

# BUDGET JUSTIFICATION

**Fiscal Year 2009**  
**Selective Service System**



THIS NOTE IS LEGAL TENDER  
FOR ALL DEBTS, PUBLIC AND PRIVATE

*Anne Escobedo Cabral*  
Treasurer of the United States.

2009

**PERFORMANCE BUDGET**





THE DIRECTOR OF SELECTIVE SERVICE  
Arlington, Virginia 22209-2425

February 6, 2008

The Honorable Jose' E. Serrano  
Chairman, Subcommittee on Financial Services and  
General Government  
Committee on Appropriations  
U.S. House of Representatives  
B-300 Rayburn House Office Building  
Washington, D.C. 20515-6027

Dear Mr. Chairman:

Forwarded herewith is the Selective Service System's (SSS) Fiscal Year 2009 Budget Submission in the amount of \$22,000,000. Although you will notice a straight line budget for this year, SSS continues its mission of registering young men as required by law and is prepared to reinstate conscription when directed by the President and Congress.

The Agency is achieving and maintaining high registration compliance rates. Though virtually all men ages 18 through 25 are obligated by federal law to be registered with Selective Service, recent experience showed that by calendar year (CY) 2000, the national compliance rate had eroded to 88 percent. Since then, compliance has since risen steadily to approximately 93 percent at the end of CY 2006. This is due in large part to the Agency's aggressive Internet-link, registration improvement programs and the enactment of supportive laws in 36 states, 3 territories and the District of Columbia linking registration with a man's application for a driver's license or state identification card. SSS is now maintaining this compliance rate, given a no-growth budget and other priorities. Additionally, the ongoing registration program continues to provide direct support to U.S. Armed Forces recruiting. Every man who registers with Selective Service is mailed an acknowledgment that also contains a Department of Defense brochure and response card encouraging him to volunteer for military service.

SSS has undertaken a major initiative to upgrade and overhaul our core information systems technology. This substantial effort will provide the Agency with real-time data processing capabilities and is intended to significantly reduce the manual staff interaction previously required to process all of our incoming and outgoing data feeds. The successful and timely completion of this "Mainframe Migration & Modernization" project will enable the Agency to decrease our operating and maintenance costs, ensure system compliance with all federal security and information technology requirements, as well as increase the technical capabilities of our applications allowing for a seamless integration with all other systems/data throughout our Agency enterprise architecture.

To compensate for a reduced budgetary trend over the last three years while operating costs have escalated, SSS continues to reduce the number of part-time military officers assigned and to condense all field training.

I am grateful for the continuing support of the U.S. Congress and would be pleased to discuss any of these issues with you at your convenience.

Sincerely,

A handwritten signature in black ink that reads "William A. Chatfield". The signature is written in a cursive, flowing style.

William A. Chatfield

Enclosure



THE DIRECTOR OF SELECTIVE SERVICE  
Arlington, Virginia 22209-2425

February 6, 2008

The Honorable Richard J. Durbin  
Chairman, Subcommittee on Financial Services and  
General Government  
Committee on Appropriations  
U.S. Senate  
SD-184 Hart Senate Office Building  
Washington, D.C. 20510

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**SELECTIVE SERVICE SYSTEM  
FY 2009 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 Component 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 by SSS local boards as conscientiously opposed to any form of military service.

In peacetime, the Agency is 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 the higher the national registration compliance rate, the more fair and equitable any future draft would be for each registered individual. 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 states, counties, and cities have conditioned eligibility for government programs and benefits upon a man being in compliance with the SSS registration requirement. These programs and benefits include student loans and grants, government jobs, job training, driver's licenses or state identification cards, and U.S. citizenship (for registration age immigrant men who are not yet citizens). Thirty-six states, three 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.

## **Current and Future Operating Conditions**

The Agency will be supported with a workforce of 136 full-time equivalent (FTE) employees that will be responsive to our client, the DoD, as well as to the public. Its workforce will be augmented by approximately 150 part-time Reserve Force Officers (RFOs), and 56 part-time State and Territorial Directors. This staffing level for present-day peacetime missions differs significantly from the level that would be required 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. 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**

The SSS seeks continuous improvements to its operations through an array of programs and policy changes based on the President's Management Agenda (PMA). Each change demonstrates the Agency's commitment to a more effective and efficient management style, measured operational readiness, and enhanced modernization as outlined in the Agency's Strategic Plan. This plan prioritizes SSS activities and forms the basis for long-and short-term management and resource decisions. The Agency has realigned its processes, integrating its human capital and organizational structure to ensure that it is more capable and responsive to the manpower needs of the DoD.

During FY 2009, the SSS will continue to utilize e-commerce initiatives to improve the Agency's procurement and financial processes by utilizing the integrated financial management system. Under an agreement with the General Services Administration (GSA), SSS continues its implementation of the integrated eTravel program. SSS expects to complete the rollout of the new government-wide ID card system, under Homeland Security Presidential Directive 12. The Agency continues to utilize the e-Quip system for security clearances and will participate in the OPM-sponsored e-OPF project.

The Agency continues to expand upon workforce development strategies and the implementation of a human capital management plan that will close gaps in mission-critical skills, knowledge, and competency. Additionally, the GoLearn.gov e-training system continues to provide employees and managers with the required performance support tools necessary to assist them in meeting the training needs of the Agency's workforce. Finally, telework and flexhours programs are utilized extensively across the entire Agency: in particular, over 75 percent of all permanent positions have been designated as telework eligible and over 50 percent of the staff telework on either a regular basis or for temporary projects. The Agency is exploring further initiatives aimed at improving the work-life aspects of the job environment, to heighten morale and enhance job performance, and to improve recruitment and retention efforts.

## **Organizational Imperatives**

### **Missions:**

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

- To furnish personnel to the DoD for military service during a national emergency, when directed by the Congress and the President.
- 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 to provide personnel in the numbers and timeframes required by the DoD and to implement an Alternative Service Program for conscientious objectors. Reinstatement of a draft requires Congressional and Presidential 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 150 part-time RFOs and over 10,000 part-time volunteer citizens recruited and trained in the responsibilities of adjudicating registrant claims and appeals.

This Budget Justification for FY 2009 supports an attainment of the following goals:

### **GOAL 1: *ENSURE PREPAREDNESS AND THE CAPACITY TO PROVIDE TIMELY MANPOWER TO THE DOD DURING A NATIONAL EMERGENCY.***

In the event of a mobilization, the SSS will hold a national draft lottery, contact those registrants who have been selected via the lottery, and arrange their transportation to a Military Entrance Processing Station (MEPS). This procedure would be followed for a mobilization of trained health care specialists and/or untrained personnel.

Once notified of the results of their evaluation at the MEPS, any registrant who has been found qualified for military service may choose to file a claim for exemption, postponement, or deferment. If a claimant is re-classified as a conscientious objector (CO), he has a requirement to serve for 24 months in a non-military capacity contributing to the health, welfare, and safety of the U.S. The SSS will place these workers with non-military employers and track the progress of their service.

### **Objective 1: *Be prepared to call, classify, and deliver personnel.* *(\$4.4 Million)***

The purpose of the Personnel Delivery System is to randomly select registrants via lottery, contact those registrants that have been selected, and arrange for their delivery to the MEPS. The lottery addresses the need for a random selection sequence, while the personnel delivery function addresses the need to deliver those individuals selected into the military's induction system.

**Strategic Objective 1.1.1:** Be prepared to deliver personnel when needed.

Maintain the Agency's Readiness Plans which include the Call and Deliver, Reclassify, Alternative Service, and the Lottery Standard Operating Procedures.

**Strategic Objective 1.1.2:** Be prepared to ensure timely and consistent handling of claims.

Be prepared to activate State Headquarters, Area Offices, and SSS Board Members to timely, fairly, and equitably process reclassification claims.

**Strategic Objective 1.1.3:** Be prepared to implement an Alternative Service Program.

FY 2009 Annual Performance Goal:

Increase membership in the Alternative Service Employer Network through initiatives undertaken by its State Directors and RFOs at the local level.

**Objective 2: Ensure acceptable registration compliance rates. (\$17.6 Million)**

Registration is a crucial component of any future induction which furnishes personnel to the DoD in the event of a national emergency in a fair and equitable manner. The higher the national registration compliance rate, the more fair and equitable any future draft would be for each registered individual.

**Strategic Objective 1.2.1:** Maintain registration rates of at least 90 percent or above for eligible males 18-25.

FY 2009 Annual Performance Goal:

Attain registration rate above 90 percent for eligible males 18-25.

**Strategic Objective 1.2.2:** Maximize the use of electronic registration methods.

Increase the percentage of electronic and automatic registrations (through sources such as DLL, internet and telephone registrations) to reduce the cost of each registration, thereby increasing the cost effectiveness of the overall registration process.

FY 2009 Annual Performance Goal:

Obtain 83 percent of registrations electronically.



**GOAL 2: ENSURE MANAGEMENT EXCELLENCE.**

To advance the PMA, SSS is developing technology upgrades of Agency hardware, software, and systems to enhance efficiencies. A comprehensive plan to ensure alignment and integration among its human capital management, financial, operational, information technology, and logistical processes is underway. The Agency's Integrated Financial Management System will allow alignment of budgetary resource expenditures with SSS goals and objectives.

**Objective 1: Efficient and effective resource and procurement management.**

Continue improving policies, procedures, and standards to better align Agency operations with the PMA.

**Strategic Objective 2.1.1:** Improve the effectiveness and efficiency of human capital management.

FY 2009 Annual Performance Goal:

Complete implementation of the Strategic Human Capital Management Plan.

Complete implementation of the Homeland Security Presidential Directive (HSPD-12) initiative.

**Objective 2: Efficient and effective financial management.**

Continue improving policies, procedures, and standards to better align Agency operations with the PMA. Under the auspices of the Accountability of Tax Dollars Act of 2002, SSS seeks a "clean audit" opinion.

**Strategic Objective 2.2.1:** Improve the effectiveness and efficiency of financial activities.

FY 2009 Annual Performance Goal:

Update the Fiscal Manual.

**Strategic Objective 2.2.2:** Align budgeted funds with performance expectations.

FY 2009 Annual Performance Goal:

Continue Performance and Budget integration.

**Objective 3:           Effective and efficient information technology (IT) management.**

The IT focus will be completing the modernization of the technical environment of the Agency guided by the PMA, Government Performance Results Act, Information Technology Management Results Act, Federal Information Security Management Act (FISMA), and other statutory and/or regulatory requirements. This objective requires a secure, technically advanced information environment.

**Strategic Objective 2.3.1:**           Improve the effectiveness and efficiency of technical operations.

FY 2009 Annual Performance Goals:

Continue the development and implementation of the registration modernization project.

Ensure compliance with FISMA requirements and reporting tasks, as well as protecting personal identification information entrusted to SSS.

**Objective 4:           Effective and efficient management of communications with the public.**

SSS faces the ongoing paradoxical challenge of public concern: (a) the more communications made, the greater the public concern about an imminent draft, and, (b) the less SSS says, the greater the amount of misinformation available. Consequently, all efforts are focused upon reaching our two audiences (the young men themselves and their influencers), maintaining or increasing registrations, and expanding public understanding of the Agency's missions.

**Strategic Objective 2.4.4:**           Provide accurate communications with diverse customers in a timely manner.

FY 2009 Annual Performance Goals:

Improve response times, in accordance with provisions of the Agency's Administrative Services Manual, for all types of responses: White House, congressional, media, Freedom of Information Act and Privacy Act customers, registrants, and the general public.

**SUMMARY OF PROGRAM COSTS**  
**FY 2007 - FY 2009**  
(in thousands of dollars)

	<b>FY 2007 Actual</b>	<b>FY 2008 Appropriated</b>	<b>FY 2009 Estimate</b>
<b>Goal #1</b>	\$23,769	\$22,000	\$22,000
<b>Goal # 2</b>	\$0	\$0	\$0
<b>Total</b>	<b>\$23,769</b>	<b>\$22,000</b>	<b>\$22,000</b>
<b><u>FTE Requested</u></b>	136	136	136

\* The first goal is related to our statutory mission and all funding contained in this FY 2009 Performance Budget Justification is associated with program activities in support of this goal. The second goal is an enabling goal related to improving management support of the first goal. Therefore, program costs are not provided separately for it.

**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. 5901-5902; hire of passenger motor vehicles; services as authorized by 5 U.S.C. 3109; and not to exceed \$750 for official reception and representation expenses; \$22,000,000: *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. *Consolidated Appropriations Act, 2008, P.L. 110-161*

**SELECTIVE SERVICE SYSTEM  
PROGRAM AND FINANCING SCHEDULE  
(In thousands of dollars)**

	FY 2007	FY 2008	FY 2009
	<u>Actual</u>	<u>Appropriated</u>	<u>Estimate</u>
Identification code 90-0400-0-1-054			
<b>Obligations by program activity:</b>			
00.01 Direct program	23,769	22,000	22,000
01.01 Reimbursable program	334	350	350
10.00 Total obligations	24,103	22,350	22,350
<b>Budgetary resources available for obligation:</b>			
22.00 New budget authority (gross)	25,195	22,350	22,350
22.30 Unobligated Balance Lapsing	-708	0	0
23.95 New obligations	24,487	22,350	22,350
<b>New budget authority (gross), detail:</b>			
<b>Current:</b>			
40.00 Appropriation (definite)	24,850	22,000	22,000
43.00 Appropriation (total)	24,850	22,000	22,000
<b>Changes in unpaid obligations:</b>			
72.99 Total unpaid obligations, start of year	7,995	7,325	7,858
73.10 New obligations	23,307	22,350	22,350
73.20 Total outlays (gross)	-23,972	-21,817	-21,236
73.40 Adjustments to expiring accounts	-5	0	0
74.99 Total unpaid obligations, end of year	7,325	7,858	8,972
<b>Outlays (gross) detail:</b>			
86.90 Outlays from new current authority	19,337	15,845	15,839
86.93 Outlays from current balance	4,635	5,972	5,397
86.97 Outlays from new permanent authority	0	350	350
87.00 Total outlays (gross)	23,972	22,167	21,586
<b>Offsets:</b>			
<b>Against gross budget authority and outlays:</b>			
88.00 Offsetting collections (cash) from Federal sources	159	350	350
<b>Net budget authority and outlays:</b>			
89.00 Budget authority	24,850	22,000	22,000
90.00 Outlays	23,813	21,817	21,236



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

	FY 2007	FY 2008	FY 2009
	<u>Actual</u>	<u>Appropriation</u>	<u>Estimate</u>
Identification code 90-0400-0-1-054			
Personnel compensation:			
11.1 Full-time permanent positions	9,270	9,654	9,992
11.3 Positions other than permanent	643	643	643
11.5 Other personnel compensation	79	111	111
11.8 Special personal services pymts	2,770	2,484	2,147
11.0 Total personnel compensation	12,762	12,892	12,893
12.0 Personnel benefits: civilian	2,566	2,674	2,762
<b>Total Compensation</b>	<b>15,328</b>	<b>15,566</b>	<b>15,655</b>
21.0 Travel & transportation of persons	361	361	361
22.0 Transportation of things	2	3	3
23.1 Rental payments to GSA	716	594	594
23.2 Rent, non-Federal	185	208	208
23.3 Communications, utilities, and miscellaneous charges	2,158	1,842	1,842
24.0 Printing and reproduction	701	500	500
25.0 Other services	3,290	2,589	2,500
26.0 Supplies and materials	271	237	237
31.0 Equipment	757	100	100
99.0 Subtotal, direct obligations	23,769	22,000	22,000
99.0 Reimbursable obligations (DoD Recruiting)	336	350	350
99.9 Total obligations	24,105	22,350	22,350

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

Identification code 90-0400-0-1-054	FY 2007 Actual	FY 2008 Estimate	FY 2009 Estimate
Total number of full-time permanent positions:	130	130	130
Total compensable workyears:			
Full-time equivalent employment	136	136	136
Full-time equivalent of overtime and holiday hours	0	0	0
Average ES salary	\$154,086	\$156,550	\$161,247
Average GS grade	11.7	11.7	11.7
Average GS salary	\$69,911	\$72,812	\$74,997
Average salary of ungraded position	\$49,468	\$41,106	\$42,339

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

	FY 2007 Actual	FY 2008 Appropriated	FY 2009 Estimate
1. Capital Investment			
A. Purchase of hardware	245	40	40
B. Purchase of software	440	47	47
C. Site or facility	<u>0</u>	<u>0</u>	<u>0</u>
Subtotal	685	87	87
2. Personnel			
A. Compensation, benefits, and travel	5,870	6,113	6,297
B. Workyears	(63)	(63)	(63)
3. Equipment rental, space, and other operating costs			
A. Lease of hardware	80	80	80
B. Lease of software	0	0	0
C. Space	230	230	230
D. Supplies and other	<u>45</u>	<u>45</u>	<u>45</u>
Subtotal	355	355	355
4. Commercial services			
A. ADPE time	153	153	153
B. Voice communications	55	55	55
C. Data communications	55	55	55
D. Operations and maintenance	0	0	0
E. Systems analysis, programming & design	0	0	0
F. Studies and other	0	0	0
G. Significant use of information technology	<u>0</u>	<u>0</u>	<u>0</u>
Subtotal	263	263	263
5. Inter-agency services			
A. Payments	1,347	1,497	1,497
B. Offsetting collections	<u>0</u>	<u>0</u>	<u>0</u>
Subtotal	1,347	1,497	1,497
6. Intra-agency services			
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 2007 Actual	FY 2008 Appropriated	FY 2009 Estimate
7. Other services			
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	8,520	8,315	8,499
Workyears	(63)	(63)	(63)

**SELECTIVE SERVICE SYSTEM  
MAJOR INFORMATION TECHNOLOGY ACQUISITION PLANS  
Fiscal Years 2007 through 2009  
(in thousands of dollars)**

**Purchase of Hardware**

	<u>FY 2007</u>	<u>FY 2008</u>	<u>FY 2009</u>
Obligations:	245	40	40

Description: Funding includes limited updates to technical equipment based upon age, usage, and criticalness to current Agency operations.

**Lease of Equipment**

	<u>FY 2007</u>	<u>FY 2008</u>	<u>FY 2009</u>
Obligations:	80	80	80

Description: Funding is for leasing at the Data Management Center of: (a) an industrial laser printer for letter production; (b) an inserter/sorter.

**Commercial Services**

	<u>FY 2007</u>	<u>FY 2008</u>	<u>FY 2009</u>
Obligations:	263	263	263

Description: Routine on-going expenses related to leased telecommunications services, maintenance of IT equipment, and data entry services. SSS will continue to work with contracted vendors to execute complete redesign of all of its existing mainframe applications and migrate all of its mainframe data from a COBOL, CICS, batch JCL, VSAM, and SAS SYSTEM 2000 computing environment to an environment in alignment with the standards profile, the Agency's enterprise architecture. The purpose of this rewrite/migration will be to decrease operating and maintenance costs, ensure system compliance with all Federal Security (FISMA, NIST, etc.) and Information Technology requirements (Clinger Cohen Act, Paperwork Reduction Act, etc.), increase technical capabilities of the applications, and allow seamless integration with the other systems/data throughout the Agency's enterprise architecture.