

AC Decision Support Framework

Please Review Your Responses.

• 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

1. Review the statements in each section (6 strategic lenses + mission/vision). Hover over links for additional guidance and/or definitions.
2. Mark alignment*:
 - High – Strong alignment with criteria
 - Medium – Moderate alignment
 - Low – Weak alignment
 - No – Misaligned
 - N/A – Not applicable-provide justification in notes

3. 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**

- Victoria Simonds, Project Manager

- **Department, Office, and/or Division**

- Information Technology Department

- **Issue/Initiative for Discussion**

- Request for Additional Funding for Enterprise Service Management System

- **Short Description of Issue/Initiative**

- Additional funding is required to implement the Enterprise Service Management System Replacement

- **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.

HighMedLowNoN/A

CriteriaX

Notes

- This deployment directly enhances quality of life by providing for a scalable, comprehensive solution that benefits multiple departments.

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

HighMedLowNoN/A

CriteriaX

Notes

- This deployment directly aligns with County Strategic Goals by providing a robust economically resilient and stable platform through responsible investment in an industry leading platform capable of delivering exceptional customer service and operational excellence.

- **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.

HighMedLowNoN/A

CriteriaX

Notes

- By selecting ServiceNow we are investing in an enterprise platform that will provide long-term sustainable services as they are a leading provider for these systems.

Enduring. The initiative builds lasting, resilient systems rather than offering temporary fixes.

HighMedLowNoN/A

CriteriaX

Notes

- This system will be resilient and long last as the vendor is a trusted leader in the industry that will provide ongoing support and updates to their system regularly.

Established. The systems and infrastructure are in place to support sustainability over time.

HighMedLowNoN/A

CriteriaX

Notes

- The IT department has selected a software as a service reducing internal systems and infrastructure requirements to support sustainability.

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

HighMedLowNoN/A

CriteriaX

Notes

- The IT department has committed two staff members to supporting this system and will continue to invest in future training and education for staff to ensure sustainability.

• **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.

HighMedLowNoN/A

CriteriaX

Notes

- Service Now is a proven leader in the industry and used by many Fortune 500 companies to provide reliable service.

Accuracy. Data is interpreted and validated by appropriately qualified professionals.

HighMedLowNoN/A

CriteriaX

Notes

- The selection committee for this project included 5 key member of IT staff including 3 managers to ensure Service Now is the correct solution for the County.

Application. Data is used to guide decisions rather than simply justify them.

HighMedLowNoN/A

CriteriaX

Notes

- The invitation to negotiate process was used to select the vendor which meant we gave very little direction to vendors and asked for a broad pool of submittals to review.

• **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.

HighMedLowNoN/A
Criteria X
Notes

- N/A - The systems is an internal service

Open. We are transparent in sharing what we're doing and why, in a meaningful way.

HighMedLowNoN/A
Criteria X
Notes

- Service Now will support all County employees who will be given training opportunities and guides to support using the system.

Responsive. Community input and feedback has been considered and reflected, where appropriate, based on genuine understanding.

HighMedLowNoN/A
Criteria X
Notes

- N/A - This is an internal system

• **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.

HighMedLowNoN/A
Criteria X
Notes

- This is an internal service.

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

HighMedLowNoN/A
Criteria X
Notes

- The IT department has considered the DA and HS in their selection of this solution and has included the potential to expand this service in the future to the FFM department.

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

HighMedLowNoN/A
Criteria X
Notes

- The County will lead this effort.

• **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.)

HighMedLowNoN/A

CriteriaX

Notes

- The IT team has reviewed the current and future costs to select a vendor that maximizes services.

Efficient. The initiative includes cost-saving measures, external funding, or partnerships where appropriate, and prioritizes best overall value.

HighMedLowNoN/A

CriteriaX

Notes

- Victoria the PM from IT has been successful in negotiating the contract down from the original offer to a lower cost.

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

HighMedLowNoN/A

CriteriaX

Notes

- The trade-offs and non-monetary impacts were considered and weighted and the impact of this system is seen as positive since it will reduce staff workload while significantly improving service management.

Disciplined. One-time and ongoing financial commitments are identified, justified, and planned for in alignment with long-term fiscal health.

HighMedLowNoN/A

CriteriaX

Notes

- We have ensured a five-year licensing cost model that includes no cost increase during that time.

• 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.

HighMedLowNoN/A

CriteriaX

Notes

- There are no harmful impacts from this service.

Equitable. The initiative acknowledges and addresses both historical and current inequities.

HighMedLowNoN/A

CriteriaX

Notes

- Service Now meets accessibility standards.

Adaptive. The approach is flexible and inclusive, removing barriers and meeting diverse needs.

HighMedLowNoN/A

CriteriaX

Notes

- Service Now will allow the County to adapt to future needs through thoughtful configuration and design.

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