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# Executive Summary

This report summarizes findings from a domestic scan of transportation agencies and private organizations on the topic of organizational resiliency in the face of disruptions. The purpose of this scan is to identify the most innovative and beneficial elements of practice adopted by state transportation agencies to maintain their productivity and system performance, particularly as those activities have enhanced agency resilience and are likely to strengthen agencies' adaptability if confronted by future disruptions.

Organizational resiliency is a concern in federal agencies as well as in state and other public organizations. Therefore, the scan investigated these entities for innovative and beneficial elements of practice.

A scan team consisting of representatives from state Departments of Transportation (DOTs) and the Federal Highway Administration (FHWA) was formed to guide the scan and develop findings, recommendations, and dissemination actions. Scan team members brought a diversity of experience and knowledge in the related areas of human resources, emergency management, fiscal management, operations, workforce development, and an understanding of DOT management and knowledge of transportation agency challenges. See **Appendix A** for contact information and **Appendix B** for brief member biographies.

Scan team members met virtually on two occasions over the course of the scan. The first meeting was an organizational meeting to determine what information the team should collect. The primary output of the meeting was the creation of a set of amplifying questions (AQs).

The second virtual meeting was organized to facilitate information gathering and sharing between the team and the invited host agencies. At the second meeting, held in April 2022, scan team members and host agencies shared their organizations' COVID-19 pandemic and general resiliency experiences and lessons learned.

In all, scan participants collected and reviewed information and activities from eight state DOTs (Georgia, Iowa, Louisiana, North Dakota, Ohio, Utah, Vermont, and Washington State) and two private companies (Deloitte and OrgShakers).

This report presents information collected from host agencies and invited private entities concerning activities designed to ensure their organizations maintained an acceptable level of productivity during the COVID-19 pandemic and in preparing for future disruptions.

Presented within the report are findings and recommendations from information gleaned from a desk scan (**Appendix C**), the AQs (**Appendix D**), the responses to AQs (**Appendix E**), and from information exchanged at the scan meetings (**Appendix F**).