

College Park Neighborhood Stabilization and Quality of Life Work Group

Report on Potential Strategies for Stabilizing Neighborhoods and Improving Quality of Life for College Park Residents

August 7, 2013

The City of College Park's Neighborhood Stabilization and Quality of Life Work Group was established by the Mayor and Council in July 2012 to develop and explore new strategies for addressing issues related to the increasing use of single-family houses as group rental houses over the past several decades. The City Council initiated this effort because of concerns about a long-term trend of increasing numbers of single-family houses being converted to group rental houses over the past several decades. The Council expressed a desire to ensure availability and maintenance of affordable housing in the City, protect the standard of living of all City residents, and strengthen and stabilize the City's neighborhoods.

The Council charged the Work Group with the task of developing specific strategies that have the potential to produce measurable improvements toward two overall goals – to regain a balance in types of housing and population in College Park neighborhoods and to address quality of life concerns, including noise, littering, code violations, overcrowding, aggressive behavior, vandalism, underage drinking, and crime. This report provides a brief summary of the structure and process for the Work Group and a listing of the potential strategies that the Work Group developed for consideration by various stakeholders such as the City of College Park, University of Maryland, police agencies, student groups such as the Student Government Association and Inter-Fraternity Council, landlord organizations, and others.

The Work Group is pleased to note that some of the potential strategies listed in this report are already receiving serious consideration by stakeholders and a few are already being implemented. One of the most notable is the University of Maryland's recent expansion of the Student Code of Conduct to include off-campus behavior. In addition, greater coordination now exists between the City Code Enforcement, Prince George's County Police, and the University Police to manage large gatherings, particularly around athletic events. The organization of the large bonfire after the UM vs. Duke game and the resulting minimal level of disruptions is an example of their success and hard work. Student representatives are currently working with University and police officials to explore ways to move pre-game "tailgate" parties to on-campus locations. The Prince George's Property Owners Association is working to create a "Medallion" accreditation program to encourage rental house property owners and managers to commit to specific standards and actions to prevent problems and raise standards to increase quality of life for both tenants and neighbors. The Work Group members hope to see further implementation of these and other strategies during the coming year in order to improve quality of life and build more positive relations between all residents and stakeholders in the College Park community.

Work Group Membership and Structure

The City Council appointed a total of 26 members to the Work Group, including City Councilmembers, long-term residents, students, landlords, University officials, police, and City staff (see Attachment A for list of Work Group members). At the Work Group's first meeting on November 19, 2012, the group decided to create four task forces to work on the following issues:

- **Issue Reduction:** Strategies for reducing problems that have negatively impacted the quality of life for people who live in the community, including loud parties, noise, excessive alcohol consumption, public urination, trash, and vandalism.
- **Homeownership:** Strategies for reversing the trend of conversions of owner-occupied properties to rental properties and attracting more University faculty and staff and other owner-occupants to purchase homes in College Park.
- **Community Building:** Strategies for building positive relations between students and long-term residents and creating a stronger sense of community.
- **Housing Diversity:** Strategies for expanding housing options available to students, with a particular emphasis on affordable housing.

Attachment B provides a listing of the members of each of the four task forces.

Process for Developing List of Potential Strategies

The full Work Group and the individual task forces held numerous committee meetings from November 2012 through June 2013 to identify and discuss potential strategies for addressing the above issues. The Work Group also held two public forums during this period, on January 29 and April 30, to provide an opportunity for members of the broader community to express their concerns about neighborhood stabilization and quality of life issues, their ideas for what could be done to achieve tangible improvements, and their comments and reactions to the potential strategies that had been proposed. The Work Group also received and considered comments that were submitted in writing after each of the public forums.

The Work Group greatly appreciates the significant amount of input that community members provided to inform the development and consideration of potential strategies. Over 200 people attended the two public forums, with 56 people providing oral comments at the first forum and 18 people speaking at the second forum. Other people and organizations submitted comments in writing after the forum. University students played a significant role in the process including by participating in the task forces and the public forums. Members of the Student Government Association, Inter-Fraternity Council, Pan-Hellenic Association, and Co-op Housing University of Maryland (C.H.U.M.) participated in both formal and informal ways; although not all of their names are listed in this report, their contributions are very much appreciated by the Work Group.

During all of these meetings, Work Group members heard and recognized that community members have significant and valid concerns about quality of life issues and that a new course of action is required by all stakeholders to address the community's concerns. The group notes that prevention and education approaches can be more effective and less costly than enforcement-based approaches and could help to create a stronger and more cohesive community; at the same time, the group recognizes that changes to enforcement strategies are also necessary and critical to success in addressing the quality of life concerns.

The Work Group also notes that there are no "silver bullets" or simple solutions, and that achieving the measurable improvements that stakeholders are seeking will require a comprehensive set of approaches. For example, providing financial incentives for new homeowners will not be effective unless our neighborhoods are attractive to those potential residents. Increased enforcement without

community building may tend to increase tensions, and yet community building efforts without effective enforcement of community standards may not produce the behavior changes that are desired. Perhaps most important of all is the need for all stakeholders – City, University, police agencies, landlords, students, and long-term residents – to work together collaboratively and in a sustained manner to achieve our goal of making College Park a stronger community that we all can be proud of and enjoy as a “college town” that is “a smart place to live.”

Potential Metrics for Measuring Success

As the City, University, and other stakeholders move forward to implement various strategies, it will be important to periodically assess whether progress is being made. The Work Group discussed a number of potential performance metrics that could be used to assess progress in reducing quality of life problems and increasing the rate of homeownership – see Table 1. The group also believes it is important to track these metrics by neighborhood wherever possible, in addition to aggregate measures for the City as a whole. In addition, it would also be useful to compare College Park to other neighboring municipalities on measures for which there is comparable data.

Table 1: Potential Metrics Related to Neighborhood Stabilization and Quality of Life

Issue Reduction	<ul style="list-style-type: none"> • Number of noise complaints • Number of noise citations • Number of houses with more than 3 noise complaints during the calendar year • Number of property appearance-related code violations for tall grass/weeds, trash/debris, litter, parking on grass, exterior maintenance, and trash/recycling totes (report separate totals for rental houses and owner-occupied houses) • Number of vandalism incidents reported • Number of police calls for service, as measured by C-MAST calls • Crime statistics (e.g., number of violent crimes, property crimes, and total crimes)
Home Ownership	<ul style="list-style-type: none"> • Percentage of single family houses that are owner-occupied • Percentage of UMD faculty and staff who live in College Park • Number of single-family houses that are registered with the City as rentals • Number of owner-occupied single-family houses that were sold to investors • Number of investor-owned single-family houses that were sold to owner occupants • Average # of days that single-family houses were on the market before being sold
Community Building	<ul style="list-style-type: none"> • Percentage of respondents who report a satisfactory relationship between students and long-term residents on the City Resident Survey • Number of students and long-term residents who participated in community events that included both students and long-term residents
Housing Diversity	<ul style="list-style-type: none"> • Average monthly housing cost per bed in off-campus apartment buildings • Number of units of subsidized graduate student housing in College Park • Total number of beds in student apartment buildings constructed after 6/30/2012 • Percentage of student survey respondents who report that they are satisfied with the housing options that are available in College Park
Overall	<ul style="list-style-type: none"> • Number of potential strategies that were adopted and implemented • Percentage of respondents who give College Park an overall rating of “excellent” or “good” on the City Resident Survey • Percentage of respondents who give their neighborhood an overall rating of “excellent” or “good” on the City Resident Survey • Percent of residents that would recommend living in College Park to a friend

It is important to note that using these indicators to assess progress may not always be clear-cut and straightforward. For example, strategies that encourage residents to call police and the Noise Hotline more consistently to report problems could lead to an increase in the number of reported complaints, even if the actual incidence of problems has declined. In addition, metrics based on surveys may not yield reliable results if the surveys have low response rates, because those who respond may not be representative of all residents or students. Nevertheless, it is important for the City and other stakeholders to regularly examine the data to seek to understand how the implementation of various strategies is affecting the underlying issues and goals for this effort. The above metrics are suggested as a starting point for consideration, and the City Council and other stakeholders should explore the feasibility of these measures as well as seeking to identify other potential metrics that may provide more meaningful and reliable information about progress.

List of Potential Strategies

Table 2 below provides a listing of potential strategies that were developed by the four task forces for consideration by the City of College Park, the University of Maryland, landlords, students, and other stakeholders. It is important to note that these potential strategies are not “recommendations” of the committee – not all Work Group members support all of the proposed strategies, and the task forces were asked to compile all of the suggestions and not to eliminate any from consideration. The table includes a brief indication of which stakeholders could be involved in adopting and implementing each strategy. Finally, the last column of the table provides task force comments on each strategy, which may include background context, pros and cons, challenges, suggestions for implementation, and progress-to-date where applicable.

Next Steps

The Work Group intends for the strategies listed in the table below to act as a guide for the various stakeholders to develop and implement their own roadmap for addressing issues relating to neighborhood stabilization and housing options for student residents in College Park. The Work Group specifically intended not to make recommendations regarding the important policy decisions and trade-offs that individual stakeholders now must make regarding these strategies, but asks that each stakeholder give due consideration to the strategies that have been suggested.

This report fulfills original mission and charge of the Neighborhood Stabilization and Quality of Life Work Group, but the Work Group recommends that the City Council designate a smaller, ongoing committee to continue this important work. Such a committee would provide a valuable means for promoting and facilitating a continuing dialogue among various stakeholders, measuring progress toward adoption and implementation of the strategies, and tracking and disseminating information about progress on key metrics.

Table 2: List of Potential Strategies Developed by the College Park Neighborhood Stabilization and Quality of Life Work Group

#	Strategy	Potential Implementers	Comments
ISSUE REDUCTION			
Goal: Establish Consistent Expectations and Enforcement			
1	Extend UMD Code of Student Conduct to apply off campus, i.e., to require students to adhere to the same standards off campus as they do on campus.	University Administration, City Contract Police and Code Enforcement	<p>Completed. In May 2013, the University Senate passed, and President Loh approved, changes to the Code of Student Conduct to make it apply anywhere that UMD students are involved, whether on campus or off campus.</p> <p>Five new UMCP Police Officers have been authorized and funded to patrol the City of College Park, and hiring is underway.</p>
Goal: Increase Code Enforcement Effectiveness			
2	Increase collaboration and communication between various police agencies (UMPD, PGPD, City contract police), City code enforcement, and Noise Board).	University Administration, City (Code Enforcement, Contract Police, Noise Control Board)	C-MAST meetings have been initiated to increase communications and identify focus areas and properties for enforcement.
3	Hire dedicated, part-time, contract noise enforcement staff to work during evenings and weekends.	City Council, Code Enforcement	Approved City FY14 budget includes two half-time noise enforcement officers to be scheduled on night and weekend shifts. This will supplement full-time code enforcement officers who currently work overtime to meet demands during peak noise-related/party evenings and weekends. Some suggested that this could be funded by reallocating funds from the contract police program; Public Services staff responded that an increase in noise enforcement staff could result in a demand for increased police staffing to accompany the noise officers when responding to noise complaints.
4	Use C-MAST (City Multi-Agency Services Team) data to identify appropriate times to staff noise enforcement.	Code Enforcement, Contract Policy, UMD Police	City has historically used call-for-service data to schedule noise enforcement staff, and now is also using C-MAST data to provide additional information and context.

#	Strategy	Potential Implementers	Comments
5	Install surveillance cameras in key areas & work with the City Multi-Agency Services Team (C-MAST) on targeted problem areas.	City Council, University Administration, Contract Police	Funding options include grants, special taxing districts, and the City's general fund. In April 2013, the City Council adopted enabling legislation to permit future creation of public safety taxing districts, if desired.
6	Alter procedures for issuing noise citations: If enforcement agent is not easily able to determine tenant names, agents should issue fines in the name of the landlord and post on the door as well as notify landlord through City electronic notification system.	City Code Enforcement	City Code Enforcement has begun implementing this strategy.
7	Permit Code Enforcement Officers to take noise readings from the safety of their vehicle without the presence of a police officer (unless they feel they are in danger).	City Code Enforcement, City Council	Public Services staff commented that Code Enforcement Officers are required to be accompanied by a police officer when investigating noise complaints, in order to ensure officer safety. Environmental noise consultant is scheduled to advise if this method is acceptable for obtaining accurate sound level measurements. If not, it will not be implemented as it would invalidate evidence used in court. Could it still be useful for property owners and IFC/PHA/SGA to educate and inform?
8	Revise noise warning letters and violation letters to include more information about the details of the noise complaint or violation.	City Code Enforcement, PGPOA	It was suggested that property owners would be better able to intervene more effectively with their tenants if they were given more details about the problems that are reported. PGPOA and Public Services should work to revise forms and letters to better serve both City staff and property owners.
9	Enable code enforcement officers and police to take photographs and video (including sound) to document party problems.	Code Enforcement, City Attorney, UMPD	City Public Services is currently considering the use of video, and is waiting to consider the results of legal review of such use by some local police agencies. The City Attorney will be consulted when there is information to review. UMPD is considering similar actions.
10	<p>Utilize nuisance abatement strategies that were adopted by the Baltimore City Council in 2011.</p> <p>In the Baltimore statute, "neighborhood nuisance" means any premises on or in which an owner, operator, tenant, or occupant of the premises:</p> <ul style="list-style-type: none"> (1) acts in a disorderly manner that disturbs the public peace; or (2) creates or maintains conditions that lets others to act in a disorderly manner that disturbs the public peace. 	City Attorney, City Council, Code Enforcement, PGPD, UMPD, residents, County Councilmembers	The Baltimore ordinance utilizes a similar procedure to that used by the City of College Park for noise enforcement, but potential violations are broader than just noise and may address the more nuanced challenges faced in the community. Baltimore City has staff dedicated to tracking the totality of violations and an ability to prosecute houses that have an ongoing list of violations. Implementation may require a change in County law for City Contract Police to enforce a nuisance law since the City does not currently enforce misdemeanor laws; County Councilmembers should be invited to participate. See http://legistar.baltimorecitycouncil.com/attachments/7023.pdf .

#	Strategy	Potential Implementers	Comments
11	Require Noise Control Board to refer violations to the UMCP Office of Student Affairs (for enforcement under the Code of Student Conduct), Community Oriented Policing (COPS) officers, and/or new student peer enforcement mechanisms created by IFC/PHA or SGA to provide education and additional sanctions (such as community service).	Noise Control Board, City Attorney, City Council, UMD Office of Student Conduct, Students	Public Services staff recommends consulting with the Noise Control Board regarding strategies 9-12.
12	Limit the maximum fine reduction that the Noise Control Board may grant to no more than ½ of the fine (with fine reductions given for first-time offenses only).	City Council	Changes to decibel levels may be controversial; some residents said decibel limits should be reduced, while student representatives stated that decibel limits should be kept at their current levels. One member suggested that it may be prudent to see the effects of all other strategies before deciding whether a change to the decibel limits is needed. Public Services recommending the City's environmental noise consultant regarding this issue.
13	Lower decibel limits for noise violation thresholds.	City Council	
14	Add community service as an additional sanction to fines.	City Council, UMD Administration and Office of Community Engagement	Concerns were expressed that imposing community service sanctions might be costly and administratively challenging.
15	Add a student representative to the Noise Board.	City Council	
16	Develop new IFC/PHA mechanism for peer-to-peer noise and code enforcement.	IFC/PHA, SGA, UMD Student Affairs, City Code Enforcement,	IFC and PHA are currently exploring ways of increasing the jurisdiction of both Greek governing councils to self-govern "satellite houses" and complaints regarding parties in them that are hosted by member chapters of the IFC and PHA. Current judicial codes of IFC and PHA would need to be amended, as well as adding a means for residents, property owners, and City officials to contact IFC and PHA judiciaries with complaints.
17	Educate community members when and how to report problems. Develop an easy-to-use matrix detailing typical infractions and nuisances and corresponding contact information detailing how to report problems.	City Council, Code Enforcement, Contract Police, Civic Associations	Police and City code enforcement need residents to report specific problems and incidents in order to be able to take corrective action, but community members are sometimes reluctant to report less-urgent concerns or are unsure of who best to call for what and when. Outreach is needed to educate the community on the importance of these reports to enable effective enforcement as well as accurate tracking of problems and appropriate allocation of policing resources. A matrix would help to keep contact information close at hand, making it easier to reach the appropriate department in a timely manner.

#	Strategy	Potential Implementers	Comments
Goal: Establish Clear Expectations for Rental Property Owners and Develop Best Practices			
18	Create an accreditation program for rental house property owners/managers. Accreditation would indicate that property meets specific standards and that the property owner commits to certain actions that will address core quality of life issues in the neighborhood (see Attachment C for potential accreditation requirements).	Rental property owners	<p>City could inform property owners about Accreditation program during the rental license renewal process.</p> <p>Some suggested incentivizing participation by reducing frequency of inspections to every other year for accredited rental property owners and stated that other municipalities do inspections at 2-3 year intervals. A reduction in hours needed for inspections may free up time for other duties (i.e. more hours on Noise Enforcement). Public Services staff responded that an annual compliance inspection seems minimal to insure renter safety, health, and welfare and that inspections can help compliant property owners prove due diligence if sued by tenants for alleged deficiencies. One member commented that such a program should avoid providing City benefits that are not directly administered by the City, and should not require rental property owners to join, support, participate in, or seek approval from any private association as a condition for their entitlement to full benefits under the program.</p> <p>Public Services staff suggested a tiered approach (Gold, Silver, Bronze) to reflect life safety standards. PGPOA representatives thought that a tiered system would be too complicated for them to administer in the initial implementation phase but would be good to consider for the future.</p>
19	<p>Require property owners (or their agents) to participate in annual orientation, in order to receive rental license/permit, that has the follow elements:</p> <ul style="list-style-type: none"> • Enrollment in electronic notification system with name of person with relevant contact information. • Explanation by code enforcement with a focus on new and enhanced expectations. • Mandated viewing of a video to highlight the challenges the community faces renting to the student population and outline best practices. 	City Council, Code Enforcement, rental property owners	Would need to decide who should develop the orientation materials and video.

#	Strategy	Potential Implementers	Comments
20	Require property owners or agent/manager to be within 75-mile radius of College Park.	City Council	Current permitting process only requires a local agent, not manager, to receive notices; the local agent does not have to address any problems that may arise at the property. PGPOA will provide a sample statute for the City to consider.
21	Streamline the rental licensing process, including the following: <ul style="list-style-type: none"> Automate rental license renewal process. Provide one rental registration deadline for ALL rental properties (early in the year) when the permit fee is paid and all paperwork is completed. Inspection occurs throughout the year (as it is done now). Offer orientation program on three different dates around the registration deadline. All stakeholders (University, Policy, Fire, Resident, IFC, SGA, PGPOA, etc.) could be invited to participate. 	Code Enforcement, City Council, rental property owners	Streamlining the licensing process could free up City staff to focus more time on issue reduction. Public Services staff commented that City Finance and IT staff would need to develop new protocols and software. Such a program should include enhancements to property owner contact information (e.g., adding email addresses, identifying type of phone (cell or landline), and indicating if phone number can receive text messages. Penalties could be imposed if the information provided is not accurate.
22	Create a clearinghouse for complaints against rental property owners and attempt to solve problems that are reported.	Rental property owners, City Council	
Goal: Change Incentives in Order to Redirect Parties from Residential Neighborhoods to Other Areas			
23	Explore University sponsorship of entertainment for students on campus, fraternity row, and other areas outside of neighborhoods, especially during the back-to-school period. Explore tailgating on campus.	University Administration, UMPD, IFC/PHA, SGA	This could provide alternatives to partying in neighborhoods. Discussions are ongoing at this time regarding bringing pre-game tailgating to a location on campus.
24	Through a City permitting process, allow for tailgating at designated locations such as the City municipal parking lot. Provide posted start and end times.	City Council, IFC/PHA, SGA	Would not be necessary if an on-campus location is found.
25	Relax noise enforcement on selected University home game days (to focus parties on certain dates)	City Council	This proposal would be very controversial in neighborhoods that currently experience frequent loud parties on game days.
26	Reconsider policies relating to parties and alcohol consumption on campus and in fraternities/sororities.	UMD, UMPD, IFC/PHA, SGA, City	Policies and enforcement practices that are more stringent than those applied off campus have the effect of pushing parties into the community (particularly fraternity "satellite house" parties). In order to protect both students and the larger community, policies should be evenly applied whether such parties occur on campus or off campus. A goal of moderation rather than prohibition could result in better-controlled parties in more appropriate locations.

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27	Implement a party registration program based on best practices from other peer institutions.	City Council	A party registration requirement could clarify expectations and enable students to have parties without receiving a noise citation as long as their party is kept within the limits specified in the registration agreement. This process could also help educate party hosts about how to handle safety issues such as uninvited guests.
28	Study best practices at other peer institutions for addressing other student/community-related issues.	UMD, City Council, SGA, IFC/PHA	The University and City could partner to conduct a systematic review of how other universities and “college towns” are handling similar issues. Best practices in other communities may be used as a guide but should be implemented considering the unique circumstances in College Park.
Goal: Enhance Safety of City Streets			
29	Implement additional speed reduction strategies in high pedestrian areas, such as planters to change the width of the road to address, raised sidewalks, and reduced speed limits.	City Council	Many residents complain about excessive speed, cars traveling down one-way streets in the wrong direction, and other motor vehicle infractions. The City could take a more proactive/ engineered approach to address these issues in key trouble spots, particularly where there is high pedestrian traffic. Security cameras and citizen reporting may help pinpoint problem areas.
HOME OWNERSHIP			
Goal: Provide Financial Incentives to Attract New Homeowners			
30	Expand the availability of grants to incentivize new homeowners to purchase homes in College Park, either by expanding the current City program and/or creating a new University-funded and administered program for UM faculty and staff.	City, UMD	Homeownership grants are one of the most direct ways to put cash in the hands of potential homeowners. The City currently has a “New Neighbor Homeownership Grant Program” that provides \$5,000 grants to home buyers who sign an owner-occupancy covenant agreement with the City. Eligibility is restricted to purchasers of a previously rented home and foreclosed or short sale properties or any purchaser who is a police officer, career firefighter, or EMT. The College Park City-University Partnership (CPCUP) previously had a similar program called the “Work & Live College Park” program.

#	Strategy	Potential Implementers	Comments
31	Create forgivable home purchasing loan program for University of Maryland faculty and staff who purchase homes and live in College Park. Could also encourage other employers located in College Park to offer such a program.	UMD, City, other employers	Like grant programs, forgivable loans could provide a strong financial incentive for University of Maryland employees to become homeowners in College Park. Unlike grant programs, forgivable loan programs do not have to be considered as taxable income and therefore may be more attractive. Other colleges and universities offer similar programs in cities like Detroit and Philadelphia. (Ref: UMCP Faculty/Staff Housing Market Analysis, January 2013).
32	Offer mortgage insurance program for University of Maryland faculty and staff in which the University backs the mortgages of staff and/or faculty that choose to live in College Park.	UMD	Such programs can reduce down payments and make home ownership available to more people with varying income levels. There are several programs on which this could be modeled.
33	Use a ground lease development program to develop new owner-occupied housing with relatively low purchase prices.	UMD	<p>Ground lease programs help make housing more affordable, though College Park has relatively affordable housing when compared to other places in the Washington, DC metropolitan region. Under a ground lease program, a buyer would purchase the home but not the land, which the buyer would lease from the property owner (i.e., UM or a UM-affiliated entity). A ground lease program enhances affordability by removing the cost of the land from the purchase price; this lower price is partially offset with ground rent. The program could maintain affordability over time by indexing the maximum resale price of the home based on an inflationary index. Challenges include identifying low- or no-cost land required for the program to operate below-market. (Source: UMCP Faculty/Staff Housing Market Analysis, January 2013)</p> <p>The Housing Diversity Task Force recommended specifically including student co-op housing in such a program.</p>
34	Reduce or eliminate school facilities surcharge exemption for student housing.	City, UMD, CPCUP, State Delegation	This exemption, created by state legislation, provides an incentive for developers to build student housing – and conversely, a disincentive to build other housing types that do not receive this exemption. Although a previous student housing shortage made this incentive attractive in the past, now that substantial additional student housing has been constructed, it may be time to either narrow the “waiver zone” or eliminate it in order to encourage developers to address other types of housing needs (e.g., condominiums, rentals for non-students).

#	Strategy	Potential Implementers	Comments
Goal: Retain Existing Homeowners			
35	Offer forgivable home improvement loans to retain existing homeowners who want upgraded homes as well as to improve “curb appeal” in neighborhoods and make good first impressions on prospective new homeowners.	UMD	Such programs sometimes restrict loans just to façade renovations, while others allow interior repairs, exterior repairs, or conversion of a property from a multi-family to single-family residence. One potential concern is whether there a danger that homeowners will come to expect a subsidy to keep their homes in acceptable condition. Deciding what repairs and for whom would be covered would have to be carefully considered. (Source: UMCP Faculty/Staff Housing Market Analysis, January 2013)
36	Create an Aging-in-Place program that would provide support to older homeowners who face challenges with accessibility, mobility, home maintenance, and need for medical and social services.	City	Such a program could help prevent conversion of owner-occupied housing to rental properties by helping older homeowners stay in their houses longer. This option recognizes that staying in one’s home is often the most desirable option for housing in one’s later years, although some older homeowners choose to sell their houses in order to access the equity they have built in their homes. The City could assess the potential demand for such a program before deciding whether to create it.
Goal: Use Marketing Strategies to Attract New Homeowners to College Park			
37	Create a Housing Resource Center to help incoming UM faculty and staff find housing that matches their needs.	UMD	Only 4% of UMD faculty currently live in College Park, and anecdotal information suggests that incoming faculty often receive informal advice against living here. A neutral housing resource center that provides objective information could help change negative perceptions about College Park while providing a valuable service to faculty and staff. The UMCP Faculty/Staff Housing Market Analysis (January 2013) noted that a housing resource center is a relatively low-cost option and that “UM already has a good start on developing a housing resource center with the creation of the Faculty Affairs relocation website. UM may want to consider expanding its services beyond incoming faculty and serve other incoming and existing employees as well.”

#	Strategy	Potential Implementers	Comments
38	Develop and disseminate marketing materials that highlight the amenities and benefits of living in College Park and encourage potential residents to move here.	City	University, staff, and other potential residents may not be aware of all of the advantages and amenities associated with living in College Park, and some have misperceptions about quality of life issues such as comparative crime rates, quality of schools, etc. This strategy could include reaching out to realtors.
39	Offer educational materials and other assistance to help home sellers market their homes to prospective owner-occupants.	City	These materials could help sellers prepare their house to appeal to potential homeowners, through repairs, staging and improving “curb appeal.” Careful consideration for the standards and rules for the program are needed to ensure that the right behaviors are incentivized.
Goal: Improve K-12 Education and Activity Options for College Park Children and Youth			
40	Use the College Park Academy as a tool for attracting University faculty and staff.	CPCUP, City, UMD, State Delegation	Converting this charter school to a hybrid of choice school and neighborhood school, with a percentage of seats reserved for College Park residents, would allow the school to continue to serve the county as a whole while also serving as a tool for attracting University faculty and staff (and others) to purchase homes in College Park.
41	Expand University and City involvement in College Park schools.	UMD, City, CPCUP, PGCPs	Expanding the University’s collaborative involvement in Paint Branch Elementary and other College Park schools could help make these schools more attractive to prospective home buyers. The City currently has several youth-oriented programs that could be expanded, including an after-school program run jointly by the County and the City. The City could partner with the University and/or community organizations to provide college-readiness programs for College Park youth, provide access to University libraries for College Park youth, expanding existing summer camp scholarships, or provide internships with the City. For more ideas, see www.nlc.org/find-city-solutions/institute-for-youth-education-and-families/municipal-leadership-for-children-and-families-in-small-and-mid-sized-cities .

#	Strategy	Potential Implementers	Comments
42	Highlight achievements and success stories within local schools, particularly from the parents' perspectives.	City	Some current and potential community members have negative perceptions about public schools in Prince George's County, including those in the College Park area, that task force members believe are exaggerated and obscure the real accomplishments and positive attributes of our schools. The City could work with school leaders to identify success stories of both teachers and students to demonstrate that students can be very successful in our schools. The City could also highlight parents' positive experiences, because parents may be the most convincing source of information to change the perception of school quality held by other parents. These stories can be used by the City's new marketing effort and highlighted on the City website and other sources that prospective home buyers (especially University staff) might use to learn about the area.
Goal: Improve Amenities for College Park Residents			
43	Provide resident discount for on-campus cultural and athletic events and improved access to University amenities (such as lifelong learning programs for College Park residents, use of the library, and recreational facilities).	UMD, CPCUP	Enabling College Park residents to benefit from University programs and amenities could strengthen the relationship between the University and existing residents and encourage new people to move to College Park. Any existing programs should be identified and communicated to residents.
44	Attract a wider variety of businesses to College Park.	City	Convenient and attractive retail options make the community more attractive for potential home buyers as well as existing residents. In particular, more businesses are needed that cater to non-student populations. The City could consider a grant program to incentivize improvements to existing businesses to make them more viable.

#	Strategy	Potential Implementers	Comments
COMMUNITY BUILDING			
Goal: Encourage Communication and Positive Relationships Between Students and Other Residents			
45	Facilitate neighbor block parties or “Meet & Greet” events such as those currently hosted by the CHUM student co-op housing group, to encourage students and long-term residents to get to know each other.	Students (CHUM, SGA, IFC/PHA), City Council, Neighborhood civic associations, Neighborhood Watch	C.H.U.M. (Co-op Housing University of Maryland) and neighborhood civic associations should be consulted in the planning process. Interested residents and students could work together to find locations and organize the events. Could identify best practices in the most successful events to recommend for other blocks. (The Issue Reduction Task Force also recommended this strategy.)
46	Implement Neighborhood Grant Program to promote community activities and block parties.	City Council	Need to establish rules to prevent abuse of funding. City Council could discuss logistics of such a program and review models in other cities such as Golden, CO, and Palo Alto, CA (see www.cityofgolden.net/live/get-involved/neighborhood-grant-program/ , www.cityofpaloalto.org/gov/depts/mgr/neighborhoodgrant/default.asp)
47	Encourage and coordinate student volunteer service projects in the City through a College Park Service Corps.	SGA, GSG, IFC/PHA, City	The Service Corps would identify potential service projects and disseminate information about these opportunities through a webpage on the UMD or City website. Both students and long-term residents could participate. SGA, GSG, IFC, PHA, and other student organizations could use their networks to encourage student participation. The Service Corps would enable residents to benefit from student volunteerism and build relationships between students and long-term residents who work together on service projects.
48	Work with Neighborhood Watch Steering Committee to analyze the efficacy of current Neighborhood Watch programs in the City and consider implementing new approaches such as the “Nation of Neighbors” website.	City Council, Neighborhood Watch Steering Committee, residents, students,	Some neighborhoods have relatively active Neighborhood Watch programs, including Neighborhood Watch listservs, while others have minimally active programs or no program. Some feel that the community would benefit from a more unified approach, which might facilitate better communication between students and long-term residents concerning safety issues. Others are satisfied with their current systems and may not want to change them.

#	Strategy	Potential Implementers	Comments
Goal: Educate Students About Community Expectations and How to Be Good Neighbors			
49	Create system of “Greek Team Captains” who would lead student efforts to educate other students about how to be good neighbors and provide a conduit role to help address any neighborhood problems.	IFC/PHA, SGA, City, neighborhood civic associations	Greek team captains could provide peer-to-peer support, presence, and pressure – similar to a dorm monitor. City code enforcement and/or neighborhood associations could alert Greek team captains about problem houses for student-led follow-up to change behavior and prevent future problems. Could host regular meetings (twice yearly) between Greek team captains and neighborhood association members to discuss specific issues and develop solutions. Consider awards or recognition for most effective teams. (The Issue Reduction Task Force also recommended this strategy.)
50	Expand “Walk & Talk” program, a multi-agency task force that visits student rental households to discuss expectations of the community, police, and code enforcement.	UM Police, Contract Police, City Code Enforcement, Students, Rental Property Owners	This program was originally designed to address “problem” houses – expanding this program could educate more student rental households at the beginning of the academic year. Because the goal is to proactively inform students about expected behaviors, this is best done in the fall; C-MAST is working now on coordinating this for Fall of 2014. (The Issue Reduction Task Force also recommended this strategy.)
51	Develop videos about living off-campus in College Park and have students watch them as part of UMD student orientation.	UMD Office of Community Engagement, UMD Student Orientation, City, landlords, SGA, IFC/PHA	Videos would educate students about living in College Park and the responsibilities of living off-campus in a house in a neighborhood. Videos could be made more broadly available via the UMD and City websites and/or You Tube. SGA, IFC, and PHA could encourage students to watch the videos. Landlords could require their tenants to watch the videos prior to signing the lease.
52	Install additional “Creative Trash Cans” and recycling bins with decorative UMD-themed designs (such as painted turtles).	City, University	“Creative Trash Cans” placed strategically in neighborhoods could help to reduce littering and spread Maryland pride into the City. Public Works could determine the most useful locations for additional waste bins. University and City could host a design contest. (The Issue Reduction Task Force also recommended this strategy.)

#	Strategy	Potential Implementers	Comments
HOUSING DIVERSITY			
Goal: Increase Affordable Student Housing			
53	Develop new off-campus student apartment buildings that are less luxurious and provide more affordable “bare bones housing” (i.e., where per-person rent is between \$600-\$800).	UMD, City, CPCUP	College Park lacks sufficient affordable graduate student housing, and many graduate students have to resort to living in other towns in the area. Undergraduates also have a hard time finding affordable housing, and many students live in Old Town and other neighborhoods because rental houses often have significantly lower rents than new high-rise apartment buildings. In addition, undergraduates also have a hard time finding the type of housing they desire on campus (such as apartment-style housing). The City and University should work with developers to encourage more affordable approaches to designing and constructing housing options.
54	Create more subsidized graduate student housing, including by obtaining increased funding from USM and the MGA.	UMD, SGA, CPCUP	
55	Work to obtain funding from the University System of Maryland and the Maryland General Assembly to build more student housing generally. Explore possible funding methods with prospective developers.	University, GSG	
Goal: Improve Quality of Housing Currently Available			
56	Strengthen code enforcement in areas where students exclusively live (such as Knox Towers and Hartwick Towers). Educate students living in these developments regarding role of code enforcement so they know who and when to contact when they need assistance. Approach apartment owners about informational session at the beginning of each year.	City, PGPOA	Would encourage students to live more in these “student areas,” create a better living situation for students, and increase compliance with City codes.
57	Encourage apartment buildings to have a staff member sitting at a front desk at all times	City, PGPOA, County	Would increase safety for residents of apartment buildings, and keep residents and their visitors more accountable. This is not something the City could require, so it would be voluntary for owners of apartment buildings.
Goal: Assist International Students With the Leasing Process			
58	Create a guide or other materials to inform students about their rights and make it available online. Work with University foreign students program to provide this information to international students before they arrive. Consider including information about the new “Medallion Program” to market houses with responsible landlords to international students.	City, University, SGA, GSG, PGPOA	Would help international students understand their rights.
59	Consider offering temporary housing to international students when they arrive to allow them to search for apartment while they are here.		

#	Strategy	Potential Implementers	Comments
Goal: Expand Student Co-op Housing			
60	Create a co-op housing task force to explore ways to finance co-op housing and relieve restrictions on co-op housing in College Park.	City, CHUM, SGA	The C.H.U.M. group (Co-op Housing University of Maryland) has pioneered student co-operative housing for University of Maryland students in College Park, and is well regarded in the community as a model of responsible group house behavior and positive relationships with neighbors. Expanding this initiative to include more houses and students could both increase affordable housing options for students while also building more positive relationships between students and long-term residents.
61	Explore ways to relieve Prince George's County occupancy restrictions on co-op housing projects and establish other regulations to help facilitate co-op housing. Co-op housing task force should look into legal issues.	City, County, SGA, GSG	Would allow more flexibility for co-op housing, but it may be legally difficult to write an exception for co-op housing because of community concerns about overcrowding.
62	Publicize co-op housing to get more students interested in this housing option	SGA, GSG, University	Could create more demand for co-op housing, which in turn could lead to more co-op houses.
OVERALL			
63	Create an ongoing Neighborhood Quality of Life committee to meet four times per year to support implementation of strategies, continue to develop new strategies, and evaluate progress.	City Council	<p>A smaller group might be more effective, and yet there should be broad participation. One way to balance these two concerns might be to appoint a relatively small steering committee that would organize public participation meetings to share information and solicit broader input in addition to holding its own working meetings.</p> <p>Other groups to consider including in outreach efforts are civic association leaders, bar owners, and real estate professionals.</p>

Attachment A

College Park Neighborhood Stabilization and Quality of Life Work Group Task Forces and Membership

<i>Co-Chairs: Stephanie Stulich & Patrick Wojahn</i>	
Andrew Fellows	Mayor
Patrick Wojahn	City Council – District 1
Monroe Dennis	City Council – District 2
Stephanie Stulich	City Council – District 3
Marcus Afzali	City Council – District 4
Jonathan Molinatto	Resident – District 1
Jackie Pearce Garrett	Resident – District 1
Robert Thurston	Resident – District 2
Kelly Lueschow	Resident – District 2
Sarah Cutler	Resident – District 3
Bonnie McClellan	Resident – District 4
Suchitra Balachandran	Resident – District 4
David Colon Cabrera	Student – Graduate Student Government
Josh Ratner	Student – Student Liaison to City Council
Gregory Waterworth	Student – Greek Community
Sam Zwerling	Student – Student Government Association
Paul Carlson	Landlord – Prince George’s Property Owners Association
Lisa Miller	Landlord – Prince George’s Property Owners Association
Richard Biffi	Landlord
Andrew Foose	Landlord
Maj. Rob Brewer	Prince George’s County Police Department
Chief David Mitchell	University of Maryland Police Department
Gloria Aparicio Blackwell	University of Maryland, Office of Community Engagement
Andrea Goodwin	University of Maryland, Office of Student Conduct
Bob Ryan	City of College Park, Public Services Department
Jean Ripley	City of College Park, Code Enforcement

Attachment B

**College Park Neighborhood Stabilization and Quality of Life Work Group
Task Forces and Membership**

Issues Reduction		Community Building	
<i>Chair: Paul Carlson</i>		<i>Chair: Josh Ratner</i>	
Patrick Wojahn	Council – D1	Patrick Wojahn	Council – D1
Stephanie Stulich	Council – D3	Monroe Dennis	Council – D2
Jonathan Molinatto	Resident – D1	Stephanie Stulich	Resident – D3
Robert Thurston	Resident – D2	Jackie Pearce Garrett	Resident – D1
Kelly Lueschow	Resident – D3	Jonathan Molinatto	Resident – D1
Sarah Cutler	Resident – D3	Bonnie McClellan	Resident – D4
Sam Zwerling	Student – SGA	Sam Zwerling	Student – SGA
Gregory Waterworth	Student – Greek	Gregory Waterworth	Student – Greek
Josh Ratner	Student – Liaison	Josh Ratner	Student – Liaison
David Colon Cabrera	Student – GSG	David Colon Cabrera	Student – GSG
Lisa Miller	Landlord	Lisa Miller	Landlord
Richard Biffi	Landlord	Gloria Aparicio Blackwell	University
Paul Carlson	Landlord		
Andrew Foose	Landlord		
Maj. Rob Brewer	PG Police		
Chief David Mitchell	UMPD		
Gloria Aparicio Blackwell	University		
Andrea Goodwin	University		
Bob Ryan	City Staff		
Jean Ripley	City Staff		
Home Ownership		Diversity of Housing Options	
<i>Chair: Jackie Pearce Garrett</i>		<i>Co-Chairs: Sam Zwerling & David Colon Cabrera</i>	
Andy Fellows	Mayor	Patrick Wojahn	Council – D1
Patrick Wojahn	Council – D1	Marcus Afzali	Council – D4
Monroe Dennis	Council – D2	Kelly Lueschow	Resident – D3
Stephanie Stulich	Council – D3	Sam Zwerling	Student – SGA
Marcus Afzali	Council – D4	Josh Ratner	Student – Liaison
Jackie Pearce Garrett	Resident – D1	David Colon Cabrera	Student – GSG
Robert Thurston	Resident – D2		
Suchitra Balachandran	Resident – D4		
Lisa Miller	Landlord		

Note: The task force members listed above are those who were formally appointed by the Mayor and Council to the Neighborhood Stabilization and Quality of Life Work Group. Other members of the community also participated in some of the task force meetings – including additional student participants from the Student Government Association, Inter-Fraternity Council, Panhellenic Association, Co-op Housing University of Maryland (CHUM), and other groups.

Attachment C
Proposed Accreditation for Rental House Property Owners/Managers

Accreditation will indicate that property meets specific standards and that the property owner commits to certain actions that will address core quality of life issues in the neighborhood.

Potential requirements for accreditation include a property owner's commitment to:

- Include the following standard lease language:
 - Noise deposit or security deposit to be forfeited in the event of a noise violation.
 - No outside gatherings of 20 or more people.
 - No amplified music that can be heard outside the house.
 - No beer or alcohol banners or advertisements attached to the house or visible from the exterior of the house.
 - No firearms.
 - Parking on lawns and driving on lawns is not permitted.
 - Trash and recycling totes may not be left at curbside after trash collection day.
- Provide tenants & parents with noise and behavior expectations.
- Commit to contact tenants & parents if party/noise violation occurs.
- Participate in listserv that notifies members of problem rental houses.
- Attest that adjoining property owners have updated contact information for rental property owner or local agent/property manager.
- Facilitate a bi-annual (every other year) inspection from Police and Fire authorities to ensure that home meets high safety standards (lighting, locks, etc.).
- Have a general willingness to be notified when problems arise (at all hours of day or night).
- Pass a rental property owner test to ensure knowledge of laws, requirements.
- Require tenants to view and pass test regarding understand expectation and rules for living in College Park.
- Maintain responsibility for lawn care/yard upkeep.
- Meet life safety standards and consider a tiered approach to accreditation such as:
 - GOLD includes compliance with codes for new properties including residential fire sprinkler system, current code compliant smoke alarm system, and compliance with City and County codes for new construction.
 - SILVER includes current new code compliant smoke alarm system and compliance with City and County codes for existing properties for era property was built.
 - BRONZE includes compliance with City and County codes for existing properties for era house was built.
- Comply with City ordinance to provide names of residents when requested for code enforcement.