

Hurricane Harvey, Floods, Disaster Relief and Recovery for Project Managers... and Welcome to the September edition of the PM World Journal

David Pells, Managing Editor

Welcome to the September 2017 edition of the **PM World Journal** (PMWJ), the 62nd uninterrupted monthly edition. This edition continues to reflect the international nature of this publication; **33** original articles, papers and other works by **44** different authors in **20** different countries. News articles about projects and project management around the world are also included. Since the primary mission of this journal is to support the global sharing of knowledge, please share this month's edition with others in your network, wherever in the world they may be.

Since last August, I have used this opportunity to mention important trends or issues that I see as journal editor. This month, I want to discuss disaster relief and recovery for project managers and those in the project management profession. I want to discuss these issues from both personal and professional perspectives.

But first some context. Here it is the 8th of the month, the latest this journal has been published, and still I am just now getting to this editorial and welcome article. The issue for me is that I took on a new initiative early last week, to help lead a disaster relief initiative for the PMI Dallas Chapter in response to the record breaking floods along the Texas coast resulting from Hurricane Harvey. Three PMI chapters in the region with over 5,000 members were affected. Many PMI members had homes flooded, lost cars and other possessions, and had their lives uprooted. PMI Dallas chapter leaders wanted to help and have launched an initiative to do so; some details are below. So I apologize to our authors and readers for late publication this month, but... there's a lot going on.

Hurricane Harvey devastates the Texas coast

Hurricane Harvey hit the south Texas coast near the town of Corpus Christi on Friday evening, 25 August 2017. Just to set the stage, here is a short intro from Wikipedia. Hurricane Harvey was the first major hurricane to make landfall in the United States since Wilma in 2005, ending a record 12-year drought in which no hurricanes of Category 3 intensity or higher made landfall in the country. In a four-day period, many areas received more than 40 inches (1,000 mm) of rain as the system meandered over eastern Texas and adjacent waters, causing catastrophic flooding. With peak accumulations of 51.88 in (1,318 mm), Harvey is the wettest tropical cyclone on record in the contiguous United States. The resulting floods inundated hundreds of thousands of homes, displaced more than 30,000 people, and prompted more than 17,000 rescues. [1]



Hurricane Harvey near Texas coast on 25 August 2017

According to ABC News in the United States on 1 September 2017, Harvey's torrential rain, devastating winds and widespread flooding have so far cost at least 39 lives, driven over one million people to evacuate their homes in Texas and caused extensive destruction that will likely make it one of the costliest storms in U.S. history. Here is a look at the storm's historic devastation, by the numbers:

- **More than 20 trillion gallons:** That's the total amount of rain that fell across Texas and Louisiana, a staggering deluge that represents enough water to supply New York City's needs for over five decades.
- **\$125 billion:** Texas Gov. Greg Abbot said his state will need federal relief money "far in excess" of that total. Moody's Analytics has estimated \$97 billion in destruction alone and some \$108 billion in total damages counting lost output.
- **51.88 inches:** The amount of rain recorded at Cedar Bayou on the outskirts of Houston in just under five days, marking a new record for the heaviest rainfall for a storm in the continental U.S., according to the National Weather Service.
- **3:** The number of times Harvey made landfall— twice as a hurricane in Texas and once more as a tropical storm in southwestern Louisiana.
- **185,149:** Homes estimated to be damaged or destroyed by Harvey, according to Friday's data from the Texas Division of Emergency Management.
- **364,000:** People who have registered for assistance with the Federal Emergency Management Agency (FEMA) as of Friday, August 31, according to FEMA.
- **42,399:** People in shelters as of Friday, according to the Texas governor.
- **10,000:** People rescued by federal forces as of Thursday, FEMA said, plus countless other Good Samaritan rescues.
- **200,000:** Customers without power on Thursday, according to the Energy Department.
- **120,000:** Residents without water in Beaumont, Texas, on Thursday.
- **Over 1,900,000:** Meals distributed by FEMA in Texas as of Friday.
- **Over 1,960,000:** Liters of water distributed by FEMA in Texas as of Friday.
- **10:** Gulf Coast region refineries that remain shut down by Harvey. Together they account for over 3 million barrels per day of output, or nearly 17 percent of the total U.S. refining capacity, according to the Energy Department. [2]

Houston, the 4th largest city in the United States, was almost entirely flooded and under water! The world watched aghast; I received emails from around the world asking about our safety, even though we were a safe distance north of the flooding.

Record Flooding

Hurricane winds exceeding 100 miles per hour can be devastating. But heavy rain and the resulting flooding kills many people and causes massive damage. The record rainfall from Hurricane Harvey was unbelievable, about 10 inches of rain per day for five days straight, between 40-50 inches of rain hit a long stretch of the Texas coast east, west and south of Houston. Beaumont, Texas received 25 inches of rain in a 24 hour period on August 30; the entire town was under water. Watching media coverage of flooded homes during and after the storm was heart wrenching. Here are a few images from the area last week.



Downtown Houston



Streets flooded, thousands of rescues



Dozens of neighborhoods flooded, thousands of homes ruined, autos lost

I realize that there has been record flooding worldwide this year, including catastrophic monsoon rains and floods in India, Nepal, Pakistan and Sri Lanka. Thousands of people have died or been misplaced in those areas. But since I live in north Texas and know people in the Houston area, and have been there many times, the damage from Hurricane Harvey seemed more personal.

PMI Members and Chapters in the Flood Zone

The Project Management Institute (PMI®) has three chapters on the Texas coast, including the PMI Houston chapter (4,000+ members), Clear Lake Galveston chapter (south of Houston with around 420 members) and Coastal Bend chapter based in Corpus Christi (est. 100 members). When the Hurricane hit the coast, I was thinking about friends and colleagues in the area. I had been to the Houston and CLG chapters several times over the years, attended PMI events there, had many friends there over the last three decades.

At 5:39 p.m. on Friday, August 25th, I sent a text message to A.J. Collier, who I have known for more than 25 years and who is currently the chapter president for the Clear Lake / Galveston (CLG) PMI chapter (which by the way, serves the area around the Johnson Space Center south of Houston). I wished him luck over the weekend, hoping the bayou near his home would not be flooding. That was wishful thinking! Over the next five days, A.J. kept me posted, sending a video at one point showing the flooding in his neighborhood where numerous homes were damaged. The bayou reached his door step, but it finally stopped raining and his home survived.

Other members of the CLG chapter were not so lucky. According to A.J. on Thursday, August 31: "We have around 25 chapter members in the Beaumont area where they just got 25 inches of rain in one day. The whole town is under water. They all got hit. I just spoke with Justin, a chapter member who's been working on a potential PMI chapter there; his house is under five feet of water, they lost two cars and are staying with an aunt, who has no electricity."

A.J. told me that they estimate 10-15% of their chapter members were seriously hurt by the storm, around 40-50 project management professionals, most with families. He thinks that his chapter might have been the worst hit, but the small chapter in Corpus probably also saw members' homes damaged. A reasonable estimate is 5-10% of PMI members in the region sustained serious damage to their homes and lives, approximately 200-400 people.

PMI Dallas Disaster Relief – An initiative to help colleagues

Twelve years ago, a group of PMI members tried to raise money for PMI members who suffered from Hurricane Katrina in New Orleans. That initiative was called "members-helping-members" and gained a lot of visibility within PMI in North America. Unfortunately, that initiative died for a simple reason, it was not supported by PMI itself. The official position, as it is today, is that in the United States, a not for profit organization registered as a 501c(6) with an educational purpose cannot accept "tax deductible" donations like a 501c(3) registered charity, nor can PMI make financial contributions to individuals.

I remember well the 2005 initiative because close friends, Mike and Saralee Newell, had their home in Slidell, Louisiana wiped out by Katrina; everything above the foundation slab completely disappeared in the storm. They lost everything they could not fit in their car when evacuating. I thought about them as I spoke with A.J. in Houston last week, thinking about PMI members on the coast, in Houston or Beaumont, who may have also lost everything.

So I contacted Susan Kennedy, PMI Dallas Chapter president, to discuss a disaster relief effort for PMI chapters and members affected by Hurricane Harvey. She responded enthusiastically and put me on the agenda for a chapter board teleconference on Thursday evening, August 31. I pitched the idea, suggested that the chapter do something to help Hurricane Harvey victims, and the board voted unanimously to proceed. Four members of the board, including Susan, volunteered to help personally; a preliminary team was immediately formed. In a follow-up email, we agreed to meet on Sunday, 3 September, at a local hotel.

By the time our “steering committee” met on 3 September, both Susan and I had exchanged emails with executives at PMI headquarters in Pennsylvania, including PMI CEO Mark Langley (who I have also known for nearly 20 years). PMI leaders clarified legal and operational issues, provided useful information related to donations for victims of the hurricane, and offered to help where they can. Susan had also mentioned the disaster relief initiative in her monthly newsletter to chapter members, inviting volunteers to contact me; we had several more volunteers by Saturday night.

During our Sep 3 meeting, our team decided to do the following:

- Focus on some immediate actions to help as soon as possible, deferring longer term issues and options for further discussion later;
- Based on a suggestion by A.J. at the CLG chapter, launch a drive to collect gift cards to send to the CLG PMI chapter for distributions to chapter members harmed by Hurricane Harvey, with cards limited to \$50 each (gift cards because the chapter cannot solicit cash donations; cards for shopping at hardware stores, grocery stores, restaurants, gas stations, etc.);
- The gift card drive will begin the week of September 11, with a notice to be emailed to all PMI Dallas Chapter members and a table set up for collection of gift cards at the next chapter dinner meeting on September 14. (Because financial donations cannot apparently be accepted by the chapter, this drive will be done independently, supported by the chapter but without the chapter taking possession of the cards). Following the meeting, I will deliver the gift cards to the CLG chapter. I will also prepare a procedure for this activity, with full accountability on both ends included.
- I will also make a presentation to PMI Dallas Chapter members in a separate room prior to the September 14 dinner meeting, about the Hurricane Harvey disaster relieve initiative, what we’ve done so far and what might be planned for the future.
- Information about the disaster relief initiative will be posted on the PMI Dallas chapter’s website at www.pmidallas.org. (You can follow this initiative there.)
- As a PMI Fellow and past chapter president, I would reach out via email to other PMI chapter leaders in Texas to inform them of our initiative and to invite their participation, including the chapters affected by the storm and the other larger chapters in Fort Worth, Austin and San Antonio.

The team held another meeting via teleconference on Thursday, September 7th, to review progress and continue discussions. By that time, I had sent emails to other chapter presidents and received a positive response from PMI Fort Worth chapter president Tresia Eaves. (“We want in!” she stated.) During the call it was decided that Susan would try to find an established charity (501c(3)) that might be interested in working with us to actually raise

money that could then be available to PMI members hurt by the hurricane. We will talk again on Monday evening, September 11th.

Hurricane Harvey Disaster Relief for Everyone

Of course, there are thousands of people in the Houston area who were hurt by Hurricane Harvey who need help. So here are a few reputable aid organizations where donations should be well spent:

National organizations

[American Red Cross](#) – best known and universally respected disaster relief organization

[One America Appeal](#) – initiative formed by five living former American presidents to help the victims of Hurricane Harvey

[The Salvation Army](#) – well known community assistance organization

[Charity Navigator](#) – connections to multiple US charities responding to Hurricane Harvey

[Humane Society](#) – rescuing pets stranded after Hurricane Harvey

For more options, the Federal Emergency Management Agency (FEMA) recommends checking with the [National Voluntary Organizations Active in Disaster](#) for a list of trusted disaster-relief organizations in Texas.

Local organizations

The [Hurricane Harvey Relief Fund](#) of Houston's mayor, Sylvester Turner, which is administered by the Greater Houston Community Foundation.

[YouCaring.org/JJWatt](#) – Disaster relief fund established by popular Houston Texan (football player) who has committed to helping all of southeast Texas with the funds he has raised.

[Points of Light Foundation](#) – Houston charity supported by the PMI Houston chapter with training and services

[Houston Food Bank](#), an agency supported by the PMI Houston chapter.

[Food Bank of Corpus Christi](#) is asking for donations.

The [South Texas Blood and Tissue Center](#) is reporting a critical shortage, and has extended hours at all of its San Antonio-area donor rooms. To donate, call 210-731-5590 or visit their website for more information.

[Carter BloodCare](#) covers hospitals in North, Central and East Texas. To donate, call 877-571-1000 or text DONATE4LIFE to 444-999.

To help animals suffering from the disaster, visit the [Houston Humane Society](#) or the [San Antonio Humane Society](#). The [Houston Society for the Prevention of Cruelty to Animals](#) has set up an animal emergency response hotline ([713-861-3010](tel:713-861-3010)) and is accepting donations [on its website](#).

[Texas Food Bank](#) – feeding victims of Hurricane Harvey and others in need.

The [Texas Diaper Bank](#) in San Antonio is asking for diapers and wipes, which can be dropped off in person or mailed to 5415 Bandera Road, Suite 504, San Antonio, Tex., 78238.

The [United Way of Greater Houston](#) flood relief fund will be used to help with immediate needs as well as long-term services like minor home repair. Visit [their website](#) to donate or text UWFLOOD to 41444.

[SPCA of Texas](#) – rescuing cats, dogs and other pets from areas flooded by Harvey

If you live near Houston, the City of Houston Emergency Operations Center has posted a list of places [where you can drop off donations](#).

Disaster Recovery: When micro project management gets personal

One of the major topics in the media after a natural disaster is damage and rebuilding of homes. A bad flood can damage nearly everything in a dwelling, including floors, walls, electrical systems, appliances, plumbing, insulation, foundations and more. There are many guidelines available related to inspections, removal, renovation and rebuilding homes. But rebuilding a home is a major project for any family; are there any guides for home rebuilding projects after a flood or natural disaster? There should be! Perhaps that is something APM or PMI could publish.

The topic of micro-project management gets little attention in the PM profession, since most projects that we deal with involve companies, governments and big project topics. Over the years I have seen articles and papers about project management as a life skill, but I think most people, including those in our profession, don't take it so seriously. But rebuilding a home after the floods from Hurricane Harvey, or any similar storm, will be a personal project for thousands of people. It is the kind of personal project that many of us could need. Micro-project management is a serious topic that deserves more attention, in my opinion. And not just in developing economies!

Call for Disaster Relief for Project Managers

Back to the topic of disaster relief for those in the project management profession, what can be done? I think every large professional association should consider establishing a disaster relief fund for association members devastated by natural disasters. I think AACE, AIPM, APM, IMPA, PMI and their various branches and chapters should have a means for accepting donations and directing financial and other support to our friends and colleagues in times of such serious need. It seems like both the decent and professional thing to do.

Sure, individuals and families hurt in a storm, whether cyclone, hurricane, tornado, flood, fire or ice, might get help from government or nongovernmental organizations (NGOs). But FEMA in the United States has a \$30,000 limit for individual grants, which won't replace many homes. Everyone still has to choose aid organizations, complete massive applications and forms, then wait for weeks or months for decisions or financial assistance. Project managers are like first responders; why not have one or more disaster relief funds that we can turn to when we are under water? (pun intended!)

Here we go again – Hurricane Irma

Now as we go to press, Hurricane Irma with category 5 winds of 180 mph is tearing through the Caribbean islands, heading for Cuba, Florida and the southeastern United States. The devastation in Texas caused by Hurricane Harvey could be repeated in Florida and other US states. My daughter and her husband, and my wife's niece and nephews, live in the Florida so our family is worried.



The need to be prepared for natural disasters is real. The need for disaster relief and recovery for members of the project management community is already great, and growing rapidly. What can we do? How can it be done? Let's start a movement, put our heads together, figure it out. Let's do something!

Now - This month in the Journal

This is another big edition of the PMWJ, with 33 original works including 16 serious papers (nine featured papers, seven second editions). Some of these works are on relatively specialized topics but everything in the journal this month should be very interesting to some of you. We begin though with three letters-to-the-editor, project management experts in Australia, Indonesia and UK reacting to recent articles in the journal. Relevant and interesting! Not too controversial!

İpek Sahra Özgüler in Isatanbul is back with another interesting featured interview, this month, a question and answer session with Raji Sivaraman (USA/Singapore) and Michal Raczka (Poland), principals of AgilityDiscoveries. Raji and Michal have developed an interesting seven-beam "lighthouse" model for Agility improvement. Read the interview, then check out their website.

Nine featured papers are included this month from authors around the world. It's been very interesting to me to read and publish serious papers from academic researchers and project management leaders in Africa, Asia, Brazil, India and the Middle East. This month is no exception, as they all discuss project management issues associated with real world projects. Several break new ground; several take aim at common project problems and offer

solutions; one provides a new critical assessment of the PMBOK Guide and one describes problems on world-bank sponsored projects in Nigeria. Be sure to read “Industry 4.0 Virtual Value Chains and Collaborative Projects” by professors Brane Semolic and Pieter Steyn.

Five series articles are included this month. Darren Dalcher in UK has facilitated another interesting ‘*Advances in Project Management*’ article, this month by Routledge author Nicola Busby in UK. Read Darren’s interesting introductory article titled “Who killed change? Reconsidering the relationship between projects and change.” Then read Nicola’s article titled “The value of business change management in projects.” Nicola is the author of the new Gower/Routledge book titled “The Shape of Change: A guide to planning, implementing and embedding organisational change”, so she knows what she’s talking about.

Dr. Dale Cooper in New South Wales has authored “Headline Risks: Seeing the Big Picture”, this month’s instalment in Dr. David Hillson’s Risk Doctor Briefing series. Neil Robinson in UK is back with his third instalment in his “Project is Life” series, this month with an article titled “Making it real! Ask, answer, write it down.” These articles can be useful to those very new to project management. Oliver Lehmann in Germany has offered the second article in his series on “Project Business Management”, this month’s instalment titled “Managing Portfolios and Programs in Project Business Management.” Oliver is author of the book “*Situational Project Management: The Dynamics of Success and Failure*”, published by Auerbach/Taylor and Francis in 2016.

Engineer Abeer Al Nuaimi in Abu Dhabi, UAE has authored another Advisory article this month titled “Balance between Introspection and Retrospection – A key factor for improved project performance.” The second advisory this month is from Paul Dinsmore in Rio de Janeiro titled “Projectizing an Organization: 8 dos and 7 don’ts.” Alan Stretton has authorized a very interesting Commentary article titled “Some conflict-related situations between parties to projects.” Don’t miss these short, entertaining and interesting articles.

Seven Second Edition papers include three originally presented at the 6th [Scientific Conference on Project Management in the Baltic States](#) at the University of Latvia in April, one from the 4th [Annual University of Maryland PM Symposium](#) in May, and three from the 11th [Annual UT Dallas Project Management Symposium](#) in August. Rather than mention the individual paper authors and titles, let me just suggest you read those that look intriguing. You may be surprised at how interesting they are.

Informative regional reports are again included this month from Alfonso Bucero in Spain, Jouko Vaskimo in Finland, Miles Shepherd in the UK and Cecilia Boggi in Argentina. Three good book reviews are also included. All of the articles, papers, reports and reviews this month contribute to the global project management body of knowledge. Please read those of interest to you, then share them with others. Sharing knowledge multiplies the impact of good ideas, and some ideas (like projects) can change the world.

The rest of this article is our monthly boilerplate. Please read if this is your first time with the PMWJ or read again if you are a subscriber; it’s important for sustaining this publication.

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I want to thank the authors who contributed to this edition of the PMWJ. Most have included an email address at the end of her or his author profile. If you find an article or paper useful or interesting, let the author know. Better yet, ask questions, start a discussion, share information and knowledge. We also want to thank our advisors, correspondents and contributing editors around the world. These teams include leaders from academic and professional organizations in around 50 countries.

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If you found something interesting in the PMWJ this month, please **SHARE IT FORWARD** - send the link to colleagues, co-workers or friends. If you have knowledge or a story to share, submit an article or paper for publication. We are especially interested in those that contribute to solving global problems. Thank you for reading this month’s edition of the PMWJ, have a great month and good luck with your projects!

References

1. https://en.wikipedia.org/wiki/Hurricane_Harvey
2. <http://abcnews.go.com/US/hurricane-harvey-wreaks-historic-devastation-numbers/story?id=49529063>

About the Author



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David L. Pells is Managing Editor of the ***PM World Journal*** (www.pmworldjournal.net) and Managing Director of the PM World Library (www.pmworldlibrary.net). David is an internationally recognized leader in the field of professional project management with more than 35 years of experience on a variety of programs and projects, including engineering, construction, energy, defense, transit, technology and nuclear security, and project sizes ranging from thousands to billions of dollars. He has been an active professional leader in the United States since the 1980s, serving on the board of directors of the Project Management Institute (PMI®) twice. He was founder and chair of the Global Project Management Forum (1995-2000), an annual meeting of leaders of PM associations from around the world.

David was awarded PMI's Person of the Year award in 1998 and Fellow Award, PMI's highest honor, in 1999. He is also an Honorary Fellow of the Association for Project Management (APM) in the UK; Project Management Associates (PMA - India); and Russian Project Management Association. Since 2010 he is an honorary member of the Project Management Association of Nepal. From June 2006 until March 2012, he was the managing editor of *PM World Today*. He occasionally provides high level advisory services for major programs, global organizations and the U.S. federal government. David has a BA in Business Administration from the University of Washington and a Master's degree in business from Idaho State University in the USA. He has published widely and spoken at conferences and events worldwide.

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