Future State Themes
Future State themes

• The world is changing and taxpayer expectations are changing.

• To look at the future in a more comprehensive way, we envision a Future State for tax administration.

• To guide how we’re going to get there, we established six strategic themes and a focus area of strengthening cybersecurity and eliminating identity theft.

• These themes line up with Treasury Strategic Goals and Objectives and the IRS Strategic Goals and Objectives.
Theme 1
Facilitate voluntary compliance by empowering taxpayers with secure innovative tools and support.

*It means:*

- Give taxpayers and those who serve them the information and tools they need to be compliant and stay compliant
- Give taxpayers options so they can contact an IRS employee only if they want to
- Ensure all interactions are safe and secure
- Show taxpayers how much they owe and give them links to online payment applications
- Test secure messaging, like online chat
Theme 1
Facilitate voluntary compliance by empowering taxpayers with secure innovative tools and support.

How will we get there?

• Use secure technology to authenticate individual taxpayers, third parties and businesses.

• Treat the act of processing returns, collecting revenue and issuing refunds as single events.

• Establish a single, integrated case management system.

• Expand critical projects like CADE2 (Customer Account Data Engine 2) and MeF (Modernized E-file).
Theme 1
Facilitate voluntary compliance by empowering taxpayers with secure innovative tools and support.

Projects that will help us get there:

• Address Tax Law Questions Online
• Expand Customer Service Representative (CSR) Penalty Abatement Authority
• Improve Customer Satisfaction Survey Process
• Operations Support Service Delivery Transformation – Phase I
• Retirement of Electronic Tax Law Assistant (ETLA) and Referral Mail (R-mail)
Theme 2
Understand non-compliant taxpayer behavior and develop approaches to deter and change it.

*It means:*

- Develop new techniques to analyze why taxpayers are noncompliant.
- Make sure all taxpayers have access to that analysis.
- Reach out to taxpayers about compliance.
Theme 2
Understand non-compliant taxpayer behavior and develop approaches to deter and chance it.

How will we get there?

• Determine the most effective way to perform non-compliance work in examination, collection and criminal investigation.

• Work to detect and resolve errors earlier.

• Investigate abusive tax schemes and noncompliance abroad.

• Digitize Form 990 (Return of Organization Exempt from Income Tax) to process returns faster and have more data-driven decisions on enforcement.
Theme 2
Understand non-compliant taxpayer behavior and develop approaches to deter and chance it.

Projects that will help us get there:

• Address tax law questions online.
• Expand CSR Penalty Abatement Authority.
• Operations Support Service Delivery Transformation – Phase I.
Theme 3
Leverage and collaborate with external stakeholders.

*It means:*

- Collaborate on common goals with those parties who share common interests with us
- Bring people together in groups or meetings

When we get together with these groups, we would collaborate on issues like:
- Identity theft
- The Earned Income Tax Credit
- The Affordable Care Act and
- The Foreign Accounts Tax Compliance Act

We would compare experiences when we get together and learn together how to overcome compliance challenges. Together, we will:
- Learn about specific risks
- Share insights
Theme 3
Leverage and collaborate with external stakeholders.

*How will we get there?*

• Help tax professional groups help taxpayers choose good tax return preparers.
• Publicize our Taxpayer Bill of Rights.
• Use social media to share information on tax changes, initiatives, products and services.
• Give free tax preparation to more than 3.7 million taxpayers through the Volunteer Income Tax Assistance/Tax Counseling for the Elderly programs.
• Bring together the IRS state revenue departments and private-sector tax industry leaders for a Security Summit.
Theme 3
Leverage and collaborate with external stakeholders.

Projects that will help us get there:
• Expand CSR Penalty Abatement Authority.
Theme 4
Cultivate a well-equipped, diverse, skilled and flexible workforce.

*It means:*

- Make sure employees are trained appropriately to perform their jobs to the best of their ability.
- Give taxpayer-facing employees the tools they need to do their jobs.
- Offer quick training if needed to handle demand.
Theme 4
Cultivate a well-equipped, diverse, skilled and flexible workforce.

*How will we get there?*

- Give employees tools so they can work any case anywhere.
- Strive to move to a more paperless environment.
- Give employees ongoing and meaningful performance feedback.
Theme 4
Cultivate a well-equipped, diverse, skilled and flexible workforce.

Projects that will help us get there:
• Expand CSR Penalty Abatement Authority
Theme 5
Select highest value work using data analytics and a robust feedback loop.

*It means:*

• Work to detect anomalies more precisely.

• Look at our service and enforcement results from the past.

• Get better at assessing risk.

• Identify new compliance issues.
Theme 5
Select highest value work using data analytics and a robust feedback loop.

*How will we get there?*
- Use data to choose the best cases to work.
- Make feedback loops both internal and external.
Theme 5
Select highest value work using data analytics and a robust feedback loop.

Projects that will help us get there:
• Expand CSR Penalty Abatement Authority.
Theme 6
Drive more agility, efficiency and effectiveness in IRS operations.

*It means:*

• Know where our workload demands are.
• Use all options for service and enforcement, including face-to-face, virtual, digital, chat and appointment.
• Increase flexible and remote work opportunities.
Theme 6
Drive more agility, efficiency and effectiveness in IRS operations.

*How will we get there?*

• Develop new software to process information returns from third parties.
• Improve IRS revenue financial accounting systems
• Seek funds to keep IT infrastructure current for existing and new systems.
Theme 6
Drive more agility, efficiency and effectiveness in IRS operations.

*Projects that will help us get there:*  
- Records Retention.