

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

Jeremy Fink, Community Development Administrator

Department, Office, and/or Division

Community Resources, and Community Development Housing & Stability Services (CDHSS)

Issue/Initiative for Discussion

2026 Community Development Block Grant (CDBG) and HOME Investment Partnerships Program (HOME) Funding Recommendations

Short Description of Issue/Initiative

Board of County Commissioners review of CDHSS staff funding recommendations for 2026 CDBG and HOME entitlement funds

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

Both programs provide a valuable public service with a wide range of activities serving low- to moderate-income residents

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

	High	Med	Low	No	N/A
Criteria	X				

Notes

Both CDBG and HOME focus exclusively on low- to moderate-income residents across the entire County

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

All four sustainability pillars are factors in both programs and our evaluation of applications and funding decision making process.

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

	High	Med	Low	No	N/A
Criteria		X			

Notes

Lasting impacts are achieved in public facility, infrastructure and particularly housing efforts, but limited resources on the public service side are often short-term.

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

	High	Med	Low	No	N/A
Criteria		X			

Notes

Both CDBG and HOME are entitlement programs, allowing for annual allocations that can leverage additional funds and support sustainability

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

	High	Med	Low	No	N/A
Criteria		X			

Notes

County is taking a proactive approach to 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.](#)

	High	Med	Low	No	N/A
Criteria		X			

Notes

Timely data can be a challenge at times

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

	High	Med	Low	No	N/A
Criteria	X				

Notes

County level data is useful, particularly the demographic data

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

	High	Med	Low	No	N/A
Criteria		X			

Notes

The decision-making process for funding recommendations is guided by local priorities and goals established from reputable data, including things like housing needs assessments.

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 County follows our public participation process and engages in efforts for public input and comments

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

In recent years, we've done a better job highlighted the needs and benefits of our programs to individuals and the community as a whole.

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

Community input and feedback is always valued, considered, and sought after.

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

Community engagement and collaboration efforts are a part of the planning and review process for both programs

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

	High	Med	Low	No	N/A
Criteria		X			

Notes

Efforts are made to collaborate and partner with entities in a meaningful way, especially for long-term planning.

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

	High	Med	Low	No	N/A
Criteria	X				

Notes

Lead agency in coordination with community partners

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

Allocations are balanced with available resources and short/long-term plans

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

Annual entitlement funds are prioritized through an application and review process

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

	High	Med	Low	No	N/A
Criteria	X				

Notes

Allocations are awarded as to be good stewards of public funds

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

Commitments are made within the framework of the programs and five-year plans

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

Considerations are incorporated into the review process

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

	High	Med	Low	No	N/A
Criteria		X			

Notes

Work closely with municipalities for equitable allocations within program guidelines

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

	High	Med	Low	No	N/A
Criteria		X			

Notes

Programs serve different needs and different communities with flexibility