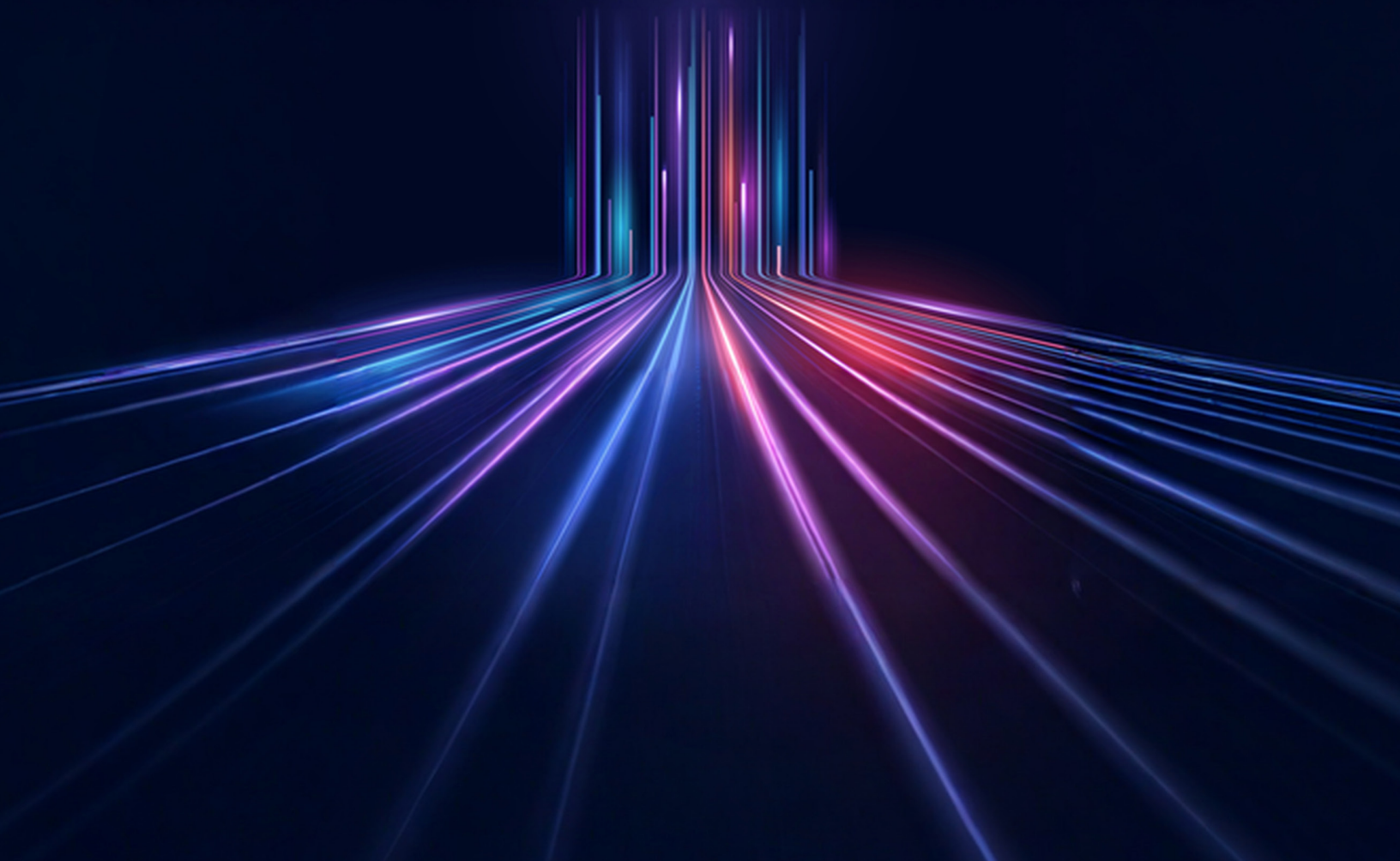




# **SELECTIVE SERVICE SYSTEM**

## **FISCAL YEAR 2026-2030**

### **STRATEGIC PLAN**



# FROM THE DIRECTOR

The Selective Service System (SSS) submits its Strategic Plan for Fiscal Year (FY) 2026-2030. The plan is centered on two core priorities: strengthening operational readiness to deliver manpower to the Department of War (DOW) in the event of a national emergency, and providing value to the American taxpayer by advancing mission support through modernization, efficiency, and accountability.

Over the next five years, the Agency will pursue three transformational initiatives while sustaining its core statutory responsibility to selectively mobilize manpower in a national emergency. These initiatives include implementation of automatic registration as directed by the FY 2026 National Defense Authorization Act (NDAA); modernization of conscription-related information technology systems and applications; and organizational and workforce optimization to reduce waste and enhance operational efficiency.

Aligned with the Administration's priorities and topline resources, the FY 2026–2030 Strategic Plan establishes focused, achievable objectives designed to drive measurable improvements in operational efficiency and mission preparedness. The plan supports and operationalizes key priorities of the 2026 National Defense Strategy (NDS) by ensuring the Nation retains the capability to rapidly expand military manpower in a high-end national emergency. It further reinforces the Agency's commitment to lawful governance, national security, and responsible stewardship of public resources, positioning the Agency as a high-performing, forward-looking federal organization prepared to support the Nation when called upon.

Craig T. Brown  
Acting Director



# Selective Service System Fiscal Year 2026–2030 Strategic Plan

## 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.

## Executive Summary

SSS is a federal agency charged with ensuring the United States can rapidly mobilize manpower during a national emergency. When authorized by Congress and the President, SSS provides manpower to DOW and administers an alternative service program for conscientious objectors. By maintaining a secure registration system and a constant state of readiness, SSS supports the nation's defense.

Three significant initiatives will shape SSS over the next five years:

**Automatic Registration.** On December 18, 2025, the President signed the FY 2026 NDAA into law, mandating automatic Selective Service registration. The Agency engaged with Congress throughout the NDAA process regarding the automated legislative proposal. This statutory change transfers responsibility for registration from individual men to SSS through integration with federal data sources. SSS will implement the change by December 2026, resulting in a streamlined registration process and corresponding workforce realignment.

**Technology Modernization.** The Agency will modernize legacy conscription applications to ensure secure, reliable systems are ready in the event of a national emergency. SSS was awarded \$6 million by the Technology Modernization Fund (TMF) at the end of FY 2025 for use in FY 2026-28 to facilitate this goal.

**Workforce Optimization.** SSS achieved its Agency Reform and Reorganization Plan (ARRP) headcount target twelve months early through active workforce shaping, position consolidation, and controlled hiring. The Agency will adjust this optimized posture while implementing automatic registration.



The SSS Strategic Plan centers on two goals:

1. **Strengthen Operational Readiness:** Bolster mobilization planning, coordinate across the whole-of-Government, and implement automatic registration.
2. **Deliver Value to the American Taxpayer:** Streamline operations, apply disciplined resource management, and build organizational resilience to support mission execution.

## Strategic Goal 1: Strengthen Operational Readiness

Strategic Objectives	Implementation Strategies	Alignment	External Factors	Performance Goals
1.1 - Expand Mobilization Training and Readiness Exercises	<ul style="list-style-type: none"> <li>• Execute a progressive exercise program (tabletop → full-scale), validating SSS Mission Essential Functions. Maintain the Integrated Master Mobilization Schedule (IMMS); address corrective actions.</li> <li>• <b>Resources:</b> Agency personnel; military Reservists; IT systems; training facilities.</li> <li>• <b>Interagency:</b> DOW; United States Military Entrance Processing Command (USMEPCOM); Department of Homeland Security (DHS); external evaluation via Army War College; Service Academies; and National Institute of Standards and Technology.</li> <li>• <b>Programs:</b> Readiness; Training and Exercise; Reserve Forces.</li> </ul>	50 U.S.C. 3801 et seq., Military Selective Service Act (MSSA) readiness mandate; National Security Strategy (NSS), emphasis on deterrence through demonstrated mobilization capability; 2026 NDS, Agency strategic plan operationalizes priorities to ensure rapid military manpower expansion during mobilization; and President's Management Agenda (PMA), continuous improvement through evidence-based operations.	Interagency partner coordination in joint exercises; availability of military Reservists for training events.	<p>Mobilization Exercises: 4/year of increasing complexity.</p> <p>Achieve "Trained" or higher rating on exercises: FY26: 75% FY27: 85% FY28-30: 90%</p> <p>Meet IMMS milestones: FY26: 85% FY27: 90% FY28-30: 95%</p> <p>Address Category A corrective actions on time.</p>
1.2 - Implement Automatic Registration	<ul style="list-style-type: none"> <li>• Execute automatic registration implementation by December 2026; establish automated data feeds from federal sources; develop matching algorithms and exception handling processes; sunset manual compliance activities.</li> <li>• <b>Resources:</b> Agency personnel and contractor support.</li> <li>• <b>Interagency:</b> OMB and data partners.</li> <li>• <b>Programs:</b> Registration Management; IT Modernization.</li> </ul>	FY 2026 NDAA Section 535, automatic registration mandate; (MSSA) registration requirement; E.O. 14243, eliminating information silos through federal data integration; and PMA, improving service delivery and reducing burden on the public.	Agencies' ability to provide timely, necessary data.	<p>FY26: System updates designed and tested. FY27: Automatic registration capability implemented.</p> <p>FY26: Federal data source integrations identified and tested. FY27: Federal data source integrations are operational.</p> <p>Manual compliance activities sunset: FY26: 50% FY27: 100%</p>

Strategic Objectives	Implementation Strategies	Alignment	External Factors	Performance Goals
1.3 - Strengthen Stakeholder Coordination with the Whole-of-Government	<ul style="list-style-type: none"> <li>Formalize federal partnerships for data sharing, exercise participation, and mobilization support.</li> <li><b>Resources:</b> Agency personnel; interagency liaisons.</li> <li><b>Interagency:</b> OMB and implementation agencies.</li> <li><b>Programs:</b> Operations, Intergovernmental Affairs, Public Affairs; Reserve Forces.</li> </ul>	NSS, whole-of-government coordination for national security; E.O. 14243, interagency data sharing; and PMA, intergovernmental partnerships.	Partner participation in coordination.	<p>Active partnerships FY26: +2 FY27: +2 FY28-30: Maintain</p> <p>Participate in joint exercises with Federal partners FY26: 2 FY27: 3 FY28-30: 3/ year</p>

## Strategic Goal 2: Deliver Value to the American Taxpayer

Strategic Objectives	Implementation Strategies	Alignment	External Factors	Performance Goals
2.1 - Achieve Workforce and Space Optimization and Cost Efficiencies	<ul style="list-style-type: none"> <li>Meet adjusted workforce targets through strategic hiring, attrition management, and position consolidation.</li> <li>Execute HQ relocation planning; optimize building occupancy and space utilization.</li> <li>Maintain FAR-compliant acquisition processes; maximize contract efficiency through competition and performance management.</li> <li><b>Resources:</b> Agency personnel ; OPM workforce shaping authorities; General Services Administration (GSA).</li> <li><b>Interagency:</b> OMB, OPM, GSA.</li> <li><b>Programs:</b> Human Resources; Acquisitions; Facilities Management.</li> </ul>	E.O. 14210, Workforce Optimization Initiative; E.O. 14222, Cost Efficiency Initiative; E.O. 14356, Ensuring Continued Accountability in Federal Hiring; E.O. 14271, cost-effective federal contracting; USE IT Act, real property optimization; and PMA, efficient stewardship of taxpayer resources.	N/A	<p>HQ relocation executed FY26: Plan FY27: Execute FY28-30: Maintain</p> <p>Adjust organizational structure and workforce based on automatic registration and other impacts.</p>

Strategic Objectives	Implementation Strategies	Alignment	External Factors	Performance Goals
2.2 - Workforce Compliance	<ul style="list-style-type: none"> <li>• Maintain a high-performance workforce compliant with federal workforce requirements, including Merit System Principles.</li> <li>• Hold employees accountable for workplace violations, misconduct and poor performance. Emphasize education, early intervention, and timely resolution of workplace issues.</li> <li>• <b>Resources:</b> Agency personnel; and training platforms.</li> <li>• <b>Interagency:</b> OPM, EEOC; Interior Business Center (IBC) and USPS (shared service providers).</li> <li>• <b>Programs:</b> Human Resources; Workforce Development.</li> </ul>	5 U.S.C. § 2301-2302 Merit System Principles, Prohibited Personnel Practices; 38 U.S.C. Chapter 43; Uniformed Services Employment and Reemployment Rights Act; 5 CFR Part 2635, Ethics; E.O. 14356, Ensuring Continued Accountability in Federal Hiring; E.O. 14171, Restoring Accountability to Policy-Influencing Positions Within the Federal Workforce; and PMA strengthening the federal workforce.	N/A	<p>Maintain performance management systems to facilitate a high performance culture.</p> <p>Complete mandatory training.</p>
2.3 - Strengthen Fiscal Stewardship and Audit Accountability	<ul style="list-style-type: none"> <li>• Maintain disciplined financial management through budget execution reviews, obligation tracking, and unliquidated obligations balance remediation.</li> <li>• Conduct annual internal control assessments per Federal Managers' Financial Integrity Act (FMFIA), 31 U.S.C. 3512; support independent audits and resolve findings within timelines.</li> <li>• <b>Resources:</b> Agency personnel; IBC shared services (accounting, payments); internal control coordinator; independent auditors.</li> <li>• <b>Interagency:</b> OMB; Treasury; IBC (shared services).</li> <li>• <b>Programs:</b> Budget &amp; Finance; Internal Controls; Audit Remediation.</li> </ul>	FMFIA; E.O. 14249 Protecting America's Bank Account; E.O. 14247 Modernizing Federal Payments; and PMA, responsible fiscal stewardship.	N/A	<p>Receive clean financial audit.</p> <p>Execute the budget within 2% of the spending plan.</p> <p>Ensure prior year unliquidated funds &lt;0.5% of budget authority.</p>

Strategic Objectives	Implementation Strategies	Alignment	External Factors	Performance Goals
2.4 - Modernize Technology to Support Readiness	<ul style="list-style-type: none"> <li>• Modernize legacy systems and applications, reduce manual processes.</li> <li>• Implement a Zero Trust architecture and maintain FISMA compliance for all High-Value Assets.</li> <li>• Deploy Artificial Intelligence/automation tools to improve process efficiency and reduce manual workload.</li> <li>• Enhance data governance and customer response capabilities.</li> <li>• <b>Resources:</b> Agency personnel; GSA TMF PMO; Department of Interior, contractor support.</li> <li>• <b>Interagency:</b> OMB; Cybersecurity and Infrastructure Security Agency (CISA); and TMF Board.</li> <li>• <b>Programs:</b> IT Modernization.</li> </ul>	P.L. 115-91, 2018 NDAA; P.L. 115-435, Evidence-Based Policymaking Act; FISMA; E.O. 14028, Improving the Nation's Cybersecurity; E.O. 14243, eliminating information silos; E.O. 14179, Removing Barriers to American Leadership in Artificial Intelligence; E.O. 14365, AI policy framework; and PMA, modernizing federal technology, and improving customer experience.	N/A	<p>Deliver TMF project.</p> <p>FISMA audit rating (HVA systems): FY26: 4.2 FY27: Level 3 FY28-30: Level 4</p> <p>Zero Trust implementation phase: FY26: Phase 2 FY27: Phase 3 FY28-30: Complete</p> <p>AI/automation tools deployed: FY26: 2 FY27: 4 FY28-30: Sustain</p>

The FY 2026 to 2030 Strategic Plan reinforces the Agency's commitment to national mobilization readiness while advancing automatic registration, technology modernization, and workforce optimization. Through disciplined execution of two focused strategic goals, the Agency will fulfill statutory mandates, align with Administration priorities, and deliver measurable results. Guided by data-driven strategies and responsible stewardship, SSS stands ready to support the Nation.





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