



Montgomery  
County Council

**Committee:** Directly to Council  
**Staff:** Linda Lauer, Office of the Clerk  
**Purpose:** To interview  
**Keywords:** #keywords

AGENDA ITEM #5  
October 22, 2019  
**Interview**

## SUBJECT

Interview County Executive's appointee for Director, Montgomery County Department of Transportation (MCDOT): Christopher Conklin

## EXPECTED ATTENDEES

Christopher Conklin  
Andrew Kleine

## COUNCIL DECISION POINTS & COMMITTEE RECOMMENDATION

None.

## DESCRIPTION/ISSUE

Mr. Conklin has been the Deputy Director for Policy at MCDOT since 2016 and during that time served as Acting Chief of the Traffic Engineering and Operations Division (2017-2018) and Acting Chief of the Transportation Engineering Division (2018). Confirmation is tentatively scheduled for October 29, 2019.

## SUMMARY OF KEY DISCUSSION POINTS

Not applicable.

### This report contains:

Memorandum and appointment documents from County Executive	© 1-3
Draft Resolution	© 4
Mr. Conklin's resume	© 5-9

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OFFICE OF THE COUNTY EXECUTIVE  
ROCKVILLE, MARYLAND 20850

Marc Elrich  
County Executive

MEMORANDUM

October 8, 2019

TO: Nancy Navarro, Council President  
Montgomery County Council

FROM: Marc Elrich, County Executive 

SUBJECT: Appointment of Director, Department of Transportation

I am transmitting the appointment of Mr. Christopher Conklin for the position of Director, Department of Transportation. Mr. Conklin is being appointed at a salary of \$208,000. His appointment will be effective upon confirmation by the County Council.

Attachments

APPOINTMENT

PURSUANT TO THE AUTHORITY VESTED TO ME UNDER SECTION 215 OF THE CHARTER OF MONTGOMERY COUNTY, MARYLAND, I HEREBY APPOINT

Christopher Conklin

TO SERVE AS Director, Department of Transportation

THIS APPOINTMENT SHALL BE EFFECTIVE UPON CONFIRMATION BY THE COUNCIL FOR MONTGOMERY COUNTY, MARYLAND.

  
\_\_\_\_\_  
MARC ELRICH  
COUNTY EXECUTIVE

10/8/10  
DATE



OFFICE OF THE COUNTY EXECUTIVE

Marc Elrich  
*County Executive*

Andrew W. Kleine  
*Chief Administrative Officer*

MEMORANDUM

October 8, 2019

TO: Nancy Navarro, President  
Montgomery County Council

FROM: Andrew Kleine, Chief Administrative Officer *AWK*

SUBJECT: Due Diligence on Non-Merit Appointment – Christopher Conklin

The purpose of this memo is to confirm that in making appointments for non-merit positions, our selection process utilizes thorough reference checks, criminal history, background checks, checks for wants and warrants, credit history and other inquiries appropriate to the position being filled.

Please be assured that due diligence was exercised in determining the suitability of Christopher Conklin for appointment as the Director, Department of Transportation. In addition, Mr. Conklin has filed his Financial Disclosure Statement.

AKW:amg

Resolution: \_\_\_\_\_  
Introduced: \_\_\_\_\_  
Adopted: \_\_\_\_\_

COUNTY COUNCIL  
FOR MONTGOMERY COUNTY, MARYLAND

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By: County Council

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Subject: County Executive's Appointment of Director, Department of  
Transportation

The County Council for Montgomery County, Maryland approves the  
following resolution:

The County Executive's appointment of Director, Department of  
Transportation

Christopher Conklin

The appointment of Mr. Conklin is confirmed by the County Council.

This is a correct copy of Council action:

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Mary Anne Paradise  
Acting Clerk of the Council

# Christopher R. Conklin, P.E.

Mr. Conklin is a recognized transportation professional and is highly regarded for his expertise in transportation strategy, stakeholder and public participation, project management, and executive/team leadership. Mr. Conklin has worked with a wide variety of different transportation organizations including cities and towns, counties, states, federal agencies, real estate developers, corporate clients, and higher education and health care providers in the Metropolitan Washington region and in many other geographic areas. In his 25-plus years of industry experience, Mr. Conklin has engaged with elected officials, executive leadership of private organizations, transportation and environmental agency leaders, and neighborhood and interest groups to advance projects in an environment of changing priorities and needs.

During his career, Mr. Conklin has worked in the public and private sector. In his current position as Deputy Director for Policy at the Montgomery County Department of Transportation (MCDOT), Mr. Conklin has led high-priority efforts to improve the transportation system and establish stronger working relationships with agency and regional partners. Mr. Conklin also held corporate leadership roles at VHB, a highly-regarded engineering firm, including serving on the Board-of-Directors, as Managing Director of the National Capital Region, and through practice leadership for transportation. Mr. Conklin is also engaged with industry organizations including the Transportation Research Board, and the County Engineers Association of Maryland, among others. Mr. Conklin is a licensed professional engineer in Maryland and Massachusetts.

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## Education

- Massachusetts Institute of Technology (1999)
  - Master of Science in Transportation
  - Master of Science in Technology Policy
- Georgia Institute of Technology (1997)
  - Bachelor of Civil Engineering

## Licensure & Certification

- Professional Engineer: Massachusetts (2004)
- Professional Engineer: Maryland (2016)

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## Areas of Knowledge and Expertise

- Transportation Safety
  - Strategic and Long Range Transportation Planning
  - Scenario Planning
  - Asset Management & Investment Optimization
  - Project Development Processes
  - Public Transit Planning and Analysis
  - Pedestrian and Bicycle System Planning and Design
  - Traffic Operations/Traffic Engineering
  - Development of Design Standards
  - Context Sensitive Solutions
  - Complete Streets Design Approaches
  - Parking Planning, Management and Operations
  - Transportation Demand Management
  - National Environmental Policy Act Procedures
  - Real Estate Development and Impact Analysis
  - College, University, Healthcare and Research Campus Planning
  - Transit Oriented Development Planning
  - Corporate Campus Transportation Planning and Management
  - Corridor Plans and Studies
  - Institutional Architecture
  - Business Planning and Budgeting
  - Project Management
  - Policy Development and Analysis
  - Public and Stakeholder Engagement
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# Christopher R. Conklin, P.E.

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## Employment History

Mr. Conklin is the Deputy Director for Policy at MCDOT and plays a leadership role in many department functions including new programs and initiatives. Before joining Montgomery County, Mr. Conklin worked at VHB, a firm of over 1,100 planners, engineers and scientists in 23 offices located along the East Coast. Throughout his career Mr. Conklin has directly supervised managers and employees including leading two divisions within MCDOT on an interim basis.

## Current Position

MCDOT: Deputy Director for Policy	(2016 – Present)
▪ MDOT, WMATA, and MWCOG coordination	
▪ Capital Improvements Program	
▪ Vision Zero Implementation	
▪ Transit and Micromobility Program Development	
▪ Commuter Services (Sustainability and Demand Management)	
▪ Development Review	
Chief of the Traffic Engineering and Operations Division (acting)	(2017 – 2018)
Chief of the Transportation Engineering Division (acting)	(2018)

## Other Positions

VHB: Tysons, VA; Silver Spring, MD; Watertown, MA; Boston, MA	
▪ Managing Director: National Capital Region	(2015 – 2016)
▪ Director of Transportation Systems: Mid-Atlantic Region	(2011 – 2016)
▪ Practice Leader: Institutional Market – Transportation	(2007 – 2016)
▪ Maryland Office Manager	(2008 – 2011)
▪ Transportation Systems Team Leader	(2004 – 2008)
▪ Senior Project Engineer	(2001 – 2004)
▪ Project Engineer	(1999 – 2001)
▪ Traffic Engineer	(1997 – 1999)
▪ Civil Engineering Intern	(1993 – 1997)

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## Affiliations/Memberships

- Transportation Research Board Standing Committee Member
- ACEC Senior Executives Institute (SEI)
- American Council of Engineering Companies/Metropolitan Washington
- American Public Transportation Association (APTA) Policy and Planning Committee
- George Mason University School of Public Policy: Innovation in Transportation Competition Committee

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## Past Professional Experience

Mr. Conklin has a wide range of experience and professional accomplishments. The following list is organized by type and approximate chronology (most recent first).

### County and Municipal

- *Montgomery County Department of Transportation.* Assisted with the County's BRT system plans (system planning, cost estimating, organizational and funding strategies). Assisted with traffic operations and safety studies. Conducted Complete Streets training for County staff. Oversaw the County's Pedestrian Road Safety Audit Program. Managed the development of the Context Sensitive Road Design Standards.

# Christopher R. Conklin, P.E.

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- *Arlington County Department of Environmental Services.* Guided the development of the transit strategy for Columbia Pike following the cancellation of the streetcar project by the County Board including the selection of the Metroway routing between Crystal City and Pentagon City.
  - *Maryland-National Capital Park and Planning Commission, Montgomery and Prince George's Planning Departments.* Assisted with the development of the Travel4 Model, traffic data collection, and a grade-crossing feasibility assessment in Boyds, Maryland. Studied the Prince George's transportation financial needs and strategies. Assessed land use plans to improve transit and non-motorized transportation.
  - *City of Rockville.* Assisted with the study of industrial uses and impacts on the Southlawn neighborhood of Rockville. Developed the Complete Streets policy and visualizations.
  - *City of Gaithersburg.* Guided the development of the study methodology for the BRT on Maryland 355.
  - *City of Baltimore Department of Transportation.* Led the Bayview transit -oriented development plan including a new MARC station, evaluation of Red Line station locations, bus routing changes, travel forecasting and air quality analysis, noise analysis, development planning and urban design, streetscape design, and parking planning. Oversaw traffic impact studies and corridor studies.
  - *Town of Chapel Hill, North Carolina.* Led the highly-sensitive multimodal transportation impact assessment of the University of North Carolina's proposed new campus.

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## **Regional, Transit and Port Authorities**

- *Washington Metropolitan Area Transit Authority (WMATA).* Managed an on-call planning contract.
- *Metropolitan Washington Council of Governments (MWCOCG).* Provided technical support for the Commuter Connections program. Assisted with the WMATA Priority Corridor Networks and Bus Priority Toolbox. Managed and participated in Transportation and Land Use Connections (TLC) projects.
- *Massachusetts Port Authority.* Developed transportation plans and environmental studies for the Port of Boston Strategic Plan and the South Boston Waterfront Redevelopment.
- *Massachusetts Bay Transportation Authority (MBTA).* Led technical studies of Commuter Rail extensions. Conducted station assessments for the Green Line light-rail project. Managed the preliminary design of the Lechmere Green Line station. Developed the Silver Line BRT capacity assessment in South Boston.

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## **State Departments of Transportation**

- *District of Columbia Department of Transportation (DDOT).* Oversaw bicycle improvements, traffic and safety studies, a livability study, and design for Rhode Island Avenue. Provided fleet and staffing estimates for the Circulator Transit Development Plan.
- *Maryland State Highway Administration Travel Forecasting.* Oversaw forecasts for the I-95 Columbia Gateway study in Howard and Prince George's County and the I-270/U.S. 15 Multimodal Study.
- *Virginia DOT Northern Region Traffic Engineering Support.* Oversaw traffic forecasting, operations studies, traffic signal design, and Intelligent Transportation Systems (ITS) for VDOT's Northern Region.
- *Virginia DOT Code of Virginia (COV) Legislative Support.* Assisted VDOT, the DMV, the VSP, and the AG's Office with legislative recommendations to align the COV with the Manual on Uniform Traffic Control Devices, and to improve consistency for pedestrians and bicycles.



## Christopher R. Conklin, P.E.

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- *Maryland Aviation Administration Environmental Services.* Managed the assessment of natural and cultural resources for a transit oriented development project at the BWI Amtrak Station.
  - *MassDOT Project Development and Design Guide (PDDG).* Managed development of the PDDG through a multi-constituent process under a mandate from the Governor. The Design Guide received numerous national awards for mainstreaming of context sensitive design and complete streets approaches.

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### **Real Estate and Institutions**

- *Princeton University Campus Plan and Arts and Transit Projects.* Lead transportation planner for the relocation of the New Jersey Transit Commuter Rail Station and development of a new academic precinct on the campus. Led transportation planning for the 30-year campus plan including changes to the transit system, campus parking, cycling, pedestrian facilities, and roadway networks.
- *Capital One West Creek Campus.* Led transit facility, parking, and traffic planning for Capital One's operations center in Richmond, Virginia that houses approximately 10,000 employees.
- *Johns Hopkins University.* Assisted with real estate assessment and transportation planning to enhance the retail environment in the Charles Village neighborhood. Assessed the transit operations of Johns Hopkins Medicine and Johns Hopkins University to improve service and identify cost savings.
- *Research Triangle Park Master Plan.* Led the transportation element of a new master plan for North Carolina's Research Triangle Park. Provided guidance on the long-term transit strategy, road network changes, and improved connections to the Raleigh-Durham airport.
- *George Mason University Transportation Engineering.* Led the development of the campus transportation plans in Manassas, Fairfax and Arlington, Virginia. Developed the design-build procurement documents for the recently-opened Campus Drive project. Principal in charge for the design of a new transit center.
- *Virginia Tech Transportation Master Plan.* Completed a 10-year multimodal investment and transportation management plan for the Virginia Tech campus.
- *Washington University in St. Louis.* Developed a new parking policy and management plan for the University. Developed a transportation plan for the redevelopment of the Washington University Medical Center (WUMC). Developed a strategic plan for the Washington University Danforth Campus.
- *Herndon Metrorail Station Area.* Supervised efforts for Herndon that defined a land use, open space and transportation plan to capture the economic benefits of Phase II of the Metrorail Silver Line.
- *MCPS Impact Studies.* Oversaw impact studies for Montgomery County Public Schools (MCPS) sites in Rockville and Garrett Park.
- *Catholic University of America Master Plan.* Guided the design of the West Campus Gateway. Oversaw the transportation element of the Campus Plan including review by DDOT and the District Zoning Commission. Developed the University parking and Transportation Demand Management (TDM) Plan.
- *Harvard University Transportation Planning.* Assessed regional BRT and LRT projects, developed proposal for a new intercity rail station, evaluated the potential for relocating I-90 through Harvard's landholdings, aided in analysis of freight flows to an adjacent intermodal rail yard. Guided initiatives to strengthen Boston's competitive advantages in attracting Bio-tech and other knowledge-based industries.
- *North Point Development.* Led the transportation planning and design for a major transit-oriented development (over 5 million square feet) in Boston, Cambridge, and Somerville Massachusetts including

## Christopher R. Conklin, P.E.

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defining BRT alignments, LRT station relocation, regional trail connections, extensive traffic impact assessment, and community involvement processes.

- *Fan Pier Development.* For Jones Lang LaSalle (JLL), conducted the traffic impact assessment and guided the development plan for a major transit-oriented development (over 3 million square feet) on the Boston Waterfront that is now nearing completion.

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### **Federal**

- *Washington Union Station Second Century Project.* Provided multimodal transportation analysis and NEPA compliance assistance for the expansion of Washington Union Station.
- *Federal Agency Campus Transportation Improvement Planning.* Designed operational and infrastructure improvements at military and other government installations in Virginia, Massachusetts, and New York.
- *Federal Highway Administration (FHWA).* Provided oversight of technical assistance for the FHWA's mini-roundabout program. Provided technical assistance on task orders related to incident management for the Office of Operations. Provided technical assistance on task orders related to Crash Modification Functions (CMFs) and Model Inventory Roadway Elements (MIRE) projects for the Office of Safety.
- *National Park Service National Capital Region.* Managed an alternatives analysis for Memorial Circle at the southern end of the Arlington Memorial Bridge. Oversaw safety studies on Clara Barton Parkway.
- *Federal Land Management Agency (FLMA) Transportation Studies.* Project management and oversight of congestion management studies for the U.S. Army Corps of Engineers and the National Park Service (NPS). Developed NPS Long Range Transportation Plans for the Northeast and Southeast Regions. Identified facility priorities to improve access to the Patuxent Research Refuge located in Laurel, Maryland.