



Internal Revenue Service Inflation Reduction Act Industry Day

Presented by the Transformation and Strategy Office

February 27, 2024





Opening Remarks



Guy Torres
Deputy Chief
Procurement Officer
(DCPO)



Rules of Engagement



Place mobile devices on mute.



Unless you have an IRS badge, you will need to be escorted to and from the restrooms. Look for a member of the Government team (someone with 'Volunteer' on their name badge) and they will be happy to help you.



Any questions, comments, or recommendations not addressed over the next two days may be submitted via email to IRS.Industry.Liaison.and.Engagements@irs.gov (with subject line – Q4IRA-Day 1) or by handing the note cards that you received at registration to anyone on our Government team.



Limit conversation during presentations.



This event will serve as a means of market research. Industry partners are encouraged to engage with the respective Government points of contact beyond this event.



Event slides, Q&As, and attendees list will be posted to the original SAM.gov



In the event of an emergency, please exist out the two front doors and walk to the parking lot.



Purpose and Goals

Purpose

To provide advance planning information to industry and exchange useful information.

Goals

- ❖ Ensure synergy between IRS and industry representatives
- ❖ Communicate projected program requirements and schedules
- ❖ Provide updates to industry on future program developments and acquisitions
- ❖ Incorporate industry developments and feedback into the development process
- ❖ Identify areas of improvement for the IRS to enhance communications with industry



Agenda

Time	Topic	Presenter
7:30 – 9:00 AM	Registration and Check-in	
9:00 – 9:20 AM	Opening Remarks	Guy Torres, Deputy Chief Procurement Officer (DCPO) Rajiv Uppal, Chief Information Officer (CIO)
9:20 – 9:45 AM	Internal Revenue Service (IRS) Inflation Reduction Act (IRA) Strategic Operating Plan (SOP) Priorities and TSO Overview	David Padrino, Chief Transformation and Strategy Officer (CTSO)
9:45 AM – 10:00 AM	Break	
10:00 AM – 3:45 PM (Lunch 11:30 AM – 1:00 PM)	Projected Procurement Opportunities Within Transformation Topics and Q&A	Mabeline Baldwin, Susan Simon, Tina Dix, JC Garnish, Tracy Lee, Sheila Eason, Christine Harwood
3:45 – 3:50 PM	Closing Remarks	Todd Anthony, Chief Procurement Officer (CPO)
3:50 – 5:00 PM	Networking Hour	



Disclaimer

- ❖ **The information presented today is for informational purposes only.**
- ❖ **The content herein is for planning purposes only, and does not constitute a pre-solicitation notice, an invitation for bid, or request for proposal (quote).**
- ❖ **The presentations do not constitute final versions of the Government's requirements. All planned procurements are subject to revisions and/or cancellation.**
- ❖ **Any requirement that is currently an active solicitation or under source selection will not be further discussed and questions shall be addressed to the Contracting Officer (CO).**
- ❖ **The IRS intends to provide industry with the latest and most accurate information possible during this event. However, we recognize that sometimes errors are made. To minimize and to correct any errors, the IRS will collect all questions asked during this event, review them and provide the responses to all questions and we will post our responses on SAM.gov. Those responses will supersede any previous response provided during the event.**



Opening Remarks



Rajiv Uppal
Chief Information
Officer (CIO)



IRS IRA Standard Operating Plan Priorities (SOP) and Transformation Strategy Office (TSO) Overview



**Speaker:
David Padrino**



IRS Transformation – Understanding Our Moment

Delivering Against Roadmap Outcomes Ushers in a New Era

	From	To
Digitalization	Unprocessed paper returns filling hallways and cafeterias.	A digitalized tax system and an end to paper backlogs.
Fairness in Enforcement	Being increasingly unable to assess and collect taxes owed for the wealthiest taxpayers, largest companies and complex partnerships.	Leveraging new methods and tools to address fairness in enforcement, recovering billions owed.
		Shifting focus to outreach and support to increase access to those eligible for benefits.
Live Assistance	Taxpayers spending hours on hold listening to elevator music.	When you need help, we are available.



IRS Transformation – Understanding Our Moment

Delivering Against Roadmap Outcomes Ushers in a New Era

	From		To
Self-Service	Lagging behind what taxpayers expect from a modern online experience.	➔	The option to address all of your tax-related needs with us online if you choose.
Notifications & Early Issues Identifications	Confusing, long notices that leave taxpayers unsure of what to do.	➔	Clear and concise notices that lay out next steps in plain language.
	Vulnerable populations on their own as scam artists seek to exploit them.	➔	Stepping in to disrupt and dismantle scams and provide support for victims.
Employee Tools	A workforce starved of the resources and support needed to meet taxpayer needs.	➔	A fully equipped, empowered and engaged workforce ready to serve taxpayers.



The Transformation and Strategy Office (TSO)

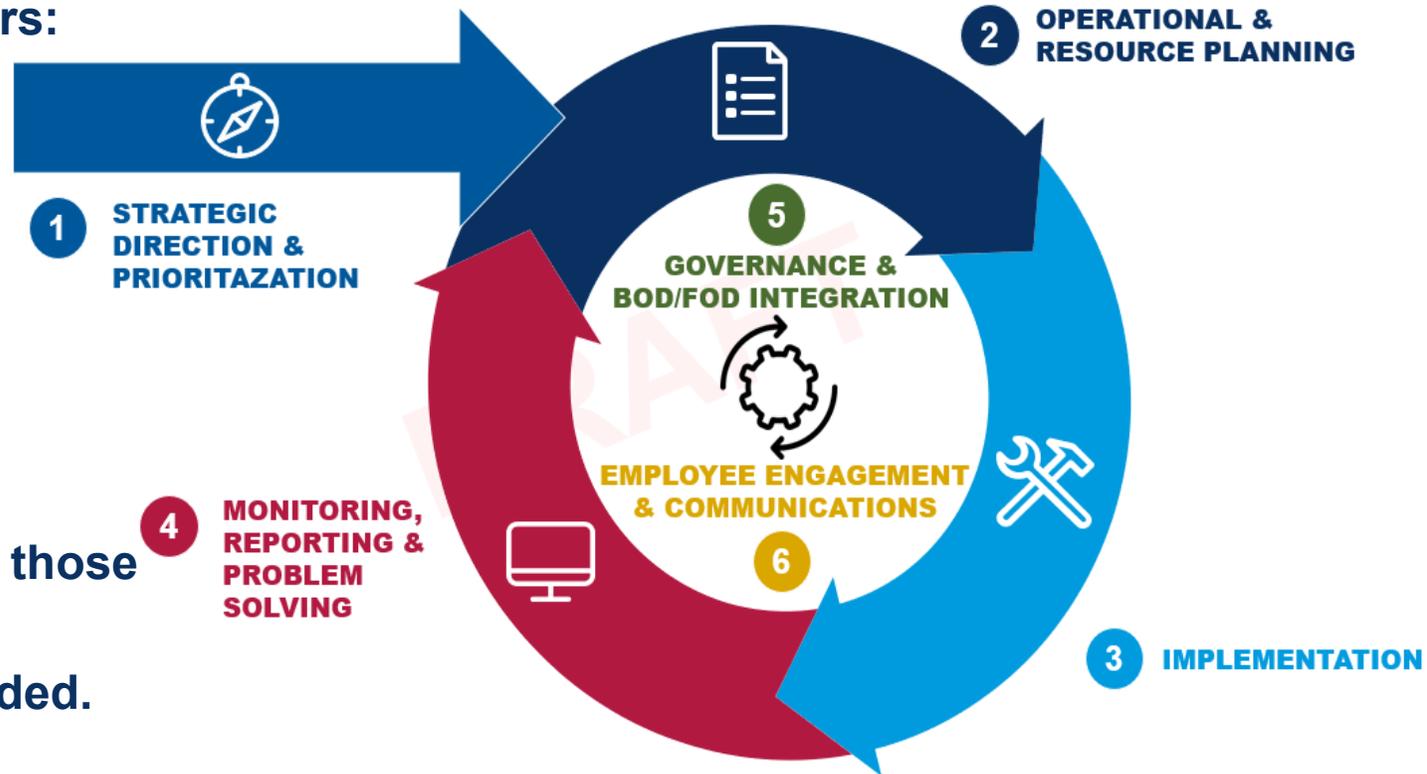
IRS established the Transformation and Strategy Office (TSO) with the mission to successfully catalyze the transformation of IRS.

TSO is organizing around three functional pillars:

- Strategic Integration
- Culture and Communications
- TSO Operations

TSO is implementing a rigorous program management approach which will:

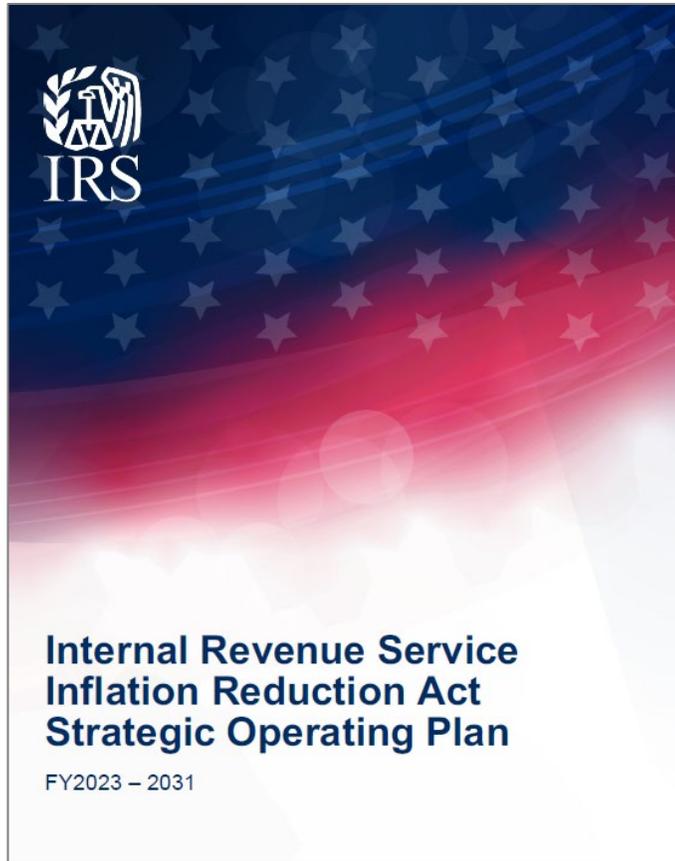
- Establish clear priorities.
- Align resources and operational planning to those priorities.
- Monitor progress and course correct as needed.
- Keep stakeholders updated on progress.





IRA Strategic Operating Plan (“the SOP”)

Provides the Overall Vision



- **Both high-level vision and key areas of focus for IRA spend**
- **5 Objectives**
- **42 Initiatives**
- **500 Projects initially envisioned**



IRA Outcomes and Key Results

Drafted to Provide the Next Level of Detail to the IRA SOP

■ Strategic Operating Plan
■ Roadmap

IRA Strategic Transformation

Taxonomy

Examples

IRA Objectives



Objective 1:
Dramatically improve services to help taxpayers meet their obligations and receive the tax incentives for which they are eligible.

IRA Outcomes



Outcome:
Provide taxpayers easy-to-use digital channels for receiving information from and submitting information to the IRS in line with commercial expectations (e.g., banks, insurers).

Initiatives and Projects



Initiative 1.2:
Expand digital services and digitalization.
Project 1.2.1:
Create digital forms.

Milestones with Key Results



Milestone 1.2.1.x:
For FS 25, 150 priority non-tax forms will have modern, mobile-friendly formats Digital and Mobile Adaptive Forms (DMAF) that make them easy for taxpayers to complete.



Priority Outcomes (Top 12 of ~35), cont.

For the Next 18-24 Months

Digitalization

Paper that taxpayers choose to send to IRS is digitized at the point of receipt.

Once digitized, information is processed throughout the IRS in a digitally optimized manner.

Employee Tools

Employees have the hardware, software and supplies needed to deliver effective and efficient results to taxpayers.

Self-Service

Individual taxpayers can perform most required interactions with the IRS through their Individual Online Account.

Tax professionals can perform most required interactions with the IRS through their Tax Professional Online Account.

Businesses can perform most required interactions with the IRS through their Business Online Account.

Advanced Analytics

As we transform, we will be able to more easily harness data and analytics to drive operations and decision-making. This means faster issue resolution for taxpayers because of better data storage and access and improved abilities to detect and address noncompliance.



Priority Outcomes (Top 12 of ~35)

For the Next 18-24 Months

Fairness in Enforcement

IRS expands enforcement for priority taxpayer segments by increasing total trained staff and making compliance work more efficient with new tools and processes.

Taxpayers realize improved fairness in enforcement through new, dedicated programs and improved analytics.

Live Assistance

When taxpayers call the IRS, they reach an agent in a timely manner and have high levels of satisfaction with the interaction.

Simultaneous to call center improvements, paper processing speeds are kept at high levels.

Notifications & Early Issues Identification

IRS uses advanced analytics, government and external partner expertise to proactively identify and rapidly minimize the impact of tax scams.

Taxpayer notices are easy to understand and meet taxpayer needs.

Foundational IT

IRS will partner with our customers to modify how we deliver IT across the enterprise.

We will modernize the IT infrastructure, implement and leverage common platforms, retire legacy applications and consolidate and improve access to/use of data.



Three Key Messages from Today's Event



This is a transformation of an airplane that is flying

- We are in the peak of filing season but still going strong on transformation.
- It will require both the deep understand of IRS current state and operations.
- It will also require new ideas and capabilities from a whole new set of vendors.



We need help from industry

- In executing against the problems that we know how to solve...
- ...and shaping our thinking on how to approach problems we do not know how to solve (new techniques, new tools, new people).



The breadth of the IRA portfolio is immense and highly interrelated

- IRA efforts will touch all aspects of the IRS from taxpayer service to compliance case selection and planning.
- We need you to both execute in your lanes, but also help us understand where value can be gained by integrating work across the enterprise.



Transformation Topics

Fairness in Enforcement

Innovative tools and methodology to expand enforcement for high-income, complex filers.



**Speaker:
Mabeline Baldwin**

PANEL



Eric Cirelli



Nancy Wiltshire



Robert Malone



Fairness in Enforcement

Innovative Tools and Methodology to Expand Enforcement for High-Income, Complex Filers

Overview

We will increase fairness for all taxpayers by:



Focusing more resources on high-priority taxpayer segments, namely large partnerships, large corporations and high income and high-wealth individuals.



Providing Revenue Agents with access to timely quality data and tools to ensure success.



Fairness in Enforcement

Innovative Tools and Methodology to Expand Enforcement for High-Income, Complex Filers

High-Priority Taxpayer Segments:



Large corporations - We are looking to refine our approaches for enforcement in this area and explore new treatments using data and analytics.



Partnerships - The top three things to promote compliance of partnerships and partners: enhance data (complete, transparent, timely); improve staff expertise; develop tools to analyze returns and understand risk and relationships.



High income and high wealth individual tax filings - Develop a comprehensive and agile strategy using advanced analytics, increased early engagement opportunities, taxpayer education and post-filing interactions.



Other areas where the IRS is looking to expand enforcement include non-income tax (employment, estate and gift, and excise tax), as well as high risk and emerging issues (such as digital asset transactions, listed transactions and certain international issues).



Fairness in Enforcement

Innovative Tools and Methodology to Expand Enforcement for High-Income, Complex Filers

Projected Contracting Opportunities

* RFI posted.

Name	Brief Description	Dollar Range	Target Award Date
Training and Advisory Services*	Assess existing training, create new training and provide advisory services to ensure fairness in enforcement.	\$7 - \$10M	Q3 FY24
Interactive Job Aid for pass-through agents	Create a tool using the Form 1065, Partnership Return, that allows agents and specialists to select a line of the return and access a variety of resources to audit that item. A contractor is sought to provide a full-spectrum solution to achieve the desired outcome.	TBD	Q4 FY24



Fairness in Enforcement

Innovative Tools and Methodology to Expand Enforcement for High-Income, Complex Filers

Projected Contracting Opportunities

Name	Brief Description	Dollar Range	Target Award Date
Scholars Program – Transfer Pricing	Develop curriculum, deliver instruction, develop and evaluate student deliverables (homework, practice sets, etc.), develop and proctor initial examination for new internal scholar program (SP). SP classes will be similar to graduate level courses and permit employees to earn a certificate in the technical area of Transfer Pricing. Courses will prepare current employees to better service large, and often highly technical, corporate taxpayers. Training, coupled formal certification, will enable employees to better market themselves for future specialized technical positions in Treaty and Transfer Pricing Operations thereby enhancing employee engagement and retention.	TBD	Q3 FY24



Fairness in Enforcement

Innovative Tools and Methodology to Expand Enforcement for High-Income, Complex Filers

Projected Contracting Opportunities

Name	Brief Description	Dollar Range	Target Award Date
Scholars Program – Cross Border Activities	Develop curriculum, deliver instruction, develop and evaluate student deliverables (homework, practice sets, etc.), develop and proctor initial examination for new internal scholar program. SP classes will be similar to graduate level courses and permit employees to earn a certificate in the technical area of Cross Border Activities. Courses will prepare current employees to better service large, and often highly technical, corporate taxpayers. Training, coupled formal certification, will enable employees to better market themselves for future specialized technical positions in LB&I Cross Border Activities Practice Area thereby enhancing employee engagement and retention.	TBD	Q3 FY24
Materiality Automated Tool	Automated tool to assist in determining materiality threshold of a tax return using both quantitative and qualitative factors.	TBD	Q3 FY24



Fairness in Enforcement

Innovative Tools and Methodology to Expand Enforcement for High-Income, Complex Filers

Projected Contracting Opportunities

Name	Brief Description	Dollar Range	Target Award Date
Virtual Library Evaluation	Contract Assistance in evaluating virtual library for examinations. Evaluation of content and ability to navigate library successfully to find answers. Contractor to provide solutions to improve content and navigation. Solution to make virtual library more interactive tool.	TBD	Q4 FY24
CAS Evaluation (Training and Practices and Procedures)	Evaluation of existing training for new and current LB&I Computer Audit Specialists (CAS) as well as an evaluation of the current CAS program to ensure that it is employing current best practices and using the most efficient and accurate way to acquire taxpayer accounting system data, analyze, visualize and drill down on accounting data obtained in examination of taxpayers. Contractor to provide evaluation, recommendations and development of additional training.	TBD	Q4 FY24



Fairness in Enforcement

Innovative Tools and Methodology to Expand Enforcement for High-Income, Complex Filers

Projected Contracting Opportunities

Name	Brief Description	Dollar Range	Target Award Date
AI-enabled Tax Research Tools	We are interested in purchasing a commercial off-the-shelf (COTS) product providing next-generation tax and legal research tools that make use of AI. Vendor would provide training on the tool for user.	\$100k - \$150k for 25 annual licenses & \$40k - \$50k annual user training	Q2 FY25
Digital Assets Initiative	IRA Initiative 3.6, Tax Filing Priority- Pursue appropriate enforcement for complex, high-risk and emerging issues. Requesting work order driven consulting services to support examination activities involving digital assets. Specifically, consulting services will assist the IRS in calculating taxpayers' taxable gains and/or deductible losses resulting from digital assets transactions.	\$10 - \$50M	Q2 FY25



Live Assistance

Solutions and services to provide taxpayers with best-in-class customer service.



**Speaker:
Susan Simon**

PANEL



John Lyons



Courtney Rasey



Kevin Schultz



Live Assistance

Provide Taxpayers with Best-in-Class Customer Service



Live Assistance includes services to taxpayers in person, by telephone, through expanded channels such as voice and chat bots and through trusted partner organizations. The goal is to provide best-in-class customer services to taxpayers through the channel they are most comfortable with, at the time and place that they select.



To date, the IRS has increased service channels with the implementation of voice and chat bots, increased the level of service provided through telephone assistors, increased face-to-face hours and locations of services.



Future work will expand on these capabilities and encompass further outreach and education activities to ensure taxpayers are aware of and can obtain tax related benefits through filing methods that are convenient, safe and meet their personal needs.



Live Assistance

Provide Taxpayers with Best-in-Class Customer Service

Projected Contracting Opportunities

* RFI posted.

Name	Brief Description	Dollar Range	Target Award Date
Outreach & Education Research & Design*	The IRS seeks support to conduct outreach and education, and to expand partnerships to help taxpayers access appropriate tax credits and deductions. The IRS is looking for support to review internal policies, processes and procedures to reduce barriers and burdens for taxpayers, to measure uptake by eligible individuals and small businesses, and to recommend enterprise structure.	\$1-3M	2024
Text Messaging Opt-In education for Refundable Credits	Non-IT spending to identify channels to increase taxpayer “opt-in” for informational text messages from IRS, including a pilot project in selected communities.	\$1-3M	2024



Live Assistance

Provide Taxpayers with Best-in-Class Customer Service

Projected Contracting Opportunities

Name	Brief Description	Dollar Range	Target Award Date
"IRS, is this you?"	Non-IT spending to develop tools/process that are public facing, which allow taxpayers to confirm the authenticity of a text message from IRS via other means to prevent scams/bad actors.	\$1 – \$3M	2024
Business Authorization Solution	Authorize owners, partners and officers of a Partnership, S-Corporation, C Corporation and Non-Profit Organization to act on behalf of businesses in a real time online account.	\$1- \$100M	Unknown

Notifications

Capabilities to deliver easy-to-understand notices through expanding the use of plain language and human-centered design principles in notifications.



**Speaker:
Tina Dix**

PANEL



Fumi Tamaki



Scott Lindsey



Tom Horne



Notification Redesign

Develop Taxpayer-Centric Notices with Clear Explanations of Issues and Steps for Resolution

Overview



The IRS will send taxpayers notices they can understand, delivered in ways they prefer, with clear explanation of issues and steps to resolution.



Our focus is to ensure that we make it easier for taxpayers and tax professionals to understand the nature of potential tax issues and how to resolve those issues. With this Simplify Notices Initiative, we will:

- ✓ Employ human-centered design and incorporate feedback.**
- ✓ Apply plain language principles and accessibility design standards.**
- ✓ Streamline redesign process and technology.**
- ✓ Assess impact of redesign by testing and focus groups.**



Notification Redesign

Develop Taxpayer-Centric Notices with Clear Explanations of Issues and Steps for Resolution

Overview



Redesign the Physical Notices:

- Improve clarity and simplicity
- Eliminate SSNs
- Remove non-mandatory inserts
- Reduce length
- Personalize



Redesign to Enable Digitalization:

- Make available on Online Account
- Increase Section 508 compatibility



Notification Redesign

Develop Taxpayer-Centric Notices with Clear Explanations of Issues and Steps for Resolution

* RFI posted.

Projected Contracting Opportunities

Name	Brief Description	Dollar Range	Target Award Date
Notices Redesign and Simplification – Designer Support*	Redesign 1000+ notices and letters and develop procedure for efficient generation of notices and letters.	\$3 - 6M	Q3 2024
Expert Services for Redesign of Notices*	Advise on design and content of notices and letters, contribute to tests and focus groups, and develop a guide for redesign of future notices and letters.	\$1 – 3M	Q3 2024
Program Management System	System to be used by the IRS to manage the correspondence program, including tracking and managing the inventory of IRS notices and letters.	TBD	TBD

Early Issues Identification

Capabilities to identify issues with tax returns at the point of filing allowing taxpayers to make corrections prior to submission.



**Speaker:
JC Garnish**

PANEL



Cait DeStefano



Mike Bourque



Early Issues Identification

Identify Issues at Time of Filing

Overview

The IRS will notify taxpayers and tax professionals about potential issues and allow them to make corrections at the point of filing, reducing the need to resolve errors after filing. We will also offer real-time checks and notifications to help taxpayers claim any credits or deductions for which they may be eligible but have missed on their returns.



We will advance our ability to systematically check each electronically filed return for errors in real time, match it against available third-party and internal data and evaluate the taxpayer's eligibility for credits and deductions.

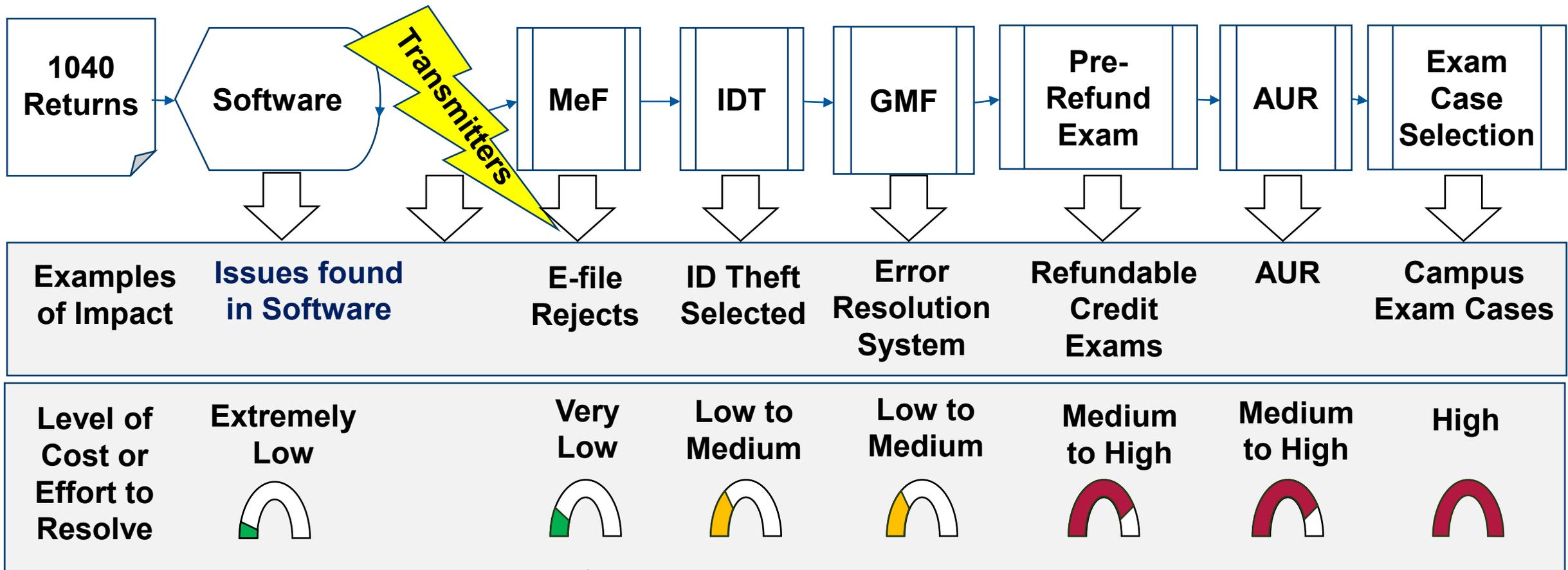


We will explain each potential issue in plain language in notifications that could be delivered to taxpayers or preparers directly or through their tax software. Each notification will include instructions on how to correct the issue and resubmit the return. If the return is not corrected, the IRS will follow its normal processes to reject or accept it. If the return is accepted, the taxpayer will still have opportunities to resolve errors later.



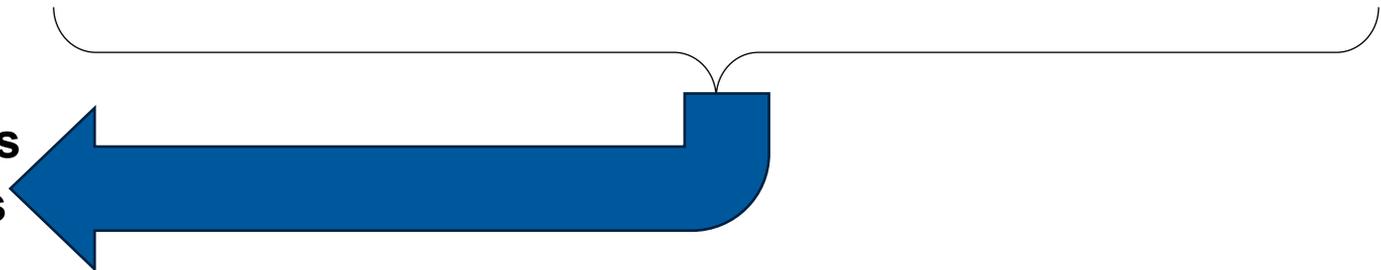
Early Issues Identification

Identify Issues at Time of Filing



Goal:

★
Address
Issues
Here





Early Issues Identification

Identify Issues at Time of Filing

Methods

- Real-time matching of return data
- Allowing taxpayers to access Information Returns in Individual Online Account (IOLA)²
- Providing business logic to software companies
- Leveraging advanced analytics

Projected Contracting Opportunities

* RFI posted.

Name	Brief Description	Dollar Range	Target Award Date
Identify Errors During Filing*	Develop the capability for IRS to identify issues with tax returns at the point of filing, notify taxpayers and tax professionals about those potential issues, and allow them to make corrections.	\$8 - \$10M	Q3 FY24

Foundational IT

Technology to modernize IRS IT infrastructure and to replace critical legacy processing systems.



**Speaker:
Tracy Lee**

PANEL



Chris Pleffner



Craig Drake



Kaschit Pandya



Rajiv Uppal



Overview

IRS will partner with our customers to modify how we deliver IT across the enterprise. We will modernize the IT infrastructure, implement and leverage common platforms, retire legacy applications and consolidate and improve access to/use of data.

Key Outcomes and Key Results that are Driving our Needs for Vendor Support:

4.1

Transform core account data and processing

4.2

Accelerate technology delivery

4.3

Improve technology operations

4.4

Continue to ensure data security



Key Outcomes and Key Results that are Driving our Needs for Vendor Support:

4.1

Transform core account data and processing –

IRS foundational systems (Intake, Taxpayer Experience, Account/Case Management, Compliance and Internal Operations) are modern, scalable and easy to maintain to meet the IRS mission.

- Retire legacy systems/components to simplify the IRS ecosystem per the Target/Holistic Architecture.

4.2

Accelerate technology delivery -

IRS uses an operating model that delivers technology products in a timely, transparent and collaborative manner to meet business and operational needs.

- Employ methodologies to enable the IRS to implement new capabilities, legislative mandates and tax code changes, incrementally and with increased frequency.
- Provide greater business value and transparency to the IT portfolio through enterprise prioritization and improved process/tools.



4.3

Improve technology operations -

Technology Infrastructure is scalable, reliable, efficient and easy to maintain to meet IRS mission needs.

- **Implement common platforms and services to enable business and capability delivery via standardized and configurable platforms; increasing resiliency and reliability.**

4.4

Continue to ensure data security -

Technology meets all required security standards.

- **Deliver, stand-up, or expand cyber initiatives and security programs to ensure data security.**



Projected Contracting Opportunities

Name	Brief Description	Dollar Range	Target Award Date
Joint Enterprise Tax Calculator Solution	Scalable COTS Tax computation solution(s).	TBD	Q4 FY24
High Value Asset (HVA) Multi-Factor Authentication (MFA) Program	InfoConnect Brand Software (SW) and Dedicated Support Engineer (DSE) and IT Consulting Services (ITCS) for Multi-Factor Authentication (MFA) on High-Value Assets (HVAs) and Mainframes.	~\$10M - \$25M	Q4 FY24



Projected Contracting Opportunities

Name	Brief Description	Dollar Range	Target Award Date
IT Operations Transformation Program	IT Support Services for Standing up the Initial Operating Capabilities (IOC)of the Service Business and Value Center (SBVC), Assessment of current Platform and Cloud integration landscape to identify gaps, and the Creation of Holistic Monitoring Actionable Plan with defined timelines.	~\$10-\$20M	Q1 FY25
Robotics Process Automation (RPA)	Software engineer and architect personnel to assist in scaling, designing, and maintaining the IRS RPA shared platform (on-premises and cloud systems) and infrastructure through the full enterprise lifecycle.	~\$100M+	Q4 FY24

Employee Tools

Tools and strategies for employees to create a seamless experience for taxpayers.



**Speaker:
Sheila Eason**

PANEL



Colleen Newman



Lou Ann Kelleher



Maya Bretzius



Mike Cockrell



Employee Tools

Create a Seamless Experience for Taxpayers

Overview

Enterprise Case Management (ECM) is a business-driven transformation program that is modernizing business case management processes across the IRS and improving both the employee and taxpayer experience. ECM's goal is to provide an enterprise solution to perform case management functions, consolidating what are currently 100+ siloed legacy case management systems into an enterprise platform with standardized infrastructure, business functions and services.

Taxpayer 360 - Deliver a Modernization tool for employees to have real-time access when servicing the taxpayer providing a one-stop shop experience with the lowest level of effort to get to the information.



Employee Tools

Create a Seamless Experience for Taxpayers



IRS employees have the hardware, software, and supplies needed to deliver effective and efficient results to taxpayers



IRS employees have near real-time access to taxpayer data, enabling delivery of high-quality service and faster resolution of issues during taxpayer engagements



IRS employees manage work through an integrated cross BOD case management system, improving workflows and reducing the end-to-end case cycle time



All IRS employees, including managers, receive timely and appropriate training to enable the effective and efficient performance of their responsibilities



Employee Tools

Create a Seamless Experience for Taxpayers

Projected Contracting Opportunities

Name	Brief Description	Dollar Range	Target Award Date
Taxpayer 360	Taxpayers and Employees having real-time view of data to provide service and or do business with the IRS.	\$20 - \$40M	Q1 FY25
Enterprise Case Management	Modernize the Case Management System across the Enterprise.	Unknown	Q4 FY24

Digitalization

Services, tools and processes to digitally consume and process paper-submitted forms, returns, applications, certifications, correspondence and remittance.



**Speaker:
Sheila Eason**

PANEL



Kaschit Pandya



Mike Oliver



Wanda Brown



Digitalization

Digitally Consume and Process Paper-Based Submissions

Overview



Paper that taxpayers choose to send to IRS is digitized at the point of receipt.



Once digitized, information is processed throughout the IRS in a digitally optimized manner.



Historical documents are digitized to comply with the NARA mandate, reduce storage costs, and make relevant documents digitally available for both taxpayers and IRS employees.



Taxpayers have easy-to-use digital channels for receiving information from and submitting information to the IRS in line with commercial expectations (e.g., banks, insurers).



Digitalization

Digitally Consume and Process Paper-Based Submissions

Projected Contracting Opportunities

Name	Brief Description	Dollar Range	Target Award Date
PMO Support	Initiative 1.2 Program Management and Org Readiness Support.	\$20 - \$25M	Q4 FY24
Scanning Equipment Pilot	Streamlined concept for configuration, testing, and deployment for scanning equipment.	TBD	Q3 FY25
Enterprise Scanning Operation	Automated document scanning, classification and extraction services.	TBD	Q3 FY25
Physical Paper Destruction	Clear out / digitize paper-filed historical forms and documents stored at physical caves and campuses.	TBD	Q2 FY25
Digital Transform of Backend Processing	Conduct user research to design and implement digital solutions to transform existing backend processing.	\$3 - \$8M per effort. Up to 5 efforts.	Q3 FY24



Self-Service

Solutions to provide taxpayers access to secure online accounts.



**Speaker:
Sheila Eason**

PANEL



Howard Zach



Kaschit Pandya



Self-Service

Provide Taxpayers Access to Secure Online Accounts

Overview



Individual taxpayers can perform most of their required interactions with the IRS through their Individual Online account.



Businesses can perform most of their required interactions with the IRS through their Business Online Account.



Tax professionals can perform most of their required interactions with the IRS through their Tax Professional Online Account.



Taxpayers can find and understand the information on IRS.gov and submit non-tax forms online through IRS.gov.



Self-Service, cont.

Provide Taxpayers Access to Secure Online Accounts

Projected Contracting Opportunities

Name	Brief Description	Dollar Range	Target Award Date
On-Line Services	Deliver additional Capabilities to IOLA, Tax Pros and BTA.	TBD	Q4 2024
On-Line Services	IRS.gov	TBD	Q4 2024
On-Line Services	OLS Services Contract	\$5 - \$9M/yr.	Q4 FY24
On-Line Services	PUP Development Contract	\$1 - \$3M/yr.	Q4 FY24

Advanced Analytics

Expand the use of real-time data and advanced analytics to inform tax administration and improve data management and governance.



**Speaker:
Christine Harwood**

PANEL



Barry Johnson



Priya Mhatre



Reza Rashidi



**Robert
(Randy) Soper**



Advanced Analytics

Inform Tax Administration and Improve Data Management and Governance

As we transform, we will be able to more easily harness data and analytics to drive operations and decision-making. This means faster issue resolution for taxpayers because of better data storage and access and improved abilities to detect and address noncompliance.

The data and methodology will be used to measure and reduce the gap between taxpayer uptake and taxpayer eligibility for credits and deductions, as well as to reduce inadvertent errors and prevent fraud. We will have a better ability to capture emerging issues in tax gap measurement and expanded use of analytics to inform tax administration and improve data management and governance throughout the organization.

As the IRS begins transformation in the data and analytics space, there are unique challenges we need to overcome:



Technologies/services for traditional AI risk/lifecycle assurance.



Techniques and technologies that enhance Generative AI capability or assurance.



Security models and technologies for protection against adversarial AI.



Advanced Analytics, cont.

Inform Tax Administration and Improve Data Management and Governance

For Awareness:



The Advance Analytics Platform (AAP) design and delivery work is being conducted under a task order against DHS Continuous Diagnostics and Mitigation (CDM) (RFS-051) and incumbent is BAH. CDM is currently being recompeted.



AAP may use the Treasury Cloud (T-Cloud) contract and SAIC is the incumbent for acquiring cloud services.



Enterprise Data Platform (EDP) leverages the T-Cloud, and near-term contract vehicles will be using that Treasury vehicle.



As new advanced analytics modeling capabilities are identified, there will be additional solicitations in the future.



Advanced Analytics, cont.

Inform Tax Administration and Improve Data Management and Governance

Projected Contracting Opportunities

Name	Brief Description	Dollar Range	Target Award Date
Advanced Analytics	Use advanced analytics to build compliance models, inform operations, and improve taxpayer services, leveraging petabytes of data in IRS data platforms.	\$20 - \$30M	TBD
AI Operations Platform	The IRS wants a cost-effective solution that supports multiple data science projects on a unified, collaborative, and governed AI project environment that can scale within an on-premises, air-gapped environment.	TBD	TBD
Behavioral Insights	Continue to use Behavioral Insights to inform notice redesign, taxpayer service, and other compliance issues.	\$20 - \$40M	TBD
Workload Identification Methodologies	Expansion of Enterprise Planning Scenario Capabilities.	\$10 - \$15M	TBD
IT AI Program	Program and Staff support.	TBD	Q4 2025
Large Language Modeling	LLM platforms, technologies, techniques, assurance, and/or enablers.	TBD	Q2 2025



Closing Remarks



Todd Anthony
Chief Procurement
Officer (CPO)



Networking Hour

You are welcome to stay in the auditorium area or meet in the cafeteria. Other areas are restricted.



Transformation Topics

Fairness in Enforcement

Innovative tools and methodology to expand enforcement for high-income, complex filers.

Notifications & Early Issues Identification

Capabilities to deliver easy to understand notices and to identify issues with tax returns at the point of filing allowing taxpayers to make corrections prior to submission.

Digitalization

Services, tools and processes to digitally consume and process paper-submitted forms, returns, applications, certifications, correspondence and remittance.

Advanced Analytics

Expand the use of advanced analytics to inform tax administration and improve data management and governance.



Transformation Topics, cont.

Live Assistance

Solutions and services to provide taxpayers with best-in-class customer service.

Foundational IT

Technology to modernize IRS IT infrastructure and to replace critical legacy processing systems.

Employee Tools

Tools and strategies for employees to create a seamless experience for taxpayers.

Self-Service

Solutions to provide taxpayers access to secure online accounts.



Fairness in Enforcement

Innovative Tools and Methodology to Expand Enforcement for High-Income, Complex Filers

Overview

We will increase fairness for all taxpayers by focusing more resources on high-priority taxpayer segments, namely large partnerships, large corporations and high income and high-wealth individuals. Because we lacked proper funding for more than a decade, our ability to effectively enforce taxes in these areas has been limited. We are looking to hire additional revenue agents and specialists, and they will need access to better quality and timely data and tools to ensure success.

Each of our focus areas has unique challenges and overlapping tax issues:

Large corporations include domestic and foreign corporate businesses with a U.S. tax reporting requirement and assets equal to or exceeding \$10 million. Large corporations are complex in their structure, having multiple operating entities and with international business dealings. The complexity of the tax law, business structures and transactions in large corporate taxpayers requires specialized knowledge and expertise in highly technical areas such as accounting principles, cross border transactions, complex financing, transfer pricing and industry knowledge. Structures can often be further complicated by relationships with other domestic and foreign businesses such as partnerships, S corporations and high-wealth individuals and therefore require knowledge of other complex tax filings. We are looking to refine our approaches for enforcement in this area and explore new treatments using data and analytics.

Partnership tax compliance is inherently challenging, mostly stemming from the fact that results of operations are determined at the partnership level, while taxation of the results are determined at the partner level. A single partnership can represent hundreds of partners. Partnership and partner return filings and their level of complexity have continued to increase over the past three decades. While prior IRS efforts to address challenges and develop a cohesive enforcement plan yielded some positive results, competing priorities and budgetary constraints prevented IRS from sustaining those efforts. The top three things the IRS must do to make a difference in promoting compliance of partnerships and partners: enhance data (complete, transparent, timely); improve staff expertise; develop tools to analyze returns and understand risk and relationships.

Given the size and complex nature of high income and high wealth individual tax filings, the work often requires specialized approaches. We aim to develop a comprehensive and agile strategy that will ensure compliance of HIHW taxpayers through the use of advanced analytics, increased early engagement opportunities, education and a variety of post filing interactions.

Other areas where the IRS is looking to expand enforcement under this objective include non-income tax (employment, estate and gift, and excise tax), as well as high risk and emerging issues (such as digital asset transactions, listed transactions and certain international issues).

The entirety of Objective 3 is referred to as Fairness in Enforcement because shifting our focus to these complex, high-potential areas of taxation will make the tax system more fair for all taxpayers. Objective 3 also has a specific initiative aimed at ensuring fairness across our systems and processes.



Fairness in Enforcement

Innovative Tools and Methodology to Expand Enforcement for High-Income, Complex Filers

Mabeline Baldwin

Projected Contracting Opportunities

Name	Brief Description	Dollar Range	Target Award Date	PoP	Status	Business Unit	Small Business Programs	Contract Vehicle	Place of Perf.	Incumbent Information
Training and Advisory Services	Assess existing training, create new training and provide advisory services to ensure fairness in enforcement.	\$7 - \$10M	Q3 FY24	Q3 FY24 – 12/31/2026	RFI posted ; RFP expected in Q2 FY24	LB&I	TBD	TBD	TBD	N/A
Interactive Job Aid for pass-through agents	Create a tool using the Form 1065, Partnership Return, that allows agents and specialists to select a line of the return and access a variety of resources to audit that item. A contractor is sought to provide a full-spectrum solution to achieve the desired outcome.	TBD	Q4 FY24	TBD	Notional, not started	LB&I	TBD	TBD	TBD	N/A
Scholars Program – Transfer Pricing	Develop curriculum, deliver instruction, develop and evaluate student deliverables (homework, practice sets, etc.), develop and proctor initial examination for new internal scholar program (SP). SP classes will be similar to graduate level courses and permit employees to earn a certificate in the technical area of Transfer Pricing . Courses will prepare current employees to better service large, and often highly technical, corporate taxpayers. Training, coupled formal certification, will enable employees to better market themselves for future specialized technical positions in Treaty and Transfer Pricing Operations thereby enhancing employee engagement and retention.	TBD	Q3 FY24	TBD	Notional, not started	LB&I	TBD	TBD	TBD	N/A



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Projected Contracting Opportunities

Name	Brief Description	Dollar Range	Target Award Date	PoP	Status	Business Unit	Small Business Programs	Contract Vehicle	Place of Perf.	Incumbent Information
Scholars Program – Cross Border Activities	Develop curriculum, deliver instruction, develop and evaluate student deliverables (homework, practice sets, etc.), develop and proctor initial examination for new internal scholar program. SP classes will be similar to graduate level courses and permit employees to earn a certificate in the technical area of Cross Border Activities . Courses will prepare current employees to better service large, and often highly technical, corporate taxpayers. Training, coupled formal certification, will enable employees to better market themselves for future specialized technical positions in LB&I Cross Border Activities Practice Area thereby enhancing employee engagement and retention.	TBD	Q3 FY24	TBD	Notional, not started	LB&I	TBD	TBD	TBD	N/A
Materiality Automated Tool	Automated tool to assist in determining materiality threshold of a tax return using both quantitative and qualitative factors.	TBD	Q3 FY24	TBD	Notional, not started	LB&I	TBD	TBD	TBD	New
Virtual Library Evaluation	Contract Assistance in evaluating virtual library for examinations. Evaluation of content and ability to navigate library successfully to find answers. Contractor to provide solutions to improve content and navigation. Solution to make virtual library more interactive tool.	TBD	Q4 FY24	TBD	Notional, not started	LB&I	TBD	TBD	TBD	New



Fairness in Enforcement

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Projected Contracting Opportunities

Name	Brief Description	Dollar Range	Target Award Date	PoP	Status	Business Unit	Small Business Programs	Contract Vehicle	Place of Perf.	Incumbent Information
CAS Evaluation (Training and Practices and Procedures)	Evaluation of existing training for new and current LB&I Computer Audit Specialists (CAS) as well as an evaluation of the current CAS program to ensure that it is employing current best practices and using the most efficient and accurate way to acquire taxpayer accounting system data, analyze, visualize and drill down on accounting data obtained in examination of taxpayers. Contractor to provide evaluation, recommendations and development of additional training.	TBD	Q4 FY24	TBD	Notional, not started	LB&I	TBD	TBD	TBD	New
AI-enabled Tax Research Tools	We are interested in purchasing a commercial off-the-shelf (COTS) product providing next-generation tax and legal research tools that make use of AI. Vendor would provide training on the tool for user.	~\$100k for 25 annual licenses & \$40k annual user training	Q2 FY25	Annual renewal	Notional, not started	LB&I	TBD	TBD	At vendor location	New
Digital Assets Initiative	IRA Initiative 3.6, Tax Filing Priority- Pursue appropriate enforcement for complex, high-risk and emerging issues. Requesting work order driven consulting services to support examination activities involving digital assets. Specifically, consulting services will assist the IRS in calculating taxpayers' taxable gains and/or deductible losses resulting from digital assets transactions.	\$10 - \$50M	Q2 FY25	(1) twelve-month base period and (2) twelve-month option periods.	Requirement Gathering And Preliminary Market Research	Deputy Commissioner for Services and Enforcement (DCSE)	TBD	TBD	Vendors location with occasional travel to 1111 Constitution Ave NW Washington, DC 20224-0002	Dynamic Pro Inc. SB, WOSB, EDWOSB, SDB



Live Assistance

Provide Taxpayers with Best-in-Class Customer Service

Sue Simon

Projected Contracting Opportunities

Name	Brief Description	Dollar Range	Target Award Date	PoP	Status	Business Unit	Small Business Programs	Contract Vehicle	Place of Performance	Incumbent Information
Outreach & Education Research & Design	The IRS seeks support to conduct outreach and education, and to expand partnerships to help taxpayers access appropriate tax credits and deductions. The IRS is looking for support to review internal policies, processes and procedures to reduce barriers and burdens for taxpayers, to measure uptake by eligible individuals and small businesses, and to recommend enterprise structure.	\$1-3M	2024	2024-2025	IRA 1.9 RFI	Multiple	TBD	TBD	TBD	New
Text Messaging Opt-In education for Refundable Credits	Non-IT spending to identify channels to increase taxpayer “opt-in” for informational text messages from IRS, including a pilot project in selected communities.	\$1-3M	2024	2024-2025	Pending	Multiple	TBD	TBD	TBD	New
"IRS, is this you?"	Non-IT spending to develop tools/process that are public facing, which allow taxpayers to confirm the authenticity of a text message from IRS via other means to prevent scams/bad actors.	\$1 – \$3M	2024	2024-2025	Pending	Multiple	TBD	TBD	TBD	New
Business Authorization Solution	Authorize owners, partners and officers of a Partnership, S-Corporation, C Corporation and Non-Profit Organization to act on behalf of businesses in a real time online account	\$1- \$100M	Unknown	Unknown	Pending	Multiple	TBD	TBD	TBD	New



Notification Redesign

Develop Taxpayer-Centric Notices with Clear Explanations of Issues and Steps for Resolution

Tina Dix

Projected Contracting Opportunities

Name	Brief Description	Dollar Range	Target Award Date	Period of Performance	Status	Business Unit	Small Business Programs	Contract Vehicle	Place of Performance	Incumbent Information
Notices Redesign and Simplification – Designer Support	Redesign 1000+ notices and letters, and develop procedure for efficient generation of notices and letters.	\$3 - 6M	Q3 2024	Q3 2024 - Q4 2026	RFI issued on 2/6; closes on 2/23. RFI Link	W&I	Possibly 8(a) or Super 8(a)	TBD	Contractor Location	New
Expert Services for Redesign of Notices	Advise on design and content of notices and letters, contribute to tests and focus groups, and develop a guide for redesign of future notices and letters.	\$1 – 3M	Q3 2024	Q3 2024 - Q4 2026	RFI issued on 2/6; closes on 2/23. RFI Link	W&I	Possibly 8(a) or Super 8(a)	TBD	Contractor Location	New
Program Management System	System to be used by the IRS to manage the correspondence program, including tracking and managing the inventory of IRS notices and letters.	TBD	TBD	TBD	Requirements Gathering	W&I	TBD	TBD	TBD	New



Early Issues Identification

Identify Issues at Time of Filing

Projected Contracting Opportunities

Name	Brief Description	Dollar Range	Target Award Date	PoP (period of perf.)	Status	Business Unit	Small Business Programs (TBD, HUBZone, None, SB, SDVOSB, WOSB)	Contract Vehicle	Place of Performance	Incumbent Information (Name, Business Size)
Identify Errors during filing	Develop the capability for IRS to identify issues with tax returns at the point of filing, notify taxpayers and tax professionals about those potential issues, and allow them to make corrections	\$8 - \$10M	Q3 FY24	Q3 FY24 - Q3 FY26 (1) twelve-month base period and (1) twelve-month option period.	RFI Posted SAM.gov and GSA RFI closed: Jan 12, 2024	Partnership between Research, Applied Analytics and Statistics (RAAS) and Transformation Strategy Office (TSO)	To be determined, unknown currently	To be determined, unknown currently	Vendors location with occasional travel to 77 K St NE, Washington, D.C. 20002.	No incumbent New requirement



Foundational IT

Deliver Cutting Edge Technology

Projected Contracting Opportunities

Name	Brief Description	Dollar Range	Target Award Date	PoP	Status	Business Unit	Small Business Programs	Contract Vehicle	Place of performance	Incumbent Information
Joint Enterprise Tax Calculator Solution	Scalable COTS Tax computation solution(s)	~\$100M+	1QTR FY25	Base +4	RFI anticipated SAM.gov & GSA e-Buy 3/1/2024	Applications Development	TBD	TBD	TBD	N/A
High Value Asset (HVA) Multi-Factor Authentication (MFA) Program	InfoConnect Brand Software (SW) and Dedicated Support Engineer (DSE) and IT Consulting Services (ITCS) for Multi-Factor Authentication (MFA) on High-Value Assets (HVAs) and Mainframes	~\$10-\$25M	4QTR FY24	12Mo Base + (2) 12Mo Option Periods	RFI was released on SAM.gov –closed on 1/11/24. It was also released on GSA eBuy which closed on 1/23/24.	Cyber – Architecture & Implementation (A&I) Division Cybersecurity Solutions Development (CSD) Branch	8(a) NAICS Codes: 541519 511210	MAS 8aStars III Vets2	NCFB / Remote Within Continental US Badging Out of 5000 Ellin Rd. New Carrollton MD No Travel	InfoConnect SW & DSEs: SB 100% Set Aside Dine Source, LLC 8(a) & Tribally Owned IT Consulting Services Maximus Federal Services, Inc. (OTSB)
IT Operations Transformation Program	IT Support Services for Standing up the Initial Operating Capabilities (IOC)of the Service Business and Value Center (SBVC), Assessment of current Platform and Cloud integration landscape to identify gaps, and the Creation of Holistic Monitoring Actionable Plan with defined timelines.	~\$10-\$20M	1QTR FY25	TBD	Requirements Gathering	Enterprise Operations	TBD	TBD	TBD	N/A
Robotics Process Automation (RPA)	Software engineer and architect personnel to assist in scaling, designing, and maintaining the IRS RPA shared platform (on-premises and cloud systems) and infrastructure	~\$100M+	4QTR FY24	TBD	RFI was released on SAM.gov – closed on 1/2/2024; received 50+ responses. RFI was released on	Applications Development	TBD	TBD	TBD	Accenture Federal Services LLC Large Business



Employee Tools

Create a Seamless Experience for Taxpayers

Projected Contracting Opportunities

Name	Brief Description	Dollar Range	Target Award Date	PoP	Status	Business Unit	Small Business Programs	Contract Vehicle	Place of Performance	Incumbent Information
Taxpayer 360	Taxpayers and Employees having real-time view of data to provide service and or do business with the IRS	\$20 - \$40M	Q1 FY25	Base + 4 option years	Requirements Gathering	Multiple	TBD	TBD	Various	N/A
Enterprise Case Management	Modernize the Case Management System across the Enterprise	Unknown	Q4FY24	Base + 4 Options years	Requirements Gathering	Multiple	TBD	TBD	Various	Various



Digitalization

Digitally Consume and Process Paper-Based Submissions

Projected Contracting Opportunities

Name	Brief Description	Dollar Range	Target Award Date	PoP	Status	Business Unit	Small Business Programs	Contract Vehicle	Place of Performance	Incumbent Information
PMO Support	Initiative 1.2 Program Management and Org Readiness Support	\$25M	08/01/2024	From Award – Base Year and 4 option years	Acquisition Package submitted	Services & Enforcement IRA Initiative 1.2	N/A	GWAC Alliant 2	Maryland	Deloitte
Scanning Equipment Pilot	Streamlined concept for configuration, testing, and deployment for scanning equipment	TBD	06/10/2025	From Award – Base Year and 4 option years	Requirements gathering	Services & Enforcement IRA Initiative 1.2	TBD	TBD	TBD	N/A
Enterprise Scanning Operation	Automated document scanning, classification and extraction services	TBD	05/01/2025	From Award Base Year and 4 Option Years	Requirements gathering	Services & Enforcement IRA Initiative IRA 1.2	TBD	TBD	TBD	N/A
Physical Paper Destruction	Clear out / digitize paper-filed historical forms and documents stored at physical caves and campuses	TBD	01/10/2025	From Award Base Year and 4 Option Years	Requirements gathering	Services & Enforcement IRA Initiative 1.2	TBD	TBD	TBD	N/A
Digital Transform of Backend Processing	Conduct user research to design and implement digital solutions to transform existing backend processing	\$3-8M per effort. Up to 5 efforts	04/2024	6-12 months	Requirements gathering	TSO	TBD	TBD	Multiple Locations	N/A



Self-Service

Provide Taxpayers Access to Secure Online Accounts

Projected Contracting Opportunities

Name	Brief Description	Dollar Range	Target Award Date	PoP	Status	Business Unit	Small Business Programs	Contract Vehicle	Place of Performance	Incumbent Information
On-Line Services	Deliver additional Capabilities to IOLA, Tax Pros and BTA	TBD	Q4 2024	1 Base + 2 Options yrs	Requirements gathering	IT and OLS	TBD	TBD	Various	Various
On-Line Services	IRS.gov	TBD	Q42024	1 Base + 2 options yrs	Requirements gathering	IT and OLS	TBD	TBD	Various	Various
On-Line Services	OLS Services Contract	\$9M/yr.	8/1/24	1 Base + 2 1-yr options	Sources sought already released, working to release final acquisition.	Office of Online Services	SB set aside	GSA Oasis	Contractor Facility, IR Main	BLN24, SB (User Experience portion of vehicle)
On-Line Services	PUP Development Contract	\$2.5M/yr.	8/1/24	1 yr. base + 2 1 yr. options	Preparing Sources Sought.	Office of Online Services	SB set aside	TBD	Contractor Facility	None



Advanced Analytics

Inform tax administration and improve data management and governance

Projected Contracting Opportunities

Name	Brief Description	Dollar Range	Target Award Date	PoP	Status	Business Unit	Small Business Programs	Contract Vehicle	Place of Performance	Incumbent Information
Advanced Analytics	Use advanced analytics to build compliance models, inform operations, and improve taxpayer services, leveraging petabytes of data in IRS data platforms	\$30M	TBD	5 years	2024	RAAS	TBD	BPA or OASIS or other Vehicle	Contractor location	DAIS BPA
AI Operations Platform	The IRS wants a cost-effective solution that supports multiple data science projects on a unified, collaborative, and governed AI project environment that can scale within an on-premises, air-gapped environment.	TBD	TBD	5 years	SAM.gov RFI Closed 1/8/2024	RAAS	TBD	TBD	Contractor location	None
Behavioral Insights	Continue to use Behavioral Insights to inform notice redesign, taxpayer service, and other compliance issues	\$25M	TBD	5 years	Q3 2024	RAAS	TBD	OASIS or other GSA	Contractor location	DAIS BPA
Workload Identification Methodologies	Expansion of Enterprise Planning Scenario Capabilities	\$12M	TBD	4 years	Q3 2024	RAAS	TBD	Oasis or other GSA	Contractor location	DAIS BPA
IT AI Program	Program and Staff support	TBD	Q4 2025	2 years	Q3 2025	IT	8(a)	TBD	TBD	ITC-DE LLC
Large Language Modeling	LLM platforms, technologies, techniques, assurance, and/or enablers	TBD	Q2 2025	TBD	Q4 2024 RFI	IT	TBD	TBD	TBD	none