

Knowledge Sharing at FHWA

Mike Burk

Chief Knowledge Officer

202.366.8035

mike.burk@fhwa.dot.gov

Topics

- Knowledge Sharing at FHWA
- Communities of Practice
 - Discussion
- Expertise Location
 - Discussion

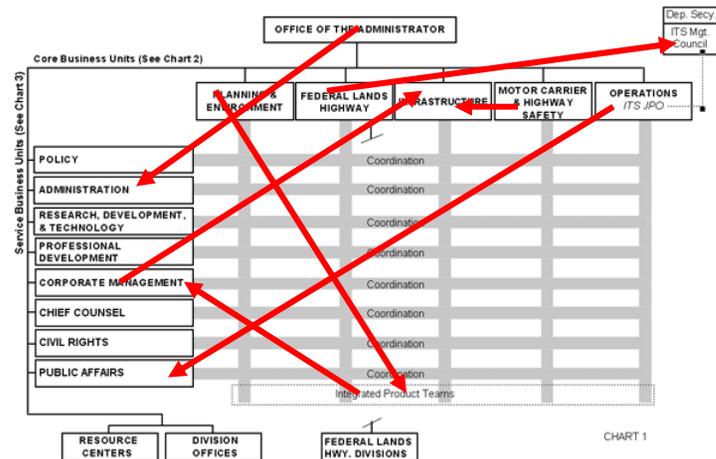
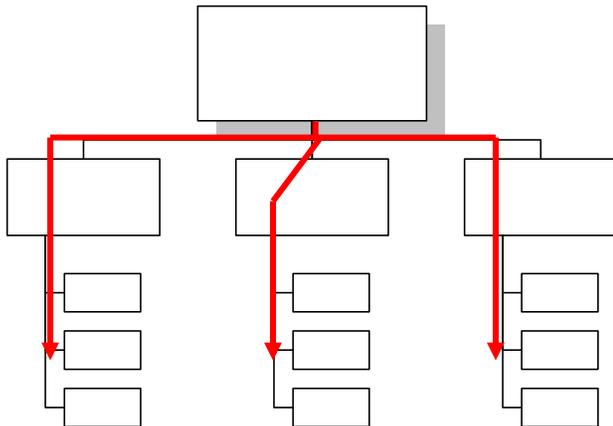
Knowledge Sharing at FHWA

Knowledge is Key to Our Mission

- Administer the Highway Trust Fund—*funding partnerships*
- Responsible for environmental impacts—*process approvals*
- **Almost everything else we do is creating and exchanging knowledge**
 - R&D—*new engineering and highway-related technologies*
 - Regulation interpretation—*policy application*
 - Provide technical assistance
 - Share good practices state to state—*methods and processes*
 - Move R&D into practice—*advance state-of-the-practice*
 - Training and education—*raise competency*
- Partners
 - State DOTs, Metropolitan Planning Organizations, Intermodal Providers, Industry Associations, USDOT Agencies
- End customers are citizens

Organizational Challenges

- Broader customer base—*reach out to more customers*
- Do more with less—*fewer people/less operating dollars*
- Geographically dispersed—*offices across the country*
- Reorganized—*from hierarchical to matrix*
- Need for Value-added—*Recognized knowledge is critical*

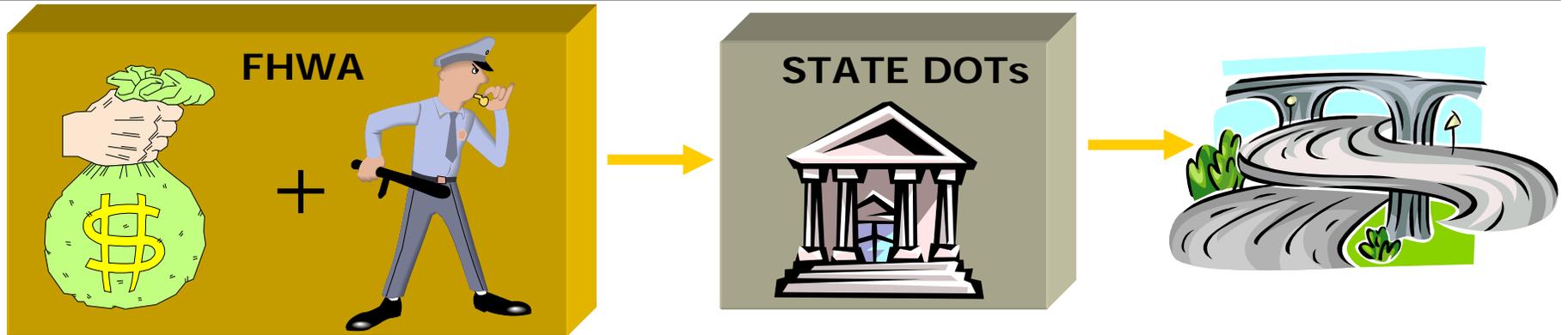


FHWA is only successful when our partners are successful

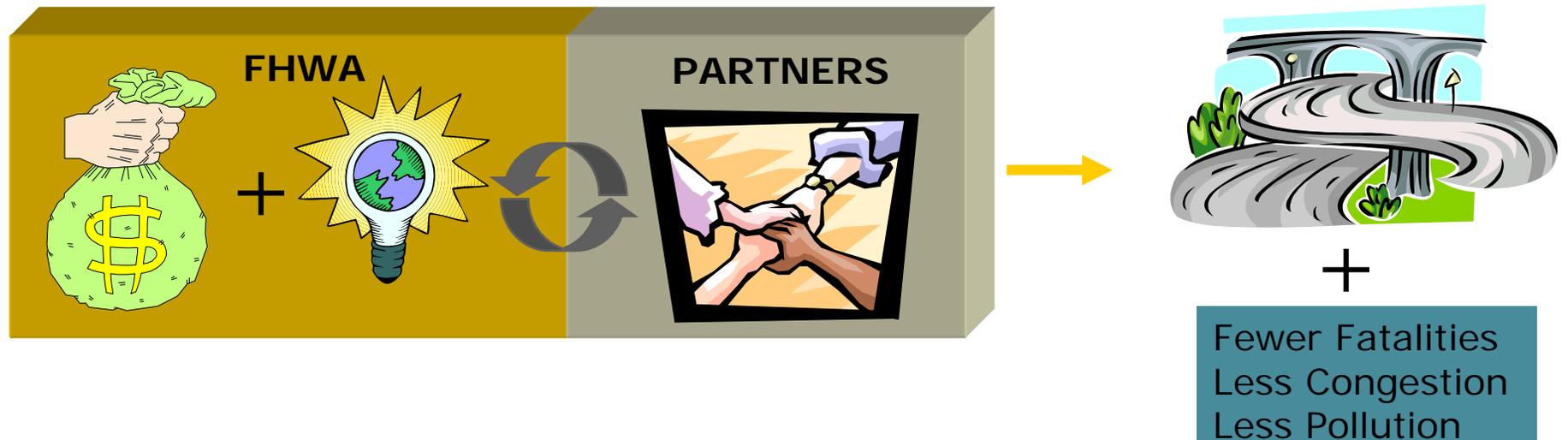
- Example Goal—20% traffic fatality reduction in 10 years
- How to achieve when
 - Don't own the roads
 - Congestion is increasing
 - Can't dictate the how-to-build
 - Fewer staff and less oversight authority
 - Increasing non-Federal transportation funding—fewer opportunities to influence
- FHWA achieves goals through partnerships

FHWA Program Delivery—Old and New

Old Model—Funding and oversight

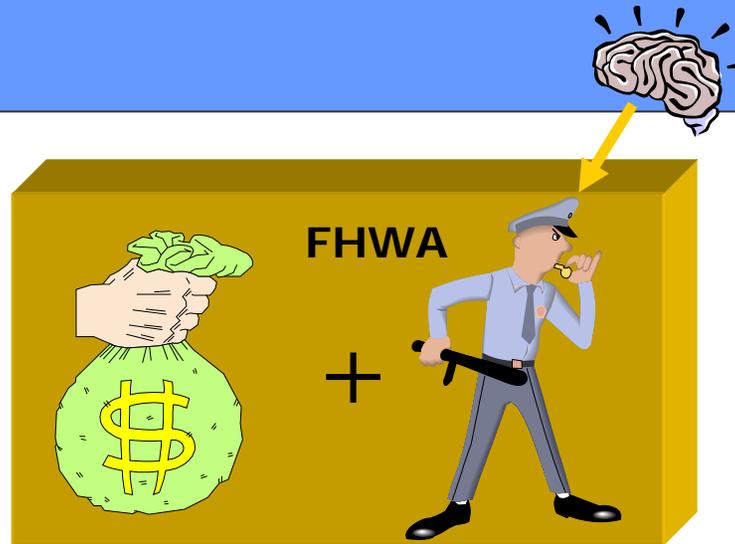


New Model—Deliver knowledge for better operations and decision-making and to advance the state of the practice

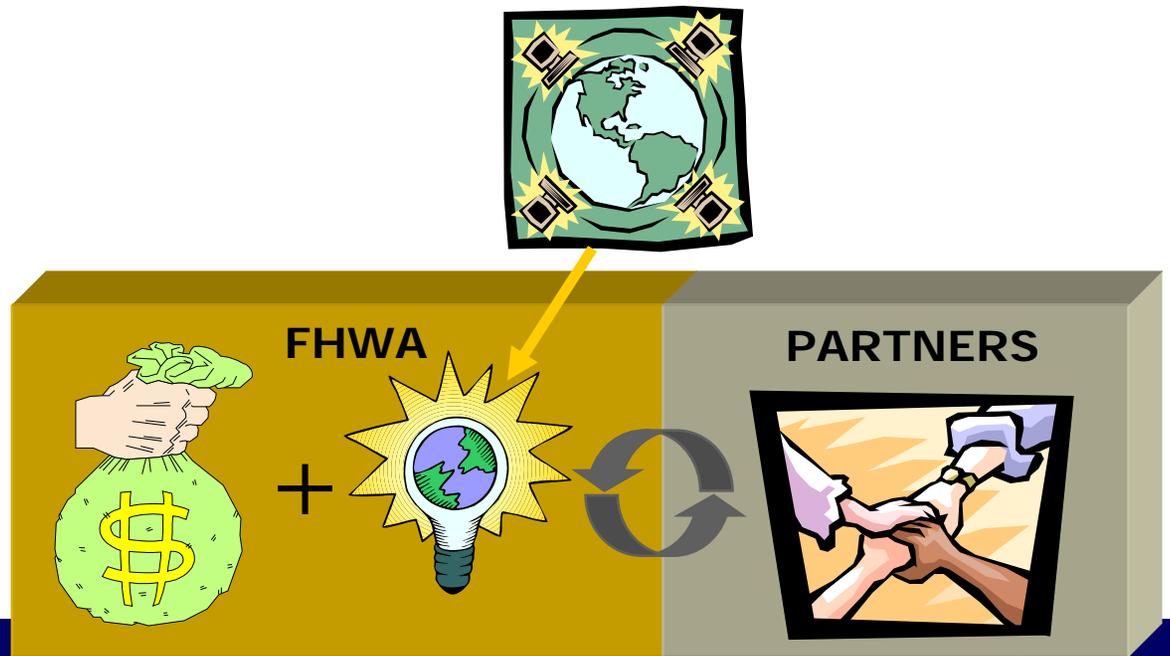


FHWA Knowledge Delivery—Old and New

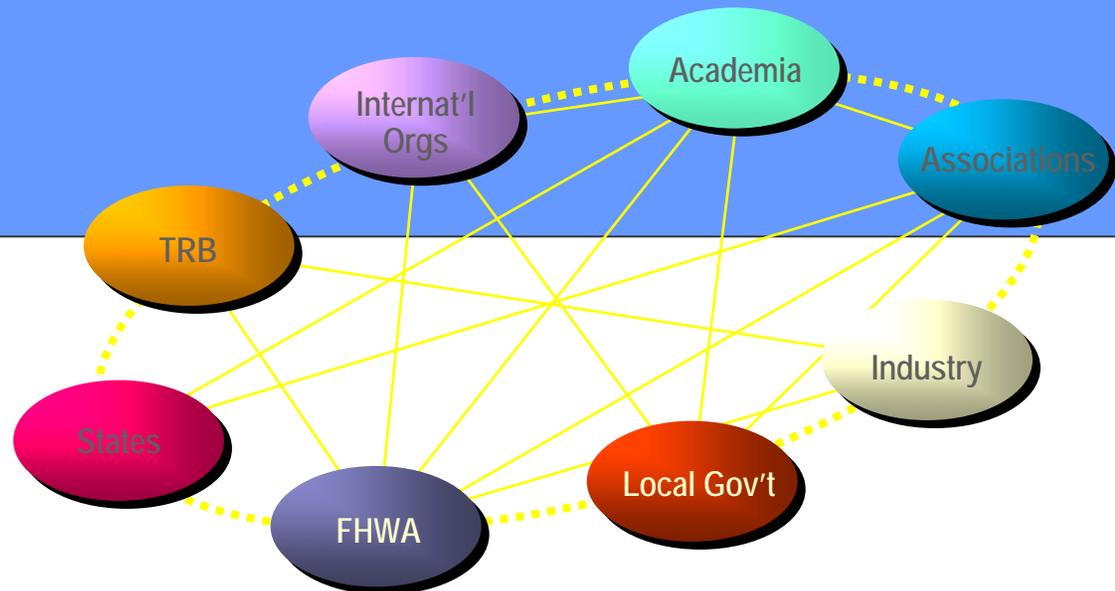
Old Model—
Delivery through
personal
knowledge



New Model—
Delivery through
the highway
community
network



Knowledge Roles



- **The Broker**—Uniquely positioned to serve as hub of knowledge exchange among Federal, State, Local, and Industry
- **The Facilitator**—Establish Communities of Practice w/partners on key technologies and topics
- **The Partner**—Contribute FHWA expertise

Knowledge Management as a Solution

- **Improve customer service** by applying knowledge wherever it is needed
- **Increase efficiency and effectiveness** by gathering, creating, and brokering best practices
- **Speed the application** of innovative R&D or new programs
- **Increase technical competencies** of staff as they exchange knowledge to solve customer problems

What is Knowledge Management?

- *Knowledge Management is a tool that addresses pressing business needs and helps organizations achieve specific business objectives.*
- Knowledge Management is the process of capturing and applying a community's collective expertise to fulfill its mission.
- Knowledge Management is 80% about people and 20% about technology.
- Knowledge Management ensures that the right information gets to the right people at the right time to make the right decisions.

Knowledge Sharing at FHWA

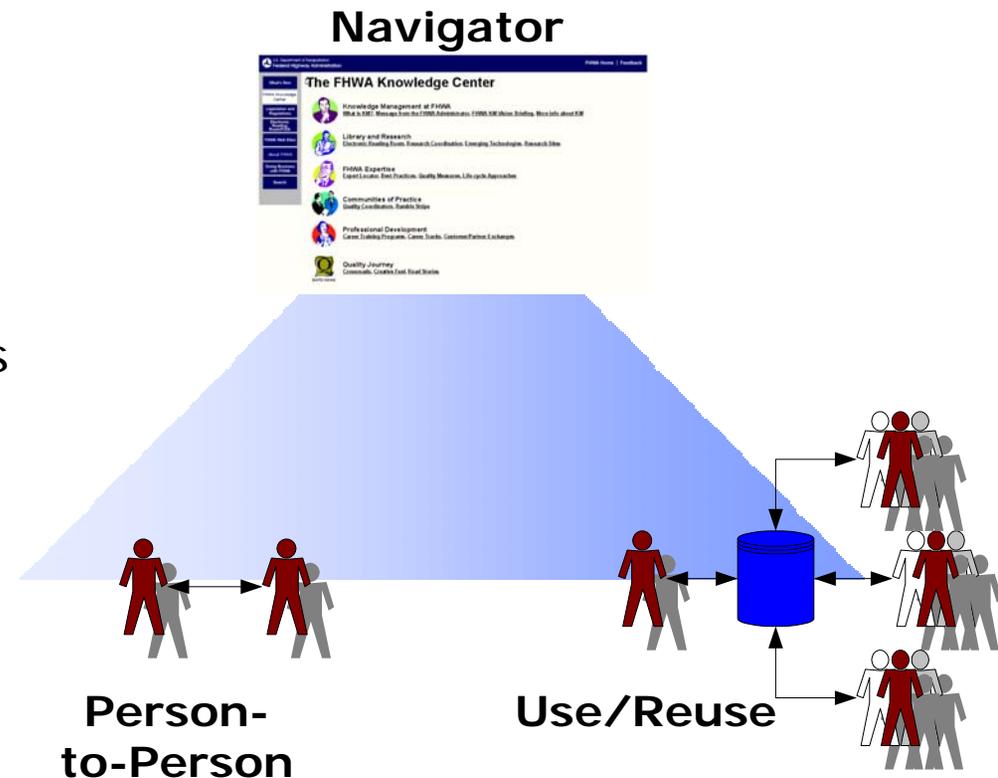
- Agency has recognized that knowledge is a mission critical asset
- Taking conscious actions to nurture knowledge creation and enhance knowledge exchange
- Expertise location and communities of practice (CoP) are key mechanisms

FIVE-STEP STRATEGY

- Heighten Awareness
- Initial Projects
- Evaluate Effectiveness
- Expand and Replicate
- Develop Expertise and Champions

Achieving a Balanced KM Approach

- Organizations can employ a range of KM approaches, from person-to-person to use/reuse
- Successful KM strategies integrate both approaches to meet organizational needs
- Knowledge Navigator ties different approaches together, acting as a single point of entry



Critical Success Factors for Implementation

- **Start with a compelling need**
 - Meaningful business applications
 - Leadership Buy-in—*recognizes that knowledge is an asset and should be managed*
 - Staff Buy-in—*provide new tools to help me accomplish my goals*
- **Make it real to the organization**
 - Make it tangible—*show me*
 - Demonstrate better results through applications of KM
- **Partner and start small**
 - Don't do it alone—*others need to own both the knowledge and the processes*
 - Take on an area you can accomplish—*deliver a timely product*
 - Claim small successes as “wins” and replicate

Knowledge Sharing in Action

- Expertise Location
 - Phase 1: Resource Center Expertise Locator
 - Phase 2: FHWA Expertise Locator
- Customer Outreach Communities
 - Rumblestrips
 - Re:NEPA
 - FMCSA—2010 Strategy & Performance Planning
 - Transportation Asset Management w/AASHTO
 - High Performance Concrete
 - Air Quality
- FHWA/DOT Communities
 - Safety Community
 - Knowledge Network
 - Workforce Planning
 - Right of Way

Knowledge Sharing Initiative

- Over 4500 monthly visits to knowledge resources
- 23 virtual communities addressing 59 critical business topics
- All 5 CBUs have groups started/involved, 4 of 8 SBUs as well
- 30+% of staff have access, work underway to provide all staff with ready access using UPACS
- 127 profiles in PeopleLink

Communities of Practice

What is a Community of Practice?

- Voluntary participation
- Common interest or goal
- Common means to stay connected
- Willingness to share knowledge
- Facilitated, not dominated
- Management support, not control

Characteristics of a Successful Community

- Decentralized exchange of knowledge
- Knowledge flows from wherever it is to where it is needed
- Mobilizes collective talent and knowledge of membership
- Focus changes as do the needs of the members
- Networking tool that enables connections, not a centralized library
- Power in the hands of those with the knowledge
- Cannot forecast direction CoP will take

Business Benefits – CoP's

- Grow competencies in areas of high need
- Become more responsive to customers
- Capture/share good practices/lessons learned of experienced staff
- Enable new staff to be productive quickly
- Spark innovations across the highway community
- *CoPs supports organizational learning and individual development, both of which enhance the agency, our value to the highway community and FHWA employees, our most valuable resource*

FHWA Internal Communities

- Share specialized knowledge
- Enable new staff to plug into network and be productive quickly
- Capture historical but valid knowledge from senior staff
- Speed organizational learning curve



Customer Outreach Communities

- Access point for FHWA knowledge and services
- Engage customers in closer partnership
- Gather and exchange customer/partner experiences





The Safety Exchange

Federal Highway Administration

Wednesday, February 7

Search: Go!

What's new!

UPDAT

Welcome to the Safety Exchange!

Site Information

[How To Use This Discussion Site](#)

Advanced Features

Tell the Safety Exchange what safety information is of interest to you, and the site will automatically notify you once daily via e-mail when new items are added.

[Click here to find out more!](#)

Related Links

[U.S. Department of Transportation](#)

[Federal Highway Administration](#)

[National Highway Traffic Safety Administration](#)

Welcome! The Safety Exchange virtual home base for safety information and knowledge for staff across FHWA. This home base provides a means for consistent information dissemination and access, ties together Field, HQ, and R&D for knowledge exchange, captures knowledge from staff who are approaching retirement, and enables new staff to be productive quickly. *This site is accessible only by FHWA and select DOT staff.*

Group Areas: The links below provide access to safety group areas and hot topics. In each of these areas, you'll find valuable reference materials, draft papers and plans under works-in-progress, a place for general discussion, and a member directory.

-  [Highway Safety Improvement Program](#)
-  [Highway Safety Plan](#)
-  [Pedestrian/Bicycle Safety](#)
-  [FHWA Safety Program - Strategic, Legislative and Partnership Issues](#)
-  [Data](#)
-  [Railroad](#)
-  [Run-Off-Road: Other](#)
-  [Run-Off-Road: Roadside Hardware](#)
-  [Run-Off-Road: Retroreflectivity](#)
-  [Run-Off-Road: Rumble Strips](#)
-  [Run-Off-Road: Skid Resistance](#)
-  [Intersection: Other](#)
-  [Intersection: Red Light Running](#)
-  [Speed Management](#)
-  [Older Driver/Human Factors](#)
-  [Work Zone](#)
-  [MUTCD](#)

Topic areas of interest to the community

2010 Strategy and Performance Planning - Microsoft Internet Explorer

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Address penform&Group=2010%20Strategy%20-%20First%20Draft%20&tab=DISCUSSION Go Links



2010 Strategy and Performance Planning

Federal Motor Carrier Safety Administration

2010 Strategy - First Draft

Thursday, February 22

Search: Go!

The draft version of the report to Congress outlining FMCSA's long-term strategy is posted under the Works-In-Progress tab. Click on the link to download and view the document. You may submit specific comments on the plan electronically to FMCSA thru the DOT Public Docket and/or post any general comments or questions under the Discussion tab.

As a user, you are expected to read, understand, and abide by the [Terms of Use Agreement](#) posted elsewhere at this site.

Discussion
Reference
Works In Progress
Directory

collapse expand next previous

[Create Discussion Topic](#)

Subject

- [Is the proposed "Vision" appropriate? \(1 response\) 2/21/2001 --- Joe McDonald](#)
Re: Is the proposed "Vision" appropriate? --- 2/21/2001
- [The Stretch Goal \(1 response\) 2/13/2001 --- Bob Scopatz](#)
Re: The Stretch Goal --- 2/15/2001 --- woody stanley
- [Call for comments - Do we have the right priorities and balance? \(1 response\) 2/02/2001 --- Woody Stanley](#)
Re: Call for comments - Do we have the right priorities and balance? --- 2/13/2001 --- Bob Scopatz
- [Call for comments - Are we overlooking any strategies or solutions? \(8 responses\) 2/02/2001 --- Woody Stanley](#)
Re: Call for comments - Are we overlooking any strategies or solutions? --- 2/03/2001 --- Gary Barber
Re: Call for comments - Are we overlooking any strategies or solutions? --- 2/08/2001 --- woody stanley
Re: Call for comments - Are we overlooking any strategies or solutions? --- 2/09/2001 --- Carol J. Jones
Re: Call for comments - Are we overlooking any strategies or solutions? --- 2/13/2001 --- Bob Scopatz
Re: Call for comments - Are we overlooking any strategies or solutions? --- 2/09/2001 --- Christopher J. Couty, Sr.
Re: Call for comments - Are we overlooking any strategies or solutions? --- 2/14/2001
Re: Call for comments - Are we overlooking any strategies or solutions? --- 2/16/2001 --- Barbara Walker

Done Internet

Threaded Discussions



The Safety Exchange

Federal Highway Administration

Wednesday, February 7

Highway Safety Plan

Search: Go!

Section 402(a) requires each State to have a highway safety program, approved by the Secretary of Transportation, which is designed to reduce traffic crashes and the deaths, injuries, and property damage resulting from those crashes.

Section 402(b) sets forth the minimum requirements with which each State's highway safety program must comply. For example, the Secretary may not approve a program unless it provides that the Governor of the State is responsible for its administration through a State highway safety agency which has adequate powers and is suitably equipped and organized to carry out the program to the satisfaction of the Secretary. Additionally, the program must authorize political subdivisions of the State to carry out local highway safety programs and provide a certain minimum level of funding for these local programs each fiscal year. The enforcement of these and other continuing requirements is entrusted to the Secretary and, by delegation, to the National Highway Traffic Safety Administration (NHTSA) and the Federal Highway Administration (FHWA).

- Discussion
- Reference
- Works In Progress
- Directory

collapse expand next previous ! Action Needed Heads Up Please Read FYI

View by Category View by Priority View by Date

Guidance

- Six Priority Areas of the Highway Safety Plan 1/09/2001
- State and Community Highway Safety Grants 1/09/2001
- Section 402 Program Overview 1/09/2001

Legislation

- Highway safety programs 1/09/2001
- Use of safety belts and motorcycle helmets 1/09/2001
- Safety incentive grants for use of seat belts 1/09/2001
- Safety incentives to prevent operation of motor vehicles by intoxicated persons 1/09/2001
- Revocation or suspension of drivers licenses of those convicted of drug offenses 1/09/2001
- Minimum penalties for repeat offenders for DWI/DUI Regulations 1/09/2001
- Open Container Requirements Regulations 1/09/2001

Document Sharing

Re: NEPA - Federal Highway Administration - Microsoft Internet Explorer

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Address [ome?openform&Group=TA%20Revision%20/%20Guidance%20Project&tab=WIP](#) Go Links Best of the Web



Re: NEPA

Federal Highway Administration

TA Revision / Guidance Project

Thursday, February 22

Search Re: NEPA:

The Federal Highway Administration and the Federal Transit Administration are currently engaged in the process of updating and revising their current NEPA and project development process guidance. This next generation of NEPA guidance will be a comprehensive, easy to use, desk reference for the NEPA practitioner and transportation professional. If you are interested in additional information you can submit a request through the create discussion topic link below or contact Lamar Smith at the e-mail address at the bottom on the page.

Discussion
Reference
Works In Progress
Directory

collapse expand next previous

[Chapter III - Elements of the Federal Environmental Process](#) 02/03/2001 9:13 am EST

[Chapter II](#) 01/24/2001 10:05 am EST

[Revised Outlines 1/04/01 and 1/15/01](#) 01/24/2001 9:33 am EST

[Chapter I - Introduction and Purpose of New Guidance](#) 01/24/2001 8:51 am EST

[Draft Guidance Package Outline \(3 responses\)](#) 12/07/2000 10:04 pm EST

[Re: Draft Guidance Package Outline \(12/20/2000 11:00 am EST\)](#)

[Re: Draft Guidance Package Outline \(12/21/2000 9:18 am EST\)](#)

[Re: Draft Guidance Package Outline \(12/21/2000 9:19 am EST\)](#)

[Guidance Package Presentation to the Advisory Group August 29, 2000](#) 08/31/2000 3:34 pm EST

[Discussion Paper - Potential Formats for the Proposed NEPA and Related Procedure](#) 08/31/2000 1:14 pm EST

[Draft Scope of the Proposed NEPA Transportation Decisionmaking Guidance](#) 08/31/2000 12:23 pm EST

[Draft Legislation Review and Summary Report](#) 08/31/2000 11:40 am EST

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Are you finding this site useful?

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Collaboration on Works in Progress



2010 Strategy and Performance Planning

Federal Motor Carrier Safety Administration

Tuesday, November 7

Search: Go!

Draft versions of the papers and plans associated with this project are posted in Works-in-Progress. Click on each link to download and view a document. You may submit your specific comments electronically to FMCSA thru the DOT Public Docket, or post any general comments or questions for other site users under the Discussion tab. Please refer to the title of the paper or plan when submitting comments. Links to relevant reports, letters, and comments in the public docket are available under the Reference tab. A list of registered users at the site who have voluntarily submitted further contact information is provided under the Directory tab. As a user, you are expected to read, understand, and abide by the [Terms of Use Agreement](#) posted elsewhere at this site.

- Discussion**
- Reference**
- Works In Progress**
- Directory**

<u>Name</u>	<u>Organization</u>	<u>Email</u>
Allen Dworakowski	PGT Trucking Inc	adworakowski@pgttrucking.com
Barry Felrice	DaimlerChrysler Corporation	bif@dcx.com
bonnie bass	fmcsa	bonnie.bass@fhwa.dot.gov
Brenda Clyde	Johns Hopkins University Applied Physics Lab	Brenda.Clyde@jhuapl.edu
Brett Hanley	AMS	Brett_Hanley@AMS.com
Chris Busser	Southern Transportation Solutions	chris@southerntrans.com
C. Ian MacGillivray, PE	Iowa Department of Transportation	cmacgil@max.state.ia.us
Dale Sienicki	Analysis Division, FMCSA	dale.sienicki@fhwa.dot.gov
Dan Murphy	O.E. Meyer Co.	dmurphy@oemeyer.com

Directory of "Who's Who" and how to get in touch

The Safety Exchange - Microsoft Internet Explorer

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Name: Mark Youman **Display In Directory?** Yes No

Organization: AMS Yes No

Email: Brett_hanley@AMS.com Yes No

Fax Number: 202.111.1112 Yes No

Phone Number: 202.111.1111 Yes No

Please list me as a member of the following groups:

- Highway Safety Improvement Program
- Highway Safety Plan
- Pedestrian/Bicycle Safety
- FHWA Safety Program - Strategic, Legislative and Partnership Issues
- Data
- Railroad
- Run-Off-Road: Other
- Run-Off-Road: Roadside Hardware
- Run-Off-Road: Retroreflectivity
- Run-Off-Road: Rumble Strips
- Run-Off-Road: Skid Resistance
- Intersection: Other
- Intersection: Red Light Running
- Speed Management
- Older Driver/Human Factors
- Work Zone
- MUTCD
- Design

E-MAIL NOTIFICATION

Inform me of new items in these groups:

By selecting a group you are asking the site administrator to notify you via a daily summary e-mail when new discussion items, reference items or works in progress are added to that group.

- Highway Safety Improvement Program
- Highway Safety Plan
- Pedestrian/Bicycle Safety

Email Notification – You can choose to be notified when something in your area of interest changes, whether by topic area or key words.

FHWA Knowledge Communities - Microsoft Internet Explorer

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FHWA Knowledge Communities:

<p style="text-align: center;">Internal</p> <p>Internal communities are accessible only to FHWA employees. They require a user name and password for entry.</p> <p>Safety Exchange</p> <p>Workforce Planning and Development Exchange</p> <p>Right Of Way Exchange</p> <p>Corporate Management Strategies Exchange</p> <ul style="list-style-type: none"> • Continuous Process Improvement (CPI) • Customer Focus • Fred Jones Quality Corner • Knowledge Management • Organizational Excellence • Organizational Self-Assessments • Performance Measurement • Performance Planning • Quality 101 <p>Knowledge Exchange</p> <ul style="list-style-type: none"> • Civil Rights • CMAQ • Federal Lands Highway (FLH) Financial Management • Midwestern Administrative Professionals • Technology and Innovation Network • Technology Deployment and Interchange Group • Transportation Conformity • Western Technology and Innovation Committee 	<p style="text-align: center;">External</p> <p>External communities are accessible to the general public. No password is required to view and navigate the sites.</p> <p>Rumble Strips</p> <p>Safety Hardware</p> <p>Manual on Uniform Traffic Control Devices (MUTCD)</p> <p>Re:NEPA</p> <p>Highway Community Exchange</p> <ul style="list-style-type: none"> • Highway Performance Monitoring System (HPMS) • Marketing/Communications • Minority Colleges and Universities • Tennessee Air Quality and Transportation Conformity • TIG-----AASHTO Technology Implementation Group • Transportation Asset Management • Transportation Education and Research <p>TAM Today</p>
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**All FHWA resources
accessible to RC staff from:**

<http://knowledge.fhwa.dot.gov>

Staff Locators

[PeopleLink](#)
[FHWA Expertise Locator](#)

High Performance Concrete Exchange—RC-Led Customer Community

- Will connect FHWA team with states, academia, and industry on key topics
 - Definition and Research
 - Structural Design and Specifications-*Tom Saad*
 - Mix Design and Proportioning
 - PC/PS Fabrication, Transportation, and Erection
 - Cast-in-Place Construction
 - Instrumentation, Monitoring and Evaluation
 - Costs
 - Structural Performance and Code Requirements
 - Case Studies/Lessons Learned
- Customer rollout likely in November

Communities and RC Work

- What areas do you see potential for communities that would help you do your job?
- Internal knowledge sharing across FHWA with RC's as focal point?
- External knowledge sharing with customers and partners?

Expertise Location

RC's have taken leadership role

- RC Directors expressed interest in a Web application to identify and promote staff expertise. This would serve as a model for expertise location throughout the agency.
- RC Team was formed to make key decisions and create topic categories:
 - Bob Williams, MRC; Jim Erickson, SRC; Lisa Hanf, WRC; Jesus Rohena, ERC; Norm Stoner, MI Div; Butch Wlaschin, Federal Lands ; Darin Jones, MRC; Doug Sawin, MRC; Jerry Cooper, SRC; Bob Hathaway, WRC

Key decisions/actions of RC team

- Provide national view of topic contacts
 - Provides a single point of entry for customer/ partners & FHWA searching for FHWA expertise
 - Encourages “boundary-less” RC’s – “Work as One”
 - Provides a source of “back-ups” shown in one place, i.e., other expertise sources that are available when staff expertise is out of the office
- Do not institute a formal review process for staff profiles and topic category selections
 - Streamlines the process – Updates more timely/easy
 - Instills ownership of content by the person with the knowledge – Single point of responsibility
 - Learn from experience to determine what level of review or formal process is required
- Create initial categories: RC perceptions of what is easiest for the customer

RC Expertise Locator Evolution

- RC Expertise Locator is being well used—2500+ visits monthly
- Other staff can now be listed in certain cases when designated by RC's
 - Real Estate, HQ Safety support in progress based on customer demand for Safety contacts (requested by RC safety specialists)
- System has been expanded to create PeopleLink, the internal FHWA-wide view

**FHWA
Resource Center
Expertise Locator**

More information
about Resource
Centers

[Eastern](#)

[Midwestern](#)

[Southern](#)

[Western](#)

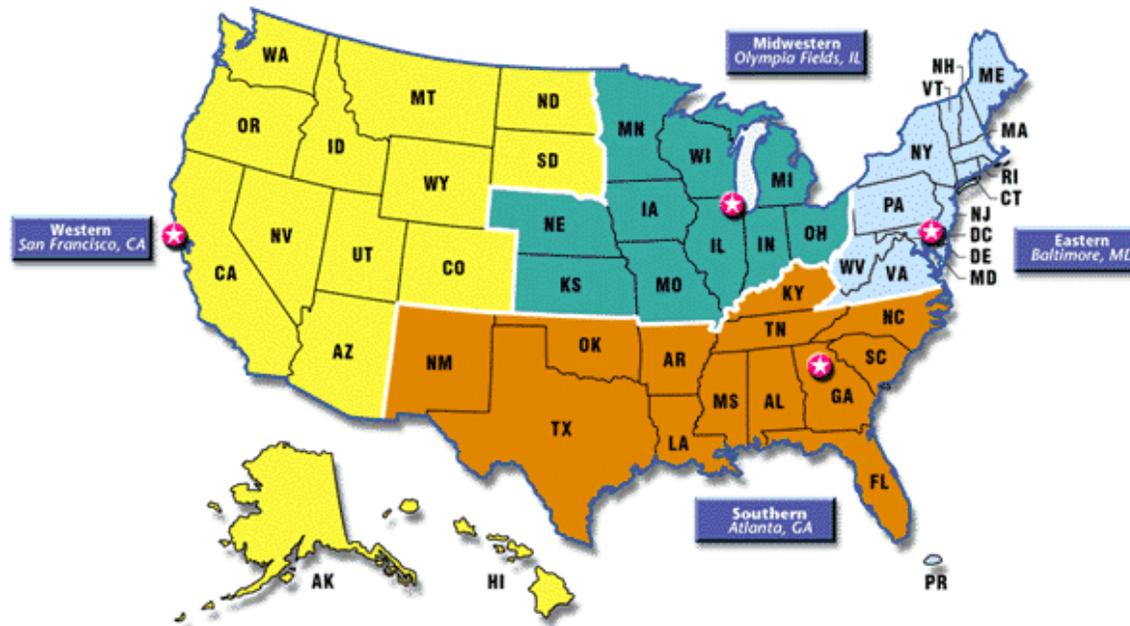
[RC Entry](#)

(RC Staff Only)

FHWA Resource Center Expertise Locator

Providing easy access to Resource Center expertise, services and points of contact.

Find expertise: All Resource Centers (RCs)



http://www.fhwa1.ornl.gov/ELMain.nsf/FRSELALL?OpenFrameset - Microsoft Internet Explorer

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Links ABC.c » Address http://www.fhwa1.ornl.gov/ELMain.nsf/FRSELALL?OpenFrameset Go

U.S. Department of Transportation Federal Highway Administration Search Feedback Home

Resource Center Expertise Locator

Find Expertise

Eastern RC by:
[Expertise](#)
[Name](#)

Midwestern RC by:
[Expertise](#)
[Name](#)

Southern RC by:
[Expertise](#)
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Western RC by:
[Expertise](#)
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All RC by:
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[Name](#)
[Organization](#)

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Browse All RC Contacts by Expertise

Name	Expertise Category	Phone	Email	Organization
▶ Civil Rights				
▶ Contracting-Federal Aid				
▼ Engineering				
▶ ADA Design				
▶ Bridges - Arches				
▶ Bridges - Cable-Stay				
▶ Bridges - Design				
▼ Bridges - Management Systems				
	Clogston, Peter Engineering	708-283-3543		Clogston, Peter Midwestern Resource Center
	Fraher, Michael Engineering	404-562-3695		Fraher, Michael Southern Resource Center
▶ Bridges - Rehabilitation				
▶ Bridges - Replacement				
▶ Bridges - Segmental				
▶ Bridges - Vessel Collision				
▶ Geotechnical - Soil Properties				
▶ Materials - Specifications				
▶ Pavements - DataPave				

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Browse by Topic

Name	Expertise Category	Phone	Email	Organization
▶ Program Finance Federal Aid				
▶ Quality Journey				
▼ Real Estate				
▶ Acquisition				
▼ Appraisal				
Bessmer, Reginald	Real Estate	202-366-2037	reginald.bessmer@fhwa.dot.gov	Real Estate Services
Graham, Lannie	Real Estate	202.366.2039	lannie.graham@fhwa.dot.gov	Real Estate Services
Kendrick, Kathleen	Real Estate	202 366-2035	kathleen.kendrick@fhwa.dot.gov	Real Estate Services
Ware, James	Real Estate	202-366-2019	James.Ware@fhwa.dot.gov	Real Estate Services
▶ General				
▶ Outdoor Advertising				
▶ Program Administration				
▶ Project Management				
▶ Property Management				
▶ Relocation				

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[Office](#)

Last Name:
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Browse by Office

- ▶ Administration
- ▶ Corporate Management
- ▶ Federal Lands Highway
- ▼ Planning & Environment (Real Estate)
- ▼ Real Estate Services

Bessmer, Reginald	Real Estate 202-366-2037	reginald.bessmer@fhwa.dot.gov	Real Estate Services
Coil, Wayne	Real Estate 202-366-2038	Wayne.Coil@dot.gov	Real Estate Services
Facer, Kathy	Real Estate 785-267-7299x305	kathleen.facer@fhwa.dot.gov	Real Estate Services
Graham, Lannie	Real Estate 202.366.2039	lannie.graham@fhwa.dot.gov	Real Estate Services
Gramatins, Janis	Real Estate 202-366-2030	janis.gramatins@fhwa.dot.gov	Real Estate Services
Kendrick, Kathleen	Real Estate 202 366-2035	kathleen.kendrick@fhwa.dot.gov	Real Estate Services
Moeller, Dick	Real Estate 202-366-2018	richard.moeller@fhwa.dot.gov	Real Estate Services
Satorius, Barbara	Real Estate 303-969-5772 (333)	barbara.satorius@fhwa.dot.gov	Real Estate Services
Walterscheid, David	Real Estate 202-366-9901	david.walterscheid@fhwa.dot.gov	Real Estate Services
Ware, James	Real Estate 202-366-2019	James.Ware@fhwa.dot.gov	Real Estate Services

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Feedback Home

Kathleen H. Kendrick

Kathleen Kendrick
Thu 05/31/2001 11:06 AM

[Create New Profile](#)
[Edit My Profiles](#)

Browse by:

[Topic](#)
[Office](#)

Last Name:

GO

Name: Kathleen H. Kendrick
Organization: Real Estate Services
State: DC
Phone: 202 366-2035
Email: kathleen.kendrick@fhwa.dot.gov
Years experience in current field: 28
Years with FHWA: 1

EDUCATION

BA, Art/Geography, University of Maryland, 1972

LICENSES and REGISTRATIONS

Maryland Appraisers License
Maryland Real Estate Sales License

EXPERTISE

Category 1

Real Estate
Real Estate
Real Estate
Real Estate

Subcategory 1

Acquisition
Appraisal
Project Management
General

Subcategory 2

RELATED TOPICS/EXPERIENCES

Microwave Tower Installations: Leased and purchased tower sites throughout the United states for MCI (now Worldcom) for 2 years. I was the project coordinator for an in house microwave system for 1st National Bank (now Allfirst) within Maryland and Delaware connecting thierRegional offices and branches