

Case Study

*How a maturing enterprise PMO,
dynamic resourcing, and Power BI
analytics are strengthening portfolio
performance*

STRATEGIC BUSINESS SOLUTIONS

Introduction

The Gas Company is a regulated Pacific Northwest utility serving more than 2.5 million customers across Oregon and Washington. With a long history of operational excellence and system reliability, the organization is actively modernizing its capital and operational programs to meet future regulatory, safety, and infrastructure needs.

As the organization expands, it requires a PMO model capable of supporting enterprise-wide consistency, proactive decision-making, and scalable growth. SBS is partnering with the Gas Company in an ongoing effort to build and mature a flexible, portfolio-centric PMO that supports these evolving needs.

Introduction

This case study highlights the ongoing PMO transformation underway at the Gas Company. SBS is actively implementing a unified PMO framework designed to enhance portfolio governance, resource optimization, and analytical visibility. This work continues to expand across new portfolios and functional groups as maturity increases.

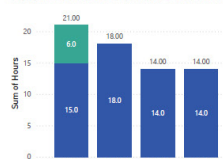
Key elements of the ongoing engagement include:

- A standardized enterprise PMO framework
- Dynamic Resource Planning (DRP)
- Minimum Viable Team (MVT) for rapid scaling
- Power BI reporting and analytics for real-time visibility
- Governance structures that support consistent decision-making
- Continuous refinement through stakeholder feedback and performance insights

Project	10/27/2025	11/3/2025	11/10/2025	11/17/2025	Total
I-202745 - Tech Refresh - 4 Wire	7.00	7.00			14.00
Dave Strom	7.00	7.00			14.00
I-203180 - Telemetry Lifecycle Management 2025	7.00	8.00	3.00		18.00
Dave Strom	7.00	8.00	3.00		18.00
I-203331 - GCDOP Implementation Project		13.50	7.50		21.00
Dave Strom		7.50	7.50		15.00
Deepam Patel		6.00			6.00
I-203408 - Disaster Recovery Improve (Plant/OT)		7.00	7.00		14.00
Dave Strom		7.00	7.00		14.00
I-203458 - DC Optimization-Hypervisor Transition	7.00	7.00			14.00
Eleanor Brecht	7.00	7.00			14.00
I-203466 - Sharepoint 2013 Migration (MS - Cloud)	3.00	3.00			6.00
Deepam Patel	3.00	3.00			6.00
Total	10.00	44.50	29.50	3.00	87.00

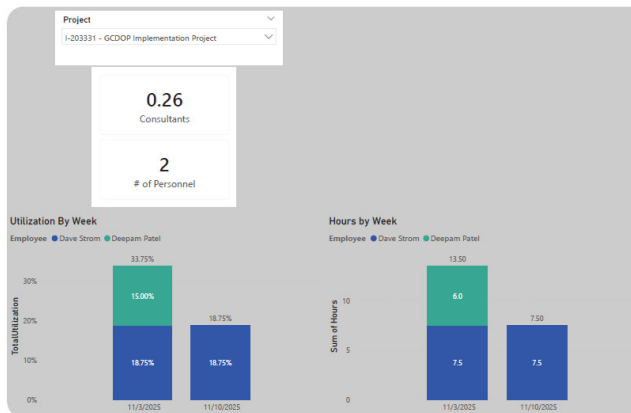
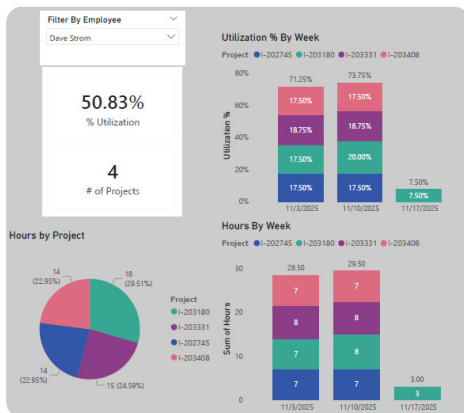
Hours By Project

Employee Dave Strom Deepam Patel Eleanor Brecht



Hours By Employee

Project I-202745 I-203180 I-203331 I-203408 I-203458 I-203466



Caption: Resource Utilization Report over PowerBI

PMO Model Overview

The enterprise PMO is structured around four active pillars that continue to evolve as the program matures:

1. Standardized Enterprise Processes

SBS and the Gas Company are collaboratively rolling out standardized processes across portfolios, including:

- Project intake
- Assessment and prioritization
- Approval and chartering
- Execution and performance tracking
- Closeout and benefits realization

These processes create consistency across teams, reduce rework, and ensure governance alignment.

2. Portfolio Visibility & Power BI Analytics

Power BI serves as the central hub for portfolio transparency and is continuously expanding to support:

- Real-time portfolio dashboards
- Executive KPI summaries
- Budget, schedule
- Variance alerts and forecasting
- Cross-portfolio comparisons
- Resource and workload insights

New dashboards and data models are being added as needs evolve, enabling increasingly predictive analytics and portfolio scenario planning.

3. Innovative Resource Strategies

SBS provides a flexible MVT structure that ensures:

- Rapid deployment of qualified PMO and project delivery talent
- Continuity across shifting organizational demands
- Scalable support depending on portfolio workload
- Reduced overhead compared to static staffing models

The MVT remains a core component of the PMO's agility.

4. Dynamic Resource Planning (DRP)

DRP is an active and ongoing discipline that enables the PMO to adjust resourcing across portfolios based on:

- Real-time workload
- Emerging priorities
- Risk escalations
- Capital program cycles
- Power BI forecasting insights

DRP ensures that resources remain aligned to organizational priorities as they evolve.

5. Continuous Improvement

The PMO includes recurring feedback cycles and operational reviews. SBS collaborates with Gas Company leadership on:

- Process refinements
- Template and tool updates
- Portfolio performance reviews
- Governance enhancements
- Data and dashboard maturity

This continuous improvement model ensures sustainability and long-term PMO maturation.

People & Governance

The PMO's structure brings together executive leadership, portfolio governance teams, and delivery teams.

Governance Teams

Senior leaders participate in monthly and quarterly steering processes driven by Power BI dashboards. They use these insights to guide prioritization, budget alignment, and portfolio adjustments.

Program & Portfolio Teams

SBS project and program managers continue to work with internal leaders to:

- Manage plans and budgets
- Report status and escalate risks
- Implement consistent workflows
- Drive continuous improvement

Conclusion

The Gas Company's PMO transformation is active and ongoing, with SBS supporting continued expansion of enterprise-level processes, resource flexibility, and data intelligence.

Through the adoption of a standardized PMO framework, Power BI-powered transparency, and innovative resourcing models like the Minimum Viable Team and Dynamic Resource Planning, the organization is building a strong foundation for long-term portfolio success.

As the PMO continues to mature, SBS and the Gas Company remain focused on increasing visibility, improving efficiency, and aligning resources to the highest-value work across the entire enterprise.



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