



UNIVERSITY of  
DENVER

COLORADO EVALUATION  
AND ACTION LAB

### ***Learning from the State of Colorado's Recent Performance and Efficiency Initiatives***

During his two terms as Colorado's governor, John Hickenlooper, the Office of Strategic Planning and Budgeting, and the Performance Management & Operations Team worked together to improve the performance of state government in Colorado, following Governor Hickenlooper's charge to make government service "efficient, effective and elegant". As a new governor moves into the capitol building, it is valuable to catalog and revisit these efforts to inform ongoing and future work focused on making state government work better. Drawing on publicly-available Colorado state employee surveys and interviews with key performance leaders and stakeholders across state agencies, we aim to: 1) better understand and publicize the various efforts made from 2010 to 2018 to improve the performance and quality of Colorado state government, 2) consider how the various efforts to measure, manage, and improve performance evolved and fit together, 3) highlight aspects of the state's existing work that promote sustainability, continuity, and success of performance improvement initiatives, and 4) identify behavioral and structural factors that support continuous, customer-driven, data-based decision-making.

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