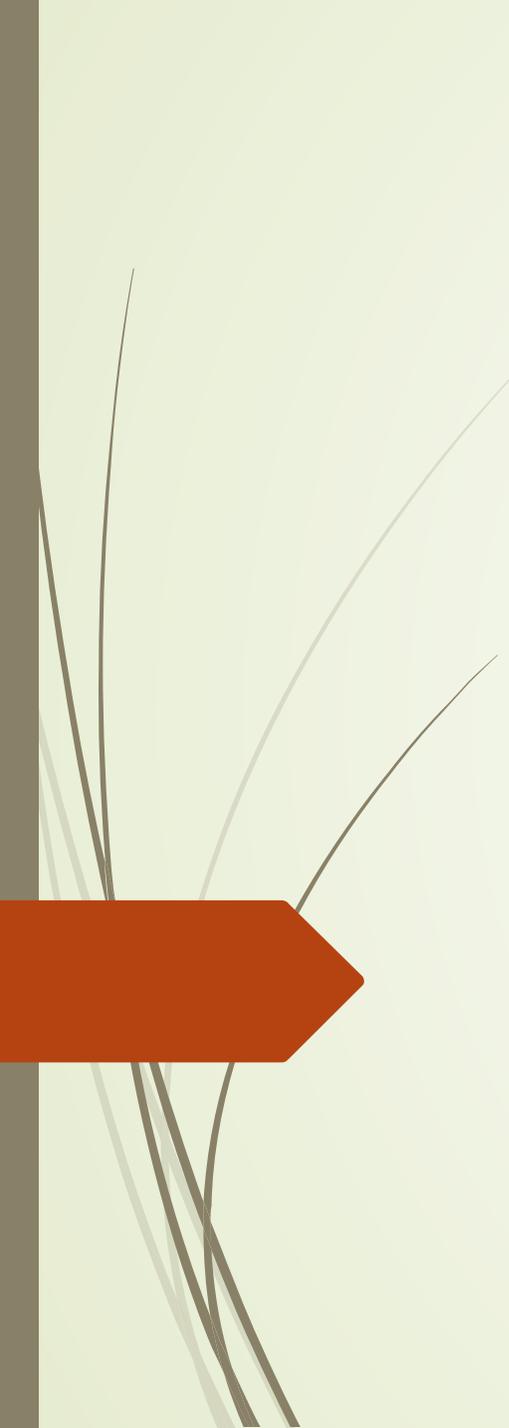




Starting Your Successful Planning Career

Key Strategies for Success



Alissa Barber Torres, Ph.D., AICP, PLS
Chief Planner, Orange County

Marcie Stenmark, AICP
*Community Development Director,
Safety Harbor*

Abra Horne, AICP
Consultant



Agenda

- ➔ Resumes and LinkedIn
 - ➔ Interviewing
 - ➔ Mentors and Coaching
- 



Resumes and LinkedIn

Alissa Barber Torres, PhD, AICP, PLS

Related blog posts by Alissa on the APA Florida website:

[6 Ways to Take Your Urban Planning Career to the Next Level](#)

[7 Steps To Create a Resume for Your Amazing Urban Planning Career](#)



Resumes



- Create one master version of resume with full details of all jobs, projects, and other professional information
- Customize shorter resumes for each job application that match your strengths to job's needs/preferences
- Focus on your expertise, experience, and potential contributions to an employer in all entries
- List only relevant jobs and include month/year employed—helps match length of experience to advertised job requirements

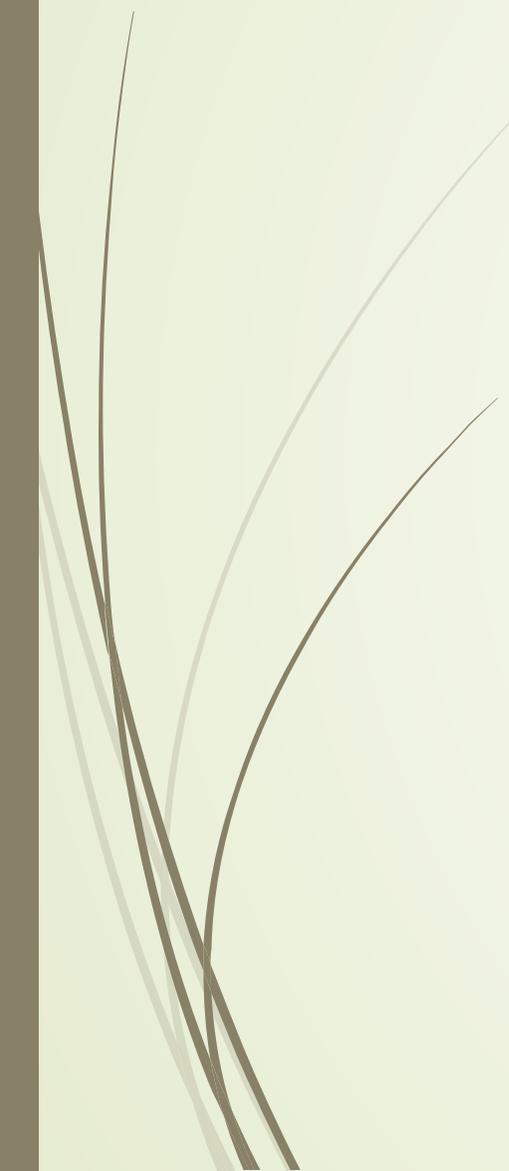


Resumes

- Start with a summary or profile with several short bullets on strengths, experience, potential contributions, if hired
- Highlight project management, high responsibility-functions, and initiative to extent possible/factual (never exaggerate qualifications)
- Communicates your “brand” as planning professional
- Provides cohesive narrative/themes about your career, especially if job experiences are very diverse



Resumes



- Keep resumes to one-page for emerging professionals
- Use plenty of white space, bulleted lists, short paragraphs for easier scanning
- Leave out non-essential items, like personal interests, references, volunteering not germane to position
- Don't include an objective--summary is better use of space
- Use action verbs and terms from job posting
- List accomplishments with quantitative information



Resumes

- Ensure your resume depicts you as a professional planner
 - Leave off grade point averages/college courses
 - Save limited space for internships, job experience, and technical skills targeted to the job
 - Show you can “hit the ground running” based on practical, applied experience
 - Can list courses on LinkedIn, if needed
- 



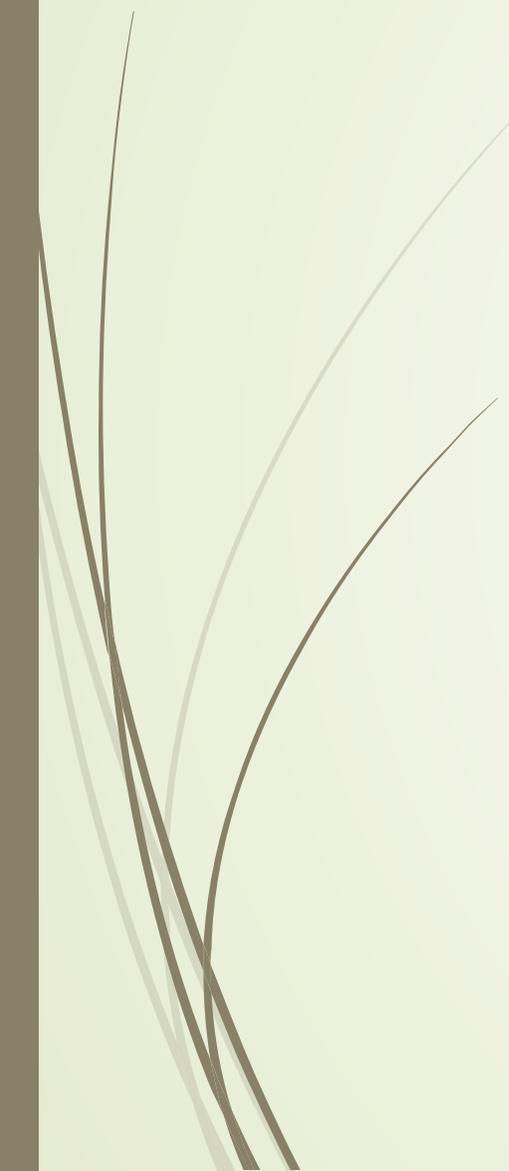
Resumes



- Focus on technology skills, including GIS/extensions and social media
- Consider employer's needs for individual skills, based on agency size, job description, other factors
- Integrate into resume entries customized to job description
- Avoid using space to list specialized skills not used in practice, only academia (ex. SPSS)
- List specific software or suite names with version number/s, if possible—proficiency level also helpful



Resumes

- Review document for errors multiple times
 - Ask a peer or mentor for at least one review—recommend more
 - Ensure format of all entries is completely consistent throughout the document
 - Check spelling, grammar, punctuation, capitalization
 - Having mistakes on resume signals not detail-oriented and work may be of lower quality
- 

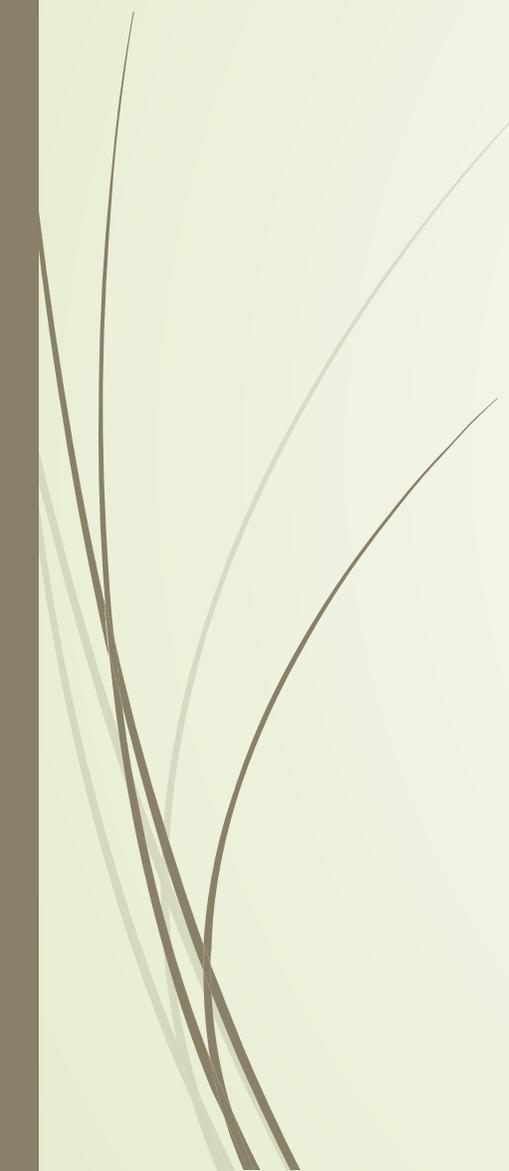


LinkedIn

- ▶ Focusing this conversation on LinkedIn profile—should be professional, like all social media viewable to employers
 - ▶ Consider many other resources available on networking and optimizing profile for recruiter search
 - ▶ Look for great resources on LinkedIn and at Inc.com, themuse.com, CIO.com, and other business websites
 - ▶ Use of LinkedIn for job posting and recruiting varies by employer (ex. public or private)
- 



LinkedIn

- Complete all sections of profile to rank higher in search
 - Include more content and detail than one-page resume
 - Customize the URL with your name when editing profile
 - Keep sections organized, bulleted, and easy to scan with white space
 - Include industry “keywords” in content—often see keywords in headline separated by vertical line divider
 - Highlight quantitative accomplishments
- 



LinkedIn

- Complement profile by including a photo—no exceptions
- Keep photo professional and with appropriate focus
- Don't need headshot, but avoid graduation/student visual
- Include contact information/professionally-oriented email
- Build on profile with recommendations—more value than endorsements
- Include recommendation for each job—best from supervisor
- Can also seek recommendations for volunteer positions



LinkedIn

- Extend your profile by including samples of your work
 - Post professional writing samples of 3 - 5 pages
 - Identify your contributions to group-authored projects
 - Include links to blog posts, PowerPoint, Flickr portfolio, or other professional content, especially video of presentations
 - Consider volunteering to do newsletter articles or blog posts for professional associations (APA Divisions, APA Florida Chapter and Sections) to increase content
- 



LinkedIn

- Manage and update profile on an ongoing basis
 - Add new accomplishments, skills, volunteer experiences/committees, courses, trainings
 - Don't forget to add or refresh work samples
 - Turn off update notifications—may signal current employer and network that you are job hunting
 - Review and benchmark against other profiles for improvements
- 



LinkedIn

- Review other users' profiles to find best practices for LinkedIn
- Recommend two model profiles for this purpose
 - Public Sector—Scott Skraban, MPA, CH-ERM
 - Private Sector—Dan Kirby, FAIA, AICP, LEED-AP BD+C, NCARB, NOMA
- *Use of all LinkedIn profile content and the identification of identities are done here with the express written permission of Mr. Skraban and Mr. Kirby.*



Scott Skraban, MPA, CH-ERIM

1st

Public Administrator | Information Manager |
Development Services | Planner | Analyst | GIS
Orlando, Florida | Government Administration

Current Orange County Government
Previous Orange County Government
Education University of Central Florida

Send a message

500+
connections

<https://www.linkedin.com/in/scottskraban>

Contact Info

Posts

Published by Scott
See more ▶

1,799
followers



**Orange County Improves
Building Inspections**
August 5, 2016



**Orange County Releases
OCFL Atlas**
June 10, 2016



**Orange County's Fast Track
now has Documents**
April 27, 2016

Background



Summary

My passion is to help local government run as efficiently as possible while respecting the rights of citizens to access government information.

Public administrative professional with over 17 years experience in local government leading multiple successful teams. Managed several \$1M+ projects leading to significant operational improvements. Achieved the highest level of employee satisfaction.

Specialties: urban planning & land development, Geographic Information Systems, program & project management, budgeting, information technology, team development, emergency management, customer experience, business process improvement, business analysis, performance measurement, records management, customer engagement and organizational/transformational change.

Managed the Concurrency Management System (CMS) project, including CEL process and capacity banks.

Modernized and improved the Information Technology procurement and implementation program leading to a high degree of satisfaction from business lines.

Oversee employee/customer feedback initiatives, including managing the ePlause employee recognition project, managing the GM/CEDS Employee Surveys and Action Plans, conducting system feedback initiatives and deploying customer satisfaction surveys.

Administer \$1.5-\$4.5 million in annual technology and unit budget.

Perform as ESF-5 emergency operations Planning/Analysis Unit administrator.

- ▶ 5 projects
- ▶ 1 honor or award
- ▶ 3 courses
- ▼ 1 recommendation



Christopher J. Schmidt
Public Administrator | Chief Planner

Scott is a fantastic person to work with. I have known him for many years and he has a strong work ethic and hardworking ethic. Scott is a well educated professional.



Certifications

GISP

GIS Certification Institute, License 53091

Leading Change →

lynda.com, License 1B3C20

Becoming a Triple-Threat Project Manager →

lynda.com, License F2D411

Meeting the Challenge of Digital Transformation →

lynda.com, License 1BF38E

Modeling Courageous Leadership: Intelligent Disobedience →

lynda.com, License 5CB2F3



Courses

Orange County Government

- SHRM Essentials of Human Resource Management Certificate Program (SHRM)
- FEMA: IS-1, IS-100, IS-200, IS-300, IS-400, IS-500, IS-600, IS-700, IS-800, IS-900
- Project Management Fundamentals

Orange County Government

- Esri Learning Pathway - Fundamentals of ArcGIS Desktop (95 hours) (Esri)
- Esri Learning Pathway - GIS Data Production & Editing (124 hours) (Esri)
- Orange County Public Works Leadership 2002 (Rollins College)

Orange County Government

- Esri Learning Pathway - GIS Analysis (107 hours) (Esri)

Orange County Government

- Esri Learning Pathway - Geodatabase Management (96 hours) (Esri)



Projects

Orange County INVEST Story Map →

September 2016

Mayor Teresa Jacobs' \$300 million initiative, INVEST in Our Home for Life, begins a series of projects across Orange County that will provide long-term benefits to our citizens. Developed on Esri's ArcGIS Online platform, this project will bring a visual "story" to the initiative by highlighting project locations, showcasing conceptual designs, and informing citizens about project details and... **more**

4 team members



Scott Skraban, MPA, CH-ERIM

Public Administrator | Information Manage...



Louis Schoolkate

County GIS Coordinator at Orange County



Dean Salmons

GIS Manager at Orange County Governm...



Amy Hunter, GISP

GIS Analyst at Orange County Government

Land Development Management System - Impact Fee Management

Starting January 2015



Dan Kirby

1st

Architect / Urban Planner / Construction & Development Consultant

Orlando, Florida Area | Construction

Current Jacobs, Orlando Utilities Commission, Premiere Cities Group LLC

Previous The American Institute of Architects (AIA), AIA Florida (Florida Association of the American Institute of Architects), University of Central Florida

Education University of Michigan

Send a message



500+
connections

 <https://www.linkedin.com/in/dankirby>

 Contact Info



Summary

Dan Kirby, FAIA, AICP, LEED AP BD+C, NCARB, NOMA is a Principal in the Orlando office of Jacobs' design practice. He has a broad range of experience in successfully leading the management and design of hospitality, government, mixed-use, multi-family communities and retail facilities. Prior to joining Jacobs, Dan was director of development services for Hill International, director of development for Capital Development Group and was design studio director for Farmer Baker Barrios Architects. His work includes significant domestic and international projects. In addition, he has been an adjunct professor for design in the architecture program at the University of Central Florida and for project management at the Keller Graduate School of Management.

Dan is currently a member of the Nat'l Strategic Council for the American Institute of Architects and is a Past President of AIA Florida. Since 2008, Dan has served as a member of the Orlando Utilities Commission, the five-member governing board of Florida's 2nd largest municipally-owned utility, including 2 terms as President. Previously, he served as an advisory member of the national board of directors for the American Planning Association and Chair of the Alumni Board of Governors for the Taubman College of Architecture & Urban Planning at the Univ. of Michigan. At the local government level, Dan also served as a member of Mayor's Downtown Strategic Transition Team, Historic Preservation Board, 3-term Chair of the Maitland Planning & Zoning Commission, and as Vice Chair of the Orange County Urban Design Commission. Dan is a past recipient of the AIA Florida Silver Medal Award, AIA Orlando Nils Schweizer Award and Orlando Business Journal 40 Under 40 award.

Specialties: high-performing project teams, collaborative development strategy, design-build, turnkey project delivery, entitlement process management, land use planning, government coordination, and sustainable design

Principal - Buildings & Infrastructure

Jacobs

November 2012 – Present (3 years 11 months) | Orlando, Florida Area

Principal in the Orlando office of the Jacobs with a focus on growing the A/E design practice in the Florida market and ensuring high levels of design quality and customer service. Jacobs building design practice is an award-winning, international design firm providing integrated architecture, engineering, interiors, and planning services.

- ▶ 2 honors and awards

Commissioner (President Jan. 2013 - Jan. 2015)

Orlando Utilities Commission

April 2008 – Present (8 years 6 months)

- ▶ 1 honor or award
- ▼ 1 recommendation



Tommy Boroughs

Attorney/Partner at Holland & Knight LLP

Dan and I served together on the Board of the Orlando Utilities Commission. I found hard working, smart, tough but fair and, in addition, I found him to be a very good str... thoroughly enjoyed working with... [View ↓](#)

JACOBS



Board of Directors

AIA Orlando

January 2006 – December 2008 (3 years)

AIA Orlando is one of the largest AIA chapters in the state of Florida. The chapter consists of over 600 members, including allied and associate members. Our chapter is dedicated to serving its membership by creating opportunities for professional development and fellowship. AIA Orlando is also committed to serving the community and heightening the recognition of our profession to the community, and we consistently encourage all of our members to become active leaders in the community and the profession through participation in one of the many committees and initiatives that exist within our organization. [Dan](#) served as State Director representing AIA Orlando on the AIA Florida Board. He also previously served as a member of the AIA Florida Board from 2001 - 2003.

- ▼ 1 recommendation



Jeffrey Lurie

Project Architect at HHCP Architects

Dan has been an asset to the AIA Orlando Chapter by spearheading the Legacy 2020 program. His enthusiasm has been recognized throughout the chapter for this program and beyond. [View ↓](#)

Director of Development

The CED Companies / NORAM Group



American Institute of Architects College of Fellows

American Institute of Architects

May 2016

Medal of Honor

American Institute of Architects, Orlando Chapter

April 2015

Highest honor conferred by AIA Orlando given in recognition of "substantial achievements and distinguished service to the Central Florida community and to the profession of architecture."

Silver Medal

Florida Association, American Institute of Architects

July 2011

This award is given annually in honor of AIA Florida Past President Hilliard T. Smith of Palm Beach to recognize an architect whose leadership in community activities and service has been a direct benefit to the profession or community. The individual's leadership and service must demonstrate, beyond any reasonable doubt, qualities, outcomes in works of art, programs or civic influences that have benefited the profession or the community.

40 Under 40

Orlando Business Journal

June 2007

Orlando Business Journal's Forty Under 40 competition, which began in 1996, spotlights 40 of the region's top young business and civic leaders. Those selected showed consistent, outstanding professional achievement and a commitment to community service.

Additional Honors & Awards

AIA Florida Outstanding Service Recognition 2014

Nils Schweizer Community Leadership Award

Orlando Business Journal 40 Under 40

Member Emeritus, OYP Leadership Group

Rackham Graduate Fellow

Interviewing

Marcie Stenmark, AICP





Job Selection



A word cloud on a light green background featuring various job-related terms. The words are arranged in a roughly circular pattern. The largest word is 'government' at the bottom. Other prominent words include 'firm', 'land', 'consulting', 'agency', and 'local'. Smaller words include 'consultant', 'federal', 'environmental', 'attorney', 'international', 'regional', 'use', 'state', 'development', 'planning', 'architectural', and 'agency'.

firm land
consulting
consultant federal environmental
attorney international
regional use state
development
planning
architectural local
agency
government



What Are Employers Looking For?

- Ability to Write and Communicate
- Skill Set
- Right Fit for Organization
- Interest in Professional Growth



Preparation





The Big Day



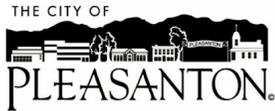


Interview Attire DO



Interview Attire DON'T

What to Bring

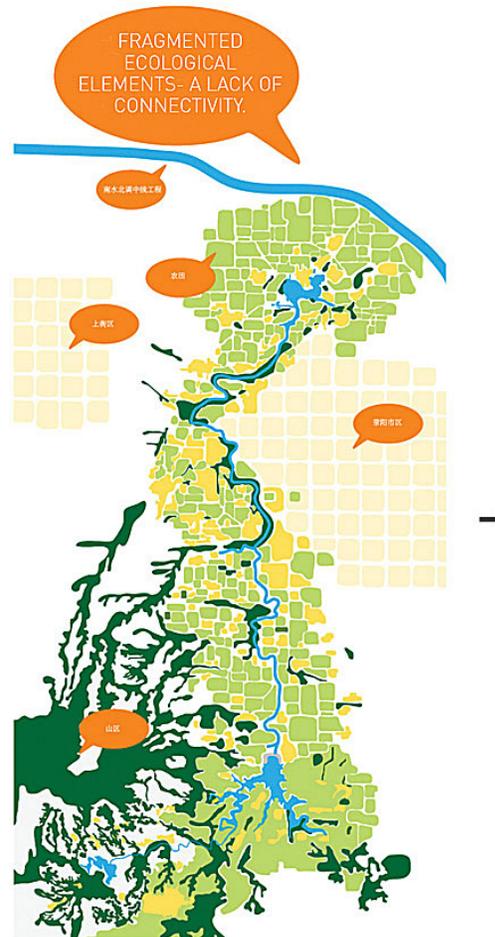


Planning Commission Staff Report

October 22, 2008
Item 6.a

- SUBJECT:** PSP-11 and PRZ-44, Stoneridge Drive Specific Plan Amendment/Staples Ranch Project, Corresponding Environmental Impact Report (EIR), and Planned Unit Development (PUD) Rezoning/Prezoning for Staples Ranch
- APPLICANT/
PROPERTY OWNER:** Alameda County Surplus Property Authority (ACSPA)
- GENERAL PLAN:** *Alameda County General Plan—Mixed-Use/Business Park*
City of Pleasanton General Plan—Medium Density Residential (2 to 8 dwelling units per gross acre) and High Density Residential (greater than 8 dwelling units per gross acre); Parks and Recreation; and Retail/Highway/Service Commercial, Business and Professional Offices
- SPECIFIC PLAN:** Stoneridge Drive Specific Plan
- ZONING:** 122.5 acres of the 124 acre project site are located in unincorporated Alameda County and are currently zoned Agriculture by Alameda County and 1.5 acres of the project site are located in the City of Pleasanton and are zoned Planned Unit Development-Medium Density Residential (PUD-MDR).
- LOCATION:** The project site is located at the southwest corner of the I-580 and El Charro Road intersection.
- ATTACHMENTS:**
1. Exhibit A: Draft Stoneridge Drive Specific Plan Amendment/ Staples Ranch, Dated October 2008 (including pages 42 and 43, missing from previously distributed draft)
 2. Exhibit B: Draft Environmental Impact Report, Dated April 2008 (previously distributed)
 3. Exhibit C: Final Environmental Impact Report, Dated August 2008 (previously distributed)
 4. Exhibit D: California Environmental Quality Act Findings and Statement of Overriding Considerations
 5. Exhibit E: PUD Rezoning/Prezoning Map
 6. Exhibit F: Correspondence

EXISTING CONDITION



LORI MANSON

1234 South Overview Drive, San Ramon, California 94583, Phone (510) 555-1234

OBJECTIVE A challenging teaching position utilizing creativity and a true desire to educate

EXPERIENCE **TEACHER/CENTER SUPERVISOR** Oct. 1998 – Dec. 1999

Turtle Mountain Head Start, Belcourt, North Dakota

- Manage six center employees and evaluate job performance through biannual reviews.
- Complete comprehensive monthly reports to reflect inventory control, accounts payable/receivable, and adherence to federal health and safety regulations.
- Design learning environment to meet educational development objectives.
- Educate handicapped and nonhandicapped students in both individual and group sessions according to their needs.
- Document assessment findings and review with central staff and parents.
- Assist coordinator for handicapped children with preparation of individual education plans (IEPs) in accordance with PL94-142.
- Participate in Comprehensive Developmental Team (CDT) staffing meetings to review IEPs.
- Screen, assess, and record observations and evaluations of child development, including referrals for cognitive, language, vision, health, and social development.
- Responsible for classroom schedule, subject matter, selection of materials and media, development of learning activities, and documentation of plans.

DAY CARE FACILITATOR

May – Oct. 1998

Tykes Daycare, Belcourt, North Dakota

- Provided day care services to children ages infant to eight years.
- Processed customer invoices and calculated payment schedules.

CROP INSURANCE CLERK

Jan. 1994 – June 1995

Agricultural Stabilization and Conservation Service, Rolla, North Dakota

- Assessed and processed client insurance claims.
- Distributed crop insurance payments to ASCS members.
- Monitored damage claims and revised records to reflect adjustments.

EDUCATION **BACHELOR OF SCIENCE** GPA in major 3.47 May 1999

University of North Dakota, Grand Forks

Major: Elementary Education with emphasis in Science/Bilingual Education

ASSOCIATE OF SCIENCE, cum laude GPA 4.0 May 1996

Turtle Mountain Community College, Belcourt, North Dakota

Major: Early Childhood

HONORS

- Bureau of Indian Affairs Scholarship 1995 – 1999
- North Dakota Indian Affairs Commission Scholarship 1996 – 1999
- Who's Who in Junior and Community Colleges 1995 – 1996
- President's List and Dean's List (UND and TMCC) 1994 – 1999

What Not to Bring





Common Interview Questions





Common Interview Questions

- Strengths / Weaknesses
- Why Leaving Job / Gaps in Working Years
- What Have You Read About Us?
- Describe Your Work Experience.



Not So Common Interview Questions





Not So Common Interview Questions

- Spirit Animal
- What Song Describes Your Work?
- How Many Basketballs Would Fit in this Room?



Tips



DO



Be Authentic



Demonstrate How You Fit in the Organization



Avoid



Sharing TMI or Personal Status

After the Interview





Resources

- *Strengths Finder 2.0* Tom Rath
- *15 minutes to a Better Interview* Russell Tuckerton
- *How to Answer Interview Questions* Peggy McKee
- *Lean In* Sheryl Sandberg

Abra Horne, AICP



Why Do I Need a Mentor?

A professional friendship that may help expand career options and success.

Why do I need a mentor?

1. "It is not so serious"

- (a) Friendship
- (b) Understanding
- (c) Fun
- (d) Recognition
- (e) Sounding board



Society for Human Resource Management

- *‘A way to formalize a professional friendship’*
 - Mentor may serve as a guide to:
 - career building,
 - established regulatory frameworks and
 - employer expectations.
 - Protege may serve as a guide to:
 - career extension,
 - new planning concepts and
 - perspectives of young professionals.

www.shrm.org/Communities/student-resources/Pages/mentorprogram.aspx

Benefits of a Mentor Program

Creates opportunities for proteges to ...

- Meet leaders and network in your industry
- Identify career aspirations and strategies
- Learn the ropes outside of the office
- Develop a meaningful professional relationship

Allows mentors to ...

- Pass along lessons learned
- Assess strengths
- Help set a path for a successful career
- Give something back



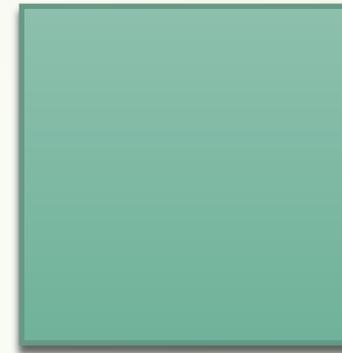
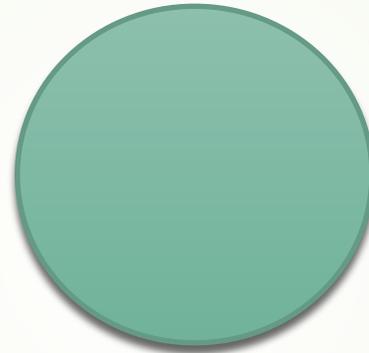
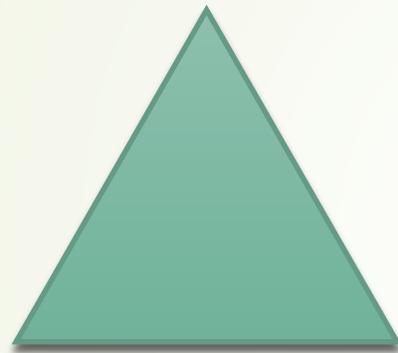
Grow outside of work setting

- Understand the benefits
- Know yourself
- Set goals
- Grow outside work setting
- Relationships are essential
- Professional proficiency
- Setting a career trajectory
- Fulfillment of your goals



Successful Meyers Briggs Communications

Shapes Exercise



Transformations Exercise

- Paper or Index Cards and Pencils/Pens Needed
- Thinking back to your closest relationships with older family members or friends, what were your favorite lessons and how did they change you?
 - Who is your favorite person?
 - How did they impact your life?
 - Who have you passed their lessons along?
 - What would be different if you hadn't met them?
 - How did this relationship bring you closer to your goals?



Transformations

Successful Meyers Briggs Communications

Pig Personality Test

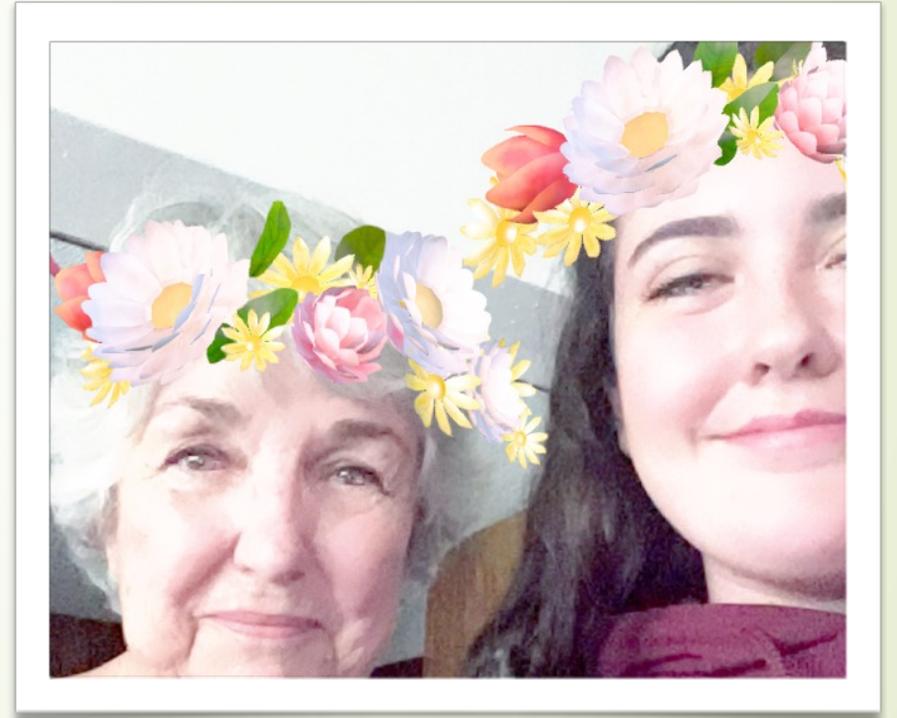


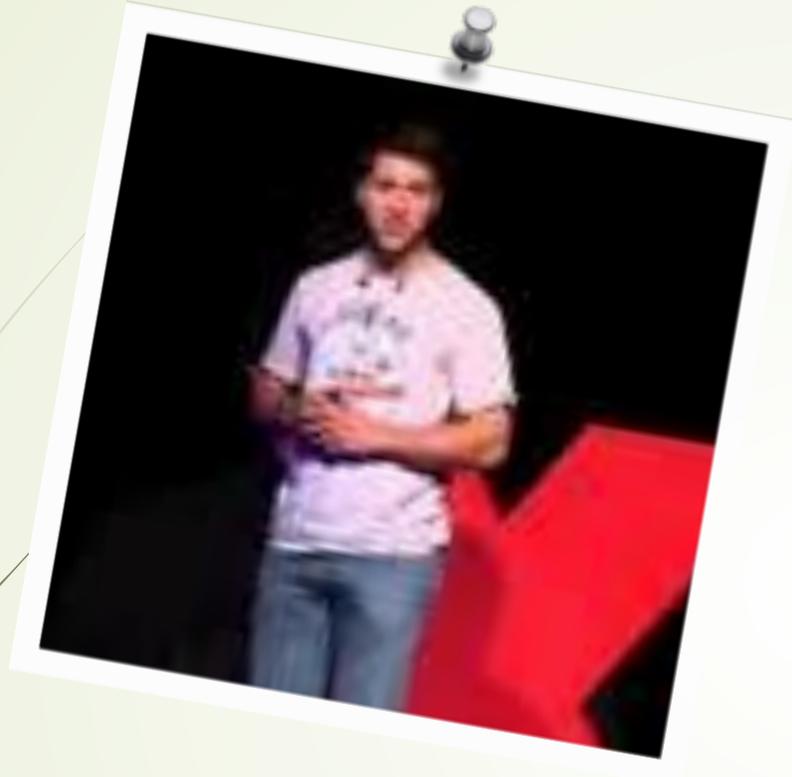
▶ *Thinking back to your closest relationships with older family members or friends ...*

- ▶ What were your favorite lessons?
- ▶ How did they change you?
- ▶ Who is your favorite person?
- ▶ How did they impact your life?
- ▶ Who have you passed their lessons along?
- ▶ What would be different if you hadn't met them?
- ▶ How did this relationship bring you closer to your goals?

*How was spending time with an “older” person
different from time with your parents?*

- ▶ Thinking about the differences between a relationship where someone directs you versus when they guide you, when do you learn and change more?





- Professional super heroes
- Education problem
- Generational gap
- Distrust of anyone over 30
- Roadmap
- Purpose-driven life

Mentoring the Next Generation: Michael Benko

'A common theme is that these people had someone who was deeply invested in their lives at a young age.'

<https://youtu.be/YWyKdKY2HPU>

Mentoring: Zoe

Damacela at TED

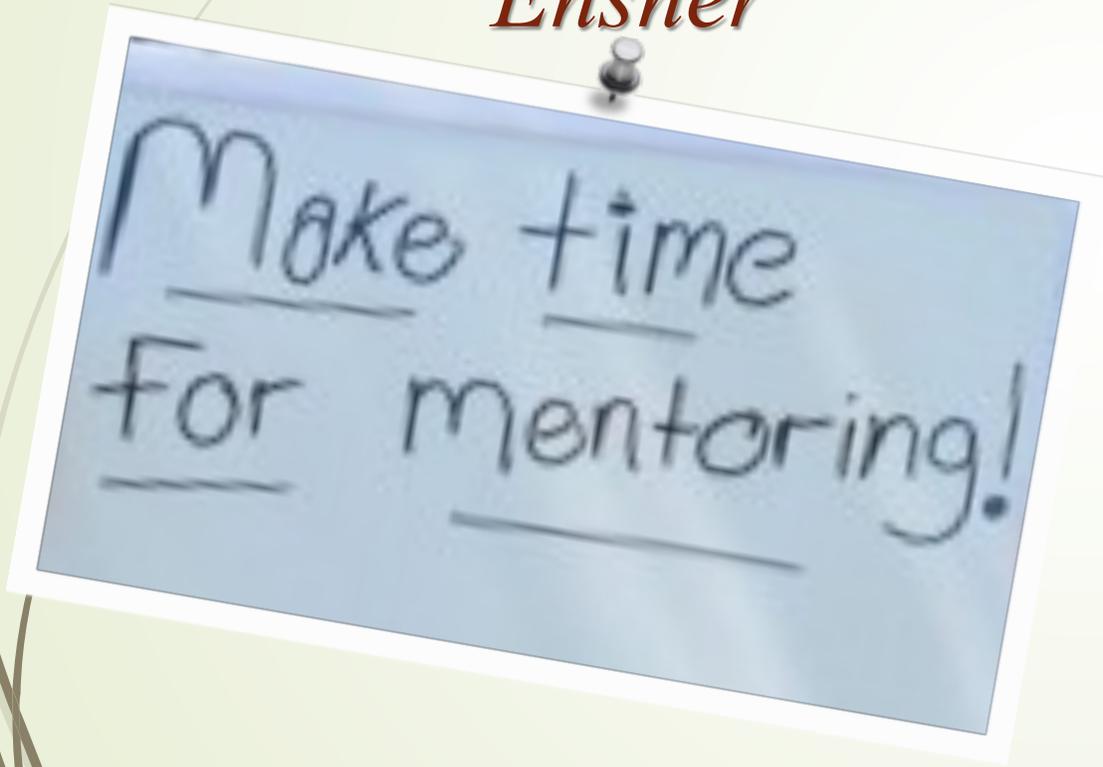


<https://youtu.be/nx7Ksl84jQI>

- Lighting that spark
- Knows more & cares
- Instilling confidence
- Details to learn
- Entrepreneurship
- Use your resources
- A hand up - no handouts

How to Get a Mentor - TEDx Talk Ellen

Ensher



- More than one
- Truth serum
- Reaching Out
- Exuberance
 - Awesomeness
 - Know yourself
- Inspiration

Some resources:

“Why Young Professionals Need Mentors for Success” **Huffington Post**

“The Best Advice I Wish I'd Had Sooner,” 11/18/14 **LinkedIn**

Marillyn Hewson, Lockheed Martin, Chairman, President and CEO

Favorite TED Talks:

- Michael Benko <https://youtu.be/YWyKdKY2HPU>
- Zoe Damacela <https://youtu.be/nx7Ksl84jQI>
- Ellen Ensher <https://youtu.be/87qjIzRkkio>
- Pig Personality Test
<https://teachingthem.com/2011/02/18/draw-the-pig-personality-test-icebreaker/>



Alissa Barber Torres, Ph.D., AICP, PLS
Alissa.Torres@ocfl.net

Abra Horne, AICP
todplanner@icloud.com

Marcie Stenmark, AICP
mstenmark@cityofsafetyharbor.com