

# 2022

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# Annual REPORT



## **SOUTHEAST OVERTOWN/PARK WEST COMMUNITY REDEVELOPMENT AGENCY**

Creating opportunities for  
community empowerment

☎ 305-679-6800

✉ [cra@miamigov.com](mailto:cra@miamigov.com)

🌐 [www.seopwcra.com](http://www.seopwcra.com)

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# MESSAGE FROM THE EXECUTIVE DIRECTOR

On behalf of the Board of Commissioners of the Southeast Overtown/Park West Community Redevelopment Agency ("SEOPW CRA"), we are pleased to submit this Annual Progress Report and Financial Statements for the period commencing October 1, 2021, ending September 30, 2022 (FY 21-22).

The SEOPW CRA understands that the transformation of this community must include quality-of-life improvements for its residents. Providing affordable housing is critical in the redevelopment within the CRA boundaries. Investing in this community through work training and emergency rental assistance ensures that residents can remain in their community.

**"The SEOPW CRA continues to vigorously take steps to improve the quality of life for residents within the redevelopment boundaries."**



James D. McQueen, Executive Director

# SEOPW CRA BOARD OF COMMISSIONERS



Chairperson

**CHRISTINE KING**

Commissioner, District 5



Vice-Chairperson

**ALEX DIAZ DE LA PORTILLA**

Commissioner, District 1



Board Member

**KEN RUSSELL**

Commissioner, District 2



Board Member

**JOE CAROLLO**

Commissioner, District 3



Board Member

**MANOLO REYES**

Commissioner, District 4

# INTRODUCTION

## ABOUT THIS REPORT

This Annual Report is prepared in accordance with Florida Statutes 163.356(3)(c) and sets forth the SEOPW CRA's assets, liabilities, income, and operating expenses as of September 30, 2022.

## SEOPW CRA REDEVELOPMENT MISSION

The SEOPW CRA is one of three community redevelopment agencies within the boundaries of the City of Miami. Pursuant to the Community Redevelopment Act of 1969, CRAs were created to undertake activities and projects "for the elimination and prevention of crime, or for the provision of affordable housing... to residents of low or moderate income, including the elderly," and include "redevelopment in a community redevelopment area." Florida Statutes 163.340(9).

The mission of SEOPW CRA is to enhance the quality of life of residents within the Redevelopment Area by expanding the tax base, creating job opportunities, increasing accessibility to quality affordable housing opportunities and promoting social and economic growth by fostering safe neighborhoods. As depicted in this annual report, the SEOPW CRA has implemented a variety of new development and redevelopment undertakings in furtherance of this mission.

## ABOUT HISTORIC OVERTOWN

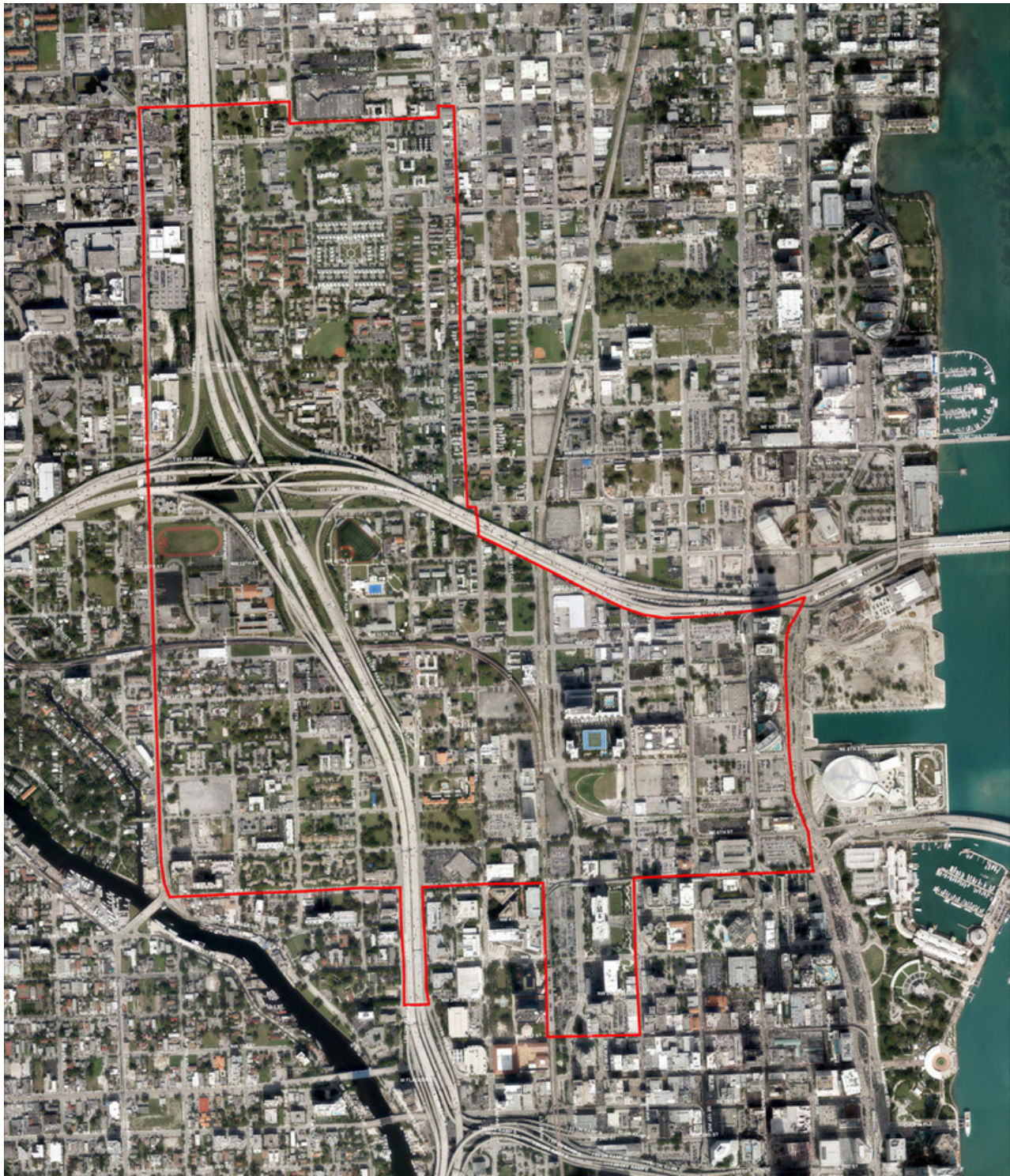
Overtown was once a thriving mixed-income community with some 50,000 residents. It was inhabited by people who worked on the railroad as well as other early industrial and commercial ventures. Overtown was also a thriving center of commerce and culture for the Black community, particularly for music and entertainment in the 1940s and 1950s. Bahamian musicians marched down Fifth Place on Friday nights playing a spicy blend of Calypso. Teenagers flirted over jukebox sessions at neighborhood restaurants. In the 1960s, several factors combined to change the face of Overtown: (i) two highways were built which cut through the heart of the community, separating the community into four quarters; (ii) the ill-conceived efforts of "urban renewal" leading to the destruction of many older homes and buildings, displacing nearly 80% of its residents and subsequent destruction of the area's business community, which once had more than 300 businesses; and (iii) desegregation, which opened new opportunities for many who moved to other neighborhoods. The formation of the SEOPW CRA was completed in 1982. Since then, the SEOPW CRA has undertaken measurable efforts to revitalize not only Overtown, but the entire Redevelopment Study Area, including Park West.



## ABOUT PARK WEST

Most of the area currently referred to as Park West was part of the original "Miami" Subdivision platted in 1896 by the principal developers of the early City of Miami, Mary and William Brickell, Julia Tuttle, Henry Flagler, and the Fort Dallas Land Company. While the initial development of Park West focused on residential projects, it soon established a commercial character, in the form of warehouses, associated with its downtown location and proximity to the Port of Miami, when formerly located at the site of present-day Bicentennial Park. The name "Park West" derives from this area being located "west" of the "park." Before 1964, this area was basically a warehouse and wholesale district related to the old port. When the port moved, so did the wholesale businesses and storage facilities. Few of the remaining businesses have any functional relation to the port now located on Dodge Island in Biscayne Bay. New warehouses and container storage areas are provided on Dodge Island and areas west of the Miami International Airport

# SEOPW CRA BOUNDARY & MAP



# SEOPW CRA EXTENSION

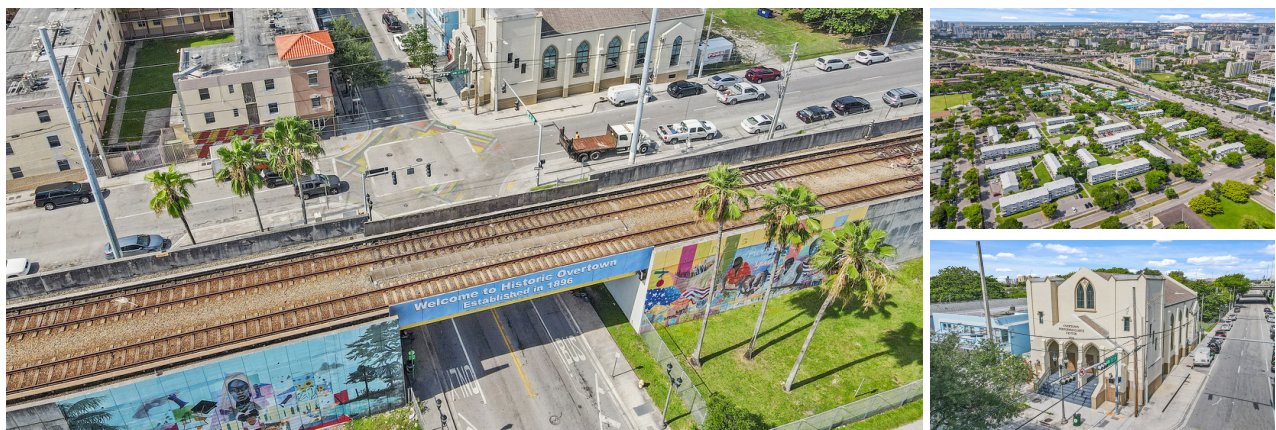
## SEOPW CRA EXTENSION 2042

On July 7, 2022, the life of the Southeast Overtown/Park West Community Redevelopment Agency was extended to 2042. The extension allows the SEOPW CRA to continue serving the community in our efforts to eliminate slums and blighted areas within its boundaries. The extension is essential to Overtown's residents and business owners. Through innovative programming and development, we at the SEOPW CRA seek to enhance the quality of life for those who call Overtown home.

There are 15 CRAs in Miami-Dade County. SEOPW CRA has built and rehabilitated more affordable housing than all the other CRAs in Miami Dade County *combined*, with an investment exceeding \$113 million.

The presence of the SEOPW CRA has led to the resurgence of business development and resilience in a community long ignored. We have worked to improve nonexistent infrastructure, lighting, water, and sewage. We have supported innovative policing in the area, and the crime statistics support our successful efforts. We support youth organizations that are changing the lives of thousands of people who are generally untouched by the greater community.” – James McQueen, Executive Director, SEOPW CRA.

The SEOPW CRA's mission is to enhance residents' quality of life within the Redevelopment Area by expanding the tax base, creating job opportunities, promoting dynamic economic growth, and fostering safe neighborhoods. The SEOPW CRA has invested \$27.2 million into job creation and economic development, providing work training programs and youth employment within our community. Overtown has been designated as a culture and entertainment district, and the SEOPW CRA has invested approximately \$8.8 million into cultural programming, historic preservation, and cultural tourism.



# PROJECTS FUNDED IN FY 2021-22



Aerial view of Mt. Zion's new roof

Founded on September 18, 1896, D.A. Dorsey served as one of its founders. Mt. Zion was one of the first meeting places for the Boy and Girl Scouts, as well as for Dr. Martin Luther King and others involved in the Civil Rights Movement.

## THE HISTORIC MT. ZION MISSIONARY BAPTIST CHURCH 40 YEAR RECERTIFICATION

### 301 NW 9th Street

Mount Zion Missionary Baptist Church is a Historic institution located at 301 N.W. 9th street and has served as a community pillar for many generations. To assist with meeting the qualifications for the 40-year recertification, the SEOPW CRA Board of Commissioners approved a grant of \$350,000. The 40-year recertification ensures the structural safety of this historic church. This completed project included replacing the barrel-tile roof and structural improvements to the existing landmark building. Additional enhancements include column reconstruction, deteriorating concrete repairs, central sanctuary leak repair, and ceiling replacement.



Lawson E. Thomas Building

## LAWSON E. THOMAS BUILDING

### 1021 NW 2nd Avenue

The Lawson E. Thomas Building was the law office of the first Black Judge in Miami-Dade County, Lawson E. Thomas. This building was used as Judge Thomas's office for nearly 30 years. A \$374,000 settlement was reached for the re-acquisition of this historic site. This allows the SEOPW CRA to preserve historic institutions within the redevelopment area.



# PROJECTS FUNDED IN FY 2021-22



Exterior view of Lyric Point



**7,000** square feet of commercial space

## LYRIC POINT

### 101 NW 8th Street

The SEOPW CRA Board of Commissioners authorized funding of \$700,000.00 towards the build-out of 7,000 square feet of commercial space at an existing building known as Lyric Point located at 101 NW 8th Street. The build-out, expected to be completed in the summer of 2023, will include 2,500 square feet of restaurant space and 4,500 square feet of retail or office space.

This project intends to allow leasing opportunities for small businesses that have faced challenges acquiring resident locations. Lyric Point aligns with the SEOPW CRA goals by creating opportunities for business owners to thrive.

# PROJECTS FUNDED IN FY 2021-22



Exterior view of People's BBQ



Interior view of People's BBQ

## PEOPLE'S BBQ

### 360 NW 8th Street

People's Bar-B-Que is a staple restaurant located in Historic Overtown. People's BBQ served as a mecca for Southern classics for those near and far to experience for over 20 years. The SEOPW CRA previously invested \$1,425,000 in People's Bar-B-Que to rehabilitate the restaurant. The rehabilitation included a completely new kitchen layout with new equipment and appliances and the reconstruction of the brick BBQ pit and chimney. Building improvements include new restrooms, windows, doors, roofing, flooring, fixtures, and exterior improvements, including the parking lot and landscaping.

An additional \$40,000 was recently authorized to fill the funding gap required to complete the project at People's BBQ. The funds will be used to install a new metal canopy walkway roof and provide punch list repairs and minor improvements in anticipation of the final inspection to complete the project.

## LIGHTING REPAIR & ENHANCEMENTS | NW 10TH ST. & NW 3RD AVE.

The SEOPW CRA Board of Commissioners authorized funding in the amount of \$30,893.60 to perform emergency repairs on SEOPW CRA-owned property to repair damaged light poles that had been vandalized. The project included new aluminum wiring, conduits, and vandal-resistant pull boxes to restore the lighting at NW 10th Street and NW 3rd Avenue properties.

# PROJECTS FUNDED IN FY 2021-22



Exterior view of the Quadplex Development

**4** units for home ownership

## QUADPLEX DEVELOPMENT

**244 NW 16th Street**

Construction is ongoing on this four-unit affordable housing project on previously vacant land. The three-story building will offer four units to be part of the SEOPW CRA's home-ownership initiative intending to address the housing crisis imposed upon the Overtown community. Each apartment unit will have impact-resistant windows and doors, balconies, energy-efficient appliances, and fixtures in a spacious layout with on-site parking. The project is expected to be completed in late 2023.

## 155 NW 10TH STREET APARTMENTS

**155 NW 10th Street**

This 9-unit apartment building consists of 1 and 2 bedrooms units for low-income families. The SEOPW CRA has invested \$150,000 into remodeling each unit. Renovations to this complex include a full bathroom remodel, new flooring, baseboards, kitchen appliances, fixtures, painting, and window treatments. Exterior building improvements included installing a new stair and elevated walkway railings to meet code requirements. This completed project aligns with the SEOPW CRA's mission to create and sustain affordable housing.



155 NW 10th Street Apartment Building

# ONGOING PROJECTS IN FY 2021-22



Aerial view of Town Park North development.



Interior view of a Town Park Village unit.

## TOWN PARK NORTH

### 1945 NW 5th Place

Construction is in the final phase of this multi-phase project. The scope of renovations to Town Park Plaza North encompasses the total gut rehabilitation of 169 condominium units across 20 buildings and a clubhouse, the design and construction of new water and sewer utilities, drainage system repairs and replacement, new individual water metering, the temporary relocation of all residents, and site work/common area upgrades across the entire complex. To date, all units have received new metal roofs and impact-resistant windows and doors, and 130 of the 169 units are complete. The final phase of 39 units is ongoing.

## TOWN PARK VILLAGE

### 1680 NW 4th Avenue

The first phase of this significant project which includes 46 units, began in 2021 and is ongoing. Town Park Village No.1 ("TPV") is a low-income HUD housing complex located at 1680 NW 4th Avenue, Miami, Florida, 33136. TPV was built in the early 1970s and consists of 147 apartment units and common facilities scattered throughout nineteen two-story buildings. The property is suffering from long-standing deferred maintenance, structural, plumbing, and electrical problems, and life safety issues that are contributing to the slum and blight in the Redevelopment Area. The project scope includes the full-gut rehabilitation of all units, the temporary relocation of residents, and common area improvements.



**169 units**

Town Park Plaza North



**46 units**

Town Park Village

# ONGOING PROJECTS IN FY 2021-22



## BLOCK 55

### 249 NW 6th Street

The Block 55 development project is currently under construction. Block 55 is a 3.44-acre previously vacant property on SEOPW CRA-provided land at 249 NW 6th Street, adjacent to Downtown Miami. The proposed mixed-use development will comprise 578 affordable residential units, half of which will target families earning less than 50% of the area median income (“AMI”). The other half will target low-income families between 50% AMI and 80% AMI. Additionally, the project will include 250,000 square feet (about twice the area of a Manhattan city block) of retail/restaurant/office and entertainment space, along with a parking garage for 925 cars. National interest in Sawyers Landing has come from Target, Burlington, Aldi, and Ross.

The development agreement also provides for the land transfer to the developer at a reduced purchase price exceeding \$10 million, which the SEOPW CRA will use to reinvest into the Redevelopment Area. Construction on this project is estimated to be completed in late 2024.



**578** Affordable residential units.



**250,000** square feet of commercial space

# QUALITY OF LIFE

## EMERGENCY RENTAL ASSISTANCE PROGRAM

The Southeast Overtown/Park West Community Redevelopment Agency (SEOPW CRA) launched an Emergency Rental Assistance Program to assist residents with the recent spike in rental rates. Chairwoman Christine King and City of Miami Commissioners, who also serve as SEOPW CRA board members, approved an allocation of \$1,000,000 for the rental assistance program on July 28, 2022.

Qualified Overtown residents who completed the ERAP application process received funds to assist with the current rent spike and inflation in the cost of living. This program served over 200 families within the SEOPW CRA boundaries.

The City of Miami has risen to the top of the list for most cost-burden cities nationwide, with rent exceeding \$2,000. Federal guidelines suggest that rent should be one-third of your gross monthly income. Many Overtown residents barely bring home just a fraction of this recommended income.

The SEOPW CRA leadership understands that this was scratching the surface. Residents are still battling an ongoing pandemic alongside an increased cost of living within a neighborhood that has historically been slighted for decades. SEOPW CRA Executive Director, James McQueen, believes that the residents of Overtown have been ignored for far too long.

**\$1,000,000**  
emergency rental assistance

**“This program is critical, and we must focus our efforts on truly touching the people of Overtown.”**  
- James McQueen,  
Executive Director



# PROGRAMS FUNDED IN FY 2021-22



Girl Power Rocks, Inc.



1st Take Youth Program



YEP Program



1st Take Youth Program



Girl Power Rocks, Inc.



YEP Program

## **GIRL POWER ROCKS, INC.**

Girl Power Rocks, Inc is a 501 (c)(3) nonprofit prevention and intervention social change program that promotes positive behavior, enhances social skills and improves academic performance for at-risk girls ages 11 - 17. The SEOPW CRA Board authorized the issuance of a grant to Girl Power Rocks, Inc. in an amount not to exceed \$55,520.66 to assist with costs associated with the STEAM and Workforce On-The-Job Training Program.

## **FLORIDA FILM HOUSE, LLC. | 1ST TAKE FILM YOUTH PROGRAM**

The 1st Take Film Youth Program is an interactive central connection between arts, business, media, and entertainment. Its mission is to enrich the young minds of our community by providing them with hands-on training that centers around the complete filmmaking process. The SEOPW CRA Board authorized the issuance of a grant to Florida Film House, LLC, not exceeding \$100,000.00, to underwrite costs associated with the operation of the 1st Take Youth program.

## **LIBERTY CITY TRUST | YOUTH EMPLOYMENT PROGRAM**

Youth Employment Program (“YEP”) is a work experience program, and its mission is to engage the talents and interests of interns to develop life skills and competencies in the following areas: Learning and improving Employment; Social and Financial Management Skills, applying classroom theory to real job experiences and gaining a better understanding of human relations in the workplace. The SEOPW CRA Board of Commissioners approved a grant, not to exceed \$25,000.00, to Liberty City Community Revitalization Trust to underwrite costs associated with the Youth Employment Program for participants within the redevelopment area.

# PROGRAMS FUNDED IN FY 2021-22

## MIAMI-DADE HOSPITALITY AND CULINARY INSTITUTE (HI)

Miami Dade Hospitality and Culinary Institute (HI) connects Overtown residents to Miami's hospitality and culinary industry at no cost through education and training opportunities. The purpose is to improve the quality of life for students of promise through targeted and customized workforce training, certification, and gainful employment supported by holistic services to enable sustainability. The SEOPW CRA Board approved a grant, not to exceed \$225,000, to Miami-Dade College to operate the Hospitality and Culinary Institute.

## HOSPITALITY EMPLOYEES ADVANCEMENT & TRAINING (HEAT)

The Hospitality Employees Advancement & Training, Inc. ("HEAT") is a workforce development and empowerment program focused on the hospitality industry. The SEOPW CRA Board approved a grant to Hospitality Employees Advancement & Training, Inc. ("HEAT"), in an amount not to exceed \$150,000.00 for the year 2022-2023, and \$200,000.00 for the year 2023-2024, to underwrite costs associated with a hospitality and culinary arts training program located in the Overtown Performing Arts Center at 1074 NW 3rd Avenue. The purpose of the CRA grant is to allow the HEAT to center this training program in Overtown and generate a pathway for good, union hospitality jobs in the community and CRA jurisdiction.



Program cohort celebrates their graduation.



Program graduate poses at graduation.



# PROGRAMS FUNDED IN FY 2021-22



## HUMAN RESOURCES OF MIAMI, INC. | OVERTOWN BEAUTIFICATION TEAM

The Overtown Beautification Team, affectionately known as the Blue Shirts, provides street cleaning services along the NW 3rd Avenue Business Corridor and the surrounding areas within the SEOPW CRA boundaries. Employees also obtain on-the-job training in property maintenance and landscape services. The Blue Shirts' mission aligns with the SEOPW CRA's goals to improve the quality of life within the redevelopment area. The SEOPW CRA Board of Commissioners approved a grant not to exceed \$350,000 to Human Resource Staffing of Miami, Inc to increase the wages of the Overtown Beautification Team. The SEOPW CRA Board also authorized funds to expand services to Northwest 20th street along 3rd Avenue and 2nd Court to Northwest 2nd Avenue.

## TRANSITION, INC.

Transition, Inc. is a workforce readiness training and job placement program which services former inmates, youthful offenders, veterans, and others facing employment barriers in the redevelopment area. The SEOPW CRA Board approved a grant, not to exceed \$200,000, to Transition Inc to assist with operating Transition Inc.



# PROGRAMS FUNDED IN FY 2021-22

## **OVERTOWN EMPLOYMENT ASSISTANCE CENTER**

The Overtown Employment Assistance Center is located inside the Overtown Business Resource Center. Services offered at the Overtown Employment Assistance Center include employment screening, placement, and referrals of residents seeking gainful employment. The SEOPW CRA Board of Commissioners approved a grant in an amount not to exceed \$200,000.00 to the Community Work Training Program, Inc. to operate the “Overtown Employment Assistance Center”.

## **ENCOURAGING DREAMERS BREAKING BARRIERS, LLC.**

Encouraging Dreamers Breaking Barriers, LLC. provides on-the-job training and employment opportunities to residents in the redevelopment area interested in entrepreneurship in the vehicle servicing and detailing industry. This program also provides detailing services to the City of Miami fleet. Through its Program, Encouraging Dreamers Breaking Barriers, LLC also intends to develop further its relationship with the City of Miami Police Department and assist in bridging the gap and fostering a better relationship between the community and the police department. The SEOPW CRA Board approved a grant to not exceed \$75,000.00 to Encouraging Dreamers Breaking Barriers, LLC to underwrite costs associated with the operation of the All-Star detailing services training and second-chance program operation



Community Work Training Program



Encouraging Dreamers Breaking Barriers

# FINANCIAL SUMMARY

FISCAL YEAR OCTOBER 1, 2021 - SEPTEMBER 30, 2022

Balance Sheet | Governmental Funds | September 30, 2022  
Chart 1 of 2

<b>Assets</b>	<b>Special Revenue</b>	<b>Redevelopment Projects</b>	<b>Debt Service</b>	<b>Total Governmental Funds</b>
Cash	\$46,262,413	-	689	46,263,102
Restricted cash equivalents	-	2,135	-	2,135
Interest receivable	85,303	-	-	85,303
Loan receivable	256,802	-	-	256,802
Lease receivables	322,599	-	-	322,599
Total assets	\$46,927,117	2,135	689	46,929,941

<b>Liabilities</b>	<b>Special Revenue</b>	<b>Redevelopment Projects</b>	<b>Debt Service</b>	<b>Total Governmental Funds</b>
Accounts payable and accrued liabilities	\$1,640,074	-	-	1,640,074

<b>Deferred inflows of resources</b>	<b>Special Revenue</b>	<b>Redevelopment Projects</b>	<b>Debt Service</b>	<b>Total Governmental Funds</b>
Leases	310,988	-	-	310,988

# FINANCIAL SUMMARY

FISCAL YEAR OCTOBER 1, 2021 - SEPTEMBER 30, 2022

Balance Sheet | Governmental Funds | September 30, 2022  
Chart 2 of 2

<b>Fund balances</b>	<b>Special Revenue</b>	<b>Redevelopment Projects</b>	<b>Debt Service</b>	<b>Total Governmental Funds</b>
<b>Non Spendable:</b>				
Loan receivable	229,345	-	-	229,345
Lease receivables	11,611	-	-	11,611
<b>Spendable:</b>				
Restricted	-	2,135	689	2,824
Committed	44,735,099	-	-	44,735,099
Total fund balances	44,976,055	2,135	689	44,978,879
Total liabilities, deferred inflows of resources and fund balances	\$46,927,117	\$2,135	\$689	\$46,929,941

# FINANCIAL SUMMARY

FISCAL YEAR OCTOBER 1, 2021 - SEPTEMBER 30, 2022

Statement of Revenues, Expenditures, and Changes in Fund Balances  
 Governmental Funds | Year ended September 30, 2022  
 Chart 1 of 3

<b>Revenues</b>	<b>Special Revenue</b>	<b>Redevelopment Projects</b>	<b>Debt Service</b>	<b>Total Governmental Funds</b>
Tax increment	\$36,637,557	-	-	36,637,557
Leases	126,912	-	-	126,912
Investment income (loss)	(75,195)	-	-	(75,195)
Other	3,723,327	-	3	3,723,330
Total revenues	40,412,601	-	3	40,412,604

# FINANCIAL SUMMARY

FISCAL YEAR OCTOBER 1, 2021 - SEPTEMBER 30, 2022

Statement of Revenues, Expenditures, and Changes in Fund Balances  
 Governmental Funds | Year ended September 30, 2022  
 Chart 2 of 3

<b>Expenditures</b>	<b>Special Revenue</b>	<b>Redevelopment Projects</b>	<b>Debt Service</b>	<b>Total Governmental Funds</b>
<b>Current:</b>				
General Government	5,467,796	-	-	5,467,796
Community redevelopment	36,022,639	-	-	36,022,639
<b>Debt Service:</b>				
Principal	266,377	-	2,925,000	3,191,377
Interest and other charges	13,623	-	1,585,625	1,599,248
Total expenditures	41,770,435	-	4,510,625	46,281,060
Excess (deficiency) of revenues over (under) expenditures	(1,357,834)	-	(4,510,622)	(5,868,456)

# FINANCIAL SUMMARY

FISCAL YEAR OCTOBER 1, 2021 - SEPTEMBER 30, 2022

Statement of Revenues, Expenditures, and Changes in Fund Balances  
 Governmental Funds | Year ended September 30, 2022  
 Chart 3 of 3

<b>Other Financing Sources (Uses):</b>	<b>Special Revenue</b>	<b>Redevelopment Projects</b>	<b>Debt Service</b>	<b>Total Governmental Funds</b>
Lease liability issued	2,724,515	-	-	2,724,515
Transfers in	-	-	4,510,622	4,510,622
Transfers out	(4,510,622)	-	-	(4,510,622)
Total other financing sources (uses)	(1,786,107)	-	4,510,622	2,724,515
Net change in fund balances	(3,143,941)	-	-	(3,143,941)
Fund balances - beginning	48,119,996	2,135	689	48,122,820
Fund balances - ending	\$44,976,055	2,135	689	44,978,879

# SEOPW CRA IN THE COMMUNITY

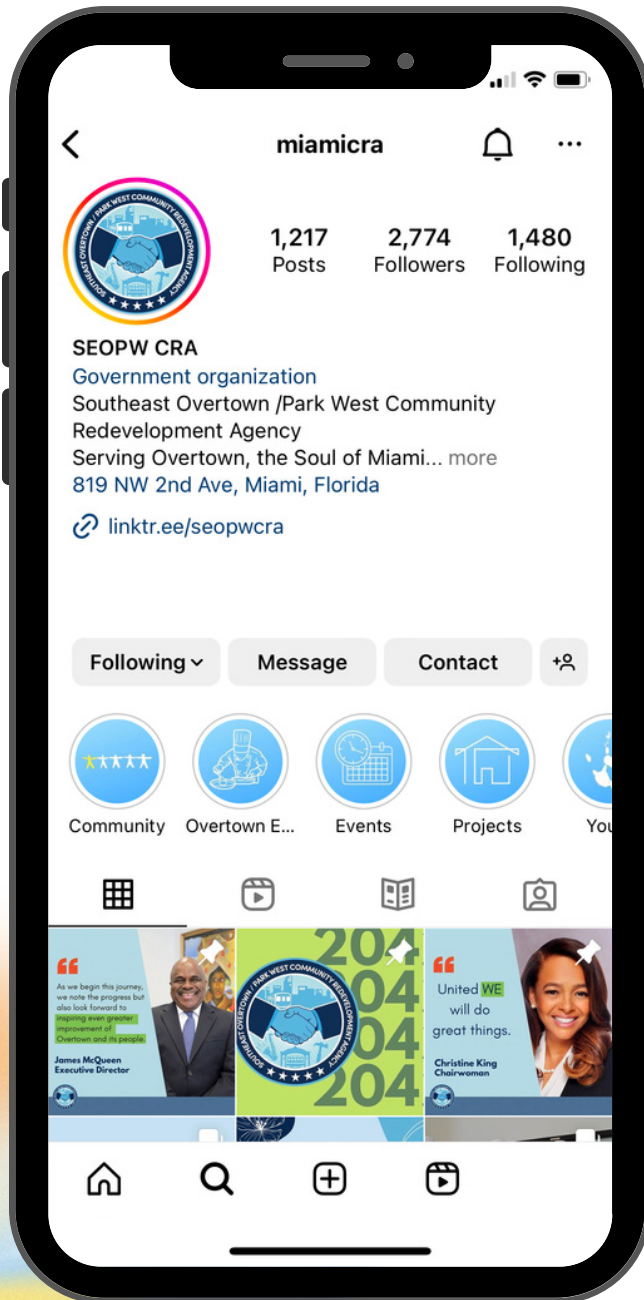




# SEOPW CRA IN THE COMMUNITY



# CONNECT WITH THE SEOPW CRA



**“WE INVITE YOU TO EXPERIENCE OVERTOWN THROUGH FOOD, ART, CULTURE, AND MOST IMPORTANTLY, THE PEOPLE.”**

**James McQueen,  
Executive Director,  
SEOPW CRA**



**Scan me!**





James D. McQueen  
Executive Director

**The Southeast Overtown / Park West  
Community Redevelopment Agency**

The Black Archives Historic Lyric Theater  
819 NW 2nd Avenue, 3rd Floor · Miami, Florida 33136

PHONE: (305) 679-6800

FAX: (305) 679-6835

EMAIL: [cra@miamigov.com](mailto:cra@miamigov.com)

WEBSITE: [www.miamicra.com/seopwcra](http://www.miamicra.com/seopwcra) · [www.experienceovertown.com](http://www.experienceovertown.com)

**For more updates on the SEOPW CRA's projects and programs,  
join our mailing list and connect with us on social media.**