



## Volunteer Program Assessment

*July 2019*

Northern Illinois University

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# Overview

The following report contains the summary of the survey results administered to volunteers of **Auburn Valley Humane Society**. The total number of completed surveys was **150** (though not all **150** respondents answered all questions), yielding approximately a **15%** response rate for all volunteers who received the survey (\*in the screener you estimated there are **1000** volunteers).

The purpose of the Volunteer Program Assessment is to evaluate the effectiveness of this organization in the following dimensions:

## Perceptions of the Organization

- Organizational Commitment
- Recognition
- Satisfaction with Communication
- Perception of Voice

## Perceptions of Volunteer Work

- Competence
- Role Ambiguity
- Satisfaction of Volunteer Work
- Engagement
- Satisfaction with Volunteer Contributions

## Interpersonal Perceptions

- Satisfaction with Paid Staff
- Satisfaction with Volunteer Colleagues
- Satisfaction with Volunteer Coordinator

## Constraints

- Organizational Constraints
- Burnout
- Intention to Quit

### Scale Dimension Summary

Scale	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Auburn's % Favorable (agree or strongly agree)	Norms Report
<b>Organizational Commitment</b>	0%	0%	4%	30%	65%	96%	94%
<b>Recognition</b>	2%	0%	9%	38%	50%	88%	80%
<b>Satisfaction with Communication</b>	1%	2%	9%	39%	50%	89%	78%
<b>Perception of Voice</b>	1%	7%	32%	30%	29%	59%	54%
<b>Competence</b>	0%	1%	2%	42%	55%	96%	91%
<b>Role Ambiguity</b>	0%	1%	4%	42%	52%	94%	85%
<b>Satisfaction with Volunteer Work</b>	0%	0%	1%	27%	72%	98%	95%
<b>Engagement</b>	0%	1%	14%	42%	43%	85%	82%
<b>Satisfaction with Volunteer Contributions</b>	0%	0%	3%	37%	59%	97%	92%
<b>Satisfaction with Paid Staff</b>	0%	0%	6%	40%	54%	94%	79%
<b>Satisfaction with Volunteer Colleagues</b>	0%	0%	11%	44%	45%	88%	84%
<b>Satisfaction with Volunteer Coordinator</b>	1%	1%	7%	29%	63%	92%	85%
<b>Organizational Constraints<sup>a</sup></b>	69%	23%	7%	1%	0%	1%	5%
<b>Burnout<sup>a</sup></b>	71%	23%	5%	1%	0%	1%	3%
<b>Intentions to Quit<sup>a</sup></b>	78%	14%	6%	1%	2%	3%	8%

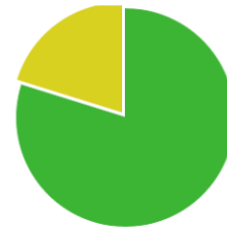
<sup>a</sup> These items are reverse scored.

## Respondent Characteristics

Based on the standards of the organization where you volunteer (i.e. frequency of volunteering, last volunteer date, etc.), would you currently consider yourself an active or inactive volunteer at this organization?

Selection	Count	%
Currently Active.	87	80%
Currently Inactive.	22	20%
Total	109	100%

■ Currently Active.    ■ Currently Inactive.



How long have you been a volunteer at this organization?

Time	Count	%
Less than a month	7	6%
More than a month, but less than 6 months	23	21%
6 months to a year	16	15%
1-2 years	24	22%
3-4 years	23	21%
5-6 years	15	14%
7-8 years	1	1%
More than 8 years	0	0%
Total	109	100%

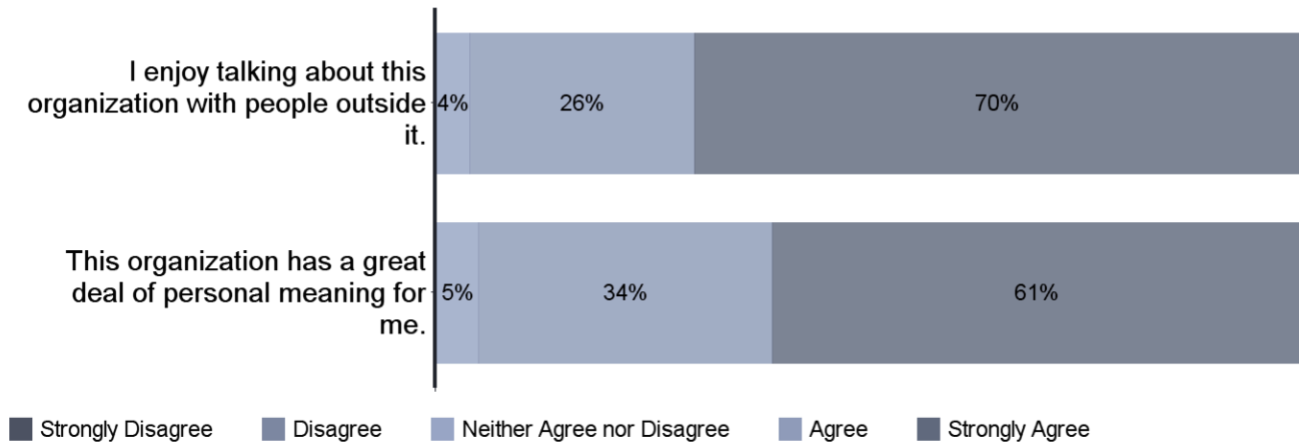
How often do you volunteer at this organization?

Time	Response	%
Every day	9	8%
A few times a week	14	13%
Weekly	55	51%
Two or three times a month	16	15%
Once a month	6	6%
Every other month	3	3%
Four times a year	0	0%
Twice a year	2	2%
Yearly	3	3%
Total	108	100%

## Organizational Commitment

Hinges largely on the sense of agreement with the organization’s mission, vision, and values.

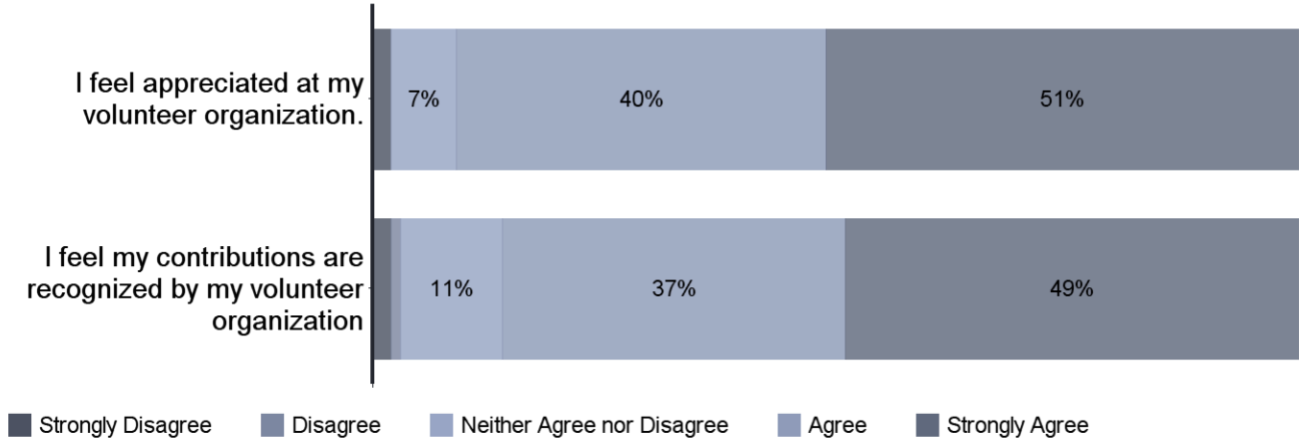
Question	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
I enjoy talking about this organization with people outside it.	0	0	5	33	89	127
This organization has a great deal of personal meaning for me.	0	0	6	43	76	125



# Recognition

This dimension has to do with the volunteers’ perception of being wanted and needed at the organization.

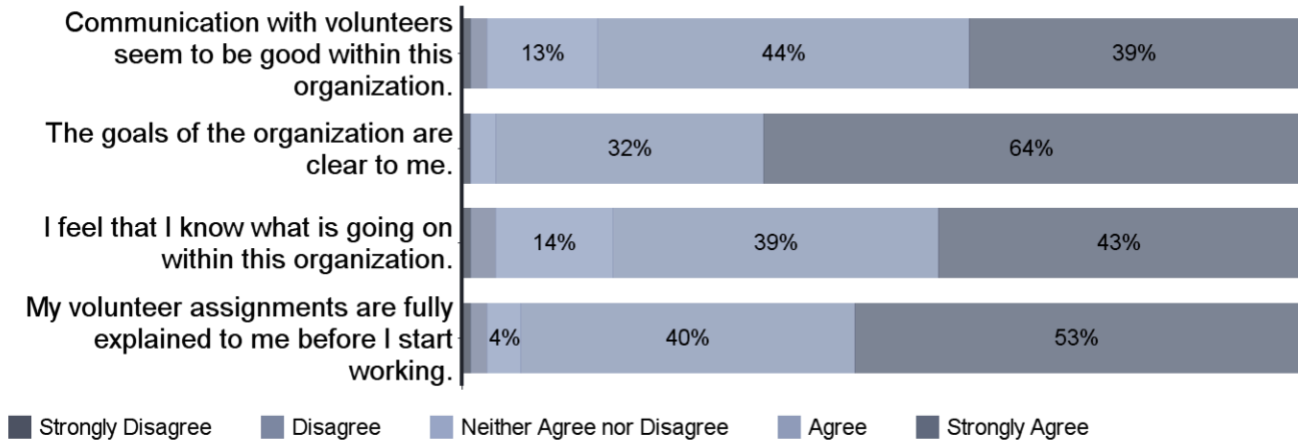
Question	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
I feel appreciated at my volunteer organization.	3	0	9	50	64	126
I feel my contributions are recognized by my volunteer organization	2	1	14	47	62	126



## Satisfaction with Communication

This dimension focuses on how policies, procedures, and changes in the organization are communicated to the volunteers

Question	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
Communication with volunteers seem to be good within this organization.	1	3	17	56	50	127
The goals of the organization are clear to me.	1	0	4	40	81	126
I feel that I know what is going on within this organization.	1	4	18	49	54	126
My volunteer assignments are fully explained to me before I start working.	1	2	5	51	67	126

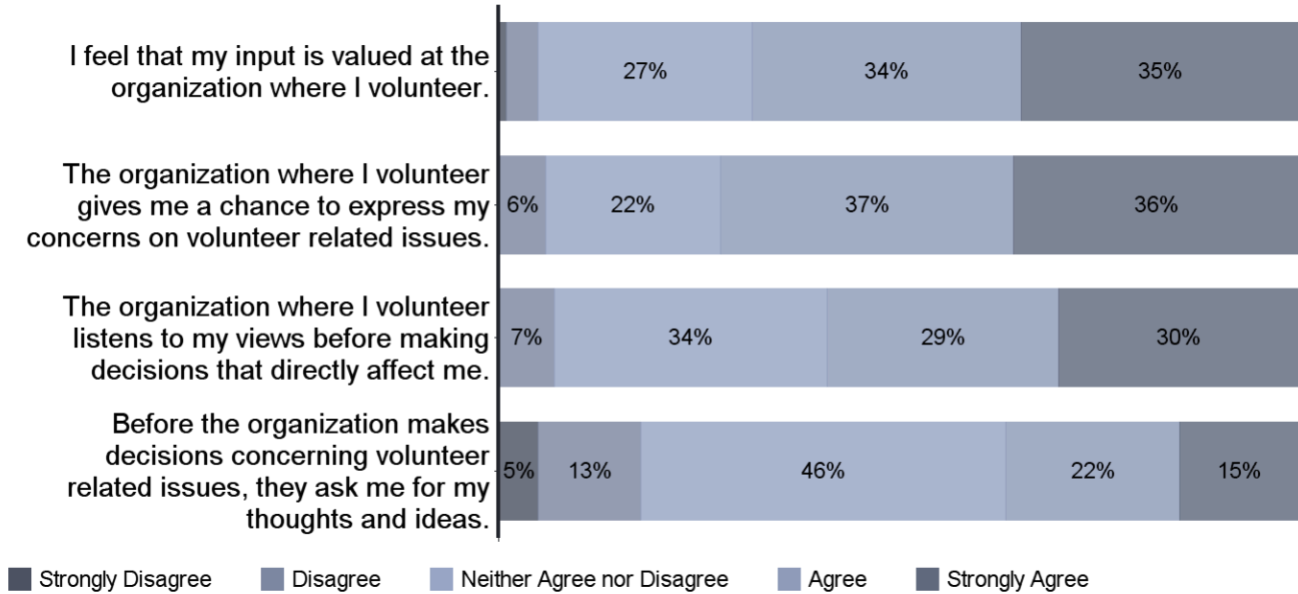




## Perception of Voice

This dimension speaks to how well a volunteer coordinator and the rest of the management team listens to volunteers.

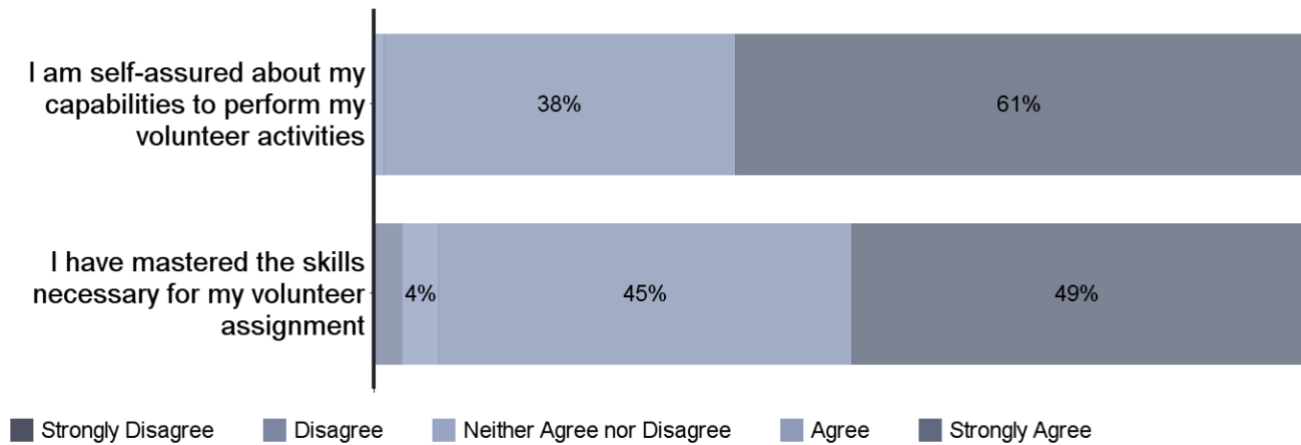
Question	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
I feel that my input is valued at the organization where I volunteer.	1	5	34	43	44	127
The organization where I volunteer gives me a chance to express my concerns on volunteer related issues.	0	7	28	46	45	126
The organization where I volunteer listens to my views before making decisions that directly affect me.	0	9	43	36	38	126
Before the organization makes decisions concerning volunteer related issues, they ask me for my thoughts and ideas.	6	16	58	28	19	127



## Competence

This dimension speaks to the volunteer’s confidence in their skills towards the organization.

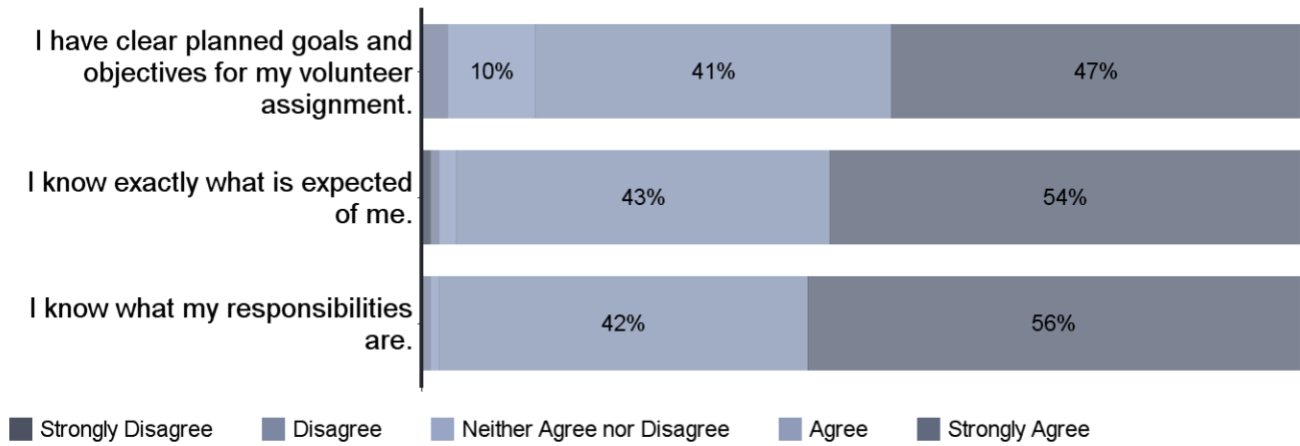
Question	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
I am self-assured about my capabilities to perform my volunteer activities	0	0	1	44	70	115
I have mastered the skills necessary for my volunteer assignment	0	3	4	51	56	114



## Role Ambiguity

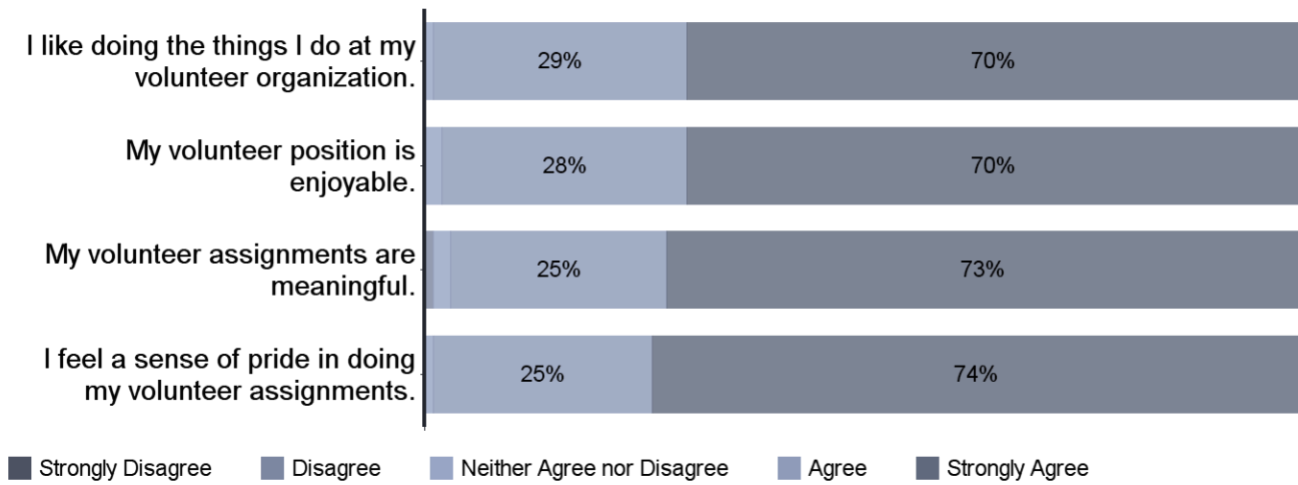
This dimension deals with whether or not the volunteers are unclear or uncertain about their

Question	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
I have clear planned goals and objectives for my volunteer assignment.	0	3	11	47	54	115
I know exactly what is expected of me.	1	1	2	49	61	114
I know what my responsibilities are.	0	1	1	48	64	114



## Satisfaction with Volunteer Work

Question	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
I like doing the things I do at my volunteer organization.	0	0	1	33	80	114
My volunteer position is enjoyable.	0	0	2	32	81	115
My volunteer assignments are meaningful.	0	1	2	28	83	114
I feel a sense of pride in doing my volunteer assignments.	0	0	1	29	85	115



## Engagement

This dimension has to do with how committed and excited a volunteer is about working with an organization.

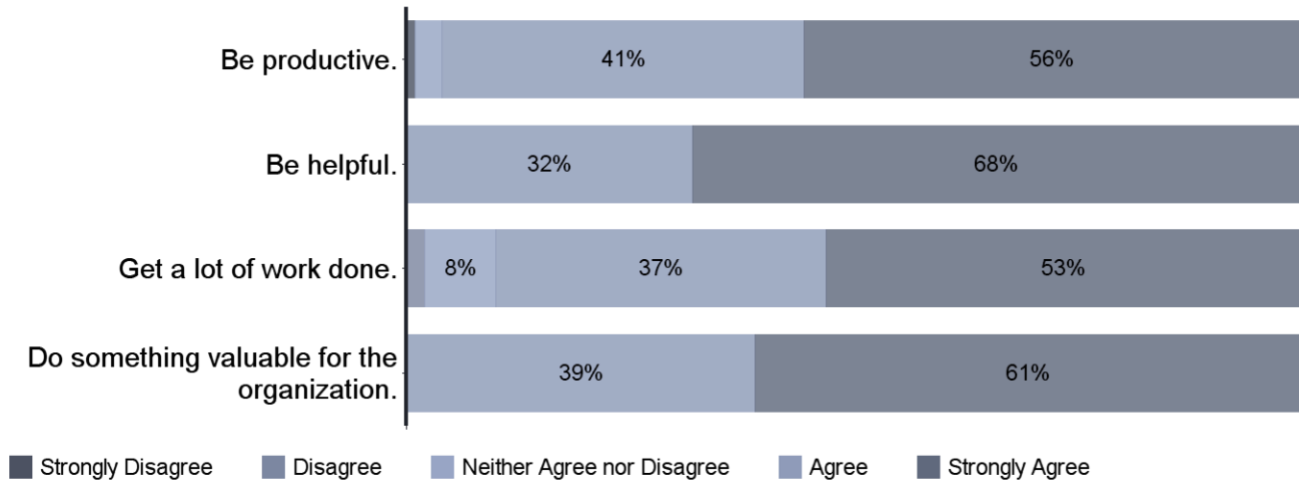
Question	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
When I volunteer, I feel strong and vigorous.	0	2	20	53	40	115
At my volunteer site, I feel bursting with energy.	0	2	36	50	27	115
I am enthusiastic about my volunteer assignment.	0	0	4	54	56	114
I am proud of the volunteer work that I do.	0	0	2	33	80	115
My volunteer assignment inspires me.	0	0	7	48	59	114
When I get up in the morning, I feel like volunteering.	0	1	27	54	33	115



## Volunteer Contributions

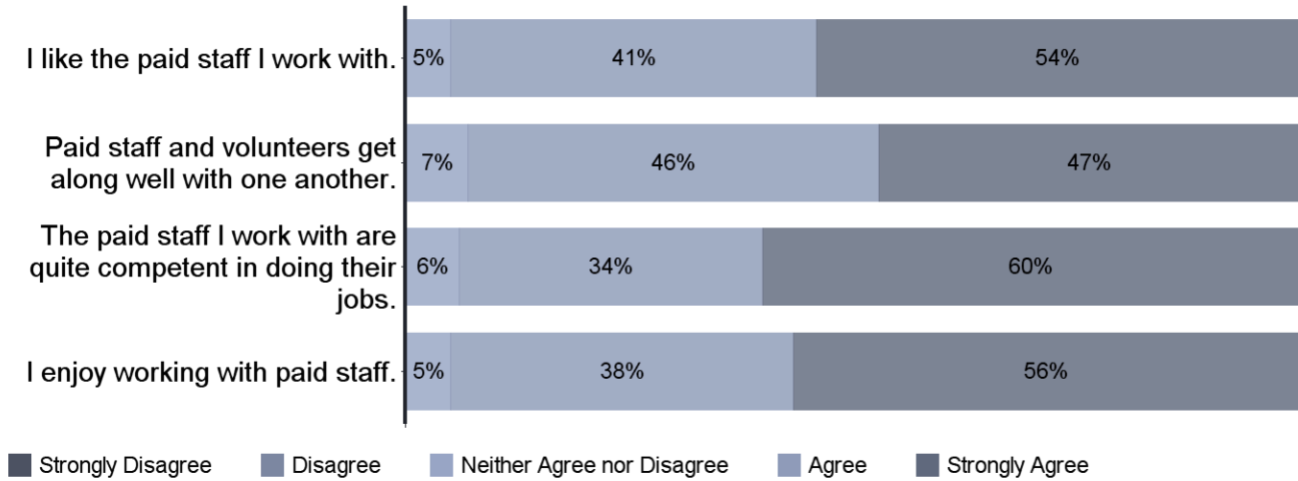
Overall, when I volunteer at this organization, I feel like I have been able to...

Question	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
Be productive.	1	0	3	47	64	115
Be helpful.	0	0	0	37	78	115
Get a lot of work done.	0	2	9	43	61	115
Do something valuable for the organization.	0	0	0	45	69	114



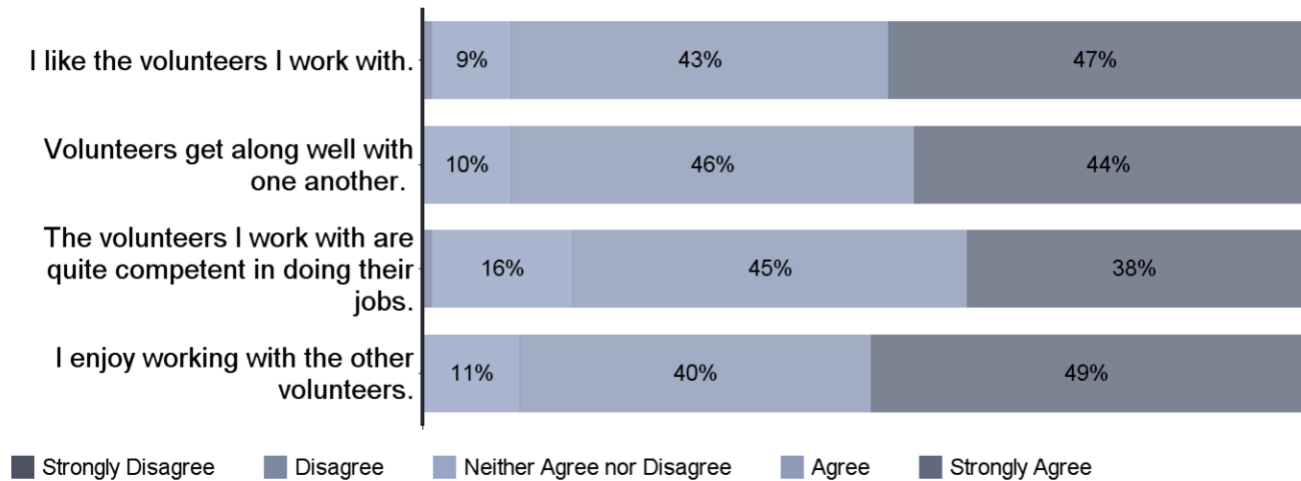
## Satisfaction with Paid Staff

Question	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
I like the paid staff I work with.	0	0	6	46	60	112
Paid staff and volunteers get along well with one another.	0	0	8	51	53	112
The paid staff I work with are quite competent in doing their jobs.	0	0	7	38	67	112
I enjoy working with paid staff.	0	0	6	43	63	112



## Satisfaction with Volunteer Colleagues

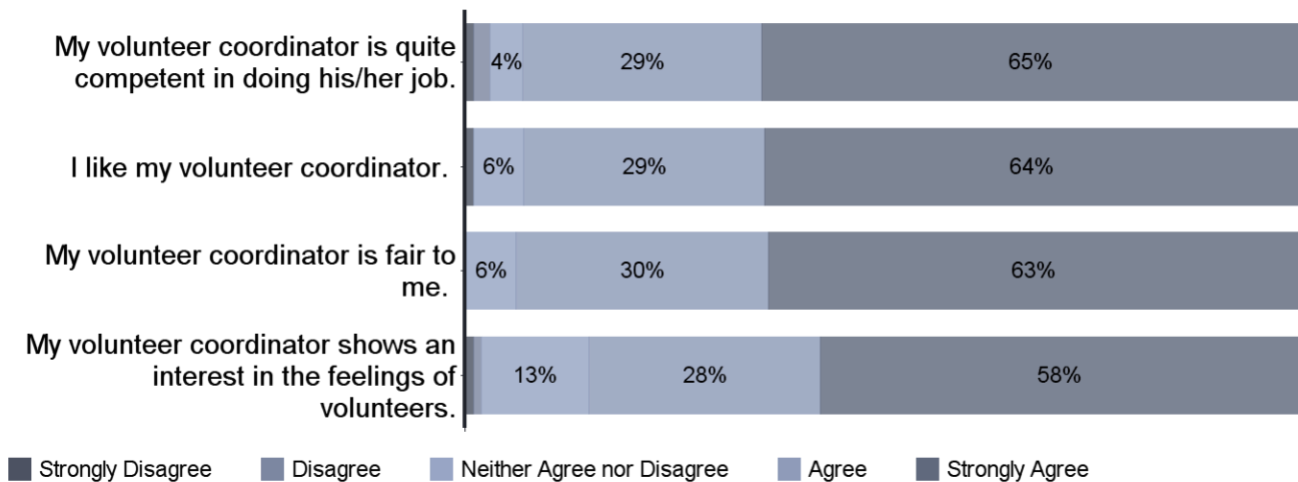
Question	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
I like the volunteers I work with.	0	1	10	48	53	112
Volunteers get along well with one another.	0	0	11	52	49	112
The volunteers I work with are quite competent in doing their jobs.	0	1	18	50	43	112
I enjoy working with the other volunteers.	0	0	12	45	55	112





## Satisfaction with Volunteer Coordinator

Question	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
My volunteer coordinator is quite competent in doing his/her job.	1	2	4	32	73	112
I like my volunteer coordinator.	1	0	7	32	72	112
My volunteer coordinator is fair to me.	0	0	7	34	71	112
My volunteer coordinator shows an interest in the feelings of volunteers.	1	1	14	31	65	112



## Organizational Constraints

How often do you find it difficult or impossible to do your volunteer assignment because of...

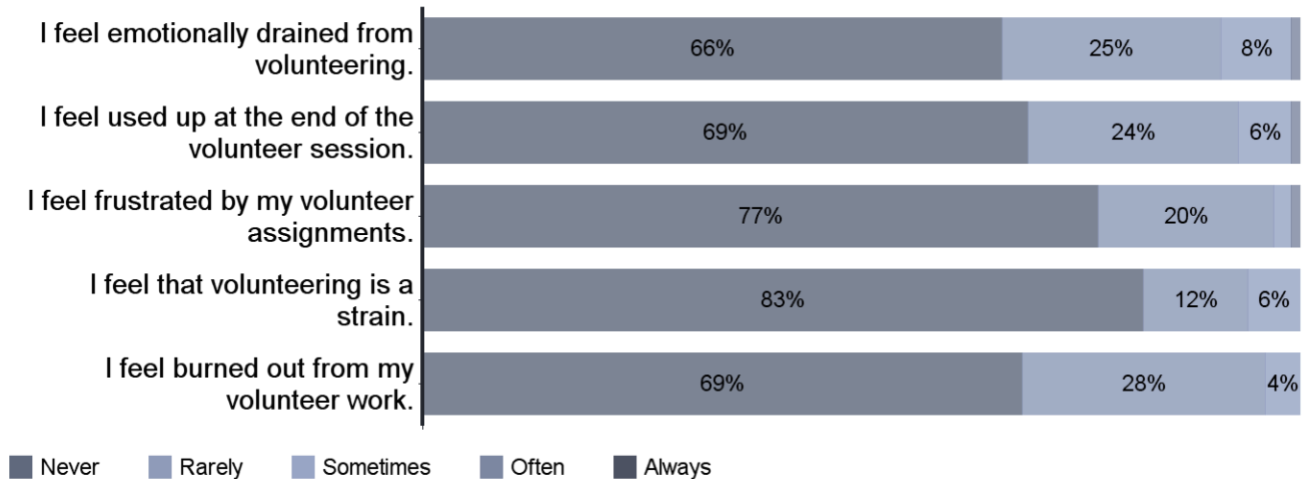
Question	Never	Rarely	Sometimes	Often	Always	Response	Average
Poor equipment or supplies?	65	31	10	2	0	108	1.53
Lack of equipment or supplies?	63	32	12	0	0	107	1.52
Interruptions by other people?	67	28	11	2	0	108	1.52
Lack of necessary information about what to do or how to do it?	66	35	7	1	0	109	1.48
Inadequate help from others?	73	27	6	3	0	109	1.44
Other volunteers?	75	22	9	2	0	108	1.43
Organizational rules and procedures?	79	20	8	0	1	108	1.37
Inadequate training?	76	29	4	0	0	109	1.34
Other employees?	84	16	6	2	0	108	1.31
Incorrect instructions?	80	26	3	0	0	109	1.29
Conflicting volunteer responsibility demands?	84	18	6	0	0	108	1.28
Your volunteer supervisor?	90	14	3	1	1	109	1.25

## Burnout

Burnout tends to be an issue in most volunteer programs when the work is draining.

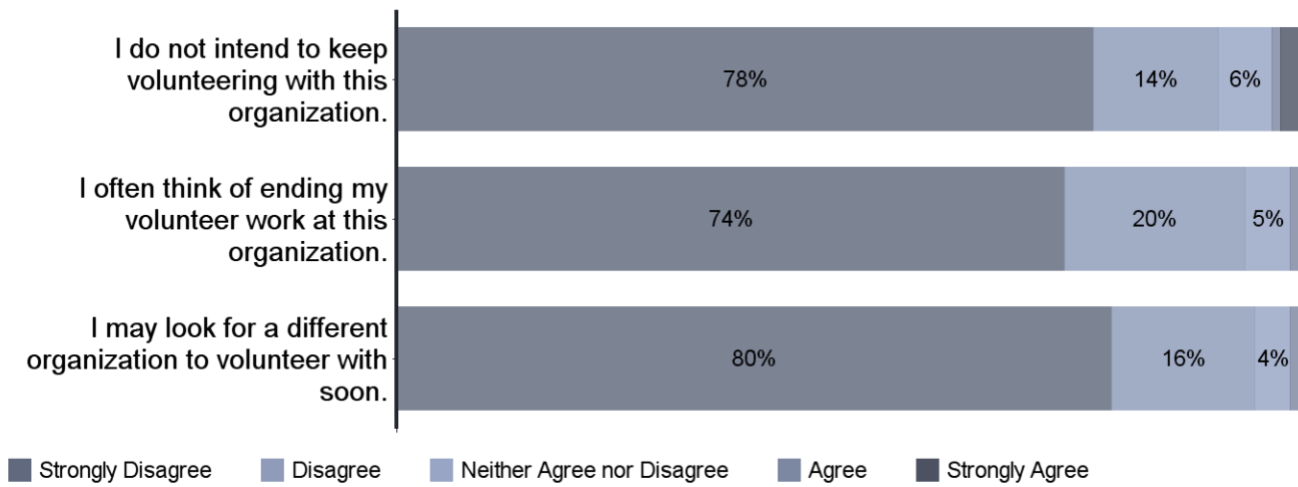
Please read each statement and indicate how often you experience

Question	Never	Rarely	Sometimes	Often	Always	Total
I feel emotionally drained from volunteering.	72	27	9	1	0	109
I feel used up at the end of the volunteer session.	75	26	6	1	0	108
I feel frustrated by my volunteer assignments.	84	22	2	1	0	109
I feel that volunteering is a strain.	90	13	6	0	0	109
I feel burned out from my volunteer work.	75	30	4	0	0	109



## Intention to Quit

Question	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
I do not intend to keep volunteering with this organization.	85	15	6	1	2	109
I often think of ending my volunteer work at this organization.	81	22	5	1	0	109
I may look for a different organization to volunteer with soon.	87	17	4	1	0	109



**Please list 3 strengths of the volunteer program where you volunteer.**

Responses (Strengths)
Enthusiastic Friendly people Want everyone to be successful
Helpful staff, adequate supplies to do duties, and instructing how to do roles
training, communication, flexibility
plenty of volunteer jobs, different jobs you can do and good training.
Staff and volunteers all care a great deal about the cause. Its fun to work with animals. Its easy to assume everyone is working with good intentions and has the same end goal.
Techs are familiar with animals for dispositions, there is a consistency in daily routine, volunteer rep is very personable and caring.
Clear tasks, helpful volunteers, helpful staff
<ol style="list-style-type: none"> <li>1. Kind staff</li> <li>2. Great working conditions</li> <li>3. Fun jobs</li> </ol>
Volunteer Processes are well defined and often have checklists or color coded items in order give the animals a standard level of care. The organization is very good at making sure all my volunteer time is accurately tracked and recognized.
<ol style="list-style-type: none"> <li>1. Inspirational and passionate leadership. Everyone’s compassion for the animals shows.</li> <li>2. FB updates. No other shelter updates FB as regularly as AVHS. There’s no greater joy than seeing that an animal you’ve spent time with found their forever home and to see the photos with the adoptive families makes me emotional and motivates me to do more.</li> <li>3. Ease of schedule. (I am always able to volunteer in the areas that interest me. I am not pressured to do things that might not be as appealing. At other local shelters, it feels like getting a shift in the area you want takes a long time. At AVHS I feel needed and appreciated while doing the things that interest me the most.</li> </ol>

Responses (Strengths)
Interesting assignments that are different week to week due to the change in cats. Number of volunteers and employees. Cats.
The passionate, awareness of the dogs' needs, teamwork
<ol style="list-style-type: none"> <li>1. Staff very appreciative of volunteers.</li> <li>2. The volunteer coordinator very accessible to volunteers.</li> <li>3. Good orientation presentation.</li> </ol>
<ol style="list-style-type: none"> <li>1. Communication with volunteers about animals' needs is excellent.</li> <li>2. Good dog walking training program.</li> <li>3. Online scheduling/tracking is helpful.</li> </ol>
Great communication, great values/morals, and great care the animals.
dedicated, very good people.
Staff enthusiasm is high. Staff genuinely seems grateful for my support.
-Very organized and clean compared to other shelters I've volunteered at -Efficient -Dedicated to their cause
Cleaning and feeding of the cats. Releasing Farrell cats. Dog walking.
Informative Very caring for the animals Very appreciate of the volunteers
<ol style="list-style-type: none"> <li>1) Goals and motivations are made clear</li> <li>2) Many different ways for volunteers to provide for the organization</li> <li>3) Volunteers are constantly shown appreciation and friendliness by staff</li> </ol>
The paid workers and volunteers care about the work they are doing. It is very clean considering the environment. The training required prior to volunteering assures a high quality.
<ol style="list-style-type: none"> <li>1. You can work how many hours you want.</li> <li>2. The people you work with are very helpful.</li> <li>3. There are different jobs to do each day and sometimes you can pick what you want to do.</li> </ol>
Commitment and Conviction of Goals Friendliness
Staff is knowledgeable and caring. Lots of options for shifts (flexibility).

**Responses (Strengths)**

Organized, helpful, caring and committed.

Facility is clean. Supervisors are helpful. Supervisors thank you for your work.

Always bring in new volunteers, great paid staff, awesome purpose.

Easy to sign up. Easy to balance with work. Clear volunteer instructions

Great training programs for volunteers. Clear expectations. Great staff.

Team camaradery

My volunteer coordinator, her concern for my happiness and ability to do my job well/safely, and lots of good check-ins

Everybody has the same goal; everybody works together well; everybody is friendly.

The volunteer program is well done. Sharon makes sure that the volunteers are doing a job they enjoy.

- Genuine passion for what they're doing - Bring a happy, joyful vibe - Organization

Very organized

Good cause Strong volunteer coordinator Enjoy working with techs and front desk employees

Fun Hard working Polite

Great communication. Good attitude with Thursday staff, great organization with Thursday staff

Great support from other volunteers, fast and easy communication with all staff, and friendly demeanor on site.

Solid staffing, every effort is made to insure adequate volunteer staffing, paid staff is very helpful and supportive of our volunteer efforts.

Cats Kittens Staff

Communication, recognition and organization

Responses (Strengths)
Animal Care Techs are very knowledgeable Staff listens to our suggestions.... make new or informative laminated signs for each walking function
Communication, they make it fun, they want you to do things that you enjoy.
Inclusive, feel like I'm making a difference, staff are very kind
Communication Expectations Support
<ol style="list-style-type: none"> <li>1. The staff is loving and compassionate toward the animals they serve.</li> <li>2. Volunteer assignments are clearly spelled out.</li> <li>3. It is a fun place to volunteer.</li> </ol>
Good Communications, Class Training, Respectful
Organized Friendly Belief in the organization
Interaction with tech on duty & staff at the front desk. Communication with volunteer coordinator.
Communication and friendliness of all staff Care about the animals
The volunteer co-ordinator is extremely conscientious of the volunteers & has them doing tasks they are capable of doing.
Super volunteer coordinator. Care about the animals Alot of community programs
<ol style="list-style-type: none"> <li>1. Flexibility</li> <li>2. Time management</li> <li>3. Friendliness</li> </ol>
Care for animals knowledge of animals
Everyone is passionate about the same thing. There is cohesion between staff and volunteers. It's easy to talk to people there
Communication, Organization, Scheduling



Responses (Strengths)
Efficient, resourceful, proactive
Volunteers help out on other shifts when needed.
Different volunteer activities, volunteer coordinator is very personable. Love working with the dogs.
Dedicated Staff ,Clear Instructions, Organized
Friendly staff, organized events, clean and safe environment
Compassion, Shared Vision, Good Work
Commitment Skills Empathy
Supplies are conveniently located.
Staff Rewarding Animals
The staff is extremely helpful and friendly, supplies is usually in stock, and the jobs are not insanely difficult.
Friendliness Thankfulness
Courteous. Knowledgeable.
Very efficient. Great volunteer instruction. Meaningful work
I am able to sign up for assignments on line where there is a need instead of committing to the same time and date every week.
The CEO gave the volunteer training because he values the volunteers so much. They have given me assignments when I ask for them but also have made it guilt-free when I'm not able to help. It's close to where I live and benefits the commute.
Friendly people, clean, helpful people
Good hygiene, great paid workers, and super friendly and informative
Everyone there seems to enjoy what they do. Seems to be well organized.
Great training, the staff is always helpful and the volunteer coordinator is very nice.

**Please list 3 weaknesses of the volunteer program where you volunteer.**

Responses (Weaknesses)
<ol style="list-style-type: none"> <li>1. Cat care orientation should include how to prepare cat food. Many volunteers have never had cats and don't know what to do especially if the cat has had recent oral surgery and/or wearing a surgical collar.</li> <li>2. Cat care orientation should include rabbit care since there are often bunnies in holding.</li> <li>3. Newer Volunteers need reminders/reviewing on cat care (how to prepare food, make sure there are litter boxes, water, and that the portals are open).</li> </ol>
<ol style="list-style-type: none"> <li>1. Sometimes your not sure what you are doing as one person will tell you one thing and the other person will tell you something else.</li> <li>2.The facilities are cramped as they have outgrown their building.</li> <li>3. Head people need to delegate more as Sharon takes on too much.</li> </ol>
Communication
Follow up training. Consistent standards for each day/shift.
Support is incomplete when shelter is not open (for example, if we call for help while walking dogs early in the morning, nobody answers the phone). Some shifts, there are not enough volunteers for the amount of work to be done.
<ul style="list-style-type: none"> <li>- I don't feel like there's much of a 'community' amongst the volunteers</li> <li>- I don't feel like I have much opportunity to progress to other forms of volunteering other than dog walking</li> </ul>
Consistency. The morning and afternoon shifts are slightly different, which causes tension when other unscheduled volunteers who normally do a different shift show up to work during ours.
High lack of pens which is a little frustrating when we need to fill out the health stuff, the pullers should have harnesses, otherwise everything is fine.
Not enough coordinator resources, often people scheduled who no longer show up and it makes it look like there is coverage when there isn't, not enough volunteers on shift.
Volunteer orientations are infrequent Sometimes difficult to sign-up for events Sometimes difficult to get an answer to a questions related to volunteer duties ex: The right staff member is difficult to locate who could answer my question
High turn over.
Difficulties in recruiting more volunteers,
Not allowed to cuddle kittens and cats.
Inadequate space to perform needed tasks.
To many people trying to direct everyone. Dont feel like my input is considered alot Need more organization of planning and fulfilling events.

**Responses (Weaknesses)**

Not always enough volunteers No call/no shows are common Varying instructions from different staff

More communication day to day, cleanliness, exterior safety

Schedule not always updated when volunteers stop coming in so it looks like there are volunteers when there aren't.

Executive Director is not a good communicator with volunteers  
 Inadequate volunteer numbers at times  
 Emails for "help" with understaffing can be exaggerated

I don't think that the program has weaknesses in regards to fostering. Any that are present, lack of volunteers or extra supplies, are not the fault of the program, but lack of participation of the community.

Events are not as organized as they could be. The vet staff and event staff don't work together enough. Sometimes we have no animals to take to adoption events.  
 New volunteers are not trained before events, some get frustrated and don't volunteer for more events.

A little more smiles from people sometimes would be nice

Volunteer Reliability

Often too many volunteers at cat care some who get there early so everything is done by the time we get there, hard to find shifts sometimes in cat care (have to wait until kids get out of school/weekends; which will change in the summer time), Reading to cat hours hard to accommodate for elementary school children during the school week

Overly protective of volunteers interacting with animals

The dogs can be very hard to handle which makes the job physically demanding. The backyard where the dogs can play is really dirty and not good grass for them to enjoy. The walking path is narrow in spots and it is hard to keep the dogs from lunging at each other.

Not enough volunteers at my time slot. Not knowing who is working when I sign in so I can determine how long to walk each dog.

Non flexibility of shifts. Young kids are unable to do some of the work

<b>Responses (Weaknesses)</b>
Few lack of sources, not many volunteer in laundry room, sometimes crowded
Often not enough space for the number of people working
Sometimes hard to find the right person, some paid workers don't want to help you, and not always there to help out the volunteers
Volunteers are not fully screened before selected.....wide range of abilities and adherence to procedures. More follow up training needed Communication
Some jobs seem to be a bit thrown together, so you're left kind of figuring it out. A better explanation of what we will be doing prior to volunteering would help us be better prepared.
1. It is very challenging to have enough volunteers at all times when needed so it can occasionally make the volunteer assignment (walking dogs) a long and difficult job that day.
Lot rules and explaining at once hard to remember everything in one go
Lack of opportunities to meet and understand the work of other employee roles such as the animal behaviorists who evaluate the animals. Possible revisiting of animal procedures and handling-since orientation, no inservice or changing protocols explained.
Some volunteers are frustrating, especially when new and having minimal training.
Sometimes the schedule can be wrong
I sometimes find a conflict in what each volunteer thinks is included in his/her duties.

**Is there anything else that we have not asked that you would like to share?**

**Responses (Other)**

There are lots of volunteers, but the staff is always happy to see us.

I am overall happy with my experience and enjoy coming in to help. I just want to have things to do when I come in instead of looking for them myself. I feel like I often get one task done and then I am in the way for the rest of my time there because the volunteer coordinator has nothing left for me and sends me to ask other employees that have other things to do than find a job for me (especially for events where there is a lot to do).

I wish I could have volunteered more, and hope I have the opportunity to do so in the future.

Very thankful that AVHS collected my emergency contact information and was able to quickly locate and pass it on to EMTs & hospital personnel, when it was needed.

I'm happy. I'm happier than I've ever been as a shelter volunteer. AVHS is the best. It's a reflection of a wonderful team and I hope that the people who run the shelter stay.

Volunteering at AVHS has been a great experience and Sharon, the volunteer coordinator, is incredible!

I loved volunteering at Humane Society! It was a great experience overall.

I wish I could volunteer more often, but with my busy work schedule during the work week it is difficult to make time for it.

Maybe some pet safe cleaning wipes since we have a dog that has long enough fur to poop on himself.

Auburn Valley Humane Society is well run, great people everywhere, and everyone loves and cares for the animals. It is a great place to be.

There should be a little more appreciation of volunteers from the top down.

Great place to volunteer for

To train the volunteers more specially have a super visor the first weeks

**Responses (Other)**

Great program and proud to be part of it.

I have enjoyed my tenure as a volunteer and will continue in the future.

Awesome organization to volunteer at.

I am very dedicated to this shelter. For main reason i feel the animals are put first and well cared for and taken care of much better than other shelters i have seen before.

I love my volunteer position, and have been able to form friendships that I look forward to talking to every week.

Ideas for improving volunteer program: Event trainings, where we actually go through activities, not just who is doing what. Have a working credit card reader at all events and one person to work it. Have vet staff more involved in supporting events.

My family loves volunteering for this shelter and it's program mission is truly inspiring!

I absolutely love everyone I've met. I can get all the info I need, and I feel so valued!

I am so proud of and grateful for my work with & for AVHS! As I completed this question I considered the great rewards I experience and wished my day job provided even a bit of the gratification I get from volunteering with you. I am continually impressed with and amazed by your team -- in particular vet techs Kristina and Angela, as well as Farrah & Judy in reception. Thank you so much for the experience :) I look forward to many years of enriching work together with you and your wonderful team!

I think it's important for the staff to be kind to us so that we want to come back. I only had 1 encounter with a young lady who was at the front desk who was short with me and it made me feel unwelcome. I did consider not going back because it was quite an awkward situation when I was just asking for help.

Would be helpful to have a volunteer white board with things that volunteers can do to help around the facility if finished with normal duties early.

I think the paid staff is amazing. The animal care technicians and vets are amazing and so supportive of the foster program.

I Think some of the animals should get play time to help them still be active an much better suited for there bodies but i also understand the risks an actions that can come with that