



“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.



“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