

Building an AI Portfolio for a Regional CPA Firm

Confidential firm · 105 employees · Central New Jersey · 6-month engagement



business
technology
consulting inc.

1.8 → 3.1 AI Maturity Score

5 Active Use Cases launched

~2,400 hrs/yr recovered

PHASE 1 · ASSESSMENT

Fragmented experiments, no governing system

Domain	Base	Target
AI Strategy	1.5	→ 3.0
AI Value	1.0	→ 2.5
AI Organization	2.0	→ 3.5
AI People & Culture	1.5	→ 3.0
AI Governance	1.0	→ 2.5
AI Engineering	2.5	→ 3.5
AI Data	2.0	→ 3.0

Maturity Constraint Line at 1.5. AI Governance (1.0) and AI Data (2.0) set the ceiling. No use case requiring maturity above 2.5 in either domain could be safely launched.

PHASE 2 · PORTFOLIO STRUCTURE

5 launched, 7 deferred — by design

- **Client document ingestion & extraction**
Foundation tier · Operations
- **Tax research summarization**
Productivity tier · Tax
- **Engagement letter & proposal drafting**
Productivity tier · Advisory
- **Staff scheduling & utilization forecasting**
Insight tier · Operations
- **Client onboarding Q&A assistant**
Client-facing tier · Operations

DEFERRED — UNREALIZED RISK

- **Autonomous tax return preparation**
Preparer liability, IRC §6694 exposure, no insurer coverage position
- **AI-assisted audit workpapers**
AU-C §230 sufficiency risk, independence concerns under ET §1.200
- **GL anomaly detection**
High false-positive rate, no normalized data pipeline, explainability gap

PHASE 3 · EXECUTION RESULTS

Value delivered in 6 months & beyond

Recoverable capacity	~2,400 hrs/yr
Tax research time / matter	3.1 → 0.8 hrs
Days to signed engagement	6.2 → 2.8 days
Onboarding call volume	-34%
Scheduling Utilization variance	-18%
Domains above Constraint Line	0 → 4 of 7

AI OPERATING MODEL — GOVERNANCE DESIGN

AI Steering Group formed
Managing Partner · Tax Director · Operations
Director with monthly portfolio review cadence

Centralized AI Risk Register
Model versioning, output logging, vendor assessment, and client data handling policy

“ We came in thinking AI meant autonomous tax returns. BTC helped us see that the path to those ambitions runs through fundamentals we hadn't built yet — governance, data quality, and organizational readiness. The five use cases we launched are generating real value today, and we have a clear roadmap to the high-impact cases we actually want.

- Managing Partner, Confidential client