

# 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

Sara Overby, Management Analyst

## Department, Office, and/or Division

Commissioners' Office

## Issue/Initiative for Discussion

County Volunteer Policy Updates

### Short Description of Issue/Initiative

County staff are recommending updates to the volunteer policy to continue important guidance to support staff in developing potential volunteer roles and effectively using volunteers.

#### 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

Volunteers support exceptional public programming.

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

	High	Med	Low	No	N/A
Criteria		X			

#### Notes

An updated volunteer policy communicates expectations for service in a diverse and vibrant county.

## 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

Not anticipated to have a significant fiscal impact.

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

	High	Med	Low	No	N/A
Criteria	X				

**Notes**

An updated volunteer policy strengthens systems for oversight and accountability.

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

	High	Med	Low	No	N/A
Criteria	X				

**Notes**

An updated volunteer policy provides essential infrastructure for decision making and volunteer management.

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

	High	Med	Low	No	N/A
Criteria	X				

**Notes**

Staff are eager to have and implement updated volunteer guidance.

**[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**

Volunteer policy updates were informed by data and staff experiences to improve relevancy.

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

	High	Med	Low	No	N/A
Criteria		X			

**Notes**

Volunteer policy updates were reviewed by multiple key staff from across the County, including Community Resources, the Attorney's Office, Open Spaces, and Public Health.

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

	High	Med	Low	No	N/A
Criteria		X			

## Notes

Volunteer policy updates were informed by objective risk management and volunteer coordination data.

## 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

Key staff from across the County were engaged in updating the volunteer policy.

**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

Volunteer policy updates have been shared at multiple staff levels across the County.

**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

Community feedback has been balanced with risk management needs to inform volunteer policy updates.

## [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

Key partners have been engaged throughout the process of updating the policy.

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

	High	Med	Low	No	N/A
Criteria		X			

## Notes

We have responded to feedback on updating the volunteer policy, and this effort was driven by an interest from stakeholders in having updated guidance.

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

	High	Med	Low	No	N/A
Criteria		X			

## Notes

The County's role is to lead with an appropriate volunteer policy that also builds in opportunities to support and be responsive to program leaders' needs.

## 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

Impacts to staff and program costs have been considered in updates to the volunteer policy.

### **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 effort includes using a centralized approach to volunteer recruitment for efficiency.

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

	High	Med	Low	No	N/A
Criteria		X			

## Notes

Impacts to staff and internal operations have been considered in updates to the volunteer policy.

### **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

Financial costs of the volunteer program are minimal and understood with ongoing plans for cost management.

## 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

Potential barriers and obstacles - internally and externally - were considered in updates to the volunteer policy.

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

	High	Med	Low	No	N/A
Criteria		X			

### Notes

Potential equity issues were considered in updates to the volunteer policy, including allowing for lived experiences to be considered in the background check process.

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

	High	Med	Low	No	N/A
Criteria		X			

### Notes

The volunteer policy updates allow for disbursed management to be adaptive and responsive to program needs.

**Please Review Your Responses.**

**You're almost done!**

### ATTENTION! Mimecast and PDF Responses

You will be emailed a copy of your responses to attach to your BSR. Emails being sent from *noreply@alchemer.com* may get caught in the Outlook Mimecast spam filter and take up to a day to be delivered. (After you "permit" the email in Mimecast, delivery time should be quicker for future submissions.)

If you need a copy of your PDF responses *immediately*, click the Back button below and look for the Download PDF Version link at the bottom of the page.

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The email will also contain an Edit Link if you need to edit your responses or if you need to forward to others for final review/editing.

Enter your email address below and click Submit.

**Email Address**

soverby@arapahoegov.com

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