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Basic Relay For Life
Background Information

Relay History and Background

The American Cancer Society Relay For Life represents the hope that those lost to cancer will never be forgotten, that those who face cancer will be supported, and that one day cancer will be eliminated.

RELAY FOR LIFE... IN THE BEGINNING

One person can make a difference! Nowhere is that more evident than with the story of Dr. Gordy Klatt, who began the American Cancer Society's Relay For Life in Tacoma, Washington. Dr. Klatt, a colorectal surgeon, decided to raise money for his local American Cancer Society by doing something he enjoyed – running marathons. In May 1985, he spent 24 hours circling the University of Puget Sound's Baker Stadium track – a total distance of more than 83 miles. Throughout the day and night, 300 of Dr. Klatt’s friends, family, and patients paid $25 to run or walk 30 minutes with him. That first year, he raised an amazing $27,000 in the fight against cancer.

Dr. Klatt, envisioning that a 24-hour team relay event could raise even more money, pulled together a small committee to plan it. The result? In 1986, 19 teams walked and ran on the track at the Stadium Bowl in the City of Destiny Classic 24-Hour Run Against Cancer, raising $33,000. An indescribable spirit prevailed on the track and in the tents that dotted the infield.

This spirit has continued to grow and thrive wherever Relays are held. Now, more than 2.5 million people – over half a million of them survivors – participate in Relays each year at more than 5,200 sites across the United States and in twenty-one other countries. In one year alone, Relays raised more than $350 million in the fight against cancer. Because of its fundraising success and the overwhelming support of the American Cancer Society’s mission, Relay For Life was declared the Society’s signature activity in 1996. In 2011, Relay For Life surpassed the $4 Billion mark in funds raised for the fight against cancer.

RELAY TODAY

Relay For Life is an overnight event consisting of teams of 8 to 15 people spending 12 to 24 hours walking or running around a track to raise money to fight cancer. It’s a relay, with at least one member of each team on the track during the entire event. Relay teams raise money throughout the year prior to the event in a variety of fundraising activities.

Relay For Life celebrates survivors, funds research and cancer education, inspires the public to become involved in the American Cancer Society’s advocacy efforts, and makes important services possible for patients and their families.

Two highlights of every Relay are the survivorship activities and luminaria ceremony, each acknowledging those who have been touched by cancer. Survivors are honored and celebrated by special activities, including an opening survivors’ lap around the track and heartwarming ceremonies. Many Relays also include caregivers during this special time. Luminaria are lighted votive candles in paper bags purchased both before and during the Relay. The lighted luminaria bags are placed around the track in memory of or in honor of someone who has been touched by cancer.
Relay For Life Standards

These National standards are consistent with every Relay For Life event across the country. A Relay must meet these standards to be officially considered an American Cancer Society Relay For Life event.

- **Overnight Event** – The American Cancer Society’s Relay For Life was originally created as a 24-hour event because cancer never sleeps; someone who has cancer deals with it 24 hours a day. Relays that last less than 24 hours (usually 12 to 18 hours) must still be overnight. Overnight can be defined as sunset to sunrise.

- **Opening and Closing Ceremonies** – Relays begin with an opening ceremony that includes a victory lap, led by cancer survivors, that starts and sets the tone for the entire event. The closing ceremony provides another opportunity for cancer survivors and their caregivers to both walk the track and to celebrate the success of the event.

- **Luminaria Ceremony** – Luminaria are white paper bags filled with enough sand to support lighted candles. Each bag bears the name of a loved one in whose honor or memory the luminaria was purchased. The Luminaria ceremony, often called the Ceremony of Hope, is a powerful ceremony providing an opportunity for people to work through grief and find hope.

- **Teams** – All RFL events shall have a Team development focus with the goal of engaging more people in the fight against cancer in all communities.

- **Survivorship** – All RFL events shall have a Survivorship engagement focus, including activities at the Relay event (a Survivor Lap and usually a reception for survivors).

- **Mission Delivery** – All Relay For Life communities shall utilize Relay as a portal to infuse all parts of the Society mission, such as advocacy, survivorship, education and information on patient services and programs.

- **Team Registration/Commitment Fee** – Teams that pay a registration/commitment fee are more likely to follow through on their participation and fundraising. The commitment fee covers the costs of both printing the registration materials and other event overhead costs. There is no nationally recommended fee, although many Relays charge $10 per person or $150 for each team.

- **Follow Relay For Life Graphic Standards** – Relay For Life printed materials, signs, and other collateral materials should follow national graphic standards so the appearance of local Relays will coordinate with the efforts of others nationwide.

- **Tobacco-Free Environment** – Relays are tobacco-free environments, however, tobacco users are not excluded. We encourage their participation but prohibit their use of tobacco during the event.

- **No Alcohol Allowed** – Relay For Life is a family event most often held on school property, where alcohol is prohibited.

- **Standardized Collateral Material/T-shirts** – The Great West Division will provide the vendor, graphic design and colors for t-shirts for all Relay For Life events. The Division will provide professionally produced materials at a reasonable cost for all events.

- **Event Accounting** – All Relay For Life events shall follow the Event Accounting Procedures outlined by the Great West Division finance department and included in the Registration & Accounting Chair Handbook.

- **Low Expense Ratio** – All events within the Great West Division shall keep direct and indirect expenses to no more than 15% of the total gross income. Direct expenses (which include any supplies for the Relay that benefit the participants) should be below 10%. Indirect expenses (which include promotional print materials, postage, staff travel, etc.) should be below 5%.
Keys to Successful Relays

Conduct a Kickoff
Kick Off events are an excellent outreach in the community offering opportunities for both new and veteran teams to recruit volunteers, teams and survivors.

- Request the Great West Division Kick Off Planning Guide and Kit from your staff partner to promote and conduct a successful Relay Kick Off.
- Team captains receive detailed information about the event and supplies of event materials.
- Committed teams sign up and turn in their team registration fees.
- Team captains receive ideas and tools to recruit team members and raise funds.
- Captains receive information about the American Cancer Society and its important role in the fight against cancer.

Hold Team Captain Meetings
Team captain meetings are valuable information venues, motivating teams, providing fundraising ideas and sharing educational information about programs, services and advocacy efforts. To achieve the best results from teams, plan to hold at least three Team Captain Meetings prior to the Relay event.

Send Regular Team Communication and Newsletters
Inform teams through newsletters, meetings and e-mails. Keep volunteers in the loop on all activities and information they need to be successful in their fight against cancer.

Recognize Top Teams
Do you know who your top teams are? Find out how long they have been involved and who their team captains are, and build relationships. These supporters are key to the success of Relay fundraising, volunteer recruitment, and involvement with other American Cancer Society programs and services. You may want to recognize your top 3-10 teams, depending on the size of your Relay. Here are a few easy recognition ideas:

- A track sign listing top teams
- Acknowledgement at the event wrap-up
- Recognition at the kick off the following year
- Listing them in the program

Provide Incentives for Individuals and Teams
Events have higher individual fundraising averages when individuals can strive for fundraising incentives. Team-based fundraising programs have been proven to increase teams’ overall fundraising levels, and participant satisfaction. All Great West Division events need to offer the individual incentive and All Star Club fundraising programs.

Establish a Team Registration Fee and Deadlines
Offer teams a discount by establishing an early registration date. Payment of registration fees (a national Relay guideline) will allow your committee to see how many teams have made a commitment. Early registration deadlines also motivate teams to start fundraising earlier.
Emphasize $100 Fundraising Minimum per Team Member
Team captains need to understand the importance of having each member raise at least $100. Individuals show their commitment for the event by each person doing their part. This message can be reinforced at team captain meetings and other communications.

Focus on Survivorship
This is at the heart of why we Relay. The National “HOPE Model” of survivor engagement includes Honoring survivors, offering the Opportunity to fully participate in Relay, Providing services and Engaging them with the Society. By having an integrated approach to survivor recruitment, retention and celebration, we can:
- Maximize the involvement of survivors in Relay For Life activities
- Offer volunteer and program participation opportunities to survivors and caregivers
- Ultimately, strengthen the meaning of Relay For Life

Pursue Corporate Sponsorships
Companies demonstrate their good citizenship to the community at large and to their employees by sponsoring local events. In return for the recognition a company receives for sponsoring the Relay, the company pays an amount of money based on the perceived value of being publicly associated with the event and having their name in front of your audience.

Hold a Bank Night
Bank nights can accomplish many important goals.
1. Teams turn in their donations prior to event, reducing the amount of money handling and processing at the Relay.
2. Teams turn in all remaining registration paperwork, allowing the Accounting & Registration sub-committee to finalize registration numbers.
3. Team Captains can receive important last minute information and updates, purchase and decorate luminarias, and sign up for Relay activities.
4. T-shirts, security bracelets, meal tickets and other important items can also be distributed to registered and paid teams.

Prioritize Data Collection
Having Relay data from year to year allows staff and volunteers to successfully plan and implement local Relays to meet their goals. With this important data, we can provide historical perspective, see potential, evaluate success factors, and set benchmarks for achievement. The American Cancer Society is committed to working with staff and volunteers to analyze and use all data sources available to maximize success factors for Relay.
Relay Growth: Focus on the 5Ds

Thank you for taking on a volunteer role with Relay. No matter which position you hold on the committee, you can help your Relay event by focusing on the five identified core development areas, known as the 5Ds. If you want to help your Relay grow year after year, keep your focus on these 5 Development areas, and you will begin to see success. You hold the power to grow your Relay!

Leadership Development
Relays need a strong, community-represented leadership committee for success. When out in the community, be on the “look out” for potential, new committee members who would be a great asset to your Relay For Life event.

- **Opportunities:** Committee positions such as Event Chair, Co-Chair, Team Development Chair, and Chairs of other sub-committees like survivorship, sponsorship, registration & accounting, logistics, entertainment & activities, luminaria, publicity, and more.
- **Targets:** Community, civic and business leaders, cancer survivors, volunteers, friends, neighbors and more.

Team Development
Relay For Life is a “team” event and the number of teams involved equals success. Everyone on the committee can be a team recruiter and invite others to form teams of 10 – 15 members. Help engage more people in the fight against cancer through new team recruitment!

- **Opportunities:** Representative groups from your community reaching all demographics need to be forming teams at the Relay.
- **Targets:** Corporations, businesses, faith-based groups, survivors, families, schools, civic organizations and friends to name a few.

Survivor Development
All cancer survivors should be given the opportunity to be a part of your community’s Relay For Life.

- **Opportunities:** Serve on committees, form teams, attend the event including survivor activities.
- **Targets:** Anyone surviving all types of cancers including those in treatments and newly diagnosed. Personal friends, coworkers, family members, cancer treatment centers, hospitals, support groups are just a few examples.

Event Development
Building a strong, successful event relates to retention of teams and growth in fundraising. When an opportunity arises, assist in securing items to make your Relay For Life event a great experience.

- **Opportunities:** Determine a location, in-kind donations, food, water, prizes, help at the event, entertainment, security and more. Keep your Relay fresh and exciting year after year.
- **Targets:** Local city officials, businesses, community groups, any personal contacts, and others depending on needs.

Fundraising Development
Relay is the signature fundraising activity for the American Cancer Society. The mission to find a cure and eliminate cancer one day correlates directly to funds generated by this event.

- **Opportunities:** Relay fundraising revolves around the team and individual fundraising of our participants. Other supporting fundraising includes sponsorship, underwriting, Relay activities, and luminaria bag donations.
- **Targets:** Team Captains and participants need to be trained on how to overcome the fear of fundraising and be great fundraisers. In addition, committee members should pass on contacts to other committee members for local businesses, corporations, healthcare facilities, banks, personal employers, and others for sponsorships.
Sample Relay Timeline

This is a loose timeline to give you a feeling for what to expect throughout the Relay season.

11 to 12 months before event
- Event chair(s) recruited and trained.
- Secure facility for Relay and finalize the date, time, and location of event.
- Plan for the event, including goals for number of teams, survivors, sponsors and plans for other areas of the Relay.
- Begin Corporate Sponsor recruitment and continue through Relay.

9 to 11 months before event
- Event Chair(s) recruit committee members to fill Relay Planning committee.
- Conduct all Partnership Agreements so all sub-committee Chairs understand their roles.
- Sub-committee Chairs recruit partners to help in their focus area.
- Plan/schedule Relay Committee Retreat
- Review data (teams, sponsors, wrap-up notes, etc.) from last year as a full committee
- Build a Team Development Plan including both Recruitment and Retention and begin reaching out to invite past teams back.
- Host Committee Planning Party

6 to 9 months before event
- Hold Relay Committee Retreat for your committee
- Committee meetings should focus on:
  ✓ Committee and Sub-Committee recruitment and development
  ✓ Sponsor recruitment updates
  ✓ Developing a team development plan for the entire committee including both Recruitment and Retention
  ✓ Kickoff Planning and invitation list
- Begin planning a kickoff as an entire planning committee led by the Team Development sub-committee. Set date, time, and location.
- Each sub-committee should contribute in some way to the Kickoff. For example, Registration & Accounting will need to collect forms and money, Online should make sure there are computers available to register at the Kickoff, Entertainment & Activities should help create an exciting program, Food & Hospitality should secure food donations and make sure everyone feels welcome at the Kickoff, etc.

5 to 7 months before event
- Committee meetings should focus on:
  ✓ Team recruitment and retention progress and updates from all committee members. Have all past teams been contacted? Have new potential teams been identified? Have all returning and potential teams been invited to the Kickoff? How is the entire committee participating in identifying potential teams and giving warm leads to the Team Development Sub-Committee?
  ✓ Sponsor recruitment updates
  ✓ Publicity progress focusing on team recruitment
- Hold your Relay Kickoff (ideally 5 months prior to your Relay)
  ✓ Advertise local Team Captain University
  ✓ At this point you should have 50% of your returning teams from last year registered.
  ✓ Be sure to follow up on the phone or through email with all attendees and those who could not attend the Kickoff.

4 months before event
- Committee meetings should focus on:
  ✓ Team Recruitment and Retention progress as a committee - You should have 50% of your total team goal registered by this point. If not, brainstorm how to catch up with focused recruitment approaches from the whole committee.
  ✓ Each Sub-Committee should report back on the plans and progress for their focus area.
  ✓ Survivor report on recruitment/retention progress.
  ✓ Publicity progress focusing on team recruitment and raising awareness of event in community.
- Host a Team Captain’s University (TCU) for all Team Captains or publicize regional TCU.
- Hold first team captain meeting ideally 3.5 months before Relay. Focus on:
  ✓ **Phase 1: Team Building and Planning** (review registration process, encourage team communication and goal setting, begin team fundraising event planning)
  ✓ Review Team Fundraising ideas, including sales, dinners, tournaments, Mini-Relays, etc.
  ✓ Review Registration and T-shirt deadlines
  ✓ Review Incentive Prize Program information
  ✓ Review Team Mentor program – highlight great teams from last year offering to help new teams
- American Cancer Society education/Mission Moment
- Team questions and answers

3 months before event
- Committee meeting should focus on:
  ✓ Team recruitment progress
  ✓ Survivor recruitment progress
  ✓ Publicity focusing on survivor recruitment and raising awareness of event in community
  ✓ Logistical plans for the Relay (items needed as donations, layout plan, etc)
- Each Sub-Committee should report back on the plans and progress for their focus area.
- Hold second team captain meeting ideally 2.5 months before Relay. Focus on:
  ✓ Review **Phase 1: Team Building and Planning** quickly (registration, goal setting, planning)
  ✓ Focus on **Phase 2: Fundraising** (individual AND team, successful ideas, highlight successes)
    ✓ Emphasize individual letter-writing/online fundraising AND team fundraising events
  ✓ Mention Registration and T-shirt deadlines
  ✓ ACS education/Mission Moment
  ✓ Questions and answers
2 months before event

- Committee meeting should focus on:
  - Team recruitment progress. You should have 75% of your total team goal registered by this point. If not, brainstorm how to catch up with focused recruitment approaches from the whole committee.
  - Survivor recruitment progress
  - Publicity focusing on survivor recruitment and raising awareness of event in community
  - Logistical plans for the Relay (items needed as donations, layout plan, etc)
  - Entertainment & Activities plans and progress, especially for Ceremonies
  - Fundraising progress report by Registration & Accounting Sub-Committee
  - Each Sub-Committee should report back on the plans and progress for their focus area.

- Hold third team captains’ meeting ideally 6 weeks before Relay. Focus on:
  - Review Phase 1: Team Building and Planning quickly for any new teams (registration, goal setting, planning)
  - Review Phase 2: Fundraising (Fundraising (individual AND team, successful ideas, highlight successes)
  - Focus on Phase 3: Preparing for Relay Fun! (team theme and decorations, on-site fundraising, walking schedule, what to bring, activity sign ups, healthy competition between teams, etc.)
  - Last minute fundraising ideas, like the Online 10 Day Blitz
  - Incentive Prize and Team Awards information to encourage healthy competition - highlight the current fundraising leaders
  - American Cancer Society education and advocacy update
  - Questions and answers

1 month before event

- Committee meeting should focus on:
  - Team recruitment progress. You should have 100% of your total team goal registered by this point. If not, brainstorm how to catch up with focused recruitment approaches from the whole committee.
  - Survivor recruitment progress. You should have about 75% of your survivor recruitment goal by this point. If not, brainstorm how to catch up with focused recruitment approaches.
  - Fundraising progress report by Registration & Accounting Sub-Committee
  - Bank Night planning and scheduling. All committee members should participate and help with Bank Night.
  - Logistical plans for the Relay, including items needed as donations, layout plan, set up and tear down plan, on-site emergency plan, on-site security plan, on-site communication, etc.
  - Entertainment & Activities plans and progress, including Ceremony plans and Relay Program needs from the whole committee.
  - Food and Hospitality plans and progress, including food and decoration donations.
  - Each Sub-Committee should report back on the plans and progress for their focus area.

2 weeks before event

- Committee meetings should focus on:
  - Logistical plans and updates for the Relay, including items needed as donations, layout plan, set up and tear down plan, on-site emergency plan, on-site security plan, on-site communication among the committee, etc.
  - Bank Night Planning. Coordinating last minute details and who will do what for Bank Night.
  - Fundraising progress report by Registration & Accounting Sub-Committee
  - Relay Program information coordination by Entertainment & Activities sub-committee
  - Each Sub-Committee should report back on the plans and progress for their focus area.

1 to 2 weeks before event

- Hold Bank Night(s).
  - All committee members should help set up, man a station, count money, and tear down.
  - All Society accounting and cash handling procedures should be followed, including counting in a secure location.
  - Report fundraising progress to all Relay participants through email communication.

Your Relay For Life!

- Work the Track to work on Team Retention and find potential volunteers for next year.
- All Society accounting and cash handling procedures should be followed, including counting in a secure location.
- Each sub-committee should manage their on-site responsibilities and communicate with the Event Chair and the rest of the committee as needed.
- Logistics Sub-Committee works with the staff partner and Event Chair to handle any emergencies.

3 to 4 weeks after event

- Hold wrap-up meeting for leadership planning committee. Focus on:
  - Celebrating success
  - Assessing the event and looking at positives and improvements for next year
  - Remember recognition and thank-yous
  - Committee positions and succession planning for next year
  - Discuss next year’s event - date, time, location

- Hold wrap-up meeting for team captains. Focus on:
  - Celebrating success
  - Assessing the event - what went well, what needs to change in the future
  - Recognition and thank-yous
  - Discuss next year’s event - date, time, location
  - Use Wrap Up Meeting as a opportunity for committee recruitment
Step 1 – Recognize Your Commitment

As an American Cancer Society volunteer, you are taking a courageous step in the fight against cancer. You will be leading your Committee through a challenging climb to a successful Relay. This guidebook will give you directions and instructions as you go through each chapter. You are not alone, however. You have the assistance of your Relay Event Chair and your American Cancer Society staff partner to help along the way.

Nothing can stop you or get in your way...obstacles may block your climb, but you and your team will overcome them and reach the top!

Event Chair and Co-Chair

The Event Chair and Co-Chair work together to recruit their Relay committee. Once the Sub-Committee Chairs are in place, the Event Chairs inform them on what their roles are and how to accomplish them, empower them and remind them that they are capable of accomplishing great things, motivate them that they are truly doing good work in the fight against cancer, and appreciate all their hard work. They help the committee set goals and strategies for the event and lead the whole committee through the Relay season, tracking their progress and encouraging them to accomplish their goals. The Event Chairs communicate regularly with the committee, with the teams, and with the general public representing Relay. The Event Chairs also recognize the hard work of the entire committee and work to make sure each volunteer feels noticed and appreciated.

You will experience many successes and challenges before you reach the end of your journey. Here are the steps to take to be a successful Relay For Life Event Chair:

1. Recognize Your Commitment
2. Gather Your Resources
3. Find a Co-Chair
4. Recruit Your Partners
5. Conduct Partnership Agreements
6. Set Relay Goals and Strategy
7. Lead Your Committee
8. Help with Critical Aspects
9. Track Progress Toward Goals
10. Communicate Effectively
11. Recognize Your Committee
12. Fulfill Day of Relay Roles
13. Wrap Up
Event Chair

Position Summary
The Event Chair directs the efforts of the Relay For Life committee, overseeing committee recruitment, committee progress, and committee tasks and timelines.

Responsibilities:
- Develop a partnership with American Cancer Society Staff, including partnership agreement and ongoing collaboration.
- Review Event Chair Guidebook.
- Retain and recruit a Relay For Life leadership committee, including partnership agreement conversations.
- Complete JumpStart Virtual Training and Attend Regional Relay Summit.
- Determine goals for the event, including sponsorship and number of teams needed to reach monetary goal.
- Work with Logistics Chair and staff partner to establish event date and times.
- Lead and facilitate Relay For Life Planning Committee meetings.
- Guide the Relay For Life committee in accomplishing goals and objectives.
- Monitor progress of subcommittee to ensure tasks are completed.
- Support the Team Development Sub-Committee in planning the Relay For Life Kick Off.
- Act as event spokesperson where needed.
- Write correspondence, including event thank you notes, with staff partner as needed.
- Help with team recruitment, sponsorship, and other big decisions where needed.
- At conclusion of event, be responsible for all thank you letters related to your committee’s activities.
- Hold wrap-up meeting for Relay For Life leadership committee following the event.

Qualifications:
- Commitment to the American Cancer Society Mission.
- Knowledge of the local community.
- Strong leadership and communication skills.
- Respect and understand the roles of volunteers and staff in the Volunteer/Staff Partnership.
- Strong time management skills helpful.

Support Provided:
- Receive training from American Cancer Society staff partner.
- Event Chair Guidebook with complete expectations, instructions, and resources.
- RelayForLife.org/GreatWest

Staff and Volunteer Partners:
- Collaborate with your staff partner and Relay For Life subcommittee chairs.
- Establish and maintain networking relationships with other organizations and community leaders as applicable to Relay For Life.
How a Relay For Life Committee Should Work

As the Event Chairs, you lead the Relay Leadership Committee. The role of the event chairs is to:
- Recruit Sub-Committee Chairs.
- Lead Committee Meetings.
- Communicate Regularly with all committee members to ensure progress.
- Provide Help and Assistance.
- Recognize all committee members.
- Ensure a quality experience for all ACS volunteers.

The Event Chair also works in partnership with the Staff Partner to manage the event budget, adhere to ACS policies and procedures, and receive resources from the American Cancer Society.

Each Sub-Committee has a Chair that agrees to attend Planning Committee Meetings, communicate regularly with the Event Chair, recruit a sub-committee of partners, and work on their focus area outside of committee meetings for the good of the Relay. Logistics is one example of a sub-committee...other examples include Publicity, Entertainment, Registration & Accounting, etc.

Team Recruitment is also a responsibility of everyone on the planning committee. Each committee member will be requested to provide warm leads to the team development committee and participate with community cultivation.

How a Relay For Life Sub-Committee Should Work

Sub-committee chairs should recruit partners to complete their position specific goals. It is important that at least one representative from each Sub-Committee attends each Planning Committee meeting to report back to you as the Event Chair and to the rest of the Sub-Committees.

Encourage your Sub-Committee Chairs to communicate regularly with their Sub-Committee members, whether that is in person, over the phone, or through e-mail. Just as the Event Chair leads the Sub-Committee Chairs, the Sub-Committee Chairs should lead their Sub-Committee members. Remind them to clearly define the tasks that each person should be working on, and follow up to make sure they are being accomplished.
Step 2 – Gather Your Resources

Read this Handbook
You’re already completing the first step to success by reading this! Finish reading the handbook, become familiar with your new role, and use this as a reference as you continue through the Relay season. Many of your questions will be answered in the pages of this book.

Understand the Role of the Event Chairs in a Volunteer-Driven Event
Relay For Life is designed as a volunteer-driven event, where the people who know a community best make the decisions regarding how to put on a successful Relay For Life event in that community. This is opposed to other events which are staff-driven events, where a staff partner makes the decisions regarding how to put on a successful event. The best Relays in the country follow the suggested volunteer-driven model, with amazing volunteer committees led by volunteer Event Co-Chairs, supported by a Society staff partner as a resource. Relays that become staff driven where the staff partner is leading a small committee and directing event decisions often under-perform and lack a strong connection to the community. As Event Co-Chairs, you have permission to take ownership of your Relay and truly make it volunteer-driven, while working with your Society staff partner as a resource to help you in difficult situations, provide Relay resources and items, and help your Relay follow Society standards and procedures. For your reference, several lists of specific volunteer and staff roles are provided in the Summit Worksheets section of the Appendix in the back of this guidebook.

Define Expectations with Your Staff Partner and Committee Chairs
Once you understand your role as the leader(s) of this volunteer-driven event, it is important to have a conversation with your staff partner here at the beginning so you both know what to expect out of your Relay relationship. Make sure to discuss best ways and times of communicating with one another, what your personal goals are for the Relay this year, and how you can help each other make the Relay a success. We call this establishing a Partnership Agreement with one another. A Partnership Agreement is not binding... it simply records the details of the conversation so that both parties have a record of it. We have found that setting clear expectations at the beginning in this manner saves a lot of hassle and confusion later on.

There is a partnership agreement template on RelayForLife.org/GreatWest for your reference.

It is also important to have similar conversations with each of your committee chairs once you recruit them. This will help define expectations so that everyone is on the same page, understanding what they are agreeing to do for the event and what kind of support they can expect from you as the Event Chair and from your Society staff partner. This will help you immensely down the road as you lead committee meetings and it is a great middle ground to refer to if you run into any conflict situations with any of your committee members during the Relay, so please don’t skip this important step.
Attend Regional Relay Summit
The Regional Relay Summit is an in-depth training for you and your sub-committee chairs. You will have position specific training, skill development breakouts and Regional and Division messages and priorities. Highly skilled facilitators and idea sharing with other American Cancer Society Relay For Life volunteers will start your Relay Season off with renewed passion and focus. Confirm the Regional Relay Summit date with your staff partner and ensure that you have a full committee recruited and in attendance this year!

Gather Data from Past Years
Learn as much as you can about the history of your event:
- Registration lists from Siebel database.
- Event Benchmarking Tool.
- History of event from previous committee, team captains, sponsors and participants.

If you are equipped with the history of what has happened in the past, it will help you deal with situations that come up this year. It will also help your committee bring back teams and participants from two or three years ago that may not have been asked to come back, and are just waiting for an invitation.

Please reference pages 70-71 for an example of the Event Benchmarking Tool.

Join RelayForLife.org/GreatWest
RelayForLife.org/GreatWest is a website with a library of resources available for each volunteer position. You can read more information about RelayForLife.org/GreatWest in the screenshots on the next couple of pages.

Please refer to page 78 for details about National and Division Awards.

Shoot for the Stars!
Learn about different awards your Relay can receive to recognize your hard work by reading the Awards section in the back of this handbook, including learning about attaining Pacesetter status. All Relays are automatically considered for some awards, but others require that a nomination form be filled out by someone on the Relay committee. Know what the requirements are for each award now so your Relay can qualify and you don’t miss out!
RelayForLife.org/GreatWest

RelayForLife.org/GreatWest is a website with a library of resources to help you in your volunteer role.

**Home Page**

Once you arrive at the Home Page, click 'Documents by Position'

**Menu of Committee Position Resources**

After clicking 'Documents by Position' you will arrive at the webpage below. From here, you can choose the appropriate committee position, click on it and then find links to various resources.
Step 3 – Find a Co-Chair

Why Have Event Co-Chairs?

Relay For Life is designed to be a volunteer-driven event, where volunteers in the community own the Relay and are empowered to make decisions and make the event happen. In this structure, the role of Event Chair holds a lot of responsibility, and it is beneficial to have a partner to share the responsibilities. It is especially useful to have Co-Chairs when recruiting Sub-Committee Chairs because two people know more potential volunteers than one alone! Having Co-Chairs also helps the event stability from year to year because ideally one Chair is stepping down while the other is moving into their second year and bringing in a new Co-Chair, keeping a smooth succession from year to year.

Characteristics of a Good Co-Chair Partnership

Here are some characteristics of a good Co-Chair partnership:

· The Chairs have complimentary skills and talents. One person’s strengths compliment the weaknesses of the other and vice-versa.

· The Chairs develop a good working relationship with regular, clear communication.

· Both Chairs are willing to share the responsibilities with the other Co-Chair, and understand which responsibilities fall to which Co-Chair for their event.

· Both Chairs have a clear understanding of Relay and their role in leading the event committee, not necessarily planning all the event details.

Ways to Split the Event Chair Role

There are several different ways that Co-Chairs can work together successfully. The most important thing is that both Co-Chairs establish a plan for splitting the Chair responsibilities and communicate that plan to the staff partner and the rest of the Relay committee.

One way to split the role is to each take responsibility for half of the Sub-Committees, one concentrating on the Growth aspects of the Relay and the other concentrating on the Production aspects of the Relay. This model is shown in the Organizational Chart in Chapter 3. The Growth aspects are Team Development, Survivorship, Sponsorship, Online, Advocacy, Mission Delivery and Youth Involvement. The Production Aspects are Registration and Accounting, Logistics, Entertainment and Activities, Publicity, Luminaria, and Food & Beverage. Keep in mind that helping with Team Recruitment is a responsibility for the whole Relay committee.

Some events have the returning Chair from last year in a leadership role and the new Co-Chair in a
supportive role, learning how to take the lead for next year. Other Relays split their roles based on the individual strengths and talents of the Co-Chairs, choosing which aspects they excel in and splitting the responsibilities that way. Or there could be other creative ways of splitting the responsibilities. The important thing is that you have a discussion about what each Chair will be responsible for and split the responsibilities in a way that seems fair to both Co-Chairs.

What About Having More than Two Co-Chairs?
Some events have tried more than two Co-Chairs, and it doesn’t typically work very well across the nation, so the American Cancer Society strongly suggests following the established, successful Relay model of two Co-Chairs leading the committee. Often, with more than two Co-Chairs, it is difficult to split the Chair responsibilities in a way that makes sense, and it is confusing to the committee and the staff partner on who to contact for which issues. Also, it is tempting with more than two Chairs to have one or more of them step back from taking full leadership responsibility of the event, which often leaves a leadership vacuum for the committee and the staff partner. Because this has been experimented with and has not been successful, we strongly encourage all events to have two Co-Chairs for their Relay For Life event.

How to Search for a Good Co-Chair
1. Make a list of the Top 3-5 leadership qualities you are looking for in a good Co-Chair. It could be someone who is outgoing, organized, persuasive, enthusiastic, charismatic, well-connected, etc.

2. Think about the people in your community who meet these criteria and are good leaders, even if you don’t know them very well. Consider business leaders, managers, service club officers, faith leaders, PTO presidents, neighborhood HOA organizers, and other leaders in the community. Also think about the people who are already invested in your Relay as Team Captains, sponsors, team members, Sub-Committee Chairs, etc. Begin making a list of influential people in the community who you would like to be on your committee and prioritize which people you would like to contact first.

3. Contact each person on your list with an invitation to go out for coffee and schedule an appointment. Be honest about your intention to talk about Relay For Life, but don’t give so much information before the meeting that the person doesn’t want to come. If a face to face appointment won’t work, go ahead and make your ask over the phone, but face to face typically works much better.

4. Before the meeting, prepare to be ready to speak persuasively about the Relay and about fighting cancer, and ready to share your own Reason to Relay ACS Story. Also make sure you go into the appointment with a positive attitude...you would be surprised how much your attitude will reflect back from the person you are speaking with. If you are apprehensive and feel like volunteering is a burden, they are going to feel that energy from you. If you are confident and believe Relay is a great opportunity to get involved in fighting cancer, others will sense your enthusiasm and respond more positively. Make sure you are ready before meeting with your prospects.

5. At each appointment, explain the concept of Relay For Life as a volunteer-driven event in your community and help get your volunteer prospect excited about the event. Explain that this is a great way to fight cancer in your community, and try to find out if they have a connection to cancer. Compliment that person by saying that you are looking for a good leader who is outgoing, organized, and enthusiastic to Co-Chair the event with you, and you thought of them! Ask if they would be will-
ing to consider getting involved on the Relay For Life committee as your Co-Chair and also mention other committee positions that you are trying to fill as additional options.

6. If your prospect says no, ask if they know anyone else in the community that is outgoing, organized, and enthusiastic who might have a connection to cancer and want to get involved. When you get names, ask if you can mention who the recommendation came from when contacting each person. This gives you new names for your contact list. Collecting recommendations from influential people in the community and saying “So-and-so recommended that I talk to you because you are such a great leader” is a really powerful way to find and recruit great volunteers for your committee, and this concept also works when recruiting teams as well.

7. Keep working down the contact list in this manner until you have found a Co-Chair and recruited all of your Sub-Committee partners.

Things to Keep in Mind When Looking for a Co-Chair

· Good leaders typically like to be involved in many projects, so don’t hesitate to ask someone just because they are already volunteering for something else. You never know if they might be looking for a new challenge and say yes!

· Try your best to keep a positive attitude, even when you hear “no”. Remember that your unspoken attitude and energy affects how people react to you. All recruiters and salespeople hear “no” often...stay persistent and keep asking new people and you will eventually hear “yes”.

· You’re not alone in your search for a Co-Chair...your Society staff partner should also be helping you search in the community for a suitable Co-Chair, so work together to find the right person.

· Remember that you are looking for a fellow visionary...someone who sees the big picture and can communicate it well to others and naturally motivate others to be a part of making it happen. Who are the charismatic visionaries in your community who would be a great fit?
Step 4 – Recruit Your Committee

The Importance of Recruiting a Committee

A strong committee of local volunteers from your community is essential to a successful Relay For Life event. The growth of a Relay For Life event is almost directly proportionate to the growth of the committee. A healthy, growing committee of committed volunteers makes for a healthy, growing Relay. Also, a Relay committee that represents each sector of your community will make for a Relay that incorporates all sectors of your community. Expanding your Relay For Life committee to include Sub-Committees for each area is the way to expand your committee and grow your Relay. It also lessens the load on any one volunteer and makes the Relay experience more fun. So, work hard to recruit your 13 Sub-Committee Chairs from different community sectors and encourage them to find Sub-Committee partners to help with their roles.

There is a community mapping activity on RelayForLife.org/GreatWest for your reference.

Recruiting Your Committee

As a volunteer leader, one of your primary roles is to recruit the best volunteers from your community and lead them through the Relay season. When looking for committee members follow the steps that you used to recruit a co-chair:

- Brainstorm characteristics.
- Develop a candidate list.
- Schedule an appointment.
- Discuss the position and their skill set.
- Make the ask to join you in the fight against cancer.
- Follow up.

Detailed recruitment steps can be followed from Chapter 3. Start with a list of all the positions you are trying to fill and think of the top 3-5 characteristics that would make a good volunteer in each position. Then think about the people you know, even acquaintances, that might meet those characteristics. Then follow the same recruitment steps as in Chapter 2 for recruiting a Co-Chair: schedule an appointment, tell them why you think they would be great in a certain position, ask them to join your efforts to fight cancer by serving on the committee, and follow up with any recommendations they might have for others you should ask to join the committee as well. Read the recruitment steps in Chapter 2 for a more detailed description of the recruiting process.

Make sure you consider people in different sectors of the community, like different geographic areas, different cultural backgrounds, different employment sectors, etc. Also be sure to consider asking people with job skills that compliment a committee position, even if you don’t know them very well. Maybe the assistant editor of the local newspaper might be a good candidate for Publicity Chair…make sure to offer them the opportunity. You never know when someone has been touched by cancer and is waiting for the chance to fight back!
Also consider asking at a local university, community college, or high school for students interested in some practical experience for their resume. There may be a college student majoring in non-profit management that would love to get involved, or a high school student involved with DECA who wants to practice sales and marketing skills. They may also love to have the community service experience for job, college, or scholarship applications. Young people may be less experienced working in a committee environment, but with the right leadership and direction they can be fantastic committee members! When young people are truly committed they typically throw all of their energy behind their passion, so their energy and creativity can be a huge asset to your committee.

Remember, keep a positive attitude as you are approaching potential committee members because your energy affects the way people will respond to you. You will have people tell you no...that is normal! Don’t get discouraged, just keep on asking and you will find enough people in your community to fill your committee chair positions. Then share your experience and positive energy with your committee chairs as they try to recruit sub-committee partners for their areas or recruit teams, survivors or sponsors for the Relay.

Leadership Committee Organizational Chart
Complete with traits of successful volunteers and suggested occupations that might make someone a good fit in that role. Use these suggestions as a place to start for your committee recruitment, but don’t feel trapped by them. Successful volunteers can come from all types of jobs with all kinds of traits, so be persistent!

Co-Chair GROWTH
Business/Org Leader
Visionary, Motivator, Planner, Organizer, Communicator

Co-Chair PRODUCTION
Event Planner
Visionary, Motivator, Delegator, Organizer, Creative, Planner

Team Development Chair
Sales or Recruitment Guru
Supportive, Accessible, Motivator, Compelling, Passionate

Survivorship Chair
Health Care Rep or Survivor
Sensitive, Knowledgeable, Understanding, Creative

Sponsorship and Underwriting Chair
Business/Org Leader
Persistent, Passionate, Motivator

Online Chair
Technology Guru
Organized, Accessible, Good Communicator, Collaborative

Mission Delivery Chair
Health Care Representative
Compassionate, Sensitive, Knowledgeable, Motivator

Advocacy Chair
Voter/Activist/Ambassador
Passionate, Understanding, Good Communicator, Persuasive

Youth Involvement Chair
Youth Leader
Enthusiastic, Charismatic, Persuasive, Cares about youth
Suggested Role Delineations within the Relay For Life

Ideally, your Relay committee would have two Event Co-Chairs and thirteen Sub-Committee Chairs, each with their own Sub-Committee Partners to help them complete the tasks in their focus area. Suggested task lists are included in the following pages, and a suggested organizational chart is on the previous page. You can see that Team Development has more tasks than any other Sub-Committee, which is why it is extremely important to recruit extra volunteers for that focus area so no one feels overwhelmed. Ultimately, you can organize your Relay For Life Committee in the way that makes the most sense based on the needs of your Relay and the strengths, talents, and connections of your committee chairs, but the suggested roles have been shown to work well in Relays across the country and they split the work in a way that makes sense and is manageable by each person.

Each committee guidebook is framed similarly to this guidebook with chapters that support each step of the Relay climb. Electronic copies of each guidebook are available on RelayForLife.org/GreatWest. The task manager on RelayForLife.org/GreatWest also mirrors the task and timeline in each guidebook. The task manager can assist you in the management of your entire committee and ensuring that tasks are completed through the year. Each chapter title represents a “big idea” task for that Sub-Committee Chair. So, if each Sub-Committee completes each chapter idea task, they will complete everything needed for their focus area of the Relay. The chapters in the guidebooks go into more detail on each task including ways to complete it and ideas to do it well. This list should help you manage what your Sub-Committees are working on and track to make sure everything gets done. These tasks also coincide with the electronic task tracking tool within RelayForLife.org/GreatWest. If you would like to read about any of the tasks in more detail or read timelines for different committee positions, all of the committee guidebooks are available electronically for you to view on RelayForLife.org/GreatWest.

You can see that many of the Sub-Committees have several tasks in common, including Gathering Resources, Recruiting Partners, and Wrapping Up. Gathering Resources includes getting their guidebook, attending Regional Relay Summit, gathering historical information and completing Partnership Conversations with you. Recruiting their Partners is when the Sub-Committee Chairs find a couple partners from within the community to help complete the tasks in their focus areas. These Sub-Committee partners do not need to attend every Relay For Life committee meeting unless they want to. Wrapping Up after the Relay is a reminder to tie up all the loose ends by returning items, sending thank you notes, holding or attending wrap up meetings, working on post-event fundraising, and planning for their volunteer role for next year. The rest of the tasks below will include a small explanation along with each task.
Step 5 – Conduct Partnership Agreements

A Sad Example
Imagine showing up for a volunteer interest meeting because you have been touched by cancer, but you’ve never been to a Relay and aren’t really sure what it is. After seeing a really neat video, you sign an interest form saying you would like to get more involved. You might have checked Publicity and Youth Involvement as interest areas on the form, and the next week you get an invitation to the next Relay committee meeting. You are expecting to learn more about the committee and volunteer for a specific task. When you arrive, you are surprised to be welcomed as the new Publicity Chair, and even though they gave you a Publicity Guidebook, you’re never really sure what that means. You try to do your best to keep up through the Relay season, doing whatever specific tasks are asked of you…but you always feel a step behind, never really understanding Relay or what you should be doing as a Publicity Chair. You fill your role as Publicity Chair in a reactive way, responding to direct instructions from the staff partner or Event Chair, instead of in a proactive way where you know what your role is and can come up with ideas to make Relay Publicity really work this year. Relay Publicity was ok this year, but not great, and you feel disappointed and slightly ashamed of how it went. By the end of the Relay season you feel exhausted, unsuccessful, and unfulfilled, and decide not to return to the Relay committee next year.

Partnership Agreements are a Crucial Step
This kind of volunteer recruitment happens at Relays a lot, and it is a shame! Here is a great volunteer, passionate about fighting cancer, who never got the chance to learn what he or she was signing up for and how they could do it well. And this example places a lot more work on the Event Chair who has to direct every task instead of empowering this Publicity Chair to truly own his or her position. Having a Partnership Agreement conversation with this volunteer one on one before he or she came into the committee environment would have saved the Publicity Chair a lot of confusion and heartache, and it also would have reduced the amount of work for the Event Chair in this example. At least in this example, the Publicity Chair stayed through the season. In many cases, skipping the Partnership Agreement step results in worse situations, like volunteers flaking out and leaving the Relay halfway through. Don’t skip the crucial step of having a Partnership Agreement conversation with each of the committee members that you recruit to clarify exactly how the committee works, what the Relay is like, and how they can play a part in the success of the event. It is terribly important.
Define Expectations with Your Committee Members

Once you have asked your committee members partners for their help on the Relay For Life planning committee and they say yes, next you will want to clearly define their role and expectations through a Partnership Agreement. Every volunteer wants to feel needed and important to the overall success of the event, and they also want to have clear direction of how they play a part in that success. In the same way that you and your staff partner should sit down and define roles and expectations to give you clear direction as an Event Chair, be sure to sit down with your committee members and lay out their role and how they can do it well, and how you can work together to succeed. Having this Partnership Agreement conversation at the beginning will set you up for success throughout the season. For example, if you get an oncology clinic manager to serve as Survivorship Chair, you would want to explain the role of the Survivorship Chair and maybe ask them to focus on survivor recruitment through their contacts in the community. They won’t know that is what you need them to do unless you sit down and have a clear conversation establishing it so you can both move forward. Two sample Partnership Agreements are provided at the back of this guidebook for your use, and they are also available electronically on RelayForLife.org/GreatWest.

Tips for Conducting Successful Partnership Agreements

- Have the conversation one on one with each committee chair.
- Schedule the conversation as soon as they say yes to serving on the committee.
- Keep the conversation casual, but make sure and cover all the important topics.
- During the conversation, it is better to learn that they have realized they cannot commit to the position than to assume that they can and have problems later on. Don’t be afraid to allow them to be honest. You want to find the right person for each role.
- Here is a small list of some topics you should cover during your Partnership Agreement conversations. Make sure each committee member understands:
  - What Relay For Life is
  - How the Relay planning committee works
  - What their role on the committee entails
  - What tasks they should complete to be successful in their committee position (located in the guidebooks and in Chapter 3)
  - What kind of time commitment this role will take
  - What kind of help and support they can expect from you as the Event Chair
  - How the two of you plan to communicate with each other through the season
  - How to communicate with and work with the other committee members
  - That they are encouraged to “own” their area and make decisions outside of meetings without feedback from the entire committee
  - The answers to any other questions or issues that come up in the conversation
- Filling out the Partnership Agreement is not meant to be a binding document or contract, but simply a record and notes that the conversation took place. When both parties sign it, they acknowledge that the conversation took place, that they understand their role in the Relay For Life, that they know how to work with one another, and that they feel comfortable moving forward.
- Revisit and update the agreement with another conversation throughout the Relay season if things change.

There is a partnership agreement template on RelayForLife.org/GreatWest for your reference.
Step 6 – Create Your Relay Plan and Strategies

The Importance of Creating an Overall Relay Plan
Every leader should have clear goals, and a plan incorporating different strategies to reach them. As the leader of your Relay For Life event, planning, strategizing and helping set goals is a part of your role. It is proven that goals are more likely to be achieved if a detailed plan is conceived, and even more likely to be accomplished if they are written down. Take the time to establish your plans for this Relay season and communicate them with the rest of your Relay committee to increase the likelihood that you will meet or exceed your goals! Each community goals and focus will be different, but some goals to look at could be:

- $ income
- # of teams
- # of survivors
- average team fundraising
- # of committee members
- # of ACSCAN members

Meeting Your Committee Recruitment Goals
Establish your Relay’s goals for committee recruitment with your staff partner and then come up with strategies to get your whole committee recruited. You may notice that most of your returning committee members are from the west side of town and your goal may be to target the east side for teams and volunteers. A strategy to reach that goal may be contacting businesses and churches on that side of town to find community leaders to represent that sector of the community on your committee and help recruit teams from that sector of the community as well. Use the techniques covered in the previous Chapters to successfully meet your committee recruitment goal.

Working with your Staff Partner to Review Overall Relay Goals, Budget and Strategy for the Relay
The American Cancer Society has some goals for local events, using historical data, national averages, and community potential to aim for a desired number of teams and survivors at an event, and an overall net income mark. Work with your staff partner to understand your overall Relay goals and work with your committee members to establish your strategies and overall plan for reaching those goals. For instance, you may decide with your staff partner that increasing team fundraising averages is one way to help meet your income goal. Go through each committee focus area with your staff partner to look at things you want to concentrate on this year, and then take those ideas to your committee members to come up with specific strategies for impacting them.

You will also want to go over your event budget, which will be a percentage of your net income. Go over which items will be charged to the Relay budget for which committee focus areas and work with each
Sub-Committee to work within the overall event budget to make the Relay happen. Also keep in mind that every dollar you don’t spend on your Relay is a dollar that can go to support the cancer research, education, advocacy and patient services of the American Cancer Society.

Working with your Committee Members to Create Plans for Each Focus Area

In the example above, you decided to concentrate on increasing team fundraising averages. The next step is to take that idea into a meeting with your Team Development Chair and Sub-Committee to decide what some realistic strategies for increasing team fundraising averages this year would be. Together you might decide that to help increase team fundraising averages, some strategies and goals would be to increase team participation in your local Team Captain University by 25%, to include more emphasis on fundraising training and sharing successes during Team Captain meetings, to publicize existing individual and team incentive prizes and awards, and encourage a sense of healthy competition among teams by giving a new exciting prize for the Top Fundraising Team. Then the Team Development committee would specifically work on these areas of focus during the Relay season to move toward the original goal of increasing team fundraising averages, and you have some clear areas to check with them as the season moves forward to see how they are doing. Go through this process one-on-one with each sub-committee focus area, like Sponsorship, Survivorship, Luminaria, and the others, to improve each part of the Relay. Some goals and strategies may only involve a simple change at the Relay, like improving team member satisfaction by making sure the food distribution is more organized and announced more clearly to participants at the Relay. Other goals and strategies may involve a lot of work outside the Relay, like increasing sponsorship dollars by asking each existing sponsor to consider moving up to the next sponsorship level and contacting 25 new sponsor prospects with the goal of getting 5 new $1,000 sponsors. Go through each focus area with that sub-committee and make sure they play a part in determining their goals and strategies, and that you both have a good understanding of what they will be working toward. It is also important to write down and keep a record of the goals and strategies for each focus area. It is proven that goals and resolutions that are written down are much more likely to be met.

Communicating Goals to your Entire Committee

Once your Relay goals and strategies have been determined by each sub-committee, be sure to take one committee meeting to share the goals and strategies with the whole committee so you know what you are working toward as a group. Also, some strategies may involve the whole committee, like collecting 5 warm lead team prospects from each committee member for the Team Recruitment Sub-Committee to use when prospecting new teams. The Committee Retreat concept is a great idea to allow all committee members to share the goals and strategies from their focus areas.

An electronic planning guide for a Committee Retreat is available on RelayForLife.org/GreatWest.
The Importance of Accountability and Tracking

Once each committee member has discussed, written down, and shared their goals and strategies with the group, it is important for you as the Event Chair(s) to communicate regularly with your committee members to see how they are moving toward their goals. Each committee member should report back on progress during committee meetings, but you should also communicate with them one on one outside of meetings to gather specifics and offer support as needed. Take detailed notes and track the progress of your overall event goals and strategies. Keeping your committee members accountable by communicating with them often on their progress will help you and the whole Relay be successful. This will also allow you and your committee members to change strategies while there is still time if something is not working.

Aim for Pacesetter Status

Be an event that is truly the best of the best by achieving Pacesetter status! Pacesetter events meet a specific timeline of benchmarks throughout the Relay season, including timely chair and committee recruitment, holding their Kickoff five months before the Relay, meeting specific percentages of team goals before the event, and achieving a net income increase from the previous year. These benchmarks are based on national Best Practices, or things that are proven to help your event succeed. Pacesetter events get lots of special recognition, including a unique Pacesetter banner, t-shirts for the planning committee, and a special invitation-only recognition event for the Chair, Team Development Chair, and staff partner at the Leadership Summit. For more specific information regarding meeting the Pacesetter criteria and recognition offered to winning events, refer to the Awards section in the Appendix of this guidebook.
Step 7 – Lead Your Committee

Leading Your Committee

In addition to recruiting your committee, it is your role as the Event Chair(s) to lead your committee. This means that you prepare committee meeting agendas, lead the meetings, communicate with committee members outside of meetings, track progress and hold committee members accountable for their goals and strategies, and recognize the achievements of the group. Take ownership of being a leader by scrutinizing your own leadership style and learning to work with different types of people in different situations. Delegate tasks and allow your committee members take ownership of their individual focus areas. Use your Society staff partner as a support in this role, but do not rely on them to lead your committee for you. You were recruited into this position because you have proven leadership abilities and potential...this is your chance to fulfill them for a great cause!

Creating a Positive Team Dynamic within Your Committee

Spend some time with your committee as a whole group early in the Relay season so they can begin to get to know each other and how they might work together. Some members of your committee will probably already know each other well, while others may not know anyone on the committee. Taking time to build a positive team dynamic through social interaction will help your Relay as you move through the planning season. One way to do this is using the Committee Retreat concept, where your committee gets together for a half day early in the season and spends time getting to know each other, setting Relay goals, and getting any additional training they may need in their roles. An electronic Committee Retreat planning guide is available on RelayForLife.org/GreatWest

Training and Preparing Your Committee

The American Cancer Society provides several training and resource opportunities for Relay For Life volunteers: Jump Start training on RelayForLife.org/GreatWest including position specific resources for each committee member and Regional Relay Summit. Your local Relay council might also host topic specific conference calls throughout the year. Encourage your committee to participate in these trainings. If you have committee members join the committee after these trainings are complete, work with your staff partner to come up with a plan to go over the guidebook information with the new volunteers and make sure they feel comfortable with their role.
Another way to train and prepare your committee is by using a Committee Retreat. The Committee Retreat is a longer session with your entire committee which allows you to get to know each other as a group, set goals, learn about the American Cancer Society, and receive additional training for their individual committee positions. Work with your staff partner to decide whether to hold a committee retreat for your committee. A complete Committee Retreat planning guide is available electronically on RelayForLife.org/GreatWest.

**A note for College and All-Youth Events:** It is very important that this Committee Retreat is planned and coordinated by the student Event Chairs rather than an adult. Student volunteers are much more likely to take it seriously if it is planned by peers. This sets the tone for the entire season, and lets the student volunteers know that they truly “own” this event and can make it what they want it to be.

**Delegating Tasks to Your Committee**

Do not try to do the Relay all by yourself. Event Chairs that try to make every decision end up over-worked and burned out, and they can frustrate and alienate their volunteer committee as well. Trust the people that you recruited to be on your committee. If you truly established your expectations of one another during your Partnership Agreement conversation, then trust that they will come through for you and allow them to fulfill their role on the committee. Using resource tools like the task manager in RelayForLife.org/GreatWest and timelines in each committee guidebook can assist you with delegating duties. As an Event Chair, you have enough to keep track of with the critical aspects of the Relay and problem solving where needed... don't take on unnecessary tasks that can be delegated to willing members of your committee. If you find that your committee members are not able to take on more tasks, then you may need to concentrate on recruiting some additional committee members, or encouraging them to recruit their own Sub-Committees.

When you delegate correctly, not only does it keep you from getting burned out, but it also stimulates your committee members to high achievement and frees up your time to concentrate on the critical issues and problems that come up during the Relay season. Delegating well requires a delicate balance between giving your committee members enough space to maximize their talents and complete the task, while still monitoring the task closely enough to make sure the task is completed correctly. It requires that you make time to monitor progress, offer support, and communicate with the person who is completing the task. Practice delegating within your Relay regularly, and you will get better at it!
Prepare to delegate effectively by considering each of these topics before delegating a task to a committee member, and then explaining your conclusions to your committee member on why they are the right person to complete the task, what the goal of the task is, and how you will track progress and offer support. Consider:

1) The specifics of the task or job to be delegated.
2) The experience, knowledge and skills of the individual as they apply to the delegated task.
3) How this person works best (including what he or she wants from his or her job, how he or she views the work, and so on.)
4) The current workload of this person.
5) The project’s timelines/deadlines, including:
   a) How much time is there available to do the job?
   b) Is there time to redo the job if it’s not done properly the first time?
   c) What are the consequences of not completing the job on time?
6) Resources for this person as he/she works to complete the task.
7) Your expectations or goals for the project or task(s), including:
   a) How important is it that the results are of the highest possible quality?
   b) Is an “adequate” result good enough?
   c) Would a failure be crucial?
   d) How much would failure impact other things?
8) The role you play as the person who is delegating in ensuring the project’s success, through ongoing monitoring, support, coaching, the providing of resources, and so on.
9) Appropriate mechanisms for controlling the project: For example, precisely when should you set checkpoints and report-backs to make sure that things are going smoothly?

**Motivating and Supporting Your Committee**

There are many ways to help motivate your committee members, and each person is different and will respond to different motivation, support, and recognition techniques. When leading your committee, it is important that you consider the personalities of your committee members and think about ways to motivate and appreciate each individual on your committee. Here are some suggestions:

*Spend time talking with your committee members.* Build a relationship with them. Find out about their family and what is going on in their life, as well as their connection to cancer and what makes them want to volunteer to fight cancer. Feeling like part of a community is a big part of motivation for many people, and building a friendship with your committee members will help keep them connected to you and motivated to do their Relay tasks.

*Remind your committee how they are fighting cancer through their work.* At Regional Relay Summit you will learn many examples of how the Society is fighting cancer through the money raised by Relay. RelayForLife.org and RelayForLife.org/GreatWest are also 2 great resource websites. You can also ask your local staff partner for some great examples of things the American Cancer Society is doing to fight cancer, and use these tidbits to remind your committee members how they are making a difference with the hard work they put in throughout the Relay season. You can call 1.800.227.2345 anytime to
speak with a Cancer Information Specialist. The American Cancer Society truly is a great organization that is doing amazing things to fight cancer...make sure your committee members know how they are making a difference in supporting the cancer research, education, advocacy, and patient services of the American Cancer Society.

Experiment with different recognition styles. Everyone likes to be recognized in different ways. Different people really appreciate written notes, spoken words, public recognition, small gifts or thoughtful tokens, hugs, handshakes, offers to help with projects, or invitations to spend time with you outside of Relay. The people you are leading will have a different recognition preference than you do. Consider trying different things with different people to see what they respond best to. Feeling recognized and appreciated is a huge factor in staying motivated.

Expect high results from your committee members. It has been shown in psychological studies that your expectations of other people can influence or motivate their performance. By setting and communicating high performance expectations, you can motivate better performance out of the people you are leading. This “Pygmalion Effect” was first studied in classrooms where students that teachers expected to do well typically did, and students who were expected to under-perform also lived up to expectations. There is power in your energy, attitude, and your expectations of others...keep your attitude and energy positive and your expectations high, and you will help motivate others to meet your expectations.

Communicating Outside of Meetings
This is an important part of leading your committee. Be sure to communicate regularly to the whole group outside of meetings (e-mail works great for this) and also to communicate regularly one on one outside of meetings. This one on one communication will allow you to track progress on tasks for each committee member and also give you a chance to build a personal relationship and keep that committee member motivated to keep moving forward in their Relay responsibilities. If you do not communicate with committee members outside of meetings, you run the risk of having some members slip through the cracks. You may think they are working on specific things, but in reality they come to meetings, give a wishy-washy report and never actually accomplish their tasks. You could also run the risk of losing valuable committee members because they don’t feel important to the group. So, take the time to contact each committee member one-on-one outside of meetings, preferably through phone calls or face to face interaction.

Running Committee Meetings
Your committee meetings are extremely important to the success of your Relay For Life event. As an Event Chair, if you lead focused, organized, effective, and fun committee meetings you will set the tone for the entire Relay For Life event.

Your committee planning guide More than a Meeting is available on RelayForLife.org/GreatWest.
Here are some things to think about when preparing for your committee meetings:

- **Purpose** — Committee meetings should be focused, fun, and meaningful. They provide time for the Chairs of each sub-committee to refine the plan for your Relay. Make sure that you define a specific purpose for each meeting and gear the conversation toward that purpose. You can do that by preparing an agenda ahead of time and sticking to it as much as possible. Your committee members will appreciate your leadership in creating a productive and purposeful meeting. As a reminder, committee meetings are not a place for group decision making, which can be time consuming. Committee meetings should be a time where Sub-Committees report on progress and share information that pertains to the whole group. Decisions on different Relay items should be made by the Sub-Committees outside of the committee meetings. Some sample agendas are available on RelayForLife.org/GreatWest for your reference.

- **Who Attends** — Relay For Life planning committee meetings are usually co-facilitated by the Event Co-Chairs. A representative from each Sub-Committee (usually the Sub-Committee Chair) attends and gives a report on the progress of that Sub-Committee. The staff partner supports the Event Chair in agenda planning before the meeting and answering questions after the meeting, but may not always present at committee meetings, and definitely should not lead committee meetings.

- **When to Hold Meetings** — Depending on the age and size of your event, some committees meet year round, while others may start meeting 10 months before your event date. We recommend monthly meetings until approximately two months prior to your event and then more frequent meetings as your event approaches. Find a time and day of the week that works best for your committee members.

- **Meeting Location** — Local schools or community centers typically work well for committee meetings. There may also be a conference room available in a business that supports the Relay, or a back room of a restaurant, or other creative options. Your location should be centrally located, easy to access, large enough to accommodate your whole committee, and quiet enough to allow discussion (general restaurant seating does not typically work well).

Every committee meeting should include updates on:
- income (fundraising)
- committee and team recruitment
- recognition and goal tracking
Step 8 – Help with Critical Aspects of the Relay

Save Your Time for the Critical Pieces of the Relay
As Event Chair, do not let yourself get drawn into doing a lot of little things and making little decisions for the Relay. Practice your delegation skills from the last chapter and allow your committee members to shine in their roles. Save your time to help your committee members with the truly critical aspects of planning the Relay. This list below includes many of the critical aspects that you will want to work together with your committee members to finalize. There may also be other items that come up for your event that may qualify as critical...just make sure you are spending your time on the critical elements and not getting lost in the little things. Also keep in mind that you are not responsible for this list of critical items...each of these items falls to a Sub-Committee and the Sub-Committee should be making decisions and moving forward with these items. Your role is to communicate regularly regarding these critical items, make sure they are moving forward, and provide the help and support as needed to make these happen.

List of Items that are Critical to Your Relay’s Success

Determining the Relay Date and Securing the Site
Your Logistics Chair and Sub-Committee should take the lead on this piece, working with you as the Event Chair(s) and the staff partner. This is a critical item to be determined as early as possible in the Relay season so you can begin publicizing the event and recruiting participants.

Focusing Your Entire Committee on Team Recruitment
Your Team Development Chair and Sub-Committee should take the lead on this piece, with your help and support. You should work with your Team Development Chair to make sure that your Team Development Sub-Committee is fully recruited with enough Team Recruitment Sub-Committee partners. You should also reserve time in your committee meetings to make sure every member of the entire Relay Committee and Sub-Committees is focused on Team Recruitment by sharing warm leads with the Team Recruitment Sub-Committee partners and by asking family and friends to form teams for your Relay. Team Recruitment is an integral part of the success of your Relay, so you should always have a handle on how recruitment is going, and encourage your whole committee to offer as much help as possible.

Supporting Major Sponsorship Asks
Your Sponsorship Chair and Sub-Committee should take the lead on this piece. With major sponsors or potential sponsors that you have a relationship with, you may need to go with the Sponsorship Chair to make the ask to represent the Relay as a whole. You will want to support major sponsorship asks as needed, and also encourage committee members to share warm leads for potential sponsors.
Creating or Changing Relay Systems for Registration, Accounting, Luminaria, Online or Other Focus Areas

Your Sub-Committee Chairs for each of these areas should take the lead on creating or changing systems for the Relay, with your approval and/or advice. New systems for collecting registration information, turning in funds, selling luminarias, using Relay Online or other new systems should be approved by the Event Chair prior to communicating these processes to event participants. The Event Chair should work with the staff partner to make sure that all American Cancer Society policies and procedures are being followed, but otherwise should allow Sub-Committee Chairs to make decisions regarding new systems.

Planning the Kickoff

The Team Development Chair and Sub-Committee should take the lead on this piece, with your active participation. A successful Kickoff is one of the major indicators for a successful Relay, and it is also a Pacesetter benchmark. Make sure your Team Development Chair and Sub-Committee are moving forward with planning the Kickoff, including the location, invitations, agenda, decorations, etc. Also make sure that all the different Sub-Committees are working together to make the Kickoff work. For example, the Online Committee will want to present on how to register online and have computers in the back of the room for teams to register online right there. And the Food and Beverage committee will be working on securing refreshments for the Kickoff. And the Registration and Accounting committee will be accepting registration fees at the Kickoff. And the Mission Delivery and Advocacy committees want to present on their topics at the Kickoff. As well as other committees doing pieces that pertain to their focus areas. Make sure that all of the Sub-Committees work together to incorporate their different pieces into one successful Kickoff, with the Team Development Committee coordinating the final effort.

Planning and Increasing Attendance at Your Local Team Captain University

The Team Development Chair and Sub-Committee should take the lead on this piece, with your help and support. In some areas, the TCU is planned by your Regional Relay Council, or you may combine your TCU with another neighboring Relay. In other areas, the Team Development Chair plans a TCU for their individual event. Regardless, the Team Development Chair and Sub-Committee should be working on increasing attendance to the TCU, but you may need to remind them on this piece because Team Development has so much on their plate. Help and support the Team Development Sub-Committee as much as possible.

Making Sure Critical Topics are Covered at Team Captain Meetings

The Team Development Chair and Sub-Committee should take the lead on this piece. Your role is mainly to facilitate discussion between the Sub-Committees at Relay meetings so that important topics get added to the Team Captain meeting agendas. If a topic comes up that is not brought up at a meeting, be sure to communicate that to the Team Development Chair to add to the next Team Captain meeting agenda.

Please reference pages 5-6 for Keys to Successful Relays.
**Tracking and Supporting Team and Survivor Recruitment Efforts**

The Team Development and Survivorship Sub-Committees should be taking the lead on recruiting teams and survivors to participate in the Relay. Communicate regularly with these Sub-Committees to make sure their recruitment is on track and that they have strategies in place to meet their recruitment goals. If their strategies are not working, help them by brainstorming new strategies and offering hand-on help as needed.

**Finalizing the Site Layout and Risk Management Concerns**

Your Logistics Chair and Sub-Committee should be taking the lead on this piece. Your role should only be finalizing and approving the site layout, emergency plans, and risk management plans. Risk Management is the Logistical plan for safety and security at the event, to reduce the risk of injury or hazardous conditions on site. Make sure you review the logistical plan, but do not get drawn into the small logistical details. Trust your Logistics Sub-Committee to take care of filling in the blanks.

**Planning Bank Night**

Your Team Development and Registration and Accounting Sub-Committees should be working together to plan and execute Bank Night. Make sure that the dialog is open between the two Sub-Committees and that their plans are moving forward. Also offer hands on help at Bank Night if needed, and encourage all Relay committee members to help at Bank Night.

**Checking Relay Program and Schedule for Accuracy**

Your Entertainment and Activities Chair and Sub-Committee should be taking the lead on this piece. You should simply proof the final Relay schedule and help fill any holes as needed. Also make sure that the Entertainment and Activities Sub-Committee works with the other Sub-Committees as needed to fill in the program details, like sponsor logos, team lists, site map, etc, from the Sponsorship, Team Development, and Logistics Sub-Committees.

**Working the Track at Relay**

Your Team Development Chair and Sub-Committee should be taking the lead on this piece, but you should be playing an active role in Working the Track at the Relay. The Team Retention Sub-Committee partners should establish a Work the Track schedule for the entire committee...encourage each member of the committee to sign up to Work the Track for some time during the Relay. Read more about Working the Track in Chapter 12.

**Planning Wrap Up Activities**

Each Sub-Committee should be taking the lead on wrapping up for their own focus area, but they will probably need reminders to send thank you notes, return borrowed items, and other wrap-up activities. In addition, the Team Development Committee should be planning a Team Captain Wrap-Up party. You should host a Wrap-Up committee meeting to go over the success of the Relay, discuss improvements for next year, gather commitments for volunteers returning to the committee next year, and remind each Sub-Committee to take care of their own wrap up items.
Step 9 – Track Progress Toward Goals

The Importance of Tracking Progress
As the Relay Event Chair, it is important to be organized and keep track of the progress that your Sub-Committees are making throughout the Relay season. Every individual has different organization methods. Some Event Chairs work almost exclusively on the computer, taking electronic notes, keeping electronic spreadsheets, etc. Other Event Chairs use a paper filing system or a notebook system. Decide what works for you and keep good notes of all of your meetings and committee communication outside of meetings, as well as lists of known expenses and progress toward team and income goals, and specific committee goals for different focus areas. This will allow you to notice areas that may need extra help or attention and give additional support to those Sub-Committees to come up with new strategies to help meet their goals.

Share Progress with your Staff Partner
Stay in regular communication with your staff partner and share recent developments and progress back and forth, including how the Relay is doing with teams, team members, survivors, online income, overall income, expenses, sponsorships, logistics, and other production aspects. Your staff partner will be a great resource for help and advice with any difficult situations you might encounter, and staying in contact makes sure that everyone knows about everything that is moving forward with the Relay, and no one is caught by surprise.

Share Progress with your Committee
In addition, share your progress regularly with your whole committee. This will help make them feel like a part of the team and is also a gentle way to help keep each committee member accountable for the things they agreed to do. Be intentional about sharing progress toward your goals with the entire committee in some way on a regular basis.
Step 10 – Communicate Effectively

Understanding the Relay Communication Triangle

The idea behind the communication triangle concept is that you would try to spend your time and your energy communicating with your Level 1 contacts, and making sure you communicate clearly and effectively with those people. Remember that your Level 1 contacts have their own communication triangle. When you communicate regularly one-on-one with your committee chairs, they should be communicating one-on-one with their Sub-Committee partners as their Level 1 contacts. For instance, if a Logistics Sub-Committee partner had a question, they would use their regular communication channels through their Sub-Committee Chair, who would use their regular communication with you to get the answer to the question. Try using the Communication Triangle in this way and it will help you reserve your one-on-one relationship building and communication time for important issues from the committee. This can be used as another effective delegating tool in your toolbox of leadership tools.

Communicating with Your Staff Partner

It is important to communicate regularly with your staff partner...you are the main link from your staff partner to the committee. Your staff partner will not be regularly communicating one-on-one with your committee members, so it is important that you be the conduit for important information from the American Cancer Society to the committee, and also bring questions and concerns from your committee members to your staff partner. Be sure to have a conversation about the best way to communicate with your staff partner when you complete your Partnership Agreement conversation. Discuss

Level 1 — These are people you communicate with one-on-one on a regular basis every week or two, or more as the Relay approaches. This group includes your staff partner and your Sub-Committee Chairs, especially your Team Development Chair.

Level 2 — These are people you communicate with regularly but less often, possibly monthly or quarterly, and rarely one-on-one. This group includes Sub-Committee members, Team Mentors, and Top Team Captains.

Level 3 — These are people you communicate with every once in a while, possibly only a couple times during the Relay season, almost never one-on-one except when Working the Track. This group includes other Team Captains, team members, and survivors.

Level 4 — This is the general public that you only communicate with as needed as a Relay spokesperson, usually in mass market functions through the media, group presentations, or letter campaigns.
the best time of day to contact each other, your preferred methods of communication for different types of issues (maybe e-mail for general updates and phone calls for urgent issues), and what reasonable response times you may agree to when e-mailing or leaving a message.

**Communicating with Committee Members**

Also collect similar communication preferences during your Partnership Agreement conversations with all committee members regarding which method and time of day they prefer when contacting them one-on-one. Keep in regular contact with your committee members, especially regarding the critical items listed in Chapter 7. Also use e-mail to communicate clearly to your committee as a group with agendas before meetings, notes after meetings, and other important topics for the whole committee.

**Communicating with Teams and Participants**

While most communication with Team Captains will be done by the Team Development Sub-Committee through Team Mentors, there may be a couple times each Relay season where direct communication from the Chair is appropriate. Consider posting regular messages on your Relay Online page for all participants to read, or writing a column from the Event Chair(s) in the Relay newsletter. You may also want to send the wrap up e-mail message at the end of the season with the final total and a sincere thank you to everyone who participated. There may be other ways you want to communicate with this group throughout the season, but your one-on-one contact should be limited. Don’t get drawn into logistical questions from Team Captains...let your Team Development Sub-Committee handle those.

**Communicating with the General Public**

As an Event Chair, you present a public face for the Relay For Life event in your community. It is appropriate for you to represent the Relay at public functions like City Council Meetings or other presentations to important groups. It is also appropriate for the Event Chair(s) to sign recruitment letters to the general public or to represent the Relay with media quotes. Relay communication to the General Public should be done on an as-needed basis and will almost never be one-on-one communication.

Remember that individuals have different communication preferences:
- phone (work, home or cell)
- email
- meeting
- text message
- social networking.
Step 11 – Recognize Committee Members

Why is Recognizing Your Committee Members Important?

All volunteers like to be noticed and appreciated for their unique contributions, especially within a Relay For Life committee. Because Relay For Life is a volunteer-driven event, it is imperative that all volunteers feel recognized and appreciated. When this occurs, it will improve their satisfaction levels with their volunteer experiences, improve their productivity as committee members, and improve the chance that they want to remain American Cancer Society volunteers in the future. There are many organizations out there who need volunteers...recognition is one way that we can keep our amazing volunteers engaged with Relay For Life and the American Cancer Society. It is also simply the right thing to do, since these volunteer roles take a lot of dedication and we are truly grateful for their amazing efforts. As an Event Chair, it is important that you personally notice and recognize the individual contributions of each of your committee members, and encourage them to recognize their Subcommittee partners and the Team Captains. There are many ways to effectively recognize volunteers...experiment with different ways to see what is most effective for each person.

Consider Why Your Committee Members are Volunteering

Each person has a unique mixture of motivations for becoming a Relay For Life volunteer, and understanding their motivations can help you discover the perfect way to make them feel recognized. There are many possible motivations for volunteering...think about each person on your committee. Do you know what motivates them to volunteer their time? Do they have a personal connection to cancer? Are they looking to build professional skills for personal development? Is this their way of “giving back” to the community through an event that draws people together? Are they looking for a way to meet people in the community? Do they want the public recognition that comes with public volunteer work? Keep in mind that there are no “bad” reasons for volunteering. If you take the time to truly consider why your committee members are volunteering, it will help you determine unique and meaningful ways to recognize them that meet their underlying reasons for volunteering in the first place.

Incorporate Both Organized and Spontaneous Recognition

How might you plan organized recognition for your committee members? Consider planning a special dinner or party or public recognition at the Relay, or planning ahead to write special notes to each committee member. How might you go out of your way to spontaneously recognize your committee members? Try to keep yourself in an appreciative frame of mind when working with your committee members to make it easy to allow appreciative words and actions to happen spontaneously.
10 Recognition Ideas to Try

1. Deliver positive feedback in an open and publicized way. If not made public, recognition loses much of its impact and defeats much of the purpose for which it provided.

2. Do not however, think that public recognition will substitute for private, everyday, personal thank you’s and respect. What happens 365 days a year has much more impact than what happens at an annual recognition function.

3. Timing is crucial. Recognize contribution throughout a project. Reward contribution close to the time an achievement is realized. Time delays weaken the impact of most awards. An immediate ‘thank you’ or ‘great job’ is much more important than a proclamation six months later.

4. Reward the behavior you want to see. If you are looking for an action to be repeated (e.g. – bringing in a new team), reward that action.

5. Deliver recognition in a personal and honest manner. Small, personal indications of appreciation tend to be perceived as more sincere than formal pronouncements.

6. Educate your volunteers. Send them to training. Invest in them, they will come away motivated, trained, and inspired.

7. Recognize recognition. Recognize your committee members who are, in turn, recognizing your team captains, volunteers, and members of the community who get involved with Relay.

8. Use positive gossip. When someone says something good about a volunteer, tell that volunteer about it. It almost seems to get more reinforcement value second hand.

9. Be open to feedback yourself. If your team knows that they can come to you with questions and concerns, and you will help address them, they feel valued and empowered.

10. Never underestimate the importance of their family. Write a note to the family members of a volunteer thanking them for their support of the volunteer, acknowledging the good work their family member has done. Motivation principle: Encouragement (and discouragement) from family members is huge.
Step 12 – Day of Relay

Only Two Roles at the Relay

At the Relay, an Event Chair should primarily concentrate on Working the Track whenever possible. An Event Chair should also be available to help solve problems as needed by the committee. An Event Chair should not be working at the registration table, counting money, putting up tents, setting up luminaria, directing traffic, or doing other Relay tasks.

Problem Solving

By the time the Relay rolls around, your committee members should have all of their details ironed out and ready to go. Talk with all of them one-on-one the week before the Relay to make sure they are prepared to cover all of the aspects of the Relay that fall into their committee focus areas. The day of Relay is a really important time for each Event Chair to remember the spider analogy and stay centered. With all the event details around you, it will be very tempting to run around and try to organize the tent setup (which is the Logistics Sub-Committee) or the luminaria distribution (which is the Luminaria Sub-Committee) or the registration area, etc. Resist the temptation to “find” little things to do and stay ready to address holes or weaknesses in your committee web as they arise. Your role is to remain available at all times so that your committee knows where you are and how to contact you so they can bring big issues to your attention. This might mean that you agree to be on the west side of the track between 4-6pm talking with participants and available by walkie talkie, or other similar solution. Empower your committee members to solve little problems on their own. If you run out of ice, the Logistics Chair should know they can just go buy some more and turn in the receipts without involving you. But if the emcee doesn’t show up, the Entertainment and Activities Chair might come to you to problem solve by stepping in their place. Prioritize problems and continue delegating where possible to give yourself time to concentrate on your other role at the Relay, Working the Track.
Dealing with Weather, Emergencies, and Crises

Sometimes there are unfortunate events at any event with a lot of people. Someone might get injured, or there may be a weather warning, or other unforeseen event. In any of these situations, the Logistics Chair may be the first point of contact, but you as the Event Chair need to be notified immediately and your staff partner should be contacted immediately as well. Your Logistics Sub-Committee should have worked out an emergency plan prior to the Relay...make sure your entire committee understands their plan and knows what to do in case of a crisis or emergency, especially in the case of inclement weather, which happens often. With weather issues, remember that Relays all over the nation happen rain or shine, but having an alternate weather plan is prudent. It is also good to work with your Team Development committee to have a communication plan to get important information out to teams and participants quickly at the event. Work with the Logistics Chair and your staff partner to follow your emergency plans and communicate effectively to all necessary parties. When planning ahead for issues at the Relay, consider these questions:

- **How will the problem reach your attention?** Will someone from the Logistics Sub-Committee be “on-call”, walking the site with an eye open for issues? Will the committee have a communication plan (using cell phones or walkie talkies)? Will there be a table for participants to report problems they see? Be sure that the Team Development Chair communicates your plan to the Team Captains so they know how to report problems proactively.

- **How will you respond to the problem?** Who will be the person in charge of responding to the problem at different times of the night, if you need a break? If you have Co-Chairs, will you take different shifts? Will the Logistics Chair act as the first point of contact? Does the committee know local emergency numbers? How do you need to report problems to the American Cancer Society? Decide these answers and make sure everyone knows what to expect when problems come up.

- The American Cancer Society has a **Crisis Communication Plan** for any unforeseen negative events that constitute a crisis at one of our Relay For Life events. A “crisis” is any unexpected or unanticipated event or series of events that **focus negative public attention on the Society**, its programs or its volunteers and staff. A crisis is any situation that could imminently threaten the organization’s credibility, its operations, or programs. Whether such a crisis involves an administrative matter, an incident at an event, or even a rumor, the news media will play a critical role in defining the public’s response. **During a crisis situation no employee or volunteer may communicate or provide information to the media or other constituents without prior consent from the designated Society spokesperson.** If there is a crisis at your Relay, contact your staff partner immediately, and remind them to activate the Crisis Communication Plan by calling their supervisor and their regional Communications Manager as soon as possible. Be sure to communicate with your staff partner if any negative situation comes up at the Relay, even if it is not a “crisis”, so that they can help resolve the situation.
Consider these real-life examples of problems your committee could face at your Relay. Plan how you would respond to these situations as a group, or other creative problems you can think of.

- A participant brings a crying 5-year old to the registration table because she is separated from her mother.
- A participant sprains their ankle during an ultimate frisbee game.
- The jumpy-castle attendant is not paying attention and a couple 12-year olds are jumping wildly in with the small children and could hurt someone.
- A team member has brought alcohol to the Relay even though it is not allowed and has been drinking all evening. This person is beginning to get belligerent and out of control.
- A Relay participant collapses on the track after the Opening Ceremony.
- The National Weather Service issues a Tornado Warning during your Relay.
- A committee member is accused of stealing money from the Relay. (NOTE: This situation would constitute a “crisis” as it focuses negative public attention on the Society and could imminently threaten the Society’s credibility, operations, or programs. Contact your staff partner immediately to activate the Crisis Communications Plan for your region).

Working the Track

You are a face for the Relay and should be Working the Track talking with Team Captains, survivors, and participants as much as possible throughout the night. You can single-handedly increase the satisfaction level of a participant by approaching them, having a conversation, thanking them for their participation, and offering ways to get more involved next year. This is the very best time to get teams to recommit for next year and begin finding new volunteers for your committee and sub-committees, while they are experiencing all the positive emotions of the event. Don’t miss this opportunity by being drawn into small event details.

In a recent National study, 80% of Relay survivors said that they would form a team or join the committee if they were asked. So make sure they get asked!

What Does it Mean to Work the Track and Why Should You Do It

Working the Track gives multiple benefits to your Relay. It allows you to greet and thank your participants to make them feel recognized, to collect valuable feedback about your Relay to improve it for future years, as well as get commitments for next year in order to gain momentum and set the tempo for next year’s event. Working the track basically means that the committee is out and about mingling on the track, talking to and mingling with participants. While mingling, they thank each participant, ask for feedback, and ask how they would like to be involved in the Relay next year (either recommitting their current level of participation or showing interest in forming a team, being a sponsor, or being on the committee). Having these conversations around the track is a great way to take advantage of the positive energy of the Relay and encourages participants to be open to new ways of participating in the Relay.
Schedule and Priority List – The whole Relay Committee should be involved in Working the Track at different times throughout the Relay. This will multiply your committee presence at the Relay and increase the chances of thanking everyone who participates. The Team Development Sub-Committee should work together to determine a schedule and priority list. You can then encourage everyone on the large Relay committee to sign up for slots during the Relay at one of your last committee meetings. If there are specific people you have in mind for a specific position on the committee (perhaps there is a great Team Captain who would be fabulous as a Team Recruitment Sub-Committee member next year) then assign a specific committee member to approach that person. The Team Development committee will plan on assigning people from the Relay committee to cover each of these areas (assign people to areas that make sense, like the Survivorship Sub-Committee to help with Survivors and the Sponsorship Sub-Committee to help with Sponsors). The Event Chair should mingle and talk to as many participants as possible.

- Team Captains (especially your Top 5 fundraising Team Captains)
- Team Members (especially your Top 5 fundraising individuals)
- Survivors
- Representatives from Sponsors
- Special Guests (city officials, media representatives, etc)

Three Aspects to Each Work the Track Conversation

1) **Give a Sincere Thank You** – thank that participant for something they are specifically offering the Relay. This could be a special in-kind sponsorship, a great creative energy with their campsite decorations, having ten teammates up at 3am, their fantastic fundraising, participating in the Survivor activities, or simply being present. Try to be as specific and genuine as possible when thanking each person you speak with.

2) **Ask for Feedback for the Relay Committee** – this feedback could be on any aspect of the Relay, and can be formal with an actual survey/evaluation or informal with simply collecting comments and taking notes. It is important that all comments are written down and brought to the committee wrap up meeting, so consider giving each committee member a clip board to take notes when they Work the Track.

3) **Ask How They Would Like to be Involved Next Year** – either recommitting to their current participation (as a Team Captain, Sponsor, Survivor-walker, etc), or interested in getting more involved next year (forming a new team, increasing their sponsorship, joining the Relay planning committee, etc). Also ask if they know anyone in the community who should be involved next year, to begin creating the Team Recruitment warm lead hit list for next year. Be sure to offer all options to each person because you never know who might be interested in getting more involved with the Relay. In fact, in a recent survey, 80% of Relay Survivors said that they would form a team or volunteer for the Relay if they were asked. At the Relay is a great place to make this ask!
Following Up After the Relay

Your Team Development committee should be collecting all the notes and forms from each committee member who Works the Track. The next crucial step is following up with anyone who recommits to the Relay at their current level, or gives you the name of someone to contact for next year, or anyone who is interested in getting more involved in the Relay next year. It’s also important to take all the feedback for the Relay committee to the committee wrap up meeting to help improve the Relay for next year. Collecting all that great information is a waste of time if you don’t take it and follow up with all the people, so it is important for the committee to take the time to contact each person to solidify their commitment for next year and get them more involved in the Relay. Work with the Team Development Sub-Committee to make that information worthwhile.

Working the Track Works!

For example, by July of 2007 the Gulf Coast Region had already recruited 83 new committee members and signed up 37% of their team goal for 2008 simply by Working the Track. They even used a cute slogan – “I fight for a cure and I just couldn’t wait – I signed up for 2008!” You could come up with your own slogan and give each person a sticker or button when they sign up at the Relay to make others want the special recognition too. Then you could have a whole Relay full of participants committed for next year!

Tips and Tricks for Working the Track

When you ask about next year, you could phrase your question something like this:

- You are such a great Team Captain for this event...have you ever considered getting more involved with the Relay planning? Is there an area of the planning committee you might be interested in helping with next year? There are a lot to choose from, including Publicity, Entertainment, Accounting, and more. In addition, we’re really looking for someone to help organize our Team Captain Mentor system next year, and with your experience as a Team Captain, I think you’d be a great fit. What do you think?

- So how do you like the Relay this year? Is there anything we can improve? Are you planning on bringing your team back next year? If you sign up your team tonight for next year’s event, we are waiving the registration fee! Are you interested?

- Thank you so much for coming to the Survivor Celebration tonight...it’s a great inspiration to see so many cancer survivors in one place. Have you been having fun tonight? Have you ever considered getting more involved next year? You could join a team or form one of your own, or even help with the Relay planning on the committee. Or simply come back and enjoy the celebration again next year. We’re so glad you’re here.

- So now that you’ve experienced the Relay, are there any people you know in the community who should be here, but aren’t involved yet? Would you be willing to help us contact them for next year?
Step 13 – Wrap Up

Finish Strong
Most of your work is complete once the Relay is over, but there are a several things to finish up before you are completely done. Be sure to complete all of the following items to leave the Relay in great shape for next year!

Plan for a Year-Round Effort
Your Relay For Life event is a culmination of a year worth of effort and the day-of the event should be a celebration! Your event can continue to collect funds through August 31 to contribute to this year’s event. Increasingly, events are planning a revenue enhancing event either prior or post their Relay For Life event. Successful online fundraising events may plan a post event email campaign to increase funds. And saavy events capitalize on Matching Gift donations for donor employers.

Send Thank You Notes
Send a personal thank you note to each volunteer on your committee and to all the companies or contacts in the community that you asked for help and support for the Relay. Also be sure to remind the whole Relay committee to send Thank You notes to every business or person who donated items or supported their efforts for the Relay.

Make Sure that All Borrowed/Rented Items are Returned
Make sure that each Sub-Committee partner who borrowed or rented items gets every item returned to the appropriate person or place within two weeks of the Relay or sooner. Remind them to keep detailed lists so they know what goes where and when it is due. These lists will also be useful for next year. Returning items promptly will help build good will for future years and keep relationships strong for borrowing items or getting discounts on rented items in the future.

Plan Wrap Up Committee Meeting
Schedule a committee wrap up meeting to discuss which parts of the Relay went well and which parts could be improved with the entire Relay committee. Go over all of the notes collected from Working the Track and make sure that every person who expressed an interest in getting more involved with the Relay gets followed up with from someone on the committee. Also try to establish which committee mem-

Planning tools for Bark For Life and Mini-Relay are on RelayForLife.org/GreatWest.
bers are planning on staying in their position and coming back next year, which members are looking for a new challenge in a different position on the committee next year, and which volunteers will be rolling off of the committee. Encourage any volunteers who are leaving their position leave their lists and notes and help you think of someone who would be a good Sub-Committee Chair in their place.

**Attend Team Captain Wrap Up Party**

Attend the Team Captain Wrap Up party planned by the Team Development Sub-Committee (and make sure the Team Development volunteers are putting it all together). This is your opportunity to sincerely thank the Team Captains for everything they did to make your Relay successful. Don't miss it!

**Set Up for Success Next Year**

Event Chairs and committee members typically serve in one position for two years, and then move to another position on the committee, or another position with the American Cancer Society. Ideally, this helps keep the Relay fresh and exciting with a mixture of new and veteran volunteers on the planning committee each year, and also keeps volunteers from being burned out in a specific area. Take the following steps to set up your Relay for future success:

- If you have completed your two year commitment as Event Chair, think about whether there may be another position on the committee you would like (maybe you would like to try your hand at Entertainment Chair or Logistics Chair). Or, consider applying for your Regional Relay council, or a Great West Relay Task Force. Or consider becoming involved as a Society Advocacy volunteer or a Cancer Resource Network volunteer. There are many volunteer opportunities for you within the American Cancer Society...don't feel like you have to be done after your stint as Event Chair. Feel free to take some time off, or get involved in another area of the Society. Whichever suits you best.

- Have a conversation with your staff partner to discuss your plans, any committee openings for next year’s Relay and ideas for people to fill them, and your future goals as an American Cancer Society volunteer.

- Also discuss who might be a good Event Co-Chair in your place. Leave the Relay in great shape by asking them yourself if they would be interested in serving as Event Co-Chair Chair for the next Relay, or at least give their name and number to your Co-Chair and staff partner to contact them regarding filling the position. The goal is to have the whole committee lined up within the first two-three months following the Relay, so they can have the entire season to plan and not be rushed at the end.

- If you are moving on to a new volunteer role, or taking a break as Event Chair, leave a legacy of your hard work by giving all of your detailed notes and lists to your staff partner to pass on to the next Event Chair. Thank you!
AMERICAN CANCER SOCIETY  RELAY FOR LIFE

Event Chair

Appendix
Appendix

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Great West Relay For Life Policies and Recommendations

This Resource Covers the Following Policy Topics:

- Media Overlap between Relays
- Toll-free Number and Website for Publicity
- Media Sponsorships
- Paid Advertising for Relay
- Selling or Giving Away Advertising Space on Relay Materials
- Crisis Communications Plan
- Using the Web to Promote Relay
- Using Your Customized Relay Online Website
- Other Relay Websites
- Do Not Provide Links to Sponsor Websites or Any Other Websites
- About Underwriting
- About In-Kind Sponsorships
- Corporate Sponsor Signage: Visibility with Equity
- Distribution of Free Merchandise and Product or Service Demonstrations
- Organizations Seeking Visibility at Relay
- Organizations Seeking to Combine Events with Relay For Life
- Relay Recommendations for Matching Gifts
- Research Speakers at Relay
- Religion at Relay

Media Overlap between Relays
Because the number of Relays is growing every year, it is essential for publicity volunteers to approach the local and regional news media in a coordinated way, so that each Relay receives the attention it deserves. Where there is overlap of Relay coverage, particularly in those larger markets where numerous Relays share the same television or radio stations or large daily newspaper, your regional Communications Manager will work with the Publicity Chairs to coordinate coverage to insure that those media outlets have the opportunity to cover all of the Relays. Keep in mind that while coverage from large media outlets brings positive attention to your event, they very rarely motivate action or bring people to your event. Make sure to concentrate the majority of your Publicity energy on smaller local alternative media potentials, such as local papers, street banners, announcements at community gatherings and sporting events, and posters placed in high-visibility strategic locations throughout your community.

Toll-free Number and Website for Publicity
In larger metropolitan markets, in the interest of fairness, it is the Society’s policy to always use the American Cancer Society nationwide toll-free phone number (1.800.227.2345) in all broadcast and print media campaigns rather than publicize a local Relay number. An individual who calls the toll-free number will be given details about the Relay in his or her community or the Relays that are closest. Similarly, the Society’s policy is to use the nationwide Web site (cancer.org) in press releases. All Relay sites are accessible to Web visitors by ZIP code. For smaller or rural markets publicity volunteers should consult with their local staff partner or event chair on the appropriate contact information. Where long distance is required the Society’s toll-free number shall always be used.
Media Sponsorships
Media sponsorships are often negotiated as a way of insuring that a Relay receives the consistent and timely support of the local media that is needed for a successful event. Due to the overlapping and shared nature of many local media markets, most publicity volunteers should expect to work in concert with their American Cancer Society communications staff to secure media sponsorships.

Paid Advertising for Relay
As a rule, the American Cancer Society does not pay for advertising; however, we have been very successful in placing public service advertising to support our events. Paying for advertising reduces the possibility that public service advertising will be offered by the media. It also reduces the net income of the event. In certain instances, we have been successful in securing underwriters for paid advertising campaigns. Questions about advertising should be brought to your American Cancer Society staff partner.

Selling or Giving Away Advertising Space on Relay Materials
The IRS has very specific rules about the difference between a sponsorship benefit and advertising. In order to avoid certain tax complications for the American Cancer Society, no advertising should be placed in Relay event programs or materials. An ad contains contact information or a call to action. For example if the item says, “Call ABC Company for a quote” that is an ad, not a sponsorship benefit. It is best to avoid text, but if it is necessary, then it should not say anything more than, “ABC company is a proud supporter of Relay For Life”. There should be no phone number, web address, or call to action included in any sponsor listings.

Crisis Communications Plan
The American Cancer Society has a Crisis Communication Plan for any unforeseen negative events that constitute a crisis at one of our Relay For Life events. A “crisis” is any unexpected or unanticipated event or series of events that focus negative public attention on the Society, its programs or its volunteers and staff. A crisis is any situation that could imminently threaten the organization’s credibility, its operations, or programs. Whether such a crisis involves an administrative matter, an incident at an event, or even a rumor, the news media will play a critical role in defining the public’s response. During a crisis situation no employee or volunteer may communicate or provide information to the media or other constituents without prior consent from the designated Society spokesperson. If there is a crisis at your Relay, contact your staff partner immediately, and remind them to activate the Crisis Communication Plan by calling their supervisor and their regional Communications Manager as soon as possible. Be sure to communicate with your staff partner if any negative situation comes up at the Relay, even if it is not a “crisis”, so that they can help resolve the situation.

Using the Web to Promote Relay
In order for your event to be listed online, your staff partner needs to enter it in the official Society Calendar of Events, so remind your staff partner to do that early in the season. Once your event is in the official “Calendar of Events” it will be available both on relayforlife.org (a site designed for Relay participants) and cancer.org (a site designed primarily for those seeking cancer information). Our websites get over 1 million hits each month, make sure your event is listed! To find your Relay listing on the Web:

· Go to relayforlife.org.
· Click the “Find Relay Events” link under Relay Resources the left navigation bar
· Search by ZIP code or City and State with a mileage radius
Using Your Customized Relay Online Website
Every Relay in the Great West has a customizable Relay Online website available to deliver information to participants and allow teams to register and fundraise online. All you need is an Online Chair to customize the website, manage the local content, support the local participants, and promote the site. Once you have an Online Chair, request access to customize and activate your Relay Online site through your staff partner. Complete online trainings are available through RelayForLife.org/GreatWest to help Online Chairs customize and manage their websites.

Other Relay Websites
Now that we have official Relay Online websites available to all Relays, individual event websites created by volunteers should no longer be used. Since the internet is available worldwide, it is very important that anything on the web associated with Relay For Life or the American Cancer Society be branded information, approved by the American Cancer Society. There may be some cases of events who have created their own sites prior to the Relay Online tool becoming available. Those events may be able to negotiate with their staff partner and the Communication Staff in their area to use their site as a landing page for the official Relay Online site, but events should not be designing new websites for that purpose, and all websites of this type will eventually be discontinued.

Do Not Provide Links to Sponsor Websites or Any Other Websites
You may place sponsor logos on your Relay Online website to recognize the generous contributions of your sponsors, but under our legal non-profit status granted by the IRS, we are not allowed to directly link from a Society website to a sponsor or vendor website. At best, we can be subject to taxes (Unrelated Business Income Tax). At worst, we can lose our legal non-profit status altogether. Links to other websites (like other cancer information pages) are also prohibited to protect the American Cancer Society's name and reputation.

About Underwriting:
A company will underwrite an expense in your budget when it pays an exact amount to cover an existing expense. For example, if XYZ Company pays the exact cost of your event t-shirts, they may write the check to ACS and receive full sponsorship benefit at the appropriate level. The difference between sponsorship and underwriting is largely the way the proposal is presented. Sponsorship is more general in nature and underwriting is a specific ask for a specific amount to cover a specific budgeted expense. Underwriting should not be included in your cash sponsorship goal as it represents reduced expenses vs. additional revenue.

About In-Kind Sponsorship:
A company is an in-kind sponsor when they donate a product or service that is a part of your original event budget. A company that donates key chains with their logo is not a sponsor unless key chains were part of your original budget. Be careful not to recognize companies for advertising to your participants without truly reducing the expenses for your event. In-kind sponsors are always recognized at the level representing 50% of the gift’s value. If a restaurant donates dinner for Survivors worth $500, and dinner was a budgeted expense, then the restaurant would receive benefits at the $250 level.

Corporate Sponsor Signage: Visibility with Equity
Carefully consider the visibility given to each of your Relay sponsors at the event. The size, positioning, and quantity of signs should be directly proportional to each sponsor’s donation, and sponsors with equivalent contributions should receive equivalent visibility. Also make sure your committee under-
stands the difference between sponsorship and advertising. Relay signs should feature sponsorship messages, not advertising messages, to follow IRS guidelines regarding the differences between event sponsorship and advertising. A sponsorship message on a sign would be: “XYZ Company supports the American Cancer Society.” An advertising message on a sign would be: “Call XYZ Company for great rates.” Make sure all signs and banners include sponsorship messages.

**Distribution of Free Merchandise and Product or Service Demonstrations**

- Only teams representing designated sponsors of a Relay For Life event may offer free merchandise on site.
- All items intended for giveaway at any Relay For Life must be approved by the Relay leadership committee at least one month prior to the event. Giveaway items must not compromise the potential for additional revenue generated through the sale of merchandise at the on site Relay store.
- All planned product demonstrations and/or free services (e.g., massage therapy) must be approved by the Relay For Life leadership committee at least one month prior to the event. Signage promoting such services, and the agencies providing them, must also be approved, or provided by the Relay leadership committee. This policy will insure equity with sponsors, whose signage should not be eclipsed by that of service providers.
- Teams wishing to sell items or conduct revenue-generating contests at the event to contribute to their overall fundraising total must clearly state that all proceeds will benefit the American Cancer Society. These items/contests must also be approved by the Relay leadership committee at least one month prior to the event to insure that they do not conflict with either Relay store sales, or with the American Cancer Society’s mission. No merchandise containing a Relay For Life logo can be sold by teams. These items can only be sold in the Relay store.

**Organizations Seeking Visibility at Relay**

The American Cancer Society is committed to supporting Relay For Life as a team event that takes up the fight against cancer. The Society encourages Relay organizers to keep the cancer message front and center, and avoid the appearance of Relays as “town days” or health fairs. Such action would dilute the Society’s cancer control message, and misrepresent the purpose of the event to the participants.

In order for the American Cancer Society to retain center stage at the event, we do not allow the use of large billboard-like vans, mobile clinics of any kind, and similar vehicles (e.g., the ReMax hot air balloon) that provide advertising and visibility for any organizations or businesses other than American Cancer Society programs and properties.

**Organizations Seeking to Combine Events with Relay For Life**

Relay For Life is the signature activity of the American Cancer Society. Merging or blending Relay For Life with another event runs counter to the policy of the American Cancer Society.

**Relay Recommendations for Matching Gifts**

What is the easiest way for a Relay For Life team to double its contributions from one year to the next? The answer is through matching gifts. As we continue to develop Relay For Life events into large-scale special events, matching gifts will play an increasingly important role in our efforts to raise event income levels.

If you have teams from companies without matching gift programs, encourage them to ask their management to match their fundraising efforts, even without an official program. If company’s own employees are advocating for support for a cause they believe in – a cause that touches many of their lives – there is a good chance that the company will provide their employees with a gift. They just need to be asked!
Securing matching gifts will be successful only if you actively promote it at your kickoff and team captain meetings. Tell team captains what matching gifts can do for their team’s goals, and how they can further advance the American Cancer Society’s mission. Also, if you participate in online fundraising, ask your online technical chair to run a report to find the matching gift opportunities.

Research Speakers at Relay

The American Cancer Society – the largest private fundraiser of cancer research in the nation – currently supports millions of dollars in cancer research grants in the Great West Division (current numbers and distribution can be attained from your local staff partner). We actively encourage the recruitment of American Cancer Society-funded researchers to serve as spokespersons for the Society by sharing their stories and successes with audiences through Relays and other venues. Because there are a limited number of Society-funded researchers in some locations, please work with your staff partner to contact your regional Communication Manager to request a Society-funded researcher to attend or speak at your event. Keep in mind that there are many requests, so put yours in early for the best results.

Our volunteers, contributors, supporters, and the public are vitally interested in learning about scientific progress against cancer, and one of the best ways to share this information is by inviting a Society-funded researcher to speak at Relay. Other institutions – both private and academic – conduct cancer research that receives funding from other sources. While these projects are no doubt important, the Society’s first priority is to have its own research activity presented to our audiences, preferably by a Society-funded researcher.

If a non-Society researcher speaks at a Relay event, it should be clarified in the person’s introduction that he or she is not funded by the Society. The reason for doing so is that we do not wish to be held answerable for the direction or results of research projects that are funded by others.

Religion at Relay

Make sure that your Relay represents the American Cancer Society in a positive way for all participants, regardless of religious beliefs. Here are some bullets regarding the Great West’s policy on religion at Relay:

· Understand that a variety of cultural beliefs and customs should be considered when planning any American Cancer Society activity.

· Determine ways to include people from a variety of cultures in planning ACS activities.

· Know that the American Cancer Society (ACS) has collaborative activities with the faith and religious community. While not a religious organization the ACS strives to be inclusive so that everyone feels welcomed and included in activities.

· Understand that people are also agnostic.

· Understand that prayer and religion should not dominate an American Cancer Society meeting or function.

· Understand that if an event will include some form of faith/religious or spiritual observance, this should be inclusive of everyone present because not everyone is of the same belief and people are also agnostic. Options include: moments of silence, meditation or ecumenical prayer.
Overview of the “Celebrate. Remember. Fight Back.” Initiative

What is “Celebrate. Remember. Fight Back.?”
Relay For Life has always been about celebrating, remembering, and fighting back. Through the event itself, we do a good job of celebrating survivorship and the hope that one day cancer will be eliminated. We do a good job of remembering loved ones lost to the disease while finding comfort and healing. Both of these emotionally charged elements of Relay are visually symbolized through our Survivors’ Lap and the Luminaria Ceremony. Through Relay and these emotional experiences, we have built an army ready to fight back and take action against a disease that has already taken too much.

Celebrate. Remember. Fight Back. (CRFB) is simply the next step in the evolution of an event that changes lives. By deepening the emotional experience participants have while at Relay, together we can further mobilize our friends, families, and communities to:

- Raise awareness of and change behaviors that lead to cancer
- Volunteer and take action through a menu of opportunities that fight cancer year-round
- Participate in opportunities to Celebrate and Remember their reason to Relay year-round

How will we do this?
The approach is two-fold. We will refresh the language (messaging) we use to inspire the involvement in the event, as well as enhance the event to include a Fight Back ceremony.

Messaging
It is important for you and your committee members, as leaders representing your American Cancer Society to your community, to understand what CRFB is and how to speak to its important role in involving communities in the fight against cancer. To fully integrate CRFB into Relay, there is the need for internal language in communicating with your event committees. We encourage the use of the language (What is CRFB – overview section) when communicating what CRFB is to your event volunteers.

Using CRFB language to an external audience (average Relayers and new participants) helps those who have not been involved see their place in the Relay movement. Keeping a focus on what Relay is and how CRFB embodies the essence of Relay is important. Included here is refreshed general Relay For Life messaging that utilizes CRFB language. This messaging will be used, beginning with the 2008 Relay season, in all Relay For Life promotional/recruitment materials geared towards an external audience. Examples of 2008 promotional/recruitment materials are available through your Division and community staff partner.

CRFB Purpose

RFL Messaging – short version
Relay For Life is a life-changing event that brings together more than 3.5 million people every year to celebrate the lives of those who have battled cancer, remember loved ones lost, and empower individuals and communities to fight back against a disease that takes too much from too many.

RFL Messaging – longer version
Relay For Life is a life-changing event that brings together more than 3.5 million people every year to...
• **Celebrate** the lives of those who have battled cancer. It is the strength of cancer survivors that inspires others to continue to fight.

• **Remember** loved ones lost to the disease. At Relay, those who have walked alongside those battling cancer can grieve and find healing.

• **Fight Back.** We Relay because we have been touched by cancer and desperately want to put an end to the disease. Make a commitment to save a life by taking up the fight.

**Fight Back Ceremony**

Relay events across the country have introduced their Relay communities to a new, powerful ceremony designed to inspire and symbolize the emotional commitment we each make to the fight against cancer: the Fight Back Ceremony. The Fight Back Ceremony, prepackaged and available within the CRFB resource guide available electronically on RelayForLife.org/GreatWest and on RelayForLife.org, pairs a call to action and simple, turn-key menu of Mission and Advocacy Fight Back activities designed for both individuals and groups (committees, teams, etc.).

We encourage you to explore the full CRFB resource guide available electronically on RelayForLife.org/GreatWest, and especially Fight Back Activities section of your CRFB resource guide to learn more about the Fight Back ceremony and the important role it plays in motivating and inspiring your Relay community to fight back for themselves, their loved ones, and their community against a disease that has already taken too much.

“**Celebrate. Remember. Fight Back.**” Roles

Everyone plays an important role in assuring that Celebrate. Remember. Fight Back. and its purpose become a reality and that it is successful in helping your American Cancer Society reach its goal of eliminating cancer – faster.

**Event Chairperson:**

As a leader within the community and your committee, your role with CRFB is to:

- Understand and speak to the purpose and messaging of CRFB.
- Understand CRFB as a volunteer engagement opportunity designed to enhance their overall experience and involvement with the American Cancer Society.
- Understand available resources, where to locate, them and which committee members they are applicable to.
- Understand all Fight Back activities, how to infuse into committee meetings and work with appropriate subcommittee chairs on infusion into event planning.
- Understand the purpose and importance of Fight Back ceremony and use of Fight Back banner as a motivational tool and symbol of taking action.
- Work with appropriate subcommittee chair on planning and implementing Fight Back ceremony.
- Work with staff partner and subcommittee chairs on plan to best utilize CRFB resources year-round.

**Team Recruitment/Retention Chairperson:**
As a leader on your committee you are often the face of the American Cancer Society to your Team Captains, so your role with CRFB is to:

- Understand and speak to the purpose and messaging of CRFB.
- Understand CRFB as a volunteer engagement opportunity designed to enhance their overall experience and involvement with the American Cancer Society.
- Understand available resources, where to locate them, how to utilize them for Team Captain meetings and kickoff events.
- Understand all Fight Back activities and work with appropriate subcommittee chairs on infusion into Team Captain meetings, kickoff events and participant communications.
- Understand the purpose and importance of Fight Back ceremony and use of Fight Back banner as a motivational tool and symbol of taking action.
- Work with staff partner on plan to best utilize CRFB resources through Team Captains year-round.

Entertainment and Activities Chairperson:
As the coordinator of the Relay Ceremonies, you play a key role in integrating CRFB into your local Relay For Life, especially in creating your new Fight Back Ceremony. Your role with CRFB is to:

- Understand and speak to the purpose and messaging of CRFB.
- Understand CRFB as a volunteer engagement opportunity designed to enhance their overall experience and involvement with the American Cancer Society.
- Understand available resources, where to locate them, how to utilize them for year-round and day of activities, events and ceremonies around the three focus areas.
- Understand the purpose and importance of Fight Back ceremony and use of Fight Back banner as a motivational tool and symbol of taking action.
- Use CRFB resources to plan inspirational and moving ceremonies, including a new Fight Back Ceremony at your local event.
- Work with staff partner and event chair on plan to best utilize CRFB resources year-round.

Mission/Advocacy Chairperson:
Fight Back is the newest element to CRFB and you play a key role in making it successful in your community. As the mission/advocacy leader on your committee, your role with CRFB is to:

- Understand and speak to the purpose and messaging of CRFB.
- Understand CRFB as a volunteer engagement opportunity designed to enhance their overall experience and involvement with the American Cancer Society.
- Understand available resources, where to locate them, how to utilize them for year-round and day of Fight Back mission and advocacy activities.
- Understand all Fight Back activities and work with appropriate subcommittee chairs on infusion into Team Captain & committee meetings, Kickoff events and participant communications, media events, etc.
- Understand the purpose and importance of Fight Back ceremony and use of Fight Back banner as a motivational tool and symbol of taking action.
- Work with staff partner and event chair on plan to best utilize CRFB resources year-round.
Subcommittee Chairperson:
Everyone on the committee plays an important role in CRFB. As a subcommittee chairperson your role is to:

- Understand the purpose and messaging of CRFB.
- Know what resources are available and where and how to locate those resources.
- Work with event chair on which resources are relevant to your subcommittee work.

Resources
Everything you and your committee need to successfully implement CRFB into your community event planning is at your fingertips. You can access all CRFB materials electronically through RelayForLife.org/GreatWest or by visiting RelayForLife.org. You will find information such as:

- Sample Opening, Closing, Luminaria and Fight Back Ceremony scripts
- Suggested music, poems, and readings lists
- Sample schedule of events, stage announcements, and celebratory signage
- Sample Team Captain and committee agendas
- Sample mini-Celebrate, Remember and Fight Back ceremonies and activities
- Monthly Fight Back activities for individuals and teams
- Banners, sales sheets, and supplies
- Sample signage
- Pledge, wallet, and information cards
- Fight Back Flags and banners
- Fight Back stickers
- Much, much more!
Event Development Overview for the Event Chair

Creating “The Show” at Relay

When people come to a Relay For Life event for the first time, many are awed by the experience. Relay is unique, inspirational, community-focused, and fun-filled. The goal for each Relay For Life event is to provide an unforgettable, inviting experience for all who are involved. We want everyone who attends to have fun and continue to come back year after year!

We would like to challenge you to work with your Sub-Committees focusing on the Production side of the Relay to develop a plan for “the show” at Relay For Life, with a focus on three areas:

- Ceremonies – Exciting, well-run ceremonies have the ability to emotionally impact everyone.
- Activities and Entertainment – Relay should be filled with games, activities, and entertainment if we want people to come back.
- Logistics – the Relay should be a safe, well organized, seamless experience for the participants.

**Also keep in mind that meetings and gatherings prior to the Relay should have the same “show” standards: they should be informative, fun-filled, inspirational, and well organized.**

Also try to incorporate the new “Celebrate. Remember. Fight Back.” messaging into your event and your ceremonies. You can read more about the new CRFB initiative on the following pages.

Logistics – Risk Management and Safety

Your Relay For Life should be a safe, secure, fun environment for all participants. Your role is to protect the American Cancer Society and its supporters by making sure participants are safe, happy and planning to come back next year.

- Think ahead and plan for potential problems
  - Conduct several site walkthroughs throughout the Relay season, including an inspection at night to search for every possible hazard. Create a list of repairs and remedies for conditions that may be unsafe and provide it to the site in writing. Confirm all repairs in writing.
  - Think of every possible problem you can imagine and decide what you would do in that situation at the Relay. Be creative and proactive.
  - Communicate your emergency plans with the entire Relay committee and Team Captains.
- Prevent hazards as much as possible
  - Think like a parent of a toddler – what are the unsafe areas of the Relay site and what can you do to fix them?
  - Mark all hazardous parts of the ground with cones, tape, or other materials, tape all cords down, make sure all tents are firmly secured to the ground, etc. Don’t leave any hazards around to potentially injure someone.
- React quickly when problems arise
  - Address any problems or hazards that come up quickly, like if cars are parked in the emergency loading zone potentially blocking ambulance access, or if teenagers are jumping wildly in the air castle with the little children.
  - Disseminate and communicate your inclement weather plan quickly and get everyone to safety in the case of a sever weather warning.

Remember, we want people to be safe, have fun, and come back next year!
Team Development
The Key to Relay Success

All successful Relays have one thing in common - teams! A team consists of up to 15 people (this may vary by Relay) representing their place of employment, neighborhood, school, place of worship, family, or community organization.

The team captain is an extremely important person who is responsible for both actively recruiting people to be on the team and for encouraging them to raise funds. An enthusiastic and dedicated team captain is vital. Top team captains set the bar high. They help individual team members set ambitious yet attainable fundraising goals. They also help the team coordinate supplies to bring to the event, team themes, and campsite activities.

Because teams are such a vital part of your Relay, and Team Development is such a crucial activity of the planning committee, we have included some specific recommendations around Team Development for you as the Event Chair.

Team Development Committee
Team Development is a big job, especially as your Relay grows and you have more and more teams participating. In order to keep the workload manageable for volunteers without burning them out or leaving important things incomplete, we strongly recommend you have a focused, well-defined team development committee consisting of 2 separate subcommittees overseen by one Team Development Chair:

- **Team Development Chair** focuses on the Kickoff, Team Captain Meetings, and other team meetings (TCU, Bank Night, Wrap Up Party, etc) and also recruits and leads the Team Development Sub-Committee. This volunteer also works closely with all other Sub-Committees to incorporate all important Relay information into Team Development activities.

- **Team Recruitment Sub-Committee** should have 1 volunteer for every 5 new teams you want to recruit from different sectors of the community. This Sub-Committee should focus on gathering warm leads, researching and tracking team prospects, and carrying out recruitment presentations, appointments and informational rallies in the community.

- **Team Retention Sub-Committee** should have 1 volunteer for every 7 teams you want to bring back. This Sub-Committee should focus on ensuring the renewal of commitments by past teams, organizing a team mentor system and recruiting mentors, communicating with teams year round, emphasizing fundraising training, motivation and development, and recognizing teams to increase retention rates for future years.

Team Development Focus Areas
We would like to challenge you to develop a plan for team development for your Relay, with a focus on three areas:

- Committee structure — By sharing the responsibility of team recruitment and team retention with as many people as possible by expanding the two Sub-Committees, it will be easier to reach your goals.

- Venues for recruitment — Expanding the number of companies, organizations and other prospects that you contact will help to ensure Relay growth.
• Retention of teams — Retaining as many teams as possible, with the goal of an 80 percent retention rate, will make it easier for the recruitment committee to reach their overall team goal. In addition, returning teams typically raise more money to fight cancer than new teams.

**Recommendations for Team Development**

• Hold at least three team captain meetings.
• Hold one or two bank nights, depending on the size of your Relay.
• Monthly contact with team captains via newsletters, emails, or phone calls is recommended.
• Hold a team captain wrap-up celebration.
• Conduct a team recruitment brainstorming session and progress report at every committee meeting.
• Hold a mapping session using your community’s market data with several committee members. (Ask your staff partner for more information on community mapping and your market data.)
• The Team Recruitment Sub-Committee should act as a clearinghouse for all warm leads, tracking progress and reporting back to the committee.
Kick Off Overview for the Event Chair

This is a basic overview of the Relay Kick Off. The role of the Event Chair is to help and support the Team Development committee in planning the Kick Off. Please refer to the Relay For Life Kick Off Kit and Planning Guide, available electronically on RelayForLife.org/GreatWest, for more information and instructions, including a detailed Kick Off task and timeline.

A great way to ensure a successful American Cancer Society Relay For Life is to have a well-attended, informative, and motivational kick off. All team recruitment efforts preceding the kick off should culminate at this time.

**Purpose of the Kickoff**

- To present team captains with information about the event
- Officially kick off the Relay season
- Collect team registration fees
- Provide team captains with ideas and tools to recruit their teams and raise funds
- Provide team captains with information about the American Cancer Society and its important role in the fight against cancer
- Distribute all event materials, including team captain’s kits and event brochures.
- Motivate them to get involved (by having an inspirational cancer survivor speak).

**What’s the difference between a Rally and a Kick Off?**

**A Relay Rally is an informational meeting** to present to your community about the Relay For Life event. It feels very similar to a Kickoff because of the festive atmosphere, but with a slightly different message. It is intended to drum up excitement and find people who are interested in getting involved. Provide “why we Relay-type” videos to share with people who want to more about the event and invite them to attend the Relay Kick Off. Your event may or may not choose to host Relay Rallies before or after your Kickoff as a team recruitment strategy.

**The Kick Off is a celebration** that officially kicks off the Relay season, directed towards team captains and potential team captains. The Kick Off provides registration information and may collect registration forms and/or provide teams the opportunity to register online. All Relay events should host a Kickoff approximately 5 months before their event.

**Who to invite**

- Previous Relay captains (from last year and prior years)
- Chamber of Commerce representatives
- Donors (previous and potential)
- Churches
- Survivors
- Current committee members
- Potential Relay captains
- Businesses
- City council leaders
- Sponsors (previous and potential)
- Clubs and organizations
- News media
- Potential committee members

**Best Time of Year for a Kick Off**

Kick Offs usually are held five or six months before the date of the event. For example, if your event is in June, the kick off could be held anywhere from early December to late January. Holding the Kickoff be-
fore the holidays can give you the opportunity to promote some fun, creative holiday fundraising ideas to get your teams started on the right foot!

Where to hold a Kick Off

- A place where the community frequents!
- School
- Social hall
- Local library
- Church basement
- Local business or health care facility
- Community room at a local banks
- Back room of a restaurant
- Community event venue
- Other creative ideas!

Materials and Supplies Needed for a Kick Off

- Food
- Invitations with an RSVP
- Music
- Name tags
- Invitations with an RSVP
- Relay brochures and materials
- Team Captain Kits and Registration materials
- Luminaria bags (including computers with internet access to register online)
- TV/VCR (for video)
- A cancer survivor to share his or her story
- Commitment cards
- Balloons
- Colorful agenda
- A festive atmosphere
- An excited Relay committee

Sample agenda

The key to a successful kick off is to plan an inspiring and action packed agenda!

6:00 pm  High Energy Welcome  Relay Chair
6:05 pm  Show Relay For Life Video  Relay Chair
6:20 pm  Why We Relay?  Volunteer/Survivor
Overview of American Cancer Society programs and services & use the Why We Relay Fact Sheet.
6:35 pm  Recognize Survivors  Survivorship Chair
Ask all survivors to stand and present them with a Relay pin or flower while the audience applauds.
6:40 pm  Luminaria Ceremony  Luminaria Chair
Hold a luminaria lighting so the people in the audience can participate and remember those they have lost or who are still fighting cancer.
6:50 pm  Take up the Fight!  Team Recruitment Chair
This would be the team recruitment presentation.
6:55 pm  Team Captain Packets  Team Retention Chair
Distribute Team Captain Kit to those teams who are ready to commit.
7:00 pm  Adjourn  Relay Chair
Have commitment cards on the tables for them to sign up.
Consider giving door prizes drawing.

If a representative from a potential team cannot attend the kick off, the Team Development Sub-Committee should hand-deliver a team packet within a few days and present the person with some of the information that was shared at the kick off.

Please see the Relay Kick Off Kit and Planning Guide available electronically on RelayForLife.org/GreatWest for more detailed information and instructions.
Fundraising Development Overview for the Event Chair

Team and individual fundraising events are the largest sources of income for a Relay For Life – typically around 85 percent of the net income. Once your Team Development Sub-Committee has recruited teams, the next step is to provide them with the tools, tips, information, and motivation they need to become successful fundraisers. Each participant in a Relay For Life event is asked to raise at least $100 in donations from friends, co-workers, relatives, business associates, and others in the months preceding the event. The Team Retention Sub-Committee should be focusing on training and mentoring teams to be successful fundraisers. Here are some fundraising recommendations:

Relay Recommendations on Fundraising:

- Teams should organize car washes, bake sales, dances, tag sales, and sports tournaments
- A full length Fundraising Guidebook is available electronically on RelayForLife.org/GreatWest and miniature fundraising tips booklets are available for you staff partner to order for your Team Captains. Please contact your staff partner for more information.
- Host or support your local Team Captain University to train your Team Captains on fundraising techniques. Ask your staff partner for more information.
- Encourage team captains to set team fundraising goals.

Suggestions for Developing your Relay’s Fundraising Efforts:

- Motivate team captains and members. The Kick Off event is a great source of motivation.
  - By training team captains to share information about where the money goes, we will be able to motivate participants and raise more money.
  - Educate them on the importance of raising funds to support research, programs and services. Refer to your Contributions at Work, for more information on some motivating accomplishments in Great West.
- Teach them how to fund raise - share ideas at team captain meetings, in newsletters, and during mentoring calls.
  - Hold a new or “rookie” team captain meeting and invite successful veteran team captains to share what worked for them – best practices
- Help them set a goal. By setting goals, we will help teams and individuals reach levels they didn’t think were possible. When they reach those goals, they can receive recognition through the All Star Club incentive program.

Successful Fundraisers:

- Car washes, bake sales, dances, tag sales, and sports tournaments
- Letter-writing campaigns
- Reach out to friends and family, local businesses and organizations.
- Babysitting, dog sitting, mowing the neighbor’s lawn
- Asking 10 people for $20 each = $200. See how easy this can be?
- Onsite fundraising at the Relay event – games with prizes for participants
- Online fundraising is an option for some Relays.
  - Evaluations have shown that 80 percent of those who donate online are new donors to the American Cancer Society. Talk to your staff partner about having your Relay online.
Follow These Steps for Successful Online Fundraising:

1. Promote your site to all team captains and participants.
2. Sign up your team, and then have all your team members sign up.
3. Customize your personal page
4. Send emails to your friends, family, and co-workers.
5. Use reports online to track your progress.
6. You can even light a luminaria online!

Mini-Relay Kit – A Unique Fundraising Opportunity

The Mini-Relay Kit is a great program to involve youth in Relay For Life and at the same time giving them the opportunity to serve their community. It is fully packaged in a fun, flexible and easy to understand kit, which includes samples letters on fundraising ideas, theme ideas and much more. In addition to being a fundraising tool, the Mini-Relay Kit contains information, fun worksheets and activities to help educate children on Tobacco Prevention, Sun Safety, Nutrition and Physical Activity.

The Mini-Relay Kit can be used year-round with schools having the option to dedicate a week, day or just an hour to the event.

There are over 8,000 elementary schools in the Great West Division and the potential is enormous! Mini Relay is our greatest opportunity to engage youth in the fight against cancer and will give any team a fundraising jumpstart! Ask your staff partner for more details on hosting a Mini Relay in your community.
Guidelines for Team Fundraising Events

Team fundraisers are considered “second-party benefit activities”, since the American Cancer Society does not directly oversee all that goes into planning and conducting them. When teams are planning fundraising events like benefit parties, tournaments, and sales they should follow these Second-Party Benefit guidelines:

Getting Approval
· An American Cancer Society staff person (community relationship manager or executive director) will need to review and pre-approve the benefit. A wide variety of federal and state laws apply to fundraising efforts, and it’s important for everyone to be aware of both the legal requirements and the American Cancer Society’s own event standards.
· If the American Cancer Society name and/or logo are used on any promotional materials (print or broadcast), please contact your local American Cancer Society office first for approval. Appropriate wording for any promotion is as follows: “A portion of the proceeds from ______ will go to benefit the American Cancer Society Relay For Life.”

Financial and Legal Policies
· The American Cancer Society provides receipts only for donations directly received by the American Cancer Society.
· The American Cancer Society is responsible for depositing all checks made out to the American Cancer Society.
· Bank accounts may not be opened by anyone in the American Cancer Society’s name.
· State sales-tax-exempt certificates can be used only by American Cancer Society staff to give to vendors who sell goods and services directly to the Society.
· If a second party event is conducted in support of the Relay For Life, all proceeds except for expenses incurred producing the event must go to the American Cancer Society.
· The American Cancer Society cannot be responsible for the insurance coverage, liability, and liquor licensing for any outside sponsored event. The sponsor will assume the responsibility for the above.

Fundraisers with Up-Front Costs are Discouraged
· Initiatives to purchase and resell food, books, and other items are discouraged. Experience has shown that fundraisers with up-front costs are not as effective at raising money for the mission of eliminating cancer.
· A better option is the sale of something with costs covered by donors; for example, a bake sale, sale of handcrafted items, yard sale, or resale of items donated or underwritten by a sponsoring company.
· The Internal Revenue Service allows a donor to deduct only that portion of a gift above the “fair market value” of the goods or services received. For example, if someone would pay $15 for a similar item in a store, only $5 of a $20 contribution would be eligible for a tax deduction.
· Experience has shown that most people are happy to contribute to the fight against cancer with a check to the American Cancer Society. Virtually everyone knows someone who has been affected by cancer, and most are happy to help – if you ask!

Raffles and Drawings
· Raffles – where tickets are printed and sold over a period of time – are governed by a variety of state and federal laws. Due to the complexities of these legal requirements, please visit with your American Cancer Society staff partner before planning any raffle or drawing activities. Many
states in the Great West Division have very strict restrictions or do not allow raffles at all because they are considered gambling.

- Under no circumstances should a raffle permit be taken out in the American Cancer Society’s name (in those states allowing raffle permits). These permits are limited and reserved for raffles conducted by the Society.
- All raffles must be in compliance with American Cancer Society policies which can be obtained through your local American Cancer Society staff partner.
- Drawings – where tickets are sold at a single site on one day – are sometimes regulated differently than raffles and are sometimes permitted. Please check with a local Society staff member, since laws vary by state and sometimes even by city or town.

Making and Using Promotional Materials

- If the event is part of your Relay For Life team’s fundraising efforts, the Relay For Life logo may be used on your promotional materials, as long as graphic standards are followed. (See the section titled, “Use of the Relay For Life Logo for Team Fundraisers”.) The American Cancer Society logo or letterhead may not be used for second-party events unrelated to Relay.
- If you wish to cite the American Cancer Society by name as a beneficiary of the event in printed materials – press releases, print, broadcast, or electronic advertising, Web pages, emails, or any other promotional venues – please use the following: “A portion of the proceeds from ______ will go to benefit the American Cancer Society Relay For Life.”
- If a certain percentage of the event proceeds will benefit the American Cancer Society, please state the percentage in all event materials.

Other Society Policies for Team Fundraisers

- The American Cancer Society strongly recommends that, like all Society-sponsored activities, third-party activities be smoke-free.
- The American Cancer Society cannot issue insurance coverage or certificates.
- Due to our confidentiality guidelines, we are unable to share our donor lists.
- Occasionally, supporters will collect local recipes, have them printed for free, and offer a cookbook for a contribution. Approximately one-third of cancers are related to nutrition, body weight, and physical activity. If the cookbook mentions the American Cancer Society as a beneficiary, it’s important to also include a printed statement that the recipes have not been evaluated or endorsed by the Society.

Publicizing Your Team Fundraiser

- Work closely with your event chair and staff partner on proper use of the logo.
- Publicity for a benefit, in which the name of the American Cancer Society is used, cannot conflict with publicity for a pre-existing Society event in the same unit or region.

Use of the Relay For Life Logo for Team Fundraisers

If you are conducting a team fundraiser such as a yard sale, bake sale, or car wash, you may want to include the American Cancer Society’s Relay For Life logo on flyers or posters you distribute in the community. Please follow the Society’s graphic standards for using the logo correctly. Sales of any products with the Relay For Life logo on them are prohibited.
American Cancer Society Relay For Life Graphic Standards

Our Relay message competes with thousands of other marketing and advertising messages for the attention of potential supporters. Using the Relay logo in a consistent manner will reinforce it in the minds of the public, and make it more likely that they’ll remember it.

Each Relay is local, but it’s also a part of a nationwide, worldwide, fundraising effort. Large international brands like Coke, Nike, and McDonald’s have standards for the use of their logos – and Relay does, too. Your staff partner can provide you with a copy of the Relay For Life logo.

The information below is excerpted from the American Cancer Society Relay For Life Standards Manual. Please see the full manual for further details. A manual may be obtained from your local staff partner or your regional Communication Manager.

Proper Ink Colors
- Printing the logo in full color (purple, blue, and red) is best, if you have access to a color printer or copier. The ink colors specified are Pantone Matching Systems (PMS) 200 red, 286 blue, and 2607 purple.
- For two-color printing, use black and purple (the American Cancer Society logo grayscale and the other elements purple).
- For one-color printing, use all black.

Items with the Logo May Only be Printed on White Paper
- Only white paper may be used to reproduce the Relay For Life logo.
- The sword logo and words “American Cancer Society” must always appear white. If purple paper is used, for example, these elements would appear purple, which is contrary to our graphic standards and is not acceptable.

Design and placement
- It’s best to place the logo in one of the corners of the poster or flyer, so it “stands apart” and does not get lost among text, photos, or other elements.
- A poster with a large, straightforward headline dominating the layout will be more effective than one cluttered with many small phrases or clip-art. Try to keep your materials simple, direct, and eye-catching to get the message across most effectively.

Clear space around the logo
- Take note of the width of the rectangle containing the American Cancer Society’s sword symbol. That amount of clear space should be left on all sides of the Relay For Life logo. Text or other elements should not enter that space.
What Is the Relay Event Profile?
The Relay Event Profile is a survey to be completed by each Relay For Life event in the nation. The profile captures critical information about the event, such as the number of teams, survivors, volunteers, income raised, sponsors, luminaria donations, etc. The profile is then used to determine division and nationwide per capita awards and also is used to pull a document called the Event Benchmarking Tool. The Relay Event Profile is available through your staff partner.

What Is the Event Benchmarking Tool?
The Event Benchmarking Tool is a document that provides critical information for Relay committees to plan for future growth. The tool compares your Relay For Life event to events in similar size communities across the country. The tool will tell you what your event is doing well, and will show you what areas you may want to focus on for growth. For example, your event may be raising $1500 per team, but another event in a community of a similar size may be raising $2000 per team. What type of goals might you set based on this information?

The tool is typically available in the fall from your staff partner. The Event Chair(s) and staff partner should use this tool to set Relay goals and strategies, and share it with the entire Relay Event Committee. A sample Event Benchmarking Tool is included on the next page.
### Relay Benchmarking and Planning Tool Sample

| Fiscal Year: | 2003 |
| Event ID: | 020912131914TT0 |
| Event Name: | SAMPLE |
| Event Date: | 6/6/2003 |
| Division: | Great West |
| County: | SAMPLE |
| Region: | West |
| State: | UT |
| Events in County (Entered to Date): | 1 |
| County Population: | 25,032 |
| Adjusted Community Size*: | 25,032 |

#### Performance Benchmarking

<table>
<thead>
<tr>
<th>Key Metrics:</th>
<th>Your Event</th>
<th>Average</th>
<th>Bottom Quartile</th>
<th>Top Quartile</th>
<th>Gold Standard</th>
<th>Total Possible</th>
<th>FY06</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Income</td>
<td>$73,008</td>
<td>$57,073</td>
<td>$35,545</td>
<td>$86,110</td>
<td>$132,920</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of Survivors</td>
<td>105</td>
<td>65</td>
<td>43</td>
<td>105</td>
<td>158</td>
<td>835</td>
<td></td>
</tr>
<tr>
<td>Number of Teams</td>
<td>32</td>
<td>26</td>
<td>18</td>
<td>33</td>
<td>50</td>
<td>1,669</td>
<td></td>
</tr>
<tr>
<td>Number of Team Members</td>
<td>480</td>
<td>325</td>
<td>210</td>
<td>551</td>
<td>801</td>
<td>25,032</td>
<td></td>
</tr>
<tr>
<td>Total Team Dollars Raised</td>
<td>$64,034</td>
<td>$43,806</td>
<td>$23,780</td>
<td>$60,577</td>
<td>$112,143</td>
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<tr>
<td>Average Amount Raised per Team</td>
<td>$2,001</td>
<td>$1,648</td>
<td>$1,046</td>
<td>$2,289</td>
<td>$3,520</td>
<td></td>
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<tr>
<td>Average Amount Raised per Team Member</td>
<td>$133</td>
<td>$120</td>
<td>$84</td>
<td>$199</td>
<td>$407</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Team Retention Rate (FY02 to FY03)</td>
<td>90%</td>
<td>73%</td>
<td>56%</td>
<td>88%</td>
<td>100%</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>% of Teams Spending the Night</td>
<td>94%</td>
<td>93%</td>
<td>67%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td></td>
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<tr>
<td>Number of Sponsors</td>
<td>NA</td>
<td>11</td>
<td>6</td>
<td>21</td>
<td>33</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Sponsor Dollars Raised</td>
<td>NA</td>
<td>$7,009</td>
<td>$4,255</td>
<td>$12,266</td>
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<tr>
<td>Average Amount Raised per Sponsor</td>
<td>NA</td>
<td>$791</td>
<td>$485</td>
<td>$1,375</td>
<td>$5,900</td>
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<tr>
<td>Expense Ratio</td>
<td>7%</td>
<td>5%</td>
<td>7%</td>
<td>4%</td>
<td>1%</td>
<td></td>
<td></td>
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<tr>
<td>Event Growth over FY02 (Net Income)</td>
<td>36%</td>
<td>-1%</td>
<td>-13%</td>
<td>18%</td>
<td>71%</td>
<td></td>
<td></td>
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</tbody>
</table>

**How to Read This Table:**

- **Your Event** = Your event’s numbers, as reported in the Relay National Reporting Database
- **Average** = The number achieved by the average event nationwide, adjusted to match a community of your size (median)
- **Bottom Quartile** = The least successful 25% of events in this area scored at or below this number (adjusted to match your community size)
- **Top Quartile** = The most successful 25% of events in this area scored at or above this number (adjusted to match your community size)
- **Gold Standard** = The Top 5% most successful events in this area scored at or above this number (adjusted to match your community size)

**FY06 Goals** = To be completed by your team
Questions and Answers

It’s natural that people who support us with their time and money want to make sure the American Cancer Society (ACS) is a worthy organization and want to understand what we do. Here are a few Frequently Asked Questions…and the answers.

How does the American Cancer Society spend the money we raise?

In the broadest sense, all the money we raise goes to eliminating cancer as a major health concern. The money raised is central supporting our mission, which aims to focus our efforts in four main areas: research, education, advocacy, and service.

An easy way to remember all the things ACS does is with the initials: R.E.A.S. (The first part of the word “reason”). That stands for Research, Education, Advocacy and Service.

- **Research.** The ACS is the largest non-profit, non-governmental funder of cancer research in the United States, having spent over $2.5 billion dollars on cancer research since 1946.
- **Education.** We teach people how to avoid preventable cancers, when to get early detection tests, what treatment options exist and how to care for the cancer patient. We sponsor support groups, hold classes, seminars and forums, do outreach to health professionals who need to know the latest information on treatment and clinical trials, and we develop programs aimed at youth and adults on the advantages of healthy lifestyle choices (don’t smoke, eat fruits and vegetables, exercise regularly, use sunscreen, follow early detection guidelines).
- **Advocacy.** Legislative advocacy is another area where ACS makes a difference. Advocacy is a force multiplier in the war against cancer. Changes in laws can impact millions of people, expanding and enhancing the American Cancer Society’s mission to eliminate cancer as a major health problem. The public policy arena can be as powerful a tool against cancer as the laboratory.
- **Service.** We provide free ‘round-the-clock information and support by phone (800-227-2345) or computer (cancer.org) every day and night of the year. With upwards of 200,000 volunteers in the state, we provide services directly to cancer patients and their families. We provide transportation for cancer patients to their doctor’s appointments and treatments, help people cope with their illness through support groups, offer scholarships to young cancer survivors, provide a summer camp to children with cancer, and provide organized opportunities for the public to join the fight against cancer.

Why hasn’t a cure for cancer been found?

Cancer is not one disease. It is over a hundred different diseases, each with its own unique and complex characteristics. And while what makes news headlines are the many cases of cancer, or prominent people diagnosed with the disease, the fact is, today the survival rate for those diagnosed has risen to 62%. This is the result of sustained, comprehensive, multi-faceted and well-funded public health programs done in conjunction with ACS, state health departments and federally funded organizations like the National Cancer Institute (NCI), the National Institutes of Health (NIH) and the Centers for Disease Control and Prevention (CDC).

Many breakthroughs have occurred and at an accelerated pace recently. Childhood leukemia, for example, is now very curable, as are many forms of breast cancer. And the work with mapping the human genome, advances in biotechnology, and better detection techniques mean the future holds tremendous promise.
Will there ever be a cure for all cancers? Perhaps not, but we do see a day in the future when cancer will be universally controlled by preventing it in many forms, by curing it in most cases, and in some, being able to treat it as if it were a chronic condition that can be managed similarly to the medical control of most forms of hypertension today.

**Why does the Society compete with other charities like Komen?**

It surprises many people to learn that we all do cooperate. In fact, non-profits like Komen, United Way and others give financial grants to the ACS to provide cancer support and services or, in some cases, to develop special outreach programs to specific communities. ACS is also in a very active collaboration with the American Heart Association, the American Lung Association and others to effect tobacco-related changes at the state and federal level.

Some people believe that a charity has to focus on one specific form of cancer in order to truly make a difference. The ACS has found that by looking at cancer in an integrated way, we are better able to deal with the whole disease, the whole person and the whole experience, with families, loved ones, co-workers and caregivers. Our network of offices, volunteers and hospital affiliates gives us a unique statewide presence and the ability to work at the grassroots level to make a difference in the fight against cancer.

**Does the money I donate stay in my community?**

Money you donate to your local ACS makes possible the many ACS programs in your community but it does more than that too.

It provides cancer research, like that which led to the development of the Pap smear screening and the development of cancer fighting drugs such as Herceptin, Tamoxifen and Gleevec. Also, the advancements we make in research lead to treatments useful for all patients in every community across Texas and the world.

Other programs benefiting everyone, everywhere include: the ACS toll-free 24/7 cancer information and support center at 800-227-2345, the ACS Web site at www.cancer.org, the Cancer Survivors Network online and through telephone access, and our clinical trial search database.

From another perspective, if your community could not afford to donate to ACS, the programs and services would still be there because ACS is committed on a state and nationwide basis to eliminating cancer as a major health concern. Cancer knows no boundaries, so funds are put where the need is greatest: in your neighborhood or, perhaps in the lab of a researcher at MIT who will unlock the mystery of cancer cell replication and save the life of your grandchild.

Bottom line: The more money we raise, the more likely we are to make breakthroughs in the fight against cancer; and that impacts everyone, everywhere.

**Why doesn't the American Cancer Society pay for prescription medications?**

The American Cancer Society does collaborate with and refer patients to companies and organizations that assist with funding or providing reduced rate prescription medications. If a patient needs help with paying for prescription medications call the American Cancer Society day or night at 800-227-2345 or visit our Web site at www.cancer.org for a listing of resources.
The American Cancer Society works to eliminate cancer through research, education advocacy and service. By committing resources to these 4 areas we have a greater impact on saving lives and diminish suffering for the thousands of people diagnosed each year. Unfortunately, the American Cancer Society cannot be all things to all people. Paying for prescription drugs would not have the same affect on saving lives because our funding resources are limited and our resources would be redirected from the 4 areas mentioned above.

We can save more lives if we invest our resources in reaching a greater number of people earlier, before the treatment phase of cancer.

**Why does the Society spend so much time and resources on fundraising?**

Everyone at ACS wishes money was not an issue; if only we had an unlimited amount of money to spend helping people! But the fact is, it takes money to raise money and we have to raise money in order to fund research, education, advocacy, and service programs that make a difference to millions of people.

Personal contributions remain the primary source of income for the Society. People remembering ACS in their wills are another strong source of funds. We do special events—like Relay For Life, Making Strides Against Breast Cancer, Galas—that raise awareness as well as dollars. And our galas and golf events often include cancer prevention education.

**ACS seems so big. Can I, or my donation, really make a difference?**

Every dollar and every hour donated makes a difference. Our size makes us very efficient; we can reach many people because of our volunteers. No other cancer organization has this kind of presence in the community and power to influence legislators, HMOs, the media and corporations. Last year alone, more than 2 million people participated in American Cancer Society’s Relay For Life in 3,300 events across the county.

We see our size as a huge benefit: it puts muscle behind our mission.

But it's the dedication of donors and volunteers that is at the heart of the ACS, one person reaching out to another in pain, or who is scared, or simply confused by a recent diagnosis. One person can make a difference; it happens every day...and it sustains something called hope.

**ACS does not seem to take a strong stance on environmental causes of cancer. Why isn't ACS fighting for cleaner air and drinking water?**

The ACS has spent more than $40 million on research into environmental links to cancer and is convinced of the need for more research. In fact, the Society has actively advocated for increased government funding in this area. The Society has led the fight against corporations who would deny the risk of their products, tobacco and asbestos being prime examples.

**How much money does the Society devote to funding research?**

Since 1946, the ACS has invested more than $2.5 billion in cancer research. ACS is acknowledged as the non-profit leader in both biomedical and clinical research.

The ACS spends about $130 million in research funding every year, more than triple the amount of any other cancer-related not-for-profit in the country.
If I need equipment for someone in my family with cancer, can I get that from ACS for free?

The American Cancer Society is the source for information about obtaining items such as walkers, beds, and other equipment designed to help cancer patients, and can refer you to organizations near you that can help. Call 1-800-227-2345 anytime for a free referral or information. Some ACS offices have trained volunteers who can help fit wigs and breast prosthesis. Call your local office or 1-800-227-2345 for information.

What is your commitment to diversity?

The American Cancer Society values diversity at all levels of the organization—both volunteer and staff. Leadership is shared among many types of individuals; in fact, women make up a large portion of our senior management teams. We continue to do outreach into all communities because cancer affects all races, cultures, ages and both sexes. ACS is committed to having a diverse workforce and has established recruiting processes that ensure it.

Does the Society fund research on animals?

The American Cancer Society is committed to the search for a cure through the use of rigorously peer-reviewed, quality-monitored scientific research. While the American Cancer Society does not itself conduct laboratory research, it does award grants to qualified researchers in medical and scientific institutions across the country.

The American Cancer Society has long advocated the use of non-animal systems in research whenever possible. However, there are times when scientific research using animals remains essential for developing treatments and cures for people with cancer. When that is the case, the American Cancer Society insists that such research comply with the highest ethical standards to protect the health and welfare of animal subjects.

Throughout its 88 year history, the Society and its supporters have witnessed firsthand how such research has provided many of the answers to the causes of cancer and to what might be the most promising and effective treatment to cure our nation’s number-one health problem.

What is the Society’s stand on embryonic stem-cell research?

The American Cancer Society has supported, both in its written formal testimony and in oral testimony, the proposed National Institutes of Health (NIH) guidelines for scientific research using human embryonic stem cells. The Society believes that such research holds extraordinary potential in the fight against a variety of life-threatening diseases currently afflicting an estimated 140 million Americans.

The American Cancer Society also believes that the Federal government remains the institution best suited to both fund and oversee research using human embryonic stem cells. The Society commends the Administration for allowing this vital scientific research to proceed – even in a limited way.

For its part, the Society, with its tightly targeted niche research focus and limited financial research resources, has consistently expressed a willingness to contribute to the exploration of stem cell
research by funding investigations into the specific efficacy of human adult stem cells or umbilical cord blood.

**Why does the Society hire lobbyists and advocate for specific legislation?**

Many people believe that only through legislation will we be able to ensure access to health care for all people, increase investment for cancer research and reduce suffering from tobacco-related illnesses, to name a few key ACS legislative priorities. A 1999 study shows that Americans want the battle against cancer fought on multiple fronts.

It is important to note that the ACS never supports any candidate or any political party. Our work supports initiatives, bills and propositions that positively impact cancer research, prevention and early detection, the cancer patient, and the community supporting the cancer fight.

Every day, legislators make decisions that impact the lives of millions of Americans touched by cancer. The American Cancer Society and its volunteers aggressively lobby to make sure those legislators know where ACS stands and how their decisions will impact the cancer community.

**What is the Society’s view of medical marijuana?**

The ACS does not advocate the use of inhaled marijuana or the legalization of marijuana.

While some studies have shown that there may be a benefit to cancer patients from the chemicals, or cannabinoids, contained within marijuana to alleviate the nausea and vomiting caused by chemotherapy in some patients, there are also dangers. Marijuana is a powerful drug that produces a variety of biological effects. While the most common effect is euphoria, marijuana also can lower the user’s control over movement and cause occasional disorientation and sometimes unpleasant feelings. Some chronic users can develop dependence on marijuana, though withdrawal symptoms are relatively mild and short-lived. Although marijuana smoke delivers THC and other cannabinoids to the body, it also delivers harmful substances, including most of those found in tobacco smoke. In addition, plants contain a variable mixture of biologically-active compounds and cannot be expected to provide a precisely defined drug effect. For those reasons, chemically defined drugs that act on the cannabinoid receptors of the brain are likely to provide the safe and most effective cannabinoid.

The ACS is supportive of more research into the benefits of cannabinoids. Better and more effective treatments are needed to overcome the side effects of cancer and its treatment.

**What is the Society’s view of physician-assisted suicide?**

The Society respects the right of patients to refuse therapy and the right to request that treatments be withheld or withdrawn, particularly if they dramatically interfere with quality of life. While the Society has a clear and long-standing policy opposing assisted suicide and believes that pain should not be a reason to consider life-terminating approaches to end suffering, we recognize advances must be made in our efforts to assure high-quality pain management and end-of-life care for individuals with cancer. Public policy is needed to proactively address pain and symptom management and end-of-life care, especially in light of the fact that severe pain prompts some patients with serious illness to contemplate ending their lives prematurely.
**Why is tobacco such a huge issue for the Society?**

The simple fact is that tobacco use kills people. And second-hand smoke kills people too.

The Supreme Court recently asserted that tobacco use, especially among children and adolescents, poses the *single most significant threat to the public health in the United States*. Tobacco use is the cause of approximately one-third of all cancer deaths in the USA. That is why the ACS is a leading advocate for tobacco control.

**How is the American Cancer Society different from other non-profits?**

The American Cancer Society is the nationwide community-based voluntary health organization dedicated to eliminating cancer as a major health problem by preventing cancer, saving lives from cancer, and diminishing suffering from cancer through research, education, advocacy and service. No other cancer-related group has the volunteer base, community presence, positive awareness, and decades of accomplishments that the American Cancer Society enjoys. If someone is interested in what other non-profits do, it is best to call the charity or visit their Web sites. ACS collaborates with many non-profit groups—large and small—always with the ACS mission at the forefront.

**I want to help kids with cancer. Can I do that through ACS?**

Yes. Progress in the treatment of childhood cancer over the last 30 years has been impressive. The majority of children with cancer now grow to adulthood and lead productive lives.

ACS has a variety of programs geared for kids with cancer and their families. Camps and recreational outings are sponsored by ACS in many parts of the country. ACS pediatric cancer advocacy focuses on the legislative arena to obtain state-of-the-art treatment and health coverage for all children with cancer, greater access to and funding of clinical trials, and increased funding for research on pediatric cancer. To get involved call 1-800-227-2345.
Relay For Life Awards Overview

There are many Division and National Awards that your Relay For Life event can aim for, some are pulled automatically based on data entered into the Relay Tracker and others require separate applications or forms. More information and descriptions of each of the national and Great West awards can be found on the Relay For Life Awards Overview document located on the Link.

This is your opportunity to be an Award winning Relay!

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Great West Relay For Life
2011-2012 Pacesetter Program

The Great West Pacesetter Program is a recognition program for those events that meet established criteria that have been shown to help grow Relay For Life events. The program is designed to recognize events which are leading the way in this challenge but who may not always get the deserved recognition through other awards. The Pacesetter standards are formatted to show Relay committees what they should be striving for and help the Great West Division recognize events that exhibit exemplary progress and commitment throughout the Relay planning process. Here are the updated Pacesetter criteria for community events (youth events should check with their staff partner for the youth specific criteria list):

Pacesetter Criteria for Community Events
The following standards must be met for a community event to qualify for Pacesetter status:
- The Event Chair hosts a Committee Planning Party.
- At least 6 committee members participated in a local Relay University.
- Event Chair(s) recruited at least 10 months prior to the Relay
- Event Chair Partnership Agreement(s) signed at least 9 months prior to the Relay
- All other key committee members recruited*, including a minimum of three Team Development sub-committee members, at least 8 months prior to the Relay
- All teams from the past two years must be contacted prior to Kickoff (except Relays with less than a two year history)
- Kickoff held at least 5 months prior to the Relay
- 50% of past teams registered at least 5 months prior to the Relay
- 50% of goal teams registered at least 4 months prior to the Relay
- 75% of goal teams registered at least 2 months prior to the Relay
- 100% of goal teams registered at least 1 month prior to the Relay
- At least 3 communication touches to last year’s survivors throughout the year (possible examples are a post event Thank You note, holiday card, phone call, survivor invitation, etc.)
- Meet all National and Division Standards
- Have at least 8 ACS CAN members or 1 ACS CAN Team per event
- Offer and promote the GW Division Individual Incentive program
- Show an increase in net income from the previous year
- Event Chair succession plan in place for next year

Pacesetter Recognition for Community Events
Successful completion of the Pacesetter program will designate community events eligible for the following:
- Pacesetter banner to be awarded to each event that reaches Pacesetter status.
- Certificate of Achievement to be awarded at regional Relay University.
- Pacesetter t-shirt to all Planning Committee members of qualifying events.
- Special addition pacesetter lanyard with lapel pen.

* “All key Committee Chairs recruited” includes: Team Development Committee (includes Team Development Chair and Team Recruitment and Team Retention Sub-Committee partners), Sponsorship, Survivorship, Advocacy, Registration/Accounting, and Online
Syllabus Objective
To provide student led Relay For Life events with tips, information, and a timeline that caters specifically to youth events. This syllabus is meant to supplement the information outlined in the community guidebook with youth market specifics. It should be used as a resource and benchmarking tool for a youth Relay For Life committee chair. This syllabus is not intended to replace the guidebook contents.

Your Job
Your role as Event Chair is to be the leader on the Relay For Life committee. You are responsible for recruiting the leadership committee, tracking and mentoring their progress while being the face of Relay For Life on your campus. You facilitate Relay For Life committee meetings, plan retreats and act as event spokesperson.

Timeline of Events

9 months prior
- Sign partnership agreement with your American Cancer Society Staff Partner
- Read Event Chair guidebook
- Complete online youth E Learning training videos on RelayForLife.org/GreatWest
- Continue volunteer recruitment (follow up with interested volunteers from surveys, team captains, survivors, sponsors, current committee, Student Government, college assessment profile and cold calling)
- Plan Committee Recruitment Rally to fill your committee
  - Committee Rally is a great opportunity for you to recruit your committee
    - Send invitations, Calls, Personal visits, Emails
    - Get potential names from current committee members, Staff Partner, friends, teachers, etc...
    - Show your campus how Relay For Life is fun and a great leadership opportunity
  - Follow Up phone calls for Committee Rally invites - did they receive it, do they know the RSVP date? (survivors, team captains, past committee, past sponsors & cold call yeses)
- Recruit key committee members
  - Team Development — Sponsorship — Survivorship — Fundraising
  - Advocacy — Registration/Accounting — Online
- Review last year's event as a whole and determine what was successful, what was not successful and how the event could be improved
- Review open positions on committee - Develop prospects list for remaining open Chair positions

8 months
- Attend Regional Relay Summit
- Hold a committee retreat and ensure committee is recruited and attends Regional Relay Summit
- Contact school about reserving field (work with logistics)
- Personal visit to top 10 volunteer prospects to fill any remaining committee positions
- Meet with school administration to try to garner school support
- Sign partnership agreements with key committee members making sure they understand their roles and responsibilities. Develop a plan for the year with each committee chair
- Committee Meeting (1): set committee meeting dates, Team Captain meeting dates, Team Early Bird registration date & Relay Kick Off date.
6-7 months
- Support committee chairs
- Focus on committees that have earlier deadlines (e.g. Sponsorship, Publicity-Paint Campus Purple, Online)
- Meet with Team Development Committee separate to develop a solid plan
- Committee Meeting (2): team recruitment
- Secure location for kickoff (follow school requirements)
  (work with logistics)

4-5 months
- Have Relay For Life event location secured (work with Logistics Chair)
- Committee Meeting (3): team recruitment (full committee) plan
  Kick Off
- Hold Kick Off
- Have 50% of past teams registered
- Meet one-on-one with committee chairs and review timelines. Re-evaluate timelines as needed
- Work with subcommittees to plan activities, ceremonies, etc
- Committee Meeting (4): team recruitment, fundraising, mentoring, sub committee check point

3 months
- Hold second/Spring Committee Retreat, Committee Meeting (5)
- Make back-up plans. What will you do if it rains? What is your backup plan if a sub-committee chair falls through before event?
- Hold Team Captain and Committee meetings more often (as needed) – Possibly bi monthly or weekly
- Have 50% of goal teams registered (3 months prior)
- Hold Spring Kick Off
- Work closely with Team Development Chair to host a 2nd Spring Kick Off
- Spring Kick Off is a great opportunity to achieve 75% of team recruitment, feature team successes and rally campus excitement

2 months
- 75% goal teams registered (2 month prior)
- Meet one-on-one with committee chairs and review timelines. Re-evaluate timelines as needed
- Committee Meeting (6): team recruitment follow up and recruitment wheel blitz. Also, review benchmarks identified at committee retreat, if behind redirect and delegate, are teams fundraising?
- Work with subcommittees to plan activities, ceremonies, etc
- Succession plan in place for Event Chair and Event Executive Committee (Chair in training)
- Committee Meeting (7): confirm committee checklist and confirm materials checklist

1 month
- Have 100% goal teams registered
- Confirm janitors/staff at event
- Create work schedule/final committee list for event (Who, What, When, Where)
- Committee Meeting (8): Onsite: Logistics Review Event Day - Volunteers (are you covered)
- Hold T-Shirt sorting before Bank Night
- Hold a chaperone meeting for high school teams
- Hold Bank Night and campsite selection (multiple if necessary)
**At event**

- Make sure every committee member knows what they are responsible for and how to contact everyone on the committee.
- Have at least 2 meetings with your committee to check in.
- Have chaperone check in (if needed).
- Work the track! Make sure to talk to top team captains, sponsors and participants. Thank them and find out what they love and what could have gone better. Always be looking for leadership for next year!
- Be available in case of any emergencies/problems that arise.

**Post Event**

- Hold a committee wrap up party – invite top Team Captains and participants.
- Get feedback on what worked/what didn’t work and suggestions for next year.
- Subcommittee Wrap Ups Held & Reports Submitted to Chair.
- Send out a survey for feedback and make applications for next year’s positions available.
- Prepare notes and contacts for future chair.
- Send thank you notes and acknowledgement letters sent by Committee Chairs to their area of responsibility: survivors, Team Captains, subcommittee members, sponsors & event day volunteers.
- Finalize Event Executive Committee Chairs.
- Hold a transition meeting with next year’s chairs.
- Site and date confirmed for following year.

**General Tips**

- The most successful youth RFL committees are typically 30+ people, Make committee recruitment a PRIORITY!
- Find the right players! Work hard to find the movers and shakers on campus!
- Know how your audience communicates – Online social networking sites may be your most effective communication tool.
- Produce visual aids for committee and team meetings (pictures, team sign up boards, team goals, spirit points, goal thermometer, site map, etc).
- Be friendly with your committee and have fun, but make sure you’re keeping committee members on track and not letting your friendship get in the way of this.
- Make sure your committee knows the answer to common, and uncommon, questions.
- Use your age/appearance to your advantage. At the same time, show that you are legitimate, carry a Relay brochure or wear Relay gear when talking to businesses, etc. Always appear and act professional!
- Communicate and delegate. Split committees you overlook with your co-chair and be in constant contact with sub – committee chairs.
- Hold monthly sub-committee chair dinners and bi-weekly meetings with your Staff Partner and co-chair to stay on track. Meet more/less often as needed.
- Every year, new students will enter and older students will graduate. Keep a succession plan in place for the event chair and every sub-committee chair. Enforce it with sub-committee chairs.
- Its best to Walk the Track at different times of the night to ensure varied contacts.
- Engage your schools spirit by making Relay For Life a “campus event”.

We save lives and create more birthdays by helping you stay well, helping you get well, by finding cures, and by fighting back.

cancer.org | 1.800.227.2345