



Advancing Mobility, Enriching Communities to Thrive



Strategic Operating Plan
Sacramento County Department of Transportation

2025





CORE PURPOSE

Advancing mobility, enriching communities to thrive.

CORE VALUES



Principled

We are accountable, act with efficiency, integrity and transparency, earning and maintaining trust.



Respect

We listen and give voice to others and treat them with compassion, empathy and dignity.



Innovation

We promote creativity, encourage continuous learning, seek and apply improvements, and expand our comfort zones.



Diversity & Inclusion

We are committed to having a diverse workforce reflective of our community; we recognize and benefit from the variety of skills, knowledge, experiences and opinions of our staff, and practice inclusive decision-making collaboration and teamwork.



Excellence

We are committed to investing in employees, being transparent, delivering high quality, responsive customer service.



Safety

We put the well-being of our people and customers first.

VISION 2029

We put customers first as we drive innovation and efficiency towards safer mobility.

MISSION

Our mission is to continuously improve, operate, and maintain a safe and efficient transportation system that serves our citizens and commerce.



STRATEGIC OPERATING PLAN



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2029 Story

On behalf of the over 250 employees of the Sacramento County Department of Transportation, it is my pleasure to present to you this Strategic Operating Plan. This document was developed as part of the of the cultural improvement efforts undertaken by the Department of Transportation as well as the County-wide culture improvement efforts initiated under former County Executive Ann Edwards, which continue to move forward under our current County Executive, David Villanueva.

The purpose of this report is to identify the overarching strategic goals of the Department of Transportation as well as more specific annual objectives, which support these goals. This document will also provide you with additional insight into our people and the work they do to support the core purpose and strategic goals of the Department.

This document concludes with our “2029 Story”, which identifies the challenges we face today and shows us what is possible if we capitalize on the many opportunities for success in our future.

The leadership and staff of the Department of Transportation remain committed to living out our core values every day, while advancing mobility and enriching communities to thrive.

Sincerely,

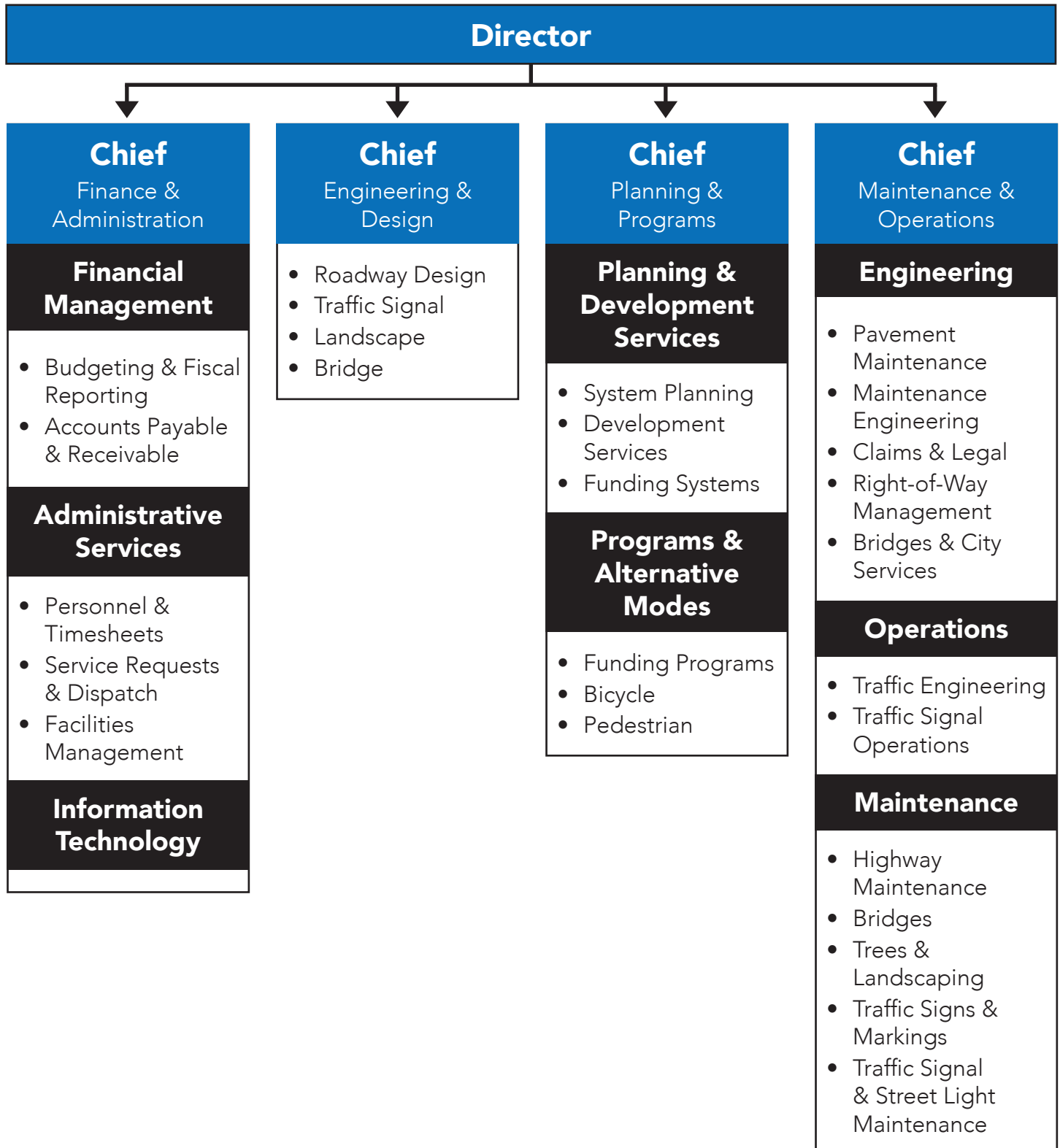
A handwritten signature in blue ink that reads "Ron E. Vicari". The signature is fluid and cursive.

Ron E. Vicari, Director

Strategic Goals	Commitment	Objectives
Align and Unify the Department of Transportation Culture	Align and unify the culture consistent with vision, values and core purpose.	• Attract and retain high performing staff. • Grow and develop future leaders and staff. • Drive accountability. • Develop and embody positive behaviors and mindset.
Deliver Exceptional Customer Service	We maintain an unwavering commitment to our customers and partners.	• Build relationships with internal and external customers. • Hire and train staff with a focus on exceptional customer service. • Ensure staff are responsive to customers, professional in interactions, and be empathetic listeners. • Explain our decisions and offer alternative solutions, when necessary.
Champion Innovative Excellence	We harness emerging trends and pioneer advancements in our industry.	• We streamline processes. • We learn about new advancements. • We create new solutions. • We procure new equipment. • We establish new field reporting methods.
Secure Funding	We secure funding to plan, design, operate, maintain, improve, and advance transportation infrastructure in the unincorporated County.	• Acquire stable, predictable “fix it first” funding. • Fund Department priorities, initiatives, and innovations. • Identify, pursue, and acquire grant funding for priority projects. • Maintain and increase Board of Supervisor support for general fund transportation funding. • Seek out new and creative funding opportunities.
Communicate, Communicate, Communicate!	We communicate timely and effectively both internally and externally.	• Update Department policies and procedures. • Update County Design Standards and Construction Specifications. • Update and disseminate document retention policy.

OUR ORGANIZATION

We have identified the key issues ahead of us and indicated the challenge we face. The challenge will be met by an organization of talented and committed professionals. This section describes core responsibilities for SacDOT Divisions and Sections.



EXECUTIVE LEADERSHIP

The Department of Transportation is made up of four Divisions: Finance & Administration, Engineering & Design, Planning & Programs, and Maintenance & Operations. Each Division is led by a chief who oversees staffing and projects.



SacDOT Executive Leadership

Chad Williams - Finance & Administration

Matt Darrow - Planning & Programs

Ron E. Vicari - Director

Lupe Rodriguez - Maintenance & Operations

Steve White - Engineering & Design

FINANCE & ADMINISTRATION

The Finance & Administration Division's mission is to provide administrative services to all entities of the Department of Transportation (SacDOT), including direct support services to the Director. The services include human resources management, Board letter assistance, facilities management, procurement, customer service, and mail operations.

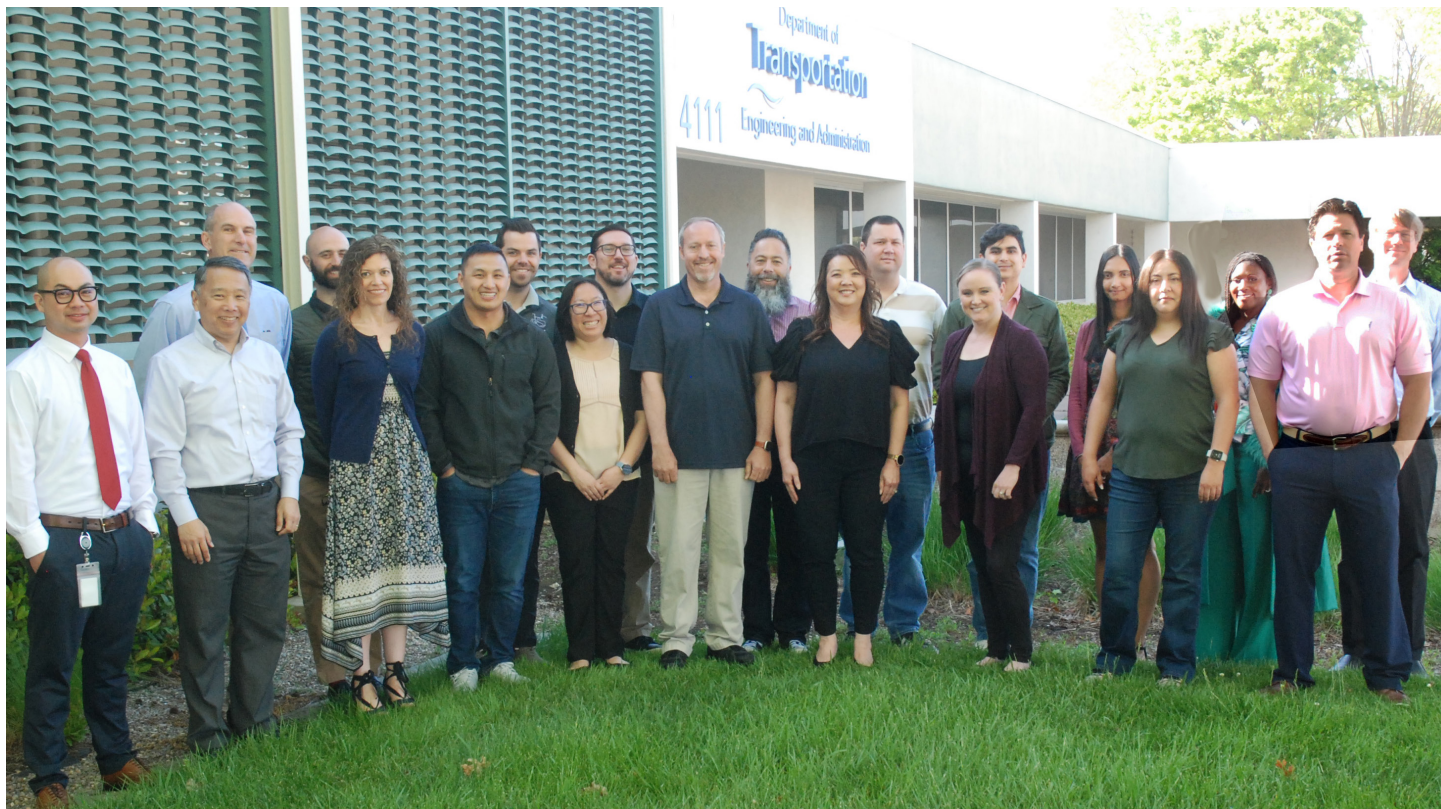


2025 DIVISION GOALS:

1. Enhance our communication with the County's "311 Connect" team through advancements in internet technology and procedures to create a higher level of transparency and customer service.
2. Continue to improve the process of communicating constituents' service requests to the Maintenance & Operations Division to create efficiencies in our Department's ability to respond to requests and unsafe conditions.
3. Focus on developing and updating procedures utilizing visual and technical aids such as images, links, and videos.

ENGINEERING & DESIGN

The Engineering & Design Division is responsible for delivery of the Department's Capital Improvement Program. They oversee the design, development and construction of the transportation facilities in unincorporated areas including: roadways, bridges, traffic signals, street lights, drainage, landscaping, bicycle facilities and pedestrian facilities.



2025 DIVISION GOALS:

1. Continue to offer inter-agency design services to support other County Departments as well as development projects, which help mitigate the housing crisis.
2. Recognize staff's success and contributions organically and spontaneously, outside of any formal County process.
3. Provide formal (UC Berkeley Tech Transfer, ITS training, APWA seminars, County leadership & supervision training, etc.) and informal (quarterly lunchtime brown bag sessions) technical training for all Design Division staff.

PLANNING & PROGRAMS

Planning & Development Services

The Planning & Development Services Section oversees the planning and development of the unincorporated area transportation system including roadways, traffic signals, bicycle facilities and pedestrian facilities. They are responsible for the development of and adherence to the Circulation Element included in the General Plan. They work with developers to ensure that required transportation mitigations comply with the California Environmental Quality Act (CEQA).



2025 SECTION GOALS:

1. Improve response times and enhance customer service for all entitlement reviews, including initial distributions and post-meeting follow-up.
2. Uphold commitments to turnaround times and other responsibilities for initial and subsequent plan reviews, in accordance with the DOT/SIPS Memorandum of Understanding (MOU).
3. Implement high-priority development review process improvements in collaboration with other Departments, including potential workflow changes, Accela upgrades, and development of performance metrics and monitoring.

PLANNING & PROGRAMS

Programs & Alternative Modes

The Programs and Alternative Modes Section's responsible for identifying and securing funding from various local, state, and federal sources in order for the Department to fund the delivery of projects and carry out its duties to our constituents. They also work to create and maintain an integrated system of bikeways and walkways that are direct, safe, and convenient to use for work, school, errands and recreation. The County recognizes the need to encourage and promote all modes of transportation, including bicycling and walking, as a viable, attractive, non-polluting form of transportation that improves physical fitness and community well-being.



2025 SECTION GOALS:

1. Create Schedule of Project Scoping Milestones.
2. Conduct Pre-Project Outreach for Two Bicycle/Pedestrian Projects.
3. Submit 3 Bicycle/Pedestrian Grant Applications.

MAINTENANCE & OPERATIONS

Maintenance Engineering

The Maintenance Engineering section is responsible for the management of contract pavement maintenance projects, curb, gutter, and sidewalk repair projects, ADA ramp projects, annual Pavement Condition Index reports, maintaining the Pavement Management Program, 311 INFOR service requests, bridge maintenance, city agreements, legal claims, CSA 1 Safety and Street Lights, 24 hour counts, landscape maintenance districts for medians and frontage lots, right of way management, encroachment permits, driveway permits, street use permits, traffic control plans, utility agreements, and roadside drainage.



2025 SECTION GOALS:

1. Improve each group's 311 customer service response time and transparency. Prioritize reported issues based on severity, putting safety of customers and employees first.
2. Continually apply for grant funding opportunities for maintenance projects and to reduce backlog gap (bridges; curb, gutter and sidewalks; ADA ramps, pavement; streetlights; and culverts).
3. Promote good working culture by appreciating employee success and project completion.

MAINTENANCE & OPERATIONS

Traffic Engineering

The Traffic Engineering Section is responsible for evaluating the existing County roadway network to the safe and efficient movement of motorists, pedestrians, and cyclists. Traffic Engineering staff investigates and develops traffic safety improvements in response to requests for new crosswalks, stop signs, parking restriction, traffic signals, speeding concerns and other traffic safety related requests.

This Section manages the Neighborhood Traffic Management Program (NTMP), the Residential Permit Parking Program, and the Project Priority List. In addition, Traffic Engineering staff oversees the collision surveillance program, speed limit certification program and the traffic collision database. They also conduct traffic safety investigations and collect traffic data such as speed surveys.



2025 SECTION GOALS:

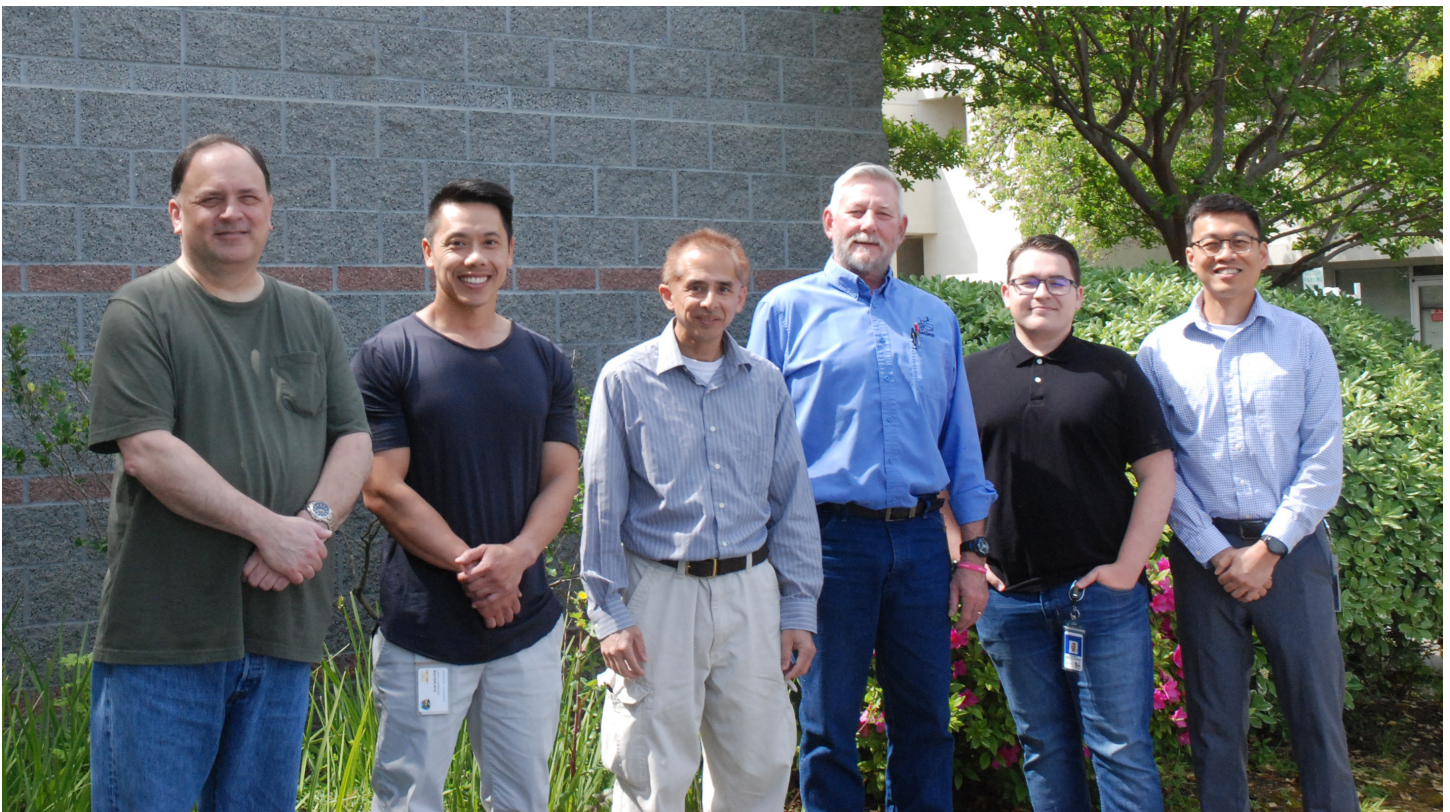
1. Explore the feasibility of using an online parking permit renewal process and develop a plan for implementation. Research data management platforms to better manage speed survey and collision data.
2. Identify safety improvement projects and collaborate with others to seek funding opportunities. Pursue CA Highway Safety Improvement Program (HSIP) Cycle 12 funding to address traffic safety improvements needed in the communities.
3. Facilitate documentation access by transitioning to digitizing all traffic investigations and Neighborhood Traffic Management Program (NTMP) supporting documents.

MAINTENANCE & OPERATIONS

Traffic Signal Operations

The Traffic Signal Operations Section is responsible for the safe and efficient operation of the County signalized intersections and corridor movements. Staff manages traffic with an Advanced Transportation Management System (ATMS) in the Traffic Operations Center (TOC) to maximize the capacity in a manner that provides safe and comfortable passage of the traveling public.

Together with Maintenance and Operations, and Design, it is the responsibility of this Section to ensure that the operation of the signals utilizes the most current timing and design standards. The TOC staff participates in regional transportation management and works with other local agencies to implement Intelligent Transportation Systems (ITS) technologies and techniques across jurisdictional boundaries.



2025 SECTION GOALS:

1. Evaluate the latest traffic signal technologies to test pedestrian, bicycle, and vehicle detection functionality for safe and efficient signal operations.
2. Pursue additional grant funding opportunities to improve the traffic signal system.
3. Evaluate and implement automatic Signal Performance Measures (SPM) to integrate into corridor traffic signal management to provide real-time traffic signal performance.

MAINTENANCE & OPERATIONS

Highway Maintenance North

The North Area (North of the American River) Pavement Maintenance Section is responsible for maintaining the roadway system in a safe and serviceable condition. The Section performs scheduled maintenance and as needed repairs to paved roads, gravel roads, roadside ditches, roadside shoulders and culverts, curbs, gutters, and sidewalks.

This Section also performs litter cleanup and hazardous material response Countywide. The Section is available 24 hours a day to respond to roadway hazards, pavement problems, and storm related issues, and to provide emergency support to CHP, Fire and other emergency services.



2025 SECTION GOALS:

1. Develop and maintain "PRIDES" employee work culture.
2. Improve employee efficiency in daily maintenance tasks.
3. Develop and implement new employee training program.

MAINTENANCE & OPERATIONS

Highway Maintenance South & Bridges

The South Area (South of the American River) Pavement Maintenance Section is responsible for maintaining the roadway system in a safe and serviceable condition. This Section performs scheduled maintenance and as needed repairs to paved roads, gravel roads, roadside ditches, roadside shoulders and culverts, curbs, gutters, and sidewalks.

This Section is available 24 hours a day to respond to roadway hazards, pavement problems, and storm related issues, and to provide emergency support to CHP.



2025 SECTION GOALS:

1. Develop and maintain “PRIDES” employee work culture.
2. Improve employee efficiency in daily maintenance tasks.
3. Develop and implement new employee training program.

MAINTENANCE & OPERATIONS

Trees & Landscape

The Tree and Landscape Section is responsible for the maintenance of trees and landscaping within the road Right of Way including medians, road dividers and frontages. This Section also performs roadside vegetation control and pedestrian walkway maintenance.

This Section is available 24 hours a day to respond to roadway hazards related to fallen trees blocking roadways or sidewalks and other storm related issues and to provide emergency support to CHP, Fire, and other agencies.



2025 SECTION GOALS:

1. Develop and maintain "PRIDES" employee work culture.
2. Improve employee efficiency in daily maintenance tasks.
3. Develop and implement new employee training program.

MAINTENANCE & OPERATIONS

Traffic Signs & Markings

The Traffic Signs and Markings Section performs installation and maintenance on all non-electrical traffic control devices such as pavement markings, signs, barricades, and others.

This Section maintains approximately 105,300 (Regulatory, Warning, Guide, and others) traffic signs, 24,100 roadway markings (pavement legends), 2,650 painted lane miles (lane line striping), and 60,000 reflective raised pavement markers throughout the County of Sacramento.



2025 SECTION GOALS:

1. Improve overall staff morale to drive for a positive working culture in the Section.
2. Communicate timely and effectively with our residents and other County departments.
3. Incorporate technologies into our daily operation and maintenance activities.

MAINTENANCE & OPERATIONS

Traffic Signals & Street Light Maintenance

The Traffic Signal and Street Light Maintenance Section is a vital service that ensures the safety and efficiency of our roadways. It involves a range of activities, from routine preventative maintenance inspections, to the repair, replacement, and updating of traffic signal and street lighting equipment.

This Section requires skilled technicians who can work with various electrical systems, software programs, and network communications equipment. SacDOT is committed to providing high-quality traffic signal maintenance services to the community, with a goal of responding to service requests within one hour of notification. SacDOT's traffic signal and lighting crews work Monday to Friday and are available 24/7 for emergency situations.



2025 SECTION GOALS:

1. Integrate live video capabilities and remote access to traffic signal controllers into a Traffic Signal Technician's laptop.
2. Transition to a digital signal controller cabinet logging system, eliminating handwritten traffic signal logbooks.
3. Improve coordination between 311 services, County Dispatch, and Traffic Signal Supervisors by integrating Microsoft Teams as a communication platform.

2029 STORY

PRESS RELEASE

June 30, 2029



Thank you for inviting us to tell our story of “Innovative Excellence”. We are honored to share it with you. We’ll start at the beginning.

Our Leaders

In the wake of the pandemic’s aftermath in 2021, Sacramento County embarked on a transformative journey to revitalize its culture. Recognizing the need for change, we eagerly awaited the opportune moment to initiate this cultural shift. In 2023, our Department of Transportation’s Executive and Division Leadership Teams partnered with The Pacific Institute to kickstart our growth journey, emphasizing the profound impact of mindset. We delved into mindset education, championing the concept of thinking big.

Through an Executive Team Alignment process, we fostered unity among our leadership, prioritized team development, and cultivated a cohesive management culture. Reinvigorating communication channels that faltered during the pandemic, we nurtured connections across all levels of management, fostering a sense of support throughout the department.

Our robust succession planning efforts ensured organizational resilience against retirements and unexpected turnovers. Central to our strategy was aligning the entire organization through a Strategic Alignment process, incorporating input from leaders at all levels to define our Core Purpose and Vision. Confronting long-standing performance issues head-on, we implemented discipline processes when coaching efforts fell short, dedicated to reclaiming our pre-pandemic success and reaffirmed our commitment to growth and excellence.

Our Employees, Efficiency

By refining our hiring process to find the perfect match and crafting an exceptional employee experience, we set the stage for a thriving culture that caters to both seasoned and new team members. Tackling staffing shortages head-on, we revamped perceptions of government employment, reintroducing a rotation program and positioning the County as the premier destination for career growth. We adjusted minimum qualifications, enhancing efficiency in hiring and operations to elevate service quality.



Despite technological aids like 311, increased demand and past layoffs strained our response capacity, prompting us to fortify resources and staffing levels. Fast forward to 2029, we celebrate our strides in fostering interdivisional cohesion, modernizing processes, and boosting communication through eco-friendly practices like a paperless environment and upgraded reporting tools. Fostering a culture of teamwork, safety, and enjoyment, we aim for collective success.

Our revised hiring strategies aim to create new roles and attract top talent while prioritizing ongoing learning and specialized skills. With Policy and Procedures now current and accessible, we reaffirm our commitment to operational excellence.

Our Customers/Partners/Customer Service

Committed to delivering unparalleled customer service, we prioritize strong partnerships in the ever-evolving landscape of residential and commercial development. By enhancing ties with builders, we expedite development reviews for efficient service. We champion initiatives like enhanced bicycle and pedestrian facilities, and prioritizing infrastructure maintenance, optimizing funding and resulting in fewer potholes. Embracing a culture of innovation, we strive for excellence in customer service while fostering a dynamic workplace and acting as one team. Active engagement in local committees underscores our commitment to influencing positive change. Our personalized approach ensures prompt and satisfactory customer interactions, fostering trust and reliability. The Board continues to feel the impact of our responsiveness, and we are proud of our strong relationship.



Our Innovation

At our core, we embrace innovation and proactively anticipate emerging trends. From preparing for electric vehicles on electric roads to fostering a culture of adaptability, our staff wholeheartedly embraces change. Pursuing efficiency through technology and nurturing innovation across all levels, we position ourselves as industry pioneers.

Our Financial Resources

Despite the ongoing challenge of securing funding for our projects, we've made significant strides. In 2029, after substantial influence and teamwork efforts, most regional funding sources now provide a fixed budget, offering stability and predictability. We are exploring alternatives like a countywide maintenance service district, following successful models elsewhere. Improving and simplifying interactions with outside entities like Caltrans and SACOG has been vital in minimizing past bureaucratic hurdles. New funding prioritizes infrastructure maintenance, while partnerships with the development community ease financial pressures on larger projects. Streamlining processes and enhancing efficiency in project delivery, particularly through agency coordination, is leading to more on-time and on-budget outcomes.



Our Outcomes

In the past five years, our commitment to innovation has yielded remarkable results, uniting our team under a culture that values creativity and excellence. Efficiency is ingrained in our identity, empowering us to optimize resources and staff. We're proud to cultivate an environment where our team not only enjoys their work but also thrives, driving our collective achievements.

Our achievements have garnered attention, making hiring a simpler task as individuals are eager to join our dynamic team. While we're genuinely proud of our accomplishments, we're not stopping here.

Stay tuned for more as we push boundaries with "Innovative Excellence" and aim for greater outcomes.

Sincerely,
Sacramento County Department of Transportation





Board of Supervisors

- District 1** - Phil Serna
- District 2** - Patrick Kennedy
- District 3** - Rich Desmond
- District 4** - Rosario Rodriguez
- District 5** - Pat Hume

David Villanueva, *County Executive*
David Defanti, *Deputy County Executive*
Ron Vicari, *SacDOT Director*

Sacramento County

Community Services Agency
Department of Transportation
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