



Edmonds Community College Project Management
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December 6, 2016

Mr. Ferrell Fleming
Executive Director
Edmonds Senior Center
222 Railroad Avenue
Edmonds, WA 98020

Subject: Member Rideshare and Commuter Options, Feasibility Study Recommendations

Dear Mr. Fleming:

The Project Management I Class at Edmonds Community College is honored to could be involved in our community and aid the Edmonds Community Senior Center. This report presents recommendations and options that may help solve the current and future parking lot congestion problems.

You have requested that the Edmonds Community College, Project Management I Class of Fall 2016, studies the feasibility of adopting a rideshare program to solve the parking issue at the Edmonds Senior Center. We understand that there is an immediate need for relief of the parking congestion and we have kept this the focus of our research. Therefore, we have also considered other commuter programs or services for every-day conditions and busy events in addition to the rideshare program. This report gives recommendations to the Edmond Senior Center on several possible options to choose from in order to solve the parking congestion in the parking lot owned by the City of Edmonds. This feasibility study also allowed us to understand that other issues need to be addressed before solving the parking problem. We also described these issues affecting the parking problem in this report.

The Edmonds Community College Project Management I Class, after researching the needs and requirements of the project stakeholders, asks that the Edmonds Senior Center considers the recommendations that we have made. After a couple months of research and a substantial number of interviews, we have concluded that these recommendations will address and minimize the parking issues that are being experienced by the patrons of ESC. In addition, the center should consider some other key factors that are having a negative effect upon the parking lot issues. We believe that if these recommendations are implemented, they will relieve a substantial amount of the congestion in the parking lot of the Edmonds Community Senior Center. We believe that some of the options proposed in this study will be feasible for the Edmonds Community Senior Center to adopt and apply to overcome the parking lot congestion problems.

Project Charter

Scope

This project will give suggestions on various options, incentives and advantages of rideshare programs that the Edmonds Senior Center (ESC) can offer to their members by looking into the problems and their solutions. The ESC is dealing with parking issues due to the limitation of only 80 stalls in their parking lot that is shared with other people having access to the park and beach. The ESC has constraints in fully enforcing parking restrictions on non-members since this parking lot is owned by City of Edmonds, managed by the Parks and recreation department. We need to make sure that our solutions do not violate the rights of the public.

Objective

On December 6, 2016, the ESC will have on hands a report showing the pros and cons about adopting a rideshare program. The information from the study helps the ESC decide whether a Rideshare program is a feasible solution to the parking congestion at the Edmond Senior Center.

Constraints

- **Budget:** Least flexible. It requires a sponsor that will support the resources to build a multistory parking lot or additional space to build a new parking lot. For a new parking lot or additional parking lot the ESC needs to be able to take independent decisions and neither be controlled by the City of Edmonds Parks and Recreations department nor be shared with other non-members who are eligible to park too.
- **Time:** We have one month to address the problems and identify options for rideshare programs. Seniors and employees are our targeted population. However, it won't be easy to always accommodate our time to theirs.
- **Bureaucratic:** We cannot suggest requirement of code enforcement or recommend any major physical changes to the parking lot. We are limited to whatever the ESC has direct control over, and not much else.

Internal Stakeholders

Management/Steering Team	Farrell Fleming	Customer	Ensure that seniors and program attendees can get the EdSC.
Senior members		Customer	Problems in parking and interest in ride sharing options.
Retailer (Thrift store, food vendors)		Customer	Problems in parking and interest in ride sharing options.

External Stakeholders

Program attendees		Customer	Problems in parking and interest in ride sharing options.
Edmonds Community		Non-customer	Problems in parking

Risk Analysis

- Not enough people interested or using a rideshare program to invest time and resources.
- Low volunteer interest in driving a rideshare vehicle, or too many riders and not enough volunteer drivers.
- Failure to complete the project on time, due to scheduling conflicts or incorrect analysis of the project.

Requirements

- Fifteen to thirty minutes between activities for better parking availability.
- Member incentives to arrive and leave at around same time for Ride Share scheduling.
- Identify who is interested in ride-share program or shuttle service and share where they may live in proximity to each other for ride share scheduling.
- Ability to meet and get to know the people they attend the Edmonds Senior Center with and would be in a rideshare with.
- Flyer and advertisements for the ride-share program or shuttle service.
- Give incentives for ride-share involvement or shuttle service.
- More Disabled / Handicapped parking spots allocated near the door.

The following recommendations are made from requirements gathered from internal and external stakeholders.

Recommendations**Parking**

The Edmonds Senior Center could apply through the City of Edmonds for Parking Permits and Designate a person to apply for passes from Edmonds City Council Distribute the passes to department managers Supply the passes to volunteers.

- Designate a person to apply for passes from Edmonds City Council
- Distribute the passes to department managers
- Supply the passes to volunteers

Shuttle Service

A shuttle service for special evening events and manned by a part-time valet and shuttle driver with members parking at a remote parking lot. The services should be at no cost to members and no gratuities or tips required.

- The Edmonds Senior Center could use their part-time volunteer Shuttle Driver(s), or if needed, recruit a volunteer for the busy 9:00 a.m. to 3:00 p.m. weekday activities and for special events.

Rideshare Program

Incentives could be offered to Ride Share drivers and riders such as early entry into special events, parking accommodations and reduced event and meal prices. Seniors who already regularly attend the center must not feel like they must change their schedule or routine to participate. New senior or younger community members must find the solution easy to use. A system to communicate to members how commuting options may benefit them in reducing traffic, helping the environment, making new friends and building their community. The center should collect information from members to match them with a Ride Share drivers or riders. Commuting option flyers could be produced and distributed that advertise the benefits of the commuter. Information about the City of Edmonds parking ordinances and various studies can be found and referred to for a more educated decision about the program selection

- The Edmonds Senior Center could give Ride Share drivers and riding member incentives to arrive and leave at the same time for Ride Share scheduling.
- Early entry into special events, parking accommodations and reduced event and meal ticket prices could be offered.
- Reserved parking spots close to the front door.
- The Edmonds Senior Center could identify members who are interested in ride share program or shuttle service and share where they may live in proximity to each other.
- The members could meet and get to know their fellow-members of the Edmonds Senior Center whom they would be in a rideshare with, at a program-specific kick-off event.
- The Edmonds Senior Center could update its web site, bulletin board or column in ESC Newsletter to promote commuter sign up by zip-code.
- Flyers and advertisements for the ride-share program, shuttle service and or valet service could be produced and distributed to attract interest.

Data Collection

The Edmonds Senior Center could gather hand-written information and design attendance sheets. Assign volunteers to physically collect attendance information from classes. Dates from Classes and Events could be recorded and records of class attendance recorded. The Edmonds Senior Center could Determine the overlapped schedules and popular classes and schedule accordingly. A calendar could be developed for scheduling classes and events. The Edmonds Senior Center could Get interns to volunteer from college through The Edmonds Community College Cis Department to build a free working database for Edmonds Senior Center schedules. The Edmonds Senior Center could take the sign-in information and input that to the database program that be updated and maintained by interns.

- Hand-written information
- Design attendance sheets
- Assign volunteers to physically collect attendance information from classes
- Collect official records of class attendance
- Determine the overlapped schedules and popular classes
- Develop a calendar for scheduling classes and events
- Get interns to volunteer from college to build a free working database for ESC schedules
- Take the sign-in information and input that to the database program that be updated and maintained by interns
- Contract with each intern on a regular basis by semester every year

Work Break Down Structure (WBS)

At first, we did not focus the Work Breakdown Structure (WBS) based on the activities and added details without considering the constraints of cost, time and quality. Initially all of us were flowing with ideas without thinking about how feasible they were in our time frame of December 6th. For example, we had ideas of hiring drivers for our valet/shuttle service when we have no idea about the Edmonds Senior Center's (ESC) ability to afford such employees. In a similar way, as class, we all had ideas of the various types of database with minimal cost or to us that seemed affordable when it was up to the ESC to decide if they are interested in purchasing. We knew gathering information with all member information, schedules, and program enrollment was important and at this point, we could assemble this data manually. Therefore, we shifted gears to a more feasible solution by proposing volunteers and interns for such options. Once the WBS was done, we got an idea that WBS was not the list of deliverables but rather how the deliverables were generated.

Looking forward, we are building up the project scope from the composition of the work break down structure. We started our project scope to give solutions to the rideshare program but we found out that this can be an option but not solution to alleviate parking problems. We need to change our project scope to consider all options that are feasible to implement by Edmonds Senior Center and convince Mr. Fleming what our solutions are with respect to all the findings of the other groups. Moving forward with this project will require getting the entire class on board with one central idea, which will be no small feat. Currently, we are already aware of some key differences in the current planned recommendations of each group. Reconciling these differences of opinion and getting everyone on the same page will take some time, and certainly some effort. We look forward to learning and growing; not only as a group, but as a class.

Edmonds Senior Center Parking Feasibility Study Work Breakdown Structure Outline (WBS)

1. Parking
 - 1.1. Parking Permits
 - 1.1.1. Designate a person to apply for passes from Edmonds City Council
 - 1.1.2. Distribute the passes to department managers
 - 1.1.3. Supply the passes to volunteers
 - 1.2. Shuttle Programs

- 1.2.1. Implement a shuttle service
 - 1.2.1.1. Receive written permission from all churches involved
 - 1.2.1.2. Design fliers to inform of shuttle service
 - 1.2.1.3. Distribute and keep fliers to inform seniors
 - 1.2.1.4. Advertise shuttle program in ESC newsletter
- 1.2.2. Hire Drivers
 - 1.2.2.1. Use regular volunteers for first two weeks
 - 1.2.2.2. Keep a passenger log
 - 1.2.2.3. Determine the peak times of passenger load
 - 1.2.2.4. Adjust the shuttle schedule as needed
- 1.2.3. Enlist new volunteers
 - 1.2.3.1. Work with retired truck drivers or bus drivers
 - 1.2.3.2. Contact school bus company
 - 1.2.3.3. Send volunteers to school bus training
- 1.3. Rideshare
 - 1.3.1. Have a rideshare social event
 - 1.3.2. Add a rideshare column in the newsletter
 - 1.3.3. Advertise on all onsite bulletin boards
 - 1.3.4. Design and distribute promotional fliers
 - 1.3.5. Add a rideshare module to the ESC Facebook page
2. Data Collection
 - 2.1. Hand-written information
 - 2.1.1. Design attendance sheets
 - 2.1.2. Assign volunteers to physically collect attendance information from classes
 - 2.2. Date from Classes and Events
 - 2.2.1. Collect official records of class attendance
 - 2.2.2. Determine the overlapped schedules and popular classes
 - 2.2.3. Develop a calendar for scheduling classes and events
 - 2.3. Scheduling
 - 2.3.1. Get interns to volunteer from college through Claudia to build a free working database for ESC schedules
 - 2.3.2. Take the sign-in information and input that to the database program that be updated and fixed by interns
 - 2.3.3. Sign a contract with each intern on a regular basis of a semester to a year

Summary

The Edmonds Community College Project Management I Class recommends to the ESC, taking into consideration the current membership and high probability of future growth, that a ride-share share program be adopted. In addition, other solutions should also be considered such as a free shuttle service and other commuter programs. With a rideshare program, it is advised that offering multiple solutions that may solve the current and future parking problems of the city owned parking lot will be the most feasible solution. This parking lot is the primary parking lot for the Edmonds Community Senior Center and having parking that is available for the center's membership is critical for attendance. The EDCC PM I class has made it our goal to resolve the parking issues that have become a burden at the ESC. It is our hope that with our diligence in conducting the research needed that our recommendations will go far in assisting you towards finding the solution you have been looking for.

Sincerely,

Project Management 270
Edmonds community College

Project Management 270

INSTRUCTOR: *Claudia Levi*

PREPARED BY:

ABDELHADI D ALBASHA, ASMA N ALI, BEN J ANDERSON, ANTHONY C BERG, CURT J DUNGY, SUKYEONG JEON, MEDIE LUZEMBA, EVAN Q NGUYEN, MAYRA Y ONTIVEROS, YOUNGJOO PARK, RAY STORM, MICHAEL J WAUGLER, MACHELLE YORK

Appendix**Lessons Learned**

The following comments and observations are some lessons learned from the Feasibility Study the Program Management I Class.

Accountability:	We needed to better establish team member roles and responsibilities.
Commitment:	We needed more time and resources to involve the center members more. We did well with the opportunities we had, but in a professional setting, we could have allocated more time.
Communications:	We did very well as a team from the start developing and using the electronic communications in Canvas. We were a team example in how electronic and in person communication can work well together.
Expectations:	Expectations were not clearly defined at the beginning of the project but as each phase of the project was completed, confidence and trust grew and each team member learned quickly the expectations of their team roles.
Meetings:	We learned from the beginning of the project that both electronic and in-person meetings will be required for this project's success. We made time to take field trips to the center to meet with stakeholders.
Planning:	One of the most important lesson we learned as PM students is that in real life, not every project is going to come with step-by-step instructions. We had to gain an understanding of the structure, culture and roles of this project.
Project Team:	As our team grew to know each other and built good professional relationships, we grew in confidence, trust and performance.
Stakeholders:	This project was an honor to be involved in. We cannot think of any better endeavor for our PM class than to help our surrounding Edmonds community. The top priority stakeholders are the seniors, volunteers and community members that use and will enjoy the center for decades to come. We believe with more time, the quality of or study could have been improved by additional research into the future of the center and the downtown Edmonds Waterfront and the Edmonds Senior Center.

EdSC Member Questionnaire**Table 1.1**

Questions	Answers
Do you drive or get a ride to the Edmonds Senior Center?	11 people drive. 2 said Yes
Do you know anyone that attends Edmonds Senior Center that lives near you?	9 people said no. 2 people said yes. 1 said: "Not at the same time."
How far do you live from Edmonds Senior Center?	1 person; 25 miles. 2 people; 15 miles. 1 person; 11 miles. 1 person; 10 miles. 2 people; 4 miles. 4 people; 2 miles.
How many times a week do you attend functions at the Edmonds Senior Center?	9 responded, 1 time per week. 1 responded, 3 per times week. 1 responded, 5 times per week.
When you attend an event at Edmonds Senior Center, how long do you usually stay?	Most responded 1 to 3 hours per visit. 1 responded, all day, 5 times per week.

Table 1.2

Questions	Answers
<ul style="list-style-type: none"> • Drive your own vehicle? 	10 people said yes. 1 person did not answer.
<ul style="list-style-type: none"> • Ride with someone else? 	4 people said yes. 7 people said no. 1 person said: "If there is someone."
<ul style="list-style-type: none"> • Park your car at a parking lot near bye and ride a shuttle bus to the Edmonds Senior Center and back? 	2 people said yes. 9 people said no. 1 person said:" OK"
<ul style="list-style-type: none"> • Pay for a Valet Service? 	3 people said yes 7 people said no. 1 person did not reply.
<ul style="list-style-type: none"> • Take Public Transportation? 	2 people said yes 8 people said no. 1 person did not reply.
<ul style="list-style-type: none"> • Ride a bicycle? 	1 person said yes 10 people said no.

Chapter 8.49
DOWNTOWN EDMONDS
RIDESHARE PROGRAM

Sections:

- 8.49.010 Purpose.
- 8.49.020 Definitions.
- 8.49.030 Exemption from three-hour parking limits.
- 8.49.040 Issuance of rideshare permits.
- 8.49.050 Unlawful rideshare activities and revocation.
- 8.49.060 Penalties.

8.49.010 Purpose.

The purpose of this chapter is to (A) encourage ridesharing amongst downtown Edmonds business owners and employees, and (B) prevent the disruption of business activities by business owners and employees who frequently move their vehicles to comply with parking time limitations. [Ord. 3564 § 2, 2005].

8.49.020 Definitions.

- A. "Rideshare" means the carpooling of a motor vehicle with at least two people, each of whom is being transported to work to a rideshare business.
- B. "Rideshare business" means a business premises that is located within the city of Edmonds.
- C. "Rideshare employee" means a business owner or employee that works an average of at least 20 hours per week at one or more rideshare businesses.
- D. "Rideshare permit" means a permit issued under ECC 8.49.040. [Ord. 3564 § 2, 2005].

8.49.030 Exemption from three-hour parking limits.

The three-hour time limits imposed by ECC 8.64.060 and 8.64.065 or imposed by any other Edmonds City Code section shall not apply to motor vehicles that satisfy the following rideshare criteria:

- A. The motor vehicle displays a current rideshare permit that hangs from the rear-view mirror of the vehicle or is conspicuously placed on the dashboard if there is no rear-view mirror; and

B. The motor vehicle was initially driven to a three-hour parking area pursuant to a rideshare and one of the occupants of the vehicle participating in the rideshare was the person to whom the rideshare permit was issued. [Ord. 3564 § 2, 2005].

8.49.040 Issuance of rideshare permits.

A. An owner or the lead supervisor of a rideshare business may acquire rideshare permits for themselves and their employees from the Edmonds city clerk. Only one permit will be issued per rideshare employee.

B. Rideshare permits shall be issued to the owner or lead supervisor in the name of a rideshare employee specified by the owner or lead supervisor. The owner or lead supervisor shall be responsible for distribution of the rideshare permits to the rideshare employees who have been granted a permit by the Edmonds city clerk.

C. Applications for rideshare permits shall be made upon forms approved by the Edmonds parking committee and shall at a minimum contain the following information:

1. Name and address of the proposed rideshare permit holder;
2. Name of the employer of the proposed permit holder;
3. Rideshare business address;
4. Work hours of proposed rideshare permit holder;
5. Vehicle license number(s) of vehicle(s) owned and/or used by the proposed rideshare permit holder for purposes of ridesharing.

D. The rideshare permit shall be effective for the calendar year for which it is issued. Applications for any calendar year shall be accepted anytime after November 1st of the preceding calendar year. [Ord. 3564 § 2, 2005].

8.49.050 Unlawful rideshare activities and revocation.

A. It shall be unlawful for any person to duplicate and use a rideshare permit for purposes of parking more than three hours in a three-hour parking area and it shall also be unlawful to otherwise use a rideshare permit in any manner not specified by this chapter.

B. The city clerk may revoke the rideshare permit of any person the clerk determines has abused the rideshare program by engaging in unlawful activities specified in subsection (A) of this section. The city clerk's determination may be appealed by the rideshare permit holder to the city council, which shall grant a hearing for the appeal and issue written findings of fact and conclusions of law in support of its decision. A rideshare permit holder who has had his or her permit revoked shall be ineligible for a rideshare permit for a period of one year from the date of revocation. [Ord. 3564 § 2, 2005].

8.49.060 Penalties.

A. Any person who both (1) parks a vehicle for more than three hours in violation of ECC 8.64.060 or 8.64.065 or any other city ordinance imposing a three-hour parking limit; and (2) displays a rideshare permit as required in ECC 8.49.030(A) without using the parking area as part of a rideshare as specified in ECC 8.49.030(B) shall have committed a parking infraction subject to the provisions of Chapter 8.48 ECC and shall be fined at twice the civil penalty for overtime parking levied under ECC 8.48.215.

B. Any person who parks a vehicle in a three-hour parking area with a rideshare permit that has been duplicated or made to appear to be a rideshare permit shall have committed a parking infraction subject to the provisions of Chapter 8.48 ECC and shall be fined a civil penalty of \$50.00. [Ord. 3564 § 2, 2005].

Edmonds Senior Center WBS



