



**“Hagerty made order out of the chaos. Information that was previously unavailable or misunderstood was now available and clearly presented to decision makers throughout the federal government. As a result, more informed decisions were made.”**

## CASE STUDY

### Program and Project Management

#### Creating a New Unit to Support FEMA's Response to Hurricane Katrina

“We've never seen this before. Has anyone seen anything like this before?”

Hurricanes Katrina and Rita devastated the Gulf Coast, overwhelming local and state governments' ability to respond and recover and severely stretching the federal government's capacity to provide assistance to individuals. One of the biggest challenges FEMA faced was managing information. The raw volume of data overwhelmed FEMA's systems and personnel. Data related to storm damage, applications for assistance, financial assistance, housing inspection reports, availability of trailers—this data and more had to be collected, analyzed, and packaged for use by policy makers, case workers, inspectors, logistics professionals, Congress, and the public.

Because FEMA needed help managing the unprecedented volume of data, it turned to Hagerty, which has a track record of success managing complex projects and analyzing data. FEMA had confidence in Hagerty because its professionals had successfully managed the delivery of \$7.4 billion in disaster assistance after 9/11. Hagerty had also developed a data tracking and reporting system that helped FEMA deliver more trailers than ever before following four consecutive Florida hurricanes.

#### The Turning Point.

FEMA asked Hagerty professionals to step forward and manage a new unit to coordinate all of FEMA's data needs related to hurricane victim assistance, particularly temporary housing. FEMA placed Hagerty professionals in key management positions and charged them with training other FEMA consultants and employees in their new responsibilities. The Hagerty team included veterans of the Florida hurricane response effort and other disasters; among them were database programmers, business process consultants, systems architects, and program experts. Once it was fully staffed, the FEMA/Hagerty information management unit consisted of approximately 35 professionals who managed the distribution of tens of thousands of housing units and billions of dollars in housing assistance in Louisiana.

The Hagerty team built on the systems, processes, and lessons learned from its work during earlier Florida hurricanes. However, the scale of Hurricane Katrina dwarfed anything Hagerty—or FEMA—had ever seen. To respond to a catastrophe of this magnitude, Hagerty needed to modify, adapt, and expand its systems and processes. The Hagerty team learned on the fly and proved their ability to provide reliable, actionable data to policymakers and implementers.

#### A Successful Journey. A Welcome Destination.

During the Hurricane Katrina crisis, Hagerty delivered again and again, and FEMA asked the team to take on a larger role. In addition to managing information and creating reports, FEMA asked the new unit to create new data modules; analyze and improve business processes; and conduct long-term planning and analysis, including spending projections, staffing needs assessments, and housing demand analysis. To reflect its expanded role, the unit was given a new name—Program Analysis and Information Systems.

A specific Hagerty contribution was the development of data modules, interview guides, and reporting tools that helped FEMA improve its success in housing disabled victims according to Federal Uniform Accessibility Standards. Following Hurricane Katrina, with Hagerty on board to help, FEMA processed over one million applications for assistance and provided temporary housing to more than 85,000 families. Never before had federal disaster assistance efforts even approached these numbers.



**“Managing a complex federal or state program is not easy. It requires discipline, careful upfront planning, an exceptional team, and a focus on continuous improvement.”**

## CAPABILITY

### Program and Project Management

#### The Questions

- Is your project management plan helping you reach your goals, or is it just another administrative requirement?
- Are your projects supported by proper management and reporting systems?
- Do your projects have appropriate management structures, spans of control, and reporting relationships?

#### The Facts

In the public sector, managing complex projects and programs presents various unique challenges. You need to control costs, meet specific objectives, deal with personnel issues, comply with regulations—and, of course, you need to report key information to your superiors, to oversight bodies, and ultimately to the public. Given budget constraints and sometimes unrealistic requirements, directing multiple projects can overwhelm even the most capable public manager. You need the help of professionals with the experience, training, tools, and smarts to help you through the stickiest management challenges.

Why is Hagerty an ideal partner? Hagerty has a thorough understanding of the complexities of managing initiatives in a public sector environment; a deep knowledge of best management practices from the public and private sectors; and demonstrated experience with proven systems for project management and quality assurance. Hagerty professionals have successfully managed some of the largest government assistance programs, including the \$7.4 billion outsourced Public Assistance Program after 9/11 and a \$1.3 billion local government loan program established after Hurricane Katrina. With that experience Hagerty brings unprecedented knowledge about what works and what doesn't, particularly during times of change, uncertainty, or crisis.

#### A Cookie Cutter is Only Good for Cutting Cookies

You can take various approaches to managing a program or a project, but not all of them work all of the time. Hagerty can help you find the right approach to manage your specific effort and develop program and project management services tailored to your needs. For example, Hagerty can:

- Develop and implement project management plans
- Develop and maintain quality control and quality assurance plans
- Conduct management reviews, including risk assessments, span of control, succession planning, and professional development and training
- Direct the management of specific programs and projects

Hagerty can help you plan and coordinate a project from inception to completion, with the specific goals of helping you meet your requirements, adhere to your time frame, keep costs in line, and meet all quality standards and requirements.

#### Hagerty professionals have provided Program and Project Management services to many clients, including:

Agency for International Development  
City of Los Angeles  
Department of Housing and Urban Development  
Federal Emergency Management Agency