

**FLORIDA SOCIETY OF CERTIFIED PUBLIC MANAGERS
CERTIFIED PUBLIC MANAGER OF THE YEAR**

Name of Nominee: Ellen Daniel

Chapter Affiliation of Nominee: South Florida

Name & Signature of Nominator: The FSCPM South Florida Chapter Board Members

NOMINATION CRITERIA:

- I. **STATE SOCIETY AND AMERICAN ACADEMY ACTIVITIES** – Offices held, involvement and leadership in Academy and Society activities including committee assignments and year of service.

Received CPM 1998

South Florida Chapter President (2002, 2003, 2007, 2008, 2009, 2010)

South Florida Chapter Past President (2004, 2005)

South Florida Chapter Vice President (2000, 2001)

South Florida Chapter Secretary (1998, 1999)

South Florida Chapter Treasurer (1996, 1997)

South Florida Chapter Member at Large (1995)

FSCPM South Florida Chapter Symposium Board Member (1995 – 2008)

Multiple Recipient of the following FSCPM State Awards:

FSCPM Outstanding Contribution Award

FSCPM The Extra Mile Award

FSCPM Exceptional Leadership Award

FSCPM Certificates of Appreciation

Anybody can get lucky and accomplish something once. The world is full of “one hit wonders”. Do something twice, you develop consistency. Do something three, four, five, etc... times, you’ve developed greatness. Ellen has been an outstanding leader for more than a decade! Ellen is one of the most outstanding, innovative and influential leaders that we have every met. All of us learn something new from her everyday and she is our role model for world class leadership!

Ellen was elected to the South Florida Chapter Board in 1995 and has been a leadership role model every day since then. Since 1995, she has been elected to every Chapter office, annually served on all of the Chapter’s committees and has been recognized by her peers as a multiple recipient of all of the FSCPM annual awards. She been elected twice and is a candidate to serve a third two year term as the President of the South Florida Chapter and FSCPM State Board Member. Ellen’s style of leadership encourages and appreciates continuous feedback and participation making sure that Customer service to our membership and organization is her top priority. Since Ellen joined the FSCPM Chapter Board, she always

maintains a positive “can-do” attitude to the organization. Her passion and commitment motivates our members and non-members to be their best!

The President’s roles and responsibilities are clearly defined and Ellen has always exceeded and as a result often redefined these expectations. What makes her special and deserving of this award is her leadership style and innovative approach to leadership. Efforts include assisting South Florida Chapter Board Members, organizational leaders, members and non-members in CPM activities including but not limited to Chapter business issues, planning/programming, meeting/resource reservations, scheduling speakers for the Chapter’s monthly meetings, assisting with Chapter meeting catering activities. Ellen proactively encourages group discussions and encourages the Chapter to serve not only CPM Customers, but also non-CPM students. One of the basic foundations of CPM is to share information and by involving non-FSCPM members to attend and participate in all South Florida Chapter activities, the Chapter and agency provides outstanding Customer service to their internal and external Customers.

There are many examples of sharing information and involving FSCPM members and non-members, but one of the most beneficial to the State of Florida during Ellen’s tenure as President has been soliciting FSCPM Members and agency officials to recommend the Chapter’s annual “theme”. This year’s theme was “Maximizing Your Potential” and all of the Chapter meetings and activities, including the Chapter’s annual symposium (“Bee All You Can Bee”) supported it. By collaborating with a diverse group of Customers, the Chapter has been able to dramatically improve the quality of services that we provide to our Customers.

Like the CPM book “Reinventing Government”, Ellen’s leadership style is to constantly “reinvent the rules” thus making Teamwork, mentoring, development, results and most importantly providing world class Customer service her Number 1 priority. Under Ellen’s leadership, all FSCPM members have the opportunity to serve on the Chapter’s Board or become a committee chairperson. South Florida Chapter Board Members have been promoted to leadership positions within FDOT and FSCPM and have been recognized by their peers for their commitment to world class Customer service. This is an excellent example of Ellen’s outstanding leadership and commitment to the CPM program.

Ellen has had an active role in twelve consecutive FSCPM South Florida Chapter Symposiums. These annual symposiums public and private sector leaders to discuss best practices and how to implement and maintain world class Customer service. The symposiums are open to FSCPM members and non-members, thus supporting a fundamental lesson of CPM which is sharing the information. In the last 12 years, over 1,000 people have attended the South Florida Chapter’s Symposiums.

In addition to all of her professional and personal activities, Ellen finds time to mentor CPM students. She facilitates open discussions with FSCPM members, non-member CPM students and CPM graduates regarding the format of the program. She solicits feedback from CPM instructors and other FSCPM Chapter leaders to

ensure the success of the program and that students complete their CPM assignments.

In regard to Ellen's AACPM participation, her most important accomplishment is that she has consistently questioned AACPM budget and overall "operating practices". She motivated FSCPM to request additional information about AACPM's budget, AACPM Board travel expenses, membership rate increase and other issues which resulted in other AACPM chapters also questioning these issues. The result was that there is now open discussion and AACPM is reviewing their budget and membership benefits. Great leaders ask tough questions and Ellen is a great leader!

II. CAREER ACCOMPLISHMENTS

List activities that can be considered to be career, job-related accomplishments. Highlight areas which illustrate specific and/or unique leadership qualities, innovations and contributions to management. Do not include a job description or a listing of tasks.

Florida Department of Transportation (1995 – present)

Ellen began her career serving the State of Florida as an Engineer 1 "E1" as a Lighting Designer. While serving as an "E1", she not only earned her Masters Degree in Civil Engineering, but she also became a Professional Engineer. After becoming a Professional Engineer, she transferred to Planning and Environmental Management where she specialized in Permits. After serving in Planning and Environmental Management, Ellen transferred to Roadway Design and then to her current position as Drainage Design Engineer. Ellen has been extremely successful in each of her positions. Not only do they require outstanding technical expertise and different skill sets, but each job required her to work with different teams, each having different goals and expectations. Siloing is significant concern of all public and private sector employees. Ellen's outstanding leadership skills allowed her and her teams to eliminate the siloing, collaborated with other employees / departments / agencies, thus proving world class Customer service to the Department of Transportation and the State of Florida.

Drainage of our roads is a major concern for people living, working and visiting the State of Florida. The most successful Drainage Engineers not only have outstanding technical skills, but must also be outstanding leaders. Drainage design and maintenance requires team building, interaction and cooperation of a diverse group of people from different agencies / departments with a wide variety of interests and expectations. Communication and commitment to providing world class Customer service is what separates good leaders from great leaders. Ellen is a great leader!

Instead of listing each of Ellen's technical accomplishments, we prefer highlighting her leadership qualities, innovations and contribution to management. Many people have outstanding technical skills, but great technical skills do not guarantee great leadership skills.

One of the most important lessons of CPM is to empower internal and external Customers. Ellen developed innovative procedures to improve organizational culture by eliminating most layers of management. The culture was changed to facilitate and encourage people working together as teams. Team members are empowered to have complete decision making authority and ownership when serving our Customers.

Some of Ellen's leadership career accomplishments have been to initiate, develop and implement inter and intra-agency policies and standards and to develop working relationships with various government agencies and private organizations. Drainage requires the cooperation of many different governmental agencies, and initially most agencies were reluctant to work together, thus her efforts and persistence work with the agencies to implement these policies, standards and relationships contributed to the success of the project.

Ellen's has also worked very hard to reduce the siloing effect between various internal and external departments. She continues to meet with representatives from the various department's that she works with to determine their diverse needs and expectations, received feedback from them on her unit's performance and with the representatives together they developed and implemented innovative solutions to issues so that both departments could provide improved Customer service to their internal and external Customers. Ellen's actions support the agency's mission, vision and organization's cultural expectations.

As the District Drainage Contracts Administrator, all of Ellen's contracts are executed on time and processed in a timely manner. As a result of these efforts, drainage projects are started and completed without delays, thus resulting in improved drainage service to the State of Florida.

Ellen has been recognized by her peers as one of the best communicators in the Design Office. The way she handles disgruntled customers is what the entire team admires and strives to be. She empathizes with their concerns, collaborates with them to respond to their needs and provides follow to ensure the issue has been resolved. Her peers are so impressed with her commitment to providing world class Customer service that the Drainage Unit has nicknamed her "Ms. Sunshine".

One of her most significant Customer service accomplishments was to create an on-line Customer service survey for the Drainage Unit. Prior to creating the survey, Ellen met one on one with various customers to ensure the survey would be instrumental in their process improvement and most importantly, continues to correspond with her Customers to confirm that the survey addresses their needs.

Great leaders have the ability to motivate others to be their best. Ellen has been recognized by her peers for being a great motivator and is the Drainage Champion for personal and professional development. Many of the District's Professional Engineer Trainees have commended Ellen for her leadership skills and that she is the single most important reason for them becoming CPMs.

Teamwork is very important to Ellen. Recently one of her Drainage colleagues gave birth and took maternity leave to spend time with her new baby. Ellen proactively took over her peer's responsibilities while maintaining her own work load. Ellen volunteered for these additional responsibilities and was not compensated for her efforts. Ellen is a person that everyone wants on their Team.

CPMs are innovators and Ellen is always looking for new ways to serve her Customers. She volunteered to become the District Drainage Webmaster. Her responsibilities include designing, maintaining and updating the District Drainage website. As a result of Ellen and her Team's efforts, the website has been recognized as one of the best Unit websites in the District. Ellen's innovations are not limited to technical changes. Recently she prepared a presentation for her Unit about the Drainage Permit process. Ellen's presentation was so well received by her supervisor and peers that she was requested to do the presentation for the entire Design Department at the Annual Division meeting.

Ellen has participated on many Value Engineering "VE" teams including last year's VE Team of the Year. Value Engineering is the systematic application of recognized techniques by a multidiscipline team which identifies the function of a product or service; establishes a worth for that function; generates alternatives through the use of creative thinking; and provides the needed functions to accomplish the original intent of the project, reliably and at the lowest life-cycle cost without sacrificing project requirements for safety, quality, operations, maintenance, and environment. All projects with an estimated total cost of \$25 million or more must have a value engineering analysis performed during the development of the project. "VE" requires outstanding CPM skills and Ellen's leadership skills stands out above the rest. Her winning team's study was conducted for the Broward County SunPort Transit Project in Eastern Broward County, Florida. The project consist of 4.5 miles of transit guideway, stations, and an Intermodal Center (IMC). The proposed automated people mover (APM) or bus rapid transit (BRT) improvements are needed to develop improved access between the Fort Lauderdale-Hollywood International Airport. By using the value engineering process, the team was able to reduce the costs of this project by \$274 million or 32%.

II. COMMUNITY SERVICE

List activities that illustrate community involvement. List areas which highlight leadership qualities within community service and year of service.

Ellen and her family are very private about their community service activities. Community service, like charity comes from the heart and is not meant to be bragged about or promoted for self benefit. The golden rule of community service is privacy. It is similar to be people who donate to charities, yet desire to remain "anonymous".

We feel that Ellen is very active in community service as a result of her CPM activities. She develops innovative procedures to improve organizational culture by eliminating most layers of management. Her Team's cultures are changed to facilitate and encourage Team Members to work together and have complete decision making authority and ownership when serving our Customers.

Ellen "Cares by Walking Around" by taking time from her busy daily responsibilities and regularly working side-by-side as a peer with her Team members. By doing so, she not only develops and maintains the trust of her Team members; but she is also to develop professional and personal relationship with them. These relationships are the fundamental aspect of community service because many of her peers open state that as a result of Ellen's efforts, their own personal and professional quality of live has improved.

Anybody can donate money or items to help someone, but donating your time and efforts to individuals and making a positive impact on their personal and professional lives is the most rewarding aspect of community service. Many of Ellen's peers confirm her positive impact on their lives, thus we feel that Ellen not only spends a lot of time providing community service, it is clear that her results are outstanding.

