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**SELECTIVE SERVICE SYSTEM  
FY 2006 CONGRESSIONAL BUDGET JUSTIFICATION  
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## **Overview**

The Selective Service System (SSS) is an independent Federal agency, operating with permanent authorization under the Military Selective Service Act (50 U.S.C. App. 451 et seq.). It is not part of the Department of Defense (DoD). However, it exists to serve the emergency manpower needs of DoD with a draft of untrained manpower or a more limited draft of personnel with professional health care skills, if so directed by the Congress and the President. The SSS is America=s proven and time-tested hedge against underestimating the number of active duty and Reserve military personnel needed to fight a future conflict or sustain simultaneous ongoing contingencies. Its statutory mission also includes being ready to administer an Alternative Service Program, in lieu of military service, for men classified as conscientiously opposed to any form of military service.

In peacetime, the Agency is minimally staffed and heavily dependent upon part-time personnel and volunteers throughout the U.S. to keep viable the Nation=s ability to conduct a draft that would be timely, fair, and equitable in a crisis. Virtually all men in the U.S. are required to register with Selective Service within 30 days of reaching age 18. The current registration program, in effect since July 1980 for men born on or after January 1, 1960, is important for America because a future draft will only be fair and equitable when those men who should be registered are registered. An added national benefit of the registration program is that it facilitates distribution of Armed Forces recruiting information to America=s young men as a part of the registration acknowledgment process. Registration also is important to a man=s future because the Congress and scores of counties and cities have conditioned eligibility for government programs and benefits upon a man being in compliance with the SSS registration requirement. Also, 33 states, 3 territories, and the District of Columbia, through Driver=s License Legislation (DLL), have passed laws that mandate a man to meet registration requirements in order to receive a state driver=s license or identification card. These programs and benefits include student loans and grants, government jobs, job training, driver=s license or state identification card, and U.S. citizenship (for registration age immigrant men who are not yet citizens).

## **Current and Future Operating Conditions**

By the end of FY 2006, Selective Service, a small agency, will be a more streamlined organization, utilizing the maximum e-government applications, with a more efficient workforce of 154 full-time equivalent employees, that will be more responsive to our client, the Department of Defense, as well as the public. Its workforce will be augmented by 300 part-time Reserve Forces Officers (RFO), and 56 part-time State and Territorial Directors. This staffing level for present-day peacetime missions is significantly below the thousands of employees that would be employed during a draft.

The SSS is required to register more than 6,000 men who reach age 18 each day and train SSS personnel for their mobilization duties. Any further budget erosion will necessitate termination of specific Agency programs. The tasks performed by SSS

personnel are extraordinarily labor intensive and while technology is being employed extensively to increase efficiency and enhance programs, it is not the sole solution for all organizational challenges and improvements.

### **President's Management Agenda and Future Directions**

The SSS seeks continuous improvements to operations through an array of programs and policy changes based upon the President's Management Agenda (PMA). Each change demonstrates the Agency's commitment to a more effective and efficient management style, improved operational readiness, and enhanced modernization.

During FY 2006, the Selective Service System's strategy will be to continue to utilize e-commerce initiatives to improve the Agency's procurement and financial processes through the implementation of an integrated financial management system. The SSS also has completed an agreement with the Department of the Interior (National Business Center) to implement and integrate the eTravel program in FY 2006. Additional automation of the security clearance processes will utilize technology to enhance programs and service.

The Agency will continue to expand upon workforce development strategies and develop a human capital management plan that will close most mission-critical skills, knowledge, and competency gaps. Additionally, the SSS will utilize the GoLearn.gov e-training system to provide its employees and managers with the required performance support tools to assist them in meeting the training needs of the Agency's workforce.

The SSS also is developing and implementing an aggressive technology upgrade of both hardware and software, together with its systems development process, in an effort to replace the current 1980's technology. This effort is focused on the creation of a forward-looking IT environment capable of handling both the Agency's "steady state" as well as post-mobilization operations.

### **Organizational Imperatives**

#### **Missions:**

The DoD is the primary customer of the SSS. The SSS' missions are:

- To furnish personnel to the Department of Defense (DoD) for military service during a national emergency, when directed by the Congress and the President; and,
- To operate an Alternative Service Program for registrants classified as conscientious objectors by SSS Boards when a draft is ongoing.

## **Strategic Goals and Program Highlights**

Upon reinstatement of the draft, the SSS is mandated by law to provide personnel in the numbers and timeframes required by the DoD. Reinstatement of a draft requires Presidential and Congressional initiation and approval. To be prepared to respond, the SSS must periodically refine its planning through policy and procedural enhancements and update its supporting automated programs. The bulk of SSS staffing is comprised of part-time Reserve Component officers and over 10,000 volunteer citizens recruited and trained in the responsibilities of deciding registrant claims and appeals, should a return to conscription be necessary.

This Budget Justification for FY 2006 supports an attainment of the following goals:

**Goal 1: To Increase the effectiveness and efficiency of manpower delivery systems. (\$7,560,000)**

To provide manpower in the numbers and timeframes required by its primary customer, DoD. The SSS continually refines its automated systems, readiness plans and training documents.

**Strategic Objective 1.1:** Within current legislative guidance, enhance the Agency's ability to respond flexibly to a request to provide untrained personnel to the DoD for a conventional draft.

Central Registrant Processing Initiative. In FY 2006, the SSS will continue development of a central web-based portal that consolidates all Agency automated processes required during a mobilization and during peace time into a single system. This comprehensive initiative, to be completed by in-house personnel, will achieve "one-stop" registrant processing, reduce costs, maximize electronic document storage, and improve data availability from multiple locations. Plans also call for a rigorous testing process upon completion.

**Strategic Objective 1.2:** Ensure a mobilization infrastructure of 56 State Headquarters, 436 Area Offices and 2,069 Local Boards is operational within 75 days of an authorized return to conscription.

State Headquarters. The Agency is mandated during a conscription process to open and operate 56 State and territorial Headquarters, representative of every state and territory in the Nation. These offices will be manned by military and civilian personnel to oversee mobilization processes to manage Area Offices, Local Boards and Reserve Force personnel in their area of responsibility.

Area Offices. During mobilization, Area Offices would be opened in every state and territory. The number of Area Offices in each state or territory is dependent upon the registrant population in that state or territory. Area Offices will work closely with Local and District Appeal Boards to ensure that inductees are treated fairly and to help process the claims and requests for reclassification actions by inductees.

Local Boards. To ensure a competent, well-trained Board structure during a mobilization, over 10,000 volunteer Presidentially-appointed Board Members are necessary under current planning. They are recruited, appointed, and trained to ensure a fair and equitable conscription process. Board Members are responsible for guaranteeing registrant rights by determining claims and appeals requests. This process is continuous to replace losses due to attrition.

**Strategic Objective 1.3:** Be operationally ready to furnish personnel within DoD timelines for a draft.

Lottery Exercise. Periodic lottery exercises are scheduled and conducted to test and ensure the effectiveness and efficiency of the Agency's conscription equipment and procedures. Further refinement of the lottery software and the automated display is ongoing and will continue to be tested until the next lottery exercise.

Continuity of Operations (COOP) Initiative. The Agency's secure command and control site has been established to ensure the performance of Agency essential functions during any emergency or situation that might disrupt normal operations. Telecommunications testing for the site is complete. During FY 2006, other Agency field elements are scheduled to participate in training and testing to guarantee interoperability for the facility.

**Strategic Objective 1.4:** Support the Agency's ability to provide manpower to the Department of Defense with the development and implementation of updated readiness training programs.

Readiness Training. To satisfy its statutory missions, the Selective Service System provides readiness-training to its State Directors, Reserve Forces Officers (RFOs), Area Office Augmentees, and more than 10,000 Presidentially-appointed volunteers, which include Local, District Appeal, and National Appeal Board Members.

During FY 2006, the Agency will (a) expand its State Director Continuation Training Program that provides instruction on SSS plans, policies, and procedures mandated under Health Care, Time-Phased Response (TPR), and Emergency Mobilization activation scenarios; (b) redistribute structured readiness-training outlines and mini-exercises to its RFOs containing subjects on fundamental knowledge and skills that are necessary for them to maintain mission capability or help the Agency mobilize; (c) improve Local, District Appeal, and National Appeal Board Continuation Training packets and outlines that are designed to keep Board Members informed and updated on Agency procedures and responsibilities as Members; (d) embellish Area Office Augmentee Continuation Training booklets complete with comprehensive tasks and exercises, that are designed to train them on their mobilization or activation duties with the Selective Service System; and, (e) update New Officer/State Director and Initial Board Member Training guides which provide initial training to new State Directors, RFOs, and Board Members on the interactive elements of the Agency as a whole, as well as the specifics of their peacetime and readiness assignments.

**Goal 2: Improve overall registration compliance and service to the public.  
(\$8,330,000)**

**Strategic Objective 2.1** Improve registration compliance rates.

FY 2006 Annual Performance Goal:

Attain a 96% or greater compliance rate for 18 -through 25-year-old men.

Strategies:

The primary strategies to improve registration compliance include: (a) supporting states in their efforts to pass legislation requiring young men to register with the Selective Service as a requirement to obtaining a motor vehicle driver=s permit/license, or state identification card; (b) implementing special mailings to large population, low compliance states and areas; (c) disseminating a Registration Compliance Report Card@ each spring, to all states and territories which will be accomplished by a national press release; (d) seeking low cost methods of improving registration compliance rates to include cooperative data sharing programs with other Federal and state agencies, as well as additional outreach, public awareness, and registration initiatives nationally; (e) conducting media interviews to publicize registration awareness; (f) matching tape and electronic data exchange with other state and federal agencies to improve registration compliance; (g) maintaining an effective Registrar Program with high schools in states not having mandatory driver=s license legislation and high registration compliance rates; and, (h) coordinating with agencies involved with the Workforce Investment Act, Farmworkers Opportunity Program, and other programs that reach potential registrants.

**Strategic Objective 2.2** Improve the participation rate in the SSS' High School Registrar Program.

FY 2006 Annual Performance Goal:

Attain and appoint registrars in 87% of the Nation=s high schools.

To improve the participation rate in this program, comprised mostly of school counselors, it is necessary to encourage the Agency=s uncompensated Local Board Members and State Resource Volunteers (SRV) to participate in the SSS' Adopt-a-High School@ Program and encourage registration via the Agency=s Internet Website ([www.sss.gov](http://www.sss.gov)).

The primary strategies to improve participation in this program will include: (a) expanding public awareness in urban areas; (b) tracking responses from high schools; (c) enhancing school materials used to conduct the program; (d) monitoring participation of high schools in the program; and, (e) conducting visits and contacts with high schools to explain the benefits of the program focusing on the ease and responsiveness of SSS Internet registration procedures.

**Strategic Objective 2.3** Seek alternative registration methods.

FY 2006 Annual Performance Goal:



Obtain 80% of registrations electronically.

Alternative registration methods include the following strategies: (a) continuing to assess current methods of registering, determining costs, and burdens on the public; (b) identifying low-cost methods while ensuring the accurate processing of information; (c) using Web-based and other new technologies to improve public accessibility to the Selective Service; and, (d) working with other government and state agencies to identify programs or services to assist the SSS with registration compliance.

**Goal 3: Enhance external and internal customer service. (\$8,505,000)**

**Strategic Objective 3.1** Continue to update the SSS' information technological infrastructure to improve external and internal customer service, increase productivity in the workforce and achieve cost savings and avoidance.

FY 2006 Annual Performance Goal:

Redesign and integrate existing mobilization applications into a central Web-based portal.

The Agency has initiated a significant effort to revamp its aging mobilization information systems. In particular, the Agency has begun building its Central Registrant Processing Portal (CRPP). The CRPP will consolidate many out-dated, disconnected and disparate legacy systems into a single modern centralized web-based application to be used during a mobilization as well as during peace time. This portal will allow any Selective Service System employee with access to a Web Browser, regardless of their physical location, to perform any Mobilization Processing or access any mobilization data in real time. This effort will dramatically increase the efficiency of Agency operations and reduce the operating costs during a mobilization. The development of the CRPP also will be groundbreaking in the fact that it will be designed and developed utilizing only "in-house" agency IT staff with no outside contractor involvement. Furthermore, the Agency continues to examine its IT architecture, both hardware and software, to identify new technologies and determine how best to implement the support structure for new and revised business processes. The SSS remains committed to investing in IT, as today's constrained resources permit, because it knows that IT enhances customer service, increases productivity, and compensates for limited human and fiscal resources.

Complete systems development and unit testing.

Strategies include: Converting mission critical and support applications to new hardware/software contingent upon the budget allocation; upgrading the Agency's data base management system and field structure communications; and, continuing to operate under a business process improvement methodology.

**Strategic Objective 3.2** Implement e-commerce applications that improve the Agency's procurement processes and minimize unnecessary paperwork and the attendant administrative costs and delays associated with that paperwork.

FY 2006 Annual Performance Goal:

Implement e-government (e-gov) strategies consistent with the President's Management Agenda (PMA).

Strategies for achieving objective include: (a) implementing an electronic commerce software package; (b) improving buyer visibility of products and services available under GSA and other contracts; and, (c) posting all requests for proposals on the SSS Web page.

The Agency also will continue to expand upon workforce development strategies and develop a human capital management plan that will close most mission-critical skills, knowledge, and competency gaps created by departing staff members. Additionally, the SSS will utilize the GoLearn.gov e-training System to provide its employees and managers with the required performance support tools to assist them in meeting the training needs of the Agency's workforce.

**Strategic Objective 3.6** Improve service to the public.

For FY 2006, the Selective Service strategy will be to: (a) operate and continually assess a centralized national call center to provide responses to registrant inquiries by telephone; (b) improve telephone services; (c) reduce turnaround times for written correspondence; and, (d) improve and expand citizen-centered access to all "on-line" services and applications. Additional efforts will focus on improving access to and the quality of online Agency information and responses to the general public.

**Goal 4: Enhance the system which guarantees that each conscientious objector is properly classified, placed, and monitored. (\$1,255,000)**

To ensure that the SSS properly implements an Alternative Service Program (ASP), a system is in place that will guarantee each

conscientious objector that he is properly classified, placed, and monitored in the event of an emergency or resumption of the draft.

**Strategic Objective 4.3:** Support the Agency=s ability to implement the ASP with the development and implementation of readiness-training programs for its staffs at its national headquarters and field elements.

During FY 2006, the Agency also will (a) produce a unique State Director Continuation Training Program that provides instructions incorporating the plans, policies, and procedures of the ASP; (b) distribute structured readiness-training outlines and mini-exercises incorporating subjects on the ASP that are necessary for Agency RFOs and State Directors to maintain a high state of readiness; (c) create District Appeal Boards (DAB) Continuation Training packets that are designed to keep Board Members informed and updated on ASP Board procedures; and, (d) update and continue developing New Officer/State Director and newly established DAB Initial Alternative Service Worker Appeal Training booklets and outlines that provide initial training to newly appointed State Directors and Board Members, and assigned RFOs on the interactive elements of the Agency as a whole, as well as the specifics on SSS peacetime and/or readiness assignments.

**SELECTIVE SERVICE SYSTEM  
SUMMARY OF PROGRAM COSTS  
FY 2004 - FY 2006  
(in thousands of dollars)**

	<b>FY 2004 Appropriated</b>	<b>FY 2005 Estimate</b>	<b>FY 2006 Estimate</b>
<b>Goal #1</b>	\$7,678	\$7,663	\$7,560
<b>Goal # 2</b>	\$8,450	\$8,435	\$8,330
<b>Goal # 3</b>	\$8,625	\$8,615	\$8,505
<b>Goal # 4</b>	\$1,400	\$1,377	\$1,255
<b>Total</b>	<b>\$26,153</b>	<b>\$26,090</b>	<b>\$25,650</b>
<b><u>FTE Requested</u></b>	154	154	154

**SELECTIVE SERVICE SYSTEM  
APPROPRIATION LANGUAGE SHEET**

Federal Funds

General and special funds:

**SALARIES AND EXPENSES**

For necessary expenses of the Selective Service System, including 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; purchase of uniforms, or allowances therefore as authorized by 5 U.S.C. 3109; and not to exceed \$750 for official reception and representation expenses; [\$26,300,000] \$25,650,000: *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  
PROGRAM AND FINANCING SCHEDULE  
(In thousands of dollars)**

	FY 2004	FY 2005	FY 2006
	<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
Identification code 90-0400-0-1-054			
<b>Obligations by program activity:</b>			
00.01 Direct program.....	26,308	26,300	25,650
01.01 Reimbursable program.....	337	340	340
10.00 Total obligations .....	26,645	26,640	25,990
 <b>Budgetary resources available for obligation:</b>			
22.00 New budget authority (gross) .....	26,645	26,640	25,990
22.30 Unobligated Balance Lapsing.....	0	0	0
23.95 New obligations .....	-26,645	-26,640	-25,990
 <b>New budget authority (gross), detail:</b>			
 <b>Current:</b>			
40.00 Appropriation (definite).....	26,308	26,300	25,650
40.75 Reduction pursuant to P.L.107-206	155	210	0
43.00 Appropriation (total).....	26,153	26,090	25,650
 <b>Changes in unpaid obligations:</b>			
72.99 Total unpaid obligations, start of year	6,518	7,200	8,864
73.10 New obligations.....	25,318	26,640	25,990
73.20 Total outlays (gross).....	-23,833	-24,976	-25,360
73.40 Adjustments to expiring accounts.	803	0	0
74.99 Total unpaid obligations, end of year	7,200	8,864	9,494
 <b>Outlays (gross) detail:</b>			
86.90 Outlays from new current authority	21,212	22,111	22,111
86.93 Outlays from current balance .....	2,289	2,324	2,462
86.97 Outlays from new permanent authority	337	340	340
87.00 Total outlays (gross).....	23,838	24,775	24,913
 <b>Offsets:</b>			
<b>Against gross budget authority and outlays:</b>			
88.00 Offsetting collections (cash)			
from Federal sources .....	<u>337</u>	<u>340</u>	<u>340</u>
 <b>Net budget authority and outlays:</b>			
89.00 Budget authority .....	26,645	26,640	25,990
90.00 Outlays .....	23,838	24,775	24,913

**SELECTIVE SERVICE SYSTEM  
SALARIES AND EXPENSES  
OBJECT CLASSIFICATION  
(in thousands of dollars)**

Identification code 90-0400-0-1-054	FY 2004 <u>Actual</u>	FY 2005 <u>Estimate</u>	FY 2006 <u>Estimate</u>
Personnel compensation:			
11.1 Full-time permanent positions	10,798	11,067	10,900
11.3 Positions other than permanent	305	313	313
11.5 Other personnel compensation	279	286	286
11.8 Special personal services pymts	4,287	3,802	3,529
11.9 Total personnel compensation	15,669	15,468	15,028
12.0 Personnel benefits: civilian	2,519	2,582	2,582
13.0 Benefits for former personnel	0	0	0
21.0 Travel & transportation of persons	328	335	335
22.0 Transportation of things	5	5	5
23.1 Rental payments to GSA	928	928	928
23.2 Rent, non-Federal	108	108	108
23.3 Communications, utilities, and miscellaneous charges	1,853	1,860	1,860
24.0 Printing and reproduction	569	580	580
25.0 Other services	3,364	3,389	3,389
26.0 Supplies and materials	272	278	278
31.0 Equipment	538	557	557
99.0 Subtotal, direct obligations	26,153	26,090	25,650
99.0 Reimbursable obligations (DoD Recruiting & Census Bureau)	337	340	340
99.9 Total obligations	26,490	26,430	25,990

**SELECTIVE SERVICE SYSTEM  
SALARIES AND EXPENSES  
PERSONNEL SUMMARY**

Identification code 90-0400-0-1-054	FY 2004 <u>Actual</u>	FY 2005 <u>Estimate</u>	FY 2006 <u>Estimate</u>
Total number of full-time permanent positions:	151	151	151
Total compensable workyears:			
Full-time equivalent employment	154	154	154
Full-time equivalent of overtime and holiday hours	1	1	1
Average ES salary	149,200	149,200	149,200
Average GS grade	10.02	10.02	10.02
Average GS salary	57,338	59,345	61,481
Average salary of ungraded position	41,808	42,853	43,925



**REPORT ON OBLIGATIONS FOR INFORMATION TECHNOLOGY SYSTEMS  
SELECTIVE SERVICE SYSTEM  
(in thousands of dollars)**

	<u>FY 2004</u> <u>Actual</u>	<u>FY 2005</u> <u>Estimate</u>	<u>FY 2006</u> <u>Estimate</u>
<b>1. <u>Capital Investment</u></b>			
A. Purchase of hardware	202	150	150
B. Purchase of software	141	75	75
C. Site or facility	<u>0</u>	<u>0</u>	<u>0</u>
Subtotal	343	225	225
<b>2. <u>Personnel</u></b>			
A. Compensation, benefits, and travel	4,374	4,715	4,715
B. Workyears	<u>(80)</u>	<u>(80)</u>	<u>(80)</u>
Subtotal	4,374	4,715	4,715
<b>3. <u>Equipment rental, space, and other operating costs</u></b>			
A. Lease of hardware	110	110	110
B. Lease of software	0	0	0
C. Space	190	190	190
D. Supplies and other	<u>165</u>	<u>175</u>	<u>175</u>
Subtotal	465	475	475
<b>4. <u>Commercial services</u></b>			
A. ADPE time	0	120	120
B. Voice communications	259	300	300
C. Data communications	34	45	45
D. Operations and maintenance	94	125	125
E. Systems analysis, programming & design	150	150	150
F. Studies and other	0	0	0
G. Significant use of information technology	<u>0</u>	<u>0</u>	<u>0</u>
Subtotal	537	740	740
<b>5. <u>Inter-agency services</u></b>			
A. Payments	1,572	928	928
B. Offsetting collections	<u>0</u>	<u>0</u>	<u>0</u>
Subtotal	1,572	928	928
<b>6. <u>Intra-agency services</u></b>			
A. Payments	0	0	0
B. Offsetting collections	<u>0</u>	<u>0</u>	<u>0</u>
Subtotal	0	0	0

**REPORT ON OBLIGATIONS FOR INFORMATION TECHNOLOGY SYSTEMS  
SELECTIVE SERVICE SYSTEM  
(In thousands of dollars)**

	FY 2004 <u>Actual</u>	FY 2005 <u>Estimate</u>	FY 2006 <u>Estimate</u>
7. <u>Other services</u>			
A. Payments	0	0	0
B. Offsetting collections	<u>0</u>	<u>0</u>	<u>0</u>
Subtotal	0	0	0
<u>Totals</u>			
Total obligations	7,291	7,083	7,083
Workyears	(80)	(80)	(80)

**SELECTIVE SERVICE SYSTEM  
MAJOR INFORMATION TECHNOLOGY ACQUISITION PLANS  
2004 - 2006  
(in thousands of dollars)**

Item: **Purchase of Hardware**

	FY <u>2004</u>	FY <u>2005</u>	FY <u>2006</u>
Obligations:	202	150	150

Description: Purchase of IT equipment to include updates and replacement cost of terminals, servers, routers and minor modernizations as described in the ITAP. The SSS anticipates automated enhancements of significant costs in out years. The Agency is in the process of examining its IT architecture to satisfy current and anticipated needs. The estimated additional obligations for the out years will be determined when the IT Business Case results are adopted.

Item: **Lease of Equipment**

	FY <u>2004</u>	FY <u>2005</u>	FY <u>2006</u>
Obligations:	110	110	110

Description: Leasing of an industrial laser printer for letter production at the Data Management Center (DMC).

Item: **Commercial Services**

	FY <u>2004</u>	FY <u>2005</u>	FY <u>2006</u>
Obligations:	537	740	740

Description: Routine on-going expenses related to leased telecommunications services, maintenance of IT equipment, data entry services, and a more secure, advanced computer technology in concert with the Agency's ITAP. New technological applications are fundamental to expanding automated requirements and interfaces to support customer services mandated for communications via electronic media versus paper. The SSS anticipates automated enhancements of significant costs in out years. The Agency is in the process of examining and expanding its IT architecture to satisfy current and anticipated needs. The estimated additional obligations for the out years will be determined when the IT Business Case results are adopted. Initial investment costs will increase significantly; however, the long-term effect will produce a marked overall decrease in spending.