



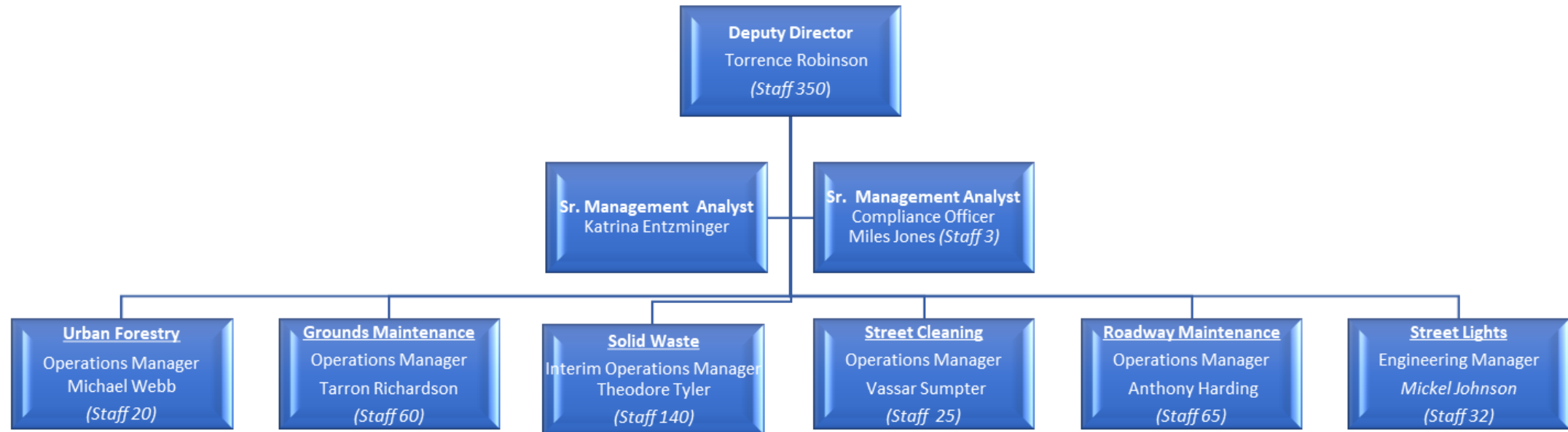
Department of Public Works Operations & Maintenance Program

GOVERNMENTAL OPERATIONS COMMITTEE MEETING

SEPTEMBER 24, 2025

Torrence S. Robinson, Deputy Director, Senior

Operations & Maintenance Structure



O&M Divisions



DPW Mission Statement

The City of Richmond Department of Public Works mission is to provide a clean, safe and healthy environment

DPW Vision Statement

The Department of Public Works will become the organizational leader in customer satisfaction by improving communication, assuring organizational alignment and affecting positive change while preserving our national accreditation.



Urban Forestry

Service Areas:

- Maintenance and monitoring of 76,145 trees (120,837 tree sites)
- Maintenance requests (via RVA 311)
 - Assessments of street trees and trees on city property – pruning, removal, stump grinding, planting
 - Respond to over 2500 requests annually
- Tree emergencies (24/7)
- Permit Issuance
 - Street Tree Planting
 - Removal of City Trees
 - Maintenance of City Trees
- Community Forestry Initiatives



Street Cleaning

Service Areas:

- Over 5,000 lane miles swept annually
- 30 City special events supported annually
- 8,000 tons of leaves collected through the Leaf Program
- Graffiti removal from over 500 locations
- Over 80 miles of bike lane maintenance



Grounds Maintenance

Service Areas:

- 68 schools and City owned facilities
- 93 parks and playgrounds
- 172 medians, circles, bulb-outs, triangles
- Maintain 2,787 total acreage
- Division Locations
 - North and South



Roadway Maintenance

Service Areas:

- 1,500 total gravel alleys maintained annually
- 6,000 square yards of sidewalks maintained
- Over 11,000 potholes repaired annually
- Emergency Service Officer for overnight on/call requests
- Community Enhancement
- Snow Program



Solid Waste

Service Areas:

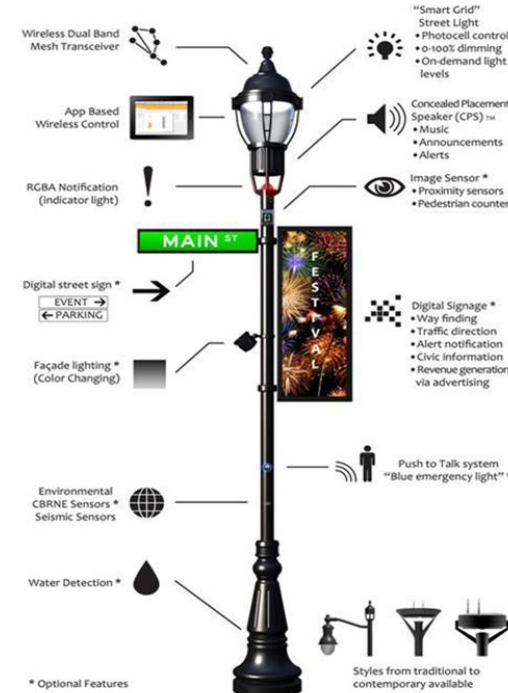
- 65,000 households served through curbside trash collection
- 62,500 customers enrolled in single stream recycling program through CVWMA contract:
 - Curbside collection
 - Five drop off sites
 - 20 food waste drop off sites
- Operates a franchise agreement for the management of the Hopkins Road transfer station and East Richmond Road Convenience Center
- 76,000 tons of trash collected annually in-house using 28 rear-load trash trucks
- Bulk and Brush pickup service provided bi-weekly to all residents
- Back Door Service provided for eligible residents
- Waivers for solid waste and recycling fees available to eligible households
- Neighborhood cleanups (bulk) provided twice yearly
- Residents are allowed up to four (4) residential cans
- Night “basket route”/street can collection



Street Lights

Service Areas:

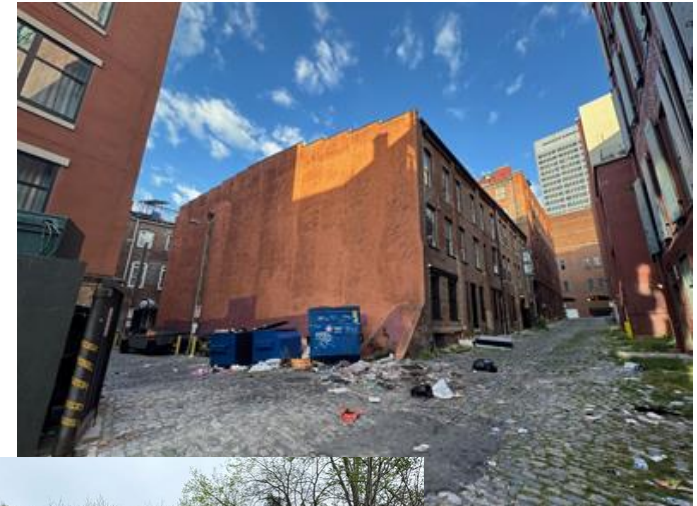
- Operates and maintains five substations (critical infrastructure)
- Maintains a distribution grid of 310 miles of primary and 700 miles of secondary power lines (overhead and underground)
- Completes over 300 requests for service tickets monthly
- Developing a Supervisory Control And Data Acquisition System (SCADA)
- Specialty Projects
 - 5G Conversion
 - Smart Cities Initiative
- Maintains over 45,000 streetlights
 - 32,000 poles
 - 12,000 ornamental lights
 - 14,000 converted to LED



Code Interpretation

Service Areas:

- Leads the task force to combat illegal dumping
- Review and consultation related to underlying legal requirements for DPW Operations
- Special Projects dealing primarily with community engagement and outreach
- Code interpretation and application related to trash, overgrowth, dumpsters, policy/SOP development, and illegal dumping
- Liaison between DPW Operations and other agencies such as Code Enforcement



Collaborative/Partnership Efforts



DPW Open Audit Recommendations

Audit #	Audit Report Name	Rec #	Status	Recommendation
2023-03	Graffiti Removal	06	Open	We recommend the Department of Public Works Deputy Director formally document and implement performance measures to assist in the: a. Timeliness of graffiti abatement; b. Tracking and documenting of the process and expectations throughout the department and; c. Evaluation of employee performance.
2023-10	Continuous Auditing	01	Open	We recommend the following City departments recover identified duplicate payments from the vendors by either receiving a refund of the overpayment or a credit on future invoices: <ul style="list-style-type: none">• Fire and Emergency Services• Public Utilities• Public Works• Social Services• Finance• Library
2025-06	Streetlight Division Maintenance (Phase 1 Contract Expenditures)	01	Open	We recommend that DPW and DPU Directors work with the City Attorney's Office to recoup funds for the unallowable charges, overbilling, and questionable billing identified in this audit. In addition, review all outstanding invoices in detail and work with the City Attorney's Office on how to proceed.
2025-06	Streetlight Division Maintenance (Phase 1 Contract Expenditures)	07	Open	We recommend that DPW and DPU Directors ensure that staff responsible for managing contracts and reviewing invoices are properly trained, including invoice verification procedures. Employees designated to review invoices by Contract Administrators should be explicitly trained on what those duties entail, and the Contract Administrator should be responsible for oversight.



Questions?

