

# 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

Kat Hammer, Senior Planner

## Department, Office, and/or Division

Public Works and Development

## Issue/Initiative for Discussion

LDC24-004 Affordable Housing Land Development Code Amendment

### Short Description of Issue/Initiative

Proposed amendments to the LDC to encourage the development of affordable housing, and create a more streamlined process for development of multi-family and mixed-use zone residential projects.

#### 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

County-initiated Land Development Code amendment to encourage development of more affordable housing units in unincorporated Arapahoe County.

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

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

#### Notes

This proposal intends to encourage more housing options, specifically to those with lower AMI, as well as streamline the process for mixed-use and multi-family development.

### 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

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

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

#### Notes

The intent is provide more affordable housing units within unincorporated Arapahoe County, which could allow low-income residents the ability the have safe reliable housing options now and in the future.

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

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

#### Notes

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

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

#### Notes

### [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

Staff researched many jurisdictions during the process of this proposed amendment and also reviewed recently passed state legislation.

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

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

#### Notes

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

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

#### Notes

## 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

Staff reviewed round table discussions with developers and also met with developers during the process. The proposed amendments were posted online and sent to multiple agencies for comment.

**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

**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

The proposed amendment was posted online for a thirty day period for public comment.

## 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

Request for comment was sent to homebuilders, adjacent jurisdictions and affordable housing developers.

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

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

### Notes

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

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

#### Notes

The proposed amendments are intended to support affordable housing development and streamline higher density development.

## 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

**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

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

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

#### Notes

The proposed amendment includes incentives for the development of affordable housing.

**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

## 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**

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

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

**Notes**

The intent is to provide more housing units to lower-income persons/households, where the need for housing units is the highest.

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

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

**Notes**