

**Greater Greater Washington**  
**Candidate Questionnaire**  
**Arlington County Council Special Election**  
**Kim Klingler**

- What are your thoughts on the practicality and cost of the Columbia Pike streetcar? Is this project a good use of funds?

We must be innovative and practical as we work to plan for what the future of transportation will look like in the Metro DC area. As we consider the Columbia Pike streetcar, we must consider how it will connect with: fixed rail, other light rail, and bus, and how it will impact non-railed vehicles.

In order to determine whether this \$261M investment is justified, we need to take a step back and address the following:

- What do Arlingtonians want? What is their strategic vision and plan for Arlington? We continue to develop sector plans, but have we really analyzed how those plans will all fit together, the impact that will have on the surrounding neighborhoods, and the potential increased strain on public services?
- How will the street car project be implemented? Plans for the implementation of this project will need to include: the development of connection points and hubs, thereby weaning buses off of the pike, procedures and side tracks for removal of non-functioning trains, etc.
- Can we afford it? I believe in making investments when a project or initiative is deemed investment worthy and when it is the right priority for the right time. We currently have a capital maintenance backlog for just parks and facilities of \$35M to \$45M. We need to make resolving our school capacity issues one of our top priorities. Also, to move forward with the streetcar project, we still need to convince private investors to come aboard.
- Do we have the resources to appropriately manage the contractors? Without appropriate management the price tag of \$261M could easily grow. We have

seen this in other street car projects and we must be sure we have the proper management in place before the project starts up.

With the appropriate planning I think the Columbia Pike streetcar could be a promising investment; however, per my points above, I would need to be convinced that now is the right time.

2) To what extent is retaining and building new affordable housing Arlington a priority of yours? If a priority, what tools should Arlington use to encourage affordable housing?

As Arlingtonians, we value our diversity and therefore, retaining affordable housing, and encouraging affordable units in new construction projects, is a top priority of ours and of mine.

Currently, Arlington is constrained under the Dillon Rule but uses a multitude of tools, including federal, state, and local programs to attempt to meet our affordable housing goals. Arlington should continue to use these tools and seek to expand and strengthen them whenever we can; for example:

- Funding for the Affordable Housing Investment Fund (AHIF);
- Approval of Bonus Density in return for affordable units;
- Funding or inclusion of affordable units in site plan developments under the guidelines of the Affordable Housing Ordinance;
- Using a Transfer of Development Rights to fund or promote additional affordable housing.
- Use of tax incentive programs, such as the Federal Low Income Housing Tax Credit and federal and state Historic Tax Credits

- The Use of “Public Land for Public Good”, as in the new Arlington Mill apartment project.

Although Arlington is using many tools, unfortunately, we continue to lose affordable housing faster than we can develop it. That’s why I believe it’s essential that the Board continue its commitment to affordable housing tools and programs. This may also include the use of tools that address housing rehabilitation programs, multi-family improvement programs, great house concepts, and adaptive reuse. The combined usage of these tools may assist Arlington in meeting its affordable housing goals while being sensitive and balancing density across our corridors and neighborhoods.

3) What is your opinion of the Crystal City Sector Plan and its impact on the economic development of Crystal City?

Due to the impending Base Realignment and Closure (BRAC) outcomes (loss of 13,000 jobs from Crystal City), the county took the opportunity to develop the Crystal City Sector Plan. The plan calls for a better balance of workers and residents in Crystal City. The plan also calls for modifications to the urban street grid in order to improve transit and vehicle and pedestrian traffic patterns. The goal of the plan is to redefine the community and maintain the commercial tax revenues that Crystal City brings in.

The development of a plan to address BRAC was essential. The plan also needed to incentivize property and land owners, developers, and businesses to stay and participate. In doing so, the County Board created the Crystal City Sector Plan for a much improved future community that includes a multitude of transportation options and increased density.

If it can be fully executed, the plan will favorably impact the economic development of Crystal City. Although not specified in the plan, pricing of space, specifically office space per square foot, will need to be competitive as Tysons Corner and Reston begin to take advantage of the Metro Silver Line. Therefore, the plan will need to be updated to address: offering competitive pricing per square foot, lowering and maintaining emergency response times to Crystal City, planning for additional school and health services, and designing appropriate transitions between denser areas and traditional neighborhoods.

4) What can or ought to be done about the capacity crisis in the ACPS system?

The good news is that the Arlington County Board and the Arlington School Board are demonstrating that they are now working on a collaborative plan to potentially: add additions to existing schools, consider the construction of a new school, and/or consider purposing county facilities for school use.

In order to meet the current capacity challenges and plan for future needs, the county and the schools need to re-visit the current memorandum of understanding (MOU) and need to collaborate in an open and transparent process to prioritize and invest in capital development needs. If history is a guide, there will be a time when schools (or a category of schools) are again under capacity, and therefore we will need to make sure those facilities can be used and maintained in a multi-purpose capacity.

5) What do you see as the most pressing issue facing Arlington County today?

As Arlingtonians, I believe our most pressing issue is to be able to maintain our identity, diversity, and quality of life as we continue to grow as a community. Therefore, we must pay special attention to:

a. Smart Growth and Transportation.

Arlington has grown and changed so much in recent years. That growth brings other changes: many new high-rise buildings, more traffic, crowded schools, and the need for a renewed focus on people and public safety. As we grow in density along the corridors, we need to ensure that we are: preserving our neighborhoods, providing public services to ensure the safety of Arlingtonians, and engaging communities and individuals early in the discovery phases, as well as the decision-making processes. We also need to proactively prepare for the coming of the Metro Silver Line. Currently, Tysons Corner and Reston are gearing up for this transition, and they have very aggressive plans in place to attract business and grow their commercial and residential density. In many ways, Arlington has provided Tysons and Reston with these great models. We now need to re-visit the models we have enacted and update and enhance them so that we can continue to be competitive in pricing for commercial investors to allow for the continued development of our vibrant communities.

b. County/Schools Collaborative Planning.

Great schools make great communities. It is no accident that our schools are nationally ranked and we must make sure that every student has access to a world-class education. As a county board member, I would work closely with the school board to focus on long-term planning, collaborative solutions, and to make sure we have multi-purpose facilities that can accommodate both county and school needs.

c. Maintaining a Diverse and Caring Community.

We are very fortunate to have a diverse community. We are also at risk of losing our diversity. We need to focus on maintaining affordable housing and balancing its availability along our corridors and within our neighborhoods. In addition, our community has services that are unique to many localities. In my experience as a volunteer first responder, I have seen that we can improve in connecting those in need to the appropriate services. Specifically, we need to work with long-term care and assisted living facilities, and those aging in place, in order to ensure Arlingtonians are aging with dignity.

6) Of your past experience in Arlington County's civic life, what is your greatest strength as a candidate for the County Council?

My greatest strength is the breadth of my perspective and my proven ability to use my perspective to unite parties, solve problems, and make Arlington an even better place to live.

I bring a business, community, and political perspective. We need a strong voice for health and human services, we need a leader to prepare for the Metro Silver Line, and we need a champion for county board and school board collaboration. We need someone who is truly connected to the community, and understands the needs of all Arlingtonians, including those aging in place. I am that leader.

I am a leader who sees the big picture, who sees what matters most to us as individuals and to Arlington as a community, and I bring people together to achieve results. I will serve from a

different perspective, bringing my experience as a first responder, Arlington Free Clinic volunteer, advisory commission(s) members and budget chair, and a senior manager at a major consulting firm.

I am the most qualified candidate at this time because I have a broad base of community experience, a passion to serve the community I love, and I am committed to beginning discussions by listening and then working together to solve problems.

You can learn more about my qualifications at my website: [www.Kim4Arlington.com](http://www.Kim4Arlington.com).

7) How should growth be managed in the Rosslyn-Ballston corridor? Should there be a greater emphasis on sustainability, affordability, traffic calming measures?

I am proud that the R-B corridor is growing and there are areas where the intended vision is being realized. Along with this growth, yes, I do believe there needs to be greater emphasis on sustainability, affordability, and traffic calming measures.

In order to focus on these initiatives, we must find an appropriate balance. In order to maintain levels of affordable housing, we will need to agree to increases in density. However, as density increases, we must be prepared for the increased stress on our Metro, our roads, and public services. We need to be more cognizant of the safety and quality of life of those living in the new buildings and the surrounding community. We need to be prepared to re-examine traffic patterns and look to other jurisdictions and successes they have had with implementing new rules that better protect pedestrians, bicyclists, and drivers.

8) What are your thoughts on the recent approval for the development of a 4.7-acre Boeing HQ at Crystal City? Will it bring the kind of growth you believe Arlington needs?

Having the Boeing HQs in Crystal City facilitates Boeing's commitment to Arlington and brings significant value to Arlington. Boeing's presence brings: confirmed jobs and occupancy as BRAC is implemented, significant tax revenues, and a return of density to the Twin Bridge site. The approval of the Boeing HQ also raised many discussion items, including:

- For the most part, many of our larger employers are occupying 60-90k square feet of space. Do we want to maintain this sweet spot or do we want to make larger spaces available for larger employers?
- For new construction, in many cases, the county requires mixed use building with retail on lower floors and office space above. In the case of Boeing, this requirement was waived. Will this be a limited or repeated exception?
- In order to meet our budgetary demands and tax revenue needs, Arlington requires new businesses to come to Arlington and new commercial construction each year. Should we revisit our budget growth in order to not rely on these new revenues each year?

Based on the information that is publicly available, including BRAC and the need to find stability, I believe the approval of the Boeing HQ was the right decision at the right time.

9) What, if any, do you think would be the impact of potential defense spending cuts on Arlington County's regional economy? How can these potential negative effects be mitigated?

In many ways, Arlington has been successful because of our proximity to the federal government, the federal government's utilization of buildings in Arlington, the fact that federal employees and contractors live and pay taxes in Arlington County, and overall, the fact that, as a county, we are well managed. With the pending federal spending cuts, Moody's put Arlington on an initial watch list and then confirmed that our Triple-A rating may be at risk. As a county we must strive to protect our current bond rating and current financial health by: examining and making adjustments to our various budgets (operating, PAYG, close-out), our CIP priorities, other funding sources, maintaining appropriate debt to equity ratios, and putting processes and incentives in place to attract and retain a diverse set of businesses and investors. Example recommendations can be viewed [here](#).

Arlington County is a great place for many different types of companies to do business. As a consultant I am trained to guide clients in determining areas for improvement, how they can streamline processes, increase efficiencies, improve the user experience, and increase cost savings. This is an area where we have a lot of potential as a county. We need to set better expectations for all types of (especially small businesses) regarding zoning, permit, and inspection requirements, consolidate these requirements, and present them in a more user-friendly manner. This and other initiatives will further help promote diversity of business in Arlington.

10) What, if anything, would you most like to improve about Arlington County?

I am very connected to our community and I have knocked on many doors. In general, most people are happy with the services and amenities that Arlington offers. In addition to the areas for improvement that were mentioned above and below, one common theme I keep hearing is that folks want to ensure we are maintaining and enhancing the Arlington Way.

The Arlington Way is a commitment to diversity, to creativity and using public/private partnerships to solve problems, and to including all in the decision-making processes. We do these things very well, but we can do better. We have the technology and the creativity to use other avenues to engage Arlingtonians earlier in the discovery and decision-making processes.

Other areas for improvement:

- Catching up and keeping up with our capital maintenance backlog.
- Developing Arlington's Metro Silver Line plan and aligning it with the Crystal City Plan, the East Falls Church Plan and taking into account the Tysons and Reston Plans.
- Addressing our school capacity issues and putting a plan in place to have more multi-use county/school buildings and parks.
- Developing a task force or a plan that looks across Emergency Medical Services, Department of Human Services, and Department of Environmental Services in order to find ways to better identify those aging in place, provide them with the appropriate services, and consequently prevent the need for unnecessary emergency transports.
- Continuing to be a model for smart growth and transportation, while addressing our capacity issues on the Orange/Silver Metro Line.
- Continuing to conserve our neighborhoods and our diversity.
- Implementing the Community Energy Plan and also looking at other regional approaches e.g. energy sharing, emergency communications, transit solutions.