



## 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?”

**“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.”**

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 To New York City, however, restoring an outdated system made no sense.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.



**“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