

Improving Federal Government Services

people. practices. impact. culture.

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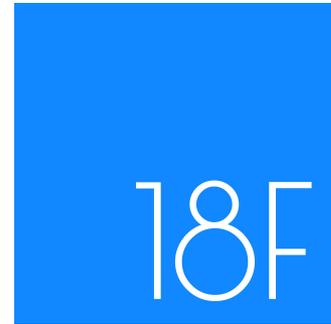
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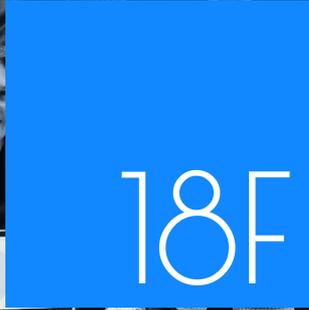
What is 18F?

A brief history...









Mission

**18F will transform how the
U.S. Government builds, buys,
and shares digital services.**

How?

Put the needs of the American people first.

Design-centric, agile, open, and data-driven.

Always be shipping.

**Delivery is the
strategy.**

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strategy.**

Just start.
MVP.
Iterate.
Do it again.

Into the belly of the beast...

“Hacking bureaucracy”

“Hacking Bureaucracy”

Find innovators inside government who have solved similar problems

Engage stakeholders early and often

Set up a minimum viable product to get started quickly

Give real users the process/solution from the beginning

Learn with each moment and iterate your approach

“Hacking Bureaucracy”

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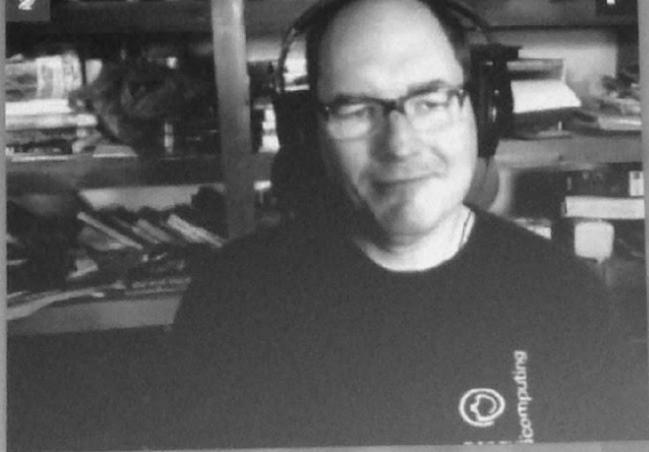
Set up a minimum viable product to get started quickly

Give real users the process/solution from the beginning

Learn with each moment and iterate your approach

Always stay aligned with the rules of the bureaucracy

Formalize the process/solution for reuse



18F



March 2014

July 2014





September 2014



January 2015



September 2015

Mission

**18F will transform how the
U.S. Government builds, buys,
and shares digital services.**

18F will transform how the U.S. Government builds and buys digital services.

Be the change.

lead by example

instruction

hands-on assistance

18F will transform how the U.S. Government builds and buys digital services.

Think like a designer.

human-centered approach

user needs drive all decisions

18F will transform how the U.S. Government builds and buys digital services.

Data-driven.

analytics to support user needs

measure everything

API-first

18F will transform how the U.S. Government builds and buys digital services.

Agile practices.

build, measure, repeat

quick feedback loops

“fail small”

18F will transform how the U.S. Government builds and buys digital services.

Open by default.

working in the open

open source

transparency & evangelism

The 18F way...



People



Practices



Impact



Culture

Business.

18F's services

Custom Solutions
Products & Platforms
Transformation
Acquisition
Education

18F's growth

6x staff in one year

16x staff in two years

More than 100 agreements

Over 40 agencies

Example projects

HHS/CA Child Welfare System - RFP consulting

Cloud.gov

Agile Delivery Services Marketplace

Analytics.USA.gov

College Scorecard

Every Kid in a Park

Immigration Portal and Identity Management

betaFEC + FEC's first API

Business.

How 18F operates

Funding

Unlike most government programs, 18F does not rely on annual appropriations from Congress.

Instead, we're funded from GSA's internal revolving **Acquisition Services Fund ("ASF")**.

Cost-recovery

18F is required to “have a plan to achieve full cost recovery” and reimburse the ASF.

We recover costs from our client partners (government agencies), **who pay us for services rendered.**

Agreements

For most engagements, we enter into an **Inter-Agency Agreement (IAA)** with the customer agency.

These are not typical vendor agreements. They reflect 18F's principles and require commitment to our methodologies.

18F Inter-Agency Agreements

1. Statement of Objectives, not Statement of Work
2. focus on user needs
3. agile, sprint-based iteration
4. partner involvement required
5. developing “in the open” required
6. **30-day out clauses — for either side**

Determining fees

By law, we are only allowed to recover our costs; we can't "turn a profit."

We determine our hourly rates based on our actual costs (pay, benefits, expenses, 18F overhead, GSA overhead).

We reassess our rates biannually.

How we charge

We charge **hourly rates** for most services.

We've begun experimenting with **fixed fees** for a few types of services.

Business.

Benefits of the model

We didn't plan it, but...

Being funded by the ASF, with its requirement to recover costs, turns out to be more blessing than curse.

No growth ceiling

Because we're not limited by an annual appropriation, we have no cap on growth to meet demand.

Skin in the game

The best customers are
paying customers.

Theory of change

Culture change happens
because we deliver, not
through forced command-
and-control oversight.

Theory of sustainability

If we recover all our costs,
and provide quality service
to agencies, our value is
clear to stakeholders.

Market accountability

The requirement of cost recovery keeps us uniquely focused on and accountable to **the needs of our customers.**

Internal efficiency

The requirement of cost recovery keeps us uniquely focused on and accountable to **our own bottom line.**

Why not 18F.com?

No vendor arrangement can match:

alignment with agency priorities

credibility / trust of government employees

access to government partners

recruiting cache

Ask us about...

Agile Delivery Services Marketplace

micropurchase.18F.gov

pages.18F.gov

“18F in a box”

cloud.gov

RFP “ghostwriting”

Thank you.

18F.gsa.gov

Hillary Hartley & Aaron Snow