A Better Approach to Transportation Capital Program Oversight

A playbook for modernizing capital program management for transportation agencies

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Understanding one transportation project is manageable.

Understanding how your entire capital program is performing at any given moment is not.

Roadways, transit infrastructure, aviation, bridges, tunnels, and safety upgrades all move at different speeds, across different teams, under different funding sources.

This playbook is for transportation agencies who need to:

- See cost, schedule, funding, and risk across the portfolio
- Maintain control and oversight across programs and projects
- Trace funding from approval through spend
- Answer board, commission, and public oversight questions with confidence
- Modernize oversight without losing control across programs and projects

Transportation departments need a more effective way to manage the full capital program.

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Oversight gets harder at scale

Transportation capital programs span multiple project types, funding cycles, jurisdictions, and stakeholder groups at once.

At that scale, oversight often breaks down across disconnected systems, spreadsheets, and reporting.

Do these challenges sound familiar?

- Limited visibility across your entire capital portfolio
- Manual roll-ups across districts, programs, or fiscal years
- Funding data that is difficult to trace from approval through spend
- Inconsistent reporting across project teams, finance, and leadership
- Delayed awareness of cost movement, schedule changes, or emerging risk
- Significant effort required to respond to board, audit, or public oversight questions

What "good" looks like:

Senior transportation leaders have a real-time view of capital program performance.

- [x] Cost, schedule, funding, and risk are visible across the portfolio.
- [x] Project data automatically rolls up into top-level reporting.
- [x] Stakeholder questions can be answered quickly and with confidence.

Most organizations don't lack data.

They lack a clear way to connect that data into a portfolio-level view of cost, funding, and performance.

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Portfolio-level visibility is a must-have

Project-level tracking isn't enough for transportation departments. Leaders can't make informed decisions from isolated project updates. They need to understand how changes in one project affect dependencies across the portfolio.

What "good" looks like:

Teams can see how the program is performing and respond to issues as they emerge.

- Portfolio views by district, region, mode, asset type, fiscal year, or funding source
- Clear roll-ups from project detail to executive reporting
- Consistent definitions for budget, forecast, change, commitment, and risk
- Faster answers to leadership, board, and commission questions

Visibility isn't just about dashboards.

It's about giving leaders a defensible view of the program they're responsible for.

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Modernization is really about control

Transportation agencies modernize when the old way of managing their portfolio no longer gives leaders enough control.

For transportation agencies, modernization means strengthening internal control with better structure, traceability, and reporting.

That usually happens when:

- A major expansion, corridor, or capital initiative enters delivery
- The capital program becomes harder to manage across multiple years
- Reporting demands increase from boards, auditors, or funding agencies
- Legacy PMIS tools require too many manual workarounds
- Funding complexity makes traceability harder to maintain
- Disconnected systems make it difficult to govern the program consistently

What "good" looks like:

Departments and agencies have more control over how their capital program is governed, funded, and managed.

- [x] Governance is standardized across the portfolio.
- [x] Funding is traceable from source to spend.
- [x] Workflows reflect how the agency runs the program.

Modernization efforts are most successful when you use a system configured to the department's governance model, not the other way around.

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Customer Snapshot

Pennsylvania Turnpike Commission

The Pennsylvania Turnpike Commission is managing transportation projects worth more than $720 million per year over 10 years, spanning highways, bridges, tunnels, facilities, technology, fleet, and toll collection.

The Commission selected the Kahua platform because it was configurable to their complex internal processes, integrated with their existing systems, and supported automated reporting.

A practical starting point for transportation

You don’t have to do everything at once. **First, strengthen the parts of oversight that leadership relies on most.**

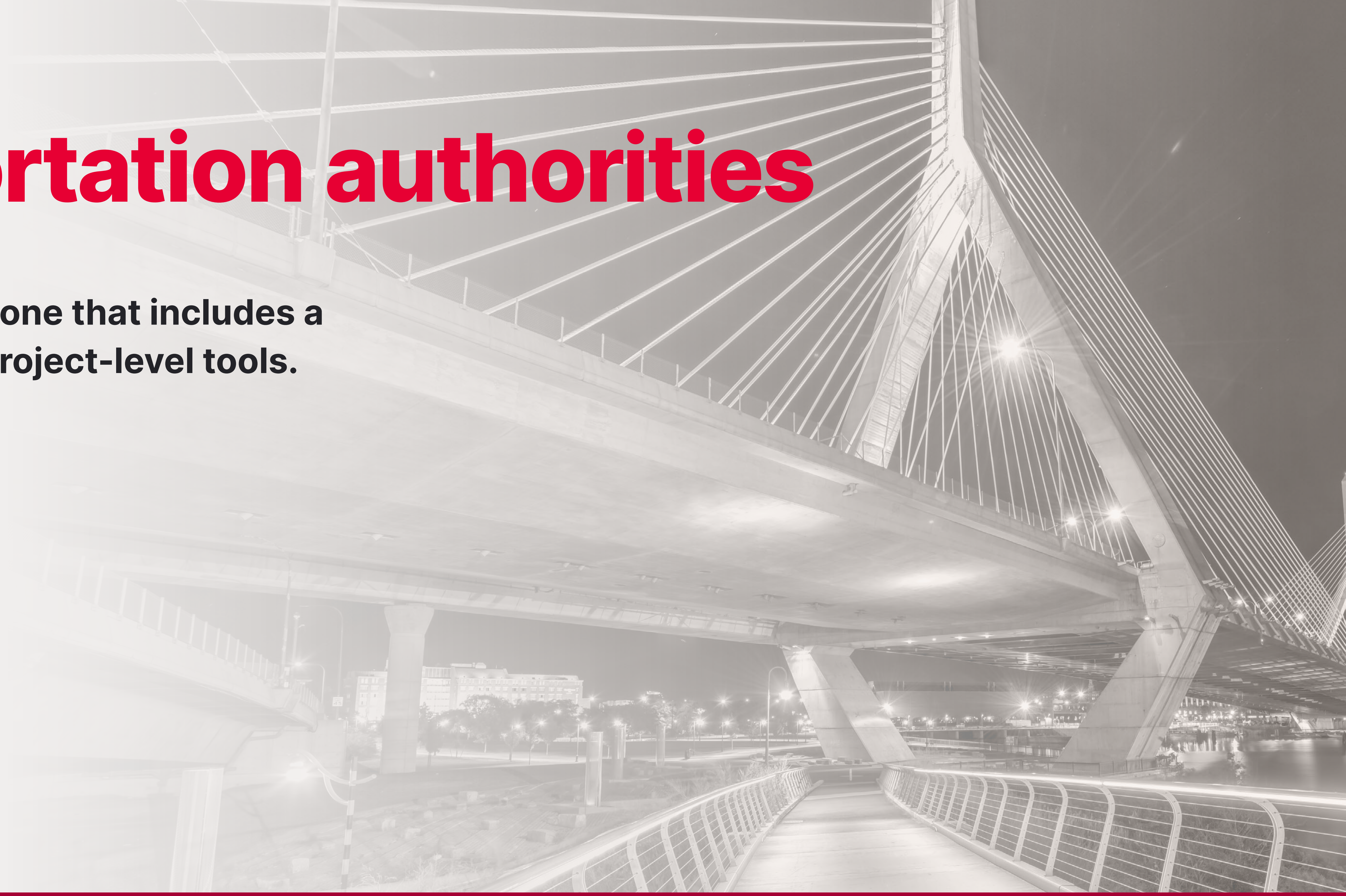
Start with three steps:

1. **Define how the portfolio needs to be seen.**
   Map the views leadership actually needs, whether that’s unit-based pricing, daily inspections, funding source, fiscal year, asset type; for projects as varied as rail, aviation, or roads and bridges.

2. **Standardize what must stay consistent.**
   Align definitions for forecast, commitment, approved change, reporting status, and funding categories.

3. **Build reporting around executive decisions.**
   Focus on portfolio health, funding status, forecast movement, and the projects or programs that need attention.

Kahua is built for transportation authorities



You need a more modern approach to capital program oversight—one that includes a platform aligned with how you manage your programs, not rigid, project-level tools.

With Kahua, you can:

- Maintain oversight across projects and programs
- Gain portfolio-level visibility into cost, schedule, funding, and risk
- Support funding traceability and audit-ready documentation
- Standardize governance without sacrificing flexibility
- Improve board, executive, and public reporting

Kahua supports modernization by aligning with how agencies structure and govern their capital programs, connecting high-level reporting with day-to-day execution.

Because you can't lead a complex capital program one project at a time.

You need control across the portfolio.

See how transportation leaders are improving oversight and modernizing capital programs with Kahua.

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