

















Key Results	Measures Underway	Status	Trend
<b>Take Climate Action</b>			
<i>Establish an interdepartmental team to provide collaborative management of the WSF electrification program across departments.</i>	<ul style="list-style-type: none"> <li>Electrification Program Manager position created and filled by Matt Von Ruden.</li> </ul>		
<i>Create a unified reporting dashboard to measure and manage fuel use and operational performance.</i>	<ul style="list-style-type: none"> <li>Key Result assigned to Operational Efficiency Work Group, and currently in development.</li> </ul>		
<i>Implement one new operational efficiency initiative (by June 30, 2022).</i>	<ul style="list-style-type: none"> <li>Three new initiatives are currently being developed: "Carry Less Fuel," "Reducing Number of Engines Used," and "Revised Vessel Loading Procedure to Minimize Trim."</li> </ul>		
<i>Complete the retrofit of the M/V Wenatchee to be the first hybridelectric vessel in the fleet.</i>	<ul style="list-style-type: none"> <li>Current schedule shows completion by end of March 2023, which exceeds Key Result completion date of June 30, 2023.</li> </ul>		
<i>Complete contract advertisements for charging infrastructure upgrades at the Seattle and Bainbridge Island ferry terminals.</i>	<ul style="list-style-type: none"> <li>Cost Risk Assessment near completion for project.</li> <li>Current schedule shows advertisements in early 2024, which fails to meet Key Result completion date of June 30, 2023.</li> </ul>		
<i>Lay the keel of the first purpose-built hybrid-electric vessel in the fleet, the first of the Hybrid Electric Olympic (HEO) Class.</i>	<ul style="list-style-type: none"> <li>Current schedule shows completion date by July 22, 2022, which exceeds Key Result completion date of June 30, 2023.</li> </ul>		
<i>Implement an additional new operational efficiency initiative (by June 30, 2023).</i>	<ul style="list-style-type: none"> <li>Three new initiatives are currently being developed: "Carry Less Fuel," "Reducing Number of Engines Used," and "Revised Vessel Loading Procedure to Minimize Trim."</li> </ul>		
<b>Clean the Air</b>			
<i>Complete all Key Results in "Take Climate Action."</i>	<ul style="list-style-type: none"> <li>All Key Results currently showing status as "Green" and are on track to being met.</li> </ul>		
<b>Clean the Water</b>			
<i>Establish an interdepartmental team to provide collaborative management of stormwater for all WSF facilities.</i>	<ul style="list-style-type: none"> <li>WSF Stormwater Work Group chartered with approval of directors of Terminal Engineering, Vessel Engineering and Maintenance, Marine Operations, and Safety and Risk Management.</li> <li>First meeting of work group held on September 20, 2021.</li> </ul>		
<i>Complete drainage area mapping for all terminals and the Eagle Harbor shipyard.</i>	<ul style="list-style-type: none"> <li>Key Result assigned to GIS Specialist and work plan currently in development.</li> </ul>		

-  = No plan or funding to meet Key Result / Not likely to meet Key Result
-  = No plan or funding to meet Key Result / Key Result is still achievable
-  = Established plan and funding to meet Key Result / On track to meet Key Result



Key Results	Measures Underway	Status	Trend
<i>Develop a stormwater retrofit priority list based on drainage area, impervious surface area, and habitat quality.</i>	<ul style="list-style-type: none"> <li>Work plan currently in development.</li> </ul>		
<i>Develop an opportunity-based stormwater retrofit procedure for all terminals and the Eagle Harbor shipyard.</i>	<ul style="list-style-type: none"> <li>Work plan currently in development.</li> </ul>		
<b>Increase Biodiversity: Contribute to Southern Resident Killer Whale (SRKW) Recovery</b>			
<i>Complete all Key Results in “Take Climate Action,” “Clean the Air,” “Clean the Water,” and “Improve Nearshore and Estuarine Habitat.”</i>	<ul style="list-style-type: none"> <li>All Key Results currently showing as “Green” or “Yellow,” meaning that the Key Results are likely to be met or still achievable.</li> </ul>		
<i>Implement operational solutions, such as slowing in the vicinity of cetaceans, for all vessels to reduce underwater-radiated noise levels by 50 percent of normal operating condition in the known presence of cetaceans.</i>	<ul style="list-style-type: none"> <li>Work plan currently in development to determine if the measures developed in the Marine Mammal Management Plan, developed as part of the Sustainability Action Plan 2019-2021, meet this Key Result.</li> </ul>		
<i>Help to lead the expansion of the sighting network, which feeds real-time cetacean sightings to the Whale Report Alert System used by WSF to inform vessels of cetacean presence.</i>	<ul style="list-style-type: none"> <li>WSF currently on Planning Committee of Quiet Sound and working with new Quiet Sound director to further efforts to expand sighting networks and use of the Whale Report Alert System.</li> </ul>		
<i>Distribute and make mandatory the Whales in Our Waters training module for all vessel crews.</i>	<ul style="list-style-type: none"> <li>Work plan currently in development.</li> </ul>		
<i>Investigate propeller designs that are applicable to WSF vessels’ unique characteristics and reduce underwater radiated noise levels.</i>	<ul style="list-style-type: none"> <li>New Hybrid Electric Olympic Class vessels investigating use of Kongsberg PROMAS integrated propeller / rudder system for potential noise reduction.</li> <li>WSF engaged with design firms, working groups, and other ferry operators investigating underwater noise reduction technologies.</li> </ul>		
<i>Apply knowledge gained on propeller designs to inform construction of future vessels and retrofit of existing vessels.</i>	<ul style="list-style-type: none"> <li>New replacement class for Issaquah Class vessels will investigate ways to incorporate noise reduction into new class design.</li> </ul>		
<b>Increase Biodiversity: Improve Nearshore and Estuarine Habitat</b>			

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Key Results	Measures Underway	Status	Trend
<i>Complete habitat area mapping for all terminals, the Eagle Harbor shipyard, and relevant adjacent locations.</i>	<ul style="list-style-type: none"> <li>Key Result assigned to GIS Specialist and work currently underway.</li> </ul>		
<i>Develop a habitat improvement priority list based on extent of armored shoreline, flexibility to address armored shoreline, and habitat quality, including water quality, forage fish presence, and nearby habitat connectivity.</i>	<ul style="list-style-type: none"> <li>Work plan currently in development.</li> </ul>		
<i>Develop an opportunity-based habitat improvement procedure for all terminals and the Eagle Harbor shipyard.</i>	<ul style="list-style-type: none"> <li>Work plan currently in development.</li> </ul>		
<b>Achieve Zero Waste</b>			
<i>Create a waste inventory system for vessels, terminals, and the Eagle Harbor shipyard to track types and amounts of waste generated.</i>	<ul style="list-style-type: none"> <li>Work plan currently in development.</li> </ul>		
<i>Complete a Waste Management Plan that uses the waste inventory data to develop strategies, best practices, and incremental diversion goals, as well as measures to track success towards a "Zero Waste" objective.</i>	<ul style="list-style-type: none"> <li>Work plan currently in development.</li> </ul>		
<b>Enhance and Support Thriving Communities: Increase Community Engagement and Cultivate Partnerships</b>			
<i>Incorporate sustainability into community engagement plans for all projects.</i>	<ul style="list-style-type: none"> <li>Work plan currently in development.</li> </ul>		
<i>Identify and equitably engage historically underserved and underrepresented populations.</i>	<ul style="list-style-type: none"> <li>Work plan currently in development.</li> </ul>		
<i>Increase virtual community engagement efforts, connecting more WSF staff with the communities we serve, and those communities with each other.</i>	<ul style="list-style-type: none"> <li>Work plan currently in development.</li> </ul>		
<i>Assess the effectiveness of key results completed by June 30, 2022 and use this analysis to undertake improvement efforts.</i>	<ul style="list-style-type: none"> <li>Work plan currently in development.</li> </ul>		
<b>Enhance and Support Thriving Communities: Create a Culture of Sustainability</b>			
	= No plan or funding to meet Key Result / Not likely to meet Key Result		
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Key Results	Measures Underway	Status	Trend
<i>Develop a sustainability training based on the biennial Sustainability Action Plan.</i>	<ul style="list-style-type: none"> <li>Work plan currently in development.</li> </ul>		
<i>Support at least 6 additional staff members in the completion of training and certification as Envision Sustainability Professionals through the Institute of Sustainable Infrastructure.</i>	<ul style="list-style-type: none"> <li>10 staff members completed or in process with training and certification.</li> </ul>		
<i>Achieve an average 40 percent of eligible employees teleworking every day.</i>	<ul style="list-style-type: none"> <li>Due to COVID, eligible employees have not been allowed to return to work. However, plans and policies are in place to support employee telework to achieve this Key Result.</li> </ul>		
<i>Make sustainability training a mandatory biennial requirement for all WSF staff.</i>	<ul style="list-style-type: none"> <li>Work plan currently in development.</li> </ul>		
<i>Develop a procedure to integrate the use of Envision programmatically into all project life cycles through planning, programming, design, construction, and maintenance.</i>	<ul style="list-style-type: none"> <li>Work plan currently in development.</li> </ul>		
<b>Enhance and Support Thriving Communities: Become an Anti-Racist Organization</b>			
<i>Develop and make public statistics concerning the horizontal and vertical representation of BIPOC individuals within WSF.</i>	<ul style="list-style-type: none"> <li>Work plan currently in development.</li> </ul>		
<i>Develop internal communications strategies, such as newsletters, speaker series, trainings, and discussion groups, to help implement a culture of anti-racism within WSF.</i>	<ul style="list-style-type: none"> <li>Work plan currently in development.</li> </ul>		
<i>Develop external communications strategies to reach out to underserved communities, including Disadvantaged Business Enterprises, schools, colleges, and non-governmental organizations, with the purpose of listening to and addressing their needs through changes in our policies and practices.</i>	<ul style="list-style-type: none"> <li>Work plan currently in development.</li> </ul>		
<i>Review existing WSF policies as well as relevant WSDOT, state, and federal policies to identify racist policies.</i>	<ul style="list-style-type: none"> <li>Work plan currently in development.</li> </ul>		

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Key Results	Measures Underway	Status	Trend
<i>Use the statistics gathered by June 30, 2022 to address racist policies and practices in recruitment, hiring, training, and retention, and implement anti-racist policies and practices to increase diversity and inclusion within WSF.</i>	<ul style="list-style-type: none"> <li>• Work plan currently in development.</li> </ul>		
<i>Use the review completed by June 30, 2022 to revise WSF policies identified as racist and provide recommendations to WSDOT as well as state and federal partners concerning their policies that have also been identified as racist.</i>	<ul style="list-style-type: none"> <li>• Work plan currently in development.</li> </ul>		

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