

## BUDGET SUMMARY

Category	2023 Actual	2024 Actual	2025 Budget	2026 Requested Budget	2025/2026 Variance
<b>Expenditures</b>					
Personnel Costs	3,753,088	4,986,998	4,389,320	4,393,485	4,165
Operations Costs	1,809,137	1,476,403	1,325,838	1,315,838	(10,000)
Debt & Depreciation	0	0	0	0	0
Capital Outlay	344,332	21,706	0	0	0
Interdepartmental Charges	62,232	37,929	53,923	174,473	120,550
<b>Total Expenditures</b>	<b>\$5,968,789</b>	<b>\$6,523,036</b>	<b>\$5,769,081</b>	<b>\$5,883,796</b>	<b>\$114,715</b>
<b>Revenues</b>					
Other Direct Revenue	3,400,739	3,436,330	3,611,531	3,777,246	165,715
State & Federal Revenue	1,010,926	723,969	137,150	137,150	0
<b>Total Revenues</b>	<b>\$4,411,666</b>	<b>\$4,160,299</b>	<b>\$3,748,681</b>	<b>\$3,914,396</b>	<b>\$165,715</b>
<b>Tax Levy</b>	<b>\$1,557,123</b>	<b>\$2,362,737</b>	<b>\$2,020,400</b>	<b>\$1,969,400</b>	<b>(\$51,000)</b>
<b>Personnel</b>					
<b>Full Time Pos (FTE)</b>	36.00	37.00	36.00	36.00	0.00
Overtime \$	139,789	115,922	110,000	110,000	0
Seasonal/Hourly/Pool	0	0	0	0	0

**Department Mission:**

The mission of the Milwaukee County Medical Examiner’s Office is to uphold the highest standards of professionalism in death investigation; to provide timely, accurate, and legally defensible determinations of cause and manner of death; to support public health and safety by identifying and helping prevent avoidable deaths; to protect the legal and personal interests of decedents and their families; and to serve Milwaukee County with integrity, accountability, and transparency.

**Department Description:**

Milwaukee County Medical Examiner’s Office investigates deaths in Milwaukee County as outlined in Wisconsin State Statutes (979.012). According to the 2020 United States Census, Milwaukee County has a population of 939,489. The racial and ethnic composition is approximately as follows: 55% White, 30% Black or African American, 15% Hispanic and Latino, 4% Asian, less than 1% Native American, and 2% other. The goals of the Medical Examiner’s Office align with national standards for forensic death investigation, with a strong emphasis on professionalism, accuracy, and community service. The core goals include investigation of suspicious, unexplained and violent deaths to determine the cause and manner of death; identifying patterns in deaths such as infectious diseases or drug overdoses to inform public health initiatives and reduce preventable deaths; providing expert testimony and forensic evidence to assist in criminal investigations and legal proceedings; and protecting the interest of deceased individuals and their families.

**Major Changes**

- The amount charged for referral autopsies will increase approximately 3% to \$1,850 per autopsy with additional charges applied for any extra tests or consultations if required. Referral autopsy projections remain generally stable, with current data indicating consistent annual case volumes; however, mild fluctuations cannot be entirely discounted.
- The issuance of cremation permits continues to rise as an increasing number of families opt for cremation over traditional burial, based on data from the past five years.
- The volume of Toxicology Laboratory testing conducted for the University of North Dakota shows an overall upward trend based on data from the past five years.

- The contract with Randal Schneider, Ph.D., LLC has transitioned from an annual agreement to an hourly payment structure. Dr. Schneider provides oversight for the Milwaukee County Medical Examiner’s Office Forensic Toxicology Laboratory in accordance with the accreditation standards of the National Association of Medical Examiners (NAME) and the ANSI National Accreditation Board (ANAB).
- New management software systems for the Medical Examiner’s Office (Forensic Advantage) and the Forensic Toxicology Laboratory (Clinisys) are scheduled to go live in January 2026. To ensure smooth workflow integration, a new Business Analyst position will be required, resulting in Direct Service Cross Charges with a preferred allocation of 50%, if feasible.
- The Medical Examiner’s Office will move to the new facility in the middle of 2026.
- The Medical Examiner’s Office will not have a Forensic Pathology Fellow during 2025-2026 academic year.

**The following contracts are included in the 2026 Budget in lieu of separate review and approval from the County Board during the fiscal year:**

<b>Vendor</b>	<b>Contract Description</b>	<b>Contract Amount</b>
Jefferson County	Revenue contract in which MCMEO provides contracted autopsy services.	\$99,000
Kenosha County	Revenue contract in which MCMEO provides contracted autopsy services.	\$275,000
Outagamie County	Revenue contract in which MCMEO provides contracted autopsy services.	\$99,000
Ozaukee County	Revenue contract in which MCMEO provides contracted autopsy services.	\$99,000
Racine County	Revenue contract in which MCMEO provides contracted autopsy services.	\$275,000
Randal Schneider PhD LLC	Randal Schneider, PhD, LLC Dr. Schneider provides oversight of the Forensic Laboratory as per accrediting standards of the National Association of Medical Examiner's (NAME).	\$82,500
North Dakota University	Revenue contract in which MCMEO provides forensic toxicology services to the University of North Dakota.	\$176,000
Versiti	Revenue contract for space and refrigerator space lease	\$99,000
Waters	Waters Service Contract	\$158,612
Agilent	Agilent Service Contract	\$44,884
Hitachi	Hitachi Preventive Maintenance	\$3,125
Pipette	Pipette Calibration	\$3,000
Parker Nitroflowlab	Parker Nitroflowlab Preventive Maintenance	\$6,125

### MEDICAL EXAMINER STRATEGIC GOALS

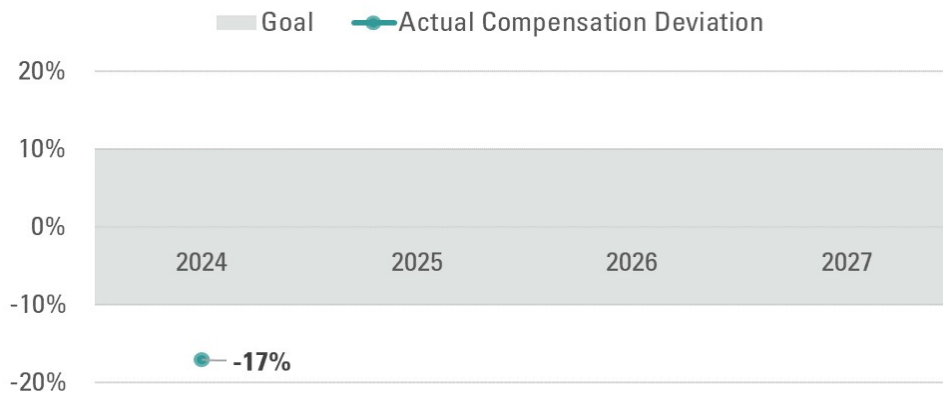
Achieve full accreditation for Medical Examiner Office and Toxicology Laboratory.

Goal target completion date  
**12/31/2027**

Create partnership with local epidemiologist.

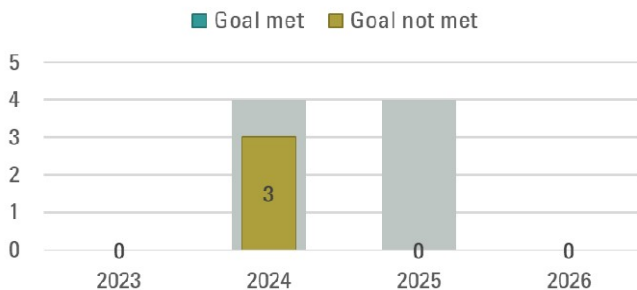
Goal target completion date  
**12/31/2025**

**Maintain competitive compensation for investigative and autopsy staff within 10% of Hennepin County, MN Office.**



*Hennepin County Medical Examiner's Office is an office of similar population, case load, and case type. The compensation calculated is an average for investigative and autopsy staff only.*

**Prioritize continuing education seminars for four employees annually by July 2025.**



**Promote positive working relationships by increasing office luncheons and outside work activities with a goal of at least two outside work activities annually.**



**Strategic Program Area: Medical Examiner**

**Service Provision:** Mandated

**How We Do It: Program Budget Summary**

Category	2023 Actual	2024 Actual	2025 Budget	2026 Budget	2025/2026 Variance
Expenditures	5,968,789	6,523,036	5,769,081	5,883,796	114,715
Revenues	4,411,666	4,160,299	3,748,681	3,914,396	165,715
Tax Levy	1,557,123	2,362,737	2,020,400	1,969,400	(51,000)
Full Time Pos (FTE)	36.00	40.00	36.00	36.00	0.00

**What We Do With It: Activity Data**

Activity	2023 Actual	2024 Actual	2025 Target	2026 Target
Cremation Permits	6,450	6,300	6,500	6,500
Death Certificates	2,362	2,174	2,200	2,200
Deaths Investigated	8,287	8,279	9,000	9,000
Milwaukee County Exams	1,429	1,399	1,500	1,500
Referral Exams	485	429	450	450

**How Well We Do It: Performance Measures**

Performance Measure	2023 Actual	2024 Actual	2025 Target	2026 Target
Accreditation by the Accreditation Council for Graduate Medical Education	Unaccredited	Accredited	Accredited	Accredited
Accreditation by the National Association of Medical Examiners			Accredited	Accredited
Pass Rate for Forensic Board Exam	Fail	Pass	Pass	

**Strategic Overview:**

The Milwaukee County Medical Examiner’s Office is dedicated to delivering professional, high-quality services to Milwaukee County and other counties across Wisconsin. The Office remains firmly aligned with national standards for forensic death investigation, emphasizing professionalism, accuracy, and community service. Core objectives include conducting thorough investigations of suspicious, unexplained, and violent deaths to determine cause and manner; identifying patterns such as infectious disease outbreaks or drug-related fatalities to inform public health strategies and reduce preventable deaths; providing expert forensic analysis and testimony to support criminal investigations and legal proceedings; and upholding the dignity and rights of the deceased and their families.

In 2026, the Milwaukee County Medical Examiner’s Office will continue to focus on strengthening staffing, balancing operational demands with accreditation standards, managing caseloads, and meeting community service expectations. Specific goals include:

Maintaining accreditation through both the National Association of Medical Examiners (NAME) and the ANSI National Accreditation Board (ANAB).

Establishing a formal partnership with a local epidemiologist to enhance public health collaboration.

Ensuring competitive compensation for investigative and autopsy staff, targeting pay levels within 10% of those at the Hennepin County Medical Examiner’s Office in Minnesota.

Supporting annual continuing education opportunities for all employees.

Fostering a positive, collaborative work environment within the Medical Examiner's Office.

**Strategic Implementation:**

The Milwaukee County Medical Examiner's Office is committed to achieving its 2026 goals through a focused strategy that supports operational excellence, accreditation standards, and community service expectations. Key areas of strategic implementation include:

**Accreditation Compliance:** Ongoing adherence to standards set by the National Association of Medical Examiners (NAME) and the ANSI National Accreditation Board (ANAB) will be ensured through regular internal audits, staff training, and process improvements.

**Public Health Collaboration:** A formal partnership with a local epidemiologist will be established to enhance data sharing, trend analysis, and collaborative responses to public health concerns such as drug overdoses.

**Continuing Education:** Annual professional development will be a priority for all staff. This includes monthly in-service training, participation in the office's annual Forensic Science Seminar, and support to attend regional and national conferences, either in person or virtually.

**Workplace Culture:** The Office will promote a positive and collaborative work environment through staff engagement initiatives, improved internal communication, and recognition of professional contributions.

This Strategic Implementation Plan establishes a framework for the Office to achieve its 2026 objectives while upholding the highest standards of forensic science. It reaffirms the Office's commitment to excellence in service delivery and its ongoing contribution to public health and safety throughout Milwaukee County and surrounding communities.