PSO TRANSFORMATION PLAN
Perkins + Somerset + Oldtown
Choice Neighborhoods Initiative

In July 2018, the U.S. Department of Housing and Urban Development (HUD) awarded a $30 million Choice Neighborhoods Initiative (CNI) grant to the Housing Authority of Baltimore City (HABC) in partnership with the City of Baltimore, for the implementation of the PSO Transformation Plan.

The PSO Housing development team includes Beatty Development Group, The Henson Development Company, Mission First Housing Group and McCormack Baron Salazar. The entire CN Housing Development will be built in nine phases with four onsite at Somerset and five phases planned for Perkins Homes. The PSO Transformation Plan will transform neighborhoods of extreme poverty into sustainable, thriving, mixed-income communities. The CNI grant will fund critical improvements in PSO community assets, including vacant property, housing, services, and a school to support a safe, thriving neighborhood. CNI has three stated goals:

**Housing**
Transform distressed public and HUD-assisted private housing into energy-efficient, mixed-income housing that is physically and financially viable over the long-term.

**Neighborhood**
Transform neighborhoods of poverty into viable, mixed-income neighborhoods with access to well-functioning services, high-quality public schools and education programs, public transportation, and improved access to jobs.

**People**
Support positive health, safety, employment, mobility, and education outcomes for residents in the target development and surrounding neighborhoods.
Creating Positive Change

Perkins Somerset Oldtown (PSO) encompasses a 244-acre transformation zone home to 5,939 residents in 2,122 households located within minutes of downtown Baltimore and the waterfront. Despite the close proximity to the Inner Harbor, Johns Hopkins Hospital, and several thriving waterfront communities, the PSO neighborhoods have historically suffered from a lack of investment, concentrated poverty, high crime, and underperforming schools.

The PSO Transformation Plan will reshape these three development sites into a Community of Choice that is inviting, promotes resident pride and unity among neighbors, and is integrated into the surrounding neighborhoods – a new model for urban neighborhood including a 21st century new school, and two new parks.

### Neighborhood Profile

<table>
<thead>
<tr>
<th></th>
<th>Perkins Homes¹</th>
<th>Transformation Zone²</th>
<th>Baltimore³</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Households (HH)</td>
<td>477</td>
<td>2,122</td>
<td>242,268</td>
</tr>
<tr>
<td>Number of Residents</td>
<td>1,025</td>
<td>5,939</td>
<td>622,454</td>
</tr>
<tr>
<td>Average HH Size</td>
<td>2.2</td>
<td>2.8</td>
<td>2.6</td>
</tr>
<tr>
<td>Percentage:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HH with Children (&lt;18)</td>
<td>41%</td>
<td>51%</td>
<td>52%</td>
</tr>
<tr>
<td>Percentage:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Female-led HH with Children</td>
<td>42%</td>
<td>54%</td>
<td>21%</td>
</tr>
<tr>
<td>Percentage:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Black / White / Hispanic</td>
<td>98% / 1% / 1%</td>
<td>83% / 10% / 5%</td>
<td>63% / 30% / 5%</td>
</tr>
<tr>
<td>Poverty Rate</td>
<td>84%</td>
<td>60%</td>
<td>24%</td>
</tr>
<tr>
<td>Percentage:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Persons with Disabilities</td>
<td>35%</td>
<td>24%</td>
<td>15%</td>
</tr>
</tbody>
</table>

¹ USI LEARN data system – June 2020
² 2015 American Community Survey data (tracts 301, 301) – Includes Perkins Homes residents
³ 2015 American Community Survey data (tracts 301, 2805) – Includes Transformation Zone residents
EXHIBIT A - EXEMPT AFFORDABLE HOUSING PROPERTIES

PERKINS SOMERSET OLDTOWN
AUGUST 10, 2020
### Program Summary

<table>
<thead>
<tr>
<th></th>
<th>Multifamily</th>
<th>Office</th>
<th>Retail</th>
<th>Parking</th>
<th>School</th>
<th>Hotel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perkins</td>
<td>788 Units</td>
<td>-</td>
<td>-</td>
<td>TBD</td>
<td>138,000 SF</td>
<td>-</td>
</tr>
<tr>
<td>Somerset</td>
<td>558 Units</td>
<td>-</td>
<td>42,400 SF</td>
<td>TBD</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Oldtown</td>
<td>298 Units</td>
<td>118,400 SF</td>
<td>90,00 SF</td>
<td>440 Spaces</td>
<td>-</td>
<td>120 Keys</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,644 Units</strong></td>
<td><strong>118,400 SF</strong></td>
<td><strong>132,400 SF</strong></td>
<td><strong>440 Spaces</strong></td>
<td><strong>138,000 SF</strong></td>
<td><strong>120 Keys</strong></td>
</tr>
</tbody>
</table>

### Planned Unit Mix

<table>
<thead>
<tr>
<th>Total Units</th>
<th>Deeply Affordable Units</th>
<th>Tax Credit Units&lt;sup&gt;1&lt;/sup&gt;</th>
<th>Market Rate Units</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number of Units</td>
<td>Percent of Units</td>
<td>Number of Units</td>
</tr>
<tr>
<td>Perkins</td>
<td>788</td>
<td>377</td>
<td>48%</td>
</tr>
<tr>
<td>Somerset</td>
<td>558</td>
<td>275</td>
<td>49%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,346</strong></td>
<td><strong>652</strong></td>
<td><strong>48%</strong></td>
</tr>
<tr>
<td>Oldtown&lt;sup&gt;2&lt;/sup&gt;</td>
<td>298</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,644</strong></td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

<sup>1</sup> At or below 60% AMI on average  
<sup>2</sup> Exact unit mix at Oldtown TBD  
<sup>3</sup> Two 80/20 buildings will provide an additional 530 units
PSO Transformation Plan Funding

Total Leveraged Investment:

CN (Choice Neighborhoods) $30M
HABC $69.4M
State MD $82.6M
Tax-Increment Financing $76M
City $50.3M
Leverage $165M
Tax Credit Equity $205.7M
Private $452.1M

Total $1.1B Investment
Key Housing Strategy

- Replace Perkins Homes units one-for-one
- Mixed-income and mixed-use community
- Diversity of housing types
- High-quality design
- Subsidized housing indistinguishable from market rate
- Integrated and new communities facilities and community spaces
- Well-programmed green spaces
- Neighborhood centered around park spaces
- New 21st Century K through 8th grade school

PSO Housing Development Team

- Housing Authority of Baltimore City
- Mission First Housing Group; The Henson Development Company
  - Lead developer for Somerset Housing; site prep; public improvement; The Nathaniel-McFadden Learn and Play Park and Housing; and Old Town Mall
- McCormack Baron Salazar
  - Lead developer for Perkins Homes Housing
- Beatty Development Group
  - Perkins Homes demo/ site prep; public improvement and South Central Park

$30 million Choice Neighborhood Grant
Housing Authority of Baltimore City, Lead City of Baltimore, Co-Applicant
Perkins Homes consisted of 629 apartment units in more than 50 three-story brick barrack-style buildings, with a community center and various outdoor spaces interspersed between the buildings. HABC began demolition of Perkins Homes Phase 1 on June 24, 2021 after successfully relocating residents.

Originally built in 1942, Perkins Homes has outlived its useful life such that complete demolition is necessary. McCormack Baron Salazar will construct 788 new mixed-income apartment units in five phases. The development will include a mix of multifamily buildings, townhouses, and two over two buildings. Multifamily buildings will be approximately four to five stories in height.

The five CN Perkins Homes housing phases consists of:

<table>
<thead>
<tr>
<th>Perkins</th>
<th>Number of Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perkins 1</td>
<td>103 units</td>
</tr>
<tr>
<td>Perkins 2</td>
<td>156 units</td>
</tr>
<tr>
<td>Perkins 3</td>
<td>151 units</td>
</tr>
<tr>
<td>Perkins 4</td>
<td>153 units</td>
</tr>
<tr>
<td>Perkins 5</td>
<td>225 units</td>
</tr>
<tr>
<td>Total Units</td>
<td>788 units</td>
</tr>
</tbody>
</table>

### Planned Unit Mix

<table>
<thead>
<tr>
<th>Unit Type</th>
<th>Number of Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deeply Affordable Units</td>
<td>377</td>
</tr>
<tr>
<td>Tax Credit Units*</td>
<td>155</td>
</tr>
<tr>
<td>Market Rate Units</td>
<td>256</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>788</strong></td>
</tr>
</tbody>
</table>

* At or below 60% AMI on average
Somerset Homes

The Somerset Homes neighborhood was a public housing site that opened for occupancy in 1943. The original 257 homes were built in two-story buildings along nine courts and were razed in 2008-2009. The site is on a nine-acre rectangular parcel of land.

The new development will include 558 units in four mixed-income multifamily residential buildings. Somerset Phase 1/ 1234 McElderry Street is completed and Somerset Phase 2/ 520 Somerset/ 525 Aisquith is under construction.

Somerset Phase 3/ 420 Aisquith (pictured above) sits adjacent to Oldtown Mall and will provide 72 units of mixed-income housing. Somerset Phase 4 will be anchored with a grocery store to address “food desert” conditions and provide healthy food options for our PSO residents.

<table>
<thead>
<tr>
<th>Unit Type</th>
<th>Number of Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deeply Affordable Units</td>
<td>275</td>
</tr>
<tr>
<td>Tax Credit Units*</td>
<td>174</td>
</tr>
<tr>
<td>Market Rate Units</td>
<td>109</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>558</strong></td>
</tr>
</tbody>
</table>

* At or below 60% AMI on average

Housing

558 Units

Retail

42,400 SF
1234 McElderry Street

The first new apartment building at Somerset has 104 units: 84 income-restricted with the remaining 20 available at market rate. The four-story building also features street-level retail, a fitness center, clubroom, cyber lounge, high-speed internet, and two courtyards. Leasing began Summer 2021.

520 Somerset/525 Aisquith

520 Somerset will include 192 mixed-income apartments and street-level retail space.

Restored Infrastructure

McElderry and Jefferson Streets once ran through the Somerset site and connected it to the Johns Hopkins Hospital campus to the east and Oldtown to the west. This historic street grid was erased when Somerset Homes was originally built. In the rebuilt design, these streets will reestablish historic street grid of McElderly and Jefferson as they historically existed.
Oldtown was one of three original settlements in the downtown area. Toward the end of the 19th century and in the early 20th century, Gay Street (now Oldtown Mall) grew into prominence as a thriving shopping street and market area. Following many years of vacancy and decay, the development team will focus on the revitalization of the historic 400 block and the western portion of the 500 block of Oldtown.

The first phase will reestablish the 400 block as an easily accessible commercial center for pedestrians and include 63 mixed income rental housing units and an Incubator HUB. Additional phases will include a merchandise mall with a parking garage, 120-key hotel, additional retail space, and 235 mixed-income residential housing units.

The 500 block will contain a new approximately 7,000 SF Incubator HUB. The HUB will provide resources that do not currently exist for entrepreneurs and creatives looking to launch or grow a small business. The remaining buildings in the 500 block will be rehabilitated for mixed-use, similar to the 400 block.

### Planned Unit Mix

<table>
<thead>
<tr>
<th>Unit Type*</th>
<th>Number of Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mixed Income Units</td>
<td>-</td>
</tr>
<tr>
<td>Market Rate Units</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>298</strong></td>
</tr>
</tbody>
</table>

* Exact unit mix at Oldtown TBD

**Housing**
- 298 Units

**Office**
- +/- 11,840 SF

**Retail**
- +/- 90,000 SF

**Parking**
- +/- 440 Spaces

**Hotel**
- 120 Keys
Pedestrian Mall
The pedestrian mall that is the spine to Oldtown has fallen into significant disrepair due to surrounding vacancy, vandalism, and lack of investment. The pedestrian mall will be completely rebuilt from its southern terminus near Colvin Street headed northwest to Mott Street.

Adaptive Reuse
The 400 block contains a variety of buildings built around the turn of the 20th century. The rehabilitation of Oldtown will align with the historic integrity and scale of the area.
The Neighborhood Plan includes complementary physical improvements, as well as, a range of new and expanded public safety initiatives that will magnify the impact of both public and private investments in the PSO footprint.

Neighborhood transformation will improve mobility, connectivity, and sense of place. HABC and its partners will accomplish this by creating two new parks centrally located in Somerset and Perkins Homes to inspire a sense of community. The new parks will feature spaces for passive and active recreation that are open to neighborhood residents. Caroline Street will be transformed into a complete street with improved access for pedestrians, bikes, cars and buses.

Successful neighborhood transformation will improve access to services, education, and recreation by building a new 21st Century school K through 8th grade and substantial improvements to the Chick Webb Recreation Center. Additionally, improving access to amenities that enhance the quality of life include a grocery store in Somerset 4 and substantial facade improvements to Oldtown, and along Fayette and Broadway streets.

Finally, the plan seeks to improve the safety of the physical environment and reduce crime and victimization through increased lighting, defensible space design, CitiWatch cameras and implementing Safe Streets protocols.
New Park Space

Approximately two- acres of new park space will be constructed at the center of the original Perkins footprint. South Central Park will feature passive and active recreation areas, a playground, and neighborhood-based sustainable stormwater management.

Parks and Recreation

As part of the broader community improvements called for in the PSO Transformation Plan, Baltimore City’s Department of Recreation and Parks will renovate:

- Chick Webb Recreation Center (plus expansion)
- Madison Square Recreation Center
- City Springs Pool and Park (shown below)
The PSO plan coordinates investments that improve outcomes for neighborhood residents in education, health, and family well-being. Access to quality education is critical and is a central focus of the Transformation Plan. The Plan not only supports the programs within the City Springs School (outlined in the People Plan) but will also provide a brand-new school building designed to 21st century education standards. The existing City Springs School, constructed in the late 1970’s, is outdated and undersized for the population it serves; as a result, the school must utilize the vacant Lombard School building next door as overflow space. TIF funds will be used to construct a new right-sized school building for City Springs and the School District, one that provides more flexible and varied educational environments, supporting experiential learning and collaboration.

The new school will incorporate the latest technologies, including broadband and Wi-Fi, to enable flexibility in teaching and improved access to information.

Chick Webb Recreation Center
The existing Recreation Center is an important neighborhood asset, with cultural and historic value. It is outdated with aging facilities that limit program expansion. The City plans to invest +/- $18M to modernize and expand the facility, and improve the grounds as well, with a new playground, green space, and recreation facilities.

City Springs Elementary Middle School
The PSO plan coordinates investments that improve outcomes for neighborhood residents in education, health, and family well-being. Access to quality education is critical and is a central focus of the Transformation Plan. The Plan not only supports the programs within the City Springs School (outlined in the People Plan) but will also provide a brand-new school building designed to 21st century education standards. The existing City Springs School, constructed in the late 1970’s, is outdated and undersized for the population it serves; as a result, the school must utilize the vacant Lombard School building next door as overflow space. TIF funds will be used to construct a new right-sized school building for City Springs and the School District, one that provides more flexible and varied educational environments, supporting experiential learning and collaboration.

The new school will incorporate the latest technologies, including broadband and Wi-Fi, to enable flexibility in teaching and improved access to information.
Lombard Middle School (LMS) will be demolished to make way for the new City Springs Elementary/Middle School (CSEMS). The new CSEMS will accommodate K through 8th-grade. The old City Springs Elementary/Middle School (CSEMS) will be demolished to make way for new housing.
The People Plan implementation lead, Urban Strategies, Inc. (USI), is a national non-profit organization with extensive experience in the design and implementation of human capital building and community development strategies. USI has served as the lead implementation partner for people support services in 12 Choice Neighborhoods, helping to leverage more than two billion dollars in public and private resources for innovative service programs/initiatives and supporting more than 30,000 families in 28 unique communities across 17 major metropolitan areas and two American territories.

USI’s national experience is enhanced by that of key local partners, such as Morgan State University, the Mayor’s Office of Employment Development, Goodwill Industries of the Chesapeake, City Springs School, Above All Odds, Johns Hopkins University, and a network of over 100 local service providers, all of which have strong track records of delivering resources to the PSO community. Baltimore City Public Schools and the Baltimore Curriculum Project are the Principal Education Partners.

Leveraging the team’s experience, the People Plan offers expanded, evidence-based programming to address residents’ personal challenges and to establish a foundation for success. In addition, the team will use USI’s asset-based framework to provide case management to families. This framework builds upon the assets with each household through a results-based accountability model.

With a focus on three areas – health/wellness, employment/job training, and education – the plan addresses a range of results-based, data-driven social and environmental determinants that will help lead to economic stability, reduce stress and trauma, and ensure “all families are stable and thriving.”
People Plan

MBE/WBE and Community Hiring

The development team has a proven track record of meeting or exceeding MBE/WBE contracting goals on numerous projects. Each phase of the PSO Transformation Plan will meet or exceed the City mandated MBE/WBE goals:

<table>
<thead>
<tr>
<th>Goal</th>
<th>Goal</th>
<th>% Met</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBE</td>
<td>27%</td>
<td>151%</td>
</tr>
<tr>
<td>WBE</td>
<td>10%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Additionally, the City of Baltimore requires 51% of all new job opportunities go to city residents. Community hiring is governed by the U.S. Department of Housing and Urban Development’s Section 3 requirements, under which job opportunities must first be made available to residents of PSO, second, to residents of other HABC communities, and third, to Baltimore residents. The development team will meet or exceed the Section 3 requirements and work with the Housing Authority of Baltimore City, and the Mayor’s Office of Employment Development to connect residents with job opportunities.
During the past three years, USI, HABC, and our partner network have made strides toward our collective success in these five strategic goal areas:

- **Family Support and Wrap-Around Services**
  - 56% of Perkins residents with wage income

- **Job Skills and Employment**
  - 45% Perkins heads of household have a bank account—a 29% increase in Perkins heads of households with bank accounts

- **Early Childhood Development**
  - 80% of participants credit score increased

- **Youth Development**
  - 27% reduction in students with chronic absenteeism

- **Financial Education and Asset Building**

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**Economic Mobility**

- 56% of Perkins residents with wage income
- 45% Perkins heads of household have a bank account—a 29% increase in Perkins heads of households with bank accounts
- 80% of participants credit score increased

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**Education**

- 80% of school-age students are enrolled in quality out-of-school time programs
- 27% reduction in students with chronic absenteeism

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**Health & Wellness**

**DISTRIBUTED**

**200,000 LBS OF FOOD**
Strategic Impact: Economic

USI provides a range of programs and services to move residents towards economic self-sufficiency. Strategies include providing access to employment, improving earnings, and implementing a financial empowerment center.

62% Perkins resident with wage income
BASELINE 23%

$22,399 Average annual income of workable households
BASELINE $12,219

45% Perkins’ heads of household with bank accounts
BASELINE 41%

Resident Spotlight:
Karima Norris
Pride of Ownership: A First-Time Homebuyer

For the past 14 years, Ms. Karima Norris had been living at the Perkins Homes just a short distance to her job at Johns Hopkins Hospital and was a participant in USI’s homeownership program. Using Johns Hopkins “Live Where You Work” program, she received down payment assistance allowing her to become a first-time homeowner in her same neighborhood.
Strategic Impact: Education

Improving educational attainment in the Choice Neighborhoods Zone is paramount to the success of the transformation plan. USI education efforts focus on two critical ages of development: early learning and school-aged children. Our greatest educational work ensures pathways towards a stable and thriving future.

**Strategies**

- Connect parents of young children to evidence-based home
- Identify developmental delays in young children and connect families to related services
- Increase participation in early learning programs
- Increase homeownership opportunities

**School-Age Children**

- Build new City Springs school
- Improve student achievement through evidence-based methods, such as CHAMPS, restorative practices, customized teacher training, and principal support
- Increase parent engagement
- Increase attendance and decrease chronic absenteeism
- Increase high-quality afterschool and out-of-school programming
- Provide support to students transitioning to high school and college

**Early Learning Goals**

<table>
<thead>
<tr>
<th>Enrollment in early learning programs</th>
<th>Kindergarten readiness</th>
<th>Screen children for developmental delays</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseline 52%</td>
<td>Baseline 65%</td>
<td>Baseline 87%</td>
</tr>
<tr>
<td>Expected Result 65%</td>
<td>Expected Result 74%</td>
<td>Expected Result 87%</td>
</tr>
</tbody>
</table>

**School-Age Education Goals**

<table>
<thead>
<tr>
<th>Students who score at or above grade level MATH</th>
<th>Students who score at or above grade level READING</th>
<th>Parents who participate in parent/family support program</th>
<th>Students in quality out-of-school time programs</th>
<th>Students with chronic absenteeism</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseline 7%</td>
<td>Baseline 10%</td>
<td>Baseline 15%</td>
<td>Baseline 68%</td>
<td>Baseline 10%</td>
</tr>
<tr>
<td>Expected Result 14%</td>
<td>Expected Result 20%</td>
<td>Expected Result 50%</td>
<td>Expected Result 80%</td>
<td>Expected Result 37%</td>
</tr>
</tbody>
</table>
Choice Neighborhoods Partners

**Health**
- Baltimore City Health Department
- Baltimore Community Mediation
- Baltimore Healthy Start
- Baltimore Medical System
- Behavioral Health Systems
- Baltimore Bmore Healthy Baby
- Charm City
- Companions Civic Works
- Caree Foundation
- GBMC Health System
- Johns Hopkins - School of Public Health
- Johns Hopkins - School of Nursing
- Maryland ABLE
- Maryland Food Bank
- Maryland Hunger Solutions
- Morgan State University
- MomCares
- Priority Partners
- St. Vincent de Paul of Baltimore - Beans & Bread
- Terry’s Advocacy
- Services TLC
- Counseling Services
- University of Maryland - School of Medicine W.I.C.

**Economic Mobility/ Workforce**
- AREAS US
- Arnold Packaging
- Associated Black Charities
- Baltimore City Community Action Partnership
- Baltimore City Community College
- Baltimore City Department of Social Services
- Baltimore City Office of Child Support Services
- Bozzuto Construction Company
- CASH Campaign Maryland
- Caroline Center
- Center for Urban Families City Seeds
- Consumer Credit Counseling Services of Maryland & Delaware
- Goodwill Industries of Chesapeake
- H&S Bakery
- Job Opportunities Task Force
- KRA Corporation
- Project Jumpstart
- Maryland Legal Aid
- Maryland New Directions
- Mayor’s Office of Employment Development
- McGraw Financial Services, LLC
- PNC Bank
- Self-Mastery Mentorship Program
- Turnaround Tuesday

**Education/ Youth**
- AARP Experience Corporation
- Abell Foundation
- Baltimore City Parks and Recreation
- Baltimore Curriculum Project
- Baltimore National Aquarium
- Baltimore Youth Alliance
- Bedtime In a Box
- Big Brothers Big Sisters at the YMCA
- Care First
- College Bound Foundation
- Civic Works – Youth build

**Housing Stability/ Case Management**
- Beatty Development Group
- Compassion Center
- Diversified Property Services, Inc.
- The Henson Development Company
- Homeless Person Representation Project
- Housing Authority of Baltimore City
- Housing Authority of Baltimore City - Office of Resident Services
- McCormack Baron Salazar
- Mission First Housing Group
- Safe Streets East
PSO TRANSFORMATION PLAN
Perkins + Somerset + Oldtown

Choice Neighborhood Initiative Recipients
Housing Authority of Baltimore City
The City of Baltimore

People Implementation Entity
Urban Strategies, Inc.

Housing Implementation Entity
Beatty Development Group
The Henson Development Company
McCormack Baron Salazar
Mission First Housing Group

@psobaltimore