

Springfield, MO

Nonprofit Impact Study 2014

Dan Prater, M.A.
Sarah Smith, Ph.D.
Sun-Young Park, Ph.D.
Curt Gilstrap, Ph.D.




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Executive Summary

The findings in this report demonstrate the importance of Springfield nonprofits to the city's economy and overall health. Data provide insights into the sector in terms of size and contribution through the goods and services they provide.

The report examines the organizations' strengths and weaknesses, and their ability to meet our community's most pressing needs.

Finally, this report is intended to inform the general public, industry practitioners, business leaders, community activists, donors, and legislators in our community. Each can use the data in this report to make informed decisions about how they might contribute to Springfield's nonprofit sector.

EXECUTIVE SUMMARY KEY FINDINGS

Springfield nonprofits intersect with the community at key leverage points, including employment, revenue and assets, spending, and more.

Employment

Springfield nonprofit organizations employ more than 38,000 people, with health care and human services accounting for the vast majority of the jobs. In terms of overall employment, the nonprofit sector makes up more than 50 percent of all Springfield private employment. This compares to Missouri and national averages, where nonprofit employees comprise around 10 percent of the total private workforce.

In Springfield, more people work in nonprofits than in any other private sector.

Financial Strength

Nonprofits are critical to the financial health of the Springfield economy, generating nearly 20 percent of the city's total revenue—almost \$4 billion a year. Springfield nonprofits collectively have nearly \$9 billion in total assets, representing 38 percent of the city's Gross Domestic Product (GDP).

Organization Scope and Size

There are more than 1,500 nonprofit organizations in Springfield. Some of these groups are large, with thousands of employees. But most are small operations with fewer than 10 paid staff members. More than 300 of the organizations have no paid staff at all, operating exclusively with volunteers.

Density


The per-capita number of nonprofit organizations in Springfield is no more than that of other similarly-sized cities. In some comparisons, Springfield's nonprofit rate is slightly below average.

Unmet Community Needs

Current funding and resources for organizations addressing our community's most pressing issues are inadequate, jeopardizing services to the residents who need and depend on this assistance.



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Introduction

Every day throughout Springfield, nonprofit organizations are helping improve life for thousands of people. They feed the hungry, educate children, house the homeless, protect the streams and rivers, assist the elderly, and promote the arts.

Many times, nonprofit organizations do what others can't or won't do. They cross political, racial, and geographic boundaries to reach those in need, including society's vulnerable, forgotten and unwanted. They are powered by ordinary people who routinely perform extraordinary acts of kindness and generosity.

Springfield's nonprofit organizations are robust and vibrant, playing a major role in our area's reputation as an excellent place to live.

Now more than ever, these organizations are being asked to solve complex social issues and provide the safety net that once was one of the primary roles of government. They are crucial to the growth and improvement of our changing community.

The Drury University Center for Nonprofit Communication is pleased to present this report as a way to promote a deeper understanding and appreciation of the significance and impact of the nonprofit sector in Springfield, Missouri. This examination will elevate public knowledge of the organizations' strengths and challenges, and will highlight their need for broad support from individuals and corporations.

Beyond describing Springfield's nonprofit sector, we hope this report will spur further conversations and influence leaders and decision-makers to actively support the organizations as an investment into the community's quality of life.

Sincerely,



Dan Prater, Director
Drury University Center for Nonprofit Communication

The Community Foundation of the Ozarks
BKD CPAs and Advisors
Springfield First Community Bank



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Sector Description

There is no one way to describe a nonprofit organization—who they are, what they do, or how they do it. There are enormous variations in scope and size, ranging from a tiny one-person operation with no paid employees, to a university or a billion-dollar health care institution with thousands of employees.

Legal Perspective

There are many terms used to describe the nonprofit industry: nonprofit, charitable, third sector, tax-exempt, NPO, civil society, and voluntary. In countries outside the United States, the acronym NGO (nongovernmental organization) is used. The term not-for-profit is also used, although there is a technical difference between nonprofit and not-for-profit. A not-for-profit, according to the Internal Revenue Service (IRS), refers to an organization that has as their main purpose a hobby or an activity, such as a swimming club or a woodcarver's group. In contrast, a nonprofit organization exists to provide a service or meet a need.

Individual states—not the federal government—grant official nonprofit status. Nonprofit status may make an organization eligible for certain benefits, such as state sales, and property tax exemptions. Most, but not all, nonprofit organizations are tax-exempt. However, organizing as a nonprofit at the state level does not automatically qualify the group for exemption from federal income taxes.

To be tax-exempt, an organization must meet state and federal guidelines. It also must be recognized by the federal government (IRS), and be engaged in one of these activities: advancing of religion, education, or science; providing relief to poor or distressed; promoting youth sports; protecting the environment; promoting health; lessening the burdens of government; erecting or maintaining public buildings, monuments, or works; or preventing cruelty to children or



animals. Others eligible for exemption include cooperative hospital service organizations, public safety testing organizations, charitable risk pools, educational service organizations, and amateur sports organizations.

There are exceptions for certain groups. Organizations that are affiliated with a central-tax organization can be exempt without applying to the IRS. This regime is effective for organizations with partners or affiliates.

There are 28 types of tax-exempt organizations; the best known and most common are 501(c)(3) charitable entities. Other kinds include



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SECTION THREE

political parties, cooperatives, labor unions, veterans' organizations, business leagues, employee associations, credit unions, title-holding companies, and cemeteries.

All charitable organizations in the United States are classified as either a public charity or a private foundation. The distinction between the two is that a public charity receives funding from individuals, businesses, foundations, and government, whereas a private foundation generally gets funding from a single source, such as a family or corporation. Many foundations are grantmakers, generating revenue from investments and interest, and awarding grants to charitable organizations. Federal law requires private foundations to distribute each year an amount equal to 5 percent of the value of the foundation's net investment assets.

Contrary to what some believe, nonprofit organizations are not prohibited from making a

profit (meaning they earn more than they spend). Rather, the law—referred to as the private inurement doctrine—dictates what organizations do with earnings. Nonprofit organizations cannot dispense profits to their directors, officers or other stakeholders. Instead, they must use the funds to improve the organization's services and accomplish its mission. As long as an organization's activities are associated with its purpose, any profit made from them isn't taxable.

Although nonprofit organizations are tax-exempt, that does not mean they never pay taxes. Sometimes nonprofits generate revenue in ways that aren't related to their purposes. While nonprofits can usually earn unrelated business income without jeopardizing their nonprofit status, they have to pay corporate income taxes on it, under both state and federal corporate tax rules. (Generally, the first \$1,000 of unrelated income is not taxed, but the remainder is.)

Table 3.1

Type	Description and Purpose	Contributions Deductible?
501(c)(1)	Corporations organized under acts of Congress, which includes federal credit unions, and serve as instrumentalities of the United States	Yes
501(c)(2)	Corporations created to hold titles for property owned by another nonprofit	No
501(c)(3)	Organizations for any of the following purposes: religious, educational, charitable, scientific, literary, testing for public safety, fostering national or international amateur sports competition (as long as it doesn't provide athletic facilities or equipment), or the prevention of cruelty to children or animals	Yes
501(c)(4)	Civic leagues, social welfare organizations and local associations of employees, created to promote community welfare for charitable, educational or recreational purposes	No
501(c)(5)	Labor, agricultural and horticultural organizations that are educational or instructive, including unions, created for the purpose of improving conditions of work, and products of efficiency	No
501(c)(6)	Business leagues, chambers of commerce, real estate boards, etc., created for the improvement of business conditions	No
501(c)(7)	Social and recreational clubs	No
501(c)(8)	Fraternal beneficiary societies and associations, which provide payment of life, sickness, accident or other benefits to members	Yes
501(c)(9)	Voluntary employees beneficiary associations, which provide payment of life, sickness, accident or other benefits to members	No
501(c)(10)	Domestic fraternal societies and associations, which devote its net earnings to charitable, fraternal and other specified purposes, but NOT to provide life, sickness, or accident benefits to its members	Yes
501(c)(11)	Teachers' retirement fund associations	No
501(c)(12)	Benevolent life insurance associations, irrigation companies, telephone companies, etc., which have a mutually beneficial nature	No



501(c)(13)	Cemetery companies	No
501(c)(14)	State-chartered credit unions and mutual reserve funds	
501(c)(15)	Mutual insurance companies or associations which provide insurance to members substantially at cost	No
501(c)(16)	Cooperative organizations to finance crop operations, also in conjunction with activities of marketing or purchasing associations	No
501(c)(17)	Supplemental unemployment benefit trusts	No
501(c)(18)	Employee funded pension trusts created before June 25, 1959	No
501(c)(19)	Post or organization of past or present members of the armed forces	No
501(c)(21)	Black lung benefit trusts, funded by coal mine operators to satisfy their liability for disability or death due to black lung diseases	No
501(c)(22)	Withdrawal liability payment funds, which providing funds to meet the liability of employers withdrawing from a multiemployer pension fund	No
501(c)(23)	Veterans' organizations created before 1880, to provide insurance and other benefits to veterans	No
501(c)(25)	Title holding corporations or trusts with multiple parent corporations, which holds titles and paying over income from property to 35 or fewer parents or beneficiaries	No
501(c)(26)	State-sponsored organizations providing health coverage for high-risk individuals	No
501(c)(27)	State-sponsored workers' compensation reinsurance organizations	No
501(c)(28)	National railroad retirement investment trust, which manages and invests the assets of the Railroad Retirement Account	No
501(c)(29)	Qualified health insurance issuers which has received a loan or grant under the CO-OP program	No
4947(a)(1)	Non-exempt charitable trusts	No

Nonprofit Findings

Overview of Springfield's Nonprofit Sector

From health care to education to the arts, nonprofit organizations play a vital cultural and economic role in Springfield. The city's estimated 1,556 nonprofits hold more than \$8.9 billion in assets, and reported earnings of about \$3.8 billion in their most recent IRS filings. More than 38,000 workers are estimated to be employed in the Springfield nonprofit sector.

At the other end of the spectrum, *there are 344 organizations, representing 22.1 percent of Springfield nonprofits, reporting zero assets and zero revenue. They have no paid employees and rely exclusively on volunteers to carry out their activities.*

They include educational efforts such as Every Kid Counts, professional organizations such as the American Society of Women Accountants, and faith-based groups like the O'Reilly Catholic Student Center at Missouri State University.

Table 4.1 Springfield, MO Estimated Nonprofit Organizations Identified

Description	Number	Percent
Charitable Remainder Trusts	378	24.3%
Religious Congregations	289	18.6%
Other Nonprofits	889	57.1%
Total	1,556	100.0%

Approximately 378 charitable remainder trusts have a Springfield address, representing about 24.3 percent of local nonprofits (Table 4.1). A Charitable Remainder Trust is established in order to benefit one or more charitable organizations.

Another 289, or 18.6 percent, of Springfield nonprofits identified are religious congregations and are not required to report financial and employment information to the IRS.

The remaining 889 nonprofits come in many sizes and structures. They include large, complex organizations with billions of dollars in revenue and assets, and thousands of paid employees, as well as hundreds of small- and medium-sized nonprofits which perform a wide range of services. These include Springfield's two largest hospitals, Cox and Mercy, as well as educational institutions like Drury and Evangel universities. Other well-known organizations include Convoy of Hope, Big Brothers Big Sisters of the Ozarks, and the Junior League of Springfield.

A Categorizing Springfield's Nonprofit Types and Classifications

Two methods for categorizing nonprofit organizations are the 501(c) designations established for IRS reporting purposes, and the National Taxonomy of Exempt Entities (NTEE) developed by the Urban Institute. About 665, or 42.7 percent, of Springfield nonprofits carry the well-known 501(c)(3) designation, but many other 501 categories are represented locally (Table 4.2).

The NTEE categories describe each nonprofit based on its primary activity, mission, or purpose (Table 4.3). The three largest NTEE categories in Springfield are Education (Category B), Mutual and Membership Benefit (Category Y), and Religion-Related (Category X).

Largest Nonprofit Categories in Springfield

Educational institutions comprise 9.5 percent of Springfield nonprofits, with an estimated 148 organizations. They include Drury and Evangel Universities, and private schools such as New Covenant Academy and Discovery Garden Montessori School. Besides universities and schools, other nonprofit organizations support various educational and extracurricular activities, such as the Hillcrest High School Band Booster Club. Still others are not affiliated with a particular school

Table 4.2 Springfield, Mo Nonprofit IRS Designations

IRS Designation	#	%	Springfield Example
501(c)1	1	0.1%	Farm Credit Services
501(c)2	4	0.3%	The ARC Property Management
501(c)3	665	42.7%	Convoy of Hope
501(c)4	34	2.2%	Sertoma Club of Springfield
501(c)5	31	2.0%	International Brotherhood of Teamsters
501(c)6	59	3.8%	Springfield Area Chamber of Commerce
501(c)7	33	2.1%	Hickory Hills Country Club
501(c)8	19	1.2%	Fraternal Order of Police Missouri State Lodge
501(c)9	8	0.5%	SRC Benefit Programs Trust
501(c)10	8	0.5%	Shriner's International
501(c)13	6	0.4%	Maple Park Cemetery Association
501(c)14	10	0.6%	Educational Community Credit Union
501(c)19	6	0.4%	Veterans of Foreign Wars Department of Missouri

Table 4.3 NTEE Nonprofit Categories

Code	Definition	#	%	Example
A	Arts, Culture, and Humanities	67	4.3%	Springfield Regional Opera
B	Education	148	9.5%	The Summit Preparatory School
C	Environment	40	2.6%	Ozark Greenways
D	Animal-Related	58	3.7%	Springfield Animal Advocacy Foundation
E	Health Care	80	5.1%	Advocates for a Healthy Community
F	Mental Health and Crisis Intervention	22	1.4%	NAMI of Southwest Missouri
G	Diseases, Disorders, and Medical Disciplines	36	2.3%	Learning Disabilities Association
H	Medical Research	18	1.2%	Charitable Trusts
I	Crime and Legal Related	21	1.3%	Child Advocacy Center
J	Employment	68	4.4%	Communication Workers of America
K	Food, Agriculture, and Nutrition	17	1.1%	Ozarks Food Harvest
L	Housing and Shelter	40	2.6%	Habitat for Humanity
M	Public Safety, Disaster Preparedness, and Relief	17	1.1%	Safety Council of the Ozarks
N	Recreation and Sports	51	3.3%	A Sporting Chance
O	Youth Development	15	1.0%	Boys and Girls Club of Springfield
P	Human Services	99	6.4%	Southwest Center for Independent Living
Q	International, Foreign Affairs, and National Security	7	0.4%	The China Training Network
R	Civil Rights, Social Action, and Advocacy	33	2.1%	Minorities in Business
S	Community Improvement and Capacity Building	54	3.5%	Sertoma Club of Springfield
T	Philanthropy, Voluntarism, and Grantmaking Foundations	85	5.5%	Community Foundation of the Ozarks
U	Science and Technology	21	1.3%	Ozarks Green Building Coalition
V	Social Science	5	0.3%	Numerous charitable trusts
W	Public and Societal Benefit	49	3.1%	American Legion
X	Religion-Related	106	6.8%	Christian Campus Ministry of Springfield
Y	Mutual and Membership Benefit	109	7.0%	Missouri Grocers Association

or extracurricular activity, but provide education services to the general community, such as the Ozarks Literacy Council (See Table 4.3).

With respect to the Education category, it should be noted that many universities and schools are not considered to be nonprofits. Educational organizations that fall outside of the nonprofit sector include public universities such as Missouri State University, public schools such as Glendale High School, and for-profit organizations such as Everest College, Midwest Technical Institute, and Vatterott College.

There are about 109 Mutual and Membership Benefit organizations, representing 7 percent of all Springfield nonprofits (See Table 4.3). These organizations include professional organizations

such as the Home Builders Association of Greater Springfield; genealogical groups such as the Missouri State Society Daughters of the American Revolution; and organizations who maintain local cemeteries, such as the Maple Park Cemetery Association.

About 6.8 percent of Springfield nonprofits, or 106 organizations, are Religion-Related organizations (See Table 4.3). These nonprofits are treated separately from churches and other religious congregations for IRS reporting purposes, and they perform a variety of public service and faith-based activities. The Religion-Related category includes Catholic Charities of Southern Missouri, Assemblies of God Expression of Marriage Encounter, and Christ Episcopal Church Foundation.

SECTION FOUR

Charitable Remainder Trusts in Springfield

Springfield-based Charitable Remainder Trusts, like other nonprofits, are required to report a stated purpose or issue that they support, which can be identified by NTEE category. The top three issues supported by Springfield Charitable Remainder Trusts are Employment, Animal Causes, and Civil Rights (Table 4.4).

Nonprofit Categories Excluding Charitable Remainder Trusts

When Charitable Remainder Trusts are excluded, the largest NTEE category, in terms of the number of organizations, is Human Services (Category P), with 75 organizations comprising 13.8 percent of Springfield nonprofits. This category includes well-known groups that perform vital services in Springfield and beyond, such as Convoy of Hope and Ozarks Area Community Action Corporation (OACAC).

The next largest category, when Charitable Remainder Trusts are excluded, is Philanthropy, Voluntarism, and Grantmaking (Category T), with 63 organizations and 11.6 percent of Springfield nonprofits. This category is represented by organizations that distribute donations to one or more designated causes, and includes Community Foundation of the Ozarks and the Missouri State University Foundation.

Finally, 45 Health Care organizations were identified (Category E), representing 8.3 percent of Springfield nonprofits, excluding Charitable

Remainder Trusts. Besides the two major hospitals, Health Care includes organizations such as Christian Health Care of Springfield and The Vision Rehabilitation Center of the Ozarks.

B Age of Springfield Nonprofits

Springfield nonprofits have been in operation for an average of 26.9 years. The oldest is Drury University, which was founded in 1873, making it 140 years old in 2013. At the other end of the age scale, 17 nonprofits were founded in 2012, making them just one year old in 2013 (Table 4.5). This illustrates how the number of nonprofits in existence is very fluid, with new organizations starting and others ceasing to exist on a continual basis.

When we look at the average age of Springfield nonprofits by NTEE category, the three oldest are Employment (Category J) with an average age of 51 years; Community Improvement and Capac-

Figure 4.1 Summary of Springfield Nonprofit Organizations

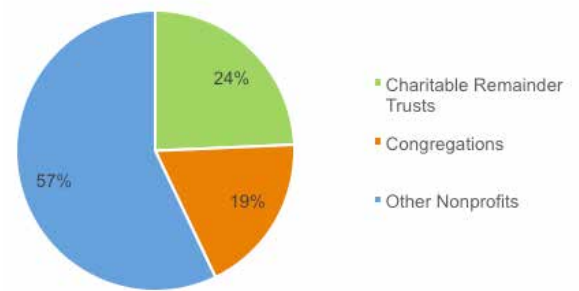


Table 4.4 Top Three Issues Supported by Springfield Charitable Remainder Trusts

NTEE Category	Description	Estimated Number in Springfield	Estimated Percent of Springfield Nonprofits
J	Employment Initiatives	45	11.9%
D	Animal-Related	38	10.1%
R	Civil Rights, Social Action, or Advocacy	31	8.2%

Table 4.5 Springfield Nonprofit Organizations Founded in 2012

1. Anchored in Christ Education: 501(c)(4), Education	10. Midwest Off-Road Cyclists: 501(c)(3), Mutual and Membership Benefit
2. Baxter Hall Properties: 501(c)(7), Recreation and Sports	11. Minorities in Business: 501(c)(3), Civil Rights, Social Action, and Advocacy
3. Cystic Fibrosis: 501(c)(3), Diseases, Disorders, and Medical Disciplines	12. Missouri Veterans Cemetery Springfield: 501(c)(3), Mutual and Membership Benefit
4. Faith Hope: 501(c)(3), Religion-Related	13. Outpost Christian Ministry: 501(c)(3), Religion-Related
5. Stepping Stones: 501(c)(3), Human Services	14. Porsche Club of America: 501(c)(7), Mutual and Membership Benefit
6. Greenwood Athletic and Debate: 501(c)(3), Education	15. Reflective Creations Inc: 501(c)(3), Education
7. Interactive Computer Owners: 501(c)(3), Mutual and Membership Benefit	16. Route 66 Rescue Inc: 501(c)(3), Animal Related
8. Jack's Nursery: 501(c)(3), Food, Agriculture, and Nutrition	17. Springfield Youth Leaders Network: 501(c)(3), Mutual and Membership Benefit
9. Men's Chorus of the Ozarks: 501(c)(3), Arts, Culture, and Humanities	

ity Building (Category S) with an average age of 45; and Public and Societal Benefit (Category W) with an average age of 43 years.

The three youngest NTEE categories, based on average age, are organizations engaged in Civil Rights, Social Action, and Advocacy (Category R), with an average age of nine years; Science and Technology organizations (Category U), which average 14 years in operation; and International, Foreign Affairs, and National Security (Category Q), averaging 15 years in operation.

C Springfield Nonprofit Assets

Nonprofit organizations in Springfield hold approximately \$8.9 billion in assets, and almost two-thirds of that amount, or about \$5.3 billion, belongs to Charitable Remainder Trusts, which make up about a quarter of all nonprofits identified in Springfield (Table 4.6).

Springfield nonprofit assets are heavily concentrated. Of the 923 nonprofits for whom asset information was found, more than half, or 53 percent, reported less than \$150,000 (Table 4.7).

Charitable Remainder Trust Assets

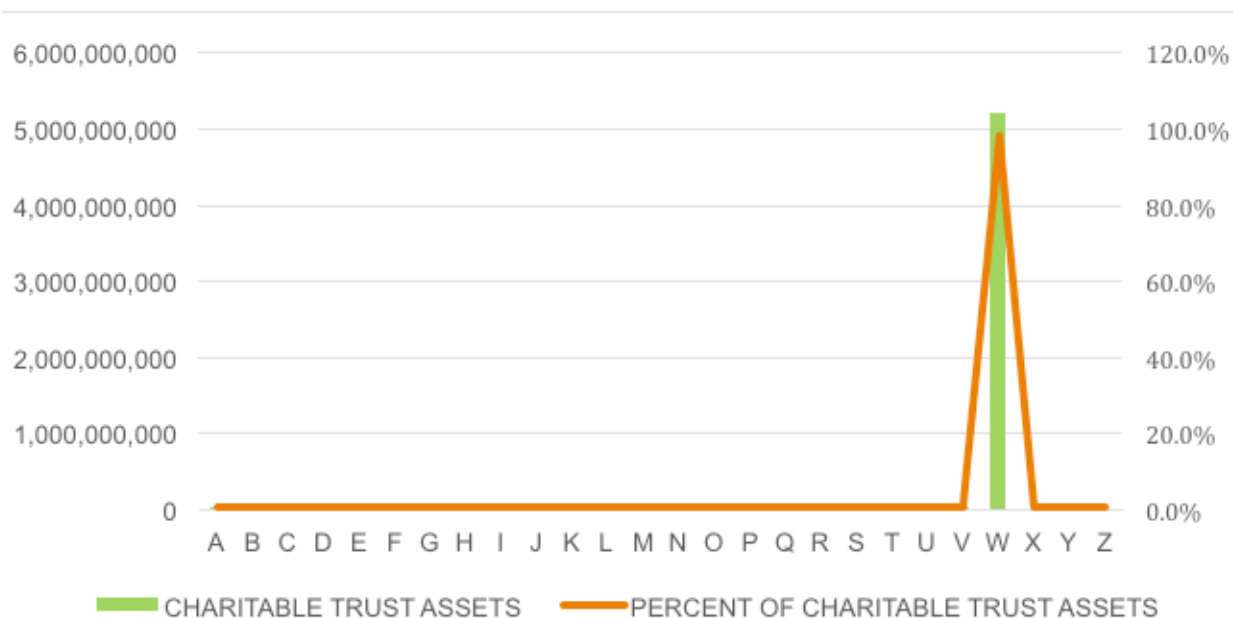
Of the \$5.3 billion of Charitable Remainder Trust assets, \$5.2 billion is held by one particular trust that supports Public and Societal Benefit causes, or NTEE Category W (Figure 4.2). That one trust alone represents 97.7 percent of all Charitable Remainder Trust assets and 58.4 percent of all nonprofit assets in Springfield.

Table 4.7 Distribution of Springfield Nonprofit Assets

Asset Range	Number of Organizations	% of Organizations
Less than or equal to Zero	36	3.9%
\$0-\$49,999	224	24.3%
\$50,000-\$149,999	229	24.8%
\$150,000-\$249,999	87	9.4%
\$250,000-\$499,999	102	11.1%
\$500,000-\$999,999	82	8.9%
\$1,000,000-\$1,999,999	58	6.3%
\$2,000,000-\$2,999,999	25	2.7%
\$3,000,000-\$3,999,999	11	1.2%
\$4,000,000-\$4,999,999	8	0.9%
\$5,000,000-\$9,999,999	20	2.2%
\$10,000,000 or more	36	3.9%
TOTAL	923	100.0%

Table 4.6 Summary of Assets Held by Springfield nonprofit Organizations

Organization Type	Number of Organizations	Percent of Organizations	Reported Assets Held	% of Reported Assets Held
Charitable Remainder Trusts	378	24.3%	\$5,323,741,400	59.8%
Regular Nonprofits	545	35.0%	\$3,578,851,061	40.2%
Total Nonprofits	1,556	100.0%	\$8,902,592,461	100.0%



SECTION FOUR

Nonprofit Assets Excluding Charitable Remainder Trusts

We also see heavy concentration of assets when examining the remaining Springfield nonprofits, excluding Charitable Remainder Trusts. Of the more than \$3.5 billion in assets reported, the largest category is Health Care with more than \$2 billion, or 57.9 percent of assets.

Of the remaining categories, the largest asset holders are Philanthropy, Voluntarism, and Grantmaking organizations with about \$439.5 million, or 12.3 percent of nonprofit assets; Education with nearly \$264 million, or 7.4 percent; Public and Societal Benefit Organizations with about \$257 million, or 7.2 percent; and Human Services organizations with \$173.6 million or 4.9 percent.

Springfield's two largest hospitals are also its two largest nonprofit asset holders (Table 4.8). The combined assets of the ten largest organizations total more than \$2.6 billion, which is 29.2 percent of all nonprofit assets in Springfield and 72.8 percent of assets excluding Charitable Remainder Trusts.

Springfield's largest hospital, Lester E. Cox Medical Centers, reported more than \$1 billion worth of assets in its most recent Form 990. That's an estimated 11.3 percent of all Springfield nonprofits assets, 28.2 percent of assets excluding Charitable Remainder Trusts, and 48.6 percent of nonprofit Health Care assets.

Mercy Hospital, the second-largest hospital, reported more than \$414 million in assets. That represents 4.7 percent of all nonprofit assets, 11.6 percent of assets when Charitable Remainder Trusts are excluded, and 19.9 percent of Health Care assets.

The two hospitals hold combined assets worth more than \$1.4 billion, which is 16 percent of all nonprofit assets, 39.8 percent excluding Charitable Remainder Trusts, and 68.5 percent of the Health Care category. It should be noted that Cox and Mercy file separate Forms 990 for their clinics, research arms, and other units, so that the hospital data alone do not reflect all assets held by these organizations.

After Health Care, Philanthropy, Voluntarism, and Grantmaking Foundations, or NTEE Category T, hold the next-largest share of nonprofit assets, with a total of \$439,510,739, or 5 percent of all assets and 12.3 percent when Charitable Remainder Trusts are excluded. The largest asset holder identified for this category is Community Foundation of the Ozarks, which holds 2.2 percent of

nonprofit assets, worth close to \$194 million. The Missouri State University Foundation is the second-largest with \$117 million in assets, accounting for 1.3 percent of Springfield nonprofit assets.

D Springfield Nonprofit Revenue

According to a report by the Springfield Regional Economic Partnership (2013), the gross metro product (GMP) for the Springfield metro statistical area for 2012 was estimated at \$16.2 billion. GMP, similarly to the gross domestic product, can be described as the sum of the market value of goods and services produced within a metropolitan area for a given year (Bureau of Economic Analysis 2013).

According to current year earnings reported in IRS Forms 990 for nonprofits located within Springfield city limits, yearly revenue for the nonprofit sector is estimated at approximately \$3.8 billion (Table 4.9). Based on these estimates, the nonprofit sector contributes about a quarter of the GMP for the Springfield metro area, with about 23.6 percent.

Highest Earning Nonprofit Categories

Of the \$3.8 billion in revenue reported for all Springfield nonprofits, almost 80 percent, or just over \$3 billion, was earned by Health Care organizations (Table 4.10). In fact, no other nonprofit category earns more than 10 percent of nonprofit revenue, with the second-highest earning sector, Human Services, accounting for just 7.7 percent. The top five revenue categories earned a combined \$3.5 billion, as reported in IRS filings, which is 93.7 percent of Springfield nonprofit revenues.

Highest Earning Nonprofit Organizations

As with nonprofit assets, revenues can be characterized by a high degree of concentration. The ten highest-earning organizations reported more than 80 percent of all nonprofit revenue in Springfield (Table 4.11).

The top five nonprofit revenue earners all belong to the Health Care field, and those five organizations alone account for 76 percent of all nonprofit revenue. The two largest hospitals, Cox and Mercy, reported a combined \$1.8 billion, which is nearly half of all nonprofit revenues at 47.5 percent.

Convoy of Hope, which is based in Springfield and serves people affected by natural disasters throughout the world, leads the way for non-

Health Care organizations. The organization reports more than \$75 million in revenue in its most recent IRS filings. Alternative Opportunities, which addresses the needs of people with disabilities as well as children and families with varying needs, is another Human Services organization reporting significant revenue, with nearly \$65 million.

Finally, our examination of nonprofit revenue uncovered 16 organizations reporting revenue of less than or equal to zero dollars for the most recent year reported to the IRS. More specifically, seven nonprofits reported a net loss of income for the year, including one nonprofit which lost \$21,275.

While just ten organizations accounted for more than 80 percent of revenues, more than half of Springfield's nonprofits, or 53.3 percent, reported less than \$150,000 in earnings (Table 4.12). Only 21.7 percent reported revenues of at least \$1 million.

Organization	Estimated Assets	Percent of Springfield Assets
Lester E Cox Medical Centers	\$1,009,866,577	11.3%
Mercy Hospital	\$414,122,267	4.7%
Mercy Health Springfield Communities	\$237,887,139	2.7%
St. John's Health System Inc	\$225,276,944	2.5%
Community Foundation of the Ozarks inc	\$193,894,595	2.2%
Drury University	\$174,904,718	2.0%
Missouri State University Foundation	\$117,027,132	1.3%
Telcom Credit Union	\$97,703,171	1.1%
American National Fish and Wildlife Museum	\$73,559,004	0.8%
Evangel University	\$59,465,459	0.7%
Total	\$2,603,707,006	29.2%

Table 4.8 Largest Springfield Nonprofit Asset Holders, Excluding Charitable Remainder Trusts

Description	Current Year	Prior Year	Percent Change
Total Revenue	\$3,818,668,066	\$3,636,098,179	5.0%
Minimum	\$-21,275	\$-33,835	37.1%
Maximum	\$934,700,121	\$903,935,366	3.4%
Average	\$7,097,896	\$7,046,702	0.7%
Median	\$129,584	\$118,463	9.4%

Table 4.9 Springfield Nonprofit Revenue Summary

Category	Estimated CY Revenue	Percent of Nonprofit Revenue
Health Care (E)	\$3,020,820,273	79.3%
Human Services (P)	\$294,880,372	7.7%
Education (B)	\$122,331,721	3.2%
Philanthropy, Voluntarism, and Grantmaking (T)	\$91,844,379	2.3%
Mental Health and Crisis Intervention (F)	\$46,687,327	1.2%
Total	\$3,576,564,072	93.7%

Table 4.10 Top Revenue-Earning Nonprofit Categories in Springfield

Organization	NTEE Category	Current Year Revenue	% of Nonprofit Revenue
Lester E Cox Medical Centers	Health Care	\$934,700,121	24.5%
Mercy Hospital	Health Care	\$880,696,760	23.1%
Mercy Clinic	Health Care	\$472,533,009	12.4%
St. John's Health System, Inc.	Health Care	\$331,969,805	8.7%
Mercy Health Springfield Communities	Health Care	\$279,161,952	7.3%
Convoy of Hope	Human Services	\$75,329,388	2.0%
Drury University	Education	\$73,130,936	1.9%
Alternative Opportunities, Inc.	Human Services	\$64,779,466	1.7%
Burrell Center	Mental Health	\$43,269,823	1.1%
Evangel University	Education	\$33,543,840	0.9%
Total		\$3,189,115,100	83.5%

Table 4.11 Highest Earning Springfield Nonprofits Based on Reported Current Year Revenue

E Springfield Nonprofit Employment

According to the Bureau of Labor Statistics (2013), a total of 153,260 workers were employed in Greene County in 2012, and of that number, 134,493, or 87.8 percent, work for private organizations. It should be noted that BLS numbers for private employment do not distinguish between for-profit and nonprofit organizations. Also, BLS numbers are for all of Greene County, while numbers for this report are for only nonprofits located within Springfield city limits.

Employment information was found in Form 990 filings for 494 Springfield nonprofits. Across those organizations, a total of 38,877 employees were identified. Based on this information, we can estimate that Springfield nonprofit workers represent 25.4 percent of Greene County workers (Figure 4.4), and 28.9 percent of Greene County private sector workers (Figure 4.5).

F Impact of Major Health Care Organizations

According to 2012 data from the Springfield Area Chamber of Commerce, there are 76,187 workers employed within the city of Springfield. Based on this information, we can estimate that 38,877 Springfield nonprofit workers represent more than half (51 percent) of all employees in the city (Figure 4.6).

Although a large number of Springfield residents work for nonprofit organizations, we identified 285 nonprofits, or 52.5 percent of reporting agencies, that had zero employees. These organizations, such as the Veterans of Foreign Wars, operate exclusively with volunteers.

Other nonprofits reporting zero employees included student organizations such as Kappa Delta sorority and community improvement organizations such as the Sertoma Club. Many school booster clubs, like the Kickapoo Baseball Booster Club, do not have paid employees, and the same is true of many recreational or hobby-related groups like the Mighty Mites and the Ozark Antique Automobile Club.

At the other end of the scale, when we look at the 10 largest nonprofit employers in Springfield (Table 4.13 on page 18), only four NTEE categories are represented. Four of them are Health Care organizations (NTEE Category E), while another, Burrell Center, addresses Mental Health needs. Another three, Alternative Opportunities, Ozarks Regional YMCA, and Arc of the Ozarks, work in the Human Services sector (Category P). Finally, two private universities, Drury University and Evangel University, which belong to the Education Category (E), are among the 10 largest nonprofit employers.

Figure 4.4 Springfield Nonprofit Share of Greene County Employment

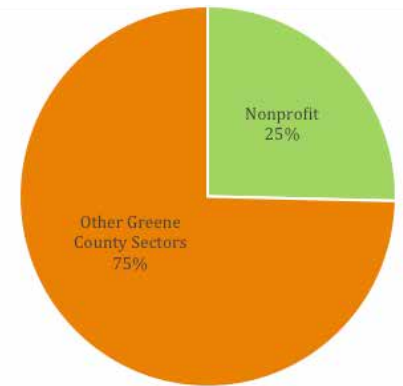


Table 4.12 Distribution of Springfield Nonprofit Revenue

Revenue Range	# of Organizations	% of Organizations
Less than or equal to zero	16	3.0%
\$0-\$49,999	123	22.9%
\$50,000-\$149,999	147	27.4%
\$150,000-\$249,999	46	8.6%
\$250,000-\$499,999	58	10.8%
\$500,000-\$999,999	31	5.8%
\$1,000,000-\$1,999,999	33	6.1%
\$2,000,000-\$2,999,999	23	4.3%
\$3,000,000-\$3,999,999	9	1.7%
\$4,000,000-\$4,999,999	10	1.9%
\$5,000,000-\$9,999,999	16	3.0%
\$10,000,000 or greater	25	4.7%
TOTAL	537	100.0%



Figure 4.5 Springfield Nonprofit Share of Greene County Private Employment

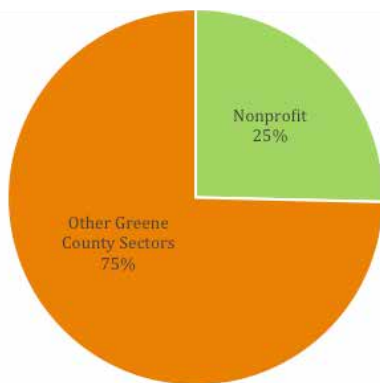
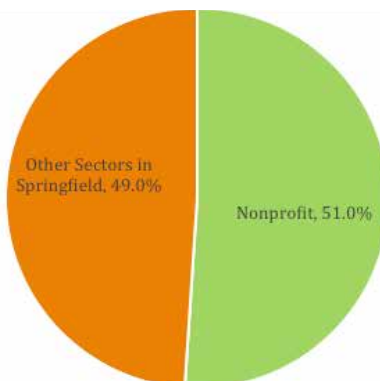


Figure 4.6 Nonprofit Share of Springfield City Employment



Our community would not be as GREAT without the dedication and impact of local non-profits.



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SECTION FOUR

When ranking nonprofit employment by category, once again we see Health Care, Human Services, and Education leading the way (Table 4.14). After these three, only five other categories employ more than one percent of Springfield's nonprofit workforce.

One clear pattern that emerges from our analysis is the impact of Springfield's two largest nonprofit Health Care organizations, Cox and Mercy. It has already been demonstrated that the city's two largest hospitals lead the sector in terms of assets, revenue, and employees.

As noted earlier in this section, however, Cox and Mercy include many organizational units besides the hospitals, including clinics and research institutes, all of which file separate forms with the IRS. When we look at the combined assets, revenue, and employment for all of these organi-

zations combined, their importance to our local nonprofit sector and overall economy becomes even more striking.

All of the Cox organizations identified have combined assets of over \$1 billion, revenues of almost \$1 billion, and more than 8,000 employees (Table 4.15). Similarly, all of the Mercy organizations found have combined assets of almost \$1 billion, revenues of almost \$2 billion, and more than 10,000 employees (Table 4.16).

Cox and Mercy combined hold 23 percent of nonprofit assets in Springfield, earn more than three-quarters of nonprofit revenue, and employ almost half of nonprofit workers. Table 4.17 contains total assets, revenue, and employment for all Cox and Mercy organizations, not just the two hospitals.

Table 4.13 Springfield's Largest Nonprofit Employers

Organization	NTEE Category	Number of Employees	% of Springfield Nonprofit Employees
Lester E. Cox Medical Centers	Health Care (E)	8,107	20.8%
Mercy Hospital	Health Care (E)	7,313	18.8%
Mercy Clinic	Health Care (E)	2,977	7.7%
Alternative Opportunities	Human Services (P)	2,579	6.6%
Drury University	Education (B)	1,963	5.0%
Healthcare Services of the Ozarks	Health Care (E)	1,478	3.8%
Ozarks Regional YMCA	Human Services (P)	1,311	3.4%
Evangel University	Education (B)	1,301	3.3%
Arc of the Ozarks	Human Services (P)	1,173	3.0%
Burrell Center	Mental Health (F)	955	2.5%
Total		29,539	74.9%

Table 4.14 Top Springfield Nonprofit Employment Categories

NTEE Category	Number of Employees	% of Springfield Nonprofit Employees
Health Care (E)	20,658	53.1%
Human Services (P)	9,922	25.5%
Education (B)	3,687	9.5%
Mental Health and Crisis Intervention (F)	1,036	2.7%
Youth Development (O)	440	1.1%
Animal-Related (D)	429	1.1%
Employment (J)	427	1.1%
Food, Agriculture, and Nutrition (K)	393	1.0%
Total	36,992	95.1%

Table 4.15 Cox Organizations in the Springfield Nonprofit Sector

Organization	Assets	Current Year Revenue	# of Employees
Cox Alternative Care of the Ozarks, Inc.	\$815,821	\$5,768,213	112
Cox Health Plans Of the Ozarks	\$17,475,027	\$13,926,063	86
Cox Health Auxiliary	\$467,733	\$233,676	0
Cox Health Foundation	\$19,127,219	\$3,323,818	0
Cox Health Home Care Services	\$360,104	\$737,734	52
Lester E. Cox Medical Center General Professional Liability Loss Fund	\$24,640,057	\$1,125,767	0
Lester E Cox Medical Centers	\$1,009,866,577	\$934,700,121	8,107
Total	\$1,072,752,538	\$959,815,392	8,357



Organization	Assets	Current Year Revenue	# of Employees
Mercy Clinic	\$53,327,228	472,533,009	2,977
Mercy Health Foundation	\$22,622,618	2,348,491	2
Mercy Health Springfield Communities	\$237,887,139	279,161,952	0
Mercy Hospital	\$414,122,267	880,696,760	7,313
Mercy Medical Research Institute	\$967,715	2,438,451	0
St. John's Foundation for Community Health	\$20,588,865	1,592,786	5
St. John's Health System, Inc.	\$225,276,944	331,969,805	5
St. John's Medical Research Institute, Inc.	\$318,866	1,988,387	5
Total	\$975,111,642	1,972,729,641	10,307

Table 4.16 Mercy Organizations in the Springfield Nonprofit Sector

	All Cox Organizations	All Mercy Organizations	Cox and Mercy Combined
Assets	\$1,072,752,538	\$975,111,642	\$2,047,864,180
% of Springfield Nonprofit Assets	12.0%	11.0%	23.0%
Current Year Revenue	\$959,815,392	\$1,972,729,641	\$2,932,545,033
% of Springfield Nonprofit Revenue	25.1%	51.7%	76.8%
Employees	8,357	10,307	18,664
% of Springfield Nonprofit Employees	21.5%	26.5%	48.0%

Table 4.17 Cox and Mercy Combined Impact

Nonprofit Impact

Springfield Nonprofit Compensation and Benefits

Springfield Nonprofit Compensation and Benefits

Nonprofit salaries—especially those of CEOs and executives—have been the subject of controversy over the past decade. Because many organizations receive the bulk of their funding through donations, there is a higher level of scrutiny concerning nonprofit wages and benefits. Donors, the general public, and the media want to know how much executives are paid, and if those wages are appropriate.

To provide greater transparency and accountability, in 2008 the IRS added new requirements for registered organizations. Nonprofits that file 990-EZ, 990, or 990-PF annual forms are now required to list information on compensation paid to its directors, trustees, officers, and five highest-paid employees that earn more than \$100,000.

Well-meaning donors and members of the public may not fully understand the complexities of running a multi-million dollar operation that requires a high level of experience and expertise. In addition, as organizations strive to utilize professional standards, they must pay for workers with proper training and credentials.

While some nonprofit employees receive high wages, the reality is that many make significantly less than their for-profit counterparts.

According to the 2013 Springfield Nonprofit Salary & Benefits study conducted by the Center for Nonprofit Communication at Drury University, the average compensation for nonprofit CEOs/E. Directors in Springfield was \$88,828 (Table 5.1).

As expected, there is a direct correlation between organizational size and compensation — especially at the top level. Small organizations with annual budgets under \$250,000 typically pay the least, while there is a steady increase in pay as organizational size grows.

Among NTEE Nonprofit Categories, the highest mean Springfield CEO/Ex. Director salary was in Health Care (E)

at \$158,655, followed by Community Improvement and Capacity Building (S) at \$126,260 and Crime and Legal Related (I) at \$112,322. The results were similar to those of the national survey in that executive directors of Health Care organizations received the highest compensation at \$129,948, and executives at public, societal-related sectors received the second highest at \$112,089.

Figure 5.1 provides a breakdown of executive compensation across sectors, and shows that 11 percent of all nonprofit executive wages are paid in Health Care (E) as shown in Figure 1. Also, for these executives, the next highest wages are paid to executives for Community Improvement and Capacity Building (S) (9 percent) and Crime and Legal Related (I) (8 percent).

The average salary for Springfield nonprofit workers was \$55,584. The average salary for entry-level workers, such as generalists and specialists, was \$32,088, while the overall average tenure for an entry-level worker was less than four years. The average salary for Springfield mid-level positions, which had longer tenures, of at least four years in most cases, was \$37,335.

Compared to results of The NonProfit Times/Bluewater Solutions Nonprofit Organizations Salary & Benefits Report in 2012, Springfield nonprofits tended to have lower average salaries as can be seen in Table 5.2 (on page 22). The average salary for the U.S. social workers was \$59,050; specifically, \$35,961 for entry-level positions, \$41,115 for mid-level positions, and \$107,561 for executive positions.

In order to more accurately compare the Springfield average with the national average, the adjusted mean values were obtained after reflecting cost of living. The Index for Springfield equals 89.9, while the U.S. average is 100 according to the Springfield Regional Economic Partnership (SREP). As shown in Table 5.2, when considering cost of living, the amount for Springfield employees is similar to the national average in the nonprofit sectors, but still slightly lower than the national average for executives.

Table 5.1 Springfield Nonprofit Compensation by NTEE Nonprofit Categories

Code	Category	CEO - Ex.Dir.	Non-Executives
A	Arts, Culture, and Humanities	\$73,571	\$54,209
B	Education	\$93,096	\$68,563
C	Environment	\$33,600	N/A
D	Animal-Related	\$40,000	\$53,721
E	Health Care	\$158,655	\$75,441
F	Mental Health and Crisis Intervention	\$62,278	\$46,859
G	Diseases, Disorders, and Medical Disciplines	\$100,000	\$35,000
H	Medical Research	N/A	N/A
I	Crime and Legal Related	\$112,322	\$73,734
J	Employment	N/A	N/A
K	Food, Agriculture, and Nutrition	\$73,000	\$29,627
L	Housing and Shelter	N/A	N/A
M	Public Safety, Disaster Preparedness, and Relief	\$49,270	\$39,642
N	Recreation and Sports	\$50,000	\$27,500
O	Youth Development	\$78,875	\$41,388
P	Human Services	\$75,566	\$47,699
Q	International, Foreign Affairs, and National Security	N/A	N/A
R	Civil Rights, Social Action, and Advocacy	N/A	N/A
S	Community Improvement and Capacity Building	\$126,260	\$96,100
T	Philanthropy, Voluntarism, and Grantmaking Foundations	\$100,136	\$60,000
U	Science and Technology	N/A	N/A
V	Social Science	N/A	N/A
W	Public and Societal Benefit	N/A	N/A
X	Religion-Related	\$50,000	N/A
Y	Mutual and Membership Benefit	\$61,652	\$46,000
Z	Unknown	\$108,000	N/A
	Average	\$88,828	\$52,562

Figure 5.1 Springfield Nonprofit Executive Compensation by NTEE Nonprofit Categories



SECTION FIVE

Also, salaries for non-executive nonprofit workers in Springfield were analyzed. Non-executive wages follows a similar pattern as executive wages. Further analysis revealed that the Community Improvement and Capacity Building (S) sectors represent a higher proportion of wages at 11 percent, followed by Health Care (E) and Crime and Legal Related (I) at 9 percent respectively.

Of particular interest is that nine positions from CEO to Generalist were analyzed to compare the compensation of 2006 and 2013. The overall compensation in Springfield was \$38,508 in 2006, increasing to \$58,861 in 2013. This means that the nonprofit workers in Springfield have seen a greater increase in salary over the last seven years (65.4 percent). More specifically, the average compensation for CEO - Executive Directors increased by 44 percent. The mean salary also increased between 2006 and 2013 for Deputy Chiefs (46 percent), Directors Administration (11 percent), HR Managers (43 percent), Regional Managers (8 percent), Senior District Directors (53 percent), District Directors (28 percent), Field Staff Directors (51 percent), and Generalists (11 percent) (Table 5.3 and Figure 5.2).

Additionally, the adjusted values for the wages in 2013 were calculated based on the cost of living. According to Bureau of Labor Statistics' CPI Inflation Calculator, \$100 in 2006 had the same buying power as \$116.15 does in 2013. The Table 4 and Figure 3 were tabulated in that way. The average compensation in 2013 was changed from \$58,861 to \$50,677 in association with the change in the living cost. For example, the CEO salary was revised to \$76,477, which is still an increase of 35 percent since 2006. However, the salary decreased with regard to some

positions, such as Director of Administration at - 4 percent, Regional Manager at -7 percent, and Generalist at -3 percent.

Finally, the Springfield nonprofit salary and benefits survey indicated that the most common benefit for employees in the survey was health insurance, offered by 65.6 percent of the organizations responding to the survey. Also, other benefits were found to be offered by Springfield nonprofit organizations: flex time (33.3 percent), telecommuting (14.5 percent), dental insurance (48.9 percent), life insurance (23.3 percent), and professional association membership (30.3 percent) (see Table 5.5). However, when compared to the survey data included in the Non-Profit Times/Bluewater Solutions Nonprofit Organizations Salary & Benefits Report, the overall benefits in Springfield were lower than those in the U.S.: health insurance (85 percent), telecommuting (24.1 percent), dental insurance (64.5 percent), life insurance (55 percent), and professional association membership (34.8 percent).

The Economic Impact of Springfield Nonprofits

The data compiled by the Bureau of Economic Analysis indicates a total of 14,487 private industries in Springfield. More specifically, 2,530 private goods-producing industries and 11,957 private services-providing industries exist in Springfield in 2012 based on the North American Industry Classification System (NAICS). Meanwhile, 1,556 nonprofit organizations were found in Springfield based on submitted IRS Forms 990 and other sources. It accounts for

Figure 5.2 2006 vs. 2013 comparisons chart

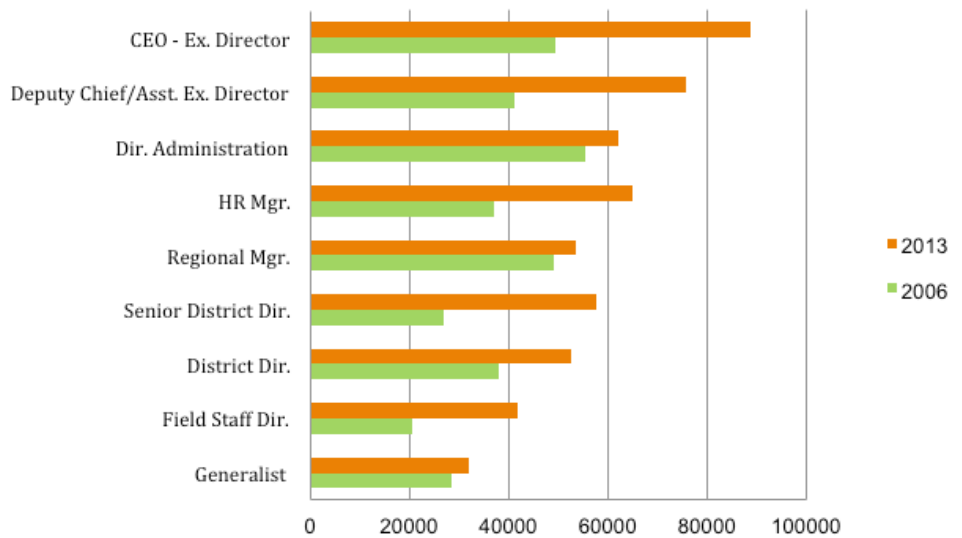


Table 5.2 Salaries for Nonprofit Employees and Executives

Note: Values in parentheses indicate adjusted means.

	Springfield Mean	National Mean
Entry-level Employees	\$32,088 (\$35,692)	\$35,961
Mid-level Employees	\$37,335 (\$41,529)	\$41,115
Executives	\$88,828 (\$98,807)	\$107,651

Figure 5.3 2006 vs. 2013 comparisons chart based on the cost of living

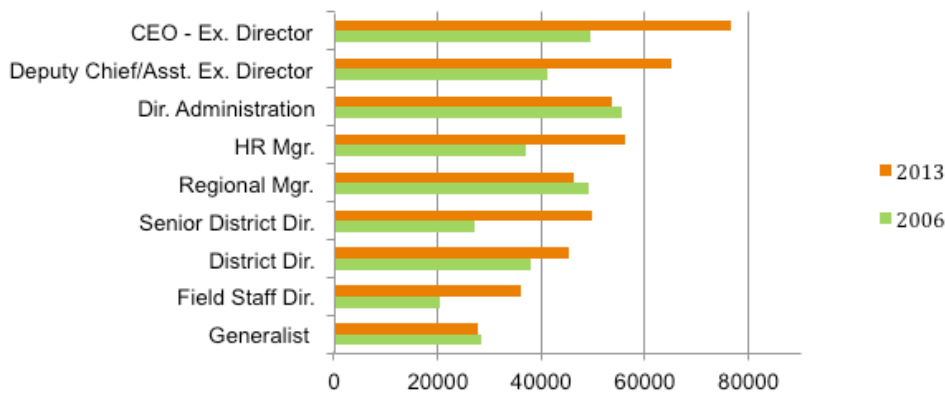


Table 5.3 2006 vs. 2013 comparisons

	2006	2013	% Change
CEO - Ex. Director	\$49,364	\$88,828	44%
Deputy Chief/Asst. Ex. Director	\$41,271	\$75,735	46%
Dir. Administration	\$55,600	\$62,148	11%
HR Mgr.	\$37,000	\$65,132	43%
Regional Mgr.	\$49,283	\$53,675	8%
Senior District Dir.	\$27,000	\$57,833	53%
District Dir.	\$38,000	\$52,500	28%
Field Staff Dir.	\$20,550	\$41,813	51%
Generalist	\$28,500	\$32,088	11%

Table 5.4 2006 vs. 2013 comparisons based on the cost of living

	2006	2013	% Change
CEO - Ex. Director	\$49,364	\$76,477	35%
Deputy Chief/Asst. Ex. Director	\$41,271	\$65,204	37%
Director of Administration	\$55,600	\$53,507	-4%
HR Manager	\$37,000	\$56,076	34%
Regional Manager	\$49,283	\$46,212	-7%
Senior District Director	\$27,000	\$49,792	46%
District Director	\$38,000	\$45,200	16%
Field Staff Director	\$20,550	\$35,999	43%
Generalist	\$28,500	\$27,626	-3%

Table 5.5 Springfield Nonprofit Benefits

Benefits	Yes	No
Flex time	33.3%	66.7%
Telecommuting	14.5%	85.5%
Health insurance: Employees	65.6%	34.4%
Dental insurance: Employees	48.9%	51.1%
Dental insurance: Family of employees	36.7%	63.3%
Vision care: Employees	34.4%	65.5%
Vision care: Family of employees	27.8%	72.2%
Life insurance: Employees	23.3%	76.7%
Pension Plan	41.1%	48.9%
Incentives/bonuses	34.4%	57.8%
Service club pay	40.4%	59.6%
Professional Association Membership	30.3%	69.9%
Other membership fees	25.8%	74.2%
Licensure/verification	34.8%	65.2%
Continuing education	27.0%	73.0%
Liability insurance	22.7%	77.3%
Relocation package	4.5%	95.5%
Housing allowance	4.5%	94.3%

Table 5.6 Nonprofits as Part of Springfield Economy

	# of Orgs	% of Total	Assets	% of Total Assets
For-profit	14,487	90.30%	\$14,487,000,000	62.00%
Nonprofit	1,556	9.70%	\$8,902,592,461	38.1%
Total	16,043	100.00%	\$23,389,592,461	100.00%

Source: Statistics of for profit entities are from Bureau of Economic Analysis, nonprofit statistics are from taxexemptworld.com.

Table 5.7 Economic Effects of Springfield Nonprofits

Impact Type	# of Employment	Average Labor Income	Output
Direct Effect	38,877	\$55,584	\$2,160,939,168

9.70 percent of these establishments, while the for-profit sector accounts for 90.30 percent.

The 2012 MSA Gross Domestic Product Data (GDP) estimates from U.S. Bureau of Economic Analysis showed that Springfield private industries' GDP in 2012 totaled \$14,487,000,000. It accounts for 61.99 percent of all assets in Springfield. On the other hand, the total assets of nonprofit organizations in Springfield was \$8,883,524,227, equaling 38.01 percent Springfield's entire assets (see Table 5.6).

Further, the employment and salary figures for Springfield nonprofits were used to estimate the overall economic impact for the nonprofit sector. The economic outputs made directly by a nonprofit's programs were calculated by multiplying the number of nonprofit employees (38,877) by the average salary (\$55,584). Table 5.7 indicates that nonprofit organizations in Springfield had a total economic effect of over \$2.1 billion dollars.

Reviewing the contribution specific sectors make to the economic well-being of the city, we observe patterns consistent with the revenue and employment results. As shown in Table 5.8, the greatest gross effect on the Springfield economy is that provided by the health sector at more than \$1.7 billion in direct economic effect; the health sector also employed more people – nearly 20,658 people – than any other nonprofit sector.

Notably, the Health Care (E) sector alone accounts for 65 percent of the total economic impacts on Springfield. In addition, Human Services (P) contributes tremendously to the Springfield economy. This sector is second in employment (9,922 employees), which produces a direct economic effect of nearly \$0.5 billion, and shows 18 percent of the total impact. Education (B) also provides more than a \$0.2 billion direct economic boost to Springfield, accounting for 10 percent of the total impact. Table 5.8 present a breakdown of economic effects by industry.

Table 5.8 Economic Effects of Springfield Nonprofits by NTEE Nonprofit Categories

Code	Category	# of Employment	Average Labor Income	Output
A	Arts, Culture, and Humanities	105	\$55,823	\$5,861,415
B	Education	3,687	\$71,630	\$264,099,810
C	Environment	19	\$33,600	\$638,400
D	Animal-Related	429	\$49,147	\$21,084,063
E	Health Care	20,658	\$85,843	\$1,773,344,694
F	Mental Health and Crisis Intervention	1,036	\$48,144	\$49,877,184
G	Diseases, Disorders, and Medical Disciplines	191	\$67,500	\$12,892,500
H	Medical Research	0	N/A	N/A
I	Crime and Legal Related	208	\$81,452	\$16,942,016
J	Employment	427	N/A	N/A
K	Food, Agriculture, and Nutrition	393	\$40,470	\$15,904,710
L	Housing and Shelter	309	N/A	N/A
M	Public Safety, Disaster Preparedness, and Relief	36	\$42,852	\$1,542,672
N	Recreation and Sports	296	\$38,750	\$11,470,000
O	Youth Development	440	\$45,553	\$20,043,320
P	Human Services	9,922	\$50,021	\$496,308,362
Q	International, Foreign Affairs, and National Security	0	N/A	N/A
R	Civil Rights, Social Action, and Advocacy	0	N/A	N/A
S	Community Improvement and Capacity Building	240	\$106,153	\$25,476,720
T	Philanthropy, Voluntarism, and Grantmaking Foundations	86	\$73,379	\$6,310,594
U	Science and Technology	5	N/A	N/A
V	Social Science	0	N/A	N/A
W	Public and Societal Benefit	184	N/A	N/A
X	Religion-Related	80	\$50,000	\$4,000,000
Y	Mutual and Membership Benefit	126	\$51,217	\$6,453,342
Z	Unknown	0	\$108,000	N/A
	Total	38,877		\$2,732,249,802

Note: The sum of these industry breakdowns is greater than the total economic effects for nonprofits in Springfield, as some nonprofits fall under multiple industry classifications and thus were included in multiple calculations.



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SECTION SIX

Red Flag Organizations

Since 2004 community leaders and researchers in Springfield and Greene County have produced a bi-annual report card entitled Community Focus. The report identifies how local organizations are helping the local community, as well as what additional community challenges nonprofit, for-profit, and governmental organizations have been able to effect positively. To discern these findings for the sake of community decision-making, Community Focus identifies Blue Ribbons—community strengths, as well as Red Flags—community challenges or areas where improvement is needed.

Community Focus 2013: A Report for Springfield and Greene County (CF13), identified Red Flags across various categories, including business and economic conditions, community health, education, housing, natural environment, and safety. These Primary Red Flags fall into four main categories: Poverty, Insufficient Funding, Concerns for Children and Youth, and Lack of Investment in Prevention Efforts.

This section compares Springfield nonprofit organizational data to the CF13 data, and then compares the assets information for CF13-supporting nonprofits to all reported nonprofit organizations in the Springfield community. Though not predictive, this information further clarifies levels of support and nonsupport for CF13 Primary Red Flag issues.

Selection for organizations included in this section was based on identifying both nonprofits that fall under NTEE classification types that directly pertain to Primary Red Flag issues (e.g., Youth Development supports the Primary Red Flag of Concerns for Children and Youth), as well as all groups that have been identified by a local working group of nonprofit leaders as organizations currently addressing these issues or having as their primary mission the support of these issues. Based on these selection criteria, the following comparative data tables relate NTEE classified E, K, O & P nonprofit organizations in terms of basic quantities and asset classes to the CF13 Primary Red Flags:

NTEE Class	# of Orgs	% of Total	Employees	% of Total
E - Education	1	<1%	322	<1%
K - Agriculture, Food, Nutrition	1	<1%	37	<1%
O - Youth Development	12	<1%	440	1.1%
P - Human Services	11	<1%	1,244	3%
TOTAL	25	1.6%	2,043	5.2%

NTEE Class	Prior Year Revenue	% of Total	Current Year Revenue	% of Total	End of Year Assets	% of Total
E	20,231,959	<1%	22,623,870	<1%	32,067,797	<1%
K	13,871,599	<1%	22,660,167	<1%	10,704,196	<1%
O	10,661,600	<1%	10,686,889	<1%	26,474,693	<1%
P*	103,197,138	2.8%	125,030,883	3.2%	43,133,196	1.2%
TOTAL	147,962,296	4%	181,001,799	4.7%	112,379,882	3.1%

Subset of all Nonprofit Services: Once the data were examined in relation to the CF13 Primary Red Flags, it became clear that only a very small subset of the total nonprofit organizations in Springfield have as their primary mission the issues of greatest concern within the CF13 report. Out of 1,556 local organizations, only 25 deal with CF13 Primary Red Flag issues to some degree. With 2,043 part time and full time employees working on these problems, the community needs to recognize that only 5 percent of the reporting nonprofits appear to task themselves to deal with CF13-specific problems. Further highlighting weak support, community leaders must recognize that total revenues and assets for these CF13 Primary Red Flag specific organizations remains under 5 percent of the total asset classes in this report.

Growth/Decline: Though the CF13 specific nonprofits makeup less than 5 percent of all of the nonprofit assets found in this study, an area of success is suggested when examining the year-over-year revenue trends among this CF13 class of nonprofits. With over \$30 million in growth focused particularly in youth services, food and

nutrition, and human services, a .7 percent gain in revenue is the bright spot in this CF13 data. Little is clear regarding the specific investment of this gain, but the basic data suggests this was a needed growth area within the Springfield community. Additionally, the ongoing CF13 Primary Red Flags reporting suggests that recent growth in CF13 organizations are probably not keeping pace with the community need in this area.

Areas of Focus: Comparing the NTEE classified organizations within the CF13 focused group, those organizations within Human Services lead the way in quantitative terms across all assessment fields. From number of employees to revenue to current assets, Human Services is the largest nonprofit sector fulfilling the mission of working on CF13 Primary Red Flags. Many organizations within this P classification have as their secondary or tertiary mission the scope subset of CF13 Primary Red Flag issues. Some of the P class and most of the O class and K class organizations, on the other hand, have as their primary mission many if not all of the CF13 Primary Red Flag issues. Revealing about these class data breakouts is that Human Services also deploys the most em-



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SECTION SIX

ployees focused on CF13 issues, while Youth Services offers similar employee leverage with much lower asset and revenue leverage in this area.

On the whole, CF13 Primary Red Flag-oriented nonprofits within the Springfield/Greene County area appear to demonstrate consistent commitment to the Red Flag needs of the community, though resources in the form of employees, revenues and assets do not appear to be growing in such a way that they are making a difference in addressing the most pressing needs of the community. CF13 reporting maintains that Primary Red Flags require immediate response. One such way to do this would be to increase revenue and assets to these CF13 class organizations.

Capacity: To provide a better picture of capacity, or room for growth in Red Flag related services, we can compare the organizations identified as currently responding to red flag issues over against those organizations who could potentially offer services toward Poverty, Insufficient Funding, Concerns for Children and Youth, and Lack of Investment in Prevention Efforts. 501(c) (3) nonprofits as a class are known to offer these services given their federally mandated mission to be “Religious, educational, charitable, scientific, literary, testing for public safety, to foster national or international amateur sports competition, or prevention of cruelty to children or animals.”

The result of analyzing local organizations in this federal class tells us that capacity has not hit its maximum level in terms of what non-personnel assets may be leveraged in support of Red Flags. Of course nonprofit organizations must be mindful that resources are zero sum, but reallocation based on the deepest Red Flag need may be a consideration moving forward.

Additionally, this class contains 97 percent of all nonprofit employees reminding us that human and financial resources are running parallel in terms of how 501(c)3 are positioned to help with Red Flag issues.

An important conditional to consider with the 501(c)3 assessment above is that the two largest health care organizations in the region are calculated as part of this nonprofit class. Once these two organizations are parsed, capacity numbers for local 501 (c)3 change tremendously. The following table represents this adjustment.

Closer approximation to nonprofit capacity addressing CF13 Red Flag issues within the Springfield area currently stands at approximately 25-42 times the currently deployed assets from the E, K, O & P classification organizations represented earlier. Of course realizing the full capacity of 501(c)3 nonprofits (not including the two health organizations) would mean leveraging all human and financial resources toward solving just these CF13 themes—an improbable future given that these organizations came into existence with very specific missions, and that these organizations also help to solve the other Red Flag and Blue Ribbon issues within the community. However, the comparisons are telling in that Red Flag issues receive small amounts of resources when compared to all other issues.

501(c) Class	# of Orgs	% of Total	Emp.	% of Total	Prior Revenue	% of Total	Current Revenue	% of Total	Assets	% of Total
3 (All)	407	26%	37,725	97%	\$3,559,261,565	97%	\$3,737,126,405	97%	\$3,268,241,217	91%

501(c) Class	# of Orgs	% of Total	Emp.	% of Total	Prior Revenue	% of Total	Current Revenue	% of Total	Assets	% of Total
3 (All)	400	25%	19,326	49%	\$1,103,870,154	30%	\$1,164,121,854	30%	\$1,504,807,616	42%



Nonprofit Density

A commonly asked question is, “Why are there so many nonprofit organizations?” The number of nonprofit organizations per capita in a community—referred to as nonprofit density—is an important concept, significant to policy makers and local leaders of most industries.

This section examines nonprofit density, and how Springfield compares to other cities.

While density is not necessarily a predictor of organizational effectiveness, there is evidence that the number and type of nonprofits in a community have a positive impact in many ways. A 2012 study by the National Conference on Citizenship (NCoC) found communities with high nonprofit density had improved civic health and experienced considerably lower unemployment rates than other communities facing similar economic circumstances.

The study shows that nonprofits bring economic benefits by directly employing people and by changing the economic climate of the whole community. That is definitely true in Springfield, as some of the areas top employers are nonprofit organizations.

Nonprofit organizations support civic engagement and social cohesion; when citizens feel committed to their communities and connected to their fellow residents, they are more likely to talk to and help neighbors, and socialize with family and friends.

Nonprofit density is determined by two main variables:

1. Community need, as measured by poverty rates or unemployment, and
2. Community’s culture of civic engagement.

Other factors that lead to more nonprofit organizations include a higher average income of citizens in a community, and frequent religious activity of citizens (Lecy and Van Slyke, 2012). Interestingly, there is little to no correlation between the density of religious congregations and the density of other types of nonprofit organizations (McRobert, 2005). Communities with a high concentration of churches, like Springfield, do not necessarily have more nonreligious nonprofits than communities with fewer churches.

Table 7.1 Nonprofit Density - Comparison of U.S. cities by 2010 Census Bureau ranking

City	2010 U. S. city population rank	2010 Population**	# Nonprofit Orgs	# Nonprofit Orgs per 1,000 people
Ontario, CA	143	163,924	3,438	2.09
Tempe, AZ	144	161,719	1,070	.66
Vancouver, WA	145	161,791	1,495	.92
Springfield, MO	146	159,498	2,009	1.25
Cape Coral, FL	147	154,305	5,111	3.31
Sioux Falls, SD	149	153,888	1,277	.82
Eugene, OR	154	156,185	1,649	1.05
Group Average:				1.44

When considering a community's nonprofit density, it is important to recognize how the organizations represent the diverse and varied needs of a community. In response, a healthy nonprofit sector will have a variety of programs and services, ranging from charities that meet essential needs to those providing services or activities for members.

This analysis examines all types of tax-exempt organizations—not just 501(c)(3) charitable groups. However, since there is no official registry of religious congregations, they are not included.

Based on comparisons to cities in Missouri, the Midwest, and other parts of the nation, Springfield's nonprofit density is not high. In fact, in almost every assessment, the rate is slightly below average.

Nonprofit Density - Comparison of Midwestern States

The per capita rate of nonprofit organizations in states is lower than the rate in cities. This is due to a lack of nonprofit organizations and resources available in rural areas, resulting in a much lower rate than that of urban areas. In many rural areas, critical needs are often being met by churches or government services. Or in some cases, residents are driving to urban areas to receive assistance.

This is true for Missouri and the urban areas. Many of Springfield's nonprofits serve residents in multiple counties. Some serve residents as far north as Rolla and Phelps County, and as far east as Howell and Texas counties.

Table 7.2 Nonprofit Density - Comparison of Mid-sized Midwestern Cities

City	2010 City Population **	# Nonprofit Orgs*	# Nonprofit Orgs per 1,000 people
Wichita, KS	382,368	2,457	.64
Tulsa, OK	391,906	4,028	1.02
Lincoln, NE	258,379	2,948	1.14
Topeka, KS	127,939	1,557	1.21
Springfield, MO	159,498	2,009	1.25
Little Rock, AR	193,524	2,874	1.48
Des Moines, IA	203,433	8,953	4.40
Group Average			1.59

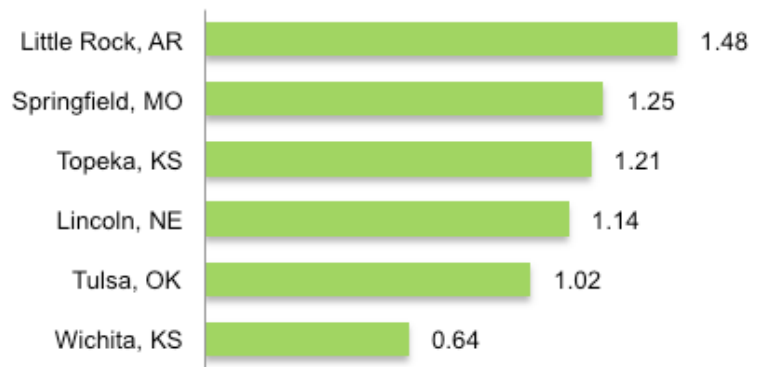


Table 7.3 Nonprofit Density - Comparison of Large Missouri Cities

City	2010 City Population	# Nonprofit Orgs	# Nonprofit Orgs per 1,000 people
Independence	116,830	860	.73
St. Joseph	76,780	626	.81
Cape Girardeau	38,544	407	1.05
Columbia	108,500	1,307	1.24
Springfield	159,498	2,009	1.25
Kansas City	459,787	7,434	1.61
Jefferson City	43,079	1,126	2.61
St. Louis	316,294	11,424	3.57
Group Average			1.60

State	2010 State Population	# Nonprofit Orgs	# Nonprofit Orgs per 1,000 people
Kentucky	4,339,367	25,016	.57
Tennessee	6,346,105	40,295	.63
Arkansas	2,915,918	19,053	.65
Oklahoma	3,751,351	25,771	.68
Illinois	12,830,632	93,511	.72
Indiana	6,483,802	49,858	.76
Kansas	2,853,118	23,880	.83
Missouri	5,988,927	50,504	.84
Nebraska	1,826,341	16,929	.92
Iowa	3,046,355	36,453	1.19
Group Average			.82

Conclusions

Since 2008, the overall number of employees in the U.S. economy has generally declined. Employment in the nonprofit sector, however, continued to increase throughout the recession. In fact, according to the data from the Nonprofit Almanac 2012, the nonprofit sector grew in terms of employees twice as fast as any other sector.

As is evident from these employment and financial contributions, Springfield nonprofit organizations will continue contributing much to the city's economy through the growth of employment and salaries provided to their employees.

The Springfield metropolitan area is consistently one of the fastest growing regions in the state. As growth continues, and as local and state systems are strained, nonprofits will be pivotal in serving the needs of this expanding population. To meet these demands, nonprofit operations must grow and broaden their current capacity.

While Springfield nonprofit employees have seen an increase in salaries over the past decade, they remain lower than the national average. In order to attract and retain quality nonprofit workers and leaders, organizations must offer competitive wages and benefits.

It is evident that the nonprofit sector plays an important role in our community, and the need for additional training and development of current and future leaders is essential. Workforce preparation is key to the strength and effectiveness of the organizations.

There is a need for more and better research to understand the needs, trends, and solutions of the nonprofit sector. Current available resources are sporadic, often lacking verifiable data.

Inconsistencies in nonprofit reporting have created much confusion and misunderstanding about the industry. Beyond the legal requirements of the IRS, there is a need for a uniform system of

reporting that provides the public with a clear understanding of the organizations, their purposes, financial standing, and structure.

To adequately serve the needs of the area, nonprofit organizations must receive strong support from local for-profit businesses and the public sector. Support is needed in the form of financial contributions and volunteers to serve on boards and in program delivery.

Businesses and corporations can also strengthen the nonprofit sector in these ways:

- Allowing organizations the use of office space at a free or reduced rate,
- Allowing employees time off to volunteer at nonprofit organizations,
- Allowing nonprofits to speak at company meetings, informing employees of organization
- Creating a culture of civic engagement through leadership and communication

The Community Focus Red Flag issues, identifying the area's most pressing concerns, are not adequately addressed. Our findings indicate only a small percentage of the total number of Springfield organizations have as their primary mission these issues. And within this small group of organizations, funding and resources are sorely lacking.



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Appendices

Limitations - Springfield Nonprofit Findings

Two key limitations were encountered when conducting research on the Springfield nonprofit sector. The first challenge was identifying the correct number of nonprofit organizations, and the second was inconsistencies of information found when studying IRS Forms 990 filed by area nonprofit organizations.

Correctly identifying the number of nonprofit organizations, at the local, state, national, or international levels, is a daunting task. A search of four different online sources for the number of Springfield, Missouri nonprofits yields four different numbers, indicating that different sources may use varying definitions of what qualifies as a nonprofit or criteria for which types of organizations to include in their estimates. For example, there are many organizations that provide services to nonprofits and refer to themselves as nonprofits, are unincorporated and are not tax-exempt. Following is list of results obtained by searching four different online sources for the number of nonprofit organizations in the Springfield, Missouri area:

- Guidestar: 1,220
- Nonprofitstats.com: 1,547
- National Center for Charitable Statistics (Urban Institute): 31,653
- IRS search of tax exempt organizations
 - o "Organizations eligible to receive tax deductible contributions": 604
 - o "Tax exemption automatically revoked": 417
 - o "Have filed form 990-N": 1744
 - o Total for all three categories: 604 + 417 + 1744 = 2765; based on search, not sure how much overlap may exist between searches.

Inconsistencies can also be found in the information available from Form 990 filings. For one thing, some organizations are not required to file with the IRS, including religious congregations. It should be noted that the IRS distinguishes between "churches" which are not required to file

Form 990 and "religious organizations" which are.

Other 501(c)(3) organizations that do not file Form 990 include local chapters of national organizations that choose to file a consolidated tax return, such as the American Red Cross, the Salvation Army, or the American Cancer Society. In these cases, only the national office files with the IRS, so there are no filings from the local offices. Not all national organizations choose this option, so organizations such as YMCA, Boy Scouts and Girls Scouts are often included because they may file IRS returns by chapter.

Lastly, organizations that fall under the umbrella of a parent organization or church are not required to file.

There are also different versions of Form 990. The so-called "standard" Form 990 must be filed by tax-exempt organizations with gross receipts equal to or greater than \$200,000 or total assets equal to or greater than \$500,000; the standard form may also be filed by other nonprofit groups with smaller gross receipts or assets. Form 990-EZ is typically filed by tax-exempt organizations with gross receipts of less than \$200,000 and total assets less than \$500,000; however, such organizations may also file Form 990. Form 990-PF is typically filed by private foundations. Form 990-N is filed by small nonprofits with annual gross receipts of \$50,000 or less; these organizations may choose to submit Form 990 or Form 990-EZ. Form 990-N is submitted electronically and is also known as an e-postcard.

These different versions of the form do not all ask for same information; for example, the standard Form 990 asks for the organization's "Year of Formation" on Line L, which makes it possible to determine the organization's age. The standard form also asks organizations to list current and prior year revenue on Line 12, so that year-to-year comparisons can be made. Forms 990-EZ, 990-PF, and 990-N, however, do not ask for year of formation or prior year revenue, so it is not always

possible to determine the ages or analyze year-to-year revenue trends for organizations filing these alternate versions.

A final limitation is that the most recent forms available for different organizations are not all from the same year. According to IRS regulations, nonprofit organizations are supposed to make their three most recent forms publicly available, and organizations who fail to file for three years risk having their tax exempt status revoked. In the present study, however, the most recent year reported varied among organizations identified. For most organizations analyzed, the most recently filed Form 990 was for 2011, and many had 2010 or 2012 as the most recent form available. For some organizations, however, the most recent filing that could be located went as far back as 2009 or earlier, and it was not clear why this was the case.

Limitations - Employment and Compensation

For the salary and benefits study, nearly 75 out of 120 nonprofit organizations provided complete data. However, the sampling method is not based on probability sampling; thus, the research could not scientifically make generalizations about the total population from this sample because it would not be representative enough. Thus, it is not feasible to accurately compare 2013 with 2006 due to the sampling error.

Limitations - Economic Impact

This study only measured the direct economic impact, which reflect the economic outputs made directly by a nonprofit's programs and other operations. It did not consider any additional value derived from the organization's outputs – its programs, services, or physical creations – that are generated in addition to these organizations' basic expenditures.

Furthermore, this study did not utilize the IMPLAN software program, which is specifically designed for economic impact analysis. Thus, it was impossible to calculate 1) the indirect effects, or the effects of the immediate recirculation of those funds within the economy, and 2) the induced effects, which arise from the additional recirculation and spending of those indirect economic effects.

Limitations - Nonprofit Density

Data for this section were taken from taxexemptworld.com, which provides information retrieved from federal government public records.

As with many sources of nonprofit statistics,



data from this site does not align with data from other sources - including those discovered by the authors of this study. As an example, taxexemptworld.com reports the number of tax-exempt/nonprofit organizations in Springfield as 2,009, whereas our study identified 1,556 organizations. As discussed in other sections of this report, the variance in data comes from a lack of uniform measuring and reporting of nonprofit information.

The use of data from this site was selected because it represented one of the few available sources that provided information on various cities in the United States, which was required for comparisons in this analysis.

Limitations - Red Flag Organizations

In addition to a lack of volunteerism analysis, online data gaps, and 990 form disparities accruing in the predicate sections, the CF13 section may also suffer from a lack of committee inter-coder reliability. In future iterations, using committee work to analyze organizational missions over against community issue themes could improve the competency of generating the principle CF organizations.

Methodology

Springfield Nonprofit Findings

Primary data used for this analysis was collected using the search tool of the Urban Institute's National Center for Charitable Statistics, available at <http://nccsdataweb.urban.org/PubApps/search.php>.

First, nonprofit organizations located in Springfield, Missouri, were identified. Next, data analysis was performed on organizations whose most recent Form 990 appeared within the search results. The following information was collected from the forms, when available:

- Year Founded
- Current assets
- Current year revenue
- Prior year revenue
- Number of employees

It should be noted that although a total of 1,556 organizations were identified in Springfield, not all of them are included in all data analysis for a few reasons. First, not all organizations are required to file Form 990, including religious congregations, such as churches; 289 religious congregations were identified, which make up 18.6 percent of Springfield nonprofits, but they are not included in data analysis because information on their assets, revenue, or employment was not available.

Also, as noted at the beginning of this section, an additional 344 nonprofits, representing 22.1 percent of organizations identified, reported zero assets, zero revenues, and zero paid employees. To avoid skewing our findings, these organizations are not included in our analysis of nonprofit assets, revenue, or employment.

There are also 378 charitable trusts, representing 24.3 percent of nonprofits and which are included in our analysis of nonprofit assets. However, charitable trusts are not included in our analysis of age, revenue or employment.

That leaves 545 nonprofits, or 35 percent of those identified in Springfield, that were used for most of the analysis on organizational age, assets, and revenue. Out of those 545 nonprofits, employment information was found for 494 of them, or 31.7 percent of all Springfield nonprofits.

As noted earlier in this study, there are different versions of Form 990, which do not all contain the same information, and not all nonprofits file the same version. The Standard form must be filed by tax-exempt organizations with gross receipts equal to or greater than \$200,000 or total assets equal to or greater than \$500,000. Form 990-EZ may be filed by tax-exempt organizations with gross receipts of less than \$200,000 and total assets below \$500,000. Form 990-PF is typically filed by private foundations, and Form 990-N is filed by small nonprofits with gross receipts of \$50,000 or less; this version is submitted electronically and is also known as an e-postcard.

As noted earlier, not all versions of Form 990 contain the same information. The standard form contains all of the information sought for this study, including year of formation, number of paid employees, current year revenue, prior year revenue, and current assets. Forms 990-EZ, 990-PF, and 990-N, however, do not ask for year of formation, employees, or prior year revenue, so these types of information could not be found for organizations submitting these versions of the form.

Springfield Nonprofit Impact: Employment/Economic Impact

National and local statistics were used to examine nonprofit sector structure and employment.

For the Springfield nonprofit employment and compensation, the 2013 Springfield nonprofit salary and benefits study conducted by the Center for Nonprofit Communication was used. Compared to the national average salary and benefits data the information was obtained from secondary



sources (e.g., The 2012 NonProfit Times/Blue-water Solutions Nonprofit Organizations Salary & Benefits Report). In order to preserve the most reliable data, the statistics were analyzed based on the cost of living index comparison by the Springfield Regional Economic Partnership (SREP). Also, in terms of the comparisons between 2006 and 2013 salaries the Springfield nonprofit salary and benefits study was used.

To investigate the economic impact of Springfield nonprofits the assets and employment figures for Springfield nonprofits were used to estimate the overall economic impact for the nonprofit sector. To measure the relative importance of nonprofits (vs. for-profits) the total assets generated from for-profit organizations in Springfield were retrieved from the 2012 MSA Gross Domestic Product Data (GDP) estimates. Also, the economic outputs made directly by a nonprofit's programs were calculated by multiplying the number of nonprofit employees by the average salary in Springfield.

Community Focus Red Flag Issues

This section was calculated based on the predicate methodologies found in the section titled

Springfield Nonprofit Findings. Additionally, the E, O, K & P NTEE category organizations specified for CF13 comparison were selected by a committee composed from members of the original CF13 contributors and additional 501(c) leaders within Springfield. This committee examined the themes and subthemes identified as Red Flags within the CF13, examined the mission of Springfield nonprofits, and generated the list. The asset classes, revenues and employees were then aggregated and compared against the Red Flag issues from the CF13. Additional calculations for 501(c)(3) organizations proper and without the two largest health care organizations were also based on the predicate methodologies found in the section titled Springfield Nonprofit Findings.

Nonprofit Density

Comparisons in this section were to demonstrate nonprofit organizations per 1,000 persons in respective cities and states. Population data was retrieved from the United States Census Bureau, using 2010 information. Organizational data was retrieved from taxexemptworld.com.

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In doing so, we increase the training and service-learning opportunities for Drury University students and expand the university's commitment of service to the community and the world.

Who We Are

The Drury University Center for Nonprofit Communication provides public relations and integrated communication services to support area nonprofit organizations in fulfilling their missions and achieving their goals. The Center serves 501(c)(3) and other tax-exempt organizations.

What We Do

Under the direction of full-time faculty, student teams and staff develop and implement research-driven communication strategies. Specific needs of the organization set the goals for each team's effort. Our team provides professional trainings and consultations to nonprofit organizations, strengthening their capacity and effectiveness.

Organizations we assist are actively engaged in addressing Red Flag issues as identified in the Community Focus report. These themes include poverty, child abuse and neglect, education, economic uncertainty, insufficient funding, and environmental issues.

Contact Information

900 N. Benton Ave.
Springfield, MO 65802

417.873.7443

drury.edu/Nonprofit

Staff

Dan Prater, M.A.
Director

Kunti Bentley
Graduate Assistant

Sarah Smith, Ph.D.
Special Advisor

Julie Tummy
Special Advisor

Board of Advisors

Mike Brothers
Media Relations Director - Drury University

Jennifer Kennally
President & CEO - The United Way of the Ozarks

Louise Knauer
Senior Vice President for Communication and Marketing -
The Community Foundation of the Ozarks

Mark Struckhoff
Executive Director - The Council of Churches of the Ozarks

David Taylor
President - Taylor Communication, Inc.

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Nonprofit
Communication

900 North Benton Avenue Springfield, Missouri 65802
drury.edu/Nonprofit 417.873.7443