

# 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

New office hours for Clerk and Recorder Office

## Department, Office, and/or Division

Clerk and Recorder Office

## Issue/Initiative for Discussion

Office Hours

### Short Description of Issue/Initiative

New office hours for C&R

#### 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

Improves service coverage throughout the day, especially during open, lunch and close. Responsible, responsive.

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

|          | High | Med | Low | No | N/A |
|----------|------|-----|-----|----|-----|
| Criteria |      | X   |     |    |     |

#### Notes

Operational benefits for all customers

## 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

No financial impact

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

|          | High | Med | Low | No | N/A |
|----------|------|-----|-----|----|-----|
| Criteria |      | X   |     |    |     |

#### Notes

Better enduring on-site coverage.

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

|          | High | Med | Low | No | N/A |
|----------|------|-----|-----|----|-----|
| Criteria |      | X   |     |    |     |

#### Notes

Better sustainable on-site coverage.

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

|          | High | Med | Low | No | N/A |
|----------|------|-----|-----|----|-----|
| Criteria |      | X   |     |    |     |

#### Notes

Better sustainable on-site coverage.

### [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

Better customer service coverage. Call outs, appointments, vacancies, et cetera.

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

|          | High | Med | Low | No | N/A |
|----------|------|-----|-----|----|-----|
| Criteria | X    |     |     |    |     |

#### Notes

The data was internal and vetted and supported by all of Office Leadership.

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

|          | High | Med | Low | No | N/A |
|----------|------|-----|-----|----|-----|
| Criteria | X    |     |     |    |     |

#### Notes

This decision was solely based on coverage and the historical data, plus employee experiences.

# 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

These changes mirror other County partners, and the operation is appointment based. Equal amounts of appointments will be spread throughout the week.

**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

A communication plan has been created and will be shared.

**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

We have historically received concerns about coverage during open, lunch and close.

## 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

We have notified our partners and worked with the Communications Department on a communication plan.

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

|          | High | Med | Low | No | N/A |
|----------|------|-----|-----|----|-----|
| Criteria |      | X   |     |    |     |

## Notes

We have notified our partners and worked with the Communications Department on a communication plan.

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

|          | High | Med | Low | No | N/A |
|----------|------|-----|-----|----|-----|
| Criteria |      |     | X   |    |     |

#### Notes

Support.

## 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

More appointments will be added throughout the day. We do not anticipate reduced revenue, as the work is required by law.

**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

Improved coverage will increase productivity and team cohesion. Increased operational value.

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

|          | High | Med | Low | No | N/A |
|----------|------|-----|-----|----|-----|
| Criteria |      |     |     |    | X   |

#### Notes

More appointments will be added throughout the day. We do not anticipate reduced revenue, as the work is required by law.

**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

No additional costs.

## 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 loss of the early appointments will be spread throughout the day. We will not see less appointments/customers.

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

|          | High | Med | Low | No | N/A |
|----------|------|-----|-----|----|-----|
| Criteria |      | X   |     |    |     |

### Notes

Appointments provide choice and equity.

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

|          | High | Med | Low | No | N/A |
|----------|------|-----|-----|----|-----|
| Criteria |      | X   |     |    |     |

### Notes

Appointments provide choice and equity.

**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.

### Editing/Reviewing

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

kherrmann@arapahoegov.com

**Thank you for taking the time to complete the Decision Support Framework survey.**

**REMINDER! 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.)**