

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

Loretta Daniel, Long Range Planning Program Manager

Department, Office, and/or Division

Public Works and Development

Issue/Initiative for Discussion

Byers Subarea Plan Public Hearing

Short Description of Issue/Initiative

Public hearing for an amendment to the 2018 Arapahoe County Comprehensive Plan to approve the 2025 Byers Subarea Plan as part of the Comprehensive Plan. The Byers Subarea Plan will provide guidance to County officials and staff for the next 20 years.

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

The Byers Subarea Plan was created based on input from the Byers community. Their concerns, thoughts, and suggestions provided the basis for the goals, policies, and actions in the Plan. Having a community-based Plan that had a transparent planning process was considered to be responsible service to the Byers community.

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

	High	Med	Low	No	N/A
Criteria	X				

Notes

The Byers Subarea Plan identifies goals, policies and actions that promote enhancing a sense of community and quality of life for families and senior residents. The Action Matrix identifies opportunities to develop community amenities for recreation, health care, and student employment.

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

The policies and actions in the Plan identify approaches for economic development to create employment opportunities, while other sections emphasize the importance of protecting Byer's heritage and the W. Bijou Creek environment.

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

	High	Med	Low	No	N/A
Criteria	X				

Notes

The Byers Subarea Plan identifies goals, policies and actions for a 20-year period with initiatives that address existing issues (e.g., employment, stormwater infrastructure) and identify approaches for solutions.

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

	High	Med	Low	No	N/A
Criteria	X				

Notes

The Byers Subarea Plan identifies land use policies to promote sustainable and guided growth. It is expected that the Byers community will not substantially grow in population, however, policies are in place in the Plan to ensure that when growth occurs, the location for new development and the needed infrastructure are identified.

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

	High	Med	Low	No	N/A
Criteria		X			

Notes

Due to Byers' small population, sustainability was not a major issue identified through the public engagement and outreach. However, the Plan's direction is to support economic sustainability and provide elements for a healthy community.

[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

The Byers Subarea Plan was developed through surveys and extensive public engagement. This was considered essential in order to have a realistic and implementable Plan.

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

	High	Med	Low	No	N/A
Criteria	X				

Notes

Demographic data and the three projected growth scenarios were developed by our in-house demographic experts.

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

	High	Med	Low	No	N/A
Criteria	X				

Notes

The growth projections were used to guide revisions to the land use categories and Future Land Use Map.

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

The Plan was developed through surveys, open houses, and the guidance of an Advisory Committee.

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 survey results, open house materials, and draft plans were posted on the County's project website.

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

The key chapters of the Byers Subarea Plan that focus on land use, transportation, recreation and open space, and economic development have sections that reflect community input. The Plan was developed with extensive community input.

[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

An Advisory Committee with representatives from several districts, property owners, residents, and developers provided the guidance and comments to steer the plan. Also, several stakeholders provided timely information and feedback.

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

	High	Med	Low	No	N/A
Criteria	X				

Notes

The objective from the onset of developing the Plan was to have a community-based plan with substantive community input.

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

	High	Med	Low	No	N/A
Criteria	X				

Notes

The Byers Subarea Plan was a County-initiated planning process to revise an outdated 20-year-old plan. The County was the project manager for the Plan.

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

Since this is a policy document, no specific costs are identified. However, the Action Matrix does identify relative costs (low, medium, high) for the identified implementation actions.

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

Since this is a policy document, references to specific cost-saving and funding approaches are not included. However, the Action Matrix identifies potential partnerships for some projects.

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

	High	Med	Low	No	N/A
Criteria		X			

Notes

No specific public funds were identified in the creation of the Plan. In general, future infrastructure projects were identified but no monetary amounts were identified.

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 infrastructure chapter of the Plan identifies future studies and potential improvements, but since this is a policy document, no funding amounts were identified.

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

At the onset of developing the Plan, special efforts were made to include high school students and Spanish-speaking adults in the surveys. Their comments were useful to provide guidance to the Plan.

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

	High	Med	Low	No	N/A
Criteria	X				

Notes

Specific goals, policies, and actions in the Plan were developed to address the needs of all sectors of the Byers community, from school-aged children through to senior residents.

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

	High	Med	Low	No	N/A
Criteria	X				

Notes

This Plan is intended to be a "living" document since it has an Action Matrix to direct the implementation activities. The Plan can be amended in the future, as needed.

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

ldaniel@arapahoegov.com

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

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