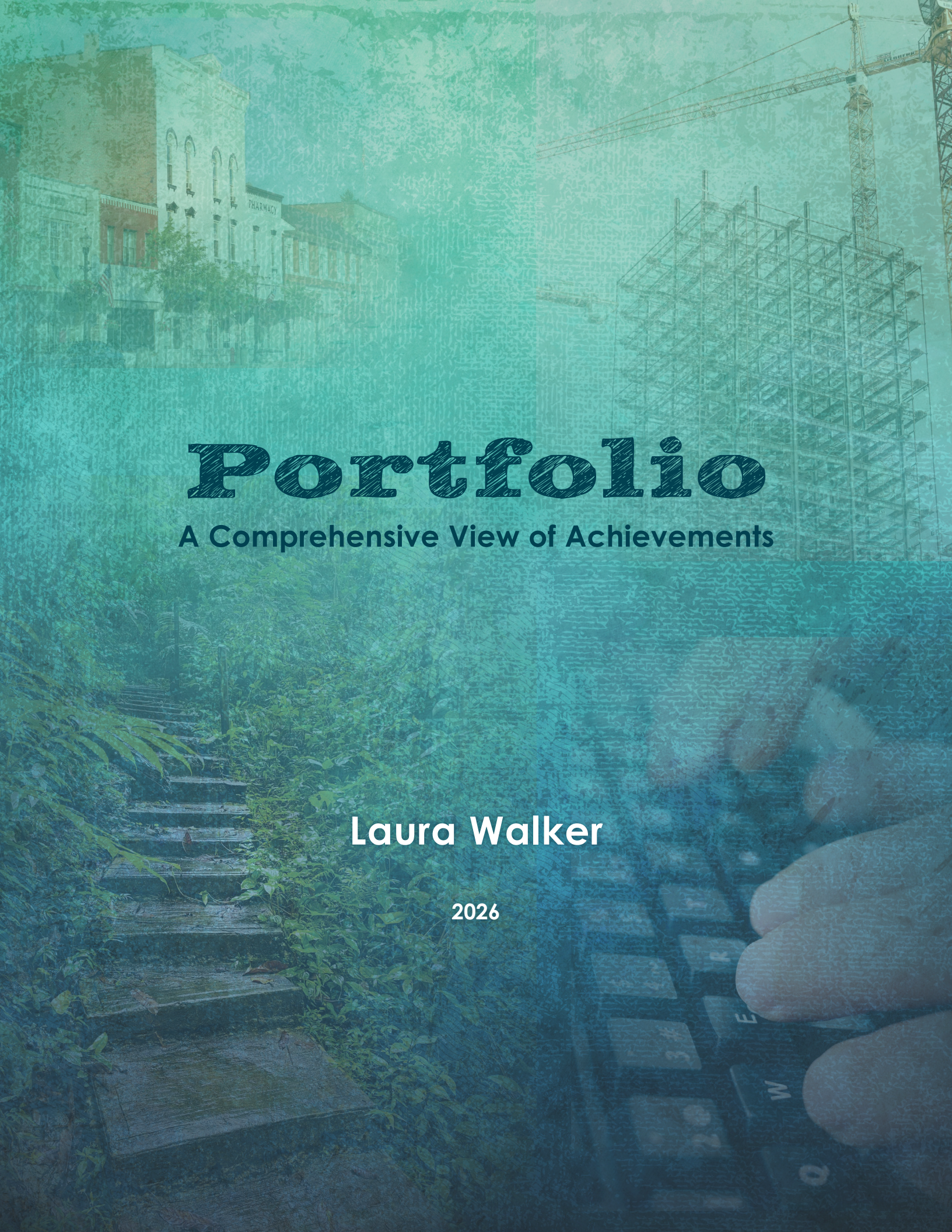




Portfolio

A Comprehensive View of Achievements

Laura Walker

2026

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Professional Summary



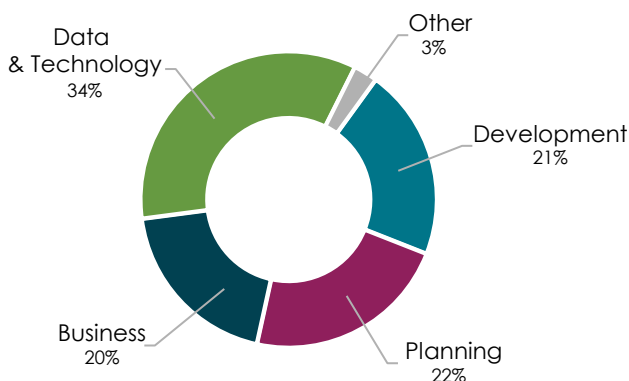
Laura Walker
Land & Infrastructure Development

Multidisciplinary land and infrastructure development professional with 15+ years of experience across public and private planning, real estate development, infrastructure, and consulting. Evaluates projects across regulatory, physical, financial, spatial, technological, and operational dimensions to determine feasibility, define approval and execution strategies, build systems that improve project delivery, and coordinate multidisciplinary teams toward implementation.

Contact Info: Laurawalkerdev@gmail.com | (512) 621-4570 | [linkedin.com/in/walkerlaura1](https://www.linkedin.com/in/walkerlaura1)

Experience

Experience by Skill set



Highlights

- 15+** years professional experience
- 800+** entitlement & permit approvals
- 850+** encroachments secured
- 3,000+** residential lots/units created
- 95+** jurisdictions & agencies
- 11** states

Professional Summary

Resume

Education & Credentials

Six Sigma Green Belt Certified
Council for Six Sigma Certification

Master of Land & Property Development
Texas A&M University – College Station, Texas
• Treasurer for Real Estate Development Assoc. (REDA)

B.S. in Geography - Urban & Regional Planning
Texas State University – San Marcos, Texas
• Minor in Business Administration

Software & Skills

Microsoft: Word, PowerPoint, Excel, Project, SharePoint, & Power BI

Google: Workspace, Looker Studio, Apps Script, & Sites

GIS: ArcGIS & Business Analyst

Design/CAD: AutoCAD, Bluebeam Revu, SketchUp, Adobe InDesign, Photoshop, & Illustrator

Coding: HTML/CSS, SQL, Python

Professional Experience

President/Manager | Elle Development | Houston, TX

Founded and manage a multidisciplinary development consulting firm providing development strategy, due diligence, feasibility, entitlement, permitting, and related advisory services. Evaluate land use, development regulations, approval requirements, physical and site constraints, and project feasibility to support informed pre-development decisions.

- Develop zoning and land-use reports, entitlement roadmaps, property analyses, permitting strategies, GIS products, and other decision-support tools for developers and property owners.
- Translate complex regulatory, spatial, property, and development information into practical strategies for evaluating development potential and advancing projects toward implementation.

Senior Permit Agent | Boardwalk Pipelines via MDM Services | Houston, TX

Led regulatory due diligence, permitting strategy, and third-party encroachment coordination for natural gas pipeline and facility development across 30+ jurisdictions and agencies. Advised and coordinated engineering, project management, land/ROW, construction, legal, utility, consultant, operator, and government stakeholders on approval requirements, design risks, regulatory issues, and construction readiness.

- Managed 1,200+ utility encroachment and state/local permitting requirements across 30+ pipeline and facility projects.
- Performed regulatory and technical due diligence of engineering plans, surveys, GIS and utility data, title/ROW information, and crossing inventories to identify approval requirements, design conflicts, missing utilities, and project risks before construction.
- Built and standardized a centralized permit and encroachment database, workflows, and project controls supporting portfolio-wide tracking, data quality, regulatory knowledge management, deadline visibility, accountability, and status reporting.

Planner | META Planning + Design | Katy, TX

Managed residential land-development and subdivision platting assignments throughout Greater Houston, coordinating due diligence, plan preparation, agency review, approvals, and recordation. Prepared and coordinated plats, land plans, and development exhibits using AutoCAD, ArcGIS, and Adobe Illustrator.

- Managed 20+ subdivision platting cases, including multiple phases of master-planned residential communities across 8+ jurisdictions.
- Recorded 20 of those subdivision plats across 8 jurisdictions.

Project Manager | DISH Wireless | Austin, TX

Managed project controls, portfolio forecasting, data integrity, and operational reporting supporting deployment of a new 5G wireless network across Central and Southwest Texas. Coordinated milestone dependencies and performance information across site acquisition, engineering, permitting, construction, power, transport, and integration functions.

- Built automated milestone dashboards and recurring portfolio reports to improve schedule visibility, performance tracking, and project-team decision making.
- Analyzed cross-functional workflows and standardized processes to improve data integrity, accountability, and coordination across the deployment program.

Professional Summary

Site Acquisition Specialist | DISH Wireless | Austin, TX

Oversaw leasing, permitting, land-use approvals, and jurisdictional coordination for 350+ wireless telecommunications sites across 20+ jurisdictions in Central and Southwest Texas as part of a major 5G network deployment.

- Led four subcontractor teams supporting permit research, application processing, tracking, and jurisdictional coordination.
- Identified flood-zone conditions affecting site-development requirements, saving the company more than \$100,000 in development fees.

Market Analyst | THK Associates, Inc. | Aurora, CO

Conducted socioeconomic and market research to build feasibility studies and perform financial analyses for more than 30 real estate and business start-up projects. Completed analyses spanning mixed-use, residential, resort and hospitality, retail, industrial, self-storage, recreation, multifamily, and other development markets.

- Performed 30+ commercial real estate appraisals under the guidance of a licensed Colorado appraiser.
- Prepared 20+ proposals for market analysis, feasibility, highest and best use, economic-impact, and commercial appraisal engagements.

Urban Planner & Market Analyst | Phelps Engineering Inc. | Denver, CO

Led integrated development due diligence, planning, and feasibility analysis for residential, commercial, and mixed-use development opportunities. Evaluated regulatory, physical, utility, financial, and site-development conditions and translated findings into development plans, cost estimates, financial models, and development recommendations.

- Prepared comprehensive development plans for five large residential and mixed-use development opportunities, integrating site planning, entitlement strategy, infrastructure considerations, development costs, and financial feasibility.
- Reviewed site plans and construction drawings and performed quantity takeoffs to develop land-development cost estimates, budgets, and financial projections.
- Prepared pro formas and other financial models evaluating both lot-sale and income-producing development scenarios.

Assistant Project Manager - Land Development | Century Communities | Greenwood Village, CO

Supported active land-development programs for residential communities through estimating, budgeting, procurement, scheduling, contracts, consultant and contractor coordination, and project administration. Worked across single-family, townhome, condominium, and multifamily developments in multiple Denver-area jurisdictions.

- Supported 12 residential development projects (\$90.5 million in land development budgets) totaling 1,490+ lots/units across more than 428 acres.
- Performed site-plan takeoffs and prepared land-development budgets.

Senior Land Development Coordinator | Engineering Service Company | Aurora, CO

Led pre-development due diligence, entitlement and permitting coordination, and project administration for commercial developments. Evaluated regulatory, environmental, utility, physical, and municipal requirements; maintained entitlement schedules; coordinated project teams; and prepared graphics and exhibits to communicate development intent.

- Delivered entitlements and permits for 10+ commercial development assignments through regulatory research, application management, agency coordination, and project follow-through.
- Prepared and maintained entitlement and project schedules using Microsoft Project.
- Prepared 10+ proposals and RFP/RFP responses for surveying, civil engineering, entitlement, and related development services.
- Initiated a company-wide team-building program during a major organizational restructuring, establishing recurring team meetings, educational sessions, and employee events.

Professional Summary

President & Planning Manager | BCS Planner on Call LLC | Bryan, TX

Founded and managed an urban planning and development consultancy providing entitlement, permitting, development-review, land-use, and research services to private and municipal clients. Managed client assignments, regulatory analysis, approvals, staff resources, and consulting deliverables.

- Managed and trained two interns in development regulations, planning research, and entitlement-related work.
- Served as an interim municipal planner for the City of Magnolia, performing development reviews and preparing staff analyses while the municipality established its planning function.
- Managed commercial tenant finish-out permitting and construction-progress documentation for a major mixed-use development known as Century Square.
- Conducted research and financial analysis for the Texas A&M Real Estate Center regarding the use and financing of Texas Municipal Utility Districts, contributing to both a technical report and professional article.

Planner | City of College Station | College Station, TX

Reviewed development applications for compliance with municipal regulations, adopted plans, and development policies. Guided applicants through the development-review process, coordinated technical review, prepared staff analyses and recommendations, and represented the department before public decision-making bodies.

- Served as project manager for the review of 100+ development applications.
- Prepared staff reports and regularly presented planning recommendations to City Council, boards, committees, and commissions through public hearings.
- Assisted in facilitating the Task Annexation Workforce and led the updates to the Growth Management chapter of the Comprehensive Plan.
- Participated in the public education and awareness of urban planning through presentations and conferences.

Associate Planner | Kendig Keast Collaborative | Sugar Land, TX

Contributed to long-range planning, development regulations, GIS analysis, community engagement, and urban-policy assignments for municipal clients. Researched and wrote plan content, drafted regulatory provisions, analyzed spatial data, and developed graphics and mapping used to communicate planning recommendations and development standards.

- Contributed to six comprehensive plans and six unified development codes.
- Created ArcGIS mapping and spatial analyses addressing land use, development patterns, transportation, zoning, regional context, and future growth.
- Created 2D and 3D graphics illustrating development-code requirements and design standards.
- Prepared 30+ proposals and RFP/RFQ responses for comprehensive planning, development regulation, and related consulting services.
- Managed and updated the firm's website.

Land Regulation Specialist | Indian Nations Council of Governments | Tulsa, OK

Administered land-regulation and development-review functions supporting the Tulsa metropolitan planning program and served as Assistant Administrator to the Tulsa Board of Adjustment. Processed development applications, researched zoning and property histories, prepared official zoning correspondence, maintained regulatory records and maps, and responded to public development inquiries.

- Developed the application forms and administrative process for citizen-requested text and land-use map amendments to the Tulsa Comprehensive Plan and presented the process for Planning Commission approval.
- Developed the record-retention and digital-conversion process for records maintained by the Tulsa Metropolitan Planning Commission.
- Prepared occupational training and procedural documentation to support continuity and onboarding for future personnel.
- Created official zoning and case-record maps using ArcGIS and supported maintenance of the City's zoning code, zoning maps, and Comprehensive Plan.

Professional Summary

Insurance Certificate Specialist | Marsh Companies | Austin, TX

Processed certificates of insurance and interpreted contractual insurance requirements to ensure certificate accuracy and compliance in a high-volume corporate environment. Coordinated with team members to maintain production quality and responsiveness during periods of elevated workload.

- Maintained accuracy in the production processing of more than 200 certificates of insurance.

Planning Intern | City of San Marcos | San Marcos, TX

Supported municipal development review, planning research, public engagement, GIS mapping, plat recordation, and departmental administration. Processed incoming applications, prepared public-notification maps, researched planning cases, supported commission meetings, and assisted with public input for the City's comprehensive planning process.

- Managed a historic-preservation development-review case from regulatory analysis through staff report preparation and presentation to the Historic Preservation Commission.
- Developed a record-retention and digital-conversion process for more than 100 historic subdivision plat cases.
- Developed an intern handbook documenting responsibilities and procedures for future Planning Department interns.

Volunteer First Responder & EMT | South Hays Fire Department | San Marcos, TX

Served volunteer on-call shifts of approximately 10-30 hours per week while attending school and working, supporting emergency medical and fire-response operations. Performed vehicle and equipment readiness inspections, operated emergency radio communications and department vehicles, completed incident documentation, and participated in recurring firefighter and first-responder training.

- Assisted extinguishing the 2012 North Hays County wildfires.

Various part-time positions | EMS, Food & Beverage, & Retail Industries

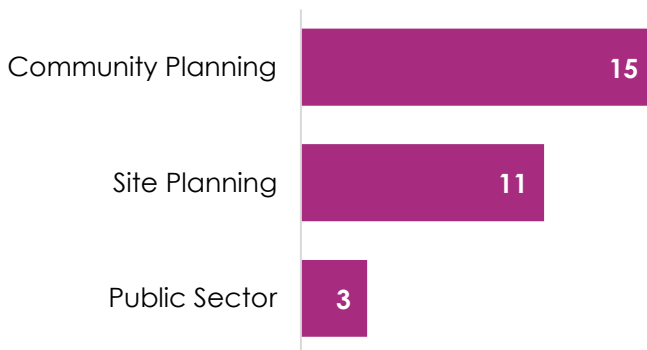
Held additional customer-facing and operational positions in EMS, food and beverage, and retail while completing undergraduate studies, building early experience in customer service, sales, teamwork, and high-volume operations.

Planning

Planning has been the foundation of my education and career across both public & private domains. My experience includes long-range and comprehensive planning, development regulations, municipal review, zoning and land use analysis, site and concept planning, public engagement, and development strategy.

Working from both the public and private sides of development has given me a practical understanding of how plans, regulations, physical conditions, infrastructure, market forces, and development objectives interact. I use that perspective to evaluate what can be developed, identify constraints and opportunities, and translate planning requirements into practical development strategies.

Planning Experience in Years



Highlights

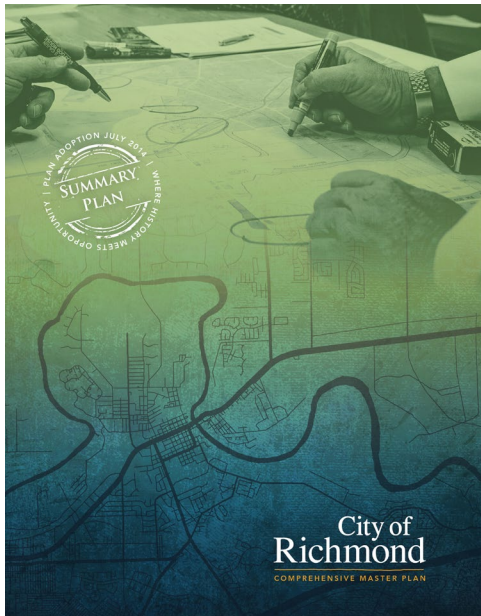
- 15+** years planning experience
- 6** comprehensive plans
- 6** land development codes
- 100+** municipal reviews

Planning

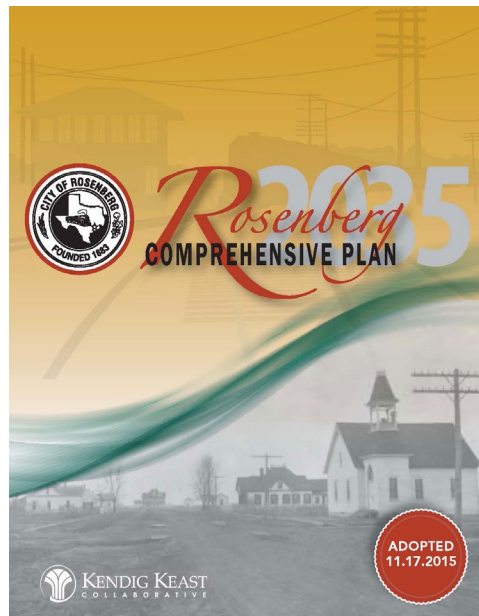
Community Planning

Long-Range Planning

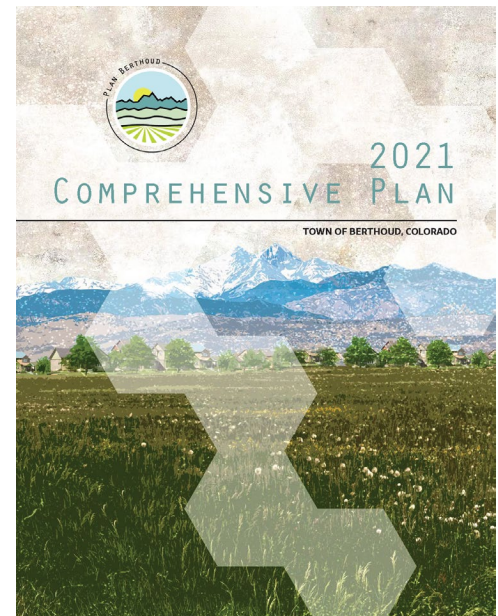
Contributed research, socioeconomic and land-use analysis, GIS mapping, plan development, and public engagement to comprehensive and long-range planning efforts for communities across the US. My work included preparing plan chapters and technical analysis, supporting community engagement and public hearings, and translating demographic, physical, and development trends into planning recommendations.



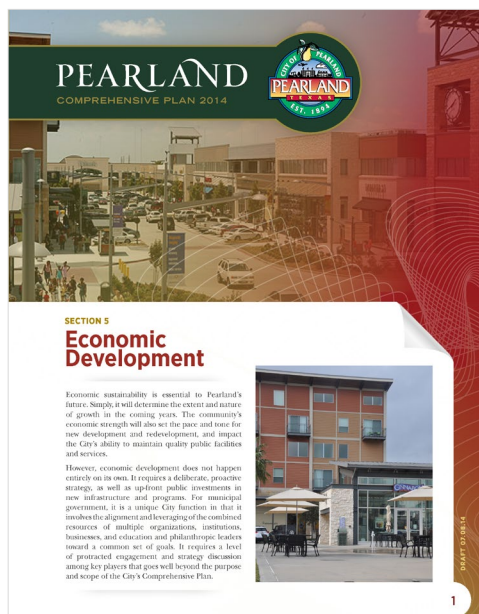
Comprehensive Plan - City of Richmond, TX



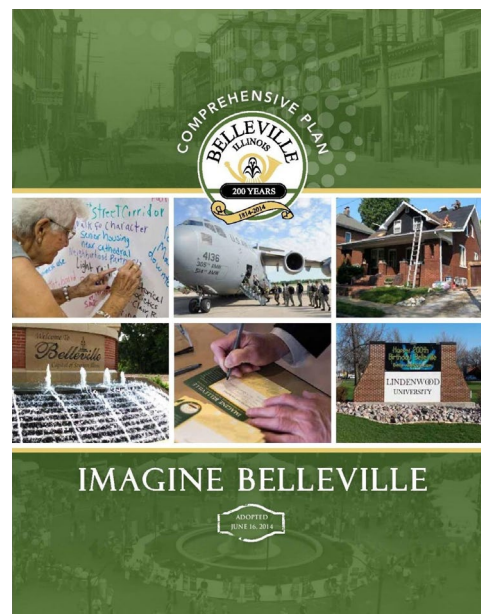
Comprehensive Plan - City of Rosenberg, TX



Comprehensive Plan - Town of Berthoud, CO



Comprehensive Plan - City of Pearland, TX



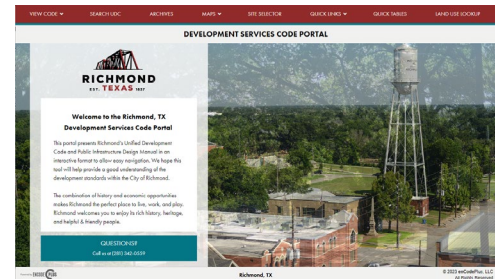
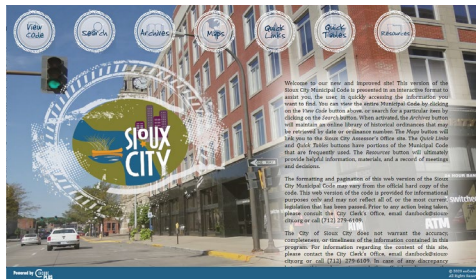
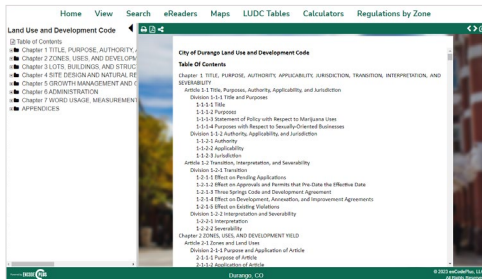
Comprehensive Plan - City of Belleville, IL

Planning

Development Regulations

For these projects, I was a part of a team that created and codified development regulations for various client communities. I researched legal requirements of higher jurisdictions, drafted sections of zoning and unified development codes, and created graphics to illustrate standards.

- City of Cuero, Texas Unified Development Code
- City of Durango, Colorado Land Use Development Code
- City of Hays, KS Zoning & Subdivision Regulations
- City of Pflugerville, Texas Unified Development Code
- City of Richmond, Texas Interim Regulations and Unified Development Code
- City of Sioux City, Kansas Land Use Development Code



Public Sector

Planner at the City of College Station

Managed municipal development review for 100+ applications, guided applicants through the review process, prepared staff recommendations, and regularly presented cases to boards, commissions, committees, and City Council. Also supported the Task Annexation Workforce and prepared the Growth Management update to the Comprehensive Plan.

Interim Planner at the City of Magnolia

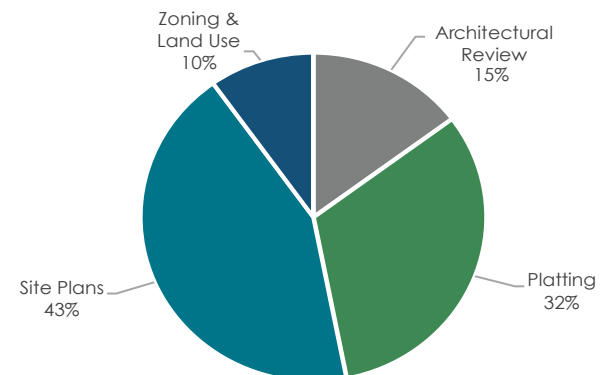
Acted as the Interim Planner for the City of Magnolia while they were setting up their City Planning team. I performed development reviews and wrote staff reports for the Director of Development to present to the City Council.

Land Regulation Specialist at Indian Nations Council of Governments (INCOG)

Processed development applications and zoning inquiries for the Tulsa metropolitan planning system; supported the Board of Adjustment and maintained amendments to the Comprehensive Plan, zoning regulations, and land-use/zoning maps.

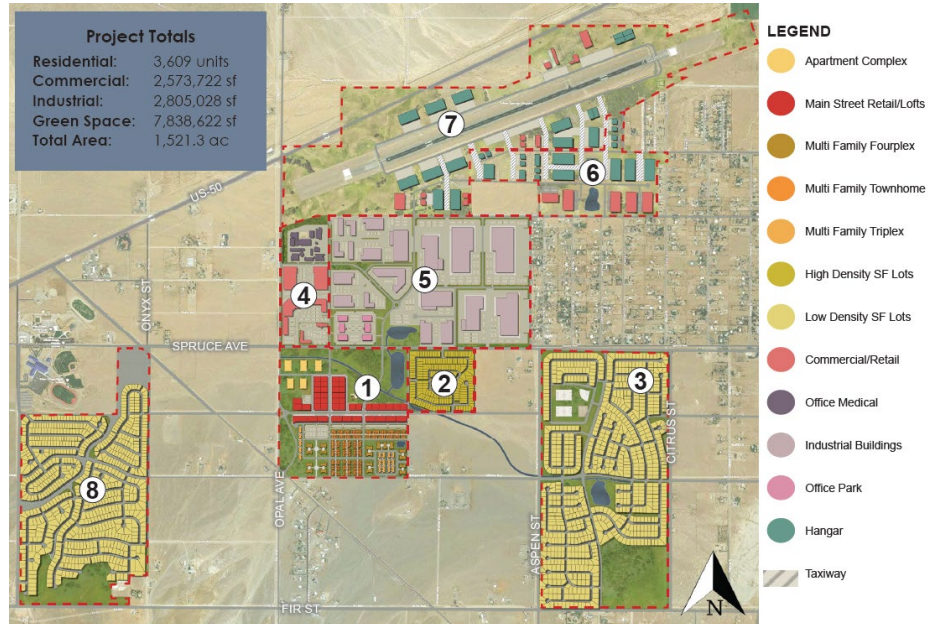
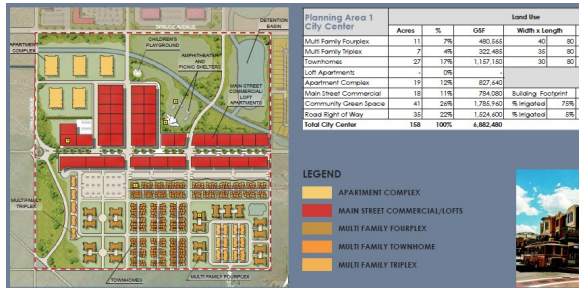
Planning Intern at the City of San Marcos

Processed incoming development applications, answered public inquiries, and prepared case notification maps using ArcGIS. Managed the review for a restaurant project in a Historic District and presented recommendation to the Historic Preservation Commission.



Planning

Site & Concept Planning



Silver Springs, Nevada Development Plan

This is a development plan I created for a large scale, mixed-use development consisting of a total of 3,600 dwelling units, 2.5M square feet of office and retail space, 2.8M square feet of industrial space, and 7.8M square feet of green space across 1,521 acres.



Emerald City Development in Storey County, Nevada

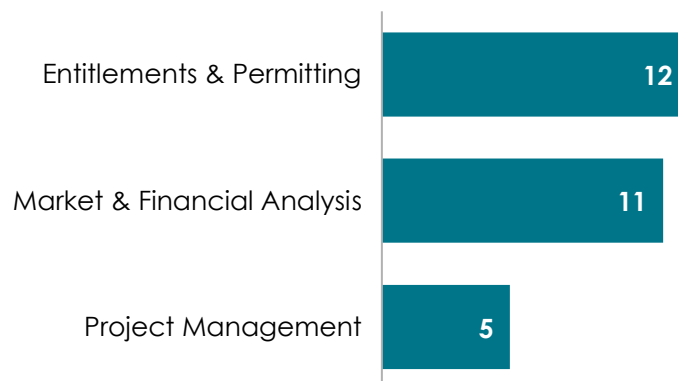
Emerald City is an \$81M sustainable, mixed-use development across 163-acres with a mix of single family homes, apartments, commercial, office, recreational, and community uses. The site sits in the heart of the Tahoe-Reno Industrial Center in unincorporated Storey County, Nevada.

Development

My development experience spans the full pre-development cycle: site and market due diligence, land use and entitlement strategy, infrastructure and utility coordination, permitting, financial feasibility, budgeting, scheduling, project management, and project controls.

Across residential, commercial, mixed-use, telecommunications, and pipeline projects, I have evaluated regulatory, physical, financial, spatial, and operational constraints and translated those findings into executable development paths. My work ranges from individual commercial sites and residential communities to large-scale mixed-use concepts and multi-jurisdiction infrastructure programs.

Development Experience in Years



Development

Entitlements & Permitting

Jurisdictions & Agencies

Entitlements & permits have been researched and secured for over 800 situations across these jurisdictions:

Colorado

- Arapahoe County
- Douglas County
- Aurora
- Castle Rock
- Colorado Springs
- Denver
- Elizabeth
- Fort Collins
- Lone Tree
- Parker
- Thornton

Florida

- DeLand
- Volusia County

Indiana

- Indiana Dept of Transportation
- Dearborn County
- Greendale
- Lawrenceburg

Kentucky

- Kentucky Transportation Cabinet
- Boone County
- Jefferson County
- Louisville

Louisiana

- Louisiana Dept of Transportation
- Louisiana State Fire Marshal
- Ascension Parish
- Calcasieu Parish
- Jefferson Davis Parish
- St. Martin Parish

Mississippi

- Mississippi Dept of Transportation
- Attala County
- Clarke County
- Hinds County
- Holmes County
- Humphreys County
- Jasper County
- Leake County
- Newton County
- Scott County
- Sunflower County
- Petal

Nevada

- Silver Springs
- Storey County

Ohio

- Ohio Dept of Transportation
- Hamilton County
- Crosby Township
- Harrison

Oklahoma

- Broken Arrow
- Osage County
- Tulsa
- Tulsa County

Texas

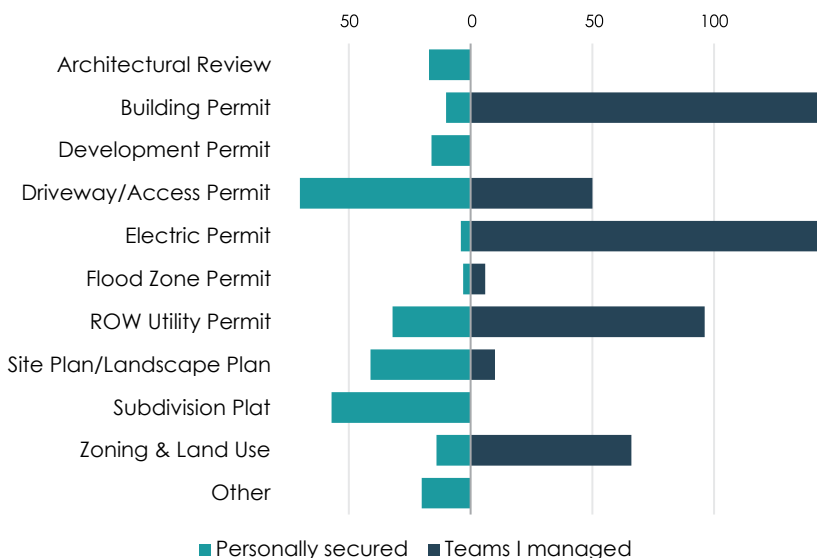
- Texas Dept of Transportation
- Texas Railroad Commission
- Bexar County
- Chambers County
- Galveston County
- Harris County
- Hays County
- Montgomery County
- Orange County
- Titus County
- Travis County
- Williamson County
- Austin
- Brownsville
- Bryan
- College Station

- Corpus Christi
- Edinburg
- Hockley
- Houston
- Humble
- Kingwood
- Kyle
- Lakeway
- Laredo
- League City
- Lockhart
- McAllen
- Mont Belvieu
- Montgomery
- New Braunfels
- Orange
- Pharr
- Richmond
- Rockport
- San Antonio
- San Marcos
- Schertz
- Sherman
- Spring
- Texas City
- Tomball

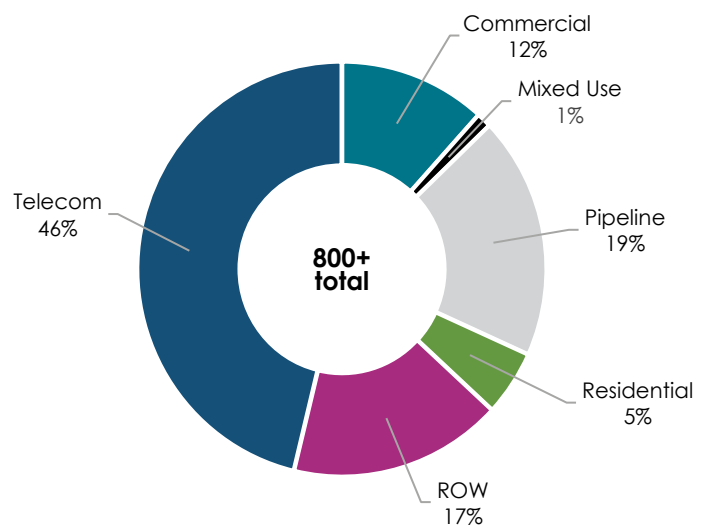
Utah

- Utah County

By Type



By Industry



Development

Entitlement & Permit Program Management

I have led entitlement and permitting programs across residential, commercial, mixed-use, telecommunications, and infrastructure development. Selected examples below illustrate the range and scale of that work.

Residential

Subdivision Platting | META Planning + Design

Managed platting and recordation of master planned communities throughout the Greater Houston area.

18	8	369.6	1,576
# of subdivisions	# of jurisdictions	total acres	total lots

Commercial & Mixed Use

Century Square Permits | BCS Planner on Call

Managed the tenant finish-out permits for the commercial and retail portions of the Century Square development. Cataloged overall development construction progress through weekly site photography visits.

Commercial Development Plans | Engineering Service Company

- **Children's Lighthouse in Parker, CO:** 11,245 sq.ft. daycare center with playground. Entitlements included Site Plan, Landscape Plan, and permits.
- **Quebec Plaza in Thornton, CO:** 8,500 sq.ft. commercial retail building with option for second building on 2.4 acres. Entitlements included Site Plan, Landscape Plan, Architectural Review, and permits.
- **Restaurant Redevelopment in Colorado Springs, CO:** Redevelopment of an abandoned restaurant site into an 8,000-sqft commercial retail building with ATM drive-thru and a 3,000-sqft drive-thru restaurant. Entitlements included a Conditional Use Permit, Site Plans, Demolition permits, Subdivision Platting, and other permits.

Infrastructure & Utilities

Boardwalk Pipelines

Led regulatory due diligence and permitting strategy for natural gas pipeline and facility projects across 30+ jurisdictions. Identified approval requirements, coordinated permit and encroachment applications with agencies and project teams, resolved regulatory and design issues affecting approvals, and secured permits across more than 150 miles of pipeline infrastructure.

279	30+	5	150+	25
# of permits	# of jurisdictions	# of states	miles of pipeline	# of facilities

Dish Wireless Telecom

Managed the entitlement & permitting of wireless telecom collocations in 40+ jurisdictions in the central and southwest regions of Texas.

290	72	49	17	32
# of permits	# of entitlements	# of jurisdictions	# of counties	# of cities

Development

Development Feasibility

Market Analysis & Feasibility Studies

Across more than 30 projects, I conducted socioeconomic and market research, financial modeling, and feasibility analysis and translated the findings into market, feasibility, fiscal/economic impact, and highest-and-best-use studies. Selected examples include:

- **Apartment Remodel Analysis for Village Green Apartments in Glenwood Springs, CO:** Remodel & demand analysis to determine the potentials for increasing the rental rates for units at the Village Green Apartments and determine unit remodeling costs that justify the increase in rental rates.
- **Financial Impact Analysis of Stormwater Easements at the Riverdale Dunes Golf Course:** A golf course located in the Metro Wastewater Reclamation District had portions of the site that were subject to stormwater drainage improvements. This analysis determined how the improvements will impact the financial performance of the golf course.
- **Industrial Condominium Market & Value Analysis in Adams County, CO:** This study analyzes the industrial condominium market potentials for a proposed 5.24-acre development in Adams County, Colorado.
- **Market & Fiscal Impact Analysis for the Pinery West Commercial Metropolitan District in CO:** This analysis determined the development potentials for the remaining 101-acres of developable land currently at the Pinery West site. The study examined potentials for industrial/flex/R&D, office, and retail uses.
- **Mixed-Use Market Analysis for the Riverbend Urban Village in Timnath, CO:** This study examined development potentials for retail, office, R&D/flex, and hotel/entertainment uses on a 15.07-acre site.
- **Retail Market Analysis for the Stroh Ranch Area in Parker, CO:** This Analysis was completed to determine the Highest & Best Use and Market Feasibility of various retail uses for 12.24-acres in the Stroh Ranch Business Circle.
- **Slope, Ordinance, & Mining Rights Analysis of Quartz Hill in Central City & Black Hawk, CO:** This analysis studied 339-acres with 159 individual mining claims to determine the amount of developable land, development regulations in play, and the highest & best use of what could be developed.
- **Financial Analysis of Municipal Utility Districts (MUDs) in Texas:** Working with the Texas A&M Real Estate Center, I performed research, analyzed findings, and developed a technical report on Texas Utility Districts. The overall goal was to determine the effectiveness of using MUDs to finance infrastructure development.

Development Plans

For many projects, I perform extensive research to identify the regulatory, financial, and physical properties and requirements of sites and compile them into an overall development plan. I also prepare project cost estimates, proformas, and other financial models to determine project feasibility. Selected examples include:

- **Silver Springs Development in Silver Springs, NV:** \$134M project – Large-scale, mixed-use development consisting of a total of 3,600 dwelling units, 2.5M square feet of office and retail space, 2.8M square feet of industrial space, and 7.8M square feet of green space across 1,521 acres.
- **Thorell Park in Fort Collins, CO:** \$62M project - Medium-sized townhome community with 166 units and 4.7-acres of green space on 19.87 acres.
- **Townhomes @ Argonne & 59th in Denver, CO:** \$70M project - Large townhome community with 229 units and a 5.5-acre detention pond/open space area on 18.5 acres.

Development

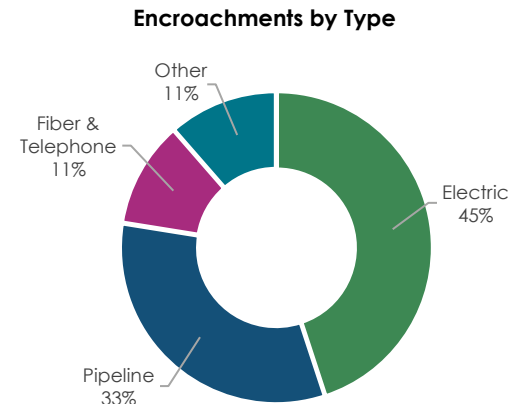
Project Management

Site Acquisition & ROW

Encroachment Management | Boardwalk Pipelines

Led third-party encroachment and LONO coordination for natural gas pipeline and facility projects, working across utility owners, engineering, land/ROW, construction, project management, and external agencies to identify crossing requirements, resolve conflicts, and support construction readiness.

- Managed 850+ third-party utility encroachments and LONO requirements across 30+ pipeline and facility projects.
- Reviewed crossing inventories, surveys, GIS/utility data, title and ROW information, and engineering plans to identify utilities, ownership, conflicts, and approval requirements.
- Coordinated encroachment applications, LONOs, crossing agreements, exhibits, revisions, and supporting documentation with utility owners and project teams.
- Tracked outstanding approvals and escalated unresolved utility conflicts or documentation issues that could affect construction schedules.



Site Acquisition Specialist | Dish Wireless

Oversaw leasing, permitting, land-use approvals, and jurisdictional coordination for 350+ wireless telecommunications sites across 20+ jurisdictions in Central and Southwest Texas as part of a major 5G network deployment.

- Performed 350+ lease reviews.
- Led four subcontractor teams supporting permit research, application processing, tracking, and jurisdictional coordination.
- Identified flood-zone conditions affecting site-development requirements, saving the company more than \$100,000 in development fees.

Portfolio Management

Encroachment & Permitting Management | Boardwalk Pipelines

Built and standardized the management framework used to coordinate permitting and encroachment activity across a multi-project pipeline portfolio. Developed centralized data structures, workflows, reporting tools, and project controls to improve visibility, consistency, accountability, and regulatory knowledge management.

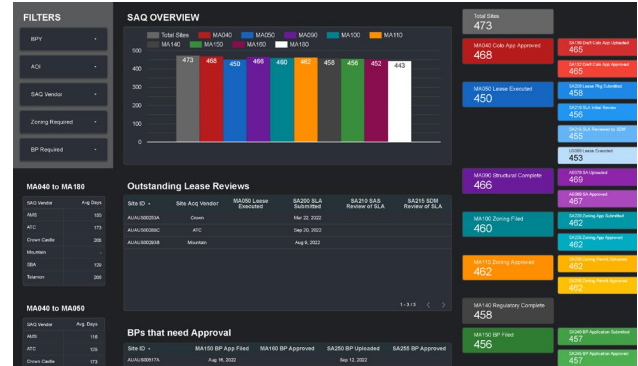
- Built a centralized permit and encroachment database to consolidate requirements, jurisdictional information, ownership, status, deadlines, and project documentation that had previously been managed through dispersed records.
- Developed standardized workflows, tracking procedures, status structures, and data controls for managing permitting and third-party approvals across projects.
- Created portfolio-level dashboards and reporting tools using Excel, SharePoint, Power BI, and Power Automate to improve deadline visibility, project reporting, data quality, and management decision-making.
- Structured regulatory and jurisdictional information into reusable project knowledge, reducing repeated research and creating a more consistent approach to future permitting and encroachment work.
- Coordinated portfolio reporting across project management, engineering, land/ROW, construction, legal, consultants, and other stakeholders to identify outstanding actions, approval risks, and schedule dependencies.

Development

Project Manager | Dish Wireless

Managed project controls, portfolio forecasting, data integrity, and operational reporting supporting deployment of a new 5G wireless network across Central and Southwest Texas. Coordinated milestone dependencies and performance information across site acquisition, engineering, permitting, construction, power, transport, and integration functions.

- Built automated milestone dashboards and recurring portfolio reports to improve schedule visibility and project-team decision-making.
- Analyzed cross-functional workflows and standardized processes to improve data integrity, accountability, and coordination.
- Automated recurring data-management and reporting activities using SQL, Python, Excel, Google Sheets/Scripts, and Looker Studio.
- Monitored milestone dependencies and portfolio performance to identify schedule issues and support management forecasting.



Land Development

Assistant Project Manager - Land Development | Century Communities

Supported residential land-development programs through budgeting, construction-drawing takeoffs, project administration, contractor coordination, schedule tracking, and development cost analysis.

Single-Family

9 **\$79 M** **410.7** **1,171**

of projects total budget total acres total lots

Multifamily

3 **\$11.5 M** **17.7** **321**

of projects total budget total acres total units

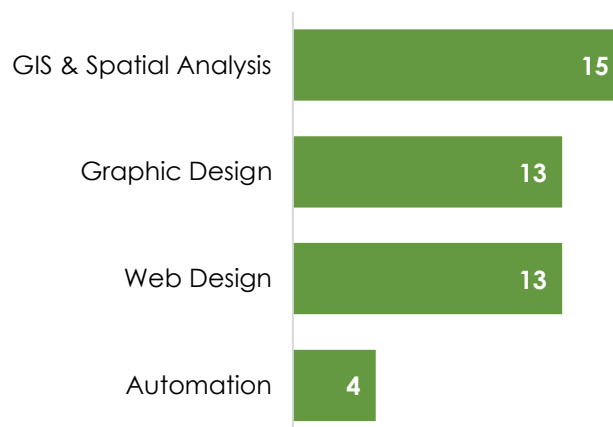


Data & Technology

My interest in technology began well before it became part of my professional work. After learning to use computers and design software at an early age, I taught myself HTML and created my first website as a teenager. That habit of independently learning new technology has remained consistent throughout my career.

That interest has evolved into professional experience using GIS, data analysis, visualization, automation, and digital tools to organize complex information, identify constraints, communicate technical requirements, and improve project delivery. My work spans spatial analysis and cartography, technical graphics and 3D modeling, web-based communication, automated reporting, and project-control systems supporting multi-project programs and portfolios.

Data & Tech Experience in Years



Data & Tech

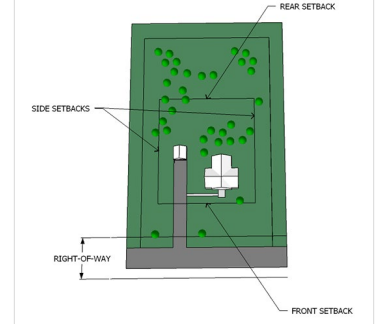
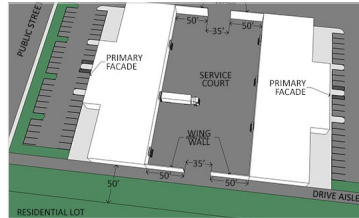
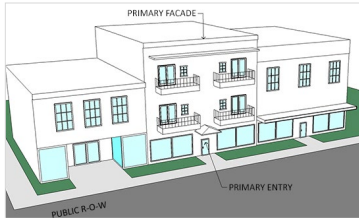
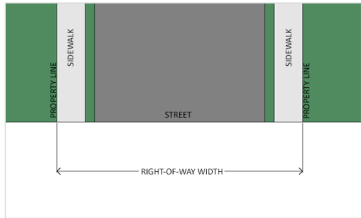
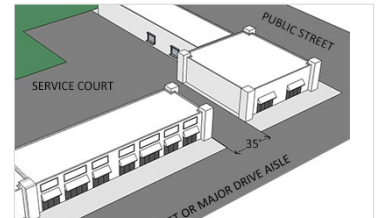
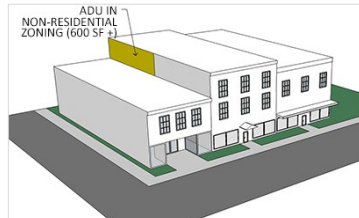
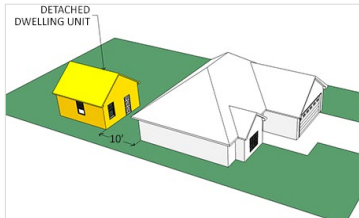
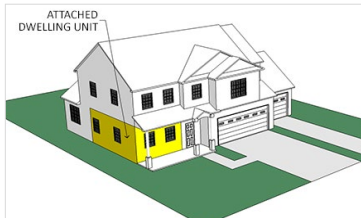
Digital Visualization

Development Code Illustrations

These graphics contain 2D and 3D renderings I created to illustrate various regulatory requirements of the municipal development codes I helped draft. The renderings were created using Sketchup and they were labeled and colored using Adobe Photoshop.

You can view them being used in the following development codes:

- [City of Pflugerville UDO](#)
- [Sioux City, IA Zoning Code](#)



Logos

I created the following logos using Adobe Illustrator and Photoshop.



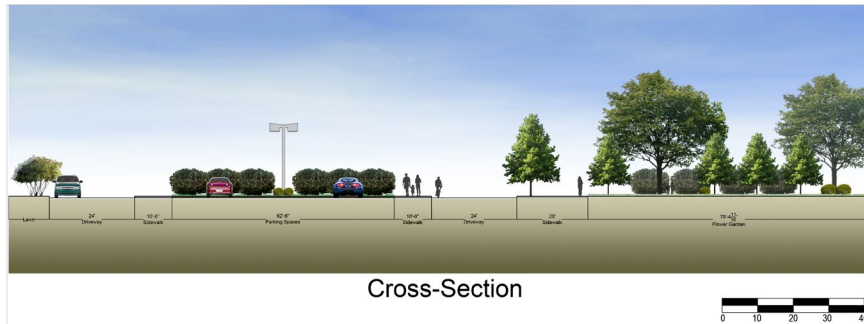
PLANNER
on call
www.txpoc.com



Data & Tech

3D Renderings

I created the following 3D renderings using a mixture of Sketchup and Adobe Photoshop.



Cross-Section

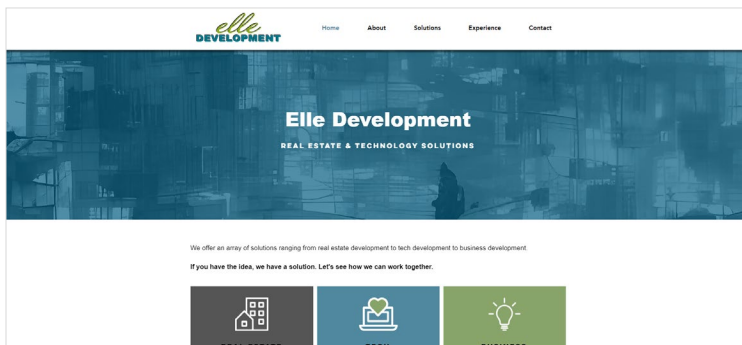


Walker Library Site Design - Graduate Development Project

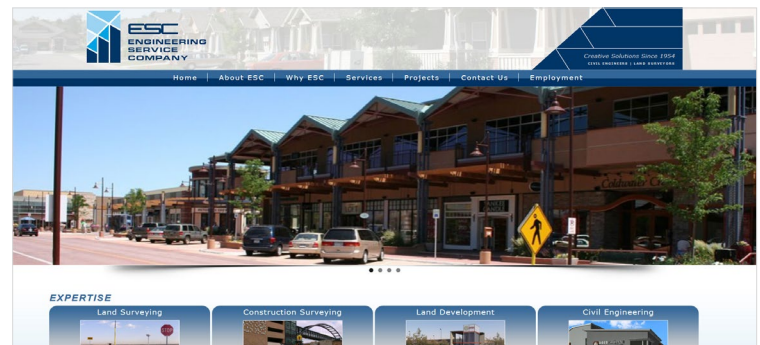
Site planning, cross-section development, and 3D visualization

Web Design

These are some of the various websites I have designed and managed over the course of my career.



Elle Development
www.elleddevelopment.com
Platform: Wix



Engineering Service Company
www.engineeringserviceco.com
Platform: Wix

Data & Tech

Automation

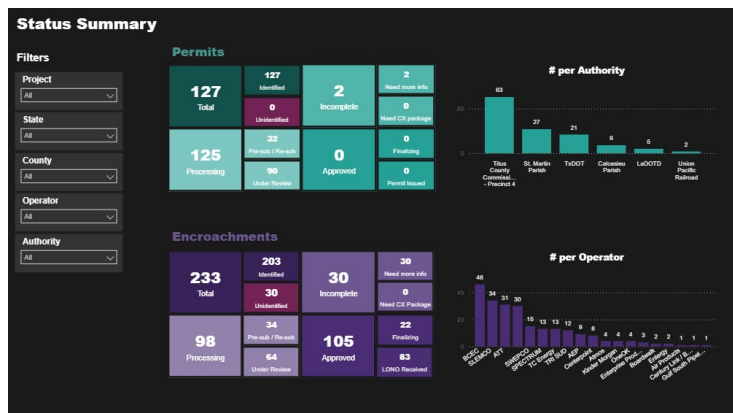
Dashboards, Forecasting, & Automated Reporting

I have developed automated project dashboards and reporting systems that consolidate milestones, schedules, status data, performance metrics, and project risks for cross-functional teams. These systems improve data integrity, reduce repetitive manual reporting, and provide project teams with a clearer source of truth for day-to-day management and decision-making.

Permit & Encroachment Program Controls

Permit & Encroachment Manager | Boardwalk Pipelines

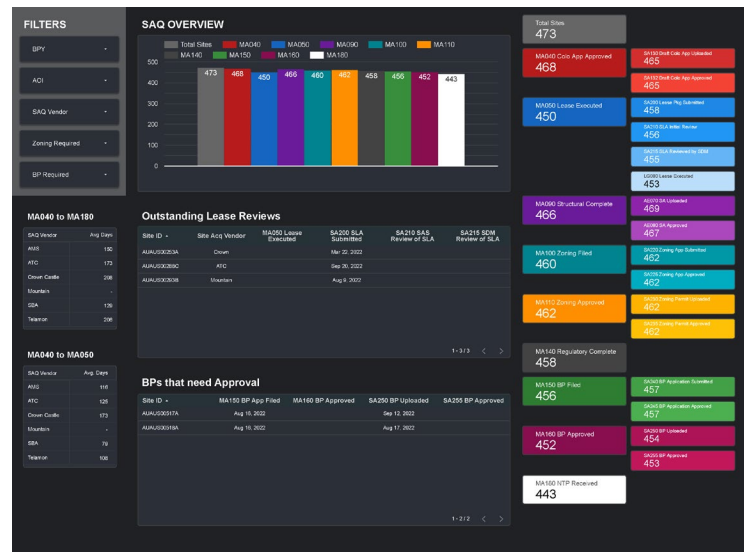
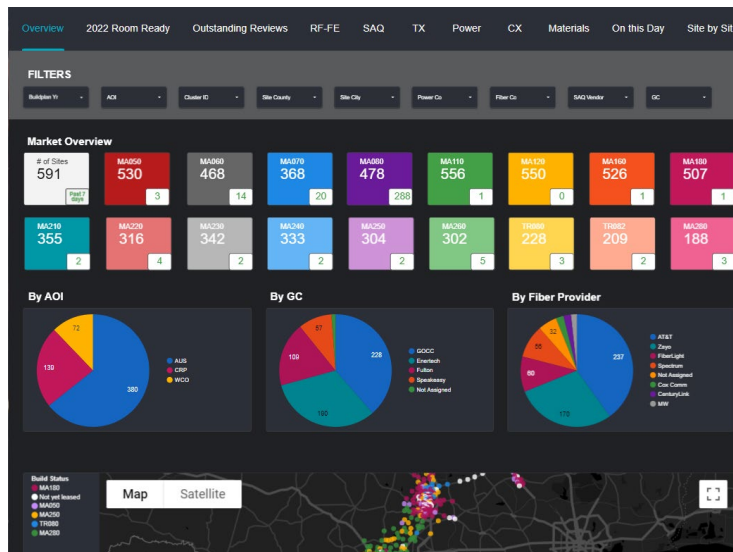
Tools: Excel, Power BI, and Power Automate.



Portfolio Analytics & Reporting

Project Manager | Dish Wireless

Tools: Excel, SQL, Python, Google Sheets, Google Scripts, and Looker Studio.



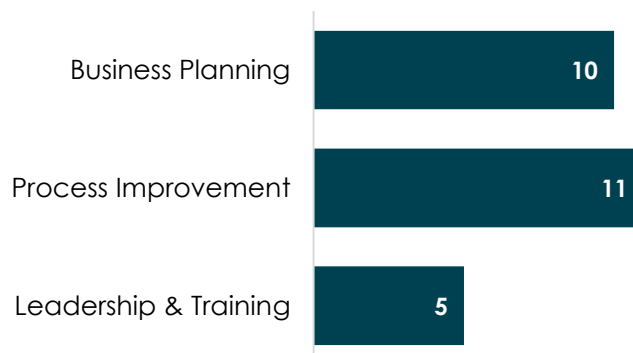
Business & Operations

My business and operations experience complements my background in planning, development, infrastructure, and data & technology. I have founded and managed consulting businesses, developed service offerings and scopes, prepared proposals, coordinated clients and subcontractors, designed workflows, trained staff, and built operating systems that support project delivery.

My Business Administration minor and graduate coursework in real estate development, finance, market analysis, and project management reinforce an approach centered on viability, efficiency, risk, and execution.

I founded **BCS Planner on Call** while completing graduate school and later established **Elle Development** to provide development strategy, due diligence, entitlement, feasibility, permitting, and related advisory services. I am now building **Ignis Ferox Infrastructure** to apply that multidisciplinary experience to infrastructure development and project delivery.

Business Experience in Years



Business & Operations

Business Planning

Consulting & Service Development

Developed consulting service offerings, scopes of work, client deliverables, proposal structures, workflows, and operating models for planning, development, permitting, and infrastructure advisory services through **BCS Planner on Call**, **Elle Development**, and **Ignis Ferox Infrastructure**.

Proposals & Business Development

Prepared more than 60 RFP/RFQ responses across comprehensive planning, development regulations, civil engineering, entitlements, market analysis, feasibility studies, economic-impact assessments, and appraisal services while working with Kendig Keast Collaborative, Engineering Service Company, and THK Associates.

Market Research & Analysis

Conducted market research, financial modeling, feasibility studies, and fiscal and economic impact analyses to evaluate demand, quantify risk, assess financial performance, and support investment and development decisions.

- **Rental Car Market Analyses at Denver International Airport:** Two separate analyses were completed to assess the market potentials and feasibility for vehicle rental agencies near the Denver International Airport. I analyzed local travel data, growth projections, & inventories of existing agencies, and projected future revenues and fleet sizes.
- **Fiscal Impact Analysis for 363 Industrial Acres in Northglenn, CO:** This assessment was completed to evaluate the fiscal impacts to the Town of Northglenn resulting from the redevelopment of 363 acres of rural land into industrial uses. Fiscal impacts included projected property taxes, employment generation, sales taxes, and development fees.
- **Financial Impact Analysis of Stormwater Easements at the Riverdale Dunes Golf Course:** A golf course located in the Metro Wastewater Reclamation District had portions of the site that were subject to stormwater drainage improvements. This analysis determined how the improvements and phasing will impact the financial performance of the golf course.
- **Market Analysis for Self-Storage Facilities in various metro areas:** Several of these were completed to determine supply, demand, and positioning of self-storage facilities, along with cash flow analysis. These were completed for the following metro areas:
 - Grandview, MO
 - Killeen, TX
 - Phoenix, AZ
 - Surprise, AZ
- **Economic Impact Analysis for the Giants Ridge Recreation Area in Biwabik, MN:** This market analysis calculates the economic impacts the recreation area has on the surrounding community, the University of Minnesota, and the state of Minnesota as a whole.

Business Reports & Articles

Researched, analyzed data, and wrote professional reports and articles on various topics. Summaries of significant works are provided below.

- **WTF: Obtaining Authorization for Wireless Telecom Facilities:** This is a reference article that thoughtfully articulates the federal laws governing how States and Local Governments regulate the siting wireless telecom facilities in their jurisdictions.
- **The Dirt on MUDs:** This is an article on the use of Municipal Utility Districts (MUDs) in Texas based on an economic analysis I completed for the Texas A&M Real Estate Center in 2017.

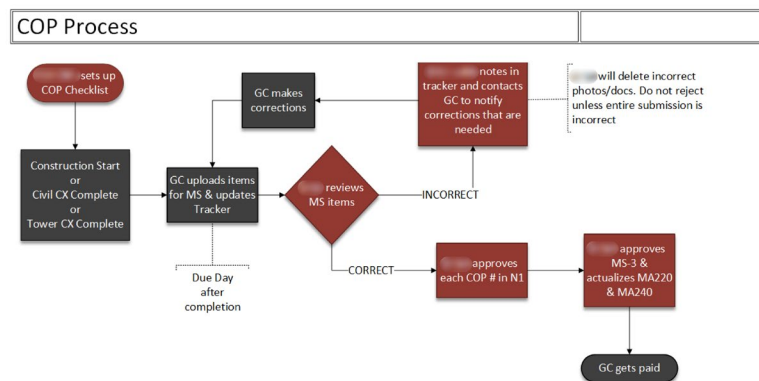
Business & Operations

Process Improvement

Certified Six Sigma Green Belt | CSSC: A process-improvement certification focused on using structured, data-driven methods to improve efficiency, quality, and consistency. Training includes tools such as DMAIC, process mapping, root-cause analysis, and performance measurement.

Process Mapping & Workflow Improvement

- **Permitting & Encroachment Program - Boardwalk Pipelines:** Built and standardized centralized workflows, tracking procedures, status structures, reporting controls, and reusable regulatory knowledge for a multi-project infrastructure portfolio, improving visibility, consistency, accountability, and deadline management.
- **Deployment Process Improvement - Dish Wireless:** Analyzed cross-functional workflows and standardized processes, reporting structures, and project controls to improve data integrity, accountability, schedule visibility, and coordination across the 5G deployment program.



- **Close Out Procedures Manual - Dish Wireless:** Developed a 55-page market-specific closeout manual to standardize construction documentation, quality-control requirements, and review procedures for wireless sites. The manual defined required evidence for civil and tower construction milestones, established the COP review workflow, and provided detailed acceptance criteria for items such as site conditions, utilities, equipment installation, testing, as-built documentation, and permit closeout.
- **Power Coordination Report - Dish Wireless:** Analyzed recurring power-coordination problems affecting the 2022 Austin launch and documented 37 sites with identified issues. Categorized problems by responsible party and cause, quantified recurring failure patterns, identified broader process and system weaknesses, and developed recommendations for improving vendor coordination, data accuracy, application timing, account management, and internal controls.
- **Amendment Process for the Tulsa Comprehensive Plan - Indian Nations COG:** Developed the administrative process and application forms for citizen-requested text and land-use-map amendments to the Tulsa Comprehensive Plan. Established a standardized procedure for submitting, reviewing, documenting, and advancing amendment requests through the public-review and Planning Commission process.

Record Retention

- **Planning Commission Records - Tulsa Metro Planning Commission:** Developed the record-retention and digital-conversion process for microfiche and hard-copy planning records maintained by the Tulsa Metro Planning Commission.
- **Historic Plat Records - City of San Marcos:** Developed the retention and digitization process for more than 100 historic subdivision plat cases, establishing a structured method for preserving and converting legacy development records.

Business & Operations

Leadership & Training

Leadership

Leadership experience spans multidisciplinary project teams, consultants, subcontractors, junior staff, and public-facing initiatives. Responsibilities have included coordinating complex work across functional groups, establishing team expectations, resolving project issues, and supporting organizational effectiveness.

- **Senior Permit Agent | Boardwalk Pipelines:** Led cross-functional and consultant coordination among project management, engineering, legal, land/ROW, construction, utilities, government agencies, and third-party operators to resolve regulatory issues, clarify responsibilities, and maintain project approvals and schedules.
- **Site Acquisition Specialist | DISH Wireless:** Led 4 teams of subcontractors supporting permit research, application processing, tracking, and jurisdictional coordination across a 350+ site telecommunications portfolio.
- **Team Building Initiative | Engineering Service Company:** Designed and initiated a company-wide team-building program during a major organizational restructuring. The program incorporated weekly team meetings, biweekly one-on-ones, lunch-and-learns, and recurring office events intended to strengthen communication and team cohesion.
- **Planning Manager at BCS Planner on Call:** Managed and trained 2 interns on interpreting development regulations for local development projects.
- **Planner at City of College Station:** Regularly made presentations and recommendations to the Planning & Zoning Commission and City Council at televised public hearings. Assisted in facilitating the Task Annexation Workforce during development of the update to the Growth Management chapter of the Comprehensive Plan.
- **Site Acquisition Specialist at Dish:** Led 4 teams of subcontractors hired to perform permit technician duties for our telecom sites.

Training

Developed practical training materials, procedural guidance, and reference documentation to improve consistency, knowledge transfer, and staff readiness.

- **Submittal-Ready Plan Guidance | Boardwalk Pipelines:** Provided practical guidance to project managers and engineers on jurisdictional civil/site-plan requirements, common permitting deficiencies, required plan content, and information needed to prepare submittal-ready applications.
- **Construction & Power Coordination Guidance | DISH Wireless:** Developed market-specific reference and training materials addressing construction closeout, documentation standards, review procedures, electrical coordination, and recurring workflow issues.
- **Land Regulation Specialist Manual - INCOG:** Developed role-specific training and transition documentation to support continuity for the next Land Regulation Specialist.
- **Intern Handbook - City of San Marcos:** Developed an Intern Handbook to assist future Planning Interns at the City of San Marcos with their roles and responsibilities.

Business & Operations

Administration

Business Administration

Hands-on experience establishing and independently operating professional consulting businesses, including the administrative, financial, operational, marketing, and client-management functions required to support ongoing service delivery. Responsibilities span business development through project execution, invoicing, compliance, records management, and day-to-day operations.

- **Founder & Manager | Elle Development:** Founded and independently operate a development consulting firm, personally managing all business, administrative, financial, marketing, and client-service functions. Responsibilities include service development, proposals and scopes, contracts, client intake and communication, project delivery, invoicing and bookkeeping, taxes, insurance, marketing and branding, website management, records, scheduling, and day-to-day business operations.
- **Founder & Planning Manager | BCS Planner on Call:** Founded and independently operated a planning and entitlement consultancy, personally managing all business administration and project operations. Responsibilities included client acquisition and communication, proposals and scopes, contracts, project assignments, invoicing and bookkeeping, taxes, insurance, marketing, scheduling, document management, intern supervision and training, and delivery of services.

Project Administration

Extensive experience managing the administrative controls that support development and infrastructure projects from initiation through approval, construction, and closeout.

- **Permit & Encroachment Administration | Boardwalk Pipelines:** Coordinated the administrative requirements supporting over 1,200 permits and encroachments, including signatures and notarizations, application and review fees, checks, certificates of insurance and endorsements, bonds, portal submissions, document execution, and final approval records. Maintained status, correspondence, action items, costs, bond requirements, conditions, and supporting documentation across the project portfolio.
- **Subdivision Plat Administration | META Planning + Design:** Coordinated property tax payment and documentation, and maintained plat print logs, project records, and supporting documentation associated with plat approval and recordation.
- **Site Acquisition Specialist | Dish Wireless:** Coordinated site-acquisition administration across 350+ wireless sites, including lease and site documentation, permit tracking, vendor and landlord coordination, jurisdictional follow-up, and administrative support for 4 subcontractor teams.
- **Assistant Project Manager | Century Communities:** Supported project operations across 12 residential projects representing approximately \$90.5 million in land-development budgets. Performed estimating, bid solicitation and procurement, contract preparation and administration, contractor coordination, invoice processing, and schedule management.
- **Land Regulation Specialist | INCOG:** Supported administration of the Tulsa Board of Adjustment and municipal development-review functions by processing applications, researching property and case histories, preparing official zoning correspondence, and maintaining case records.