SELECTIVE SERVICE SYSTEM
FY 2027 CONGRESSIONAL BUDGET JUSTIFICATION

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.

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EXECUTIVE SUMMARY

The Selective Service System (SSS) Fiscal Year (FY) 2027 budget request of $32,300,000 is enclosed. This request, consistent with the FY 2026 enacted level, supports the Agency's enduring statutory mission under 50 U.S.C. § 3801 et seq. to rapidly mobilize manpower during a national emergency. When authorized by Congress and the President, SSS provides manpower to the Department of War 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.

Consistent with the Office of Management & Budget's (OMB's) guiding principles, SSS streamlined its Strategic Plan from three goals to two to emphasize alignment to the Administration's priorities, data-driven decision making, and outcome-oriented priorities in concise, plain language.

Key Priorities Supported by the FY 2027 Budget Request:

- Sustain mobilization readiness through planning, training, assessments, and participation in joint staff and interagency exercises supporting whole-of-government partners.
- Implement automatic registration. On December 18, 2025, the President signed the FY 2026 National Defense Authorization Act (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.
- 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.
- Continue to optimize the workforce while implementing automatic registration. SSS achieved its Agency RIF and Reorganization Plan (ARRP) headcount target twelve months early through active workforce shaping, position consolidation, and controlled hiring.
- Transition to OPM's new, consolidated Core Human Capital Management system.
- Support the President's Merit Hiring Plan and increase capacity to promote accountability in the Federal workforce while achieving efficiencies in human resources operations.
- Streamline processes related to system security authorizations.
- Advance financial management and procurement modernization to ensure accountability, audit readiness, and compliance with OMB fiscal guidance.

Alignment: This submission is fully consistent with OMB Circular A-11 guidance, OMB memoranda on IT modernization and fiscal management, the Administration's FY 2027 Spring Planning Guidance for the forthcoming President's Management Agenda, and the draft FY 2026-2030 SSS Strategic Plan.

STRATEGIC PLAN: GOALS AND OBJECTIVES

Strategic Goal 1: Strengthen Operational Readiness

- Bolster mobilization planning
- Coordinate across the whole-of-Government
- Implement automatic registration

Strategic Goal 2: Deliver Value to the American Taxpayer

- Streamline operations
- Apply disciplined resource management
- Build organizational resilience to support mission execution

PERFORMANCE BUDGET SUMMARY: FY 2025 – FY 2027

Summary	FY 2025 Enacted	FY 2026 Request	FY 2027 Request
Strategic Goal 1	$8,857	$8,953	$19,956
Strategic Goal 2	$10,672	$10,879	$12,344
Strategic Goal 3	$11,771	$11,468	N/A
Total Budget Authority	$31,300	$31,300	$32,300

Notes: Some totals in this table may be +/- 1 due to rounding; FY 2027 aligns with the FY 2026-2030 Strategic Plan, streamlined from three to two goals. FY 2027 goal 1 is roughly equivalent to the sum of goals 1 and 2 from FY 2026, and FY 2027 goal 2 is roughly equivalent to goal 3 from FY 2026.

STRATEGIC GOAL 1: STRENGTHEN OPERATIONAL READINESS

The purpose of this goal is to bolster mobilization planning, coordinate across the whole-of-Government, and implement automatic registration.

Strategic Objective 1.1:

Expand Mobilization Training and Readiness Exercises

- Execute a progressive exercise program (tabletop → full-scale), validating SSS Mission Essential Functions
- Maintain the Integrated Master Mobilization Schedule (IMMS)
- Address corrective actions

Strategic Objective 1.2:

Implement Automatic Registration

- 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

Strategic Objective 1.3:

Strengthen Stakeholder Coordination with the Whole-of-Government

- Formalize federal partnerships for data sharing, exercise participation, and mobilization support

STRATEGIC GOAL 2: DELIVER VALUE TO THE AMERICAN TAXPAYER

The purpose of this goal is to streamline operations, apply disciplined resource management, and build organizational resilience to support mission execution.

Strategic Objective 2.1:

Achieve Workforce Optimization and Cost Efficiencies

- Meet adjusted workforce targets through strategic hiring, attrition management, and position consolidation. Execute HQ relocation planning
- Optimize building occupancy and space utilization
- Maintain FAR-compliant acquisition processes
- Maximize contract efficiency through competition and performance management

Strategic Objective 2.2:

Workforce Compliance

- Maintain a high-performance workforce compliant with federal workforce requirements, including Merit System Principles
- Hold employees accountable for workplace violations, misconduct and poor performance
- Emphasize education, early intervention, and timely resolution of workplace issues

Strategic Objective 2.3:

Strengthen Fiscal Stewardship and Audit Accountability

- Maintain disciplined financial management through budget execution reviews, obligation tracking, and unliquidated obligations balance remediation
- 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

Strategic Objective 2.4:

Modernize Technology to Support Readiness

- Modernize legacy systems and applications
- Reduce manual processes
- Implement a Zero Trust architecture and maintain FISMA compliance for all High-Value Assets
- Deploy Artificial Intelligence/ automation tools to improve process efficiency and reduce manual workload
- Enhance data governance and customer response capabilities

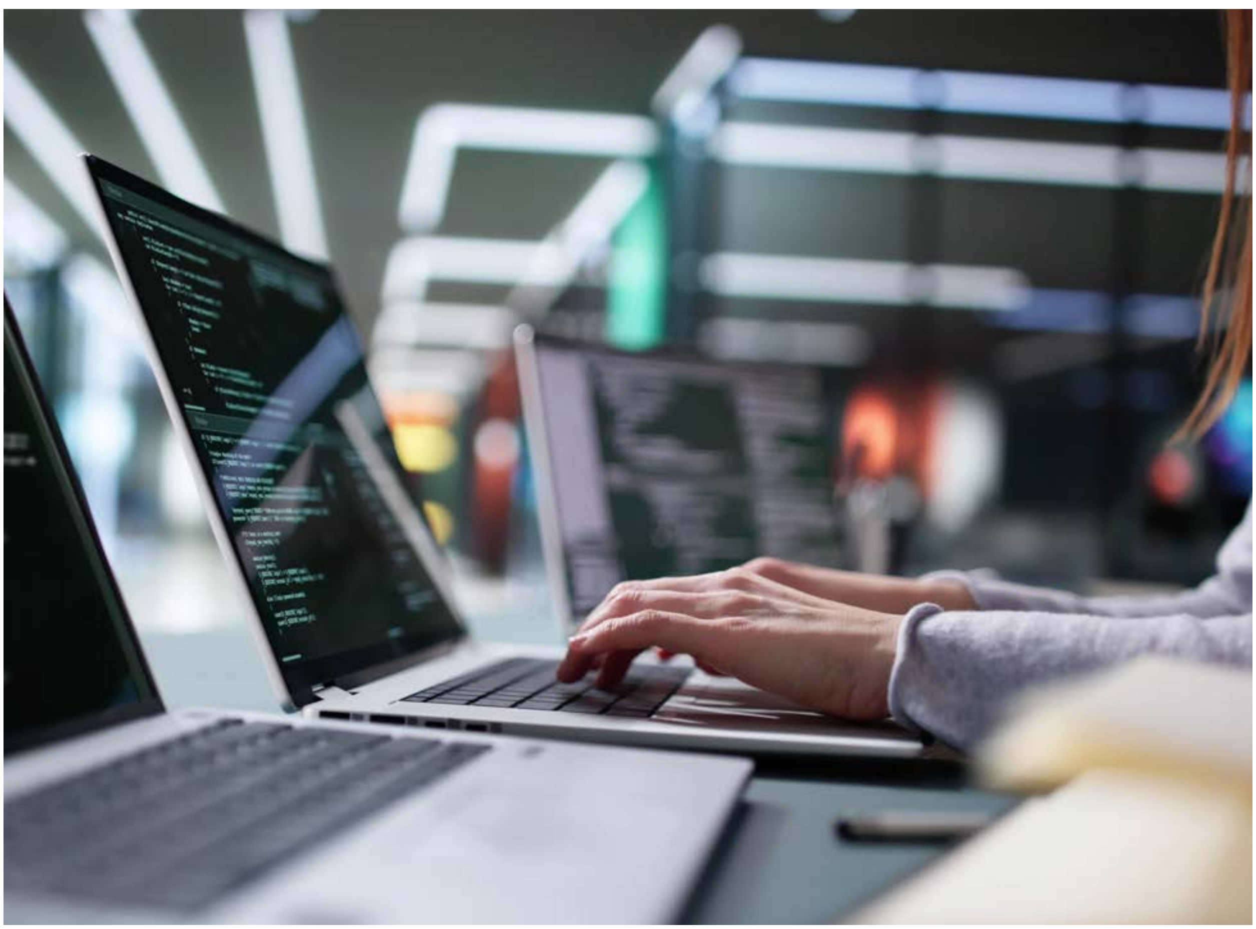
APPROPRIATION LANGUAGE SHEET

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, $32,300,000: 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		FY2025 Enacted ($000)	FY2026 Estimate ($000)	FY2027 Estimate ($000)	% Change	
Personnel Compensation						
11.1	Full-time Permanent	13881	12795	12859	1%	
11.5	Other Personnel Compensation	262	200	200	0	
11.8	Military Pay	1572	1612	0	-100%	*1
12	Personnel Benefits	4612	4243	4333	2%	
Operations and Mission Services						
21.0	Travel	112	112	133	19%	*2
23.1	Rental Payments to GSA	1058	1124	1124	0%	
23.2	Rental Payments (Other)	52	52	56	8%	
23.3	Communication & Utilities	2474	2692	3488	30%	*3
24.0	Printing & Reproduction	300	321	343	7%	
25.1	Advisory and Assistance Services	2119	2248	2316	3%	
25.2	Other Services from Non-Federal Sources	1220	1737	3172	83%	*4
25.3	Other Goods and Services from Federal Sources	1952	2444	2513	3%	
25.4	Operation and Maintenance of Facilities	68	71	77	8%	
26.0	General & Supplies	284	293	298	2%	
31.0	Non-Capitalized Assets	448	461	476	3%	
31.5	Capitalized Assets	886	895	912	2%	
	Total	**31300**	**31300**	**32300**	**3%**	

***1 Reduction in Military Personnel Compensation as a result of transfer of reservist cost responsibility to the Military Departments.**

***2 Growth in travel is the result of increased in person exercise requirements.**

***3 Growth in Communications & Utilities is a result of increased IT cloud hosting requirements and employment of AI tools.**

***4 Increased in IT maintenance and life cycle requirements and increase in system modernization and sustainment costs and improvements implanted using Technology Modernization Funds and anticipated relocation of the Colorado office.**

		2025	2026	2027	% Change
FTE	Full-time Permanent	110	101	101	0%
FTE	Full-time Permanent	3	2	2	0%

SSS MANAGEMENT PRIORITIES

This section of the FY 2027 budget request summarizes proposals in the areas of Agency management tied to Presidential priorities around eliminating waste, fraud and abuse, the workforce, Federal procurement, financial management, and information technology. These priorities to advance the President's Management Agenda and other Government-wide management efforts include:

Rightsizing the Federal Real Estate Footprint

SSS does not own any real estate assets; all Agency locations are leased.

Establishing a Merit-Based Federal Workforce

The FY 2027 SSS budget request aligns with the President's Merit Hiring Plan by continuing to implement and monitor the Skill-Based Hiring System, ensuring all hiring practices are fully merit based and aligned with fiscal efficiency goals. Key actions include:

- Evaluating early career hiring targets and adjust recruitment and outreach strategies to meet workforce objectives.
- Implementing personnel vetting reforms consistent with the Administration's Trusted Workforce 2.0 initiative, reducing time-to-hire while maintaining rigorous merit standards.
- Ensuring all hiring policies and practices are founded solely on merit, qualifications, and job-related criteria.

These measures directly support efficiency in operations, strengthening team effectiveness within budgetary targets while ensuring resource allocations are aligned with merit-focused hiring and accountability in the Federal workforce.

Efficient Government Systems

The FY 2027 SSS budget request fully aligns with the President's priorities to modernize and consolidate Financial Management, Human Resources, Travel, and Procurement systems. Planned investments are focused solely on operations and maintenance for current systems, migration to modernized platforms, and associated change management and training activities. All modernization efforts are consistent with Executive Order 14249, "Protecting America's Bank Account Against Fraud, Waste, and Abuse," and Executive Order 14240, "Eliminating Waste and Protecting Taxpayer Dollars by Consolidating Procurement." No modernization costs outside the scope of these priorities are included.

Defending Against Sophisticated Cyber Adversaries

SSS supports continued advancement in detecting and defending against sophisticated cyber threats while prioritizing investments aligned with the Cybersecurity and Infrastructure Security Agency Zero Trust Maturity Model. The Agency has identified one High Value Asset under Binding Operational Directive (BOD) 18-02, Securing High Value Assets: the SSS Registration, Compliance, and Verification (RCV) system. Recently migrated to a cloud environment through a Technology Modernization Fund program, the RCV system significantly enhances resilience, network segmentation, and Zero Trust maturity for application workloads, positioning the Agency in the “advanced” stage of implementation.

The Agency will continue to maintain full visibility of assets within its environment, including endpoint and cloud-based systems, using native Amazon Web Services management and monitoring tools. Data from these tools is exported to the Agency’s Security Information and Event Management (SIEM) platform for aggregation and long-term analytics. Because the SIEM is a shared service provided by the Department of Justice and integrates with 24/7 Security Operations Center-as-a-Service capabilities, it supports whole-of-government cyber risk awareness.

In parallel, the Agency will continue to use document tagging and data element inventory tools to integrate with the Data Loss Prevention framework to enforce dynamic, risk-based access controls. These integrated cybersecurity and data governance efforts ensure compliance with BOD 23-01, Improving Asset Visibility and Vulnerability Detection on Federal Networks and advance the Agency’s maturity within its Zero Trust implementation framework.

Leveraging the Buying Power of the Federal Government—Buying American

SSS will continue to strictly apply the Buy American Act and fully support the requirements of Made in America Laws and Administration policy to ensure all procurements for goods comply with domestic content requirements and align with the latest Made in America Office guidance. To strengthen compliance, the Agency validates that all products meet updated domestic content thresholds and includes “Made in America” clauses in solicitations and contracts using FAR clause 52.225 1. SSS does not anticipate any challenges, has no identified requirement for a waiver, and maintains only modest buying power.

Accelerating Federal Use of Artificial Intelligence (AI) through Innovation, Governance, and Public Trust

The FY 2027 SSS budget request continues to implement the Administration’s direction to enhance the efficiency and cost effectiveness of Government operations through the responsible use of AI. In support of Executive Order 14179, Removing Barriers to American Leadership in AI, and OMB Memorandum M 25 21, Accelerating Federal Use of AI through Innovation, Governance, and Public Trust. SSS will expand innovative AI applications to strengthen mission delivery and improve public service outcomes.

The Agency uses AI enabled solutions such as intelligent virtual agents and chatbots to provide continuous call center support, AI driven analytics to improve operational performance, and AI based data cataloging to ensure high quality data management and readiness. SSS will advance these efforts by further integrating AI tools for fraud detection, identity verification, automated document processing, and multilingual service accessibility.

These initiatives reflect the Agency’s commitment to leveraging AI responsibly to modernize operations, reduce costs, and better serve the American public, while maintaining robust safeguards for privacy, civil rights, civil liberties, and cybersecurity.

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