

**THE NORTHWEST SEAPORT ALLIANCE**  
**MEMORANDUM**

**MANAGING MEMBERS**  
**ACTION ITEM**

**Item No.** 4D  
**Date of Meeting** April 3, 2018

**DATE:** March 29, 2018  
**TO:** Managing Members  
**FROM:** Co-Chairs, Commissioners Meyer and Gregoire  
**SUBJECT:** NWSA Annual CEO Review and Recommended Performance Pay Increase for CEO John Wolfe for 2017

In conducting the 2017 performance review for Northwest Seaport Alliance (the “NWSA” or “Alliance”) CEO, John Wolfe, the 2017 commissioners currently serving as Managing Members of the Alliance completed a written questionnaire covering CEO Wolfe’s performance in a number of leadership and management categories.

In view of CEO Wolfe’s strong and steady leadership during 2017, it is recommended that he receive a performance pay increase of 2.75%, which shall take effect on April 1, 2018 upon approval by the Managing Members in public session. CEO Wolfe’s annual salary will be \$317,000.

CEO John Wolfe is credited with providing strong leadership over the first 24 months of the Alliance in putting together his management team, bringing together two employee bases with different work cultures and standing up the NWSA at a turbulent time in the global marine cargo industry. There was unanimous agreement that CEO Wolfe has done an excellent job in navigating organizational, cultural, business, personnel, legal and commercial challenges to achieve NWSA’s goals.

Some Commissioners raised concerns about CEO Wolfe’s handling of the Clean Truck Program, although there was consensus that the issues are challenging and not solely under the control of the NWSA.

There was a consensus among Commissioners that in looking ahead to our next 12 months, Commissioners and CEO Wolfe need to set clear priorities around both annual and long-term goals for the Alliance. There was also a consensus that CEO Wolfe needs to continue to lead the organization in building a stand-alone operation and an organizational culture distinct from the two homeports, including finding a headquarters independent of the two homeports in which to consolidate operations and personnel.