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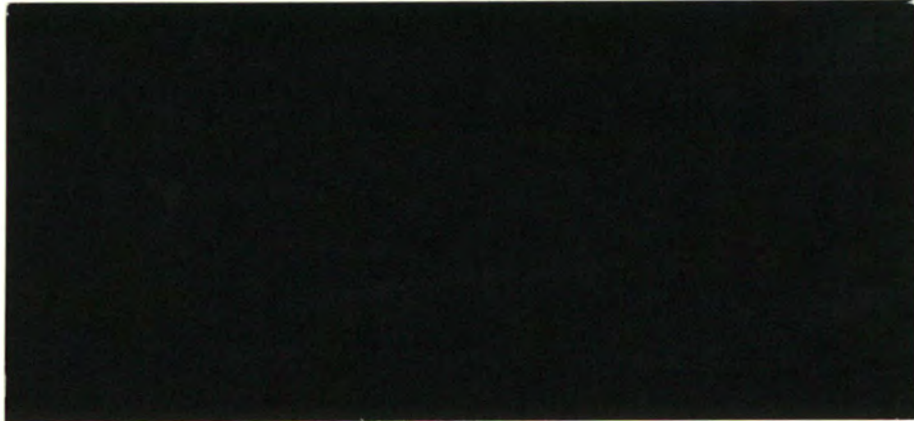
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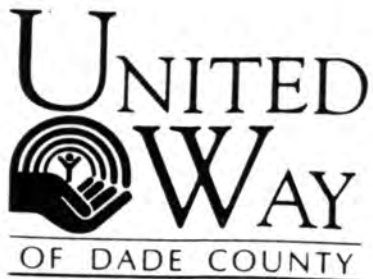
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# Performance.





## **In Service to South Dade**

**The United Way / VISTA  
Partnership  
Hurricane Recovery Project**

**June 17, 1993**

**An Evaluation Report by  
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## 1. Introduction

### **Hurricane Andrew**

During the early morning hours of August 24, 1992, Hurricane Andrew swept ashore in South Dade County, wreaking immeasurable havoc and creating the largest immediate and ongoing need for volunteer assistance the nation has ever seen. In economic terms, Hurricane Andrew was by several orders of measure the costliest natural disaster in U.S. history (over \$18 billion in damage to insured properties, not to mention properties that were not insured). In social terms, Andrew blew the cover off of an ongoing, chronic problem of poverty in South Dade County and overnight created an immense new pocket of crying needs. Architect and town planner Elizabeth Plater-Zyberk told Secretary Henry Cisneros that the hurricane "left us overnight with suburban deterioration to rival the urban deterioration in inner city areas in the North." Cisneros later wrote President Clinton that the rebuilding effort would take at least three and possibly as many as five years.

### **The United Way's Response**

The United Way of Dade County quickly swung into action to help meet the needs of the people most directly affected. Under United Way Executive Director Harve Mogul's leadership, the Volunteer Center began mobilizing and coordinating volunteers for service in South Dade. Within a few weeks, the United Way submitted a proposal to ACTION/VISTA for support for an extensive hurricane relief effort. The proposal was funded in record time, and by mid-October, the VISTA program began taking shape.

### **The Fall Campaign**

The United Way mounted this relief and rebuilding effort in spite of the fact that its annual Fall fund-raising campaign was seriously set back by the storm, its aftermath, and its impact on many of the companies and people who have supported the United Way of Dade County over the years. Thanks to the outstanding support of some key corporations and individual leaders, the campaign goal was eventually reached. But this outcome seemed virtually impossible to reach in September and early October, when the United Way chose to concentrate on serving the needs of the people stricken by the hurricane.

### **A New Model for Service**

The crucible of Hurricane Andrew forged a new model of United Way / VISTA service to poor communities. This model uses VISTA volunteers to leverage the work of other volunteers; it is neighborhood-based; and it involves coordination with a wide range of social service agencies.

## **Questions About the Future**

This new model has achieved outstanding success in meeting the needs of hurricane relief and rebuilding. Both the United Way and VISTA need to consider whether to continue the program into a second and possibly more years. The model has been so successful in meeting the needs of South Dade that the question has been raised as to whether it should be replicated in other poor communities in Dade County, such as Liberty City and Wynnewood. At the same time, the new model has raised a host of important questions about the mission and focus of both United Way and VISTA.

## **Evaluation of the United Way / VISTA Program**

Because of the success of the United Way / VISTA program and because of the many critical questions this experience has raised for both agencies, the United Way determined that a systematic evaluation of the program with a focus toward the future was in order. To carry out this task, the United Way contracted with Performance, Inc., a consulting firm based in Coral Gables. Dr. Dabney Park became Project Manager for the United Way / VISTA evaluation.

## **Sources of Data for This Report**

This report summarizes the findings and issues identified by Dr. Park in his review and evaluation of the United Way / VISTA project. Sources of information for this analysis included the following:

- The original grant proposal to ACTION / VISTA
- The Project Director's reports on accomplishments of these goals and objectives.
- The VISTA Activity Database, an ongoing list of projects completed.
- Minutes of the VISTA volunteers' weekly staff meetings.
- The VISTA Flash, a weekly project summary.
- Participation in and notes from the VISTA volunteers' team-building retreat
- File of letters and quotes from volunteers and sponsors.
- Publicity file.
- Channel 10 video clips.
- Tour of South Dade sites benefiting from VISTA work.
- Telephone interviews of selected heads of United Way-funded agencies.

## **The Method**

The method used for this evaluation report involved collecting and analyzing anecdotal and statistical data, interviewing some key people, formulating observations, and raising questions and issues for the future. Throughout the process, the United Way's commitment to Total Quality Management was taken into account, and where possible the data and conclusions have been presented in a manner consistent with TQM.

## 2. Original Goals and Project Structure

### Original Goals

The United Way started the VISTA effort with an outstanding proposal to ACTION/VISTA which conceptualized the entire project and provided its organizational structure. This proposal, which was funded, established the mission and outlined six major goals for the United Way / VISTA Project:

#### Mission Statement

The mission of the United Way / VISTA Hurricane Recovery Project is to design and implement a plan to assist low income South Dade communities affected by Hurricane Andrew through advocacy, direct aid, volunteer mobilization, and interfacing with other agencies.

#### Goals

1. **Management/Supervision.** To launch the United Way volunteer coordination effort to support the immediate and long-term Hurricane Andrew recovery programs in South Dade, using VISTA resources.
2. **Logistics.** To design, develop, and implement volunteer support of the Hurricane Andrew recovery effort in South Dade through the coordinated efforts of the VISTA teams.
3. **Social Services.** To establish and maintain communications with all community-based organizations active in the South Dade recovery effort throughout the VISTA project year.
4. **Corporate Marketing.** To communicate with local, state, and national organizations and corporations to mobilize human and material resources for the Hurricane Andrew recovery effort.
5. **Systems.** To design, develop, and implement an efficient information and communication system for the VISTA project.
6. **Communications.** To organize volunteer activities and promote volunteer accomplishments of the VISTA United Way Volunteer Center South Dade recover effort.

**Project  
Structure**

To accomplish these goals, 14 VISTA volunteers were recruited (see Appendix A). Upon arrival, they were assigned to one of five teams: Marketing, Systems, Logistics, Social Services, or Communications (see Appendix B). Working through these five teams, the VISTA volunteers recruited other volunteers to work in South Dade, determined specific needs in specific neighborhoods, coordinated the flow of information, matched volunteers to needs, and kept the United Way and other agencies and community people aware of their presence and their ability to provide support for hurricane relief and rebuilding. These activities were outlined in a flow chart designed to show how the teams would interrelate (see Appendix A).

**Goal  
Accomplishment**

Ms. Emme Pedinielli, United Way / VISTA Project Director, and the Systems Team have kept thorough records of project activities and have written quarterly reports to ACTION/VISTA detailing the accomplishment of each of the goals and objectives listed in the original proposal. These reports demonstrate without doubt that the VISTA project has delivered on target and within the deadlines anticipated. The present report does not attempt to cover this same ground. Instead, this report is directed toward the overall outcomes of the United Way / VISTA project, its impact on other agencies, and its short-term and long-term future.

### **3. A New Model for Social Service**

#### **The New Model**

Essentially, the United Way / VISTA project has created a new model for social service--one not fully developed in the same way in any other location. Each of the elements of this new model exist in other locations, but the combination of elements, which accounts for the strength of the model, appears to be unique. The basic elements of the new model are described below.

#### **Mobilizing Other Volunteers**

VISTA volunteers mobilize other volunteers in the service of poor communities. From time to time, and especially during the week, United Way / VISTA volunteers have performed direct services for people and institutions in South Dade, but their primary focus has always been on making effective use of the work of other people who volunteer to serve.

#### **Neighborhood Focus**

Insofar as possible, VISTA projects are neighborhood-based. VISTA volunteers working in the field oversee several neighborhoods. Working within defined areas, they are able to determine specific, strategic community needs that can be met by the volunteers mobilized by the VISTA marketing team. VISTAs have also made some efforts to coordinate the work of other United Way and non-United Way agencies to ensure that specific community needs are met. In this way, VISTAs and the volunteers they mobilize play a significant role in community development.

#### **Non-Specific Skills Used**

VISTA volunteer projects do not require or make extensive use of skilled labor. For this reason, it is possible to recruit people with a wide range of skills (or no specific skills) to help raise a tent city or put in a playground.

#### **Project Orientation**

VISTA volunteer efforts are oriented primarily toward projects, while the volunteer efforts of other groups are directed to the needs of individuals. For example, ICARE (the Interfaith Coalition for the Andrew Recovery Effort) primarily serves individual, uninsured or underinsured homeowners; CCSA (Christian Community Service Agency) and other agencies serve the social service needs of individuals.

#### **Deployment by United Way**

VISTA volunteers are deployed directly by the United Way itself, instead of by its funded agencies. In Memphis, for example, VISTA works with the United Way to provide volunteers for its funded agencies.

## **A Combination of Elements**

Through this combination of elements, the United Way / VISTA project is able to provide service of extraordinary value to the people of South Dade in their effort to recover from the devastating effects of Hurricane Andrew and to rebuild their communities. This program represents the opposite of an effort to come into these communities from outside to "do good" by telling local residents what they need. Instead, the United Way / VISTA program is driven directly by local needs, as defined by the neighborhoods in which the project is most active. In this process, the two TQM-related principles of decentralization (or local control) and empowerment are brought to fruition. The focus on projects and on one-day service works well for both out-of-town and local volunteers. Many people in the community can give a day, especially when they do not need many specific skills to do the job.

## **Contribution to Community Development**

The neighborhood focus of the United Way / VISTA project is probably its strongest feature and the aspect of the program that deserves most attention in terms of replicating this work in other communities. Before the hurricane, the so-called "communities" of South Dade were in fact represented little more than residential geography--they were not "communities" in any real sense of the word. In a paradoxical way, the response of these stricken communities to the tragedy of Hurricane Andrew has for the first time mobilized them around common objectives and empowered them to take charge of their own futures. The United Way / VISTA project has played a vital role in supporting and encouraging this indigenous community development in various neighborhoods in South Dade.

## 4. Activity Database

### Sources of Information

Valuable information about the United Way / VISTA project comes from a number of sources. A tour of the area and interviews of VISTA volunteers are essential. Participation in the VISTA retreat was also useful for gaining a perspective on the program and the effort to manage and focus a team of such diverse people working in so many different places. The Channel 10 video clips have recorded many of the most important volunteer events.

### The Activity Database

However, the most useful data about the United Way / VISTA project comes from the list of activities kept by the Systems Team since November. Data has been kept on when events occurred, whether volunteers are local or from out of town, on groups which have supplied volunteers, on the types of institutions assisted, on locations where activities took place, and on the type of work accomplished. This database provides quantifiable evidence of the number of people involved and the range of project activities for the six month period between mid-November 1992 and mid-May 1993. (See Appendix B for the number tables summarizing the database.)

### Qualifications About the Database

Like most databases, the VISTA Activity Database is incomplete. Almost every organization in Dade County that was involved in hurricane relief found it virtually impossible to count activities and people during the first few months. The United Way / VISTA project was no different. A review of the database indicates that records were kept spottily in November and December, and began to show more regularity after January 1. It appears that the database is slightly more accurate each month up to the cutoff date for this study (May 15). Discussions with the Systems Team resulted in a conservative estimate that the database describes 75-80% of the activities which took place during the six months from November to May. If this is true, then the real activity was 20-25% higher than is revealed by these figures. The mix was probably about the same. For this reason, the figures given below for percentages are reasonably accurate.

## **Activities Not Counted**

The VISTA Activity Database leaves out some very important services performed by project volunteers. In particular, the database was not used to record the political relations work carried out by VISTA Volunteer Aundrella Hamed or the wide range of support for individuals coordinated by VISTA Volunteer Vashti Duff at the United Way Homestead Help Center. Nor does it deal with other United Way but non-VISTA activities, such as the Help Center trailer and events coordinated by the United Way Volunteer Center. Other recent work is not accounted for the database, including the establishment of neighborhood support groups and the development of a network of Haitians focused on a variety of issues, but most especially their concerns about public schools and job training. Nor does the database record the estimated 1,800 days of volunteer time contributed by the VISTA volunteers themselves during this sixth-month period. Not all of these activities fit neatly into the pattern of facilitating other volunteers to spend one day at a time in hurricane relief and rebuilding, but they are obviously of enormous value in contributing to community development.

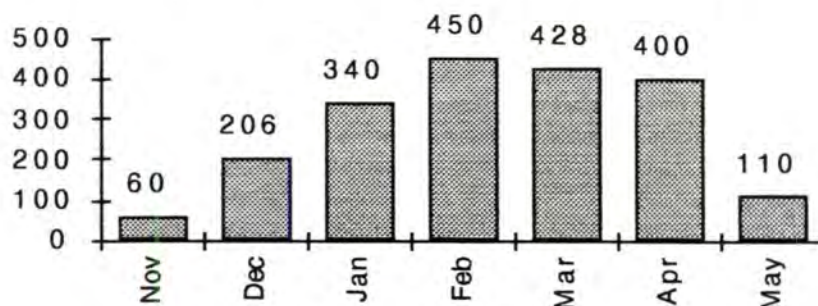
## **The Value of the Database**

These qualifications about the VISTA Activity Database make it clear that, while the information is not complete or fully accurate, it errs by understating rather than overstating the enormous volume of activity carried out through the United Way / VISTA project.

**Total Events  
and Volunteers**

VISTA volunteers organized and managed a total of 174 events involving 2,465 volunteers during the six months from mid-November to mid-May, averaging 14.2 volunteers per event. February, March, and April were the months with the highest level of activity. Note that for November and May, only half of each months is counted. *Chart 1 raises a question as to how many volunteers can be deployed on a sustained basis.*

**CHART 1  
RUN CHART No. of Volunteers by Month**



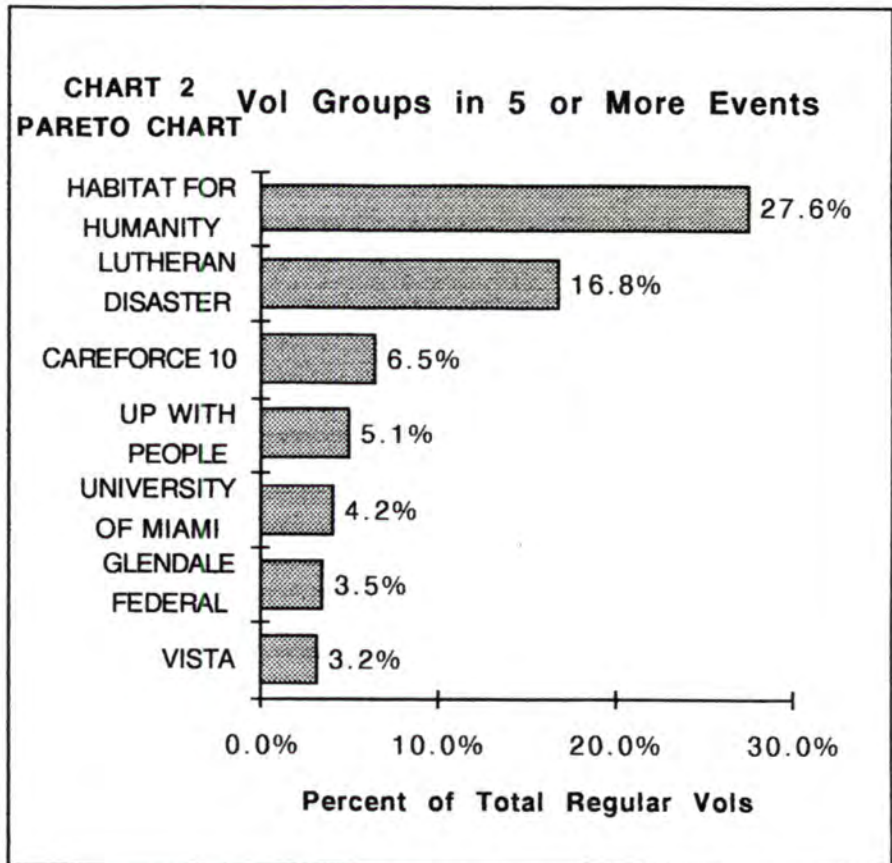
For the Period Nov. 15 thru May 15

**Volunteers by  
Place of Origin**

Volunteers were counted as local (primarily Dade County) or out-of-town. The out-of-town volunteers accounted for almost 60% (59.7%, to be exact) of the total. Just over 40% (40.3%, or 994) of the volunteers were local. Examination of the monthly data shows that the heavy out-of-town contribution during the peak months of February, March, and April disappeared during the first two weeks of May. It is possible that some of the out-of-town volunteers have withdrawn to regroup and come back for the Summer. However, it is also possible that the out-of-town volunteer pool has dried up significantly.

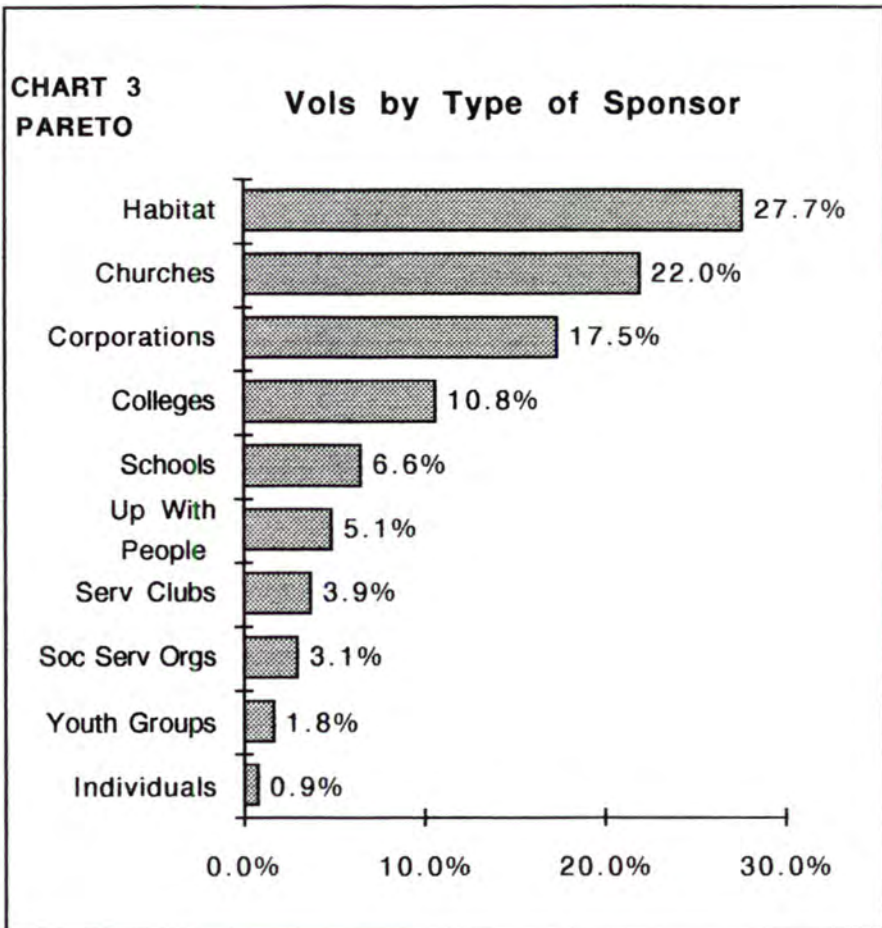
**Groups Participating  
in Five or More  
Events**

VISTAs recruited their volunteers through various community groups. Seven of these groups, including VISTA itself, were regular volunteers, participating in five or more events. Chart 2 shows that two groups which supplied primarily out-of-town volunteers accounted for almost 40% of the volunteers recruited among the repeat groups. *The question here is what happens if and when Habitat and the Lutheran Disaster Service no longer field volunteers for deployment by United Way in such large numbers.*



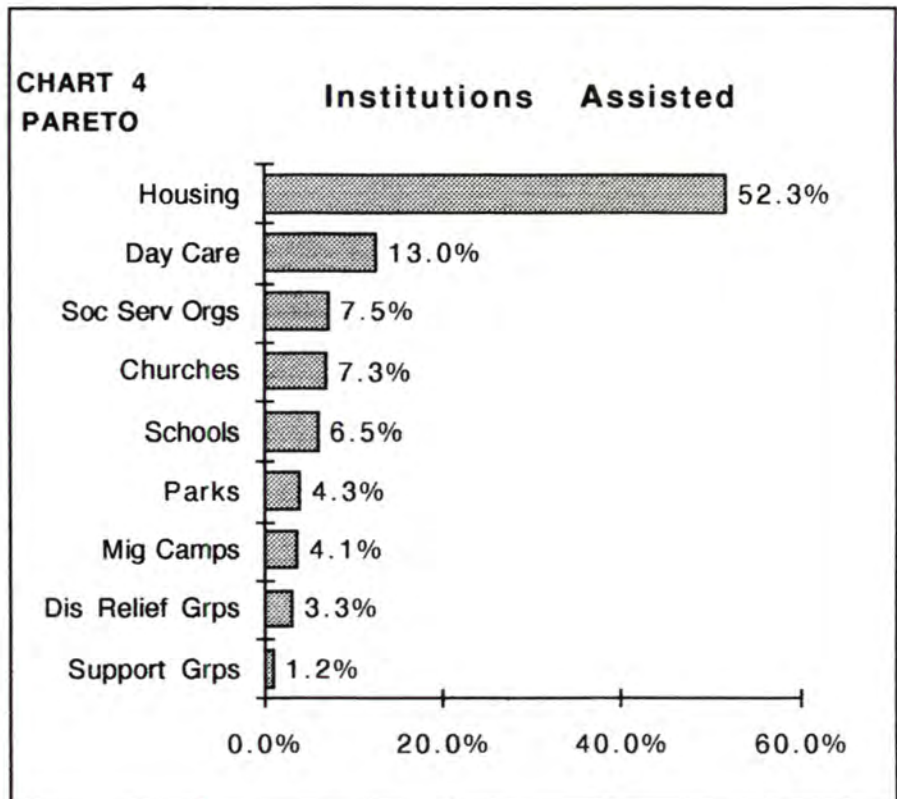
**Volunteer Groups  
by Type of  
Sponsor**

Almost all of the volunteers came from some community group or other. Fewer than 1% were individuals without group sponsorship or attachment. Habitat for Humanity (at 27.7%) and Churches (22%) were the largest supplier of volunteers, followed by Corporations (17.5%) and College volunteers (10.8%). Chart 3 shows that the VISTA project has not been dependent on a few primary sources of volunteers, but instead has drawn from a wide variety of sponsoring groups. *The question suggested by Chart 3 is whether corporations and educational institutions can sustain the flow of volunteers, once the churches and Habitat for Humanity dwindle in numbers or become otherwise deployed.*



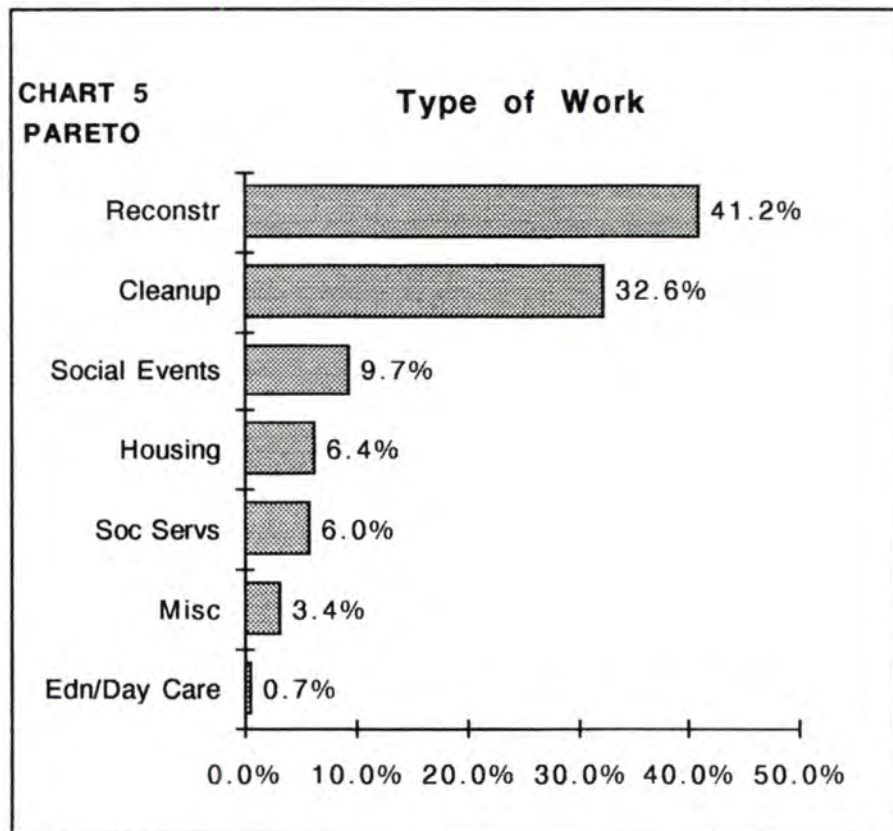
**Types of  
Institutions  
Assisted**

When it comes to the work accomplished by volunteers enlisted through the United Way / VISTA project, the database shows that more than half the work (58.7%) was directed toward institutions or multi-family housing projects. A significantly large percentage of volunteer days (41.3%) were spent on repairing individual homes. Chart 4 demonstrates that, other than housing repair (single and multi-family), the remainder of the work was spread evenly over assistance to day care centers, social service organizations, churches, schools, parks, and other institutions. *The questions raised by Chart 4 are when the housing repair work will be completed and whether the demand for volunteers will continue once this need is met.*



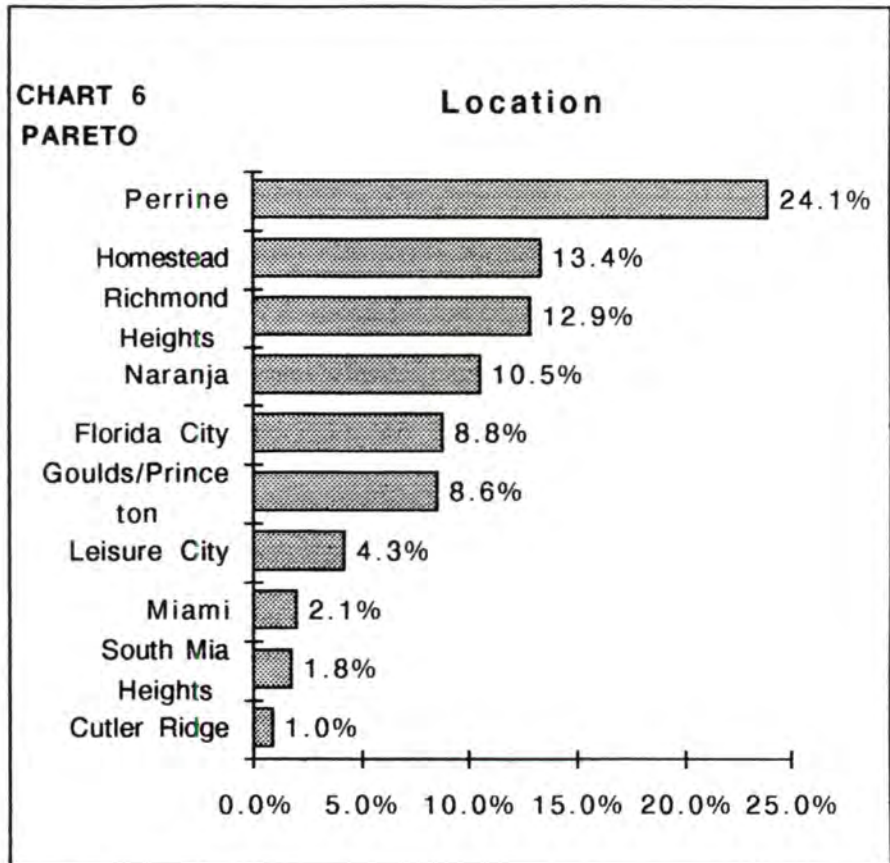
## Type of Work Accomplished

The database also contains information about the type of work accomplished. As expected, reconstruction and housing support claim a major share of the work done, although the cleanup work was often focused on housing as well. Cleanup and reconstruction (which involves light repair, not permitted contracting) took up almost 74% of the volunteer days. This finding reinforces the focus of the United Way / VISTA project on one-day, low-skill projects that produce significant results without extensive training of volunteers. Chart 5 shows that the remaining work was fairly evenly distributed among community/social events, social services, education/day care, and miscellaneous. *The question here is similar to the question raised by Chart 4, and that is whether the demand for volunteers will continue once the housing repair need is satisfied.*



## Volunteer Work by Neighborhood

Finally, the database contains information about where the work was done. The neighborhood focus of the United Way / VISTA project is apparent in these data, which show that 10 neighborhoods or communities were targeted by volunteers. Chart 6 shows a fairly widespread distribution of assistance by neighborhood. Geographically, these neighborhoods are spread from one end of the stricken area to the other. A question which might be raised by this data is whether a sharper focus on fewer neighborhoods might be desirable in the future.



## Quantity of Service

Again, it is important to remember that the 2,465 volunteer days accounted for in the United Way / VISTA Activity Database amount to about 75-80% of the volunteer days actually worked during the six month period studied. The total estimated volunteer days worked is about 3,200. When this figure is added to the 1,800 VISTA volunteer days, the total number of days worked during the six month period is approximately 5,000. This represents a total of about 20 full-time people for one year. Based on the VISTA Volunteer payroll of \$180,000, each volunteer day actually spent in the field cost about \$18.00.

**The Volunteer Experience**

Volunteers who have served with the United Way / VISTA project have reported in glowing terms on their experience. Offering a volunteer experience that leaves the volunteer feeling well-employed and productive is important for encouraging both local and out-of-town volunteers to continue to participate. For the United Way, the ability to ensure a good volunteer experience in a significant element in expanding its role in volunteer deployment.

**The United Way / VISTA Contribution**

By any measure, the United Way / VISTA contribution to the Hurricane Andrew relief and rebuilding effort in South Florida has been substantial. Without this support, the stricken area of South Dade would be much farther behind in its effort to recapture what existed before the hurricane. But more importantly, the volunteers mobilized by VISTA have been deployed in the service of the affected neighborhoods in a way that has empowered the affected communities and supported the development of indigenous leadership. This offers the prospect that, in the long run, these communities could be stronger than they were before the storm changed the face of South Florida.

## 5. Issues for the Future

### Framing the Issues

Even though the United Way / VISTA Hurricane Recovery Project has demonstrated outstanding success, the experience raises some important issues and questions for the future. The intent here is not to make specific recommendations, but to raise the key questions and issues, to offer insight on some of them, and to frame the decisions that might be made by project management, the United Way, and ACTION/VISTA. Almost all of the questions listed below can be answered affirmatively. Some questions will be easier to answer than others, and implementing program changes will be easier in some areas than others. However, taken together, positive answers to the questions below will add up to significant changes for the VISTA Hurricane Recover Project, for the United Way, and for ACTION/VISTA.

## SUPPLY OF VOLUNTEERS

1. Can a substantial volume of volunteers be recruited so that a significant level of volunteer work will be sustained over the period when they are needed?
2. What happens if religious organizations such as Habitat and the Lutheran Disaster Response group no longer send volunteers?
3. Can enough local volunteers be recruited from corporations, schools, churches, and other nonprofit organizations to make a difference?
4. Can the United Way / VISTA project work with interfaith organizations to encourage Dade County churches begin to play a significant role in fielding volunteers?
5. Can the Dade County Public Schools mobilize students, teachers, and parents as weekend volunteers?
6. Can corporations be tapped for one-day volunteers in a way that will support rather than diminish financial contributions from employees?

## SERVICE OFFERINGS

1. How long will the need for help with cleanup, temporary construction, and housing repair continue?
2. Can one-day VISTA-deployed volunteers play a significant role in support of ICARE, Habitat, and other organizations which focus on new housing and on rebuilding homes that were not insured or under-insured?
3. Can volunteers with non-specific skills be effectively used to do other things, including support of schools, parks, and other institutions and the development of neighborhood support groups?
4. If the priorities for the services offered by VISTAs and the volunteers they mobilize change, what priorities should be selected for the next three months? Six months? The next year?

**Issues for the VISTA  
Hurricane Recovery  
Project (con't)**

**GEOGRAPHICAL FOCUS**

1. VISTA he been strong in six neighborhoods. Can project efforts be more narrowly focused to provide more help for fewer neighborhoods?
2. Can the neighborhoods be more clearly and specifically defined? Can more information be gathered in a more systematic way about the institutions and homes in each neighborhood? Can pockets of extreme poverty be more directly targeted?
3. Can neighborhood definition also support and encourage work with ethnic groups which have particular needs (such as, for example, the Haitians)?

## Issues for the United Way

1. Should the United Way be in the business of direct service to clients? Or should direct service be the business of the agencies funded by the United Way? Is direct service within the United Way's mission and goals?
2. Can the United Way afford to get into the business of direct service? Can the United Way afford to stay out of the business of direct service?
3. Is there a legitimate service niche in the deployment of one-day, occasional volunteers with non-specific skills that fits the United Way better than its funded agencies?
4. Should the United Way continue to use VISTA volunteers to support its work with one-day volunteers?
5. What should be the relationship between the VISTA Hurricane Recovery Project and the United Way's Volunteer Center? Should these two entities be merged? Should they be coordinated more effectively?
6. What role should the United Way, through the Volunteer Center and/or through the VISTA project, play in the next hurricane? Should the United Way accept responsibility for coordinating all volunteers in Dade County when the next diaster strikes?
7. What potential positive impacts on fund-raising might result from the United Way's involvement in direct service? How could these positive impacts be maximized?
8. What potential negative impacts on fund-raising might result from the United Way's involvement in direct service? How could these negative impacts be minimized?
9. What potential positive impacts on relations with United Way-funded agencies might result from involvement in direct service? How could these positive impacts be maximized?
10. What potential negative impacts on relations with United Way-funded agencies might result from involvement in direct service? How could these negative impacts be minimized? How can the United Way / VISTA project avoid duplicating the work of and competing with its funded agencies?

**Issues for  
ACTION/VISTA**

1. Does the United Way / VISTA Hurricane Recovery Project in fact represent a significantly new model for serving poor communities in America?
2. Does this project carry out the mission and goals of ACTION/VISTA in an effective way? Does it offer maximum support to local, poor communities for a minimum of resources?
3. Given the 3-5 year recovery period noted by Secretary Cisneros, should VISTA continue to support hurricane recovery work through the United Way project?
4. Should ACTION/VISTA support the United Way's effort to prepare itself for a major role as county-wide coordinator of volunteers should another disaster strike? Should the development of a disaster-preparedness plan including United Way and VISTA volunteers be a part of a second-year project?
5. How does the United Way / VISTA Hurricane Recovery Project relate to plans for a national service corps and for literacy volunteers? How does this project tie in with the evolving mission of ACTION/VISTA?

**Overall  
Issues**

1. If the neighborhood-based focus of the United Way / VISTA Hurricane Recovery Project represents a new and exceptionally effective way to address the needs of local, poor communities, should this model be replicated in other poor communities in Dade County? In other cities? If so, how can this happen?
2. How can the United Way / VISTA project expand its work in leadership and community development? Can more work be done to train VISTAs, occasional volunteers, and especially community people in leadership and community development skills and techniques?
3. How can the project, the United Way, and ACTION/VISTA increase their contributions to the empowerment of people in local, poor communities?

## Conclusion

It is the very success of the United Way / VISTA project that raises these hard questions. While most of these questions could be answered affirmatively, they bear careful consideration because the decisions made now will shape the future service roles of the United Way and ACTION/VISTA in some significant ways. From an overall perspective, it is easy to see that social service agencies need occasional, one-day volunteer help as well as support from committed, long-term, full-time volunteers. The United Way also needs to prosper in its fund-raising and public relations efforts so that it can raise the funds to support its agencies. In the final analysis, the issue becomes a question of how decision-makers balance the various resources available or find the right mix to leverage or produce the best result in meeting the needs of people in poor communities. The goal is to meet the most critical needs by deploying resources in the least wasteful and most effective way.



# **Appendix A:**

**United Way / VISTA**

**Key Documents**

## **ACTION MISSION STATEMENT**

TO STIMULATE VOLUNTARY CITIZEN PARTICIPATION IN ADDRESSING THE NEEDS OF AMERICAN COMMUNITIES PARTICULARLY THOSE OF THE POOR, THE DISADVANTAGE, AND THE ELDERLY.

## **VISTA MISSION STATEMENT**

TO DESIGN AND IMPLEMENT A PLAN TO ASSIST LOW INCOME SOUTH DADE COMMUNITIES AFFECTED BY HURRICANE ANDREW THROUGH ADVOCACY, DIRECT AID, VOLUNTEER MOBILIZATION, AND INTERFACING WITH OTHER AGENCIES.

## **VISTA SHARED VALUES**

ACCEPTANCE  
BALANCE  
RESPECT  
COMMUNICATION  
COMMUNITY/TEAMWORK  
NON-JUDGMENTAL  
RESPONSIBILITY  
TRUST



## HURRICANE RECOVERY PROJECT

### What is VISTA?

#### Volunteers In Service To America

**VISTA** is often called the domestic Peace Corps. It is administered by **ACTION**, the federal volunteer agency. **VISTA** is a full-time, year-long volunteer program for men and women 18 years of age and older from all backgrounds. Volunteers are assigned to local sponsors which may be state or local public agencies or private, non-profit organizations in urban or rural communities.

### Who is the local sponsor for this VISTA Project?

The United Way of Dade County is the local sponsor. The addition of 15 **VISTA** volunteers, recruited to serve for one year, will enable the United Way to expand its Volunteer Center activities to coordinate volunteer needs and resources to assist low-income families and communities in moving from the emergency hurricane relief to the recovery stage.

### What are the VISTA Project goals?

**VISTA** volunteers will work closely with existing community-based organizations to identify the hurricane-related needs of low-income communities in South Dade. Rather than serve as "direct service providers", **VISTA** will serve as "volunteer mobilizers" to design, develop and implement volunteer-driven projects. **VISTA** will communicate with local, state and nationwide organizations and corporations to recruit volunteers and other resources to meet the needs of low income hurricane victims. The final **VISTA** goal will be to design a "blueprint", based on the Dade County Hurricane Recovery Project to be implemented by **ACTION** in future national disasters.

### For additional information contact:

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Amerifirst Building/Suite 1950  
One Southeast Third Avenue  
Miami, Florida 33131-1710

United Way/VISTA  
Telephone: 579-2329  
Fax Number: 579-2352

# United Way/VISTA Work Flow Chart

## CORPORATE MARKETING

## SOCIAL SERVICES

Generating Volunteers

Generating Projects

Fill Out Volunteer Groups  
and In-Kind donation  
forms (Blue & Pink)

Fill out Agency Site  
Needs/Requests Form  
(Grey)

Deliver Form

Deliver Form

## SYSTEMS

Copy form and deliver  $\blacktriangleright$   $\blacktriangleright$   $\blacktriangleright$  Notebook

## LOGISTICS

Makes Match

Successful

Problems

Goes on Calendar

For Future

## COMMUNICATIONS

Assigns A  
Point Person

## COMMUNICATIONS

Point Person  
Attends

Tracks

Identifies

Special Problems

For future

Works with  
relevant team

## LOGISTICS

# VISTA services for Volunteer Coordinators

Information and Referral  
(for Volunteer Coordination)

Volunteer  
Recruitment

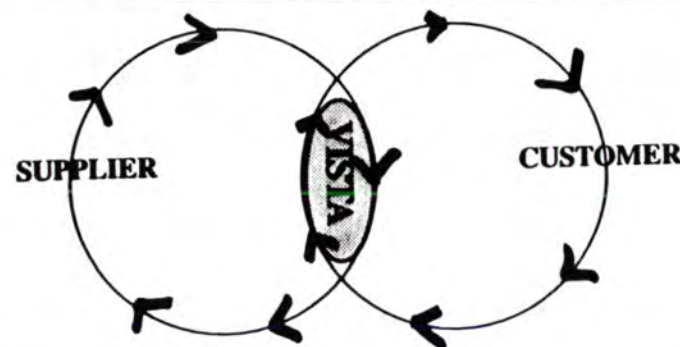
Volunteer  
Placement

Advocacy &  
Troubleshooting

## Participating Volunteer Agencies

American Red Cross  
Catholic Community Services  
Careforce 10  
Habitat for Humanity  
I.C.A.R.E.  
Neighbors Helping Neighbors  
People Helping People  
Salvation Army  
Switchboard  
United Home Care Services  
United Way  
University of Miami  
We Will Rebuild  
Youth for Christ  
others...

## Information Flow and Requests



## Available Services

1. Volunteer Coordinator Information sheets
2. Referral/Clearinghouse services
3. Newsletter
4. Advocacy

## Procedures for requesting these services

- I. Identify a specific need of offering (eg. too many or too few volunteers).
- II. Contact VISTA office (phone 579-2328 Fax 579-2352) for referral information or assistance.
- III. VISTA will make referral to specific agency or volunteer worksite based on defined need.
- IV. General issues and concerns (eg. housing, permits, medical needs, publicity, etc.) can be addressed collectively when all agencies agree it is in everyone's best interest.
- V. Keep VISTA informed of changing needs and resources. VISTA pledges to maintain constant contact with your agency and other community resources. A bi-weekly newsletter/flash will be distributed to keep everyone informed about other agency happenings and accomplishments.

# VISTA

## MARKETING

Recruits local, state  
national volunteers  
Locates in-kind resources  
Attends networking meetings

## SOCIAL SERVICES

Identifies Projects  
Assesses Needs

## LOGISTICS

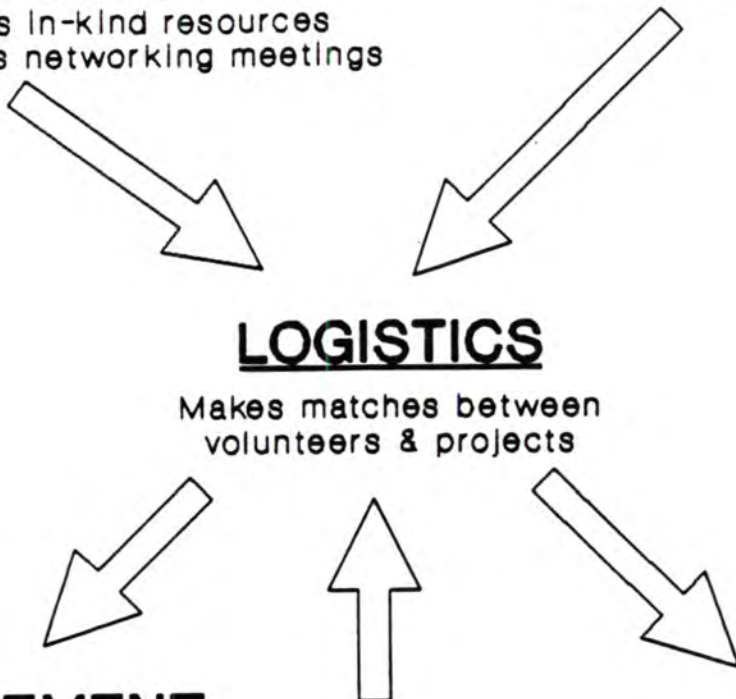
Makes matches between  
volunteers & projects

## PLACEMENT

Volunteer assigned to  
work with:  
Agency, Church Group,  
Individual home,  
Non-profit organization, etc.

## PROBLEM RESOLUTION

Resolves Problem



VISTA Hurricane Recovery Project  
Amended goals and objectives  
April 12, 1993

**Logistics Team**

On-going goals:

- To design, develop, and implement volunteer support of the Hurricane Andrew recovery effort in South Dade through the coordinated efforts of the VISTA teams.
- To communicate with each VISTA contingent to ensure the efficient use of resources, and manage volunteer scheduling, transportation scheduling, transportation and communication issues.

3 & 4 quarter goals:

- To coordinate the presence of VISTA volunteers in the United Way Help Centers in South Dade, to strengthen communication within VISTA, increase VISTA visibility, and improve the volunteers' knowledge of the South Dade community.
- Promote volunteerism and actively recruit volunteers while pursuing above goals.

**Social Services Team**

On-going goals:

- To establish and maintain communications with all community based organizations active in the South Dade recovery effort throughout the VISTA Project Year.
- To determine community based organizations' volunteer needs for the South Dade recovery effort and communicate those needs to the Logistics team.
- To determine new and increased needs brought on the Hurricane Andrew that can be met through volunteer resources and communicate those needs to the Logistics team.

3 & 4 quarter goals:

- To develop a working knowledge of community dynamics in South Dade neighborhoods in order to recruit residents to participate in rebuilding their communities.
- To use VISTA and United Way resources to assist South Dade communities in vocalizing their needs to government and social service figures who will be able to respond.
- Promote volunteerism and actively recruit volunteers while pursuing above goals.

## **Marketing Team**

On-going goals:

- To communicate with local, state and national organizations and corporations to mobilize human and material resources for the Hurricane Andrew recovery effort.
- To identify volunteer and other resources to meet new and increased needs in South Dade as a result of Hurricane Andrew.

3 & 4 quarter goals:

- To develop and implement the long term effective use of volunteers and resources, through developing a bank of skilled and unskilled **local** volunteers.
- Promote volunteerism and actively recruit volunteers while pursuing above goals.

## **Systems Team**

On-going goals:

- To support office operations through data entry, word processing, faxing, and answering phones.

3 & 4 quarter goals:

- Promote volunteerism and actively recruit volunteers while pursuing above goals.

## **Communications Team**

On-going goals:

- To organize volunteer activities and promote volunteer accomplishments of the VISTA Projects.
- To work with United Way staff to communicate with agencies, corporations, and media VISTA needs and accomplishments.
- To effectively communicate long-term volunteer needs for the South Dade recovery effort to potential local, state and national sponsors and supporters.

3 & 4 quarter goals:

- To develop a database to record the accomplishments of the VISTA Project.
- To work with the Points of Light Foundation in creating a manual for volunteer mobilization after disasters.

- Promote volunteerism and actively recruit volunteers while pursuing above goals.



# **Appendix B:**

## **Activity Database Summary**

## United Way / VISTA

	No. of Events	No. of Vols	Avg. Vols per Event	As % of Total in Group
WHERE VOLUNTEERS HAVE COME FROM:				
LOCAL VOLUNTEERS	63	994	15.8	40.3%
OUT-OF-TOWN VOLS	111	1,471	13.3	59.7%
TOTAL VOLUNTEERS	174	2,465	14.2	100.0%

### VOLUNTEER GROUPS PARTICIPATING IN FIVE OR MORE EVENTS:

TOTAL NUMBER OF GROUPS: 26

VISTA	8	80	10.0	3.2%
GLENDALE FEDERAL BANK	5	86	17.2	3.5%
UNIVERSITY OF MIAMI	8	103	12.9	4.2%
UP WITH PEOPLE	6	125	20.8	5.1%
CAREFORCE 10	10	160	16.0	6.5%
LUTHERAN DISASTER RESPONSE	36	415	11.5	16.8%
HABITAT FOR HUMANITY	60	681	11.4	27.6%
19 GROUPS IN FEWER THAN 5 EVENTS	41	815	19.9	33.1%
TOTAL	174	2,465	14.2	100.0%

### VOLUNTEER GROUPS BY SOURCE:

INDIVIDUAL VOLUNTEERS	4	23	5.8	0.9%
YOUTH GROUP VOLUNTEERS	3	45	15.0	1.8%
SOCIAL SERV ORG VOLUNTEERS	5	77	15.4	3.1%
SERVICE ORGANIZATION VOLUNTEERS	10	95	9.5	3.9%
UP WITH PEOPLE VOLUNTEERS	6	125	20.8	5.1%
SCHOOL VOLUNTEERS	6	162	27.0	6.6%
COLLEGE VOLUNTEERS	17	265	15.6	10.8%
CORPORATE VOLUNTEERS	20	431	21.6	17.5%
CHURCH VOLUNTEERS	40	543	13.6	22.0%
HABITAT FOR HUMANITY VOLS	60	684	11.4	27.7%
OTHER	3	15	5.0	0.6%
TOTAL	174	2,465	14.2	100.0%

## United Way / VISTA

	No. of Events	No. of Vols	Avg. Vols per Event	As % of Total in Group
<b>VOLUNTEER WORK BY TYPE OF INSTITUTION ASSISTED:</b>				
SUPPORT GROUPS	3	30	10.0	1.2%
DISASTER RELIEF AGENCIES	6	81	13.5	3.3%
MIGRANT CAMPS	1	100	100.0	4.1%
PARKS	6	105	17.5	4.3%
SCHOOLS	11	159	14.5	6.5%
CHURCHES	9	179	19.9	7.3%
SOCIAL SERVICE ORGANIZATIONS	14	186	13.3	7.5%
DAY CARE CENTERS	15	321	21.4	13.0%
HOUSING REPAIR	107	1,288	12.0	52.3%
OTHER	2	16	8.0	0.6%
<b>TOTAL</b>	<b>174</b>	<b>2,465</b>	<b>14.2</b>	<b>100.0%</b>
<b>SUBTOTALS FOR DAY CARE &amp; HOUSING REPAIR</b>				
GOOD SHEPHERD DAY CARE	13	294	22.6	11.9%
INDIVIDUAL HOMES	92	1,017	11.1	41.3%
<b>BY LOCATION</b>				
Cutler Ridge	2	24	12.0	1.0%
South Miami Heights	4	44	11.0	1.8%
Miami	5	52	10.4	2.1%
Leisure City	6	107	17.8	4.3%
Goulds/Princeton	20	211	10.6	8.6%
Florida City	13	218	16.8	8.8%
Naranja	15	260	17.3	10.5%
Richmond Heights	24	318	13.3	12.9%
Homestead	18	330	18.3	13.4%
Perrine	43	593	13.8	24.1%
Not Documented	24	308	12.8	12.5%
<b>TOTAL</b>	<b>174</b>	<b>2,465</b>	<b>14.2</b>	<b>100.0%</b>

## United Way / VISTA

	No. of Events	No. of Vols	Avg. Vols per Event	As % of Total in Group
<b>VOLUNTEER WORK BY TYPE OF WORK ACCOMPLISHED:</b>				
(NOTE: Since some events involved more than one activity, the following totals do not add up to those above.)				
<b>CLEANUP</b>	82	811	9.9	32.6%
Clean-up Houses and Yards	26	326	12.5	13.1%
Debris Removal	50	430	8.6	17.3%
Landscaping/Laying Sod	6	55	9.2	2.2%
<b>RECONSTRUCTION</b>	95	1,026	10.8	41.2%
Needs Assessments	4	46	11.5	1.8%
Temporary Roofing	67	622	9.3	25.0%
Construction	2	30	15.0	1.2%
Painting	19	176	9.3	7.1%
Playground Installation	1	130	130.0	5.2%
Furniture Refurbishing	2	22	11.0	0.9%
<b>HOUSING SUPPORT</b>	12	160	13.3	6.4%
Setting Up Tents	9	132	14.7	5.3%
Moving Tenants/Victims	3	28	9.3	1.1%
<b>COMMUNITY/SOCIAL EVENTS</b>	10	241	24.1	9.7%
Christmas	5	156	31.2	6.3%
Easter	2	30	15.0	1.2%
Mothers' Day	2	40	20.0	1.6%
Toy Distribution	1	15	15.0	0.6%
<b>SOCIAL SERVICES</b>	9	149	16.6	6.0%
Counseling	2	6	3.0	0.2%
Feeding Homeless	1	10	10.0	0.4%
Sorting/Distributing Clothing, etc.	4	128	32.0	5.1%
Creole Translation	1	1	1.0	0.0%
Haitian Pride Days	1	4	4.0	0.2%
<b>EDUCATION/DAY CARE</b>	2	18	9.0	0.7%
Assisting Teachers	1	6	6.0	0.2%
Tutoring	1	12	12.0	0.5%
<b>MISC/UNITED WAY</b>	8	85	10.6	3.4%
Close/Move Service Center	3	40	13.3	1.6%
Manning Trailer	1	10	10.0	0.4%
Pamphlet Distribution	3	30	10.0	1.2%
Manning Booths, Security	1	5	5.0	0.2%

## United Way / VISTA

	No. of Events	No. of Vols	Avg. Vols per Event	As % of Total in Group
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### VOLUNTEER WORK BY TYPE OF WORK ACCOMPLISHED (SUMMARY):

(NOTE: Since some events involved more than one activity, the following totals do not add up to those above.)

EDUCATION/DAY CARE	2	18	9.0	0.7%
MISC/UNITED WAY	8	85	10.6	3.4%
SOCIAL SERVICES	9	149	16.6	6.0%
HOUSING SUPPORT	12	160	13.3	6.4%
COMMUNITY/SOCIAL EVENTS	10	241	24.1	9.7%
CLEANUP	82	811	9.9	32.6%
RECONSTRUCTION	95	1,026	10.8	41.2%
<b>TOTAL</b>	<b>218</b>	<b>2,490</b>	<b>11.4</b>	<b>100.0%</b>

### BY MONTH

November	3	60	20.0	2.4%
December	9	206	22.9	8.4%
January	18	340	18.9	13.8%
February	38	450	11.8	18.3%
March	33	428	13.0	17.4%
April	26	400	15.4	16.2%
May	10	110	11.0	4.5%
Not Documented	37	471	12.7	19.1%
<b>TOTAL</b>	<b>174</b>	<b>2,465</b>	<b>14.2</b>	<b>100.0%</b>

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United Way of Dade County  
1992—1993 Annual Report

