























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>	Green	
<i>Create a unified reporting dashboard to measure and manage fuel use and operational performance.</i>	<ul style="list-style-type: none"> <li>Dashboard created by Operational Efficiency Work Group, and currently in use and will be maintained and improved over time.</li> </ul>	Green	
<i>Implement one new operational efficiency initiative (by June 30, 2022).</i>	<ul style="list-style-type: none"> <li>All Jumbo Mark II vessels have been approved for two engine operations with the US Coast Guard, and implementation has occurred with all policy changes in place.</li> </ul>	Green	
<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"> <li>Current schedule shows completion date exceeds Key Result completion date of June 30, 2023.</li> </ul>	Red	
<i>Complete contract advertisements for charging infrastructure upgrades at the Seattle and Bainbridge Island ferry terminals.</i>	<ul style="list-style-type: none"> <li>Current schedule shows completion date exceeds Key Result completion date of June 30, 2023.</li> </ul>	Red	
<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 exceeds Key Result completion date of June 30, 2023.</li> </ul>	Red	
<i>Implement an additional new operational efficiency initiative (by June 30, 2023).</i>	<ul style="list-style-type: none"> <li>All Jumbo Class vessels have been approved for three engine operations with the US Coast Guard, and implementation has occurred with all policy changes in place.</li> </ul>	Green	
<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" with the exception of "Complete the retrofit of the M/V Wenatchee to be the first hybrid electric vessel in the fleet," "Complete contract advertisements for charging infrastructure upgrades at the Seattle and Bainbridge Island ferry terminals," and "Lay the keel of first purpose-built hybrid-electric vessel in the fleet, the first of the Hybrid Electric Olympic (HEO) Class."</li> </ul>	Red	
<b>Clean the Water</b>			







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<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 Office of Sustainability &amp; Environmental Services.</li> <li>First meeting of work group held on September 20, 2021.</li> </ul>	Green	
<i>Complete drainage area mapping for all terminals and the Eagle Harbor shipyard.</i>	<ul style="list-style-type: none"> <li>GIS Specialist completed effort and data being used as one component to develop stormwater retrofit priority list.</li> </ul>	Green	
<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>Stormwater retrofit priority list developed to be used to inform the development of an opportunity-based stormwater retrofit procedure to implement prioritization as feasible.</li> </ul>	Green	
<i>Develop an opportunity-based stormwater retrofit procedure for all terminals and the Eagle Harbor shipyard.</i>	<ul style="list-style-type: none"> <li>Terminal Engineering Design staff and Office of Sustainability &amp; Environmental Services staff working with WSDOT Headquarters Stormwater to develop procedure to be included in Terminal Design Manual.</li> </ul>	Green	
<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 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," "Complete contract advertisements for charging infrastructure upgrades at the Seattle and Bainbridge Island ferry terminals," and "Lay the keel of first purpose-built hybrid-electric vessel in the fleet, the first of the Hybrid Electric Olympic (HEO) Class."</li> </ul>	Red	
<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>Analysis of WSF's fleet vessel noise profile indicates that for all classes of vessels, the current practice of slowing to 7 knots when cetaceans are within ½ mile of a vessel reduces underwater-radiated noise levels of the vessel by more than 50% as compared to normal operating speed.</li> </ul>	Green	







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<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 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.</li> </ul>	Green	
<i>Distribute and make mandatory the Whales in Our Waters training module for all vessel crews.</i>	<ul style="list-style-type: none"> <li>Received Director approval for training to become mandatory.</li> <li>WSF Training Department has made Whales in Our Waters mandatory training for all deck personnel beginning January 2023.</li> </ul>	Green	
<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>WSF engaged with design firms, working groups, and other ferry operators investigating underwater noise reduction technologies.</li> </ul>	Green	
<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>	Green	
<b>Increase Biodiversity: Improve Nearshore and Estuarine Habitat</b>			
<i>Complete habitat area mapping for all terminals, the Eagle Harbor shipyard, and relevant adjacent locations.</i>	<ul style="list-style-type: none"> <li>GIS Specialist completed effort and data being used as one component to develop habitat improvement priority list.</li> </ul>	Green	
<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>Habitat improvement priority list developed to be used to inform the development of an opportunity-based habitat improvement procedure to implement prioritization as feasible.</li> </ul>	Green	
<i>Develop an opportunity-based habitat improvement procedure for all terminals and the Eagle Harbor shipyard.</i>	<ul style="list-style-type: none"> <li>Terminal Engineering Design staff taking lead on effort and working with Office of Sustainability &amp; Environmental Services to develop procedure to be included in Terminal Design Manual.</li> </ul>	Green	
<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>Digital data collection system developed for vessels and terminals, and data collection system for Eagle Harbor being finalized. Implementation of the system to follow.</li> </ul>	Green	





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<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>Due to staffing issues, the Office of Sustainability &amp; Environmental Services is likely to push this plan into the coming fiscal year.</li> </ul>	Yellow	
<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>Planning, Community and Government Relations currently doing this on an ongoing basis for all projects with community engagement plans.</li> <li>Planning, Community and Government Relations currently developing community engagement plan specific to WSF in conjunction with the July 2022 update to the WSDOT Community Engagement Plan.</li> </ul>	Green	
<i>Identify and equitably engage historically underserved and underrepresented populations.</i>	<ul style="list-style-type: none"> <li>Planning, Community and Government Relations currently doing this on an ongoing basis for all projects with community engagement plans.</li> <li>Origin and Destination Survey underway.</li> </ul>	Green	
<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>These efforts have been increased, particularly during COVID, and continue to be improved and added to on an ongoing basis.</li> </ul>	Green	
<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>	Green	
<b>Enhance and Support Thriving Communities: Create a Culture of Sustainability</b>			
<i>Develop a sustainability training based on the biennial Sustainability Action Plan.</i>	<ul style="list-style-type: none"> <li>WSF Training Department completed training module.</li> </ul>	Green	

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<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>Implementation of Envision at WSF changed course so that the Office of Sustainability &amp; Environmental Services will now lead the effort with certified Envision Sustainability Professionals. Four OSES staff currently certified, and one new staff member in process. In addition, two other WSF staff are certified.</li> <li>WSF Terminal Engineering staff will receive training but not certification.</li> </ul>	Red	
<i>Achieve an average 40 percent of eligible employees teleworking every day.</i>	<ul style="list-style-type: none"> <li>With WSDOT's opening of offices in the spring of 2022, WSF is currently tracking to achieve and exceed the 40% target.</li> </ul>	Green	
<i>Make sustainability training a mandatory biennial requirement for all WSF staff.</i>	<ul style="list-style-type: none"> <li>As of 2023, training is mandatory for all new WSF staff upon hire and for all current WSF staff each biennium.</li> <li>Training will be updated each biennium to reflect previous biennial accomplishments and present the new Sustainability Action Plan for the biennium.</li> </ul>	Green	
<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>Terminal Engineering Design staff taking lead on effort and working with Office of Sustainability &amp; Environmental Services to develop procedure to be included in Terminal Design Manual.</li> </ul>	Green	
<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>Currently diversity in recruitments at WSF is being tracked.</li> <li>WSDOT DEI Plan published. As part of effort, a manager/plan specialist will be hired for implementation, and tracking these statistics has been identified as a need at an agency level.</li> </ul>	Yellow	
<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 being led by the Communications Sub-Committee of the WSF Diversity Advisory Group.</li> <li>Customer code of conduct created, and "We Sail Together" campaign launched.</li> </ul>	Green	

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<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 being led by the Communications Sub-Committee of the WSF Diversity Advisory Group.</li> </ul>	Green	
<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 being led by the Policy Review Sub-Committee of the WSF Diversity Advisory Group.</li> <li>Customer code of conduct created.</li> <li>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.</li> <li>Review of policies in Safety Management System and other policy documents underway.</li> </ul>	Green	
<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 being led by the Workforce Development Sub-Committee of the WSF Diversity Advisory Group.</li> </ul>	Green	
<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 being led by the Policy Review Sub-Committee of the WSF Diversity Advisory Group.</li> </ul>	Green	

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January 1, 2023-April 1, 2023