

PHILADELPHIA WATER DEPARTMENT  
STATEMENT 8

BEFORE THE  
PHILADELPHIA WATER, SEWER AND STORM WATER RATE BOARD

|  |                          |
|--|--------------------------|
| In the Matter of the Philadelphia Water Department's Proposed Change in Water, Wastewater and Stormwater Rates and Related Charges | Fiscal Years 2024 - 2025 |
|--|--------------------------|

**Direct Testimony**  
  
**of**  
**Glen Abrams, Laura Copeland and Paul Fugazzotto**  
  
**on behalf of**  
  
**The Philadelphia Water Department**

Dated: January 2023

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**I. INTRODUCTION AND PURPOSE OF TESTIMONY**

**Q1. PLEASE STATE YOUR NAME AND POSITION WITH THE PHILADELPHIA WATER DEPARTMENT.**

A1. My name is Glen Abrams. I am the Deputy Commissioner of Communications and Engagement at the Philadelphia Water Department (“PWD” or “Department”).

Testifying with me are Laura Copeland, Assistant Deputy Commissioner for Education, Community Engagement, and Government Affairs and Paul Fugazzotto, Assistant Deputy Commissioner for Communications and Customer Information, both for the Department.

**Q2. WOULD EACH OF YOU PLEASE DESCRIBE YOUR RESPECTIVE EDUCATIONAL BACKGROUND AND RELEVANT WORK EXPERIENCE?**

A2. Our respective backgrounds and experience are summarized below:

Mr. Abrams

I hold a Bachelor of Arts degree in Psychology and a Master of City and Regional Planning from Ohio State University. I have held several positions with the Department. I was the Manager of Strategic Policy and Coordination from November 2010 to March 2013. I have been in my current position since August 2019. My resume of experience is attached and marked as Schedule GA-1.

My responsibilities include developing and implementing strategies that enhance the

1 Department's services and engagement with its customers, all residents, elected officials,  
2 media, and key stakeholders. Additionally, I and my staff act as the spokesperson for the  
3 Commissioner on customer, community, and public affairs issues.  
4

5 Ms. Copeland

6 I hold a Bachelor of Business Administration degree in Marketing from Temple  
7 University and am a veteran of the United States Army. Since joining the Department in  
8 October of 2000, I have served as a communications professional, and advanced to  
9 managing the Public Relations unit in 2007. I have been in my current position as of  
10 January 2021. My resume of experience is attached and marked as Schedule LC-1.  
11

12 My responsibilities include managing the Communications and Engagement Division's  
13 education, community engagement, and government affairs units, and ensuring they align  
14 with the Department's regulatory requirements.  
15

16 Mr. Fugazzotto

17 I hold a Bachelor of Arts degree in Liberal Arts from West Virginia University and a  
18 certificate in Historic Preservation from Bucks County Community College. I have  
19 studied Strategic Communications and Community and Regional Planning at the graduate  
20 level at Purdue University and Temple University. Since starting with the Department as  
21 a communications consultant in 2010, I have become a civil servant and have held  
22 positions of increasing responsibility. I have been in my current position since September  
23 2019. My resume of experience is attached and marked as Schedule PF-1.  
24

25 My responsibilities include managing the Communication and Engagement Divisions'

media relations, digital and creative communications units, and the PWD Customer Contact Center for billing, service, and emergency inquiries.

**Q3. WHAT IS THE PURPOSE OF YOUR TESTIMONY?**

A3. The purpose of our testimony is to provide an overview of the Department's education and outreach efforts.

**Q4. PLEASE IDENTIFY THE SCHEDULES THAT ACCOMPANY THIS TESTIMONY.**

A4. The following schedules accompany this testimony:

Schedule GA-1: Resume of Glen Abrams

Schedule LC-1: Resume of Laura Copeland

Schedule PF-1: Resume of Paul Fugazzotto

**II. OVERVIEW OF PWD COMMUNICATIONS, EDUCATION AND COMMUNITY ENGAGEMENT ACTIVITIES**

**Q5. PLEASE PROVIDE A BRIEF DESCRIPTION OF THE DEPARTMENT'S EDUCATION AND OUTREACH EFFORTS.**

A5. The Department's Communication and Engagement Division ("Division") plays a critical role of representing the work performed by the Department to the public and representing the interest of the public to the Department. The Division provides many opportunities for customers to learn about water and play a part in the health of our rivers and streams, the source of their drinking water. These opportunities are summarized on <https://water.phila.gov/education-outreach/>.

**Q6. PLEASE DISCUSS PWD COMMUNICATIONS AND OUTREACH REGARDING CUSTOMER ASSISTANCE PROGRAMS.**

A6. The Department has provided Tiered Assistance Program (“TAP”) outreach updates in its monthly reports to the Rate Board regarding the Settlement, which are posted at the Board’s website. (<https://www.phila.gov/departments/water-sewer-storm-water-rate-board/rate-proceedings/2021-rate-proceeding/>).

Communication and outreach efforts, undertaken by the Department, include virtual and in-person events, promotional materials and advertising as well as online resources. For example, the Department participated in the In-person Utility Fair held on Saturday, June 25, 2022 at the Community of Compassion CDC where representatives from PWD, PECO, Philadelphia Gas Works (PGW), Department of Revenue, PA Department of Human Services, Energy Coordinating Agency (ECA), Utility Emergency Services Fund (UESF), Community Legal Services (CLS), and the Pennsylvania Utility Commission (PUC) participated, creating a comprehensive, one-stop shop to help customers apply for assistance and answer questions. The Department also held Assistance Clinics on Wednesdays from July 20 through October 26, 2022, where dedicated PWD staff helped customers apply for assistance. We would note that communications and outreach with regard to customer assistance programs are ongoing and a priority of the Department.

**Q7. PLEASE DISCUSS THE DEPARTMENT’S MAIN ADVERTISING AND PROMOTIONAL CAMPAIGN FOR CUSTOMER ASSISTANCE PROGRAMS.**

A7. The Department is engaged in a advertising and promotion campaign to raise customer awareness about and encourage applications for customer assistance. The effort began in

2021, but expanded in 2022 to promote the availability of grant money for past-due water bills. The early campaign was organized around the “We Care” theme, then transitioned to a focus on eliminating water bill debt. In this effort, different forms of media were used and directed customers to outreach events as well as one-on-one assistance for help with applications. The forms of media being used for this campaign include: social media, websites, radio, television, community flyers, press releases, digital advertising, transit advertising, bill stuffers, and emails.

**Q8. DOES THE DEPARTMENT WORK WITH OTHERS TO PROMOTE  
CUSTOMER ASSISTANCE PROGRAMS?**

A8. Yes. The Department is engaged in providing information to customers through partner programs. By way of illustration, we would highlight the following partner programs:

First, PWD launched a partnership with Community Resource Corps (“CRC”), an organization out of the Mayor’s Office Civic Engagement and Volunteer Service, that is dedicated to projects that help mitigate poverty. This partnership, which began in late March 2022, focused on outreach to (i) PWD customers who were previously denied eligibility for TAP because of incomplete applications, (ii) TAP customers who failed to re-certify and (iii) delinquent PWD customers in areas with high/concentrated delinquency. CRC started a texting campaign in July 2022 with regard to customer assistance programs. That campaign has connected over 980 residents with an assistance program.

Second, PWD partnered with Philly Counts in conducting customer assistance outreach focused on households that were facing water shutoff. This partnership has connected more than 1,000 customers with an assistance program.

**Q9. IS INFORMATION AVAILABLE ONLINE WITH REGARD TO CUSTOMER ASSISTANCE PROGRAMS?**

A9. Yes. There are multiple locations on City websites to find information about water customer assistance. These sites and pages are related by links to and from one another. These web locations are described as follows:

- **CAP application.** WRB and PWD have established a Customer Assistance Program (CAP) application website, <https://cap.phila.gov/start>, where customers can request, print, or start an application online.
- **Water bill customer assistance.** The Revenue Department maintains comprehensive information on water assistance programs at <https://phila.gov/waterbillhelp>. The Revenue Department also maintains a page with customer assistance applications and information, <https://www.phila.gov/documents/water-bill-customer-assistance-application-and-documents>.
- **We Care campaign.** The “We Care” page (<https://water.phila.gov/care>) contains information about grants, payment agreements, TAP, the Senior Citizen Discount, and debt forgiveness.



**Q10. PLEASE DISCUSS PWD COMMUNICATIONS AND OUTREACH REGARDING  
UTILITY SHUT-OFFS.**

A10. Communications and outreach regarding the moratorium on utility shut-offs began in February 2022, with a press release announcing PWD-led utility fairs. This series of virtual events in February and March provided one-on-one help with utility assistance applications to protect from water shutoffs. Outreach staff discussed LIHWAP grants and payment agreements. A PWD-led email campaign in March and April connected customers to additional resources to ensure successful CAP applications.

Outreach continued in March and April, including radio spots on WDAS, WURD, and Spanish language ads with La Mega. The Department participated in the ECO WURD Earth Day tabling event, raising awareness for assistance programs.

May advertising included an updated SEPTA campaign, Spanish radio ads on La Mega, and a bi-lingual print and digital campaign with Al Dia. Messaging promoted TAP's debt forgiveness features and encouraged customers to apply for assistance. Additionally, digital advertising with WURD included newsletter ads and social media posts.

On May 31, PWD and WRB participated in a briefing to City Council, followed by a briefing to the news media about the introduction of new shutoff protections for vulnerable residents. The Mayor's Office of Communication issued a press release concerning new shutoff protections on that date.

Customer shutoff bills sent in June 2022 included a visually engaging printed insert to

1 explain how to avoid shutoffs and request assistance. Paid advertising in June 2022  
2 promoted state grants as one way for customers to catch up on past-due bills before the  
3 July 2022 moratorium end date. A PWD-led email and social media campaign in June  
4 and mid-July explained the different options available to customers concerned about  
5 water shutoffs.

6  
7 When service terminations re-started, after July 20, 2022, the paid campaign continued to  
8 engage customers through multiple engagements PWD-led outreach also included the in-  
9 person virtual utility fair and PWD-led water assistance clinics, and the partnership with  
10 CRC (which we already discussed).

11  
12 **Q11. ARE EFFORTS MADE TO MAKE IT EASIER FOR RESIDENTS WITH**  
13 **LIMITED ENGLISH PROFICIENCY TO OBTAIN PUBLIC INFORMATION**  
14 **AND SERVICES FROM THE DEPARTMENT?**

15 A11. Yes. The Department works to ensure meaningful access to the services it provides.

16  
17 Philadelphia Home Rule Charter (new Charter Section 8-600) requires all City agencies,  
18 including (but not limited to) the Department, to prepare and implement plans that  
19 promote access and participation with City services for persons with limited English  
20 proficiency. This program is called “Language Access Philly.”

21  
22 The Office of Immigrant Affairs manages Language Access Philly, the City’s language  
23 access program that oversees language access policies and language services. Individuals  
24 who do not speak English as their primary language and who have a limited ability to  
25 read, speak, write, or understand English can be considered limited English proficient, or

1 "LEP." Language Access Philly ensures that City departments can communicate with  
2 people with limited English proficiency.

3  
4 The Department has Language Access Plan (which was updated in March 2022).  
5 [https://www.phila.gov/media/20220322124938/LANGUAGE-ACCESS-PLAN-](https://www.phila.gov/media/20220322124938/LANGUAGE-ACCESS-PLAN-MARCH-2022_FINAL-Signed.pdf)  
6 [MARCH-2022\\_FINAL-Signed.pdf](https://www.phila.gov/media/20220322124938/LANGUAGE-ACCESS-PLAN-MARCH-2022_FINAL-Signed.pdf). The purpose of this Plan is to establish an effective  
7 plan and protocol for PWD personnel to follow when providing services to, or interacting  
8 with, individuals who have limited English proficiency.

9  
10 The Department has provided updates regarding outreach in connection with its language  
11 access plan in monthly reports provided to the Rate Board.

12  
13 **Q12. DID THE DEPARTMENT CONVENE STAKEHOLDER MEETINGS**  
14 **REGARDING RESIDENTIAL STORMWATER?**

15 A12. Yes. On October 21, 2022, a virtual Residential Customer Assistance and Services  
16 (RCAS) Committee meeting took place concerning residential stormwater rate structure  
17 alternatives and other policy changes being evaluated pursuant to the Settlement of the  
18 2021 rate case. A second virtual stakeholder meeting was held on November 21, 2022.  
19 Details on each meeting, and copies of the presentations, were provided in the  
20 Department's monthly reports to the Rate Board.

21  
22 **III. CONCLUSION**

23  
24 **Q13. DOES THIS CONCLUDE THIS PANEL'S DIRECT TESTIMONY?**

25 A13. Yes.

## **GLEN JOSEPH ABRAMS**

glen.abrams@phila.gov

### **PROFILE**

A dynamic professional with a history of finding solutions to complex urban and environmental problems through the creation of new policies and development of innovative programs. Experienced in a full range of planning, program management, and public policy activities within both the municipal and nonprofit sectors. Extremely comfortable working in collaborative environments, working directly with diverse stakeholders, and supervising staff. A very effective communicator who excels in conveying complex ideas in a clear and understandable manner. Work is consistently mission-driven and customer-focused.

### **EMPLOYMENT**

#### **Deputy Commissioner, Communications & Engagement**

August 2019 to present

PHILADELPHIA WATER DEPARTMENT  
Philadelphia, PA

Direct a comprehensive public affairs program for the Philadelphia Water Department (PWD), a large municipal nonprofit water, wastewater, and stormwater utility. This work includes the development and implementation of strategies to enhance PWD's services, communications, and engagement with its customers, all residents, elected officials, media, and key stakeholders. Work is carried out through an integrated team of 111 employees engaged in five key functional areas including a customer contact center, communications (consisting of media relations, digital communications, and graphic design), education, community engagement, and government affairs. Specific responsibilities include: establish and administer an annual program budget of approximately \$14.5 million, including \$6.6 million in contracted professional services; with staff, act as the spokesperson for the Water Commissioner on sensitive customer, community, and public affairs issues; convene and facilitate a variety of internal and external committees and task forces to improve internal and public facing communications, community engagement, and customer service; facilitate relationships with a variety of stakeholders; ensure that PWD meets its environmental obligations under regulatory requirements in the areas of partner collaborations and public education; direct customer research projects; participate in the development of departmental policies.

#### **Senior Director of Planning and Sustainable Communities**

May 2015 to August 2019

#### **Director of Sustainable Communities**

April 2013 to May 2015

PENNSYLVANIA HORTICULTURAL SOCIETY  
Philadelphia, PA

Led the development, management and delivery of high-quality programming supporting urban greening, environmental education, civic engagement, community stewardship and sustainable practices. This work focused on establishing partnerships with municipal agencies, organizational stakeholders, and community volunteers to revitalize existing open spaces, create new open spaces, and develop community-based greening and stormwater management programs. Specific activities included: Supervised the work of 10 employees; Established and administered program budgets, totaling over \$2.3 million of private, corporate, and government funding; Developed requests for proposals for contracted professional services and provided oversight on multiple contracts with cumulative values exceeding \$1 million annually; Directed civic engagement efforts and open space planning and policy related projects in support of PHS programs and other activities; Directed tree planting and stewardship programs, including PHS Tree Tenders and TreeVitalize Watersheds; Managed the Philadelphia Water Department's residential stormwater management program ("Rain Check"); Developed, managed and promoted PHS policies and practices for sustainability focused on research, training and implementation that support community health and well-being including organic gardening, innovations in stormwater management, composting, and new applications of green technologies and design; Worked closely with the U.S. Forest

Service, co-located with PHS, to develop and promote innovative programs and undertake critical research to improve the health and quality of life of our communities; Worked with PHS project teams to develop and implement approaches and methods for assessing PHS programs; Worked closely with PHS Marketing and Communications teams to promote PHS programs and activities through conventional and social media, including writing press releases and planning media events.

**Policy and Strategic Initiatives Manager**

March 2011 to March 2013

**Watersheds Planning Manager**

February 2008 to February 2011

**Watersheds Planner**

November 2001 to January 2008

PHILADELPHIA WATER DEPARTMENT, OFFICE OF WATERSHEDS

Philadelphia, PA

Led a multidisciplinary team of planners, public administrators, landscape architects, engineers, biologists, and educators responsible for developing plans, establishing administrative programs, formulating policies, forging partnerships and coordination strategies, designing and implementing demonstration projects, and educating stakeholders and the general public as part of a comprehensive watershed management program for the City of Philadelphia. Specific duties included: Supervised the work of ten (10) employees, and coordinated activities with other groups in the Water Department, other city agencies, outside organizations, and state and federal regulators; Established program budgets for Strategic Policy and Coordination group and the Office of Watersheds; Led the development of *Green City, Clean Waters*, a nationally recognized initiative that utilizes engineered landscape and site design practices (green stormwater infrastructure) to manage rainfall and mitigate combined sewer overflows; Identified policy, regulatory and organizational impediments to the incorporation of green stormwater infrastructure approaches in public and private building practices and worked with administrators and elected officials to make necessary changes to advance the program; Directly participated in and/or provided oversight to staff for the development of various citywide planning initiatives, including *Philadelphia2035* (comprehensive plan update), *Greenworks Philadelphia* (citywide sustainability plan), *GreenPlan Philadelphia* and *Green2015* (comprehensive open space plan and action plan), and an update to the City's zoning code; Directly participated in and/or provided oversight to staff for the development of district and neighborhood plans, including the *Plan for the Central Delaware* and the *Tidal Schuylkill River Master Plan*; Developed requests for proposals for contracted professional services and managed and/or provided oversight on multiple contracts with cumulative values exceeding \$1 million annually; Administered grants, totaling more than \$2.95 million, to implement green infrastructure demonstration projects and provided technical assistance to schools, community groups and other nonprofit groups; Presented at conferences, workshops, and educational programs for diverse audiences, including elementary and high school children, local neighborhood groups, and planning and environmental professionals.

**Adjunct Professor**

September 2004 to May 2012

PHILADELPHIA UNIVERSITY

Philadelphia, PA

Developed and taught Environmental Science and Urban Hydrology classes for undergraduate students.

**City Planner**

July 1998 to November 2001

PHILADELPHIA CITY PLANNING COMMISSION

Philadelphia, PA

Performed planning studies to inform public policy decisions related to planning and development in Philadelphia. In addition, helped prepare the City's five-year capital program budget. Specific duties included: Data collection, utilizing published sources, such as Census data or marketing reports, and original data, such as surveys; Data analysis, utilizing database, spreadsheet and Geographic Information System (GIS) software; Report preparation and public presentations, utilizing desktop publishing and presentation software; Review and analysis of Capital Program budget requests for the City's Health Department, Prison System, Energy Office, Airports, and Department of Public Property to ensure

consistency with City's planning and policy initiatives. Major studies included: *New Century Neighborhoods*, a detailed study of Philadelphia neighborhoods and housing market focused on strengthening Philadelphia's position in the regional and national housing markets, *Neighborhood Transformation Initiative (NTI) Community Indicators*, an examination of indicators of physical distress and development opportunity for every block in the City of Philadelphia.

### **Grants Coordinator**

June 1995 to July 1998

CITY OF COLUMBUS, FINANCE DEPARTMENT, GRANTS MANAGEMENT DIVISION  
Columbus, OH

Assisted in the administration of U.S. Department of Housing and Urban Development (HUD) grant funds utilized for a variety of community and economic development and affordable housing activities in the City of Columbus. Specific duties included: Developed Community Development Block Grant (CDBG) budget; Coordinated application process for CDBG funding; Participated in community group meetings; Provided technical assistance in the areas of grant writing and program development to City divisions and nonprofit agencies; Researched federal, state and private grant opportunities and coordinated grant seeking efforts among the City divisions; Maintained a citywide grant inventory and resource library featuring private and corporate foundations with a particular interest in the Columbus area.

### **Associate Planner**

June 1994 to June 1995

#### **Planning Intern**

September 1992 to June 1994

BURNS, BERTSCH, HARRIS & CARR, INC.  
Columbus, OH

Provided planning services primarily to small municipalities and rural counties in Ohio and West Virginia. The firm specialized in securing and administering State and Federal funds for affordable housing development. Specific duties included: Collected and analyzed data to determine affordable housing and community development needs; Prepared studies to secure State and Federal affordable housing funding; Prepared grant applications for various housing, community, and economic development projects; Assisted in the administration and implementation of a \$500,000 State of Ohio Community Housing Improvement Program (CHIP) grant to operate a first time homebuyer and housing rehabilitation program in Wayne County, Ohio; Conducted group visioning and goal setting workshops; Performed land use analyses and infrastructure assessments for redevelopment projects.

## **EDUCATION**

M.C.R.P. (Master of City and Regional Planning)  
Graduate Study (Sociology)  
B.A. (Psychology; Honors graduate)

OHIO STATE UNIVERSITY, Columbus, OH  
OHIO STATE UNIVERSITY, Columbus, OH  
OHIO STATE UNIVERSITY, Columbus, OH

## **SELECTED PRESENTATIONS**

Delaware River Watershed Forum; 11/03/2022; Philadelphia, PA  
Panelist: "Water Equity Needs and Challenges in the Urban Delaware River Estuary"

Tap Into Resilience Summit; 04/13/2022; Philadelphia, PA  
Panelist: "Keeping Water Affordable for Everyone"

Rosenberg International Forum on Water Policy; 12/02/2021; webinar  
Panelist: "The Impacts of COVID-19 on Water Security and Environmental Justice"

Delaware Watershed Congress; 09/23/2021; webinar  
"10 Years of Green City, Clean Waters: A 25-Year Plan for Stormwater Management"

Delaware River Watershed Forum; 10/17/2019; Allentown, PA  
Panelist: "Green Stormwater Infrastructure: Triple-Bottom Line Benefits for the Delaware River Watershed"

One Water Summit; 09/19/2019; Austin, TX  
"Philadelphia's 'One Water' Approach to Utility Management"

Academy of Natural Sciences of Drexel University – Town Square; 05/23/2018; Philadelphia, PA  
"Horticulture and Water: Green Solutions to Protecting Water Quality"

Philadelphia Flower Show Water Summit; 03/07/2018; Philadelphia, PA  
"PHS and Water Conservation: Inspiration, Innovation, and Action"

River Network; 12/05/2015; webinar  
"Training a Green Infrastructure Workforce"

City Parks Association; 10/26/2015; webinar  
"Green Infrastructure: Partnerships and Best Practices"

American Planning Association National Conference; 04/17/2012; Los Angeles, CA  
"Implementing Green City, Clean Waters"

TEDxPhilly; 11/08/2011; Philadelphia, PA  
"The Role of Green Stormwater Infrastructure in Creating a Sustainable Philadelphia"

American Planning Association National Conference; 04/09/2011; Boston, MA  
"Green City, Clean Waters Plan"

Urban Land Institute Fall Meeting and Expo; 10/15/2010; Washington, DC  
Panelist: "Elevating Green Building to the New Sustainable Water Paradigm"

American Planning Association National Conference; 04/12/2010; New Orleans, LA  
Panelist: "Using Green Infrastructure to Realize the Greatest Benefit"

# LAURA COPELAND

[laura.copeland@phila.gov](mailto:laura.copeland@phila.gov)

## PROFESSIONAL PROFILE

Skilled and dedicated communications professional with 13 years' experience serving as a chief departmental spokesperson. Highly focused and results-oriented in supporting complex, deadline-driven operations. Demonstrated ability in event planning management from inception to completion. Proficient in developing, editing and promoting informational materials and campaigns.

## PROFESSIONAL EXPERIENCE

### ASSISTANT DEPUTY COMMISSIONER, EDUCATION, COMMUNITY ENGAGEMENT AND GOVERNMENT AFFAIRS

*Philadelphia Water Department (PWD), 2021 - Present*

Manage 16 staff members in the Public Affairs Division to ensure compliance with educational and public participation regulatory requirements. Oversee the division's community engagement opportunities as well as presenting on behalf of the department at conferences. Serve as the department's liaison, advisor, and advocate, in developing and executing strategy to represent its political and operational interests before City Council, the Administration, state elected officials, federal entities and other stakeholders. Work collaboratively with the Deputy Commissioner and Assistant Deputy of Communications to enhance the strategic vision of the Public Affairs Division.

### PUBLIC INFORMATION OFFICER

*Philadelphia Water Department, 2007 - 2021*

Served as the primary spokesperson in interviews with broadcast, radio and print media and coordinated media interviews with subject matter experts. Established and maintained effective working relationships with representatives of the news media as well as local, civic and government officials. Managed ceremonial events, including groundbreakings, ribbon cuttings and facility open houses, coordinating with City Council, inter-agency units as well as outside organizations. Oversaw production of the federally mandated annual Drinking Water Quality Report to ensure compliance with the Safe Drinking Water Act. Worked with the Public Affairs Communications team on seasonal promotional campaigns and provided customer service support to the Social Media team. Provided presentations on the department's customer assistance program to civic organizations and community groups. Served as the department's Language Access Coordinator, managing translations, interpreter coordination, employee language access training and preparing annual reports in accordance with the Mayor's Language Access Directive. Managed Public Affairs' employee participation community event schedule to ensure appropriate department representation.



**PUBLIC RELATIONS SPECIALIST TRAINEE, 1 & 2**

*Philadelphia Water Department, 2000 - 2007*

Represented the department in media interviews and served as the on-call representative during water main break emergencies. Organized and coordinated ceremonial events and prepared talking points for staff. Prepared promotional materials for media distribution and maintained media contact lists. Served as a liaison at community meetings, balancing customer advocacy with department goals. In 2003, assisted Philadelphia's Mayor's Office of Communications in preparing briefing documents for Mayor John F. Street and accompanied the Mayor, to official functions throughout the city of Philadelphia as a liaison between his honor and the local press. In late 2006, served as interim Public Relations Manager after a sudden vacancy in the position.

**EDUCATION****Bachelor of Business Administration**

Marketing, 1995 (Magna Cum Laude)

**BOARD MEMBERSHIP****Fund for the Water Works**

2020 - Present

**Utility Emergency Services Fund**

2009 - Present

**PROFESSIONAL DEVELOPMENT**

Leadership Philadelphia, 2008

Dale Carnegie Leadership Training, 2005

**MILITARY EXPERIENCE**

Active Duty, 1987 – 1991

Army Reserves, 1991 – 1995

Honorably Discharged

# Paul Fugazzotto II

## Career Summary

Experience in management, outreach, communications, customer service, and strategic planning. Resourceful problem solver promoting communication and collaboration. Focused on improving processes and developing and supporting teams. Recognized by peers as a flexible and fair leader.

## Skills and Accomplishments

- Improved customer service by integrating social media into customer service interactions.
- Implemented project management standards to be used throughout Public Affairs.
- Expanded Departmental communications to include digital solutions.
- Developed the strategy and long-term vision for aligning digital properties and channels.
- Established a digital team and the process used to manage digital media platforms.
- Managed teams by establishing priorities and directing workflows.
- Maintained relationships with city-wide colleagues to foster communication and collaboration.
- Established partnerships to execute special events and demonstration projects.
- Developed programs to promote the goals of the department to stakeholders.
- Created a content strategy for creating and distributing content.
- Produced engaging messaging and persuasive copy for websites and social media.
- Directed media purchase and placement to promote customer assistance
- Managed professional services contracts and direct costs.

## Relevant Professional Experience

Philadelphia Water Department  
Assistant Deputy Commissioner  
9/2019 - present

Philadelphia Water Department  
Public Information Officer • 10/2016 to 8/2019  
Public Relations Specialist • 5/2013 to 10/2016  
Consultant • 9/2010 to 5/2013

## Education

Purdue University • Graduate Coursework, Strategic Communications  
Temple University • Graduate Coursework, Environmental Planning  
West Virginia University • B.A., Liberal Arts  
Bucks County Community College • Certificate, Historic Preservation