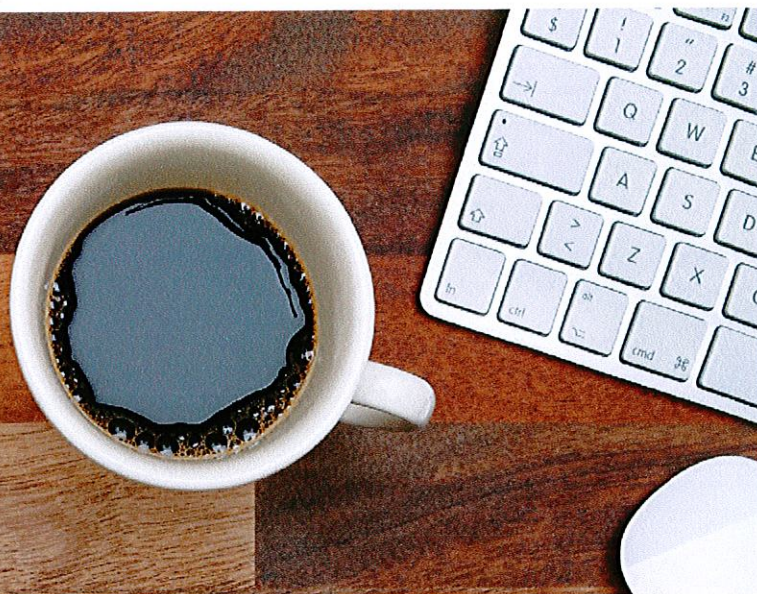


# The NonProfit Times' 50 BEST NONPROFITS TO WORK FOR 2011



By PAUL COLERY

Steven Nardizzi, president & CEO of the Wounded Warrior Project (WWP) in Jacksonville, Fla., doesn't just try to encourage his employees to find fun in their work. He awards them. "If there's a great work environment that's fun and positive they're going to be much better at achieving our mission," he said.

WWP placed first in the second annual *The NonProfit Times' 50 Best Nonprofits To Work For* within the medium organizations category and first overall in the study.

*The NonProfit Times* again worked with the Best Companies Group in Harrisburg, Pa., to seek out the best nonprofit for which to work. Email messages were sent to approximately 100,000 employees at nonprofits seeking nominations. The organizations applied and went through several levels of screening conducted by Best.

Both management and staff completed surveys. Additional information was sought from outside the organization, from businesses that work with the organizations.

To be eligible for consideration, nonprofits had to meet the following criteria:

- Must be in operation a minimum of one year;
- Must be a nonprofit organization with 501(c)(3) status;
- Have a facility in the United States; and,
- Have a minimum of 15 employees in the United States

There were a few exceptions. Management support organizations and consultancies formed under a tax-exempt umbrella could not compete for inclusion. Due to the large number of smaller organizations in the nonprofit sector, a "small-sized nonprofit" category was established to give nonprofits in this category a chance to compete. To ensure the credibility of the information, nonprofits in this category must have an 80 percent (or better) response rate from their employees filling out the survey.

Best conducted a simple yet thorough organizational assessment. The assessment is a two-part process designed to gather detailed data about each participating

nonprofit. In part one, the employer completes a questionnaire and in part two, employees complete a confidential survey.

The collected information from the two instruments is combined to produce a detailed set of data enabling the analysts to determine the strengths and opportunities of the participating nonprofits. The workplaces are ranked based on this data and then the Employer Benchmark Summary is returned to each participating organization.

The employer questionnaire is where important information is captured about nonprofit policies, practices and demographics. This portion of the assessment was sent out shortly after the registration deadline and was due before the employee surveys were sent.

The employer questionnaire was sent to the primary contact electronically. It was completed and submitted online to aid in the functionality and ease of the surveying process.

The Employee Engagement and Satisfaction Survey consisted of approximately 72 statements that employees responded to on a five-point agreement scale. The survey also includes two open-ended questions and seven demographic questions.

The results were analyzed and categorized according to eight core focus areas: Leadership and Planning, Corporate Culture and Communications, Role Satisfaction, Work Environment, Relationship with Supervisor, Training and Development, Pay and Benefits and Overall Engagement.

The majority of the employee surveys were handled online. However, paper based surveys were available to those nonprofits whose employees do not have online capabilities. For the online version, each employee received a unique Web-link via email. Nonprofits choosing the online version of the survey were asked to submit a list of employee email addresses via an upload portal. Best performed the random selection for online nonprofits having more than 250 employees. Best surveyed up to 400 randomly-selected employees depending on employee size.

So, here are *NPT's 50 Best Nonprofits To Work For In 2011*. *NPT*

## 2011 NPT Best Places To Work

Rank	Organization	Location	Employees	Industry
1	Wounded Warrior Project	Jacksonville, Fla.	118	Veterans Service
2	Make-A-Wish Foundation of Metro New York	Lake Success, N.Y.	30	Wishgranting for Children
3	Community Food Bank	Tucson, Ariz.	108	Human Services
4	YearUp	Atlanta, Ga.	193	Education
5	Alzheimer's Association	Chicago, Ill.	250	Health
6	Gulf Coast Community Foundation of Venice	Venice, Fla.	17	Community Foundation
7	Boise Rescue Mission	Boise, Idaho	80	Human Services/Religious
8	PENCIL Foundation	Nashville, Tenn.	26	Education
9	Arts Midwest	Minneapolis, Minn.	19	Arts and Culture
10	Natural Resources Defense Council	New York, N.Y.	388	Environmental
11	NICS/Oasis International Schools	Southaven, Miss.	22	International Education
12	Baptist Easley Hospital	Easley, S.C.	700	Healthcare
13	Nantucket Historical Association	Nantucket, Mass.	41	Historical Association/Museum
14	Adas Israel Congregation	Washington, D.C.	20	Religious
15	PENCIL	New York, N.Y.	22	Education
16	SightLife	Seattle, Wash.	64	Eye Tissue Bank
17	Home Start, Inc.	San Diego, Calif.	74	Social Services
18	National Multiple Sclerosis Society, PSC Chapter*	Carlsbad, Calif.	34	Health
19	Space Foundation	Colorado Springs	44	Education
20	LIVESTRONG	Austin, Texas	81	Healthcare - Service
21	Brighton Center	San Antonio, Texas	95	Early Childhood Intervention
22	Children's Law Center	Washington, D.C.	71	Legal Services
23	Educational Housing Services, Inc.	Brooklyn, N.Y.	47	Student Housing
24	DoSomething.org	New York, N.Y.	18	Youth
25	Cross-Cultural Solutions	New Rochelle, N.Y.	33	International Volunteer Programs
26	Albuquerque Convention & Visitors Bureau	Albuquerque, N.M.	39	Hospitality/Tourism
27	American Heart Association	Dallas, Texas	2,677	Health Funding/Education
28	The GRAMMY Foundation	Santa Monica, Calif.	22	Music
29	BBB serving Central, Coastal and SW Texas	Austin, Texas	48	Service
30	Big Brothers Big Sisters of Greater Kansas City	Kansas City, Mo.	25	Youth Development
31	MusiCares Foundation	Santa Monica, Calif.	26	Music
32	Visiting Nurse Service of New York	New York, N.Y.	4,070	Home Health Care
33	Military Officers Association of America (MOAA)	Alexandria, Va.	91	Association
34	Midelfort Clinic	Eau Claire, Wisc.	1,448	Healthcare
35	PRS, Inc.	McLean, Va.	57	Human Services/Mental Health
36	Child Guidance & Family Solutions	Akron, Ohio	175	Mental Health Service
37	American Councils for International Education	Imperial Beach, Calif.	122	Education
38	The Family Place	Dallas, Texas	125	Social Service
39	Missouri Lions Eye Research Foundation	St. Ann, Mo.	124	Health, Transplant
40	Harlem RBI	New York, N.Y.	62	Youth Development
41	Luther Midelfort Northland	Eau Claire, Wisc.	405	Healthcare
42	Youth Villages	Memphis, Tenn.	2,251	Social Services
43	People Incorporated of Virginia	Abingdon, Va.	242	Community Action
44	Palm Beach Habilitation Center, Inc.	Lake Worth, Fla.	83	Social Services
45	Solar Energy Industries Association	Washington, D.C.	26	Association
46	U.S. Lacrosse	Baltimore, Md.	59	Athletics
47	International Fellowship of Christians and Jews	Chicago, Ill.	80	Humanitarian
48	Van Andel Institute	Grand Rapids, Mich.	270	Life Sciences
49	San Antonio Lighthouse for the Blind	San Antonio, Texas	493	Manufacturing
50	KaBOOM!	Washington, D.C.	74	Community Development

\* Pacific South Coast Chapter

# 50 BEST NONPROFITS TO WORK FOR IN 2011

## MEDIUM ORGANIZATIONS

Continued from page 19

winners for each core value are chosen and given the option of \$2,000 or five days paid time off.

"I don't know too many organizations that award you for having fun in the work place," Nardizzi said. If you do the math, 25 winners on a quarterly basis leave very few employees out of the money.

Bill Carnegie, president and CEO of the Community Food Bank in Tucson, Ariz., attributes the group's success to a bottom-up philosophy. "For management, I consider the vice presidents and myself to be at the bottom of the pyramid rather than the top."

The Community Food Bank placed third in the study, and second in the medium organizations category. The 108 employees are offered flexible scheduling, depending on the position, have an option to work from home one or two days per week and soon will have access to car-pooling services. "We are also looking at different ways to see what the needs of the staff might be and how we can help them enjoy their position more," said Carnegie.

Whereas the average food bank during the past five years increased distribution by 36 percent, the Community Food Bank takes pride in knowing that it increased its distribution 106 percent and gives credit

to their employees. "It was a significant milestone. This year, we're expanding our summer meals programs, opening up a new farm so we can produce more healthy food and make it available to low income families in the community," Carnegie said.

Employees have the option to choose from two healthcare plans. Under one plan, the organization pays 90 percent for

employees and dependents, while the other covers 95 percent of expenses. The idea is to have one plan for employees with larger families and the employees themselves drove the other plan for younger people. Both plans cover disability, dental and vision.

"Our employees really feel they are a part of the organization. They have a voice

and we listen to them and they feel valued," Carnegie said. "We certainly have some people who leave for reasons like going back to school or were only here temporarily. But, we receive so many applications when we post a job listing because people know that we're one of these great nonprofits that does great work and does good by their employees and people want to work here."

Founder and CEO Gerald Chertavian of YearUp said the organization's clear mission, values, honesty and respect for each other makes employees want to go to work every day. "We are recruiting individuals who are deeply passionate about our mission," Chertavian said. "Every single person commits to work with students."

The group, with affiliates around the nation, dedicates its work to teaching young adults between 18 and 24-years-old. It placed fourth in *Best Places To Work* and third in the medium group. The organization has grown from staffing just four employees to staffing 193 in 2010.

The nonprofit offers employees 100 percent medical and dental coverage, a 401(k) retirement plan, short and long term disability, four weeks vacation time after a year of employment and an additional \$2,000 every year that can be added to salary or for professional resources.

### MEDIUM ORGANIZATIONS (50-249 employees)

Rank	Organization	Employees
1	Wounded Warrior Project	118
2	Community Food Bank	108
3	YearUp	193
4	Boise Rescue Mission	80
5	SightLife	64
6	Home Start, Inc.	74
7	LIVESTRONG	81
8	Brighton Center	95
9	Children's Law Center	71
10	Military Officers Association of America (MOAA)	91
11	PRS, Inc.	57
12	Child Guidance & Family Solutions	175
13	American Councils for International Education	122
14	The Family Place	125
15	Missouri Lions Eye Research Foundation	124
16	Harlem RBI	62
17	People Incorporated of Virginia	242
18	Palm Beach Habilitation Center, Inc.	83
19	US Lacrosse	59
20	International Fellowship of Christians and Jews	80



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