

Project Controls Setup

Harborview Construction Services | 10-project portfolio

A regional contractor managed concurrent projects through different spreadsheets, email, meetings, and limited specialist-tool licenses. Leadership lacked a consistent view of milestones, risks, changes, and cost exposure.

PORTFOLIO VALUE

\$12.89M

10 active projects

ACTIVE PROJECTS

10

standardized reporting

HIGH / CRITICAL RISKS

19

exception workload

The problem was consistency, not software

Standardize control logic and management visibility without forcing a new enterprise platform.

OVERDUE MILESTONES

14 -> 6

Six-week rollout

UNOWNED HIGH RISKS

11 -> 0

Ownership required

PENDING DECISIONS

7 -> 2

Five-day escalation

REPORTING EFFORT

3.5 -> 1.5h

Per project / week

Design principles

- One standardized weekly update feeds schedule, risk, change, action, and executive reporting.
- Detailed scheduling can remain in specialist tools where licenses exist; the controlled Excel view keeps the broader team aligned.
- Field updates stay lightweight while project managers retain accountability for complete control records.
- Executives see exceptions, decisions, and trend movement rather than another detailed status meeting.

Governance

- Required owner and next-review date for material risks.
- Decision-due dates for changes with cost or schedule impact.
- Weekly PM working session for exceptions and overdue actions.
- Monthly executive review focused on red/amber conditions and decisions.

The solution is a common control model that makes exceptions visible while allowing teams to keep detailed planning in the tools they already use.

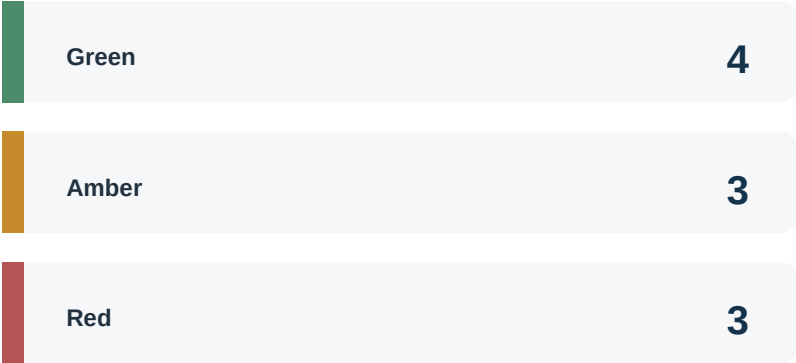
Portfolio visibility

Exception-based reporting concentrates management attention where it matters.

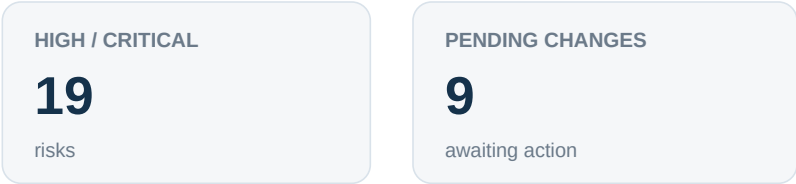
Largest schedule exceptions



Portfolio status



Exception workload



Management attention is concentrated on a small number of projects rather than spread evenly across the portfolio.

Control system and client deliverables

A lightweight operating system that works even when tool access is uneven.

Control framework

Control	Purpose	Management question
Portfolio rollup	Exception visibility	Where does leadership intervene?
Milestone schedule	Controlled dates / variance	What moved, by how much, and why?
Risk register	Ownership / review cadence	Which exposure lacks an owner?
Change control	Decision deadlines / impacts	What is waiting on a decision?
Stakeholder plan	Engagement ownership	Who must be aligned?
Governance cadence	Repeatable review rhythm	What is reviewed weekly vs monthly?

Selected deliverables

- Portfolio dashboard and project rollup
- Standard milestone and schedule-control view
- Risk and change registers with owners and due dates
- Stakeholder and communication plan
- Governance calendar and review cadence
- Implementation roadmap and adoption checkpoints

BEST FIT

Organizations with multiple projects, inconsistent reporting, limited tool access, or weak management visibility that need practical controls without unnecessary bureaucracy.