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Form **990-EZ**

# Short Form Return of Organization Exempt From Income Tax

OMB No. 1545-1150

**2009**

**Open to Public Inspection**

Department of the Treasury  
Internal Revenue Service

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)  
 ▶ Sponsoring organizations of donor advised funds and controlling organizations as defined in section 512(b)(13) must file Form 990. All other organizations with gross receipts less than \$500,000 and total assets less than \$1,250,000 at the end of the year may use this form.  
 ▶ The organization may have to use a copy of this return to satisfy state reporting requirements.

**A For the 2009 calendar year, or tax year beginning** , 2009, and ending , 20

<b>B</b> Check if applicable: <input checked="" type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	Please use IRS label or print or type. See Specific Instructions.	<b>C Name of organization</b> Springboard Innovation		<b>D Employer identification number</b> 34 1996112
		Number and street (or P.O. box, if mail is not delivered to street address) Room/suite		<b>E Telephone number</b> 5034526898
		107 SE Washington 253		<b>F Group Exemption Number</b> N/A
		City or town, state or country, and ZIP + 4 Portland, OR 97214-2133		

• Section 501(c)(3) organizations and 4947(a)(1) nonexempt charitable trusts must attach a completed Schedule A (Form 990 or 990-EZ).

**G Accounting Method:**  Cash  Accrual  
Other (specify) ▶

**I Website:** ▶ www.springboardinnovation.org

**J Tax-exempt status** (check only one) —  501(c) ( 3 ) ◀ (insert no)  4947(a)(1) or  527

**H Check** ▶  if the organization is not required to attach Schedule B (Form 990, 990-EZ, or 990-PF).

**K Check** ▶  if the organization is not a section 509(a)(3) supporting organization and its gross receipts are normally not more than \$25,000. A Form 990-EZ or Form 990 return is not required, but if the organization chooses to file a return, be sure to file a complete return.

**L Add lines 5b, 6b, and 7b, to line 9 to determine gross receipts; if \$500,000 or more, file Form 990 instead of Form 990-EZ** ▶ \$

**Part I Revenue, Expenses, and Changes in Net Assets or Fund Balances** (See the instructions for Part I.)

		1	2	3	4	5a	5b	5c	6a	6b	6c	7a	7b	7c	8	9	10	11	12	13	14	15	16	17	18	19	20	21		
Revenue	1	Contributions, gifts, grants, and similar amounts received															109,196.07													
	2	Program service revenue including government fees and contracts															12,590.61													
	3	Membership dues and assessments															0													
	4	Investment income															0													
	5a	Gross amount from sale of assets other than inventory					0																							
	b	Less: cost or other basis and sales expenses					0																							
	c	Gain or (loss) from sale of assets other than inventory (Subtract line 5b from line 5a)																												
	6	Special events and activities (complete applicable parts of Schedule G. If an amount is from gaming, check here ▶ <input type="checkbox"/>																												
	a	Gross revenue (not including \$ of contributions reported on line 1)					0																							
	b	Less: direct expenses other than fundraising expenses					0																							
c	Net income or (loss) from special events and activities (Subtract line 6b from line 6a)																													
7a	Gross sales of inventory, less returns and allowances					0																								
b	Less: cost of goods sold					0																								
c	Gross profit or (loss) from sales of inventory (Subtract line 7b from line 7a)																													
8	Other revenue (describe ▶ Interest )																58.04													
9	<b>Total revenue.</b> Add lines 1, 2, 3, 4, 5c, 6c, 7c, and 8																121,844.72													
Expenses	10	Grants and similar amounts paid (attach schedule)															7,303.38													
	11	Benefits paid to or for members															0													
	12	Salaries, other compensation, and employee benefits															21,868.29													
	13	Professional fees and other payments to independent contractors (Legal, acct, webdesign, IT)															78,399.06													
	14	Occupancy, rent, utilities, and maintenance															10,872													
	15	Printing, publications, postage, and shipping															7,185.69													
	16	Other expenses (describe ▶ Insurance, meetings, write-offs, supplies, bank fees, travel )															18,594.48													
17	<b>Total expenses.</b> Add lines 10 through 16															144,222.90														
Net Assets	18	Excess or (deficit) for the year (Subtract line 17 from line 9)															(22,378.18)													
	19	Net assets or fund balances at beginning of year (from line 27, column (A)) (must agree with end-of-year figure reported on prior year's return)															42,346.81													
	20	Other changes in net assets or fund balances (attach explanation)															0													
	21	<b>Net assets or fund balances at end of year.</b> Combine lines 18 through 20															19,967.85													

**Part II Balance Sheets.** If Total assets on line 25, column (B) are \$1,250,000 or more, file Form 990 instead of Form 990-EZ.

		(See the instructions for Part II.)	
		(A) Beginning of year	(B) End of year
22	Cash, savings, and investments	10,548.27	22 10,409.85
23	Land and buildings	0	23 0
24	Other assets (describe ▶ Receivables, equipment )	33,106.51	24 9558
25	<b>Total assets</b>	43,654.78	25 19,967.85
26	<b>Total liabilities</b> (describe ▶ Accounts payable )	1,307.97	26 0
27	<b>Net assets or fund balances</b> (line 27 of column (B) must agree with line 21)	42,346.81	27 19,967.85

For Privacy Act and Paperwork Reduction Act Notice, see the separate instructions. Cat. No. 106421 Form 990-EZ (2009)

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**Part V Other Information** (Note the statement requirements in the instructions for Part V.)

		Yes	No
<b>33</b>	Did the organization engage in any activity not previously reported to the IRS? If "Yes," attach a detailed description of each activity . . . . .	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>34</b>	Were any changes made to the organizing or governing documents? If "Yes," attach a conformed copy of the changes . . . . .	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>35</b>	If the organization had income from business activities, such as those reported on lines 2, 6a, and 7a (among others), but not reported on Form 990-T, attach a statement explaining why the organization did not report the income on Form 990-T.		
<b>a</b>	Did the organization have unrelated business gross income of \$1,000 or more or was it subject to section 6033(e) notice, reporting, and proxy tax requirements? . . . . .	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>b</b>	If "Yes," has it filed a tax return on Form 990-T for this year? . . . . .	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>36</b>	Did the organization undergo a liquidation, dissolution, termination, or significant disposition of net assets during the year? If "Yes," complete applicable parts of Schedule N . . . . .	<input type="checkbox"/>	<input type="checkbox"/>
<b>37a</b>	Enter amount of political expenditures, direct or indirect, as described in the instructions. > <b>37a</b> 0		
<b>b</b>	Did the organization file Form 1120-POL for this year? . . . . .	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>38a</b>	Did the organization borrow from, or make any loans to, any officer, director, trustee, or key employee or were any such loans made in a prior year and still outstanding at the end of the period covered by this return? . . . . .	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>b</b>	If "Yes," complete Schedule L, Part II and enter the total amount involved . . . . . <b>38b</b>		
<b>39</b>	Section 501(c)(7) organizations. Enter:		
<b>a</b>	Initiation fees and capital contributions included on line 9 . . . . . <b>39a</b>		
<b>b</b>	Gross receipts, included on line 9, for public use of club facilities . . . . . <b>39b</b>		
<b>40a</b>	Section 501(c)(3) organizations. Enter amount of tax imposed on the organization during the year under: section 4911 > 0 ; section 4912 > 0 ; section 4955 > 0		
<b>b</b>	Section 501(c)(3) and 501(c)(4) organizations. Did the organization engage in any section 4958 excess benefit transaction during the year or is it aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? If "Yes," complete Schedule L, Part I . . . . .	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>c</b>	Section 501(c)(3) and 501(c)(4) organizations. Enter amount of tax imposed on organization managers or disqualified persons during the year under sections 4912, 4955, and 4958 . . . . . > 0		
<b>d</b>	Section 501(c)(3) and 501(c)(4) organizations. Enter amount of tax on line 40c reimbursed by the organization . . . . . > 0		
<b>e</b>	All organizations. At any time during the tax year, was the organization a party to a prohibited tax shelter transaction? If "Yes," complete Form 8886-T. . . . .	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>41</b>	List the states with which a copy of this return is filed. > Oregon		
<b>42a</b>	The organization's books are in care of > Dan Shell Telephone no. > 5034526898 Located at > 107 SE Washington, Ste. 253, Portland, OR ZIP + 4 > 97214-2133		
<b>b</b>	At any time during the calendar year, did the organization have an interest in or a signature or other authority over a financial account in a foreign country (such as a bank account, securities account, or other financial account)? . . . . .	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	If "Yes," enter the name of the foreign country: > _____ See the instructions for exceptions and filing requirements for Form TD F 90-22.1, Report of Foreign Bank and Financial Accounts.		
<b>c</b>	At any time during the calendar year, did the organization maintain an office outside of the U.S.? . . . . . If "Yes," enter the name of the foreign country: > _____	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>43</b>	Section 4947(a)(1) nonexempt charitable trusts filing Form 990-EZ in lieu of Form 1041—Check here . . . . . > <input type="checkbox"/> and enter the amount of tax-exempt interest received or accrued during the tax year . . . . . > 43		
<b>44</b>	Did the organization maintain any donor advised funds? If "Yes," Form 990 must be completed instead of Form 990-EZ . . . . .	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>45</b>	Is any related organization a controlled entity of the organization within the meaning of section 512(b)(13)? If "Yes," Form 990 must be completed instead of Form 990-EZ . . . . .	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**Part VI**

**Section 501(c)(3) organizations and section 4947(a)(1) nonexempt charitable trusts only.** All section 501(c)(3) organizations and section 4947(a)(1) nonexempt charitable trusts must answer questions 46-49b and complete the tables for lines 50 and 51.

- |  | Yes        | No                                  |
|--|------------|-------------------------------------|
| <b>46</b> Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I . . . . . | <b>46</b>  | <input checked="" type="checkbox"/> |
| <b>47</b> Did the organization engage in lobbying activities? If "Yes," complete Schedule C, Part II . . . . .   | <b>47</b>  | <input checked="" type="checkbox"/> |
| <b>48</b> Is the organization a school as described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E . . . . .   | <b>48</b>  | <input checked="" type="checkbox"/> |
| <b>49a</b> Did the organization make any transfers to an exempt non-charitable related organization? . . . . .   | <b>49a</b> | <input checked="" type="checkbox"/> |
| <b>b</b> If "Yes," was the related organization a section 527 organization? . . . . .  | <b>49b</b> | <input type="checkbox"/>            |
- 50** Complete this table for the organization's five highest compensated employees (other than officers, directors, trustees and key employees) who each received more than \$100,000 of compensation from the organization. If there is none, enter "None."

(a) Name and address of each employee paid more than \$100,000	(b) Title and average hours per week devoted to position	(c) Compensation	(d) Contributions to employee benefit plans & deferred compensation	(e) Expense account and other allowances
None				

**f** Total number of other employees paid over \$100,000 . . . . . ▶ \_\_\_\_\_

**51** Complete this table for the organization's five highest compensated independent contractors who each received more than \$100,000 of compensation from the organization. If there is none, enter "None."

(a) Name and address of each independent contractor paid more than \$100,000	(b) Type of service	(c) Compensation
None		

**d** Total number of other independent contractors each receiving over \$100,000 . . . ▶ \_\_\_\_\_

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

**Sign Here**

▶ *Paul Osterlund* Signature of officer      Date 8/13/10  
 ▶ PAUL OSTERLUND VICE-CHAIR Type or print name and title

**Paid Preparer's Use Only**

Preparer's signature ▶ \_\_\_\_\_ Date \_\_\_\_\_ Check if self-employed  Preparer's identifying number (See instructions) \_\_\_\_\_  
 Firm's name (or yours if self-employed), address, and ZIP + 4 ▶ \_\_\_\_\_ EIN ▶ \_\_\_\_\_  
 Phone no. ▶ \_\_\_\_\_

May the IRS discuss this return with the preparer shown above? See instructions . . . . . ▶  Yes  No



**Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)**  
 (Complete only if you checked the box on line 5, 7, or 8 of Part I.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in) ▶	(a) 2005	(b) 2006	(c) 2007	(d) 2008	(e) 2009	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") . . . . .						
<b>2</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf . . . . .						
<b>3</b> The value of services or facilities furnished by a governmental unit to the organization without charge . . . . .						
<b>4 Total.</b> Add lines 1 through 3 . . . . .						
<b>5</b> The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f) . . . . .						
<b>6 Public support.</b> Subtract line 5 from line 4.						

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ▶	(a) 2005	(b) 2006	(c) 2007	(d) 2008	(e) 2009	(f) Total
<b>7</b> Amounts from line 4 . . . . .						
<b>8</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources . . . . .						
<b>9</b> Net income from unrelated business activities, whether or not the business is regularly carried on . . . . .						
<b>10</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part IV.) . . . . .						
<b>11 Total support.</b> Add lines 7 through 10 . . . . .						
<b>12</b> Gross receipts from related activities, etc. (see instructions) . . . . .					<b>12</b>	
<b>13 First five years.</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and <b>stop here</b> . . . . . ▶ <input type="checkbox"/>						

**Section C. Computation of Public Support Percentage**

<b>14</b> Public support percentage for 2009 (line 6, column (f) divided by line 11, column (f)) . . . . .	<b>14</b>	%
<b>15</b> Public support percentage from 2008 Schedule A, Part II, line 14 . . . . .	<b>15</b>	%
<b>16a 33 1/3 % support test—2009.</b> If the organization did not check the box on line 13, and line 14 is 33 1/3 % or more, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization . . . . . ▶ <input type="checkbox"/>		
<b>b 33 1/3 % support test—2008.</b> If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3 % or more, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization . . . . . ▶ <input type="checkbox"/>		
<b>17a 10%-facts-and-circumstances test—2009.</b> If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and <b>stop here.</b> Explain in Part IV how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization . . . . . ▶ <input type="checkbox"/>		
<b>b 10%-facts-and-circumstances test—2008.</b> If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and <b>stop here.</b> Explain in Part IV how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization . . . . . ▶ <input type="checkbox"/>		
<b>18 Private foundation.</b> If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions ▶ <input type="checkbox"/>		

**Part III Support Schedule for Organizations Described in Section 509(a)(2)**  
(Complete only if you checked the box on line 9 of Part I.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in) ▶	(a) 2005	(b) 2006	(c) 2007	(d) 2008	(e) 2009	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") . . . . .			30,000	118,300	109,196	257,496
<b>2</b> Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose . . . . .	78,358	94,180	199,495	79,529	12,590	464,152
<b>3</b> Gross receipts from activities that are not an unrelated trade or business under section 513 . . . . .	0	0	0	0	0	0
<b>4</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf . . . . .	0	0	0	0	0	0
<b>5</b> The value of services or facilities furnished by a governmental unit to the organization without charge . . . . .	0	0	0		0	0
<b>6 Total.</b> Add lines 1 through 5 . . . . .	78,358	94,180	229,495	197,829	121,786	721,648
<b>7a</b> Amounts included on lines 1, 2, and 3 received from disqualified persons . . . . .	0	0	0	0	0	0
<b>b</b> Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year . . . . .	0	0	0	0	0	0
<b>c</b> Add lines 7a and 7b . . . . .	0	0	0	0	0	0
<b>8 Public support</b> (Subtract line 7c from line 6.) . . . . .						721,648

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ▶	(a) 2005	(b) 2006	(c) 2007	(d) 2008	(e) 2009	(f) Total
<b>9</b> Amounts from line 6 . . . . .	78,358	94,180	229,495	197,829	121,786	721,648
<b>10a</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources . . . . .	28	71	61	8	58	226
<b>b</b> Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975 . . . . .	0	0	0	0	0	0
<b>c</b> Add lines 10a and 10b . . . . .	28	71	61	8	58	226
<b>11</b> Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on . . . . .	0	0	0	0	0	0
<b>12</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part IV.) . . . . .	0	0	0	0	0	0
<b>13 Total support.</b> (Add lines 9, 10c, 11, and 12.) . . . . .	78,386	94,251	229,556	197,837	121,844	721,874

**14 First five years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** ▶

**Section C. Computation of Public Support Percentage**

<b>15</b> Public support percentage for 2009 (line 8, column (f) divided by line 13, column (f)) . . . . .	<b>15</b>	99.999 %
<b>16</b> Public support percentage from 2008 Schedule A, Part III, line 15 . . . . .	<b>16</b>	100 %

**Section D. Computation of Investment Income Percentage**

<b>17</b> Investment income percentage for 2009 (line 10c, column (f) divided by line 13, column (f)) . . . . .	<b>17</b>	0 %
<b>18</b> Investment income percentage from 2008 Schedule A, Part III, line 17 . . . . .	<b>18</b>	0 %

**19a 33 1/3 % support tests—2009.** If the organization did not check the box on line 14, and line 15 is more than 33 1/3 %, and line 17 is not more than 33 1/3 %, check this box and **stop here**. The organization qualifies as a publicly supported organization ▶

**b 33 1/3 % support tests—2008.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3 %, and line 18 is not more than 33 1/3 %, check this box and **stop here**. The organization qualifies as a publicly supported organization ▶

**20 Private foundation.** If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions ▶



**SCHEDULE O  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

Name of the organization

**Springboard Innovation**

**Supplemental Information to Form 990**

Complete to provide information for responses to specific questions on  
Form 990 or to provide any additional information.

▶ Attach to Form 990.

OMB No 1545-0047

**2009**

**Open to Public  
Inspection**

Employer identification number

**34 : 1996112**

**Part I line 10: Attach a schedule to itemize each grantee organization or individual to whom the organization made grants in excess of \$5,000 during the organization's tax year.**

**None of the organizations received grants larger than \$5,000. Rather the following organizations listed on**

**www.thechangexchange.org received smaller sums of several hundred dollars each:**

- 1) Abundance Farming Project: Helping subsistence farmers facing water scarcity grow their way out of poverty.**
- 2) Neighborhood Natural Energy N2E: Developing community-scaled energy systems.**
- 3) Building from the Ground Up: Creating a new future out of the refuse of the past.**
- 4) Project Equilibrium: Helping balance our sustainable future.**
- 5) Create Plenty: Bringing neighbors together over healthy food with a reduction in waste.**
- 6) Rooms for Peace: Engaging citizens in grassroots philanthropy and diplomacy through an innovative homestay program**
- 7) Global Insight Arts: Weaving all voices into decisions.**
- 8) SpeakArtLoud: Providing under-represented women a way to express their dreams, ideas, and visions for their future through engagement with the arts.**
- 9) Rabbit Patch Gardens: Connecting children and families with the earth for health.**
- 10) Hands to Hearts International: Empowering women to nurture vulnerable children.**
- 11) Family Forward: Creating workplaces, communities, and policy that value families.**

.....  
**Form 990 EZ**

**Statement 1**

**Part III**

**Statement of Program Service Accomplishments**  
.....

What is the organization's primary exempt purpose:

Springboard Innovation invites and enables citizens to envision, design and launch social innovation that addresses our most pressing local and global challenges. We help ordinary citizens become extraordinary change leaders. We are creating a more livable future by building new ways of doing business and leading change.

Our theory of change includes a framework of four integrated initiatives. It is a comprehensive approach to nurture social and environmental innovation, improving communities and the world. 1) *Teach* the changemaker inside each of us; 2) *Convene* community innovators for action; 3) *Fund* social innovation through microphilanthropy; 4) *Build* the municipal ecosystem for change.

.....  
**Form 990 EZ**

**Statement 2**

**Part III**

**Statement of Program Service Accomplishments**  
.....

Description of Program Service One (Part III, line 28)

**Fund: ChangeXchange: <http://springboardinnovation.org/changexchange.html>  
Springboard's Framework for Change: Teach, Fund, Convene, Build**

No matter how creative or innovative or strategic we are in developing new kinds of change organizations, without start-up funds, new solutions don't get off the ground. ChangeXchange is a new approach to launching great ideas that create the future we want. It's an online platform that invites community members to provide seed funds for sustainable change launched by local community members. It is a "next step" for our graduates in our educational programs. ChangeXchange is not a classic grant-giving process, but a venue through which community dollars can flow almost directly to the nonprofit listed on the site.

Springboard celebrated the official launch of ChangeXchange on April 15th, 2009, with a special reception hosted by ShoreBank Pacific in Portland, OR. Much was achieved during the first months. The launch celebrated our first cohort city of Portland, with

**Part III**

**Statement of Program Service Accomplishments**  
.....

eleven innovative projects listed. Together they received over \$7,000 in donations in the first five months. This figure is astounding given the slender marketing budget for ChangeXchange. Most are projects launched as a result of attending our Local Agenda program. Projects address a wide range of issue areas, including health, arts, environment, workplace and family, food, employment, and many others. During the 2009-2010 school year, a team of ten MBA candidates from Willamette University worked in teams with every lister on ChangeXchange to provide support such as marketing plans, branding, and evaluation. Two worked with Springboard itself to assess the ChangeXchange Web site and prepare revisions for an even stronger Phase II planned for 2010.

The ChangeXchange Web site is interactive, and keeps visitors and users up to date on launcher activities through RSS feeds and direct news feeds to Twitter. Since the launch of ChangeXchange, the Web site has consistently high “average time on site,” with visitors spending double the normal amount of time- between four and five minutes. Over 3,500 unique individuals have visited the site, with 63% direct traffic (as opposed to referral from other sites). Top referring sites include Twitter, Idealist.org, Facebook, and Google. Visitors represent 60 nations. Every time Springboard mentions ChangeXchange at an event, blogs about it, or listers themselves write about it, we see a significant increase in site hits and donations. This correlation means that in the coming months our strategy will focus on enhancing our marketing efforts for ChangeXchange.

While demographic information about ChangeXchange’s nearly 150 donors usually remains private, we have a sense of who is giving and why. People in our direct network responded first—long-term Springboard fans and colleagues of the social innovators themselves. We plan to increase the numbers of those who give who find the site and then donate after reading the ideas listed. Our blog entries, Twitter messages, email campaigns, and external coverage of ChangeXchange (e.g. articles and blogs) encourage giving. The vast majority of donors are from the USA, and their gifts range from \$5 to \$500. Most are one-time donors and do not repeat their donations, and our future strategy is to encourage repeat giving.

Springboard is currently reviewing over 60 candidates for listing on ChangeXchange, candidates from across the U.S. Their sizes and missions vary. We are very pleased to welcome innovators from outside the pool of Local Agenda graduates, and have created a top-notch review committee to assure that potential listers meet our stringent criteria.

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**Statement 2 cont.**

**Part III**

**Statement of Program Service Accomplishments**  
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Members of the growing review committee include professionals representing an array of talents, experience and knowledge.

As the field of microphilanthropy continues to grow in popularity and in the number of dollars generated, ChangeXchange has to assure that we remain relevant, unique, and competitive. We have found that we are unique in our focus on seed funding and financial sustainability strategies; other organizations either fund competition winners to help scale. We have also made great strides in connecting with peer groups, such as SASIX, in order to encourage collaboration and learning. In the coming year we will participate with the Global Social Investment Exchange (GSIX) initiative, a group that develops strategies, identifies best practices, and encourages collaboration between "social stock markets" throughout the world. Furthermore, in Phase II ChangeXchange will strategically evaluate our successes and challenges, measuring and answering such questions as, "Who is ChangeXchange helping?" "Who exactly are we reaching?" and "How can we work to assure that we help those who are most needy?" Finally, Springboard will invest time and resources to targeted marketing and press coverage for ChangeXchange. Our marketing efforts during Phase I were so successful that we can see a huge potential for growth with an enhanced communications plan.

Ten percent of every donation pays the 3% credit card processing fees, server and hosting costs. We plan for ChangeXchange to become a viable sustaining strategy for Springboard. Feedback regarding this 10% has been entirely positive: the Listers need the exposure and funding that ChangeXchange provides, while donors and the public at large appreciate the sustaining strategy as wise and reasonable. Phase II of ChangeXchange will be implemented with the confidence provided by our initial success, along with the support of a strategic plan, a strong Board, and an inspirational Review Committee. We are committed to maintaining the quality, edginess, innovation, and support to social change offered by ChangeXchange.

**Grants: \$7,303**

**Expenses: \$96,480**

**\* 2009 In-kind donations of service and facilities**

Aaron Ray: IT and engineering, 120+ hours @ \$80/hour = \$9,600 in-kind.

Rebecca Robinson: journalist, writing and editing services = \$1,500 in-kind.

Aaron Beverley/eLaunched: Web development, 9 hours @\$80/hour = \$720 in-kind

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**Statement 2 cont.**

**Part III**

**Statement of Program Service Accomplishments**  
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Aboutus.org Spotlight search engine optimization article on ChangeXchange, \$2,200.  
Portland State University Capstone Team: Research: = \$2,000 in-kind  
Willamette University Atkinson School of Management Interns: \$7,000 in-kind  
Patrick Regan: writing, 500 hours @ \$20/hour = \$10,000 in-kind.  
Paul Osterlund: program development, 100 hours @ \$32.50/hour = \$3,250.  
Amy Pearl: program development, strategy, leadership, 4.5 months @  
\$6,000/month = \$27,000 in-kind.

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**Statement 3**

**Part III**

**Statement of Program Service Accomplishments**  
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Description of Program Service Two (Part III, line 29)

**Convene: Springboard Social Innovation Forum and ReVisioning Value Conference (ReVV)**

**Springboard's Framework for Change: Teach, Fund, Convene, Build**

In 2009 Springboard Innovation ran two initiatives within its **Convene** initiative: the **Springboard Social Innovation Forum** along with planning for the **2010 ReVisioning Value Conference**.

Since its launch in October, 2008, the **Springboard Social Innovation Forum** has propelled Springboard Innovation into the forefront of Portland's nonprofits, businesses, and leaders. It highlights local social innovators, promotes Springboard's philosophy of sustainable change organizations, and builds connections in the community. The Forum helps build the social innovation network. Each month 50-100 people convene at our Forums to improve their practice and learn. Featured speakers and workshop leaders have included representatives from Philanthropy Now, Mayor's Office of Portland, Lemelson Foundation, Urban League, PSU, VOZ Workers Rights, Market Shift Strategies, and over 80 others. All have offered their services pro-bono, waiving speaker fees averaging at \$250 per event. Businesses and organizations in attendance – representing over 370 entities – have included Oregon Department of Education, City of Portland, Energy Trust Oregon, and Portfolio21.

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**Statement 3 cont.**

**Part III**

**Statement of Program Service Accomplishments**  
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Attendance includes over 800 unique individuals in the Portland metro area, and over 250 companies, organizations, academic institutions, and government representatives having either presented or attended, and they have provided high-value experiences to move social innovation into the mainstream conversation.

**The ReVisioning Value Conference 2010:** The social innovators and organizations that engage with Springboard name access to capital as a primary challenge. As the fields of impact investing and socially responsible investing grow, in tandem with the blossoming of the triple bottom line business and legal structures such as the L3C, Springboard realized that a regional conversation was lacking on how to move capital into the hands of those who will use it for good. Thus, in 2009, Springboard Innovation began to plan the first annual **ReVisioning Value Conference** (held in April, 2010), to bring together over 300 finance professionals, nonprofits, academics, business leaders and others to hear from and share with cutting edge pioneers and discuss how to move capital into the hands of those who will use it for good.

Grants: \$0

Expenses: \$16,279

**\* 2009 In-kind donations of service and facilities**

Forum speakers :over 35 individuals at \$250 per evening for a total of \$8,750 in-kind.

Urban Grind Coffee House space donation for monthly Forum: \$2,400 in-kind.

Paul Osterlund: Consulting, 100 hours @ \$32.50/hour = \$3,250 in-kind.

Amy Pearl: program development, strategy, leadership, .5 months @ \$6,000/month = \$3,000 in-kind.

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**Statement 4**

**Part III**

**Statement of Program Service Accomplishments**  
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Description of Program Service Three (Part III, line 30)

**Build: Innovative Cities and Hatch**

**Springboard's Framework for Change: Teach, Fund, Convene, Build**

**Part III**

**Statement of Program Service Accomplishments**  
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**Innovative Cities:** The most innovative and capable launchers of social change need a supportive ecosystem in which to launch social change. From the philanthropists who could provide seed funding to the lawyers and accountants who are critical to start-up success—social innovators need the same infrastructure classic business enjoys. City residents, organizations, and professionals must be ready to provide needed support to innovators but there is no tool or place to gather up those resources. Springboard has developed an eight-point model that outlines the essential conditions under which social innovation will flourish and embedded it within a new online tool, called Innovative Cities ([innovativecities.net](http://innovativecities.net)). Innovative Cities allows cities to share strategies and resources with other cities. Nominal user fees and sponsorships will sustain the site and its user-generated content.

Beginning with Portland, Oregon, a volunteer team began developing partnerships, searching out resources, and refining the model. The pilot of **Innovativecities.net** launched in October. Five other cities in the US expressed interest in being involved with the early phase II of the pilot.

In response to both local and nationwide needs, in 2009 Springboard Innovation began planning for a physical space for incubating social innovation, called **Hatch: An Innovation Incubation Lab**. Springboard has identified a need to open new avenues for innovation that combine cultural knowledge and local experience with new tools and data, creating a model and a network of open source innovation. Springboard believes that community members can become extraordinary changemakers when provided the right environment, inspiration, tools, collaborators, and information. Hatch will help generate solutions of all kinds, from the technical to the service-oriented, incubate them to their most fruitful, and help launch them into the market.

By creating specifically designed educational programs, an active idea laboratory, shared workspace, appropriate tools, and needed expertise, Hatch can help cultivate innovative technology- and service-based solutions to shared problems using newly collaborative, enriched strategies that can be replicated in diverse settings globally.

Grants: \$0

Expenses: \$9,907

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**Statement 4 cont.**

**Part III**

**Statement of Program Service Accomplishments**  
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**\* 2009 In-kind donations of service and facilities**

Aaron Ray: IT and website development 40 hours @ \$80/hour = \$3,200 in-kind

Patrick Regan: writing and strategy, 625 hours @ \$20 = \$22,500 in-kind

Paul Osterlund: Writing: 100 hours @ \$32.50/ hour = \$3,250.

Amy Pearl: program development, strategy, leadership, 1.5 months @  
\$6,000/month = \$9,000 in-kind.

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**Statement 5**

**Part III**

**Statement of Program Service Accomplishments**  
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Description of Program Service Four (Part III, line 31)

**Teach: Workshop series; Local Agenda**

**Springboard's Framework for Change: Teach, Fund, Convene, Build**

In 2009, Springboard offered a new series of **workshops for social entrepreneurs** and continued its core educational program, **Local Agenda**.

In partnership and with the financial and in-kind support of ShoreBank Pacific, Springboard responded to the needs of Portland nonprofits for **skill-building workshops** at a reasonable price. Each workshop addressed one aspect of starting or maintaining a social enterprise, and was taught by Springboard staff and local experts (such as lawyers, financial advisors, and accountants). However, our emphasis is on innovation (doing things differently and at the root level) and, developing strategies that provide for an income stream. In 2009 we offered four workshops, "Sustaining Strategies for Your Nonprofit," "Planned Giving," "Understanding the New IRS Form 990," and "How to Complete Form 1023 and Gain Nonprofit Status from the IRS." In the coming years we plan to gradually expand the workshop series, with the hopes of providing a solid income stream for Springboard. The workshop series reached over 60 Portland-area organizations and over 100 individuals.

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**Statement 5 cont.**

**Part III**

**Statement of Program Service Accomplishments**  
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The **Local Agenda** program in Portland has produced social entrepreneurs who tackle a wide range of issues, such as local sustainability, drug abuse recovery, arts for change, and advancing opportunities for women, among many others. These “launchers” of social ventures have been featured in The Oregonian, and have been interviewed for a radio documentary on social innovation broadcast nationwide. The latest Local Agenda cohort boasts 14 participants.

Since its launch in 2006, Local Agenda, has served 75 students, approximately half of whom are over 50, and 87% are low income. Over 50% of past participants are in the active process of implementing action and business plans for launching a project, program or social business as a result of the Local Agenda process. In an effort to sustain the program, Springboard decided to increase the course fee this fall from \$200 to \$450. We found that people are willing to pay, and those that need scholarships or subsidies are able to arrange them. We know we offer a course of great value, and are proud of its success!

Springboard staff continue to work one-on-one with a core group of Local Agenda students and graduates in building their business plans, improving their programmatic offerings, program evaluation, potential replication, human resources, and financial management.

**Grants: \$0**

**Expenses: \$8,657**

\* 2009 In-kind donations of service and facilities

Portland Community College classroom site for Local Agenda, \$1,600.

Paul Osterlund, programming and strategy services, 100 hours @ \$32.50/hour = \$3,250 in-kind.

Amy Pearl: program development, strategy, leadership, 3 months @ \$6,000/month = \$18,000 in-kind.

Part V

Other Information

Line 33

Did the organization engage in any activity not previously reported to the IRS? If “yes,” attach a detailed description of each activity.

**An International Conference: (Planning) ReVisioning Value 2010**

The social innovators and organizations that engage with Springboard name access to capital as a primary challenge. As the fields of impact investing and socially responsible investing grow, in tandem with the blossoming of the triple bottom line business and legal structures such as the L3C, Springboard realized that a regional conversation was lacking on how to move capital into the hands of those who will use it for good. Thus, in 2009, Springboard Innovation began to plan the first annual ReVisioning Value Conference (held in April, 2010), to bring together over 300 finance professionals, nonprofits, academics, business leaders and others to hear from and share with cutting edge pioneers and discuss how to move capital into the hands of those who will use it for good.

**Supporting start-up of social innovation: Launch of ChangeXchange**

During the fall of 2008 Springboard Innovation began intense planning for the 2009 launch of its new initiative, ChangeXchange. As Local Agenda graduates began launching social ventures over the past several years, they continually encountered the challenge of finding the seed funding needed to get their community solutions started. For this reason Springboard decided to create an online tool, ChangeXchange, to introduce emerging and proven social ventures to the community and funding organizations alike to allow them to help fill the biggest gap of innovation—seed funding. People will donate “their share” to the budding nonprofits they select, and then become a member of the online community providing support. It also provides a pathway for engagement to citizens who want to make a difference. Springboard Innovation celebrated the launch of ChangeXchange in April, 2009.

ChangeXchange unites the core values of Springboard Innovation—sustainability, innovation, and community—and provides a true springboard for launchers of social innovation. The idea is to focus only on seed funding and only to those nonprofit organizations that have integrated sustaining strategies into their business plans, building a new kind of change organization that won’t have to spend its time writing grants to

**Part V**

**Other Information**

**Line 33**  
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make a difference. It can stay focused on mission. Springboard Innovation hosts the Web site, selects who will be published on the site, and continues to provide educational resources to those organizations to strengthen plans and actions. ChangeXchange will allow anyone, regardless of financial or social background, to become an “investor” in positive social change. This means that the average person can be a key part of the most cutting edge and innovative solutions to problems in their own communities.

**Implementing a Workshop Series in 2009**

In response to the needs of Portland nonprofits for reasonably priced skill-building workshops, in 2009 Springboard Innovation offered a series of workshops to the Portland nonprofit and social innovation communities. Each workshop addressed one aspect of starting or maintaining a nonprofit change organization. Workshops were taught by Springboard staff and local experts (such as lawyers, financial advisors, and accountants). However, the emphasis is always on innovation (doing things differently and at the root level) and developing strategies that create sustainable, innovative solutions. See Statement 5 for workshop details.

**Anticipating future needs: planning for an innovation incubation space, Hatch**

As part of a long-term strategy to create circumstances that nurture and support social innovation, in 2009 Springboard began planning Hatch, an innovation incubation space. Hatch will be a physical space containing specifically designed educational programs, an active idea laboratory, shared workspace, appropriate tools, and needed expertise, we can cultivate innovative technology- and service-based solutions to shared problems using newly collaborative, enriched strategies that can be replicated in diverse settings globally. Hatch will take several years to plan and implement.