

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

Steven Buckley

Department, Office, and/or Division

Public Works and Development, Transportation Division

Issue/Initiative for Discussion

Arapahoe County Comprehensive Safety Action Plan

Short Description of Issue/Initiative

The Transportation Division will present the Draft Comprehensive Safety Action Plan to the BOCC. This presentation will provide an opportunity for the Board to provide feedback on the Plan before voting on whether to formally adopt it, which is tentatively scheduled for the May 12, 2026 Business Meeting.

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 Safety Action Plan will enhance quality of life by reducing fatal and serious injury crashes of the roadway network in unincorporated areas of the County.

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

| | High | Med | Low | No | N/A |
|----------|------|-----|-----|----|-----|
| Criteria | | X | | | |

Notes

This project benefits all people who live, work, or travel through unincorporated Arapahoe County by improving the safety of travel by all modes.

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 Safety Action Plan will support financial sustainability by recommending cost-effective proven countermeasures that will have the most direct impact on preventing fatal and serious injury crashes. The project contributes to human and social sustainability by its primary focus on saving human lives and preventing life-altering injuries. The Safety Plan promotes environmental sustainability by enhancing the safety of all those who use active, emissions-free modes of transportation such as walking or cycling.

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

| | High | Med | Low | No | N/A |
|----------|------|-----|-----|----|-----|
| Criteria | X | | | | |

Notes

The Comprehensive Safety Action Plan is based on the principles outlined in the Safe Systems Approach, which aims to create a safe transportation system by focusing on identifying and eliminating the root causes and systemic risk factors that lead to fatal and serious injury crashes.

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

| | High | Med | Low | No | N/A |
|----------|------|-----|-----|----|-----|
| Criteria | X | | | | |

Notes

The recommendations of the Safety Action Plan include establishing a Guiding Committee of Staff who will oversee implementation and track progress of the Plan over time, to ensure that the ambitious goal of reducing and eliminating death and serious injury remain on target and a priority.

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

| | High | Med | Low | No | N/A |
|----------|------|-----|-----|----|-----|
| Criteria | X | | | | |

Notes

The Safety Action Plan asks the Board to declare that ultimately, a future with zero roadway deaths is the goal, and directs Public Works and Development to prioritize safety in all projects, policies, and procedures in an ongoing manner in pursuit of that goal.

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 project has analyzed the complete set of crash data on roadways in the unincorporated areas of the County over a seven year period, and all recommendations are backed by data showing the causes of crashes that led to death and serious injury, and targeted countermeasures that have been proven to prevent these types of crashes by removing risk factors that contribute to these root causes of crashes.

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

| | High | Med | Low | No | N/A |
|----------|------|-----|-----|----|-----|
| Criteria | X | | | | |

Notes

Staff has hired a consultant team that consists of qualified roadway safety professionals with extensive experience in analyzing crash data. County staff members also have this professional experience to oversee, review, and direct the consultant's approach.

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

| | High | Med | Low | No | N/A |
|----------|------|-----|-----|----|-----|
| Criteria | X | | | | |

Notes

The top priority recommendations from the Safety Action Plan are to implement roadway design and traffic operations improvements in the locations where the data shows that the most serious crashes are occurring, and that those safety improvements are tailored to the actual crash picture that is occurring.

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 community has been informed of this project through traditional media outreach including televised several local news segments, social media outreach, the County website, and in person public engagement. Public feedback was solicited at meeting in the far western part of the County in the Federal Enclave near the City of Sheridan, in the Four Square Mile neighborhood near the central portion of urbanized Arapahoe County, and in the eastern rural portion of the County in Byers.

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 adopted Safety Action Plan will be posted to the County's website for the long term. Staff will generate annual scorecards to monitor the progress of implementing the Plan and the success in reducing fatal and serious injury crashes.

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

Public feedback that has been received will be documented in the final Safety Plan. Locations have been identified that both the public has identified as a safety concern in their comments, and that the data show have a high number of serious injury or fatal crashes.

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 Project Advisory Committee for the Safety Action Plan has been meeting monthly throughout the project and includes representation from the Transportation and Road and Bridge Divisions of Public Works and Development, as well as from the County Sheriff's Office, State Patrol, CDOT, and DRCOG. These are all vital partners in ensuring the success of the Plan in the long term.

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

| | High | Med | Low | No | N/A |
|----------|------|-----|-----|----|-----|
| Criteria | X | | | | |

Notes

The Safety Action Plan will be shared with the public on the County website to promote transparency. Collaboration with our partners in law enforcement, CDOT, DRCOG, and adjacent local agencies will be ongoing over the years as Plan priorities are implemented.

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

| | High | Med | Low | No | N/A |
|----------|------|-----|-----|----|-----|
| Criteria | X | | | | |

Notes

The County 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

All recommendations included in the Plan will include a capital cost estimate, and ongoing maintenance costs and impacts will be considered. Projects will be implemented as budget is available. The Plan positions the County to pursue future grant opportunities, including a federal Safe Streets for All Grant later this year.

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

Future pursuits for external grant funding will be strengthened by the formal adoption of this Plan. Recommended safety improvement projects include projects where partnerships with CDOT and surrounding local jurisdictions and cities will be necessary. The recommended improvements are focused on achieving best value by spending safety dollars in locations where they will do the most good to save lives and prevent serious injury.

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

| | High | Med | Low | No | N/A |
|----------|------|-----|-----|----|-----|
| Criteria | X | | | | |

Notes

Prioritizing human life by implementing safety countermeasures where they are most needed and most justified by the data-driven approach will ensure that taxpayer funds are being responsibly targeted to advance the County's transportation safety goal of reducing deaths and serious injuries.

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

All Plan recommendations will come with a cost estimate for future project costs and required financial commitments, and rationale for why each project and policy recommendation will reduce death and serious injury.

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

Everyone who travels benefits from the County proactively improving transportation safety. Systemic countermeasures designed to reduce risk and remove root causes of crashes are precautionary measure to reduce the known probability of serious crashes in the future based on past patterns.

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

| | High | Med | Low | No | N/A |
|----------|------|-----|-----|----|-----|
| Criteria | X | | | | |

Notes

The Safety Action Plan will make recommendations to improve safety across the entire unincorporated area of the county, including in neighborhoods with historical and present concentrations of poverty that have seen less public and private investment. The Plan acknowledges inequities with the perceived and actual quality of roadway infrastructure in the rural parts of the county compared to the urban areas, and will prioritize safety improvements to the most high-risk rural roadways that in some cases have seen little capital investment in decades.

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

| | High | Med | Low | No | N/A |
|----------|------|-----|-----|----|-----|
| Criteria | | X | | | |

Notes

The implementation recommendations in the Plan will be broad based and systemic. Systemic solutions by their nature can be implemented flexibly, as resources and opportunities allow. The Plan breaks out and separately considers the needs of a large and diverse County by acknowledging the stark differences in root causes of serious crashes in the urban vs rural areas of the county, and takes distinctive approaches to address safety issues in each of these unique contexts.