



HAGERTY

／ partners for public sector excellence



Hagerty is a public sector management consulting firm that helps clients choose the best way forward in times of change, uncertainty or crisis.



／ INTEGRITY

CHOOSE

Your organization is at a crossroads.

Did you arrive according to plan? Or did you get here by surprise? No matter how you arrived, a crossroads demands decision.

Congress directs your agency to implement a new billion-dollar federal program and gives you six weeks to do it. The Governor needs you to create a performance management system that establishes accountability, tracks customer service levels and offers transparency. Time allotted? Fourteen days. The Secretary asks you to develop and implement a new method of cost accounting to increase federal reimbursement.

How quickly—and how well—will you respond?

Hagerty professionals have dedicated their careers to getting it right. We have the ability to pull from a wealth of resources—potentially identical, absolutely relevant—to help keep your mission in focus.

Can you redirect your most talented players without compromising other projects? Do you have all the skills and experience necessary?

Hagerty is prepared to deliver the team of professionals you need when you need it.

CLARIFY

A crossroads presents opportunity. Can you see it?

Perhaps you feel comfortable steering your project down a familiar path. Or you may reflexively take the unknown road. Either way, you're likely to see opportunity only in hindsight.

Hagerty shows you how to step on the brake, take a 360° view and see opportunities you might otherwise miss. Then it's up to you. Stop? Go? Or go faster? Most important of all—where are you going? Perhaps toward a strategic plan with a new set of benchmarks. Or a redesign of key business processes or management of a major grant program. Whatever the objective, we show you how to take the route that's direct and carefully planned.

Hagerty makes sure the best opportunities are right in front of you.

COMMIT

A crossroads is inherently uncertain.

Understanding your options can mean the difference between success and failure. It helps to have a sounding board—someone who'll be honest and tell you when you ought to consider alternatives. It also helps to have people by your side who'll help you get where you need to be—at the right time and within the right budget.

Hagerty is proud to be forthright. Sometimes things don't go smoothly, and Hagerty believes in straight talk when tough and sometimes unpopular—but appropriate—decisions need to be made.

That's simply the right thing to do.

Truthful. Fair. Impartial. Those are the qualities that bring Hagerty the most challenging assignments—why we're asked repeatedly to conduct independent, third-party financial and eligibility reviews of politically sensitive, million-dollar federal grants—why we're asked to lead multidisciplinary, multi-company teams.

Integrity. It reflects our promise that our work together will be collaborative and purposeful and that our journey will have a positive, sustainable impact.

FRAME



Uncertain times, times of crisis—when the way you always did it simply is not the best way to do it now—these are times that call for innovation. How do we know? Hagerty has been there in the worst of times—Katrina, 9/11—and we've facilitated, developed and implemented innovations that have helped communities rebuild faster.

Different roads have different rules.

For Hagerty, all roads lead to and through the public sector, where innovation is embraced—as long as it occurs within the rules and regulations that guide you, even the constraints that constrict you.

Do you define innovation through procedure? How would you recommend streamlining a \$300-million sheltering program, and could you do it in less than two weeks while saving the government millions? Does innovation mean new strategy? Could you develop a model for distributing \$500 million in federal grants in a matter of weeks?

However you define innovation, Hagerty will help you apply it to the public sector. Hagerty knows that innovation requires sensitivity to the terrain and the rules.

／ OUR COMPASS.

Hagerty values Integrity. We are committed to actions and behaviors that create complete, sustainable solutions for our clients and partners; that build trust and confidence for longevity of relationships; and that reflect the sincerity of our interest and the extent of our commitment.

／ OUR DIRECTION.

Hagerty values

Innovation. We focus on creative solutions that achieve our clients' objectives and fit within the framework of their rules, regulations, mission and vision.

We are not interested in innovation for innovation's sake. We are interested in collaboratively finding the new or time-tested solution—the right solution—to propel our clients forward.

JOIN

Can you—do you want to—stall at the crossroads alone?

Why would you, when you can work with a team of professionals who have successfully guided clients through some of the largest change and crisis projects in recent U.S. history?

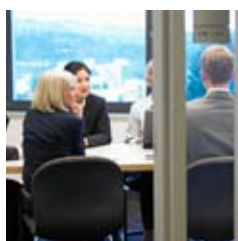
One example—in New York, after 9/11, we led representatives of 15 national and global companies to function as one intrepid workforce.

Your staff and Hagerty's professionals create a blended team that works seamlessly to translate your vision into measurable results. We bring all stakeholders into the process and respect and leverage diverse perspectives. We treat other contractors as partners. We encourage multidisciplinary approaches.

Hagerty also brings together people with a broad range of talent, including program managers, financial analysts, planners, facilitators, accountants, economists, change management specialists and medical professionals.

When you need fresh ideas and entrepreneurial solutions, our professionals will be at your side—within hours, if necessary.

SURPASS



Perhaps you've heard it all before: "We're honest, upstanding and truthful." Why pay attention to Hagerty? Because Hagerty believes that candor saves time, money and reputations.

At a crossroads, judgment determines direction—and destination.

You need to consider, what can go wrong? What absolutely must go right? When you make a decision, will you settle for merely acceptable? Do you want a partner who'll give you satisfactory? Are you content with a solution that's only adequate or do you require excellence?

At a crossroads, chaos theory applies. How you perform affects your reputation. How you perform can affect people's lives.

Hagerty's culture reflects excellence through and through. Excellence is why clients ask us to manage their quality control programs. And excellence is why our clients include some of the world's top agencies, who repeatedly reach out to us for our people and their expertise.

For Hagerty, excellence guides our philosophy, our culture—and our judgment.

PERFORM

You have different options at a crossroads.

Why not have different perspectives, too?

Hagerty gives you a set of tools to advance, deliver and assess your work. Along the way, you'll find yourself in excellent company.

How does Hagerty differentiate itself in the gridlock of professional service firms? Our people. Our professionals have outstanding credentials, strong core competencies, seasoned experience and incredible initiative. But chances are other professional services firms are saying the same thing, too.

At Hagerty, the difference is not only our people but our complete and unequivocal dedication to the public sector. Hagerty professionals will bring to your project their deep understanding of public sector work and their broad experience with public projects large and small.

Having the right people is critical, because when you're at a crossroads, you're defined by the company you keep.

SERVE



Passion means working at a client site every day for 30 days straight before getting a weekend off. For Hagerty, passion means understanding that what we've just been through wasn't a fluke, but the way our schedule will look for the next 12 months.

Run. Don't walk.

You need energy to complete your journey with the same conviction you had when you began. You need conviction to keep remembering that the journey is worthwhile. You need passion.

For Hagerty, passion is the difference between people who simply compute, and people who analyze comprehensively; the difference between people who merely grasp, and people who understand completely; the difference between people who hastily provide answers, and people who provide solutions, thoughtfully and holistically.

Passion is the ability to mobilize a staff of experts representing ten separate disciplines within 24 hours of a disaster. Passion is pulling an all-nighter so a local government can obtain a federal loan and continue operations without public service shutdowns and employee layoffs. Passion means doing all that's expected—and more. Every Hagerty professional chooses to work in the public sector. It's our passion. It's how—and why—we work.

If it's run or walk, Hagerty runs. Our passion tells us there's no other choice.

OUR FUEL.

Hagerty values

Teamwork. We are inspired by synergy.

Our professionals create environments where diverse perspectives are respected and leveraged to serve as the engine for innovation. We listen to our clients and closely monitor project dynamics to remain focused on joint achievement of established objectives.



ACHIEVE

Uncertainty. Opportunity. Perceptions. Options.

Each is characteristic of a crossroads. Each is ambiguous. A crossroads may be hazy, but it holds you accountable—to your decision and its promise, to your judgment and its potential.

How you handle a crossroads situation can affect your organization for years to come.

Your goals are ambitious. We can help you meet them. Your timeline is aggressive. We're ready when you are. You want answers. Hagerty first listens and understands—then responds.

Whether it's facilitating a stakeholder meeting or performing a cost-benefit analysis, Hagerty focuses on the specifics your situation demands. Hagerty helps you exceed expectations, satisfy requirements and honor your commitments.

Hagerty is as accountable as you are.

TRUST



"I promised myself that when I started this company, it would be founded on the best qualities of a top-tier consulting firm. What we've built to date is significant. Hagerty is a firm with highly talented people who are driven to make a meaningful contribution to the public sector and who are always striving for excellence. I'm proud of what we've accomplished, and I'm inspired by the opportunities that lie ahead."

—Steve Hagerty, President

The time to make a decision has come.

Being at a crossroads can be uncomfortable. Your options, your direction—perhaps even your goals—are unclear.

Hagerty will deliver.

Whether it's developing a strategic plan, transforming an organization, starting up a new program or recovering from a crisis, we've been at that crossroads before. The crossroads is uncertain but filled with opportunity, momentary yet defining, frightening and empowering all at once. Why move ahead without help?

With Hagerty on board, you'll never be alone at the crossroads.

／ OUR DESTINATION.

Hagerty values Excellence. We are driven to deliver results that meet not only our clients' expectations but our own high standards. We are keenly aware that our clients' trust in us must be rewarded by our best individual and collective effort.



HAGERTY

HAGERTYCONSULTING.COM

CHICAGO WASHINGTON D.C.

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“It’s never easy transforming a process or an organization. Yet, progress is built on innovation coupled with constant and effective change.”

CAPABILITY

Business Process Transformation

The Questions

- Is your organization implementing a new program?
- Do you currently have cumbersome and inefficient business processes?
- Are you having difficulty reaching specific program targets?

The Facts

In the public sector, results are not always easy to measure. Budgets are limited and the success of change initiatives depends on buy-in at the top, together with understanding and training through all levels of the organization. The last thing you need is a generic solution based on best practices that don't fit the realities of your organization.

Hagerty professionals have the background and expertise you need to transform business processes and improve performance throughout your organization, from back office operations to service delivery.

A Square Peg in a Square Hole

Hagerty will analyze your operation and work with you to understand your goals. Our professionals will leverage their years of experience to help you design and implement effective business process improvements such as:

- Envisioning transformed operations and the desired outcome
- Analyzing and mapping current processes to identify all areas that require transformation
- Designing new and actionable processes that will improve performance without compromising quality
- Implementing process improvements and making sure that everyone in your organization understands them
- Developing and implementing systems to measure results and assure continuous improvement

The result will be dramatic and measurable improvements in your operations, including lower costs, better quality, higher customer satisfaction, and faster delivery of services.

Hagerty professionals have provided Business Process Transformation services to many clients, including:

City of Los Angeles
Federal Emergency Management Agency
Internal Revenue Service
Patent and Trademark Office
Department of Housing and Urban Development



“Great facilitators distinguish themselves through preparation and skill. It’s when diverse perspectives are respected and leveraged that innovation and teamwork flourish.”

CAPABILITY

Facilitation

The Questions

- Are you finding it difficult to simultaneously manage the dynamics of a meeting, record results, and make a meaningful contribution?
- Are you getting the information and results you need from every meeting—on time and on schedule?
- Do you know how to use the latest facilitation and group management technology?

The Facts

Improving programs, assessing results, plotting a new course—each of these activities is vital to your job as a public manager. Each also requires input from staff, stakeholders, and experts. Getting the right people into one room is challenge enough, but managing a meeting effectively in order to get the desired results can seem impossible. You have clashing personalities, competing agendas, and general group dynamics to worry about, not to mention the substantive information you want to convey. In some situations, you may never be able to get a particular group together again. You could use someone to focus on meeting dynamics so all the participants can concentrate on the substance of your mutual endeavor.

With Hagerty, you gain the perspective of an experienced, independent third-party facilitator. Hagerty professionals have extensive experience facilitating meetings for a broad range of public and private sector clients. We have the professionalism, skills, and tools to help you manage a meeting and get relevant answers and results.

Why Give Up Your Day Job?

Hagerty emphasizes thorough preparation in advance of a meeting. Preparation reduces meeting management breakdowns and the facilitator has the flexibility to respond when unanticipated meeting roadblocks occur. Hagerty professionals have experience managing a variety of meetings and group activities including focus groups, business process mapping and re-engineering workshops, strategic planning sessions, after-action reviews, and meetings to discuss lessons learned.

Hagerty meeting facilitation services can help you:

- Develop an agenda, determine talking points, and choose reading materials to assign to group members in advance of the meeting
- Use a range of group-dynamic intervention techniques to keep the meeting on time and on task
- Record ideas and comments, prepare meeting notes and analysis, and identify follow-up actions
- Use various technologies, from flip charts to electronic groupware, that can facilitate rapid diagnostic appraisals and brainstorming and help to distill great ideas

The result is a meeting that is more efficient and effective. In addition, you’ll be confident during the meeting that you and your team are exchanging the right information to achieve the right results.

Hagerty professionals have provided Facilitation services to many clients, including:

Agency for International Development
Department of Housing and Urban Development
Federal Emergency Management Agency
Food and Drug Administration
National Nuclear Security Administration



“Reliable, trusted information is the backbone of any organization. Without it, less informed decisions are made.”

CAPABILITY

Financial Management and Analysis

The Questions

- How reliable is the financial information that informs your decision-making process?
- Do you fully understand federal audit requirements, Office of Management and Budget (OMB) Circulars and federal financial management guidelines?
- Are you receiving reimbursement for all expenses allowable under federal guidelines?

The Facts

Whatever your organization’s focus or mission, sound financial management is vital to successful program administration. In the public sector, simply navigating the maze of federal regulations and requirements can be a daunting task. You need assistance from a team that has years of experience helping public sector clients comply with federal requirements, conduct complex financial analyses, and improve financial management.

Hagerty’s team of seasoned consultants, accountants, public sector managers, economists, and financial analysts will help you, whatever your financial analysis and management needs. Hagerty professionals have advised chief financial officers, transformed financial business processes, and helped public sector agencies comply with complex federal requirements. Our professionals combine technical expertise with a deep understanding of the public sector financial environment. Their combined skills and experience will help you assure compliance and improve performance.

Dollars and Sense

Hagerty’s range of financial management and analysis services includes:

- Financial and eligibility reviews of complex, multi-million-dollar, politically sensitive grants
- Assistance with federal government audits, internal control reviews, compliance reviews, and auditable surveys
- Compliance with the Chief Financial Officers Act and OMB Circulars, including OMB Audit Requirements of Federal Financial Statements
- Improper Payments Act analysis, including recommendations for eliminating improper payments in the future
- Complex financial analysis, including trend analysis, estimation of the financial impacts of policies and programs, and projections of revenue lost as the result of a disaster
- Transformation of financial management processes to improve your organization’s efficiency and performance

Hagerty will help you produce results that include reduced costs, thorough compliance with federal regulations, and improved performance of grants and loans.

Hagerty professionals have provided Financial Management and Analysis services to many clients, including:

Agency for International Development
 California Department of Forestry and Fire Protection
 Federal Emergency Management Agency
 Pension Benefit Guaranty Corporation
 Department of Homeland Security



“Managing federal grant programs is complicated; the requirements are sometimes burdensome to both the federal government and the recipients. Yet, done right, the benefit of these grants far exceeds the administrative requirements.”

CAPABILITY

Grant and Loan Management

The Questions

- Do you need to reduce the administrative costs of your grant or loan program?
- Are you having trouble evaluating a recipient's compliance with federal, state, or local regulations and requirements?
- Are you looking for ways to maximize the grant and loan funds you receive?

The Facts

Government and quasi-governmental agencies offer billions of dollars in grants and loans each year. As a grant and loan maker, you understand that managing these programs requires expertise in financial management, program evaluation, and project management, as well as in-depth understanding of the regulations and policies that govern grants and loans. For potential grant recipients, simply identifying the opportunities for your organization can be incredibly tricky and made increasingly difficult by the maze of grant and loan requirements.

Hagerty professionals have a balance of the talent, skill, and experience necessary to help you with all aspects of grant and loan management. Hagerty professionals include accountants with more than 20 years experience in financial management and auditing; former government executives who have administered billion-dollar grant programs; and grant writers who have secured tens of millions of dollars for local governments. Hagerty professionals won't need to learn on the job. They're already specialists in grant and loan administration and can help you achieve your goals by focusing on your unique, specific needs.

A Day Early and a Dollar More

Hagerty professionals will work with you to manage every component of your grant and loan program; they will help you:

- Educate potential grant and loan recipients about eligibility requirements and application processes
- Evaluate and redesign grant and loan application processes
- Assess the eligibility of applicants, projects, and programs for specific grant and loan programs
- Monitor the performance of grants and loans and the compliance of grant and loan recipients
- Provide technical assistance to grant and loan recipients to improve their performance
- Develop and implement risk management and cost control measures aimed at limiting fraud and default

The results will be more cost-efficient program administration, reduced fraud, and greater compliance with the rules and regulations governing the grant.

Hagerty professionals have provided Grant and Loan Management services to many clients, including:

California Department of Health Services
 Corporation for National Service
 Department of Homeland Security
 Department of Housing and Urban Development
 Federal Emergency Management Agency



“Interpreting policy in light of process and operational considerations is critical if the policy is to achieve its desired outcome without creating administrative headaches.”

CAPABILITY

Policy Analysis

The Questions

- Do you understand the potential economic and social impact of a new policy or program?
- Are you aware of the policy alternatives, including costs and benefits, of a challenging public policy issue?
- Are you having trouble interpreting a new policy, regulation, or law?

The Facts

Policy analysis, also called policy studies, is the systematic evaluation of alternative means of achieving social and public policy goals. The responsibility for policy decisions resides in the public sector. But does your staff have the time, expertise, and focus to conduct the complex analytics these decisions require? When faced with a difficult policy challenge, you need to be armed with all available information about policy options, impacts, and costs.

Hagerty has the knowledge, tools, and experience necessary to help you effectively analyze, interpret, and implement public policy.

Know your Options. Put the Ball in Our Court.

Hagerty professionals have advanced degrees in public administration, public policy, statistics, economics, and social work, and have years of policy analysis experience. Hagerty has professionals around the country who are experts in specific policy areas; they can help you interpret the most complex policies and anticipate and react to policy changes. Hagerty is adept at writing policy research papers that address all sides of a complex policy issue. We can help you:

- Understand the ramifications of new laws, regulations, and policies
- Analyze public policy issues, emerging trends, and advance policy alternatives
- Employ quantitative and qualitative methods or models to assess the impact of a specific policy or program
- Project the economic and social consequences of a proposed policy change

Hagerty cannot make policy decisions for you. But we can put you in a position to understand your alternatives and make the best decisions possible.

Hagerty professionals have policy expertise in many areas, including:

Chief Financial Officers Act
Government Performance and Results Act
Government Management Reform Act
Office of Management and Budget Circulars
President's Management Agenda
Stafford Disaster Relief and Emergency Assistance Act



“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



“Responsible organizations plan for the worst. The best respond and recover with speed, agility, and confidence.”

CAPABILITY

Preparedness and Crisis Recovery

The Questions

- Are you aware of the threats facing your organization or jurisdiction? Do you have a plan to address those threats or risks?
- Do you have a comprehensive and realistic plan to recover from an emergency or disaster?
- Are you getting the most from the funds you receive from your federal grant?

The Facts

September 11th and Hurricane Katrina brought disaster preparedness to the forefront of public consciousness. Every organization, whether in the public or private sector, now focuses more time, money, and energy on this issue. However, your next crisis may be unlike any you have ever faced. Although some events are predictable—it is highly likely that the southeastern United States will experience another major hurricane—some events defy imagination. You need to have a set of flexible plans and systems in place so you are prepared for any number of potential emergencies, disasters, or crises.

Do you have the necessary plans and systems in place?

The Best Preparation for the Worst

Hagerty Consulting and its professionals have expertise in every phase of disaster preparedness, response, and recovery. Hagerty is comprised of former Federal Coordinating Officers, former FEMA regional directors, and consultants and public managers who have managed numerous disaster response and recovery efforts. Hagerty professionals specialize in using technology, data, and smart business processes to improve response and recovery operations. Equally important, Hagerty has unparalleled expertise and experience with complex federal programs, grants, and loans that help states and local communities recover from emergencies and disasters.

Hagerty professionals provide the full range of preparedness, response, and recovery services; they will help you:

- Conduct risk assessments, capability assessments, and gap analyses, and develop strategic plans to guide your preparation for natural and human caused events
- Develop emergency response and recovery plans, COG and COOP plans, and hazard mitigation plans
- Assess your training needs, develop a training plan, and conduct training for a range of emergency response and recovery systems and programs
- Develop and implement management plans, systems, and tools that will help you use data and effectively manage emergency response and recovery operations
- Manage state and federal recovery programs
- Identify funding opportunities and prepare grant applications for Homeland Security and emergency preparedness, response, and recovery funds

Hagerty will help you plan for a crisis. If or when a crisis occurs, Hagerty will help you respond and recover with agility and confidence.

Hagerty professionals are knowledgeable about many preparedness and recovery systems and programs, including:

Continuity of Operations COOP
National Incident Management System NIMS
FEMA Individual and Public Assistance
FEMA Hazard Mitigation Grant Program
Homeland Security Grant Program



“A well-run organization constantly charts its course, sets its expectations, monitors its performance, and makes mid-course corrections.”

CAPABILITY

Strategic and Performance Management

The Questions

- Does your organization have a clear definition of success? Are you measuring the right targets? Are you measuring them in the right ways?
- Do you have a clear one-year, three-year, and five-year plan? Does each plan align with your mission, values, and goals?
- Are you looking for a system to measure progress, identify problems, and fix them?

The Facts

You're held accountable—by the public, the Government Accountability Office, your supervisors. You need to produce results. But do you have a clear plan for producing them? Do you even know how well you're doing? Whether you're a government contractor or a manager in the public sector, improving performance and measuring progress are crucial to your job. You need a partner who has the perspective, experience, and demonstrated ability to help you do exactly that.

Hagerty's team of experienced strategic planners, managers, and technology experts are ready to help you define what success means to your organization and gauge your progress toward your goals. We've done it successfully for some of the largest, most complex federal agencies and government contractors.

What Gets Measured Gets Done

Hagerty will work with you and your staff to develop and implement a strategic and performance management plan that will help you:

- Identify achievable and measurable goals that align with your mandate and mission
- Develop meaningful and effective performance metrics to gauge your progress
- Develop effective strategies and initiatives to help you achieve your goals
- Establish systems to measure performance of individual employees, managers, and teams; highlight weaknesses; and target areas that need improvement
- Develop management dashboards and other data reporting systems that will deliver critical, targeted performance data to you, your superiors, and your constituents
- Assess your current budget and programs to determine if they align with your goals, and if not, develop a plan to correct them

Once you understand what drives performance, you can redirect your organization and allocate resources to reach your goals.

Hagerty professionals have provided Strategic and Performance Management services to many clients, including:

Department of the Interior
Department of State
Federal Emergency Management Agency
National Aeronautics and Space Administration
U.S. Forest Service



“One size does not fit all. The enormity and uniqueness of the disaster rendered our client’s usual processes insufficient. We recognized this and developed an innovative process to meet the unique requirements of the crisis.”

CASE STUDY

Business Process Transformation

Design and Implementation of a New Grant Closeout Process After 9/11

“Thirteen hundred grants. \$2.5 billion. In how long?”

The World Trade Center disaster was unprecedented in size, complexity, and human toll and in the prolonged attention it received from the media, the public, and all levels of government. FEMA realized that its standard toolkit of disaster assistance grants and grant management processes was not sufficient for an event of this magnitude. To help New York City recover from this historic and devastating event, FEMA needed to deliver disaster assistance funds quickly and close out grants efficiently. A new FEMA disaster assistance grant closeout process needed to:

- Be administered efficiently with a minimum of effort by the grant recipient
- Enable grant recipients to receive funds as quickly as possible
- Comply with all governing laws and regulations
- Allow programmatic close out of public assistance grants within two years of 9/11

Two years? Could that even be done?

Many experienced contractors and even some FEMA staff said that the new grant closeout process raised unrealistic expectations. The existing FEMA process generally took a minimum of several years to complete, and that was for events one-tenth the size of the 9/11 disaster.

The Turning Point.

Hagerty professionals realized that merely tinkering with FEMA’s existing process would not achieve the desired results. The traditional closeout process needed radical transformation if it was to meet FEMA requirements and New York City’s expectations.

One Hagerty professional assigned to the project had managed a billion-dollar disaster as a top-level FEMA employee; another had designed a complex new “311” call center for a major city; another had implemented innovative service delivery strategies for housing authorities across the country. These professionals understood how to take a cumbersome process and improve it dramatically—and quickly.

Hagerty’s approach resulted in an entirely new process that focused only on tasks that were critical to achieving outcomes, meeting program requirements, and meeting clients’ and grant recipients’ needs.

A Successful Journey. A Welcome Destination.

Within two years of 9/11, the team led by Hagerty professionals successfully closed out more than 1,300 grants totaling in excess of \$2.5 billion. Because there had been close collaboration and communication with grant recipients during the closeout process, applicants did not appeal any of FEMA’s eligibility determinations, even when funds were denied for ineligible projects. As a point of comparison, many disasters that FEMA handled before 9/11 resulted in hundreds of appeals.

The expedited grant closeout process put crucial recovery dollars into the hands of reconstruction officials and took the pressure off city and state employees, allowing them to return to the business of rebuilding New York City.



“The Strike Teams were very close to being filed under ‘good ideas that didn’t work out.’ The Hagerty team facilitated a critical meeting at the field office that laid the groundwork for improvements that were to come.”

CASE STUDY Facilitation

Facilitating a Meeting to Improve Post-Disaster Housing Delivery

“Necessity is the mother of invention, but who owns implementation?”

In 2004, Florida was hit by four major hurricanes within a six-week period. This unprecedented string of disasters caused widespread devastation across the state and left tens of thousands of residents homeless. FEMA responded by creating rapid-response local field teams, called Strike Teams, to help deliver temporary housing to disaster victims. It was a good concept. Strike Teams were a much-needed local presence and were able to respond with speed and agility to a quickly changing situation. However, communication and coordination problems limited the Strike Teams’ effectiveness. Because each team acted independently and approached its mission differently, communication broke down. As a result, disaster victims were not served efficiently. In an extreme example, some families received two temporary housing units while other families received none. Something had to be done or FEMA would have to pull the plug on the Strike Team concept.

An opportunity presented itself when all Strike Team leaders were scheduled to come to the central disaster field office to pick up equipment. Four hours before they arrived, FEMA asked Hagerty to meet with the Strike Team leaders and put them all on the same page. Strike Teams needed to conduct certain basic housing operations in a consistent way, and they also needed to communicate more effectively with each other and with the central field office.

Hagerty faced a challenge. Each one of the thirty independent-minded, strong-willed and confident Strike Team leaders was perfectly suited to running a multidisciplinary team in a Spartan, post-disaster environment, but, taken together, they weren’t necessarily the easiest group to facilitate. Furthermore, FEMA’s patience with the Strike Teams was running low. Hagerty saw that this was probably the last chance to make changes and save the program.

The Turning Point.

The Hagerty team consisted of three experienced facilitators, each with an understanding of disaster recovery operations. They realized that trying to force a solution on the Strike Team leaders wouldn’t be effective; once the teams returned to the field, the leaders would revert to their old ways of doing things. The key was to let the Strike Team leaders share their ideas, gripes, and experiences, to tell each other what worked and what didn’t. By sharing information, the leaders as a group could develop a consistent approach to their mission.

The facilitated session revealed that Strike Team leaders did not have a comprehensive understanding of the housing process. As a result, they didn’t appreciate how critical it was to track the steps in the process and communicate with all parties involved. Furthermore, each Strike Team apparently did some things well but struggled with other aspects of the process. Six hours of talking, sharing, charting, and some heated discussion eventually produced general agreement on broad steps the Strike Teams could take to standardize and improve key housing processes.

A Successful Journey. A Welcome Destination.

The Strike Team meeting was a tremendous success. It produced new, standardized processes that were communicated to all Strike Team members, and the leaders established a weekly conference call to discuss and address emerging issues. All Strike Team members were given direct access to the tracking database so they could enter information and view progress overall. The most important result was quicker, more efficient delivery of housing. In the end, 16,000 trailers were delivered to hurricane victims in only a few months, which at the time was a FEMA record.



“Hagerty was able to identify problems that were costing the City of Houston and federal taxpayers far too much money. Then Hagerty recommended corrective action that led to cost savings.”

CASE STUDY

Financial Management and Analysis

Financial Review of the Houston Sheltering Program

“Their hearts are in the right place. Are their dollars?”

Hurricane Katrina displaced tens of thousands of Gulf Coast residents. Communities across the United States donated food, clothing, and shelter. No city in the country took in more Katrina refugees than Houston, which offered shelter to 40,000 people.

Houston could not have handled this mass influx of evacuees on its own. The federal government was a crucial partner in the city's efforts, providing the financial means for Houston and other communities to manage and operate shelter programs. Extreme times call for extreme generosity, and the City of Houston and the federal government were generous with their assistance.

In the weeks and months following Katrina, cities began reporting their costs to the federal government. Costs of the Houston program were clearly high—and much higher than for similar programs in other cities. The federal government was in a quandary. Providing shelter to Katrina victims was essential, and Houston was going above and beyond its neighborly duty to help displaced persons. However, Houston's program was costing the city tens of millions of dollars and was simply not sustainable.

The Department of Homeland Security's Office of the Inspector General (DHS-OIG) began to question costs, particularly those related to program management. FEMA had to strike a balance: Houston was generously helping evacuees get back on their feet and it needed help; at the same time, taxpayers insisted that housing program costs should be reasonable.

Costs were becoming prohibitive, endangering the existence of the housing program. However, the federal government couldn't simply back away. In April 2005, the government called on Hagerty professionals to conduct a financial review of Houston's sheltering program and identify ways for the city to reduce costs and implement a program it could sustain.

The Turning Point.

A small team of Hagerty professionals flew to Houston and began to review project financials. Interviews with program managers and staff gave the team a thorough understanding of the Houston sheltering program. The leader of Hagerty's team had more than 13 years' experience in grants management and financial analysis. The team also included accountants and financial analysts who had extensive experience with grants management, financial management, and process analysis.

It didn't take long for the team to identify the multiple causes of skyrocketing project management and sheltering costs. The city's invoicing process was time-consuming and inefficient; evacuees required extensive case management; and city officials had to deal with FEMA's directives requiring extensive documentation.

A Successful Journey. A Welcome Destination.

The Hagerty team helped the federal government prepare letters explaining to the City of Houston that it would no longer reimburse costs for inefficient and unnecessary processes and recommending other ways to comply with federal requirements. The letters convinced the city that eliminating unnecessary processes, streamlining those that were inefficient, and implementing simple cost control measures would save the city, the federal government, and taxpayers millions of dollars.



CASE STUDY

Grant and Loan Management

Design and Implementation of a New Community Disaster Loan (CDL) Program

“Design a new loan application process—by Monday.”

“The Special CDL program was so much larger than the traditional program that to deliver funds quickly, we had to simplify the process as much as possible. The solution we implemented got results—and quickly—while maintaining compliance with federal regulations.”

Hurricanes Katrina and Rita were unprecedented in their impact on homes and businesses and the underlying infrastructures that supported them. The storms significantly depleted the tax base and revenues of local governments in Louisiana and Mississippi. They were unable to provide essential services to their hurricane-ravaged communities and even unable to pay salaries to government workers. They were in dire need of financial support.

The federal government’s existing CDL Program was not robust enough to support communities that had suffered so much devastation. In 2005, Congress took action and authorized the new Special CDL Program, which was a vastly expanded CDL program designed to provide more funds to more communities more quickly.

The new legislation had tremendous promise and created enormous expectations. However, it contained no details about how such a program should be implemented. The who, what, when, where, and why of the program existed—but not the how.

The Turning Point.

When the new legislation was passed, top FEMA officials immediately turned to Hagerty, which was nationally recognized for its expertise in implementing the CDL program. FEMA was aware of Hagerty’s reputation for producing effective, compliant solutions to problems that at first appeared intractable.

FEMA gave Hagerty only three days to draft a plan for implementing the Special CDL Program. Hagerty professionals, including a pre-eminent CDL expert and an accountant with more than 25 years’ experience, worked straight through a weekend to produce a workable plan. On Monday morning, the team presented a significantly streamlined CDL implementation plan that met the expanded scope and accelerated timeline of the Special CDL Program. The plan focused on:

- A streamlined application process that allowed applicants to self-certify to certain requirements
- A comprehensive and inclusive education program that gave applicants, the states, and the DHS Inspector General an understanding of all program requirements and provisions
- A rigorous validation process that enabled applicants to receive funds quickly but provided strict monitoring to prevent fraud and waste

FEMA was so satisfied with Hagerty’s approach and solution that it asked Hagerty to manage the new program’s implementation.

A Successful Journey. A Welcome Destination.

Hagerty managed the implementation of 150 loans totaling \$1.3 billion for local governments throughout Louisiana and Mississippi. Previously, FEMA had never issued more than a few CDL’s annually in amounts of \$5 million or less. FEMA was so satisfied with the expedited development of the loan packages that it asked Hagerty to develop a streamlined maintenance and monetary program for the \$1.8 billion CDL Program.



“Just because it hadn’t been done before didn’t mean it couldn’t, or shouldn’t, be done. It just required fresh thinking, comprehensive knowledge of the applicable programs and regulations and the skill to weave everything together to make a compelling case.”

CASE STUDY

Policy Analysis

Developing a Multi-Agency Approach to Rebuilding New York City

“How can we develop a 21st-century replacement for a 19th-century system?”

The World Trade Center disaster on 9/11 devastated lower Manhattan. The attacks and subsequent tower collapses occurred at the nexus of multiple transportation systems—subways, railroads, roadways, and bridges—that moved thousands of New Yorkers in, out, and around the city every day. The crippled transportation system was repeatedly mentioned as the top concern for companies located in lower Manhattan, and the disaster jeopardized New York City’s standing as the world’s financial services hub.

New York City appealed to the federal government for help in rebuilding its transportation infrastructure. President George W. Bush responded by publicly pledging \$20 billion for the city’s recovery. Federal recovery programs aimed to restore the transportation infrastructure to its pre-disaster design. To New York City, however, restoring an outdated system made no sense. Instead, the city had grand visions for rebuilding the transportation system to meet the new realities of the 21st century. A new system would require redesign of some roads and systems not damaged by the attacks and relocation and upgrades of additional transportation infrastructure.

FEMA asked Hagerty professionals to prepare a white paper explaining how FEMA could pay for New York City’s ambitious transportation recovery plans yet comply with the existing laws and regulations that applied to FEMA. The Hagerty team, comprised of professionals from the private and public sectors, examined the laws governing FEMA programs, researched past projects for precedents, and delved into New York City’s preliminary plans to restore transportation.

The Turning Point.

The Hagerty team realized that FEMA’s traditional approach would view each damaged section of infrastructure independently and fund the restoration of each discrete portion of the infrastructure to its pre-disaster design and function. Based on projections for future growth and shifts caused by the disaster, simply rebuilding the current system would not be sufficient to meet New York City’s transportation needs in the post-9/11, 21st-century environment.

The breakthrough to innovation came when the leader of Hagerty’s team realized that the entire lower Manhattan transportation infrastructure could be viewed as a single interconnected, intermodal system. The attacks had irrevocably damaged the entire system, and thus FEMA, in accordance with its policies and regulations, could fund restoration of the system’s pre-disaster function, if not its pre-disaster design. The Hagerty team’s second innovative idea was to suggest transferring federal dollars for eligible transportation projects to the U.S. Department of Transportation, which had the most expertise in managing grants for large, complex transportation projects. The proposal was bold, unprecedented—and fully compliant with FEMA’s laws and regulations.

A Successful Journey. A Welcome Destination.

The Hagerty team documented its findings, analysis, and recommendations in a white paper which was delivered to the lead federal official for the 9/11 recovery. The federal government accepted the white paper and used it as a blueprint for the transfer of funds to the Department of Transportation. The result? The sum of \$2.75 billion for the development of a new intermodal transportation hub in lower Manhattan and an important step in showing the world that New York City would not only come back, but be stronger than ever.



“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.



“Hagerty was able to develop a sound and comprehensive assessment tool due to its technical knowledge and experience in disaster housing. The on-line database used by housing manufacturers was the result of innovative thinking.”

CASE STUDY

Preparedness and Crisis Recovery

Assessing Housing Options in a Disaster Situation

“Can we do any better than an expensive short-term solution, which doesn’t always work?”

In the past few years, several major hurricanes displaced tens of thousands of households in the southeastern United States. The U.S. government responded by providing these families with temporary housing in the form of trailers and mobile homes. Trailers were a welcome temporary solution, but came with issues. For one, the need for trailers exceeded manufacturers’ production capacity, resulting in long waiting times for units. In addition, trailers were expensive to produce and difficult to transport and install—and, it wasn’t completely clear that they were a viable solution in the first place. Even if production and availability had not been issues, travel trailers were not a suitable housing solution for some hurricane areas. Finally, after the time and expense of providing trailers immediately after a hurricane, trailers did not address the long-term needs of most families who had lost their homes.

To develop solutions to the disaster housing problem, the U.S. government established the Joint Housing Solutions Group (JHSG), a multi-agency organization developed to address the challenge of providing direct housing assistance. The JHSG determined that a range of housing options should be identified and assessed during a period of normalcy, so that suitable housing options could be mobilized quickly after a disaster. The JHSG turned to Hagerty to lead its housing assessment project.

Hagerty provided a multidisciplinary team to create a housing solutions assessment tool. The team, led by a former FEMA regional administrator and recipient of the Hammer Award, included veterans of hurricanes in Florida and the Gulf Coast. The Hagerty team leveraged its combined knowledge of disaster response and recovery to develop a comprehensive assessment tool that evaluated temporary housing options on the basis of cost, timeliness, livability, and range of use. The tool Hagerty developed gave the JHSG a method of selecting an appropriate housing option for each community after a disaster.

Hagerty’s assessment tool met all of the JHSG’s requirements. However, it was unclear whether it could be implemented in a cost-effective manner, particularly since it was initially envisioned that FEMA or its counterparts would assess each housing option using a paper survey tool.

The Turning Point.

The Hagerty team determined that there was a better way. Hagerty database programmers built a Web-based tool that would allow housing providers anywhere in the country to enter information remotely. Their solutions would be assessed, and promising solutions would then receive further scrutiny and possible consideration. This solution had the potential to save the federal government time and money. It was no longer necessary for a team of consultants to travel across the country to assess housing solutions that might turn out to be completely unrealistic. In addition, the JHSG could assess a significantly larger pool of potential solutions.

A Successful Journey. A Welcome Destination.

In the future, Hagerty’s Web-based Housing Assessment Tool (HAT) makes it possible for the JHSG to assess a range of viable temporary housing options that can be deployed immediately following a catastrophic event. Because HAT examines a variety of factors including the type of disaster, its location, and even the demographics of displaced families, local officials and agencies now have the ability to match optimal solutions with disaster needs. In a time of crisis, HAT will help bring a fast, effective, relevant and sustainable solution to people with urgent housing needs.



“To assure quality you need to ask the right questions of the right people... and take the right action with the answers you receive. The Hagerty solution proactively identifies and corrects problems quickly, making continuous improvement an everyday function.”

CASE STUDY

Strategic and Performance Management

Assuring Quality and Monitoring Performance for a Large Government Contractor

“Issues will arise. Can we catch them before they become problems?”

A Fortune 500 company won a five-year, \$100 million technical assistance contract with the government. As part of the contract, the company agreed to develop a contract-specific quality control plan to monitor the quality of its work products and the performance of its personnel and subcontractors. If the plan worked well, the company could apply it to other projects.

The company chose to outsource the development of the plan to a firm with a fresh perspective and a consistent reputation for excellent work—a firm that practiced what it preached when it came to quality and high performance. The company chose Hagerty.

The Turning Point.

After a quick assessment of the contract’s requirements, Hagerty professionals realized that they would need to develop a flexible and scalable system that had the ability to monitor the performance of individual project members as well as the project overall. As a company, Hagerty considers quality assurance, performance assessments, and mentoring to be top priorities; Hagerty senior executives, including the firm’s founder, were directly involved in establishing these internal firm processes.

However, Hagerty professionals realized that this hands-on, personal, intensive approach was not appropriate for the client’s culture and environment. Instead, Hagerty developed a solution that used standardized assessment tools, technology, and targeted senior-level involvement to assure quality for a project that involved hundreds of employees and potentially hundreds of client deliverables.

The Hagerty solution included:

- Standardized assessment forms and a template so that results could be compared and analyzed
- A risk-based approach that focused more attention on individuals, teams, and divisions that exhibited weakness on initial reviews
- Solicitation of input from clients and other contractors who worked directly with the staff
- Implementation of specific measures, from counseling and mentoring underperforming staff to process redesign, that would correct problems that had been identified during the assessment process

A Successful Journey. A Welcome Destination.

Hagerty developed a quality control plan that offered an efficient, holistic, and relatively cost-effective approach to monitoring performance and controlling quality. The government put renewal of the contract, now valued at \$200 million, up for bid a year after the client implemented the Hagerty quality control plan. In the bidding process, the client was rated number one technically among all contractors, including two other incumbents who were competing for renewal of the contract.