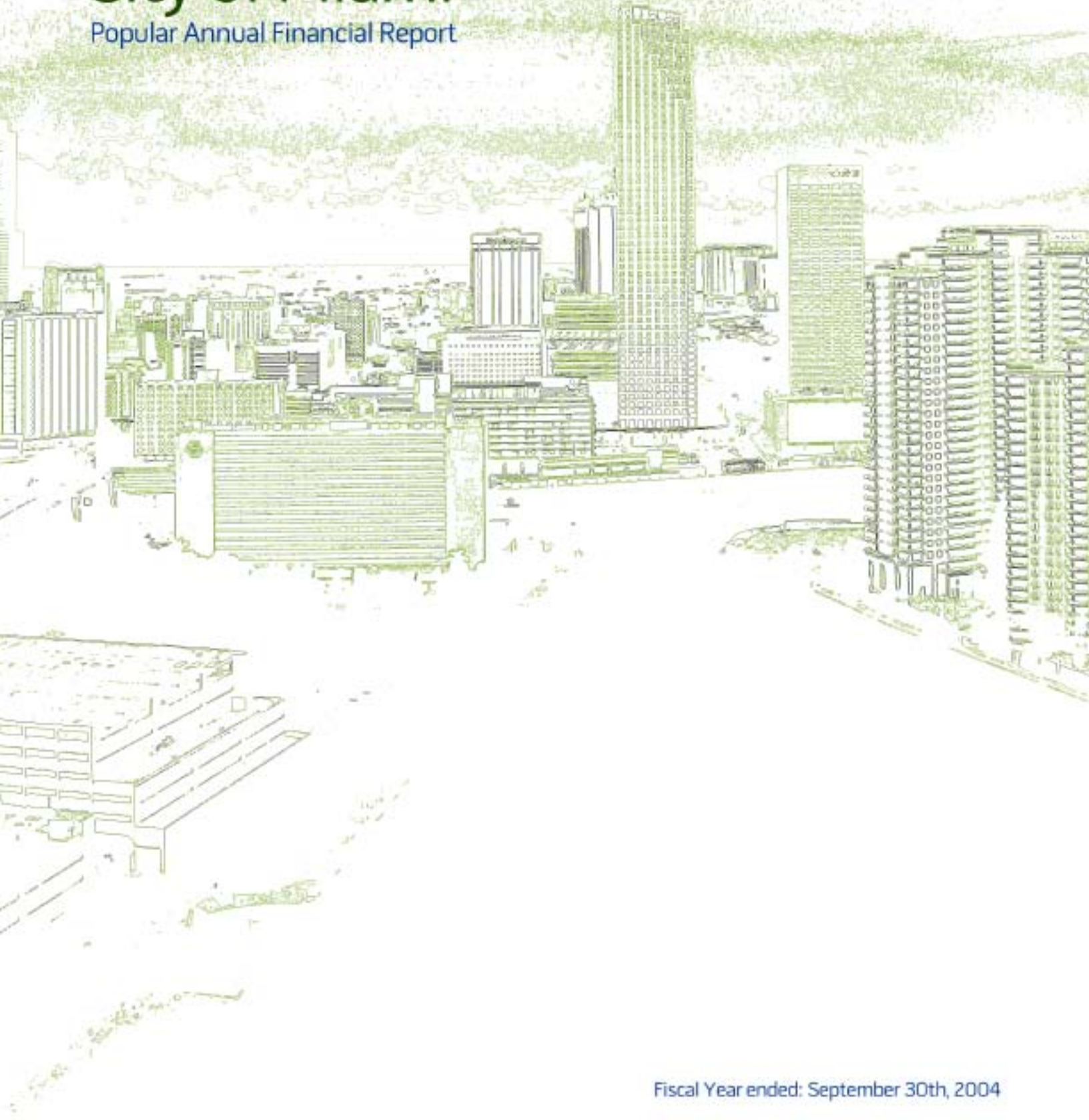




# City of Miami

Popular Annual Financial Report



Fiscal Year ended: September 30th, 2004

# TABLE OF CONTENTS

|  |    |
|--|----|
| City Overview .....                              | 2  |
| Accomplishments .....                            | 3  |
| Message from the City Manager .....              | 4  |
| About This Report .....                          | 5  |
| Miami Government .....                           | 6  |
| Financial Overview .....                         | 7  |
| Summary Financial Information .....              | 9  |
| Investment Overview .....                        | 14 |
| Debt Overview .....                              | 15 |
| Capital Improvement Plan .....                   | 16 |
| Capital Projects Revenues and Expenditures ..... | 18 |
| Other Financial Information .....                | 19 |
| Contacting City Government .....                 | 20 |



# CITY OF MIAMI, FLORIDA

The City of Miami, known as the "Magic City", is located in Southeast Florida, in Miami-Dade County on the Miami River, between the Florida Everglades and the Atlantic Ocean. Since its incorporation in 1896, the City has grown tremendously, transforming it into one of the world's renowned centers where people can work, live and play while enjoying a high quality of life.

The City of Miami, known for its diverse culture and ethnicities is the largest municipality in Miami-Dade County. According to the 2000 census, it has a population of 362,470. By the year 2010 the population in the City is projected to rise to 390,191.

Miami which is known as the Gateway to Latin America attracts a tremendous amount of foreign born people, resulting in a large Latin American population that includes Cubans, Nicaraguans, Colombians, Venezuelans, Puerto Ricans, Argentines, Ecuadorians, Brazilians, Dominicans, Haitians and Mexicans. According to the 2000 U.S. census, the City has a 60 percent Hispanic population, a 22.3 percent African-American population and an 11.9 percent White/Other population.

Whether you are a resident, visitor or business owner, the City of Miami welcomes you to the shiny City under the sun. Centrally located in a bustling urban area that is bursting with new developments, residential homes and eye catching attractions, Miami is truly a world class destination.

Rich with history Miami has 13 different neighborhoods that contain several historical locations and landmarks. Each neighborhood is fully equipped with full service parks, fire and police stations and Neighborhood Enhancement Team (NET) centers where residents and business owners can go to obtain answers to their questions and help with City services. The NET teams work together with the various departments throughout the City to coordinate resources and resolve problems.

The City of Miami is governed by Mayor Manny Diaz and five City Commissioners which oversee the five districts in the City. For information on your Mayor please click <http://www.ci.miami.fl.us/mayor>. For information on your Commissioner visit <http://www.ci.miami.fl.us/CityOfficials>. For information on City Services please visit the City's homepage at <http://www.miamigov.com>.

# 2003 - 2004 Accomplishments

- Obtained increases from all three rating agencies: Fitch from BBB+ to an A-; Moody's from a Baa1 to an A3; and an unprecedented three point increase by Standard & Poor's from BBB+ to an A+.
- Increased Solid Waste collection productivity by 11.5%.
- Renegotiated City's insurance plans saving the City over \$2.5 million.
- Implementation of Citywide Comprehensive Emergency Management Plan.
- Received \$565,000 DCA/FEMA Grant for Hurricane protection for City property.
- Provided over 32,000 different services to the homeless population including street interactions, transportation and emergency shelter.
- Heart-of-our-Parks cultural activities provided to over 2,600 City youth during the 2004 summer program.
- Generated over \$1 Million in Parks revenue.
- Contracted Adopt-a-Waterway Program for environmental education collecting \$900,000 over five years to improve storm sewer improvements along Wagner Creek area.
- Replaced 63,920 linear feet of sidewalk; 23,150 feet of curbs and resurfaced over 7,030 feet of streets.
- Developed first multi-year Capital Improvement Plan since 1996 at a value of over \$765 Million for six years ending September 30, 2009.
- Launched a new electronic bid notification system allowing vendors to register online and receive notification of new bids, amendments and awards at no charge.
- Implemented the new Legistar Program at the Clerks Office improving legislative tracking system and access to information.
- Received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) for our 2003 Comprehensive Annual Financial Report.

# MESSAGE FROM THE MANAGER

To the Citizens of the City of Miami

As City Manager, I am pleased to present our first annual Popular Annual Financial Report for the year ending September 30, 2004.

The City of Miami's Popular Report gives the citizens a snapshot of the City's financial performance and well-being, for the fiscal year ended September 30, 2004. The format is designed to be straightforward and easy-to-read.

For anyone who is interested in our City's fiscal stability, I invite you to read this report. Written for the non-financial reader, the report contains valuable, summarized information for every resident.

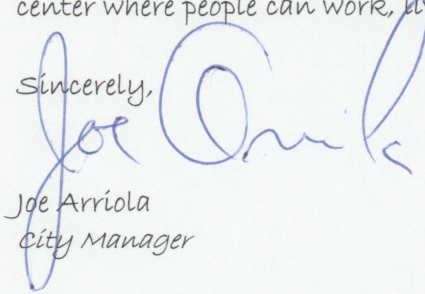
In addition to the Popular Report, the Finance Department of the City also produces the more detailed Comprehensive Annual Financial Report (CAFR). The CAFR meets stringent government standards and is evaluated by bond rating agencies to assess the City of Miami's financial stability and to determine interest and insurance rates.

For the 5<sup>th</sup> consecutive year (19 total), our CAFR has received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association. While the responsibility for the accuracy of all data lies with me, the recognition of receiving this prestigious award goes to our Finance Department.

Although this report and the CAFR maybe viewed and downloaded by accessing the City's website (<http://ci.miami.fl.us/Finance/index.asp>), requests for a hardcopy report or additional information may be addressed to our Finance Department at 305-416-1324. If you have any comments or suggestions on how we can improve our Popular Report, please contact my office at 305-250-5400 or by visit our website at [www.miamigov.com](http://www.miamigov.com).

It is an exciting time to live in the City of Miami. Our area is evolving and growing as more people recognize the beauty of our City and our resources; we are becoming a world-renowned center where people can work, live and play while enjoying a high quality of life.

Sincerely,

  
Joe Arriola  
City Manager

# ABOUT THIS REPORT

This report provides a brief analysis of where City revenues come from and how they are spent, as well as some economic information about our communities. The Popular Annual Financial Report (PAFR) of the City of Miami is presented as a means of increasing public awareness about the City's financial condition through a more user-friendly presentation.

The financial information presented here is in summarized form, and does not substitute for the City's Comprehensive Annual Financial Report (CAFR). The CAFR outlines the City's financial position and operating activities for the year in great detail and is prepared in conformance with accounting principles generally accepted in the United States (GAAP) and includes financial statements audited by Rachlin Cohen & Holtz LLP. The presentation here reflects the City's governmental operations. Governmental activities are those primarily supported by tax dollars for services such as parks and recreation, public safety and transportation. Governmental activities can be further subdivided between operations and capital activities; Capital project activities are dollars spent to construct, acquire or improve major facilities of the government.

Our Popular Report includes a condensed statement of net assets and statement of activities. The statement of net assets presents information on all assets and liabilities of the City, with the difference between assets and liabilities reported as net assets. The statement of activities presents information on all revenues and expenses of the City and the change in net assets. Expenses are reported by major function and program revenues relating to those functions are reported, providing the net cost of all functions of the City. This Popular Report, because of its summary nature, does not conform to accounting principles generally accepted in the United States and associated reporting standards set forth by applicable governing bodies. The GAAP basis presentation in the CAFR includes the City's component units and the presentation of individual funds, as well as full disclosure of all material events, financial and non-financial, in the notes to the financial statements. Individuals who desire to review GAAP basis, full disclosure financial statements should refer to the City's CAFR that is accessible through the City's website at [www.ci.miami.fl.us](http://www.ci.miami.fl.us).

We wish to express our appreciation to the City's Office of Communication for the use of the photographs and General Services Administration for the reproduction of this report..



# MIAMI GOVERNMENT

No other city in the United States is like Miami. Since its foundation, barely 108 years ago, Miami has gone through times of turmoil and triumph. However, its increasingly diverse population has been able to turn a tourist oriented city into a glowing, cosmopolitan, international metropolis.

The City of Miami was incorporated on July 28, 1896. The City Charter was adopted by the electors of the City of Miami at an election held May 17, 1921 and legalized and validated by Chapter 9024 of the laws of the State of Florida of 1921. During fiscal year 1997, the residents of the City voted on a referendum that created single-member districts and an Executive Mayor form of government. The City Commission governs and legislates the City of Miami. It has five members elected on a district basis for a four-year term. Commission meetings are scheduled the second and fourth Thursday of the month at 9:00 am and are open to the public.

The Commissioners make policy decisions, which are implemented by the City Manager. The City Manager is appointed by the Mayor and confirmed by the Commission. The Manager is the head of the administrative branch of City government and is responsible to the Mayor for the proper administration of all affairs of the City. Joe Arriola serves as City Manager.

The Commission is responsible for adopting an annual budget for all the City departments. A large portion of the budget process for city governments in Florida is statutorily driven per section 200.065, Florida Statutes. The office of Strategic Planning, Budgeting and Performance works with City departments to develop a budget for the upcoming fiscal year. The budget is legally enacted annually by fiscal year, October 1 through September 30.

In 1955, the Florida Legislature approved and submitted to a general election, a constitutional amendment designed to give a new form of government to Miami-Dade County, Florida (the "County"). The County is, in effect, a municipality with governmental powers affecting thirty cities and unincorporated areas, including the City of Miami. The County has not displaced nor replaced the cities' powers, but supplements them. The County can take over particular activities of the City's operation if (1) the services fall below minimum standards set by the County Commission, or (2) with the consent of the governing body of the City. Accordingly, the County's financial statements are not included in the City's Comprehensive Annual Financial Report or in this Popular Report.

# FINANCIAL OVERVIEW

The City's financial activities are accounted for primarily in the governmental funds where the focus is not profit or loss, but rather on services rendered and the cost to provide those services. The City does not have any business-type activities.

## REVENUES ARE MONIES THE CITY RECEIVES FROM A VARIETY OF SOURCES TO PAY FOR THE SERVICES IT PROVIDES

**PROGRAM REVENUES** include:

*Charges for Services* – licenses, permits, and other fees, fines, forfeitures, and charges paid by the recipients of goods or services offered by City programs.

*Operating (and Capital) grants and contribution* – grants and contributions received from other governments, organizations and individuals that are restricted in some manner; and investment earnings that are restricted to meeting the operational or capital requirements of a particular program.

**GENERAL REVENUES** are those revenues that are not classified as program revenues. All taxes, even those that are levied for a specific purpose are considered general revenues.

*Property Taxes* – Taxes levied against the assessed valuation of real property in Miami for the current year. The tax is expressed as a “mill” or \$1 in taxes for every \$1,000 of assessed valuation.

*State Revenue Sharing* – Revenues received by the State and proportionately shared with units of local government, including sales and fuel taxes.

*Communication Service Taxes* – Tax levied against the usage of telecommunication and cable services administered by the State of Florida.

*Investment Earnings* – Income earned based on market values of the City's surplus funds.

*Other* – Includes all other revenues not specifically mentioned above.



**EXPENSES ARE THE AMOUNTS SPENT  
TO PROVIDE SERVICES TO CITIZENS**

**GENERAL GOVERNMENT** includes services for the general operations of the City departments such as finance, purchasing, information technology, and risk management.

**PLANNING & DEVELOPMENT** includes services that oversee growth and development in the City and provide communities and businesses with access to the tools that help strengthen and sustain the local economy.

**COMMUNITY DEVELOPMENT** includes services that develop and improve the economic condition of the community and its citizens, including housing assistance.

**COMMUNITY REDEVELOPMENT AREAS** includes services designed to revitalize specifically designated areas through the implementation of sound infrastructure improvements, stimulating the creation of new jobs and improving the quality of life.

**PUBLIC WORKS** includes services that design, construct, operate, maintain and rehabilitate public works and infrastructure projects and program.

**PUBLIC SAFETY** includes emergency medical, fire services, building inspections and police services.

**PUBLIC FACILITIES** includes services that coordinate the use of City facilities at affordable rates to our citizens.

**PARKS & RECREATION** includes services provided through the city parks, including summer camps, swimming lessons and daycare services.



# SUMMARY FINANCIAL INFORMATION

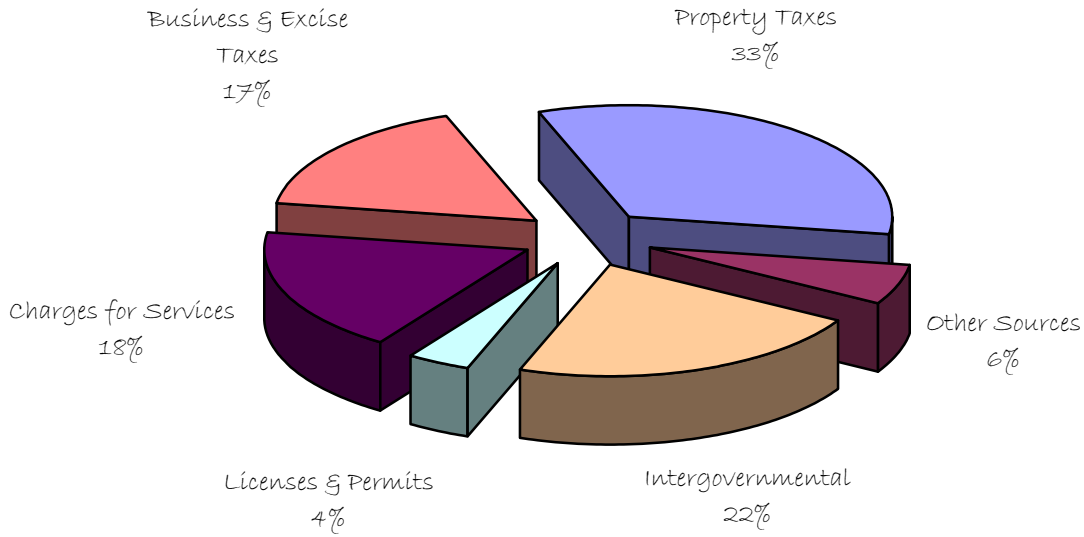
The Statement of Activities, traditionally known by many as the income statement, is designed to provide a record of the money received and spent by the City during the past year.

## CONDENSED STATEMENT OF ACTIVITIES

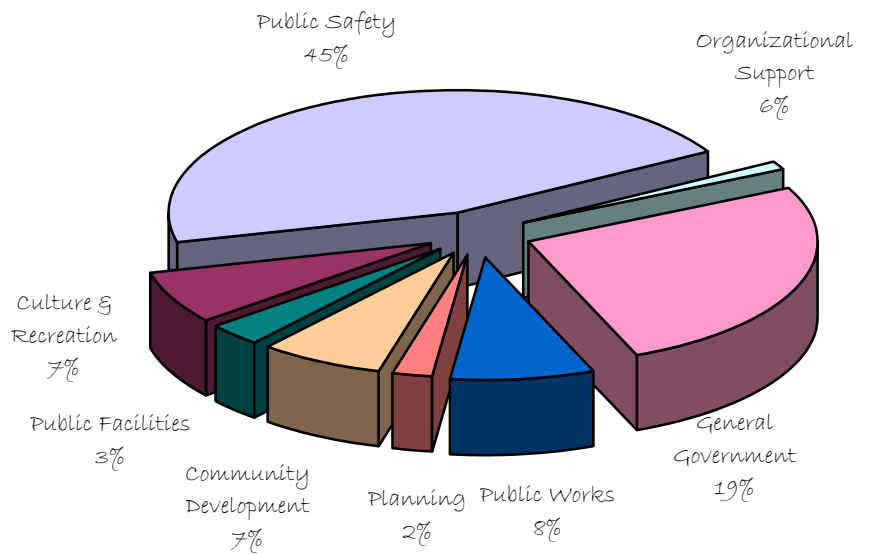
SEPTEMBER 30

| REVENUES                           | 2004                  | 2003                  |
|------------------------------------|-----------------------|-----------------------|
| Program revenues                   |                       |                       |
| Charges for services               | \$ 176,370,888        | \$ 159,152,165        |
| Operating grants and contributions | 42,967,708            | 34,441,899            |
| Capital grants and contributions   | 19,952,074            | 9,646,560             |
| General revenues                   |                       |                       |
| Property taxes                     | 182,988,575           | 166,770,291           |
| State revenue sharing              | 32,631,162            | 31,825,518            |
| Franchise fees                     | 35,878,883            | 31,556,387            |
| Public services taxes              | 59,170,166            | 58,900,480            |
| Investment earnings                | 5,997,178             | 8,833,535             |
| Other                              | 4,081,589             | 1,077,289             |
| <b>Total Revenues</b>              | <b>\$ 560,038,223</b> | <b>\$ 502,204,124</b> |
| EXPENSES                           |                       |                       |
| General government                 | 106,149,615           | 85,176,588            |
| Planning and development           | 12,563,141            | 13,579,968            |
| Community development              | 40,349,703            | 32,088,517            |
| Community redevelopment areas      | 4,618,714             | 6,477,916             |
| Public works                       | 47,744,508            | 60,708,046            |
| Public safety                      | 266,663,364           | 226,580,865           |
| Public facilities                  | 17,234,955            | 10,561,373            |
| Parks and recreation               | 43,648,902            | 20,152,074            |
| Interest on long-term debt         | 21,293,201            | 19,489,387            |
| Unallocated depreciation           | 26,147,570            | 25,765,567            |
| <b>Total Expenses</b>              | <b>\$ 586,413,673</b> | <b>\$ 500,580,301</b> |
| Change in net assets               | (26,375,450)          | 1,623,823             |
| Beginning net assets               | 697,877,182           | 696,253,359           |
| Ending net assets                  | \$ 671,501,732        | \$ 697,877,182        |

# WHERE THE MONEY COMES FROM



# WHERE THE MONEY GOES

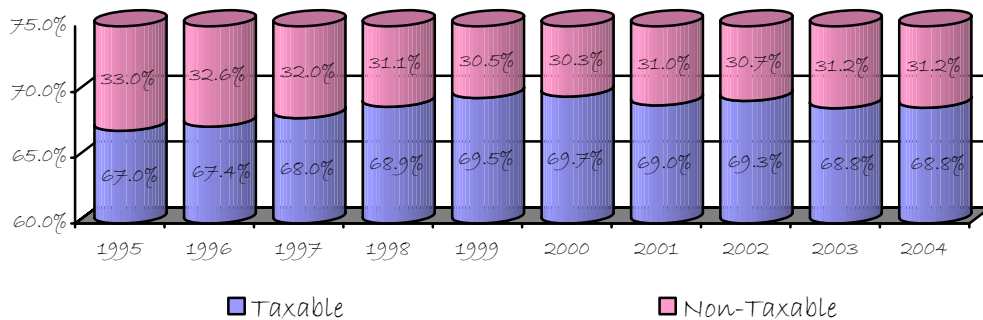


# TAX REVENUES

In FY 2004, the City of Miami received \$182,988,575 from property taxes, the City's largest revenue source. Property tax revenue has continued to grow due to the increase in assessed property values throughout our communities. Property tax revenue and assessed valuation have increased 9.72% and 19.1% from the prior year, respectively.

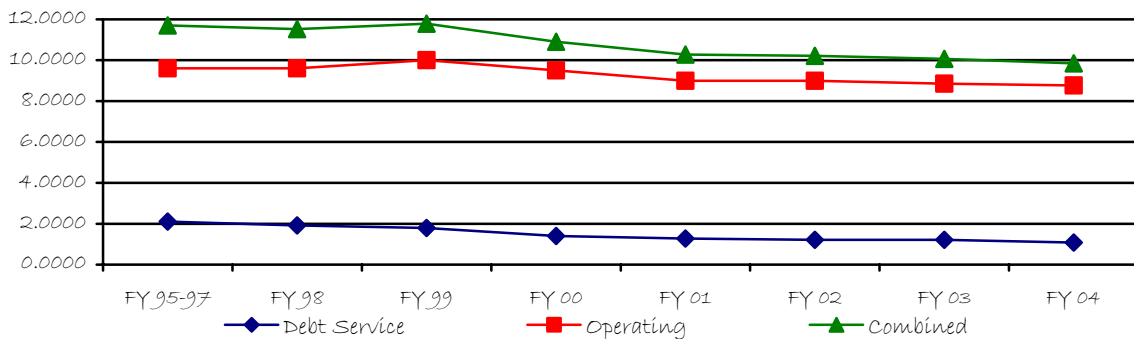
## TAXABLE VERSUS GROSS VALUE - EXEMPTIONS AT A GLANCE

Ad valorem taxes are taxes levied against the assessed valuation of real and tangible personal property. The amount of taxes levied by a municipality is dependent on the millage rate in effect and the final taxable values, which is the gross taxable value adjusted for exemptions. The difference between the gross value and those exemptions and adjustments is what is known as a municipality's taxable value. The taxable value is the true value which taxes are levied against. Within the City of Miami, the preliminary value assessment of those exemptions for 2004 equated to a little over \$10.2 billion. This amount represented 31.2% of the gross taxable value of approximately \$32.6 billion for that year.



## MILLAGE RATES - OPERATING AND DEBT SERVICE

A Mill is expressed as a \$1 in taxes for every \$1,000 of assessed valuation. This is the rate that is calculated with the taxable value to show the amount of ad valorem taxes levied by a municipality. For Fiscal Year 2004, the operating and debt service millage rates for the City of Miami are shown below.





**ASSETS ARE THOSE ITEMS OWNED BY THE CITY THAT WILL PROVIDE A BENEFIT IN THE FUTURE.**

**CASH** is the amount of physical cash held by the City in checking accounts and on hand for purpose of paying expenses.

**RECEIVABLES** represent the amounts that are owed to the City and are expected to be paid over the course of the next twelve months.

**CAPITAL ASSETS** represent furniture, equipment, vehicles, land, buildings, and the City's infrastructure that provide for an economic benefit to the City for more than one year.

**OTHER ASSETS** represent all other assets owned by the City.

LIABILITIES ARE THOSE ITEMS THAT THE CITY OWES TO  
INDIVIDUALS, COMPANIES, GOVERNMENTS, AND LENDERS

**PAYABLES** are those payments that the City owes to companies or individuals who supply services or goods to the City.

**BONDS AND LOANS** are the amounts owed for the issuance of debt on which the City still owes.

**COMPENSATED ABSENCES** are those payments that the City owes to employees for accrued leave balances, including unused vacation and sick time, upon the employee's separation from service.

**OTHER LIABILITIES** represent all other amounts owed by the City.

The Statement of Net Assets, traditionally known by many as the balance sheet, is designed to provide a picture of the major components of the primary government's financial position at the end of the year.

**CONDENSED STATEMENT OF NET ASSETS**

SEPTEMBER 30

| <b>ASSETS</b>                    | <u>2004</u>             | <u>2003</u>             |
|----------------------------------|-------------------------|-------------------------|
| Cash and investments             | \$ 512,860,200          | \$ 514,510,059          |
| Receivables, net                 | 40,738,184              | 49,376,654              |
| Capital assets                   | 804,769,718             | 807,941,738             |
| Other assets                     | 5,309,551               | 8,234,042               |
| <b>Total Assets</b>              | <b>\$ 1,363,677,653</b> | <b>\$ 1,380,062,493</b> |
| <b>LIABILITIES</b>               |                         |                         |
| Payables and accrued liabilities | \$ 71,223,521           | \$ 77,335,440           |
| Bonds and loans                  | 439,236,581             | 457,235,477             |
| Compensated absences             | 67,933,379              | 65,875,793              |
| Other liabilities                | 113,782,440             | 81,738,601              |
| <b>Total Liabilities</b>         | <b>\$ 692,175,921</b>   | <b>\$ 682,185,311</b>   |
| <b>NET ASSETS</b>                | <b>\$ 671,501,732</b>   | <b>\$ 697,877,182</b>   |

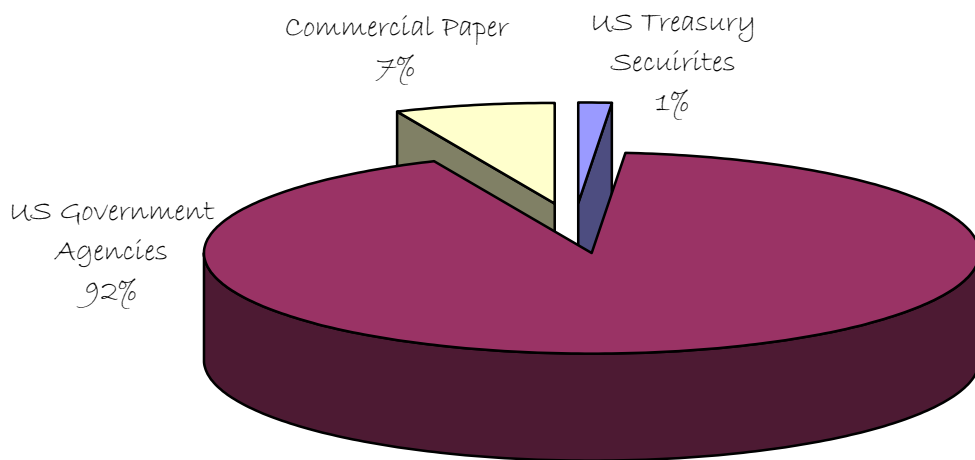
# INVESTMENT OVERVIEW

During fiscal year 2004, the City's investment portfolio ranged from \$433 million to \$562 million. The portfolio is invested to provide interest income that is budgeted as a revenue source. The Finance Director and Treasurer invest this money according to a written investment policy approved by the City Commission.

The City of Miami is one of only 41 governments in Florida to have its investment policy certified by the Association of Public Treasurers. The Certification Program was instituted in an effort to assist state and local governments interested in drafting or improving upon an existing investment policy against critical elements of a 'model' investment policy. Critical elements include: liquidity; internal controls; reporting; portfolio diversification; custody and safekeeping; ethics; and conflicts of interest.

This policy dictates how the City's money, or portfolio, can be invested. This policy first assures that any investments are of a minimum risk. Although sometimes higher interest rates are bypassed to do this, the primary concern is to prevent any principal being lost through unsafe investments. The policy also assures liquidity, or that cash will be available as needed to pay any bills. The third criterion to be considered is yield or interest rate. Given the same risk and liquidity for different investments, the final selection will be based on the highest yield.

The Finance Director and Treasurer invest frequently, diversifying the portfolio to generate the highest yield possible. During fiscal year 2004, the investments earned an average of 2.6307% and generated \$13.6 million in investment earnings. The graph below is a breakdown of the portfolio by type of investment.



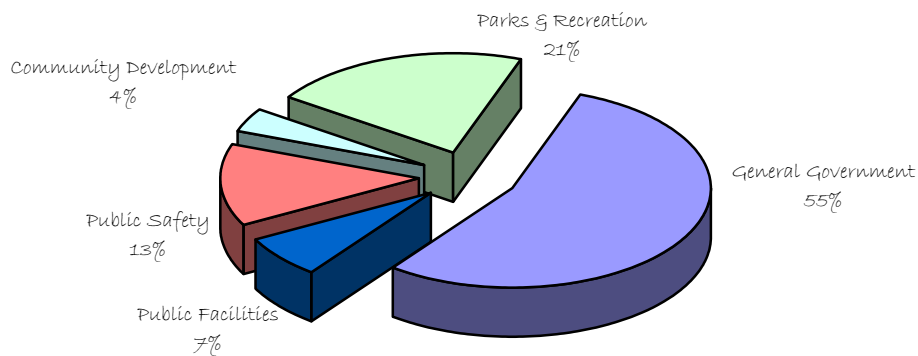
# DEBT OVERVIEW

The City of Miami's Debt Policy is certified by the Association of Public Treasurers. The Certification Program guides governments in effective preparation of comprehensive capital financing policies. Its main purpose is to provide finance officers with objective assistance in policy formulation. It also focuses on development and implementation of policy guidelines that address the unique needs and concerns of each jurisdiction. Miami is the fourth Organization in the Country to be awarded this certification.

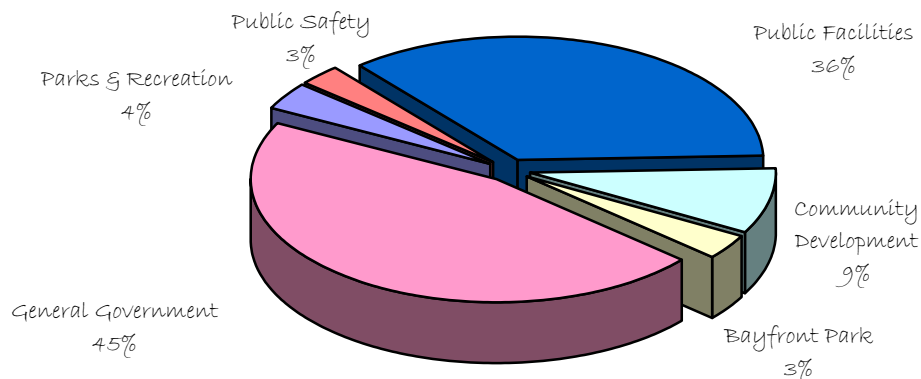
A debt policy is only certified when the Association's Review Team acknowledges that the policy has successfully met all criteria - including consistency with the governmental entity's legal authority and appropriateness for the policy's capital funding objectives.

The City of Miami uses the following debt instruments for long and short term financing:

**GENERAL OBLIGATION BONDS** are bonds supported by a pledge of the full faith and credit of the City as a method of repayment. As of September 30, 2004, the City has \$236,446,335 in general obligation bonds outstanding to support various City projects.



**SPECIAL REVENUE BONDS** are bonds supported by non-ad valorem revenues. As of September 30, 2004, the City has \$202,790,246 in special revenue bonds outstanding to support various City projects.





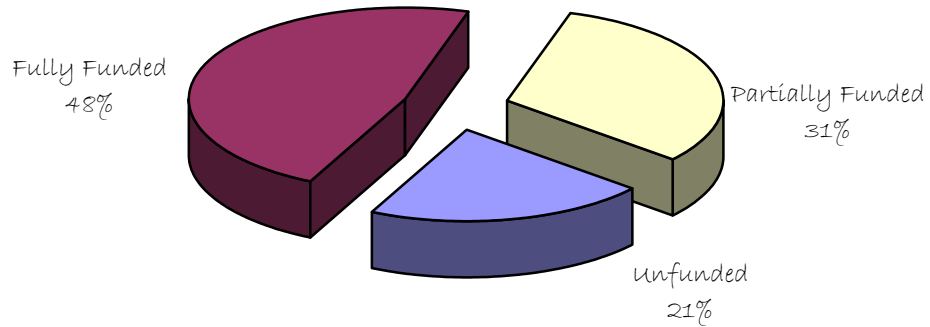
# CAPITAL IMPROVEMENT PLAN

The City of Miami's Capital Improvement Plan is an official statement of public policy regarding long-range physical improvements in support of priority themes identified by the Mayor and the City Manager. A capital improvement is defined as a capital or "in-kind" expenditure of \$5,000 or more, resulting in the acquisition, improvement, or addition to fixed assets in the form of land, buildings or improvements, more or less permanent in character, and durable equipment with a life expectancy of at least three years.

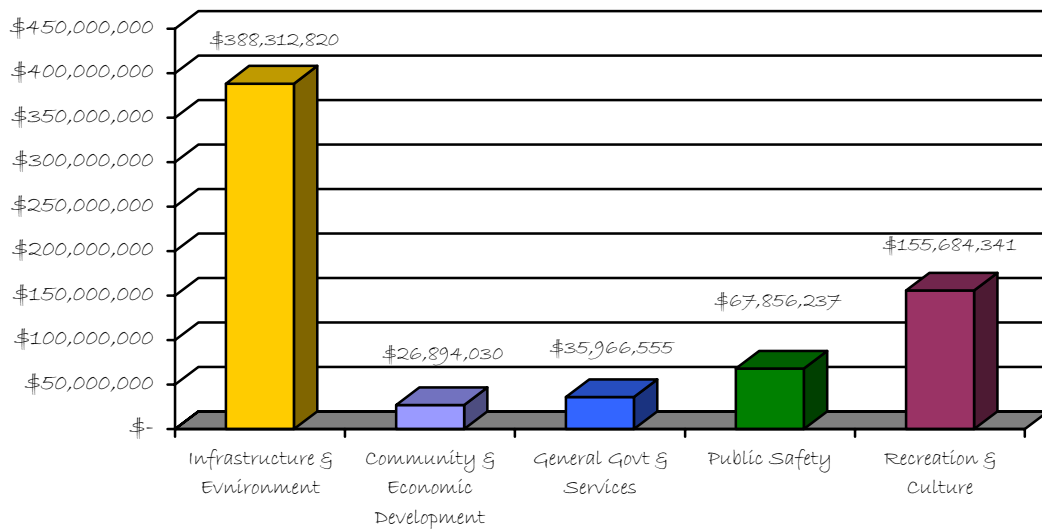
Within the Capital Improvement Plan, City projects and departments are grouped into five Program Areas supporting the City's Vision and Strategic Planning Process: Public Safety, Recreation & Culture, Infrastructure & Environment, Community & Economic Development, and General Government & Services. This grouping directly aligns each department's capital plan strategy and accountabilities with the City's Administration's priority themes, and links capital projects along functional lines to better capture and evaluate the resources and results. Departmental projects within the five program areas directly point to the primary intent or function of each job.

| Capital Plan Program Areas    | Department             | Strategic Objectives                           |   |   |
|-------------------------------|------------------------|--|---|---|
|                               |                        | Invest in Neighborhood & Environmental Quality | Improve Economic Health and Development | Operate as a Service Focused Organization |
| Public Safety                 | Fire-Rescue            |  |   | X   |
|                               | Police                 |  | X                                       | X   |
| Recreation & Culture          | Parks & Recreation     | X  |   | X   |
|                               | Public Facilities      | X  |   | X   |
| Infrastructure & Environment  | CIP & Transportation   | X  | X                                       | X   |
|                               | Public Works           | X  |   | X   |
|                               | Solid Waste            | X  |   | X   |
| Community & Economic Dev      | Planning               | X  | X                                       | X   |
|                               | Economic Development   | X  | X                                       | X   |
| General Government & Services | Information Technology |  |   | X   |
|                               | GSA & Facilities Mgmt  |  |   | X   |
|                               | Building               |  |   | X   |
|                               | Communications         |  |   | X   |
|                               | NET                    | X  |   | X   |

A total of 711 active and future capital projects, with a total estimated value in excess of \$1 billion have been identified citywide. Throughout the capital plan, department projects are classified as “funded”, “partially funded” or “unfunded”, based on the current availability of funds for each project.



### Funding Dollars by Program Area

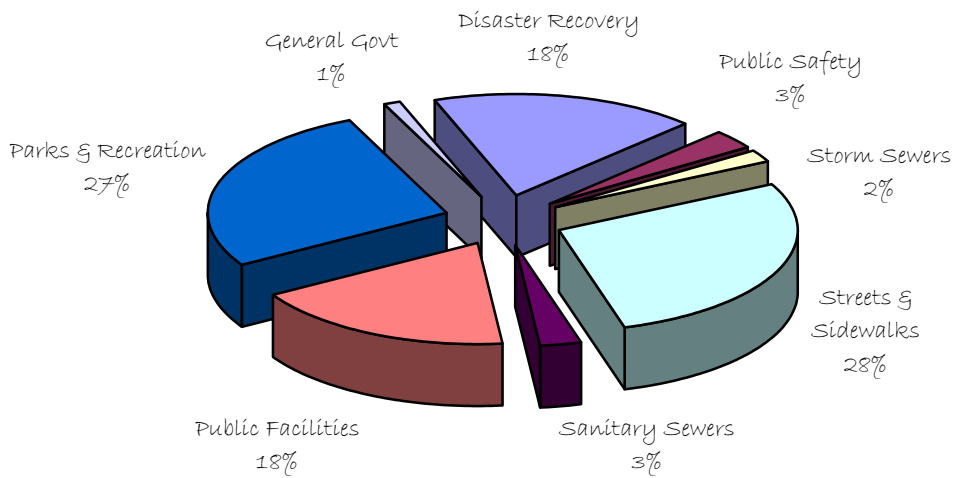


# CAPITAL PROJECTS

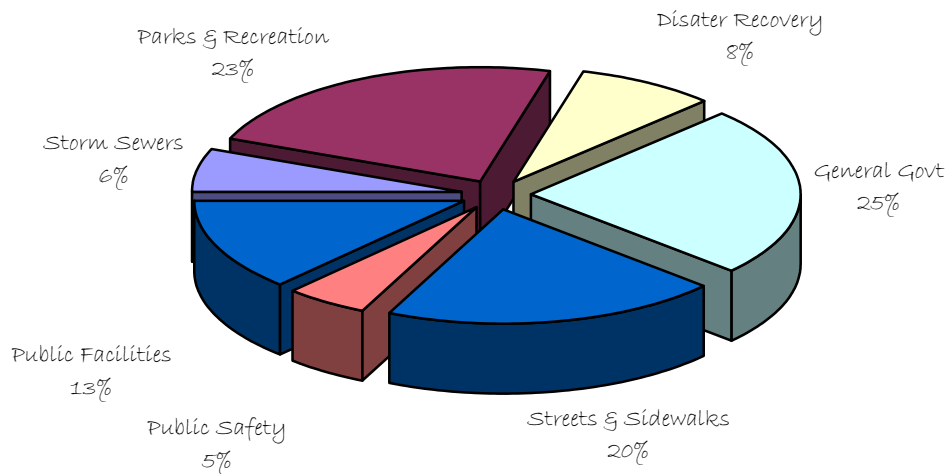
## REVENUES & EXPENDITURES

Capital project funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities and infrastructure. The financial resources of capital projects funds come from several different sources including general obligation bonds, state and federal government grants, and appropriations from the general or special revenue funds.

### REVENUES



### EXPENDITURES



# OTHER FINANCIAL INFORMATION

## Top Ten Taxpayers (1)

|    |                          |                         |                |
|----|--------------------------|-------------------------|----------------|
| 1  | SRI Miami Ventures, LP   | Real Estate Investments | \$ 250,000,000 |
| 2  | Florida Power & Light    | Utility                 | \$ 229,863,398 |
| 3  | Teachers Ins & Annuity   | Real Estate Investments | \$ 228,000,000 |
| 4  | Terremark                | Real Estate Investments | \$ 173,192,356 |
| 5  | Prudential Insurance Co. | Real Estate Investments | \$ 135,000,000 |
| 6  | Swire Properties         | Real Estate Investments | \$ 119,329,542 |
| 7  | 1111 Brickell Office LLC | Real Estate Investments | \$ 112,500,000 |
| 8  | 1000 Brickell LTD        | Real Estate Investments | \$ 98,715,075  |
| 9  | Biscayne Tower Group     | Office Building         | \$ 87,300,000  |
| 10 | Bellsouth                | Utility                 | \$ 83,560,461  |

## Property Tax Rates (1)

| Year | City of<br>Miami | County | Schools | State  | Special<br>Districts | Total   |
|------|------------------|--------|---------|--------|----------------------|---------|
| 2004 | 9.8425           | 6.754  | 9.100   | 0.7355 | 0.486                | 26.9180 |
| 2003 | 10.0680          | 6.279  | 9.252   | 0.7355 | 0.486                | 26.8205 |
| 2002 | 10.2130          | 6.265  | 9.376   | 0.7355 | 0.451                | 27.0405 |
| 2001 | 10.2750          | 6.403  | 9.617   | 0.7380 | 0.351                | 27.3840 |
| 2000 | 10.9000          | 6.625  | 9.744   | 0.6410 | 0.321                | 28.2310 |
| 1999 | 11.7900          | 6.860  | 10.260  | 0.6440 | 0.334                | 29.9965 |
| 1998 | 11.5195          | 7.268  | 10.462  | 0.7470 | -                    | 30.3635 |
| 1997 | 11.7055          | 7.582  | 10.366  | 0.7100 | -                    | 30.7275 |
| 1996 | 11.7055          | 7.946  | 10.389  | 0.6870 | -                    | 30.7275 |
| 1995 | 11.7055          | 7.946  | 10.389  | 0.6870 | -                    | 31.6691 |

## Population and Assessed Value

| Fiscal Year | Population (2) | Net Assessed Value (1) |
|-------------|----------------|------------------------|
| 2004        | 362,470        | \$ 18,871,123,318      |
| 2003        | 362,470        | \$ 16,937,886,770      |
| 2002        | 362,470        | \$ 15,113,061,441      |
| 2001        | 362,470        | \$ 13,771,366,359      |
| 2000        | 365,548        | \$ 13,113,056,310      |
| 1999        | 365,548        | \$ 12,376,009,783      |
| 1998        | 365,548        | \$ 11,696,969,554      |
| 1997        | 365,548        | \$ 11,349,392,794      |
| 1996        | 365,548        | \$ 10,991,490,637      |
| 1995        | 365,548        | \$ 10,489,820,136      |

(1) Miami-Dade County Property Appraiser's Office

(2) Estimates provided by the State of Florida, Division of Population Studies, Bureau of Business and Economic Research, University of Florida.

# HOW TO CONTACT US

CITY OF MIAMI WEBSITE

[WWW.CI.MIAMI.FL.US](http://WWW.CI.MIAMI.FL.US)

|  |              |  |              |
|--|--------------|--|--------------|
| <b>Mayor</b><br>Manuel A. Díaz                                     | 305-250-5300 | <b>Communications</b><br>Kelly Penton  | 305-416-1036 |
| <b>Commissioners:</b><br>Angel Gonzalez (District 1)               | 305-250-5430 | <b>Conferences, Conventions &amp; Public Facilities</b><br>Alejandra Argudin | 305-579-6341 |
| Johnny Winton (District 2)   | 305-250-5333 | <b>Economic Development</b><br>Laura Billberry                               | 305-416-1411 |
| Joe M. Sanchez (District 3)  | 305-250-5380 | <b>Employee Relations</b><br>Rosalie Mark                                    | 305-416-2110 |
| Tomas P. Regalado (District 4)                                     | 305-250-5420 | <b>Enterprise Resource Planning</b><br>Richard Porto                         | 305-416-1069 |
| Jeffery Allen (District 5)   | 305-250-5390 | <b>Finance</b><br>Scott Simpson  | 305-416-1377 |
| <b>City Manager</b><br>Joe Arriola                                 | 305-250-5400 | <b>Fire-Rescue</b><br>William W. Bryson                                      | 305-416-5401 |
| <b>Deputy City Manager/ CFO</b><br>Linda Haskins                   | 305-416-1009 | <b>General Services Administration</b><br>Kelly Barkett Jr.                  | 305-575-5130 |
| <b>Chief of Operations</b><br>Alicia Cuero Schreiber               | 305-416-1007 | <b>Grants Administration</b><br>Robert J. Ruano                              | 305-416-1532 |
| <b>Chief of Strategic Planning &amp; Budgeting</b><br>Larry Spring | 305-416-1011 | <b>Hearing Boards</b><br>Teresita L. Fernandez                               | 305-416-2038 |
| <b>Chief Information Officer</b><br>Peter W. Korinis               | 305-416-1027 | <b>NET</b><br>Ricardo Gonzalez   | 305-416-2074 |
| <b>Capital Improvements &amp; Transportation</b><br>Mary H. Conway | 305-416-1027 | <b>Parks &amp; Recreation</b><br>Ernest Burkeen Jr.                          | 305-416-1320 |
| <b>Auditor General</b><br>Victor I. Igwe                           | 305-416-2044 | <b>Planning &amp; Zoning</b><br>Ana Gelabert-Sanchez                         | 305-416-1470 |
| <b>Building Department</b><br>Hector Lima                          | 305-416-1102 | <b>Police</b><br>John F. Timoney   | 305-579-6565 |
| <b>CitiStat</b><br>Don Riedel                                      | 305-416-1785 | <b>Public Works</b><br>Stephanie N. Grindell                                 | 305-416-1050 |
| <b>City Attorney</b><br>Jorge L. Fernandez                         | 305-416-1810 | <b>Purchasing</b><br>Glenn Marcos  | 305-416-1910 |
| <b>City Clerk</b><br>Priscilla A. Thompson                         | 305.250-5260 | <b>Risk Management</b><br>Dania F. Carrillo                                  | 305-416-1767 |
| <b>Civil Service Board</b><br>Tishria L. Mindingall                | 305-416.2021 | <b>Solid Waste</b><br>Mario Soldevilla                                       | 305-575.5104 |
| <b>Civilian Investigative Panel</b><br>Shirley Richardson          | 305-579-2444 |  |              |
| <b>Code Enforcement</b><br>Mariano Loret de Mola                   | 305-416-2039 |  |              |
| <b>Community Development</b><br>Barbara Gomez-Rodriguez            | 305-416-1978 |  |              |

This report, as well as a variety of other information, can be obtained by visiting the City's web-site on the world wide web at:

<http://ci.miami.fl.us/Finance/Index.asp>



Questions, comments or suggestions regarding this report can be directed to Scott Simpson, Finance Director, at 305-416-1377. Email: [ssimpson@ci.miami.fl.us](mailto:ssimpson@ci.miami.fl.us)