



# EMERYVILLE TRANSPORTATION MANAGEMENT ASSOCIATION

## STAFF REPORT MEMORANDUM

DATE: March 17, 2026  
SUBJECT: Review and consider approval of an agreement with Piccadilly to develop, conduct, and report on the 2026 On-Board and Off-Board Surveys

### Summary

As part of the Ten-Year Strategic Plan adopted by the ETMA Board in January 2025, the Board identified the need to conduct both on-board and off-board surveys for the Emery Go-Round Shuttle to better understand the current performance and perception of the service.

The surveys are intended to:

- Assess how the service is perceived by the community
- Identify who uses the service and understand their experience
- Understand who does not use the service and why
- Identify strategies to increase ridership and improve overall service

The goal of this effort is to establish a baseline of current conditions and use the findings to inform other key components of the Strategic Plan, including marketing plan development, fleet planning, and potential route modifications or service enhancements.

The surveys are designed to gather input from a broad cross-section of stakeholders, including:

- Emeryville and surrounding area residents
- Individuals who work in Emeryville
- Visitors to Emeryville, including shoppers
- Current riders
- Occasional riders
- Non-riders

### Requested Revisions

The proposal and original agreement were presented to the ETMA Board of Directors at the February 26, 2026 Board meeting. The board approved the selection of Piccadilly as the vendor, but requested the following revisions to the scope of the project:

- The removal of Berkeley, Oakland, and surrounding cities from the target demographic for the off-board survey to focus the responses on those within the service area.
- Increase the scope of the Employee survey to target commuters, including intercept staffing at designated employment sites and businesses and the addition of gift card incentives.

### Proposed Motion

Approve an agreement with Piccadilly to develop, administer, and report on the Emery Go-Round's 2026 on-board and off-board surveys, for a sum not to exceed \$147,199.00, unless additional services are authorized by the ETMA.



Daniel Oliver  
Senior Manager  
ALTRANS TMA, Inc.  
3609 Bradshaw Rd. Ste H-347  
Sacramento, CA 95827

UPDATED: March 13, 2026

Hello Daniel,

Armanino Advisory LLC, dba Piccadilly (“Piccadilly,” “we” or “us”), is pleased to provide the following services to the Emeryville Transportation Management Association (“ETMA” or “you”) for the **Emery-Go-Round Survey Research** as described below. The services are subject to the terms and conditions of this agreement and the Terms & Conditions for Professional Services located at <https://www.piccadillyad.com/terms-conditions/>.

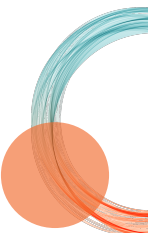
Emeryville Transportation Management Association (ETMA) is looking for a marketing and research partner to provide guidance in developing, conducting, analyzing and reporting surveys results for the Emery-Go-Round free shuttle program. This program in the city of Emeryville provides free “first mile/last mile” services to shoppers, workers, residents and visitors via two routes that offer 40-plus transit stops. Before the pandemic, the shuttle served more than 100,000 passengers a month, but since the pandemic, the service has regained only about half its ridership.

ETMA wishes to learn about riders’, residents’, and employees’ beliefs, attitudes and perceptions regarding Emery-Go-Round, including how the shuttle service is perceived, who uses the service, why they use the service and how they experience the service, as well as the principal reasons non-riders choose not to use the service.

This core survey project is envisioned as involving rider/on-board and resident/off-board surveys, and employee intercepts (those that work in the Emeryville area) to better understand the issues and challenges around the Emery-Go-Round shuttle service. The three survey details follow:

1. ETMA would like to conduct an on-board Emery-Go-Round riders’ survey. At present, only ridership numbers, including how many people get on and off at each stop and the days and hours this occurs, are available to ETMA. The purpose of this component of the study is to understand who uses the shuttle, how and why they use the service, and their perceptions, preferences and frustrations regarding the service. ETMA would also like to gather usage and demographic data.
2. The second component of the study is an off-board residents’ survey. Through this study, ETMA hopes to better understand who does not use the shuttle service, reasons they do not use it and if and how they could be enticed to use the service. Areas of exploration may include shuttle frequency, hours of service, alternative services (such as electric fleet and autonomous vehicles) and other aspects of shuttle services. The potential target groups for this component would be residents of Emeryville.

2700 Camino Ramon, Ste. 350  
San Ramon, CA 94583  
Phone: 925.790.2662  
[piccadillyad.com](http://piccadillyad.com)



# PICCADILLY

3. The third survey component is to gather feedback from employees that work in the Emeryville demographic. This local and/or commuting employee survey will help ETMA better understand if employees utilize the service (or not) and their perceptions and/or barriers of utilizing the shuttle.

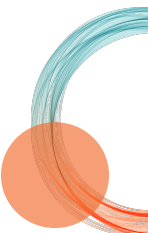
## ON-BOARD RIDER AND OFF-BOARD RESIDENT SURVEYS

### **Rider Survey: On-Board Component**

The Piccadilly team, through an online platform, would provide a simple, user-friendly experience for Emery-Go-Round on-board riders to complete an online survey. The surveys will be formatted to be administered on laptops, tablets and — most importantly — mobile devices. Piccadilly would work collaboratively with ETMA from the beginning of the project and develop the appropriate survey questions and survey design to achieve the study’s objectives. This includes designing the instrument, encouraging rider participation and providing data tables and appropriate statistical analysis. From there, Piccadilly would deliver a clear, concise summary of key findings and overall results.

Advantages/Cautions: Online surveys are currently state-of-the-art for survey research and public opinion polling. As with all quantitative research, we recommend a robust number of surveys (a minimum of 200 completed surveys) to generate more precise results. The final number achieved would, in large part, depend on the number and cooperation of Emery-Go-Round riders. As such, several strategies would be employed to encourage rider participation, including the following:

- Given the relatively short duration of Emery-Go-Round trips, Piccadilly would develop a survey of 6 or fewer minutes in length, anticipating that many/most riders would complete the survey on their cell phones during their commute/ride, which is relatively short.
- Personal invitations to the survey would be extended to riders through QR codes and serialized invitation codes. Signs with key survey messaging would be posted at stations/shuttles a week in advance, letting riders know of the benefits of completing a survey. Piccadilly does not recommend including the QR code on these signs. Simply put, when incentives are involved, there is the threat of “bad players” who might use AI bots to harvest incentives. This is something Piccadilly diligently guards against, and we believe it is safer to administer the QR codes and serialized invitation codes personally.
- Two individuals would be posted at stations or on shuttles during peak times over the course of approximately 10 days to explain the importance of the survey, encourage participation and answer any questions. These individuals would hand out the QR codes to enable access to the survey. We are budgeting two individuals for a total of 90 hours. If more hours are needed, we will provide an estimate of the additional cost for your approval.
- An incentive of a \$20 gift card (Visa/Starbucks/Jamba/etc.) would be provided to each



# PICCADILLY

rider who completes an online survey (with a limit of one survey per rider). The cost of these gift cards is included in the total budget for the on-board surveys.

- If the budget allows, we also strongly suggest offering four “grander” prizes of \$250 gift cards, which would be awarded randomly to four riders who completed a survey (“grander” prizes are not included in the budget).

Our goal for this study would be to complete a minimum of 200 surveys. If feasible, and the budget allows, we would gather more than 200 surveys. The additional cost would be the incentive of \$20 per survey completed above 200.

Please note that if additional days are needed to reach the quota of 200 completed surveys, the additional cost is \$900 per day, which is for 14 hours of additional intercept work per day.

## **Emeryville Resident Survey: Off-Board Component**

The Piccadilly team would design and develop the off-board survey to be administered to Emeryville residents via a dual mode survey methodology.

Piccadilly would attempt to complete as many surveys as possible within the limited geographical area by using a dual (online plus phone) survey strategy. We feel this will result in the strongest probability of completing 200 or more surveys with area residents, most of whom are assumed not to be current Emery-Go-Round shuttle riders.

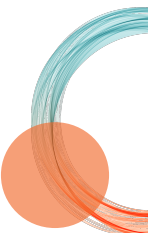
Methodologically, Piccadilly, with its vendor partner, would conduct an opinion survey of residents in Emeryville through an online survey and via telephone with live interviewers. Respondents will be invited through a listed sample of adult residents containing emails, cell phones and landlines. Online survey invitations will be sent through emails and texting while live interviewers will dial cell phone and landline numbers.

The survey would explore residents’ awareness of the shuttle service, attitudes toward its usage and elements that might increase usage of the service. Current commuter behavior and demographics would also be collected and, wherever possible, results would be compared and contrasted with the results of shuttle users.

The Piccadilly team would develop a survey instrument that could be administered via online or phone. In either case, it would be a simple and user-friendly experience for respondents. As with online surveys, Piccadilly has conducted many phone surveys with national and local databases.

Piccadilly would work collaboratively with ETMA from the beginning of the project and develop the appropriate survey questions and survey design to achieve the study’s objectives. This includes designing the instrument and providing data tables and appropriate statistical analysis.

From there, Piccadilly will deliver a clear, concise summary of key findings and overall results.



# PICCADILLY

Advantages/Cautions: Phone surveys have proved more challenging over the past two-plus decades as caller screening and caller ID have become more commonplace. However, phone surveys can serve a valuable function, especially in limited population areas where an online survey alone will not gather a sufficiently large sample.

## Emeryville Employee Survey

ETMA has requested an addition to Piccadilly's initial proposal with the goal of ensuring the voice of employees who reside and/or commute into Emeryville, via BART or other transit, will be heard. This "voice" would be comprised of:

- Employees who currently use the free shuttle services, and
- Employees who do not use the free shuttle services

To the extent that employees coming into Emeryville for employment ride the free shuttle service, their voice should be represented in Piccadilly's proposed survey methodologies. At this point, we do not know their actual representation and the number of completed surveys that will come from this contingent.

The voice of Emeryville employees living in the Emeryville demo or those coming into Emeryville to work, yet do not take the shuttle, is an important voice for EMTA to consider as they plan for the future. As such, what follows is our recommended methodology.

Piccadilly will take a two-step approach to this part of the study. While this takes more time, we strongly believe it is the best way to receive an adequate number (n=200+) of completed surveys from a limited audience.

Piccadilly recommends that ETMA leverages its position in the community and their ability to adjust elements of the free shuttle service in a way that will benefit commuting workers and, hence, benefit the Emeryville companies who depend on these workers. We recommend that ETMA collaborates with the largest employers in Emeryville to learn the attitudes, beliefs, perceptions, and preferences of employees who could benefit from the shuttle service. Active cooperation by ETMA and its relationship with employers/property management owners is essential for this component of the research to be successful.

At a minimum, Piccadilly would need cooperation from major employers and access to the buildings where employees work/gather. A search of the top ten employers in Emeryville resulted in the following list. (Note: ETMA would need to decide if AC Transit employees are an appropriate group to survey or not).

1. Pixar Animation Studios – 1,441 employees (film and entertainment)
2. Amyris Inc. – 595 employees (biotech and synthetic biology)
3. AC Transit – 429 employees (public transportation)



# PICCADILLY

4. Clif Bar & Company – 343 employees (organic food and snacks)
5. Grocery Outlet Headquarters – 308 employees (discount retail)
6. Peet's Coffee & Tea Inc. – 270 employees (specialty coffee)
7. IKEA – 265 employees (furniture and home goods)
8. Grifols Diagnostic Solutions – 250 employees (biotech and diagnostics)
9. Oaks Card Club – 221 employees (gaming and entertainment)
10. City of Emeryville – 169 employees (municipal government)

Piccadilly believes the best way for commuting employees' voices to be heard is for ETMA to approach these companies, and others, if necessary, with a proposal allowing ETMA, through its research partner Piccadilly, to survey their employees. Piccadilly believes a convincing argument could be made that this survey would be beneficial to ETMA and its future plans for the shuttle service; employees who would have the benefits of the enhanced shuttle services; and employers who would prosper by employees receiving the benefits of the shuttle.

- In our first step, Piccadilly would prepare email invitations to the survey and would ask employers to send them out to their employees. The stature of the client and the monetary incentives provided may convince employers to participate for the benefit of their employees.
- In step two of this approach, Piccadilly would employ professional intercept staff to visit employer's buildings in often used employee areas (such as lobby or lunchroom).
- Staff would offer and provide QR codes and ask employees to follow the link to complete the survey.
- Piccadilly expects a minimum of 200 completed online surveys. An incentive of a \$20 gift card (Visa/Starbucks/Jamba/etc.) would be provided to each employee who completes an online survey (with a limit of one survey per employee). The cost of these gift cards is included in the total budget for the employee surveys.
- We again recommend offering a chance to win one of four \$250 grand prizes drawn from the pool of all employees who complete a survey ("grander" prizes are not included in the budget).
- Further, we recommend offering employers the right to review the survey to assure them that all questions would meet with their approval and that ETMA would share the results of the survey with cooperating companies.
- If ETMA prefers to not cap at 200, additional completed surveys would incur an incremental cost of \$20 per completed survey.

As with other methodologies in Piccadilly's proposal, we would tabulate and analyze the data and deliver a clear, concise summary of key findings and overall results.



## Total Budget for Research Recommendations

### **RIDER SURVEY: ON-BOARD COMPONENT**

- **Survey Recommendation:**
  - **\$57,500** (200 on-board rider surveys)
  - NOTES:
    - Add \$20 per completed survey if above 200. If fewer surveys are completed, the cost will be adjusted downward to reflect the actual number of completed surveys.
    - A \$1,000 estimate has been included to cover the cost for signage to be placed in Emeryville key locations a week before the surveys take place. If over \$1,000, the additional costs will be shared with ETMA for pre-approval.

### **EMERYVILLE RESIDENT SURVEY: OFF-BOARD COMPONENT**

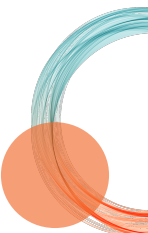
- **Survey Recommendation:**
  - **\$40,537** (200 off-board resident surveys)
  - NOTES:
    - Final costs will be adjusted depending on the final number of completed surveys.

### **EMERYVILLE EMPLOYEE SURVEY**

- **Survey Recommendation:**
  - **\$49,162** (200 completed employee surveys)
  - NOTES:
    - Should signage or flyers be needed as part of this survey methodology, Piccadilly will provide a cost estimate for your approval.

### **Agreement Notes:**

- Final costs will be adjusted depending on the final number of completed surveys with a sum not to exceed \$147,199, unless additional services are authorized by ETMA.
- “Grander” prizes are not included in the budget total.
- The Terms & Conditions for Professional Services adjustments include:
  - In Section 2, Administrative & technology fee is not applicable to this agreement
  - In Section 2, Out-of-pocket costs and travel expenses, if needed, will be provided and pre-approved by ETMA
  - The final sentence of Section 2 is not applicable to this agreement
  - At the end of Section 3, following language applies, ‘Picadilly will provide you with notice of any request for production of documents or testimony that could result in charges being billed to you in order to allow you to object to such a request (at your own expense).’



# PICCADILLY

Thank you again for letting Piccadilly be part of ETMA's and Emery-Go-Round's future success. Please indicate your understanding and confirmation of these components in our agreement by signing in the space provided below. The Piccadilly team is excited to continue our partnership.

\_\_\_\_\_  
Vintage Foster, CEO

\_\_\_\_\_  
Date

THIS AGREEMENT, INCLUDING THE TERMS & CONDITIONS FOR PROFESSIONAL SERVICES, IS HEREBY APPROVED AND ACCEPTED:

Emeryville Transportation Management Association

Date: \_\_\_\_\_

By: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_





# EMERYVILLE TRANSPORTATION MANAGEMENT ASSOCIATION

## STAFF REPORT MEMORANDUM

DATE: March 17, 2026  
SUBJECT: Review and Consider Approval of an Agreement with Piccadilly for Emery-Go-Round Marketing Strategy, Media Planning, and Campaign Development Services for Fall 2026 and Spring 2027

### Description

In January 2026, ETMA Management, in coordination with the Strategic Plan Subcommittee, issued a Request for Proposals (RFP) for the development and implementation of a marketing strategy and campaign. The objective is to increase awareness of Emery Go-Round, attract new riders, and encourage a shift away from single-occupancy vehicle travel.

The RFP was released on January 23, 2026, with proposals due by February 25, 2026. It was distributed to four Northern California marketing firms and posted on the Emery Go-Round website.

One proposal was received, submitted by Piccadilly, which was also previously approved by the ETMA Board of Directors to conduct the 2026 surveys.

### Vendor Approval

While the RFP yielded only one proposal, ETMA is not obligated to select Piccadilly. However, a key factor in the Board's prior selection of Piccadilly for the survey project was the firm's integrated capabilities across research, marketing, and public relations.

Approving Piccadilly for both the marketing strategy and campaign would position the firm as a unique asset, enabling it to conduct survey-based research and seamlessly translate those insights into actionable, data-driven marketing strategies.

### Proposal Overview

- **Objective:** Achieve a 10% increase in annual ridership by the end of 2026, as established by the RFP.
- **Strategy:** A multi-channel approach (digital, social, and transit-based) focused on two primary campaign "bursts" in Fall 2026 and Spring 2027.
- **Budget:** \$120,000 (all-inclusive of fees and media buys), matching the top end of our projected range.
- **Focus:** Elevating awareness of the shuttle's fare-free status and 15-minute frequency.
- **Strategic Framework:** The proposal is intended as a strategic framework. The specific creative elements and media placements will be determined and developed as part of the formal kickoff and planning process.

### Proposed Motion

Approve an agreement with Piccadilly for Emery-Go-Round Marketing Strategy, Media Planning, and Campaign Development Services for Fall 2026 and Spring 2027, subject to ETMA Legal approval.



## Request for Proposals (RFP)

### 2026 Emery-Go-Round Marketing Strategy and Campaign

**Issued by:** Emeryville Transportation Management Association (ETMA)

**Proposal Due Date:** Wednesday, February 25, 2026, 5:00 PM (Pacific Time)

---

#### 1. Background

The Emeryville Transportation Management Association (ETMA) operates the **Emery-Go-Round**, a fare-free, last-mile shuttle service in Emeryville, California. The service connects employees, residents, and visitors from the MacArthur BART Station to major employment centers, residential areas, and destinations throughout the City of Emeryville.

The Emery-Go-Round is open to the public and operates with frequent service, typically every 15 minutes. The service currently provides approximately **540,000 passenger trips annually**. ETMA seeks to increase annual ridership by **10 percent by the end of 2026** through a comprehensive marketing plan and targeted campaign implementation.

ETMA is soliciting proposals from qualified marketing firms to develop and implement a **marketing strategy and 2026 campaign** to increase awareness, attract new riders, and encourage a shift away from single-occupancy vehicle travel.

#### 2. Project Goals and Objectives

The primary goals of this project are to:

- **Increase awareness** of the Emery-Go-Round shuttle among potential riders, including:
  - Routes and service area within Emeryville
  - Frequency (every 15 minutes)
  - Fare-free service
  - Benefits of using the shuttle instead of driving
- **Shift transportation choices** from driving alone to more sustainable options, including the Emery-Go-Round shuttle.
- **Achieve a 10% increase in annual ridership** by the end of calendar year 2026.

### 3. Target Audiences

Proposers should address outreach strategies for the following audiences:

#### Primary Audience

- Ages 25-55
- All genders
- \*Workers in Emeryville; and residents of Emeryville, Oakland, and Berkeley who commute
- Individuals who could reasonably use the Emery-Go-Round shuttle for errands, shopping, or recreation

#### Secondary Audience

- Ages 18–75
- All genders
- Residents and workers within 15 miles of Emeryville
- Individuals living within one mile of a BART station in Alameda County, Contra Costa County, and San Francisco County

### 4. Scope of Work

The selected consultant will be responsible for developing and implementing a comprehensive marketing program that includes the following components:

#### A. Marketing Plan

- Audience insights and messaging strategy
- Campaign themes and creative approach
- Channel mix recommendations
- Performance metrics and evaluation framework

#### B. Campaign Implementation

ETMA anticipates **two (2) 30-day paid multi-media marketing campaigns** in 2026:

- **Spring Campaign:** May 2026
- **Fall Campaign:** September or October 2026

Campaigns may include, but are not limited to, the following communication channels:

- Digital advertising
- Social media advertising
- Social influencers
- Billboards / out-of-home advertising
- Television (if appropriate)

- Radio (if appropriate)

Proposers should recommend the most effective mix of channels within the available budget.

### **C. Coordination with ETMA and Partners**

ETMA and its partner, ALTRANS, will conduct complementary outreach efforts, including:

- Tabling at local events
- Direct outreach to businesses in Emeryville

The selected consultant will coordinate messaging and timing to complement these efforts.

### **D. Reporting and Evaluation**

- Ongoing performance tracking during campaigns
- **Monthly reports** summarizing campaign activities, performance metrics, lessons learned, and recommendations for future marketing efforts

## **5. Deliverables**

At a minimum, the consultant will provide:

1. A comprehensive **Marketing Plan**
2. **Media planning and media buying** services
3. Creative assets as needed for approved channels
4. Campaign performance summaries
5. A **Final Report** outlining results and outcomes

## **6. Budget**

The total project budget is **\$100,000 to \$120,000**, inclusive of all professional fees, media buys, creative development, and expenses.

Proposals should include a detailed budget breakdown by task and by campaign.

## **7. Proposal Submission Requirements**

Proposals should include the following sections:

1. Firm Overview and Qualifications
2. Relevant Experience, particularly with transportation, public agencies, or behavior-change marketing
3. Proposed Approach and Work Plan
4. Campaign Strategy and Channel Recommendations
5. Project Team and Roles

6. Budget and Cost Proposal
7. Project Schedule
8. Examples of Relevant Work
9. References

## **8. Evaluation Criteria**

Proposals will be evaluated based on:

- Understanding of the project and objectives
- Quality and creativity of the proposed approach
- Relevant experience and past performance
- Qualifications of the project team
- Budget clarity and cost-effectiveness
- Ability to meet schedule and deliverables

## **9. Schedule (Anticipated)**

- RFP Issued: January 23, 2026
- Proposals Due: **February 25, 2026 – 5:00 PM PT**
- Consultant Selection: March 2026
- Project Start: March 2026
- Fall Campaign: September or October 2026
- Spring Campaign: May 2027

## **10. Submission Instructions**

Submit proposal to ETMA Executive Director Daniel Oliver: [doliver@altrans.net](mailto:doliver@altrans.net)

Proposals must be received electronically by **5:00 PM Pacific Time on Wednesday, February 25, 2026**. Late submissions will not be accepted.



Daniel Oliver  
Senior Manager  
ALTRANS TMA, Inc.  
3609 Bradshaw Rd. Ste H-347  
Sacramento, CA 95827

March 13, 2026

Hello Daniel,

Armanino Advisory LLC, dba Piccadilly (“Piccadilly,” “we” or “us”), is pleased to provide the following services to the Emeryville Transportation Management Association (“ETMA” or “you”) for its **Emery-Go-Round Marketing Campaigns** as described below. The services are subject to the terms and conditions of this agreement and the Terms & Conditions for Professional Services located at <https://www.piccadillyad.com/terms-conditions/>.

With implementing a marketing strategy featuring two marketing campaigns, we understand ETMA’s goal is to increase Emery-Go-Round’s annual ridership by 10% by the end of 2026 and elevate public awareness of the fare-free shuttle — its routes, frequency, and community benefits. Piccadilly is here to help make that happen.

Piccadilly is a full-service, award-winning marketing and communications agency that believes in results. We are always moving the needle and exist to deliver impact for our clients. With offices in San Ramon, CA; Vancouver, BC; Dallas, TX; and Los Angeles, CA, our team of seasoned experts’ partners with clients to drive measurable outcomes.

**Benefits of working with Piccadilly:**

- Our experience aligns with ETMA’s needs, including behavior-change marketing, public agency communications, and multi-channel campaign development
- We bring strategic know-how, creative innovation, and media capabilities that reach targeted audiences in a way that prompts action
- While not specific to this RFP response, our full spectrum of marketing services lets ETMA access additional resources including research, PR, social media, and event management
- We know how to collaborate with clients when messaging coordination across community outreach activities needs to align with campaign deliverables

An effective campaign strategy supported by high-quality creative execution will enhance Emery-Go-Round’s brand presence, accelerate momentum, and drive the ridership outcomes we are seeking to achieve.



# PICCADILLY

## Marketing Campaign Development

With creative campaign development, Piccadilly suggests beginning with a kickoff meeting. This is where we explore issues like brand awareness, campaign creative needs, and nuances of the ridership/audience relationship. We also seek to understand where we can leverage existing findings, research, and data.

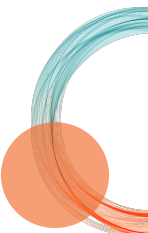
Prior to the development of the two campaigns (Fall 2026 and Spring 2027), a kickoff meeting will be scheduled to review strategic activities and to prioritize the important content and campaign imperatives. There are two key objectives for this step:

- Establish an overall creative campaign concept strategy
- Leverage prior insights to build out campaign messaging and the creative concept

While the kickoff meeting recommendations may vary, the below approach provides a general outline of campaign development.

With the above in mind, we recommend the overall process to be:

- Develop a creative brief to be reviewed and approved by the ETMA team. Our brief includes:
  - Campaign strategy, goals and objectives
  - Assets to be developed (see below)
  - Target audience details/segments (personas, demographics, psychographics, etc.) and geographics
  - Proof points and key messaging
  - Creative tone and feel
  - Emery-Go-Round's brand criteria and mandates
- Piccadilly's account team will meet with our creative team using the brief as their guide and provide any additional details. From there, we will:
  - Develop three campaign concept ideas that will be prepared for presentation to the ETMA team. In this meeting, one concept will be agreed upon
- Piccadilly will refine the chosen concept based on your feedback/input
  - Two rounds of refinements are included
- The final creative campaign concept will be applied to media assets (final list TBD):
  - Programmatic digital ads: one prospecting and one retargeting ad; 24 sizes each
  - Programmatic digital billboards; 2 sizes
  - Paid social media ads (Facebook, Instagram, LinkedIn, TikTok); 6 sizes each
  - Streaming audio (internet radio) 30-second ad
- All final creative assets will be shared with the ETMA team for final signoff





## **Media Strategy, Planning & Placement**

Getting a media plan right is essential to ensure every dollar invested reaches the audiences most likely to engage and act. A well-aligned plan increases message relevance, driving stronger performance and measurable impact across channels.

Our digital and traditional media and strategy team leverages the strengths of diverse channels, letting us to create an integrated, data-driven media plan that will amplify the Emery-Go-Round brand and value across multiple touchpoints. By selecting the right mix of tactics and continuously optimizing the campaign, we will deliver a campaign for ETMA that achieves your marketing objectives and grows your ridership influence in the market.

Our media strategy and planning consider three fundamental actions we want to achieve:

- Drive Interest
- Drive Engagement
- Drive Ridership

## **Strategy & Planning**

Our research-based approach is the foundation for how we gauge effectiveness and maximize return on investment. Equally important to our strategic planning process is mapping the media mix with the creative campaign, messages, and deliverables. We leverage our discovery findings and input from the ETMA team to provide a media strategy and plan for review and approval prior to launch.

## **Channel Recommendations**

Piccadilly builds digital and traditional media plans that will drive attention, brand awareness and ridership growth for Emery-Go-Round. Once our creative campaign is finalized and ready for primetime, our digital and traditional marketing experts will finalize the digital media strategy and tactical plan details.

The summary below reflects our initial perspective on the media services we can provide. After our kickoff meeting, we will conduct a deeper review of past initiatives, available data, audience personas, and other key inputs. Based on that discovery process, we will then deliver a recommended plan to the ETMA team.

- **Programmatic Display and Digital Out-of-Home**  
This provides scale to reach audiences in the geos we want to touch, with a key focus on the specific groups most aligned with your service offering. Outdoor spots can air in target locations, which upon recognizing mobile devices already in our targeting data, can activate your ads to those potential riders.



# PICCADILLY

- **Search Engine Marketing**  
Piccadilly will conduct a thorough audit of your existing Google Ads account and then develop and launch an improved campaign structure. This includes refreshed ad groups, updated ads, and refined keyword targeting. We will organize campaigns based on key KPIs, such as driving site traffic or conversion goals, while streamlining the number of ad groups to ensure each one is fully optimized for performance.
- **Paid Social Advertising**  
With access to ETMA's social ad accounts, and assuming the absence of any empirical data, Piccadilly will commence advertising by running traffic or engagement campaigns on social channels. Social channels like Facebook, Instagram, TikTok, or others as requested will help us amplify our message and improve reach.
- **Streaming Audio (Internet Radio)**  
Streaming audio ads provide messages that only play if the audio app is active and which cannot be skipped. Piccadilly reaches music providers like Spotify, ESPM, Shazam, iHeartRadio, etc., accessing hundreds of audio (streaming) apps, players, channels, and stations by listener focus, interests, and locations.
- **Traditional Media – BART and/or AC Transit Stops**  
Piccadilly often recommends street-level advertising for projects such as this. Specifically, advertising posters at BART and possibly AC Transit stops can place your brand directly in front of daily riders, creating repeated exposures that strengthen recall. The captive environment of a transit ride increases the likelihood that riders will notice and absorb your message. By appearing in a trusted, everyday setting, the Emery-Go-Round brand can also gain credibility, therefore becoming more familiar to a diverse audience.





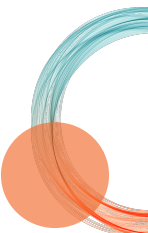
### **Budget Investment – Delivering Two Campaigns**

The following steps and budget perimeters apply to the creative, production, and media for two campaigns: Fall 2026 and Spring 2027.

STEPS	SCOPE	DELIVERABLES	BUDGET
<b>Kickoff Meeting &amp; Planning</b>	<ul style="list-style-type: none"> <li>Kickoff meeting</li> <li>Brand review and implications</li> <li>Research/intel/information review</li> <li>Audiences and geos review</li> <li>Competitive marketing review</li> <li>Creative brief development</li> </ul>	<ul style="list-style-type: none"> <li>Creative Brief for Review &amp; Approval</li> </ul>	<b>\$3,000</b>
<b>Creative Campaign Development</b>	<ul style="list-style-type: none"> <li>Present three campaign concepts, executed on two marketing assets</li> <li>Selection of one concept</li> <li>Two rounds of refinements</li> <li>Concept finalized and approved</li> </ul>	<ul style="list-style-type: none"> <li>One Creative Campaign Concept</li> </ul>	<b>\$25,000</b>
<b>Campaign Asset Production</b>	<ul style="list-style-type: none"> <li>Extend the creative concept to 35-40 additional creative assets/sizes</li> <li>Two rounds of refinements</li> <li>Finalize all campaign assets/production files</li> </ul>	<ul style="list-style-type: none"> <li>Production Files Finalized Based on Digital Media Strategy and Approval</li> </ul>	<b>\$12,000</b>
<b>Digital Media Strategy &amp; Planning*</b>	<ul style="list-style-type: none"> <li>Strategy, planning &amp; placement</li> <li>Programmatic display ads</li> <li>Programmatic out-of-home ads</li> <li>Search engine marketing</li> <li>Paid social ads</li> <li>Streaming audio (internet radio)</li> <li>Monthly reporting</li> </ul>	<ul style="list-style-type: none"> <li>Digital Media Plan and In-Market Placement</li> </ul>	<b>\$20,000 (2-months)</b>
<b>TOTAL Fall Campaign 2026</b>			<b>\$60,000</b>
<b>TOTAL Spring Campaign 2027</b>			<b>\$60,000</b>
<b>TOTAL BUDGET INVESTMENT</b>			<b>\$120,000</b>
<b>Incremental Traditional Media Budget*</b>	Should additional media budget become available, Piccadilly recommends investing in BART posters at MacArthur station (two months), plus consider AC Transit stops		<b>\$17,000 (per campaign)</b>

\*Piccadilly deploys the most efficient and effective media to ensure that goals, objectives, and KPIs are met. Once we have a clearer understanding of the recommended approach, we will review and reassess its applicability.

2700 Camino Ramon, Ste. 350  
 San Ramon, CA 94583  
 Phone: 925.790.2662  
[piccadillyad.com](http://piccadillyad.com)



# PICCADILLY

Thank you again for letting Piccadilly be part of ETMA's and Emery-Go-Round's future success. Please indicate your understanding and confirmation of these components in our agreement by signing in the space below. The Piccadilly team is excited for our partnership to get started.

\_\_\_\_\_  
Vintage Foster, CEO

\_\_\_\_\_  
Date

THIS AGREEMENT, INCLUDING THE TERMS & CONDITIONS FOR PROFESSIONAL SERVICES, IS HEREBY APPROVED AND ACCEPTED:

Emeryville Transportation Management Association

Date: \_\_\_\_\_

By: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

