



Finance Department

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Date: October 13, 2025

To: Mayor Rhodes-Conway and Finance Committee

From: David Schmiedicke
Finance Director

Subject: Finance Department Structure and Reorganization

As you are aware, the October 13, 2025, Finance Committee meeting agenda includes a resolution to change the classifications of Finance Department positions (Legistar #90172), as well as the 2026 executive operating budget (Legistar #90249). There are registrants for public comment about both pieces of legislation in the context of a proposed administrative action to change the classification of a vacant position on the Administrative Support Team (also known as the “A-Team”) in the Finance Department. The goal of this memo is to provide the Finance Committee and Council with background on this issue.

Summary of Key Issues: In January 2024, the Finance Department began a process with Human Resources (HR) to study the classification of a number of positions in the department. Over the past two years, there have been several changes proposed to the department’s organizational structure to create internal efficiencies, realign staffing to meet capacity needs, and review compensation for both internal and external market comparability.

- **Finance Position Reclassification Resolution ([Legistar #90172](#)):** The resolution on the October 13 agenda is related to a department-wide position study that began in 2024. The Human Resources (HR) memo attached to Legistar #90172 provides background information on this study. In effect, the resolution reclassifies 29 positions within the department. This effort was completed in coordination with HR and the citywide compensation study conducted by an outside consultant.
- **Other Resolution and Changes to Finance Personnel Classifications:** In June 2024, the Common Council approved a resolution to reclassify multiple Account Clerk and Administrative Clerk positions within the Treasury and Purchasing sections of Finance as Accounting Technicians (“Account Techs”) ([Legistar #83595](#)). In July 2025, the Common Council approved a resolution to recreate a Program Assistant to an Administrative Services Supervisor ([Legistar #88733](#)). These classification changes were part of an effort to appropriately classify positions based on job duties and meet the growing needs of the department without adding new positions.
- **Administrative Approval to Reclassify Positions:** In February 2024, the Common Council authorized the HR Director and Finance Director to administratively approve certain position changes under the updated Personnel Rules ([Legistar #81957](#)). This authority was reauthorized in the 2025 budget adoption resolution ([Legistar # 86618](#)). The [Personnel Rules](#) allow for administrative changes, which do not require a resolution, to be completed if 1) the positions

are within the same compensation group, 2) the change does not require creating a new classification, 3) the total change is less than \$25,000, and 4) the change is no more than a 0.2 increase in FTE, no change in FTE, or a reduction of FTE.

- **Proposed Administrative Support Team (A-Team) Reclassification:** At the end of September 2025, a position on the A-Team became vacant when the incumbent took another position in the Finance Department. Every time a position vacancy occurs, the Finance Department management team reviews any potential for meeting higher priorities or improving efficiency and service delivery. In early October 2025, an internal proposal was developed to reclassify the vacant A-Team position into a Treasury Account Tech, utilizing the administrative authority described above. The timing with the department-wide reclassification resolution and 2026 budget was a coincidence due to timing of the vacancy.
- **The 2026 Finance Department Budget:** The 2026 executive budget for the “Administrative Support” service in the Finance Department, which includes the A-Team and document services team, reflects lower personnel costs in 2026 compared to 2025. This is due to position allocations that shifted some costs of A-Team members to other sections of the Finance Department. As a result, the salary costs are recognized elsewhere in the department. All of the three A-Team positions are fully funded in the 2026 budget and there was no reduction planned in the executive budget.
- **Personnel Tables in the 2026 Budget:** The position summaries in the 2026 executive budget reflect positions as of September 8, 2025. Due to employee turnover and the dynamic nature of employment within the city, the budget cannot reflect position data in real time. Every year, there are position reclassifications that occur through resolution and administrative actions that occur between the publication of the executive budget and the end of year. These changes are reflected in the adopted budget, published in 2026. The A-Team reclassification, described above, was not included in the budget because the vacancy occurred after September 8, 2025.

Additional Background: The following sections provide additional context and information on the points summarized above.

Finance Department Reclassification Resolution

In January 2024, the Finance Department began a process to study the classification of a number of positions in the department for both internal and external market comparability. The Human Resources (HR) memo attached to Legistar #90172 provides background information on this study. As this process went forward, the city was also engaged in a broad compensation study conducted by an outside consultant. Findings from that study informed the HR recommendations for the Finance Department reclass resolution, including adding a number of positions that were not in the original request, such as the Administrative Support Clerks (ASC) that are a part of the A-Team.

HR’s recommendations included in Legistar #90172 affect 29 positions in the Finance Department, ranging from the ASC positions mentioned above, to Document Services Specialists, Accountants, Buyers, Budget Analysts, Principal Accountants, and Data Analysts. Accounting Technicians (“Account Techs”) in the Treasury unit were reclassified in an earlier study approved by the Common Council in 2024 (Legistar #83595). The Budget and Program Evaluation Manager, Accounting Service Manager, Risk Manager, Revenue and Investment Manager (Treasury), and the Internal Audit Manager are also included in the HR study and recommendations in Legistar #90172. The changes are informed by the compensation study with the goal of ensuring pay levels that reflect pay in comparable communities and organizations and the private sector. These pay levels help to recruit and retain the best staff to provide service to the Mayor, Council, City agencies and residents.

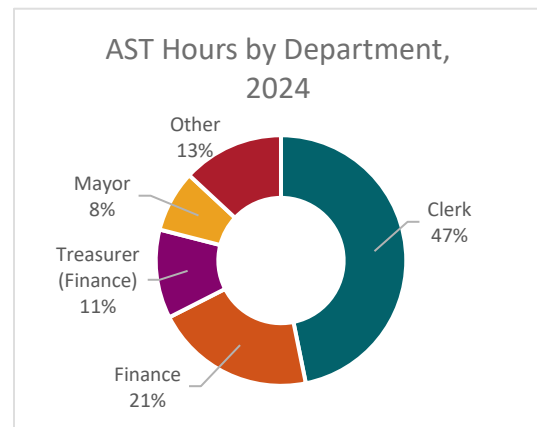
Beyond this specific resolution, it is important to note that the Finance Department regularly reviews our organizational structure as our workplans and priorities evolve with increased demands across all of our services – general accounting (including financial reporting, purchasing, payroll), administrative support services, budgeting, internal audit, risk management, treasury services, investment management, and debt management. Every time a position vacancy occurs, we review any potential for meeting higher priorities or improving efficiency and service delivery. In some instances, this involves reclassifying positions to improve service delivery.

Administrative Support Team (A-Team)

The A-Team is a unit in the Finance Department that reports to the Risk Manager. Also reporting to the Risk Manager is the two-position Document Services Team. The Risk Manager also directs the work of the City Safety Coordinator and an Administrative Assistant that supports work related to protecting City assets through property and liability insurance. The A-Team is currently staffed with three positions. One of those positions became vacant at the end of September 2025.

The A-Team provides support to all City agencies that may need additional short-term administrative support resources due to position vacancies or leaves. This could include reception services, financial document processing and related activities. Staff on the A-Team have also historically provided support to the Clerk's Office during elections, with particular focus on election official scheduling and payroll activities.

Staff on the A-Team are scheduled by the Risk Manager based on requests for support from City agencies. Most of the work of the A-Team throughout the year is focused on the Clerk's Office, CDA Housing, Finance (particularly Treasury needs, such as dog and cat license processing), and the Mayor's Office. In 2024, 88% of A-Team hours were allocated to these four departments. Approximately 30% of hours were allocated to supporting the Finance Department, which is roughly equivalent to 1.0 FTE position. This additional workload within the Finance Department was a result of an extended vacancy for a program assistant position throughout 2024 and 2025, which was backfilled by the A-Team.



Proposed Change to the Administrative Support Team

Historically, the Finance Department has had a position dedicated to providing reception services for City staff, retired City employees, and the public that came to our offices on the 4th floor of the City-County Building. That position would also provide a level of office administrative support, such as personnel actions, tracking of mandatory training, on-boarding materials, committee agenda and minutes preparation, and other needs. We have found it challenging to recruit and retain staff in that position for a number of years, particularly since the pandemic and the shift to hybrid work patterns.

In order to improve retention of incumbents in this position, the Finance management team worked with HR to reclass that position to a higher level with a working title of Finance Administrative Services Supervisor. The new position would report to the Risk Manager and provide the services listed above, along with supervising the A-Team and Document Services team. This position would also provide back-up to the A-Team when needed. This position recreation was approved by the Common Council (Legistar #88733) and is currently in recruitment and will be entering the interview stage soon.

Concurrent with this position reclassification, the Finance management team also saw an opportunity to improve services to residents and others by moving the reception desk from the 4th floor to the newly remodeled counter space in the Treasury unit on the first floor of CCB. Locating reception staff on the first floor of CCB meant that CDA clients, City staff, retired City employees and the public would only need to go to the first floor, rather than the fourth floor of CCB. This reception and customer support work was assigned to the A-Team, with usually one A-Team member providing that resource. The A-Team staffer working at the Treasury window received out-of-class pay for the level of work involved.

Within the past three weeks, the A-Team staffer usually assigned to the first-floor front desk took a different position in the Finance Department. As we reviewed this position, we saw opportunities for a more efficient and effective way to serve our customers by reclassing the vacant Administrative Support Clerk to an Account Tech in the Treasury unit. This additional staff resource would allow the Treasury to provide both front desk support services for the department and meet its revenue cashing and processing responsibilities.

As authorized by the Council through its approved changes to personnel rules (adopted by council under Legistar # 81957 and reauthorized by the 2025 budget adoption resolution, Legistar 85776), this reclass can be completed administratively with the approval of the HR and Finance Directors.

Impact on A-Team and Department Services

After these proposed changes are completed, the A-Team will consist of two positions and have a direct supervisor that can provide support to agencies on an as needed basis. More A-Team time will be available to City agencies compared to current levels because it will no longer need to support Treasury activities, including dog and cat license processing. Customer service will be improved through shorter wait times at the Treasury window during high processing times, such as payment of property taxes. In addition, the 2026 Executive Budget proposes adding two new positions in the Clerk's Office and reclassifying four positions as leadworkers to build the agency's capacity and ensure there is sufficient resources for elections and core functions. This change may result in less A-team hours during elections and greater support time available for City agencies.

As with all position changes and work plans in the department, we will continue to monitor the implications and feedback from our customers. If workload issues become a concern, we will identify possible options and opportunities to address those issues.