Board of Directors Meeting of the Unified Forensic Laboratory

May 27, 2026

2:00 pm - close

The meeting will be at the UFL

8555 Double Helix Ct.

Englewood, CO 80112

Members

AC Sheriff Tyler Brown (V) – Chair	**AC Sheriff Darren Weekly (V) – Vice Chair**	**Aurora Chief of Police Todd Chamberlain (V) – Secretary**	**18th Jud. District Attorney Amy Padden(V)**
Alternate Bureau Chief Mike McIntosh	**Alternate – Chief Ken McKlem**	**Alternate Dep. Chief Mark Hildebrand**	**Alternate - ADA Ryan Brackley**
Aurora -Mayor Mike Coffman, (V)	**AC Commissioner Jeff Baker, (V)**	**DC Commissioner, Kevin Van Winkle (V)**	**Lab Director Kimberly Morrow (NV)**
23rd Jud. District George Brauchler (V)	**Alternate ADA Garrik Storgaard**		

	BOARD MEMBERS
P	**Todd Chamberlain**, Chief, Aurora Police – ***(V)***
A	**Mark Hildebrand**, Division Chief, Aurora Police, Alternate
A	**Darren Weekly,** Sheriff, DCSO – ***Chair (V)***
P	**Jason Kennedy**, Undersheriff - Alternate for Sheriff Weekly ***(V)***
P	**Tyler Brown**, Sheriff, Arapahoe County – Vice Chair ***(V)***
P	**Ken McKlem,** Chief**,** Alternate for Sheriff Brown **(V)**
P	**Amy Padden**, DA 18th Judicial District ***(V)***
P	**ADA Ryan Brackley,** Assistant DA 18th Judicial District, Alternate ***(V)***
P	**Mike Coffman,** Mayor, City of Aurora ***(V)***
P	**Jeff Baker,** Commissioner, Arapahoe County ***(V)***
A	**Kevin Van Winkle,** Commissioner, Douglas County ***(V)***
A	**George Brauchler,** DA 23rd Judicial District
P	**Garrik Storgaard,** ADA 23rd Judicial District
P	**Kim Morrow,** UFL Director, Arapahoe County ***(NV)***
P	**Ashley Hernandez-Schlagel**, Attorney of Record for UFL ***(NV)***

P=Present A=Absent

ADDITIONAL ATTENDEES

Wendy Wales, Support Specialist, UFL/APD
Tracey Montano, Deputy Director, UFL/DCSO
Celina Oropeza, Deputy Director, UFL/APD
Brian Murphy, Commander DCSO
John Schneebeck, APD
Marc Paolino, Commander APD.
Shane Williams, UFL
Olga Fujaros, ACSO
Dan Avery, Douglas County
Holly Carrell, Douglas County Strategic Services
Olivia Kassie, UFL
Martin Moe, Douglas County Strategic Solutions
Jeremy Nesvold, ACSO
Darcy Kofol, 23rd
Garrik Storgaard, 23rd
Kiana Valenti, UFL
Reggie Depass, Captain APD
Michael Gilbert, UFL
Mara Nelson, APD
Danelle Carrol, APD

1. **Call to order:**

   The meeting was called to order by Sheriff Brown at 2.05 pm.

2. **Roll call / Confirm Quorum:** A roll call was conducted by Sheriff Brown. We have a quorum.

3. **Approval of minutes from last meeting:**

   A motion to approve the minutes of the last meeting 03-25-2026, was presented by Commissioner Baker, 2nd by DA Padden.

   Motion passed.

   Meeting notice:

   Notice of the meeting was posted on the UFL website on Monday 05-19-2026.

4. **Open ongoing items:**

   - **Staffing Updates and hiring – Director Morrow**

     Chemistry Unit is holding steady at 3 FTE, which we believe is sufficient moving forward. They are doing a great job and tackling the backlog from when we were understaffed in that unit.

     Latent Prints we are steady with 6 examiners and 1 more in training. We have 3 more who are preparing to take the certification exam through IAI.

Firearms we are losing our NIBIN technician at the end of the week. We would like to publicly thank her for everything she has done and contributed to the discipline and the lab as a whole, she has been a stellar employee. She has contributed more than just science; she has develop policies and internal efficiencies that are absolutely key to the unit.

Director Morrow would also like to thank Aurora, she had confirmed a couple of minutes ago they have agreed to upgrade the Technician to the much-needed Firearms Examiner position. As soon as we have the go ahead, we will start actively recruiting for that position and hopefully get another great member in. A sincere thank you to Aurora for keeping and upgrading the position, it is absolutely going to be huge for the operations.

The Quality Assurance position that was reimplemented by Arapahoe County is in background. We don't have any current updates. The first round is complete, but we don't know the status of the positions beyond, "we are in progress".

In Forensic Biology we still have 3 primary members of the unit, 2 who are doing casework, we have 4 trainees. We have more trainees than we do analysts in the unit. They are doing excellent job. We have moved to the technician workflow where folks will start to see two reports coming out for some of the older cases s we work through those. We have one individual doing all the lab work and another analyst writing the case. We expect to have 3 of those 4 trainees signed off to be report writing analysts hopefully by mid-to-late summer. We still have 2 analysts in background. We have an Arapahoe position in background and the 23rd position through Douglas County also in background. We don't have a status update on where we stand with those positions. We are hoping for a late summer start for all three of our new hires.

Does anyone have any questions on staffing? No comments from the Board.

Director Morrow thanks all the agencies for their support in getting us moving in the right direction. We appreciate it.

5. Consortium Updates:

- **Douglas County Strategic Services – Martin Moe**

Moe introduced himself. He is with Douglas County Strategic Solutions; he has been doing an organizational assessment for the last couple of months. It was kicked off at the last board meeting. We have been making a lot of progress by meeting with folks from all the different agencies. He has a patented five step program, where he defines the step, assesses the problem, analyzes it, implements solutions, and makes sure we are sustaining those solutions. Right now, we are in between the 2nd and 3rd phase in between assessment and analysis. He is still meeting with people, including people at the Lab. He has had several meetings with Director Morrow where she has been very open and forthcoming, and they have gotten together several times. He has also had meetings with Celina and our Systems Administrator. He still has to meet to discuss various opportunities they might have for organizational efficiencies. He met with Chief Hildebrand and Commander Paolino and investigators. He has also met with Arapahoe County and Douglas County chains of

command and investigators. He is doing his due diligence to find out where the opportunities are. He is looking forward to keeping the ball moving down the field.

The next phase is getting into staffing analysis and data to make sure we are right sized. Director Morrow is doing a great job of getting fully staffed and fully trained to chip away at the backlog. Ultimately, we are trying to chip away at the backlog and make sure it doesn't grow anymore. Moe has a lot of confidence that is happening. This is just a quick update and there will be more to come at the next board meeting where he hopes we will be at the project's conclusion.

Chief Chamberlain speaking to Moe: Thank you for doing this, it brings a structure to something that is really needed. What the Chief hopes for and what he hopes can be looked at as a group. Sheriff's, I don't know if this is something you want to look for in the future, is as this gets more solidified, he wants to be able to say this is an evidence-based approach. With an assessment, the review and the evaluation, we are having an impact where we need to through it out. He would like to see that done in the crime lab. He would like to see something like CompStat down the road. He doesn't know if that is something we can structure, where we do an analysis and whoever is on the Board will look at data, look at the analytics and see what is being produced and what is not being produced, and we evaluate it to see if we can do anything to modify it. Come and look at the operations we do and see how they are looking at it from crime, are they going to the right place at the right time. Are they seeing an influx of use of force or pursuits and all the other administrative functions. He would like to see a hybrid of that at the lab. Whether we are looking at the production of what we are analyzing and asking whether we are getting a good product out of it, if not do an assessment and look at something different. Chief Chamberlain said he doesn't know if that is something that would fall under your shop since you have taken on the yolk of this, but he would love to have a discussion with you about it.

Moe said thank you. A lot of what he looks at are leading indicators and relying on your outcome measures. Let's make sure we are doing all the things that are within our span of control. There is no reason we can't do that to get it to where we need to be.

It is looking at stats when we look at the average, we look at baseline, how are we are making sure we are staying above, what are we comparing it to? When we look at crime we do year to date and things like that, how would you look at this as far as productivity? Looking at production of getting things out, everything done in DNA and biology or whatever it is, how are we making sure we are staying above or at that baseline.

Moe said one of the things he is excited about is trying to make the page Chief Chamberlain was referencing more digestible. He wants to make sure it is a little more informative. The lab has been great to work with we couldn't have asked for a better partner. Thank you to everyone.

- **APD SANE kit audit – Commander Paolino:**

SANE Kit Audit goes back to 2023 legislation was passed assigning tracking to SANE Kits, the City Auditor is doing an audit to make sure the process is being followed. It gives the victims the right to know what is going on with their kit. The victims go to the hospital, they get a kit and the nurse enters the number into the system, the kit gets scanned as it moves though the systems and the victim should be able to see where the kit is in the process. The policy in the Aurora Police Department is followed very closely. Not only do they have tracking, but they also have a Sergeant who every week looks at every case individually. They take it very seriously and make sure the cases are

entered correctly and are being tracked correctly and they are following all the rules the legislation passed. Commander Paolino asked Director Morrow to speak out turnaround times for SANE Kits. APD is just starting the Audit, the auditor is working with the departments and will be working with the lab to make sure we are within compliance with the State.

Director Morrow said it is an Aurora audit, but it will affect all the agencies because we will be sharing case data. Director Morrow wanted to bring it up in the meeting since it involves all agencies. No matter what we do we try to limit PII and any identifying information when we are sharing information due to our accreditation policies but felt it was important to make it public because it will involve data from all submitting agencies even though it is a City of Aurora Assessment.

6. Fiduciary Discussion – APD:

Chief Chamberlain would like to bring this out in an open forum, he met with the ACSO Sheriff maybe 3 months ago and they briefly talked about it today, but he wants to talk about it in an open forum so everyone is aware and on the same page, what is involved is the financial oversight of the UFL and who is involved in that. When this was originally structured, in the IGA is states specifically in section 5 (A), the individual who is the Lab Director should also be appointed the fiscal agent for the lab. Again, Chief Chamberlain thinks when it was written into it, it is very important. When you look at what the Lab Director has as responsibility for, there is a Unified accountability. Correct me if I'm wrong Director Morrow, but you're responsible for purchasing needs and budget recommendations as the fiscal agent, you should really control all the accounting, purchasing and payments, and right now in the system, because she is the director under Arapahoe and yet Aurora has been doing all the fiscal management, and to be honest it has caused some situations where some of the policies and procedures applicable to the Lab or maybe applicable to Arapahoe are not applicable to the City of Aurora.

Chief Chamberlain is speaking specifically on purchasing deadlines, on use of PCards, and there have been some deviations and it hasn't been anything malicious by the director, it is the fact that she doesn't know the systems and doesn't fall under the same policies and procedures that we do. It has caused some major issues as far as invoices or purchase orders that have violated city policy, again nothing malicious but it is problematic and we have some legal and financial imbalances. There have been some municipal purchasing laws and payment deadlines, they have been caught and there was no major drama or issues with it, but it isn't a system that is flowing as best as it could have you had the resources. I'm looking at you and I know you're thinking "what is he dropping on us," but I'm just trying to get this out in the open so we can 1. Stay consistent with the IGA and 2. Or we modify the IGA, which I hope we don't do because it is a heavy lift and it's not conducive with what it originally set out to do.

Sheriff Brown said, part of the conversations prior has been, he is not opposed to looking at this, but we need the runway of what the actual amount of work going into this is. Sheriff Brown said he has previously requested that information to see what FTEs are going into this because he would need to build a budget package for the finance department to take to the County Commissioners to allow us the ability to take that on. Sheriff Brown said when Arapahoe took over the initial position of the Director it was negotiated for Aurora to maintain financials with the previous Chief, we know that doesn't fall on you, but it was negotiated that you would retain that. Really what we need to look at is what the Consortium is doing in terms of reworking the IGA and if this is something that does need to stay with the Director side of this, yes, we can look at that, but we need those specific numbers. I can't just say "sorry Commissioner but it's a lot of work". We can sit down and have that analysis done. If John or

someone from your staff can provide that, we can sit down in the next month or two, we can provide that information to the Commissioners. I'm not opposed to it; it is just something we worked out when we switched directors. We were not in a position to be able to provide FTE's, nobody was in that position. Now that we are in a position that we could take something on, we need it lined out specifically and then we can get something put together. I think it should be easy to say, I spend 15-20 hours a week on it. If that is the case, we can build a budget package, and everything can be a smooth transition when we go before the Committee.

Chief Chamberlain said; He can't speak on what other Chiefs did, it is very easy to be Santa Claus and give stuff away when you don't have to stick around and deal with it. That is what the Chief is trying to look at now. He wants to make sure, and Kim please correct the Chief if he is wrong there was an offer to come and be an employee of the City of Aurora when you got the Director position. If that had been the case, we would definitely accept that, but you made a very conscious decision to stay with Arapahoe, which I completely understand. That is not an issue, but again, we have to look, not based on personally whoever was doing the behind-the-scenes stuff, but what is written in an IGA, what is written in a contract, specifically states there would be a modification. No disrespect to anybody here but all of us are struggling with budgetary issues, we are all managing a budget that is in a deficit, we are struggling and it is not going to be anything different or unique between Douglas, Aurora or Arapahoe and what we are all navigating.

John or Mara, do you have more specifics, please detail that because it needs to come out in this forum?

John Schneebeck said he had a conversation with Olga to let her know what this proposal is, it is not really just one person, you have somebody that pays your bills, somebody that pays your requisitions and purchase orders, somebody that does the grants, it operates within existing structures we already have, it is a volume of work, but it is not one person that does it all. It is not a single person operation because it touches a lot of different physical points of action. That was the conversation I had with Olga. You could certainly put a finance person in place that could help you do most of it, but it is just going to fall into things that are already being done on a day-to-day basis with staff.

Sheriff Brown said that is understood but if you could break that down and give us an opportunity to look at what my current financial layout is, to say if I add 10% to everybody across the board, I am going to overload them. If I can get a true amount of time then I can say, this is actually going to be an FTE to cover these other things, then I can take that to see what is really needed. If you say it is going to take a little bit of time here and a little bit of time there, over 5 or 6 people. Like I said we weren't opposed to it, but it was negotiated when we switched. I think with the consortium rewriting the IGA this is a great time to talk about it, but we need specifics. Sheriff Brown was asked if it was negotiated verbally, he said it was a handshake. Chief Chamberlain said that is problematic.

Undersheriff Kennedy asked, in the interim, what kind of assistance do we need so we aren't having these kinds of problems with purchasing?

Director Morrow said she is happy to follow the procedures, if she was to be given them, but she is flying blind. She is communicating through multiple people, she can say what she thinks is going to happen, but what is actually happening behind the scenes she is not privy to. Director Morrow said she is willing to follow any policy or procedure she is given but we do our best with what we have. At the last board meeting, she got the budget at the same time as everybody else. She is operating on estimates as best as we can track internally, she is happy to do anything she can, but she does need the information. To touch on your previous point, because a lot of you weren't here, something was

brought up that did happen few years ago when Director Morrow was offered the position of Director, she did advocate staying with her home agency. It was no slight against Aurora; it was to demonstrate to the staff here in our set up that an open position does not prevent you from applying and from being able to continue your tenure. If she has a long-standing employee who is excellent for promotion, but the promotion is not for their agency, and this person would be an excellent candidate, she can't risk losing people because they have no upward momentum. She left a 14-year career to come here, if she left Arapahoe, she would have to start over for the 3rd time to stay working in the exact same office. She wanted to demonstrate to our staff that you have upward momentum for whatever position is available. Director Morrow wanted to clear that up, it was not an Aurora vs Arapahoe vs Douglas thing. It was a demonstration of continuity for the excellent people she has here, that she would like not to lose.

Chief Chamberlain said he agrees wholeheartedly, that is not the problem at all with her staying with her home agency, it is the way it should be, and even if they supplied policies and why he sees this modification needing to be consistent with the IGA is because he thinks it would be beneficial to you. Right now, he feels she is in position where she is being placed where you are dealing with Aurora policies and procedures and it isn't your shop. Again, that is what the problem is, it should be your systems, your work through, and it also relates heavily to grant stuff on their side where the grant stuff should be coming out of you. Having that equilibrium to managing your own grants will be much more beneficial than having an outsider or third party basically doing that. I'm just trying to stay consistent with what is in the IGA and that 1. We aren't having any issues and 2. You have the ability to lead this organization without any landmines or things that encroach that you have no idea about, little things like PCards that don't mean anything but are just a pain in the a**.

Sheriff Brown said he thinks we are at a perfect junction to dive into this right in the sweet spot of putting together a budget for 2027, we are going through the IGA right now with the Consortium and legal counsel to make sure we are doing it appropriately. He would like to have those numbers in the next two weeks so they can move on to it.

John Schneekeck said they all get quarterly invoices, so you all know exactly what you pay. He doesn't know how long that takes, but every quarter, they provide that to the agencies, there are 3 grants we are dealing with overtime.

Sheriff Brown said this is what we have been asking for, we can sit down with you and Olga, and we can build a package. He will help Olga with what she wants and the help she needs to get the job done.

John said his proposal would be for Arapahoe to take over in January 2027. Sheriff Brown said he needs the information now, he will need to build a package to take it in July and then have to justify it to his board.

Commissioner Baker said Arapahoe County is a little different, we don't have a County Manager we have an Executive Budget Committee that takes the place of a City or County Manager. Commissioner Baker said he doesn't sit on that committee, they require of the Sheriff a lot of documentation and justification and have grilled him and the staff on the reasoning behind requests. The DA can attest to it. The Arapahoe County budget process is unique in the state of Colorado and Commissioner Baker can attest to the level of documentation the Sheriff has to be provide, but that is the way it is.

Sherriff Brown said we are at a good point to be able to start this process. Since he has been here, the IGA has only been dead set with percentages for purchasing items, other than that, it has been very fluid. For the last 7.5 years we have all gone through different levels of financial hardships, and haven't been able to meet the requirements for FTE's that were allotted to the lab, so we have made some of the IGA fluid, and some of it rock solid and the rock solid thing has been the percentage of money put in, it wasn't to slight anybody. Chief Chamberlain said he didn't think that at all, he thinks it is really something as a group we need to think about, because we are not going to be in these chairs forever. People are going to rotate through are we going to be putting together framework that will be consistent for whoever is sitting there. If Director Morrow left and someone from Douglas got the job, is it going to stay the same or are we going to have to keep reinventing the wheel? We need a template or a form that says these are best practices and we do it for that reason. We are all going to come and go.

DA Kofol is attending her last meeting and is moving on from the DA's office.

DA Kofol, thank you for everything you have done, for all your efforts. You were crucial in advocating for a position that is going to make a huge difference in this lab, thank you. Thank you for your efforts, your knowledge and your history and we wish you the best.

DA Kofol said it has been an absolute honor, she has known some of these people for a decade. This is a very difficult decision for her, but she knows it is the right one. To everyone at the lab, especially to all the chemists in the back of the room, what you do daily saves lives, please never, never forget that. I don't think you get thanked enough but thank you from the bottom of my heart.

Director Morrow, please remember what you do here helps the community and does amazing things for victims, and don't forget that part.

Sheriff Brown said thank you for your many years of service. All the things you said to the room, you have done that for the community with your prosecutorial experience, and this is a safer community because of you. Thank you.

7. **Next Meeting:** Next Meeting – July 22, 2026 / 2:00 to close @ UFL

8. **Adjournment –** Motion to adjourn presented by DA Padden, 2nd by Undersheriff Kennedy, motion passed.

- Meeting concluded at 2.38pm