KEY DATES
APRIL – MAY 2020

GOVERNANCE
☐ April 9: Schedule regular Steering Committee and Leadership Advisors meetings
☐ April 9: Finalize governance structure
☐ April 14: Steering Committee meeting; approve governance structure & action plan
☐ April 16: Leadership Advisors meeting; select Chair/Vice-Chair for Volunteer Corps
☐ April 23: Steering Committee meeting
☐ May 7: Steering Committee meeting
☐ May 21: Steering Committee meeting

RELIEF FUND
☐ April 6: Internal staff team approval of action plan
☐ April 8-10: Develop draft grant criteria, application, and timeline
☐ April 9-10: Nonprofit interviews
☐ April 9: Develop list of nonprofits to interview and questions
☐ April 9: City managers/CAO approve action plan
☐ April 9: Steering Committee approval of grant criteria, application, and timeline
☐ April 10: Send action plan to Steering Committee and Leadership Advisors
☐ April 12-13: Develop web site content and other launch materials (see Media Strategy)
☐ April 13: Develop fundraising strategy
☐ April 16: Launch Relief Initiative
☐ April 16: Pre-launch call with Leadership Advisors to discuss launch assistance
☐ April 17: Review applications on a rolling basis
☐ April 30: Update web site with awarded grants; share on social media

DONOR EDUCATION
☐ April 6-9: Develop donor outreach media strategy (see Media Strategy)
☐ April 6-10: Continue to solicit survey responses
☐ April 16: Launch Relief Initiative, including donor education campaign
☐ April 12-17: Calls with service clubs to solicit help with outreach
☐ April 30: Update website and utilize social media to share success stories

**TECHNICAL ASSISTANCE**

☐ April 6-15: Develop list of experts and schedule of workshops
☐ April 8: Technical Assistance Workgroup meeting
☐ April 9-10: Develop Facebook posts/other materials and advertise events
☐ April 13: Confirm first set of expert webinars & small workgroups
☐ April 14-15: Develop Facebook posts/other materials and advertise events
☐ April 17: Post webinar schedule on website
☐ April 18: Confirm second set of expert webinars & small workgroups
☐ April 22: Technical Assistance Workgroup meeting
☐ May 6: Technical Assistance Workgroup meeting
☐ May 20: Technical Assistance Workgroup meeting

**MEDIA STRATEGY**

☐ April 6-14: Develop hashtags and other branding
☐ April 6-7: Research other local COVID-19 relief funds
☐ April 7-9: Develop key messages re donor education/Relief Fund; team review
☐ April 9: Develop one-page overview of Relief Initiative for website/distribution
☐ April 9: Develop draft editorial calendar
☐ April 10: Update website
☐ April 10: Compile list of champions and spokespeople
☐ April 10: Reach out to media outlets
☐ April 13: Draft social media toolkit; team review (including Weiss Group)
☐ April 14: Finalize social media toolkit
☐ April 14: Distribute press release, contract reporters
☐ April 16: Conduct interview with Autumn Labbe-Renault (if invited)
☐ April 16: Virtual campaign launch
☐ April 20 - TBD: Public thanks yous for $10,000+ donations, other success stories
RELIEF INITIATIVE OVERVIEW

The new Yolo COVID-19 Nonprofit Relief Initiative ("Relief Initiative") supports the Yolo County community, which comprises the cities of Woodland, Davis, Winters, and West Sacramento, as well as small unincorporated communities and rural areas. The Yolo Community Foundation ("Foundation") and its partners propose a three-part Relief Initiative that includes:

1. A community-wide donor education campaign to encourage donors to contribute directly to nonprofits;
2. A relief fund to provide grants to nonprofits; and
3. Technical assistance to help nonprofits through the crisis.

The Relief Initiative complements existing state and federal relief efforts and fills in gaps as needed to help nonprofits maintain or expand important programs during the unprecedented circumstances caused by COVID-19. It also will help innovate and improve delivery of services in the new socially distant environment resulting from necessary shelter-in-place orders. This action plan provides an overview of the Relief Initiative and outlines the specific work needed to implement the program.

SECTION 1: GOVERNANCE

The Yolo Community Foundation will staff the Relief Initiative with assistance from Consero Solutions, a local public policy consulting firm, including executive and administrative support. The Foundation also will coordinate with three separate groups to implement the Relief Initiative: 1) Steering Committee; 2) Leadership Advisors; and 3) Volunteer Corps.

Steering Committee

The Steering Committee will advise Foundation staff, review grant applications, and make policy decisions necessary to accomplish the Relief Initiative’s objectives. The following eight Steering Committee members will be invited to join:

- City of Woodland City Manager or their designee
- City of West Sacramento City Manager or their designee
- City of Davis City Manager or their designee
- City of Winters City Manager or their designee
- Yolo County Administrator or their designee
- A staff representative from the Yocha Dehe Wintun Nation
- A member of the Yolo Community Foundation Board of Directors

The Steering Committee will have twice monthly, regularly scheduled Zoom conference calls, but has the discretion to meet more frequently as needed to review letters of inquiry and grant applications (see Section 3: Relief Fund). 
Leadership Advisors
The Leadership Advisors are composed of elected officials currently serving in office, as well as key stakeholders whose expertise is critical to the Relief Initiative’s success. The Leadership Advisors will guide the Relief Initiative’s efforts, provide information to the community about the assistance provided by the Relief Initiative, and help solicit donations as necessary.

The following members will be invited to serve as Leadership Advisors:

- 1-2 members of the Davis City Council
- 1-2 members of the West Sacramento City Council
- 1-2 members of the Woodland City Council
- 1-2 members of the Winters City Council
- 1-2 members of the Yolo County Board of Supervisors
- A representative of Kaiser Permanente
- A representative from Sutter Health
- A representative from Dignity Health
- A representative from the Yocha Dehe Wintun Nation Tribal Council
- A representative from UC Davis

The Leadership Advisors will meet as needed to guide Relief Initiative implementation. Their work will focus on:

- Solicitation of feedback from local nonprofits, community leaders, and fellow City Council or Board of Supervisors members on the needs COVID-19 is creating in their communities, and share those findings with Foundation staff
- Outreach to local nonprofits to ensure awareness of the Yolo COVID-19 Nonprofit Relief Fund grant opportunities
- Outreach to local nonprofits regarding participation in the Yolo COVID-19 technical assistance program
- Participation in the communitywide education campaign to direct donations to nonprofits in need.

Volunteer Corps
The Volunteer Corps includes former elected officials and community leaders who volunteer to help secure large donations for the Relief Initiative and provide assistance as needed. The Leadership Advisors will select a chair and co-chair to guide the Volunteer Corps efforts. The Foundation will staff the Corps’ work.

SECTION 2: DONOR EDUCATION

The Foundation will launch a community-wide campaign to educate Yolo County residents about the need for direct funding to local nonprofits that provide essential services for vulnerable populations and create the social fabric that inspires community interaction and innovation.
Giving direct, unrestricted donations to these organizations is the fastest, most efficient way to provide Yolo County nonprofits with desperately needed funding. The community-wide donor education campaign will help nonprofits secure critical funding, support the development of strong relationships between donors and the organizations that need their support, and ultimately strengthen the entire nonprofit sector in the region. The Foundation will undertake the following strategy to initiate and sustain this campaign:

**Collect Nonprofit Stories.** The Foundation has already released a survey to the approximately 100 active nonprofits in Yolo County to solicit a short synopsis (maximum of 3-5 sentences) describing their approach to addressing specific community needs created by the COVID-19 crisis. To date, 28 nonprofits have responded. The Foundation will use this information for the public education and media campaign.

**Create a Web Page with Stories.** The Foundation has already posted the first 25 nonprofit stories received on the Foundation’s website, but will work to improve the page with additional details, graphics, quotes, and other information that will engage website visitors and help them more completely understand the magnitude of COVID-19’s impact on local nonprofits, the extent of their efforts to help the community during the crisis, and their innovative efforts to adapt how they fulfill their mission while the community shelters in place.

**Develop Success Measures.** The Foundation will identify success measures to help educate the public about the success of campaign. This may include increases in donations to nonprofits in the second fiscal quarter of 2020 (April-June) relative to 2019.

**Develop Media Campaign.** The Foundation will launch a continuous public education campaign, complete with branding and key messages, to encourage community members to give directly to nonprofits and to celebrate successes. Section 5: Media Strategy describes the nuts and bolts of the community-wide donor education campaign, which will involve extensive use of social media and earned media.

**Partner with Local Services Clubs/Community Organizations.** The Foundation will work in partnership with local service clubs and other community organizations to spread the word about the need to help nonprofits.

**SECTION 3: RELIEF FUND**

The Foundation has launched a disaster relief fund to award grants directly to nonprofits located in Yolo County or providing services to Yolo County residents. Yolo County seeded the Relief Fund with $250,000. The Foundation is now soliciting contributions from other major donors. While the community-wide donor education campaign will focus on ensuring individual donors give directly to nonprofits, the Foundation also will focus on securing large donations from entities that may not have the time or expertise to make individual grants to a large number of
nonprofits. This strategy is intended to grow the total amount of funding that nonprofits receive during the crisis and build trust between the Foundation and the Yolo nonprofit network.

Grants are expected to range between $5,000 to $30,000 and will be reviewed on an ongoing basis. 501(c)3 nonprofit organizations are eligible to apply for additional funds as needs arise. The Steering Committee will review grant applications and make a recommendation to the Foundation’s Board of Directors. The Foundation will award funds as quickly as possible, with the goal of making a decision within 2-4 weeks of receipt of an application. Nonprofits may submit grant applications at any time while funds are available.

Nonprofit Outreach
The Foundation will work with the Weiss Group to develop a list of key nonprofits with whom to speak about the Relief Fund. The list will include nonprofits that work in different geographic areas of the County, are of various sizes, have volunteer and/or paid staff, and are located in rural and urban areas. The Foundation will conduct a series of phone interviews to build awareness about the effort, identify community needs that will inform the grant criteria, and secure additional information to inform the donor education campaign. The interviews will solicit strategic feedback on the Relief Fund’s structure and answer questions regarding implementation. In addition, the Foundation will educate nonprofit staff about the Foundation’s efforts to inspire donors to give directly to nonprofits with a modest fundraising campaign focused on generating large donations to hopefully increase the total amount available for nonprofit assistance. The Foundation and the Weiss Group will develop a list of questions to guide each of the interviews.

Fundraising
The Foundation will work with the Weiss Group to develop a fundraising strategy based on large donor contributions. The Foundation will base the strategy on the principle that Relief Fund fundraising efforts should not compete with the Foundation’s communitywide campaign to direct donors directly to nonprofits and instead should focus on increasing the total amount available to nonprofits. The Foundation will develop a list of large donors and meet with donors one-on-one (via Zoom) to better understand their interests.

Eligibility
Eligible nonprofits may apply for more than one grant during the calendar year because this fund is intended to be responsive to the ongoing needs of the community.

- Grants are open to 501(c)3 nonprofits serving Yolo County residents in good standing with the IRS. If the program is part of a larger effort that extends beyond the County, grantee must demonstrate that all funds from this grant are spent for the benefit of Yolo County residents.
- Businesses and individuals are not eligible at this time, however grants to nonprofits that provide direct financial assistance to individuals or businesses can be awarded.
• Nonprofits must have the following fiscal controls in place to be eligible to apply for a grant: 1) budget adopted by their Board of Directors; 2) Board-approved fiscal policies, including internal controls; and 3) regular financial reports to the Board of Directors. Nonprofits also may apply for funds to develop these controls as part of their proposal.

Exclusions
The following activities are not eligible for grants:

• Activities that are non-secular or promote a religious doctrine
• Academic or medical research
• Funding to schools and public agencies that would supplant tax-supported, mandated services
• Annual fundraising campaigns or events
• Creation of, or addition to, endowment funds
• Payment of debt or legal settlements
• Political or partisan purposes
• Sponsorships

Grant Criteria
The Foundation will consider grants to nonprofits with demonstrable hardship and financial need related to COVID-19. Foundation staff will propose simple grant criteria, subject to Steering Committee approval.

Application Process
The Foundation will propose grant criteria and an application process based on the following guidance, subject to Steering Committee approval:

Speed. The Relief Fund should deliver resources to nonprofits as quickly as possible.

Transparency. As the Foundation is stewarding resources contributed by governments and the general public, it is important to develop a transparent process.

Accessibility. The process should ensure that any nonprofit that meets minimum qualifications is eligible to apply for funding; this may be particularly important as we seek to ensure vulnerable communities throughout Yolo County are supported by the Relief Fund.

Time Commitment. Nonprofits struggling to deliver services and make tough decisions do not have significant time to devote to lengthy grant applications. The Foundation should ensure it minimizes the burden on nonprofits to apply.

SECTION 4: TECHNICAL ASSISTANCE
The Relief Initiative will provide technical assistance to any Yolo County nonprofit interested in participating. Technical assistance will cover critical topics like cash flow management; understanding COVID-19 relief funding from the state and federal government; personnel issues, including layoffs and furloughs; disaster-related fundraising; crisis communications; and alternative service delivery models. Nonprofits are inundated with information and they need expert support to navigate issues and opportunities specific to their organizations. The Foundation will provide the following types of technical assistance:

**Expert Webinars.** The Foundation is compiling a list of experts who assist nonprofits and will organize interactive webinars with these experts with provide information on critical optics.

**Facilitated, Interactive Training.** The Foundation will facilitate small working groups of Executive Directors or other key personnel to exchange information on particular topics, as well as follow up on questions posed during the working groups to help solve issues.

**One-on-One Support Opportunities.** The Foundation will identify experts who can provide one-on-one assistance to nonprofits.

**SECTION 5: MEDIA STRATEGY**

The Foundation will work with Spiegel Communications to employ a four-phase media strategy to introduce the Relief Initiative to the public, launch the community-wide donor education campaign, promote and inspire giving, and celebrate community generosity and successes. The media strategy will inform donors about programs nonprofits are providing to benefit vulnerable populations, innovative strategies they are employing to adjust to the virtual world resulting from shelter-in-place orders, and the critical need for funding to sustain services and programs through the crisis.

The media strategy will rely on conventional media, local blogs and social media. The Foundation will develop uniform messages and tailor the messages for each type of media outreach and the unique voices helping promote the effort. The strategy will leverage the collective power of Yolo County’s deep roots, strong ties, and dynamic leadership as well as the connections residents have to their community. The Foundation will saturate all of Yolo County with information about the Covid-19 Relief Initiative, including its focus, the importance of the effort, and the logistics of giving to the Relief Fund. Champions on the Leadership Advisors, the Volunteer Corps, and in the community will help the Foundation amplify key messages, such as “GiveYolo” or “We’re All Yolo.” The messages will focus on motivating community members to help one another so the community comes out of this crisis stronger and more united than before, as well as celebrating successes.

**Phase One (Week of April 6-10): Message Development**
Phase One will be the labor-intensive, behind-the-scenes part of the effort. Spiegel Communications will develop materials in consultation with the Weiss Group, a firm with extensive nonprofit experience, and will review materials with a subcommittee of the Yolo Community Foundation Board of Directors, including Vanessa Errecarte, a marketing consultant.

During this period, we will:

- Develop key messages
- Identify and survey other community-based COVID-19 funds throughout California
- Draft editorial calendar for phases two through four
- Create branding such as a logo, hashtags, design criteria for public facing documentation and social media
- Develop a social media toolkit
- Identify community members/leaders to serve as spokespeople
- Compile a thorough list of champions, supporters and those who can help amplify the key messages to gain more traction
- Train spokespeople on how to deliver the message and promote the campaign
- Create complete media contact lists for Yolo County and the Sacramento media market;
- Prepare press releases, op-eds, sample letters to the editor, social media posts, talking points, videos, website content and media kit for partners
- Reach out to media outlets prior to the public launch

The team will ensure messages reflect the Relief Initiative is not competing with other nonprofits, rather it will increase the amount of giving and help them survive in this uncertain time.

Phase Two (Week of April 13-17): Public Campaign Launch

The campaign will officially launch on April 16, and the focus will be on education of potential donors, strategic partners and the public about the new Relief Initiative. This phase will expand into Phase Three and Four because while we are celebrating contributions and successes, we will continue to educate the public and inspire giving.

During this period, the Foundation will:

- Distribute a press release to local press and bloggers
- Contact reporters/story pitch/set up interviews
- Run an op-ed from Ms. Hubbard in the Davis Enterprise, the Daily Democrat and the Winters Express
- Conduct an interview with Autumn Labbe-Renault for the Davis Media Access’ Life in the Time of COVID-19: Yolo County Community Diary
- Run videos on Davis Media Access, if possible
- Use social media to spread the word by posting all earned media on the Yolo Community Foundation’s social media channels as well as by enlisting eligible nonprofits, community members and leaders to share on their pages/channels
- Deliver regular social media posts to continue to educate the public about the need to give money directly to nonprofits
• Thank major donors to the Relief Fund, including the cities and the County

Phase Three (April 20–TBD): Inspiring Giving, Celebrating Contributions and Impact
During Phase Three, the focus will be on continued community education about the Relief Fund to inspire sustained giving directly to nonprofits and to celebrate grants made by the Fund to nonprofits. If there are additional major donations, this phase will also include recognizing these contributions. This phase also will be heavily focused on celebrating successes.

During this phase, the Foundation will:
• Publicly thank and acknowledge all large donations of $10,000 or more
  o Each large donor will be featured in a press release and/or social media post
• Celebrate key milestones in fundraising such as a total dollar amount raised, a specific number of donors who contributed, etc.
  o We will use graphics and charts to show progress and use them repeatedly on social media as we reach new milestones. Major achievements will be shared with the press directly with a press release.
• Share success stories of how grants from the fund are sustaining Yolo County nonprofits, the innovative approaches they are employing the crisis, the real difference they are making in the lives of our Yolo County residents
  o This will be done with creative social media posts as well as targeted story pitching to local media (particularly television) to get greater attention
• Continue to run social media posts reminding the community about the fund, the nonprofits they are supporting, how to give directly to nonprofits, and why it is important. Showcase large donations to the fund and small contributions to nonprofits. Boost posts when necessary to increase audience size
• Place letters to the editor about the fund and why it is important from key community leaders

Phase Four (TBD): Wind Down
It is unpredictable how and when the community will begin to see an easing of shelter-in-place and a return to a more typical pace of life. Shelter-in-place orders may be in effect through late summer to truly flatten the curve. If and when the next crisis happens, the Foundation will have a framework that can be quickly deployed again. As directives change from local and state agencies, people will begin to return to their lives and routine. But it will take time for nonprofits to rebuild and rebound from the devastating losses caused by the economic impact of COVID-19.

During Phase Four, the Foundation will:
  o Continue to reinforce messaging;
  o Run social media posts thanking large donors;
  o Distribute press releases and social media celebrating the fund’s impact; and
  o Remind the public that Yolo County’s nonprofit community has been here to serve them during this crisis, and they will continue to do so.
Media Targets

Key Earned Media Targets
  o Davis Enterprise
  o Daily Democrat
  o Winters Express
  o West Sacramento News-Ledger
  o Davis Vanguard
  o Davisite
  o Davis Dirt
  o Davis Media Access
  o Capital Public Radio
  o KFBK-AM
  o Bryte and Broderick Community Action Network (BBCAN – radio station)
  o Local radio stations
  o Local commercial TV channels

Key Social Media Channels
  o Facebook
  o Instagram
  o NextDoor
  o Twitter
  o YouTube