



**HOUSING  
AUTHORITY of  
BALTIMORE CITY**



# **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 Perkins, Somerset, Oldtown (PSO) Transformation Plan. An additional \$10 million CNI supplemental grant was awarded in 2023.

The PSO Transformation Plan will transform neighborhoods of extreme poverty into sustainable, thriving, mixed-income communities. The CNI grant will assist in funding critical improvements in PSO community assets, including vacant property, housing, services, the Facade Improvement Program (FIG) for some existing commercial properties, public art, gateway markers, unique park elements, and a new grocery store to support a safe, thriving neighborhood. The entire CNI housing transformation will be built in nine phases with four at Somerset and five at Perkins Homes.

**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.

► **PSO Housing Development Team** | Beatty Development Group, The Henson Development Company, Mission First Housing Group, and McCormack Baron Salazar.





The PSO encompasses a 244-acre footprint that is home to 5,939 residents in 2,122 households located within minutes of downtown Baltimore and the waterfront. Despite its 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 under-performing schools.

The PSO Transformation Plan is reshaping 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 neighborhoods including not only new mixed-income housing, but also a 21st century new school, an upgraded Chick Webb Recreation Center, and new parks.

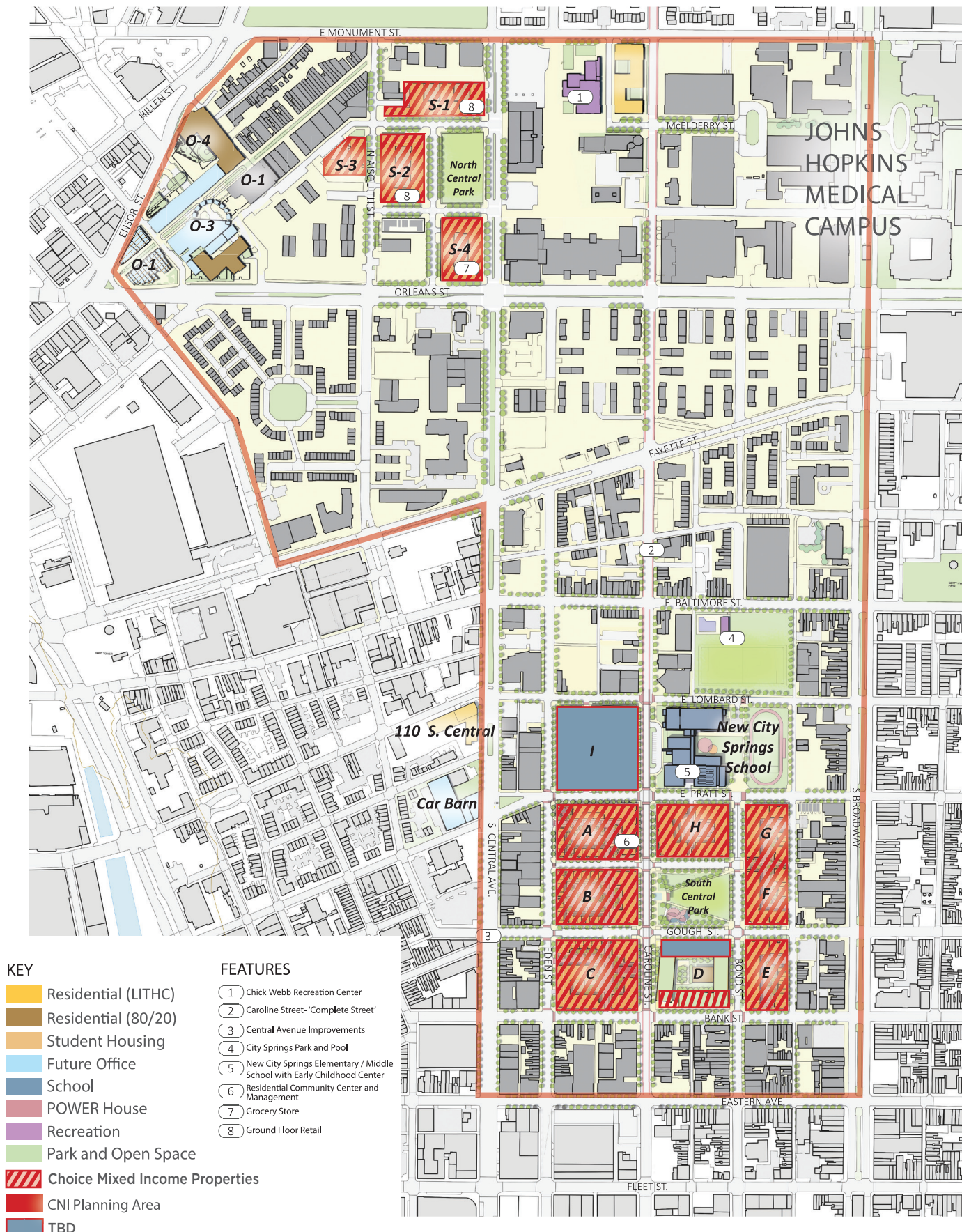
Neighborhood Profile

	Perkins Homes <sup>1</sup>	Transformation Zone <sup>2</sup>	Baltimore <sup>3</sup>
Number of Households (HH)	477	2,122	242,268
Number of Residents	1,025	5,939	622,454
Average HH Size	2.2	2.8	2.6
Percentage: HH with Children (<18)	41%	51%	52%
Percentage: Female-led HH with Children	42%	54%	21%
Percentage: Black / White / Hispanic	98% / 1% / 1%	83% / 10% / 5%	63% / 30% / 5%
Poverty Rate	84%	60%	24%
Percentage: Persons with Disabilities	35%	24%	15%

<sup>1</sup> USI LEARN data system – June 2020  
<sup>2</sup> 2015 American Community Survey data (tracts 301) – Includes Perkins Homes residents  
<sup>3</sup> 2015 American Community Survey data (tracts 301, 2805) – Includes Transformation Zone residents



# Transformation Zone





# PSO Plan Summary



## Planned Unit Mix

	Total Units	Deeply Affordable Units		Tax Credit Units <sup>1</sup>		Market Rate Units	
	-	Number of Units	Percent of Units	Number of Units	Percent of Units	Number of Units	Percent of Units
Perkins	795	377	47%	233	29%	185	23%
Somerset	558	252	45%	197	35%	109	20%
<b>Total</b>	<b>1,353</b>	<b>629</b>	<b>46%</b>	<b>430</b>	<b>32%</b>	<b>294</b>	<b>22%</b>
Oldtown <sup>2</sup>	298	-	-	-	-	-	-
<b>Total</b>	<b>1,651</b>	-	-	-	-	-	-

## Program Summary

	Multifamily	Office	Retail	Parking	School	Hotel
Perkins	795 Units	-	-	TBD	950 Seat	-
Somerset	558 Units	-	42,400 SF	TBD	-	-
Oldtown	298 Units <sup>3</sup>	11,840 SF	90,000 SF	440 Spaces	-	120 Keys
<b>Total</b>	<b>1,651 Units<sup>3</sup></b>	<b>11,840 SF</b>	<b>132,400 SF</b>	<b>440 Spaces</b>	<b>950 Seat</b>	<b>120 Keys</b>

<sup>1</sup> At or below 60% AMI on average

<sup>2</sup> Exact unit mix at Oldtown TBD

<sup>3</sup> Additional future phase developments may provide additional units not included in the above table.

► Perkins Square Developers | McCormack Baron Salazar





## Key Housing Strategy

- Replace Perkins Homes units one-for-one
- Create a mixed-income and mixed-use community
- Incorporate diverse housing types
- Implement high-quality design
- Assure subsidized housing is indistinguishable from market rate
- Construct new and integrated community facilities and community spaces
- Produce well-programmed green spaces
- Design Somerset's & Perkins Square's new housing to be centered around the Nathaniel McFadden Learn and Play Park and South Central Park, respectively

## PSO Housing Development Team



**\$40 million in total Choice Neighborhood Grants**  
Awarded to the Housing Authority of Baltimore City,  
Lead City of Baltimore, Co-Applicant

## PSO Housing Development Team

**Housing Authority of  
Baltimore City**

**Mission First Housing Group/  
The Henson Development Company**

- Lead developer team for Somerset Housing; site prep; public infrastructure; The Nathaniel McFadden Learn and Play Park and a portion of Old Town Mall

**McCormack Baron Salazar**

- Lead developer for Perkins Square Housing

**Beatty Development Group**

- Perkins Homes demo/site prep; public infrastructure and South Central Park



# Perkins Square Phase 1



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 in June of 2021 after successfully relocating residents.

Originally built in 1942, the former Perkins Homes had outlived its useful life such that its complete demolition was necessary. McCormack Baron Salazar will construct 795 new mixed-income apartment units in five phases. The development will include a mix of multifamily buildings and townhouses. These Choice Neighborhood (CN) multifamily buildings will be approximately four to five stories in height.

## The five CN Perkins Square Homes housing phases consists of:

<b>Perkins 1</b>	103 units
<b>Perkins 2</b>	156 units
<b>Perkins 3</b>	152 units
<b>Perkins 4</b>	154 units
<b>Perkins 5</b>	230 units
<b>Total Units</b>	795 units

## Perkins Square Planned Unit Mix

Unit Type*	Number of Units
Deeply Affordable Units	377
Tax Credit Units*	233
Market Rate Units	185
<b>Total</b>	<b>795</b>

\*At or below 60% AMI on average





# Somerset Homes Plan



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 new development will include 558 units in four mixed-income multifamily residential buildings. Somerset Phase 1: 1234 McElderry Street; Somerset Phase 2: The Ella; and Somerset Phase 3: The Ruby are completed.

Somerset Phase 4: The Blake at Somerset is a housing community with 190 units and will be anchored with a Lidl grocery store to address “food desert” conditions and provide healthy food options for PSO residents.



**Housing**

558 Units



**Retail**

42,400 SF

## Planned Unit Mix

Unit Type*	Number of Units
Choice Neighborhood Replacement	252
Tax Credit Units*	197
Market Rate Units	109
<b>Total</b>	<b>558</b>



### Somerset Phase 4 | The Blake

Includes 190 mixed-income apartments and street-level Grocery store.

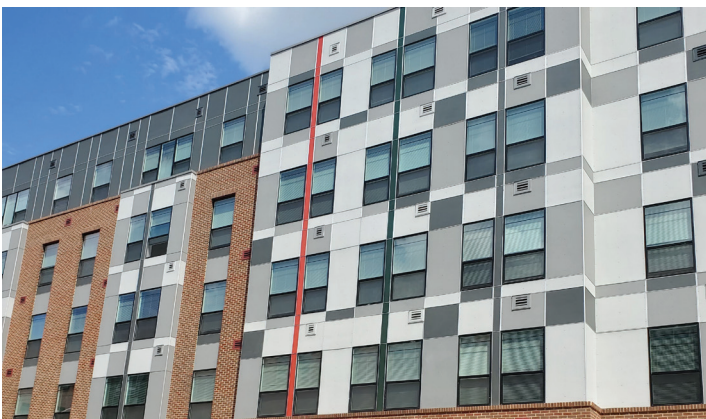


## Somerset Homes (Completed)



### **Somerset Phase 1 | 1234 McElderry**

The first new apartment building at Somerset has 104 units: 50 deeply affordable; 34 tax credit and 20 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 in Summer 2021.



### **Somerset Phase 2 | The Ella**

Includes 192 mixed-income apartments and street-level retail space.



### **Somerset Phase 3 | The Ruby**

Includes 72 mixed-income apartments.

► **Somerset Developers:** The Henson Development Company and Mission First Housing Group





Oldtown was one of three original settlements in the downtown area. Toward the end of the 19th century and into 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 a portion of Oldtown.

The first phase will re-establish the 400 block as an easily accessible commercial center for pedestrians and include approximately 159 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 approximately 89 market rate units.

The 500 block will contain a new Incubator HUB. The HUB will provide resources that do not currently exist for entrepreneurs looking to launch or grow a small business.

Pedestrian Mall

The pedestrian mall that is the focal point of Oldtown has fallen into significant disrepair due to vandalism, vacancy, and lack of investment. The pedestrian mall will be rebuilt from its southern terminus near Colvin Street headed northwest to Mott Street.

Oldtown Planned Unit Mix

Unit Type*	Number of Units
Mixed Income Units	159
Market Rate Units	89
Total	248

\* Exact unit mix at Oldtown TBD



Housing  
298 Units



Office  
+/- 11,840 SF



Retail  
+/- 90,000 SF



Parking  
+/- 440 Spaces



Hotel  
120 Keys



# Neighborhood Plan

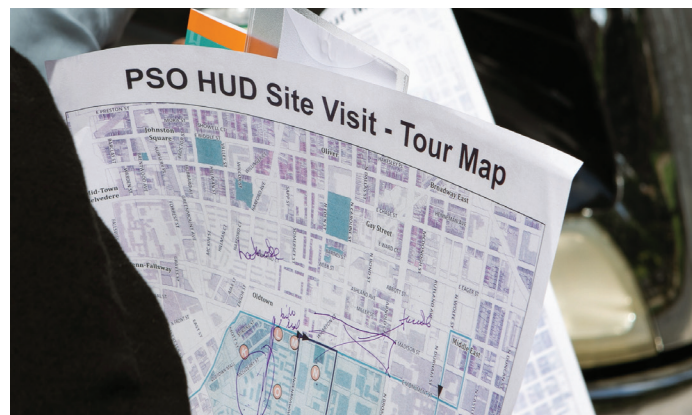


▲ Resident community meeting.

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, The Nathaniel McFadden Learn and Play Park and South Central Park, centrally located in Somerset and Perkins Square to inspire a sense of community. The new parks will feature spaces for passive and active recreation. 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. The Chick Webb Recreation Center is under construction and includes substantial upgrades. Improving access to amenities that enhance the quality of life include a new Lidl grocery store in Somerset 4 and substantial commercial 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 through increased lighting and a defensible space design.



# New Park Spaces



- ▲ Approximately two-acres of new park space will be constructed at the center of the original Somerset Homes footprint.

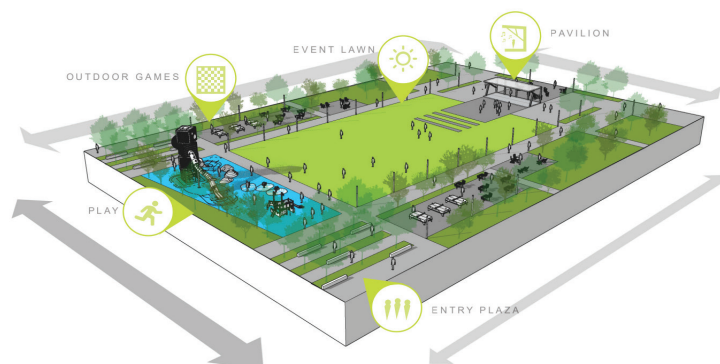
## Nathaniel McFadden Learn and Play Park

Nathaniel McFadden Learn and Play Park will feature passive and active recreation areas, a playground, and sustainable stormwater management.

## South Central Park

South Central Park will be a 1.5-acre park located at the heart of the Perkins Homes redevelopment bordered by new complete streets, mixed-income residential buildings, and neighborhood-serving retail.

The park will enhance the quality of life in PSO by improving air and water quality, providing habitat for wildlife, and reducing the urban heat island effect.



## City Springs Pool and Park

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

- City Springs Pool and Park (shown below)





# Chick Webb Recreation Center



- ▲ The Chick Webb Memorial Recreation Center will tell the remarkable story of jazz drummer and bandleader William Henry “Chick” Webb, who grew up in East Baltimore. Renderings courtesy of [www.gwwoinc.com](http://www.gwwoinc.com).

## Chick Webb Recreation Center

The existing Chick Webb Recreation Center is an important neighborhood asset, with cultural and historic value. It was outdated with aging facilities that limited program expansion. The City is investing over \$22 million to modernize and expand this facility and improve its grounds with a new playground, green space, and recreation facilities.



Today, the Chick Webb Memorial Recreation Center is undergoing an extensive renovation and an expansion. The modernized facility will include a new entrance lobby, gymnasium and multipurpose space for cultural activities, an elevated walking track, new locker rooms, a fitness area, group fitness space, a recording studio, new art components, exhibition space, updated pool and other updates.

The new proposed art components include an exterior wall mural and a decorative crosswalk. The center is anticipated to reopen to the public in Fall of 2025.



## City Springs Elementary/Middle School

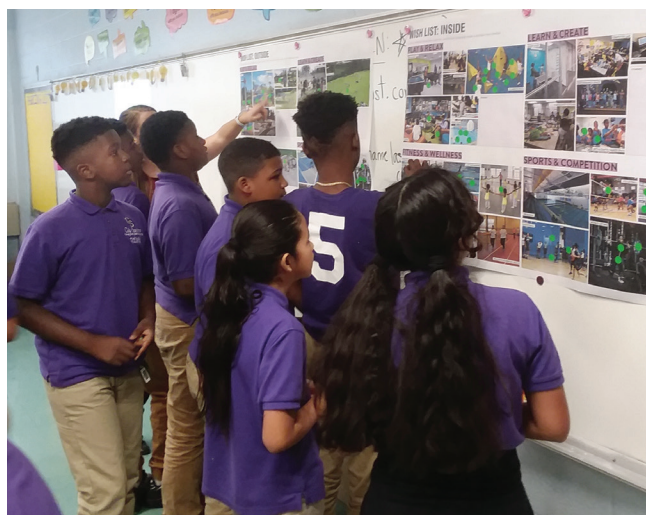


- ▲ Lombard Middle School (LMS) will be demolished to make way for the new City Springs Elementary/Middle School (CSEMS). The new CSEMS will accommodate K through 8th grade. The old City Springs Elementary/ Middle School (CSEMS) will be demolished.

### City Springs Elementary/Middle School

The PSO transformation 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. It 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 future population it will serve. City and State funds will be used to construct a new 21st century school 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.







▲ The Dunbar Poets Marching Band performs at the 2019 Perkins Relocation Fair at Perkins Homes.

The People Plan implementation lead, Urban Strategies, Inc. (USI), is a national non-profit organization with extensive experience in designing and implementing human capital building and community development strategies. USI has served as the lead implementation partner for people support services in 19 Choice Neighborhoods. They help to leverage more than 2 billion dollars in public and private resources for innovative service programs and initiatives. USI supports more than 30,000 families in 28 unique communities across 17 major metropolitan areas.

USI's national experience is enhanced by that of its key local community 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 uses USI's asset-based framework to provide case management to our 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.”



# Baltimore Data Snapshot

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



Job Skills and  
Employment



Early Childhood  
Development



Youth  
Development



Financial Education  
and Asset Building

## Economic Mobility

62%

Perkins residents with  
wage income

45%

Perkins heads of household  
have a bank account. This  
represents a 29% increase in  
Perkins heads of households  
with bank accounts

80%

Participant's credit  
scores increased

\$22k

The average annual  
income of workable  
Perkins' households.  
(Baseline: \$12,219)

## Education

68%

School-age students are  
enrolled in quality  
out-of-school time programs

27%

Reduction in students  
with chronic absenteeism

## Health & Wellness

DISTRIBUTED  
**200,000 LBS**  
OF FOOD





▲ Former Perkins Home resident becomes first-time homeowner.



### Resident Spotlight

**Taija Phillip**  
Perkins Resident

Taija Phillip is a Perkins resident who has a passion for human resources. Upon our outreach efforts, Taija expressed interest in finding new employment. She was working, but felt like she was not being paid enough money. She expressed that she had an interest in human resources and that she previously completed a human resources course at Baltimore City Community College.

Taija could not afford to pay the test fees required to graduate. USI was able to provide her barrier assistance to pay for the test. She passed, graduated, and received her certificate on May 2022. She also enrolled and successfully completed Goodwill's retail management program.

USI provides a range of programs and services to move residents toward economic self-sufficiency. Strategies include providing access to employment, improving earning, and purchasing a home.



**5** 2019-2024:  
Perkins residents have  
purchased homes



# Strategic Impact: Education

Improving educational attainment in the Choice Neighborhood 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 toward a stable and thriving future.

## Strategies

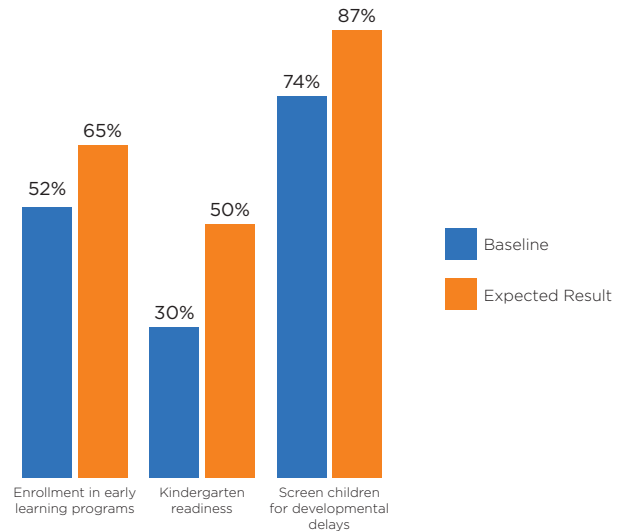
- Connect parents and young children to services and programs.
- Identify developmental delays in young children and connect families to related services
- Increase participation in early learning programs
- Increase homeownership opportunities



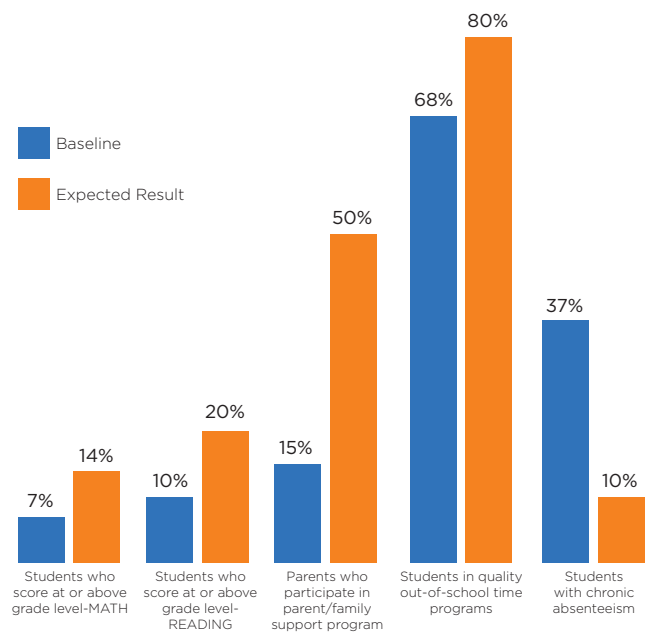
## School-Age Children

- 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 after-school and out-of-school programming
- Provide support to students transitioning to high school and college

## Early Learning Goals



## School-Age Education Goals





# Choice Neighborhoods Partners

## Health

Baltimore City Health Department  
Baltimore Community Mediation  
Baltimore Healthy Start  
Baltimore Medical System  
Behavioral Health Systems  
Baltimore B'more Healthy Baby  
Charm City Companions  
Companions Civic Works  
Career Foundation  
GBMC Health System  
Heart 2 Life 2 Love LLC  
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  
Sheppard Pratt  
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  
Force KRA Corporation  
Goodwill Industries of Chesapeake  
H&S Bakery  
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

Art with A Heart  
Baltimore City Parks and Recreation  
Baltimore City Public Schools  
Baltimore Curriculum Project  
Baltimore National Aquarium  
Baltimore Youth Alliance  
Bedtime In a Box  
Big Brothers Big Sisters at the YMCA  
Care First  
Code in the Schools  
College Bound Foundation  
City Springs Elementary/Middle School  
Child First Authority  
East Baltimore Historical Library  
Enoch Pratt Free Library Grads2Careers  
Johns Hopkins Carey Business School  
Judy Center at Commodore  
John Rogers Living Classrooms Foundation  
Kennedy Krieger Southeast Early Head Start  
MICA Arts Program  
McKim Community Center  
My G.I.R.L.S. Inc.  
NCIA Herbert J Hoelter Vocational Training Center  
Open Society  
Port Discovery  
Raising A Reader  
St. Vincent de Paul Head  
Towson University  
Veritas Technology LLC.



**USI | URBAN STRATEGIES, INC.**

*Families at the Center of Results*

## 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



**HOUSING**  
AUTHORITY of  
BALTIMORE CITY

Learn more about this transformation plan at [www.habc.org/PSO](http://www.habc.org/PSO)