



DEPARTMENT OF
TRANSPORTATION

ENGINEERING SERVICES DIVISION

CITY OF SACRAMENTO
CALIFORNIA

915 I STREET, ROOM 2000
SACRAMENTO, CA
95814-2604

PH. (916) 808-8300
FAX (916) 264-8281

February 14, 2007

The Engineering Services Division is committed to meeting the needs of its customers. Our mission is to provide on-time/on-budget delivery of transportation projects, at the highest level of quality, and with minimum disruptions in the project development cycle - from a project's early planning and funding stages through design and construction completion.

Meeting our customers' diverse needs successfully requires an organizational culture of dedication to excellence through continuous training and improvement, empowerment of our employees, effective and timely communication with our customers, transparency in our operations, collaboration among peers, information sharing, ownership, and accountability.

The development of this manual is in itself an example of our commitment; it has been authored by 28 members of our division and edited by our senior management team. It has taken over 3600 hours to produce, many of them over working lunches and after work hours. It represents our Division's collective efforts to produce a practical tool which institutionalizes our industry's best management practices in our own organization, serves as a guide for sound project management, and is a training tool for new engineers.

As we worked on the manual, we went through a process of re-examining, developing, and clarifying the Division's policies, practices, and procedures. We found this process to be an invaluable learning tool as we worked through various issues and challenges and shared our knowledge and experiences with each other. As we move forward, we hope that the process of updating and improving the manual in the future will serve as a catalyst for continuous improvement.

I am very proud of the hard work and dedication of all of DOT's employees who contributed to the Engineering Services Division Project Delivery Manual and want to extend my special thanks and appreciation to the members of the Steering Committee who worked tirelessly to complete it.

Nick Theocharides
Engineering Services Division Manager