



ARAPAHOE COUNTY

Treasurer's & Public Trustee's Office Levels of Service

Board of County Commissioners

May 20, 2025



Current Service Levels and Resources

- Both of my offices are currently meeting all statutory deadlines and requirements with current budget and staffing levels, but that may not be true two or three years from now.
 - The gaps are prospective, but nonetheless real, and are also our most critical needs
 - Need 2 FTE's (one manager and one admin / specialist assistant to ensure key staff if likely to stay with my office.
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Funding for “Have-tos”

Treasurer’s Office has a vertical movement problem and a backup problem.

- If Key staff disappeared, the County could be SOL for 3 to 6 months while a frantic search to fill that position took place and that person was onboarded.
- The few staff that is working to be back-ups to key staff are stuck in the current org. structure and will likely seek other opportunities in the next two-ish years if nothing is done.
 - 1 FTE = Manager over Deeds, Physical Collections, Business Anyalist, and Tax System’s Analyst – Approximately \$135,000 ongoing
 - 1FTE = Physical Collections Assistant / Administrative Assistant = Approximately \$65,000 ongoing.

Funding for “Shoulds”

All of our “Shoulds” consist of projects that are minimal funding needed, revenue saving, or funding needed is uncertain.

- More robust communication strategy from Treasurer’s Office to Public – only cost is social media advertising / mail cost / etc.
 - 100% Digital Services Capable – working with vendors and reworking policies to make possible—this could also take some legislation
 - Reducing no. of paper statements mailed out each year – over \$100,000 in postage purchased every year – working with the communication piece so residents opt out of paper statements.
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Funding for “Shoulds”

- Reduce no. of checks received each year – pushing online payments
 - 2024 - 77,366 checks received and processed at a cost of somewhere between \$37,135 and \$242,929
 - (\$0.035 bank fee per check + between \$0.44 and \$3.10 of staff time and 1 to 7 minutes to process a single check)
 - Potential for budget hit in future: It could be possible that it is worth paying resident's fees on debit and credit cards because digital transactions save us so much time. These fees could be several million dollars potentially.
 - Currently we use soft money to pay for e-check / ACH payment fees



Funding for “Could’s”

Our Could Projects are mostly technically outside of the Treasurer’s & Public Trustee’s Office, but effect us nonetheless and should be undertaken

Public Trustee’s Office Statute Problem

- Bid rigging with extra steps problem.
- Bidding war outside of PT’s auctions for Jr. Lienor’s positions to be able to redeem the property on the back end without bidding up the price.
- Reduces the price paid to homeowner on their worst day and keeps more money in the hands of flippers and large corporations
- Currently drafting legislation to fix the problem, a good change would be City, County, and State are the only ones that can redeem a property after an auction. Could create a way to keep people in their homes and make a reliable supply of affordable housing – would love Commissioner’s Lobbyist’s help.



Funding for “Could’s”

Setting up Procurement Department

- One of the next big steps to take as a County that could save us more in the next ten years than we would spend on the FTE’s for the Department.
- Tyler acquisition project has demonstrated we need new policies.
 - Our procurement policy objectives are only to aid individual departments / offices when they seek to buy an item, service, or asset. I believe we should transition to actively managing contracts, negotiating contracts, etc.
 - A robust procurement department is one more check on budget spending as well.
 - i.e., Federal procurement = a request for a purchase either (1) must have proof up front with the application for procurement; or (2) the contracting officer in charge double checks the requesting department’s budget for available monies they are trying to spend.

Funding for “Could’s”

Combining Customer Service

- More info in our letter to the BOCC proposing we set up customer service centric hubs at CentrePoint, Admin, and potentially Lima.
 - Follows a lot of our County goals, missions, values, etc.
 - Solves our Clerk & Recorder one of last leased building problems.
 - Recent space study already contemplates consolidating some of this space.
 - Solves a potential space problem if we need to add staff in the future as we become the largest County in Colorado.
 - Could result in a few FTE’s needed to service multiple locations.
 - Potential larger one-time capital cost (CentrePoint would eventually pay for itself with no lease payment).
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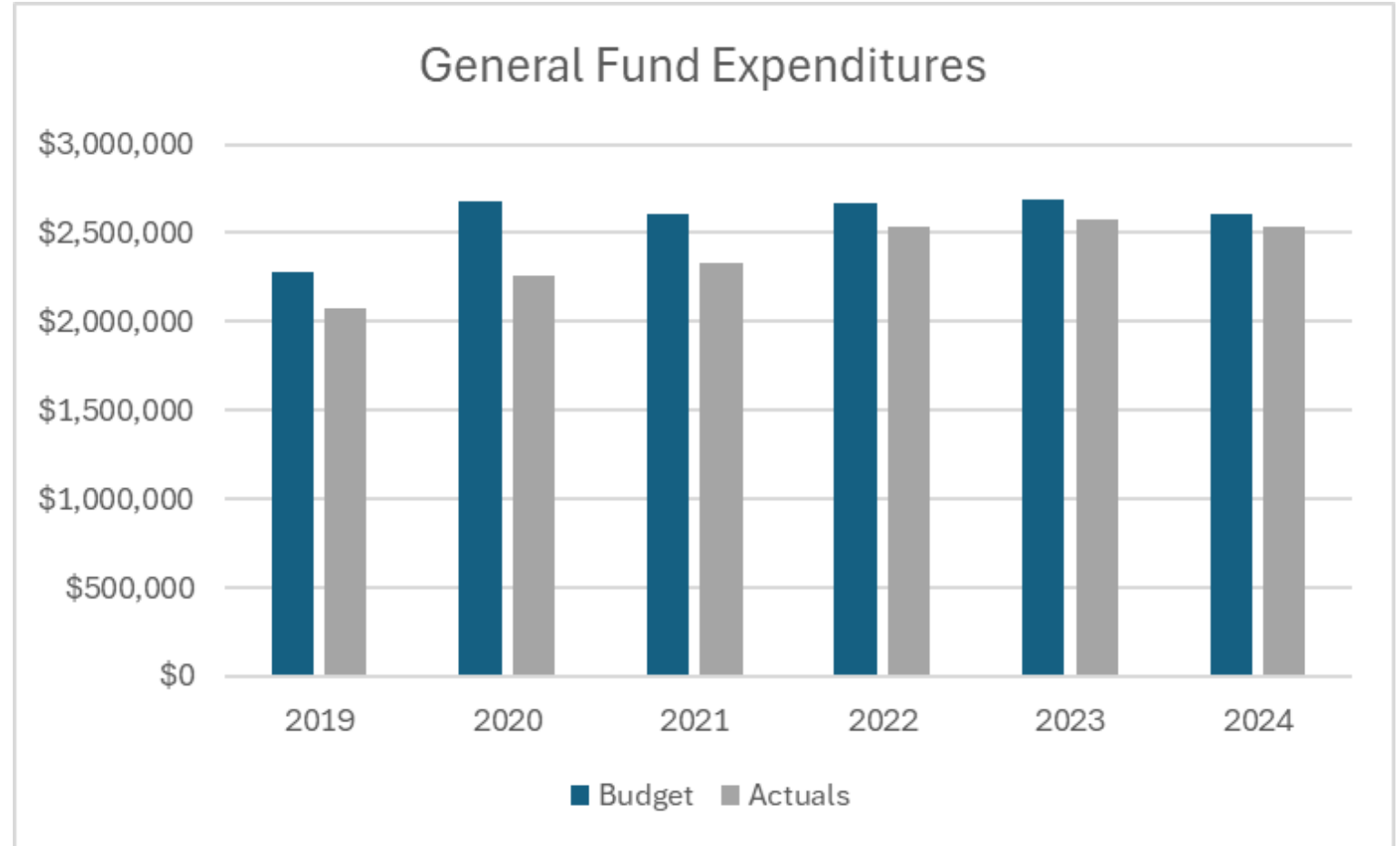


Funding for “Could’s”

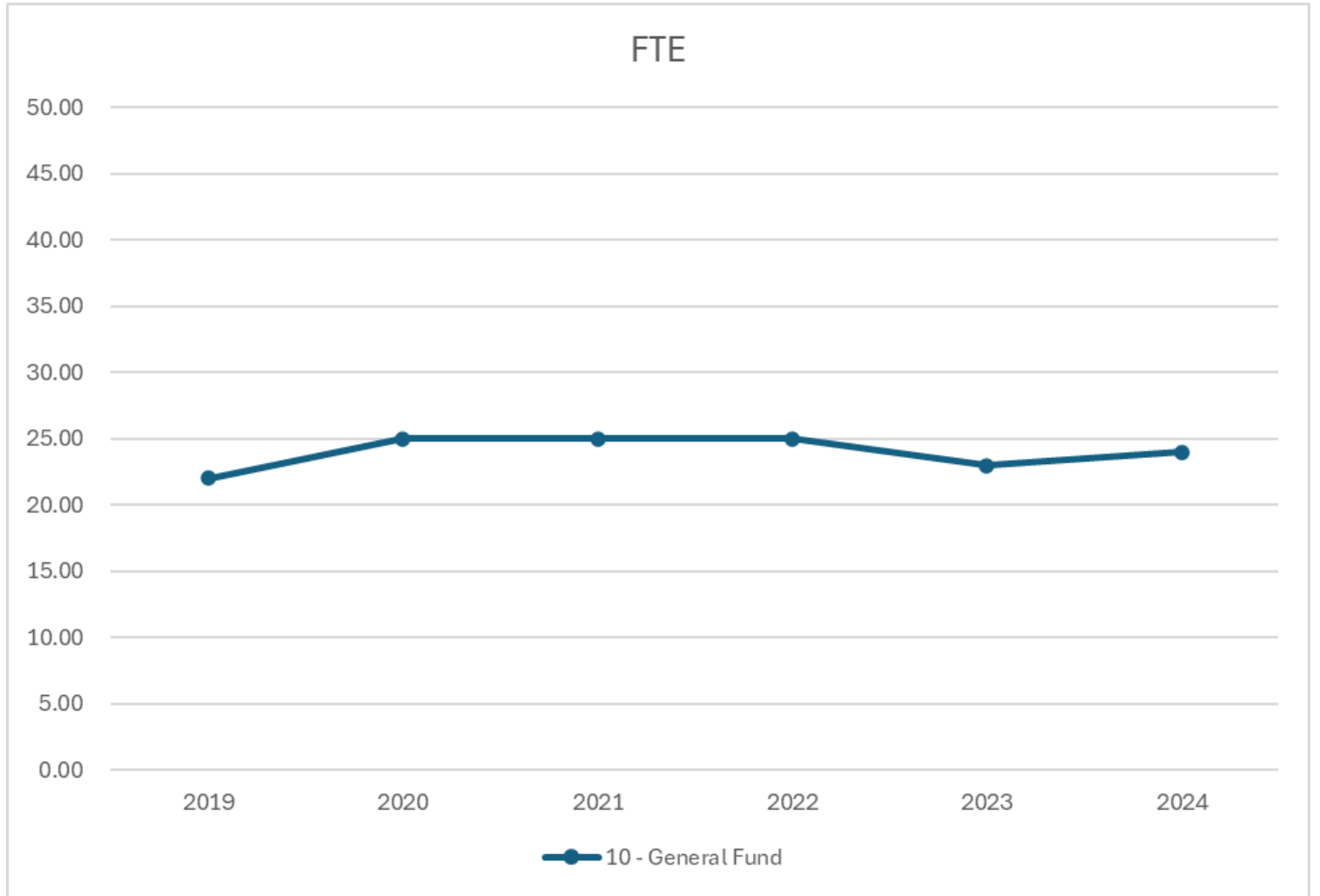
Opening a Public Bank

- Way too many dominoes to push over first before this could be a reality.
 - In four of five years, it may be a different story . . .
 - Before I leave office, I will convince everyone that this is a good idea.
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Treasurer's Office Five- Year Look Back 2019- 2024



Treasurer's Office Five- Year Look Back 2019- 2024





Areas of Opportunity

If “Have-To’s” are met, barring crazy unpredictable circumstances, both my Offices should be in a good position to provide mandated services without fear of key employees leaving.

If “Shoulds” are met, my Offices can provide top notch 21st century services to residents for the next decade.

If “Could’s” are met, the County could run magnitudes more efficiently and provide levels of service to the residents likely few believe is possible.



Challenges/Concerns

The largest challenges for any of my items are where do they stack up compared to the rest of the County's needs. I would like to push forward to improve our services but fear we may have to catch up for many years before pushing forward is possible.

If you're not moving forward, you're likely getting further behind, so I'm curious to find a solution that catches us up but also doesn't prevent us from pushing forward a bit at a time.
