

AC Decision Support Framework

What is the Decision Support Framework?

A structured guide to deepen understanding, broaden perspectives, and foster strategic alignment in decision-making. This framework is meant to strengthen culture and decision-making capacity, not create more paperwork.

Use it to guide what matters—and make your thinking transparent. It supports the county in the development of a thinking discipline to guide and shape comprehensive discussions when decisions are needed. This is a lens, not a scorecard.

Purpose

This framework helps Arapahoe County institutionalize values-based, transparent decision-making. It is intended to assess strategies, initiatives, or decisions based on the County's Mission, Vision, and six strategic lenses (Sustainability, Data Informed, Community Engagement, Collaboration, Financial Implications, and Equity). In particular it intends to:

- Strengthen County operations and decision-making alignment with County strategic plan.
- Foster thoughtful discussion.
- Improve consistency and clarity in board-facing proposals.
- Serve as a thinking tool, not a mandatory pass/fail checklist.
- Cultivate analysis habits, not be a burdensome exercise.

When to Use the Framework

This tool is not required for every operational decision. It will be used:

- When preparing Board Summary Reports.
- Not for drop-ins or third party presentations.
- When presenting initiatives, policy shifts, capital investments, or new programs for BOCC consideration.
- As a training tool for strategic thinking across leadership.

How to Use the Framework

Review the statements in each section (6 strategic lenses + mission/vision). Hover over links for additional guidance and/or definitions.

Mark alignment*:

High – Strong alignment with criteria

Medium – Moderate alignment

Low – Weak alignment

No – Misaligned

N/A – Not applicable-provide justification in notes

Use the Notes section for short explanations (2-3 sentences maximum), if necessary. (Examples: "One-time cost from ARPA," "Limited engagement due to timeline.") Notes should be used to explain how or why it aligns, or doesn't align.

**Do not overthink alignment. Honest responses (including "low" or "no") are valuable to the discussion. Tradeoffs and imperfection are part of the process. The Notes are where the insight lives.*

Name and Title

Property and Taxation Software Modernization Update

Department, Office, and/or Division

Information Technology

Issue/Initiative for Discussion

Property and Taxation Software Modernization

Short Description of Issue/Initiative

The purpose of this drop-in session is to update the Board of County Commissioners (BOCC) on the current status of the Property and Taxation (PAT) Modernization and current expenditures

Tips:

Hover your mouse over the links for more information.

Use the Notes field to describe the “why”—even if it seems obvious.

There are 6 categories, each with multiple questions.

Note there is a "Save and Continue Later" option at the bottom right of each page.

Mission & Vision Alignment

Vision: [Initiative](#) enhances quality of life through exceptional, responsible public service.

	High	Med	Low	No	N/A
Criteria	X				

Notes

Having a system that is responsible and reliable to assess taxes to generate revenue to provide county services.

Mission: Initiative contributes to a diverse and vibrant county where everyone can thrive.

	High	Med	Low	No	N/A
Criteria	X				

Notes

Providing adequate property tax assessment.

Sustainability

We analyze county activities through the lens of human, environmental, social, and economic sustainability, so our decisions lead the county toward meeting the needs of today while empowering current and future generations to thrive.

Hollistic. Initiative promotes long-term financial (including one-time and ongoing cost considerations), human, environmental, and social sustainability.

	High	Med	Low	No	N/A
Criteria	X				

Notes

Taxes are county's primary source of revenue.

Enduring. The initiative builds lasting, resilient [systems](#) rather than offering temporary fixes.

	High	Med	Low	No	N/A
Criteria	X				

Notes

Modernized taxation system ensures continuous service.

Established. The systems and infrastructure are in place to support sustainability [over time.](#)

	High	Med	Low	No	N/A
Criteria	X				

Notes

Hosted cloud service and sustainability of the system is provided by a service that are more established than the county internal systems.

Established. The people and culture are in place to support sustainability over time.

	High	Med	Low	No	N/A
Criteria	X				

Notes

Both the Assessor and the Treasurer's office has subject matter experts that ensure they can continue to support the sustainability of the system over time.

[Data Informed](#)

We use varied data informed and [evidence-based best and promising practice](#) tools to inform how best to utilize resources to address challenges.

Quality. Initiative is supported by accurate, relevant, and timely [data.](#)

	High	Med	Low	No	N/A
Criteria	X				

Notes

Taxation and Assessment data is extremely accurate to this modernized system.

Accuracy. Data is [interpreted and validated](#) by appropriately [qualified professionals.](#)

	High	Med	Low	No	N/A
Criteria	X				

Notes

Application. Data is used to guide decisions rather than simply [justify them.](#)

	High	Med	Low	No	N/A
Criteria	X				

Notes

This modernized taxation system provides accurate data to guide decisions on taxation rates.

Community Engagement

We want to understand and respond to [community values](#) in decision-making, meeting people where they are.

Inclusive. Specific communities affected by the initiative have been engaged, as appropriate, and in accessible ways.

	High	Med	Low	No	N/A
Criteria					X

Notes

Open. We are transparent in sharing what we're doing and why, in a meaningful way.

	High	Med	Low	No	N/A
Criteria		X			

Notes

All technology projects and approvals have been posted internally to view, understand, and to have visibility.

Responsive. Community input and feedback has been considered and reflected, where appropriate, based on genuine understanding.

	High	Med	Low	No	N/A
Criteria					X

Notes

Collaboration

We work within and across the county to implement outcomes, engaging key [internal and external partners](#) to maximize benefits and increase efficiency.

Strategic. Key partners have been identified and intentionally engaged in a [timely manner](#) to maximize benefit and increase efficiency.

	High	Med	Low	No	N/A
Criteria	X				

Notes

IT, Assessor's, and Treasurer's office have been engaged as part of the product team.

Participatory. Collaboration is transparent, inclusive, and responsive to both internal and external [stakeholders](#).

	High	Med	Low	No	N/A
Criteria	X				

Notes

IT, Assessor's, and Treasurer's office have been engaged as part of the product team.

Defined. County's role is clearly defined as lead, support, or defer.

	High	Med	Low	No	N/A
Criteria					X

Notes

Financial Implications

We consider long-term and holistic financial implications in decision-making, prioritizing best overall value, responsible use of public funds, and sustainable financial health.

Prudent. Short- and long-term costs are understood, affordable, and balanced with current available resources (including non-monetary assets like equipment or facilities.)

	High	Med	Low	No	N/A
Criteria	X				

Notes

IT worked with solution provider to establish 10-year subscription service and has preliminary approval from EBC on established costs.

Efficient. The initiative includes cost-saving measures, external funding, or partnerships where appropriate, and prioritizes best overall value.

	High	Med	Low	No	N/A
Criteria	X				

Notes

This new modernization has substantial cost savings by reducing staff time, overhead on trouble-shooting, and lag times for Assessor and Treasurer taxation and assessment tasks.

Accountable. Public funds are used responsibly, with trade-offs and [non-monetary impacts](#) clearly considered.

	High	Med	Low	No	N/A
Criteria	X				

Notes

Public funds to support this modernization will be returned in savings through enhanced capabilities for staff to do property assessments accurately.

Disciplined. One-time and ongoing financial commitments are identified, justified, and planned for in alignment with long-term fiscal health.

	High	Med	Low	No	N/A
Criteria	X				

Notes

Equity

We work with communities impacted by county policies, behaviors, beliefs, practices, and decisions. We seek their voice, consider historical context, and understand intersectional impacts. We anticipate potential obstacles, consider unintended consequences, and work to remove barriers for the betterment of all.

Precautionary. Benefits, challenges, and impacts are understood and addressed, with care taken to avoid unintended harm.

	High	Med	Low	No	N/A
Criteria		X			

Notes

This project has done a thorough job in evaluating potential solutions and working with the chosen vendor to build a site performance project team with risks under consideration.

Equitable. The initiative acknowledges and addresses both historical and current [inequities](#).

	High	Med	Low	No	N/A
Criteria					X

Notes

Adaptive. The approach is [flexible](#) and inclusive, removing barriers and meeting diverse needs.

	High	Med	Low	No	N/A
Criteria	X				

Notes

This has undergone an assessment for accessibility.