2015 Spirit of North Carolina
Campaigning for Excellence

Application Form
(www.unitedwaync.org)

<table>
<thead>
<tr>
<th>Company/Organization Name</th>
<th>Fayetteville Public Works Commission</th>
</tr>
</thead>
<tbody>
<tr>
<td>Address</td>
<td>PO Box 1089</td>
</tr>
<tr>
<td>City/State</td>
<td>Fayetteville, NC</td>
</tr>
<tr>
<td>Zip</td>
<td>28302</td>
</tr>
</tbody>
</table>

| Name of Person Completing this Application | Carolyn Justice-Hinson | Phone | 910-223-4015 | E-mail | Carolyn.hinson@faypwc.com |
| Name of Sponsoring United Way | United Way of Cumberland County | Metro Size 4 |
| United Way Contact for Questions | Lindsay Anderson | Phone | 910-483-1179 | E-mail |

Does the company know a Spirit Application has been submitted on their behalf?  
X Yes  □ No

STANDARDS OF EXCELLENCE

Below is a checklist of the components of the application. Please complete each standard, in addition to the Organizational Overview, with as much detail as possible. Each Standard is worth up to five (5) points unless designated with an asterisk (*). Designated Standards are worth up to ten (10) points.

ALL APPLICATIONS MUST BE SUBMITTED USING THIS FORM and COMPLETED "AS IS"!
Please do not add borders, headings, color, or make any changes to this form.

<table>
<thead>
<tr>
<th></th>
<th>1. Volunteer Culture</th>
</tr>
</thead>
<tbody>
<tr>
<td>X</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. Partnership with Community</td>
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<tr>
<td>X</td>
<td>3. CEO/Senior Leadership and Involvement and Giving</td>
</tr>
<tr>
<td>X</td>
<td>4. Corporate or Foundation Contributions &amp; Other Non-traditional and In-kind Gifts</td>
</tr>
<tr>
<td>X</td>
<td>5. Employee Campaign Coordination, Incentive and Recognition</td>
</tr>
<tr>
<td>X</td>
<td>6. Overall Per Capita Gift</td>
</tr>
<tr>
<td>X</td>
<td>7. Participation Level</td>
</tr>
</tbody>
</table>

Heads up!

Please do not add pictures to the Standards Text Box. Instead, attach separate page with pictures labeling the corresponding Standard. (Attachment 1)

You may also submit a DVD or attach a Video for viewing by the Selection Committee. The video should not exceed 3 minutes. Please send any DVDs to Anita Barker, 875 Walnut Street, Suite 150B, Cary, NC 27511. DVD's must arrive on or before January 19, 2016.
AWARD CATEGORIES

<table>
<thead>
<tr>
<th>Organization Employee Size</th>
<th>Type of Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Check the appropriate box for this application submission.</td>
<td>Check the appropriate box for this application submission.</td>
</tr>
<tr>
<td>□ Up to 50 employees</td>
<td>□ Financial/Banking Institutions</td>
</tr>
<tr>
<td>□ 51 - 100 employees</td>
<td>□ Manufacturing</td>
</tr>
<tr>
<td>□ 101 - 200 employees</td>
<td>□ Business Campaign</td>
</tr>
<tr>
<td>□ 201 - 500 employees</td>
<td>X City/County Municipality</td>
</tr>
<tr>
<td>X 501 - 1000 employees</td>
<td>□ Higher Education</td>
</tr>
<tr>
<td>□ 1001 - 1500 employees</td>
<td>□ School Campaign</td>
</tr>
<tr>
<td>□ 1501 - 2500 employees</td>
<td>□ Hospital/Health System</td>
</tr>
<tr>
<td>□ 2501 - 5000 employees</td>
<td>□ Retail</td>
</tr>
<tr>
<td>□ 5001+ employees</td>
<td>□ Not-for-Profit Agency - 501(C)3</td>
</tr>
<tr>
<td>□ Professional Services</td>
<td>□ Professional Services (small business, partnerships, LLC</td>
</tr>
<tr>
<td></td>
<td>accounting, architect, engineering firm, attorneys, etc.)</td>
</tr>
</tbody>
</table>

To certify the contents of this application, the signature of the nominating United Way CEO or his/her direct designee must be obtained. An email from the United Way may accompany the application submission stating that it has been reviewed and approved if electronic signature is not available.

United Way CEO/Designee Name:

[Signature]

Robert R. Hines

Email:

rhines@unitedway-cc.org
The Fayetteville Public Works Commission (PWC) is the hometown utility in Fayetteville providing electric and water services. PWC will celebrate its 110th anniversary in 2015. During much of this time, PWC and its nearly 600 employees have supported the United Way of Cumberland County.

PWC’s vision is “To be valued by our customers for improving quality of life by providing first rate utility services and by being a leader in community sustainability.” Understanding that quality of life is essential to our community, PWC and its employees have demonstrated this vision through their support of the United Way from the annual financial campaign, volunteer projects and corporate sponsorships, to volunteer leadership on the United Way Board and Committees.

Leadership has been a driving force of PWC’s United Way campaign and in 2015, PWC’s CEO/General Manager retired. With the first leadership change in over 20 years, there was concern this uncertainty and change would impact employee performance, moral and campaign support. Our new CEO recognized the success of previous campaigns and instructed us to not change a thing – saying don’t mess with success! Employees rose to the occasion, and demonstrated their continued giving, pledging over $116,000 and increased their participation.

- Overall Participation increased from 94.4% to 96.1%
- PWC recognizes departments for 100% participation. This year, 28 of 34 departments had 100% and overall, four of six PWC divisions had 100% participation.
- PWC has 34 Leadership givers and their contributions, account for 50% of PWC’s total pledges in 2015
**Standard 1 - Volunteer Culture**
Describe how volunteerism fits into the organization’s philanthropic mission. Include specific volunteer activities (listing recipient organizations) and, if possible, provide number of employees, volunteer hours and dollar value of volunteer participation. (Estimated value of volunteer time for 2013 is $22.55 per hour) Include organizational incentives for participating in community volunteer activities.

*Up to 5 points*

- Each year, PWC encourages employee volunteerism and participation in community activities. Throughout the past year, 187 employees volunteered over 600 hours while participating in 24 community events, including the United Way Days of Caring. The value of the volunteer time was $15,672.

- Thirty two (32) employees were allowed paid time to participate in the Days of Caring. They picked the agency and job of their choice and wore their United Way T-shirt to work before or after the project to promote the United Way and their participation. Employees who participate are recognized in the company newsletter and receive a letter of recognition for their personnel file that counts toward annual performance evaluations. **See Attachment 1**

- PWC has an experienced group of volunteers who build wheelchair ramps. The group includes PWC’s former (retired) CEO/General Manager. Each year, they receive special requests to build ramps during the Day of Caring. **See Attachment 1**

- PWC also has many employees serving in volunteer capacities including two (2) Loaned Executives, two (2) United Way Board of Directors, and numerous participants on review panels.

  - United Way Board of Directors:
    - Rhonda Haskins, Treasurer
    - Mark Brown

  - Loaned Executives: Matt Allen, Kim Toon
**Standard 2 - Partnership with community to raise awareness of needs and foster a spirit of giving**

Describe the organization’s philanthropic relationship with the community. Document specific rallies, events, or programs which generate enthusiasm for community involvement and support. Unique partnership and awareness activities should be highlighted such as specialized meetings, tours, speakers and fairs. **Activities which have positive results for year-round engagement should be cited as well.**

*Up to 5 points*

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PWC has a Community Relations Office dedicated to community sponsorship, in-kind contributions and community involvement.

- In 2015, PWC supported over 275 local organizations and events through financial sponsorship or in-kind contributions. Initiatives included:
  - Supported local organizations & events dedicated to quality of life including the Arts Council of Cumberland County and Fayetteville Dogwood Festival.
  - Each year, PWC encourages employee volunteerism and participation in community activities. Throughout the past year 187 employees, volunteered over 600 hours while participating in 24 community events, including the United Way Days of Caring. PWC supports the entire Day of Caring effort providing bottled water for all volunteers.
  - PWC promotes charitable giving with an employee on-line bulletin board. Employees also support organizations such as American Heart Association, March of Dimes, American Cancer Society and Make-A-Wish Foundation.
  - PWC hosts several blood drives a year and last year employees gave 50 pints of blood. PWC employees also adopted 70 angels from the local Angel Tree program.
  - PWC participates in monthly “Job Shadowing” for high school students to give students insight to potential career opportunities.

- PWC kicked off its annual campaign with a Leadership Breakfast for management and supervisors. PWC’s CEO and the United Way of Cumberland County Campaign Chair spoke to 100 employees about the United Way and the Marquis (Leadership) giving program. [See attachment 2](#)

- PWC holds an annual “United Way Day” for its employees to make giving to United Way fun and easy. Ten United Way Agencies (Better Health, Fay. Family Life Center, Communicare, YMCA, Girl Scouts, Council on Older Adults, Catholic Charities, Fayetteville Urban Ministries, Boys & Girls Club, and Red Cross) and United Way Services - NC211 and the Dolly Parton Imagination Library - were available for employees. We also provide other opportunities to give back by setting up the Salvation Army’s Angel Tree. [See attachment 2](#)

- For PWC’s large field/construction departments, PWC held two special meetings with speakers from United Way agencies (Fayetteville Urban Ministries and the American Red Cross). The special meetings were very successful as one department increased their participation from 87% to 92% while the other increased their giving 77%.

- To raise awareness among new employees, our CEO sent letters to employees (46) hired since our last campaign introducing them to the United Way and PWC’s involvement and support. They received a special invitation to our United Way Day and a special gift as a first time “PWC” giver.

- A special section on the employee intranet was dedicated to United Way campaign information including a sample pledge card, information about the agencies and services United Way funds. [See attachment 2](#)

- Partners with the United Way of Cumberland County to provide NC211, the free, 24-hour, multi-lingual telephone referral service. The partnership with PWC and other organizations covers NC211’s annual operational costs.
Standard 3 - CEO/Senior Leadership and General Leadership Involvement & Giving

Given that Leadership participation is a Best Practice item: Describe how senior leadership (CEO/Direct reports) hosts, manages, organizes, participates in, and “influences” philanthropy, community support, and campaign activities. Describe how company leadership in general promotes a culture of giving. Specific events that are sponsored (and led) by the leadership team should be noted. Complete the leadership giving table below.

Up to 10 points*

Local corporate numbers are reported below unless indicated as □ statewide

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Number of Givers</th>
<th>Number of Leadership Givers</th>
<th>% of Leadership Givers</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>572</td>
<td>34</td>
<td>5.9%</td>
<td>-8.1%</td>
</tr>
<tr>
<td>2014</td>
<td>564</td>
<td>37</td>
<td>6.6%</td>
<td>-9.8%</td>
</tr>
<tr>
<td>2013</td>
<td>543</td>
<td>41</td>
<td>7.6%</td>
<td>-10.7%</td>
</tr>
</tbody>
</table>

UW % of Leadership Givers - 2015 number of leadership givers divided by the 2015 total number of givers
UW Leadership Givers % Change - 2015 number of leadership givers minus the 2014 number of leadership givers divided by 2014 number

Use a plus or minus sign to show a positive or negative % change.

- PWC gained new leadership givers in 2015 and offset the significant number of retirements that occurred at our company. PWC remains the top company in Cumberland County for Leadership givers (Marquis) and our Leadership givers contributed $59,199 or 51% of the campaign.
- To kick off our campaign, a Leadership Breakfast was held with potential “Marquis” members. Our CEO challenged the attendees that for each new Leadership Giver, he would give an additional $50. He also challenged the attendees to fill the piggy banks that were placed throughout the room and he would match the contributions. His challenges resulted in an additional $900 to the campaign and the Leadership Breakfast guest list accounted for $65,397 or 56% of our campaign. See Attachment 3

- In addition to the recognition by the local United Way in the Marquis Society, PWC Leadership givers receive a designated parking space for a year. The UW of Cumberland County has recognized PWC for having the highest number of leadership givers in the county for the last four (5) years.
- Three PWC retirees also give at or above the Leadership level.
- PWC Chief Financial Officer Dwight Miller, a past United Way Board Chair and current volunteer received the United Way Spirit of Caring Award in 2015. See Attachment 3

- New PWC/CEO General Manager David Trego fully supports the United Way as a Leadership Giver and a longtime contributor of United Way. Throughout the year, he demonstrates his commitment to United Way and encourages and support’s PWC employee involvement.

  - Sent letters to all employees hired since our previous campaign introducing them to the United Way (and PWC’s involvement and support). Those employees received a special invitation to our United Way Day and received a special gift as a first time “PWC” giver.
  - After the campaign, he sends a Thank You letter to all PWC employees who gave.
  - Following the campaign, he takes our United Way Employee of the Year, EOY runners up and their (guests to dinner.
  - Six (6) members of the PWC Sr. Management Team are Leadership Givers and three (3) are (active United Way volunteers.
  - All members of the PWC Sr. Management Team support PWC’s United Way participation and are our (official cooks for our Celebration Cookout. See Attachment 3
Standard 4 - Corporate or Foundation Contributions and Other Non-traditional and In-kind Gifts/Support

State where management places the United Way Campaign within its prioritization of activities. List specific sponsorships, resources, materials, loaned executives, advertisements, videos (YouTube as an example). List specific “social media” activities/events/activities. Please complete the Corporate Gift table below.

Up to 5 points. If your organization is Federal or Nonprofit and cannot legally provide a Corporate Gift, you will automatically be awarded 5 points.

☐ As a municipal utility, PWC does not make a corporate gift directly to the United Way but supports the United Way efforts in many other ways.

☐ Thirty-two (32) employees were allowed paid time to participate in the Days of Caring. They picked the agency and job of their choice and wore their United Way T-shirt to work before or after the project to promote the United Way and their participation. Employees who participate are recognized in the company newsletter and receive a letter of recognition for their personnel file that counts toward annual performance evaluations. See Attachment 4

☐ Supports the entire Day of Caring effort providing bottled water for all volunteers.

☐ Supports the Loaned Executive Program and this year, two employees served as LEs.

☐ Partners with the United Way of Cumberland County to provide NC211, the free, 24-hour, multi-lingual telephone referral service. The partnership with PWC and five other organizations covers yearly operational costs of NC211.

☐ Promoted the United Way Campaign and NC211 in customer communications that targets 115,000 customers (one third of Cumberland County’s population). See Attachment 4

☐ PWC promoted its United Way activities on its Facebook/social media sites as well as shares United Way posts to increase awareness. See Attachment 4

Local corporate numbers are reported below unless indicated as ☐ statewide

<table>
<thead>
<tr>
<th>Year</th>
<th>Corporate Gift</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>$n/a</td>
<td>%</td>
</tr>
<tr>
<td>2014</td>
<td>$</td>
<td>%</td>
</tr>
<tr>
<td>2013</td>
<td>$</td>
<td></td>
</tr>
</tbody>
</table>

Percentage change example: 2015 minus 2014 divided by 2014.

Use a plus or minus sign to show a positive or negative % change.
Standard 5 – Employee campaign coordination, incentive and recognition
Describe the work of the campaign coordinator and/or committee and list specific activities, decisions and events. Share specific incentives used in the campaign and how employees were recognized within the workforce for their contributions.

Up to 5 points

- PWC has two employees who serve as coordinators for the annual campaign and who are supported by numerous other employees. Carolyn Justice-Hinson has served as campaign coordinator since 1997 and Jennifer Bullard has served since 2004. Carolyn and Jennifer are responsible for coordinating all activities related to the campaign and work actively with United Way activities for six months out of the year.

- There are numerous employees who support our events and overall campaign efforts. See attachment 5
  - Employees help with preparing campaign material, setup and staffing during the Leadership Breakfast, United Way Day and special campaign meetings.
  - Volunteers assist employees in completing their pledge cards and ensuring employees receive their incentive gifts.
  - Other employees assist in special meetings for departments who are unable to attend United Way Day and a group of designated employees work within their departments to collect outstanding pledge cards and encourage participation.
  - Employees help with decorating, setup, cooking and serving for the annual United Way Celebration.

The PWC incentive program includes individual employee, department and company-wide recognition.

- Individual programs include an “Employee of the Year” program that recognizes the employee who gives the greatest amount compared to what they earn. The Employee of the Year receives eight (8) hours of vacation, dinner with the General Manager, a parking space and many extra perks throughout the year. Also recognized are the 1st and 2nd runners up. They receive plaques, parking spaces, a jacket and dinner with the General Manager. See attachment 5
  - Each employee who contributes receives a small token of appreciation from PWC. This year's gift was a pen/highlighter combo. Contributors can also “Spin To Win” on United Way Day and win prizes designated only for United Way contributors or “People Who Care.”
  - Drawings are held for PWC jackets throughout United Way Day and contributors can win special prizes as well as get pizza and fresh-baked cookies. At our annual celebration, there are drawings for prizes that include jackets and vacation. The opportunity to win bigger prizes is based on the level of giving.
  - Fairshare contributors receive the latest edition of the collectable PWC vehicle/equipment series. The series was created in 2000 to help increase Fairshare giving. Fairshare givers are also eligible to win year-long designated parking spaces at 9 locations around PWC. See attachment 5
  - Departments are recognized for the participation. Special recognition is given to the 100% departments and departments can double the amount PWC contributes to their annual department Christmas party.
  - A company-wide, annual cookout is held when our goal is met. Our Officers serve as ‘assistants to our employee ‘chefs’ for our cookout.
Standard 6 - Overall Per Capita Gift
Describe what employee, leadership, workplace, or community issues made a difference this year in per capita giving by employees. (Note: If campaign results increased (or decreased) by a measurable amount, it is expected that those changes were driven by some recognizable improvement or change. Example: Instituted specific goals by department for the first time equal to the corporate campaign objective which generated enthusiastic and competitive environment. Complete the employee giving and per capita giving table below.

Up to 10 points*

PWC increased the overall number of contributors by 1.4%, but because of late year retirements, decreased the overall number of employees eligible to give. Those positions (many Leadership givers) were not filled at the end of the campaign and impacted our Per Capita giving.

PWC was in its third consecutive year of major Information Systems Upgrades, numerous retirements, organizational change and policy maker turnover that created uncertainty for our employees. The biggest change for employees during the year was the retirement of long-time CEO Steve Blanchard and the hiring of his successor, David Trego. Throughout the challenges, PWC employees maintained a successful United Way campaign ($116,000+) and increased its campaign participation from 94.4% to 96.1%

Local corporate numbers are reported below unless indicated as □ statewide

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Employee Giving Amount</th>
<th>Percent Change</th>
<th>Total No. of Full-time Employees</th>
<th>Employee Per Capita</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>$116,455.11</td>
<td>-1.9%</td>
<td>595</td>
<td>$195.72</td>
<td>-1.6%</td>
</tr>
<tr>
<td>2014</td>
<td>$118,766.48</td>
<td>1.6%</td>
<td>597</td>
<td>$198.93</td>
<td>2.6%</td>
</tr>
<tr>
<td>2013</td>
<td>$116,904.16</td>
<td></td>
<td>603</td>
<td>$193.87</td>
<td></td>
</tr>
</tbody>
</table>

Percentage change example: 2015 minus 2014 divided by 2014.
Per Capita Gift: Total Employee giving Amount divided by the Total Number of Employees
Use a plus or minus sign to show a positive or negative % change.
Standard 7 – Participation Level

It is important that each employee have an opportunity to support their community through participation in the United Way campaign. How does the company make an effort to ensure all employees have an opportunity to participate? (List specific items) Does the company provide a new hires program to provide employees an immediate opportunity to give? (List specific initiatives) Describe any outreach efforts for retirees to give back to the community through United Way participation. Complete the employee giving and participation table below (Donors, not responders). **Up to 10 points**

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Number of Employees</th>
<th>Percent Change</th>
<th>Total Number of Givers</th>
<th>Percent Change</th>
<th>Percent Participation</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>595</td>
<td>-0.3%</td>
<td>572</td>
<td>1.42%</td>
<td>96.1%</td>
</tr>
<tr>
<td>2014</td>
<td>597</td>
<td>-1%</td>
<td>564</td>
<td>3.9%</td>
<td>94.4%</td>
</tr>
<tr>
<td>2013</td>
<td>603</td>
<td>-1%</td>
<td>543</td>
<td>3.9%</td>
<td>90%</td>
</tr>
</tbody>
</table>

Employee % change - 2015 number of employees minus 2014 number of employees divided by 2014 number
Givers % Change - 2015 number of givers minus 20143 number of givers divided by the 2014 number

During the campaign, there were several initiatives to focus on increasing participation including:

- Campaign managers worked with departments who had traditionally low participation. As a result, (five more departments had 100% participation and for the first time in PWC history, 4 of PWC’s 6 divisions had 100% participation. PWC also recognized departments with 100% participation with a special “We gave 100%” plaque. See attachment 6
- Letters were sent to 46 employees hired since our previous campaign introducing them to the United Way and PWC’s involvement and support. Those employees received a special invitation to our United Way Day and received a special gift as a first time “PWC” giver. 93% of the new hires gave.
- PWC departments can earn extra money for their department Christmas parties and this year Twenty-nine (29) departments were recognized for 100% participation.
- PWC sends a special mailing to retirees inviting them to continue participating in PWC’s annual United Way Campaign. See Attachment 6

PWC offers many incentives to encourage participation in the campaign, including:

- Each employee who contributes receives a small token of appreciation from PWC. Employees who give can also “Spin To Win” on United Way Day and win prizes designated only for United Way contributors (“People Who Care.”) See Attachment 6
- Fair share givers are eligible to win 50 year-long designated parking spaces at 9 locations and receive the latest edition of collectable PWC vehicle/equipment series. The series was created in 2000 to encourage fairshare participation. See Attachment 6

- Drawings are held for PWC jackets throughout United Way Day and contributors can “Spin to Win” special prizes as well as get pizza & fresh baked cookies. At our annual celebration, there are Thank You drawings for prizes that include jackets and vacation. The opportunity to win bigger prizes is based on the level of giving. See Attachment 6

Local corporate numbers are reported below unless indicated as □ statewide
Attachment 1
Volunteer Culture

Days of Caring

Wheel Chair Ramp Crew

Community Volunteers
Attachment 2

Partnership with Community

- CEO Leadership Breakfast
- CEO Leadership Breakfast
- CEO Leadership Breakfast
- CEO Leadership Breakfast
- United Way Day
- United Way Day
- United Way Day
- United Way Day
- United Way Page on Employee Intranet
**Attachment 3**

**CEO/Senior Leadership Involvement and Giving**

<table>
<thead>
<tr>
<th>CEO Leadership breakfast</th>
<th>CEO Leadership Challenge</th>
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</thead>
<tbody>
<tr>
<td><img src="image1.png" alt="Image" /></td>
<td><img src="image2.png" alt="Image" /></td>
</tr>
<tr>
<td><strong>PWC Chief Financial Officer Receives United Way Spirit of Caring Award</strong></td>
<td><strong>Sr Management Cooking for Employees</strong></td>
</tr>
<tr>
<td><img src="image3.png" alt="Image" /></td>
<td><img src="image4.png" alt="Image" /></td>
</tr>
<tr>
<td><strong>Sr Management Cooking for Employees</strong></td>
<td><strong>Sr Management Cooking for Employees</strong></td>
</tr>
<tr>
<td><img src="image5.png" alt="Image" /></td>
<td><img src="image6.png" alt="Image" /></td>
</tr>
</tbody>
</table>
Attachment 4
Corporate or Foundation Contributions & Other Non-traditional and In-kind Gifts

PWC = People Who Care

Fayetteville PWC received state recognition for their support of the United Way when selected as a winner of the Spirit of North Carolina Award. The awards are sponsored annually to provide statewide recognition for outstanding commitment and support to communities through local United Way involvement. This year, PWC employees pledged nearly $115,000 and will impact the lives of more than 30,000 people in Cumberland County! This is PWC’s 10th Spirit of North Carolina Award. PWC was also the recipient of the United Way of Cumberland County Marquis Award for promoting leadership giving and the Chairman’s Award for showing continuous outstanding employee support.
<table>
<thead>
<tr>
<th>PWC Employee of the Year</th>
<th>Employee of the Year and Runners-Up</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Campaign Celebration</td>
<td>Employee Campaign Celebration</td>
</tr>
<tr>
<td>Employee Campaign Coordinators</td>
<td>Employee Campaign Coordinators</td>
</tr>
<tr>
<td>Employee Campaign Coordinators</td>
<td>Fair Sharer Giver Gift Series</td>
</tr>
</tbody>
</table>
## Participation Level

<table>
<thead>
<tr>
<th>Year-long Parking Spaces</th>
<th>100% Participation Recognition</th>
</tr>
</thead>
</table>

**100% Participation Recognition**

**Special Mailing to PWC Retirees**
- "Spin to Win"

**Thank You Gift For All Givers**

**Thank You Drawings**