



Department of Public Works
Administration

Jerrel Kruschke, P.E.
Commissioner of Public Works

June 30, 2026

City Service Commission
Department of Employee Relations
City Hall, Room 706

Re: Extension of Temporary Appointment Request: Goodwin, Shannon – First Extension Request

Dear City Service Commissioners:

The Department of Public Works (DPW) respectfully requests permission and approval to extend the temporary appointment of Ms. Shannon Goodwin as Administrative Service Director, beginning August 16, 2026 through December 19, 2026. This is the first extension request for Ms. Goodwin following the original temporary appointment approved for May 11, 2026 through August 15, 2026.

Ms. Goodwin's temporary appointment expires on August 15, 2026. The current Administrative Services Director is away on leave for an undetermined amount of time. There are critical duties that will still need to be done in his absence. This includes facilitating all disciplinary and pre-discharge hearings for DPW (this includes every division). It is crucial that these hearings are able to continue in his absence. There is also the need for a Department Head Designee to sign off on personnel action forms.

Ms. Goodwin had been serving DPW - Administrative Services in a Human Resources role for 5 years and has been in the Administrative Services Manager role for an additional 5 years. With this 10 years of experience, Ms. Goodwin has a great depth of knowledge regarding how this Department operates. She has proven within these 10 years to have the skills and knowledge necessary to perform the tasks of this appointment.

Ms. Goodwin has been a great asset to this department. She has been able to utilize her previous experiences, including all of those gained with DPW Administration. Therefore, we are respectfully requesting to extend Ms. Goodwin's temporary appointment.

If you have any questions regarding this request, please contact me directly at 414-286-3301.

Sincerely,

Jerrel Kruschke, P.E.
Commissioner of Public Works

JOB DESCRIPTION

FOR DER USE ONLY

Vacancy No.

City Service
Commission:
Fire & Police
Commission:

Finance
Committee:
Common
Council:

Instructions: Complete all sections. Refer to the *Guidelines for Preparing Job Descriptions* for instructions on completing specific items.

1. Date Prepared/ Revised: 11/29/2021		2. Present Incumbent: Dan Thomas		Is incumbent underfilling position?	
3. Date Filled:		4. Previous Incumbent: Shirley Krug		YES ☐ NO ☐ If YES, indicate Underfill Title in box 10.	
5. Department: Public Works Dept. of.			Bureau:		Unit: Administration
			Division: Administrative Services		Section:
6. Work Location: 841 N Broadway			Telephone:		Work Schedule:
			Email:		Hours: 8:00am- 4:45pm / Days: Monday-Friday
7. Represented by a Union? ☐ Yes ☒ No		8. Bargaining Unit: Non-Mgmt/Non-Rep If in District Council 48, which local?			9. FLSA Status (check one): ☒ Exempt ☐ Non-Exempt
10.	Official Title: Administrative Service Director			Pay Range	Job Code
				1MX	
	Underfill Title (if applicable):				
	Requested Title (if applicable): Administrative Service Director				
Recommended Title (DER Use Only):				Approved by:	
				Date:	

11. BASIC FUNCTION OF POSITION:

Under the general direction of the Commissioner of Public Works, to represent the Department of Public Works on a wide variety of finance, planning, employee relations and contractual matters (labor relations, contract bid/award/compliance/dispute resolution, personnel, discrimination, benefits/payroll, and safety)

12. DESCRIPTION OF JOB (Check if description applies to **Official Title** ☐ or **Underfill Title** ☐):

A. ESSENTIAL FUNCTIONS/Duties and Responsibilities: (Refer to the "Guidelines for Preparing Job Descriptions" for instructions on determining Essential Functions.)

% of Time	ESSENTIAL FUNCTION
25	(1) Major Responsibility Area: Manage/ Advise/Represent DPW Management regarding disciplinary actions, Human Resource matters, Employment Law, Civil Service, Benefits. Specific duties within this responsibility area (a) Development and implementation of Personnel policies in conformity with existing Employment Law. Advising management regarding relative to the legal and civil service consequences of various Personnel actions. Provide DPW wide training on various topics as needed. b) Acting as DPW's principal employment law advisor. Interpreting, implementing and advising management regarding the legal obligations/limitation regarding various employment laws and employment law forums. (c) Interpreting and advising management on various Civil Service and benefit matters. (d) Preparation and Presentation of the City(DPW's) case before the City Service Commission regarding Discharge and Disciplinary actions, Findings of Necessity, Lay -Off Plans, Residency Complaints and various appeals (i.e. removal from eligibility list, reinstatement, etc.). (e) Advise/Consult with the City Attorney staff on matters involving employee discrimination complaint

The above statements are intended to summarize the nature and level of work and typical responsibilities and duties being performed by the incumbent(s) of this job. They are not intended to be an exhaustive list of all responsibilities, duties, and tasks required of the position.

% of Time	ESSENTIAL FUNCTION
25	Major Responsibility Area: Manages the DPW contract functions the award and administration of \$150-200 million in construction and professional service contracts Specific duties within this responsibility area: (a) Award and monitor contracts based upon bid specs. (b) Monitor contractor compliance based on various statutes, ordinances and contract law. (b) Conduct legal and procedural analysis to determine whether contractor's action is in violation of a contract provision, law or other agreement. (c) Mediate alleged violations and create/implement proposed economic or procedural remedies. (d) Supervise contract staff involved in various procedural duties.
25	(3) Major Responsibility Area: Manage/ Supervising the Payroll, Safety, Driving Training Instructors, Public Works University and the Transform Milwaukee Jobs Initiative Specific duties within this responsibility area: Develop/Implement and Monitor DPW's safety program. Oversee training activities. Monitor legislation regarding Federally mandated drug and alcohol programs. Develop/Implement and Monitor the Payroll function. Development/implementation of various payroll related policies. Advise and train management regarding various payroll/personnel related matters. Develop/Implement and Monitor ADA compliance. Case review and analysis of Transition Duty Program, accommodation/fitness for duty requests and referrals to the Disabled Employee Placement Program. FMLA policy monitoring and analysis. Case review and analysis of FMLA certification and requests for re-certifications, second opinions, etc. Oversee/Research/Develop/Implement curriculum for the Public Works University. Develop/Implement website training modules. Oversee the development and implementation of Transform Milwaukee Jobs Program. Provide overall program and policy oversight.
25	(4) Major Responsibility Area: Administer and direct budget preparation, management and monitoring, financial management including accounts payable, accounts receivable, payroll, purchasing and inventory control and provide direction in resource allocation, planning and control for the department. (A). Monitor accounts payable, accounts receivable, inventory and purchasing activities. Work with each manager to address concerns. Monitor activities to ensure that there are no adverse effects on DPW operating and/or capital budgets and that proper procedures are followed. (b). Plan and oversee the preparation of the DPW operating, capital and special projects budgets. Provide technical assistance to DPW divisions in budget preparation. Assist in policy recommendations within goals established by the Mayor. Provide assistance to the Commissioner of Public Works and Division Heads relative to budget presentations before Mayor and Common Council. Provide information to the Budget Office and Common Council relative to departmental budget requests. (c). Monitor DPW expenditures and revenue. Provide regular updates to the Commissioner of Public Works as to the status of DPW operating budgets. Work with DPW divisions to resolve any problems. Work with Comptroller's Office and Budget Office on year-end activity. (d). Coordinate and prepare departmental responses to requests from other city agencies or external entities.

B. PERIPHERAL DUTIES:

% of Time	PERIPHERAL DUTY
	•

C. NAME AND TITLE OF IMMEDIATE SUPERVISOR:

Commissioner of Public Works

D. SUPERVISION RECEIVED: (Describe the extent to which work assignments and methods are outlined, reviewed, and approved by this position's supervisor.)

The position receives general policy direction from the Commissioner of Public Works.

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E. SUPERVISION EXERCISED:

Total number of employees for whom responsible, either directly or indirectly = 33.

Direct Supervision: List the number and titles of personnel directly supervised. Specify the kind and extent of supervision exercised by indicating one or more of the following:

or supervision exercised by indicating one or more of the following:		
a. Assign duties	e. Sign or approve work	
b. Outline methods	f. Make hiring recommendations	
c. Direct work in progress	g. Prepare performance appraisals	
d. Check or inspect completed work	h. Take disciplinary action or effectively recommend such	
Number Supervised	Job Title	Extent of Supervision Exercised (Select those that apply from list above, a - h)
1-10	Safety Staff in Administrative Section	a,b,c,d,e,f,g,h
1-10	Business Operation Manager in Adm Section	a,b,c,d,e,f,g,h
1-10	Finance and Planning Manager in Adm Section	a,b,c,d,e,f,g,h

F. MINIMUM QUALIFICATIONS REQUIRED: (Indicate the MINIMUM qualifications required to enter the job.)i. Education and Experience:

Bachelor degree in Human Resource Management, Accounting or a related area. An Engineering or Law Degree, or a Master Degree in a related area would highly desirable. 8-10 years' experience as a high level management representative in contract management/labor relations.

ii. Knowledge, Skills and Abilities:

Must be able to interpret and apply highly complex legal and contract principals to construction contracts and employment relations matters. Must have highly developed written and oral communications skills. Must also possess the inter-personal skills necessary to effectively interact with, the Common Council, State and Federal Courts, contractors, citizens, and other City and governmental agencies.

iii. Certifications, Licenses, Registrations:

Wisconsin Drivers License

iv. Other Requirements:**13. PHYSICAL AND ENVIRONMENTAL DEMANDS: TOOLS AND EQUIPMENT USED**

The Americans with Disabilities Act (ADA) of 1990, as amended by the Americans with Disabilities Act Amendments Act (ADAAA) of 2008 requires job descriptions to provide detailed information regarding the physical demands required to perform the essential functions of a job; the conditions under which the job is performed; and the tools and equipment the employee will be required to use on the job. Reasonable accommodations may be made to enable qualified individuals to perform the essential duties and responsibilities of the job for each of the categories listed below.

G. PHYSICAL ACTIVITY OF THE POSITION: (List the physical activities that are representative of those that must be met to successfully perform the essential functions of the job).**CHECK ALL THAT APPLY:**

☐	Climbing: Ascending or descending ladders, stairs, scaffolding, ramps, poles, and the like; using feet and legs and/or hands and arms. Body agility is emphasized. Check only if the amount and kind of climbing required exceeds that required for ordinary locomotion.
☒	Balancing: Maintaining body equilibrium to prevent falling when walking, standing or crouching on narrow, slippery or erratically moving surfaces. Check only if the amount and kind of balancing exceeds that needed for ordinary locomotion and maintenance of body equilibrium.
☐	Stooping: Bending body downward and forward by bending spine at the waist. Check only if it occurs to a considerable degree and requires full use of the lower extremities and back muscles.
☐	Kneeling: Bending legs at knee to come to a rest on knee or knees.

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☐	Crouching: Bending the body downward and forward by bending leg and spine.
☐	Crawling: Moving about on hands and knees or hands and feet.
☐	Reaching: Extending Hand(s) and arm(s) in any direction.
☐	Standing: Particularly for sustained periods of time.
☒	Walking: Moving about on foot to accomplish tasks, particularly for long distances.
☐	Pushing: Using upper extremities to exert force in order to draw, press against something with steady force in order to thrust forward, downward or outward.
☐	Pulling: Using upper extremities to exert force in order to draw, drag, haul or tug objects in a sustained motion.
☐	Lifting: Raising objects from a lower to a higher position or moving objects horizontally from position-to-position. Check only if it occurs to a considerable degree and requires substantial use of the upper extremities and back muscles.
☒	Fingering: Picking, pinching, typing or otherwise working primarily with fingers rather than with the whole hand or arm, as in handling.
☐	Grasping: Applying pressure to an object with fingers and palm.
☐	Feeling: Perceiving attributes of objects such as size, shape, temperature or texture by touching with the skin, particularly that of the fingertips.
☒	Talking: Expressing or exchanging ideas by means of the spoken word. Those activities which demand detailed or important instructions spoken to other workers accurately, loudly or quickly.
☒	Hearing: Perceiving the nature of sounds with no less than a 40 db loss. Ability to receive oral communication and make fine discriminations in sound.
☐	Repetitive Motions: Substantial movements (motions) of the wrist, hands, and/or fingers.
☐	Driving: Minimum standards required by State Law (including license).

H. PHYSICAL REQUIREMENTS OF THE POSITION: (List the physical requirements that are essential functions of the job.)

CHECK ONE:

☐	Sedentary Work: Exerting up to 10 pounds of force occasionally and/or negligible amount of force frequently or constantly to lift, carry, push, pull or otherwise move objects. Sedentary work involves sitting most of the time. Jobs are sedentary if walking and standing are required only occasionally and all other sedentary criteria are met.
☒	Light Work: Exerting up to 10 pounds of force occasionally and/or negligible amount of force constantly to move objects. If the use of arm and/or leg controls requires exertion of forces greater than that for sedentary work and the worker sits most of the time, the job is rated for Light Work.
☐	Medium Work: Exerting up to 50 pounds of force occasionally and/or up to 20 pounds of force frequently, and/or up to 10 pounds of force constantly to move objects.
☐	Heavy Work: Exerting up to 100 pounds of force occasionally, and/or up to 50 pounds of force frequently, and/or up to 20 pounds of force constantly to move objects.
☐	Very Heavy Work: Exerting in excess of 100 pounds of force occasionally, and/or in excess of 50 pounds of force frequently, and/or in excess of 20 pounds of force constantly to move objects.

I. VISUAL ACUITY REQUIREMENTS: (List the visual acuity requirements that are essential functions of the job.)

CHECK ONE:

☒	Operators (Electronic Equipment), Inspection, Close Assembly, Clerical, Administrative: This is a minimum standard for use with those whose job requires work done at close visual range (i.e. preparing and analyzing data and figures, accounting, transcription, computer terminal, extensive reading, visual inspection involving small parts, operation of machines, using measurement devices, assembly or fabrication of parts).
☐	Machine Operators, Mechanics, Skilled Tradespeople: This is a minimum standard for use with those whose work deals with machines where the seeing job is at or within arm's reach. This also includes mechanics and skilled tradespeople and those who do work of a non-repetitive nature such as carpenters, technicians, service people, plumbers, painters, mechanics, etc. (If the machine operator also inspects, check the "Operators" box.)
☐	Mobile Equipment Operators: This is a minimum standard for use with those who operate cars, trucks, forklifts, cranes, and high lift equipment.
☐	Other: This is a minimum standard based on the criteria of accuracy and neatness of work for janitors, sweepers, etc.

J. THE CONDITIONS THE WORKER WILL BE SUBJECT TO IN THIS POSITION:

List the environmental/working conditions to which the employee may be exposed while performing the essential functions of the job. Include scheduling considerations such as on-call for emergencies, rotating

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shift, etc. **Approximate Percentage of time performing field work: 75%**

CHECK ALL THAT APPLY:

☒	None: The worker is not substantially exposed to adverse environmental conditions (such as typical office or administrative work).
☐	The worker is subject to inside environmental conditions: Protection from weather conditions but not necessarily from temperature changes (i.e. warehouses, covered loading docks, garages, etc.)
☐	The worker is subject to outside environmental conditions: No effective protection from weather.
☐	The worker is subject to extreme cold: Temperatures below 32 degrees for period of more than one hour.
☐	The worker is subject to extreme heat: Temperatures above 100 degrees for periods of more than one hour.
☐	The worker is subject to noise: There is sufficient noise to cause the worker to shout in order to be heard above the surrounding noise level.
☐	The worker is subject to vibration: Exposure to oscillating movements of the extremities or whole body.
☐	The worker is subject to hazards: Includes a variety of physical conditions, such as proximity to moving mechanical parts, electrical current, working on scaffolding and high places or exposure to chemicals.
☐	The worker is subject to atmospheric conditions: One or more of the following conditions that affect the respiratory system or the skin: Fumes, odors, dust, mists, gases or poor ventilation.
☐	The worker is subject to oil: There is air and/or skin exposure to oils and other cutting fluids.
☐	The worker is required to wear a respirator.

K. MACHINE, TOOLS, EQUIPMENT, ELECTRONIC DEVICES, SOFTWARE, ETC. USED BY POSITION:

List equipment needed to successfully perform the essential functions of the job. Reasonable accommodations may be made to enable qualified individuals with disabilities to perform the essential functions.)

CHECK ALL THAT APPLY:

☐ Camera and photographic equipment	☒ Office Equipment (desk, chair, telephone, etc.)
☐ Cleaning supplies	☒ Office supplies (pens, staplers, pencils, etc.)
☐ Commercial vehicle	☐ Packing materials (boxes, shrink wrap, etc.)
☒ Data processing equipment	☒ PC equipment (monitor, keyboard, printer, etc.)
☐ Handcart	☒ PC software
☐ Hand tools (please list):	
☒ Office Machines (check all that apply): ☒ Copier ☒ Facsimile ☒ Calculator ☐ Cash register	
☐ Other (please list):	

L. SUPPLEMENTARY INFORMATION: (Indicate any other information which further explains the importance, difficulty, or uniqueness of the position, such as its scope of responsibility related to finances, equipment, people, information, etc. Also indicate success factors such a personal characteristics that contribute to an individual's ability to perform well in the job, and any other special considerations.)

M. I believe that the statements made above in describing this job are complete and accurate.

Signature of Department Head or Designated Representative

The above statements are intended to summarize the nature and level of work and typical responsibilities and duties being performed by the incumbent(s) of this job. They are not intended to be an exhaustive list of all responsibilities, duties, and tasks required of the position.

Shannon Goodwin

Relevant Experience

Administrative Services Manager, City of Milwaukee- Department of Public Works

October 2020 - Present

- Direct the Human Resources, Safety, Accounting and Payroll functions in the administration division to include implementing efficiencies for the sections
- Develop and provide training opportunities to supervisors and managers in Administrative Services Section
- Provide coaching opportunities and performance management to staff
- Research, monitor and update Departmental work rules, policies and procedures
- Collaborate and gather information related to complaints, issues and litigation for the Assistant City Attorney's Office
- Serve as a point of contact and provides direction to the division HR Administrators: Water Works HR Administrator, Infrastructure HR Administrator and Operations HR Administrator
- Oversee DPW's FMLA Administrator and serve as a contact to ensure compliance with State and Federal Laws; and discuss FMLA cases with City Attorney's Office when necessary.
- Coordinate with Safety regarding ADA cases
- Provides HR assistance to all Divisions: assists in discipline cases, advises Department managers on personnel matters
- Draft letters for a variety of matters- Pre-Disciplinary Hearings, Pre-Discharge Hearings, Pre-Separations Hearings, etc.
- Investigate, prepare and present cases to various forums such as Unemployment, City Service Commission and Grievances
- Prepare reports, presentations and make recommendations to the Administrative Services Director
- Monitor vacancies and manage hiring processes for the Administrative Services Division
- Act as a liaison to the Department of Employee Relations, Worker's Compensation, Labor Relations on a variety of employee issues (Appeals, grievances, etc.)
- Ensure HR Administration, performance management, staff management, training and leave administration
- Assist with Division's annual Budget development
- Assist the DPW Inventory and Purchasing Manager on various transactions such as monthly reconciliation
- Represent the Division at various council/committee meetings and hearings
- Serve as the Workday Lead for DPW-HR on Absences, Time Tracking, Core HR transactions and Talent for the integration of the HRMS

Human Resources Compliance Officer, City of Milwaukee- Department of Public Works

October 2019 - October 2020

- Directed the Human Resources and Payroll functions in the administration division and implement new operational financial and Human Resources projects throughout the Department
- Developed SOPs for various HR initiatives
- Researched, monitored and updated Departmental work rules, policies and procedures
- Served as DPW's FMLA Administrator. Ensured compliance with state and federal laws
- Coordinated with Safety regarding possible ADA cases
- Provided HR assistance to all Divisions: assisted in disciplinary cases, advised Department managers on personnel matters
- Drafted letters for a variety of matters- Pre-Disciplinary Hearings, Pre-Discharge Hearings, Pre-Separations Hearings, etc.
- Investigated, prepared and presented cases to various forums such as Unemployment, City Service Commission
- Prepared reports, presentations and made recommendations to the Administrative Services Director
- Monitored vacancies for Administrative Services Division
- Managed hiring processes for the Administrative Services Division
- Acted as a liaison to the Department of Employee Relations, Worker's Compensation, Labor Relations on a variety of employee issues (Appeals, grievances, etc.)
- Represented the Division at various council/committee meetings and hearings

HR Representative, City of Milwaukee- Department of Public Works

December 2016 - October 2019

- Responded to employment complaints and conduct investigations
- Created training presentations to both employees and managers on a variety of issues (Work Rule Updates, New Manager, etc.)
- Acted as the Training Coordinator by scheduling and presenting on the training materials
- Advised managers and employees on inquiries pertaining to work rules, policies and procedures
- Responded to all Unemployment inquiries/questions about former/current employees and attend Hearings

Goodwin Resume

Page 2

- Drafted letters for a variety of matters- Pre-Disciplinary Hearings, Pre-Discharge Hearings, Pre-Separations Hearings, etc.
- Tracked all temporary appointments and work with managers on extensions for temporary appointments
- Conducted background checks and DOT verifications for all appointments (new hire and temporary employees)
- Assisted managers in both creating and implementing Performance Improvement Plans (PIPs)
- Determined employee's eligibility and if eligible provide Federal Medical Leave Act (FMLA) certification forms
- Tracked and reviewed all FMLA requests; determined whether an employee is eligible for the benefit
- Referred employees to Safety Staff on Americans with Disabilities Act (ADA) if employees are ineligible for FMLA
- Created disciplinary entries in City Time and review all disciplinary actions (notices) by managers
- Acted as a liaison to the Department of Employee Relations, Worker's Compensation, Labor Relations on a variety of employee issues (Appeals, grievances, etc.)
- Attended City Service Commission (CSC) Meetings as the Department's representative
- Responded to open-record requests, conduct exit interviews and create entries in the City of Milwaukee Incident Tracker

HR Analyst- Sr., City of Milwaukee- Department of Public Works

December 2015 - December 2016

- Responded to employment complaints and conducted investigations
- Acted as the Training Coordinator by scheduling and presenting on the training materials
- Advised managers and employees on inquiries pertaining to work rules, policies and procedures
- Responded to all Unemployment inquiries/questions about former/current employees and attend Hearings
- Drafted letters for a variety of matters- Pre-Disciplinary Hearings, Pre-Discharge Hearings, Pre-Separations Hearings, etc.
- Tracked all temporary appointments and worked with managers extensions for temporary appointments
- Conducted background checks and DOT verifications for all appointments (new hire and temporary employees)
- Determine employee's eligibility and if eligible provide Federal Medical Leave Act (FMLA) certification forms
- Referred employees to Safety Staff on Americans with Disabilities Act (ADA) if employees are ineligible for FMLA

Recruiter, Educated Solutions Corp., Brookfield, WI

August 2014 – November 2015

- Conducted full-cycle recruitment for permanent and contingent candidates
- Coordinated phone and on-site interviews with hiring managers
- Negotiated salaries and extended offers of employment

HR Coordinator, Roundy's Supermarkets, Inc., Oconomowoc, WI

February 2014 - June 2014

- Assisted with the full-cycle of recruitment and screening process for candidates using ADP- Virtual Edge
- Administered background checks
- Utilized Kronos software to update employee's payroll and created entries in PeopleSoft

Recruiting Specialist, Educated Solutions Corp., Brookfield, WI

June 2013 - February 2014

- Assisted with full cycle recruitment on exempt and non-exempt candidates
- Maintained and updated homegrown, applicant tracking database
- Completed reference checks, employment verification and background checks

Education

MARQUETTE UNIVERSITY, Milwaukee, WI
Master of Science Degree in Human Resources

MARQUETTE UNIVERSITY, Milwaukee, WI
Bachelor Degree of Arts Degree in Psychology

Certification

Professional in Human Resources (PHR)

November 2018