

Internal Revenue Service

FY 2019

Capital Investment Plan

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The Office of Management and Budget FY 2019 IT Budget – Capital Planning Guidance changed how certain IT Investments are categorized. The Agency IT portfolio summary consists of Part 1: IT Investments for Mission Delivery; Part 2: IT investment for Administrative Services and Support Systems; and Part 3, IT Investments for IT infrastructure, IT Security, and IT Management. The guidance no longer requires Part 3 investments to be reported as major or non-major investments. However, the Department of the Treasury’s Capital Investment Plan will continue to report these investments as well as non-IT investments included in prior years.

Treasury guidance requires five years of investment data for most IT investments. However, cybersecurity and non-major IT investments are not required to provide this level of detail. In addition, Treasury gives discretion to bureaus on the level of detail to provide for out-year cost data. Due to this, there is some variability in the presentation of out-year cost estimates.

The FY 2018 Annualized Continuing Resolution (CR) (“2018 Enacted”) level does not include resources to implement the requirements under the Tax Cuts and Jobs Act (Public Law 115-97).

Bureau: IRS

Investment Name: Account Management Services (AMS)

Type of Investment: Major IT Investment

Description:

AMS is a major strategic investment that delivers improved customer service to over 37,500 end-users by providing the tools necessary to access tax information quickly and accurately.

Investment Anticipated Outlay: (\$000,000s):

Type	2016 and Prior Actual	2017 Actual	2018 Enacted	2019 Estimated	2020 Estimated	2021 Estimated	2022 Estimated	2023 and Beyond Estimated	Total
Sub-Total DME (Including Internal labor (Govt. FTE) Costs)	23.27								23.27
Sub-Total O&M Costs (Including Internal Labor (Govt. FTE) Costs)	129.31	14.90	16.05	16.19	16.38	16.58	16.78	16.98	243.15
Total Costs	152.58	14.90	16.05	16.19	16.38	16.58	16.78	16.98	266.43

Number of FTE	736.61	74.76	77.16	77.16	79.30				1044.99
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Summary of Purpose, Goals, and Benefits:

AMS is a major strategic investment that delivers improved customer service to over 37,500 end-

users by providing the tools necessary to access tax information quickly and accurately. AMS is a strategic program that delivers improved customer support for managing taxpayer accounts by leveraging existing Internal Revenue Service (IRS) applications. As part of the 2006 Modernization Vision and Strategy process, IRS developed a strategy to use, retain, and provide real-time access to account data regardless of location in the current processing environment (CPE) or modernized data sources. Using a phased release strategy, AMS was able to validate this approach during its initial deployment in October 2007 using a service-oriented architecture implementation to access both CPE and Customer Account Data Engine (CADE). In 2009 the Desktop Integration (DI) system was integrated into AMS and the Correspondence Imaging System (CIS) became an inventory within AMS. AMS was fully deployed in December 2010 and is now in the Operations and Maintenance phase.

AMS provides multiple systems interfaces using only one computer terminal. The AMS application provides IRS employees the ability to access and update taxpayer accounts quickly, provides data presentation services to display and validate changes/updates for taxpayer accounts, facilitates management actions/activities (such as work assignments, transfers, case creation and closures, and generation of letters to taxpayer) and making case information readily available for decision making and reporting, provides the front-end applications for adjustments, penalties, interest, abatements, credit and debit transfers, name and address changes, bankruptcies, installments agreements, changes to the automated treatment streams and many other taxpayer account-related functions required for customer service and compliance. AMS also provides the functionality to monitor taxpayer accounts for follow-up activity or deferred actions.

Return on Investment:

AMS provides a variety of research and case management tools for approximately 35,000 IRS employees. The AMS system also provides both large-scale inventory management at the enterprise level and customized workflow management at the individual case level. In the toll-free telephone arena, IRS customer service representatives (CSRs) utilized AMS while answering over 3 million taxpayer phone calls for FY 2018 1st quarter (Oct 1, 2017 - December 31, 2017). CSRs depended on AMS to provide detailed account history and other online tools (i.e., tax return view, worksheets and checklists) in order to respond to taxpayers efficiently and effectively. Approximately 1 million documents were scanned into the AMS system during FY 2018 1st quarter (Oct 1, 2017 - December 31, 2017), providing employees with electronic copies of taxpayer correspondence. AMS has several electronic inventories providing IRS business organizations with case workflow automation and mobility. The electronic inventories are systemically delivered to all ten IRS campuses allowing the IRS to manage taxpayer accounts and to balance employees' workload. There were 1.6 million electronic cases worked, managed and controlled via AMS during the period of FY 2018 1st quarter (Oct 1, 2017 - December 31, 2017).

Requirements/ Benefits/ Mandates:

Legislative mandates, Outstanding audit findings or Material weakness, Presidential Directive: AMS will provide customer service for individual legislative mandates. AMS is a strategic program that delivers improved customer support for managing taxpayer accounts by

leveraging existing IRS applications. The AMS application provides a variety of research and case management tools for approximately 35,000 IRS employees. The AMS system also provides both large-scale inventory management at the enterprise level and customized workflow management at the individual case level.

Accomplishments and Future Objectives:

PY 2017 - Prior Year

- Delivered modifications in support of legislative and filing season tax year changes.
- Upgraded AMS infrastructure, including hardware and Commercial Off The Shelf (COTS) product software upgrades.
- Maintained investment to keep asset functioning as designed and maintain high performance record.

CY 2018 - Current Year completed

- Delivered modifications in support of legislative and filing season tax year changes.
- Upgraded AMS infrastructure, including hardware and Commercial Off The Shelf (COTS) product software upgrades.
- Maintained investment to keep asset functioning as designed and maintain high performance record.

BY 2019 - Budget Year

- Deliver modifications in support of legislative and filing season tax year changes, including Tax Reform.
- Upgrade AMS infrastructure, including hardware and COTS product software upgrades.
- Maintain investment to keep asset functioning as designed and maintain high performance record.

Details of Useful Life Period:

Year the investment began: 2007

End Year of the current planning cycle: 2023

Description of why the investment is not consistent with life cycle model defined in OMB Circular A-131.: This investment covers ongoing functionality with no clear retirement date. We are using 5 year standard Period of Performance (POP) - Lifecycle not applicable to overall investment.

Performance Evaluation and Metrics:

Metric Description	Performance Measurement Category Mapping	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target	Latest Actual Result	Date of Latest Actual Result
AMS Core Application Availability - The percentage of uptime that the AMS system is available for AMS users. The AMS Core Application allows all AMS users to handle a variety of Accounts Management actions. This measure indicates the percentage of scheduled uptime that the application is available to IRS employees. This technical measure considers the application servers and the infrastructure components of the AMS Core	Strategic and Business Results	Over target	Monthly	percent	96.00	94.00	02/06/2018

Application.								
AMS Imaging Inventory Application Availability - The AMS Imaging Inventory is used by over 8000 users to respond to taxpayer correspondence. This measure indicates the percentage of scheduled up-time that the application is available to customer service representatives. This technical measure considers the availability of the application servers, workflow system and content management system components of the Imaging Inventory.	Strategic and Business Results	Over target	Monthly	Percentage	96.00	95.00	01/11/2018	
AMS Databases Availability - This technical measure indicates the percentage of scheduled up-time of the four AMS databases that provide the data needed by AMS users.	Strategic and Business Results	Over target	Monthly	Percentage	96.00	94.00	02/06/2018	
The projects actual costs will not exceed the budget allocation in each quarter.	Financial Performance	Under target	Quarterly	Percentage.	0.00	9.00	10/20/2017	
Availability of AMS Affordable Care Act (ACA) tools to Customer Service Representatives (CSRs) to provide answers to taxpayers and accurate computation of ACA Premium Tax Credit (PTC) and Shared Responsibility Payment (SRP)	Customer Satisfaction (Results)	Over target	Quarterly	percentage	97.00			

Investment Name: Affordable Care Act (ACA) Administration

Type of Investment: Major IT Investment

Description:

The ACA investment encompasses the planning, development, & implementation of IT systems needed to support IRS' tax administration responsibilities associated with key provisions of the ACA legislation. ACA was previously listed as 015-000000285.

Investment Anticipated Outlay: (\$000,000s):

Type	2016 and Prior Actual	2017 Actual	2018 Enacted	2019 Estimated	2020 Estimated	2021 Estimated	2022 Estimated	2023 and Beyond Estimated	Total
Sub-Total DME (Including Internal labor (Govt. FTE) Costs)	1228.77	21.49	0.32	0.33	0.33	0.33			1251.57
Sub-Total O&M Costs (Including Internal Labor (Govt. FTE) Costs)	112.42	185.44	191.41	189.53	191.81	194.11	196.44	198.80	1459.96
Total Costs	1341.19	206.93	191.74	189.86	192.14	194.44	196.44	198.80	2711.53

Number of FTE	2469.10	277.10	282.07	282.07	282.07	282.07	282.07	282.07	4438.62
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Summary of Purpose, Goals, and Benefits:

The ACA Administration investment plays a critical role implementing many of the changes required to support IRS tax administration responsibilities associated with key provisions of the ACA. These responsibilities require work that encompasses the planning, development, and implementation of new IT systems needed as well as updating current systems in support for the implementation of the American Health Benefit Exchanges; validation of health care coverage retained by individuals and provided by employers, along with assessment of required penalties; administration of a variety of industry-specific credits, fees, and taxes (including, but not limited to, branded prescription drug companies, health insurance companies, high-cost health insurance plans, taxes on medical devices and services); sharing of information across governmental entities and additions or changes to individual and business tax administration (such as new credits or payments, or changes to return processing).

Releases ACA 1.0 through 7.1, already in production, included the design and deployment of new systems, along with changes to existing IRS IT infrastructure. These releases supported new taxes, credits, and fees, such as the Small Business Health Care Tax Credit, Branded Prescription Drug Industry Fee, Excise Tax on Medical Device Manufacturers, Hospital Insurance Tax, and Insurance Provider Fee. These releases also provided the technical solution to support Health Insurance Marketplace open enrollment in the fall of 2013 and thereafter on an annual basis, along with IRS pre-filing and post-filing compliance activities. These releases also expand information return processing and capabilities needed for compliance processing. New IT systems deployed include the ACA Coverage Data Repository, Income and Family Size Determination, Information Sharing and Reporting, Premium Tax Credit (PTC), ACA Information Returns, ACA Verification Service, ACA Compliance Validation, and acceptance and validation of new of new ACA Information Return 1094/1095 A/B/Cs.

Current work focuses on operations and maintenance of the ACA systems as they continue in the Current Production Environment (CPE) to support Filing Seasons and Open Enrollments. This includes development, modernization and enhancement (DME) work on changes to the CPE for ACA systems and CPE updates to systems supporting ACA.

Return on Investment:

This investment allows the IRS to fulfill its responsibilities under the ACA. Benefits include: the ability to verify household income and family size to support calculation of Premium Tax Credit; common web services hosted at the IRS; the ability for individuals and preparers to estimate potential penalties for non-coverage; a single, consistent source for all ACA-related data, which leads to better reporting; a common infrastructure for data access which has allowed for faster response times; standardized methodology for secure, stable connectivity between IRS and Health and Human Services (HHS); and a seamless customer service experience for the individual.

Requirements/ Benefits/ Mandates:

Legislative mandates, Outstanding audit findings or Material weakness, Presidential Directive: The main requirement for this investment is to administer the various tax provisions included in the ACA. The seven named Releases currently in production are providing support

for the Market Place, Premium Tax Credit calculations, Branded Prescription Drug Fees, Excise Tax on Medical Device Manufacturers, Hospital Insurance Tax, and Insurance Provider Fee. It also supports IRS pre-filing and post-filing compliance activities, along with expanded information return processing and capabilities needed for compliance processing.

Accomplishments and Future Objectives:

For the Previous Year (FY 2017), ACA focused on Releases 6.1 through 7.1. The objectives included:

- ACA 6.1 supported initial post-filing compliance activities through a new system, ACA Compliance Validation.
- ACA 6.2 supported electronic acceptance and validation of Information Returns 1094/1095 B/Cs for the initial voluntary year
- ACA 7.0 expanded information return processing and capabilities needed for compliance processing by enhancing ACA Information Returns (IR) validations, expanding intake and validation for paper/electronic submissions of ACA IR and handling duplicate and replacement IRs.
- ACA 7.1 expanded post-filing compliance for 4980H(a) and data analytics supporting business reporting to identify Applicable Large Employers (ALEs) who have failed to offer coverage to full time employees. It will also develop enterprise common service for performing data reconciliation of Information Returns to ensure consistent treatment of taxpayer compliance.

For the Current Year (FY 2018) and for FY 2019 and beyond, IRS will continue to support the operations of ACA 1.0 through 7.1, already in production with maintenance and enhancements to existing IRS IT infrastructure.

Details of Useful Life Period:

Year the investment began: 2010

End Year of the current planning cycle: 2023

Description of why the investment is not consistent with life cycle model defined in OMB

Circular A-131.: This investment covers ongoing functionality with no clear retirement date. We are using a five year standard Period of Performance (POP) - Lifecycle not applicable to overall investment.

Performance Evaluation and Metrics:

Metric Description	Performance Measurement Category Mapping	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target	Latest Actual Result	Date of Latest Actual Result
Percent of successful transactions.	Strategic and Business Results	Over target	Monthly	Percentage	95.00	97.99	12/31/2017
Response Time Performance - Average Response Time in Seconds.	Customer Satisfaction (Results)	Under target	Monthly	Seconds	5.00	0.40	12/31/2017
ACA applications in production requiring software code changes via P1/P2 defects. Note: Applications in production requiring no more than three P2 defects and zero P1 defects. Yellow Threshold is 4 P2 Defects and Red Threshold is 8 P2 defects or any P1 defect.	Customer Satisfaction (Results)	Under target	Monthly	Number	3.00	0.00	12/31/2017

Branded Prescription Drug Fee; 1/2 Statutory "Allocated Amount" Collected.	Strategic and Business Results	Over target	Annual	Percentage	100.00	100.00	09/30/2016
End-to-End Metric - Branded Prescription Drug.	Strategic and Business Results	Over target	Monthly	Percentage	97.00	100.00	12/31/2017
Annual Overall Cost Variance	Financial Performance	Under target	Annual	Percentage	5.00	-20.67	09/30/2017

Investment Name: Customer Account Data Engine 2 (CADE 2)

Type of Investment: Major IT Investment

Description:

The CADE 2 program's purpose is to implement a single, data-centric solution which provides daily processing of taxpayer accounts and addresses financial material weaknesses to maintain IRS' clean audit opinion.

Investment Anticipated Outlay: (\$000,000s):

Type	2016 and Prior Actual	2017 Actual	2018 Enacted	2019 Estimated	2020 Estimated	2021 Estimated	2022 Estimated	2023 and Beyond Estimated	Total
Sub-Total DME (Including Internal labor (Govt. FTE) Costs)	1092.94	117.01	95.00	40.31	40.90	41.50	42.12	42.74	1512.52
Sub-Total O&M Costs (Including Internal Labor (Govt. FTE) Costs)	22.06	12.68	15.86	16.07	16.27	16.54	16.81	17.10	133.39
Total Costs	1115.00	129.68	110.86	56.39	57.17	58.04	58.93	59.83	1645.91

Number of FTE	1785.78	216.08	215.10	215.19	215.19	215.19	215.19	215.19	3292.91
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Summary of Purpose, Goals, and Benefits:

CADE 2 was chartered in 2009 to provide 21st century technology and digital services to the taxpayer and to IRS employees. The CADE 2 solution is an authoritative database for individual taxpayer data that will transform the way the IRS approaches tax administration.

CADE 2 goals are to: 1) establish one authoritative source for taxpayer data by leveraging a relational database and daily processing capability; 2) continue IT modernization efforts so business processes can be realigned to enable better taxpayer service and more timely compliance; 3) address the Financial Material Weakness (FMW), demonstrate compliance with Federal Financial Management System Requirements (FFMSR), and maintain a clean audit

opinion; and 4) improve security and privacy posture by addressing identified weaknesses.

Transition State 1 (TS1) and TS1.5 built and initialized the CADE 2 database in production. In doing so, the IRS accelerated the return processing cycle from weekly to daily, and moved the management of individual taxpayer account data from 1960s sequential flat-files stored on magnetic tapes to state-of-the-art database technology. This was accomplished by updating individual taxpayer account data daily in relational formats dictated by a data model that maintains historical values never before retained on account transactions, with instant viewing of taxpayer account data by IRS customer service and other representatives. TS1 offers faster refunds and notices, faster payment postings, and improved service for taxpayers. In TS2, the IRS is reengineering core components of the Individual Master File (IMF) by: 1) applying modern programming languages; 2) establishing CADE 2 as the authoritative data source for financial and legal purposes; and 3) implementing functionality to address the IRS FMW over unpaid tax assessments for individual taxpayer accounts. The final phase will complete the reengineering of the legacy IMF architecture by updating upstream/downstream technology and focus on aligning business processes.

Return on Investment:

With CADE 2, the IRS will modernize its tax processing capabilities. The Return on Investment (ROI) is being realized incrementally as each piece of functionality within the transition states is deployed. There are many internal and external expected benefits of the program for both the taxpayer and the IRS.

Taxpayer benefits are already being realized. Taxpayers continue to receive timely refunds in accordance with our daily processing efforts. As of September 1, 2017 (Filing Season 2017), CADE 2 posted 145 million tax returns and issued more than 111 million refunds totaling over \$313 billion. Daily processing of data allows taxpayers to address issues closer to the event that generated the notice. Thus, taxpayer issues are more efficiently resolved because account information is available to IRS Customer Service Representatives faster. Additional taxpayer benefits include: reduced taxpayer burden to make compliance easier by enabling self-service tools and real-time access to account information; better access to data and analytical tools by leveraging a relational database, which provides more granular, historic and timely data, and increases the IRS's ability to analyze, research, and respond to fraud and identity theft. Work is aligned around data, not forms, to manage U.S. taxpayers' dollars, track taxpayer relationships, and store and report on more accurate account balances.

Benefits to the IRS include: increased agility of response to changing taxpayer priorities and legislation; reduced IT costs and complexity; reduced workforce risk; enhanced analytics and reporting to greatly improve compliance and issue resolution; and reduced burden of manually intensive processes on IRS employees, by enabling automated calculations that currently are not possible; addressing the Unpaid Assessments FMW, retaining the clean audit opinion, complying with FFMSR.

Requirements/ Benefits/ Mandates:

Legislative mandates, Outstanding audit findings or Material weakness, Presidential

Directive: As part of TS 2, the IRS will rewrite its core taxpayer account processing applications to leverage the benefits of the new CADE 2 relational database. Once that is done, CADE 2 will become the authoritative source for individual taxpayer account data for the IRS. This will address IRS's long-standing Unpaid Assessments Financial Material Weakness (FMW), and will ensure long-term viability of IRS tax processing systems.

Accomplishments and Future Objectives:

In FY 2017, IRS developed applications to move dozens of financial reports and data feeds from the legacy IMF system to the modernized CADE 2 database. This helps to establish CADE 2 as the Authoritative Data Source for IRS financial and legal purposes and will ultimately allow the CADE 2 database as the source of all individual taxpayer financial transactions for the Annual Financial Statement. This is a prerequisite and major step toward addressing the Unpaid Assessment FMW.

Three projects completed development in FY 2017: Financial Recap Reports uses CADE 2 data to support financial reporting; Feed to Integrated Production Model Phase 2 enhances the CADE 2 to IPM interface and data model to update the CADE 2 Operational Data Store on a daily basis and enables additional reporting capabilities; and Data Services Framework provides a set of sharable and reusable IRS-developed common services used to perform data selection, transformation, and output generation establishing the framework to provide CADE 2 data to downstream systems in legacy and modernized data formats.

During FY 2018, IRS will focus on designing and developing the most critical stage of modernizing individual tax processing as part of the Integrated Tax Processing Engine (ITPE) project and on completing the CFO Critical Reports (CCR) and Refunds projects. ITPE will introduce a modern application design to begin replacing 1960s software. CCR migrates financial and legal interfaces to leverage data provided by the CADE 2 database. The Refunds project establishes an interface from the CADE 2 database to IMF post-settlement runs, which will continue to generate refund files and the Net Tax Refund Report, and allow CADE 2 data to be used for refund generation. CCR and Refunds demonstrate the ability to use the CADE 2 data to support financial and operational needs and are a prerequisite to mitigating the Unpaid Assessment FMW.

During FY 2019, IRS will continue execution of the ITPE project, including the completion of Product Increments and the definition and measurement of confidence milestones that demonstrate progress. Beyond FY 2019, IRS will complete the modernization of core tax processing through ITPE, establish CADE 2 as the authoritative data source and make that available data for multiple uses, and provide enhanced financial information to improve IRS Unpaid Assessment Financial Reporting and address the Unpaid Assessment FMW.

Details of Useful Life Period:

Year the investment began: 2009

End Year of the current planning cycle: 2023

Description of why the investment is not consistent with life cycle model defined in OMB

Circular A-131.: This investment covers ongoing functionality with no clear retirement date.

CADE 2 is using a 5-year standard Period of Performance (POP) - Lifecycle not applicable to the overall investment.

Performance Evaluation and Metrics:

Metric Description	Performance Measurement Category Mapping	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target	Latest Actual Result	Date of Latest Actual Result
Faster Refunds. The percentage of business days refunds (paper and electronic) were processed timely.	Financial Performance	Over target	Monthly	Percentage	98.00	85.71	01/31/2018
Daily Updates to IDRS. The percentage of business days in which updates to IDRS are processed within 48 hours by CADE 2.	Customer Satisfaction (Results)	Over target	Monthly	Percentage	98.00	85.71	01/31/2018
CADE 2 Database. The percentage of business days in which the Service is pointing to CADE 2 data in lieu of the Virtual Storage Access Method (VSAM) files which is how Individual Masterfile (IMF) data is stored/viewed. If CADE 2 data is not available for Individual Master File On Line (IMFOL) on a daily basis, then services will point to VSAM instead of CADE 2. This measures the availability of CADE 2 data.	Strategic and Business Results	Over target	Monthly	Percentage	98.00	85.71	01/31/2018
CADE 2 Production Validation. The production validation to ensure the data in the CADE 2 database matches the data in the Individual Master File (IMF). This measure tracks the number of times the data does not validate.	Strategic and Business Results	Under target	Annual	Number	1.00	0.00	03/30/2017
Feed to IPM. Percentage of timely updates from the CADE 2 Database to the Operational Data Store (ODS) for data analytics.	Strategic and Business Results	Over target	Monthly	Percentage	98.00	100.00	01/31/2018

Investment Name: e-Services (e-SVS)

Type of Investment: Major IT Investment

Description:

e-SVS is a suite of web-based, self-assisted services that allow authorized individuals to do business with the IRS electronically. e-Services products are currently available to tax practitioners, registered agents and other third parties.

Investment Anticipated Outlay: (\$000,000s):

Type	2016 and Prior Actual	2017 Actual	2018 Enacted	2019 Estimated	2020 Estimated	2021 Estimated	2022 Estimated	2023 and Beyond Estimated	Total
Sub-Total DME (Including Internal labor (Govt. FTE) Costs)	54.45	0.83							55.29
Sub-Total O&M Costs (Including	150.30	9.56	10.95	11.07	11.20	11.34	11.47	11.61	227.49

Type	2016 and Prior Actual	2017 Actual	2018 Enacted	2019 Estimated	2020 Estimated	2021 Estimated	2022 Estimated	2023 and Beyond Estimated	Total
Internal Labor (Govt. FTE Costs)									
Total Costs	204.75	10.39	10.95	11.07	11.20	11.34	11.47	11.61	282.78

Number of FTE	471.93	32.73	34.70	34.70					574.06
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Summary of Purpose, Goals, and Benefits:

E-Services is a suite of web-based, self-assisted services that allow authorized individuals to do business with the IRS electronically. The e-Services products are currently available to tax practitioners, payers, and other third parties. The services include: Registration, Tax Identification Number (TIN) Matching, e-File Application, Transcript Delivery System (TDS), Return Preparer Registration - Identity Verification Service (RPR-IVS), TIN Validation Enterprise Common Service, Automated Electronic Fingerprinting, and eServices External Services Authorization Management (ESAM).

Return on Investment:

Cumulative data from October 1 2016 through August 30, 2017 current IRS IT Business Value Chart is as follows:

e-Services Registration: More than 805,142 individuals registered via the Integrated Enterprise Portal (IEP).

e-file Application: Processed more than 425,525 Electronic Return Originator Applications for e-File via the IEP and Enterprise User Portal (EUP).

TIN Matching: Processed more than 218,995,003 bulk requests and more than 17,904,662 interactive requests.

Transcript Delivery System: Processed more than 49,160,816 requests for transcripts via the IEP and more than 27,869,798 requests via the EUP

Total estimated operational savings (print/mail/labor costs) in excess of \$1,900.1 million for e-File Application, TDS, and address change via the IEP and EUP.

TIN Matching uncovered more than \$1,398.8 million in potentially unpaid taxes on 1099 income.

Requirements/ Benefits/ Mandates:

Legislative mandates, Outstanding audit findings or Material weakness, Presidential Directive: .N/A.

Accomplishments and Future Objectives:

As part of Organization and Business Systems Modernization programs, the IRS has reinforced the importance of leveraging the indirect channel of third party relationships to meet its strategic goals of service to all taxpayers, and productivity.

FY 2018 accomplishments include: eFile Application capabilities were migrated to External

Services Authorization Management (ESAM) 3.0 and PeopleSoft was eliminated from eServices Infrastructure. eServices Registration was moved under eAuthentication and is now using a standard common Authentication process.

Details of Useful Life Period:

Year the investment began: 1999

End Year of the current planning cycle: 2023

Description of why the investment is not consistent with life cycle model defined in OMB Circular A-131: This investment covers ongoing functionality with no clear retirement date. We are using 5 year standard Period of Performance (POP) - Lifecycle not applicable to overall investment.

Performance Evaluation and Metrics:

Metric Description	Performance Measurement Category Mapping	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target	Latest Actual Result	Date of Latest Actual Result
Number of transcripts processed through the Transcript Delivery System (TDS).	Strategic and Business Results	Over target	Monthly	Number	3000.00	14257.10	01/31/2018
The percentage of scheduled eServices availability per the approved Service Level Agreement as documented monthly by IRS Enterprise Services.	Customer Satisfaction (Results)	Over target	Monthly	Percentage	96.00	100.00	01/31/2018
Number of Priority 2 tickets opened and are related to eServices applications.	Strategic and Business Results	Under target	Monthly	Number	10.00	0.00	01/31/2018
Number of defect transmittals to the production environment.	Financial Performance	Under target	Monthly	Number	3.00	0.00	01/31/2018
Number of TIN Matching Requests processed through the TIN Matching application	Strategic and Business Results	Over target	Quarterly	Number	3500.00	5252.30	12/31/2017

Investment Name: Enterprise Case Management (ECM)

Type of Investment: Major IT Investment

Description:

This investment will provide an enterprise solution for performing case management functions using a common infrastructure platform and common services that multiple aging and new case management system will leverage.

Investment Anticipated Outlay: (\$000,000s):

Type	2016 and Prior Actual	2017 Actual	2018 Enacted	2019 Estimated	2020 Estimated	2021 Estimated	2022 Estimated	2023 and Beyond Estimated	Total
Sub-Total DME (Including Internal labor (Govt. FTE) Costs)	42.24	34.53	54.00	23.55	30.68	30.76			215.77

Type	2016 and Prior Actual	2017 Actual	2018 Enacted	2019 Estimated	2020 Estimated	2021 Estimated	2022 Estimated	2023 and Beyond Estimated	Total
Sub-Total O&M Costs (Including Internal Labor (Govt. FTE) Costs)									
Total Costs	42.24	34.53	54.00	23.55	30.68	30.76			215.77

Number of FTE	70.79	85.84	57.00	57.00					270.63
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Summary of Purpose, Goals, and Benefits:

ECM will address the need to modernize, upgrade, and consolidate ECM solutions. The approach to modernizing these systems is to develop an enterprise solution for performing case management functions utilizing a common infrastructure platform, thus reducing long-term costs for the organization. Today, the current systems provide limited visibility of case management practices between programs, process redundancies, and multiple handoffs which can lead to work impediments and increased risk. The case management functions will be developed as common services for systems to share. Implementation of the solution will provide a consistent approach to case management across business units. The ECM program will provide the following benefits: A single point of view for taxpayers for all of their interactions with the IRS; Access to taxpayer data for employees through a single interface that virtually eliminates the need to access multiple systems or transfer cases to another employee; Reduced process redundancies to improve transparency and timeliness, and to reduce the risk of systems failure impeding revenue collection; Increased process and case management efficiencies by creating one solution for all case types, treatment streams, and operating divisions; Increased integration amongst existing case management programs, which leads to migrating legacy systems to a standardized enterprise-wide solution for case management and reducing the fragmentation of both business and IT processes across legacy applications; Standardized system design for increased taxpayer information security, shortened development milestones; Reduced IT hardware, software, and systems operations and maintenance costs through replacement of numerous case management systems.

Return on Investment:

Through the utilization of the ECM solution, it is expected that operations and maintenance costs of these projects will be reduced and aging architecture can be retired. The enterprise solution will also be a basis for the development of new case management systems. For new projects, design and development costs will be reduced through reuse of the common services and infrastructure.

Internal Benefits:

- Streamline operations that reduce costs
- Reduce staff hours for reporting due to implementing a common repository
- Integrate across programs

- Increase process and case management efficiencies
- Reduce training needs
- Reduce redundancies through reuse of common services and infrastructure

External Benefits:

- Reduce operations and maintenance costs
- Improve employee experience by enabling cases to be prioritized and accordingly transferred across geographical locations
- Improve tax payer compliance by understanding non-compliant behaviors
- Decrease fraud and tax-related crimes.

Requirements/ Benefits/ Mandates:

Legislative mandates, Outstanding audit findings or Material weakness, Presidential Directive: None listed.

Accomplishments and Future Objectives:

In 2016 Q3/Q4, the ECM Program discovered significant technical limitations in the commercial-off-the-shelf (COTS) product selected as the enterprise platform for ECM. After extensive analysis, including participation by vendor's experts, the IRS determined that these limitations could not be overcome to address enterprise needs in an acceptable timeframe. In 2017 Q2, the ECM program paused all ECM development activities. The program then defined and launched a product assessment and acquisition strategy to identify and evaluate a suite of products with core capabilities. This suite must also be scalable to serve as the foundation for an enterprise case management platform. The strategy includes:

- * Information exchanges with other agencies to learn about their experiences in implementing enterprise case management
- * Information exchanges with industry via requests for information (RFIs)
- * RFI vendor demonstrations to learn about capabilities and features available in the case management marketplace
- * Analysis of applicable audit findings and recommendations across multiple agencies
- * A request for quotations (RFQ) informed by the above information.

The IRS published the first RFI in May 2017 and received 44 responses from industry, which were analyzed to inform product demonstrations and a second RFI, published in August 2017. The IRS received 25 responses to the second RFI, including 16 from vendors offering a product and nine vendors offering their services as an integrator. An initial RFQ architecture informed by these activities was created in October 2017.

Scripted, scenario-based table top demos were conducted with four product vendors in October 2017. The IRS developed a second iteration of the ECM RFQ architecture based on these experiences, along with a draft RFQ. Comprehensive planning for the RFQ and First Article Test (challenge-based scenarios) is underway. This draft RFQ was published in January 2018 for industry comment. Comprehensive planning for the final RFQ and challenge-based scenarios is underway. The IRS plans to publish the final RFQ in May 2018, evaluate responses over the summer, and begin execution of the challenge based scenarios with two selected vendors in

September 2018. An award for one or more products for an ECM solution is expected in early 2019.

Details of Useful Life Period:

Year the investment began: 2016

End Year of the current planning cycle: 2023

Description of why the investment is not consistent with life cycle model defined in OMB

Circular A-131: This investment covers ongoing functionality with no clear retirement date. We are using 5 year standard Period of Performance (POP) - Lifecycle not applicable to overall investment.

Performance Evaluation and Metrics:

Metric Description	Performance Measurement Category Mapping	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target	Latest Actual Result	Date of Latest Actual Result
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Investment Name: Foreign Account Tax Compliance Act (FATCA)

Type of Investment: Major IT Investment

Description:

FATCA requires foreign financial institutions to report to the IRS information about financial accounts held by U.S. taxpayers, or foreign entities in which U.S. taxpayers hold a substantial ownership interest.

Investment Anticipated Outlay: (\$000,000s):

Type	2016 and Prior Actual	2017 Actual	2018 Enacted	2019 Estimated	2020 Estimated	2021 Estimated	2022 Estimated	2023 and Beyond Estimated	Total
Sub-Total DME (Including Internal labor (Govt. FTE) Costs)	169.26	31.04	41.34						241.64
Sub-Total O&M Costs (Including Internal Labor (Govt. FTE) Costs)	17.25	27.37	29.51	45.36	45.36	45.36			210.23
Total Costs	186.51	58.42	70.85	45.36	45.36	45.36			451.87

Number of FTE	428.73	118.70	136.67	136.67	136.67	136.67			1094.11
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Summary of Purpose, Goals, and Benefits:

The purpose and goal of FATCA is to promote disclosure of foreign accounts held by U.S. taxpayers and to integrate this information into current IRS compliance activities. FATCA introduces new reporting requirements for U.S. taxpayers and Foreign Financial Institutions (FFIs). The legislation requires U.S. taxpayers holding foreign financial assets, with aggregate values exceeding certain thresholds, to annually report information to the IRS; and for FFIs with U.S. taxpayer accounts to register, report annually to the IRS, and withhold / pay 30 percent of selected U.S. source income to the IRS. These complementary provisions create a web of international tax accountability, allowing the IRS to gather and analyze information from multiple sources, bolstering the compliance of U.S. taxpayers with assets overseas.

Treasury has worked with foreign governments to negotiate Intergovernmental Agreements (IGAs) that address specific legal impediments surrounding privacy laws and the disclosure of accountholder information. In addition to foreign account and asset data submitted by taxpayers and entities, the IRS will assemble and transmit Bank Deposit and Interest (BDI) data on accounts held by foreign nationals from U.S. financial institutions (FIs) to foreign government Host Country Tax Authorities (HCTAs), under agreements intended to facilitate FATCA adoption.

The FATCA investment encompasses planning, development, and implementation of key IT systems needed to support IRS tax administration response to FATCA provisions. Work is organized into Releases that deploy functionality to meet key legislative dates. Major application components of the FATCA Program are: Financial Institution (FI) Registration, International Data Exchange Service (IDES), International Compliance Management Model (ICMM), Withholding and Refund (W&R) and Qualified Intermediary (QI) Application. Release details are explained in further detail below.

Return on Investment:

FATCA initiatives improve international service and enforcement practices of the IRS via specialty audits and criminal investigations. The FATCA Program Management Office delivers IT solutions that enable the IRS to meet business responsibilities and legislative mandates. The IRS has deployed major releases to ensure Return on Investment. Prior to Release 1.0 Form 8938 was delivered to capture reporting data from individual taxpayers with foreign assets.

*Release 1.0 & 1.1 focused on capability to register FIs worldwide & create/publish a Participating FI List with search/download functionality.

*Release 2.0 deployed IDES, introducing a secure data exchange, allowing FIs & HCTAs to submit FATCA data; deployed the ICMM for file ingestion, transcription & storage from IDES; and improved W&R compliance via updates to legacy systems.

*Release 2.1 included a Competent Authority Request capability allowing for formal communication with HCTAs, new functionality to process Forms 8938 & 8966, & backend employee analytics.

*Release 3.0 enabled Sponsoring Entities to bulk upload an electronic file; focused on updates to the FI List search/download tool; supported receipt & management of notifications in response to reciprocal data files; automated matching of Form 1042-S data (credit determination for Chapter 3 Qualified Intermediaries & Chapter 4 FATCA); and created an interface with ICMM source data for compliance & analytics.

*Release 4.0/4.1 provided functionality to move FIs to alternative status upon expiration of limited status; update existing forms submitted electronically & via paper, for ICMC processing; match & compare Withholding Agents' and Recipients' Form 1042-S filings & deposits; and make refund and reciprocal data available to Model 1 IGAs.

*Release 5.0 enabled Reciprocal Data Exchanges to include Form 1042S-Withholding Agent changes for TY2015; Application submission, renewal, & termination of Qualified Intermediary/Withholding Foreign Partnerships/Withholding Foreign Trust (QI/WP/WT) Agreements; and Renewal of FI Agreements.

*Release 6.0 is in flight and addresses the following legislative requirements; Reciprocal Data Exchanges to include FS 2017 compliance, provide ability for FIs to electronically submit a certification of a pre-existing account (the pre-existing certification ensures registered and approved FIs have been following IGAs with the U.S., and to allow the QI, WP, or WT to electronically submit periodic certification.

Requirements/ Benefits/ Mandates:

Legislative mandates, Outstanding audit findings or Material weakness, Presidential Directive: FATCA was passed as part of the HIRE Act, and generally requires that foreign financial Institutions and certain other non-financial foreign entities report on the foreign assets held by their U.S. account holders or be subject to withholding on withholdable payments. The HIRE Act also contained legislation requiring U.S. persons to report, depending on the value, their foreign financial accounts and foreign assets.

Accomplishments and Future Objectives:

The IRS has delivered all legislative mandated functionality ahead of schedule and under budget.

- * Deployed state-of-the-art FATCA Registration solution for Financial Institutions (FIs) worldwide, establishing a streamlined environment to register, ensuring data security; 284,713 FIs have registered as of August 9, 2017
- * Developed Global Intermediary Information Number (GIIN), issued to all FIs that register with the IRS that allows the U.S. and IGA partners to identify FIs with associated filing data
- * Deployed FI List, which is electronically searchable/downloadable
- * Developed uniform standards for data collection/transmission from FIs via the FATCA XML schema, with cooperation of foreign governments; information sharing pursuant to IGAs will take place in accordance with these standards
- * Released a series of new FATCA forms and deployed a global platform, International Data Exchange Service (IDES); successfully enabling reporting and the electronic exchange of information
- * Launched the ICMC to receive, process, store, and manage FATCA data received from various sources, making it available for future compliance activities
- * Implemented significant communication and outreach activities to streamline processes and provide FATCA guidance (e.g., issues escalated from IRS.gov, eHelp Desk, and Comments Application)
- * Established IGAs with over 100 governments worldwide, on behalf of The Department of Treasury
- * Implemented Reciprocal Data Exchanges to include Form 1042S-Withholding Agent changes;

application submission, QI Agreements; and Renewal of FI Agreements.

FATCA's long-term goals will be achieved through the FATCA Program Release Plan. This plan outlines a prioritized approach to: address required legislative mandates, deliver new and enhanced business capabilities, reduce/mitigate risks, evaluate deficiencies in current system capabilities, reduce manual workarounds for the Business and IT, improve FATCA compliance practices, and establish IT capabilities that can support other IRS initiatives.

Details of Useful Life Period:

Year the investment began: 2011

End Year of the current planning cycle: 2023

Description of why the investment is not consistent with life cycle model defined in OMB Circular A-131: This investment covers ongoing functionality with no clear retirement date. We are using 5 year standard Period of Performance (POP) - Lifecycle not applicable to overall investment.

Performance Evaluation and Metrics:

Metric Description	Performance Measurement Category Mapping	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target	Latest Actual Result	Date of Latest Actual Result
Speed of Processing Submitted Registrations - This measure indicates the number of days the IRS used to process a submitted registration from a status of Submitted to a status of Approved, Limited Conditional, or Terminated).	Customer Satisfaction (Results)	Under target	Monthly	Days	30.00	0.43	01/31/2018
Timeliness of FFI List updated on IRS.GOV - This measure indicates the timeliness of the data getting posted to the IRS.GOV. Posting this data provides the public with easier access to regularly released data lowering operational costs for the IRS and for the FFIs and Individuals who use it.	Strategic and Business Results	Under target	Monthly	Hours	24.00	39.00	01/02/2018
System Availability: Percentage of scheduled system availability. To measure this steady state performance metric, calculate the cumulative average percentage of system availability per an approved service level agreement as documented by IRS Information Technology Enterprise Services for 'Essential Business System's'	Strategic and Business Results	Over target	Monthly	Percentage	90.00	99.85	01/31/2018
Number of Host Country Tax Authorities (HCTAs) reporting via International Data Exchange Service (IDES): This measures the treaty-based collaboration among international peers of IRS in leveraging their collective resources to jointly combat offshore tax evasion.	Strategic and Business Results	Over target	Annual	Number	75.00	97.00	09/30/2017
Number of Form 8966 "FATCA Reports" received: This helps to measure how FATCA's implementation influences taxpayer behavior and shines light on often previously undisclosed offshore financial accounts, aiding in treaty-based efforts to systematically identify fraudulent or erroneous tax refunds and credit claims	Strategic and Business Results	Over target	Quarterly	Number	800000.00	1735896.00	12/31/2017

Investment Name: Individual Master File (IMF)

Type of Investment: Major IT Investment

Description:

IMF is the authoritative data source for individual tax account data. All other IRS information system applications that process IMF data depend on output from this source. IMF is a critical component of IRS' ability to process tax returns.

Investment Anticipated Outlay: (\$000,000s):

Type	2016 and Prior Actual	2017 Actual	2018 Enacted	2019 Estimated	2020 Estimated	2021 Estimated	2022 Estimated	2023 and Beyond Estimated	Total
Sub-Total DME (Including Internal labor (Govt. FTE) Costs)	28.97								28.97
Sub-Total O&M Costs (Including Internal Labor (Govt. FTE) Costs)	93.26	14.95	15.99	16.14	16.34	16.53	16.73	16.93	206.89
Total Costs	122.23	14.95	15.99	16.14	16.34	16.53	16.73	16.93	235.85

Number of FTE	660.09	62.05	65.49	65.49	65.49	65.49	65.49	65.49	1115.08
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Summary of Purpose, Goals, and Benefits:

IRS is responsible for collecting revenue from individuals to fund the operations of the federal government. In order to effectively accomplish this goal, it must maintain authoritative data on individual taxpayers. The Individual Master File (IMF) is the authoritative data stores for individual taxpayers accounts. Within the IMF, accounts are updated, taxes are assessed, and refunds are generated as required each tax filing period. Virtually all IRS information system applications and processes depend on output, directly or indirectly, from this data source.

Return on Investment:

IMF is a legacy system that collects taxpayer data and information for tax processing. The IMF is a batch process that provides the taxpayer data to various downstream systems and selected outside organizations, such as Social Security.

Requirements/ Benefits/ Mandates:

Legislative mandates, Outstanding audit findings or Material weakness, Presidential Directive: N/A.

Accomplishments and Future Objectives:

Currently, the IMF continues to be leveraged to fill the functional needs of the individual taxpayer account processing and to perform Operations & Maintenance for tax law changes. Future endeavors include an organizational decision to translate key IMF runs from ALC to JAVA leveraging a modernized language and adopt new development techniques that will enable rapid response, and delivery, to customer requests. This is being initiated in the CADE 2 Individual Tax Processing Engine (ITPE) project. IMF is engaged in discussions with ITPE and CADE2 on modernizing IMF code. IMF will continue interacting with programs that impact IMF and continue performing Operations & Maintenance for tax law and maintenance changes.

Details of Useful Life Period:

Year the investment began: 1970

End Year of the current planning cycle: 2023

Description of why the investment is not consistent with life cycle model defined in OMB

Circular A-131.: This investment covers ongoing functionality with no clear retirement date. We are using 5 year standard Period of Performance (POP) - Lifecycle not applicable to overall investment.

Performance Evaluation and Metrics:

Metric Description	Performance Measurement Category Mapping	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target	Latest Actual Result	Date of Latest Actual Result
Interest paid on taxpayer refunds per 1 Million Dollars. This figure represents total Refund Interest divided by total refund dollars issued on original settlement. Measurement data is provided by W&I and SB/SE in the SMART database. The Business target for this measure is established by CAS every January, with a yearly goal and cumulative planned projection for each month. The results report the variance against the target, and the monthly cumulative target is reported in the comments.	Customer Satisfaction (Results)	Under target	Monthly	Dollars per Million Paid in Refunds	64.00	42.26	12/31/2017
Percent of Taxpayer refunds (paper returns only) issued within 40 days. Timeliness measured by sampling taxpayers receiving refunds. Measurement data is provided by W&I and SB/SE in Submission Processing (SMART) database. The Business target for this measure is established by CAS every January, with a yearly goal and cumulative planned projection for each month. The results report the variance against the target, and the monthly cumulative target is reported in the comments	Strategic and Business Results	Over target	Monthly	Percent of Refund Issued Within 40 Days	97.00	91.50	12/31/2017
Refund Error rate with Systemic Errors- The error rate is the ratio of total incorrect refunds compared to the total number of refunds. Measurement data is provided by W&I and SB/SE in the SMART database. Systemic errors (errors attributed to incorrect programming, less than ideal products from properly working systems, and incorrect IRM procedures) are also included in the rates which indicate "with systemic errors". CAS sets the yearly target for this measure in January	Strategic and Business Results	Under target	Monthly	Percent of Refund Errors Per Refund Issued	2.00	1.30	12/31/2017
IMF completes planned processing schedule (e.g., daily, weekly) to meet refund, notice and on-line	Strategic and Business Results	Over target	Annual	Percent	95.00	100.00	08/31/2017

access deadlines. Measurement available on Enterprise Operations weekly reports.								
The percentage of scheduled system availability per the approved Service Level Agreement, as documented monthly by IRS Enterprise Services in the IT Performance Report.	Financial Performance	Over target	Annual	Percentage	95.00	100.00	08/31/2017	

Investment Name: Integrated Customer Communication Environment (ICCE)

Type of Investment: Major IT Investment

Description:

ICCE provides problem-solving information through software and connections to legacy databases for both the phone and web. These applications use voice response, Internet, and other computer technology to provide service to taxpayers 24 hrs a day.

Investment Anticipated Outlay: (\$000,000s):

Type	2016 and Prior Actual	2017 Actual	2018 Enacted	2019 Estimated	2020 Estimated	2021 Estimated	2022 Estimated	2023 and Beyond Estimated	Total
Sub-Total DME (Including Internal labor (Govt. FTE) Costs)	197.37	0.92							198.29
Sub-Total O&M Costs (Including Internal Labor (Govt. FTE) Costs)	334.26	10.68	10.94	11.07	11.20	11.33			389.48
Total Costs	531.63	11.60	10.94	11.07	11.20	11.33			587.77

Number of FTE	784.41	36.49	38.10	38.10	38.10	38.10			973.30
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Summary of Purpose, Goals, and Benefits:

ICCE directly supports the IRS strategic goal of empowering and enabling all taxpayers to better meet their tax obligations with the use of technology automation. ICCE is comprised of many capabilities with specific functionality, including:

- Get Transcript is a web based application that allows authenticated taxpayers to view copies of their account and return transcripts in a secure environment.
- Online Payment Agreement Application allows the taxpayer or authorized representative (Power of Attorney) and qualified businesses to apply for and receive on-line approval for a short term extension of time to pay or set up a monthly installment agreement.
- Identity Protection PIN (IPPIN) is a web based application designed to provide a pin to

taxpayers that are victims of identity theft. This pin will be used by taxpayers to file their tax return and prevent fraudulent tax return filing. Taxpayers will have to be authenticated and registered in e-authentication interface prior to accessing IPPIN.

- Internet Refund Fact of Filing (IRFOF) - Where's My Refund application - provides tax refund status information via the web to 1040 series filers.
- IRS2Go mobile applications - This product is designed for the taxpayer on the go to be used via smart phone technology.
- Where's My Amended Return (WMAR) allows taxpayers to check the status of their amended returns in either a web or mobile smartphone environment.
- Internet Refund Trace allows taxpayers who have not received paper refunds after a specific amount of time to initiate a refund trace.
- The Modernized Internet Employer Identification Number application allows the general public to apply for an Employer ID number (EIN) over the web and receive the number in the same session.
- ICCE provides a set of telephone applications that allow individual taxpayers to interact directly with their accounts. Consolidating logic for telephone applications reduces overall costs as standard solutions are applied to what was a specialize arena.
- ICCE Online Services (OLS) WEB services & mobile applications - This suite of products is designed for the taxpayer on the go to be used via smart phone technology, applications include (Foreign Account Tax Compliance Act Foreign Financial Institution (FATCA FFI) Look-up Tool, Offer In Compromise (OIC) Calculator, Return Preparer Look-Up Tool, IRS2Go, Volunteer Income Tax Assistance (VITA) and Search).

Return on Investment:

With the automation of taxpayer services, the government and taxpayers will realize significant time savings as a result of the ICCE investment. The ICCE team continues to identify appropriate automated self-service features to incorporate into future releases to meet the challenge of increased automation.

The primary benefits defined for ICCE are due to productivity improvement in the cost per taxpayer contact. Currently, the toll-free phone service and internet inquiry features create significant savings of over \$400 million per year when compared to the cost of live Customer Service Representative (CSR) handling.

Estimates show a cost of approximately \$0.71 per completed toll-free automated call. The cost is ~\$70/hr. (loaded cost) for live Customer Service Representative and a cost of \$0.21 per web inquiry compared to the cost of CSR's.

The ICCE Alternatives Analysis estimates benefits for FY 2018, (mainly from Productivity Improvement) at \$558 million. This high cost estimate for productivity improvement derives from the 24x7 availability of the internet compared to what the same service would cost if provided by CSRs working approximately 4.2 shifts per week, including extra compensation for overtime, weekends and holidays. The estimate also includes the cost of the additional overhead involved in supervision, building maintenance, security, insurance and all other ancillary expenditures required for continuous customer service provided by a workforce. The Return on

the Investment (ROI) for ICCE is derived by dividing this number annual cost of the ICCE investment. It calculates to the return of 3720 percent.

Requirements/ Benefits/ Mandates:

Legislative mandates, Outstanding audit findings or Material weakness, Presidential Directive: The ICCE investment is required to respond and comply with legislative mandates.

Accomplishments and Future Objectives:

FY 2017 Accomplishments:

- * Oracle database upgrade
- * Deployed WR #188546 (Turning address application off - to include an IRFOF KISAM)
- * eAuth Notice Processing (DR2578)
- * Removal of the EFP from the IRFOF EAR file.
- * RPO PD deployment into production with TLS 1.2
- * OIC Deployment into production with TLS 1.2
- * IRS2GO Versions 5.3
- * VITA 2.0 (WR 186490) Deployment into production with TLS 1.2
- * Online Payment Agreement (Update of the OPA Font standards)
- * FATCA deployment to PWAS
- * FOTW URL Change
- * Filing Season - MFT43 (OPA Only)
- * Filing Season Final Phone Deployment and enabled web links.
- * Deployed Offer in Compromise into Production
- * 5/14/2017 - RPO - Update the Directory of Federal Tax Return Preparers with Credentials and Select Qualifications
- * Successful Filing Season 2017 Deployment
- * FSA-D Deployment (Notices) - Deployed on 5/21 but will enable on 6/1.
- * FSA-D/IDR Security Changes
- * FSA-D Mid-Year Deployment
- * FSA-D - Data Encryption
- * IRFOF Thumbnails (2nd drop IRFOF)
- * GetTrans August Release
- * FSA (FOTW 404 page), IDR (Security Briefcase), FTHBC and OAT Security Changes.
- * 5/25/2017 - FOTW URL Change
- * 5/31/2017 - RPO PD Ver 50.16
- * GetTrans Spanish Browser Issue (Shane add RPT)
- * GetTrans File extension changed from XHTML to PDF.
- * IPPIN, GetTrans Updated Null Application ID.
- * OLS - Allow Secondary Filer to establish agreement in OPA.

FY 2018 Goals

- * IRS2Go Ver 5.4 Soft Launch
- * OLS - Google Analytics for Legacy Web Applications
- * Standard CFOL Access Protocol (SCAP)/Standard CFOL Overnight Processing (SCOP) 2018 Maintenance Request for TDOL, Corporate Data

- * Deployment of Web Apps: Mail Transcript Address
- * eAuthAuth Application Integration
- * MOD IEIN changes due to Treas Reg Section 6038A
- * Operations and Maintenance (O & M) for eAuthentication - ICCE
- * Operations and Maintenance (O & M) for ICCE OLS - Web Services and Mobile Applications
- * Operations and Maintenance (O&M) for Federal Student Aid (FSA) Applications
- * Operations and Maintenance (O&M) for ICCE Refund.

FY 2019 Goals:

- * Get Transcript by Mail (OaT) Help Count FS 19
- * PDC: Private Debt Collection Release 4.0 BMF - Legislation FAST ACT P.L. 114-94 (H.R. 22) FS 19
- * Web Apps-Rapid Delivery-Agile-Apply for/Modify Installment Agreement through Online Account FS 19
- * Installment Agreement User Fee Update, OPA DDIA Revision and other Miscellaneous Installment Agreement Programming Updates FS 19.

Details of Useful Life Period:

Year the investment began: 1992

End Year of the current planning cycle: 2023

Description of why the investment is not consistent with life cycle model defined in OMB

Circular A-131: This investment covers ongoing functionality with no clear retirement date. We are using 5 year standard Period of Performance (POP) - Lifecycle not applicable to overall investment.

Performance Evaluation and Metrics:

Metric Description	Performance Measurement Category Mapping	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target	Latest Actual Result	Date of Latest Actual Result
Reduction in the number of Transmittals or requests for corrective changes to production environment, as evidence of improved efficiency.	Financial Performance	Under target	Quarterly	Number of transmittals	45.00	21.00	12/31/2017
Customer Satisfaction (IRS.gov American Customer Satisfaction Index (ACSI Score))	Customer Satisfaction (Results)	Over target	Monthly	number	52.00	62.00	01/31/2018
The percentage of scheduled system availability per the approved Service Level Agreement, as documented monthly by IRS Enterprise Services in the IT Performance Report.	Strategic and Business Results	Over target	Monthly	Percentage	98.00	99.92	01/31/2018
Percentage of taxpayers utilizing IRS web applications and automated Phone Service vs. Customer Service Representatives in order find solutions and answer questions related to tax matters. This is a periodic metric.	Strategic and Business Results	Over target	Monthly	percentage	50.00	79.00	01/31/2018
The number of times taxpayers access IRS web applications to request refund status and other web services. (Internet Refund Fact of Filing (IRFOF), Internet Employee Identification Number (IEIN), Online Payment Agreement (OPA)).	Strategic and Business Results	Over target	Monthly	Number (in millions)	10.00	52.27	01/31/2018
ICCE Health Assessment measures Cost	Financial	Under target	Monthly	percentage	10.00	4.00	01/31/2018

Variance, the difference between planned and actual costs for ICCE DME work.	Performance							
The number of times the ICCE overall schedule slips each month.	Strategic and Business Results	Under target	Monthly	integer	3.00	0.00	01/31/2018	

Investment Name: Integrated Data Retrieval System (IDRS)

Type of Investment: Major IT Investment

Description:

Since 1973, IDRS has been a mission-critical system. Used by 60,000 IRS employees, it provides for systemic review, consistency in case control, alleviates staffing needs, issues notices to taxpayers and allows taxpayers to see status of refunds.

Investment Anticipated Outlay: (\$000,000s):

Type	2016 and Prior Actual	2017 Actual	2018 Enacted	2019 Estimated	2020 Estimated	2021 Estimated	2022 Estimated	2023 and Beyond Estimated	Total
Sub-Total DME (Including Internal labor (Govt. FTE) Costs)	31.67								31.67
Sub-Total O&M Costs (Including Internal Labor (Govt. FTE) Costs)	217.56	15.17	16.56	16.65	17.15	17.66	18.19	18.74	337.69
Total Costs	249.23	15.17	16.56	16.65	17.15	17.66	18.19	18.74	369.35

Number of FTE	2080.44	97.61	101.73	101.73	101.73	101.73	101.73	101.73	2788.43
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Summary of Purpose, Goals, and Benefits:

Operational since 1973, IDRS is a secure, reliable, flexible and mission-critical system consisting of databases and programs supporting IRS employees who are working active tax cases. It manages data retrieved from the Tax Master Files allowing over 60,000 IRS employees who use it daily to take actions on specific taxpayer account issues, track status and post updates back to the Master Files. It provides for systemic review of case status, alleviating staffing needs and providing consistency in case control. For example, each time a taxpayer phones IRS, the person answering the phone uses IDRS to log the call and answer any questions. IDRS issues notices and processes installment agreements, offers in compromise, and adjustments. Actions taken via IDRS include notice issuance, installment agreement processing, offers in compromise, adjustment processing, penalty and interest computations and explanations, credit and debit transfers among accounts and research of taxpayer accounts for problem resolution of taxpayer

inquiries. Using data analytics, IDRS enables IRS to efficiently evaluate taxpayer data to inform enforcement and secure legal compliance, both domestically and internationally.

In addition to IRS employees, IRS internet applications depend on IDRS to provide back-end services to enable them to help taxpayers. For example, over 290 million taxpayers ask Where's-my-refund at irs.gov annually and over 4 million business taxpayers obtain Employer Identification Numbers via irs.gov instead of via paper. IDRS enables businesses providing payroll services to submit tax data on behalf of millions of taxpayers and collaborates with registered tax practitioners to reduce the burden of filing Powers of Attorney and Taxpayer Information Authorizations, allowing them to request access to other E-Services. Many kinds of tax information are produced by IDRS to support sending and receiving information to and from other systems within the IRS, SSA, Financial Management Service, State and local governments and tax practitioners.

IDRS is continuously monitored for cost, schedule, and project performance. IDRS serves the taxpayers in many ways and helps address various performance gaps. IDRS' citizen-centered services promote intangible goodwill to citizen's perception of IRS and the Federal Government as well as ensuring consistent, efficient service.

Return on Investment:

In addition to dollar benefits, there are many quantitative and qualitative benefits:

- a. As a result of H.R. 5552, Firearms Excise Tax Improvement Act of 2010, legislation changes the way criminal restitution is assessed, allowing IRS to assess and collect restitution as if it were tax. A new sub-system, Restitution Assessment Project (RAP), was developed and allows employees to create, research, update and delete Restitution Assessment. The Database contains cross-reference information concerning restitution assessments against individuals and businesses. The benefits reduce the amount of adjustments to the financial statement due to duplicate assessments and reporting. Failure to have the ability to view accounts would be a detriment to the IRS's ability to validate and attest that these criminal restitution assessments are collected once as required.
- b. IDRS enables IRS to answer the question Where's-my-refund? Over 290 million times each year without assistance of a Federal employee, through www.irs.gov, the IRS2Go smartphone application, and the toll-free telephone number. IDRS annually enables over four million business taxpayers to obtain Employer Identification Numbers (EIN) via irs.gov instead of paper copies.
- c. IDRS allows users to submit tax data on behalf of millions of taxpayers and collaborates with registered tax practitioners to reduce the burden of filing Powers of Attorney and Taxpayer Information Authorizations, allowing them to request access to other E-Services. Without access to other E-services there would be additional costs to taxpayers and IRS.
- d. IDRS is the only system within IRS that directly services taxpayer accounts in a real-time environment. Each year, Congress passes legislation (Foreign Account Tax Compliance Act, Patient Protection and Affordable Care Act and Firearms Excise Tax Improvement Act) that mandates form creation or revision. Without consistent IDRS updates, IRS would not be able to maintain the consistency and integrity of tax cases, which would negatively impact the integrity of the nation's tax system.
- e. The IDRS Identity Theft Command Code allows IRS to credit ID theft victims faster and

automatically update the accounting system for stolen refunds. Thus far in FY 2018, there are 17,647 ID theft transactions, crediting victims over \$56 million.

Requirements/ Benefits/ Mandates:

Legislative mandates, Outstanding audit findings or Material weakness, Presidential Directive: N/A.

Accomplishments and Future Objectives:

Future development efforts are limited primarily to legislatively mandated tax law changes. Continue implementing customer-approved work requests, to enable IRS employees and systems that depend on IDRS, to ensure compliance with current tax law while providing quick and accurate service to taxpayers.

Accomplishments FY 2017:

- ACA-2017 P-1421 - TY2016 -- IDOCS Form 1040 Family Form 8941 Operations
- Tax Increase Prevention Act of 2014, Division B, Title II, Sec 20
- GMF ABLE ACT-2017 P.L. 113-295 F1096 CRL - Indicators for ABLE ACT Added
- Penalty - Initial and Continuation Penalties for Form 3520
- Implementation of Private Debt Collection Legislation
- Passport Legislation
- Work Opportunity Tax Credit Extension for FTD
- ACA-2017 P4980H(a) providing updates to taxpayer account data and correspondence generation

Current Year FY 2018:

Development for legislatively mandated tax law changes and customer requested modernization and enhancement and FY2018 Maintenance (for example, incorporate filing season format and validation changes).

Budget Year FY 2019:

FY 2019 Development for legislatively mandated tax law changes and customer requested modernization and enhancement and FY 2019 maintenance (for example, incorporate format and validation changes).

Details of Useful Life Period:

Year the investment began: 1973

End Year of the current planning cycle: 2024

Description of why the investment is not consistent with life cycle model defined in OMB

Circular A-131.: This investment covers ongoing functionality with no clear retirement date. We are using 5 year standard Period of Performance (POP) - Lifecycle not applicable to overall investment.

Performance Evaluation and Metrics:

Metric Description	Performance Measurement	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target	Latest Actual	Date of Latest
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	Category Mapping					Result	Actual Result
Percentage of certified letters printed centrally versus locally. These notify business and individual taxpayers of issues. This aligns with IRS goals to improve taxpayer service and enhance enforcement of tax law. To measure this steady state performance metric, calculate the percentage of certified letters printed centrally versus locally out of all certified letters printed.	Financial Performance	Over target	Semi-Annual	Percentage. Percentage of certified letters	95.10	92.50	09/30/2017
Percentage of IDRS system availability, per an approved service level agreement, as documented by IRS Information Technology Enterprise Services for "Essential Business Systems".	Customer Satisfaction (Results)	Over target	Monthly	Percentage of system availability	95.00	100.00	01/31/2018
1. Individual taxpayer usage of "Where's my refund?" feature through www.irs.gov, IRS2Go smartphone application or automated, toll-free telephone number. This feature allows taxpayers to find out the status of their refunds without the assistance of a Federal employee. The target for this steady state performance metric is usage equal to 100 percent of the average usage during typical processing years.	Strategic and Business Results	Over target	Monthly	Pct; Usage equal to avg. typical processing years	9.20	9.20	01/31/2018
Business taxpayer usage of www.irs.gov to obtain Employer Identification Numbers (EINs). This feature lets taxpayers obtain EINs on-line instead of mailing form SS-4 "Application for EIN", which requires assistance of an IRS employee. It reduces the expense and difficulty of doing business with the Government and has environmental impact. The target for this steady state performance metric is usage equal to 100 percent of the average usage during typical processing years.	Strategic and Business Results	Over target	Semi-Annual	Pct; Usage equal to avg. typical processing years.	100.00	124.40	09/30/2017
IRS staff usage of IDRS. The Command Code TXMOD allows approximately 60,000 taxpayer-facing IRS employees to retrieve taxpayer records quickly, accurately, and securely when responding to taxpayer inquiries and conducting examinations. TXMOD displays tax data for specific taxpayers for specific periods. The target for this steady state performance metric is TXMOD usage equal to 100 percent of the average usage during typical processing years.	Strategic and Business Results	Over target	Monthly	Pct; Usage equal to avg. typical processing years	23.30	21.10	01/31/2018

Investment Name: Integrated Financial System/CORE Financial System (IFS)

Type of Investment: Major IT Investment

Description:

IFS is the IRS's core financial system used for budget, payroll, accounts payable/receivable, general ledger functions and financial reporting. IRS uses IFS to report on the cost of operations and manage budgets by fiscal year.

Investment Anticipated Outlay: (\$000,000s):

Type	2016 and Prior Actual	2017 Actual	2018 Enacted	2019 Estimated	2020 Estimated	2021 Estimated	2022 Estimated	2023 and Beyond Estimated	Total
Sub-Total DME	237.28	7.06	1.63	1.65					247.63

Type	2016 and Prior Actual	2017 Actual	2018 Enacted	2019 Estimated	2020 Estimated	2021 Estimated	2022 Estimated	2023 and Beyond Estimated	Total
(Including Internal labor (Govt. FTE) Costs)									
Sub-Total O&M Costs (Including Internal Labor (Govt. FTE) Costs)	219.58	9.29	10.01	10.17	10.30	10.42	10.55	10.67	290.99
Total Costs	456.86	16.35	11.64	11.83	10.30	10.42	10.55	10.67	538.62

Number of FTE	137.01	16.63	16.63	16.63	16.63	16.63	16.63	16.92	253.71
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Summary of Purpose, Goals, and Benefits:

Integrated Financial System (IFS) is the core financial system used by the IRS for budget, payroll, accounts payable, accounts receivable, general ledger functions and financial reporting. The IFS system provides the ability to accountants, budget, and financial management analysts to effectively manage U.S. Government finances for the Internal Revenue Service and respond to audit requests in support of a clean audit opinion. IFS allow the IRS to pay its bills on time while meeting the myriad of Federal financial regulations and account for how budget is spent. The main stakeholder of IFS is the CFO organization.

Return on Investment:

By leveraging a Federal version of SAP COTS software, IFS provides a reliable, standardized and auditable platform for budget, payroll, accounts payable, accounts receivable, general ledger functions and financial reporting. IFS allows the IRS to annually close its books and return the system to users in less than 3 days, supports monthly financial closures in less than 3 days, and provides the ability to input transactions with a .4 second response time. By implementing the latest version of SAP, IFS is on the upgrade path required to more easily meet new government accounting requirements which will be included in future SAP releases. The upgraded method is part of the budgetary ledger and will cause far fewer posting errors. By implementing the latest version of SAP, IFS is on the upgrade path required to more easily meet new government accounting requirements which will be included in future SAP releases.

Requirements/ Benefits/ Mandates:

Legislative mandates, Outstanding audit findings or Material weakness, Presidential Directive: Going into FY2018, the IFS application does not have any outstanding audit findings or material weaknesses directly assigned to the application.

Accomplishments and Future Objectives:

During FY 2017, IFS completed an ORACLE upgrade for Business Warehouse (BW), Tivoli Workload Schedule (TWS), Informatica and Portal to Version 12C. The SAP ERP Central

Component (ECC) component will be upgraded to Oracle version 12C during the next Fiscal Year. During FY 2018 IFS will continue to enable additional asset categories in the SAP Asset Module (SM). IFS will complete standard maintenance patches, year-end close, and support the GAO audit responding to audit findings (if any). For the BY and budget out years IFS will complete standard maintenance patches, year-end close, and address any GAO findings. In FY 2018 IFS will be making system updates to support the Federal Data Act and enhance Fixed Asset Accounting. IFS will also be working to enable the procurement functionality within the IFS application to eventually replace the current procurement system, IPS. The plan is to deploy this functionality in Q1 of FY 2018. In addition, IFS will also make changes as necessary to support ongoing Federal Financial System mandates.

Details of Useful Life Period:

Year the investment began: 2001

End Year of the current planning cycle: 2024

Description of why the investment is not consistent with life cycle model defined in OMB Circular A-131: This investment covers ongoing functionality with no clear retirement date. We are using 5 year standard Period of Performance (POP) - Lifecycle not applicable to overall investment.

Performance Evaluation and Metrics:

Metric Description	Performance Measurement Category Mapping	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target	Latest Actual Result	Date of Latest Actual Result
The percentage of scheduled system availability per the approved Service Level Agreement, as documented monthly by IRS Enterprise Services.	Strategic and Business Results	Over target	Monthly	Percentage	99.00	100.00	01/31/2018
Complete monthly financial close process and submit Treasury Information Executive Repository (TIER) report within 3 days after month end.	Financial Performance	Under target	Monthly	Number of days	3.00	1.00	01/31/2018
Percentage of end user issues (aka, Priority 1 and Priority 2 tickets, equating to severity) eliminated or remediated within timeframes established in the approved Service Level Agreement.	Strategic and Business Results	Over target	Monthly	percentage	90.00	100.00	01/31/2018
Percentage of timely implementation per IFS maintenance schedule (i.e. deployment) of IFS server patches including Solaris, Veritas, Oracle, SAP and Informatica	Strategic and Business Results	Over target	Quarterly	percentage	100.00	100.00	01/31/2018
Percentage of interface failures requiring transmission to system	Financial Performance	Over target	Monthly	percentage	95.00	99.94	01/31/2018
Timely availability of environments for Mocks and testing	Customer Satisfaction (Results)	Over target	Quarterly	Percentage	100.00	100.00	12/31/2017

Investment Name: Integrated Submission and Remittance Processing System (ISRP)

Type of Investment: Major IT Investment

Description:

ISRP is the legacy frontline tax processing system that processes paper tax returns from individuals and businesses. It also updates tax forms to comply with tax law changes.

Investment Anticipated Outlay: (\$000,000s):

Type	2016 and Prior Actual	2017 Actual	2018 Enacted	2019 Estimated	2020 Estimated	2021 Estimated	2022 Estimated	2023 and Beyond Estimated	Total
Sub-Total DME (Including Internal labor (Govt. FTE) Costs)	1.62	0.46							2.08
Sub-Total O&M Costs (Including Internal Labor (Govt. FTE) Costs)	175.55	9.61	12.17	12.36	12.51	12.66	12.81	12.96	260.63
Total Costs	177.17	10.07	12.17	12.36	12.51	12.66	12.81	12.96	262.71

Number of FTE	149.07	15.56	16.51	16.51	16.51	16.51	16.51	16.51	263.69
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Summary of Purpose, Goals, and Benefits:

The ISRP system is a mission critical operations and maintenance project that processes tens of millions of tax returns and deposits billions of dollars to the U.S. Treasury on a yearly basis. ISRP is an integrated suite of hardware, software and network components that provides the interfaces for data entry perfection and transmission of data to IRS Corporate data storage. ISRP Data Entry Operators enter the information from various paper documents, which are then converted into electronic data used by downstream operations such as Financial Information Systems. ISRP also updates tax forms to comply with legislative changes in tax laws. There is a system dependence on various IRS applications such as Generalized Mainline Framework (GMF), Enhanced Entity Index File (EEIF), Integrated Data Retrieval System (IDRS), and Enterprise File Transfer Utility (EFTU).

Return on Investment:

The service ISRP provides is crucial to taxpayers (both individual and corporate), and to the U.S. Department of the Treasury, as tens of millions of returns and billions of dollars in receipts are processed by ISRP each year. The cost of updating, operating, and maintaining ISRP has been reduced by more than 40 percent since 2010.

The service that ISRP provides to taxpayers is necessary. Even though, most individual and corporate taxpayers have switched to submitting their forms and payments electronically, millions still submit their forms and payments on paper. Electronic versions do not cover all forms and payment vouchers and ISRP is the only system at the IRS that can support this

taxpayer requirement. ISRP provides top quality service to taxpayers through fair and uniform application of the law.

Requirements/ Benefits/ Mandates:

Legislative mandates, Outstanding audit findings or Material weakness, Presidential Directive: N/A.

Accomplishments and Future Objectives:

Current Year FY 2018:

Deliver legislatively mandated Tax Year Changes to keep ISRP up-to-date.

ISRP to program, test and deploy the new Achieving a Better Life Experience (ABLE) Act functionality to capture and archive in the AIR/IRI system for IRIS.

Deliver updates to the ISRP system for The Protecting Americans from Tax Hikes Act (PATH Act) and Affordable Care Act (ACA).

Update programs and continue to send FATCA information (Forms 8938, 8966 and 1042-S (Recipient Copy) to the ICM system (International Compliance Management Model).

Began migration of the ISRP Program Requirements Package (PRP) documents currently in WORD format to the Rational Requirements Composer (RRC) system.

Complete the deployment of the upgrade to the Intrust Version 11 that supports server event log management.

Deploy security patches, maintenance and firmware updates.

PATH Act Legislation - Add new programs to ISRP for Forms 943 and 944 so that taxpayers can accurately file their paper return to claim credit. Also changes to Form 8867.

Submission Processing Consolidation: Initial work required to ready OCS and FSC to support both IMF and BMF.

Budget Year FY 2019:

Consider proposals and options to leverage functionality between the ISRP and SCRIPS systems to improve efficiency and continue to reduce costs.

Continue migration of the ISRP Program Requirements Package (PRP) documents currently in WORD format to the Rational Requirements Composer (RRC) system.

The refresh of ISRP hardware, both server infrastructure and workstation is planned.

Transfer of desktop support from Enterprise Operations (EOps) to User and Network Services (UNS).

Details of Useful Life Period:

Year the investment began: 1998

End Year of the current planning cycle: 2024

Description of why the investment is not consistent with life cycle model defined in OMB

Circular A-131.: This investment covers ongoing functionality with no clear retirement date. We are using 5 year standard Period of Performance (POP) - Lifecycle not applicable to overall investment.

Performance Evaluation and Metrics:

Metric Description	Performance Measurement Category Mapping	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target	Latest Actual Result	Date of Latest Actual Result
Scanner/ Transport HARDWARE Response Timeliness - Percentage of Priority Trouble Tickets (P1) Maintenance Response within 2 hours.	Strategic and Business Results	Over target	Monthly	Percent	97.00	99.98	12/31/2017
Production Problem Resolution and Reporting - Number of high priority trouble tickets (P1) not closed within 4 hours.	Strategic and Business Results	Under target	Monthly	numeric	0.00	0.00	12/31/2017
System Availability (Uptime) - Percent of up time hours (actual uptime hours/planned uptime hours).	Financial Performance	Over target	Monthly	Percent	99.00	100.00	12/31/2017
Production Problem Resolution and Reporting - Number of priority trouble tickets (P2) not closed timely within 24 hours	Customer Satisfaction (Results)	Under target	Monthly	Numeric	1.00	0.00	12/31/2017
Percentage of daily ISRP deposits made in accordance with IRM 3.0.275.	Strategic and Business Results	Over target	Monthly	Percent	70.00	96.90	12/31/2017

Investment Name: IRS.GOV - Portal Environment

Type of Investment: Major IT Investment

Description:

IRS portal provides seamless one-stop web-based services to internal and external users, such as taxpayers, business partners and IRS employees. NOTE Acquisition for IEP 1.5 will continue to provide the same level of infrastructure web service hosting.

Investment Anticipated Outlay: (\$000,000s):

Type	2016 and Prior Actual	2017 Actual	2018 Enacted	2019 Estimated	2020 Estimated	2021 Estimated	2022 Estimated	2023 and Beyond Estimated	Total
Sub-Total DME (Including Internal labor (Govt. FTE) Costs)	136.16	39.36	8.03	6.14					189.69
Sub-Total O&M Costs (Including Internal Labor (Govt. FTE) Costs)	567.96	57.48	64.63	86.78	66.07	66.86	67.66		977.44
Total Costs	704.12	96.84	72.66	92.92	66.07	66.86	67.66		1167.13

Number of FTE	215.52	5.22	5.82	5.82					232.38
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Summary of Purpose, Goals, and Benefits:

The mission at the IRS is to provide Americas taxpayers top-quality services by helping them understand and meet their tax responsibilities and enforce the law with integrity and fairness to all. The IRS.gov website has the long-term goal of providing a virtual tax assistance center for internal and external users. This investment enables landing page access to services for taxpayers, businesses, practitioners, electronic return originators and IRS employees.

Return on Investment:

The Integrated Enterprise Portal is an infrastructure hosting and therefore, does not have a direct return on investment. However, the business area such as On-Line Service (OLS) does receive cost savings.

Maintained 100 percent availability for public access and use (since 2012). Supports tax preparer agencies' or agent's submissions and reduces paper and person-to-person delays between the IRS and the public to complete a tax transaction.

Enables millions of taxpayers to use IRS web services such as "Where's My Refund" Web inquiries, "Get Transcript" on-line services, and "IRS2Go" application downloads.

Enables taxpayers and tax preparers to easily find and obtain information and material without calling the IRS.

Keeps taxpayers' and tax preparers' information secure.

Enabled security measures at the perimeter that prevent various cyber attacks and exploits.

Enabled analytics tools to identify vulnerabilities and mitigate quickly to protect taxpayer data.

Requirements/ Benefits/ Mandates:

Legislative mandates, Outstanding audit findings or Material weakness, Presidential

Directive: FAR- Subpart 6.2; Full and Open Competition After Exclusion of Sources

6.200 Scope of subpart

This subpart prescribes policy and procedures for providing for full and open competition after excluding one or more sources.

6.201 Policy

- Acquisitions made under this subpart require use of the competitive procedures prescribed in 6.102.

Accomplishments and Future Objectives:

Integrate Enterprise Portal (IEP) Public User Portal (PUP) (IRS.gov)

-Completed Political Organization Filing & Disclosure (POFD) B/E release (6/2)

-Continued PUP to IEP Migration effort (Production Implementation September 2017)

-Began Transition Process/Activities for Drupal (Drupal goes to production on or about August 20, 2017)

Integrated Enterprise Portal Registered User Portal (RUP)

-Supported the firewall hardware upgrade

-Provided support of the onboarding of the new Taxpayer Digital Communication - Outgoing Notification (TDC-ON) application, the new eAuth CS application, the new OLA-ALT stream, the new eServices-ALT stream, the new SOR ALT stream and the new ACA RUP applications streams.

Employee User Portal (EUP)

- Coordinated and fulfilled upcoming new application onboarding requests to the EUP portal.
- Supported the firewall hardware upgrade

IEP Affordable Care Act (ACA) Transactional Portal Environment (TPE):

- Supported the required activities for the following IRS Initiatives:
 - Martinsburg Failover to Memphis
 - Memorial Day Martinsburg Power Down/Up
 - Memphis Failback to Martinsburg
- Continued to support the ACA eAuth migration for all ACA User Interface Applications (ACA Forms Acceptance/ACA Assurance Testing Software/Information Sharing & Reporting)Applications (AFA/AATS/ISS)
- Supported the firewall hardware upgrade

IEP 1.5 award and transition: The Integrated Enterprise Portal (IEP 1.5) contract for IRS.gov was awarded on February 15, 2017. This new contract provides a five-year base period of performance with three additional option years, along with a new funding ceiling. The IEP 1.5 contract enables work to continue for both operations and maintenance and additional enhancements. The IEP 1.5 contract provides a series of operational and security enhancements. All IEP operations and maintenance will transition from 1.0 to 1.5 completed in September 2017 with no service interruption.

- Supported the launch of the updated Withholding Calculator based on the new Tax Reform legislation.
- Launched the new Field Assistance Scheduling Tool (FAST).

Future Objectives:

- Support on going Tax Reform updates for content and applications
- Support the upcoming releases for Web Applications, FACTA, and TEGE's Form 4506A
- Support enhancements to the new IRS.gov Web Content Management System (WCMS)
- Begin the preparation and planning for Filing Season 2019.

Details of Useful Life Period:

Year the investment began: 1996

End Year of the current planning cycle: 2023

Description of why the investment is not consistent with life cycle model defined in OMB Circular A-131: This investment covers ongoing functionality with no clear retirement date. We are using 5 year standard Period of Performance (POP) - Lifecycle not applicable to overall investment.

Performance Evaluation and Metrics:

Metric Description	Performance Measurement Category Mapping	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target	Latest Actual Result	Date of Latest Actual Result
System Response Targets- Web site response time: Search queries completed in three 3 seconds or less.	Strategic and Business Results	Over target	Monthly	Percentage	99.99	99.90	01/31/2018

System Response Targets-Website Response Time: User requests for website content from a user page to user page served completed in 3 seconds or less.	Strategic and Business Results	Over target	Monthly	Percentage	95.00	99.84	01/31/2018
Web Content Management System (WCMS) Availability: Monthly cumulative availability of WCMS as measured in P1/P2 (PROD) tickets.	Financial Performance	Over target	Monthly	Percentage	90.00	100.00	01/31/2018
Web Content Management System (WCMS): Content updates must be publicly available 30 minutes or less following completion of publishing action within WCMS.	Strategic and Business Results	Over target	Monthly	Percentage	99.99	99.99	01/31/2018
Outage minutes for irs.gov calculated by Points of Presences (PoPs) reports	Customer Satisfaction (Results)	Over target	Monthly	percentage	99.99	100.00	01/31/2018

Investment Name: Modernized e-File (MeF)

Type of Investment: Major IT Investment

Description:

MeF provides a secure web-based platform for electronic filing of individual and business tax and information returns by registered Electronic Return Originators. Returns are submitted through the Internet in Extensible Markup Language (XML) format.

Investment Anticipated Outlay: (\$000,000s):

Type	2016 and Prior Actual	2017 Actual	2018 Enacted	2019 Estimated	2020 Estimated	2021 Estimated	2022 Estimated	2023 and Beyond Estimated	Total
Sub-Total DME (Including Internal labor (Govt. FTE) Costs)	502.48	11.90							514.38
Sub-Total O&M Costs (Including Internal Labor (Govt. FTE) Costs)	261.98	44.91	44.71	45.38	45.92	46.47			489.37
Total Costs	764.46	56.81	44.71	45.38	45.92	46.47			1003.75

Number of FTE	933.66	112.24	75.01	75.01	75.01	75.01			1345.94
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Summary of Purpose, Goals, and Benefits:

The Modernized e-file (MeF) Program provides a secure, web platform for electronically filing tax and information returns by registered Electronic Return Originators (EROs). This system uses a browser-based and application-to-application solution to provide ERO end users with

optimized return filing. MeF is becoming the primary system for electronic filing of business and individual tax returns and forms.

The MeF program supports the Treasury and IRS strategic goals by effectively and efficiently using resources to optimize return filing, expand e-Government, and reduce taxpayer burden.

Beneficiaries include the tax preparation community and the taxpayers they represent. MeF also benefits large corporations and tax-exempt organizations that are required at a specific asset threshold to electronically file their tax returns or annual information returns by reducing the handling/mailing of voluminous paper returns which sometimes exceed 700 attachments/schedules.

MeF has dependencies with:
irs.gov - Portal Environment
Information Return and Document Matching (IRDM)
Individual Master File (IMF)
Business Master File (BMF)
Tax Return Data Base (TRDB)
Electronic Fraud Detection System (EFDS).

Return on Investment:

Benefits of Modernized e-File (MeF) include a cost savings of \$2 for filing a business return vs. a paper return. As of December 31, 2017, over 44.1M BMF returns have been accepted this translates to a cost savings of \$88M. For individual returns the cost savings are \$3.13 per return. As of December 31,2017, over 142.1M IMF returns have been accepted. The total IMF cost savings are \$445M. Total cost savings for MeF program are therefore \$533M. For FY2017 the total cost expended for MeF is \$57M. As a result, the MeF Return on investment is 935%.

Modernized e-File (MeF) receives and processes e-file returns in an Internet environment. MeF provides for real time processing of acknowledgements, streamlined error detection, standardization of business rules and requirements across form types, capability to attach PDF files, and capability for IRS employees to view MeF return data through the Employee User Portal (EUP) and also the Business Objects Server.

MeF contributes to Treasury's Federal Enterprise Architecture (FEA) Performance Reference Model (PRM) objectives 'Increase Voluntary Tax Compliance'; and 'Increase electronic transactions with public to improve service, prevent fraud and reduce costs'.

Requirements/ Benefits/ Mandates:

Legislative mandates, Outstanding audit findings or Material weakness, Presidential Directive: N/A.

Accomplishments and Future Objectives:

CY (2018):

Deploy MeF Release 10.1 which will allow changes due to ACA, FATCA and maintenance of

MeF including hardware, software, security, helpdesk, training, etc.

Develop MeF Release 10.2 which will allow maintenance of MeF including hardware, software, security, helpdesk, training, etc.

BY (2019):

Deploy MeF Release 10.2 which will allow maintenance of MeF including hardware, software, security, helpdesk, training, etc.

Develop MeF Release 10.3 which will allow maintenance of MeF including hardware, software, security, helpdesk, training, etc.

Details of Useful Life Period:

Year the investment began: 2001

End Year of the current planning cycle: 2023

Description of why the investment is not consistent with life cycle model defined in OMB

Circular A-131.: This investment covers ongoing functionality with no clear retirement date. We are using 5 year standard Period of Performance (POP) - Lifecycle not applicable to overall investment.

Performance Evaluation and Metrics:

Metric Description	Performance Measurement Category Mapping	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target	Latest Actual Result	Date of Latest Actual Result
Error rate for electronically filed tax returns	Financial Performance	Under target	Quarterly	percentage	8.00	8.00	12/31/2017
The percentage of scheduled system availability per the approved Service Level Agreement, as documented monthly by IRS Enterprise Operations.	Customer Satisfaction (Results)	Over target	Monthly	percentage	99.00	99.00	01/31/2018
The average number of minutes within which electronic filers receive acknowledgement of their electronically filed tax returns.	Customer Satisfaction (Results)	Under target	Monthly	minutes	5.00	5.00	01/31/2018
Percent of business tax returns processed electronically by MeF.	Strategic and Business Results	Over target	Monthly	percentage	40.00	67.52	01/31/2018
Percent of individual tax returns processed electronically.	Strategic and Business Results	Over target	Quarterly	percentage	80.00	86.93	12/31/2017
Total quarterly cost savings derived from electronically filed tax returns. Savings achieved is based on an average of \$10M target savings per quarter. This a periodic metric.	Strategic and Business Results	Over target	Quarterly	Millions of Dollars. (\$M)	3.00	5.70	12/31/2017

Investment Name: Return Review Program (RRP)

Type of Investment: Major IT Investment

Description:

The Return Review Program (RRP) is an automated system designed to maximize fraud detection at the time that tax returns are filed to eliminate the issuing of questionable refunds.

Investment Anticipated Outlay: (\$000,000s):

Type	2016 and Prior Actual	2017 Actual	2018 Enacted	2019 Estimated	2020 Estimated	2021 Estimated	2022 Estimated	2023 and Beyond Estimated	Total
Sub-Total DME (Including Internal labor (Govt. FTE) Costs)	240.10	57.50	53.62	8.37					359.59
Sub-Total O&M Costs (Including Internal Labor (Govt. FTE) Costs)	52.68	32.57	52.88	97.66	107.42	108.71			451.92
Total Costs	292.78	90.07	106.50	106.02	107.42	108.71			811.51

Number of FTE	336.81	96.38	104.89	104.89	104.89	104.89			852.75
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Summary of Purpose, Goals, and Benefits:

The Return Review Program (RRP) performs automated Identity Theft (IDT) & pre-refund individual anomaly & fraud detection. RRP continues to evolve & enhance its system capabilities, providing greater security for the Service & our nation's taxpayers & leading the charge against IDT & the filing of fraudulent returns. RRP keeps pace with the complex, ever-evolving world of tax fraud by collaborating with its business partners to iteratively enhance models & filters for processing individual tax returns. As RRP expands its anomaly detection engine into the realm of processing business tax returns, the Service is exploring how RRP can improve anomaly & fraud detection for both individual and business returns, with even more powerful & sophisticated capabilities for data comparisons, data analysis through its filters, predictive models, data visualization & data computing appliances.

During FS17, RRP successfully expanded into processing paper returns, and protected a total of \$1.2 billion for both IDT and Non-IDT for paper returns. This is compared to \$1.73 billion protected through electronic returns for FS17 for RRP, independent of legacy systems (as of 10/25/17). As of 10/25/17, RRP has selected 1,062,595 potential tax refund fraud returns with a refund value of \$15.61 billion (excludes a few claimed refunds in excess of \$5 billion that skew the value). Since the start of FS15, RRP has protected over \$6.28 billion of revenue in confirmed fraud, independent of legacy systems (Dependent Database [DDb] & Electronic Fraud Detection System [EFDS]), with an ROI of more than 1,575 percent.

RRP is critical for IRS mission success by enforcing the law, verifying compliance with tax responsibilities, & actively working to combat fraud. RRP has adopted innovative approaches & methodologies to detect ever-evolving fraud in the ever-changing tax landscape.

RRP protects taxpayer dollars using its analytics capabilities with the goal of creating predictive

fraud & non-compliance detection models, which will seek out subtle data patterns to determine reliability of return data. The IRS has realigned funding of the EFDS investment under RRP to streamline budget reporting and management oversight and to streamline integrated release planning under one program. RRP looks to prioritize increasing pre-refund revenue protection, improving operational efficiency and performance, & expanding scope to include business returns in an effort to realize RRP's potential.

Return on Investment:

In FS17, RRP is responsible for identifying over \$15.6B in suspicious refunds across 1,062,595 returns. Actual values for RRP FS17 as of 10/25/17 are the following:

- 339K confirmed Identity Theft (IDT) fraud returns at \$2.9B which is equal to 47% False Detection Rate
- 56K confirmed Non-IDT Fraud returns at \$1.1B

Other benefits both internal & external to the Fed Government that RRP provided are as follows:

- RRP continues to reinforce improved tax compliance & revenue protection for the U.S. Dept. of Treasury

- IDT victims have decreased 64% since 2015 & 48% since 2016

- RRP used data provided by PATH Act legislation to verify 17M W-2s by 2/15/17 - an increase of 188% over 2016. RRP is the only system to use data real-time, in-line to prevent compliant taxpayers from getting selected for fraud treatment

- RRP reduced improper payments of refundable credits such as EIC & ACTC by using data provided by PATH Act legislation to identify \$720M in suspicious refunds that would have otherwise not been selected by in-line analytics systems for fraud treatment

- In 2017, RRP used additional data from Tax Software Industry partners including driver's license & ultimate bank account to reduce good taxpayer burden by verifying an additional 119K returns & avoiding sending these compliant taxpayers to a fraud treatment

- Continued pre-refund revenue & fraud detection functionality resulting in preventing payment from the Treasury of fraudulent refund claims through data analysis of foreign financial institutions' tax withholding reports to IRS & withholding claimed on taxpayers' returns

- Identification of real-time potential fraud/suspicious activity by using a comprehensive & flexible set of data analytic techniques including risk scoring & anomaly detection to detect suspicious conditions on returns & react quickly

- Systemic identification of suspected IDT on tax returns based on entity analytics, resulting in greater revenue protection for the Government & reduced impact to taxpayers whose identities were stolen

- New entity-based non-compliance & fraud pattern detection through predictive analytics, data mining using external sources & IRS entity history, a business rules engine that enables near real-time response to emerging trends, & Linked Return Analysis (LRA), a comprehensive view of filer's ID & filing history, enabling systemic detection of new fraud. In 2017, LRA has clustered over 3.3M returns into 262K fraud scheme clusters.

Requirements/ Benefits/ Mandates:

Legislative mandates, Outstanding audit findings or Material weakness, Presidential Directive: N/A.

Accomplishments and Future Objectives:

RRP developed the Release Plan (RP) using inputs from Business & IT to prioritize capabilities that will be implemented into the system based on alignment with the goal of retiring remaining components of the legacy fraud detection system, EFDS. The RP, which grouped the prioritized capabilities into projects & identified the cost, scope, & schedule for Phase 1 of RRP, was approved Jan 2016. RRP RP Release(R) 2 projects are currently in progress, as described below. The RP is being updated to provide a re-baselined 2018 schedule based on increased understanding of scope & complexity of the remaining functionality, & schedule alignment with other components needed to retire EFDS.

RRP completed & deployed R2.1 project. R2.1 provides core capabilities for ad-hoc reporting via the BusinessObjects Enterprise tool, as well as providing return information, processing information, & prior year return information for use by the business stakeholders. R2.1 also provides a new standard report, Transaction Summary Report, & associated functionality needed to access & analyze RRP data.

RRP R2.2 completed & deployed in mid-Nov 2017, expanding reporting capabilities & data loads. R2.2 provides data for reporting such as rejected returns, referrals, Cluster Management data, audit trail information, as well as the new Business Master File Daily Loads Report for business stakeholders. Additional capabilities that were delivered with R2.2 are data loads such as business return & partnership data & Affordable Care Act data & data extracts to Research, Applied Analytics, & Statistics & Criminal Investigation.

R3 (CY18) will include the following capabilities:

- Create contingency plan for legacy reporting tools
- Develop long-term strategy to address RRP Data Access & Analysis, including a feedback loop, identification of the types of data included, improved manual research capabilities, & analysis on training needs
- Further enhance predictive modeling & analytics & explore opportunities for analytics for business returns
- Implement Manual Workarounds in legacy case management to address manual processes
- RRP environment upgrades & phased Data Exchange Broker & Operational Intelligence Implementation

R4 & Future Increments will include the following capabilities:

- User access to all RRP data for research, analysis, & visualization needs to support manual/systemic fraud detection
- Increased revenue protection
- Infrastructure & core capability upgrades.

Details of Useful Life Period:

Year the investment began: 2010

End Year of the current planning cycle: 2024

Description of why the investment is not consistent with life cycle model defined in OMB Circular A-131.: This investment covers ongoing functionality with no clear retirement date. We are using 5 year standard Period of Performance (POP) - Lifecycle not applicable to overall investment.

Performance Evaluation and Metrics:

Metric Description	Performance Measurement Category Mapping	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target	Latest Actual Result	Date of Latest Actual Result
System Availability - The percent of hours the RRP system is up and running during hours RRP is scheduled to be available, per the Service Level Agreement (SLA).	Customer Satisfaction (Results)	Over target	Quarterly	Percent	90.00	100.00	12/31/2017
False Protection ID Theft - The percent of all individual tax returns that RRP detects to be the result of stolen identity refund fraud (SIRF) that are not actually SIRF returns. (RRP False Detection Rate for ID Theft).	Strategic and Business Results	Under target	Annual	Percent	61.00	48.00	12/31/2017
Systemic Verification of Income and Withholding Reported on Returns - Percent of electronically-filed income documents received by the IRS that RRP systemically verified.	Strategic and Business Results	Over target	Quarterly	Percent	80.00	94.00	12/31/2017
Total RRP P1 + P2 Production Tickets Opened each Month.	Strategic and Business Results	Under target	Monthly	Number	18.00	1.00	01/31/2018
The cumulative number of confirmed identity theft (ID) returns identified by the data models.	Financial Performance	Over target	Quarterly	Number of confirmed identity theft (ID) returns	320000.00	357557.00	12/31/2017

Investment Name: Service Center Recognition/Image Processing System (SCRIPS)

Type of Investment: Major IT Investment

Description:

SCRIPS is a data capture, management and image storage system that uses high speed scanning and digital imaging to process the 940, 941, K-1, IRP, and ACA-IRP paper returns and converts data to electronic format for processing downstream.

Investment Anticipated Outlay: (\$000,000s):

Type	2016 and Prior Actual	2017 Actual	2018 Enacted	2019 Estimated	2020 Estimated	2021 Estimated	2022 Estimated	2023 and Beyond Estimated	Total
Sub-Total DME (Including Internal labor (Govt. FTE) Costs)	3.50	0.46							3.95
Sub-Total O&M Costs (Including Internal Labor (Govt. FTE) Costs)	184.92	8.49	9.59	9.75	9.87	9.99	10.11	10.23	252.95
Total Costs	188.41	8.95	9.59	9.75	9.87	9.99	10.11	10.23	256.90

Number of FTE	117.08	8.41	8.92	8.92	8.92	8.92	8.92	8.92	179.01
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Summary of Purpose, Goals, and Benefits:

The Service Center Recognition/Image Processing System (SCRIPS) is a major paper input processing system specifically designed to automate the processing of Information Return Processing (IRP) forms, Schedule K-1's (Forms 1041 K-1, 1065 K-1, and 1120 K-1), Form 941 (and associated Schedules B and Schedule R), and Form 940 (and associated Schedule A and Schedule R). SCRIPS will process ACA-IRP Forms 1094-x and 1095-x. SCRIPS scans and stores images of all tax documents processed, saving time by converting the scanned images and data to computer-readable code and providing hardcopy images when requested. This is accomplished using the Optical Character Recognition/Intelligent Character Recognition (OCR/ICR) engine in addition to utilizing 2 Dimensional (2D) bar code recognition which optimizes and automates data entry of the taxpayer data.

SCRIPS is one of the front-end input systems that operates at four IRS Service Centers where forms are received, sorted, and then sent to the scanning areas. SCRIPS sends the electronic taxpayer data to the IRS downstream tax processing systems, including Generalized Mainline Framework (GMF) and Master File for posting to the IRS database, as well as Service-Wide Employment Tax Research System (SWETRS) and Statistics Of Income (SOI) for compliance. Beginning in 2016, SCRIPS sent data to ACA Information Returns (AIR) database for Master Files. Images are archived and retained on the Enterprise Shared Storage platform. IRS Customer Service Representatives can request hard copies of images through the Integrated Data Retrieval System (IDRS).

SCRIPS will deliver legislatively mandated Tax Year Changes to keep SCRIPS the system up-to-date. In addition, SCRIPS will program, test, and deploy new Affordable Care Act (ACA) functionality. SCRIPS processed more than 64 million tax forms in 2017 and expects to process 65 million tax forms in 2018. SCRIPS provides taxpayers fair and uniform application of the law, and increases efficiency for tax processing by converting paper forms to electronic images.

Return on Investment:

In Calendar Year (CY) 2017, SCRIPS scanned 64,000,000 taxpayer documents, and is on track to complete 65,000,000 in CY2018. Considering the total cost to operate SCRIPS per year, the point at which the gain equals the costs incurred for SCRIPS is about 5.5 million documents. By the end of February of each year, SCRIPS has processed more than 15 million documents. Thus, the point at which the gain equals the costs incurred for SCRIPS is achieved before the end of the 2nd month of the Filing Season.

Requirements/ Benefits/ Mandates:

Legislative mandates, Outstanding audit findings or Material weakness, Presidential Directive: N/A.

Accomplishments and Future Objectives:

Accomplishments and Future Objectives:

Current Year FY 2018:

SCRIPS to successfully implemented additional ACA changes.

Deliver legislatively mandated Tax Year Changes to keep SCRIPS up-to-date.

Budget Year FY 2019:

Capture data from Schedules K-1 arriving near or after the December Program Completion Date that causes them to not be processed.

ABLE Act Certified Professional Employer Organization Database and Compliance Monitoring: SCRIPS Schedule R Stand-Alone Processing for Forms 940, 941, and 943-P. L.

Submission Processing Consolidation: Initial work required to ready OCS and FSC to support both IMF and BMF.

Consider proposals and options to leverage functionality between the ISRP and SCRIPS systems to improve efficiency and continue to reduce costs.

Continue migration of the SCRIPS Technical Requirements Documents (TRDs) currently in WORD format to the Rational Requirements Composer (RRC) system.

The refresh of SCRIPS hardware, both server infrastructure and workstations.

Transfer of desktop support from Enterprise Operations (EOps) to User and Network Services (UNS).

Details of Useful Life Period:

Year the investment began: 1991

End Year of the current planning cycle: 2024

Description of why the investment is not consistent with life cycle model defined in OMB

Circular A-131.: This investment covers ongoing functionality with no clear retirement date. We are using 5 year standard Period of Performance (POP) - Lifecycle not applicable to overall investment.

Performance Evaluation and Metrics:

Metric Description	Performance Measurement Category Mapping	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target	Latest Actual Result	Date of Latest Actual Result
The percentage of time the SCRIPS system is available per month for processing (system up-time).	Financial Performance	Over target	Monthly	percentage	99.00	100.00	01/31/2018
Percent of tax return image print requests fulfilled within 2 days.	Customer Satisfaction (Results)	Over target	Monthly	percent	95.00	100.00	01/31/2018
Maintain a character recognition error rate on scanned forms of no more than 6% per month.	Strategic and Business Results	Under target	Monthly	percent	6.00	3.45	01/31/2018
Number of Moderate Priority (P2) trouble tickets not closed within 24 hours.	Strategic and Business Results	Under target	Monthly	numeric	1.00	0.00	01/31/2018
Number of High Priority (P1) trouble tickets not closed within 4 hours.	Strategic and Business Results	Under target	Monthly	numeric	1.00	0.00	01/31/2018
Average number of tax return-related documents processed per hour (for all sites). This is a seasonal metric.	Strategic and Business Results	Over target	Quarterly	numeric	200.00	257.74	12/31/2017

Investment Name: Web Applications

Type of Investment: Major IT Investment

Description:

Web Applications will simplify the taxpayer's online experience by providing secure digital communications and more interactive capabilities. Components include: Online Account; Authorization; Third Party; and Mobile.

Investment Anticipated Outlay: (\$000,000s):

Type	2016 and Prior Actual	2017 Actual	2018 Enacted	2019 Estimated	2020 Estimated	2021 Estimated	2022 Estimated	2023 and Beyond Estimated	Total
Sub-Total DME (Including Internal labor (Govt. FTE) Costs)	40.43	36.36	57.90	25.12	25.42	25.72			210.95
Sub-Total O&M Costs (Including Internal Labor (Govt. FTE) Costs)			2.67	2.67	2.70	2.73	2.76	2.80	16.32
Total Costs	40.43	36.36	60.57	27.78	28.12	28.45	2.76	2.80	227.27

Number of FTE	51.23	67.85	96.00	96.00					311.08
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Summary of Purpose, Goals, and Benefits:

The FY 2019 request will lead the IRS to achieving enterprise themes of facilitating voluntary compliance by empowering taxpayers with innovative tools and support and driving more agility and efficiency in IRS operations. The Web Applications investment is a digital-first approach that enhances the taxpayer's online experience, provides secure digital communications, and adds more interactive capabilities to existing web self-service products.

To keep pace with increasing taxpayer demand for IRS service, the IRS must create and enhance online, self-service capabilities for taxpayers, tax practitioners, and internal IRS stakeholders. This allows taxpayers the ability to easily access both public and personal information from their computers, smart phones and tablets and interact digitally with the IRS within a secure framework. Web Applications will drive the IRS transition to digital government and supports the long-term vision of migrating services from expensive traditional channels to the internet. Web Applications will continue to enhance the taxpayer's experience by providing additional self-service options within a secure communications infrastructure.

The IRS goal is to deliver new digital communication channels and migrate service delivery from offline channels to the Internet by implementing Online Account, Advanced Mobile projects; developing Platform services; providing Taxpayer Digital Communications Outbound Notices and expanding the Third Party Application Programming Interfaces (APIs).

Return on Investment:

Online Account is a multi-phase effort that provides single sign-on capability to offer taxpayers easy access account-related information. It will provide a consolidated view of taxpayer capabilities with access to applications including Online Payment Agreement, IRS Direct Pay, and Where's My Refund? as well other tools. Online Account will continue to implement additional individual taxpayer capabilities and integrate with other IRS projects that need to interact with Web Apps to provide better online access for taxpayers.

The IRS2Go Mobile Application will continue to evolve, allowing taxpayers to increase their use of multiple mobile digital devices such as smart phones and tablets as a primary source for accessing information and conducting business. By offering new services tailored for mobile devices, taxpayers will be able to find tax-related information and meet their filing obligations with added convenience and flexibility. Developing a framework for mobile applications to leverage many of the features developed for Online Account provides taxpayers with a new generation of faster and more feature-rich mobile applications.

New Authorization services provide the Centralized Access File (CAF) Registration feature and lay the ground work for the Third Party Access Tool (TPAT) capabilities. CAF Registration will allow third-parties to claim their previously assigned CAF numbers online. This is a pre-requisite to TPAT which will allow third-party practitioners the ability to submit Disclosure Authorizations (Form8828), Powers of Attorney (Form2848) and potentially other authorization forms online.

In the future, expansion of Third Party Application Programming Interfaces (APIs) will increase the number of tax services available to third parties and broaden the definition of third party to include other federal and state government agencies, as well as commercial tax preparers.

Requirements/ Benefits/ Mandates:

Legislative mandates, Outstanding audit findings or Material weakness, Presidential Directive: N/A.

Accomplishments and Future Objectives:

In FY 2017, three Online Account (OLA) Federated Delivery Teams (FDTs) were established and completed 6 Program Increments, totaling 24 sprints to develop Balance Due, Make A Payment, See Payments, and Tax Records capabilities as well as Foundational Capabilities and Production Support. During FY17, Web Apps added a platform delivery team to manage the environments associated with multiple product deliveries, allowing other products to leverage the Web Apps infrastructure.

In FY 2018, Web Applications will continue provide further enhancements to current taxpayer

services and develop new capabilities including Taxpayer Protection Program Identity Verification Service (TPP ID Verify). ID Verify will allow taxpayers who receive a 5071C (Potential Identity Theft) letter to verify their information online and determine whether they are a victim of identity theft. Additionally, foundational platform services will expand to accommodate additional applications. Taxpayer Digital Communication integration with Online Account may begin in late FY 2018/early FY 2019.

In FY 2019, IRS will expand the Web Apps capacity to deliver new features such as the Third Party Access Tool (TPAT) and Third Party Refund API. TPAT will permit access for third parties to view and manage a taxpayer's online account. Third Party Refund API will increase the number of tax services available to third parties and broaden the definition of third party to include other federal and state government agencies, as well as commercial tax preparers. In the future, Web Applications will continue striving to provide a user-centric, data-informed approach in order to ensure that taxpayer information is being presented and provided in a way that is easy for a taxpayer to interpret. This will include the release of new and continuing applications providing a wide variety of services to the taxpayer that will provide a better user experience, clearer content, an enhanced portal, and more robust analytics to continuously improve the taxpayer experience.

In the budget out-years, Web Applications plans to expand the ability communicate digitally to a wider variety of users including, individual taxpayers, business taxpayers, tax practitioners, and internal IRS stakeholders. The IRS will achieve significant savings through fewer help desk and informational calls and walk-ins and deliver a greater level of service.

Details of Useful Life Period:

Year the investment began: 2015

End Year of the current planning cycle: 2023

Description of why the investment is not consistent with life cycle model defined in OMB

Circular A-131: This investment covers ongoing functionality with no clear retirement date. We are using 5 year standard Period of Performance (POP) - Lifecycle not applicable to overall investment.

Performance Evaluation and Metrics:

Metric Description	Performance Measurement Category Mapping	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target	Latest Actual Result	Date of Latest Actual Result
Total Sessions - tracks traffic into the application over time to help analyze trends and measure application adoption.	Strategic and Business Results	Over target	Monthly	Number	266000.00		
% Service Unavailable Events - records unavailable events due to system issues as well as unavailable events during regular offline hours. This measure is intended to show overall user experience during both planned and unplanned downtime.	Customer Satisfaction (Results)	Under target	Monthly	Percent	8.00		
% Cumulative Balance Due Displayed - the percentage of sessions in which a visitor was displayed their Cumulative Balance Due. This includes visitors with a balance due equal to or greater than zero.	Strategic and Business Results	Over target	Monthly	Percent	0.00		

Post-Authentication Continuation Rate - tracks clicks to IRS applications connected to Account to measure a visitor's successful navigation to the various payment applications to work toward the goal of increasing taxpayer compliance.	Strategic and Business Results	Over target	Monthly	Percent	0.00		
Average Page Load Time - tracks average page load time of the application to bring to light spikes that indicate issues with backend systems such as servers and data services.	Customer Satisfaction (Results)	Under target	Monthly	Seconds	5.00		

Investment Name: IRS End User Systems and Services (EUSS)

Type of Investment: Major IT Investment

Description:

The EUSS investment provides desktops, laptops, mobile devices, software, incident management services, and asset management services to all end users in the IRS.

Investment Anticipated Outlay: (In Millions of \$):

Type	2016 and Prior Actual	2017 Actual	2018 Enacted	2019 Estimated	2020 Estimated	2021 Estimated	2022 Estimated	2023 and Beyond Estimated	Total
Sub-Total DME (Including Internal labor (Govt. FTE) Costs)	47.03	29.70	30.50	20.09	0.09	0.09			127.51
Sub-Total O&M Costs (Including Internal Labor (Govt. FTE) Costs)	1272.68	201.29	229.20	232.82	236.56	240.37	244.24	248.18	2905.33
Total Costs	1319.72	230.99	259.70	252.91	236.65	240.46	244.24	248.18	3032.84

Number of FTE represented by costs	4216.22	872.18	849.29	856.29	856.29	856.29	856.29	856.29	10219.14
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Summary of Purpose, Goals, and Benefits:

The End User Systems and Services (EUSS) Investment supports the IRS day-to-day end user products and services for IRS employees at headquarters and field sites. The products and services provided are such things as desktops, laptops, mobile devices, software, incident management services, and asset management services.

The investment goal is to provide reliable, secure, innovative and cost effective computer hardware, software and services that enable communication, collaboration and business capabilities in support of the IRS mission.

The EUSS investment provides operations and maintenance support delivering a secure and stable IT infrastructure provisioning and managing assets by improving existing utilization,

streamlining processes, and delivering services consistent with industry trends and long term investment planning in the IRS production environment. The investment provides desktops, laptops, mobile devices, software, incident management services, and asset management services to all end users in the IRS. The investment will implement enterprise-wide analytics and research capabilities to ensure that timely and informed decisions/strategies are made. In support of improving efficiency and productivity for all IRS employees the investment continues to implement World Class Service strategies to deliver exceptional performance and service by meeting or exceeding industry performance standards. Meeting or exceeding industry performance standards will be accomplished through enhanced customer experience and innovation, driving to a transformative culture of self-sufficiency through tools and pro-active education and services, drive efficiency through channel segmentation, demand management, performance measures and to implement where budget allows, new technologies and interactions to enable more frequent and effective user communication.

Return on Investment:

The EUSS Investment is an Operation & Maintenance investment therefore does not provide a ROI. EUSS is constantly integrating new technologies into the infrastructure to provide cost benefits and service improvements to the environment.

Requirements/ Benefits/ Mandates:

Legislative mandates, Outstanding audit findings or Material weakness, Presidential

Directive: GAO audit GAO-17-395 requires the regular updates of configuration standards and guidelines for network devices to incorporate recommendations from industry leaders, security agencies, and key practices from IRS partners to address known vulnerabilities applicable to IRS's environment.

Corrective action: The User and Network Services organization has enhanced the existing process and continues efforts to ensure the GSS-1 inventory of information system components are appropriately maintained. Implementation date is April 15, 2018. Using United States Government Configuration Baseline (USGCB) Compliance - which measures the percentage of workstations that have settings configured that are compliant to pass baseline security scans.

GAO audits GAO-16-397SU & GAO-16-398 requires UNS to enforce memory safeguard protections using specific programs to protect the Windows operating system against unauthorized code execution.

This finding pertains to protection memory from remote code execution; the mitigation for which is the SONAR option of our Symantec endpoints. UNS is currently mitigating issues with any IRS workstations that do not have SONAR option active. UNS is addressing this item specifically as it pertains to IRS workstations. Enterprise Operations is addressing this as it pertains to servers.

GAO audit GAO-14-401SU requires UNS to enforce FIPS 140-2 Kerberos encryption. UNS continues testing and validation using the SONAR option of our Symantec endpoints.

Accomplishments and Future Objectives:

Accomplishments:

- * Furnishing current industry compatible IT equipment hardware/software including laptops, desktops, peripherals, and their associated system, security and productivity software (e.g., laptops/desktops compliant with published OMB standards, Microsoft Windows 10, Symantec Endpoint Encryption/Protection, Microsoft Office 365 Pro Plus, etc.)
- * Furnishing and maintaining internal and external capabilities for sharing documents which allows collaborating in real time with peers and taxpayers (i.e., Microsoft Lync collaboration, Microsoft Office Communications Server instant messaging, and Cisco Web-Ex collaboration) * Blackberry Next Generation developed and deployed required infrastructure (production, testing and deployment components) to successfully transition current N-2 environment and N-2 customer facing devices to N and N-1 levels
- * Bring Your Own Device transition away from the traditional use of Government Furnished Devices (GFD) by taking advantage of a broad national trend - the rising acceptance of the use of personal smartphones and tablets in the workplace

Future Objectives:

- * Continue Operations and Maintenance requirements
- * Continue to furnish current and compatible IT equipment hardware/software including laptops, desktops, peripherals and their associated system, security and productivity software
- * Continue to evolve a digital workplace to support collaboration, flexibility and business innovation
- * Expand Wi-Fi access points throughout post of duties to help support a more mobile workforce
- * Continue to develop virtualization and cloud based solutions to reduce desktop/laptop costs and support requirements
- * Identify Cloud Computing / Software as a Service (SaaS) offerings to evaluate as solutions for common services (e.g., email, collaboration, etc.) and identify best candidates for technology demonstration and evaluation
- * Utilize PC-on-a-Stick technologies (i.e., Windows 10 To Go) to provisional users (with applicable use-cases) with lower cost technology thereby reducing expenditures for outfitting those users with more expensive equipment (i.e., laptops and desktops)
- * Leverage virtualization technologies to redefine and improve the user experience across multiple end-user device platforms (e.g., desktop, laptop, tablet, mobile/smart devices, etc.).

Details of Useful Life Period:

Year the investment began: 2002

End Year of the current planning cycle: 2024

Description of why the investment is not consistent with life cycle model defined in OMB

Circular A-131: This investment covers ongoing functionality with no clear retirement date. We are using a 5 year standard Period of Performance (POP) - Lifecycle not applicable to overall investment.

Performance Evaluation and Metrics:

Metric Description	Performance Measurement Category Mapping	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target	Latest Actual Result	Date of Latest Actual Result
Speed of Answer (Service Desk) - measures the average amount of time a customer waits in the Service Desk queue before reaching a Service Desk Representative. The time does not include the time an employee spends listening to the Front End Message (FEM)	Strategic and Business Results	Under target	Monthly	Minutes	8.00	54.57	01/31/2018

USGCB Compliance - Measures the percentage of workstations that have settings configured that are compliant to pass United States Government Configuration Baseline (USGCB) security scans	Strategic and Business Results	Over target	Monthly	Percentage	95.00	98.07	01/31/2018
EUSS Percent on Time Priority 3 - measures the timeliness of resolution for Priority 3 incidents worked by End User Systems and Services assignment groups against the standards contained in the Master Service Level Agreement (MSLA), two business days.	Customer Satisfaction (Results)	Over target	Monthly	Percentage	90.00	91.37	01/31/2018
Call Handle Time - measures the average amount of time it takes an Enterprise Service Desk Specialist to complete an inbound service call	Strategic and Business Results	Under target	Monthly	Minutes	25.00	22.03	01/31/2018
First Level Resolution (Telephone) - measures the percentage of IT non-escalated interactions, incidents and requests closed at the First Level (i.e. Enterprise Service Desk (ESD)) with a method reported of telephone.	Financial Performance	Over target	Monthly	Percentage	75.00	79.51	01/31/2018

Investment Name: IRS Main Frames and Servers Services and Support (MSSS)

Type of Investment: Major IT Investment

Description:

Provides for the design, development and deployment of server, middleware and large systems and enterprise storage infrastructures, including systems software products, databases and operating systems for these platforms.

Investment Anticipated Outlay: (In Millions of \$):

Type	2016 and Prior Actual	2017 Actual	2018 Enacted	2019 Estimated	2020 Estimated	2021 Estimated	2022 Estimated	2023 and Beyond Estimated	Total
Sub-Total DME (Including Internal labor (Govt. FTE) Costs)	68.14	31.05	21.99	90.17	76.82	77.74			365.91
Sub-Total O&M Costs (Including Internal Labor (Govt. FTE) Costs)	6036.78	442.61	563.12	594.04	601.17	608.38	615.68	623.07	10084.84
Total Costs	6104.92	473.66	585.11	684.21	677.99	686.13	615.68	623.07	10450.75

Number of FTE	10000.87	1546.10	1595.02	1630.62	1630.62	1630.62	1630.62	1630.62	21295.09

Summary of Purpose, Goals, and Benefits:

Provides for the development and deployment of server, middleware and large systems and enterprise storage infrastructures, including systems software products, databases and operating systems for these platforms. Represents 25% of the IRS IT Budget. Provides 24x7 IT Operations and Maintenance to all Tier I and Tier II production systems responsible for the daily operation of the IRS batch and online processing environments.

Return on Investment:

Benefits from infrastructure are derived from on-going and improved tax systems usage. The Return on Investment (ROI) for the MSSS infrastructure relates to filing season and submission processing, Disaster Recovery (DR) and Alternate Site Processing (ASP), and monitoring and health of all infrastructure and applications on the infrastructure.

It includes more than:

*14,000 physical & virtual servers

*12 mainframes

*3,000 databases

*400 applications

*Over 15 petabytes of storage *Refresh of (2) Automated Tape Library (ATL) Virtual Engines located at the in Martinsburg, WV and Memphis, TN.

*Refresh and consolidation of IBM Direct Access Storage Drives (DASD) Acquiring (3) new IBM DASD subsystems to replace (6) older DASD subsystems to reduce hardware failures and delays in tax processing or unplanned outages

*Coupling Facility Memory upgrade adding 32 GB of memory to each of the two coupling facility systems located at the Enterprise Computing Center in Martinsburg, WV. In support of Filing Season 2017 to handle more transactions.

*Windows Operating System Upgrades that have upgraded +200 servers and hosted applications/services,

*Retired or refreshed +1200 aged Wintel Servers to save infrastructure costs

*Reduced the upgrade durations by 22 months

*The infrastructure can now accept future upgrades with minimal impact

*Decreased downtime and increased resiliency

*Future proofed to adapt to increase storage needs with minimal costs

*Increased security posture.

Requirements/ Benefits/ Mandates:

Legislative mandates, Outstanding audit findings or Material weakness, Presidential Directive: No.

Accomplishments and Future Objectives:

The Mainframes and Servers, Services and Support (MSSS) investment plans to deliver a successful filing season through the efficient management and maintenance of infrastructure operations. The MSSS investment will accomplish this by ensuring continued support for the design, development and deployment of servers, middleware and large systems as well as enterprise storage infrastructures, including software products, databases and operating systems for these platforms.

Details of Useful Life Period:

Year the investment began: 1970

End Year of the current planning cycle: 2023

Description of why the investment is not consistent with life cycle model defined in OMB

Circular A-131.: This investment covers ongoing functionality with no clear retirement date. We

are using a 5 year standard Period of Performance (POP) - Lifecycle not applicable to overall investment.

Performance Evaluation and Metrics:

Metric Description	Performance Measurement Category Mapping	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target	Latest Actual Result	Date of Latest Actual Result
Percentage of Uptime for the ACS, ICS and IDRS Databases	Strategic and Business Results	Over target	Monthly	percentage	98.00	100.00	02/01/2018
Percentage of Server Environment Virtualized	Strategic and Business Results	Over target	Monthly	percentage	62.00	69.50	02/02/2018
Success Rate Percentage for Automated Deployment of Infrastructure Component Packages to Production - Using the Package Based Promotion Tool	Strategic and Business Results	Over target	Monthly	percentage	95.00	80.65	02/02/2018
Number of Standard Employee IDs with Elevated Access are Reduced	Financial Performance	Under target	Quarterly	Number	3000.00	669.00	02/02/2018
The percent (%) of the KISAM P1/P2 tickets assigned to the ITOCC for Server, Mainframe and Network branch triaged and resolved.	Customer Satisfaction (Results)	Over target	Monthly	Percentage	70.00	64.90	02/02/2018

Investment Name: IRS Telecommunications Systems and Support (TSS)

Type of Investment: Major IT Investment

Description:

The TSS investment supports the voice and data network infrastructure services, video services and engineering throughout the IRS.

Investment Anticipated Outlay: (In Millions of \$):

Type	2016 and Prior Actual	2017 Actual	2018 Enacted	2019 Estimated	2020 Estimated	2021 Estimated	2022 Estimated	2023 and Beyond Estimated	Total
Sub-Total DME (Including Internal labor (Govt. FTE) Costs)	9.35	12.12	6.19	13.76	13.93	14.10			69.44
Sub-Total O&M Costs (Including Internal Labor (Govt. FTE) Costs)	1905.50	322.78	325.32	360.59	338.56	344.63	350.82	357.12	4305.31
Total Costs	1914.85	334.90	331.51	374.35	352.48	358.73	350.82	357.12	4374.75

Number of FTE	1972.02	429.12	425.29	438.29	438.29	438.29	438.29	438.29	5017.88
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Summary of Purpose, Goals, and Benefits:

The TSS investment supports the IRS's broad and local network infrastructure services such as WANs, LANs, routers, switches, video conference service, enterprise fax service, and voice service for IRS employees at approximately 577 IRS locations.

The goal of the investment is to provide the IRS with reliable, secure, innovative, cost-effective technology and services that enable robust communication, collaboration and business capabilities in support of the IRS mission.

The investment provides operations & maintenance support and projects which provide remote access, voice telephony, voicemail, contact center support and video conferencing. The investment is responsible for secure management of voice and data networks, video services and engineering throughout the IRS and in remote locations in support of the IRS mission. The investment continues to implement enterprise wide analytics and research capabilities to ensure that timely and informed decisions/strategies are made which will allow for delivery of exceptional performance and service by meeting or exceeding industry performance standards. TSS invests in innovative, secure technology needed to protect taxpayer data and support taxpayer, partner and IRS business needs. The investment realizes operational efficiencies and effectively manages costs by improving enterprise-wide resource allocation and streamlining processes. TSS continues delivery of services and products to IRS employees which translates into service to taxpayers. Consistent and well-coordinated planning throughout the investment results in improved customer service that leads to higher quality, improved system stability, and reliability for all stakeholders.

Requirements/ Benefits/ Mandates:

Legislative mandates, Outstanding audit findings or Material weakness, Presidential Directive: GAO-17-395 Regularly update configuration standards and guidelines for network devices to incorporate recommendations from industry leaders, security agencies, and key practices from IRS partners to address known vulnerabilities applicable to IRS's environment.

Corrective action: The User and Network Services organization enhanced the existing process and continue efforts to ensure the GSS-1 inventory of information system components are appropriately maintained. Implementation date April 15, 2018.

* Using Guidelines Standards and Procedures (GSP) Compliance (Network Rules) - which measures the percentage of network rules that meet GSP standards.

* Using GSP Compliance (Network Devices) - which measures the percentage of network devices that meet GSP standards.

Accomplishments and Future Objectives:

Accomplishments:

* Providing a world class VoIP and video solution to the enterprise. This is an all in one solution that combines multiple phone related services such as voice, chat, fax, video and web conferencing onto a common converged network

* Partnering with IRS Cybersecurity to ensure the highest level of user network data security by safeguarding our internal network using the latest technology diagnostic tools and technologies (i.e., Einstein 3A, ForeScout, Cisco Identity Services Engine)

* Providing user workstation data security by delivering security tools to ensure that workstation environment is scanned and weaknesses mitigated, permitting encryption capabilities and enhancing zero-day activities for rapid response to high vulnerabilities events

- * Strengthening and Modernizing our data center network infrastructure by:
 - o Ensuring all devices are capable of supporting application centric software defined networking
 - o Ensuring standardization at Enterprise Computing Center -Martinsburg and Enterprise Computing Center - Memphis (Engineering)
- * Modernizing our capability to assist taxpayers on the phone by improving technology infrastructure and security by
 - o Maintaining call center capabilities
 - o Conducting an Infrastructure Upgrade Project (Endpoint Replacement) to replace the Aspect Automated Call Distributors with an IP-based endpoint
- Enhancing and maintaining users telework experience by facilitating a secure connection to the IRS Virtual Private network while working remotely utilizing Enterprise Remote Access Project, using Cisco AnyConnect
- Future Accomplishments:
 - * Implement Application Centric Software Defined Networking at the Enterprise Computing Center data centers
 - * Provide secure and robust network connectivity for off-premise Cloud initiatives (Engineering)
 - * Implement Enterprise Infrastructure Solutions (EIS) as the Treasury Network re-compete acquisition vehicle for Treasury Wide network managed services
 - * Continue External e-Learning & Collaboration to allow the IRS workforce to connect securely to external partners
 - * Continue Refreshment of Automated Call Distributors (ACDs) endpoints by Infrastructure Upgrade Project- Endpoint Replacement
 - * Continue Unified Access & Network Segmentation to implement a (TrustSec) solution to a 2012 Chief Technology Officer (CTO) Cyber Penetration Finding.
 - * Integrate Unified Communications across multiple user environments/clients (Windows, virtual, Cloud, mobile).

Details of Useful Life Period:

Year the investment began: 2001

End Year of the current planning cycle: 2024

Description of why the investment is not consistent with life cycle model defined in OMB

Circular A-131.: This investment covers ongoing functionality with no clear retirement date. We are using 5 year standard Period of Performance (POP) - Lifecycle not applicable to overall investment.

Performance Evaluation and Metrics:

Metric Description	Performance Measurement Category Mapping	Measurement Condition	Reporting Frequency	Unit Of Measure	CY Target	Latest Actual Result	Date of Latest Actual Result
GSP Compliance (Network Devices) - measures the percentage of network devices that meet GSP (Guidelines Standards and Procedures) standards	Strategic and Business Results	Over target	Monthly	Percentage	95.00	98.13	01/31/2018
WAN Availability - measures the percentage of availability of Wide Area Network (WAN) Services	Customer Satisfaction (Results)	Over target	Monthly	Percentage	99.95	99.98	01/31/2018
LAN Availability - measures the percentage of availability of Local Area Network (LAN) Services	Strategic and Business Results	Over target	Monthly	Percentage	99.95	99.98	01/31/2018
Internet Access Availability - measures the percentage of internet availability through the three CCGs (Common Communication Gateways)	Customer Satisfaction (Results)	Over target	Monthly	Percentage	99.80	100.00	01/31/2018
GSP Compliance (Network Rules) - measures the percentage of network rules that meet GSP (Guidelines Standards and	Strategic and Business Results	Over target	Monthly	Percentage	95.00	99.98	01/31/2018

Procedures) standards							
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