

# 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

Phillip Savino, Director of Information Technology and Nikki Rosecrans, Manager of Information Security and Compliance

## Department, Office, and/or Division

Information Technology

# Issue/Initiative for Discussion

Updated Acceptable Use Policy for Computers and Related Technology

## Short Description of Issue/Initiative

The County is updating its Acceptable Use Policy to address evolving technologies and cybersecurity risks, ensuring clear guidance for the secure and responsible use of all County technology resources.

### 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

This policy supports the County's vision by promoting the secure and responsible use of technology, ensuring reliable services and protection of community data. By reducing risk and enabling efficient operations, it helps deliver exceptional public service that residents can trust.

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

	High	Med	Low	No	N/A
Criteria		X			

### Notes

This policy supports a diverse and vibrant county by ensuring equitable, secure, and reliable access to technology resources for all users. By promoting responsible use and protecting systems and data, it helps create an environment where employees and the community can thrive.

## 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

This policy promotes long-term sustainability by reducing the risk of costly security incidents, supporting efficient use of technology resources, and protecting the County's workforce and data. It also contributes to a stable and secure environment that supports ongoing operational, and financial resilience.

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

	High	Med	Low	No	N/A
Criteria	X				

## Notes

This policy builds lasting, resilient systems by establishing consistent, secure practices that protect the availability and reliability of County technology resources over time. By proactively reducing risks and misuse, it helps ensure systems remain operational, accessible, and dependable rather than relying on reactive, short-term fixes.

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

	High	Med	Low	No	N/A
Criteria	X				

## Notes

This policy strengthens existing systems and infrastructure by establishing clear, consistent expectations for secure technology use. It supports sustainable operations by helping ensure the ongoing reliability and availability of the County's technology environment.

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

	High	Med	Low	No	N/A
Criteria		X			

## Notes

This policy promotes a shared accountability, responsible technology use, and consistent expectations across the organization. By fostering awareness and good security habits, it helps build a culture that sustains secure and effective operations 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

**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**

## 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**

The Acceptable Use Policy supports an Open approach by clearly communicating expectations for technology use and the rationale behind them, promoting transparency and shared understanding across the organization.

**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**

The Acceptable Use Policy supports this initiative by clearly defining roles, responsibilities, and expectations for all users—including employees, contractors, and partners—ensuring they are consistently engaged and aligned to maximize efficiency and security.

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

	High	Med	Low	No	N/A
Criteria	X				

**Notes**

Collaboration with the E-Team was consulted and informed to ensure the process is transparent, inclusive, and responsive by actively engaging both internal and external stakeholders, incorporating diverse perspectives, and addressing feedback in a timely and meaningful way.

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

	High	Med	Low	No	N/A
Criteria	X				

**Notes**

The Acceptable Use Policy clearly establishes the County's role as the lead in governing acceptable technology use while outlining user responsibilities.

**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**

**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**

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

	High	Med	Low	No	N/A
Criteria	X				

**Notes**

The policy upholds accountability by ensuring County technology resources are used appropriately and securely, reducing the risk of costly incidents while clearly balancing operational needs, risk, and non-monetary impacts such as data protection and public trust.

**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**

The Acceptable Use Policy supports equity and a precautionary approach by establishing clear, consistent technology use standards that consider diverse user needs, reduce barriers, and proactively address potential risks and unintended impacts to protect all users.

**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**