



**Commissioners**

Tom Albro  
Commission President  
Stephanie Bowman  
Bill Bryant  
John Creighton  
Courtney Gregoire

Tay Yoshitani  
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**APPROVED MINUTES  
COMMISSION SPECIAL MEETING JULY 23, 2013**

The Port of Seattle Commission met in a special meeting Tuesday, July 23, 2013, in the International Auditorium of the Conference Center at Seattle-Tacoma International Airport, Seattle, Washington, for the purpose of holding a budget retreat with members of the Port's senior executive team. Commissioners Albro, Bowman, Bryant, Creighton, and Gregoire were present. Commissioner Bryant was present after 8:55 a.m.

**CALL TO ORDER**

The special meeting was called to order at 8:21 a.m. by Tom Albro, Commission President.

The Commission engaged in a discussion with Port staff that included consideration of the following topics:

- 2014 budget process overview, including budget calendar and deadlines, history of proactive budget and cost management, 2013-2018 revenue projections, and budget assumptions.
- Importance of aligning the divisions' milestones and business plans and the Public Affairs strategy to the Century Agenda.
- Real Estate issues.
- Seaport issues.
- Identification of "top 3" areas for revenue growth and "top 3" areas for expense cost control for use as a lens throughout the 2014 budget process.
- Evaluation of embedded legacy costs and Information and Communications Technology allocations.
- Importance of lean operations and continuous process improvement to find efficiencies, simplify processes, and reduce costs, including adoption of a revised delegation of authority.
- The need to focus on only a few goals.

The special meeting was recessed at 10:20 a.m. for 10 minutes.

**ADJOURNMENT**

There being no further business, the special meeting was adjourned at 11:46 a.m.

Bill Bryant  
Assistant Secretary  
Minutes approved: August 20, 2013.