

complete over 600 outreach events and 111 Problem Solving Days.<sup>1</sup> We partnered with the IRS Stakeholder Partnerships, Education, and Communication function; LITCs; members of TAP; and staff of local congressional offices and state agencies to inform taxpayers and practitioners about TAS services, eligibility for valuable tax credits, taxpayer rights, available tax resources, and how to address unresolved tax issues.

In FY 2025, TAS will continue to leverage relationships with stakeholders. TAS will focus its outreach efforts on underserved populations including the elderly, Native American communities, members of the military, taxpayers with disabilities, taxpayers with limited English proficiency, low-income taxpayers, taxpayers living in rural communities, and taxpayers living abroad. Every Local Taxpayer Advocate and their staff will examine their community's unique needs to develop an initiative that will focus their outreach efforts on a specific underserved population within their community. TAS will use these opportunities to inform taxpayers about TAS's services and tax law changes. In FY 2025, TAS will meet one-on-one with taxpayers through Problem Solving Days and partnerships with the IRS, including Saturday Taxpayer Experience Days. During these events, taxpayers can discuss specific tax issues with TAS employees who will explain their rights, conduct research, and navigate a resolution.

**Objective 1 for FY 2025 – TAS will leverage relationships with stakeholders to reach and assist taxpayers.**

- Activity 1: Work with stakeholders to raise TAS awareness among taxpayers, particularly those in underserved communities, and coordinate outreach and Problem Solving Day events to provide direct TAS services.
- Activity 2: Develop and implement a pre-filing season preventative outreach strategy to educate taxpayers about valuable tax benefits and how to avoid tax filing pitfalls.

**2. Deploy a New Case and Systemic Issue Management System**

TAS's current case and systemic issue management systems have not kept pace with innovations in technology such as the ability to interact with taxpayers. Developing a new system is essential for TAS to provide quality taxpayer service and enhance employee efficiency.

In FY 2024, TAS began a large-scale effort to design a new system that combines case and systemic management issues to improve TAS's interactions with taxpayers and the quality of service. The new system and transformation of processes will use technology to improve the efficiency of providing taxpayer service, enhance electronic document management, and ensure employees have the tools necessary to successfully advocate and communicate with taxpayers, their representatives, and congressional offices in the manner requested. The system will provide enhanced analytics to support TAS in promptly identifying systemic issues to effectively influence tax administration. TAS has identified many new system requirements (*i.e.*, statements that explain the desired functionality of the system) that will help to preserve our most precious resource of TAS employees' time, support communication with taxpayers, and improve advocacy through enhanced knowledge sharing.

In FY 2025, TAS will continue to protect taxpayers' *right to quality service* by deploying the new case and systemic issue management system to improve the customer experience. But deploying a new system is no small task. TAS will need to train employees and revise many policies and Internal Revenue Manual (IRM) sections. The new system will be transformational for TAS employees and taxpayers; it will modernize work processes, eliminate redundant steps, and most importantly, allow TAS employees to spend more time interacting with taxpayers and meeting our core mission of advocating for taxpayers.

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<sup>1</sup> TAS Outreach Database (Mar. 31, 2024). Problem Solving Days provide TAS the opportunity to meet with taxpayers and their representatives to discuss unresolved IRS tax issues and educate about the Taxpayer Bill of Rights, tax benefits and credits, and emerging issues.

**Objective 2 for FY 2025 – TAS will improve the customer experience.**

- Activity 1: Deploy a new case and systemic issue management system to improve the customer experience and provide employees the tools they need to advocate and communicate.

**TAS SYSTEMIC ADVOCACY**

Amended returns, paper correspondence processing delays, lack of clear and timely tax guidance, Individual Taxpayer Identification Number (ITIN) application processing delays, looming workforce attrition, and unacceptably long identity theft resolution times are but a sample of the many systemic IRS issues that adversely impact a wide number of taxpayers every day. Congress created TAS to identify issues that impact large numbers of taxpayers, advocate for the resolution of problems, and mitigate these impacts through its own research and systemic advocacy groups, direct partnership with the IRS, and the formal submission of administrative and legislative recommendations to effect taxpayer relief.

**3. Continue to Identify and Analyze Systemic Issues That Impact a Broad Range of Taxpayers**

TAS recognizes a problem as systemic if the impact:

- Affects or will affect multiple taxpayers;
- Involves IRS systems, policies, or procedures;
- Affects or will affect taxpayer rights;
- Increases taxpayer burden;
- Causes or will cause disparate treatment of taxpayers; or
- Involves a negative impact to essential taxpayer services.

TAS identifies systemic issues in multiple ways. For example, Systemic Advocacy closely collaborates with TAS Case Advocacy to identify trends through reviews of TAS casework and outreach events. TAS also identifies problems via public submissions to the Systemic Advocacy Management System (SAMS)<sup>2</sup> database and the National Taxpayer Advocate and Deputy National Taxpayer Advocate's relationships with internal and external stakeholders. TAS employees serve on various internal working groups and collaborative teams with the IRS. This allows TAS analysts to recognize potential systemic issues and advocate for changes before they become a problem. This proactive approach helps protect taxpayer rights and ensures that the IRS considers and minimizes taxpayer burden. Additionally, TAS's Systemic Advocacy teams partner with external stakeholders including TAP and LITCs to learn about problems facing taxpayers.

**Objective 3 for FY 2025 – TAS will continue to analyze systemic issues with an emphasis on reducing taxpayer burden and protecting taxpayer rights.**

- Refer to the *Systemic Advocacy Objectives* for a list of objectives and activities, *supra*.

2 SAMS is a database where IRS employees and members of the public can submit issues for TAS's consideration; TAS employees record subsequent actions on those issues. IRS, Systemic Advocacy: Report a Systemic Issue (May 20, 2024), <https://www.irs.gov/advocate/systemic-advocacy-management-system-sams>; IRS, Systemic Advocacy Management System (SAMS), <https://apps.irs.gov/app/sams> (last visited May 30, 2024). TAS reviews and analyzes all SAMS submissions and determines a course of action, which may include information-gathering projects, immediate interventions, and advocacy projects. Internal Revenue Manual (IRM) 1.4.13.4.9.2, Systemic Advocacy Management System (SAMS) (July 16, 2021), [https://www.irs.gov/irm/part1/irm\\_01-004-013](https://www.irs.gov/irm/part1/irm_01-004-013).