

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

Michele Frishman, Grants and Acquisitions Manager

Department, Office, and/or Division

Open Spaces

Issue/Initiative for Discussion

Joint Project Request for Bridge Replacement over Cherry Creek

Short Description of Issue/Initiative

Funding request for replacement of pedestrian bridge serving Cherry Creek Trail, future phase of Fremont Avenue Trail, and Gates Soccer Complex

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

Importance of providing safe recreation opportunities to the public

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

	High	Med	Low	No	N/A
Criteria		X			

Notes

New pedestrian bridge serving a heavily used trail corridor will help members of community 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

Bridge replacement will help ensure safe, continued access for numerous trail users

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

	High	Med	Low	No	N/A
Criteria					X

Notes

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

	High	Med	Low	No	N/A
Criteria					X

Notes

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

	High	Med	Low	No	N/A
Criteria		X			

Notes

Agencies are in place and committed to maintaining this new bridge for its useful life

[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

Replacement bridge is expected to serve numerous trail users

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

	High	Med	Low	No	N/A
Criteria	X				

Notes

Open Spaces staff, Dove Valley Working Group members, and OSTAB members are qualified to determine the usefulness of the new pedestrian bridge based on information regarding anticipated usage

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

	High	Med	Low	No	N/A
Criteria	X				

Notes

Open Spaces and the Dove Valley Working Group have been aware of the need to replace the bridge for years based on its location and usage, which prioritized this funding request

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

This funding request was presented to and is supported by the Dove Valley Working Group, representing numerous agencies in the community that provide public recreation opportunities

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

This request was presented in a public OSTAB meeting, and OSTAB voted to recommend funding the project

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

This funding request was presented to and is supported by the Dove Valley Working Group, representing numerous agencies in the community that provide public recreation opportunities

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

Numerous agency members of the Dove Valley Working Group have been involved in planning, supporting, and funding this project

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

	High	Med	Low	No	N/A
Criteria	X				

Notes

This request was presented to and is supported by the Dove Valley Working Group, made up of numerous agencies that provide recreation opportunities in the local area

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

	High	Med	Low	No	N/A
Criteria	X				

Notes

The County would be in a support role as one of the funders of the project

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

The Dove Valley Working Group pledge has sufficient funds to support this request. There will be no further cost to the County.

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

Four agencies/organizations including the County would fund this project, the cost of which was determined after receiving quotes from multiple contractors.

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 Dove Valley Working Group pledge has sufficient funds to support this request. There will be no further cost nor any impacts to the County.

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

The Dove Valley Working Group pledge has sufficient funds to support this request. There will be no further cost to the County.

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 will benefit numerous trail users in the area by providing a safe, accessible route

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

	High	Med	Low	No	N/A
Criteria		X			

Notes

The new pedestrian bridge would replace the current creek-crossing that is not ADA-accessible

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

	High	Med	Low	No	N/A
Criteria					X

Notes