

CURRENTS

RAW TALK

By Interim Executive Director **Robert A. Weimar**

Improving our performance? We've got an office for that.

One of the best traits of the Team PWSA is that we constantly work together, with our limited resources, to fix and repair our aging water and sewer system. In fact, because we're consumed with reacting to infrastructure failures, we rarely have the time to step back from our urgent projects and marinate on better and more efficient ways to serve our customers.

That's why we're establishing an Office of Performance Improvement (OPI). The goal of this office is to assist us in measuring, monitoring, reporting and improving the way we do business. This new group will support us as we evolve to a nationally-recognized professional water utility. OPI will work with each PWSA department separately to establish acceptable metrics to measure our progress and compare our performance to other water and sewer utilities. Using these metrics, PWSA can show the Public Utility Commission (PUC), our ratepayers, and regulators that we continuously improving. The OPI is currently staffed with

professional consultants from Raftelis Financial Consultants who have implemented these performance-based utility improvement programs across the country. Ultimately, the OPI office will transition to a permanent division within PWSA staffed by full-time Authority employees.

PWSA's Focusing on the Future Plan transitions us to a utility which meets the expectations of our stakeholders. Our plan transitions PWSA to PUC requirements for our engineering, financial, and operational responsibilities. The OPI is now meeting with each of PWSA's departments to help us select realistic items to measure, and which goals will demonstrate our progress toward becoming an efficient and effective utility. Many of these metrics and goals will be shared with the public so they can monitor our progress.

Additionally, OPI will collaborate with PWSA staff to identify specific business processes that need improvement and work toward solutions. I encourage all staff

to identify business processes or activities that would be good candidates for these performance improvement projects. Please share them with your coworkers, managers and the OPI team.

We all know that change is constant. Change should not be for change sake, but to establish the policies, procedures and practices to increase PWSA's operational efficiency and quality of customer services. This change can present short-term implementation challenges to all of us. There will be need for midcourse corrections, but ultimately these changes will make us a stronger utility—the water, sewer and stormwater utility that Pittsburgh expects and deserves. I look forward to celebrating the successes from the OPI in this column in the coming months.



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COMING UP:

2018 Board Meeting Dates

February 23
March 23
April 20

Homewood Concerned Citizens Council Meeting

February 7
Carnegie Library Homewood

PWSA Blue Ribbon Panel Public Meeting

February 8
City Council Building

Highland Park Community Council Meeting

February 15
Saint Andrews Church

PWSA and South Oakland Residents Discuss Lead

PWSA met with residents from South Oakland to address their concerns about lead in water on January 9, 2018.

Lead in drinking water is a concern for many major cities with aging infrastructure. PWSA's Communications Manager Will Pickering and Interim Executive Director Bob Weimar provided a comprehensive presentation and discussion session with residents at a [South Oakland Neighborhood Group](#) meeting, organized by the [Oakland Planning and Development Corporation](#).

Representatives from [Women for a Healthy Environment \(WHE\)](#) were also on hand to answer questions and hand out water pitchers and filters.



PWSA Communications Manager Will Pickering speaking to South Oakland residents

PWSA Supports Pittsburgh Recovery Walk

PWSA donated cases of water for the second annual city-wide Pittsburgh Recovery Walk on September 16, 2017.



Participants marching in the second annual Pittsburgh Recovery Walk

This event aims to dispel the negative stigma associated with recovery from addiction, and celebrate the many roads to recovery.

PWSA was pleased to work with Council President Bruce Kraus to make this donation to such an important event, and we look forward to participating with the Recovery Walk again this year.



PWSA IN THE COMMUNITY

South Oakland Community Group (Lead)

January 9
St. Regis Parish

Mon-Oakland Mobility Plan 4 Mile Run Watershead & Mobility (GI)

January 18
MaGee Recreation Center

PWSA will be attending local neighborhood community meetings beginning in February to talk with residents about PWSA's plans to improve water quality and service to customers.

Interim Executive Director Bob Weimar will be available for questions and we welcome you to join us. Please check your local neighborhood community group schedule for dates and times.

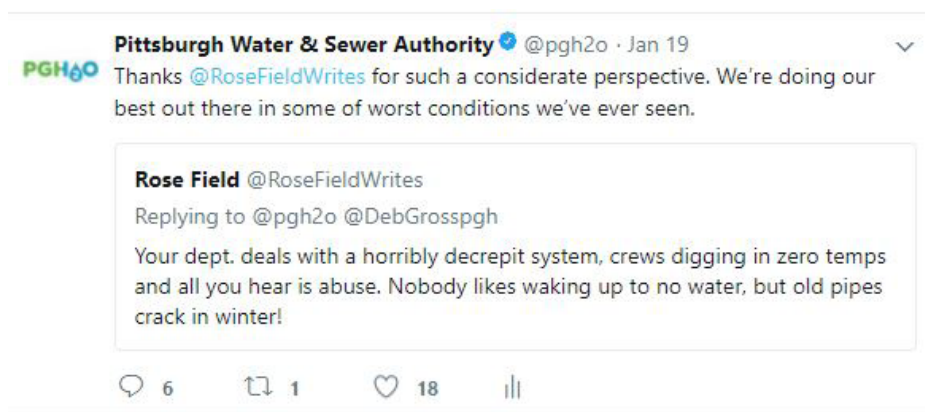
Any community groups who would like to request a presentation for their neighborhood should contact: communications@pgh2o.com (please provide at least two weeks advance notice).



PWSA crews are dedicated to providing safe and reliable drinking water.

PWSA Customer Feedback

- **PWSA would like to recognize the kind words of a customer who had work outside his home on Greenfield Avenue.** He reported to our customer service team that crews were very professional and worked hard to make the repair quickly. Thank you to everyone who has recognized our crews' hard work during this winter weather.
- **On January 14, a water main break on Dithridge Street in Oakland caused a sewer line backup.** Two Carnegie Mellon buildings experienced sewer backups on their bottom floors. PWSA contractors worked to clear the sewer line and isolate the main break to make repairs. They worked through the night to restore water to these large buildings. This was a great example of a large organization's facilities management team coordinating with our crews to get assets back in working order with the least impact to customers.



Tony DeFillippo

MON 11:32AM

I just wanted to thank Julie and Tracey for helping me with an issue this past Sunday...yes I said Sunday! I know the City has old pipes and old problems, but it's not the fault of the staff and workers who are out in the freezing weather or answering phone calls and emails. Hang in there.. Pittsburgh has better days ahead and thanks again.

Create Appointment

2018 Lead Service Line Replacement Project

In an effort to reduce lead exposure and comply with state and federal regulations, PWSA is enhancing its Lead Service Line Replacement Program by replacing the privately-owned lead service lines.

With new legal authority to replace service lines on private property, PWSA can now work towards meeting state requirements for replacement while also protecting the safety of customers by avoiding partial line replacements, which can elevate lead levels in water for a period of time.

PWSA will replace lead service lines throughout the city using confirmed data from 2017's Curb Box Inspection Program, which aimed to identify the material-type of services line leading to thousands of homes. Those with either both public and private lead service lines, as well as those with only public lead service lines, will be on the list for replacements.

PWSA will work to expedite full service line replacement in high-risk

neighborhoods, with children under the age of six or with women who are pregnant.

PWSA is also working to establish a private lead service line replacement program focused on high-risk, low-income households. A proposal for the program is under consideration by the Pennsylvania Department of Environmental Protection.

As PWSA works towards a more effective treatment process for lead corrosion in the water system, it will continue to work toward removing lead from the distribution system.

For more information on the lead program, please visit: pgh2o.com/lead-facts



Media and Press Releases

MEDIA COVERAGE

"PWSA to prioritize homes where children live for lead line replacements" *The Trib*

"Cold temperatures cause water main breaks across the city" *WPXI*

"PWSA Encourages Low Income Customers To Sign Up For Bill Discount Program" *WESA*

"900 PWSA Customers In Lawrenceville, Bloomfield Under Flush & Boil Advisory" *WESA*

"PWSA again exceeds federal threshold in latest lead tests" *Post-Gazette*

"Buoying PWSA: Oversight and new board promise needed change" *Post-Gazette*

"PWSA had more than 100 water main breaks in first 2 weeks of January" *The Trib*

"PWSA settles lawsuit, set to save nearly \$5 million" *The Trib*

PRESS RELEASES

PWSA Statement Regarding Mayor's Blue Ribbon Panel Recommendations

As Temperatures Drop, the Pittsburgh Water and Sewer Authority Responds to Spike in Water Main Breaks

The Pittsburgh Water and Sewer Authority's Bill Discount Program Launches in 2018

PWSA Releases December 2017 Lead Compliance Test Results

The Pittsburgh Water and Sewer Authority Continues to Respond to Increase in Water Main Breaks Across City

The Pittsburgh Water and Sewer Authority (PWSA) Issues Statement on Settlement with Veolia Water North America – Northeast, LLC (Veolia)

Social Media Enhanced Response to December's Boil Water Advisory

Connecting with customers online provided two-way communication and data to minimize impacts.

The December 17, 2017, water main break and boil water advisory, which impacted 7,000 households in Pittsburgh's eastern neighborhoods, is a reminder that social media is a powerful communication tool.

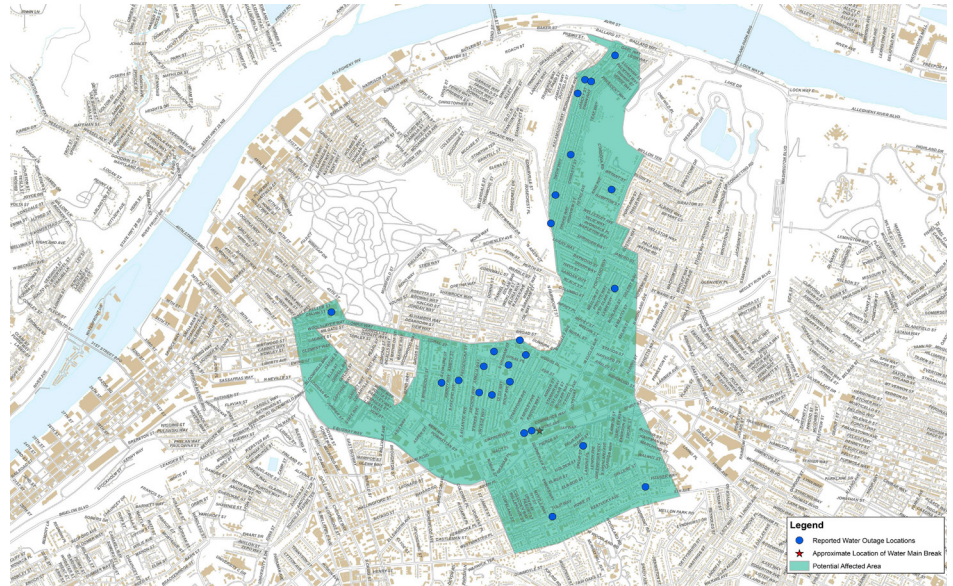
News of the water main break spread on Twitter early Sunday morning after residents could not get through to PWSA's emergency line. Around 9:00 a.m., PWSA posted its first notification and stayed in touch with customers as information about the break and advisory evolved.

Using social media as a way to notify and alert customers about emergencies is a common practice, but this situation was unique – it was the first time when a large number of customers used Twitter to get our attention about a problem. Social media provided customers with the ability to reach us when other avenues weren't working. PWSA learned a lot from this break and is improving the way emergencies are handled.

Why did it take so long to notify customers about the boil water advisory?

When a 20-inch water main broke at Centre and South Negley avenues, PWSA did not have a defined location of the impacted area. Our choices were to notify thousands of people not impacted by the water main break or to get more specific about the impacted area.

It was in everyone's best interest to be more specific, and social media posts provided the ability to pinpoint the boundaries using our Geographic



Map of impacted customers from December 17, 2017 Boil Water Advisory for Centre Avenue

Information System. We began collecting location information from Tweets received that morning, and used this information, in addition to calls received by our emergency Dispatch, to identify the boundaries of the impacted area. Once the boundaries were established, we began to notify customers of the precautionary boil water advisory.

Why didn't PWSA's emergency phone line work?

The call volume throughout the morning was incredibly high. Within a five hour period, more than 1,000 calls came into the emergency line. Our current phone system cannot handle that amount of activity.

Since the boil water advisory, PWSA has issued a request for proposals (RFP) to improve and upgrade the phone system. One of the features required in the RFP is that the upgraded system must have the capability to activate an outbound message alerting customers to a known water outage as they are calling.

Did the water main break influence the importance of social media at PWSA?

People realize that we actively use social media and found that it effectively got our attention. When the boil water advisory was announced, our average Twitter engagement rate increased to 2.36%, and our average Facebook engagement rate was nearly 11%. It is only in an emergency that we see this type of activity, and we regularly use it to alert customers of water outages, emergencies, and events that impact water quality.

We are improving our emergency response plan to ensure that we are receiving notifications and providing residents and our community partners with prompt and accurate information. We appreciate the role that everyone plays in an emergency, and recognize that we all want a safe and reliable water system.

Four Mile Run Green Infrastructure Project

Moves into final design this spring

PWSA, in collaboration with the City of Pittsburgh and the [Pittsburgh Parks Conservatory](#), held a community meeting on Thursday, January 18, 2018, to discuss the Four Mile Run project. This \$41 million capital project will enter its final design phase in April.

Four Mile Run is a 2,400 acre area that is part of the M-29 sewershed. It's a collaborative project between the three agencies and there is broad community support to build the infrastructure needed to manage stormwater. This project is a component of the [City-Wide Green First Plan](#), which presents a holistic approach to managing stormwater throughout the impacted area.

Four Mile Run has a history of flooding and basement backups. Invasive vegetation and steep slopes through out Schenley Park and Flagstaff Hill contribute to significant runoff into the sewer system. The project will improve the ecological condition of Schenley Park and its adjacent communities while also enhancing the health and function of the watershed.



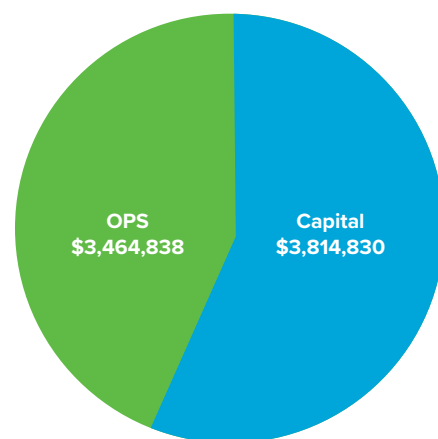
The green infrastructure projects slated to manage stormwater runoff will address flooding and basement backups at the bottom of Panther Hollow.

The green infrastructure framework for Four Mile Run has three focused concepts, including disconnecting the Panther Hollow Watershed from the sewer, long-term ecological restoration of Panther Hollow Lake, and demonstrating a green street along Schenley Drive. Other long-term projects include planting trees, addressing erosion, installing meadows, constructing rain gardens, and installing infiltration trenches.

2018 YTD Expenditure

Report includes all paid Vendor Invoices and Contractor Pay Applications from January 1, 2018, to January 25, 2018, as well as invoices received but not yet finalized/approved.

Capital	\$3,814,830
Operation	\$3,464,838
TOTAL	\$7,279,668





Finance Updates

- **Over the holidays, PWSA closed on over \$380 million of bonds to reform the financial position of the Authority**, lowering debt costs by about \$1 million per year. This also improves its credit profile and the standing of its bond indenture. In the coming months, PWSA's Finance Department looks forward to eliminating its Pennvest debt, expanding its capacity of its line of credit, and going into the market for new bonds to fund the revitalization of Pittsburgh's water infrastructure.
- **PWSA has kicked off the inauguration of its Performance Management Office** that is establishing performance metrics applicable to all aspects of the organization to measure and report its goals and progress to stakeholders. This initiative will drive improvement in every aspect of the organization, from operations and engineering, to administration and customer service.
- **2018 will also bring oversight from the Pennsylvania Utilities Commission (PUC).** As such, PWSA will be required to submit its performance metrics, convert its financial and operating reports to PUC-compliant format, and begin a more active and comprehensive reporting regime. This will all mean more stringent standards on work done at PWSA, from the top to the bottom of the organization.
- **PWSA will be hiring new employees to the Finance Department to undertake these financial initiatives.** These roles will accomplish the goals of tightening standards on performance metrics, complying with PUC regulations, and improving PWSA overall financial standing to borrow and invest in PWSA's water and sewer assets.

Pittsburgh Water and Sewer Authority

2018 RATES



What to Expect

Beginning January 1, 2018, PWSA's average residential customer will pay an additional \$15 per month for water and sewer services. The increase will be reflected in the February 2018 bill and is the first phase of a three-year rate plan.

PWSA understands the burden any rate increase imposes on our customers. However, over the years our rates have remained very low – far below similar utilities. As a result, we have not been able to make the essential investments in our water, sewer, and stormwater systems. Inadequate investment has resulted in equipment failures, water quality issues, and a general public concern about its utility systems. The three-year rate increase provides the financial resources that we need to begin rebuilding our infrastructure. PWSA is committed to using your dollars responsibly to upgrade the water and sewer system we rely on.

The 2018 rates will allow PWSA to invest \$74 million to renew our infrastructure and provide \$163 million to operate and maintain our systems.

Beginning on January 1, 2018, the average residential customer will see an increase of approximately \$15 in their monthly PWSA water and sewer charges. Rates are planned to increase by approximately an additional \$6 in 2019 and \$7.50 in 2020.

Our customers have made it clear that we must improve to become the water utility Pittsburgh expects and deserves. The 2018 rates will provide funding to deliver critically needed improvements to the systems that deliver safe and reliable drinking water, reduce basement flooding, and prevent sewage and stormwater from entering our rivers.

Supporting our customers in need

To help ease the burden of the water rate increase, PWSA adopted a “Bill Discount Program,” a customer assistance program designed to provide financial relief if customers are having difficulty paying their water bill. Customers are eligible if they are at or below 150 percent of the federal poverty level. The program is managed by Dollar Energy Fund, and they will work with PWSA customers to determine eligibility. If approved, customers will receive a 50 percent reduction of their minimum monthly water and sewer charges for one year. Eligible customers may be asked to verify income on a yearly basis.

For more information about the Bill Discount Program, including frequently asked questions, please visit www.pgh2o.com/CAP or call Dollar Energy Fund at 866.762.2348.

“The 2018 budget demonstrates our commitment to improving operations and overcoming the challenges we have recently experienced. PWSA strives to have our employees drive our vision to become an organization that is recognized for excellence and public trust.”

Robert A. Weimar, Interim Executive Director

Paul Leger Reappointed to Board of Directors

Paul Leger stays on as a PWSA Board Member after his retirement as the Director of Finance for the City of Pittsburgh in December 2017.



Paul Leger,
PWSA Board Member

Paul Leger has served as the Treasurer of the PWSA Board of Directors since April 2014, filling the seat the City of Pittsburgh's Director of Finance holds

on the Board. Mr. Leger retired from the City this past December, but because of his dedication to the City and its residents, he requested to remain a participant of the PWSA Board.

Mayor Peduto reappointed Mr. Leger to a term effective January 2018 - December 31, 2020, filling a vacancy left by the resignation of Mike Weber.

New Hires

William McFaddin

Deputy Director Field Operations

George Watson

SCADA Manager

Jessica Mooney

Green Infrastructure Program & Policy Manager

Matthew Smutz

*Associate Project Manager
Engineering & Construction*

Edward Sadej

Inspector II

Diana Szuch

*Administrative Assistant - Water
Production*

D. Craig Johnson

Laborer - Field Operations

Brian Randall

Laborer - Field Operations

WELCOME ABOARD!

Job Postings

Interested in working with us? PWSA is always looking for dedicated people to join our team.

- Director of Engineering & Construction
- Director of Water Production
- Deputy Director of Finance
- Senior Contract Specialist
- Accounting Specialist
- Engineering Technician I
- Customer Service Representative - Full Time
- Customer Service Representative - Part Time

Visit www.pgh2o.com/employment to learn more.

PWSA Employee Spotlight: Reggie Brown, Customer Service Representative II

Building relationships and bringing a personal touch to PWSA's Customer Service Department

Reggie Brown brings a positive, uplifting presence to PWSA's Customer Service Department. Hired in October 2015, his job as a Customer Service Representative II crosses all aspects of customer inquiries. He answers questions ranging from billing and balance disputes to concerns about water main breaks, right-to-know requests, processing payments, email and mail correspondence, and to simply update contact information.

Reggie primarily works at the customer window at PWSA's Penn Avenue location and enjoys the personal interaction that comes with meeting customers face-to-face. "It's one of the most enjoyable aspects of my job," he says. "It provides a chance to get a little more personal, establish rapport, and build relationships with the customers. Now I have customers that may come by the office just to say hello."

"Each day our interaction with customers is different," Brown stated. "Being empathetic and taking the time to understand what the customer's concerns are will help to educate and inform the customer about the next step in resolving their questions or concerns. Educating customers will help them understand the various charges on a bill, and we can share tips to reduce water usage, or provide an update about a water outage."

With new services like the Bill Discount Program that launched in early January and the Lead Line



Reggie Brown hard at work for PWSA customers.

Replacement Program that will launch later this quarter, PWSA's customer service representatives are frequently the first point of contact for many customers looking for additional information.

"Not everyone can access our website and often we are a customer's direct link to PWSA. It's our job to provide the best information possible and to help resolve an issue a customer may have," Brown explains.

When asked, what he would like customers to know about PWSA, Brown states, "We do care about our customers and want to help them. We aren't scripted or robots, and that's something people can see when they work with us in person. If someone is having difficulty paying their bill, we can assist them with payment options or provide resources that can assist with making payments.

We can help customers directly on a case-by-case basis with payment plans that can be affordable when it is necessary."

As improvements to customer service and billing get underway, customer service representatives will be part of the transition and will have the tools to thoroughly explain to a customer what's going on with their account at a specific point in time.

Reggie enjoys what he does, likes working for PWSA, and realizes that many changes are taking place this year. He is hopeful that this will bring about new opportunities and the ability to enhance a customer's experience when interacting with the organization.

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PWSA Updates IT Infrastructure

A herculean effort by our IT Department establishes increased redundancy, greater reliability, and enhancements to improve customer service.

An unassuming department of five people did a yeoman's job this past year to ensure the upgrade of several operating systems and our technology infrastructure. Their efforts have put in place more reliable IT systems that provide greater security and redundancy for PWSA, better service for our customers, and enhanced efficiency for employees.

Several of these projects were long overdue, and our technology infrastructure was outdated and in need of an overhaul. Making this investment in our technology paves the way for PWSA to become more adaptive to modern business solutions.

Migrating to the Cloud: A significant technology upgrade was to migrate from tape backups to Barracuda's Cloud-based solution for data backup and storage. The transition to the Cloud provides greater reliability and the ability to retrieve data more quickly.

Cogsdale Upgrade: The Cogsdale server, used to process billing and manage customer information, was 6.5 years old and past its useful life. It was upgraded from a single stand-alone host to a redundant system of four hosts, bringing increased redundancy and dependability to one of PWSA's most critical systems. Part of this project included software upgrades. PWSA now runs the most current version of Microsoft Dynamics GP, the software that runs the Cogsdale application which provides automated features for Customer

Service Representatives to run reports and retrieve account information.

Connectivity between PWSA Facilities:

Connectivity between facilities is important to ensure that employees have access to needed systems and can easily communicate with one another. IT upgraded site-to-site connections from 10Mbps ethernet connections to 75Mbps VPN connections. This provides increased bandwidth and throughput for users at remote locations. Additionally, we realized a cost savings of approximately \$2,300 per month.

Operating System and Security Upgrades:

Operating systems and security upgrades were made throughout the organization. Most notable among these upgrades include building a more secure server room, establishing procedures and management systems to secure the use of cell phones, and upgrading operating systems on laptops, desktops, and servers throughout the organization.

Operational Cost Savings: The telecommunications enhancements across the organization will save PWSA approximately \$56,000 per year going forward; this, along with the other upgrades demonstrate how much more efficient and responsive PWSA can be with current technology in place. It's exciting to adopt these changes, and several more projects are slated for 2018.



IT is developing a disaster recovery plan to create an off-site duplication of IT systems. The department is also focusing on ways to enhance cybersecurity, deploy a unified business communications system, SharePoint, and will expand the organization's network in response to increased staffing needs.

The entire IT Department rose to the challenges of the past year. We appreciate all their work and have great expectations for the year ahead.



PWSA's upgraded server room include enhanced security for fire suppression, camera monitoring, and dual factor verification for authorized personnel.

Visit www.pgh2o.com/employment to join our team

PGH₂O WATER WISE

My pipes are frozen! Now what?



- **Use a hairdryer.** The easiest tool for thawing a pipe is a hairdryer. Wave the warm air along the pipe, not on one spot. If you don't have a hairdryer, wrap the frozen section with rags or towels and pour hot water over them.
- **Do you know where the freeze occurred?** If you think you do and want to thaw it yourself, do not under any circumstances use a torch with an open flame which would create a dangerous fire hazard. Also, overheating a single spot can burst the pipe. Heating a soldered joint could allow it to leak or come completely apart.
- **Turn off the master shutoff valve.** Before attempting to thaw frozen pipes, turn off the master shutoff valve. Once the pipe is thawed, a leak could be exposed if the pipe is broken.



Winter Stormwater Tip

Be kind to our rivers. Use less salt.

Less is more when it comes to applying road salt. It takes only one teaspoon of road salt to permanently pollute five gallons of water. Once in the water, there is no way to remove the chloride, and at high concentrations, it can pollute our rivers and harm fish and plant life.

Shovel first. The more snow and ice you remove manually, the less salt you will have to use. Then, break up ice with an ice scraper and decide if applying a de-icer is necessary to maintain traction.

Use sparingly. More salt does not mean more melting. Use less than four pounds of salt per 1,000 square feet (an average parking space is about 150 square feet). One pound of salt would fill a 12-ounce coffee mug. And be patient: salt takes time to work. Applying more will lead to unnecessary contamination.

Wait for warmer temperatures. Most salts stop doing their job when the temperature is below 15 degrees. Instead, use sand for traction in frigid conditions. Sweep up extra salt. If salt or sand is visible on dry pavement, it is no longer doing any work and will be washed away. Sweep it up and save for the next storm.



Stay in Touch with PWSA!

Subscribe to our mailing list to receive press releases and community announcements.



PWSA has started using Constant Contact to send press releases and other announcements. This upgrade to an online email marketing solution makes it easier to format, send, and track the results of our campaigns. PWSA customers and members of the public can easily subscribe directly from our website. It's a solution that will help to expand our reach and create more awareness about many PWSA projects and initiatives.

Please take a minute to join our mailing list to receive press releases, our monthly newsletter, and other announcements you won't want to miss. Our goal is to establish an ongoing dialogue with customers and the Pittsburgh community about water and sewer services. Subscribing to our email list is the easiest way to stay informed. Simply provide your email address to begin receiving PWSA news directly to your inbox. We will send all announcements from communications@pgh2o.com—please add us to your inbox.



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PWSA wants to have an ongoing dialogue with our customers and the Pittsburgh community. One of the easiest ways to share information is on social media and through our new email subscription. Join us in any or all of the following ways to receive the latest about water and sewer services, projects and initiatives, our newsletter and announcements.

Penn Libery Plaza 1
1200 Penn Avenue
Pittsburgh PA 15222

info@pgh2o.com
T 412.255.2423
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