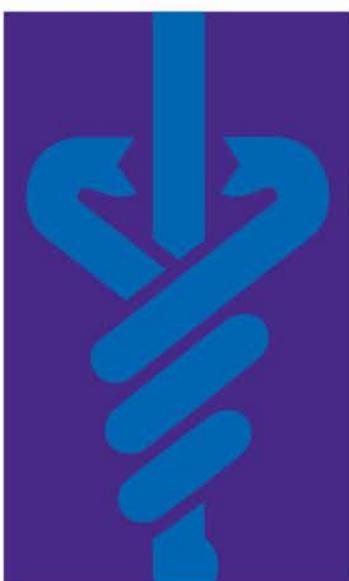


# RELAY FOR LIFE



## 2015 Relay For Life Recruiting For Success Toolkit

Released June 2014



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## Overview of Event Leadership Team Model

The Relay For Life event model was built on the foundation of being community-owned, volunteer-driven, and staff-coached. This model has helped raise billions of dollars over the years to support the American Cancer Society’s mission and continues to be a key driver in helping raise funds to finish the fight against cancer. Now, as Relay For Life celebrates its 30<sup>th</sup> birthday, it’s time to infuse the Society’s signature event with new elements and new excitement while at the same time, retaining the classic elements that make it the most successful fundraising event in the world - a volunteer-driven model being one of those.

Relay For Life volunteers definitely don’t lack passion, however, we’ve heard loud and clear that the time and bandwidth requested of our volunteers is not always possible. With that in mind, we are excited to present a new volunteer committee structure adapted for today’s schedules and lifestyles. Below are some of the adjustments that have been made to meet this need.

**Naming:** The term “Committee” is being replaced by “Event Leadership Team.” This new name is reflective of volunteer leaders working together towards a common goal.

**Models:** Three scalable models have been developed and are designed to fit the unique needs of each community. The expectation is not that every event will fit one of these models exactly, but we have provided examples to show you what the Event Leadership Team within each model might look like. While consistency in our volunteer structures is important, we recognize the need for flexibility at the community level.

The three models are as follows:

- **Core:** This is the most simple, basic structure, suitable for small or new Relay For Life events or those events with a small volunteer structure.
- **Expanded:** This model offers an expanded structure for mid-size Relay For Life events or events that are interested in expanding their leadership team and growing their event.
- **Advanced:** This is a more sophisticated structure for larger Relay For Life events or events with a large volunteer structure and ample growth opportunities.

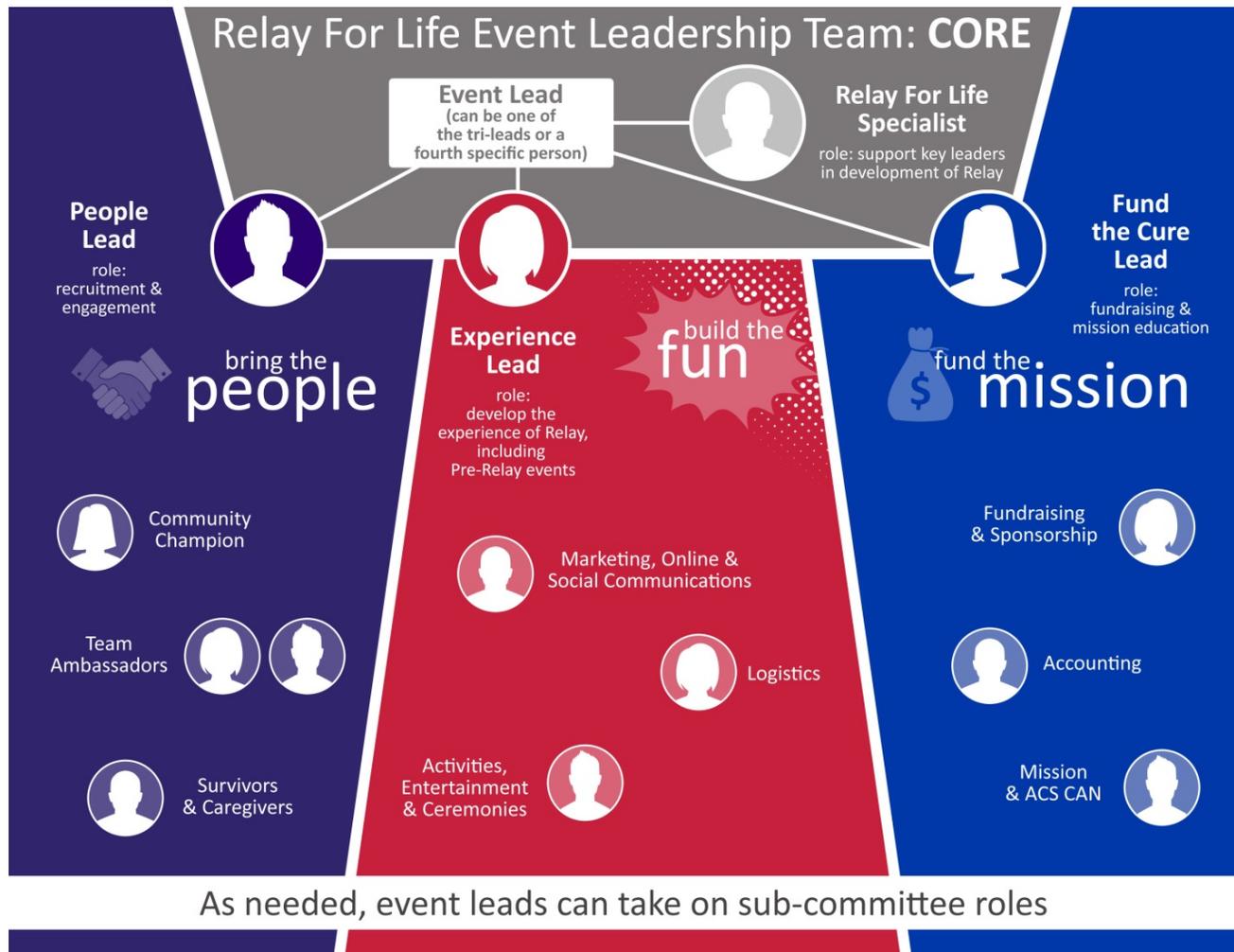
**Positions:** The Event Leadership Team reflects a tri-lead structure, focused on three main areas: bringing the people, building the fun, and funding the mission. Positions are also broken in to more “bite-size” roles to fit the needs of today’s volunteer and are accompanied by more simplistic descriptions for each role. The new structure also includes a new Team Ambassador role that focuses on leading and mentoring small groups of Team Captains.



The following pages provide visuals of the described models, along with a description of each position. Position descriptions are for all positions as identified in the Advanced Model. For the Core and Expanded Models, only the identified position descriptions are to be utilized.



**Event Leadership Team – Core Model**





### Event Leadership Team – Expanded Model





**Event Leadership Team – Advanced Model**





## Position Descriptions

### Event Lead

#### **Lead role:**

Serves as the face and voice of the American Cancer Society and Relay For Life within the community to lead and manage by empowering the Relay For Life Event Leadership Team.

Individuals in this role possess strong leadership and interpersonal skills, are outgoing, and are knowledgeable about the American Cancer Society and Relay For Life (mission, history, accomplishments, format, and purpose). Primary responsibilities for individuals in this role are to mentor and guide the Event Leadership Team in fulfilling their responsibilities and achieving goals for Relay For Life within their community.

Specific tasks can include:

- Work with the Relay For Life Specialist to ensure that training of roles and resources takes place.
- Communicate regularly with the People Lead, Experience Lead, Fund the Cure Lead, as well as the Relay For Life Specialist.
- Work with People Lead, Experience Lead, and Fund the Cure Lead to ensure partnership agreements are completed for all positions.
- Mentor and lead income and non-income planning and goal-setting initiatives in partnership with Relay For Life Specialist and Event Leadership Team.
- Meet monthly or bi-monthly with the Relay For Life Specialist, Experience Lead, People Lead, and Fund the Cure Lead to discuss benchmark goals and progress.
- Lead and manage Event Leadership Team workshops, meetings, and other sub-leadership team meetings as needed.
- In partnership with the Relay For Life Specialist, recruit a full Event Leadership Team and ensure all Event Leadership Team leads and members understand and fulfill their commitments to develop the Relay For Life event in their community.
- In partnership with the Relay for Life Specialist, ensure coordination, preparation, and implementation of regularly scheduled Event Leadership Team meetings.
- In partnership with the Relay For Life Specialist, review and discuss fundraising goals, expenses, and progress on a monthly or bi-monthly basis.



### **Relay For Life Specialist (American Cancer Society Staff Partner)**

#### **Specialist role:**

The role of the American Cancer Society Relay For Life Specialist is to partner with and support key volunteer leaders in planning the Relay For Life event within the community.

Individuals in this role will partner with the Event Leadership Team to help motivate, recruit, and retain our Relay For Life volunteers. The Specialist will communicate with event leads on a regular basis and be proactive in the community promoting the Relay For Life event.

Additionally, the Specialist will provide resources and aid in the ordering and delivery of Relay materials and supplies.



## Bring The People

### People Lead

#### **Lead role:**

The role of the People Lead is simply put, to bring the people. This critical role serves as the recruitment and engagement expert of the Event Leadership Team.

Individuals in this role lead the recruitment and engagement of Relay For Life teams and participants, survivors and caregivers, as well as the Relay For Life Event Leadership Team members. Individuals in this role possess strong leadership and mentoring skills. They are comfortable developing and cultivating relationships within the community while representing the American Cancer Society and the Relay For Life event.

#### ***Specific tasks can include:***

- Work with the Relay For Life Specialist to ensure that training of role and resources takes place.
- Assist Event Lead and Relay For Life Specialist in recruiting Event Leadership Team members.
- Assist and mentor Community Champions and the Survivors and Caregivers Lead.
- Provide guidance and support in recruitment of event participants and volunteers.
- Regularly communicate with Team Ambassadors regarding event-specific information.
- Work with the Event Leader and Relay For Life Specialist to create and execute development strategies to grow the participation and quality of the event with utilization of benchmarking strategies.
- Making the ask of individuals, organizations, and local leaders to get involved with the Relay For Life event.
- Discuss fundraising goals with the Event Leader, Fund the Cure Leader, and Relay For Life Specialist to ensure that recruitment is helping achieve those goals.
- Review recruitment benchmarks on a monthly or bi-monthly basis with the Event Leader and Relay For Life Specialist to ensure goals are being met.



## **Community Champion**

### **Champion role:**

Community Champions are strong advocates for building the Relay For Life event within their communities.

Individuals in this role are a voice and outward-facing champion for the Relay For Life event in their community. They are outgoing and willing to speak to groups and individuals about Relay For Life, with the goal of bringing more exposure, people, and fundraising to the event. This can be in the form of new teams, survivors, caregivers, or individuals. They are strong advocates for Relay For Life within their community using their networks to bring more awareness to the event.

### ***Specific tasks can include:***

- Recruit teams and individuals to participate in the Relay For Life event.
- Assist Survivors and Caregivers Lead with survivor and caregiver recruitment.
- Assist Sponsorship Lead with sponsor recruitment.
- Assist People Lead with committee recruitment.

## **Survivors and Caregivers**

### **Lead role:**

The Survivors and Caregivers Lead recruits, recognizes, and engages survivors and caregivers from within the community.

Individuals in this role will use survivor and caregiver recruitment resources and tools to be able to clearly communicate the benefits of getting involved with the American Cancer Society and the Relay For Life event. Individuals in this role will develop relationships with and serve as the primary contact to survivors, caregivers, and organizations that serve or interact with large numbers of survivors and caregivers.

### ***Specific tasks can include:***

- Cultivate relationships with survivors and caregivers.
- Assist Relay Activities Lead and Ceremonies Lead to plan powerful ceremonies to celebrate and recognize survivors and caregivers.
- Assist Mission Lead to educate survivors and caregivers about the Society's cancer



prevention, detection, and support services.

- Collaborate with Community Champions to recruit new and retain previous survivors and caregivers.
- Collaborate with Recognition Lead to recognize and honor survivors and caregivers.
- Develop relationships with and serve as the point of contact for organizations that serve or connect with survivors and caregivers such as: hospitals, treatment centers, support groups, faith-based groups or organizations, employers, etc.

## **Youth Champion**

### **Champion Role:**

Youth Champions are strong advocates for building youth engagement in Relay For Life within their communities.

Individuals in this role are a voice and outward facing champion for the Relay event within the youth market in their community. They are outgoing and willing to speak and build relationships with schools and youth-based groups about the event with the goal of engaging youth in cancer awareness, education, and fundraising activities to grow Relay For Life participation and income. This can be in the form of new teams, committee members, survivors, caregivers, or individuals, as well as Relay Recess and Relay Field Day events.

### ***Specific tasks can include:***

- Develop relationships with and serve as the primary contact for decision makers at elementary schools, middle schools, high schools, school districts, sports groups, and other youth organizations.
- Recruit youth teams and individuals to participate in Relay For Life.
- Assist Survivors and Caregivers Lead with youth survivor and caregiver recruitment.
- Work with the Logistics Lead to ensure risk management measures are in place to protect youth participants.
- Work with the Entertainment and Activities Leads to ensure there are games and activities geared toward all ages at Relay.
- Work with local elementary and middle schools to host Relay Recess or Relay Field Day programs to support the community Relay For Life event.



**Team Ambassador\***

*\*Please see Team Ambassador Program, page 25 for Team Ambassador position description.*



## **Build the Fun**

### **Experience Lead**

#### **Lead role:**

Experience Leads develop the Relay For Life experience. They are the hospitality experts of the Event Leadership Team.

Individuals in this role build the fun, lead the strategic development, and execute of all Relay activities to ensure that participants have fun, are engaged, and enjoy their experience both at the event and through every interaction they have with Relay For Life. Individuals in this role possess strong leadership and mentoring skills and are comfortable representing the American Cancer Society and Relay For Life.

#### ***Specific tasks can include:***

- Work with the Event Lead and Relay For Life Specialist to ensure that training of role and resources takes place.
- Assist the Event Lead and Relay For Life Specialist in recruiting Event Leadership Team members.
- Assist and mentor the Ceremonies Lead, Relay Activities Lead, Entertainment Lead, Logistics Lead, Online and Social Communications Lead, Marketing Lead, Luminaria Lead, Recognition Lead, Pre-Relay Events Lead, and Project Manager.
- Partner with the Event Lead and Relay For Life Specialist to provide guidance and support in developing the experience, entertainment, and activities of the event.
- Partner with the Relay For Life Specialist to create and execute development strategy to grow the participation and quality of the event.
- Meet monthly or bi-monthly with the Relay For Life Specialist and Event Lead to review goals and how the Relay For Life experience can assist with recruitment and fundraising.

### **Ceremonies**

#### **Lead role:**

The Ceremonies Lead oversees all ceremonies that take place throughout the Relay For Life event.



Individuals in this role are creative, organized, and familiar with or willing to learn about the mission, history, and tradition of the American Cancer Society ceremonies.

***Specific tasks include:***

- Plan and coordinate the Relay For Life event ceremonies.
- Collaborate with Luminaria Lead to develop and implement the Luminaria ceremony.
- Collaborate with Relay Activities Lead and Relay Entertainment Lead regarding schedule of events.
- Collaborate with Survivors and Caregivers Lead to ensure survivor and caregiver ceremonies are meaningful and impactful.
- Collaborate with Mission Lead and ACS CAN Lead to develop and execute motivating Celebrate, Remember, and Fight Back Ceremonies that empower participants to take action in their fight against cancer.
- Collaborate with Event Leadership Team to develop and execute Spirit of Relay ceremony.
- Meet monthly or bi-monthly with the Experience Leader to discuss goals and progress.

## **Relay Activities**

**Lead role:**

The Relay Activities Lead oversees all of the activities that take place during the Relay For Life event which may include choosing the type of activities and when they occur.

Individuals in this role are creative, organized, and know what it takes to have a good time. Additionally, individuals in this role are comfortable cultivating relationships with various and vast groups and organizations in the community that are willing to contribute to the implementation of creating a dynamic and exciting Relay For Life event.

***Specific tasks include:***

- Plan and implement Relay For Life event activities.
- Collaborate with Ceremonies Lead and Entertainment Lead regarding schedule of events.
- Meet monthly or bi-monthly with the Experience Lead to discuss goals and progress.



## **Entertainment**

### **Lead role:**

The Entertainment Lead oversees all of the entertainment that takes place during the Relay For Life event, which may include choosing the type of entertainment and when it occurs.

Individuals in this role are creative, organized, and know what it takes to have a good time. Additionally, individuals in this role are comfortable with and willing to cultivate relationships with various groups and organizations in the community that are willing to contribute to and participate in the excitement of the Relay For Life event.

### ***Specific tasks include:***

- Collaborate with Ceremonies Lead and Relay Activities Lead regarding schedule of events and activities to plan and implement Relay For Life event activities.
- Meet monthly or bi-monthly with the Experience Lead to discuss goals and progress.

## **Logistics**

### **Lead role:**

The Logistics Lead is primarily responsible for providing a safe, comfortable, and seamless experience for all Relay For Life participants.

Individuals in this role are organized and pay strong attention to detail in order to manage a comprehensive event execution plan that represents the mission and tradition of the American Cancer Society Relay For Life event within the community.

### ***Specific tasks include:***

- Organize and create implementation plan for site selection, event schedule, event layout, signage, electrical and mechanical materials, restrooms, trash and signage, tents, safety, risk management, contingency location, security, medical support, set-up and clean-up needs.
- Collaborate with Community Champions and Projects Manager to recruit and train day-of event volunteers.
- Assist with coordination of hospitality planning and execution.
- Ensure that all American Cancer Society risk management standards, guidelines, and procedures are adhered to.



- Work with the Relay For Life Specialist, Event Lead, and Experience Lead to determine appropriate vendors and to secure necessary items for logistic needs.
- Meet monthly or bi-monthly with the Experience Lead to discuss goals and progress.

## **Online and Social Communications**

### **Lead role:**

The Online and Social Communications Lead ignites the passion for Relay For Life online within their community.

Individuals in this role are an online voice and connector to the community's Relay For Life event. They are comfortable in using a variety of social media platforms (Facebook, Twitter, Relay Nation, forums, etc.) and are willing to learn ways to support and engage Relay participants through the online fundraising website.

### ***Specific tasks can include:***

- Update and maintain the Relay For Life event website with the critical information necessary to have a successful Relay event including: agendas, meeting notes, pre-fundraiser details, etc.
- Engage people through the Relay For Life event Facebook page.
- Update and maintain Relay For Life event Twitter feed.
- Coordinate with the Fundraising Lead to promote fundraisers on social media.
- Communicate through coaching emails from the Relay For Life event website.
- Correspond and support online registration needs from participants.
- With the Recognition Lead, recognize teams, participants, sponsors, etc.

## **Marketing**

### **Lead role:**

The Marketing Lead creates, develops, and implements marketing and publicity to raise awareness of the Relay For Life event.

Individuals in this role will be able to coordinate, prepare, and implement a publicity and marketing strategy. Additionally, they will be familiar with or willing to learn how to utilize the



resources, tools, and resources available to promote and market the event.

***Specific tasks include:***

- Assist Online and Social Communications Lead in cultivating relationships with contacts in media outlets and other promotional organizations.
- Plan and implement strategies for event promotion, marketing materials, and resources.
- Assist Online and Social Communications Lead in messaging for online promotion.
- Provide opportunities for Event Leadership Team, Team Captains, participants, and volunteers to share stories.
- Develop relationships and serve as the primary contact with media outlets and other organizations with a broad reach including newspapers, radio, and television outlets, etc.
- Leverage relationships with business contacts and other supporters to promote the Relay For Life event and Event Leadership Team efforts.
- Works with the Experience Lead and Relay For Life Specialist to ensure that all marketing materials are available for the committee and teams in a timely manner.
- Meets monthly or bi-monthly with Experience Lead to discuss goals and progress.

## **Luminaria**

**Lead role:**

The role of the Luminaria Lead is to promote awareness and sales of luminaria bags in honor or in memory of those who have been touched by cancer in the community.

Individuals in this role are creative, organized and able to coordinate logistics in order to assist in the development and execution of the Luminaria Ceremony at the event.

***Specific tasks include:***

- Educate Event Leadership Team and Relay participants about the importance of the Luminaria Ceremony and its fundraising potential.
- Assist Ceremonies Lead in planning and implementation of Luminaria Ceremony.
- Collaborate with Fundraising Lead to host pre-event and day-of event luminaria fundraising sales and production efforts.
- Ensure that Event Leadership Team members include and consider luminaria integration



in their strategy planning.

- Assist Community Champions and Team Ambassadors in their efforts to promote and sell luminaria within the community.
- Meet monthly or bi-monthly with the Experience Lead to discuss goals and progress.

## **Pre-Relay Events**

### **Lead role:**

The Pre-Relay Events Lead oversees all of the logistics and activities that take place prior to the Relay For Life event which may include choosing the type of activities and when they occur.

Individuals in this role are often creative, organized, and know what it takes to have a good time. They understand the importance of engaging participants, teams, survivors, and community members in year-round activities and events leading up to the community Relay For Life event.

### ***Specific tasks include:***

- Work with the Event Lead and Experience Lead to determine what the fundraising and recruitment goals are for pre-Relay events.
- Plan and implement pre-event activities and events including kickoffs, team meetings/rallies, fundraising workshops, bank nights, etc.
- Assist Mission Lead and Advocacy Lead in educating Team Captains, volunteers and participants about event entertainment, activities, and ceremonies.
- Assist Survivors and Caregivers Lead to engage and educate survivors and caregivers.
- Assist Recognition Lead in ensuring all Team Captains, volunteers, and participants are excited for the Relay For Life event.
- Assist Community Champions and Team Ambassadors to recruit Team Captains, volunteers, and participants to pre-event activities.
- Meet monthly or bi-monthly with the Experience Lead to discuss goals and progress.



## **Recognition**

### **Lead role:**

The Recognition Lead serves to ensure that all team captains, team members, volunteers, sponsors, and event participants know how much they are appreciated. The Recognition Lead works to recognize the accomplishments of all individuals regarding pre-relay events, day-of-event, and post-event using a variety of channels.

Individuals in this role are often creative and think outside-of-the-box to come up with new and exciting ways to recognize Relay For Life supporters throughout the community.

### ***Specific roles include:***

- Employ strategies to ensure that all volunteers, Team Captains, participants, sponsors, and Event Leadership Team feel appreciated.
- Plan and implement recognition materials and resources.
- Collaborate with Fundraising Lead and Sponsorship Lead to determine how recognition can help with rewarding fundraising and recruitment efforts.
- Ensure that Community Champions, Team Ambassadors, and Survivors and Caregivers Lead include and consider recognition in their plans.
- Meet monthly or bi-monthly with the Experience Lead to discuss goals and progress.



## **Fund the Mission**

### **Fund the Cure Lead**

#### **Lead role:**

The Fund the Cure Lead drives the fundraising and mission education of the American Cancer Society and Relay For Life within the community.

Individuals in this role are organized and dedicated to the strategic development and execution of educating the public about the mission, advocacy, and education efforts of the American Cancer Society that seeks to eradicate cancer and engage them in activities that promote the Society's value proposition to save lives and help people stay well, get well, find cures, and fight back.

#### ***Specific tasks can include:***

- Assist People Lead and Experience Lead in recruiting Event Leadership Team members.
- Assist and mentor the Mission Lead, ACS CAN Lead, Registration Lead, Accounting Lead, Fundraising Lead, and Sponsorship Lead.
- Provide guidance and support in developing a strategic plan to educate the community on the mission and advocacy efforts of the American Cancer Society and Relay For Life.
- Partner with the Relay For Life Specialist to create and execute development strategy to grow the mission and advocacy connection and quality of the event.
- Meet with Event Lead and Relay For Life Specialist monthly or bi-monthly to benchmark goals and progress.

### **Mission**

#### **Lead role:**

The Mission Lead's primary responsibility is to educate Relay participants about the American Cancer Society's mission and to engage them in activities that relate specifically to Society guidelines about nutrition and physical activity. Additionally, individuals in this role will also seek to educate Relay participants and the community about Society patient services and programs.

#### ***Specific tasks can include:***

- Educate the Event Leadership Team, Team Captains, participants, volunteers and



community on mission-related activities and information.

- Assist Relay Activities Lead and Ceremonies Lead to plan a power Fight Back Ceremony.
- Ensure Event Leadership Team includes and considers mission education in their planning.

## **ACS CAN**

### **Lead role:**

The ACS CAN Lead's primary responsibility is to recruit ACS CAN members and engage Relay For Life participants in fighting back through advocacy.

The ACS CAN (American Cancer Society Cancer Action Network<sup>SM</sup>) Lead aims to educate Relay participants and the community about legislative efforts aimed to eradicate cancer and to recruit a grass-roots army of advocacy volunteers.

### ***Specific tasks can include:***

- Ask the Event Leadership Team, Team Captains, participants, volunteers, and community to take action on the Society's legislative priorities and ACS CAN materials and resources.
- Ensure that Event Leadership Team includes and considers advocacy education and activation in their plans by including ACS CAN education, celebrations, and member recruitment in their agenda when Relay participants are gathered.
- Communicate and disseminate materials provided from ACS CAN to help raise awareness about cancer-related legislative priorities and to recruit ACS CAN members.
- Be willing to help mobilize Relay participants on ACS CAN's legislative priorities, be able to articulate the benefits of becoming a member of ACS CAN, and be sure all Event Leadership Team and members and Team Captains can do the same.
- Collaborate with Registration Lead and Accounting Lead to track ACS CAN membership forms/fees.
- Recruit Event Leadership Team, Team captains, participants, and volunteers to join ACS CAN.
- Become an ACS CAN member.
- Promote ACS CAN Club and work with Recognition Lead to recognize members.



## **Registration**

### **Lead role:**

The Registration Lead oversees the registration of Relay teams and participants, collection of participant data, tracking of incentive prizes, and assists Team Captains and participants with the online and offline registration process.

Individuals in this role work behind the scenes and with Team Ambassadors in a customer service role to ensure all of our registration data and fundraising data online is in order.

### ***Specific tasks can include:***

- Guide participants through Relay For Life registration process.
- Assist Accounting Lead to advise teams and participants in donation collecting processes and procedures.
- Manage data capture process for offline registrations and donations.
- Meet with Experience Lead to ensure that registration is a great experience for all participants.
- Meet monthly with the Fund The Cure Lead to go over goals and progress.

## **Accounting**

### **Lead role:**

The Accounting Lead ensures there is an accurate record of how much money is raised to fuel the mission of the American Cancer Society.

Individuals in this role work behind the scenes to make sure all of the data is in order. They are comfortable doing timely online data entry, serving in a customer service role when it comes to accounting, handling money, and ensuring all policies and procedures are adhered to.

### ***Specific tasks can include:***

- Collect and process cash and checks at Relay For Life event and other designated dates/venues.
- Manage online donation adjustments/questions as needed.
- Manage data capture for offline donations.
- Assist Registration Lead in advising teams and participants on donation collecting



process and procedures.

- Work in close collaboration with the Relay For Life Specialist, Event Lead, and Fund the Cure Lead to ensure correct training and steps are being followed.
- Meet monthly with the Fund the Cure Lead to go over benchmark goals and progress.

## **Fundraising**

### **Lead role:**

The role of the Fundraising Lead is to grow the Relay For Life event income through working with Team Captains, team members, and the community by providing them information and resources needed to raise funds to fuel the mission of the American Cancer Society.

### ***Specific tasks can include:***

- Work closely with Team Ambassadors to educate teams how to set fundraising goals, meet those goals, and educate on what tools are in place to assist them.
- Plan and implement fundraising workshops to ensure Team Captains and participants understand best practices for fundraising.
- Assist Event Leadership Team in educating community, teams, volunteers, and participants on fundraising activities.
- Educate Event Leadership Team and community on the American Cancer Society's impact in the fight against cancer.
- Plan and implement strategies to aid in pre-event, day-of-event, post-event, online, and offline fundraising.
- Assist Recognition Lead and Team Ambassadors to ensure all fundraising volunteers are properly credited and recognized for their fundraising efforts.
- Assist Sponsorship Lead to ensure all event-level cash donors, team-level cash donors, and in-kind donors are properly credited and recognized for their sponsorship efforts.
- Ensure that Event Leadership Team includes and considers fundraising in their plans.
- Leverage all activities, events and entertainment as fundraising opportunities.
- Review fundraising benchmarks on a monthly or bi-monthly basis with Event Lead, Fund The Cure Lead and Relay For Life Specialist to ensure goals are being met.



## **Sponsorship**

### **Lead role:**

The Sponsorship Lead's primary responsibility is to secure financial, in-kind, and mission support from new and returning Relay For Life event sponsors and to ensure that all sponsors are appropriately recognized and thanked for their support.

Individuals in this role are comfortable representing the American Cancer Society and Relay For Life within the community and in the identification and recruitment of additional fundraising and sponsorship for the event.

### ***Specific tasks can include:***

- Develop relationships with event-level cash sponsors, team-level cash sponsors, and in-kind sponsors.
- Develop and cultivate relationships with new event-level cash sponsors, team-level cash sponsor, and in-kind sponsors.
- Develop, cultivate, and maintain relationships with National Corporate Team Partner program members as appropriate.
- Ensure Event Leadership Team includes and considers sponsor involvement in their plans.
- Track contact information, contribution details, and recognition for donors.
- Partner with Recognition Lead to determine and plan appropriate recognition for event sponsors.
- Review sponsorship benchmarks on a monthly or bi-monthly basis with Fund the Cure Lead and Relay For Life Specialist to ensure goals are being met.



## Team Ambassador Program

### What is a Team Ambassador?

A Team Ambassador prepares a small group of teams (5-10) to understand the American Cancer Society's mission and how they can contribute by fundraising through Relay For Life. The Ambassador will demonstrate flexibility and adaptability in supporting the teams with information, tools, and coaching needed to ensure they experience personal satisfaction while contributing to our goal to finish the fight against cancer.

### How is this different than previous Team Development committee roles?

- The Team Ambassador role offers more flexibility to fit the volunteer's schedule. For example:
  - Ambassadors are not required to attend Leadership Team (formerly Committee) meetings.
  - Outreach to teams can be done when it fits the Ambassador's schedule.
- The Ambassador role creates a more personalized experience to meet the unique needs of Team Captains with different levels of experience or time constraints.
- The Ambassador role has more specific and defined objectives.
- The personalized nature of the Ambassador role minimizes the need for formalized large group Team Captain meetings (timing, planning, organizing, budgeting, follow-up, etc.).

### Rationale for the Team Ambassador Model

#### Data Analysis

Data from Customer Satisfaction Survey results and other constituent feedback was analyzed by volunteers and staff. Their findings resulted in several recommendations for how to improve the Relay For Life experience overall, one of which indicated a compelling need to improve the experience for our teams. Specific analysis of Customer Satisfaction Survey results over the past several years has consistently shown that Team Captains express a lower level of satisfaction with their Relay For Life experience than other participants which negatively impacts Relay results.

- Team Captains share that they are overwhelmed by the demands of the role, often feel unappreciated, and lack a connection to how their fundraising impacts the fight against cancer.
- Losing a Team Captain risks losing the entire team.
- Team Captains raise more than four times what their team members raise.



### Changing Culture of Volunteerism

There is no longer a one-size-fits-all model that allows the American Cancer Society to effectively connect with its Team Captains. While adjusting the Relay For Life Leadership Team structure overall and recognizing the need for flexibility and adaptability in today's culture of volunteerism, there is an opportunity to implement a different approach to how the Relay For Life teams are supported.

### Goal Alignment

The Team Ambassador model aligns with the Society's goals to deliver high quality experiences for teams before, during, and after the event, which can help re-energize volunteers for the future.

### Time Constraints

There is a continued trend of poor attendance at Team Meetings for many events. This traditional meeting format does not seem to be fitting the lifestyle/time constraints of Team Captains and team members. It is important that Team Captains are supported and interacted with in ways that align with their lifestyle. Instead of focusing on delivering information to large groups of teams at Team Meetings, the Team Ambassador model provides opportunities for smaller groups of teams to gather to receive more personalized support.

### **Measuring Success**

While it may take time to implement this model across all Relay For Life events nationwide, it is expected for the Team Ambassador model to translate to a higher level of support for teams overall, which will be tracked throughout the 2015 Relay For Life year. The following areas are just a few of the ways in which the success of the model will be measured:

- Improved customer experience for teams, measured by increased positive feedback on Customer Satisfaction Survey results.
- Reduction in costs associated with Team Captain meetings, measured by comparative 2014 and 2015 year-end data on meeting expenses.
- Increased accountability for teams to set and achieve goals, as well as build a higher affinity to the American Cancer Society mission which will be measured by an increase in funds raised at Relay For Life events.

### **Position Description**

#### **Ambassador role:**

The Team Ambassador is instrumental in the fight against cancer. They are the coach and mentor to a small group of Team Captains (5-10) from the Relay For Life event.



Individuals in this role serve as the main point of contact for his or her Team Captains and are an extended support for the team members themselves. They demonstrate a commitment to help teams meet and exceed their fundraising goals, utilize tools and resources, and engage in the mission of the American Cancer Society. The Team Ambassador must be flexible and adaptable to the teams' needs for information and tools, and their role will ensure teams and participants experience personal satisfaction while contributing to our goal to finish the fight against cancer.

Specific tasks can include:

- Build relationships with team captains and team members year-round (before, during, and after the Relay event). Serve as the primary point-of-contact for his or her teams.
- Identify the monthly venue and method for team gatherings that works for the small group. Ensure regular ongoing communication with teams between meetings including quick response time.
- Have at least one monthly check-in call with team to go over recruitment and fundraising goals and progress.
- Educate teams about the mission and accomplishments of the American Cancer Society.
- Help teams come up with a fundraising goal and ways in which they will meet that goal.
- Work with the Fund The Cure Lead to help provide fundraisings tools, ideas, and timelines for fundraising activities for teams.
- Employ year-round, creative, engaging, and personal strategies to retain, motivate, and recognize team captains and team members.
- Motivate, encourage, and recognize teams through mentoring.
- Troubleshoot questions to ensure all team captains feel informed, equipped, and empowered to be successful in their role.
- Provide tools to team captains to help them grow fundraising, number of team members, survivor engagement, and participation at the Relay event.
- Regularly provide feedback on team captains to the People Lead of the Relay For Life event and the Team Ambassador mentor.
- Participate on Team Ambassador conference calls and meetings, as well as in local Event Leadership Team meetings.
- Ensure all teams are knowledgeable and ready for the Relay For Life event by providing logistical guidance.

Time commitment (estimate):

- Two-year commitment to provide consistency to teams for the Relay For Life season.
- Flexible time schedule is desired to accommodate team gatherings and mentoring.



- In-person meetings with his or her Team Captains will be based around the schedules of the Team Ambassador and the Team Captains. Team Ambassadors should anticipate at least one one-hour in-person meeting per month starting no later than four months prior and one month post-Relay season.
- Additionally, Team Ambassadors should anticipate at least three hours a month in communications with teams and/or on calls or in meetings with the lead ambassador/committee.

\*Note: Total actual number of hours per month may vary depending on planned events.

#### Additional Qualifications:

- Reliable and accountable to his or herself, Team Captains, and committee/Lead Ambassador.
- Knowledge of Relay For Life and the mission of the American Cancer Society.
- Track record of fundraising and recruitment success.
- Skills necessary for success: coaching, mentoring, organization, oral and written communication.

### **Recruitment Tools**

#### When to recruit Team Ambassadors

- Work the track at the Relay For Life event.
- Share the new role at committee/team wrap up meetings.
- Share the new role at all existing Relay For Life gatherings – committee meetings, committee workshops, kickoff.
- Network throughout the community.
- Team Ambassadors should be recruited and trained prior to the local kickoff, so that they can be introduced and matched at that event. However it is never too early to have them in place and active.

#### Who to recruit

The focus will be to recruit individuals who are interested in the mentoring and development of others. It is important to assess an individual's capacity to step into this role so that volunteers are not overburdened with too many responsibilities. Some individuals who may be a good fit for this position could include:

- Survivors with Relay experience
- Former Committee Members/Chairs/Team Captains
- Top fundraisers who want to share their best practices
- Current Team Captains



- People with Relay knowledge
- Current committee members looking for a new/different opportunity
- Active Team Members looking for an entry point to join the Leadership Team
- Members of Volunteer Leadership Councils (former Division Board members)
- Participants who don't want a role on the Leadership Team but may be willing to commit to a more personalized role
- Emerging event leaders who can develop their skills and deepen understanding of the event
- Former American Cancer Society program volunteers (such as Daffodil Days®, Man to Man®, I Can Cope®, Reach to Recovery®, Road to Recovery®, and Look Good Feel Better®)

#### Resources to share when recruiting

- Relay Team Ambassador one-page positions description
- Event-specific Relay For Life information (i.e. brochure or flyer with event details)
- Team Ambassador recruitment video

#### Next steps following recruitment

- Provide Team Ambassador toolkit
- Share online resources and training

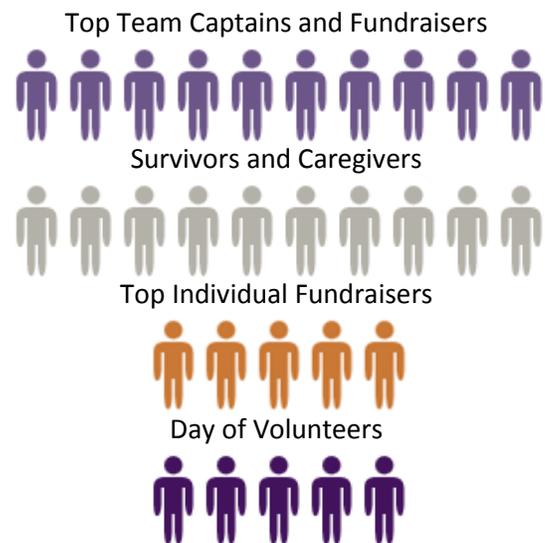
# Work the Track at Relay For Life™ Events

## What is “Working the Track”?

- ...a critical factor in successfully building your event.
- ...simply put, walking around the track and visiting with volunteers/participants who played a role in the success of the event.
- ...an opportunity to give a sincere, face-to-face thank you and determine the person’s interest in getting more involved next year.
- ...a time to build relationships with the event’s key volunteers while they are experiencing the highs of the Relay For Life event.

## Process

- Make a list of people you would like to talk with at the event. These people should **DEFINITELY** include top team captains, top individual fundraisers, enthusiastic participants, survivors and caregivers, new teams, existing teams, and sponsor contacts.
- Coordinate conversations with your current volunteer leadership. Assign key contacts to those volunteers and charge everyone with having those conversations sometime throughout the event. Ask yourself: Who is a people-person who would be good with recruitment? Are there go-getters who are out in the community, etc.?
- Capture the results of those conversations on the sample tracking tool provided.
- Follow up with key contacts within a week of the event to thank them for their participation and to schedule an in-person meeting. During your meeting, learn more about their personal story and invite them to become involved in the Relay For Life event in a deeper way.



## Conversation Starters:

Tell me about your experience with Relay For Life and your current role.

Why do you participate in Relay For Life events?

How did you get involved with Relay For Life?

Do you volunteer outside of Relay For Life?

What do you look for in volunteer opportunities?

What ideas do you have to improve/grow the event?

## Tips for Successful Conversations

- Recognize that this is a “check in, get to know you, and thank you” conversation. You are not making an ask – YET!
- Recruitment success comes from when we match a volunteer’s interest and needs to an opportunity at the American Cancer Society. Work to understand the strength of the volunteer’s interest and their capacity to volunteer.
- Questions should be focused on the volunteer - what *they* are interested in, what *they* need, what *their* priorities are, why *they* are involved in the event.
- Volunteers come in all shapes and sizes, time commitments, and talents. Don’t discount anyone who has a passion for the cause!
- LISTEN! Listening for any cues that help us gauge their level of interest and commitment gives us clues to how they might be able to impact Relay in the future.

*For example: If they tell you about how they invited everyone they knew to the Relay event, they might be able to help with recruitment. If you see them leading their team and participating in every theme lap, maybe they can help bring the fun. If they tell you their reason to participate in Relay events and then ask you for \$10, they are probably passionate about helping to fund the cure.*

### Sample Tracking Tool

Remember; connect the volunteer to the role or the task. Not every volunteer role is the right fit for everyone. If they are right for a task within a role, look to introduce that person to the task so they can “try-on” a larger leadership role.

Name:	
Team Name / Role with Relay For Life:	
What you learned about them:	
Is this person someone you feel is right for the Event Leadership Team? Why or why not?	
Is this person a good fit for a leadership role or a short term volunteer task?	
Roles that I think they might be a good fit for based on our conversation are...	
Who is following up and when?	
Name:	
Team Name / Role with Relay For Life:	
What you learned about them:	
Is this person someone you feel is right for the Event Leadership Team? Why or why not?	
Is this person a good fit for a leadership role or a short term volunteer task?	
Roles that I think they might be a good fit for based on our conversation are...	
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Is this person a good fit for a leadership role or a short term volunteer task?	
Roles that I think they might be a good fit for based on our conversation are...	
Who is following up and when?	



# Characteristics of Successful Volunteer Leadership

Characteristic	Some things you might hear them say...		Position that may be a good fit
LEADER	<ul style="list-style-type: none"> <li>I have excellent leadership skills</li> <li>I know my community</li> <li>I am able to manage people and delegate</li> <li>I am comfortable speaking in front of group</li> </ul>	<ul style="list-style-type: none"> <li>I am goal-oriented</li> <li>I have the ability to motivate others</li> <li>I am enthusiastic</li> <li>I am organized</li> </ul>	Event Lead/Experience Lead/People Lead/Find A Cure Lead/Community Champions/Team Ambassadors/Fundraising
BUSINESS-MINDED	<ul style="list-style-type: none"> <li>I am well-known in my community</li> <li>I am respected by the business community</li> <li>I understand what businesses want and need</li> </ul>	<ul style="list-style-type: none"> <li>I focus on the goal</li> <li>I am not afraid to ask for money</li> </ul>	Fundraising/Sponsorship/Community Champions /Pre-Relay Events/People Lead
“PEOPLE” PERSON	<ul style="list-style-type: none"> <li>I know everyone in my community</li> <li>I have contacts with businesses in my community</li> <li>I have the ability to hear “no” and keep asking</li> <li>I am friendly</li> </ul>	<ul style="list-style-type: none"> <li>I am goal-oriented</li> <li>I establish new relationships easily</li> <li>I have the ability to secure commitments</li> <li>I am creative and fun-loving</li> </ul>	Relay Activities/Sponsorship/Community Champions/Pre-Relay Events /Fundraising
CARING	<ul style="list-style-type: none"> <li>I am compassionate toward others</li> <li>I am willing to make a personal commitment</li> <li>I am a good listener</li> <li>I delegate and enjoy working as a team</li> </ul>	<ul style="list-style-type: none"> <li>I am able to inspire others</li> <li>I am passionate</li> <li>I like helping people</li> </ul>	Mission/ACS CAN/Survivors & and Caregivers/Ceremonies/Community Champions
ORGANIZED	<ul style="list-style-type: none"> <li>I love making plans and lists</li> <li>I have lots of energy</li> <li>I am creative</li> </ul>	<ul style="list-style-type: none"> <li>I am enthusiastic</li> <li>I love getting the job done</li> <li>I am results-oriented</li> </ul>	Relay Activities/ Entertainment/ Ceremonies/Recognition/People Lead/Experience Lead/Team Ambassadors/Logistics
DETAILED	<ul style="list-style-type: none"> <li>I am comfortable working with numbers/money</li> <li>I am comfortable with computers and websites</li> <li>I am a good communicator</li> </ul>	<ul style="list-style-type: none"> <li>I am organized</li> <li>I enjoy details</li> </ul>	Online/Registration/Accounting/ Recognition/Event Lead/Online & and Social Communications/Logistics
MARKETING/ COMMUNICATION	<ul style="list-style-type: none"> <li>I have contacts within my community</li> <li>I am knowledgeable about the ACS and Relay For Life</li> <li>I am creative</li> </ul>	<ul style="list-style-type: none"> <li>I am very good with public relations</li> <li>I am comfortable speaking with media</li> </ul>	Marketing/Online & and Social Communications/Entertainment/ Pre-Relay Events



# American Cancer Society Relay For Life Partnership Agreement Worksheet

Please attach a copy of the position description as part of this agreement.

My name: \_\_\_\_\_ My role: \_\_\_\_\_

To be successful in my Relay For Life leadership position, I want to accomplish the following things:

My strengths:

Possible challenges:

My reason to participate in Relay events:

### Communication and Meetings

*How my Staff Partner can effectively communicate with me:*

The best method of communication for me is: \_\_\_\_\_

How often do you expect communication from your staff partner? \_\_\_\_\_

The best time of day for me is: \_\_\_\_\_

I expect a response from my staff partner within: \_\_\_\_\_

Additional communication challenges? \_\_\_\_\_

### *Meeting Attendance*

I'm expected to attend the following meetings: \_\_\_\_\_

How often? \_\_\_\_\_ Each meeting should last: \_\_\_\_\_

Meetings will be held at (if known): \_\_\_\_\_

I can prepare for each meeting by: \_\_\_\_\_

Meetings will (typically) cover: \_\_\_\_\_

Help and Support

What kind of support I can expect from my Staff Partner:

These resources are available to help me fulfill my role:

Additional guidance/help I need to be successful in my role and to overcome my challenges:

Relay For Life Volunteer:

*I have a clear understanding of my volunteer role as the \_\_\_\_\_ of the Relay For Life of \_\_\_\_\_, the best way to communicate with my staff partner, where I can find resources, and what kind of support I can expect from my Staff Partner. I feel capable of and am excited to fill this role to the best of my ability. I understand that this is not a binding agreement, but rather a visual representation of this conversation held on \_\_\_\_\_, \_\_\_\_\_, and this fluid agreement can be revisited and edited as needed in the future.*

\_\_\_\_\_  
Name

Relay For Life Staff Partner:

*I understand my role in supporting this volunteer and I agree to do my best to support and meet their needs by using the items above to communicate, and by completing the help and support requests listed above to the best of my ability. I understand that this is not a binding agreement, but rather a visual representation of this conversation held on \_\_\_\_\_, \_\_\_\_\_, and this fluid agreement can be revisited and edited as needed in the future.*

\_\_\_\_\_  
Name

**My favorite way to be recognized:**



## Implementation

### Timeline

Now that the new Relay For Life Event Leadership Team structure and position descriptions are available and in hand, you are ready to recruit! While each community has a unique timeline based on event date and other factors, here are some general benchmarks to help with the Relay For Life Event Leadership Team recruitment efforts.

#### Spring – Summer 2014

- Work the track at Relay For Life events using the “Working the Track at Relay For Life” document and tool. This is a prime opportunity to build relationships and talent scout for next year!

#### June – August 2014

- Existing volunteer leadership (Chair/Co-Chair) and Relay Specialist meet to review Event Leadership Team Structure.
- Use “Characteristics of Successful Volunteers” document as well as the updated position descriptions to analyze the 2014 Relay For Life Committee and determine who might be a good fit for the 2015 Relay For Life Event Leadership Team.
- Recruit and secure Event Lead, People Lead, Experience Lead, and Fund the Cure Lead positions.
- As asks are made and positions are accepted, schedule a face-to-face meeting with each Event Leadership Team member to review the Event Leadership Team structure, position descriptions, and complete a Relay For Life Partnership Agreement.
- Event Lead, People Lead, Experience Lead, and Fund the Cure Lead work with Relay Specialist to determine which Event Leadership Team model (Core, Expanded, Advanced) best meets the needs of the community and event.

#### August – September 2014

- Event Lead, People Lead, Experience Lead, and Fund the Cure Lead, with assistance from Relay Specialist, recruit for and build out each section of the Event Leadership Team.
- As asks are made and positions are accepted, schedule a face to face meeting with each Event Leadership Team member to review the Event Leadership Team structure, position descriptions, and complete a Relay For Life Partnership Agreement.

#### September – October 2014

- Your full Event Leadership Team should be in place.
- Event Leadership Team members participate in local Event Leadership Team Workshop.



## Talking Points

Below you will find a few simple talking points to assist with discussing the Event Leadership Team model within the community.

- The American Cancer Society Relay For Life movement continues to be community-owned, volunteer-driven, and staff-coached.
- As Relay For Life celebrates its 30<sup>th</sup> birthday, it's time to infuse the Society's signature event with new elements and new excitement to bring back the "purple passion" that has always been at the heart of Relay events.
- While enhancement recommendations will be made to the Relay For Life model, it is important to note that Relay events will retain the classic elements that make it the most successful fundraising event in the world.
- In order to keep with the changing times, changing lifestyles, and hectic schedules, the Relay For Life model had to be evaluated and changes had to be made to accommodate today's volunteers.
- The new Event Leadership Team models will provide volunteers the flexibility to choose the model that works best for their community.



## Frequently Asked Questions

### **Do we have to follow the new Relay Committee Models?**

We know and understand that changing the composition of your Relay For Life committee may not happen overnight, however we have adopted the new Event Leadership Team structure in an effort to better meet the needs of our volunteers and communities. At the very least, we expect that all Relay For Life events will strive to begin making a transition to the Tri-Lead model, and will begin using the refreshed position titles and job descriptions that we have designed for 2015. We hope that by 2016, all Relay For Life events across the nation will have fully transitioned to one of the Event Leadership Team models.

### **How do we know which model is the right one for us?**

You know your community and your Relay For Life event better than anyone! Think about your current structure – how many leadership volunteers do you have, and is it enough? Where would you like to see your event in three years? Is there ample room for growth? Who is not currently engaged that would be a great fit for your Event Leadership Team? These are all questions the Event Lead, Tri-Leads, and Relay Specialist should consider when selecting the model that is right for the community.

### **Do we have to have an Event Lead?**

A separate Event Lead position is recommended, however not mandatory. In some communities, the People Lead, Experience Lead, or Fund the Cure Lead may choose to serve in a dual role and function as the Event Lead. The important thing is to ensure there is a designated individual in place who will be the main point of contact for the American Cancer Society and Relay Specialist, and who will ensure that the work of the Event Leadership Team continues to move forward.

### **What happens if we cannot fill all the Tri-Lead positions?**

In order to be successful using the Event Leadership Team model, it is important to have designated individuals at the helm of each of the three areas: Bring the People, Build the Fun, Fund the Mission. As previously mentioned, we do not expect that all Relay For Life events will be able to transition to this structure immediately, but it is the expectation that all events will strive to start making the transition to and filling the positions for the Tri-Lead model. If an event is unsuccessful in filling one of the positions, it will be important that someone on the Event Leadership Team is able to take ownership of that section to ensure Event Leadership Team members stay on task and are meeting objectives along the way.

### **Why can't we just do things the way that we have always done them?**

Retaining the classic elements of Relay For Life is critical, however over the past several years we've seen a significant decline in event fundraising performance and participation. In order to rejuvenate Relay For Life, engage more people, and ultimately raise more funds to help the American Cancer Society finish the fight, it is imperative that we shift gears to meet the needs of today's volunteers and communities.

**Can we add positions that are not on the models?**

Absolutely. The positions that you see on the Event Leadership Team are those that have been deemed the most critical to Relay For Life success, however if there are positions unique to your community that you feel strongly need to be added, you have the flexibility to do so.

**What happened to the Team Captain Meetings?**

We are excited to start implementing the new Relay For Life Ambassador model in 2014. The role of a Team Ambassador is to prepare a small group of teams (5-10) to understand the American Cancer Society's mission and how they can contribute by fundraising through Relay For Life. The Ambassador will demonstrate flexibility and adaptability in supporting the teams with information, tools, and coaching needed to ensure they experience personal satisfaction while contributing to our goal to finish the fight against cancer.

There is a continued trend of poor attendance at Team Captain Meetings for many events. This traditional meeting format does not seem to be fitting the lifestyle/time constraints of our Team Captains and team members. We need to interact with and support our Team Captains in ways that align with their lifestyle. Instead of focusing on delivering information to large groups of teams at Team Meetings, the focus of the Team Ambassador model is on providing opportunities for smaller groups of teams to gather to receive more personalized support.

However, with the Team Ambassador model we do expect that each event would still have a high energy kickoff event as well as an optional pre-event bank night.

**Can we hold Team Captain Meetings?**

While we hope that the majority of Relay For Life events will embrace the Team Ambassador model for the 2015 season, we understand that this change will not happen overnight. In those communities where Team Captain Meetings are successful and facilitate the necessary coaching and support that Team Captains need, continuing to implement regular Team Captain Meetings is reasonable.

**Can we have more Community Champions?**

The more the merrier! Community Champions are recruiters extraordinaire. The more of them you have, the more new teams you'll be able to recruit and the more successful your Relay For Life event will be!