

Challenges	Skills	Outcome	Lessons Learned	Best Practice
Financial – Seaport performing very poorly	People skills – ability to have open communication with individual workers	Team approach	Continue to monitor financial statements (i.e. budget, P&L, etc.)	- Prior to purchasing, hiring and pricing – get a good handle on the financial position of the port and how is affected.
Reduced throughput, falling revenues	Analysis of port pricing/recommendations	Partial tariff review	Importance of communication/teamwork	- Regular tariff review - Involvement of port community in port management and practices
Finance Team - Deficiency in financial skill-set ; lack of succession planning, need for improved understanding and support from cost center managers	Many years of experience in different industries; organizational skills; don't rely on status quo (always room for improvement)	Several key, quality new hires with necessary experience; streamlined processes to improve timely financial results; gain organizational trust & understanding of financial processes	Changes takes time; “Life still happens” - unplanned events create demand on time; communication is essential; be open to needs of others	- Work as a team - Create meaningful, necessary processes
Planning for growth; lack of consistent processes and procedures to support increased workloads	Lessons learned from other public agencies which experienced significant growth	Better information; reduced risk; efficiencies	Don't reinvent the wheel – use what works for others	- Get support from top down - Involve departments/end users early to get better end result and buy-in - Consistency and accountability