Establishing a High-Impact PMO

Driving $595M in Investments for a Leading Utility Provider

OVERVIEW

A major energy provider engaged Greencastle to design and lead a centralized PMO to manage critical strategic initiatives. Over several years, the PMO has matured into a high-functioning, full-scope governance and oversight structure managing a portfolio valued at nearly $595.9 million. Greencastle's long-term partnership has enabled consistent delivery, enhanced reporting transparency, and stronger alignment across business units and leadership.

Key Metrics

4+
years of continuous PMO leadership and support

100+
active projects across the portfolio

$595.9M
in managed portfolio value

SOLUTIONS

Our PMO orchestrated all portfolio authorization planning, managed the strategic authorization roadmap, and supported key monthly engagements with senior leadership across business units and IT.

- Executive Reporting
- Portfolio Governance
- Financial Management

BENEFITS

1. **Long-Range Planning Support**
   The team led critical planning functions including vendor forecasting, and business resource modeling to accurately scope future investments.

2. **Advanced Financial Management**
   Directly oversaw financial operations including vendor accruals, invoice analysis, and developed costs allocation updates.

3. **Benefits Tracking & Executive Reporting**
   Enabled comprehensive performance tracking from initial business case through execution.

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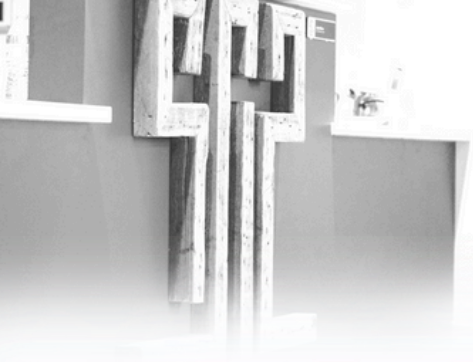

APPROACH

Meeting Cadence & Governance

The PMO maintained a rigorous cadence of weekly and monthly check-ins, including authorization updates, status reviews, and financial governance. These meetings anchored decision-making across functions and enabled quick escalation of risks and opportunities.

Centralized Reporting

Greencastle consolidated inputs from dozens of projects to deliver monthly and quarterly reports for stakeholders ranging from department leadership to the CEO. The PMO also managed data accuracy across platforms and ensured financial and benefit tracking aligned with long-range planning goals.

Financial Deliverables

A consistent schedule of financial updates—such as vendor forecasts, accrual reviews, and invoice analysis—ensured fiscal responsibility and forecasting accuracy. Greencastle supported ad hoc analysis and system updates to maintain financial transparency.

CONCLUSION

Through its leadership and continued stewardship of the PMO, Greencastle has enabled a consistent, scalable structure for managing nearly $600 million in utility investments. With a disciplined focus on governance, financial accountability, and strategic foresight, the PMO continues to deliver high-impact results while ensuring each initiative aligns with long-term organizational goals.