



**COLORADO**

**Governor's Office of  
Information Technology**

# Governor's Dashboard

**CATEGORY:**  
Data Management, Analytics & Visualization

**STATE:**  
Colorado

**PROJECT INITIATION DATE:**  
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**PROJECT END DATE:**  
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# Executive Summary



**GOVERNOR'S DASHBOARD**  
Governor Jared Polis - 43rd Governor of Colorado

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Governor Jared Polis was elected on his “Bold Four” initiatives: tax reform and economic development, energy and renewables, health, and education and the workforce, as well as other high-priority policy areas within each executive branch agency. To showcase all of this good work, the [Governor’s Dashboard](https://dashboard.state.co.us) website (<https://dashboard.state.co.us>) was created to provide an interactive, real-time view of how state agencies are performing against these measures. The Dashboard was launched on June 1, 2019.

In 2014, the State of Colorado implemented a consistent and comprehensive strategic planning process relying on the framework of the “Four Disciplines of Execution,” which emphasizes focusing on Wildly Important Goals—or WIGs—as priorities in the midst of extensive daily responsibilities. This strategic planning process, based on The 4 Disciplines of Execution®, is repeated each fiscal year. The Governor’s Dashboard is intended to help the state direct attention towards a selection of priority efforts, and to publicly report our progress on a monthly basis to ensure transparency and accountability.

The Dashboard uses Tableau data visualization tools to present monthly metrics on priority goals that can be filtered by the executive branch agency or by priority area. Each high-priority strategic area is supported by an executive branch cabinet working group as well as aligned goals, metrics, and strategies contained within more detailed agency performance plans. The Governor’s annual budget request also links these goals to specific agency activities and outcomes.

# Project Narrative

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## Concept

The Governor's Dashboard was born from the directive of Governor Polis to show transparency and real-time data of how state agencies are progressing on their yearly goals and objectives.

In 2011, the State Measurement for Accountable, Responsive, and Transparent State Government Act (SMART Act) was passed and the act was amended in 2013. This piece of legislation requires the state to do three main things:

- implement a performance management system statewide;
- implement process improvement methods and tools statewide;
- and train staff on the prior two items.

As a requirement of the SMART Act, each year Colorado's executive branch agencies create a performance plan, identifying meaningful performance objectives, and the strategies to achieve them. These plans are distributed to the Colorado General Assembly, with progress reported quarterly to the Governor's Office of Operations and annually to the Colorado General Assembly's Joint Budget Committee during SMART Act hearings.

Under the previous administration, a summary dashboard was created to display key performance metrics publicly and all in one place. This first iteration was a static file which was updated annually. The current administration built upon this idea with the vision to create a more interactive way to display these key performance metrics to include contextual information and to provide updates on a monthly basis rather than annually.

The Dashboard was born from this vision and the information is now consumable by a more broad audience, can be aggregated in various ways including by executive branch agency, by priority area, and so forth. The key intent overall is to provide transparency and accountability. The Governor and employees throughout the state use the Dashboard site in varying communications and presentations with constituents and the General Assembly to provide updates on current progress toward our statewide goals.

Project teams used an Agile approach for development of the Dashboard. This allowed for iterative development, starting with an initial proof of concept after which we ensured the database and engineering complied with state security and technology standards. (Full ADA accessibility is being worked into version 2.) When the Dashboard launched in June 2019, there was a coordinated communications plan including press releases, social media, etc.

The site has been integrated into national conversations on evidence-based decision-making in government and has been recognized as a national example in this space by the National Governors Association and Results for America. Information about this recognition is available here:



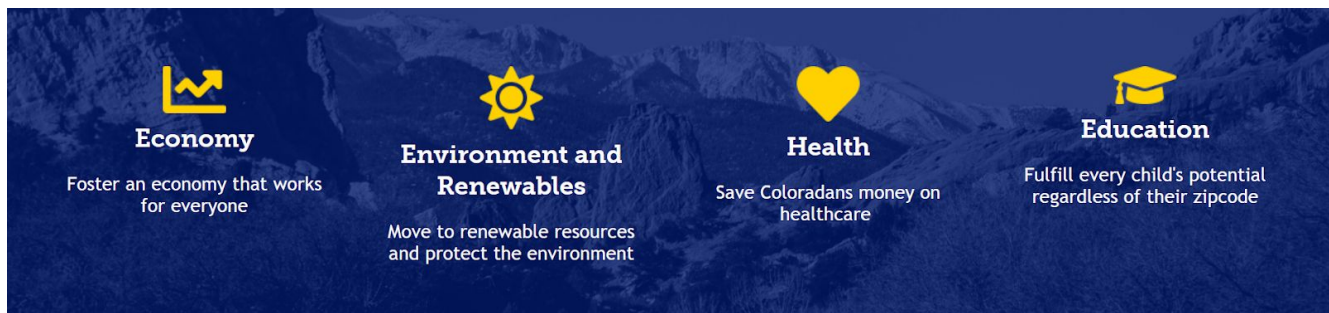
<https://2019state.results4america.org/>.

Additionally, Governor Polis was recognized by Results for America on the “[Moneyball for Government All Star Team](#).” This recognition is for local, state, and national leaders who support the three following Moneyball for Government principles, which call upon leaders at all levels of government to:

- build evidence about the practices, policies, and programs that will achieve the most effective and efficient results so that policymakers can make better decisions;
- invest limited taxpayer dollars in practices, policies, and programs that use data, evidence, and evaluation to demonstrate how they work; and
- direct funds away from practices, policies, and programs that consistently fail to achieve desired outcomes.

## Significance

One of the main goals of this project was to be as transparent to the public as possible on what our state government is working on and how successful these efforts are. The Governor’s Dashboard provides data about how we are performing on the Governor’s “Bold Four” initiatives as well as other high-priority policy areas. The Governor’s Dashboard is intended to help the state direct attention towards discrete high-priority efforts and includes a way for agency leaders to input results on a regular basis, a way for central staff to publish the results, and webpages to display them in a data-driven and visually appealing way.



To ensure the Bold Four goals are achieved, Governor Polis has convened six cabinet-level working groups. These work groups are comprised of executive directors from departments responsible for successful completion of critical work in areas such as healthcare, criminal justice, rural outreach, among others. Each work group has defined its “Wildly Important Priority” that directs its efforts and outlines what it hopes to collectively achieve, as well as a subset of measurable “Wildly Important Goals” that indicate whether the state is making progress in these areas. These cabinet groups have been established to tackle the following Bold Four Initiatives, each with a link to their dashboard to help track the Bold Four:

- [Energy & Renewables](#)
- [Education & Workforce](#)
- [Health](#)
- [Tax Reform & Economic Development](#)

# Impact

Before implementation of the Governor’s Dashboard, information was spread throughout documents within each agency and results were not trackable or reportable in a uniform way. We now have one place to input results in a consistent manner, display them in a visually appealing way, and the ability for users to drill down and track progress toward agency goals. This has increased visibility and accountability along with roll-up to demonstrate a cohesive picture of state success.



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c. Increase the number of public preschool facilities by June 30, 2021

3. Increase employer participation in apprenticeships

*(To ensure that the data being reported on this website is of high quality and accuracy, it takes between 30 and 60 days for the latest data point to be published. This means that final data for Fiscal Year 2019-2020 will be updated by August 3, 2020, and new goals for Fiscal Year 2020-2021 will be updated by September 1, 2020)*

## Wildly Important Goals - Performance Metrics

Goal Met Goal Not Met

**Increase the number of postsecondary degree programs that include a workforce learning component from 20% to 50%**

One of the greatest barriers to attending and completing higher education is affordability. Successful completion of this goal will result in a statewide tuition savings increase to students participating in concurrent enrollment.

Month	% in programs
Jul-2019	20
Oct-2019	20
Jan-2020	20
Apr-2020	65

Strategy 1: In partnership with the Colorado Commission on Higher Education, institutions of higher education and

**Increase the percentage of kindergartners enrolled in full-day Kindergarten from 79% to 85%**

The Polis Administration is committed to ensuring that free full-day kindergarten is available to every child in every community in Colorado and expanding access to high-quality preschool for all interested families. This is

Month	% Kindergarten Enrolled
Jul-2019	79
Nov-2019	100
Mar-2020	100
Jul-2020	100

Strategy 1: Work with all Colorado school districts on space requirements, availability of certified teachers and

**Identify key strategies to ensure the future of work in Colorado is responsive to the changing economy, and implement 5 strategies statewide**

Department WIG filter keeps Identify key strategies to ensure the future of work in Colorado is responsive to the changing economy, and implement 5 strategies statewide.

Month	Deliverables
Jun-2019	0
Oct-2019	3
Feb-2020	4
Jun-2020	5

Strategy 1: Conduct a landscape analysis of research on the topic and recommend policy initiatives for the state.