



Emery Go-Round Survey Research Report

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PICCADILLY

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1. Executive Summary

A total of 892 respondents participated in the 2026 Emeryville transportation surveys: 352 Emery Go-Round riders, 336 Emeryville business employees and 204 Emeryville residents. Fieldwork ran June 9 through June 30, 2026.

The findings describe a service that performs extremely well for the people who use it and has not yet recovered the volume it once carried. Emery Go-Round (EGR) is highly valued, serves a strikingly diverse and relatively young user base, and earns strong satisfaction ratings on every dimension measured. Its greatest strengths are its free fare, its convenience, its connection to BART, its safety record and the friendliness of its drivers and staff. Not one of the eleven service attributes tested scored below 4.09 on a five-point scale.

At the same time, pre-pandemic ridership exceeded 100,000 passengers a month and the service has regained only about half of that. Nothing in these results suggests the shortfall is a service-quality problem. Riders, employees and residents alike point to the same set of constraints: how often the shuttle runs, how late and on which days it runs, and how far it reaches.

What the three audiences have in common

- Free fare is the dominant motivator. 78% of users name it a main reason for riding, and 47% of residents name it EGR's single greatest benefit — more than twice any other.
- Satisfaction is uniformly high. Friendliness of drivers/staff scores 4.51, capacity 4.48, safety 4.47. Hours of operation (4.12) and real-time information (4.09) are the softest scores and are still positive.
- More frequent service is the one universal ask: 47% to 52% in every audience.
- Awareness is not the major barrier. 83% of employees and residents are very or somewhat familiar with the service.

Where they diverge

- **Employees are the commuter core.** 87% use EGR to get to work, 62% name it as one of their commute modes, and 62% are on site five or more days a week. Their barrier is geographic: 48% of employees who don't ride say the shuttle doesn't come near their home, which follows from the fact that 82% of them live outside Emeryville.
- **Residents are the potential growth market.** Only 9% ride daily and 32% ride monthly or less. They use EGR for errands (64%), recreation (54%) and shopping (47%) more than for commuting to work (39%). They are also the group asking loudest for off-peak service: 63% would ride more with expanded weekend hours and 58% with expanded evening hours.
- **Riders sit between the two** and are the most habituated: 52% have used EGR for more than a year, 38% for more than two.

Read together, this produces a clearer strategic picture than the totals alone. Frequency appears to be a safe, universal investment. Weekend and evening expansion is a resident-serving initiative and should be positioned as one. Route extension addresses the employee barrier specifically. Real-time

information — the lowest-rated attribute in the study — would be a quick win.

2. Background

The Emeryville Transportation Management Association (ETMA) commissioned this research to gather insight into the beliefs, perceptions and preferences that relevant groups hold regarding the Emery Go-Round shuttle program.

Emery Go-Round is a free shuttle service in the City of Emeryville providing “first mile / last mile” connections for shoppers, workers, residents and visitors. The service operates two routes serving more than forty transit stops. Before the pandemic it carried more than 100,000 passengers a month. Since the pandemic it has regained only about half of that ridership.

That recovery gap is a reason for the study. ETMA needs to know whether the shortfall reflects a decline in the quality or appeal of the service, a change in the travel patterns of the people it serves, or gaps in awareness and reach that could be closed.

2.1 Research approach

The project centered on hearing from three distinct but overlapping populations:

- People who currently ride the Emery Go-Round shuttle
- Employees of Emeryville businesses who could potentially benefit from the service
- Residents of Emeryville, who are affected by the service whether or not they use it

Within each population, the research set out to understand how the service is perceived, who uses it, why they use it and how they experience it and the reasons non-riders choose not to use it. The design combined on-board and off-board data collection; full detail follows in Section 3.

3. Research Methodology

Three surveys were conducted within the City of Emeryville to collect opinions about the Emery Go-Round shuttle. Shuttle riders and employees of businesses within the city were invited to complete a short online survey using their mobile devices. City residents were contacted by email, text message and live telephone interviewers to complete a separate version of the survey.

Three versions of the questionnaire were developed and programmed, one for each target respondent group. Each version was also translated into Spanish and programmed accordingly. The online surveys were accessible through both QR codes and dedicated web page addresses. Safeguards were put into place to assure that no individuals completed more than one survey. Approximately 4% of all interviews were conducted in Spanish.

3.1 Shuttle Rider Survey

Professional field staff greeted riders and distributed survey links in person. Staff were stationed at shuttle stops and rode the shuttle to engage additional riders between 7:00 a.m. and 7:00 p.m. on weekdays from June 9 through June 15, 2026. Staff also engaged riders on Saturday, June 13, from 12:00 p.m. to 5:00 p.m.

Riders were offered a \$20 incentive for completing the survey. Incentives were distributed through an online redemption service within one hour of survey completion. Once 250 completed surveys had been collected, the incentive offer was discontinued, although the survey remained open for additional responses. An additional 102 riders completed the survey, resulting in a total of 352 completed Shuttle Rider Surveys. The margin of error at a 95% confidence interval for the Rider Survey is plus-or-minus 5.2 percentage points.

Rider interviews were distributed across both service routes - 48% Hollis, 52% Shellmound/Powell - and across the operating day: 23% morning (before 9 a.m.), 35% midday (9 a.m. to 3 p.m.) and 42% late afternoon (3 p.m. to 7 p.m.).

3.2 Employee Survey

Shuttle riders who worked for employers within the City of Emeryville were also invited to complete the Employee Survey. During the same time period as the Shuttle Rider Survey, field staff positioned themselves near shopping centers and office buildings, where they approached local workers and invited them to participate in the survey with the same \$20 completion incentive. In addition to the dates overlapping the Shuttle Rider Survey, staff visited several office building locations on June 23 and 24.

After 250 completed surveys had been collected, the incentive offer was discontinued, although the survey remained open for additional responses. An additional 86 employees completed the survey, resulting in a total of 336 completed Employee Surveys. The margin of error at a 95% confidence interval for the Employee Survey is plus-or-minus 5.4 percentage points.

3.3 Resident Survey

The Resident Survey was conducted through an experienced survey research call center. A list of City of Emeryville residents was compiled from commercial data vendors and included names, street addresses, email addresses, cell phone numbers and landline telephone numbers.

Residents were initially invited to participate through email and text message invitations. Those who had not yet responded were subsequently contacted by live telephone interviewers and invited to complete the survey. A total of 204 adult residents completed the survey. Weighting procedures were then applied to the completed interviews so the respondent sample would closely reflect the demographic characteristics of the City's adult population. The margin of error at a 95% confidence interval for the Resident Survey is plus-or-minus 6.9 percentage points.

3.4 Sample sizes and precision

The margin of error at a 95% confidence interval for questions asked in all three surveys is plus-or-minus 3.3 percentage points.

Table 3.1 Completed interviews and margin of sampling error

Survey	Completed interviews	Margin of error (95% confidence)	Method
Shuttle Riders	352	± 5.2%	Intercept
Emeryville Employees	336	± 5.4%	Intercept
Emeryville Residents	204	± 6.9%	List, weighted
Total	892	± 3.3%	Combined

Margin of error shown for a proportion near 50%; error is smaller for proportions further from 50%. Subgroup figures carry wider margins than the totals above.

3.5 How to read the results in this report

- **Base sizes vary by question.** Rider-only questions (A1–A4) are asked of 352 respondents. Questions asked of everyone who uses EGR (B1–B6) are asked of 743 users. Questions asked only of non-users (C3–C4) are asked of 149. Non-use and open-end bases are small and should be read as directional in nature.
- **Resident results are weighted.** Reported resident bases are weighted counts and therefore may appear as fractional numbers in the crosstabs (for example 203.4 rather than 204).
- **Multiple-response questions do not sum to 100%.** Any question marked “select all that apply” allows more than one answer.
- **Rider and employee samples are intercept-based.** They were collected by approaching people at shuttle stops, on board and near workplaces. They describe those populations well but are not probability samples of them, and no weighting was applied. Resident results, which are weighted to the City's adult population, are the only sample that truly supports population-level projection.
- **The study cannot speak for lapsed riders.** All three samples were drawn from people currently using the service or living and working near it. People who used EGR before the pandemic but who are not using it now are largely absent.

4. Survey Results

This section reports results by audience, then compares the three audiences directly. Complete topline results for every question appear in Appendix B; results broken out by audience and by demographic banner appear in Appendix C.

4.1 Rider Survey

Base: 352 shuttle riders intercepted at stops and on board, June 9–15 and June 13 (Saturday), 2026.

4.1.1 Emery Go-Round is an established habit, not a novelty

Length of ridership is spread widely, but more than half of riders qualify as long-term users. Thirty-eight percent have ridden for more than two years and another 14% for one to two years. Only 9% started within the past month.

Table 4.1 How long have you been riding the Emery Go-Round shuttle bus? (A1, riders n=352)

Length of time riding	Riders
More than 2 years	38%
1 to 2 years	14%
7 to 12 months	13%
4 to 6 months	13%
1 to 3 months	13%
Less than 1 month	9%

This matters for interpretation. A service with a two-year-plus core is retaining people, which means the ridership shortfall is a problem of acquisition and of trip occasions, not of churn among current users.

4.1.2 Riders arrive on foot or on BART — almost never by car

Sixty-one percent walk to the shuttle and 57% arrive via BART. Every other access mode is in single digits or low teens. Effectively no one drives to Emery Go-Round, which confirms its role as a last-mile connector rather than a park-and-ride.

Table 4.2 How do you usually get to the Emery Go-Round shuttle bus? (A2, riders n=352, multiple response)

Access mode	Riders
Walk	61%
BART	57%
Bus /AC Transit	22%
Bike/scooter	8%
Rideshare (Uber/Lyft)	5%
Dropped off	4%
Amtrak	2%
Other	3%

4.1.3 Riders first hear about EGR from people and from signage

Among riders specifically, family and friends (32%) narrowly leads signage and maps (30%), followed by word-of-mouth (26%), websites and apps (23%) and co-workers (21%). Social media reaches 7%.

Table 4.3 How did you learn about the Emery Go-Round? (A3, riders n=352, multiple response)

Source	Riders
Family/friends	32%
Signage/maps	30%
Word-of-mouth	26%
Website/apps	23%
Co-workers	21%
Employer	18%
City communications	13%
Social media	7%
Community events	4%
Magazines/newspapers/flyers	4%
Other	5%

Note that this rider-only result differs from the all-audience figure reported in Appendix B (D5), where signage and maps leads at 33%. The distinction is worth preserving: Signage recruits new users best in aggregate, while riders themselves are disproportionately likely to have been brought in by someone they know.

4.1.4 Nearly nine in ten riders are working

Sixty-six percent of riders work full time and 21% part time; and 13% are not currently employed. In addition, 14% of riders are students. Students are distributed fairly evenly across the employment categories, indicating substantial overlap between studying and working.

Table 4.4 Which of the following best describes you? (A4, riders n=352, multiple response)

Status	Riders
Working full-time	66%
Working part-time	21%
Not Currently Employed	14%
Student	13%

4.1.5 Riders travel far to get to work

Among riders who work, 46% report a total commute of more than 40 minutes each way and 19% more than an hour — meaningfully longer than the equivalent figure for Emeryville employees overall (34% and 14%). EGR is a leg of a long journey for a substantial share of its riders, which is part of why frequency and reliability matter to them.

Table 4.5 Average total commute each way (A5)

Commute length	Total (n=632)	Working riders (n=296)	Employees (n=336)
Less than 20 minutes	29%	22%	35%
20 to 40 minutes	30%	29%	31%
41 to 60 minutes	23%	27%	19%
More than 60 minutes	16%	19%	14%
I usually do not commute	2%	3%	0%
Over 40 minutes (net)	39%	46%	34%

4.2 Employee Survey

Base: 336 employees of Emeryville businesses, intercepted near shopping centers and office buildings, June 9–15 and June 23–24, 2026.

4.2.1 The in-person employee base is intact

Sixty-two percent of Emeryville employees interviewed are on site five or more days a week and another 26% three to four days. Only 2% say they work from home as a commute mode. Since these surveys were conducted in Emeryville business areas, it misses employees who work remotely some or all the time, clearly a population EGR is not meant to serve.

Table 4.6 Days each week worked in Emeryville, excluding work-from-home days (C8, employees n=336)

Days on site	Employees
5 or more days/week	62%
3 to 4 days/week	26%
1 to 2 days/week	7%
Less than once a week	5%

4.2.2 Emery Go-Round is already a mainstream employee commute mode

Sixty-two percent of employees name EGR as one of the modes they use to get to work — second only to BART at 53% and ahead of driving alone at 37%. Among the 45% of employees and residents who use BART, 88% pass through MacArthur Station.

Table 4.7 Modes of transportation typically used to get to work (C6, multiple response)

Mode	Total (n=540)	Employees (n=336)	Residents (n=204)
BART	45%	53%	34%
Emery Go-Round Shuttle	45%	62%	17%
Driving alone	37%	37%	38%
AC Transit Bus	31%	36%	22%
Walking	20%	23%	14%
Bike/scooter	12%	12%	12%
Rideshare (Uber/Lyft)	11%	14%	7%
Work from home/remotely	9%	2%	20%

Mode	Total (n=540)	Employees (n=336)	Residents (n=204)
Carpool/vanpool	7%	8%	5%
Amtrak	6%	8%	2%
Do not currently work	4%	0%	10%

Table 4.8 BART stations used (C7, BART users n=245, multiple response)

Station	Total (n=245)	Employees (n=177)	Residents (n=68)
MacArthur	88%	86%	92%
West Oakland	43%	42%	45%
19th Street Oakland	17%	21%	6%
Ashby	13%	12%	17%
Other	14%	18%	5%

MacArthur is effectively the franchise. Any change that degrades or improves the MacArthur connection moves the whole service.

4.2.3 For employees, EGR is primarily a commute tool

Eighty-seven percent of employees who use EGR use it to commute to work. Errands (43%) and shopping (39%) follow at a distance, and recreation is only 23%. Compare residents, for whom errands (64%) and recreation (54%) both outrank commuting (39%). These are two different products and audiences sharing one fleet.

What do you use the Emery Go-Round for? (Among the subgroups who already said they use EGR)

Response	Total	Riders	Employees	Residents
Base (n)	743	352	253	138
Commute to work	68%	66%	87%	39%
Errands or tasks	47%	43%	43%	64%
Shopping	43%	44%	39%	47%
Recreation	31%	28%	23%	54%
Commute to school	12%	12%	15%	5%
Other	9%	7%	7%	20%

4.2.4 The employee barrier is where they live

Among employees who do not use EGR, 48% say it doesn't go near their home — by far their leading reason. This is a direct consequence of geography: 82% of Emeryville employees live outside the city, 38% live in Oakland. Only 8% cite proximity to their worksite as the problem.

Table 4.9 Main reasons for NOT using Emery Go-Round (C3, non-users, multiple response)

Reason	Total (n=149)	Employees (n=83)	Residents (n=66)
Driving is faster or more convenient	39%	36%	42%
Doesn't go near my home	29%	48%	4%
Prefer other transit	18%	14%	23%
I did not know it was free	14%	17%	10%
I don't know how to use it	11%	13%	9%

Reason	Total (n=149)	Employees (n=83)	Residents (n=66)
Doesn't go near my worksite	10%	8%	13%
Schedule doesn't align with my work hours	8%	10%	7%
Shuttle is too infrequent	8%	4%	14%
I work hybrid/remote	8%	4%	13%
Safety concerns	3%	4%	2%
Shuttle is unreliable	2%	1%	4%
Comfort concerns	2%	1%	3%
Other	14%	11%	18%

The 14% who did not know the service is free and the 11% who don't know how to use it are the cheapest addressable group in the study. Among employees those figures are 17% and 13%.

4.2.5 The employer channel already works

Thirty-seven percent of employees learned about EGR from co-workers and 31% from their employer. Among residents those channels reach 5% and 3%. This is a proven, low-cost distribution route that exists only for the employee audience and it is currently reaching them at roughly a one-third penetration, meaning there is room.

4.3 Resident Survey

Base: 204 adult Emeryville residents contacted by email, text and live telephone interviewers; results weighted to the City's adult population.

4.3.1 Residents know the service and use it lightly

Fifty-eight percent of residents are very familiar with EGR — knowing routes, schedules and stops — and 87% are at least somewhat familiar. But only 9% ride daily and 19% a few times a week, while 32% ride monthly or less. Residents are the group with the most headroom and the least current usage.

Table 4.10 Familiarity and frequency of use

Familiarity	Total	Employees	Residents
Very familiar (C1)	52%	49%	58%
Somewhat familiar (C1)	31%	32%	29%
Slightly familiar (C1)	8%	10%	5%
Aware but no details (C1)	7%	7%	9%
Frequency	Total	Employees	Residents
Ride daily (B1)	26%	30%	9%
Ride a few times a week (B1)	30%	26%	19%
Ride monthly or less (B1, net)	21%	22%	32%

C1 base: employees n=336, residents n=203 (weighted). B1 base: riders n=352, employees n=325, residents n=203 (weighted); rider column shown in Appendix C.

4.3.2 Residents use EGR for life, not for work

Among residents who use the shuttle, 64% use it for errands, 54% for recreation and 47% for shopping, versus 39% for commuting. Their trips are discretionary and off-peak, which is exactly why their service priorities differ so sharply from employees'.

4.3.3 The free fare is what residents see first

Asked unprompted for the single greatest benefit of the service, 47% of residents name the free fare — twice the next answer. Convenience (23%) and avoiding driving and parking (19%) follow. Environmental impact (1%) and traffic reduction (2%) barely register, which is worth knowing for any communications built around sustainability messaging.

Table 4.11 Single greatest benefit of Emery Go-Round (E1, residents n=203)

Greatest benefit	Residents
Free service	47%
Convenience	23%
Avoids driving/parking hassle	19%
Reduces traffic	2%
Environmental impact	1%
Other	8%

4.3.4 And reach is what they complain about

Asked for the single biggest drawback, residents name limited routes (26%), service that is too infrequent (18%) and service that doesn't go where they need (15%). Add hard to track timewise (11%) and slow travel time (10%) and the complaint set is entirely about reach and timing. Dissatisfaction with crowding and discomfort, attributes of the ride itself, only draw 3%.

Table 4.12 Single biggest drawback (E2, residents n=203)

Biggest drawback	Residents
Limited routes	26%
Too infrequent service	18%
Doesn't go where I need	15%
Hard to track timewise	11%
Slow travel time	10%
Crowding/discomfort	3%
Other	17%

4.3.5 In residents' own words

Asked in an open-ended format why they choose to use or not use EGR, residents who use it converge on three reasons: the BART connection (37%), convenience (32%) and cost (29%). Notably, 17% volunteered that they use the service but have complaints about it, a group worth listening to, since they are already committed. However, this is only a small number of residents (17) in the sample.

Table 4.13 Why residents choose to USE Emery Go-Round (E3a, verbatim coded, n=135)

Reason to use	Residents
Connection to BART	37%
Convenience	32%
Free/it's cheaper	29%
Goes where I need to go	17%
Use it but has complaints	17%
Don't have to drive / don't own a car	14%
Close by / live near a station or stop	9%
General positive	7%
No parking / don't have to park	5%
Mobility issues / disability access	2%
Nice drivers / good staff	2%
Able to bring my bike onboard	1%
Other	2%
NA/refused	1%

Residents who do not use it name owning a car or preferring to drive (29%), not needing it (23%), the service being slow (19%) and lack of coverage (18%). Eleven percent cite lack of awareness or difficulty understanding how to use it — the same educable gap that appears in the closed-ended data. Five percent raise safety concerns relating to people experiencing homelessness on board; this is a small base of 69 respondents and should be treated as directional, but it is the only negative in the study touching on personal safety and merits monitoring.

Table 4.14 Why residents choose NOT to use Emery Go-Round (E3b, verbatim coded, n=69)

Reason not to use	Residents
Own a car / prefer driving	29%
Don't need it / have other means	23%
Slow / takes too long	19%
Lack of coverage / stops / routes	18%
Inconvenient / not flexible	16%
Use my bike / e-bike	12%
Lack of awareness / difficult to understand	11%
Frequency / doesn't fit my schedule	9%
Unsafe / homeless onboard	5%
Dirty / not clean	1%
General negative	1%
Other	2%

Small base (n=69). Directional only.

4.4 Comparison Across the Three Audiences

A useful analytical viewpoint of this dataset is to resist describing the three audiences as one. Read separately, they describe three different relationships with the Emery Go-Round and they point to three different investments.

4.4.1 Reasons for using the service

The free fare leads in every audience, but the ordering underneath it changes. Residents place unusual weight on the BART connection (80%) and on avoiding driving and parking (60%) and are twice as likely as employees to cite environmental reasons (43% versus 21%). Employees are more focused on saving time and money.

Table 4.15 Main reasons for using Emery Go-Round (B2, users, multiple response)

Reason for using EGR	Total	Riders	Employees	Residents
It's free	78%	78%	76%	83%
Convenience	65%	61%	66%	75%
Connects to BART	65%	62%	62%	80%
It saves money	63%	63%	66%	56%
Avoids driving/parking	44%	43%	37%	60%
It saves time	42%	42%	46%	37%
Environmental reasons	28%	28%	21%	43%
Don't have use of a vehicle	24%	26%	23%	21%
Connects to AC Transit	23%	21%	23%	25%
Connects to Amtrak	13%	13%	12%	16%
Employer encourages it	7%	6%	8%	8%

Bases: total n=743, riders n=352, employees n=253, residents n=138 (weighted).

4.4.2 What the service is used for

This is the sharpest divide in the study. Employees use EGR primarily to commute (87%). Residents run errands (64%), take recreation trips (54%) and shop (47%) far more than they commute to work (39%).

Table 4.16 What do you use the Emery Go-Round for? (B3, users, multiple response)

Trip purpose	Total	Riders	Employees	Residents
Commute to work	68%	66%	87%	39%
Errands or tasks	47%	43%	43%	64%
Shopping	43%	44%	39%	47%
Recreation	31%	28%	23%	54%
Commute to school	12%	12%	15%	5%
Other	9%	7%	7%	20%

The operational consequence is direct: employee demand sits inside the weekday commute peaks; resident demand sits outside them. A frequency increase during peak serves employees. Weekend and evening expansion serves residents. They are not competing priorities so much as different ones. (Note:

Although we did not ask about this specifically, when residents asked if they wanted to express anything else several mentioned the EMR holiday schedule as not being adequate.

4.4.3 When the service is used

Table 4.17 What time of day do you ride? (B6, users, multiple response)

Time of day	Total	Riders	Employees	Residents
Weekday morning, before 10am	58%	60%	63%	45%
Weekday midday, 10am to 3pm	44%	43%	50%	35%
Weekday late afternoon, 3pm to 7pm	63%	66%	57%	68%
Weeknight, after 7pm	27%	25%	17%	49%
Weekends	38%	38%	28%	56%

Almost half of resident users already ride after 7 p.m. (49%) and 56% ride weekends, against 17% and 28% among employees. Residents are not asking for off-peak service in the abstract; they are already using what exists of it, at roughly double the employee rate.

4.4.4 What would increase usage

This table is one that can drastically impact the strategic reading of the study.

Table 4.18 Enhancements that would increase frequency of use (B5, users, multiple response)

Enhancement	Total	Riders	Employees	Residents
More frequent service	50%	49%	52%	47%
Connections to more places within Emeryville	44%	43%	40%	55%
Expanded weekend hours	41%	41%	29%	63%
Expanded evening hours	36%	35%	26%	58%
Better connections to BART	34%	30%	30%	51%
More reliable service	25%	22%	22%	34%
Expanded early morning hours	19%	19%	17%	20%
Clean-air vehicles (electric, hybrid)	17%	18%	13%	23%
Better Wi-Fi/online connections	15%	15%	13%	16%
Better connections to AC Transit	14%	12%	13%	22%
Better connections to Amtrak	9%	9%	8%	11%
Nothing would encourage me to use it more	8%	8%	9%	5%

Three readings follow. First, frequency is the only near-universal request - between 47% and 52% in all three audiences and is therefore the lowest-risk service investment available. Second, everything about time-of-day expansion is a resident demand: weekend hours 63% against 29% among employees, evening hours 58% against 26%. Third, only 8% of current users say nothing would make them ride more. The demand appears to be real and it is specific.

4.4.5 Satisfaction by audience

Mean satisfaction scores on the eleven service attributes, on a scale where 1 is not at all satisfied and 5 is extremely satisfied.

Table 4.19 Mean satisfaction scores (B4, users n=743)

Service attribute	Total	Riders	Employees	Residents	Spread
Friendliness of drivers/staff	4.51	4.55	4.53	4.38	0.17
Capacity/spaciousness	4.48	4.46	4.44	4.63	0.19
Safety	4.47	4.43	4.50	4.50	0.07
Comfort	4.33	4.31	4.40	4.27	0.13
Stop locations	4.32	4.32	4.38	4.23	0.15
Frequency of service	4.30	4.35	4.38	4.06	0.32
Cleanliness	4.30	4.25	4.39	4.23	0.16
Route coverage	4.25	4.31	4.36	3.91	0.45
Reliability/on-time performance	4.19	4.23	4.26	3.94	0.32
Hours of operation	4.12	4.16	4.26	3.76	0.50
Real-time information	4.09	4.10	4.23	3.81	0.42

Two things stand out. The absolute level is high — no attribute in any audience falls below 3.76, and eight of eleven exceed 4.20 overall. And the variance is concentrated: safety, comfort and friendliness are rated almost identically by everyone, while hours of operation (spread 0.50), route coverage (0.45), real-time information (0.42) and reliability (0.32) somewhat split the audiences.

The direction of that split is the finding. Residents, the lightest users and the group with the most room to grow, give the lowest scores in the entire study on precisely the attributes that determine whether an occasional trip is feasible at all: hours of operation 3.76, real-time information 3.81, route coverage 3.91, reliability 3.94. On capacity they rate the service highest of any group (4.63), which is what one might expect from people boarding off-peak. Their dissatisfaction is not with the ride. It is with when and where the ride is available. That is the same conclusion Table 4.18 reaches from the other direction.

Table 4.20 Percentage rating each attribute 4 or 5 (B4, users n=743)

Service attribute	Total	Riders	Employees	Residents
Safety	89%	88%	87%	94%
Capacity/spaciousness	88%	87%	86%	94%
Friendliness of drivers/staff	88%	89%	89%	83%
Stop locations	84%	84%	82%	86%
Frequency of service	83%	84%	84%	78%
Comfort	83%	83%	86%	81%
Cleanliness	81%	80%	85%	78%
Route coverage	80%	83%	81%	72%
Reliability/on-time performance	79%	82%	79%	70%
Hours of operation	74%	75%	78%	61%

Service attribute	Total	Riders	Employees	Residents
Real-time information	73%	72%	78%	65%

Source: MATRIX Satisfaction with EGR elements workbook, top-two-box (4+5) ratings.

The top-two-box view sharpens the same point and is the more intuitive metric: 39% of residents do not rate hours of operation positively and 35% do not rate real-time information positively. Those are the two largest pockets of dissatisfaction anywhere in the study.

4.4.6 How each audience learns about the service

Awareness channels split almost as cleanly as trip purpose and they suggest multiple marketing messages and tactics.

Table 4.21 How did you learn about the Emery Go-Round? (D5, all surveys, multiple responses)

Source	Total	Riders	Employees	Residents
Signage/maps	33%	30%	27%	47%
Family/friends	29%	32%	25%	30%
Word-of-mouth	27%	26%	25%	33%
Co-workers	23%	21%	37%	5%
Website/apps	23%	23%	20%	29%
Employer	19%	18%	31%	3%
City communications	13%	13%	13%	14%
Social media	7%	7%	7%	5%
Community events	3%	4%	4%	2%
Magazines/newspapers/flyers	3%	4%	0%	4%
Other	10%	5%	5%	26%

Signage and maps reach residents at 47% and employees at 27%. Co-workers and employers reach employees at 37% and 31% and residents at 5% and 3%. Social media reaches few, at 5% to 7% across the board. (Note: Given that social media has been an ETMA effort for only six months, these numbers could change significantly over time.) The implication is that the employer channel should carry the employee message and physical wayfinding plus city communications should carry the resident message — with the caveat that social media is a new endeavor for ETMA.

4.4.7 What non-riders would need

Among the 149 employees and residents who do not use the shuttle, better BART connections lead at 35%, followed by frequency and Emeryville coverage at 30% each. However, 30% say nothing would encourage them. This may represent an honest ceiling on conversion from this group.

Table 4.22 Would any of the following encourage you to use the shuttle? (C4, non-users n=149, multiple response)

Encouraging item	Total (n=149)	Employees (n=83)	Residents (n=66)
Better connections to BART	35%	34%	37%
More frequent service	30%	29%	32%
Connections to more places within Emeryville	30%	30%	29%
Nothing would encourage me to use the shuttle	30%	30%	30%

Encouraging item	Total (n=149)	Employees (n=83)	Residents (n=66)
Expanded weekend hours	18%	13%	23%
Better connections to AC Transit	16%	18%	14%
Expanded evening hours	16%	16%	17%
More reliable service	14%	16%	11%
Expanded early morning hours	13%	12%	13%
Better connections to Amtrak	9%	12%	6%
Clean-air vehicles	9%	8%	10%
Better Wi-Fi/online connections	7%	8%	5%

Small bases. Directional only.

4.4.8 Unprompted improvement priorities

Asked in an open-ended format what one change they would make, 432 employees and residents converged on the same list that the closed-ended questions produce — which is the strongest available evidence that these priorities are real and not artifacts of the response options offered.

Table 4.23 What one change would you make to improve EGR's services? (C5, verbatim coded, n=432)

Suggested change	Total (n=432)	Employees (n=249)	Residents (n=183)
Expand hours of operation / run on weekends	17%	18%	15%
Improved frequency / faster	15%	12%	18%
More stops / better routes	12%	6%	20%
Improved scheduling / reliability / timeliness	9%	6%	14%
More connectivity / area coverage	9%	9%	8%
Updated vehicles / bus stops	7%	8%	6%
Cleanliness / clean air	5%	7%	2%
More advertising / notices / updates	5%	4%	6%
Have it in apps / tracking / Google Maps	4%	3%	6%
It's a good service / it's needed	4%	6%	2%
Better accessibility / convenience	4%	2%	7%
No changes needed	4%	5%	2%
Bring back express line / go to bus stations	2%	1%	3%
Integrate electric buses	1%	1%	2%
Climate control / heating / AC	1%	2%	0%
Other	3%	4%	2%

Residents are three times more likely than employees to ask for more stops and better routes (20% versus 6%) and more than twice as likely to raise scheduling and reliability (14% versus 6%).

5. Key Findings

5.1 A diverse and relatively young user base

The sample reflects a highly diverse population. White respondents represented 25%, Asian 22%, Black 21% and Latino 15%; another 17% identified as multiracial, another race or ethnicity, or preferred not to answer. Employees were the most diverse group, with one third identifying as Black (33%), while residents were more likely to identify as White (41%) or Asian (30%).

The rider population is significantly younger than the resident population and closely parallels employees: 33% of riders and 38% of employees are aged 18 to 29, against 11% of residents. Conversely 30% of residents are 55 or older, against 15% of riders and 9% of employees. Gender distribution was balanced across all three audiences — 49% female, 43% male and 8% identifying as another gender description or preferring not to answer.

Table A.2 Age, grouped (D2)

	Total	Riders	Employees	Residents
Sample (n)	892	352	336	204
18 – 29	30%	33%	38%	11%
30 – 39	35%	33%	35%	39%
40 – 54	19%	19%	19%	20%
55+	16%	15%	9%	30%

Implication. Emery Go-Round serves a broad cross-section of the community and supports mobility for diverse populations, particularly younger workers and BART users. It matters that ETMA stays current with the needs, lifestyles and communication habits of this younger demographic, which forms the core of the rider base. It also matters that the resident audience — older, less frequent, more critical — is a distinct constituency with distinct needs.

5.2 Emery Go-Round is an established transportation resource

Length of ridership varies, but over half of riders qualify as long-term: 38% have used the service for more than two years and a further 14% for one to two years. Only 9% began using it within the past month.

Implication. The service retains riders over long periods and has succeeded in becoming an integral transportation option. The recovery gap is therefore a problem of acquisition and of trip occasions, not of retention.

5.3 The service is strongly integrated with regional transit

Emery Go-Round functions as a critical first-mile/last-mile connector. Nearly nine in ten riders are working and about one in seven are students. Almost all riders combine modes: 61% walk to the shuttle, 57% connect to BART, 22% arrive by bus/AC Transit.

Among employees and residents, BART is the most common commute mode (45%) and Emery Go-Round is used for work travel by 38% — rising to 62% among employees. Among BART users, 88% use MacArthur Station, 43% West Oakland, 17% 19th Street Oakland and 13% Ashby.

Implication. BART connectivity is central to the value proposition of Emery Go-Round and should remain a strategic priority, with possible expansion. The concentration at MacArthur means that station's connection is effectively load-bearing for the whole service.

5.4 Most usage is frequent and work-oriented

More than half of respondents use the service regularly: 26% ride daily and 30% a few times a week. Primary trip purposes are commuting to work (68%), errands (47%), shopping (43%) and recreation (31%). Usage concentrates in traditional commuting windows, with 58% riding before 10:00 a.m. and 63% between 3:00 p.m. and 7:00 p.m.

But nearly four in ten riders use the shuttle on weekends and 27% ride in the evening — and among resident users those figures rise to 56% and 49%.

B1. How often do you use the Emery Go-Round shuttle bus?

Response	Total	Riders	Employees	Residents
Base (n)	880	352	325	203
Daily	26%	32%	30%	9%
A few times a week	30%	40%	26%	19%
A few times a month	24%	16%	22%	40%
Once a month	13%	4%	16%	24%
Less often	8%	9%	6%	8%

B6. What time of day do you ride the Emery Go-Round? (select all) EGR users, n=743

Response	Percent
Weekday morning, before 10am	58%
Weekday midday, 10am to 3pm	44%
Weekday late afternoon, 3pm to 7pm	63%
Weeknight, after 7pm	27%
Weekends	38%

Implication. Emery Go-Round functions primarily as an employment and commuter service while also providing meaningful support for shopping, recreation and daily activities. The off-peak function may be larger than the totals suggest and is carried disproportionately by residents.

5.5 Cost and convenience drive usage

The primary motivator for riding is that the service is free, followed by convenience and the BART connection.

Table 5.1 Top reasons for using Emery Go-Round (B2, users n=743)

Reason	Percent
It is free	78%
Convenience	65%
Connects to BART	65%
Saves money	63%
Avoids driving/parking	44%
Saves time	42%
Environmental reasons	28%
Don't have use of a vehicle	24%
Connects to AC Transit	23%
Connects to Amtrak	13%
Employer encourages it	7%

Residents identify the same benefits when asked unprompted: free service (47%), convenience (23%) and avoiding parking and driving hassles (19%).

Implication. The free fare structure continues to be an exceptionally valuable community benefit and a major factor in attracting and retaining riders. It should be treated as a protected asset and, given that 14% of non-users did not know the service is free, as an under-communicated one.

5.6 Customer satisfaction is very high

All eleven service attributes received strong ratings on the five-point scale. Elements relating to the friendliness of drivers and staff (4.51), the capacity of the vehicles (4.48) and safety (4.47) receive the highest ratings. No element receives a poor evaluation, but real-time information and hours of operation are viewed less favorably than the rest.

Table 5.2 Highest and lowest rated service attributes (B4, users n=743)

Highest rated	Mean	Lowest rated	Mean
Friendliness of drivers/staff	4.51	Real-time information	4.09
Capacity/spaciousness	4.48	Hours of operation	4.12
Safety	4.47	Reliability/on-time performance	4.19

Implication. There are no major performance weaknesses. Future improvements should focus on service expansion rather than on correcting service-quality deficiencies. The two exceptions worth direct attention are real-time information, which is the lowest-rated attribute and hours of operation, which is both a satisfaction weakness and the largest point of divergence between audiences.

5.7 Awareness is driven by physical presence and word-of-mouth

Many people learn about Emery Go-Round from second-hand sources — family and friends, word-of-mouth, co-workers, employers — but the most effective primary sources are signage and maps, and

websites and apps. Across all audiences, respondents most commonly learned about the service through signage and maps (33%), family and friends (29%), word-of-mouth (27%), websites and apps (23%) and co-workers (23%). Only 7% learned about it through social media but – as mentioned earlier – social media efforts are quite new (approximately six months), and their overall impact may increase as outreach continues.

The channel mix differs sharply by audience: signage and maps reach 47% of residents but 27% of employees, while co-workers (37%) and employers (31%) reach employees and barely touch residents (5% and 3%).

Implication. Physical visibility and personal recommendation have been most influential. Outreach should be built around multiple channels — employer partnerships for the employee audience and wayfinding, city communications and social/digital marketing for the resident audience.

5.8 Non-users cite convenience and route coverage as barriers

The most common reasons for not riding are predictable: driving is preferred (39%), the shuttle does not come near home (29%) and other transit is preferred (18%). More than one in ten say a main reason is that they did not know the service was free (14%) and/or that they do not know how to use it (11%).

The barrier structure differs by audience. Among employees who do not ride, 48% say the shuttle doesn't reach their home — a function of the fact that 82% live outside Emeryville. Among residents, that figure is 4%; their barriers are a preference for driving (42%) and for other transit (23%).

Non-riders say that better BART connections, more frequent service and connections to more places in Emeryville would do the most to encourage ridership, with expanded weekend and evening hours a recurring open-ended comment. These are the same items current riders name. Asked in an open-ended format what one change would most improve the service, expanded hours of operation including weekends was the most frequent suggestion.

Implication. The largest growth opportunities lie in improving geographic coverage, increasing convenience and better educating potential users. But 30% of non-users say nothing would encourage them, which is the realistic ceiling on conversion from this group and should be planned.

5.9 Increasing service levels represents the greatest opportunity

Across riders, employees, residents and open-ended comments, the same improvements emerge repeatedly.

Table 5.3 Most requested improvements (B5, users n=743)

Improvement	Percent
More frequent service	50%
More destinations in Emeryville	44%
Expanded weekend service	41%
Expanded evening hours	36%
Better BART connections	34%

Open-ended comments reinforce the same priorities: expand hours and weekend service (17%), improve frequency (15%), add stops and routes (12%), improve reliability and timeliness (9%) and improve connectivity and area coverage (9%).

Implication. Demand exists not merely for maintaining service but for expanding its usefulness through better coverage, greater frequency and longer hours of operation. Because these priorities appear both in prompted and unprompted questions and across all three audiences, they can be treated as robust.

6. Strategic Takeaways

6.1 Protect the core strengths

Users overwhelmingly value that Emery Go-Round is free, convenient, connected to BART, safe and staffed by friendly drivers. These five attributes form the foundation of the service's success and are confirmed from multiple directions in the data — in prompted reasons for use, in unprompted verbatim responses and in the satisfaction ratings, where friendliness (4.51) and safety (4.47) sit at the top.

Two implications follow. Any proposal that puts the free fare at risk should be evaluated against the fact that it is the single most cited reason for using the service, at 78%. And the quality attributes that are performing are probably undeserving of further investment as they are not where the ridership gap lives.

6.2 Focus on service expansion

The strongest and most consistent recommendation from the data is to expand what the service does rather than improve how it does it. In order of the confidence the data supports:

1. **Increase frequency.** The only universal request — 47% to 52% in all three audiences — and therefore the lowest-risk investment available.
2. **Expand weekend and evening hours.** The largest single opportunity, but it should be positioned and measured as a resident-serving initiative: 63% of residents would ride more with expanded weekend hours and 58% with expanded evening hours, against 29% and 26% among employees. Residents already ride off-peak at roughly double the employee rate.
3. **Add route coverage.** Addresses the specific barrier employees name most (48% say the shuttle doesn't reach their home) and residents' leading complaint (limited routes, 26%). This is the most expensive of the four and should be targeted against named gaps rather than expanded generally. It may take further research to identify where additional route coverage should occur.
4. **Improve regional transit connections.** Better BART connections is the top conversion trigger among non-riders (35%) and is cited by 51% of resident users. MacArthur carries 88% of BART users and should be the focus. Anecdotally, missing a connection and waiting 10-15 minutes for the next EGR is a sore point among commuters.

6.3 Continue supporting regional transit connectivity

The service functions as an essential connector to BART, particularly MacArthur Station. Fifty-seven percent of riders connect to BART, 45% of employees and residents name BART as a commute mode, and 88% of those BART users pass through MacArthur. Any future planning should preserve and strengthen this role. It is also the attribute most likely to convert non-riders, which makes it an investment that serves current users and growth simultaneously.

6.4 Improve awareness and ease of use among occasional and non-users

Despite high overall familiarity — 83% of employees and residents are very or somewhat familiar with the service — a measurable minority of non-users did not know the service was free (14%), did not

understand how to use it (11%) or were unaware of the available routes. Among employees those first two figures rise to 17% and 13%.

These are the cheapest gaps in the study to close. Four levers are supported by the data:

- **Employer partnerships.** Already the proven channel for employees, reaching 37% via co-workers and 31% via employers — meaning roughly two thirds have not been reached this way, at least as a primary channel of communication.
- **Signage and wayfinding.** The strongest single awareness driver overall (33%) and the leading channel among residents (47%).
- **Digital trip planning.** Real-time information is the lowest-rated attribute at 4.09 and drops to 3.81 among residents; 4% of open-ended comments specifically ask for app integration and tracking. This exists, so needs increased visibility and awareness.
- **Explicit free-fare messaging.** The free fare is the service's most powerful asset and 14% of non-users do not know about it. It is reasonable to be optimistic that as social media efforts mature, this could be a major asset in informing the public, especially the younger generations.

7. SWOT Analysis

The following synthesis draws on all three surveys, the banner tables and the satisfaction workbooks. Every item is anchored to a measured figure, so the board can trace any conclusion back to its source. A slide version of this analysis is supplied separately as ETMA-SWOT-Slide.pptx.

STRENGTHS	WEAKNESSES
- Free fare is the single most powerful driver — 78% of users name it a main reason to ride; 47% of residents call it EGR's greatest benefit. - Satisfaction is uniformly high — friendliness 4.51, capacity 4.48, safety 4.47; no attribute falls below 4.09 on a five-point scale. - Proven first-mile/last-mile role — 57% of riders connect to BART, 88% of them at MacArthur Station. - Strong retention — 52% of riders have used EGR for more than a year, 38% for more than two. - Habitual, work-anchored use — 56% ride daily or a few times a week; 68% ride to commute. - High awareness — 83% of residents and employees are very or somewhat familiar with the service.	- Hours of operation (4.12) and real-time information (4.09) are the lowest-rated attributes; reliability (4.19) also trails. - Coverage gaps are the top structural barrier — 29% of non-users say EGR doesn't go near their home, 10% not near their worksite. - Residents, the lightest users, are the most critical: hours of operation 3.76, real-time information 3.81, route coverage 3.91. - Thinner off-peak service — 27% ride after 7 p.m. and 38% on weekends; residents' leading drawback is limited routes (26%). - Basic knowledge gaps persist — 14% of non-users did not know EGR is free and 11% don't know how to use it.
OPPORTUNITIES	THREATS
- Service-level demand is explicit — 50% may ride more with greater frequency, 44% with more Emeryville destinations. - Residents are a potential growth market — 63% indicate they would ride more with expanded weekend hours, 58% with expanded evening hours. - BART connection upgrades convert non-riders — 35% of non-users name it their top trigger. - The employer channel already works — 37% of employees learned via co-workers, 31% via their employer, leaving roughly two thirds unreached. - Signage and maps are the strongest single awareness driver (33% overall, 47% among residents) - Use social media and digital marketing to help educate on free service and how to use it	- Ridership remains near half of the pre-pandemic, a structural gap, not a satisfaction problem. - Hybrid and remote work erode the commute base — 20% of residents work from home; 8% of non-users cite hybrid or remote work. Secondary research support this. - Driving is the default alternative — 39% of non-users say it is faster or more convenient; 37% of employees and residents drive alone. 30% of non-users say nothing would encourage them to use the shuttle, representing a limit to rider expansion. - Competing modes are well used — 31% AC Transit, 12% bike or scooter, 11% rideshare. - Fleet and stop condition may be an emerging complaint — 7% ask for updated vehicles and stops, 5% cite cleanliness.

7.1 Reading the analysis

The four quadrants are not symmetrical in weight, and the asymmetry is itself a finding.

- The strengths are unusually solid.** A free service with satisfaction above 4.0 on every measured attribute, a two-year-plus core ridership and 83% awareness is not a service in trouble. This is important context for any discussion of the ridership gap: the product works.

- **The weaknesses are all about availability, not quality.** Every item in that quadrant reduces to when, where and how legibly the service runs. Not one concerns the ride itself. This is the most actionable pattern in the study, because availability is a scheduling and routing question rather than an operational-culture one.
- **The opportunities are specific and quantified.** Respondents did not merely say they wanted more; they said how much more of what. The 63% resident figure for weekend hours and the 50% universal figure for frequency are the two numbers on which a service-expansion case could be built.
- **The threats are largely external.** Remote work, the convenience of driving and competing modes are not things ETMA controls, and 30% of non-users may be unreachable. A plan that assumes full recovery of pre-pandemic volume through service improvements alone is not likely,

The strategic conclusion of the SWOT. Protect the free fare and the service-quality attributes that are already working. Invest in frequency first, because everyone wants it. Position weekend and evening expansion as a resident-serving initiative and measure it against resident ridership specifically. Ensure access to real-time information and educate on the how to use and benefits. Continue to expand social media as an information channel. And treat route extension as a targeted response to named coverage gaps rather than a general expansion.

8. Research Gaps and Recommended Next Steps

8.1 What this study cannot tell ETMA

Emery Go-Round ridership has dropped significantly since the pandemic, from more than 100,000 passengers a month to roughly half that. This study was designed to hear from three populations: people who ride the shuttle now, people who work in Emeryville now and people who live in Emeryville now. All three samples were drawn from people who currently use the service or live or work within in Emeryville.

The population that most directly explains the ridership gap — people who used Emery Go-Round before the pandemic and no longer do is, by construction, largely absent from the interviews. Some lapsed riders will appear among the resident and employee non-user samples, but they are not identified as such and the sample was not designed to find them.

The reasons non-riders give for not riding now (driving is easier, the shuttle doesn't reach them) are not necessarily the reasons pre-pandemic riders stopped. Secondary research, however, suggests that changes to the workplace schedule (work-from-home and hybrid working schedules) may be the key reason for the dropped in ridership. This is out-of-reach for ETMA.

8.2 Recommended follow-up research

While it would be valuable to hear from former riders directly, this is a difficult and expensive group to reach, since there is no list of people who stopped using a free, fare-free service. A limited number — 10 to 20 in-depth interviews — might yield some insights, but the cost of this research must be weighed against the expected gains.

Two possible routes to reaching them:

- **Through employers.** Emeryville employers could circulate a short screening question to staff asking who used to ride EGR and stopped. The employer channel is already demonstrably effective at reaching this population — 31% of employees learned about EGR through their employer.
- **Through the resident list.** The commercial list used for the Resident Survey can be re-screened for former riders, and 204 completed resident interviews already exist as a starting frame. In all candor, Piccadilly is not overly optimistic that this would yield valuable insights.

The questions worth asking are narrow: what changed, whether it was the service or their own circumstances, what would bring them back, and whether they are aware of the service as it operates today. If the answer is predominantly that their circumstances changed — that they now work from home, moved, or bought a car — then the realistic ceiling on recovery is low. If the answer is predominantly that the service changed or that they lost track of it, that is a recoverable audience and a very different investment case.

8.3 Other measurements worth considering

- **Baseline the metrics before any service change.** Frequency, hours and coverage are all being considered. Each should have a stated ridership hypothesis and a measurement plan before it is

implemented, so the next study can attribute results. Resident ridership in particular should be tracked separately, since it is the group, any off-peak expansion is intended to serve.

- **Repeat the satisfaction battery.** The eleven-attribute B4 battery is a clean instrument and now has a 2026 benchmark. Repeating it at the same time of year, annually or bi-annually, would make real-time information and hours of operation — the two soft spots — measurable over time.
- **Track awareness of the free fare specifically.** Fourteen percent of non-users did not know the service is free. That figure is a direct, cheap key performance indicator for any communications effort.

9. Conclusion

The survey results demonstrate that Emery Go-Round is a highly valued transportation service that successfully supports commuting, shopping, recreation and regional transit access. Satisfaction levels are exceptionally strong, with friendliness, safety and overall service quality receiving the highest marks, and no measured attribute falling below 4.09 on a five-point scale.

The service's recovery gap is not a quality problem. Across 892 interviews with three distinct populations, the constraints named are consistently the same: how often the shuttle runs, how late and on which days, and how far it reaches. Where the three audiences differ is in which of those constraints binds them — and that difference is among the most useful outputs of this research. Frequency is the universal. Weekend and evening expansion is a resident-serving initiative with a 63% and 58% demand signal behind it. Route extension answers the specific geographic barrier which employees name. The key would be to know the route most in demand that are not being served. Real-time information is the lowest-rated attribute in the study.

Alongside those service investments, some communication work is recommended: making the free fare explicit to non-users who do not know about it, using the employer channel that already reaches a third of employees to reach more, and improving wayfinding and digital trip planning for the resident audience that relies on signage. Continual investment in digital and social media (in place for the past six-months) will help raise awareness going forward.

Two cautions belong in the same conclusion. Thirty percent of non-users say nothing would encourage them to use the shuttle, and 20% of residents work from home. A plan that assumes service improvements alone will restore pre-pandemic volume is likely to disappoint. And the one population that could explain the gap directly — former riders — has not yet been fully heard from.

With those caveats, the direction the evidence points is clear and consistent. Building on the service's existing strengths, and expanding when and where it runs, would increase usage and further strengthen mobility for Emeryville residents and employees.

Appendix A. Respondent Characteristics

All demographic questions were asked in all three versions of the survey. Base: total n=892, riders n=352, employees n=336, residents n=204 (weighted).

A.1 Gender

Table A.1 What is your gender? (D1)

	Total	Riders	Employees	Residents
Sample (n)	892	352	336	204
Male	43%	40%	45%	46%
Female	49%	51%	48%	48%
Non-binary	3%	3%	2%	4%
Prefer not to say	5%	6%	5%	2%

A.2 Age

Table A.2 Age, grouped (D2)

	Total	Riders	Employees	Residents
Sample (n)	892	352	336	204
18 – 29	30%	33%	38%	11%
30 – 39	35%	33%	35%	39%
40 – 54	19%	19%	19%	20%
55+	16%	15%	9%	30%

Table A.3 Age, detailed (D2)

	Total	Riders	Employees	Residents
Sample (n)	892	352	336	204
18 – 24	12%	16%	16%	1%
25 – 29	17%	18%	21%	11%
30 – 34	17%	18%	15%	19%
35 – 39	18%	14%	20%	19%
40 – 44	7%	6%	7%	8%
45 – 49	8%	9%	7%	8%
50 – 54	4%	5%	4%	4%
55 – 59	5%	6%	4%	7%
60 – 64	4%	3%	2%	7%
65 – 74	4%	4%	2%	9%
75+	2%	2%	0%	7%

The rider population is significantly younger than the resident population and closely parallels employees. Two thirds of riders and 73% of employees are under 40, against 50% of residents. Conversely, 30% of residents are 55 or older against 15% of riders and 9% of employees.

A.3 Race and Ethnicity

Table A.4 With which racial or ethnic group do you identify? (D4)

	Total	Riders	Employees	Residents
Sample (n)	892	352	336	204
White	25%	23%	17%	41%
Black or African American	21%	16%	33%	10%
Asian or Pacific Islander	22%	25%	14%	30%
Latino or Hispanic	15%	16%	16%	10%
Multiracial	7%	6%	9%	4%
Native American/American Indian	1%	1%	1%	0%
Some other background	1%	1%	1%	1%
Prefer not to answer	10%	13%	10%	4%

The sample reflects a highly diverse population, with no single group exceeding 25% of the total. Employees are the most diverse group, with one third identifying as Black. Residents skew White (41%) and Asian (30%).

A.4 City of Residence

Table A.5 Home city from ZIP code (D3)

	Total	Riders	Employees	Residents
Sample (n)	892	352	336	204
Emeryville	42%	32%	18%	100%
Oakland	25%	26%	38%	—
San Francisco	6%	9%	7%	—
Berkeley	4%	7%	4%	—
Richmond	3%	4%	3%	—
San Leandro	2%	1%	4%	—
Albany	1%	1%	1%	—
Alameda	1%	1%	1%	—
El Cerrito	1%	1%	2%	—
Fremont	1%	1%	1%	—
San Pablo	1%	0%	2%	—
Piedmont	0%	0%	0%	—
Other California	13%	16%	18%	—
Other, not in California	1%	2%	0%	—

Only 42% of the total audience lives in Emeryville. Among employees the figure is 18%, with 38% commuting in from Oakland — the geographic fact that explains why 48% of employees who do not ride say the shuttle does not come near their home.

A.5 Fieldwork Characteristics

Table A.6 Rider service route, shift and interview language

Variable	Base	Percent
Service route (riders only, n=352)		
Hollis	352	48%
Shellmound/Powell	352	52%
Shift (riders only, n=352)		
Morning (before 9am)	352	23%
Midday (9am–3pm)	352	35%
Late afternoon (3pm–7pm)	352	42%
Language of interview (all, n=892)		
English	892	96%
Spanish	892	4%
Survey version (all, n=892)		
Rider Survey	352	39%
Employee Survey	336	38%
Resident Survey	204	23%

Appendix B. Survey Results — Total Sample

Complete topline results for every question, June 9–30, 2026. Total n=892; rider n=352; resident n=204; employee n=336. Base sizes for individual questions are shown with each table. Questions marked “select all that apply” allow multiple responses and do not sum to 100%.

A1. How long have you been riding the Emery Go-Round shuttle bus?

Riders only, n=352

Response	Percent
Less than 1 month	9%
1 to 3 months	13%
4 to 6 months	13%
7 to 12 months	13%
1 to 2 years	14%
More than 2 years	38%

B1. How often do you use the Emery Go-Round shuttle bus?

Response	Total	Riders	Employees	Residents
Base (n)	880.4	352	325	203.4
Daily	26%	32%	30%	9%
A few times a week	30%	40%	26%	19%
A few times a month	24%	16%	22%	40%
Once a month	13%	4%	16%	24%
Less often	8%	9%	6%	8%
A FEW TIMES A WEEK OR MORE	56%	72%	56%	28%
1/MONTH OR LESS	21%	13%	22%	32%

A2. How do you usually get to the Emery Go-Round shuttle bus? (select all)

Riders only, n=352

Response	Percent
Walk	61%
BART	57%
Bus/AC Transit	22%
Bike/scooter	8%
Rideshare (Uber/Lyft)	5%
Dropped off	4%
Amtrak	2%
Other	3%

A3. How did you learn about the Emery Go-Round? (select all)

Riders only, n=352

Response	Percent
Family/friends	32%

Response	Percent
Signage/maps	30%
Word-of-mouth	26%
Website/apps	23%
Co-workers	21%
Employer	18%
City communications	13%
Social media	7%
Community events	4%
Magazines/newspapers/flyers	4%
Other (specify)	5%

A4. Which of the following best describes you? (select all)*Riders only, n=352*

Response	Percent
Working full-time	66%
Working part-time	21%
Not currently employed	13%
Students	14%

A5. How long is your average total commute to work each way?*Employee survey and working riders, n=632*

Response	Percent
Less than 20 minutes	29%
20 to 40 minutes	30%
41 to 60 minutes	23%
More than 60 minutes	16%
I usually do not commute	2%

B1. How often do you use the Emery Go-Round shuttle bus?*All surveys, n=880*

Response	Percent
Daily	26%
A few times a week	30%
A few times a month	24%
Once a month	13%
Less often	8%

B2. What are the main reasons you use the Emery Go-Round shuttle bus? (select all)*EGR users, n=743*

Response	Percent
It's free	78%
Convenience	65%

Response	Percent
Connects to BART	65%
It saves money	63%
Avoids driving/parking	44%
It saves time	42%
Environmental reasons	28%
Don't have use of a vehicle	24%
Connects to AC Transit	23%
Connects to Amtrak	13%
Employer encourages it	7%
Other	3%

B3. What do you use the Emery Go-Round for? (select all)*EGR users, n=743*

Response	Percent
Commute to work	68%
Errands or tasks	47%
Shopping	43%
Recreation	31%
Commute to school	12%
Other	9%

B5. If any of the following were added, would they make you likely to use it more frequently? (select all)*EGR users, n=743*

Response	Percent
More frequent service	50%
Connections to more places within Emeryville	44%
Expanded weekend hours	41%
Expanded evening hours	36%
Better connections to BART	34%
More reliable service	25%
Expanded early morning hours	19%
Clean-air vehicles (electric, hybrid)	17%
Better Wi-Fi/online connections	15%
Better connections to AC Transit	14%
Better connections to Amtrak	9%
Nothing would encourage me to use it more often	8%

B6. What time of day do you ride the Emery Go-Round? (select all)*EGR users, n=743*

Response	Percent
Weekday morning, before 10am	58%

Response	Percent
Weekday midday, 10am to 3pm	44%
Weekday late afternoon, 3pm to 7pm	63%
Weeknight, after 7pm	27%
Weekends	38%

C1. How familiar were you with the Emery Go-Round shuttle?

Resident and employee surveys, n=539

Response	Percent
Very familiar — know routes, schedules, stops	52%
Somewhat familiar	31%
Slightly familiar	8%
Aware of it but don't know any details	7%
Not at all aware	3%

C2. How did you learn about the Emery Go-Round? (select all)

Resident and employee surveys, n=528

Response	Percent
Signage/maps	35%
Word-of-mouth	28%
Family/friends	27%
Co-workers	25%
Website/apps	23%
Employer	20%
City communications	13%
Social media	6%
Community events	3%
Magazines/newspapers/flyers	2%
Other	13%

C3. What are the main reasons you do NOT use the Emery Go-Round? (select all)

Non-users, n=149

Response	Percent
Driving is faster or more convenient	39%
Doesn't go near my home	29%
Prefer other transit	18%
I did not know it was free	14%
I don't know how to use it	11%
Doesn't go near my worksite	10%
Schedule doesn't align with my work hours	8%
Shuttle is too infrequent	8%
I work hybrid/remote	8%

Response	Percent
Safety concerns	3%
Shuttle is unreliable	2%
Comfort concerns	2%
Other	14%

C4. Would any of the following encourage you to use the Emery Go-Round shuttle? (select all)

Non-users, n=149

Response	Percent
Better connections to BART	35%
More frequent service	30%
Connections to more places within Emeryville	30%
Nothing would encourage me to use the shuttle	30%
Expanded weekend hours	18%
Better connections to AC Transit	16%
Expanded evening hours	16%
More reliable service	14%
Expanded early morning hours	13%
Better connections to Amtrak	9%
Clean-air vehicles (electric, hybrid)	9%
Better Wi-Fi/online connections	7%

C5. What one change would you make to improve Emery Go-Round's services? (open-end, coded)

Resident and employee surveys, n=432

Response	Percent
Expand hours of operation / run on weekends	17%
Improved frequency / faster	15%
More stops / better routes	12%
Improved scheduling / reliability / timeliness	9%
More connectivity / area coverage	9%
Updated vehicles / bus stops	7%
Cleanliness / clean air	5%
More advertising / notices / updates	5%
Have it in apps / tracking / Google Maps	4%
It's a good service / it's needed	4%
Better accessibility / convenience	4%
No changes needed	4%
Bring back express line / go to bus stations	2%
Integrate electric buses	1%
Climate control / heating / AC	1%
Other	3%

Response	Percent
Nothing / none	8%
Don't know / unsure	5%
NA / refused / no comment	3%

C6. What mode or modes of transportation do you typically use to get to work? (select all)

Resident and employee surveys, n=540

Response	Percent
BART	45%
Emery Go-Round Shuttle	62%
Driving alone	37%
AC Transit Bus	31%
Walking	20%
Bike/scooter	12%
Rideshare (Uber/Lyft)	11%
I work from home/remotely	9%
Carpool/vanpool	7%
Amtrak	6%
I do not currently work	4%

Survey Version

Response	Total	Does Not Use EGR, But Could Be Encouraged
Base (n)	892	94
Rider	39%	0%
Resident	23%	49%
Employee	38%	51%

C4. Would any of the following encourage you to use the Emery Go-Round shuttle?

Response	Total	Does Not Use EGR, But Could Be Encouraged
Base (n)	149	94
Better connections to BART	35%	48%
More frequent service	30%	45%
Connections to more places within Emeryville	30%	46%
Nothing would encourage me to use the shuttle	30%	0%
Expanded weekend hours	18%	25%
Better connections to AC Transit	16%	23%
Expanded evening hours	16%	23%
More reliable service	14%	19%
Expanded early morning hours	13%	17%
Better connections to Amtrak	9%	14%
If the buses were clean-air vehicles	9%	14%

Response	Total	Does Not Use EGR, But Could Be Encouraged
Better Wi-Fi/online connections	7%	10%

C6. What mode or modes of transportation do you typically use to get to work?

Response	Total	Does Not Use EGR, But Could Be Encouraged
Base (n)	540	94
BART	45%	24%
Emery Go-Round Shuttle	38%	0%
Driving alone	37%	59%
AC Transit Bus	31%	21%
Walking	20%	16%
Bike/scooter	12%	16%
Rideshare (Uber/Lyft)	11%	5%
I work from Home/Remotely	9%	11%
Carpool/vanpool	7%	7%
Amtrak	6%	3%
I do not currently work	4%	5%

Additional Demographic Information

D1. Gender

Response	Total	Does Not Use EGR, But Could Be Encouraged
Base (n)	892	94
Men	43%	44%
Women	49%	48%
Non-binary	3%	3%
Prefer not to say	5%	5%

D2. Age

Response	Total	Does Not Use EGR, But Could Be Encouraged
Base (n)	892	94
18 – 29	30%	27%
30 – 39	35%	38%
40 – 54	19%	21%
55+	16%	13%

D3. Home city from ZIP code

Response	Total	Does Not Use EGR, But Could Be Encouraged
Base (n)	892	94
Emeryville	42%	54%

Response	Total	Does Not Use EGR, But Could Be Encouraged
Oakland	25%	18%
San Francisco	6%	3%
Berkeley	4%	3%
Richmond	3%	2%
Other	20%	20%

D4. Race/Ethnicity

Response	Total	Does Not Use EGR, But Could Be Encouraged
Base (n)	892	94
Latino or Hispanic	15%	12%
White	25%	36%
Black or African American	21%	15%
Asian or Pacific Islander	22%	16%

C7. Which BART station(s) do you use? (select all)*BART users, n=245*

Response	Percent
MacArthur	88%
West Oakland	43%
19th Street Oakland	17%
Ashby	13%
Other	14%

C8. How many days each week do you work in Emeryville, not counting work-from-home days?*Employee survey, n=336*

Response	Percent
5 or more days/week	62%
3 to 4 days/week	26%
1 to 2 days/week	7%
Less than once a week	5%
Hardly ever/never	0%

D5. How did you learn about the Emery Go-Round? (select all)*All surveys, n=880*

Response	Percent
Signage/maps	33%
Family/friends	29%
Word-of-mouth	27%
Co-workers	23%
Website/apps	23%
Employer	19%

Response	Percent
City communications	13%
Social media	7%
Community events	3%
Magazines/newspapers/flyers	3%
Other (specify)	10%

E1. What do you see as the single greatest benefit of the Emery Go-Round shuttle?

Resident survey, n=203

Response	Percent
Free service	47%
Convenience	23%
Avoids driving/parking hassle	19%
Reduces traffic	2%
Environmental impact	1%
Other	8%

E2. What do you see as Emery Go-Round's single biggest drawback?

Resident survey, n=203

Response	Percent
Limited routes	26%
Too infrequent service	18%
Doesn't go where I need	15%
Hard to track timewise	11%
Slow travel time	10%
Crowding/discomfort	3%
Other	17%

E3a. Why do you choose to USE the Emery Go-Round? (open-end, coded)

Resident survey, users, n=135

Response	Percent
Connection to BART	37%
Convenience	32%
Free / it's cheaper	29%
Goes where I need to go	17%
Use it but has complaints	17%
Don't have to drive / don't own a car	14%
Close by / live near a station or stop	9%
General positive / use it	7%
No parking / don't have to park	5%
Mobility issues / disability access	2%
Nice drivers / good staff	2%

Response	Percent
Able to bring my bike onboard	1%
Other	2%
NA / refused / no comment	1%

E3b. Why do you choose NOT to use the Emery Go-Round? (open-end, coded)*Resident survey, non-users, n=69 (very small sample size)*

Response	Percent
Own a car / prefer driving	29%
Don't need it / have other means of transportation	23%
Slow / takes too long	19%
Lack of coverage / stops / routes	18%
Inconvenient / not flexible	16%
Use my bike / e-bike	12%
Lack of awareness / difficult to understand	11%
Frequency / doesn't fit my schedule	9%
Unsafe / homeless onboard	5%
Dirty / no cleanliness	1%
General negative	1%
Other	2%
NA / refused / no comment	1%

B4. Satisfaction with Emery Go-Round service elements*EGR users, n=743. Scale: 1 = not at all satisfied, 5 = extremely satisfied.*

Service element	1	2	3	4	5	4+5	Mean
Friendliness of drivers/staff	1%	2%	9%	21%	67%	88%	4.51
Capacity/spaciousness	0%	2%	10%	25%	63%	88%	4.48
Safety	1%	3%	8%	25%	63%	89%	4.47
Comfort	1%	3%	12%	28%	56%	83%	4.33
Stop locations	1%	3%	13%	31%	53%	84%	4.32
Frequency of services	1%	3%	13%	31%	52%	83%	4.30
Cleanliness	1%	3%	14%	27%	54%	81%	4.30
Route coverage	1%	4%	15%	31%	50%	80%	4.25
Reliability/on-time performance	1%	5%	15%	32%	47%	79%	4.19
Hours of operation	0%	5%	21%	29%	44%	74%	4.12
Real-time information (apps, signage)	2%	6%	19%	25%	48%	73%	4.09

Appendix C. Data Tables and Crosstabs

All questions broken out by survey version. Bases are shown for each question; resident bases are weighted and therefore may appear as fractional counts. Percentages are rounded and multiple-response questions do not sum to 100%.

Response	Total	Riders	Employees	Residents
Base (n)	892	352	336	204
Rider	39%	100%	0%	0%
Resident	23%	0%	0%	100%
Employee	38%	0%	100%	0%

A5. How long is your average total commute to work each way?

Response	Total	Riders	Employees	Residents
Base (n)	632	296	336	–
Less than 20 minutes	29%	22%	35%	–
20 to 40 minutes	30%	29%	31%	–
41 to 60 minutes	23%	27%	19%	–
More than 60 minutes	16%	19%	14%	–
I usually do not commute	2%	3%	0%	–
OVER 40 MINUTES	39%	46%	34%	–

B1. How often do you use the Emery Go-Round shuttle bus?

Response	Total	Riders	Employees	Residents
Base (n)	880.4	352	325	203.4
Daily	26%	32%	30%	9%
A few times a week	30%	40%	26%	19%
A few times a month	24%	16%	22%	40%
Once a month	13%	4%	16%	24%
Less often	8%	9%	6%	8%
1/MONTH OR LESS	21%	13%	22%	32%

B2. What are the main reasons you use the Emery Go-Round shuttle bus?

Response	Total	Riders	Employees	Residents
Base (n)	742.9	352	253	137.9
It's free	78%	78%	76%	83%
Convenience	65%	61%	66%	75%
Connects to BART	65%	62%	62%	80%
It saves money	63%	63%	66%	56%
Avoids driving/parking	44%	43%	37%	60%
It saves time	42%	42%	46%	37%
Environmental reasons	28%	28%	21%	43%

Response	Total	Riders	Employees	Residents
Don't have use of a vehicle	24%	26%	23%	21%
Connects to AC Transit	23%	21%	23%	25%
Connects to Amtrak	13%	13%	12%	16%
Employer encourages it	7%	6%	8%	8%
Other	3%	3%	3%	2%

B3. What do you use the Emery Go-Round for?

Response	Total	Riders	Employees	Residents
Base (n)	742.9	352	253	137.9
Commute to work	68%	66%	87%	39%
Errands or tasks	47%	43%	43%	64%
Shopping	43%	44%	39%	47%
Recreation	31%	28%	23%	54%
Commute to school	12%	12%	15%	5%
Other	9%	7%	7%	20%

B4a. Emery Go-Round Shuttle Satisfaction Rating: Frequency of services

Response	Total	Riders	Employees	Residents
Base (n)	742.9	352	253	137.9
1 = Not at all satisfied	1%	1%	1%	1%
2	3%	2%	3%	4%
3	13%	14%	11%	17%
4	31%	30%	25%	42%
5 = Extremely satisfied	52%	54%	59%	36%
Mean score	4.30	4.35	4.38	4.06

B4b. Emery Go-Round Shuttle Satisfaction Rating: Reliability/On-time performance

Response	Total	Riders	Employees	Residents
Base (n)	742.9	352	253	137.9
1 = Not at all satisfied	1%	1%	0%	4%
2	5%	3%	7%	4%
3	15%	14%	14%	22%
4	32%	37%	24%	34%
5 = Extremely satisfied	47%	45%	55%	36%
Mean score	4.19	4.23	4.26	3.94

B4c. Emery Go-Round Shuttle Satisfaction Rating: Route coverage

Response	Total	Riders	Employees	Residents
Base (n)	742.9	352	253	137.9
1 = Not at all satisfied	1%	0%	1%	1%
2	4%	3%	4%	6%
3	15%	14%	14%	21%

Response	Total	Riders	Employees	Residents
4	31%	32%	22%	43%
5 = Extremely satisfied	50%	51%	59%	28%
Mean score	4.25	4.31	4.36	3.91

B4d. Emery Go-Round Shuttle Satisfaction Rating: Stop locations

Response	Total	Riders	Employees	Residents
Base (n)	742.9	352	253	137.9
1 = Not at all satisfied	1%	1%	0%	1%
2	3%	3%	5%	0%
3	13%	13%	13%	12%
4	31%	31%	22%	46%
5 = Extremely satisfied	53%	53%	60%	40%
Mean score	4.32	4.32	4.38	4.23

B4e. Emery Go-Round Shuttle Satisfaction Rating: Safety

Response	Total	Riders	Employees	Residents
Base (n)	742.9	352	253	137.9
1 = Not at all satisfied	1%	1%	1%	0%
2	3%	3%	4%	2%
3	8%	9%	8%	4%
4	25%	27%	18%	36%
5 = Extremely satisfied	63%	61%	69%	58%
Mean score	4.47	4.43	4.50	4.50

B4f. Emery Go-Round Shuttle Satisfaction Rating: Cleanliness

Response	Total	Riders	Employees	Residents
Base (n)	742.9	352	253	137.9
1 = Not at all satisfied	1%	1%	2%	1%
2	3%	2%	4%	3%
3	14%	17%	9%	17%
4	27%	30%	24%	27%
5 = Extremely satisfied	54%	50%	61%	51%
Mean score	4.30	4.25	4.39	4.23

B4g. Emery Go-Round Shuttle Satisfaction Rating: Comfort

Response	Total	Riders	Employees	Residents
Base (n)	742.9	352	253	137.9
1 = Not at all satisfied	1%	1%	2%	2%
2	3%	3%	3%	2%
3	12%	13%	9%	16%
4	28%	30%	25%	29%
5 = Extremely satisfied	56%	53%	61%	52%

Response	Total	Riders	Employees	Residents
Mean score	4.33	4.31	4.40	4.27

B4h. Emery Go-Round Shuttle Satisfaction Rating: Hours of operation

Response	Total	Riders	Employees	Residents
Base (n)	742.9	352	253	137.9
1 = Not at all satisfied	0%	0%	0%	2%
2	5%	4%	4%	8%
3	21%	20%	17%	30%
4	29%	30%	25%	35%
5 = Extremely satisfied	44%	45%	53%	26%
Mean score	4.12	4.16	4.26	3.76

B4i. Emery Go-Round Shuttle Satisfaction Rating: Capacity/spaciousness (not being crowded)

Response	Total	Riders	Employees	Residents
Base (n)	742.9	352	253	137.9
2	2%	2%	4%	0%
3	10%	11%	10%	6%
4	25%	25%	25%	24%
5 = Extremely satisfied	63%	61%	62%	69%
Mean score	4.48	4.46	4.44	4.63

B4j. Emery Go-Round Shuttle Satisfaction Rating: Real-time information (apps, signage)

Response	Total	Riders	Employees	Residents
Base (n)	742.9	352	253	137.9
1 = Not at all satisfied	2%	1%	2%	5%
2	6%	6%	5%	9%
3	19%	21%	15%	21%
4	25%	25%	23%	29%
5 = Extremely satisfied	48%	47%	55%	36%
Mean score	4.09	4.10	4.23	3.81

B4k. Emery Go-Round Shuttle Satisfaction Rating: Friendliness of drivers/staff

Response	Total	Riders	Employees	Residents
Base (n)	742.9	352	253	137.9
1 = Not at all satisfied	1%	0%	1%	0%
2	2%	1%	2%	5%
3	9%	9%	8%	11%
4	21%	23%	19%	23%
5 = Extremely satisfied	67%	67%	70%	60%
Mean score	4.51	4.55	4.53	4.38

B5. If any of the following were added to the Emery Go-Round, would they make you likely to use it more frequently?

Response	Total	Riders	Employees	Residents
Base (n)	742.9	352	253	137.9
More frequent service	50%	49%	52%	47%
Connections to more places within Emeryville	44%	43%	40%	55%
Expanded weekend hours	41%	41%	29%	63%
Expanded evening hours	36%	35%	26%	58%
Better connections to BART	34%	30%	30%	51%
More reliable service	25%	22%	22%	34%
Expanded early morning hours	19%	19%	17%	20%
If the buses were clean-air vehicles	17%	18%	13%	23%
Better Wi-Fi/online connections	15%	15%	13%	16%
Better connections to AC Transit	14%	12%	13%	22%
Better connections to Amtrak	9%	9%	8%	11%
Nothing would encourage me to use the shuttle	8%	8%	9%	5%

B6. What time of day do you ride the Emery Go-Round?

Response	Total	Riders	Employees	Residents
Base (n)	742.9	352	253	137.9
Weekday morning, before 10am	58%	60%	63%	45%
Weekday midday, between 10am and 3pm	44%	43%	50%	35%
Weekday late afternoon, 3pm to 7pm	63%	66%	57%	68%
Weeknight, after 7pm	27%	25%	17%	49%
Weekends	38%	38%	28%	56%

C1. How familiar were you with the Emery Go-Round shuttle?

Response	Total	Riders	Employees	Residents
Base (n)	539.4	–	336	203.4
Very familiar, know routes, schedules, stops	52%	–	49%	58%
Somewhat familiar	31%	–	32%	29%
Slightly familiar	8%	–	10%	5%
Aware of it but don't know any details	7%	–	7%	9%

C2. How did you learn about the Emery Go-Round?

Response	Total	Riders	Employees	Residents
Base (n)	528.4	–	325	203.4
Signage/maps	35%	–	27%	47%
Word-of-mouth	28%	–	25%	33%
Family/friends	27%	–	25%	30%
Co-workers	25%	–	37%	5%
Website/apps	23%	–	20%	29%
Employer	20%	–	31%	3%
City communications	13%	–	13%	14%

Response	Total	Riders	Employees	Residents
Social media	6%	—	7%	5%
Community events	3%	—	4%	2%
Magazines/newspapers/flyers	2%	—	0%	4%
Other	13%	—	5%	26%

C3. What are the main reasons you do NOT use the Emery Go-Round?

Response	Total	Riders	Employees	Residents
Base (n)	148.5	—	83	65.5
Driving is faster or more convenient	39%	—	36%	42%
Doesn't go near my home	29%	—	48%	4%
Prefer other transit	18%	—	14%	23%
I did not know it was free	14%	—	17%	10%
I don't know how to use it	11%	—	13%	9%
Doesn't go near my worksite	10%	—	8%	13%
Schedule doesn't align with my work hours	8%	—	10%	7%
Shuttle is too infrequent	8%	—	4%	14%
I work hybrid/remote	8%	—	4%	13%
Safety concerns	3%	—	4%	2%
Shuttle is unreliable	2%	—	1%	4%
Comfort concerns	2%	—	1%	3%
Other	14%	—	11%	18%

C4. Would any of the following encourage you to use the Emery Go-Round shuttle?

Response	Total	Riders	Employees	Residents
Base (n)	148.5	—	83	65.5
Better connections to BART	35%	—	34%	37%
More frequent service	30%	—	29%	32%
Connections to more places within Emeryville	30%	—	30%	29%
Nothing would encourage me to use the shuttle	30%	—	30%	30%
Expanded weekend hours	18%	—	13%	23%
Better connections to AC Transit	16%	—	18%	14%
Expanded evening hours	16%	—	16%	17%
More reliable service	14%	—	16%	11%
Expanded early morning hours	13%	—	12%	13%
Better connections to Amtrak	9%	—	12%	6%
If the buses were clean-air vehicles	9%	—	8%	10%
Better Wi-Fi/online connections	7%	—	8%	5%

C5. What one change would you make to improve Emery Go-Round's services?

Response	Total	Riders	Employees	Residents
Base (n)	431.9	—	249	182.9
Expand hours of operation/Run on weekends	17%	—	18%	15%

Response	Total	Riders	Employees	Residents
Improved frequency/Faster	15%	—	12%	18%
More stops/Better routes	12%	—	6%	20%
Improved scheduling/Reliability/Timeliness	9%	—	6%	14%
More connectivity/Area coverage	9%	—	9%	8%
Updated vehicles/Bus stops	7%	—	8%	6%
Cleanliness/Clean air	5%	—	7%	2%
More advertising/Notices/Updates	5%	—	4%	6%
Have it in apps/Tracking/Integrate with google	4%	—	3%	6%
It's a good service/Its needed	4%	—	6%	2%
Better accessibility/Convenience	4%	—	2%	7%
No changes needed	4%	—	5%	2%
Bring back express line/Go to bus stations	2%	—	1%	3%
Integrate electric buses	1%	—	1%	2%
Climate control/Heating/AC	1%	—	2%	0%
Other	3%	—	2%	4%
Nothing/None	8%	—	11%	4%
Don't know/Unsure	5%	—	6%	3%
NA/Refused/No Comment	3%	—	4%	2%

C6. What mode or modes of transportation do you typically use to get to work?

Response	Total	Riders	Employees	Residents
Base (n)	540	—	336	204
BART	45%	—	53%	34%
Emery Go-Round Shuttle	49%	—	62%	27%
Driving alone	37%	—	37%	38%
AC Transit Bus	31%	—	36%	22%
Walking	20%	—	23%	14%
Bike/scooter	12%	—	12%	12%
Rideshare (Uber/Lyft)	11%	—	14%	7%
I work from Home/Remotely	9%	—	2%	20%
Carpool/vanpool	7%	—	8%	5%
Amtrak	6%	—	8%	2%
I do not currently work	4%	—	0%	10%
Other	1%	—	0%	4%

C6a. What mode or modes of transportation do you typically use to get to work?

Response	Total	Does Not Use EGR	Does Not Use EGR, But Could Be Encouraged
Base (n)	540	333	94.2
BART	45%	30%	24%
Emery Go-Round Shuttle	38%	0%	0%
Driving alone	37%	48%	59%

Response	Total	Does Not Use EGR	Does Not Use EGR, But Could Be Encouraged
AC Transit Bus	31%	21%	21%
Walking	20%	15%	16%
Bike/scooter	12%	12%	16%
Rideshare (Uber/Lyft)	11%	7%	5%
I work from Home/Remotely	9%	13%	11%
Carpool/vanpool	7%	6%	7%
Amtrak	6%	4%	3%
I do not currently work	4%	6%	5%
Other	1%	2%	1%

C7. Which BART station(s) do you use?

Response	Total	Riders	Employees	Residents
Base (n)	245.4	–	177	68.4
MacArthur	88%	–	86%	92%
West Oakland	43%	–	42%	45%
19th Street Oakland	17%	–	21%	6%
Ashby	13%	–	12%	17%
Other	14%	–	18%	5%

D5. How did you learn about the Emery Go-Round?

Response	Total	Riders	Employees	Residents
Base (n)	880.4	352	325	203.4
Signage/maps	33%	30%	27%	47%
Family/friends	29%	32%	25%	30%
Word-of-mouth	27%	26%	25%	33%
Co-workers	23%	21%	37%	5%
Website/apps	23%	23%	20%	29%
Employer	19%	18%	31%	3%
City communications	13%	13%	13%	14%
Social media	7%	7%	7%	5%
Community events	3%	4%	4%	2%
Magazines/newspapers/flyers	3%	4%	0%	4%
Other	10%	5%	5%	26%

C.1–C.7 Mean satisfaction scores by subgroup (B4)

Scale: 1 = not at all satisfied, 5 = extremely satisfied. Base is EGR users (n=743); the source workbook reports means only and does not carry subgroup base sizes, so any subgroup that is small in the banner tables should be read as directional.

C.1 Mean scores by survey audience

Table C.1 B4 mean satisfaction scores by survey audience

Service attribute	Total	Riders	Employees	Residents
Friendliness of drivers/staff	4.51	4.55	4.53	4.38
Capacity/spaciousness	4.48	4.46	4.44	4.63
Safety	4.47	4.43	4.50	4.50
Comfort	4.33	4.31	4.40	4.27
Stop locations	4.32	4.32	4.38	4.23
Frequency of service	4.30	4.35	4.38	4.06
Cleanliness	4.30	4.25	4.39	4.23
Route coverage	4.25	4.31	4.36	3.91
Reliability/on-time performance	4.19	4.23	4.26	3.94
Hours of operation	4.12	4.16	4.26	3.76
Real-time information	4.09	4.10	4.23	3.81

C.2 Mean scores by gender and age**Table C.2 B4 mean satisfaction scores by gender and age**

Service attribute	Men	Women	18–29	30–39	40–54	55+
Friendliness of drivers/staff	4.53	4.50	4.46	4.58	4.48	4.50
Capacity/spaciousness	4.53	4.47	4.39	4.49	4.49	4.64
Safety	4.49	4.47	4.46	4.45	4.43	4.60
Comfort	4.32	4.38	4.35	4.39	4.26	4.28
Stop locations	4.36	4.32	4.29	4.32	4.24	4.51
Frequency of service	4.32	4.33	4.20	4.37	4.25	4.43
Cleanliness	4.34	4.30	4.29	4.26	4.24	4.47
Route coverage	4.30	4.24	4.21	4.25	4.18	4.43
Reliability/on-time performance	4.18	4.22	4.08	4.17	4.21	4.40
Hours of operation	4.11	4.16	4.13	4.09	4.04	4.26
Real-time information	4.10	4.15	4.01	4.09	4.18	4.16

C.3 Mean scores by city of residence**Table C.3 B4 mean satisfaction scores by city of residence**

Service attribute	Emeryville	Oakland	Berkeley	Adjacent cities
Friendliness of drivers/staff	4.52	4.60	4.32	4.40
Capacity/spaciousness	4.61	4.49	4.23	4.27
Safety	4.48	4.56	4.19	4.53
Comfort	4.33	4.46	4.13	4.27
Stop locations	4.26	4.43	3.97	3.93
Frequency of service	4.20	4.46	4.13	4.67
Cleanliness	4.27	4.38	3.94	3.93

Service attribute	Emeryville	Oakland	Berkeley	Adjacent cities
Route coverage	4.05	4.45	4.13	4.00
Reliability/on-time performance	4.12	4.35	4.16	4.20
Hours of operation	3.93	4.28	4.00	3.80
Real-time information	4.04	4.27	3.97	4.07

C.4 Mean scores by race and ethnicity

Table C.4 B4 mean satisfaction scores by race and ethnicity

Service attribute	White	Latino	African American	Asian/Pacific Islander
Friendliness of drivers/staff	4.59	4.65	4.42	4.46
Capacity/spaciousness	4.52	4.57	4.47	4.53
Safety	4.47	4.53	4.47	4.43
Comfort	4.25	4.57	4.37	4.27
Stop locations	4.26	4.53	4.35	4.27
Frequency of service	4.28	4.52	4.39	4.16
Cleanliness	4.31	4.44	4.35	4.13
Route coverage	4.21	4.47	4.35	4.05
Reliability/on-time performance	4.10	4.47	4.30	3.99
Hours of operation	3.99	4.32	4.27	4.02
Real-time information	3.86	4.38	4.17	4.03

C.6 Mean scores by length of ridership and employment status

Table C.7 B4 mean satisfaction scores by length of ridership and employment status

Service attribute	6 mo. or less	7 mo.–2 yrs.	Over 2 yrs.	Working full-time	Working part-time	Not employed	Student
Friendliness of drivers/staff	4.57	4.51	4.55	4.55	4.52	4.52	4.72
Capacity/spaciousness	4.43	4.47	4.47	4.47	4.47	4.45	4.56
Safety	4.41	4.48	4.42	4.44	4.40	4.45	4.48
Comfort	4.35	4.27	4.31	4.27	4.44	4.36	4.56
Stop locations	4.25	4.41	4.33	4.36	4.30	4.25	4.52
Frequency of service	4.37	4.29	4.36	4.33	4.40	4.50	4.46
Cleanliness	4.25	4.18	4.31	4.16	4.37	4.61	4.38
Route coverage	4.21	4.33	4.38	4.31	4.32	4.36	4.36
Reliability/on-time performance	4.28	4.09	4.28	4.19	4.26	4.41	4.38
Hours of operation	4.15	4.21	4.14	4.15	4.12	4.25	4.32
Real-time information	4.14	4.07	4.08	4.06	4.18	4.34	4.20

Table C.9 B4 mean satisfaction scores by service route

Service attribute	Hollis	Shellmound/ Powell
Friendliness of drivers/staff	4.66	4.44

Service attribute	Hollis	Shellmound/ Powell
Capacity/spaciousness	4.54	4.38
Safety	4.54	4.34
Comfort	4.43	4.20
Stop locations	4.40	4.25
Frequency of service	4.47	4.23
Cleanliness	4.36	4.15
Route coverage	4.36	4.26
Reliability/on-time performance	4.29	4.17
Hours of operation	4.18	4.14
Real-time information	4.19	4.02

Appendix D. Questionnaires

The three questionnaires as fielded. Each version was also translated into Spanish and programmed accordingly; 4% of interviews were completed in Spanish. Response codes as programmed are shown alongside each option.

D.1 Emery Go-Round Shuttle Rider Survey

We are asking shuttle riders to answer a brief survey about their experience with the Emery Go-Round Shuttle. Please be assured that we are not trying to sell you anything or collect any personal confidential information. If you qualify, you can choose to electronically receive a gift card worth \$20 after completing the survey.

Q1. How often do you use the Emery Go-Round shuttle bus?

Response option	Code
Daily	1
A few times a week	2
A few times a month	3
Once a month	4
Less often	5

Q2. How long have you been riding the Emery Go-Round shuttle bus?

Response option	Code
Less than 1 month	1
1 to 3 months	2
4 to 6 months	3
7 to 12 months	4
1 to 2 years	5
More than 2 years	6

Q3. How do you usually get to the Emery Go-Round shuttle bus? (SELECT ALL THAT APPLY)

Response option	Code
Walk	1
Bike/scooter	2
Bus	3
BART	4
AC Transit	5
Amtrak	6
Rideshare (Uber/Lyft)	7
Dropped off	8
Other	9

Q4. What are the main reasons you use the Emery Go-Round shuttle bus? (SELECT ALL THAT APPLY)

Response option	Code
It's free	1
It saves money	2

Response option	Code
It saves time	3
Convenience	4
Connects to AC Transit	5
Connects to BART	6
Connects to Amtrak	7
Avoids driving/parking	8
Environmental reasons	9
Employer encourages it	10
Don't have use of a vehicle	11
Other (Specify)	12

Q5. What do you use the Emery Go-Round for? (SELECT ALL THAT APPLY)

Response option	Code
Commute to work	1
Commute to school	2
Shopping	3
Errands or tasks	4
Recreation	5
Other	6

Q6. Using a scale of one to five, where “one” means not at all satisfied and “five” means extremely satisfied, how would you rate the Emery Go-Round Shuttle on the following?

Item	Not at all Satisfied 1	2	3	4	Extremely Satisfied 5		
	Frequency of services	1	2	3	4	5	
	Reliability/On-time performance	1	2	3	4	5	
	Route coverage	1	2	3	4	5	
	Stop locations	1	2	3	4	5	
	Safety	1	2	3	4	5	
	Cleanliness	1	2	3	4	5	
	Comfort	1	2	3	4	5	
	Hours of operation	1	2	3	4	5	
	Capacity/spaciousness (not being crowded)	1	2	3	4	5	
	Real-time information (apps, signage)	1	2	3	4	5	
	Friendliness of drivers/staff	1	2	3	4	5	

Q7. If any of the following were added to the Emery Go-Round, would they make you likely to use it more frequently? (SELECT ALL THAT APPLY)

Response option	Code
More frequent service	1
More reliable service	2
Connections to more places within Emeryville	3
Better connections to BART	4
Better connections to AC Transit	5
Better connections to Amtrak	6
Better Wi-Fi/online connections	7
Expanded early morning hours	8
Expanded evening hours	9
Expanded weekend hours	10
If the buses were clean-air vehicles (e.g. electric, hybrid)	11
Nothing would encourage me to use the shuttle more often	12

Q8. What time of day do you ride the Emery Go-Round? (SELECT ALL THAT APPLY)

Response option	Code
Weekday morning, before 10am	1
Weekday midday, between 10am and 3pm	2
Weekday late afternoon, 3pm to 7pm	3
Weeknight, after 7pm	4
Weekends	5

Q9. How did you learn about the Emery Go-Round? (SELECT ALL THAT APPLY)

Response option	Code
Employer	1
Co-workers	2
Signage/maps	3
Website/apps	4
City communications	5
Family/friends	6
Social media	7
Community events	8
Magazines/newspapers/flyers	9
Word-of-mouth	10
Other (Specify)	11

Q10. What is your gender?

Response option	Code
Male	1
Female	2
Non-binary	3

Response option	Code
Prefer not to say	4

Q11. In what year were you born?

Response option	Code
2008-2002 (18-24)	1
2001-1997 (25-29)	2
1996-1992 (30-34)	3
1991-1987 (35-39)	4
1986-1982 (40-44)	5
1981-1977 (45-49)	6
1976-1972 (50-54)	7
1971-1967 (55-59)	8
1966-1962 (60-64)	9
1961-1952 (65-74)	10
1951 or earlier (75+)	11

Q12. Which of the following best describes you? (SELECT ALL THAT APPLY)

Response option	Code
Working full-time	1
Working part-time	2
Not currently employed	3
Student	4

(IF WORKING FULL OR PART TIME ASK Q13)

Q13. How long is your average total commute to work each way?

Response option	Code
Less than 20 minutes	1
20 to 40 minutes	2
41 to 60 minutes	3
More than 60 minutes	4
I usually do not commute	5

Q14. What is your home Zip Code? (IF UNKNOWN, ASK: "In which city do you live?") (RECORD VERBATIM)

(open-ended response recorded verbatim)

Q15. With which racial or ethnic group do you identify yourself?

Response option	Code
Latino or Hispanic	1
White	2
Black or African American	3
Asian or Pacific Islander	4
Native American/American Indian	5
Multiracial	6

Response option	Code
Some other ethnic or racial background	7
Prefer not to answer	8

Q16. Is there anything else you would like to tell us about your experience on Emery Go-Round? (OPTIONAL)
(RECORD VERBATIM)

(open-ended response recorded verbatim)

Q17. Would you be willing to provide more information about your experiences with Emery Go-Round? If so, please include your email address. (RECORD VERBATIM)

(open-ended response recorded verbatim)

(Thank and direct to incentive site)

SAMPLE VARIABLES

SERVICE ROUTE | Hollis 1 | Shellmound/Powell 2 | **SHIFT** | Morning (Before 9am) 1 | Midday (9am-3pm) 2 | Late Afternoon (3pm-7pm) 3 | Night (After 7pm) 4 | **LANGUAGE OF INTERVIEW** | English 1 | Spanish 2

D.2 City of Emeryville Business Employees Survey

CITY OF EMERYVILLE BUSINESS EMPLOYEES SURVEY

Hello, I'm _____ from _____. We are asking employees of Emeryville businesses to answer a brief survey about their commuting experience and their familiarity with the Emery Go-Round Shuttle. Please be assured that I am not trying to sell you anything or collect any personal confidential information. If you qualify, you can choose to electronically receive a gift card worth \$20 after completing the survey online.

Q1. How many days each week do you work in Emeryville, not counting the days you work from home?

Response option	Code
5 or more days/week	1
3 to 4 days/week	2
1 to 2 days/week	3
Less than once a week	4
Hardly ever/Never (terminate?)	5

Q2. How long is your average total commute to work each way?

Response option	Code
Less than 20 minutes	1
20 to 40 minutes	2
41-60 minutes	3
More than 60 minutes	4
I usually do not commute	5

Q3. What mode or modes of transportation do you typically use to get to work? (SELECT ALL THAT APPLY)

Response option	Code
Emery Go-Round Shuttle	1
BART (ASK Q4)	2
AC Transit Bus	3
Amtrak	4
Driving alone	5

Response option	Code
Carpool/vanpool	6
Bike/scooter	7
Walking	8
Rideshare (Uber/Lyft)	9
Other	10

(ASK Q4 IF Q3 RESPONSE IS bart)

Q4. Which BART station(s) do you use? (SELECT ALL THAT APPLY)

Response option	Code
MacArthur	1
West Oakland	2
19th Street Oakland	3
Ashby	4
Other	5

(resume asking all)

Q5. Before today, how familiar were you with the Emery Go-Round shuttle?

Response option	Code
Very familiar, know routes, schedules, stops	1
Somewhat familiar	2
Slightly familiar	3
Aware of it but don't know any details	4
Not aware of at all (skip to q14)	5

Q6. How did you learn about the Emery Go-Round? (SELECT ALL THAT APPLY)

Response option	Code
Employer	1
Co-workers	2
Signage/maps	3
Website/apps	4
City communications	5
Family/friends	6
Social media	7
Community events	8
Magazines/newspapers/flyers	9
Word-of-mouth	10
Other (Specify)	11

Q7. How often do you use the Emery Go-Round shuttle bus?

Response option	Code
Daily	1
A few times a week	2

Response option	Code
Occasionally	3
Rarely if ever/Never (skip to q14)	4
Have used it in past but no longer use it (skip to q14)	5

(ASK Q8-q13 IF Q7 RESPONSE IS codes 1-3)

Q8. What are the main reasons you use the Emery Go-Round shuttle bus? (SELECT ALL THAT APPLY)

Response option	Code
It's free	1
It saves money	2
It saves time	3
Convenience	4
Connects to AC Transit	5
Connects to BART	6
Connects to Amtrak	7
Avoids driving/parking	8
Environmental reasons	9
Employer encourages it	10
Don't have use of a vehicle	11
Other (Specify)	12

Q9. What do you use the Emery Go-Round for? (SELECT ALL THAT APPLY)

Response option	Code
Commute to work	1
Commute to school	2
Shopping	3
Errands or tasks	4
Recreation	5
Other	6

Q10. Using a scale of one to five, where “one” means not at all satisfied and “five” means extremely satisfied, how would you rate the Emery Go-Round Shuttle on the following?

Item	Not at all Satisfied 1	2	3	4	Extremely Satisfied 5		
	Frequency of services	1	2	3	4	5	
	Reliability/On-time performance	1	2	3	4	5	
	Route coverage	1	2	3	4	5	
	Stop locations	1	2	3	4	5	
	Safety	1	2	3	4	5	
	Cleanliness	1	2	3	4	5	
	Comfort	1	2	3	4	5	
	Hours of operation	1	2	3	4	5	

Item	Not at all Satisfied 1	2	3	4	Extremely Satisfied 5		
	Capacity/spaciousness (not being crowded)	1	2	3	4	5	
	Real-time information (apps, signage)	1	2	3	4	5	
	Friendliness of drivers/staff	1	2	3	4	5	

Q11. What time of day do you ride the Emery Go-Round? (SELECT ALL THAT APPLY)

Response option	Code
Weekday morning, before 10am	1
Weekday midday, between 10am and 3pm	2
Weekday late afternoon, 3pm to 7pm	3
Weeknight, after 7pm	4
Weekends	5

Q12. If any of the following were added to the Emery Go-Round, would they make you likely to use it more frequently? (SELECT ALL THAT APPLY)

Response option	Code
More frequent service	1
More reliable service	2
Connections to more places within Emeryville	3
Better connections to BART	4
Better connections to AC Transit	5
Better connections to Amtrak	6
Better Wi-Fi/online connections	7
Expanded early morning hours	8
Expanded evening hours	9
Expanded weekend hours	10
If the buses were clean-air vehicles (e.g. electric, hybrid)	11
Nothing would encourage me to use the shuttle more often	12

Q13. Would you be willing to provide more information about your experiences with Emery Go-Round? If so, please include your email address. (RECORD VERBATIM)*(open-ended response recorded verbatim)**(ASK Q14-q15 IF Q7 RESPONSE IS codes 4-5 or q5 is code 5)***Q14.** What are the main reasons you do NOT use the Emery Go-Round? (SELECT ALL THAT APPLY)

Response option	Code
Doesn't go near my home	1
Doesn't go near my worksite	2
Schedule doesn't align with my work hours	3
Shuttle is too infrequent	4
Shuttle is unreliable	5
Driving is faster or more convenient	6

Response option	Code
Prefer other transit (rideshare, bus, bike, walking, etc.)	7
I don't know how to use it	8
I did not know it was free	9
Safety concerns	10
Comfort concerns	11
I work hybrid/remote	12
Other (Specify)	13

Q15. Would any of the following encourage you to use the Emery Go-Round shuttle? (SELECT ALL THAT APPLY)

Response option	Code
More frequent service	1
More reliable service	2
Connections to more places within Emeryville	3
Better connections to BART	4
Better connections to AC Transit	5
Better connections to Amtrak	6
Better Wi-Fi/online connections	7
Expanded early morning hours	8
Expanded evening hours	9
Expanded weekend hours	10
If the buses were clean-air vehicles (e.g. electric, hybrid)	11
Nothing would encourage me to use the shuttle	12

(resume asking all)

Q16. What one change would you make to improve Emery Go-Round's services? (OPTIONAL) (RECORD VERBATIM)

(open-ended response recorded verbatim)

Q17. What is your gender?

Response option	Code
Male	1
Female	2
Non-binary	3
Prefer not to say	4

Q18. In what year were you born?

Response option	Code
2008-2002 (18-24)	1
2001-1997 (25-29)	2
1996-1992 (30-34)	3
1991-1987 (35-39)	4
1986-1982 (40-44)	5
1981-1977 (45-49)	6
1976-1972 (50-54)	7

Response option	Code
1971-1967 (55-59)	8
1966-1962 (60-64)	9
1961-1952 (65-74)	10
1951 or earlier (75+)	11

Q19. What is your home Zip Code? (IF UNKNOWN, ASK: “In which city do you live in?”)

(open-ended response recorded verbatim)

Q20. With which racial or ethnic group do you identify yourself?

Response option	Code
Latino or Hispanic	1
White	2
Black or African American	3
Asian or Pacific Islander	4
Native American/American Indian	5
Multiracial	6
Some other ethnic or racial background	7
Prefer not to answer	8

Q21. Is there anything else you would like to tell us about Emery Go-Round? (OPTIONAL) (RECORD VERBATIM)

(open-ended response recorded verbatim)

(Thank and direct to incentive site)

SAMPLE VARIABLES

LANGUAGE OF INTERVIEW | English 1 | Spanish 2

D.3 City of Emeryville Residents Survey

CITY OF EMERYVILLE RESIDENTS SURVEY

Hello, I’m _____ from _____. We are asking residents of the City of Emeryville to answer a brief survey about their commuting experience and their familiarity with the Emery Go-Round Shuttle. Please be assured that I am not trying to sell you anything or ask for a donation of any kind, and that your participation and responses will be kept confidential. May I please speak to a person over 18 in the household?

(Phone Only)

Q1. Before we begin, have I reached you on a cell phone? (If on cell phone, ask: If you are currently driving or otherwise occupied, please confirm that it is safe for you to take this survey without endangering yourself or others.)

Response option	Code
Yes, on cell and can safely take survey	1
Yes, on cell and should reschedule	(Reschedule)
No, not on cell	2
(Don’t read) Prefer not to say	3

(online Only)

We are asking residents of the City of Emeryville to answer a survey about their commuting experience and their familiarity with the Emery Go-Round Shuttle. Please be assured that I am not trying to sell you anything or ask for a donation of any kind, and that your participation and responses will be kept confidential.

Q2. If you are taking this survey on a mobile device and are currently driving or otherwise occupied, please confirm that it is safe for you to take this survey without endangering yourself or others.

Response option	Code
Yes, can safely take survey	1
I'll come back later	(Divert to Landing Page)

(RESUME ASKING ALL RESPONDENTS)

Q3. Do you live in the City of Emeryville or in some other city?

Response option	Code
Yes, City of Emeryville	1
No	Terminate

The first few questions are to ensure we are hearing from a representative sample of Emeryville residents.

Q4. What is your gender?

Response option	Code
Male	1
Female	2
Non-binary	3
Prefer not to say	4

Q5. In what year were you born?

Response option	Code
2008-2002 (18-24)	1
2001-1997 (25-29)	2
1996-1992 (30-34)	3
1991-1987 (35-39)	4
1986-1982 (40-44)	5
1981-1977 (45-49)	6
1976-1972 (50-54)	7
1971-1967 (55-59)	8
1966-1962 (60-64)	9
1961-1952 (65-74)	10
1951 or earlier (75+)	11

Q6. With which racial or ethnic group do you identify yourself?

Response option	Code
Latino or Hispanic	1
White	2
Black or African American	3
Asian or Pacific Islander	4
Native American/American Indian	5
Multiracial	6
Some other ethnic or racial background	7
Prefer not to answer	8

Q7. Emeryville offers a free bus shuttle service called Emery Go-Round. This service transports people to and from AC Transit and BART to various places around Emeryville. Before now, were you aware of the Emery Go-Round shuttle?

Response option	Code
Yes	1
No (SKIP TO Q20)	2

(ask q5-q12 if q4 is code 1)

Q8. How familiar were you with the Emery Go-Round shuttle?

Response option	Code
Very familiar, know routes, schedules, stops	1
Somewhat familiar	2
Slightly familiar	3
Aware of it but don't know any details	4

Q9. How did you learn about the Emery Go-Round? (SELECT ALL THAT APPLY)

Response option	Code
Employer	1
Co-workers	2
Signage/maps	3
Website/apps	4
City communications	5
Family/friends	6
Social media	7
Community events	8
Magazines/newspapers/flyers	9
Word-of-mouth	10
Other (Specify)	11

Q10. How often do you use the Emery Go-Round shuttle bus?

Response option	Code
Daily	1
A few times a week	2
Occasionally	3
Rarely if ever/Never (skip to q13)	4
Have used it in past but no longer use it (skip to q13)	5

Q11. What are the main reasons you use the Emery Go-Round shuttle bus? (SELECT ALL THAT APPLY)

Response option	Code
It's free	1
It saves money	2
It saves time	3
Convenience	4
Connects to AC Transit	5

Response option	Code
Connects to BART	6
Connects to Amtrak	7
Avoids driving/parking	8
Environmental reasons	9
Employer encourages it	10
Don't have use of a vehicle	11
Other (Specify)	12

Q12. What do you use the Emery Go-Round for? (SELECT ALL THAT APPLY)

Response option	Code
Commute to work	1
Commute to school	2
Shopping	3
Errands or tasks	4
Recreation	5
Other	6

Q13. Using a scale of one to five, where “one” means not at all satisfied and “five” means extremely satisfied, how would you rate the Emery Go-Round Shuttle on the following?

Item	Not at all Satisfied 1	2	3	4	Extremely Satisfied 5		
	Frequency of services	1	2	3	4	5	
	Reliability/On-time performance	1	2	3	4	5	
	Route coverage	1	2	3	4	5	
	Stop locations	1	2	3	4	5	
	Safety	1	2	3	4	5	
	Cleanliness	1	2	3	4	5	
	Comfort	1	2	3	4	5	
	Hours of operation	1	2	3	4	5	
	Capacity/spaciousness (not being crowded)	1	2	3	4	5	
	Real-time information (apps, signage)	1	2	3	4	5	
	Friendliness of drivers/staff	1	2	3	4	5	

Q14. If any of the following were added to the Emery Go-Round, would they make you likely to use it more frequently? (SELECT ALL THAT APPLY)

Response option	Code
More frequent service	1
More reliable service	2
Connections to more places within Emeryville	3

Response option	Code
Better connections to BART	4
Better connections to AC Transit	5
Better connections to Amtrak	6
Better Wi-Fi/online connections	7
Expanded early morning hours	8
Expanded evening hours	9
Expanded weekend hours	10
If the buses were clean-air vehicles (e.g. electric, hybrid)	11
Nothing would encourage me to use the shuttle more often	12

Q15. What time of day do you ride the Emery Go-Round? (SELECT ALL THAT APPLY)

Response option	Code
Weekday morning, before 10am	1
Weekday midday, between 10am and 3pm	2
Weekday late afternoon, 3pm to 7pm	3
Weeknight, after 7pm	4
Weekends	5

*(ASK Q13-q14 IF Q7 RESPONSE IS codes 4-5)***Q16. What are the main reasons you do NOT use the Emery Go-Round? (SELECT ALL THAT APPLY)**

Response option	Code
Doesn't go near my home	1
Doesn't go near my worksite	2
Schedule doesn't align with my work hours	3
Shuttle is too infrequent	4
Shuttle is unreliable	5
Driving is faster or more convenient	6
Prefer other transit (rideshare, bus, bike, walking, etc.)	7
I don't know how to use it	8
I did not know it was free	9
Safety concerns	10
Comfort concerns	11
I work hybrid/remote	12
Other (Specify)	13

Q17. Would any of the following encourage you to use the Emery Go-Round shuttle? (SELECT ALL THAT APPLY)

Response option	Code
More frequent service	1
More reliable service	2
Connections to more places within Emeryville	3
Better connections to BART	4
Better connections to AC Transit	5

Response option	Code
Better connections to Amtrak	6
Better Wi-Fi/online connections	7
Expanded early morning hours	8
Expanded evening hours	9
Expanded weekend hours	10
If the buses were clean-air vehicles (e.g. electric, hybrid)	11
Nothing would encourage me to use the shuttle	12

(ask q15-q19 if q4 is code 1)

Q18. Based on what you know or have heard, what do you see as the single greatest benefit of the Emery Go-Round shuttle?

Response option	Code
Free service	1
Convenience	2
Environmental impact	3
Avoids driving/parking hassle	4
Reduces traffic	5
Other (Specify)	6

Q19. What do you see as Emery Go-Round's single biggest drawback?

Response option	Code
Too infrequent service	1
Limited routes	2
Crowding/discomfort	3
Hard to track timewise	4
Slow travel time	5
Doesn't go where I need	6
Other (Specify)	7

Q20. In your own words, why do you choose to use or not use the Emery Go-Round? (RECORD VERBATIM)

(open-ended response recorded verbatim)

Q21. What one change would you make to improve Emery Go-Round's services? (OPTIONAL) (RECORD VERBATIM)

(open-ended response recorded verbatim)

Q22. Would you be willing to provide more information about your experiences with Emery Go-Round? If so, please include your email address. (RECORD VERBATIM)

(open-ended response recorded verbatim)

(resume asking all)

Q23. What mode or modes of transportation do you typically use to get to work? (SELECT ALL THAT APPLY)

Response option	Code
I do not currently work	1
BART (ASK Q21)	2
AC Transit Bus	3

Response option	Code
Amtrak	4
Driving alone	5
Carpool/vanpool	6
Bike/scooter	7
Walking	8
Rideshare (Uber/Lyft)	9
I work from Home/Remotely	10
Other	11

(ASK Q21 IF Q20 RESPONSE IS Bart)

Q24. Which BART station(s) do you use? (SELECT ALL THAT APPLY)

Response option	Code
MacArthur	1
West Oakland	2
19th Street Oakland	3
Ashby	4
Other	5

(Thank and terminate interview)

SAMPLE VARIABLES

DATA COLLECTION MODE/CONTACT METHOD | Telephone 1 | Online/Email 2 | Online/Text 3 | **LANGUAGE OF INTERVIEW** | English 1 | Spanish 2