



[World Trade Center Rapid Recovery Strategy](#)

Shortly after the attacks of September 11, 2001, ATCS' Senior Managers were requested by the Department of Homeland Security (DHS) and the Federal Emergency Management Agency (FEMA) to assist in developing and implementing a full and rapid recovery strategy. Over the next two (2) years, ATCS' Managers led the management of the Individuals and Households Program, as well as the Public Assistance Program.

These two (2) pillars of the federal assistance to the people of New York, provided \$4 billion and \$7.4 billion in support respectively. The program delivery model for the World Trade Center was largely an outsourced operation with ATCS Managers leading a multi-disciplinary, highly talented work force. The model was extremely efficient and effective - with all grants allocated and programmatically closed within two (2) years.

The recovery operation in response to the World Trade Center attacks truly leveraged the skills and experience of ATCS' Disaster Services Managers. These qualities include leadership, commitment, partnership, strategic vision, and an ability to plan and execute. Given the complexity of the assignment, the interagency coordination required, and the active crime scene nature of the site, the work was both challenging and rewarding.

This assignment was important to the nation and, to ensure success, ATCS' Managers worked alongside DHS and FEMA management to develop an innovative framework of program delivery. With the Office of General Council (OGC) and the Office of the Inspector General (OIG) as fellow partners, innovation within the law and regulations was the key to our joint success. Innovations and lessons learned from these operations have been included in subsequent law, policy, planning and operational decision-making since 2001.