
Volunteers:

Getting Ready for Them, Finding Them, Keeping Them



Best Friends
ANIMAL SOCIETY

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Revised 2010

About Best Friends Animal Society

Best Friends Animal Society is a nonprofit, membership organization building no-kill programs and partnerships that will bring about a day when there are No More Homeless Pets. The society's leading initiatives in animal care and community programs are coordinated from its Kanab, Utah, headquarters, the country's largest no-kill sanctuary. This work is made possible by the personal and financial support of a grassroots network of members and community partners across the nation.

Best Friends Animal Sanctuary in Kanab, Utah, is home, on any given day, to about 1,700 dogs, cats, and other animals from all over the country. Many of them need just a few weeks of special care before they're ready to go to good new homes. Others, who are older and sicker, or who have suffered extra trauma, find a home and a haven here, and are given loving care for the rest of their lives.

The work of Best Friends is supported entirely through the donations of our members. Through the generous hearts and hands of people like you, we're getting close to the day when there will be No More Homeless Pets.

Thank you for being part of this work of love.

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Kanab, UT 84741

Best Friends Animal Society: www.bestfriends.org

Best Friends Network: network.bestfriends.org

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In the rush to engage volunteers in our mission, we often forget to do a very important task: Plan for them! Planning for volunteers includes doing an internal evaluation of your organization and its needs, preparing a risk management plan, and preparing the process for all the steps of good volunteer management.

This guide will help you:

- Assess your readiness to include volunteers
- Assess and plan for risk management
- Prepare to recruit, screen, train, supervise and recognize volunteers

Why is it important to be so prepared? As of 2007, there were over 1.5 million nonprofits in the U.S., all needing volunteer help. And people's lives are getting busier all the time. You will want to make sure that your organization stands out from the crowd as a place where people want to spend their precious spare time.

It's a myth that volunteers are "free labor." However, volunteers do tend to donate and donors tend to volunteer. So the investments in time, energy and money that you make for your volunteer program are well-spent.

Readiness Assessment

Here's one of the most important things to do before you send out your first recruiting message: Sit down with everyone in your organization who will work with volunteers and have an open discussion about what it will mean to bring additional people into the group. Review how you are currently "doing business." Do you need more help? If so, what kind? (Be specific.) Who will be responsible for overseeing your volunteer program? Does that person have the tools he or she will need?

A good first step is to conduct a readiness assessment. There's a useful assessment tool in the appendix called "Elements of Volunteer Resources Management." Another important readiness



exercise is to have staff do a volunteer wish list. Ask staff to consider their current workload and what they would really like to accomplish. Have everyone do the following:

1. Make a list of all the tasks you do.
2. Cross out the tasks that you feel you should do yourself.
3. Highlight tasks that you could delegate to someone else. These are potential tasks for volunteers.
4. Write down a "dream task" list, a list of all the things you would like to do but just don't have the time and/or resources.
5. Go through this list, highlighting the tasks you feel could be delegated to someone else.

Collect the lists and make a master list of all the highlighted tasks. You can combine tasks on this list, as appropriate, into volunteer positions.

Written Materials

You probably already have written information about your organization available to the general public. But, you also need written materials specific to volunteer recruitment and training. Make sure that these materials are clear and easy to understand. These documents should include the following.

Volunteer recruitment packet. You'll want to have this information formatted in an appealing way to help you attract new volunteers. "What's in it for me?" is the number-one question people want the answer to. Your volunteer recruiting flyer or brochure should include:

- The organization's mission and goals
- An outline of the organization's programs and services
- A listing and description of the organization's volunteer opportunities
- Mention of the benefits of volunteering with your organization
- A questionnaire or application for the potential volunteer to complete
- Contact information for your volunteer management point person

Volunteer training packet or manual. This should include:

- The organization's mission and goals
- Your organizational chart
- An outline of the organization's programs and services
- Clearly defined organizational policies and standards
- An agreement for volunteers to sign

- Volunteer position descriptions
- Contact information for your volunteer management point person

The volunteer agreement indicates that volunteers will abide by the organization's policies and provide their services on a volunteer basis (i.e., without compensation). You may want to consider asking them to sign a liability release, too, or including this wording in your agreement. Your organization can be held liable not only for injuries sustained by volunteers, but also for the actions of the volunteers.

Defining policies in writing can help to safeguard your organization. There's no need to "re-invent the wheel," fortunately, when it comes to writing volunteer manuals and agreements. There are many examples available by searching the Internet and by networking with other nonprofit organizations. (See the sample Best Friends volunteer agreement in the appendix.) However, you should have a qualified attorney review any legal documents before you use them.

Volunteer position descriptions are both a recruiting tool and a risk management tool. They should include clearly defined tasks, expectations and timelines for completion. Include information on



who the volunteer reports to and who has the authority to make specific decisions. Also, include the benefits you offer to volunteers who serve in the position. Note that we refer to them as “position” descriptions and not “job” descriptions. Using the word “job” may give some volunteers the impression that they should be paid for the work they do, and that can lead to lawsuits. (See the sample Best Friends position description in the appendix.)

Specific information for specialized positions.

Some volunteer positions, such as providing foster care for animals in the volunteer’s home, may require specific, detailed agreements with the volunteers. It’s a good idea to clearly define guidelines in writing. For example, a foster care agreement might include the following information:

- That the organization is the legal owner of the foster animal
- What care the volunteer is responsible for providing to the animal
- Where the animal is to be kept (i.e., confined to the house, allowed outdoors, allowed to mix with other animals in the household)
- What to do in an emergency
- Who covers expenses, such as food, vet care and supplies
- Who is responsible for arranging adoptions

Again, in writing these volunteer agreements, you don’t have to start from scratch. Network with other volunteer managers to see what has and hasn’t worked for them. (See the sample Best Friends foster care agreement in the appendix.)

Orientation

Orientations for new volunteers are a great way to introduce your organization and your volunteer needs to a group of potential volunteers. Many organizations find that hosting these meetings on a monthly schedule saves time and money, and reaches the most potential supporters.



Hosting a new-volunteer orientation saves staff resources by allowing you to communicate information once to many people. It lets you talk about all of your volunteer needs and answer questions in a group setting. In hearing about all the possible service opportunities within your organization, potential volunteers get an overview of what your organization has to offer. Or, they may decide that none of your volunteer positions are a good fit for them. By giving people the chance to decide not to volunteer with your organization, you save the time and cost of screening and training someone who may never show up to volunteer.

Elements of a new-volunteer orientation might include:

- An introduction to the history, mission and goals of your organization
- An overview of your programs, services and clients
- An overview of your open volunteer positions
- A chance to meet other staff members and current volunteers
- Open question-and-answer time
- A tour of your facility, if applicable

You may choose to have people attend your new-volunteer orientation before applying or as a next step after turning in their applications.



Training

Your volunteer training should have these two components:

- Provide general information about policies and procedures that apply to all volunteers
- Provide detailed information about the specific volunteer position

You may choose to do group or individual training, depending on what works best for the type of position, the needs of the organization and the needs of the volunteers. Here are some tips for successful training:

- *Role playing:* Explain and demonstrate a task, then watch while the volunteer does it. Take the time to observe even those volunteers who have had prior experience; you may learn something new, or you may head off a problem before it starts.
- *No stupid questions:* Allow plenty of time for the volunteer to ask questions.
- *Mentoring:* Pair up a new volunteer with a veteran volunteer.
- *Handbook:* Provide written instructions and background information on the task or skill.

Let your volunteers know that you are always willing to answer questions. Training is an ongoing process and should include ongoing, two-way communication. Your application, orientation and

training processes are all essential tools in ultimately retaining volunteers.

Supervision

A first step in the successful supervision of volunteers is to designate one person as the volunteer coordinator or supervisor. This person should have good communication skills, a positive attitude, appropriate expertise, and adequate supplies/equipment to do the job. The right individual will be able to genuinely delegate responsibility, while providing safeguards to ensure that critical jobs are completed correctly in a timely manner.

The right attitude makes a difference. It's important to be tolerant of individual differences whenever possible, without sacrificing the quality of care provided to the animals and the service provided to the public. If part of your larger mission is to encourage compassionate feelings and actions, then investing time in creating positive volunteer experiences is very important. Volunteers who don't feel needed, wanted or appreciated will move on to other organizations.

Recruiting

Word-of-mouth, flyers, and posters are inexpensive ways of recruiting volunteers. You can also post requests for volunteers and information about volunteering on your website.

Word-of-mouth

Most people volunteer because they were asked. Here are ways to do that:

- Invite current volunteers to bring a friend to a special get-together.
- Ask board members to provide a list of potential volunteers.
- Ask your members, through your newsletter. Include a listing of your volunteer needs and provide a checkbox on the donation-response form for donors to request more information on volunteering.

Flyers and posters

A simple poster campaign is an inexpensive, but highly effective way to find new volunteers. You can ask current volunteers to help distribute the posters around town. Some tips:

- Your flyer or poster should list attractive, well-defined volunteer positions. Offer a variety of opportunities, involving different skills and levels of commitment. Keep in mind, though, that “a picture is worth a thousand words,” so keep the copy on the flyers to a minimum and include pictures or graphics.
- Distribution is critical. You can have the world’s most wonderful materials, but if no one sees them, they won’t help a bit. Display posters and/or flyers in your area’s vet clinics, pet supply stores, markets, health clubs, places of worship, libraries, etc.

Other ideas

Here are other ideas for recruiting volunteers:

- *Open meetings:* Host public meetings in your local community.
- *Local newspapers:* Regularly submit success stories in the form of press releases. Take advantage of the free volunteer listings offered by some papers.
- *Radio:* See if your local radio stations will air a 30-second public service announcement for seeking volunteers. You may be able to get on a talk show as a guest.
- *Newsletters:* Many companies have newsletters (electronic or printed) for employees. Request that local companies share information with their employees about volunteer opportunities with your organization.
- *Local cable access TV:* Most stations have community bulletin boards and community-oriented shows.
- *Community organizations and clubs:* Offer to speak to their group or ask to distribute literature to their members.



- *Recruitment days:* Set up an information table at local pet supply stores or community events.
- *Online recruiting sites:* Websites like Volunteer Match.com offer no-cost posting to 501(c)(3) organizations.
- *Local colleges and high schools:* They generally have bulletin boards (online and otherwise) where you can post volunteer opportunities.

Volunteer Placement

Put yourself in the shoes of a member who wants to get involved. How easy is it?

Once an individual expresses interest, you’ll want to learn more about him or her to find the right fit. This is usually done through a questionnaire and an in-person or phone interview. In addition to basic contact information and availability, you’ll want to find out about prospective volunteers’ past work and volunteer experiences, what they liked and disliked about these experiences, what they see themselves doing within your organization, and why they are volunteering. Allow time to answer their questions, and be sure to provide them with a written copy of the appropriate volunteer position descriptions.

Assess people with care and match them with the appropriate volunteer position. Some people are seeking a challenge and an opportunity to take on a major project. Others are looking for an easy, stress-free volunteer experience. Take the time to find out what the volunteer is looking for and to find the right job for the individual. It's not a failure if someone doesn't seem like the right fit for your organization. If that happens, encourage the person to offer his/her services to another organization.

Another thing to keep in mind: It's important to seek out qualified help. This is particularly important when filling critical roles such as board member or committee chair. Sometimes, in our fear that no one else will come along, we sign up anyone and everyone who expresses interest. Unfortunately, not everyone is a good fit to serve in your organization. They may not have or be unwilling to learn needed skills. They may not support the mission of your organization. Or, they may not be able to make the commitment you need for the position. It's better to wait for a qualified volunteer rather than use staff resources and the volunteer's valuable time trying to force a service relationship.

Providing a Good Volunteer Experience

How can you keep volunteers motivated and involved? It takes an investment of time and resources. Here are some suggestions:

- Place volunteers carefully and do ongoing assessment. Don't assume that volunteers will be happy where you have placed them; meet with them regularly and make adjustments as needed. Volunteers' needs may change over time; a volunteer may be ready to become more involved, to take on a new challenge, or he or she may want less responsibility as time goes on.
- Share information. Keep volunteers abreast of developments within your organization and the humane movement in general. Share copies of

articles and related information that pertain to their work, such as veterinary care developments, new dog training methods, or the latest adoption practices.

- Offer training opportunities. This may include an offer to attend a seminar or to receive a related publication.
- Provide encouragement and feedback on their performance. Always treat volunteers with respect and courtesy. Make time to listen.
- Provide needed supplies and equipment.
- Be open to constructive criticism and suggestions. Implement good ideas from volunteers.
- Don't waste their time. Any meeting should be productive and necessary.
- Show appreciation and recognition. Here are some ways to do this:
 - Thank-you notes (can be personal and handwritten or more "official": signed by all the board members)
 - Certificates or awards
 - Parties and get-togethers
 - Sincere in-person thank-you
 - Small gifts
 - Article in the local newspaper
 - Mention in your newsletter
 - Chance to participate in educational opportunities (seminar, conference)



Risk Management

In the rush to recruit and engage volunteers, risk management is often forgotten, but it's an important part of a volunteer program. The goal of risk management is to plan for what can go wrong before it happens. It puts you, not the risk, in charge.

Volunteers act as agents/representatives of your organization — legally, they can be considered equal to paid staff in this regard. Therefore, your organization is ultimately responsible for anything your staff and your volunteers do in the service of your organization.

To manage risk, start with your organization's mission statement and ask the staff these questions:

- In the course of acting on our mission, what bad situations could happen?
- How could we prevent those situations from happening?
- How will we handle those situations if they do happen?
- How will we pay for it (either to prevent it or fix the situation after something bad happens)?

The adage “Plan for the worst, hope for the best” is appropriate advice for risk management planning. You'll want to make sure you train staff and volunteers to both prevent and respond to risks. Also, conduct a yearly review of your risk management plan and improve it as needed.

To practice good risk management, examine the ways in volunteers are recruited, screened, trained and supervised. The following are good ways to minimize risk:

- Practice good matching: Put the right volunteer in the right position.
- Be aware of your volunteers' diversity. Older adults have different needs and understand instructions differently than teens do. There may be language or cultural barriers for a volunteer. Tailor your training to the volunteer's experi-



ence level (e.g., new volunteers may not know the jargon of animal welfare, so keep it simple).

- Be very specific about what you expect from volunteers.
- Have clear, specific, written policies and procedures. All volunteers should receive a copy of your policies and procedures, and a staff person should thoroughly review them with volunteers during training.
- Require volunteers to sign a statement saying that they have read and understand the policies and procedures.
- Discuss the volunteer release with new volunteers and clearly explain anything that might be confusing (e.g., volunteers must use their own medical insurance in the event of an illness or injury). Ask if they have any questions.
- Get feedback from volunteers about the effectiveness (or not) of training and supervision.

For more information about risk management, go to the Nonprofit Risk Management Center's website, www.nonprofitrisk.org.

Disciplining and Firing a Volunteer

As part of good volunteer management, make sure your volunteers know that they are expected to perform their duties in accordance with your policies and procedures. Also, make sure they are aware of the chain of command. If a volunteer makes a mistake or seems to misunderstand expectations, follow the three-step process of coaching, written warning, and then termination.

Depending on the mistake or misunderstanding, you might be able to resolve the issue by providing additional training or partnering the person with a more experienced volunteer. Re-assigning the volunteer to a different position may be another option.

If you do have to fire a volunteer, always make sure a third person is in the room. Document every action by keeping updated records in your volunteer files. A volunteer's personnel file and any disciplinary action involving a volunteer should be kept confidential, just as with a paid staff member.



Volunteer Board of Directors

Board members are volunteers with the following responsibilities:

- Provide leadership and approve policies
- Fulfill fiduciary and other legal obligations

Board members must understand that the well-being of the organization depends on their competence. In general, the board members avoid meddling in the day-to-day operations of the organization. They have one employee within the organization whom they supervise: the executive director. In some states, board members may be sued for their personal property if the organization is unable to pay its bills, so being a board member is a serious responsibility.

Board members should have an organized recruitment, screening, orientation and training process to complete. They should also report their volunteer hours and receive appropriate recognition for their efforts.

Your Volunteer Program's Goodwill

If your volunteer program is run well, it will inspire goodwill in the community. Public trust and confidence are crucial to the survival of any nonprofit, and the proactive approach is critical to preventing problems. What does loss of goodwill mean to your organization?

- Loss of competitive positioning for funding (donors prefer to give to organizations that have a strong positive image)
- Inability to attract new donors or board members
- Inability to attract talented paid or volunteer staff
- Negative publicity
- Inability to collaborate with other volunteer organizations

- Inability to attract corporate funding (companies sponsor nonprofits for the positive publicity they will receive)

To practice risk management with volunteers in terms of public relations:

- Cover public relations and professional behavior in your volunteer orientation and training.
- Appoint an official spokesperson for media inquiries and let everyone know who that person is.
- Make sure your volunteers are aware that the way they present themselves to the public reflects on your organization.
- Prepare volunteers for a crisis and tell them how to respond.

Bad publicity about your volunteers or volunteer program could damage public trust in your organization. Here are some red flags to watch out for:

- Discrimination in the recruitment and/or selection of volunteers
- Volunteers who aren't properly trained
- Volunteers who are unsupervised or undisciplined
- Volunteers who appear to help themselves to resources meant for the animals or the organization
- Poor conduct on the part of the volunteer:
 - Reckless or dangerous driving
 - Unprofessional behavior while representing the organization
 - Inappropriate treatment of others
 - Talking to the media without permission
 - Inappropriate use of technology

Web Resources

Energizeinc.com

A comprehensive website on all aspects of engaging and leading volunteers.

Points of Light Foundation: www.pointsoflight.org

A national, nonpartisan, nonprofit organization that promotes volunteerism and contains information on training and managing volunteers.

Idealist.org

Lists thousands of volunteer opportunities in your community and around the world. You can search by subject, such as “Wildlife and Animal Welfare.” Organizations can post volunteer opportunities and find volunteers by looking through volunteer profiles.

VolunteerMatch.org

A nonprofit online service that helps interested volunteers get involved with community service organizations throughout the U.S. You can either find or post volunteer opportunities.

No More Homeless Pets Forum

Check out the volunteers section in the Best Friends No More Homeless Pets Forum archives:

www.bestfriends.org/nomorehomelesspets/weeklyforum/forumarchives.cfm

Books

Volunteer Management: Mobilizing All the Resources of the Community by Steve McCurley and Rick Lynch, paperback, 1996

Volunteers: How to Get Them, How to Keep Them by Helen Little, paperback, 1999

Volunteers Wanted: A Practical Guide to Finding and Keeping Good Volunteers by Jo B. Rusin, paperback, 1999

Appendix



Elements of Volunteer Resources Management

Please evaluate your volunteer program by placing an x in the appropriate box.

Elements of Volunteer Management	Currently in place	Currently in process	Not currently being done	Not applicable or not relevant
Written statement of philosophy related to volunteer involvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Orientation for new paid staff about why and how volunteers are involved in the group's work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Designated manager/leader for overseeing all management of volunteers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Periodic needs assessment to determine how volunteers should be involved to address the mission	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Written position descriptions for volunteer roles	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Written policies and procedures for volunteer involvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Organizational budget reflects expenses related to volunteer involvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Periodic risk management assessment related to volunteer roles	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Liability insurance coverage for volunteers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Specific strategies for ongoing volunteer recruitment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Standardized screening and matching procedures for determining appropriate placement of volunteers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consistent general orientation for new volunteers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consistent training for new volunteers regarding specific duties and responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Elements of Volunteer Management	Currently in place	Currently in process	Not currently being done	Not applicable or not relevant
Designated supervisors for all volunteer roles	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Periodic assessment of volunteer performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Periodic assessment of staff support for volunteers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consistent activities for recognizing staff support of volunteers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Regular collection of information (numerical and anecdotal) regarding volunteer involvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information relating to volunteer involvement is shared with board members and other stakeholders at least twice annually	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Volunteer resources manager and development manager work closely together	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Volunteer resources manager is included in top-level planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Volunteer involvement is linked to program outcomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Source: *A Guide to Investing in Volunteer Resources Management: Improve Your Philanthropic Portfolio* by the UPS Foundation and the Association for Volunteer Administration, in collaboration with the Points of Light Foundation.

NOTES:



Agreement and General Release for Adult Volunteers and Non-employee Interns

Thank you for offering your time to volunteer with Best Friends Animal Society. The work we do for the animals would not be possible without the help of our volunteers. Please read through the agreement below, complete the form at the bottom and return to the appropriate volunteer office.

Printed name:

- 1. Voluntary Acknowledgement and Participation.** I acknowledge that I have voluntarily agreed to serve as a volunteer for Best Friends Animal Society, a nonprofit corporation organized under the laws of the State of Utah (“Best Friends”), whose mission is to bring about a time of No More Homeless Pets. I am referred to as a “Volunteer.” I offer to perform as a Volunteer of my own volition. No one has demanded that I participate in any activity with Best Friends.
- 2. Nature and Scope of Services.** As a Volunteer, I will be contributing my time and effort to various sanctuary and outreach programs of Best Friends and performing a wide range of Services (collectively, the “Services”). The Services will be performed by me as assigned by an officer, director, employee or another volunteer of Best Friends. In the course of performing the Services, I agree:
 - To read the Volunteer Handbook (if applicable), sign up for the Best Friends Network, and otherwise complete all required orientation, training, and paperwork relating to my volunteer position(s).
 - To disclose any physical or psychological limitations to appropriate staff before participating in any activity. Since I may be interacting with animals, both healthy and sick, big and small, and may be lifting, carrying, moving, or otherwise engaging in physical labor, I will be respectful of my own limitations and will inform staff immediately of any such limitations.
 - To read and to obey all safety rules and regulations, especially at Best Friends Animal Sanctuary. In the interest of the safety of the animals, staff, and volunteers, I acknowledge that Best Friends has the right to revoke volunteer privileges if these rules and regulations are not followed.
 - To treat all Best Friends staff, volunteers, the animals, property, tools, and equipment with respect and kindness. I will also return all Best Friends property when my volunteer relationship ends.
 - That either I or Best Friends can terminate this relationship at will.
- 3. No Compensation.** I agree to provide my Services without compensation. I will not be compensated for my efforts nor am I an agent or contractor of Best Friends Animal Society. I agree that I am not and will not become an employee, partner, agent, contractor or principal of Best Friends upon execution of this agreement or the performance of the Services.
- 4. Responsibility for My Own Acts and Omissions.** I hereby agree to be legally and financially responsible and will indemnify and hold Best Friends Animal Society harmless for my own acts and omissions relating to the service I am voluntarily providing to Best Friends Animal Society. I acknowledge that I am responsible for providing my own medical, liability, and auto insurance during my volunteer service. I understand that I am not covered by workers’ compensation nor insured by Best Friends during the performance of my volunteer duties and tasks, including when driving a vehicle or transporting an animal.
- 5. Assumption of Risk. I am voluntarily participating in the activities of Best Friends with full knowledge of the risks and dangers involved and hereby agree to accept any and all risks of injury, death, or damage to myself and/or my personal property.** As a volunteer, I may come into contact with and interact with animals, and such work entails risk of personal injury due to proximity to animals, dangerous equipment, long-distance driving, and other considerations. These include, but are not limited to, being bitten, kicked, clawed, tripped, and possibly exposed to zoonotic diseases.
- 6. Photo, Video and Audio Release.** I understand that as a volunteer of Best Friends Animal Society, I may be recorded on film, video or other electronic recording media. I hereby consent to such recording and to the use by Best Friends of any recorded images or other media recordings of my name and likeness (“A-V Recordings”) for any purpose related to furtherance of the objectives of Best Friends. In particular, I grant Best Friends permission to copyright and use, reuse, publish, and republish A-V Recordings, without restriction as to changes or alterations, for art, advertising, trade, or any other purpose. Further, I understand that the product of all work I perform as a volunteer for Best Friends will be the property of Best Friends and that Best Friends will have the sole right to use, sell, license, publish, or transfer any such work product, including all media and mechanical and electronic formats. I will disclose any such work product to Best Friends and assign all rights thereto to Best Friends.

7. **Release.** As consideration for being permitted by Best Friends to participate in activities and provide Services, I hereby agree that I, my assignees, heirs, distributees, guardians, and legal representatives will not make a claim against, sue, or attach the property of Best Friends for injury or damage resulting from any act, omission, negligence or other acts, howsoever caused, by any employee, agent, contractor, or representative of Best Friends as a result of my participation in activities and performance of the Services and any A-V Recordings.

I hereby release Best Friends from all actions, claims, or demands that I, my assignees, heirs, distributees, guardians, and legal representatives now have or may hereafter have for injury or damage resulting from my participation in activities and performance of the Services. **If California Law is controlling as set forth in section 13: It is expressly understood and agreed that I am hereby waiving and surrendering my rights pursuant to Section 1542 of the Civil Code of the State of California, which provides as follows: "A general release does not extend to claims which a creditor does not know or suspect exist in his favor at the time of executing the release, which if known by him must have materially affected his settlement with the debtor."**

8. **Confidentiality.** During my association with Best Friends and thereafter, I will keep confidential, refrain from disclosing to others, and use only in the performance of my volunteer duties, all confidential information of Best Friends Animal Society that I develop or learn about during the course of my association. I understand that this agreement covers all confidential business and technical information and know-how of or about Best Friends which is not generally known to persons outside of Best Friends and which I have not been specifically authorized to disclose or use. Examples of confidential information include, but are not limited to, information on finances, membership and donors, volunteer performance, research and development, the condition of sanctuary animals, campaigns, outreach programs and information received from others that Best Friends Animal Society has agreed to keep confidential.
9. **I have read this Release Agreement and fully understand that I will relinquish all claims or actions known now or in the future against Best Friends Animal Society.** I am of legal age and legally competent to sign this agreement. I am signing this agreement of my own free will without the influence of a Best Friends Animal Society staff member.
10. **Arbitration.** Any controversy or claim arising out of or relating to this agreement or the breach of this agreement will be settled by arbitration in accordance with the rules of the American Arbitration Association. Judgment on the award rendered by the arbitrators may be entered in any court having jurisdiction over the award.
11. **Term of Agreement.** I acknowledge that this agreement will apply to the entire term of my volunteer relationship, starting with the date I first perform volunteer duties for Best Friends, even if it pre-dates the date of this agreement, and continuing as long as I continue to be a Volunteer and thereafter as is necessary to protect the interests and rights of Best Friends arising herein with respect to confidentiality and use of my work products and/or A-V material as authorized above.
12. **Governing Law.** This agreement will be governed by and construed in accordance with the laws of the State of Utah.

Name Best Friends Network username

Phone E-mail

Mailing address

City State Zip

I would like to receive news of volunteer opportunities periodically via e-mail.

Volunteer Acknowledgement of Safety Rules at Best Friends Animal Sanctuary

By checking all the boxes below, I acknowledge that I have read, understand and will follow the safety rules for the areas listed.

- | | | |
|---|--------------------------------------|--|
| <input type="checkbox"/> General guidelines | <input type="checkbox"/> Horse area | <input type="checkbox"/> Pig area |
| <input type="checkbox"/> Dog area | <input type="checkbox"/> Rabbit area | <input type="checkbox"/> Wildlife area |
| <input type="checkbox"/> Cat area | <input type="checkbox"/> Parrot area | |

Signature of Volunteer

Date



Volunteer Position Description: School Ambassador

- Reports to:** Jennifer Andrews, humane educator
- Program:** Community Programs and Services
- Commitment:** One year or one internship
- Work Location:** Flexible and varies depending on assignment

Goal of the Position

To support the outreach and effectiveness of the Best Friends Humane Education Department in working toward the goal of No More Homeless Pets through the education of children, youth group leaders, teachers and parents in local communities.

Responsibilities

- Network locally with teachers, parents and other youth group leaders on humane education by presenting or sharing Best Friends educational materials in schools and/or with other youth groups
- Professionally advocate for Best Friends' positions on animal welfare issues
- Fulfill volunteer assignment with professionalism, creativity, dependability and trustworthiness
- Join the Best Friends Network and actively participate in education- and volunteer-related communities
- Submit volunteer/internship hours at the end of every month
- Attend pertinent online trainings and teleconference meetings
- Complete all necessary paperwork and documentation

Qualifications

- School ambassadors must complete the application process and webinar training for the Best Friends Ambassador program
- Some background in education or youth leadership is a plus
- Regular access to a computer and the Internet and basic computer skills
- Ability to work independently and as part of a team to achieve goals and meet deadlines
- Ability to interact with people of diverse cultures and beliefs
- Professional demeanor, reliable, organized, flexible and creative

Benefits

- Actively improve animal welfare efforts in your community
- Gain or improve skills in supervision, communication and networking
- Recognition from Best Friends staff in a variety of ways



Foster Care Agreement

Today's date _____
Foster animal's name _____ Sex _____ Age _____
Type of animal: Dog Cat Bird Rabbit Horse Pig Other _____
ID tag # _____ Microchip # _____
Foster parent's name _____
Address _____
City _____ State _____ Zip _____
Home phone _____ Work phone _____
E-mail _____ Driver's license number _____

Best Friends Animal Society, a Utah nonprofit organization, operates the nation's largest animal sanctuary and is located in Kanab, Utah. In this agreement, it is called "Best Friends." The foster parent has met the requirements for serving as a foster parent for animals from Best Friends and is called "Foster Parent" in this agreement.

This agreement is between Best Friends and the Foster Parent for the purpose of socializing certain animals and preparing these animals for successful adoption into forever homes.

1. **Care of the Animal.** The Foster Parent agrees to:

- Provide a foster home for the above-named foster animal for a period of ____ weeks from the date noted below.
- Provide shelter, fresh water, wholesome food, adequate exercise and loving attention to the foster animal.
- Keep all Best Friends identification tags and microchip on the foster animal for the entire foster period.
- Obtain immediate veterinary care if the foster animal becomes ill or is injured.
- Take the sick or injured foster animal to the Best Friends veterinary clinic if the Foster Parent lives in the southern Utah area, and if not in this area, to a pre-approved veterinary clinic in the locality in which the Foster Parent lives.
- Return the foster animal to Best Friends when the foster period ends. If the Foster Parent must or is required to return the foster animal before the foster period has elapsed, the Foster Parent will contact Best Friends and keep the foster animal until Best Friends arranges to retrieve the animal or place the animal in a local kennel.
- When a foster dog is outdoors, provide the dog with a secure fenced area, including shelter from the elements.
- Never tie up or chain the foster animal at any time.
- Never leave the foster animal in a car for an extended period of time, and never in the hot summer months for any amount of time without air conditioning.

- Keep the foster animal under control, either on a leash or within the confines of a fenced area, when the foster animal is outdoors.
 - Keep a foster cat indoors at all times.
 - Never allow a foster dog to ride in the back of a pickup truck unless the dog is in a secure crate or harness attached to the bed of the truck.
 - Never give or sign over the foster animal to any other person or shelter.
 - In the event that a foster cat is impounded by an animal care and control agency, the Foster Parent agrees to ask the officers immediately to scan the cat for a microchip and to call Best Friends.
2. **Best Friends' Obligations.** Best Friends agrees to:
- Pay the fees for care at a pre-approved veterinary clinic if the Foster Parent lives out of the southern Utah area.
 - Treat the foster animal at the Best Friends veterinary clinic at no cost to the Foster Parent if the Foster Parent lives in the southern Utah area.
 - Supply food to the Foster Parent for the foster animal.
 - Evaluate the foster-parent/foster-animal relationship after the first 3 weeks, and at 6 weeks, 9 weeks and 12 weeks.
3. **Lifetime Commitment and Euthanasia.** Best Friends makes a lifetime commitment to its animals. If the Foster Parent should be unable or unwilling to care for the animal, he or she shall contact Best Friends immediately so that Best Friends may take possession of the animal. The Foster Parent shall not under any circumstances abandon, give away, allow to run away, surrender to a shelter or animal care and control or law enforcement officials, or euthanize or have euthanized any animal that he or she has received from Best Friends. If a licensed veterinarian recommends euthanasia, the Foster Parent agrees to notify Best Friends before the euthanasia and speak directly with _____ and provide the name and contact number of the veterinarian, and the veterinarian and Best Friends will make the decision about euthanasia.
4. **Seizure and Impoundment of the Animal.** If the animal shall, for any reason, be picked up by local law enforcement or animal control, the Foster Parent will immediately contact Best Friends by phone or e-mail and inform _____ directly that the animal has been picked up and impounded and the animal's location. The Foster Parent shall also in that event inform the authorities holding the animal that the animal is the property of Best Friends and is microchipped, provide contact information for Best Friends to the authorities, and request that the authorities contact Best Friends immediately. Under no circumstances will the Foster Parent agree to or allow the euthanasia of the animal.
5. **No Representations.** The Foster Parent understands that Best Friends does not guarantee the health, temperament, or training of the above described animal.
6. **Termination.** The agreement may be terminated by Best Friends at any time; and by the Foster Parent, in which case the foster animal must be returned to Best Friends. Upon notice of termination by either party, the Foster Parent will keep the animal safe and continue to house and care for the animal as required by this agreement until arrangements can be made for return of the animal to Best

Friends. The Foster Parent agrees to cooperate in these efforts, including helping with necessary arrangements for the safe return of the animal to Best Friends.

7. **Not Assignable.** This agreement is not assignable by the Foster Parent.
8. **Photographic and Audio Release.** The Foster Parent expressly grants Best Friends permission to make photographic, video or audio recordings of the Foster Parent with the animal or during participation in a Best Friends' or other event. The Foster Parent grants Best Friends rights to all photographic images and video or audio recordings made. This includes, but is not limited to, any royalties, proceeds, or other benefits derived from such photographs or recordings. The Foster Parent understands and agrees that Best Friends may use these photographs or recordings to promote Best Friends and its mission, including for Best Friends events and work and for fundraising and other purposes that Best Friends decides is appropriate.
9. **Release.** The Foster Parent, and for his/her spouse, heirs, executors, personal representatives and assigns, agrees never to bring a claim or suit against Best Friends Animal Society. The Foster Parent releases Best Friends and its directors, founders, employees, officers, agents, representatives, contractors, volunteers, successors and assigns from all liability arising from the behavior or actions of the foster animal.

The Foster Parent understands that this agreement discharges Best Friends and its directors, founders, employees, officers, agents, representatives, contractors, volunteers, successors and assigns from any liability to the Foster Parent and his/her spouse, heirs, executors, and assigns, with respect to bodily injury, personal injury, illness, amputation, scarring, death, property damage or other loss that may result from the behavior or activities of the foster animal. The Foster Parent releases Best Friends and discharges Best Friends and its directors, founders, employees, officers, agents, representatives, contractors, volunteers, successors and assigns from any liability for Best Friends' own negligence or liability that may result in bodily injury, personal injury, illness, amputation, scarring, death, property damage or other loss to the Foster Parent.

10. **Indemnity Agreement.** The Foster Parent, and for his/her spouse, heirs, executors, personal representatives, and assigns, agrees to indemnify and hold Best Friends harmless for all bodily injury, personal injury, illness, amputation, scarring, death, property damage or other losses, including attorney's fees and costs of litigation, that result to anyone else or any other entity because of the Foster Parent's negligence or liability. This includes lone acts or omissions by the Foster Parent as well as the combined acts of the Foster Parent with others.
11. **Change of Address.** In the event that the Foster Parent moves, he or she agrees to contact Best Friends with change of address information, so that all records can be updated and microchip information can be changed.
12. **Other.** The Foster Parent expressly agrees that the releases and indemnity agreement are intended to be as broad and inclusive as permitted by law. The Foster Parent agrees that in the event that any clause or provision of this agreement shall be held to be invalid by any court of competent jurisdiction, the invalidity of such clause or provision shall not otherwise affect the remaining provisions of this agreement. This is the entire agreement between the parties and supersedes any other verbal or written statements, representations, or promises.

All disputes under this agreement will be settled by binding arbitration.

The Foster Parent agrees that he/she is legally competent to enter into this agreement, and this agreement is binding upon the heirs, assigns, successors, personal representatives and executors of both parties.

This agreement is entered into this _____ day of _____, 20____.

Signature of foster parent

Date

Signature of Best Friends Animal Society

Date

Foster period start date