

COLLEGE PARK CITY-UNIVERSITY PARTNERSHIP



# ANNUAL REPORT

# 2025

[collegeparkpartnership.org](http://collegeparkpartnership.org)

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# A Message of Welcome + Gratitude



On behalf of the College Park City-University Partnership, we are pleased to present our 2025 Annual Report — a reflection of meaningful progress, deepened collaboration, and enduring commitment made possible through the support of the City of College Park, the University of Maryland, College Park residents, and the many stakeholders who invest their time and trust in our work.

We are grateful for partners who believe in shared possibility, and for a community that continues to move forward together. As we reach the midpoint of the *University-Community Vision 2030* — our ten-year framework for a more sustainable, equitable, and vibrant College Park — 2025 stands out as a year of tangible achievement and renewed ambition. We invite you to explore this report and the highlights below and to see, in each one, the collective effort that makes College Park such a remarkable community.

## 2025 Highlights

### Community Preservation Trust: Expanding the Path to Affordable Homeownership

- The Trust grew its portfolio to 11 properties, including 10 single-family homes and a landmark mixed-use property at 7301 Baltimore Avenue — the Trust's first rental property — featuring 4 affordable graduate student apartments and ground-floor commercial space, home to long-time community business College Park Bicycles.
- The Trust sold 2 affordable homes to income-qualified homebuyers — new neighbors — earning at or below 120% of Median Family Income.
- New educational materials in English and Spanish, and 2 user-friendly application portals, developed with UMD School of Business graduate student teams, broadened access to program information.



**Live+Work College Park:  
100th Transaction and Record-Breaking Year**

- The Partnership celebrated its 100th downpayment assistance transaction since 2016 at a ribbon-cutting ceremony attended by Mayor Fazlul Kabir, Secretary Jake Day, Partnership Board Members, and community stakeholders.
- 2025 was the program’s strongest year to date: 15 transactions, \$300,000 in homebuyer assistance, and \$7.1 million in home purchases.
- Since 2016, the program has awarded \$1.85 million in assistance and supported over \$42 million in home sales, helping local employees put down roots in College Park.



**Stormwater & Flood Resilience:  
Mitigating Flood Risk Near the College Park Airport**

- Significant technical progress was made on multi-year stormwater improvement projects in the Discovery District, including aerial mapping and field surveys near the College Park Airport.
- Two additional state grants totaling \$5 million were awarded for FY’26 – a \$2 million Strategic Demolition Fund grant and a \$3 million National Capital Economic Development Fund grant – to advance flood resilience and enable future investment in this important area.



**Bicycle & Pedestrian Connectivity:  
Riverwalk and Campus Drive Bikeway Advancing**

- The Partnership continues administration of \$3,793,000 in state funding to improve bicycle and pedestrian connections between the Trolley Trail and Baltimore Avenue along the Paint Branch corridor.
- Environmental analysis for the Paint Branch Riverwalk was completed, with findings and recommendations expected in spring 2026. Engineering and design for the Campus Drive Bikeway are complete; construction is anticipated in 2027 following Purple Line completion.



**Public Art:**

**'The Last Goldfish' Adds Creativity and Light to Baltimore**

- Baltimore-based artist Andy Dahl installed 'The Last Goldfish' at 7415 Baltimore Avenue – a vibrant mixed-media work featuring acrylic, LED lighting, and MDO that activates the downtown streetscape day and night, reflecting Lakeland history and the University's research and agricultural roots.



**Vision 2030 Midpoint Review:**

**Renewing the Community's Shared Goals**

- 2025 marks the midpoint of the *University-Community Vision 2030*, which prompted a comprehensive review through working groups representing the City, University, community stakeholders, and subject matter experts across Housing & Development, Transportation & Mobility, and Pre-K-12 Education.
- Groups identified new priorities, refined strategies, and developed updated implementation plans – reaffirming the Partnership's commitment to cross-sector collaboration and College Park's future as a nationally recognized college town.



**Financial Snapshot:**

**Delivering Meaningful Investment on a Lean Operating Model**

- The Partnership managed \$5.85 million in 2025, with 95% directed to capital investments in housing, infrastructure, and transportation. Our five-person team delivered **\$18** in project **investment** for every **\$1** in **operating** support.
- From 2023–2025, the Partnership managed **\$25.9 million** in total funding. Looking ahead, securing additional operating support will be a central focus of our fundraising efforts.

Thank you for your continued partnership, trust, and commitment to our work. Together, we are laying the foundation for a vibrant, resilient, and equitable College Park — now and into the future.

Susan Hartmann, Executive Director  
College Park City-University Partnership

# Programs

Guided by Vision 2030 and a community-centered approach, Partnership programs advance efforts to establish College Park as a nationally recognized place to live, work, study, visit and thrive.

In 2025, the Live+Work College Park Program and the College Park Community Preservation Trust reached key milestones and experienced significant periods of growth.

# College Park Community Preservation Trust

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Launched in 2023, the College Park Community Preservation Trust is an affordable housing land trust created to expand housing opportunities for individuals and families who aspire to live in College Park, Maryland. The Trust purchases single-family homes in priority neighborhoods, places them into a shared-equity homeownership program, and sells them to qualified homebuyers. The Trust also acquires multifamily properties to provide affordable rental housing for graduate students.



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## Acquisitions, Sales and Community Impact

At the start of the year, the Trust's portfolio included 9 single-family homes. These homes were located in neighborhoods across the city: Hollywood (4), Berwyn (2), Lakeland (2) and Calvert Hills (1).

**Acquisitions:** In 2025, the Trust purchased two single-family homes located in two neighborhoods: College Park Estates (1) and Hollywood (1).

In early 2025, the Trust acquired 7301 Baltimore Avenue, a mixed-use property financed through State funding. The building includes four rental apartments above street-facing ground floor commercial space. The four residential units are intended to provide below-market rate rental housing for graduate students — a critical need in College Park.

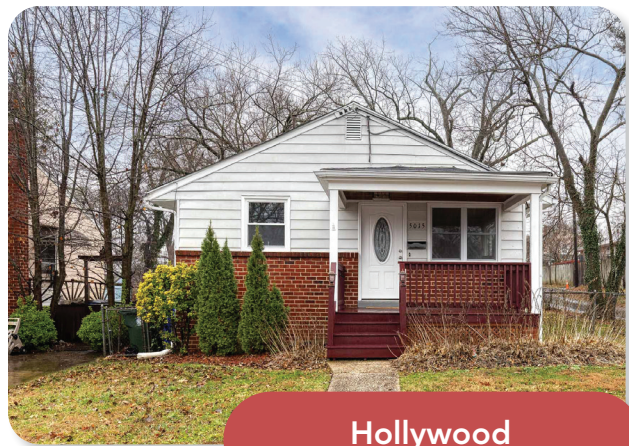
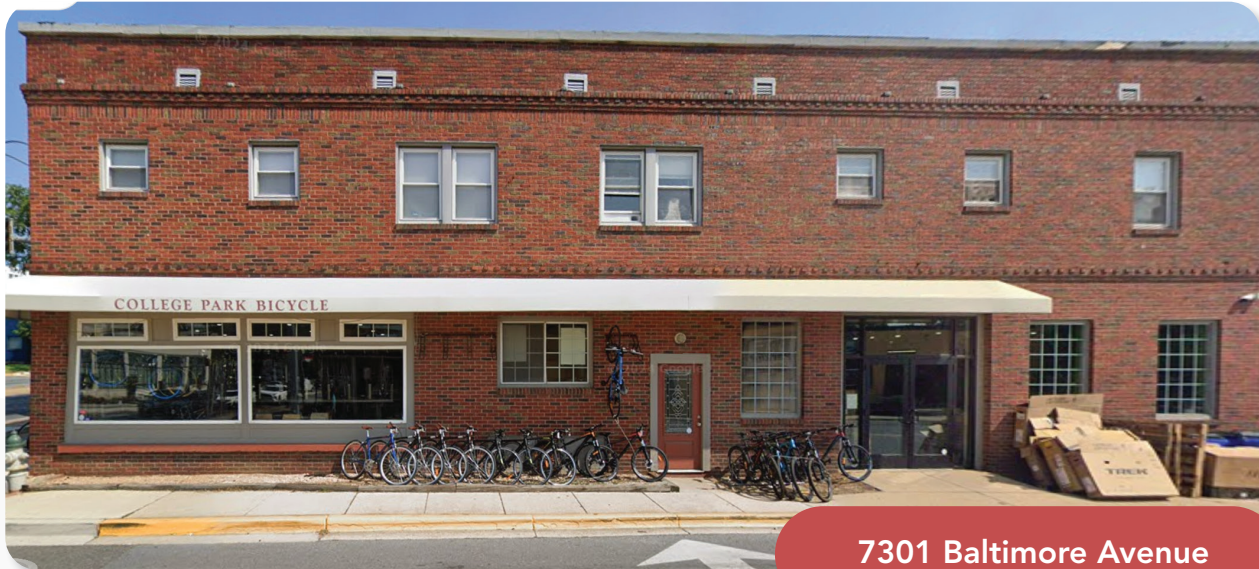
The commercial space is leased by College Park Bikes, which has served the community for over 10 years. This property represents the Trust's first

multifamily acquisition, expands its portfolio beyond single-family homes, and provides a potential revenue stream to support ongoing operations into the future.

**Sales:** In 2025, the Trust sold two single-family homes to homebuyers earning incomes at or below 120% of the regional Median Family Income (MFI). In 2026, the Trust will continue to advance its work, seeking opportunities to add to its portfolio, support affordable homeownership, and stabilize College Park neighborhoods.

**Outreach:** The Trust finalized new educational materials and videos in both English and Spanish to broaden community understanding of the program. In addition, the Trust partnered with two graduate teams in the UMD School of Business to create two user-friendly application portals — for-sale and rental — with the goal of further improving the Trust's operational efficiency.

# 2025 Acquisitions



## A Look Ahead

In 2026, the Trust will continue to grow its portfolio, with an eye towards expanding into additional neighborhoods and exploring new approaches to creating affordable homeownership opportunities. Funding priorities will be to spend down Federal and State awards, and recycling Trust home sales proceeds into new home purchases. The Trust will also continue to diversify its financial model to ensure sustainability and to support affordability long into the future.

# Live+Work College Park

Since 2016, our downpayment assistance programs awarded \$1.85 million in downpayment assistance and supported over \$42 million in home sales in College Park. While these figures reflect meaningful progress toward neighborhood stabilization and long-term success in College Park, the Partnership views each Live+Work College Park participant first and foremost as a new neighbor putting down roots.

With the re-launch of the Live+Work College Park Program, the Partnership achieved its **100th downpayment assistance transaction** milestone in September. To commemorate this achievement, the Partnership hosted a ribbon-cutting ceremony attended by Mayor Fazlul Kabir, Secretary Jake Day, Partnership Board of Directors, the new homeowner and other community stakeholders (photo above).

This year, the program recorded the strongest participation of any Partnership downpayment



assistance program to date, completing 15 transactions, awarding \$300,000 in homebuyer assistance and generating \$7.1 million dollars in home purchases.

The program's continued success makes it a key component of the Partnership's Housing and Development strategy, enabling College Park and Discovery District employees to live closer to where they work. By reducing commute times, the program improves residents' quality of life while also supporting the City's broader sustainability goals.

Live+Work College Park provides \$20,000 of downpayment or closing cost assistance to full-time employees of College Park and the Discovery District within the city limits of College Park, Maryland.\*

**\$300K**  
FUNDS PROVIDED  
(2025)

**\$7.1**  
**million**

IN HOME SALES (2025)

**15**  
TRANSACTIONS

Pictured (left to right): Ed Maginnis, Jr., Vice Chair of the Partnership, Jake Day, Secretary of the Maryland Dept. of Housing and Community Dev., Becky Owen, Homebuyer, Dr. Fazlul Kabir, Mayor of College Park

# New Neighbors: Real People, Real Stories

The power of Live+Work College Park lies in its accessibility. The program's homebuyer-friendly design and strong partnerships are intentionally structured to prioritize the ease of use for participants. In 2025, homebuyers took full advantage of program partnerships: seven participants utilized the City of College Park's New Neighbors Grant, and two purchased homes with support from the College Park Community Preservation Trust. In today's competitive housing market, straightforward, stackable assistance is essential to helping homebuyers close the deal.

We see our homebuyers beyond the transaction. With each participant, we welcome new neighbors into the fabric of our vibrant, diverse community.



As a law enforcement officer, John and Tienna were able to couple the Partnership's Program with the City's New Neighbor grant. "Living with a short commute has been great. I could jump on the trail and be at work in 15 minutes," says John.



Tammy heard about the Partnership's homebuyer assistance programs through colleagues in the University of Maryland's Human-Computer Interaction lab. With the help of the Partnership's downpayment assistance, Tammy was able to plant roots in College Park.

Similarly, Live+Work College Park expanded eligibility to support to a wider range of City and University employees. In 2024, the program extended eligibility to the ~6,500 employees of the Discovery District. Through targeted outreach, staff actively engaged employers of the University of Maryland's research park, who view the program as a valuable recruitment and retention tool. Of the 15 transactions in 2025: 13 participants were employed by the University of Maryland, 1 was employed in the Discovery District, and 1 was a private-sector employee in the City of College Park.

## Looking Ahead

Looking ahead, the Partnership is committed to ensuring that Live+Work College Park remains dynamic and responsive to applicant homebuyers' needs. In 2026, the Partnership will roll out a new affordability component to the program, which will provide assistance even more employees and reinforce College Park's identity as a place where residents live, work, learn and thrive.

# Capital Projects

In 2025, the Partnership supported several multi-year capital projects in College Park. Collectively, these projects represent significant state investment in College Park's environmental resilience, multi-modal transportation and built environment.

As the managing grantee, the Partnership serves as the connective tissue between the City of College Park, the University of Maryland, State agencies, and project teams to coordinate grant compliance, facilitate cross-sector collaboration, and translate public funding into tangible, community-centered improvements for the City.

# Capital Improvement Projects



## College Park Airport Stormwater Management & Floodplain Mitigation Project

**Funding Source: State of Maryland**

**Amount: \$5 million**

Recognizing the immense flood risk along the Paint Branch through the Discovery District, the Partnership is committed to supporting infrastructure improvements that mitigate stormwater impacts around the College Park Airport. The Partnership secured State grant funding to begin a multi-year, multi-phased stormwater improvement projects in the area. In 2025, significant technical progress was made, including aerial mapping for the Aviation Village project area as well as field-run surveys for the floodplain stream channel and nearby bridge crossings. These site assessments are essential to determining existing floodplain conditions, which is a critical step in identifying feasible locations for future stormwater management and compensatory storage facilities.

Project momentum has been further strengthened by the award of two additional grants from the Maryland Department of Housing and Community Development in FY'26, totaling \$5 million, to support the next phases of the stormwater management infrastructure improvements in the area. A \$2 million Strategic Demolition Fund (SDF) grant will support the planning and construction of compensatory stormwater management facilities that directly address floodplain challenges affecting the College Park Airport and surrounding neighborhoods. In addition, a \$3 million National Capital Strategic Economic Development Fund (NED) grant will support the acquisition, planning, design, reconstruction and capital equipping of critical infrastructure for properties near the airport. Collectively, these State investments position the City of College Park to enhance flood resilience while enabling future, infrastructure-ready development in this key area.

## Campus Drive Bike Path + Paint Branch Riverwalk

**Funding Source: State of Maryland**

**Amount: \$3.79 million**

The Partnership has secured \$3,793,000 in state funding to support substantial bicycle and pedestrian safety improvements that seek to connect the Trolley Trail to Baltimore Avenue, and to improve connections across Baltimore Avenue along the Paint Branch, which runs along the University's eastern boundary. Divided into two segments — "Riverwalk" and "Campus Drive Bikeway" — these projects are multi-year efforts that have advanced in 2025. Although envisioned as a connected bicycle and pedestrian corridor, the two projects have separate funding and are at different stages of design and construction. The Partnership manages the grants and compliance, stewarding these projects and the community vision for connectivity. The University of Maryland is acting as the project manager for construction and implementation and provides regular status and progress reports.

Once completed, the Riverwalk and Campus Drive Bikeway will significantly improve pedestrian and bicycle connectivity, strengthen access to natural amenities along the Paint Branch, and support safer multimodal travel through a key corridor in College Park. These improvements compliment broader transportation and placemaking investments underway in the Route One Corridor and Anacostia Trail Networks. The following are updates about progress in 2025 on each of these projects.

## Paint Branch Riverwalk Project

In 2020, the Neighborhood Design Center led a community-driven process to envision a new bicycle and pedestrian trail along the Paint Branch. The goal was to provide additional trail connectivity to the north along the University's eastern edge. In addition, the vision for the Riverwalk articulated activation locations along the trail that could provide placemaking and gathering opportunities, as well as access to the tributary as a natural feature.

The Partnership secured State grant awards to support the next phase of Riverwalk design, which required detailed environmental analysis, as well as flood mitigation and public safety evaluation along the trail.

In 2025, environmental analysis and design recommendations were completed. The Partnership is leading reporting and anticipates release of the studies' findings in spring of 2026.

The Project Area (pictured right) for this study consists of both river banks and the immediate adjacent area on both sides of the Paint Branch Trail from Mezorot Rd in the North to Paint Branch Stream Park in the South. This portion of the trail runs along U of Md's Eastern Campus Boundary.



## Campus Drive Bikeway

The Campus Drive Bikeway will connect the Trolley Trail to Baltimore Avenue with a new bicycle-pedestrian extension along the north side of Campus Drive. This trail connection will combine the construction of a new pathway, as well as repurposing the existing right lane of Campus Drive for use by bicycles and pedestrians. Engineering and design plans have been completed. Construction has been on hold pending completion of Purple Line construction along Campus Drive. As the awardee, the Partnership leads reporting to the State regarding progress and compliance; the University is acting as project manager for engineering and construction of the bikeway. Construction on the next segment is anticipated to begin in 2027.

# Placemaking Projects

## The Last Goldfish

Artist: Andy Dahl

Location: 7415(b) Baltimore Avenue

Medium(s): Acrylic, LED, Medium Density Overlay (MDO),

'The Last Goldfish', created by Baltimore-based artist Andy Dahl, is an updated call to the University of Maryland's roots in research and agriculture. During the day, its large, vibrant goldfish and leaves are visible from Route One. After sunset, custom Light Emitting Diode (LED) fixtures cast ephemeral, cool tones over the brick façade, simulating the rippling water of an aquarium. The installation's unorthodox media adds interest to the highly visible facade in a busy commercial district.



## Maryland Makers' Market

Trolley Trail Day is an annual festival celebrating the Rhode Island Avenue Trolley Trail – a 3.8-mile scenic path connecting Hyattsville, Riverdale Park, and College Park.

On June 14, 2025, the Partnership expanded the festivities by collaborating with the College Park Arts Exchange and Shop Made in Maryland to host the inaugural Maryland Makers Market. Held at the Old Parish House, the outdoor market featured 16 local artisans and welcomed hundreds of attendees, successfully supporting small businesses while activating the trail.



Co-hosted by the Partnership, the Hyattsville Community Development Corporation, and the Anacostia Trails Heritage Area (ATHA), the event continues to grow. We are already hard at work preparing for the next Trolley Trail Day on Saturday, June 13, 2026!

# Vision 2030 Update

2025 marks the midpoint to *University-Community Vision 2030*, a shared community vision implemented in four key strategy areas: Housing and Development, Transportation and Mobility, Pre-K to 12 Education and Public Health and Safety.

Partnership staff convened cross-sector stakeholders throughout the year to evaluate progress toward goals outlined in Vision 2030.

# Vision 2030 Update

## University-Community Vision Statement

In 2030, College Park is a growing, thriving, equitable, and sustainable community, united by a robust alliance between the City, University, and community. College Park enjoys a strong local economy, rooted in university research, start-ups, and creative entrepreneurship. Neighborhoods and commercial areas are safe, healthy and walkable, and well-served by transit. College Park is attractive to both current and new residents for the strength of its abundant housing, employment, and Pre-K - 12 school options. College Park is a destination for its restaurants, shopping, parks and natural areas, and entertainment.

Housing & Development

Pre-K to 12 Education

Transportation & Mobility

Public Health & Safety

In 2019, The Partnership initiated a facilitated series of stakeholder discussions with representatives from the City, the University, local business owners, community partners and residents that resulted in the development of the *University-Community Vision 2030 – “Vision 2030”*. The vision laid out goals and strategies across four key strategy areas – Housing and Development, Public Health and Safety, Transportation and Mobility and Pre-K – 12 Education – with the goal of establishing College Park as a nationally-recognized college town for residents, businesses, employees and students. In 2020, the Partnership’s Board of Directors, the City Council and the University Board of Regents adopted Vision 2030, and the Partnership undertook efforts to coordinate strategy implementation.

2025 marks the midpoint to the *University-Community Vision 2030*, a ten-year collaborative framework aimed at advancing College Park as a sustainable, equitable, and vibrant college town. To evaluate progress to date, identify gaps and ensure that the goals established in 2020 continue to meet the community’s evolving needs, Partnership staff convened a series of Vision 2030

working groups with representation from the City of College Park, the University of Maryland at College Park, community stakeholders and subject matter experts with experience relevant to Vision 2030 objectives. Each group participated in data-driven workshops to evaluate progress, celebrate accomplishments, share lessons, refine strategies and coordinate implementation. Upon completion, working groups identified new priorities, those that require renewed attention, and areas for opportunity for advancement. Their recommendations for each strategic area were reviewed by the corresponding Vision 2030 focus area committee, incorporated into draft addenda with updated goals, strategies and implementation actions. Vision 2030 goals, and presented to the Partnership’s Board of Directors for adoption.

This midpoint reflection underscores the Partnership’s commitment to dynamic, cross-sector collaboration, and dedication to achieving the community goals articulated in Vision 2030.

# Housing+Development

In 2025, the Partnership’s Housing and Development Committee convened during the summer and fall to evaluate progress toward Vision 2030 housing and development goals and strategies. The Committee’s discussions brought together stakeholders representing the City, the University, residents, and community partners to review accomplishments, share updates on projects underway, and identify emerging challenges and priorities. These conversations provided valuable opportunities to assess the effectiveness of current initiatives while ensuring that future strategies remain responsive to evolving community needs.



The Committee noted several completed and advancing initiatives that reflect strong momentum toward Vision 2030 objectives:

**Homeownership and Preserving Affordability:** The establishment of the Community Preservation Trust was a key Vision 2030 achievement supporting long-term housing stability in College Park. The Committee recognized that the Trust has made real contributions and will continue to do so as the program evolves over time.

**Downpayment Assistance to Homebuyers:** The Committee discussed continued expansion of the Partnership’s Live+Work College Park program, including its recent extension to employees in the Discovery District and interest in further expanding affordability opportunities in the coming years.

**Economic Development and Workforce Attraction:** The Committee discussed broader economic development trends, including the attraction of new businesses, particularly in the Discovery District and in response to the State’s Capital of Quantum initiative. They also acknowledge concerns about potential impacts from federal workforce reductions.

**Transit-oriented Development along the Purple Line:** City and University representatives discussed progress in transit-oriented development along the Purple Line corridor, highlighting the Discovery House graduate student housing project underway, which was recognized as critical to meeting housing demand and broader sustainability goals.

At the same time, the Committee identified areas requiring additional focus, including addressing neighborhood properties in poor condition and expanding safe pedestrian access to the Trolley Trail. Members also outlined several Vision 2030 priorities that will be examined more fully before the completion of the midpoint evaluation process, including green infrastructure and stormwater management, placemaking and public art, strategies to attract and retain employees, graduate students, alumni, and efforts to advance equity in housing and employment opportunities.

## Looking Ahead

In 2026, the Housing and Development Committee will complete its Vision 2030 midpoint evaluation and develop recommendations and an updated implementation matrix. These efforts will help guide the next phase of housing and development initiatives, ensuring continued alignment with community priorities and long-term growth goals.

# Transportation+Mobility

An efficient and connected transportation system is fundamental to ensuring that College Park continues to be competitive as a city-university community for residents, students, employees and businesses. In 2025, the Transportation and Mobility Committee established a working group to evaluate progress on Vision 2030 goals, and to analyze safety, connectivity, and equitable access along key corridors and neighborhoods throughout the City.

The working group determined that several Vision 2030 transportation goals have either been completed or are in progress. They also identified new opportunities and challenges that should be prioritized based on recent innovations in transit and construction of the Purple Line. Key takeaways from the Working Group's Midpoint Review offer insight and direction for implementation in the remaining five years of Vision 2030:

**Completion of Baltimore Avenue (US 1) Phase One Redesign:** After many years of construction, improvements to the first segment of Baltimore Avenue have been completed. The roadway now includes designated bike lanes, improved medians and pedestrian improvements. Completion was celebrated with a parade and future phases will continue improvements north.

**Emerging Mobility Modes:** The rise of e-bikes and scooters transformed short-distance travel, providing flexible and sustainable options for students and residents. Micromobility presents new challenges to be addressed through coordinated efforts in safety education, infrastructure design, and equitable access throughout the City.

**Adapting to New Work Patterns:** Telework and hybrid work environments reshaped commute patterns. Ongoing changes to the Federal workforce may further accelerate workforce commute shifts. Transportation planning should evolve to remain efficient and responsive to how commuters travel over time.

**Inclusive Outreach:** As the Purple Line nears completion, targeted engagement of seniors and individuals with disabilities is critical. Increasing awareness of multimodal options and removing barriers to access will help riders use new transportation opportunities to their advantage.

In light of new innovations, the Committee added new priorities for the remaining five years of the University-Community Vision 2030 Strategic Plan. New priorities focus on coordination, education and outreach regarding the safety and accessibility of micro-mobility options, such as e-bikes, e-scooters and future design innovations. These objectives are designed to guide policy makers, program managers, grant writers and community stakeholders as they work collaboratively to implement key strategies and achieve community goals. They will be included in a new Appendix to Vision 2030 that will be posted on the Partnership's website.

## Looking Ahead

In 2026, the Partnership will convene the Transportation & Mobility Committee to advance implementation of the updated Vision 2030 strategies, to support a safer, more accessible, and more connected transportation system



# Pre-K to12 Education

As the home to Maryland’s flagship institution, learning is woven into the fabric of College Park. At the Partnership, we believe strong K-12 academic outcomes and post-secondary pathways are integral to the community’s long-term success. In 2025, the Education Committee established a cross-sector working group composed of educators, policy experts, and community leaders gathered data to evaluate progress on Vision 2030 Pre-K-12 education goals and strategies.

The group celebrated several accomplishments achieved since 2020, including:

**Early Childhood Education:** The opening of the University of Maryland Child Development Center Bright Horizons Preschool and Monarch Preschool College Park provide expanded childcare and early education capacity to increase accessibility for families.

**College Park Academy:** The public charter school has received national recognition for high academic achievement and college preparation.

**Enhanced Sustainability:** All 15 local public schools serving College Park families have achieved MAEOE Green School certification.

While acknowledging these achievements, the Committee also discussed enormous shifts in the education system and its impact on students since the adoption of the original Vision 2030 goals. The COVID-19 pandemic forced students to transition to untested hybrid learning models, which significantly affected students’ academic preparation and mental wellness. Many national studies show students across the country experience learning loss and decreased reading and math proficiency.

Unfortunately, Prince George’s County Public Schools were not an exception to this national trend. In 2024, just 32% of third grade students showed proficiency on Maryland Comprehensive Asssment Program (MCAP) testing, a 15-point difference from the state average. Just 5% of eighth grade students showed proficiency in math, a 7-point difference from the State’s average. Considering this data, the Committee concluded that the original Vision 2030 education goals no longer effectively served the realities facing College Park students and families.

*Photo: Carolyn Bernache (right), Member of the Partnership’s Education Committee, supports teacher at College Park Academy*



# Evolving to Meet Today's Challenges

Recognizing that COVID-19 had adversely impacted schools and students, the Education Committee convened a diverse working group – bringing together teachers, University education researchers, community stakeholders, and Partnership staff – to conduct a mid-point evaluation of the Partnership's Vision 2030 education goals and strategies. Over seven months, Partnership staff facilitated the working group's review of local data, post-COVID-19 academic trends, and national best practices, leading to the development of a cradle-to-career framework for collective action. This framework centers on key student outcome benchmarks – kindergarten readiness, third-grade reading proficiency, eighth-grade math proficiency,

high school completion, and post-secondary enrollment – and is intended to advance equitable academic outcomes and student economic mobility. The working group developed an implementation matrix outlining recommended actions and next steps across each benchmark, with an emphasis on cross-sector collaboration and coordinated efforts among the University, the City of College Park, community partners and Prince George's County Public Schools. This revised approach expands the Partnership's education work beyond College Park to include neighboring schools that serve College Park students and establishes a collective impact structure to guide and sustain this initiative moving forward.

## Adopting 'Cradle to Career' Outcomes

Drawing on national best practices, we will prioritize collaboration and strategic alignment to improve student outcomes across five academic benchmarks with the State Office of Children, focusing collaborative efforts on six benchmarks: Kindergarten Readiness, Third Grade Reading, Eighth Grade Math, High School Graduation, Post Secondary Enrollment, and Collaboration and Cross-Sector Partnership. This creates a shared strategic vision for action and addresses current gaps in the local education system. The Partnership will take the lead in supporting cross-sector collaboration and partnerships to drive towards a shared strategic vision for action.



Kindergarten  
Readiness



Third Grade  
Reading



Eighth Grade  
Math



High School  
Graduation



Post Secondary  
Enrollment

## The Work Ahead

Looking ahead to 2026 and beyond, these strategies point to an intentional, coordinated, and student-centered approach to advancing educational outcomes in College Park and neighboring communities. In 2026, the Partnership will lead next steps to refine this new collective impact approach in partnership with local schools, community stakeholders, parents and students. We will build on the working group's momentum to formalize cross-sector partnerships, strengthen data sharing, identify classroom-based and out-of-school time programs, as well as program gaps in the current

educational ecosystem. Most importantly, the Partnership will create a framework for regular and ongoing collaboration to ensure that resources are aligned for maximum positive community impact and sustained collective action.

Guided by updated Vision 2030 strategies and informed by recent academic data, this initiative positions the Partnership to build on existing momentum and contribute to fostering a community where students are supported at every stage and empowered to live, learn, and thrive.

# Financial Highlights

As a non-profit 501(c)(3) organization, the College Park City-University Partnership derives funding for its work from several sources. Launched as a joint effort of the City of College Park and the University of Maryland in 1997, the Partnership has historically received operating and program funds from its institutional partners.

Over time, the organization has grown its programs and work plan to include the Community Preservation Trust, downpayment assistance programs to homebuyers, community events, placemaking and public art, and grants management for millions of dollars in transportation and stormwater management infrastructure projects – projects and programs aligned to support the actions articulated in the *University-Community Vision 2030*. As this work has grown, the Partnership has successfully leveraged local commitment to attract state and federal resources, bringing substantial outside investment into College Park. At the same time, the operating support required to manage that investment responsibly has not grown at the same pace.

# Financial Momentum: 2025 in a Three-Year Context

Over the last three years, the Partnership has helped move major community priorities from ideas to implementation, channeling significant investment into College Park’s neighborhoods, housing, and infrastructure. From calendar year 2023 to 2025, the Partnership managed \$25.9 million in combined capital and operating resources. Most of those dollars (88 %) were capital investments tied to tangible projects such as acquisitions, construction, downpayment assistance, and major infrastructure improvements. Only 12% supported operations, even though operations are what make these investments possible by providing staffing, compliance, coordination, financial oversight, contracting, auditing and reporting.

When looking across this timeframe, some years include major acquisition or construction, while others focus on planning, readiness and keeping programs moving while the next set of investments

come through. This is why we see a shift year after year without the work slowing down.

In 2023, the Partnership was awarded \$17.6 million, making it a high-volume year of delivery, with significant capital activity and the operating capacity required to manage multiple multi-year initiatives simultaneously. The Community Preservation Trust was launched that year and received \$14.4 million, 82% of the entire amount awarded to the Partnership in 2023.

In 2024, the Partnership was awarded \$2.5 million. This was a year of continued implementation and producing. The Trust was underway, having acquired 5 homes in 2023 and doing updates and renovations that crossed into 2024, then adding another 4 to the portfolio in 2024. The focus of this year was advancing projects, with 80% of awarded funds allocated to Capital Improvement Projects.

**Capital Projects to Operations Funding  
(2023-2025)**



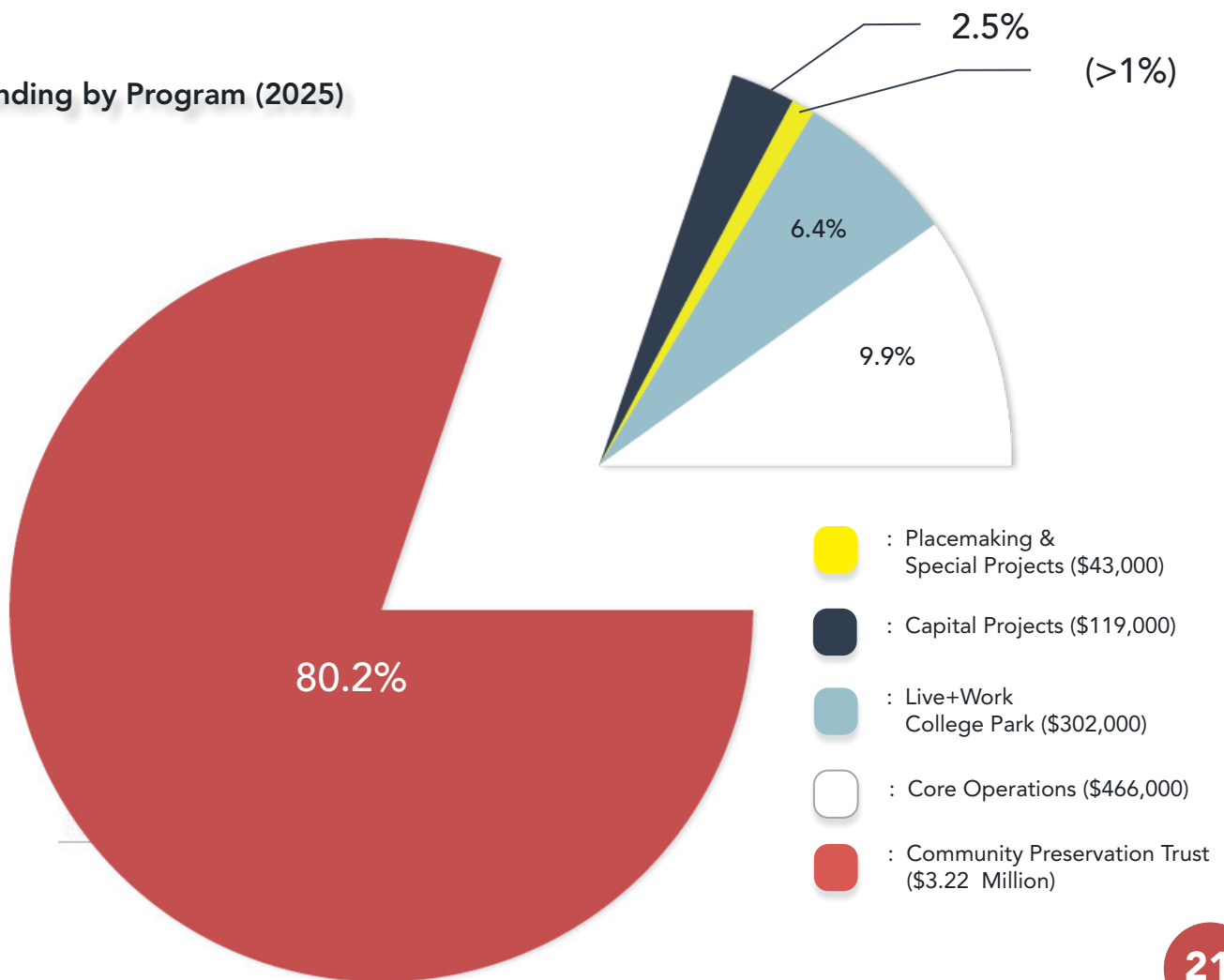
\*82% of operating funds awarded in 2023 were restricted to Community Preservation Trust operating activity by grant compliance requirements. All other operating awards are unrestricted.

# Expenditure and Revenue by Program (2025)

In 2025, the Partnership was awarded \$5.8 million, with a funding mix that was 95% (\$5.51 million) capital and 5% (\$301,000) operating. This means the organization continued to bring significant investment into College Park, but with very limited unrestricted support to manage that work. The imbalance is important because capital funding can pay for projects, but it does not eliminate the need for staffing and the administrative systems required to deliver those projects responsibly.

- **Core Operations:** Core operations are organizational capacity behind every project and program, including staff salaries, contracting, compliance, reporting, coordination, auditing, and legal and accounting services. In 2025, only 5% of total awarded funding was allocated to operational support, down from 12% in 2024, even as the Partnership continued to manage millions of dollars in restricted community investment.
- The Community Preservation Trust reached a program development milestone of \$1 million in federal expenditures, triggering enhanced accounting and auditing requirements.

Spending by Program (2025)



# Financial Snapshot (2025)

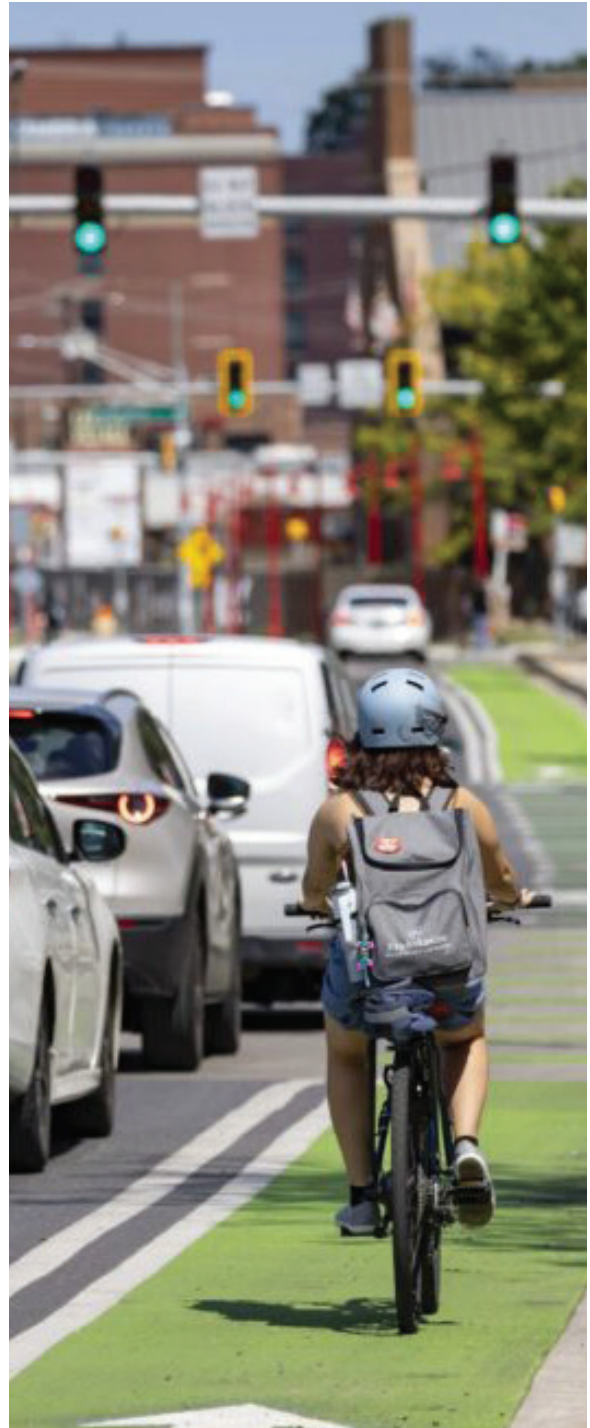
When looking across active programs and projects of the Partnership for 2025:

## Core Operations

Core operations are capacity-building services that make public investments workable, traceable, and deliverable: staff salaries, contracting, compliance, reporting, coordination, and legal and accounting services. The Community Preservation Trust reached a program development milestone of \$1 million in federal expenditures, triggering enhanced accounting and auditing requirements. In 2025, Operations accounted for 14% of total expenditures, while only 5% of revenue was available for operating support, down from 12% in 2024.

## Capital Projects

The Partnership manages \$11.3 million in state-funded capital projects, including \$7 million for stormwater management infrastructure improvements in the Discovery District and \$3.8 million for bicycle and pedestrian enhancements. In 2025, the Partnership was awarded an additional \$5 million in state-funded stormwater management grants for projects at the College Park Metro and the College Park Airport, bringing Capital Improvement funding to 85% of total annual revenue. These funds are fully restricted to project costs and do not include support for grant administration or broader organizational operations. As a result, the Partnership is responsible for managing complex, state-funded capital work without a commensurate increase in operating capacity. Early-stage design and contracting accounted for 3% of annual spending in 2025, reflecting necessary pre-construction activities that still require staff time, oversight, procurement, reporting, and coordination. Similarly, in 2024, 80% of total funding was allocated to Capital Projects, demonstrating a continued pattern of substantial restricted project dollars supported by a lean operating base.



## College Park Community Preservation Trust

As the Partnership's largest area of investment, the Trust accounted for 81% of total expenditures, despite representing only 8% of total revenue, up from 3% in 2024. The two single-family home and mixed-use property acquisitions made in 2025 are long-term community investments designed to provide permanently affordable housing for generations to come.

## Special Projects

Includes technical assistance and reports related to program design, development and implementation accounted for 1% of expenditures, with less zero revenue to support special projects in 2025 and less than 1% in 2024.

Ninety-five percent of the Partnership's 2025 funding was restricted to capital projects and could not be used to cover general operational costs; yet restricted funding does not reduce the need for organizational capacity. Every dollar invested in acquisition, construction, infrastructure, or homeownership assistance still requires contracting, compliance, financial controls, reporting, legal guidance, and day-to-day coordination to move from award to implementation. In practice, the Partnership is managing millions of dollars of investment in College Park with only a small share of funding available to support the staff and systems that make that investment possible.

## Live+Work College Park

With 15 closings in 2025, Live+Work College Park downpayment assistance accounted for 6% of spending.

## Placemaking

Less than 1% (\$15K) of the Partnership's resources in both 2024 and 2025, supported community-facing projects that enhance College Park's built environment and public spaces.



For small nonprofits, a commonly accepted benchmark is to direct 75%–85% of total expenses to program services—often cited as an 80% to 20% program-to-overhead split—with 65%–70% or higher generally viewed favorably by charity watchdogs.

Source: Better Business Bureau Wise Giving Alliance

*Photo(s): Maryland Makers, guests at the 2025 Maryland Maker's Market during Trolley Trail Day*

# The Bottom Line

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In 2025, a 5-person team supported **\$18** in project funding for every **\$1** of operating support.

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In 2025 the Partnership continued to convert substantial funding into visible, on-the-ground investment in College Park. The organization was awarded \$5.85 million, the vast majority of which was directed to projects and initiatives that deliver direct community benefit, including housing, infrastructure, and place-based improvements. These are meaningful investments in College Park’s future, but they do not move on their own. Every project dollar still depends on staffing, contracting, compliance, financial oversight, reporting, legal guidance, and day-to-day coordination to be implemented responsibly.

That is where the Partnership’s operating challenge is most clear. Of the **\$5.85 million** received in 2025, only \$301,000, or **5%**, was available to **support operations**. In other words, the Partnership is delivering millions of dollars of investment into College Park each year on a very small operating base. In 2025, a **five-person team** supported **\$18** in **project funding** for every **\$1** of **operating support**. This is not just a one-year condition. From 2023 through 2025, the Partnership managed \$25.9 million while operating support remained a small share of total funding, even as project complexity, compliance obligations, and accountability increased. The Partnership has demonstrated that it can do a great deal with limited resources. But this level of **community investment** requires stronger operational support if the organization is to continue delivering with **excellence, accountability, and long-term effectiveness**.

**2025 takeaway:** The Partnership’s 2025 funding reflects a model in which significant dollars are being invested in projects on the ground in College Park, while limited funding is available to support the staffing and operational capacity required to **manage that work responsibly**. The organization continues to deliver **high-value results**, but the gap between project scale and operating support is growing. Looking ahead to 2026 and beyond, identifying additional operating support will be a central focus of our fundraising efforts.

*Photo (left to right): College Park City Councilmember Marie Mackie (District III), College Park Resident Bonnie McCellan, Susan Hartmann, Executive Director of the Partnership*

# Acknowledgements

The milestones achieved in 2025 and progress made towards goals outlined in the *University-Community Vision 2030* are made possible by the inclusive effort undertaken by community leaders from the City of College Park, the University of Maryland, and partners from Prince George's County and the State of Maryland.

The Partnership's success is made possible by the generous contributions of our institutional partners, funders, staff, and committee members.

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Miriam Bader	Robert Thurston
Andrew (Andy) Fellows	Victor (Vic) Weissberg
Dannielle Glaros	Marta Woldu
Maxine Gross*	Valerie Woodall
Laurie LeMieux	Kenneth (Kenny) Young*
Carlos Nunes	

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Miriam Bader	Edward (Ed) Maginnis, Jr.*
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Catherine (Kate) Kennedy*	Stephanie Stulich
Jatinder Khokhar	
Anna Lee	

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Carolyn Bernache	Laura Stapleton
Stacy Currie	Krissie Taylor
Segun Eubanks	Joshua Thomas
Andrew (Andy) Fellows	Dr. Donna L. Wiseman

### Vision 2030 Working Group

Miriam Bader	Senator Jim Rosapepe*
Andy Fellows	Susan Hartmann
Maxine Gross*	Robert Thurston
Julio Murillo	David Varnado
Carlos Nunes	

### Vision 2030 Working Group

Dr. Sandy Abu-Arja	Senator Jim Rosapepe*
Dr. Keisha Allen	Susan Hartmann
Gloria Aparicio Blackwell*	David Varnado
Dr. Meghan Comstock	Dr. Donna Wiseman
Dr. Loren Jones	

\*Member, Partnership Board of Directors

## Institutional Partners

The success of the College Park City-University Partnership is jointly supported by the City of College Park, the University of Maryland at College Park, the Maryland Department of Housing and Community Development, and other partners.



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Annual Report 2025**

[collegeparkpartnership.org](http://collegeparkpartnership.org)

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