

AC Transit and OakDOT Collaboration and Communications Workshop and Next Steps

December 10, 2025



COLLABORATION WORKSHOP

OUTCOMES:

• LEARN ABOUT OUR SHARED HISTORY...

• UNDERSTAND EACH OTHER'S WAYS OF WORKING & STRUCTURAL ISSUES

• EXPLORE OUR TENSIONS & INTERDEPENDENCIES

• & PLACES of SYNERGY

• We'll LEAVE WITH ACTION ITEMS TO CATALYZE COLLABORATION & SERVE OAKLANDERS BETTER TOGETHER

CONNECTING TO OUR SHARED VALUES & MOTIVATIONS

DEEPENING PROFESSIONAL CONNECTIONS

SHARING A POSITIVE, UPLIFTING & OPEN GROUP EXPERIENCE

SECRETS to SUCCESS

DON'T SWEAT the SMALL STUFF... STEP BACK IF NEEDED

OFFER TIME to THINK & DIGEST...

LEAN INTO INQUIRY... AWAY FROM ARGUMENT & CRITIQUE

tell me MORE!

HELP MANAGE TIME & SHARE AIRTIME

MOVE COMPUTERS & PHONES AWAY UNTIL BREAK TIMES

AGENDA:

- 11:00-11:45 LUNCH
- 11:45 PM GATHER for WORKSHOP
- 12:00 PM KICKOFF
- 12:30 PM GRAPHIC HISTORY ACTIVITY
- 1:30 PM BREAK
- 1:45 PM AGENCY 101
- 2:30 PM SHAPING COLLABORATIONS
- 3:30 PM ACTION PLANNING
- 4:00 PM TAKEAWAYS
- 4:30 PM CLOSE

FACILITATION:

- RATNA AMIN INFRAGARDEN
- EMILY SHEPAD The Graphic Distillery

ROLES

DESIGN TEAM:

- MEGAN WIER OAKDOT
- JASMINE POMAR OAKDOT
- ROBERT DEL ROSARIO AC TRANSIT
- JIM CUNARDI AC TRANSIT

AC TRANSIT/OAKDOT COLLABORATION WORKSHOP 4/29/25

Graphic History of AC Transit/OakDOT

The full group participated in creating a Graphic History of collaboration between AC Transit and OakDOT. This visual process captures collective knowledge, highlights patterns and cycles, reveals the roots of key assumptions, and uncovers connections between past challenges and accomplishments—all of which help foster mutual respect and understanding.

Beginning with the longest-serving staff, each participant shared their memories of the people, plans, events, goals, and themes that have shaped more than 100 years of transit and City of Oakland relationships. The activity concluded with group reflections on the themes that characterized different historical eras, including:

5/7/25



HISTORY OF: AC TRANSIT/OAK DOT

KEY

GOALS/RESULTS

PROJECTS/STRATEGIES

KEY EVENTS

PEOPLE

PRODUCTS/SERVICES/SITES

1890s-1950
IN THE BEGINNING...

1903 KEY SYSTEM BEGAN
RAIL FERRIES
HOUSING DEVELOPED ALONG THESE LINES

1906 EARTHQUAKE
INFLUX of PEOPLE TO OAKLAND
LATE 1920s CAR MANUF.

1937-8 BAY BRIDGE OPEN for CARS
2nd WIN PORT BOOM
CULTURAL MIGRATION, Blacks from South to Port Jobs

1960 AC TRANSIT BEGAN
KEY ELEMENTS BOUGHT OUT BY TIRE COS
KEY SYSTEM WENT BANKRUPT
ENVIRONMENTAL

1950s... INTERSTATE TRAVEL
Automobile BUSES replacing RAIL

1960-1990 CAR ERA
DILAPIDATED INFRASTRUCTURE...
CLOSE BRT FRAGMENT w/ UNIONS
SHERYL BANKS

MID/LATE 1990s
FISCAL CRISIS
SALES TAX
NATE MILBY (CITY COUNCIL)
POLITICAL ADVOCACY * PEDESTRIAN PLAN

REDLINING
People leave OAKLAND
PUBLIC RAIL expansion SUBSIDIZED by SUB DIVISIONS

1996 POLICY from CITY COUNCIL

1998 GENERAL PLAN "TRANSIT ORIENTED DEVELOPMENT"

1972 BART opened EAST BAY SUBURBS to commute REGIONAL IMPACT

1993 EARTHQUAKE
BRIDGE RECONSTRUCTED

1999 FIRST BIKE PLAN DONE
MAJOR INVESTMENT STUDY for AC TRANSIT

2000 PARCEL TAX

DOT.COM BOOM
HOW do we HAVE INFRASTRUCTURE CONNECTED TO REVENUE?
RENTS ↑ NEW RESTAURANTS OAKLAND on the MAP

2000 GOOD REVENUES INCREASED HIRING
RAPID BUS EMERGING TREND
BRT BEGAN

2000 BUS SHELTERS: ADVERTISING CONTRACTS STARTED
LET'S GET 10,000 PEOPLE DOWNTOWN!
JERRY BROWN
DID THE TIC BREAKER VOTE

2008-2014 AC TRANSIT "Dark Period"
AC TRANSIT: CITY PAID ATTENTION

CITY of OAK HAS \$ to DELIVER
RESTRUCTURING PUBLIC WORKS
REDEVELOPMENT AGENCY DISMANTLED
2017 OAK DOT FOUNDED

2000s CAR PLATE RULE
2002 MEASURE DD
All streets around Lake Merritt Redone

2002 Alameda County Measure B

2010 AC TRANSIT \$ to DELIVER
COMMUNITY BASED TRANSPORTATION PLAN
2010 TPI TSP TRANSIT SIGNAL PRIORITY

2007 OAKLAND BIKE PLAN
LINE 51 project
FOCUS ON BIKE PED SAFETY
2012 PROTECTED BIKE LANES throughout CITY

2015 BAY AREA BIKE SHARE
2017 2 WAY CYCLE TRACK TRANSIT ONLY PROJECT
2019 BUS STOP PARKLETS

2016 MAJOR CORRIDOR STUDY
2017 PED PLAN Update
2019 BIKE PLAN Update
2020 BRT Started

2011-2015 CITY DOT ONTO MTC
2015 75M for BRT CONSTRUCTION
2021 TRANSIT ACTION STRATEGY FINALIZED

2020 PANDEMIC!
AC TRANSIT SUPPLEMENTARY SCHOOL BUS SERVICE
2021 SAFE OAKLAND Streets Launch

2015-18 2.5 DAY WORKSHOP CITY OF OAKLAND AC TRANSIT
2020 RED LANES on Broadway
2022 Red Lane CAMERAS... BUS only lane Enforcement

2019 AC TRANSIT MULTI-MEDAL DESIGN GUIDELINES
2022 Red Lane CAMERAS... BUS only lane Enforcement

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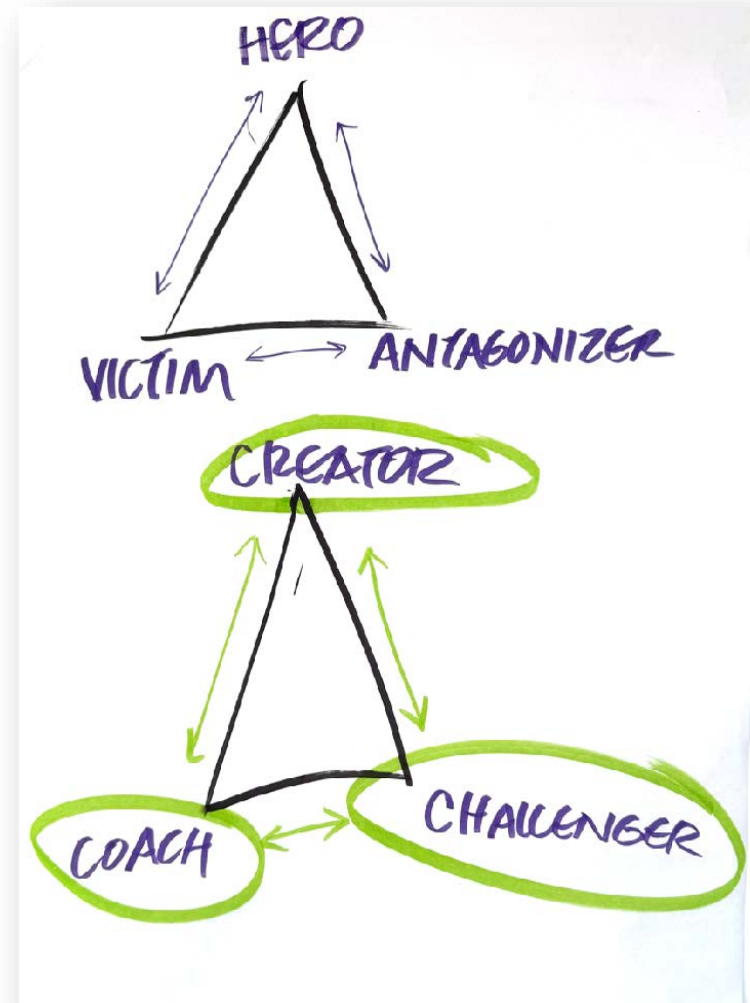
DATETIME 1950-1990 1995 2000 2005 2010 2015 2020

Shaping Collaborations

Participants engaged in three rounds of small-group discussions at tables, each focused on one of seven key questions (listed below). In groups of 4–5, they spent 15 minutes per round exploring each topic before rotating to a new table.

The conversations were designed to be generative and imaginative, with participants encouraged to propose “15% solutions”—small, feasible actions that could make meaningful progress without requiring full-scale change.

1. What do we need to address to reset our formal agency partnership? (ILC, ladder of meetings, boards, management collaboration)
2. What do we need to address to prioritize our varied agency goals? (agency goals/mandates planning, policies)
3. What seeds can we plant for strategic funding opportunities? (funding, business models)
4. What would improve our ability to build projects together? (corridor partnerships, project development)
5. What's the next level of learning together? (grow resilience, knowhow, etc.)
6. What's the next level of working with stakeholders and public engagement?
7. What specific administrative processes do we need to talk about?



The “Drama Triangle” (shown above) illustrates a common dynamic between individuals or organizations, where roles are unconsciously assigned as Victim, Hero, and Antagonizer. This cycle often leads to a sense of being stuck or disempowered. The Drama Triangle can be transformed into an Empowerment Dynamic, where the roles become Creator, Coach, and Challenger. Staff were invited to adopt these empowering roles during the Shaping Collaborations activity.

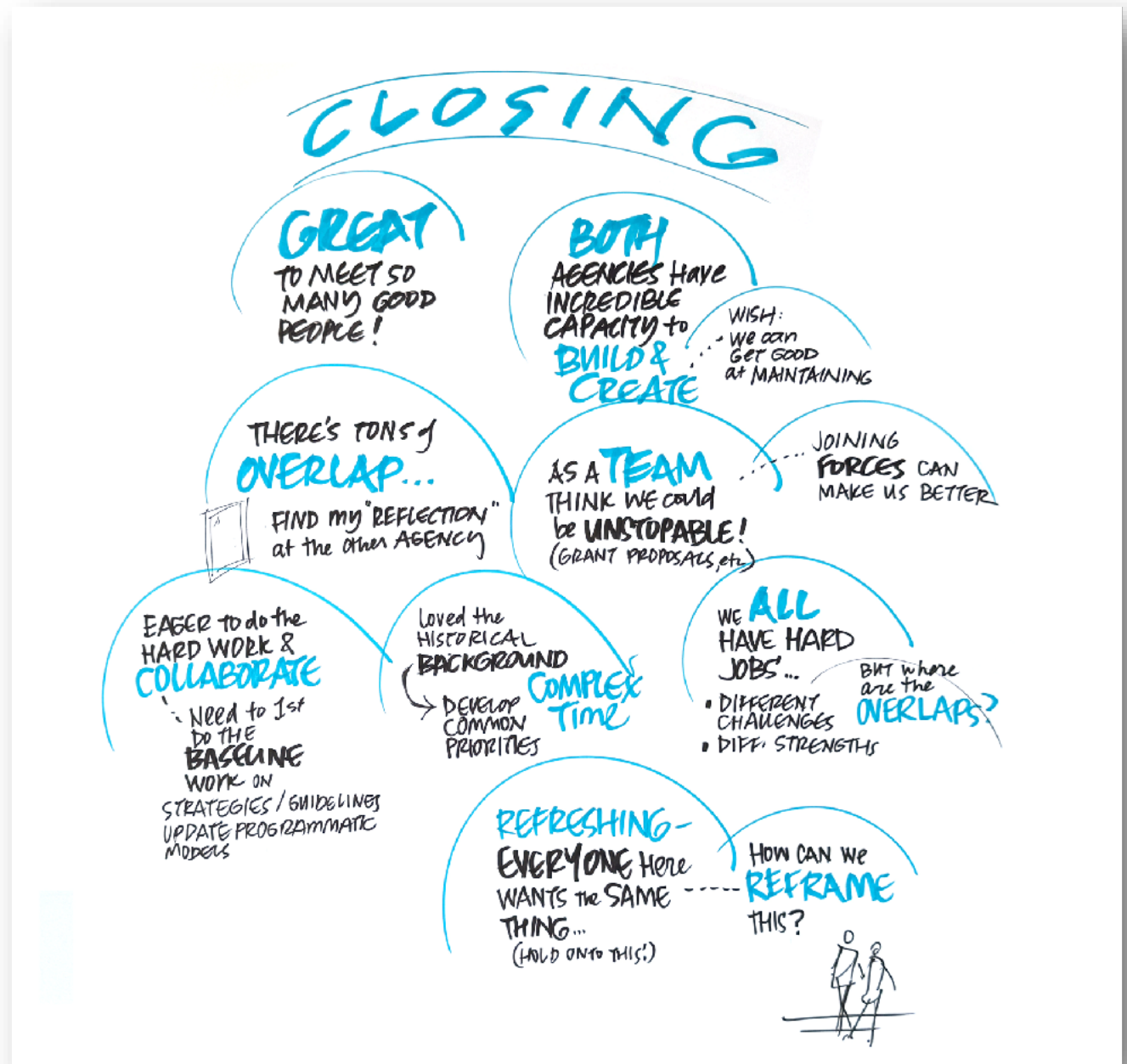
Shaping Collaborations



Takeaways

We closed the meeting with staff sharing takeaways from the workshop:

- Great to meet so many good people!
- There's tons of overlap – I find my "reflection" at the other agency.
- Eager to do the hard work and collaborate – need to first do the baseline work on strategies/guidelines, update programmatic models.
- Both agencies have incredible capacity to build and create...
- Wish we can get good at maintaining.
- As a team, think we could be unstoppable! Grant proposals, etc.
- Joining forces can make us better
- We all have hard jobs – different challenges, different strengths. But where are the overlaps?
- Refreshing – everyone here wants the same thing (hold on to this!)



Spring Workshop Takeaways: Three Strategic Priorities for the Next 6-24 Months

- ❑ **Near-Term Priorities for Executive Focus**
- ❑ **Reset Norms for a More Collaborative Approach**
- ❑ **Improve Communications**