

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

Jim Katzer, Transportation Division Manager

Department, Office, and/or Division

Transportation Division, Public Works and Development

Issue/Initiative for Discussion

Expansion of the Micromobility Services within the Denver South TMA area

Short Description of Issue/Initiative

Denver South Transportation Management Association (Denver South) is looking to expand micromobility service through a pilot project in Centennial, Greenwood Village, and unincorporated areas within the County.

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

Quality of Life is enhanced through providing additional transportation options.

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

	High	Med	Low	No	N/A
Criteria		X			

Notes

Additional transportation options can provide a benefit to populations who are in most need of access to more reliable modes of transportation to access jobs, education or training, healthcare, etc.

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

This micromobility program is being expanded by Denver South at no financial cost to the County. Micromobility is a low-emissions, sustainable mode of transportation.

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

	High	Med	Low	No	N/A
Criteria			X		

Notes

This is a temporary pilot program for one year, at which time the success of the program will be evaluated by Denver South and the County, so it is yet to be seen if this will be an enduring solution.

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

	High	Med	Low	No	N/A
Criteria		X			

Notes

Denver South has managed a similar program in Meridian, Inverness, and Greenwood Entertainment Metro Districts, so they have systems and processes in place to manage and support this expansion.

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

	High	Med	Low	No	N/A
Criteria		X			

Notes

Denver South has managed a similar program in Meridian, Inverness, and Greenwood Entertainment Metro Districts, so they have experienced people in place to manage and support this expansion.

[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

This expansion is being proposed in part because of positive ridership data from the existing smaller micromobility service area that Denver South has been operating. Ridership, safety of users, aesthetics, and community support have been defined as metrics that will be measured over the next year to guide future decisions with respect to forming a permanent program after the one-year conclusion of this pilot.

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

	High	Med	Low	No	N/A
Criteria		X			

Notes

Denver South's vendor, Spin, will provide quarterly data reports for the County and Denver South to evaluate.

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

	High	Med	Low	No	N/A
Criteria		X			

Notes

Data collected in the existing smaller service area shows promise for benefits of the currently proposed expanded area. Data collected in this one-year pilot program will be used to evaluate whether to implement a permanent program.

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

Spin has a user education plan that will address community support and outreach, especially to those who will ride the devices.

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

The metrics for evaluating the success of this pilot program are being defined in advance of its launch, providing transparency for future evaluations of the pilot program.

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

Spin has a user education plan that will address community support and outreach, especially to those who will ride the devices.

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

The program is a partnership between Denver South TMA, Inverness, Meridian, and Greenwood Entertainment Metro Districts, the Cities of Greenwood Village and Centennial, and Arapahoe and Douglas Counties. All of these entities are highly engaged with the pilot program.

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

	High	Med	Low	No	N/A
Criteria	X				

Notes

The various stakeholder metro districts and local governments are highly engaged in participating with this pilot program and evaluating its effectiveness over the next year.

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 clearly defined as supporting. Denver South TMA is leading 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.)

	High	Med	Low	No	N/A
Criteria	X				

Notes

There is no cost to the County for this pilot program, as costs are being covered by Denver South TMA.

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

There is no cost to the County for this pilot program, as costs are being covered by Denver South TMA.

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

	High	Med	Low	No	N/A
Criteria	X				

Notes

There is no cost to the County for this pilot program. Potential non-monetary or indirect costs to the County due to issues in the County's public rights of way such as improper scooter parking or user safety concerns have been identified by Denver South in the Operations and Maintenance Plan, with a specific strategies in place to minimize or eliminate potential indirect costs arising from these issues. For example, Spin has a safety education in place for users of its devices, and will actively monitor and correct on a daily basis for improperly parked scooters.

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

There is no cost to the County for this pilot program, as costs are being covered by Denver South TMA.

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

Benefits include providing additional transportation options for people traveling within the Denver South TMA. Challenges such as user safety and aesthetics have been identified through previous pilot programs covering a smaller area of the Denver South TMA, and are specifically planned for and addressed in the Operations and Maintenance Plan to avoid unintended harms.

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

	High	Med	Low	No	N/A
Criteria		X			

Notes

This micromobility initiative provides an additional transportation option to populations who may be in most need of it. Denver South TMA is subsidizing the standard per-minute fare that is associated with renting a micromobility device in most programs, requiring only a \$1 fee from the user to unlock the device. This subsidy helps ensure a broader population can afford access to this transportation option.

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

	High	Med	Low	No	N/A
Criteria	X				

Notes

This pilot program is a flexible approach because it will be continuously evaluated for its one-year duration, making changes as needed if issues arise. If a decision is made to continue a permanent program, lessons learned from this initial one-year pilot will be used to inform the future program.

