

# Seattle Department of Finance Director's Records, 1983-2005

## Overview of the Collection

<b>Creator</b>	Seattle (Wash.). Dept. of Finance
<b>Title</b>	Seattle Department of Finance Director's Records
<b>Dates</b>	1983-2005 (inclusive) 1983 2005 1991-2002 (bulk)
<b>Quantity</b>	13.4 cubic feet, (23 boxes)
<b>Collection Number</b>	2700-01
<b>Summary</b>	Director's records, concerning City of Seattle finance, budgets, taxes, public development authorities and other issues.
<b>Repository</b>	<a href="#">Seattle Municipal Archives</a> Seattle Municipal Archives Office of the City Clerk City of Seattle PO Box 94728 98124-4728 Seattle, WA Telephone: 206-233-7807 Fax: 206-386-9025 <a href="mailto:archives@seattle.gov">archives@seattle.gov</a>
<b>Access Restrictions</b>	Records are open to the public.
<b>Languages</b>	English
<b>Sponsor</b>	Funding for processing this record series was provided through a grant from the National Historical Publications and Records Commission.

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## Historical Note

In 1991, Mayor Norm Rice convened a blue ribbon commission to review the City's financial management functions. That group proposed the formation of a Finance Department under the executive branch of government, to replace the existing elected offices of Comptroller and Treasurer. A City Charter amendment to that effect was referred to the voters at the November 1991 general election. The amendment passed and the details of the reorganization were laid out in Ordinance 115766. Preparations proceeded the following year to determine the organizational structure, responsibilities, and budget of the new department, which was inaugurated in January 1993. The department was organized into four divisions to reflect the main functions of treasury, accounting services, data processing system services, and Finance Department administration. In July 1994, the department's responsibilities were further broadened through a merger with the Department of Licenses and Consumer Affairs. This merger created one central location for obtaining licenses, making utility payments, and getting other types of financial services. The department also became responsible also for the city's animal shelter.

On January 1, 1997, the Finance Department was reorganized into the Executive Services Department. It became known as the Finance Division, and continued essentially the same services performed prior to consolidation.

The new Department of Finance, headed by a Director of Finance, was created in 2001 based on another reorganization outlined in Ordinance 120181. In May 2002 the Department was reorganized again to create two separate departments: the Department of Finance, which focused closely on financial management, and the Department of Executive Administration, which handled the operational and administrative tasks performed by the previous larger department. Finance was responsible for budget development and monitoring, debt management, financial policies, financial planning, performance measurement, and overall financial controls for the City of Seattle. The department also oversaw policy on city taxes, investments, accounting, and related activities.

## Content Description

Records of the Director of the Department of Finance, including correspondence, subject files, financial reports, working papers, committee files, and related material concerning accounting services, budgets, taxes, debt management, investments, other financial issues and capital projects, including development of the downtown civic center. Also included is correspondence of City Treasurer, Lloyd Hara, which predates the creation of the Department of Finance. Dwight Dively's files span his service as Director of the Executive Services Department and, subsequently, as Director of the Finance Department. Files of staffers of the Executive Services Department and Department of Finance are included which concern the Goals, Actions, Results and Measures (GARMS) of the Mayor's Office and City Council, and strategic planning on transportation, parking, Fire Department and other issues. Files concerning financial oversight of Public Development Authorities were created by the Office Management and Budget, Office of Management and Planning and Strategic Planning Office staff.

## Use of the Collection

### Preferred Citation

[Item and date], Finance Department Director's Records, Record Series 2700-01. Box [number], Folder [number]. Seattle Municipal Archives.

## Administrative Information

### Arrangement

Arranged into five subseries: City Treasurer's records, PDA Oversight records, GARM records, Director of Finance records and Strategic Advisors' records.

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## Detailed Description of the Collection

The following section contains a detailed listing of the materials in the collection.

### **2700-01: City Treasurer's Records, 1983-1992**

Seattle Department of Finance Director's Records, 1983-2005  
<http://archiveswest.orbiscascade.org/ark:/80444/xv94332>

1992 files also include Director of Finance, Elizabeth Reveal's correspondence.

Container(s)	Description	Dates
<b>Box/Folder</b>		
1/1	Affirmative Action	1986-1989
1/2	Legal - City Attorney Opinions	1990-1991
1/3	Legal Manual - City Treasurer's Office	1988-1989
1/4	Ocean View Community Beach Club LID Assessment	1984-1991
1/5	Ocean View Community Beach Club LID Assessment	1984-1991
1/6	Programs / Projects - Combined Utility Billing	1986-1988
1/7	Programs / Projects - Remittance Processing Replacement	1989
1/8	Programs / Projects - Warrants	1983-1989
1/9	Reports Of Loss (Cash Handling)	1983-1988
2/1	City Depts / Boards / Committees - Administrative Services	1992
2/2	City Depts / Boards / Committees - City Council	1992
2/3	City Depts / Boards / Committees - City Light	1992
2/4	City Depts / Boards / Committees - Comptroller	1992
2/5	City Depts / Boards / Committees - Comptroller - SFMS	1992
2/6	City Depts / Boards / Committees - Election Administration Board Of Ethics	1992
2/7	City Depts / Boards / Committees - Engineering Department	1992
2/8	City Depts / Boards / Committees - Engineering Department	1992
2/9	City Depts / Boards / Committees - Fire Department	1992
2/10	City Depts / Boards / Committees - Health Department	1992

<b>Container(s)</b>	<b>Description</b>	<b>Dates</b>
2/11	City Depts / Boards / Committees - Human Rights	1992
2/12	City Depts / Boards / Committees - Human Services	1992
2/13	City Depts / Boards / Committees - Intergovernmental Relations	1992
2/14	City Depts / Boards / Committees - Investment Committee	1992
2/15	City Depts / Boards / Committees - Law Department, City Attorney	1992
2/16	City Depts / Boards / Committees - License And consumer Affairs	1992
2/17	City Depts / Boards / Committees - Mayor's Office	1992
3/1	City Depts / Boards / Committees - Office Of Management And Budget	1992
3/2	City Depts / Boards / Committees - Parking Meter	1992
3/3	City Depts / Boards / Committees - Parks And Recreation	1992
3/4	City Depts / Boards / Committees - Personnel - Classification, Compensation	1992
3/5	City Depts / Boards / Committees - Personnel - General	1992
3/6	City Depts / Boards / Committees - Police Pension	1992
3/7	City Depts / Boards / Committees - Retirement System	1991-1992
3/8	City Depts / Boards / Committees - Retirement System	1991-1992
3/9	City Depts / Boards / Committees - Water Department	1992
3/10	Finance / Bonds	1992
3/11	Finance / Committees And Boards - Debt Management Policy Advisory Committee	1991-1992
3/12	Finance / Committees And Boards - Debt Management Policy Advisory Committee	1991-1992

<b>Container(s)</b>	<b>Description</b>	<b>Dates</b>
4/1	General - King County	1992
4/2	General - Washington State	1992
4/3	Local Improvement District (LID) Correspondence	1992
4/4	Operations Report - Finance	1992
4/5	Transition To Finance Department	1992
4/6	Transition To Finance Department	1991-1992
4/7	Treasurer's Office - Investment Advisory Committee	1992
4/8	Treasurer's Office - Mission Statement	undated
4/9	Treasurer's Office - Treasury Operations Advisory Committee	1991-1992
4/10	Treasurer's Office - Correspondence (Misc)	1992
4/11	Treasurer's Office - Staff Memos	1992
4/12	Reading Files - January	1992
4/13	Reading Files - February	1992
4/14	Reading Files - March	1992
4/15	Reading Files - April	1992
4/16	Reading Files - May	undated
4/17	Reading Files - June	1992
5/1	Reading Files - July	1992
5/2	Reading Files - August	1992
5/3	Reading Files - September	1992
5/4	Reading Files - October	1992

Container(s)	Description	Dates
5/5	Reading Files - November	1992
5/6	Reading Files - December	1992

## PDA Oversight Records, 1987-2001

Container(s)	Description	Dates
<b>Box/Folder</b>		
5/7	Public Development Authority - Pike Place Market, Reports And Information	1989-1991
5/8	Public Development Authority - Pike Place Market, Redevelopment Bond Documents	1987-1991
5/9	Public Development Authority - Pike Place Market, Proposal To Refuel PPM	1993
5/10	Public Development Authority - Pike Place Market, Fall Refunding	1996
5/11	Public Development Authority - Pike Place Market, Amendment To Contract For Sale Of Property	1991
6/1	Public Development Authority - Pike Place Market, OMB Staff Binder Re Charter Revision, etc	1991
6/2	Public Development Authority - Pike Place Market, Miscellaneous	1989-1997
6/3	Public Development Authority - Historic Seattle's Management Of Good Shepherd Center	1996-1998
6/4	Public Development Authority - Historic Seattle's Management Of Good Shepherd Center	1996-1998
6/5	Monorail	1998-2001
6/6	Monorail	1998-2001
6/7	Public Development Authority - Museum Development Authority	2001

Container(s)	Description	Dates
6/8	Public Development Authority - Pacific Hospital (Pacific Medical Center)	1988-1998
6/9	Public Development Authority - Pacific Hospital (Pacific Medical Center)	1988-1998
7/1	Public Development Authority - Seattle Chinatown International District	1999-2002
7/2	Public Development Authority - Miscellaneous Information	1991-1994

## GARM Records, 1998-1999

Container(s)	Description	Dates
<b>Box/Folder</b>		
7/3	Goals, Actions, Results And Measures (GARMS) and Matrix - Arts Commission	1999
7/4	Goals, Actions, Results And Measures (GARMS) and Matrix - Arts Commission Monitoring Report	1999
7/5	Goals, Actions, Results And Measures (GARMS) and Matrix - Arts Commission	1998
7/6	Goals, Actions, Results And Measures (GARMS) and Matrix - Auditor	1998-1999
7/7	Goals, Actions, Results And Measures (GARMS) and Matrix - Office Of Civil Rights	1999
7/8	Goals, Actions, Results And Measures (GARMS) and Matrix - Office Of Civil Rights	1998
7/9	Goals, Actions, Results And Measures (GARMS) and Matrix - Civil Service	1998
7/10	Goals, Actions, Results And Measures (GARMS) and Matrix - Civil Service	1999
7/11	Goals, Actions, Results And Measures (GARMS) and Matrix - Construction And Land Use	1998

<b>Container(s)</b>	<b>Description</b>	<b>Dates</b>
7/12	Goals, Actions, Results And Measures (GARMS) and Matrix - Construction And Land Use	1999
7/13	Goals, Actions, Results And Measures (GARMS) and Matrix - Court	1998-1999
7/14	Goals, Actions, Results And Measures (GARMS) and Matrix - Court	1999
7/15	Goals, Actions, Results And Measures (GARMS) and Matrix - Economic Development	1999
7/16	Goals, Actions, Results And Measures (GARMS) and Matrix - Economic Development	1998
7/17	Goals, Actions, Results And Measures (GARMS) and Matrix - EMP (Environmental Management)	1998-1999
7/18	Goals, Actions, Results And Measures (GARMS) and Matrix - Ethics	1998
7/19	Goals, Actions, Results And Measures (GARMS) and Matrix - Executive Services	1998-1999
7/20	Goals, Actions, Results And Measures (GARMS) and Matrix - Executive Services	1999
8/1	Goals, Actions, Results And Measures (GARMS) and Matrix - Health	1998-1999
8/2	Goals, Actions, Results And Measures (GARMS) and Matrix - Health	1998
8/3	Goals, Actions, Results And Measures (GARMS) and Matrix - Hearing Examiner	undated
8/4	Goals, Actions, Results And Measures (GARMS) and Matrix - Housing	1998-1999
8/5	Goals, Actions, Results And Measures (GARMS) and Matrix - Housing	1999
8/6	Goals, Actions, Results And Measures (GARMS) and Matrix - Human Services	1998-1999



<b>Container(s)</b>	<b>Description</b>	<b>Dates</b>
8/7	Goals, Actions, Results And Measures (GARMS) and Matrix - Human Services	1998-1999
8/8	Goals, Actions, Results And Measures (GARMS) and Matrix - Information Technology (DoIT)	1998-1999
8/9	Goals, Actions, Results And Measures (GARMS) and Matrix - Intergovernmental Relations	1998-1999
8/10	Goals, Actions, Results And Measures (GARMS) and Matrix - Intergovernmental Relations	1998-1999
8/11	Goals, Actions, Results And Measures (GARMS) and Matrix - Law	1998-1999
8/12	Goals, Actions, Results And Measures (GARMS) and Matrix - Legislative	1998-1999
8/13	Goals, Actions, Results And Measures (GARMS) and Matrix - Library	1998-1999
8/14	Goals, Actions, Results And Measures (GARMS) and Matrix - Library	1998-1999
8/15	Goals, Actions, Results And Measures (GARMS) and Matrix - Mayor's Office	1998-1999
8/16	Goals, Actions, Results And Measures (GARMS) and Matrix - Neighborhoods (DON/NPO)	1998-1999
8/17	Goals, Actions, Results And Measures (GARMS) and Matrix - Neighborhoods (DON/NPO)	1998-1999
8/18	Goals, Actions, Results And Measures (GARMS) and Matrix - Parks	1998-1999
8/19	Goals, Actions, Results And Measures (GARMS) and Matrix - Parks	1998-1999
9/1	Goals, Actions, Results And Measures (GARMS) and Matrix - Retirement	1998-1999
9/2	Goals, Actions, Results And Measures (GARMS) and Matrix - Seattle Center	1998-1999

<b>Container(s)</b>	<b>Description</b>	<b>Dates</b>
9/3	Goals, Actions, Results And Measures (GARMS) and Matrix - Seattle Center	1998-1999
9/4	Goals, Actions, Results And Measures (GARMS) and Matrix - SeaTran	1998-1999
9/5	My Beloved Garment	undated
9/6	Crazy Nabes Stuff (Neighborhood Plans)	1999
9/7	City Council Goals, Actions, Results And Measures (GARMS) - Response Memo	1999
9/8	City Council Goals, Actions, Results And Measures (GARMS) - Briefing, The Results Report	1999
9/9	City Council Goals, Actions, Results And Measures (GARMS) - Results Based Budgeting Briefing etc.	1999
9/10	City Council Goals, Actions, Results And Measures (GARMS) - Results Report	1999
9/11	City Council Goals, Actions, Results And Measures (GARMS) - Central Staff	1999
9/12	City Council Goals, Actions, Results And Measures (GARMS) - Docs / Info	1998
9/13	City Council Goals, Actions, Results And Measures (GARMS) - Choe Office	1998
9/14	City Council Goals, Actions, Results And Measures (GARMS) - Resolution	1998
9/15	City Council Goals, Actions, Results And Measures (GARMS) - Statements Of Legislative Intent	1999
9/16	City Council Goals, Actions, Results And Measures (GARMS) - Urban Sustainability	1999
9/17	City Council Goals, Actions, Results And Measures (GARMS) - Council Briefing	1999

## Director of Finance Records, 1989-2005, (bulk 1998-2002)

Dwight Dively's records.

Container(s)	Description	Dates
<b>Box/Folder</b>		
9/18	Accounting - Transportation / ESF	1999
9/19	Accounting - General Fund Cash	1999
9/20	Accounting - Governmental Accounting Standards Board	2001
9/21	Accounting - Street Light Audit	2001
9/22	Accounting - Executive Services Dept. Reorganization	2000
9/23	Admissions Tax Background	1989-1996
9/24	Business And Operations Tax - Associated Grocers	2001
9/25	Business And Operations Tax - Banks	2000
9/26	Business And Operations Tax - Birmingham Steel	2001
9/27	Business And Operations Tax - Case Status	2001
10/1	Business And Operations Tax - Meetings	2001
10/2	Business And Operations Tax - Model Ordinance: City	2001
10/3	Business And Operations Tax - Model Ordinance: State	2001
10/4	Business And Operations Tax - Ordinances	1999
10/5	Business And Operations Tax - Overall Tax Reform	1999-2001
10/6	Business And Operations Tax - Overall Tax Reform	1999-2001
10/7	Business And Operations Tax - Software	1999-2001
10/8	Business And Operations Tax - Sports	2001

<b>Container(s)</b>	<b>Description</b>	<b>Dates</b>
10/9	Business And Operations Tax - State Task Force	2001
10/10	Business And Operations Tax - Threshold	2001
10/11	Business And Operations Tax - Trucking	1996-1998
11/1	Capital Projects - Admiral Garage	2000
11/2	Capital Projects - Admiral Garage	1999-2000
11/3	Capital Projects - Aquarium Activities	2000
11/4	Capital Projects - Aquarium Memorandum Of Understanding	1999
11/5	Capital Projects - Arts Funding	2000
11/6	Capital Projects - Galer Street Bridge	1996-1999
11/7	Capital Projects - Interbay Golf	2000-2001
11/8	Capital Projects - International District Village Square II	2001
11/9	Capital Projects - MOHAI (Museum Of History And Industry)	2000-2001
11/10	Capital Projects - Mounted Patrol	2000
11/11	Capital Projects - Performance Hall	2000
12/1	Capital Projects - Performance Hall	2001
12/2	Capital Projects - Roy Street Shops	1999-2001
12/3	Capital Projects - Sculpture Garden	1999-2001
12/4	Capital Projects - South Lake Union	2000
12/5	Capital Projects - Tower Records	2000-2001
12/6	Capital Projects - Training Facility	1999-2001
12/7	Capital Projects - Transit Initiative	2000

<b>Container(s)</b>	<b>Description</b>	<b>Dates</b>
12/8	Capital Projects - Transportation Mobility	2000
12/9	Capital Projects - Zoo	1998-2001
12/10	City Budget 2000 - 1999 Year End	1999
12/11	City Budget 2000 - I-695 Backfill	2000
12/12	City Budget 2000 - SeaTran	2000
12/13	City Budget 2000 - VLF	undated
12/14	City Budget 2000 - Year-end	2000
12/15	City Budget 2001-2002 - APEX/SAM	2000
12/16	City Budget 2001-2002 - Arts Funding Policy	2000
12/17	City Budget 2001-2002 - Budget Priorities	2000
12/18	City Budget 2001-2002 - Budget Process	2000
12/19	City Budget 2001-2002 - Council Issues	2001
12/20	City Budget 2001-2002 - Debt Service	2000
12/21	City Budget 2001-2002 - Fall Budget Cuts	2001
12/22	City Budget 2001-2002 - Financial Projections	2000
12/23	City Budget 2001-2002 - Housing	2000
12/24	City Budget 2001-2002 - I-71	undated
12/25	City Budget 2001-2002 - I-695 Ballot Options	2000
12/26	City Budget 2001-2002 - I-695 Fee Options	undated
12/27	City Budget 2001-2002 - I-695 General	2000
13/1	City Budget 2001-2002 - I-722	2000-2001

<b>Container(s)</b>	<b>Description</b>	<b>Dates</b>
13/2	City Budget 2001-2002 - I-745	2000
13/3	City Budget 2001-2002 - I-747	2001
13/4	City Budget 2001-2002 - Major Maintenance	2000
13/5	City Budget 2001-2002 - Mayor's Decisions	2000
13/6	City Budget 2001-2002 - Mayor's Proposal	2000-2001
13/7	City Budget 2001-2002 - November Proposal	2001
13/8	City Budget 2001-2002 - November Revision	2000
13/9	City Budget 2001-2002 - Results-Based Budgeting	1999-2000
13/10	City Budget 2001-2002 - Revenues	2001
13/11	City Budget 2001-2002 - Seattle Center	2000
13/12	City Budget 2001-2002 - Seattle Public Utilities	2000
13/13	City Budget 2001-2002 - Sound Transit	2000
13/14	City Budget 2001-2002 - Spring Retreat	2000
13/15	City Budget 2001-2002 - Transportation	2001-2002
13/16	City Budget 2001-2002 - WTO (World Trade Organization)	2001-2002
13/17	Debt - Benaroya Hall Music Center	2000
13/18	Debt - Bond Counsel Contract	2000
13/19	Debt - City Light	2000
14/1	Debt - Commercial Paper Program	2000
14/2	Debt - Concert Hall Redemption	2000
14/3	Debt - Debt Capacity And I-722	2000

<b>Container(s)</b>	<b>Description</b>	<b>Dates</b>
14/4	Debt - Debt Planning And Schedule	1996-1999
14/5	Debt - Debt Policy Review	1998-1999
14/6	Debt - Golf Course Financing	2000
14/7	Debt - Long Term General Obligation Bonds	2001
14/8	Debt - Management Plan	2000
14/9	Downtown Civic Center - Budget And Finance	2001
14/10	Investments - Policies	1994
14/11	Miscellaneous - 2000 Census	2001
14/12	Miscellaneous - Benaroya Hall Music Center Board	2000
14/13	Miscellaneous - City Finances	2000
14/14	Miscellaneous - City South Boundary	1998-2000
14/15	Miscellaneous - Initiatives	2000
14/16	Miscellaneous - Interbay Golf	2000
14/17	Miscellaneous - Monorail	2000-2001
14/18	Miscellaneous - Transition Papers	2001
14/19	Pacific Place Garage - Clean Litigation	1998-2000
14/20	Pacific Place Garage - Condo Association	1999-2000
15/1	Pacific Place Garage - Equipment	2000-2001
15/2	Pacific Place Garage - Finances	2001
15/3	Pacific Place Garage - Financial Reports	2000
15/4	Pacific Place Garage - Parking Oversight Committee	2000

<b>Container(s)</b>	<b>Description</b>	<b>Dates</b>
15/5	Pacific Place Garage - Rates	1998-1999
15/6	Property Taxes - Emergency Medical Services	2000
15/7	Property Taxes - Legislation	2000
15/8	Property Taxes - Levy Capacity And I-722	undated
15/9	Property Taxes - Local Parks Authority	1999-2000
15/10	Property Taxes - Parks Levy Lid Lift	2000
15/11	Retirement System - Asset Allocation Study	2001
15/12	Retirement System - Benefit Enhancements	2001
15/13	Retirement System - Benefits Policy	2000
15/14	Retirement System - Benefits Review	2000
15/15	Retirement System - Buybacks	2001
15/16	Retirement System - Funding Policy	1998-1999
15/17	Retirement System - Investment Committee	2001
15/18	Retirement System - Investment Policy Review	1999
15/19	Revenues - Economic Forecasts	1998-2001
15/20	Revenues - Status Reports	2000-2001
15/21	Risk Management - Insurance	2001
15/22	Risk Management - Policy Review	2001
16/1	Risk Management - Policy Review	2001
16/2	Tax Policy Issue - Electronic Commerce	2000
16/3	Finance - General	1999-2001



<b>Container(s)</b>	<b>Description</b>	<b>Dates</b>
16/4	Finance - General	1998
16/5	Finance - General	1994-1998
16/6	Finance - General	1998
16/7	Finance - General	1987-1998
17/1	Accounting - 2001 State Audit	2001-2002
17/2	Accounting - 2002 State Audit	2002
17/3	Administration - All Staff Meetings	2002
17/4	Administration - Drago Meetings	2002
17/5	Administration - Law Dept. Meetings	2002
17/6	Administration - 2002 Reorganization	2002
17/7	Administration - Strategic Planning Office Reorganization	2002
17/8	Administration - Team lead Meetings	2002
17/9	Business and Occupation Tax - Appeals	1998
17/10	Business and Occupation Tax - Associated Grocers	1992-1999
17/11	Business and Occupation Tax - Auto Manufacturers	1999-2000
17/12	Business and Occupation Tax - Biotechnology	2001
17/13	Business and Occupation Tax - Cable Modem	2002
17/14	Business and Occupation Tax - Case Status	2002
17/15	Business and Occupation Tax - Deferred Revenue Account	2000-2002
17/16	Business and Occupation Tax - Holland America	2000-2001
17/17	Business and Occupation Tax - Legal Cases	undated

<b>Container(s)</b>	<b>Description</b>	<b>Dates</b>
17/18	Business and Occupation Tax - 2002 Legislature	2002
17/19	Business and Occupation Tax - Meetings	2002-2003
17/20	Business and Occupation Tax - Photo Disk	1998
17/21	Business and Occupation Tax - Trucking	2002-2005
17/22	Business and Occupation Tax - WRQ	1998-1999
17/23	Budget - Background	2000
17/24	Budget - Ballot Measure History	2001
17/25	Budget - Capital Budget History	2000
17/26	Budget - Capital Planning	undated
17/27	Budget - Cost To Residents Study	2000
17/28	Budget - Human Services Funding	2001
17/29	Budget - Initiatives	2001
17/30	Budget - Long-Term Budget Trends	2000-2001
17/31	Budget - Position History	2000-2002
17/32	Budget - Standard Ordinance Language	2002
17/33	1998 Budget - NBA Lockout	1998-1999
17/34	1998 Budget - Street Lights	1998-1999
17/35	2000 Budget - Initiative 695	1999
17/36	2000 Budget - Initiative 695	1999
17/37	2000 Budget - Sustainability	1999
17/38	2002 Budget - 2001 Year-End	2001-2002

<b>Container(s)</b>	<b>Description</b>	<b>Dates</b>
17/39	2002 Budget - City Light	2002
17/40	2002 Budget - Council Budget Committee	2002
17/41	2002 Budget - Dept. of Finance	2002
17/42	2002 Budget - Earthquake	2002
17/43	2002 Budget - Families and Education Levy	2002
17/44	2002 Budget - Fire Dept.	2002
17/45	2002 Budget - Libraries For All Fiscal Note	2002
17/46	2002 Budget - March Reductions	2002
17/47	2002 Budget - Overview	2001
17/48	2002 Budget - Public Safety IT	2002
17/49	2002 Budget - Seattle Center	2002
17/50	2002 Budget - Seattle Public Utilities	2002
17/51	2002 Budget - Separation Incentive Program	2002
17/52	2002 Budget - Supplementals	2002
18/1	2003-2004 Budget - APEX / SAM	2002
18/2	2003-2004 Budget - Budget Cut Ideas	undated
18/3	2003-2004 Budget - Budget Information Requests	2002
18/4	2003-2004 Budget - Budget Information Requests	2002
18/5	2003-2004 Budget - Budget Information Requests	2002
18/6	2003-2004 Budget - Budget Information Requests	2002
18/7	2003-2004 Budget - Budget Issue Papers	2002

<b>Container(s)</b>	<b>Description</b>	<b>Dates</b>
18/8	2003-2004 Budget - Budget Issue Papers	2002
18/9	2003-2004 Budget - Capital Budget, Cumulative Reserve Fund	2002
18/10	2003-2004 Budget - Cost Allocation	2002-2003
18/11	2003-2004 Budget - Council Actions	2002
18/12	2003-2004 Budget - Debt Service	2002
18/13	2003-2004 Budget - Dept. of Executive Administration / DOIT Merger	2002
18/14	2003-2004 Budget - Department Presentations	2002
18/15	2003-2004 Budget - Department Tracking Sheets	2002
18/16	2003-2004 Budget - Guidelines	2002
18/17	2003-2004 Budget - Health Care	2002
18/18	2003-2004 Budget - Health Dept. Joint Executive Committee	2002
18/19	2003-2004 Budget - Judgement / Claims	2002
18/20	2003-2004 Budget - Labor Briefings	2002
18/21	2003-2004 Budget - Marine Fire Protection	2002
18/22	2003-2004 Budget - Mayor's Decisions	2002
18/23	2003-2004 Budget - Mayor's Decisions	2002
18/24	2003-2004 Budget - Mayor's Decisions	2002
18/25	2003-2004 Budget - Mayor's Priorities	2002
18/26	2003-2004 Budget - Neighborhood Matching Fund	2002
18/27	2003-2004 Budget - Outstanding Issues	2001-2002
18/28	2003-2004 Budget - Parking Revenues	2002

<b>Container(s)</b>	<b>Description</b>	<b>Dates</b>
18/29	2003-2004 Budget - Press Releases	2002
18/30	2003-2004 Budget - Process	2002
18/31	2003-2004 Budget - Reinvesting In Youth	2002
18/32	2003-2004 Budget - Retirement	2002
18/33	2003-2004 Budget - Seattle Center	2002
18/34	2003-2004 Budget - Space Rent	2002
18/35	2003-2004 Budget - Street Lights	2002
18/36	2003-2004 Budget - Weights and Measures	2002
18/37	2003-2004 Budget - Youth Programs	2002
19/1	Capital Projects - Alaskan Way Viaduct	2001-2002
19/2	Capital Projects - Capital Cabinet	2002
19/3	Capital Projects - CIP 101 Presentation To Council	1998
19/4	Capital Projects - Fire Station 10	2000
19/5	Capital Projects - Fire Station Long-Range Plan	2000-2002
19/6	Capital Projects - Golf	2002
19/7	Capital Projects - Hygiene Center	2002
19/8	Capital Projects - International District Village Square II	2001-2002
19/9	Capital Projects - Joint Athletic Facilities Development Program	2002
19/10	Capital Projects - Key Arena	1998-1999
19/11	Capital Projects - Monorail	2002
19/12	Capital Projects - Northgate	2002-2003

<b>Container(s)</b>	<b>Description</b>	<b>Dates</b>
19/13	Capital Projects - Olympic Sculpture Park	2002
19/14	Capital Projects - Piers 62/63	2002
19/15	Capital Projects - Reservoir Covers	2002
19/16	Capital Projects - Seattle Center	1997-1999
19/17	Capital Projects - West Precinct	1998-1999
19/18	Capital Projects - Zoo	2002
19/19	Debt - Annual Debt Report	1999
19/20	Debt - Arbitrage Status Report	1999
19/21	Debt - Arbitrage	2002
19/22	Debt - City Light	1999
19/23	Debt - City Light Refunding	2002
19/24	Debt - Debt Capacity	2002
19/25	Debt - Debt Service Schedules	2003
19/26	Debt - Debt Management Policy Advisory Committee	2002
19/27	Debt - Drainage and Wastewater Utility	1999
19/28	Debt - Drainage and Wastewater Utility	2002
19/29	Debt - Efficiency Studies	1999
19/30	Debt - Fitch Rating	1997-1999
19/31	Debt - General Background	1994-2001
19/32	Debt - General Bond Issues: History	1992-1997
19/33	Debt - Initiative 695	1999

<b>Container(s)</b>	<b>Description</b>	<b>Dates</b>
19/34	Debt - International District Village Square Guarantee	2002
19/35	Debt - Key Tower Refinancing	1999
19/36	Debt - Law Department	2002
19/37	Debt - Legal Cases	1997-1999
19/38	Debt - Library UTGO	1999
19/39	Debt - LTGO Issue	1999
19/40	Debt - LTGO Issue	2002
19/41	Debt - LTGO / UTGO Sale	2002
19/42	Debt - Planning	1999
19/43	Debt - PDA Refunding	2001-2002
19/44	Debt - Rating Agency Presentations	1997-1999
19/45	Debt - Rating Agency Presentations	2001
19/46	Debt - Rating Agency Reports	2002
19/47	Debt - Rating Agency Reports	1995-1999
19/48	Debt - Solid Waste	1999
19/49	Debt - Water	1999
19/50	Debt - Water Series B	1999
19/51	Debt - Water Variable Rate	2001-2002
19/52	Downtown Civic Center - Briefings	1998
19/53	Downtown Civic Center - Budget and Finance	2002
19/54	Downtown Civic Center - City Hall	2000-2001

<b>Container(s)</b>	<b>Description</b>	<b>Dates</b>
19/55	Downtown Civic Center - City Hall Design	1998-1999
19/56	Downtown Civic Center - Client Group Meetings	1999
19/57	Downtown Civic Center - Client Group Meetings	1999
20/1	Downtown Civic Center - Client Group Meetings	2000
20/2	Downtown Civic Center - Client Group Meetings	2000
20/3	Downtown Civic Center - Client Group Meetings	2002
20/4	Downtown Civic Center - Concierge	2000
20/5	Downtown Civic Center - Courthouse Planning	1998-1999
20/6	Downtown Civic Center - Customer Service Center	1999
20/7	Downtown Civic Center - Descriptions (Includes Drawings)	1998
20/8	Downtown Civic Center - Development Approaches	1998
20/9	Downtown Civic Center - Dexter Horton Sale	1999-2000
20/10	Downtown Civic Center - Financial Analysis	1998-1999
20/11	Downtown Civic Center - Financial Analysis	1998-1999
20/12	Downtown Civic Center - Jail Tunnel	2000-2002
20/13	Downtown Civic Center - Justice Center	2000
20/14	Downtown Civic Center - Key Tower	2000
20/15	Downtown Civic Center - Sale of Key Tower	1998-1999
20/16	Downtown Civic Center - Key Tower Status	2000-2002
20/17	Downtown Civic Center - Legal Issues	1997-1998
20/18	Downtown Civic Center - Legislation	1999-2000



<b>Container(s)</b>	<b>Description</b>	<b>Dates</b>
20/19	Downtown Civic Center - Management Meetings	2000
20/20	Downtown Civic Center - Master Plan	1999
20/21	Downtown Civic Center - Monthly Reports	2000
20/22	Downtown Civic Center - Park Plan 90/5	-
20/23	Downtown Civic Center - Parking Garage	1999
20/24	Downtown Civic Center - Policy Development	1998
20/25	Downtown Civic Center - QA Reports	2000
20/26	Downtown Civic Center - Schell 2/98 Proposal	1998
20/27	Downtown Civic Center - Sustainability	1999-2000
20/28	Downtown Civic Center - Technology Plan	2000
20/29	Downtown Civic Center - Utility Purchase of Key Tower	1998
20/30	Economics - Inflation Estimates	2001-2002
20/31	Economic Reports	2001-2002
20/32	Financial Policies - Budget Development	undated
20/33	Financial Policies - City Light	2001
20/34	Financial Policies - Elections	1996
20/35	Financial Policies - Review	2001
20/36	Firefighters Pension Board	2002
20/37	Funds - Cumulative Reserve	2000
20/38	Funds - Engineering Services	2001
20/39	Funds - Emergency Funds	1994-1998

<b>Container(s)</b>	<b>Description</b>	<b>Dates</b>
20/40	Funds - 2001 Fund Balance Review	2001-2002
20/41	Funds - Initiative 53 Planning Fund (Elevated Transportation Company)	2000-2001
20/42	Funds - Interfund Loans	1997
20/43	Funds - Personnel Sub funds	undated
20/44	Funds - Transfer of Development Rights	1996-1999
20/45	Funds - Transfer of Development Rights	2000-2002
20/46	Investments - Monthly Reports	2002-2003
20/47	Investments - Monthly Reports	2002
20/48	Labor Relations - Background	undated
20/49	Labor Relations - Labor Relations Policy Committee Meetings	2002
20/50	Labor Relations - Voluntary Separation	2002
20/51	Miscellaneous - Accountability Agreements	2002
20/52	Miscellaneous - Annexation Studies	1997
20/53	Miscellaneous - Association of Washington Cities Fiscal Work Group	2002
20/54	Miscellaneous - 2002 Ballot Measures	2004
20/55	Miscellaneous - Benaroya Hall Music Center Board	2002
20/56	Miscellaneous - Business Management Council	2002
20/57	Miscellaneous - Census (2000)	2002
21/1	Miscellaneous - Charter Reform	1996-1999
21/2	Miscellaneous - City Resident Surveys	1999

<b>Container(s)</b>	<b>Description</b>	<b>Dates</b>
21/3	Miscellaneous - City Surveys	2002
21/4	Miscellaneous - Economic Vitality Subcabinet	2002
21/5	Miscellaneous - Initiative 776, Vehicle Fees	2002
21/6	Miscellaneous - Jail Negotiations	2002-2003
21/7	Miscellaneous - Organization, DOF	undated
21/8	Miscellaneous - Parking Study	2002
21/9	Miscellaneous - Presentations	1995-1996
21/10	Miscellaneous - Public-Private Task Force	1999
21/11	Miscellaneous - Transportation Funding	2002
21/12	Pacific Place - Finances and Rates	2002
21/13	Pacific Place - Garage Financial Reports	1999
21/14	Pacific Place - Garage Operator Selection	1998-1999
21/15	Pacific Place - Parking Oversight Committee	1998-1999
21/16	Pacific Place - Parking Oversight Committee	2002
21/17	Police Pension Actuarial Report	undated
21/18	Police Pension Board Meetings	2002
21/19	Property Taxes - Assessed Value	2002
21/20	Property Taxes - Banked Capacity	2002
21/21	Property Taxes - Housing Levy Renewal	2002
21/22	Property Taxes - Levy	1999
21/23	Property Taxes - Metropolitan Parks District	1998-1999

<b>Container(s)</b>	<b>Description</b>	<b>Dates</b>
21/24	Property Taxes - Multi-Family Housing Program	2002
21/25	Property Taxes - New Authority	1996-1998
21/26	Property Taxes - Post I-747 Calculations	2002
21/27	Property Taxes - Seattle Center Levy Renewal	1997
21/28	Property Taxes - State Legislation	2002
21/29	Retirement - City Employees Retirement System Meetings	2002
21/30	Retirement - Contribution Rate Change	1999
21/31	Retirement - Investment Committee	2002
21/32	Retirement - Zoo SIP	2002
21/33	Revenues - Auto Dealers	2001
21/34	Revenues - Business and Occupation Tax	2002
21/35	Revenues - Business and Occupation Tax Analysis	1999
21/36	Revenues - Downtown	1997-2002
21/37	Revenues - Forecasts	2002
21/38	Revenues - Parking Tax	2001-2002
21/39	Revenues - Status Reports	2002
21/40	Revenues - Transportation Funding Options	undated
21/41	Risk Management Committee Reports	2002
21/42	Strategic Capital Agenda - Ballot Measures	1999
21/43	Strategic Capital Agenda - Council Process	1998-1999
21/44	Strategic Capital Agenda - Mayor's Proposal	1999

Container(s)	Description	Dates
21/45	Strategic Capital Agenda - Metropolitan Park District	1999
21/46	Strategic Capital Agenda - Neighborhoods	1999
21/47	Strategic Capital Agenda - Polling	1999
21/48	Strategic Capital Agenda - Reports	1998
21/49	Strategic Capital Agenda - Seattle Center / Community Centers	1999
21/50	Summit - Background	1997-1999
21/51	Summit - Benefits Analysis	1998
21/52	Summit - Council Briefings	1998-1999
21/53	Tax Policy - County Utility Tax	2002
21/54	Tax Policy - Initiative 776	2002
21/55	Tax Policy - New Local Tax Authority	2001
21/56	Tax Policy - Sales Tax On Services	2002
21/57	Tax Policy - State Tax Comparisons	2001
21/58	Tax Policy - State Tax Structure	2002

## Strategic Advisor Records, 1986-2003

Arranged by staff member.

Container(s)	Description	Dates
Box/Folder		
22/1	Commute Trip Reduction	1993
22/2	Commute Trip Reduction	1992-2000
22/3	Commute Trip Reduction	1993

<b>Container(s)</b>	<b>Description</b>	<b>Dates</b>
22/4	Downtown Parking Task Force	1993
22/5	METRO	1994
22/6	Parking and Circulation Task Force	1993
22/7	Parking Council	1992-1993
22/8	Parking Meters	1986-1988
22/9	Parking Meter SLINT	1993-1994
22/10	Blue Ribbon Commission On Transportation	1998-1999
22/11	Budget Briefing Book	1999-2000
22/12	Commute Trip Reduction	1997-2000
22/13	Council Budget Hearings, Meetings, Questions	1998
22/14	Gateway Project	1998
22/15	Great Streets	1998
22/16	Mayor's Downtown Shuttle	2000
22/17	Millennium Trees and Bridges	1993-1999
22/18	NE 112th St / Northgate	1998-1999
22/19	Parking Tax	1998-2000
22/20	Parking Tax for SeaTran	2000
22/21	Ride Free Area Agreement	1997-1999
22/22	Seahawks / Husky Stadium	1999
22/23	SeaTran Budget	1997-1998
22/24	SeaTran Budget	1998

<b>Container(s)</b>	<b>Description</b>	<b>Dates</b>
22/25	SeaTran Budget	1998
22/26	SeaTran Budget	1998
22/27	SeaTran Budget Issue Papers	1998
22/28	SeaTran Budget Issue Papers - Background	1998
22/29	SeaTran Business Plan Review	2000
22/30	SeaTran Environmental Management Initiative / Hazmat	1998
22/31	SeaTran Transportation Improvement Grants	1998-2000
23/1	Seattle Transit Initiative	1999-2000
23/2	Shoreline Street Ends	1998-1999
23/3	Shoreline Street Ends	1998-1999
23/4	Shoreline Street Ends - Parks and Background	1996-1999
23/5	Shoreline Street Ends - Ordinance Drafts	1998-1999
23/6	Shoreline Street Ends	1999-2001
23/7	Short-Timing Meters	1999-2000
23/8	Smart Parking Meters	1998
23/9	South Downtown Pedestrian Connections	1999
23/10	Studded Tires	1998
23/11	Transportation Finance	1998-2000
23/12	Transportation - Mobility Message, Summit, Priorities	2000
23/13	Transportation Strategic Plan	1994-1999
23/14	Year-End Supplemental Ordinance - Bridge Seismic Program, Parking Meters	2000

Container(s)	Description	Dates
23/15	Fire Department - Advanced Life Support	2003
23/16	Fire Department - Fire Alarm Center	2003
23/17	Fire Department - Fire Alarm Center Staffing	2003
23/18	Fire Department - Overtime	undated
23/19	Fire Department and SPU Training Campus	2000
23/20	Fire Station No. 31	2001-2003
23/21	Denny Triangle	2001
23/22	Dept of Executive Administration / Dept of Finance BIPs	2003

## Names and Subjects

### Subject Terms :

Bonds--Washington (State)--Seattle  
 Budget--Washington (State)--Seattle  
 Municipal finance--Washington (State)--Seattle  
 Pike Place Market (Seattle, Wash.)  
 Public investments--Washington (State)--Seattle  
 Taxation--Washington (State)--Seattle

### Personal Names :

Dively, Dwight  
 Hara, Lloyd  
 Reveal, Elizabeth C.

### Corporate Names :

Seattle (Wash.). Dept. of Finance  
 Seattle (Wash.). Executive Services Dept.  
 Seattle (Wash.). Office of the Treasurer

### Geographical Names :

Seattle (Wash.)

Finding aid prepared by Janet Ness  
 2010