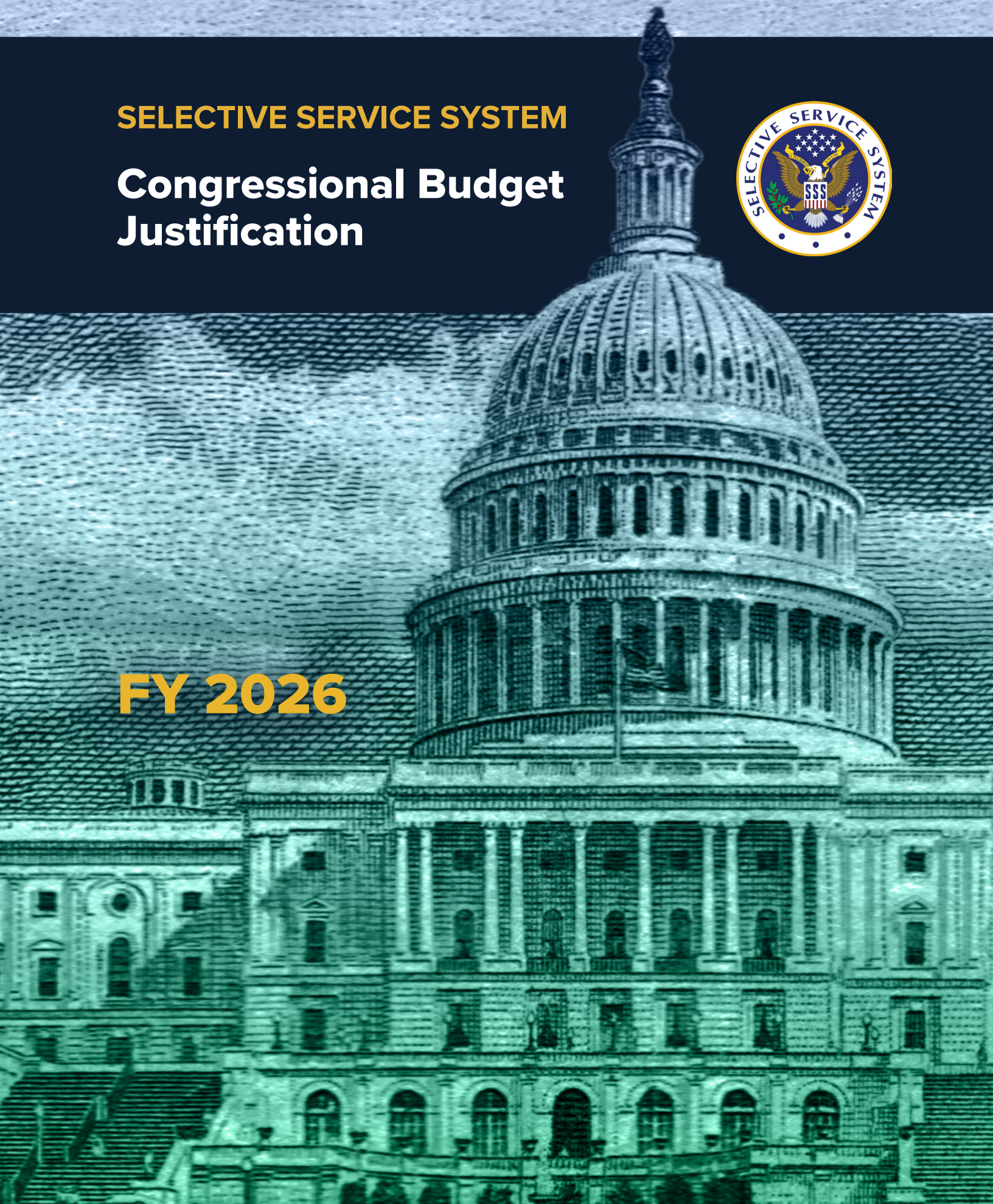


**SELECTIVE SERVICE SYSTEM**

# **Congressional Budget Justification**



**FY 2026**



## **VISION**

*To be a trusted, actively engaged national defense partner and the sole source of conscripted talent 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 personnel in a fair and just manner, while managing an alternative service program for conscientious objectors.*

**Selective service system**  
**FY 2026 Congressional Budget**  
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# EXECUTIVE SUMMARY

The Selective Service System (SSS) Fiscal Year (FY) 2026 Congressional Budget Justification of \$31,300,000 is enclosed. This budget request is identical to the FY 2025 enacted appropriation.



Under Federal statute, 50 U.S.C. §3801 et seq., SSS is an independent agency of the Federal Government that is responsible for maintaining America's ability to conduct a fair and just military draft. With a notable history of public service spanning more than 100 years, the Agency will continue to uphold its significant mission to provide military personnel to the Department of Defense (DOD) during a time of national crisis. Its mission also includes administering an alternative service program in lieu of military duty for men classified as conscientious objectors. SSS registration of men ages 18 through 25 directly relates to its strategic goal of readiness, in that it can support DOD during a national emergency and demonstrate America's resolve to international allies and adversaries.

This budget proposal does not envision or include requests for funding for any new mission requirements that may come from any other legislation now under consideration.

The FY 2026 budget request of \$31,300,000 will enable SSS to support the Administration's goals, as well as those of its Agency Strategic Plan by:

- Sustaining the Agency's readiness through an even greater emphasis on operational planning, training, exercises, and assessments.
- Maintaining the investment in SSS programs to improve registration compliance rates that were negatively impacted by the removal of registration requirements for Federal and state-level student aid by initiating targeted registration advertising campaigns, continuing to pursue driver's license legislation, and acquiring new data streams to support additional compliance mailings to remind young men to register.
- Implementing and maturing evidence-based decisions using its data sources, strengthening the management of its assigned military reservists, and driving additional improvements to its readiness.
- Taking steps to modernize the Agency's IT and cybersecurity to support day-to-day and mobilization needs and implementing a new call center phone system.
- Deliver an excellent customer experience for all and measure success through feedback surveys, internal assessments, and focus groups.

# STRATEGIC PLAN: STRATEGIC GOALS AND OBJECTIVES

## Strategic Goal 1: Readiness

- Plan for, exercise, and assess the Agency's ability to respond to a request for an immediate return to full operation.
- Elevate the readiness of the selection, notification, delivery, and classification mission essential functions.
- Enhance the Agency's ability to execute the Alternative Service Program.
- Modernize the Agency's technology infrastructure to deliver day-to-day capabilities as well as the necessary capabilities for mobilization.
- Ensure resource management systems and personnel structures are scalable for mobilization.



## Strategic Goal 2: Registration

- Build on successful registration methods and identify new approaches to raise registration compliance rates.
- Improve the use of evidence and data analytics to evaluate registration methods against outcomes and cost.



## Strategic Goal 3: Management Excellence

- Deliver an excellent customer experience for all and measure success through feedback surveys, internal assessments, and focus groups.
- Provide collaborative, efficient, and effective resource management.
- Manage and promote programs that advance the SSS mission through external engagement.
- Modernize and document SSS policies and procedures.
- Identify, mitigate, and respond proactively to risks to SSS information systems and sensitive data while maintaining operational readiness.
- Elevate the employee experience at SSS.
- Provide effective human resources management and professional development opportunities.



## PERFORMANCE BUDGET SUMMARY: FY 2024 – FY 2026

Summary	FY 2024 Actual	FY 2025 Enacted	FY 2026 Request
Strategic Goal 1	\$9,105	\$8,857	\$8,953
Strategic Goal 2	\$10,649	\$10,672	\$10,879
Strategic Goal 3	\$11,546	\$11,771	\$11,468
<b>Total Budget Authority</b>	<b>\$31,300</b>	<b>\$31,300</b>	<b>\$31,300</b>

Note: Some totals in this table may be +/- 1 due to rounding



# STRATEGIC GOAL 1: READINESS

The most essential component of the Selective Service System's mission is to lead the national conscription program in support of DOD when directed by the President and Congress. The Agency is currently in an "active standby" status and is responsible for maintaining a registration and classification structure capable of immediate operations in the event of a national emergency. SSS also maintains personnel to initiate full operational capability, including trained military reservists.



SSS must execute six mission essential functions 1) registration, 2) selection, 3) notification, 4) delivery, 5) classification, and 6) alternative service.

The Agency's readiness requires that all mission essential functions must be executed in a timely fashion when the nation needs them. A key step in measuring progress towards readiness is the use of metrics for the mission essential functions, specifically metrics built on the development of response plans, internal assessment capabilities, training information, annual exercises, demonstrations of capability, and information systems validation.

SSS uses the test, training, and exercises (TT&E) planning model as a tool for all operations functions at various levels of scope and scale. This model augments the Agency's continuous modernization efforts and enables the fulfillment of its mission essential functions. Planned and executed correctly, TT&E events aim to mitigate force structure constraints and enhance the flexibility and operational reach of the Agency.

## Strategic Objective 1.1:

**Plan for, exercise, and assess the Agency's ability to respond to a request for an immediate return to full operation.**

### Strategic Objective 1.1 Measures

- Plan for, exercise, and assess the Agency's ability to respond to a request for an immediate return to full operation.
- Elevate the readiness of the selection, notification, delivery, and classification mission essential functions.
- Enhance the Agency's ability to execute the Alternative Service Program.
- Modernize the Agency's technology infrastructure to deliver day-to-day capabilities as well as the necessary capabilities for mobilization.
- Ensure resource management systems and personnel structures are scalable for mobilization.

### **Strategic Objective 1.2:**

#### **Elevate the readiness of the Agency's selection, notification, delivery, and classification mission essential functions.**

##### **Strategic Objective 1.2 Measures**

- Validate the procedures for selection, notification, delivery, and classification.
- Implement the memorandum of understanding and service level agreement with the U.S. Military Entrance Processing Command to reflect mobilization plan requirements.

### **Strategic Objective 1.3:**

#### **Enhance the Agency's ability to execute the Alternative Service Program.**

##### **Strategic Objective 1.3 Measures**

- Increase the number of Alternative Service Employer Network participants.
- Validate the procedures for the Alternative Service Program.

### **Strategic Objective 1.4:**

#### **Modernize the Agency's technology infrastructure to deliver day-to-day capabilities and the necessary capabilities for mobilization.**

##### **Strategic Objective 1.4 Measures**

- Deliver IT enterprise application portfolio rationalization, data architecture, and artificial intelligence capabilities.
- Complete the initial development stages for internally developed applications into overarching systems.
- Maintain full operational capability and accreditation for all delivered systems and applications and posture to scale operations in a mobilization.
- Secure the Agency's registration database in the FedRAMP cloud.
- Implement a new call center phone system.

### **Strategic Objective 1.5:**

#### **Ensure resource management systems and personnel structures are scalable for mobilization.**

##### **Strategic Objective 1.5 Measures**

- Exercise and test plans, processes, and systems, incorporating lessons learned.
- Incorporate new inputs from operational workload study updates.
- Update directorate-level annexes to the Agency Response Plan.
- Improve internal data analysis tools and expertise to accelerate the use of evidence-based decision making.



## STRATEGIC GOAL 2: REGISTRATION

Registration is the most publicly visible aspect of the Selective Service System's mission and stands out as a mission essential function that occurs during peacetime and in times of national emergency. If conscription becomes necessary, the Agency must have registered as many eligible men as possible to assure the public of a fair and just conscription process. By registering, men comply with Federal law and remain eligible for certain student loans, job training, and government employment opportunities.

SSS continues to suffer slightly declining national registration rates for men ages 18 to 25, largely driven by the loss of the requirement for a man to register with SSS to receive Federal student aid and the removal of the option to register on the Free Application for Federal Student Aid (FAFSA) form, which are both outcomes of the passage of the FAFSA Simplification Act in 2020.



### Strategic Objective 2.1:

**Build on successful registration methods and identify new approaches to raise registration compliance rates.**

#### Strategic Objective 2.1 Measures

- Improve the 18-year-old registration compliance rate.
- Achieve a national registration compliance rate of at least 85 percent for the full 18-25-year-old cohort.
- Coordinate with other Federal agencies to identify ways to enhance registration awareness and completion.
- Expand and continue to cultivate relationships with key influencers (e.g., educators and coaches) to increase their awareness of the registration requirement.
- Engage with states and territories to increase awareness of driver's license legislation (DLL) and pursue DLL in key states without it.
- Measure annual referred website traffic from social media sites to the SSS public-facing website to increase registration awareness.
- Initiate targeted registration awareness campaigns.

## **Strategic Objective 2.2:**

### **Improve the use of evidence and data analytics to evaluate registration methods against outcomes and cost.**

#### **Strategic Objective 2.2 Measures**

- Use data analysis tools, to include the new registration data dashboard, to identify areas and populations within states and territories requiring registration improvement and engagement.
- Conduct quarterly data analysis to validate approaches to increasing the registration compliance rate.
- Acquire new data streams to support additional compliance mailings to remind young men to register.

## **STRATEGIC GOAL 3: MANAGEMENT EXCELLENCE**

SSS must maintain a high standard of performance in its management functions – as well as in program and project management – to support its mission. Moreover, as an independent Federal agency, SSS must capably execute functions expected of Federal agencies much larger than itself. SSS works to achieve the standard of being “always audit ready”, meaning that SSS is committed to doing the right things, the right way every time; having the needed policies, processes, resources, and systems in place; maintaining necessary administrative capabilities; and continually looking for best practices to implement to strengthen itself.

The Agency continues to focus on achieving an “unqualified” audit opinion under the auspices of the Accountability of Tax Dollars Act. SSS will enforce existing internal financial controls and use self-assessments, as well as annual financial audits, to establish new internal controls where necessary. It will continue to explore opportunities to create efficiencies and leverage shared services. These improvements will advance the integration of budget, accounting, contracts, and management support functions in support of the specific goals and objectives provided in the Agency’s Strategic Plan. Additionally, SSS will continue to provide an enhanced internal assessment and program evaluation capability that will complement its existing efforts within its directorates and offices.

The Agency’s continued use of shared services for human resources will provide it with the opportunity to focus more of its attention on strategic items, such as updating its personnel policies and emphasizing employee training and development. SSS will also focus on improving the employee experience, which ultimately enhances the customer experience for those who work with the Agency. This will include further empowering the SSS workforce to carry out its mission through continuous improvement efforts and innovation initiatives to maximize the impact of its funding, achieve operational excellence, and deliver quality results.

SSS also continues to modernize its branded content and strategic communications plan to disseminate clear and concise information to the public. This is intended to benefit programs across the entire Agency.

### **Strategic Objective 3.1:**

#### **Deliver an excellent customer experience for all and measure success through feedback surveys, internal assessments, and focus groups.**

##### **Strategic Objective 3.1 Measures**

- Maintain comprehensive tracking mechanisms for external deadlines, inquiries, and requests.
- Provide an initial response to all customer inquiries within two business days.
- Provide an initial response to IT issues, along with a trouble ticket, within one hour of reporting.
- Maintain FY 2025 system and network uptime levels.
- Continue to automate call center services such as with an online virtual assistant tool.
- Consider relevant prototypes for the secure and ethical implementation of artificial intelligence to better engage with SSS customers.
- Continue to develop client satisfaction survey and customer experience metrics capabilities for the Agency.
- Collect customer feedback information from SSS registrants through external platforms, including digital and mobile services.
- Redesign public-facing digital services.



### **Strategic Objective 3.2:**

#### **Provide collaborative, efficient, and effective resource management.**

##### **Strategic Objective 3.2 Measures**

- Maintain a prior-year funds lapse rate less than or equal to 0.5 percent of the Agency's annual appropriation.
- Ensure payments to vendors are submitted in accordance with required timelines in the Prompt Payment Act.
- Ensure the number and dollar value of upward adjustments to prior-year contracts are 0.25 percent or less.
- Make use of improved policies and tools to maintain 98 percent inventory accuracy, as to material, location, and quantity.
- Improve contracting and procurement timelines and Federal Acquisition Regulation compliance by utilizing the Agency's recently implemented contract lifecycle management system.



### **Strategic Objective 3.3:**

#### **Manage and promote programs that advance the SSS mission through external engagement.**

##### **Strategic Objective 3.3 Measures**

- Continue to increase overall social media impressions.
- Increase the Agency's digital media following on relevant social media platforms.
- Identify opportunities to enhance the public's awareness of service and volunteer opportunities in coordination other Federal agencies.



### **Strategic Objective 3.4:**

#### **Modernize and document SSS policies and procedures.**

##### **Strategic Objective 3.4 Measures**

- Enhance Microsoft 365 and related capability functionality to support collaborative work across SSS.
- Continue to modernize SSS personnel, financial, and administrative policies.

### **Strategic Objective 3.5:**

#### **Identify, mitigate, and respond proactively to risks to SSS information systems and sensitive data while maintaining operational readiness.**

##### **Strategic Objective 3.5 Measures**

- Ensure compliance with all existing and emerging FedRAMP and zero trust standards.
- Continue to address Administration cybersecurity priorities and ensure full compliance with all binding operational directives and IT requirements.
- Ensure IT certification and training is tied to the Department of Homeland Security's National Initiative for Cybersecurity Standards for required employees.
- Complete the annual independent Federal Information Security Management Act audit each year with zero major findings.
- Take appropriate action in less than one hour after detection of a cyber threat.
- Oversee secure monitoring and incident response services.
- Improve investigative and remediation capabilities by employing a centralized logging solution.

### **Strategic Objective 3.6:**

#### **Elevate the employee experience at SSS.**

##### **Strategic Objective 3.6 Measures**

- Deepen employee involvement in the decision-making process for quality-of-life and employee engagement improvement initiatives.
- Improve the Agency global satisfaction score, as measured by the Federal Employee Viewpoint Survey.
- Ensure continued improvement to communications and strengthen teamwork across Agency directorates and offices.

### **Strategic Objective 3.7:**

#### **Provide effective human resources management and professional development opportunities.**

##### **Strategic Objective 3.7 Measures**

- Ensure the Agency's shared services for human resources meet or exceed standards, to include the use of skills-based hiring tools and the continued employment of Trusted Workforce 2.0 reforms.
- Enhance the Agency's military reserve management capability.
- Maintain individual development plans for 95 percent of all full-time employees.
- Ensure that 90 percent or more of SSS personnel achieve full certification (as defined for their position).

# **APPROPRIATION LANGUAGE SHEET**

Federal Funds

General and special funds:

## **SALARIES AND EXPENSES**

For necessary expenses of the Selective Service System, including promotion of its mission; expenses of attendance at meetings and of training for uniformed personnel assigned to the Selective Service System, as authorized by 5 U.S.C. § 4101–4118 for civilian employees; hire of passenger motor vehicles; services as authorized by 5 U.S.C. § 3109; and not to exceed \$1,000 for official reception and representation expenses; \$31,300,000: Provided, That during the current fiscal year, the President may exempt this appropriation from the provisions of 31 U.S.C. § 1341, whenever the President deems such action to be necessary in the interest of national defense: Provided further, that none of the funds appropriated by this Act may be expended for or in connection with the induction of any person into the Armed Forces of the United States.

## SELECTIVE SERVICE SYSTEM BUDGET SUBMISSION BY OBJECT CLASS

Object Class		FY2024 Actual (\$000)	FY2025 Enacted (\$000)	FY2026 Estimate (\$000)	Percent Change
<i>Personnel Compensation</i>					
11.1	Full-time Permanent	14041	13881	12795	-8%
11.5	Other Personnel Compensation	148	262	200	-24% <sup>(1)</sup>
11.8	Military Pay	1570	1572	1612	3%
12	Personnel Benefits	4611	4612	4243	-8%
<i>Operations and Mission Services</i>					
21.0	Travel	184	112	121	8%
23.1	Rental Payments to GSA	1335	1058	1124	6%
23.2	Rental Payments (Other)	60	52	52	0%
23.3	Communication & Utilities	2305	2474	2692	9%
24.0	Printing & Reproduction	158	300	321	7%
25.1	Advisory and Assistance Services	1659	2119	2248	6%
25.2	Other Services from Non-Federal Sources	1345	1220	1737	42% <sup>(2)</sup>
25.3	Other Goods and Services from Federal Sources	2052	1952	2444	25% <sup>(3)</sup>
25.4	Operation and Maintenance of Facilities	60	68	71	4%
26.0	General & Supplies	216	284	284	0%
31.0	Non-Capitalized Assets	725	448	461	3%
31.5	Capitalized Assets	831	886	895	1%
<b>TOTAL</b>		<b>31300</b>	<b>31300</b>	<b>31300</b>	

(1) The reduction aligns with the reduction in full-time equivalent (FTE) positions and limitations on available financial resources.

(2) The increase is attributable to a scheduled increase in a Department of Justice subsidized cybersecurity requirement.

(3) The increase is a direct consequence of a new Technology Modernization Fund project payback requirement.

Note: Some totals in this table may be +/- 1 due to rounding



		2025	2026	% of change
FTE	Full-time Permanent	110	101	-8%
FTE	Full-time Permanent	3	2	-33%

SSS has 50+ statutorily mandated intermittent employees (State Directors) that average approximately 100 hours per year

# SELECTIVE SERVICE SYSTEM

Arlington, VA 22209

