

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

Brian Bostwick IT Deputy Director

Department, Office, and/or Division

Information Technology

Issue/Initiative for Discussion

Allocating fully funded fixed assets to the 2026 budget

Short Description of Issue/Initiative

A request to obtain the Board's permission for Finance to allocate fixed-asset funds in the second-quarter budget review to the 2026 budget. These existing fully funded fixed assets would be used to purchase hardware to move servers from Google Cloud to our data center. In doing so we would have a cost avoidance of \$200K or more

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

This is purely a financial decision. No changes in IT Services to Arapahoe will be made.

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

	High	Med	Low	No	N/A
Criteria					X

Notes

This is purely a financial decision. No changes in IT Services to Arapahoe will be made.

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 has the potential to save \$200K or more in 2026/27 with no change in services IT provides the County.

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

	High	Med	Low	No	N/A
Criteria		X			

Notes

We will be moving to back to our data centers where we are more sheltered from vendor lock in with increased options to switch vendors to optimize services and costs.

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

	High	Med	Low	No	N/A
Criteria	X				

Notes

Arapahoe's data center infrastructure has been in place for decades and can support us for many years to come.

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

	High	Med	Low	No	N/A
Criteria	X				

Notes

There are only small changes staff skills sets and workloads. The staff supports this move, and very little change management will be needed.

[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 is a like for like move. It is purely a financial decision

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

	High	Med	Low	No	N/A
Criteria					X

Notes

This is a like for like move. It is purely a financial decision

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

	High	Med	Low	No	N/A
Criteria	X				

Notes

The data is very straight forward. We can move in 2026 and avoid expense or pay the expenses and move in 2027

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

This is a like for like move. It is purely a financial decision

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

This is a like for like move. It is purely a financial decision

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

This is a like for like move. It is purely a financial decision

[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

We have coordinated with Finance on this plan. Beyond the timing change of when we fund this move, there is no changes to IT Services to the County

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

	High	Med	Low	No	N/A
Criteria	X				

Notes

We have coordinated with Finance on this plan. Beyond the timing change of when we fund this move, there is no changes to IT Services to the County

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

	High	Med	Low	No	N/A
Criteria					X

Notes

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

This is purely a financial decision. Do we allocate fixed assets to 2026 to avoid licensing costs or stay with the plan to move in 2027 and incur \$100K in unforeseen expenses

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

This is purely a financial decision. Do we allocate fixed assets to 2026 to avoid licensing costs or stay with the plan to move in 2027 and incur \$100K in unforeseen expenses

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

	High	Med	Low	No	N/A
Criteria	X				

Notes

This is purely a financial decision. Do we allocate fixed assets to 2026 to avoid licensing costs or stay with the plan to move in 2027 and incur \$100K in unforeseen expenses

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

This is purely a financial decision. Do we allocate fixed assets to 2026 to avoid licensing costs or stay with the plan to move in 2027 and incur \$100K in unforeseen expenses

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

This is purely a financial decision. No changes in IT Services to Arapahoe will be made.

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

	High	Med	Low	No	N/A
Criteria					X

Notes

This is purely a financial decision. No changes in IT Services to Arapahoe will be made.

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

	High	Med	Low	No	N/A
Criteria					X

Notes

This is purely a financial decision. No changes in IT Services to Arapahoe will be made.

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

bostwick@arapahoegov.com

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

REMINDER! 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.)