Welcome to Phase Three!

Congratulations and welcome to Phase Three! Your idea has made it to development. Now, it's time to build out the idea and measure its viability. Phase Three is an opportunity for you to develop a product or service that provides significant value and improves the government. The demands are higher in Phase Three; the Development phase requires rigor, creativity, and coordination among many different parties. We're excited to partner with you as you continue this journey, and it is our hope that we can be a resource to you as you tackle the obstacles ahead and help your project achieve its potential.

-Nico, Will, and Sarah

IDENTIFY A PROBLEM	PHASE ONE INVESTIGATION	PHASE TWO DISCOVERY	**PHASE THREE DEVELOPMENT**	PHASE FOUR SCALE

What is Phase Three all about?

Phase Three is intended to answer the question **"Will anyone use it?"** In Phase Three, you will seek to solve the problem for one partner and determine the scalability of the solution. Project leaders will assemble a development team, identify one or more agencies to partner with, develop a Minimum Viable Product (MVP), and establish a plan for long-term management of the solution.

Given the large amount of funding provided, you can expect your Phase Three activities to experience increased attention and involvement from the 10x team, GSA management, and partners. Because of increased enthusiasm about Phase Three projects, you should ensure thorough engagement with and consistent communications to each of these parties throughout Development.

A key component of Phase Three is the long-term planning of how a product or service will be maintained and funded in the future. Because only a subset of Phase Three projects will be well-suited for Phase Four funds, you should consider whether Phase Four funding is the best path forward for the project, or whether alternative avenues might be more fitting. We are happy to partner with you to help talk through some of the associated considerations.

Just as in Phases One and Two, we recognize that, through Development, you may uncover alternate paths the project can take as it exits Phase Three. If Phase Four does not seem like a good choice, but your team has an idea about how to further pursue the project, we would love to hear about how we might support those efforts. While we may not be able to commit to every suggestion, we welcome project teams' recommendations about alternative Phase Three exit strategies, and we are open to exploring all possibilities. Some options are discussed in further detail within this document.

Goal: Solve the problem for one partner and figure out if it is scalable.

Roles and Responsibilities

Phase Three team structure is distinct from the composition of Phase Two teams. While Phase One and Two project teams could often be as small as one or two FTEs, Phase Three teams should ideally include at least three FTEs with a variety of skills and capabilities. One of these capabilities should be product management; during Phase Three, teams must establish a rigorous plan for the development and management of a product or service.

Early on in the project, 10x and Phase Three teams should plan to spend time clarifying roles, responsibilities, and accountabilities to ensure that team activities are well-coordinated. Given team members' skill sets, one person may find that they occupy several different roles. Additionally, the skills needed on the project team may fluctuate over the course of Phase Three and project team members may need to be substituted in or out of the project. Through Development, you should ensure that you are documenting your efforts in a README Report to allow for seamless onboarding and offboarding of team members.

Through Phase Three, multiple roles may be inhabited by a single individual. Members of a 10x project may serve as one or more of the following:

- **Idea Author (IA)**: The original submitter of the 10x project idea. An IA may be staffed as a member of the project team and serve in any capacity based on their availability and skill set. While IAs may serve as a member of the project team, or be consulted as SMEs, they should not be viewed as the sole "owner" of the idea; project teams should expect to receive input and guidance on direction from a variety of sources.
- **Project Lead (PL)**:The PL plans and oversees Phase Three, and is responsible for gathering sufficient knowledge to make a clear "yes" pitch or "no" recommendation for Phase Four funding. Throughout the project, the PL will manage the project budget and staff to ensure the work is completed within the allotted funding. Finally, the PL is responsible for ensuring that the 10x team is kept up-to-date on the project's status.
- **Product Manager**: The Product Manager has enough expertise in the product that they know the tasks needed to develop the idea of the project into an MVP. The Product Manager provides the deep product expertise needed to lay out a product vision, guide development and long-term planning, and make strategic product decisions. The Product Manager is responsible for maintaining the vision of the product or service and ensuring that the final execution of the project embodies this vision.
- **Project Staff**: Project staff help the PL execute any work associated with the project. Depending on the scope of the project, a more technical set of project staff might be needed than in past phases.

How to Approach Phase Three

Principal Phase Three Activities

There are three principal activities in Phase Three: partnering, planning, and producing. These activities will often occur iteratively over the course of the phase.

Partnering

Identifying a Partner: When and How
Coordinating with at least one partner is necessary for success in Phase Three. You should plan to identify potential partners during the late stages of Phase Two and have a final partner selected early in Phase Three. Given that the development of a product or service will partially be dependent on the requirements of the partner, it is not recommended that you spend more than 15% of your budget prior to having a partner secured.

Many options exist for identifying a partner. Personal connections, Communities of Practice, IT Modernization Centers of Excellence, 18F guilds, and agency listservs can all be valuable ways of reaching an audience of potential partners. If your team is struggling to find a partner, you can meet with the 10x team to identify a potential path to resolution.

Establishing and Maintaining a Partnership
Establishing a clear set of roles and expectations between the Phase Three project team and the agency partner is a critical element of success. In development, you should be listening for the agency's needs, which will then influence the decisions that shape the products or services you build. For their part, Phase Three teams will need an appropriate level of engagement from the Agency partners to ensure that they are receiving the necessary feedback to continue development. Establishing clear areas of responsibility is particularly important for exit strategies that involve long-term agency stewardship of the product or service. For deep partnerships, teams should consider one or more of the following:

- Developing an inter-agency Memorandum of Understanding (MOU). The 10x team must be involved in developing the inter-agency MOU
- Having a facilitated partnering session at the beginning of the partnership or at important project milestones
- Identifying someone at the partner agency who will be responsible for the project post-hand off and training them as needed

We are happy to provide additional detail and support you with the above, as needed.

Planning

Phase Three teams will need to plan across several fronts and develop several relevant artifacts:

- **Market Analysis and Demonstrating Broader Demand:** Teams should continue to analyze the market and identify demand for the product across government. If an initial partner has already been identified, you should try to identify new partners who may be facing a similar problem.
- **Product Roadmap:** The team will develop a product roadmap that provides an overview of how the project team will develop its product or service, including how it will engage partners along the way and enroll new partners in the solution. When developing a product roadmap, you should also establish and track metrics for how they will measure the product's impact and viability. If your team is struggling to figure out success metrics, GSA's Office of Evaluation Sciences (OES) is happy to help; reach out to 10x, and we can facilitate an introduction. Teams should plan to have developed a high-level version of the roadmap by the time they have spent 15% of their funding.
- **Long-term Plan for Sustainability:** Teams need to find their product a home once Phase Three funding ends. You should analyze the different future needs of the product and create a plan for ongoing development, including whether Phase Four 10x funds might be needed or whether a different funding source could be leveraged. Possible questions to address include: Who might need to serve as the steward of the product in the future? From where might the product need to be funded? Where will the product be housed?

Producing

During Phase Three, teams will develop an MVP: a product or service with just enough features to satisfy early partners and to provide feedback for future product development. The MVP should solve a specific problem and work for the designated partner, delivering desired impact.

Phase Three Communications and Coordination

You should expect to be in regular contact with 10x throughout the entire process. Over the course of the project, timelines and progress milestones may shift as circumstances change. The 10x team will set up check-ins with you and your team at set moments during the project, but it's best for you to also proactively communicate unexpected difficulties (new staffing needs, extended timelines) to us early and often. The more the 10x team knows about the status of the project and the obstacles it faces, the better situated we will be to provide the necessary support.

We have outlined a baseline communications cadence for Phase Three, but you are encouraged to request more frequent check-ins as needed.

- **Required:**
  - Weekly ship to 10x team and key stakeholders **and/or** biweekly check-in.
  - Milestone check-ins (outlined below)
- **Optional (but strongly recommended):**
  - Biweekly cross-pollination meetings with Phase Two and Phase Three teams. The 10x team is responsible for scheduling and invitations.

Phase Three Milestones

10x has identified several milestones tied to spending benchmarks at 15%, 30%, and 50% of Phase Three funding. At these moments, we will set up check-ins with your team to discuss progress towards achieving the project's goals. In addition to the 10x benchmarks, it is strongly recommended that you work with your agency partner to identify partner-specific, mutually agreed-upon product development milestones.

	Funding Expended		
	15%	**30%**	**50%**
Milestones	• Partnership with at least one agency • Development of an MVP has begun • Established a high-level roadmap • Established metrics	• An initial sense of where you expect the project to be at the end of Phase Three	• A strong plan for *how* you expect Phase Three to end, including whether Phase Four funding will be requested

Wrapping Up Phase Three

At the end of Phase Three, the project team will make their recommendation in a 90-minute meeting with the TTS Solutions Assistant Commissioner, the Director of 10x, and the 10x team. Phase Three teams will present findings from the development of an MVP and recommend whether to continue funding for the Scaling Phase.

Several different potential outcomes exist, depending on the experience of the project team:

1. Provide a "Yes" Pitch for Phase Four funding
2. Hand the project off to another team or agency
3. Request more funding from another agency or another source to continue building the product outside the 10x process
4. End the project entirely

Of these options, only the first scenario warrants a "Yes" Pitch from the project team. In all other cases, the project team should plan to provide a "No" Recommendation during the close-out meeting.

Providing a “No” Recommendation

If the team decides not to move forward to Phase Four, they will need to update and submit their README report and prepare a “No” decision findings report. They will also need to present to the 10x team, but do not have to have to prepare a presentation.

Providing a “Yes” Pitch

If you decide to propose moving forward to Phase Four, you should be prepared to talk about the scalability of the project. You will need to update and submit a README report and submit a “Yes” pitch presentation.

Tips for pitching for Phase Four:

- Meet with the 10x team beforehand to discuss the pitch and conduct a “dry run”
- Be prepared to discuss why Phase Four funding is the best option for additional development and scaling
- Invite SMEs and agency partners to the closeout meeting

The TTS Assistant Commissioner makes the final decision about which projects advance to Phase Four. They may also get input from other individuals to help make their decision.

Next Steps:

If the idea is selected for further funding, 10x will require an hour of the Project Leader’s time to work on the following:

1. **Prepare staffing needs.** The 10x team will reach out with instructions.
2. **Review the Phase Four MOU agreement** to ensure that the project description and list of deliverables accurately reflect intentions for the fourth phase of the work.

Please note: if a project advances to Phase Four, the team that staffed Phase Three will not necessarily be the same team that performs the work in Phase Four. Though we do our best to maintain project continuity when appropriate and desired, we cannot guarantee it.

Resources