

BQE CORE CUSTOMER CASE STUDY



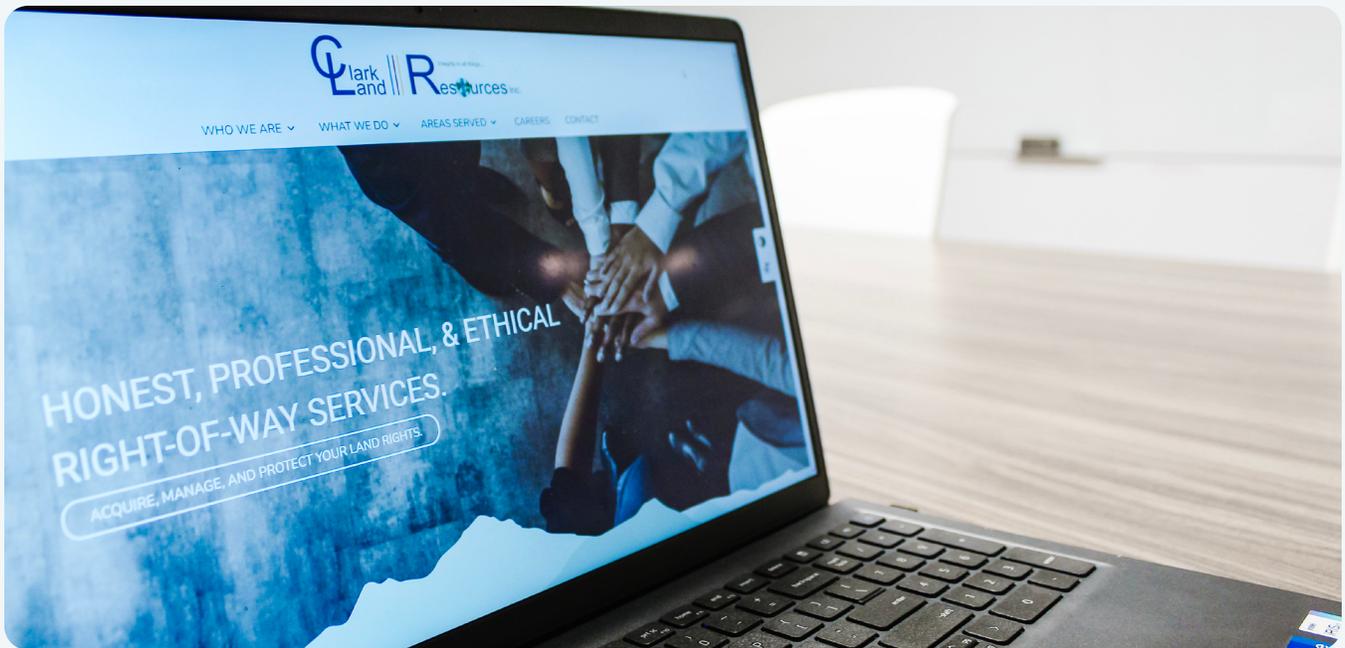
# Clark Land Resources

California, Texas, and Oregon

50+ Employees

Right of Way Services

clarklandresources.com



## Operational clarity that scaled with the firm, without losing its culture.



*CORE has been huge for us because it gives us real-time data and confidence in what we're seeing. That clarity lets us spend less time managing spreadsheets and workarounds and more time supporting our people, serving our clients, and planning for where the firm is headed as we continue to grow.*

**Shawn Mitchell**

VP of Marketing and Finance, Clark Land Resources, Inc.



## A firm built on the people side of progress

Some firms grow by chasing opportunity. Clark Land Resources, Inc. grew by choosing what mattered.

In 2012, Fred and Linda Clark reached a moment many seasoned professionals recognize. After years in right of way and property rights work, they had seen the industry from every angle. They understood the work, the clients, and the standards required to serve them well. What they wanted next was the chance to build a firm that reflected those lessons and do the work their way.

Clark Land began with focus and intention. The firm did not try to be everything to everyone. Instead, it chose clients it believed in and committed to doing the work with care and consistency. From the start, the company was built around something harder to replicate than technical expertise. A culture designed to scale people, not just projects.

That culture is guided by honesty, integrity, passion, humility, and loyalty. These values are not aspirational language on a wall. They shape how Clark Land hires, how teams collaborate, and how leaders develop people into roles of greater responsibility. Cultural alignment comes first, with the belief that skills can be taught when the foundation is right.

As the firm grew, that foundation became its identity. Clark Land came to define itself as the people side of civil engineering projects that

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***From the beginning, the idea was to focus on people. We wanted to build a firm where we could pass on what we'd learned over our careers and develop the next generation, not just deliver projects.***

**Shawn Mitchell**  
VP of Marketing and Finance

support essential community infrastructure, including water, transportation, and energy systems. When projects require property rights to be secured and trust to be built with landowners, Clark Land steps in to manage those relationships with care.

The work is deeply human. It affects real communities and depends on credibility and trust as much as technical skill. And as demand for that work increased, the responsibility to deliver it at scale began to grow with it.

## Growth brought complexity and the stakes rose

Doing great work creates momentum. Clark Land felt that early.

A primary client expanded. Opportunities followed. To meet demand, the firm added staff and deepened its capabilities. What began as focused growth soon opened doors to something larger. Key leaders relocated. New regions came into view. The firm expanded into Texas, and later into Oregon, taking on more municipal and public agency work along the way.

This was not growth driven by a rigid plan. It was growth shaped by trust, relationships, and opportunity. Clark Land followed the work where it led.

Before long, the firm had nearly sixty people working across three states. That kind of expansion changes more than headcount. It creates a new operating reality.

Staffing had to stay ahead of demand without outpacing it. Training needed to remain consistent as teams expanded and roles evolved. Leadership development became critical as

individuals stepped into responsibilities they had not originally been hired to fill.

Behind the scenes, the firm's operational backbone was feeling the pressure.

Clients brought increasingly specific requirements. Invoice formats varied. Supporting documentation differed by agency. Some invoices needed to be submitted through separate systems altogether. At the same time, project managers needed clearer visibility into budgets, progress, and performance to manage work effectively.

None of this meant Clark Land was struggling. It meant the firm was leveling up.

But leveling up has a way of exposing the limits of the tools and processes that worked when the organization was smaller. What once felt manageable now required more coordination, more consistency, and more visibility than their legacy software tools were capable of.

To continue growing without friction, Clark Land needed its systems to evolve alongside the business.

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***We didn't set out with a big expansion plan. As the work grew and people moved, opportunities opened up in new regions and public agency work, and suddenly we were operating at a very different scale.***

**Shawn Mitchell**  
VP of Marketing and Finance

# The turning point was the need for consistency

As Clark Land continued to grow, a clear pattern emerged.

The challenge was not effort. The teams were talented, experienced, and deeply invested in doing things the right way. The challenge was coordination. As projects multiplied and client requirements became more specific, small inefficiencies began to compound.

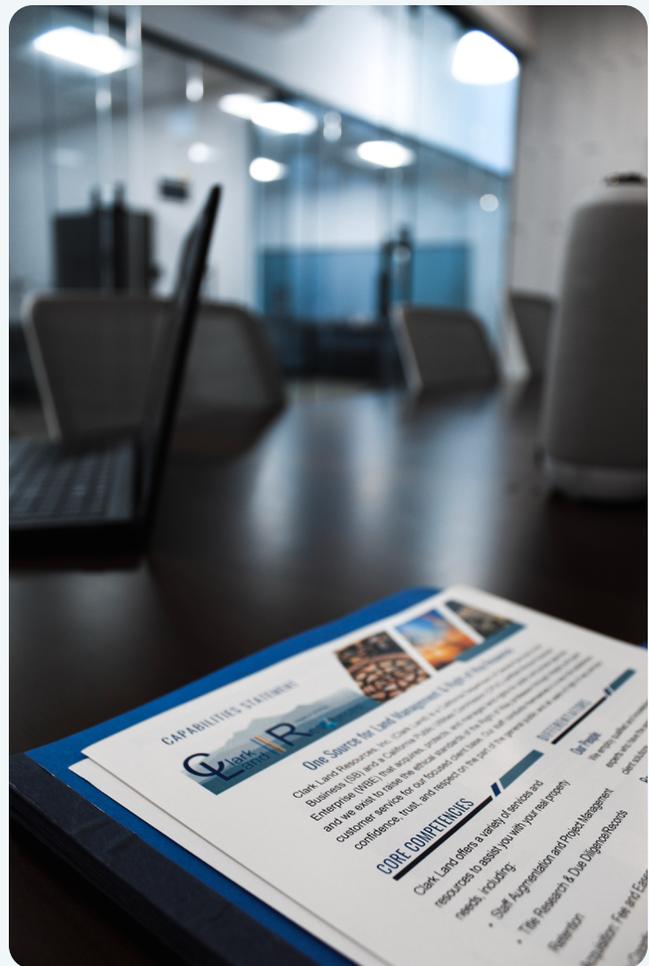
Invoicing complexity was an early signal. When billing requirements vary by client, the cost is not just time. It shows up as risk. Delays. Rework. More handoffs between teams. More time spent assembling information and less time spent moving work forward. To maintain the level of service the firm was known for, those frictions had to be addressed.

Kaitly Moreno-Chappell saw this firsthand. As new clients came on, the finance team needed invoice templates and reports tailored to each engagement. The goal was clear. Move faster without sacrificing accuracy and eliminate the need to rebuild processes every billing cycle.

Patricia Darrigrandi-Freeman experienced the issue from another angle. Critical billing details were spread across emails, spreadsheets, and individual knowledge. Each workaround worked on its own, but together they made consistency harder to maintain.

What Clark Land needed was not more effort or tighter control. They needed a system that could absorb complexity, surface expectations early, and keep everyone aligned.

That realization marked the turning point.



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***With different clients needing different things, invoicing naturally became more complex. At that point, we knew we needed a better way to stay consistent as the firm continued to grow.***

**Kaitly Moreno-Chappell**  
Contract Administration Manager

# CORE became the system that brought the firm into alignment

By the time Clark Land moved to BQE CORE, the firm was ready for a system that could keep pace with its momentum.

The firm had simply outgrown its legacy tools. What once worked well enough could no longer support the scale, variety, and pace of the business. Clark Land was hiring, expanding its client base, and taking on more complex work. They needed a platform that could grow alongside them and bring consistency without slowing momentum. And a support team that acted like a true partner.

The transition itself set the tone. Data was transferred cleanly. The setup was straightforward. Instead of wrestling with the system, the team focused on learning it and shaping it to match how the firm operated.

Once CORE was in place, the impact showed up quickly where it mattered most.

Custom reports and client-specific invoice templates reduced the manual work required to prepare billing packages. Invoicing became faster and more predictable. Fewer details were missed. Fewer corrections were needed after the fact.

More importantly, CORE changed how information moved through the firm.



*Having custom reports and invoice templates inside CORE made a big difference for us. It cut down the manual work and helped us get invoices out faster, while staying consistent with what each client needed. That saved time for the finance team and made the invoicing process much smoother overall.*

**Kaity Moreno-Chappell**  
Contract Administration Manager

## The KPIs & Metrics Clark Land Resources Reviews in CORE

### Accounts Receivable (AR) Aging

Used to monitor billing timeliness, manage cash flow, and reduce delays as invoicing requirements vary by client.

### Project Performance

Reviewed at the individual project level to understand how work is tracking against expectations and to surface issues early.

### Project Budgets and Remaining Budget

Tracked to give project managers and leadership clear visibility into what is left on each project and to support better planning.

### Staff Utilization Rates

Monitored regularly to balance workload, inform staffing decisions, and maintain firm health without overextending the team. Reviewed to identify opportunities to improve efficiency and focus on client work.

### Time & Expense Entry Completion

Checked each pay period to ensure reporting is accurate and data is current before billing and financial review.

### Forecasting

Used by leadership to plan ahead by combining current project data with upcoming work.

Project setup became a critical moment. Budgets, agreements, billing notes, and client requirements were captured early and lived in one place. That discipline at the front end strengthened everything downstream. Reporting became more reliable. Context was no longer lost between handoffs.

As Patricia Darrigrandi-Freeman noted, when the right information is entered at the beginning, the system can do its job. The outputs become trustworthy because the inputs are intentional.

That reliability reshaped collaboration.

Finance could support project managers with timely, consistent insight. Project managers could see the status of their projects without waiting for someone to assemble spreadsheets. Leadership could review the same data across offices and teams and have more productive conversations as a result.

The system reinforced strong teamwork. One of the defining aspects of the company culture. And with everyone operating from the same source of truth, alignment followed naturally.

## The wins went beyond operations and reinforced the culture

Clark Land's culture has always been one of its greatest strengths. As the firm scaled, BQE CORE helped protect that culture instead of straining it.

Rather than allowing invoicing and collections to fall solely on finance, the firm built a rhythm of shared ownership. Patricia Darrigrandi-Freeman and Kaity Moreno-Chappell describe a team dynamic where responsibilities overlap by design. Both are trained across tasks. Both can step in when needed. Weekly check-ins keep

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*Being able to regularly look at things like project performance, utilization, and accounts receivable gives us a much clearer picture of how the firm is really operating. It helps us have better conversations with project managers and make adjustments before small issues turn into bigger ones.*

**Kaity Moreno-Chappell**

Contract Administration Manager



billing on track and ensure nothing drifts too far before it is addressed.

That structure changes how people work together. Project managers communicate directly with finance. Billing instructions are clear. Notes are captured within the system. Expectations are aligned before invoices go out, not uncovered after delays or corrections. The process supports collaboration instead of creating friction.

This is where many growing firms struggle. Silos emerge. Information gets trapped. Finance becomes a bottleneck rather than a partner. Clark Land moved in the opposite direction.

With CORE making reporting more accessible and information easier to trust, the firm shifted from reactive clean-up to proactive clarity. Teams no longer waited for problems to surface. They could see what was happening and respond earlier. Transparency across the team boosted engagement. Increased clarity extended naturally into how the firm uses data.

Accounts receivable aging, project performance, staff utilization, and billable versus non-billable hours are reviewed regularly. Reports are used weekly and monthly. Timing matters. Information is visible immediately after time and expenses are submitted, so decisions are based on current reality rather than outdated snapshots.

Importantly, the firm does not treat metrics as a scoreboard. They treat them as guidance.

A way to understand what is working.

A way to spot issues early.

A way to support teams without losing sight of the human side of the business.

In that balance between clarity and care, Clark Land found something rare as firms grow.

Operational discipline that strengthens culture instead of competing with it.



# Prepared for growth and grounded in clarity

When Clark Land Resources received BQE's inaugural Operational Excellence Award, it reflected more than strong financial or operational performance. It confirmed the way the firm had chosen to grow.

As Clark Land expanded across states, clients, and project types, BQE CORE helped bring structure to increasing complexity. Shared project data, consistent invoicing workflows, and reliable reporting allowed teams to operate as one firm instead of a collection of offices. Finance, project managers, and leadership worked from the same source of truth, which made alignment easier and decisions stronger.

That clarity changed how the firm planned for the future. Budgets became easier to manage. Forecasting grew more reliable. Metrics informed thoughtful conversations rather than driving pressure. Growth stayed intentional because the systems behind it could keep pace.

Today, Clark Land is built for the long term. Culture and operational discipline work together. People are supported by process, not constrained by it. Leadership can look ahead with confidence instead of reacting late.

For firms navigating similar growth, Clark Land's story shows what is possible when a strong foundation is paired with the right tools. BQE CORE helps firms move through growth with clarity, consistency, and confidence in what comes next.

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*Having real-time information has changed how we plan as a firm. We can see what's left in our project budgets, what work is coming next, and make more confident decisions about staffing and where we're headed.*

**Shawn Mitchell**  
VP of Marketing and Finance

Your ambition scales, clarity grows, and creativity thrives with BQE CORE.

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