

How should we evaluate TTS performance moving forward?

We'll increasingly mature the business and overlay standard business success metrics as the new service matures. Another very important way we'll assess the value of TTS is to watch very closely to see if after every interaction with our customers, they are a little better at doing modern IT themselves. A successful interaction with an Agency is when we've not only helped them with some difficult problem but also made it so that they are able to work the problem themselves going forward, or more importantly, employ the practices that prevent the problem in the first place. That will be hard to measure but will be easy to see over time.

How would you evaluate TTS's performance to date?

TTS's ultimate goal is to transform the way the government buys, builds and shares digital services. We accomplish this mission by providing teams of digital services experts (designers, engineers, researchers, product specialists) using modern methodologies (agile software development, developer operations practices, user-centered design) to help agency customers rethink the way they deliver services online.

Our end goal of transformation ensures that the focus isn't solely on creating or buying software, but rather delivering a solution in partnership with an agency that meets the needs of the user first and leaves that transformation capability behind in the agency. It is imperative that we work hand-in-hand with our customer agencies so that we ensure modern methods are learned by our customers, not simply bought. We will continue to adapt to the needs of our customers, and look forward to a future where all agencies work in the manner that delivers the best quality results for the public: in the open, putting users first throughout the development cycle, and iteratively in short cycles to minimize risk.

Evaluation of performance is really about value and is assessing if the government is getting value out of TTS. The answer is yes through things like cost avoidance but also through things not easily measured like investments not made elsewhere, how the value of the mission is enabled, and value that is even harder to measure, that is intrinsically there, like when we help agencies to do something in half the cost and in half the time. There is a positive ROI to government for having TTS - but it's hard to put a number on that.

How should Congress and industry evaluate the success or failure of 18F?

Congress and industry should continue following the 18F Blog for updates on programmatic performance and providing comments and suggestions for improvements. Additionally, TTS is eager to continue engaging industry through industry days. 18F is committed to delivering successful projects for agency partners, developing shared services for government, continuing to mature business practices, and getting to full cost-recovery.

18F is relatively young. What is the plan to mature 18F and how it fits into the larger public-private partnership?

18F is only a few years into its journey and we've seen the organization grow from a handful of folks in 2013 to almost 200 people in 2016. With that substantial growth, 18F has had to refine business practices to accommodate the growing size and complexity of the organization. 18F will continue to

work to mature the organization's practices while also absorbing 'first mover risk' that allows other agencies to have confidence that they can try these practices too.

How do you answer criticism from agencies about arrogance?

We are passionate about the mission and our way of doing things - agile, devops, putting customers first - and we're aware that that sometimes can come across as insensitive to legacy government technology practices. We do pulse surveys throughout project delivery and conducting an extensive listening tour with customer agencies to understand how we can broadly improve our performance.

How do you answer criticism from industry that TTS is set up to compete with industry? In David Shive's TTS, where are the boundaries, and how does this model work for everybody involved?

TTS is committed to finding opportunities to leverage industry to the greatest extent possible. Our organization is relatively small - less than 300 people - and we are reliant on industry to achieve mission success. Our Office of Acquisition is committed to finding new and interesting ways to engage industry - such as through the micropurchase platform or agile BPA. Additionally, two shared services we are working on - cloud.gov and Login.gov - are being built in partnership with industry. We can't possibly 'go it alone' and we are eager to find more opportunities to partner with industry in the future.