

































Key Results	Measures Underway	Status	Trend
Take Climate Action			
<i>Establish an interdepartmental team to provide collaborative management of the WSF electrification program across departments.</i>	<ul style="list-style-type: none"> Electrification Program Manager position created and filled by Matt Von Ruden. 		
<i>Create a unified reporting dashboard to measure and manage fuel use and operational performance.</i>	<ul style="list-style-type: none"> Key Result assigned to Operational Efficiency Work Group, and currently in development. 		
<i>Implement one new operational efficiency initiative (by June 30, 2022).</i>	<ul style="list-style-type: none"> All Jumbo Mark II vessels have been approved for two engine operations with the US Coast Guard, and implementation is currently happening with all policy changes in place. 		
<i>Complete the retrofit of the M/V Wenatchee to be the first hybrid electric vessel in the fleet.</i>	<ul style="list-style-type: none"> Current schedule shows completion in September 2023, which fails to meet Key Result completion date of June 30, 2023. 		
<i>Complete contract advertisements for charging infrastructure upgrades at the Seattle and Bainbridge Island ferry terminals.</i>	<ul style="list-style-type: none"> Cost Risk Assessment complete for project. Funding received from Legislature in 2022 session. Current schedule shows advertisements in May 2024 for Bainbridge and August 2024 for Seattle, which fail to meet Key Result completion date of June 30, 2023. 		
<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"> Current schedule shows completion date by mid 2022, which exceeds Key Result completion date of June 30, 2023. 		
<i>Implement an additional new operational efficiency initiative (by June 30, 2023).</i>	<ul style="list-style-type: none"> Three new initiatives are currently being developed: “Carry Less Fuel,” “Reducing Number of Engines Used,” and “Revised Vessel Loading Procedure to Minimize Trim.” Work to begin on three engine operations for Jumbo Class when staff are available. 		
Clean the Air			
<i>Complete all Key Results in “Take Climate Action.”</i>	<ul style="list-style-type: none"> All Key Results currently showing status as “Green” with the exception of “Complete the retrofit of the M/V Wenatchee to be the first hybrid electric vessel in the fleet” and “Complete contract advertisements for charging infrastructure upgrades at the Seattle and Bainbridge Island ferry terminals.” 		
Clean the Water			










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Key Results	Measures Underway	Status	Trend
<i>Establish an interdepartmental team to provide collaborative management of stormwater for all WSF facilities.</i>	<ul style="list-style-type: none"> WSF Stormwater Work Group chartered with approval of directors of Terminal Engineering, Vessel Engineering and Maintenance, Marine Operations, and Safety and Risk Management. First meeting of work group held on September 20, 2021. 		
<i>Complete drainage area mapping for all terminals and the Eagle Harbor shipyard.</i>	<ul style="list-style-type: none"> GIS Specialist developed work plan and on track to complete effort. 		
<i>Develop a stormwater retrofit priority list based on drainage area, impervious surface area, and habitat quality.</i>	<ul style="list-style-type: none"> GIS Specialist developed work plan and working with Environmental Stewardship & Sustainability Program staff to implement. 		
<i>Develop an opportunity-based stormwater retrofit procedure for all terminals and the Eagle Harbor shipyard.</i>	<ul style="list-style-type: none"> Terminal Engineering Design staff taking lead on effort and working with WSDOT Headquarters Stormwater to develop procedure to be included in Terminal Design Manual. 		
Increase Biodiversity: Contribute to Southern Resident Killer Whale (SRKW) Recovery			
<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"> All Key Results currently showing status as "Green" with the exception of "Complete the retrofit of the M/V Wenatchee to be the first hybrid electric vessel in the fleet" and "Complete contract advertisements for charging infrastructure upgrades at the Seattle and Bainbridge Island ferry terminals." 		
<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"> 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. 		
<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"> WSF currently on Leadership Committee of Quiet Sound and chair of Whale Report Alert System Work Group. WSF working with new Quiet Sound director and others to further efforts to expand sighting networks and use of the Whale Report Alert System. 		
<i>Distribute and make mandatory the Whales in Our Waters training module for all vessel crews.</i>	<ul style="list-style-type: none"> Received Director approval for training to become mandatory. WSF Training Department moving forward training module as mandatory. 		







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<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"> New Hybrid Electric Olympic Class vessels investigating use of Kongsberg PROMAS integrated propeller / rudder system for potential noise reduction. WSF engaged with design firms, working groups, and other ferry operators investigating underwater noise reduction technologies. 		
<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"> New replacement class for Issaquah Class vessels will investigate ways to incorporate noise reduction into new class design. 		
Increase Biodiversity: Improve Nearshore and Estuarine Habitat			
<i>Complete habitat area mapping for all terminals, the Eagle Harbor shipyard, and relevant adjacent locations.</i>	<ul style="list-style-type: none"> Fieldwork and initial mapping complete. GIS Specialist continues to clean up data. 		
<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"> GIS Specialist developed work plan and working with Environmental Stewardship & Sustainability Program staff to implement. 		
<i>Develop an opportunity-based habitat improvement procedure for all terminals and the Eagle Harbor shipyard.</i>	<ul style="list-style-type: none"> Terminal Engineering Design staff taking lead on effort and working with Environmental Stewardship & Sustainability Program to develop procedure to be included in Terminal Design Manual. 		
Achieve Zero Waste			
<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"> Current planning to identify fleet and terminal champions to provide feedback as to most efficient and effective ways to track waste generated. 		
<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"> Work plan currently in development. 		
Enhance and Support Thriving Communities: Increase Community Engagement and Cultivate Partnerships			

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<i>Incorporate sustainability into community engagement plans for all projects.</i>	<ul style="list-style-type: none"> • Communications currently doing this on an ongoing basis for all projects with community engagement plans. • Communications currently developing community engagement plan specific to WSF in conjunction with the July 2022 update to the WSDOT Community Engagement Plan. 		
<i>Identify and equitably engage historically underserved and underrepresented populations.</i>	<ul style="list-style-type: none"> • Communications currently doing this on an ongoing basis for all projects with community engagement plans. • Origin and Destination Survey underway. 		
<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"> • These efforts have been increased, particularly during COVID, and continue to be improved and added to on an ongoing basis. 		
<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"> • Work plan currently in development. 		
Enhance and Support Thriving Communities: Create a Culture of Sustainability			
<i>Develop a sustainability training based on the biennial Sustainability Action Plan.</i>	<ul style="list-style-type: none"> • WSF Training Department completed first draft of training module. 		
<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"> • 6 staff members currently certified as Envision Sustainability Professionals with 3 other staff members currently in training or signed up with Institute of Sustainable Infrastructure accounts, and 2 staff members with non-renewed certification. 		
<i>Achieve an average 40 percent of eligible employees teleworking every day.</i>	<ul style="list-style-type: none"> • 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. 		
<i>Make sustainability training a mandatory biennial requirement for all WSF staff.</i>	<ul style="list-style-type: none"> • Once developed, WSF Training Department to work on making training mandatory. 		
<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"> • Terminal Engineering Design staff taking lead on effort and working with Environmental Stewardship & Sustainability Program to develop procedure to be included in Terminal Design Manual. 		
Enhance and Support Thriving Communities: Become an Anti-Racist Organization			

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<i>Develop and make public statistics concerning the horizontal and vertical representation of BIPOC individuals within WSF.</i>	<ul style="list-style-type: none"> Work plan currently in development. 		
<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"> Work being led by the Communications Sub-Committee of the WSF Diversity Advisory Group. Customer code of conduct created, and “We Sail Together” campaign launched. 		
<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"> Work being led by the Communications Sub-Committee of the WSF Diversity Advisory Group. 		
<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"> Work being led by the Policy Review Sub-Committee of the WSF Diversity Advisory Group. Customer code of conduct created. Implementation of inclusive language in policy and practice underway, and planning to contact external partners to alert them of changes and request similar changes from them. Review of policies in Safety Management System and other policy documents underway. 		
<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"> Work being led by the Workforce Development Sub-Committee of the WSF Diversity Advisory Group. 		
<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"> Work being led by the Policy Review Sub-Committee of the WSF Diversity Advisory Group. 		

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