

A low-angle shot of a white and teal Sound Transit train moving past a station platform with a glass roof. The train's windows reflect the sky and platform.

Asset Transition Office

Kerry Pihlstrom, Executive Director

Presentation to ST Community Oversight Panel | April 9, 2025

The bottom portion of the image shows the side of the train with the Sound Transit logo and name in white on a blue background. The logo consists of a stylized 'S' and 'T' symbol.

SOUNDTRANSIT

Agenda

01.

Who is ATO?

02.

What we do

03.

ATO Value

04.

Preparing to launch new service

05.

Moving Forward

06.

Questions



The background of the slide is a photograph of the front of a bus, viewed from a low angle. The bus is white with a large windshield and wipers. A wheelchair accessibility symbol is visible on the upper left of the windshield. The number '9643K' is printed on the front of the bus. The entire image is covered with a semi-transparent blue overlay.

Who We Are

ATO is part of Agency Oversight

Governance and Oversight Framework

Policy and governance functions operate in tandem to ensure that Sound Transit meets the evolving mobility needs of its customers across the Puget Sound.

Governance

Makes decisions that direct how Sound Transit will meet the needs of its customers.

- ST Board
- Service Delivery and Cabinet
- Service Delivery
- Agency Oversight
- Senior Management Team



Oversight

Ensures accountability, consistency and transparency in the creation, modification and execution of policy and service standards.

King County/ST JLT
(Joint Leadership Team)

Agency Oversight

*Agency Oversight works across the Agency as a proactive body to ensure consistency in execution of policy and service standards.

Function Overview: Agency Oversight

Agency Oversight promotes accountability, transparency, and effective governance in fulfillment of Sound Transit's delivery commitments. By working closely with Capital Delivery, Service Delivery, and other agency departments, Agency Oversight promotes greater integration of processes and standards across departments, driving quality execution of agency commitments underpinning the unified "One Sound Transit" approach.

Agency Oversight

- Serve as a proactive and progressive analysis hub to promote a safe, seamless passenger experience.
- Oversee and report on the Agency's performance against KPI's and standards.

Capital Delivery

Deliver voter-approved projects and implement criteria established by Agency Oversight.

Key Activities:

- Capital Delivery Transformation
- Capital Program Delivery Teams
- Center of Excellence
- Capital Program Controls

Service Delivery

Ensure that service levels are achieved in alignment with agency commitments.

Key Activities:

- Service Standards
- Service Delivery Controls
- Asset Management
- Passenger Experience



Agency Reporting



Compliance



Quality Management



Inspections and Safety



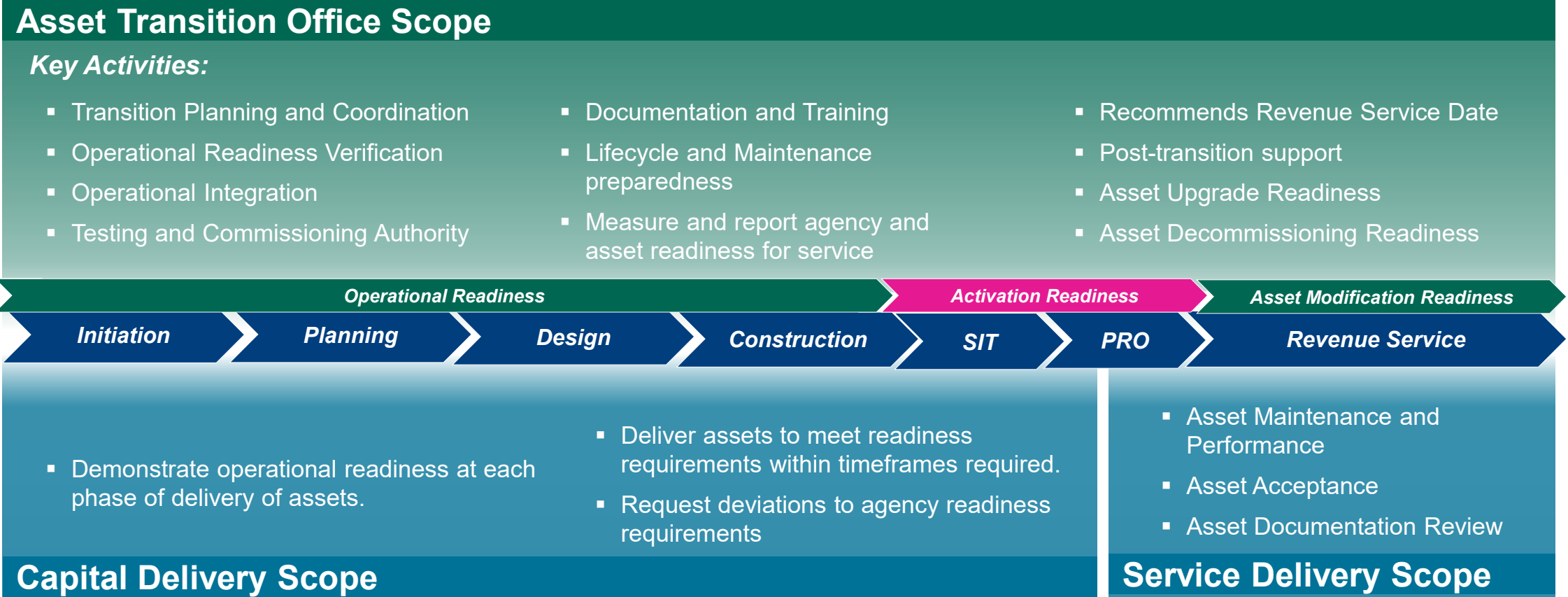
Requirements and Standards



Asset Transition Facilitation

Sub-Function: Asset Transition Office

Across all capital project phases, ATO creates the connection between Capital Delivery and Service Delivery. As a key sub-function of Agency Oversight, ATO promotes transparency, traceability, accountability, efficiency and data-driven decision-making across the total asset lifecycle from initiation to revenue service to major upgrades and decommissioning.



The background of the slide is a photograph of the front of a bus, viewed from a low angle. The bus is white with a large windshield and wipers. A blue semi-transparent overlay covers the entire image. The text is positioned on the left side of the image.

What We Do

***Measure Operations Readiness across
the agency***

PROJECT KEY ACTIVITIES ARE VERIFIED BY ATO



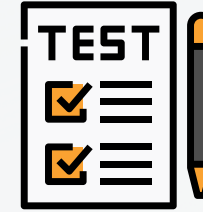
**Contractor Provided
Maintenance Training is
Complete**



**Asset Data is
Delivered Complete**



**Spare Parts and Warranties
Delivered**



SIT is Complete



**Construction and Punch List
work is complete**



**City and Partner O&M and
Use Agreements are
complete**



**Project Document and
Deliverables are transferred
complete to Transition Library**



**Safety Certification
Construction Conformance,
Draft SSCVR Complete**



Transition to Operations Complete

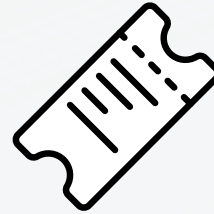
OPERATIONS KEY ACTIVITIES ARE COMPLETED



Operations and Maintenance Staff is hired and onboarded



Asset Data is uploaded into EAMS and PM's are generated



Fare Collection Equipment is installed, commissioned and put into service



City and Partner O&M and Use Agreements are complete



SOP's and SMP's are updated to new extensions and facilities



Vendor Contracts are updated and budget is assigned

OTHER AGENCY KEY ACTIVITIES ARE VERIFIED



Tested and Commissioned system for 100% Functionality to conduct Emergency Services Familiarization.



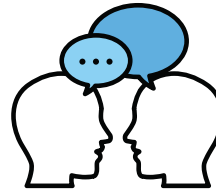
Pre-Revenue Service Communication Plan developed for Pre-Revenue.



Risk initiates insurance for all new assets that are transitioned to operations.



**IT Readiness is Complete
Infosec Audit Complete**



Communications begins passenger communications plan for new opening



Fare Ambassadors are hired and onboarded



Internal Safety Audit is complete



Security Staff is hired and onboarded

The background of the slide is a photograph of the front of a bus, viewed from a low angle. The bus is white with a large windshield and a side mirror on the left. The number '9643K' is visible on the front of the bus. The entire image is covered with a semi-transparent blue overlay.

ATO Value

Purpose, Mission, Vision, Value

ATO: North Stars

Purpose, mission, and vision guide ATO's strategic direction, decision making, and overall culture by promoting internal alignment among the team and greater transparency to external stakeholders.



Purpose

Why do we exist?

Driving quality, efficiency, and accountability in service asset delivery at Sound Transit by advancing critical decision making, serving as a centralized source of information for service delivery assets, and managing key activities that support achieving committed timelines.



Mission

Whom do we serve and how?

Ensuring the seamless transition of new or modified service delivery assets into operation to deliver a safe and reliable transit system that meets our passenger needs.



Vision

Where do we want to go?

Taking an integrated, objective, and collaborative approach to guide the introduction of new or modified service delivery assets to the Sound Transit network, from concept to operations.

ATO Responsibilities and Value

ATO drives success at Sound Transit by serving as the centralized source of readiness for measuring and reporting the activation of new assets, while being accountable for managing and deciding the priorities and activities that support achieving our committed activation timelines and service standard commitments.



Functional Responsibilities

- **Lead Sound Transit to drive projects to completion** through closeout, leveraging and collaborating with key departments across the agency that participate in capital delivery.
- **Drive system expansion program** in accordance with Board-approved timelines without compromising system safety or quality.
- **Focus project delivery on operational readiness**, incorporating lessons learned into the agency project lifecycle.
- **Drive efficiency in delivery of assets** with a focus on quality of assets to meet agency priorities and levels of service. Acts as the bridge from capital delivery to service delivery, defining the capital needs to achieve service commitments.



Organizational Value

- **Clarity on needs to achieve operational readiness** in delivering new or modified assets in to service.
- **Centralized source of readiness evaluation** for agency leadership to understand risks and opportunities for success of project openings and service standards fulfillment.
- **Direct application of activation lessons learned** to support a quality culture of continuous improvement.
- **Transparency and accountability in gaps and issues** during activation to support the agency's ability to achieve desired outcomes.

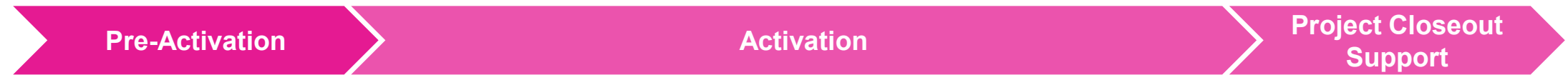
The background image shows the front of a bus, partially obscured by a dark blue overlay. A wheelchair symbol is visible in the upper left corner of the windshield. The bus number '9643K' is visible on the lower left and right sides of the windshield. The text 'Preparing to launch new service' is in white, and 'Confirming we are ready' is in a lighter blue, italicized font.

Preparing to launch new service
Confirming we are ready

Activation Framework Overview

The activation framework creates a standard for ATO to drive collaboration among a growing and evolving agency to ensure readiness and seamless transition of assets from construction into operation.

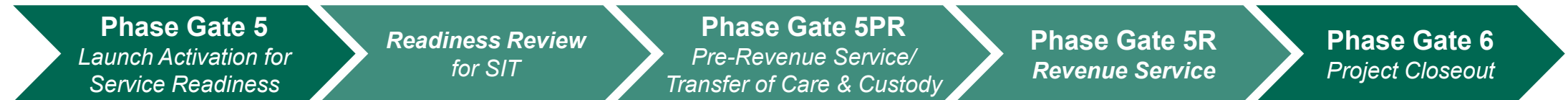
Activation Program Components



Activation Manager-Led or Monitored Activities

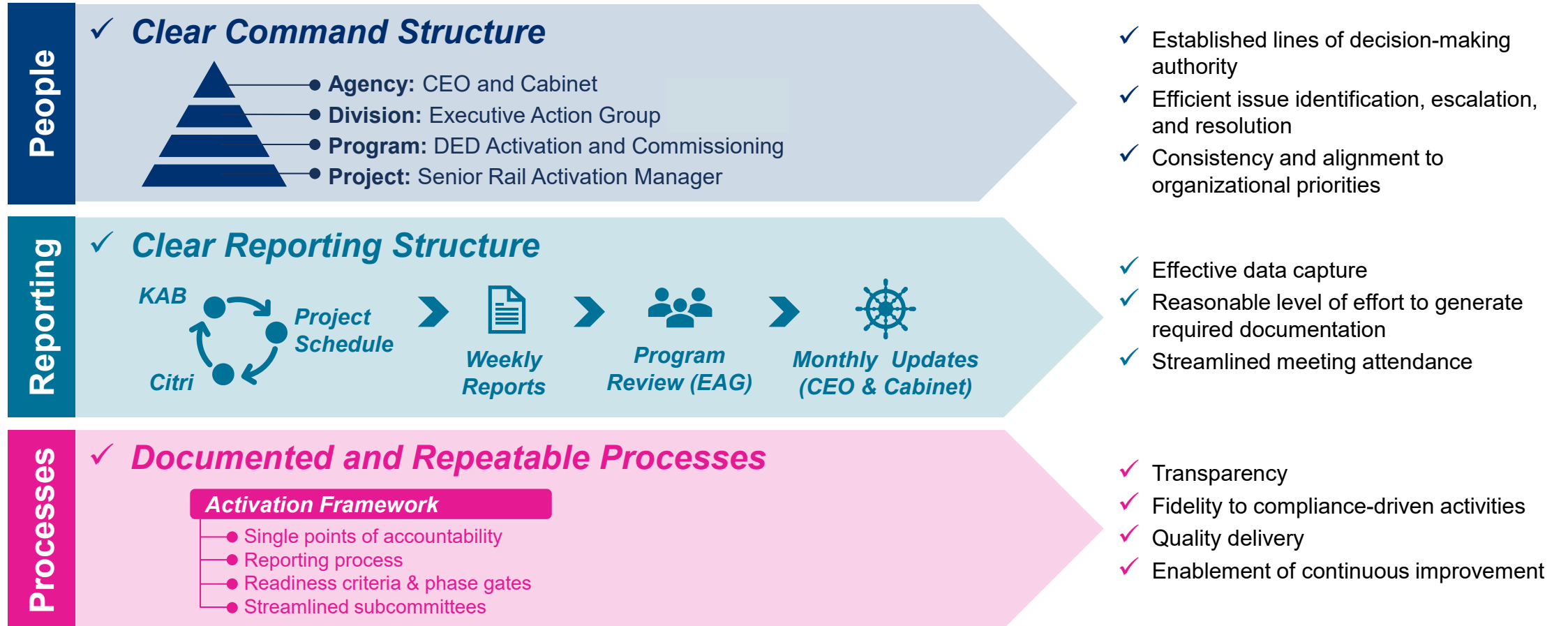
- | | | |
|--|---|---|
| <input type="checkbox"/> Revenue service date | <input type="checkbox"/> Training | <input type="checkbox"/> Emergency Preparedness |
| <input type="checkbox"/> System testing and acceptance | <input type="checkbox"/> Safety and Security | <input type="checkbox"/> External Coordination |
| <input type="checkbox"/> Link Light Rail Rulebook, SOPs, Manuals | <input type="checkbox"/> Transition to Operations | <input type="checkbox"/> Pre-Revenue Operations |

Sound Transit Phase Gate System



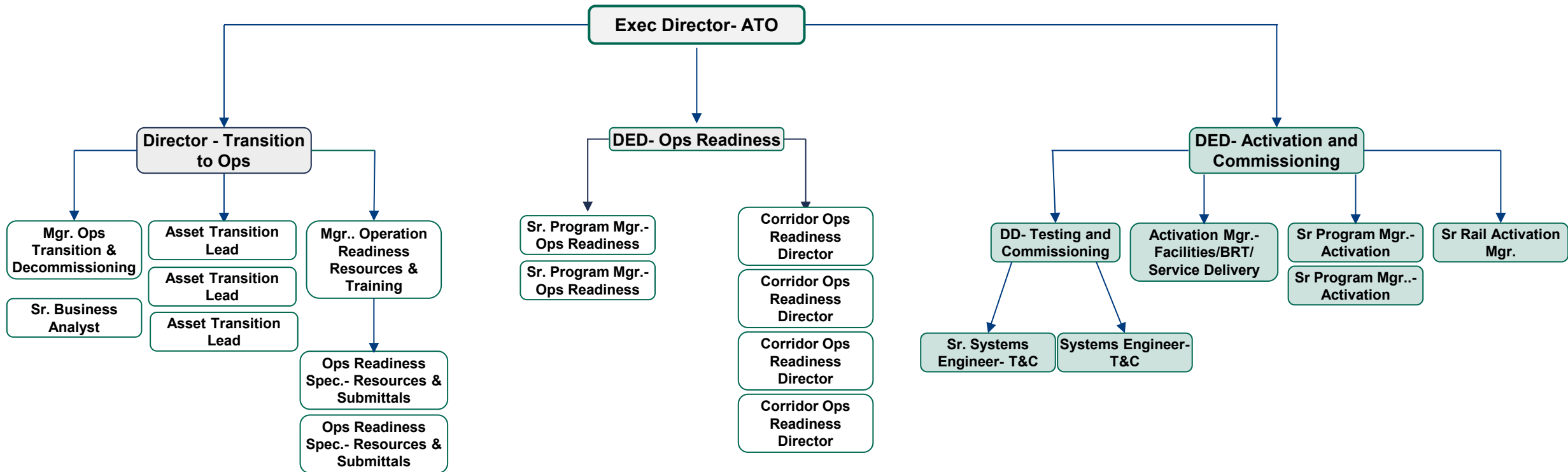
Activation At-A-Glance

Clarity across people, processes, and reporting in asset activation promote faster decision making, improved communication, and enhanced predictability in project outcomes.



Team Structure

ATO's new org structure enables Activation program changes by creating clear lines of decision-making authority and accountability.



The background of the slide is a photograph of the front of a bus, viewed from a low angle. The bus is white with a large windshield and a prominent front grille. A blue semi-transparent overlay covers the entire image. The text is positioned on the left side of the image.

Moving Forward *ATO in 2025 and Beyond*

Strategic Objectives: Success Factors

Objective 1

Strategically integrate Operational Readiness and Asset Transition (ORAT) principles across all ATO functions.

Success factors:

- ✓ A culture of continuous improvement that supports sustainable growth and change
- ✓ Operational readiness and compliance with all internal and external standards, enhancing resilience for future transitions

Objective 2

Foster greater collaboration across planning, design, construction, and operations teams throughout all project phases.

Success factors:

- ✓ Strong partnerships that foster growth and innovation
- ✓ Improved organizational resilience, including seamless adaptation to change

Objective 3

Enhance accountability and transparency across internal and external partners.

Success factors:

- ✓ Reliable and accurate information available to key stakeholder
- ✓ Improved decision making that aligns Sound Transit's strategic objectives with operational capabilities
- ✓ Improved risk identification, management, and mitigation across all project phases

Strategic Objectives: Associated Metrics

Objective 1

Strategically integrate Operational Readiness and Asset Transition (ORAT) principles across all ATO functions.

Metrics:

- ✓ 100% of projects in the activation phase will report through ATO.
- ✓ 100% of project readiness requirements will be met, measured, and documented at the time of decision.
- ✓ 100% of projects will have a 'window of opportunity' identified at least six months prior to the internal target RSD date.

Objective 2

Foster greater collaboration across planning, design, construction, and operations teams throughout all project phases.

Metrics:

- ✓ Quarterly tracking will show measurable improvements in forecast accuracy for activation activities.
- ✓ Monthly forecasts of the activation schedule will optimize resource utilization.
- ✓ By the end of 2025, ATO will establish a 24/7 operational culture during the activation phase, ensuring continuous access to the railroad system.

Objective 3

Enhance accountability and transparency across internal and external partners.

Metrics:

- ✓ 90% of open items will be closed within six months of the RSD.
- ✓ Measurable reductions in repeat issues affecting schedule, safety, quality, reliability, or reputation.
- ✓ Measurable reduction in time spent on meetings and reporting during the activation phase.
- ✓ Resolve or escalate asset transition risks within 1-3 months of identification, based on criticality, with a measurable reduction in staff time spent on risk discussions.
- ✓ Measure and report the percentage of programmatic risks for asset transition, actively managing them through mitigation strategies.

Coming soon!

Downtown Redmond Link Extension Opening

First day of service: May 10, 2025

Ribbon cutting: 10:30 am (Redmond Station)

Start of service: Noon

Community events: Noon – 4 pm (both stations)

For more information, visit:

www.soundtransit.org/helloredmond



Thank you.



 *soundtransit.org*

