

# CITY OF WEST WENDOVER

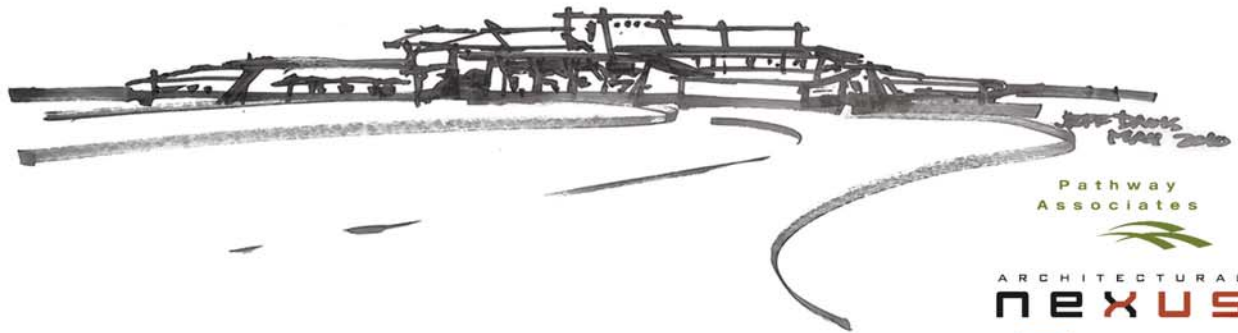
PART A - WEST WENDOVER NEEDS ASSESSMENT REPORT

PART B - COMMUNITY CENTER PLANNING DOCUMENT

PART C - FINANCIAL FEASIBILITY STUDY



May 31, 2010



Pathway  
Associates

ARCHITECTURAL  
**nexus**



Bonneville Research

# CITY OF WEST WENDOVER

## COMMUNITY CENTER

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# CITY OF WEST WENDOVER

## COMMUNITY CENTER

Part A - West Wendover Needs Assessment Report

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## ACKNOWLEDGMENTS

Bonneville Research and Pathway Associates greatly appreciate the assistance of the leaders and residents of the City of West Wendover for their assistance in the development of this study.

We particularly wish to thank those individuals who gave generously of their time, advice and talents by agreeing to be part of the research process. Your candor and insights were essential to the success of our study.

We also wish to convey a special thank you to City Manager Chris Mellville for his courtesy and unflagging assistance in orienting us to the project and providing access to interviewees and focus group participants. Thanks also to the dedicated professionals at Lighthouse Research for conducting a thorough and professional Household Survey during a busy holiday season. And finally, thank you to our respective staffs for all of their behind the scenes efforts.

Sincerely,

A handwritten signature in black ink, appearing to be 'DJ', written over a light gray rectangular background.

Dave Jones  
Principal Consultant  
Pathway Associates

Bob Springmeyer  
Principal  
Bonneville Research

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# SECTION ONE:

## EXECUTIVE SUMMARY

### BACKGROUND

*“We need a community center to help build community!”  
Focus Group Participant*

The City of West Wendover, Nevada, is located on Interstate 80 just west of the Utah/Nevada border. With a population today of just over 5,000, the West Wendover community has progressed from a mere waystation in the desert to veritable tourist destination, which on weekends hosts as many as 25,000 visitors. While the economy of West Wendover is heavily dependent on the casino industry (it is estimated that two out of every five wage earners work for a casino) the City is steadily working to diversify its economy and provide a good base of community services and amenities.

Three demographic facts distinguish West Wendover from other proximate cities and the population of the United States in general: median age, percent of the population that is Hispanic, and percent of families that are married with children. West Wendover is far younger, far more Hispanic, and far more child centric than other proximate cities. These unique demographics are an important consideration as the City looks to the future and the changing needs of its residents.

Due to its relatively short history as an incorporated community and the historically transitory nature of the casino workforce, West Wendover lags behind comparable communities in terms of community services and cultural resources. The city has a well developed masterplan, however, and each year makes new investments in community infrastructure and amenities. These investments and the resulting business development are creating a favorable climate for stable, steady population growth which now includes many second and third generation families.

In January of 2009, the City of West Wendover made application to the Donald W. Reynolds Foundation, under provisions of its Community Centers Initiative, for a planning grant to assist with early planning efforts for the development of a community center. The City was subsequently awarded the grant and in November of 2009 retained the services of Bonneville Research and Pathway Associates to jointly conduct a community needs assessment and financial feasibility study relative to the proposed community center.

## RESEARCH STRATEGY

Bonneville Research and Pathway Associates designed a three phase research strategy to identify the needs of the West Wendover community and the most important uses of the proposed community center.

**PHASE ONE** involved thirteen one-on-one interviews with community leaders to generally explore the needs of the community and identify a broad range of potential uses which a community center might accommodate.

**PHASE TWO** consisted of two focus groups conducted with a total of eighteen West Wendover residents believed to be uniquely positioned to observe the needs of the community. The purpose was to explore the needs of the community and potential uses of a community center in greater depth.

**PHASE THREE** involved a telephone and door-to-door survey of 372 West Wendover households to further test the need for and uses of a community center with a statistically valid sample of the community.

A forth aspect of the overall study, which is to project a general scope of facility and operating budget for the proposed community center, is contained in a separate report.

## CONCLUSIONS

There is a pronounced need for a community center in the City of West Wendover, Nevada. Facilities available for use by community members are generally lacking and, as a result, the range of potential community activities is limited. This has the effect of diminishing the quality of life and sense of community in West Wendover and limiting the City's appeal as a place to live, work and operate a business.

The development of a community center in West Wendover is a logical response to this need and would be well used by residents. The most important uses a West Wendover Community Center could accommodate include:

- Youth Activities (other than sports and physical fitness)
- Senior Citizen Activities and Services
- Meetings of Volunteer Organizations and Civic Groups
- Public internet Services

These uses suggest the need for a multi purpose facility offering both partitionable meeting spaces and permanent gathering spaces for senior citizens and youth. Some outdoor amenities, including picnic tables and a small performance amphitheater are also recommended.

The need for a community center notwithstanding, the most important unmet need of the West Wendover community is for extended hour medical care services. While the current demographics will



not support a small hospital, the City should explore ways to extend the hours of the existing medical clinic, with the goal of eventually offering twenty four hour medical services.

## RECOMMENDATIONS

Based on our research, Bonneville Research and Pathway Associates make the following recommendations:

### PROCEED WITH PRELIMINARY PLANNING FOR A WEST WENDOVER COMMUNITY CENTER

Support for the concept of a Community Center in West Wendover is high. Community leaders and residents perceive a variety of needs which a multi-purpose facility of this nature could fulfill and, if programmed carefully, usage rates in the community could be exceptionally high. Aside from these tangible benefits, however, we believe the creation of a community center will make a significant contribution to the quality of life and sense of community in West Wendover. It will serve as a vital hub of activity whose very existence will lead to more and varied opportunities for recreation and social interaction, which in turn will help to attract and retain the teachers, doctors and businesses which have proven elusive in the past.

### EXPLORE WAYS TO EXTEND HOURS OPERATION AT THE WEST WENDOVER MEDICAL CLINIC

Policy makers in West Wendover face a quandary when it comes to medical services. On the one hand, residents want and deserve twenty four hour access to medical services. The distance to the nearest alternative medical facility is one hundred twenty miles and nearly two hours away by car – a fact which concerns both parents with young children and senior citizens facing the challenges of aging. The existing medical clinic is not available to them after 5:00 pm on weekdays, and not at all on Sundays or every other Saturday. As a result they feel vulnerable.

On the other hand, the unique demographics of West Wendover, with its relatively high percentage of low income (and often uninsured) families with children and relatively low percentage of medicare eligible senior citizens, make financing a hospital in the City extremely difficult. What should be feasible, however, is an expansion of the hours of operation at the existing clinic. Our research team recommends that City leaders commence discussions with Nevada Health Centers to explore options for extending the hours of the West Wendover Medical Clinic.

## FINAL OBSERVATION

The creation of a community center will not solve all of the community's problems; but it will directly or indirectly alleviate many of them; and in the process, it should help to create something that our research suggests is badly needed – a stronger sense of community. By providing a venue for community events and activities, a community center will generate new opportunities for residents to socialize, interact, and become more connected with one another. This in turn will make the city a more attractive place to live, work, retire, operate a business or practice a profession. In short, a community center will make a significant contribution to the quality of life in West Wendover by providing a venue where quality time can be spent.

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## SECTION TWO:

# PROJECT OVERVIEW AND METHODOLOGY

### BACKGROUND

The City of West Wendover, Nevada, is located on Interstate 80 just west of the Utah/Nevada border. An outgrowth its eastern neighbor, Wendover, Utah, West Wendover's early growth was severely restricted due to a shortage of private, developable land. When the federal government made seven sections of public land available for development in the 1980's, however, West Wendover entered a period of rapid growth. Casinos, motels, and a variety of businesses designed to support tourism, began to spring up on West Wendover's main boulevard. In 1991, the city formally incorporated and became one of the fastest growing cities in Nevada.

Today, the population of West Wendover stands at roughly 5,000. Another 1,600 individuals live across the state line in Wendover, Utah, and it is estimated an additional 1,000 individuals live within a geographic service area of forty miles. The community itself has progressed from a mere waystation in the desert to an actual tourist destination which on any given weekend may host as many as 25,000 visitors. While the economy of West Wendover is heavily dependent on the casino industry (it is estimated that two out of every five wage earners work for a casino) the city has been steadily working to diversify its economy and provide a good base of community services and amenities.

Due to its relative short history as an incorporated community and the historically transitory nature of the casino workforce, West Wendover lags behind comparable communities in terms of community services and cultural resources. For example, the community does not have a hospital or emergency care center. Retail shopping is limited and opportunities for cultural enrichment are few. The city does have a well developed masterplan, however, and each year new investments are made in the community to develop additional infrastructure and amenities. These investments and the resulting business development are creating a favorable climate for stable, steady population growth which now includes many second and third generation families.

Three demographic facts distinguish West Wendover from other proximate cities and the population of the United States in general: median age, percent of the population that is Hispanic, and percent of families that are married with children. As the chart below demonstrates, West Wendover is far younger, far more Hispanic, and far more child centric than other proximate cities. These unique demographics are an important consideration as the City looks to the future and the changing needs of its residents.

	West Wendover	Ely, NV	Wells, NV	Elko, NV	U.S.
<b>Population 2009</b>	5,034	4,008	1,310	17,180	308,630,676
<b>Median Age</b>	25.2	42.6	35.7	33.6	37.6
<b>Percent over 65</b>	3.2%	19.5%	12.8%	9.9%	12.5%
<b>Percent Hispanic</b>	63%	12.5%	18%	20%	12.73%
<b>Married w/Children</b>	41.4%	18.66%	25.5%	29.5%	27.9%

In January of 2009, the City of West Wendover made application to the Donald W. Reynolds Foundation, under provisions of its Community Centers Initiative, for a planning grant to assist with early planning efforts for the development of a community center. The City was subsequently awarded the grant and in the fall of 2009 entered into negotiations with the Salt Lake City based firms of Bonneville Research and Pathway Associates to jointly conduct a community needs assessment and financial feasibility study relative to the proposed community center. In November of 2009, the City of West Wendover retained the services of Bonneville Research and Pathway Associates and work on the project commenced immediately thereafter.

## RESEARCH STRATEGY

Bonneville Research and Pathway Associates designed a three phase research strategy utilizing both qualitative and quantitative methodologies to identify the needs of the West Wendover community and the most important uses of the proposed community center.

**PHASE ONE** involved one-on-one interviews with community leaders to generally explore the needs of the community and identify a broad range of potential uses which a community center might accommodate. Between November 16 and 20, 2009, Pathway Associates principal Dave Jones conducted a total of thirteen Key Informant interviews, which served both to orient the consultants as to the challenges and aspirations of the community and lay important groundwork for the two subsequent phases of research.

**PHASE TWO** consisted of two focus groups conducted with West Wendover residents believed to be representative and/or uniquely positioned to observe the needs of the community. Focus groups were held in the morning and evening of December 2, 2009 with the goal of exploring the needs of the community and potential uses of a community center in greater depth. The eighteen focus group participants were also asked to prioritize potential uses of a community center.

**PHASE THREE** involved a telephone and door-to-door survey of West Wendover households. From December 17, 2009 to January 10, 2010, Lighthouse Research, under subcontract to Bonneville Research, surveyed a total of 372 households. This survey served to validate and illuminate the results of the two

previous qualitative phases by testing the need for and uses of a community center with a statistically valid sample of the community. The household survey also tested overall satisfaction with community services in West Wendover and the most important unmet needs of the community.

## PURPOSE AND ORGANIZATION OF THE REPORT

The purpose of this report is two-fold: 1) to assess the need for, and potential uses of, a community center in West Wendover; 2) to identify other important needs of the citizens of West Wendover. A third aspect of the overall study, which is to project a general scope of facility and operating budget for the proposed community center, is contained in a separate report.

Throughout the report which follows, the research team's goal has been to provide the City of West Wendover with useful information to help guide its decision making and planning efforts relative to the creation of a community center.

With this goal in mind, we have organized the Community Needs Assessment report into five sections.

**SECTION ONE, EXECUTIVE SUMMARY**, provides a brief summary of the entire report, focusing on key findings and recommendations.

**SECTION TWO, PROJECT OVERVIEW AND METHODOLOGY**, provides an overview of the background, purpose and research methodology of the study.

**SECTION THREE, KEY INFORMANT INTERVIEWS AND FOCUS GROUPS**, contains summaries and analysis of information collected in one on one interviews with community leaders and focus groups conducted with residents uniquely positioned to observe community needs.

**SECTION FOUR, HOUSEHOLD SURVEY**, provides the results of a telephone and door to door survey of a statistically representative sample of community households.

**SECTION FIVE, CONCLUSIONS AND RECOMMENDATIONS**, offers conclusions and recommendations derived from a synthesis of the data from all three research methodologies.

**SECTION SIX: APPENDIX**, contains interview instruments, discussion guides, and additional data from the Household Survey.

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## SECTION THREE:

# KEY INFORMANT INTERVIEWS AND FOCUS GROUPS

### KEY INFORMANT INTERVIEWS

At the inception of the project, Bonneville Research and Pathway Associates conducted a total of twelve interviews with elected officials, members of the community center exploratory committee, and other knowledgeable individuals. The purpose of these one-on-one interviews was to provide the consultants with a general understanding of the West Wendover community (its history, aspirations, needs and challenges) and its desire to create a community center -- knowledge that would be essential to the subsequent crafting of a focus group discussion guide and household survey instrument.

With these goals in mind, the consultants developed a key informant interview instrument (see Appendix A) to elicit thoughts and opinions concerning:

- potential uses for a community center and alternative facilities in the community,
- the proposed location for the proposed center
- potential sources of funding for construction and operations
- the level of enthusiasm each interviewee felt towards the proposal
- other important needs in the community
- overall satisfaction with the services and amenities currently available in West Wendover

At the beginning of each interview, the consultant explained that the purpose of the interview was to help lay the foundation for a community needs assessment that would test the need for a community center in West Wendover but also identify other unmet needs of the community. The consultant also explained that the needs assessment was being funded by a foundation grant, but that no definite sources of funding for the construction of a community center had as yet been secured.

The list of key informant interviewees includes:

**Alan Rowley** – West Wendover City Council

**Bryant Blake** -- West Wendover City Council

**Donnie Anderson** – West Wendover City Mayor

**Emily Carter** -- West Wendover City Council

**Heidi Lewis** – Community Center Exploratory Committee

**John Gorum** – West Wendover City Council

**Kerry Robinson** -- Community Center Exploratory Committee

**Lucy Perez** – Business Community

**Mike Crawford** – Wendover City Mayor

**Randall Soderquist** -- Community Center Exploratory Committee

**Reece Melville** – West Wendover Municipal Judge

**Sean Gregory** -- Parks and Recreation Director, West Wendover Special Improvement district

Summaries of the responses to the key informant interview questions are provided below, along with the consultant’s findings.

#### KEY INFORMANT INTERVIEW SUMMARIES

Q1: HOW LONG HAVE YOU LIVED IN THE WENDOVER COMMUNITY. WHAT BROUGHT YOU HERE? WHAT PUBLIC ROLES DO YOU PLAY?

---

**Finding:** *Length of time in the community ranged from five years to forty nine years. The average number of years in the community was 20.6. This constitutes a good cross section of shorter and longer term residents.*

#### SPECIFIC COMMENTS:

Five years. I used to live in Tremonton. My parents lived here.

Eight years. I came here to teach. I’m originally from Wyoming

I’ve lived here all my life, forty two years.

I’ve been here since 1997 – twelve years. I came for job opportunities. My husband had just graduated. We came to work for a year and stayed.

I sit on the West Wendover Recreation Board. I’ve lived here since 1985 – almost twenty five years. I was working part time, just out of school. I got on at the Peppermill and stayed.



I came here to run a flight program. I've been here sixteen years.

Five years. I'm from Southern Idaho. I transferred here for work.

Fifteen years. Love brought me here. I came for my husband.

My wife is the high school counselor. I lead the charge on the community center on the Utah side. I was born here and have been here forty nine years.

I've been in the community six years.

Forty seven years, next month. My father moved us here in 1962.

I was born and raised on the Utah side, left for school and came back. I've been here 17 years.

Q2: HOW FAMILIAR ARE YOU WITH THE PROPOSAL TO DEVELOP A COMMUNITY CENTER IN WEST WENDOVER? WHAT, IF ANY, HAS BEEN YOUR INVOLVEMENT WITH THE PROJECT?

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***Finding:*** All but one of the respondents indicated they had some fore-knowledge of the project. This confirms that the respondents were in a good position to render informed opinions of the community center concept.

#### SPECIFIC COMMENTS:

I'm not at all familiar with it. I've seen the master plan for the Gene L Jones Circle that would include the community center and Library.

I'm kind of familiar with the idea. I know it's in the works. We haven't gotten real specific.

Not very familiar. The City Manager has been working on it. I've heard of it.

Very familiar. I've been involved since the beginning. I was one of the first committee members. We started about a year ago. We've had a meeting every other month. I haven't made all the meetings, but I'm very familiar with the proposal.

I think it's a great idea. We really need it. I'm quite familiar with it. I also sit on Recreation Board.

I'm quite familiar with it. I've been on the DW Reynolds Foundation Committee. We are an advisory committee.

I've had no personal involvement, but I have been aware of it. The city asked my husband to be part of their committee, but he has not been able to attend meetings, due to travel. I know there is going to be some kind of project.,

I attend their meetings. I haven't seen their plans, but I know there is a five spoke plan that includes a community center.

I'm fairly familiar. I've served on the committee. We've had three or four meetings before. I've been part of the effort to conceptualize the center.

This is the first I have heard of it. That's kind of sad, because I get the Council's agendas, etc.

I'm pretty familiar with it. I've missed a couple of meetings. I did not know, for example, that Reynolds had stopped doing construction grants. I've been involved about a year.

Q3: WHEN YOU IMAGINE A COMMUNITY CENTER IN WEST WENDOVER, WHAT KIND OF USES WOULD YOU LIKE TO SEE IT ACCOMMODATE?

---

**Finding:** *Respondents identified a broad array of needs which a community center could potentially fill. The most frequently mentioned needs were the need for a venue for family events, senior citizen activities, cultural activities, youth activities and special community events*

**Family Events** *Many respondents felt there was a lack of venues that could be utilized for weddings, funerals, quinceañeras and other family functions. While the LDS Church on the Utah side of the border is generally available for these purposes, it was pointed out that the inclusion of alcoholic beverages in many family celebrations in West Wendover makes the LDS Church a culturally inappropriate option. Local bars are available for rent but may also be culturally inappropriate. Spaces at casinos were perceived to be too expensive and relatively unavailable. In the opinion of many interviewees, a community center that could make its facilities available for family events for modest rental fees would fulfill important community need.*

**Senior Citizen Activities** *There is currently no place in West Wendover designated for senior citizen activities. There is a "Meals on Wheels" program that delivers meals to seniors in their homes, but no place where seniors can congregate, recreate, share a meal, and participate in group activities. There is also a need for a place where senior citizens could receive social and basic medical services, such as flu shots and public health information. Many respondents felt an important use for a West Wendover community center would be to serve as a senior citizens center.*

**Cultural Activities** *Several interviewees expressed interest in seeing a community center used for cultural activities such as community theater, music recitals, traveling author lectures, and the display of local arts and*

*crafts. School gymnasiums are sometimes used for these purposes, but they are difficult to book and are often lacking in the basic amenities. (The elementary school, for example, does not have a piano.) The idea of a community center serving as a display venue for local history and artifacts was also suggested.*

**Youth Activities** *Respondents also highlighted the need for a place where the youth of the community could congregate and engage in positive activities. The community has a recreation center which offers pool tables and computer game activities after school to children ages six through seventeen, and the Recreation District plans to construct a larger recreation center in the future geared more towards sports and physical fitness activities. However, several respondents felt there was still a need for an after-school and evening gathering place for young people, where they could engage in club activities (Scouting, 4-H, etc.) and possibly even receive help with school work. One respondent especially liked the idea of senior citizens and younger children interacting in the same facility.*

**Community Celebrations** *The town of West Wendover holds an annual Christmas Festival; however, due to lack of facilities on the Nevada side, the festival is held in an old community center on the Utah side. In the opinion of several respondents, this facility is far too small and functionally outdated for the festival's purposes. A community center in West Wendover could serve as the venue for this and other community events. Such a facility could also serve as a venue for regular bingo nights and other entertainments. One respondent noted that an outdoor amphitheater and picnic grove could accommodate small concerts and summer celebrations.*

**Meeting Space for Organizations and Classes** *Some respondents envisioned a community center as a place where volunteer organizations could meet and where special interest classes (Weight Watchers, scrapbooking, etc.) could be held. It was also anticipated that corporations holding conventions at a casino might want to rent the community center for additional space, and that governmental entities, such as the Nevada Transportation Department, might consider holding regional meetings in such a facility.*

## SPECIFIC COMMENTS

A space for weddings would be a good idea. Rent it out for family reunions. People are also interested in taking Yoga classes. Rental rates on the Utah side are prohibitive. It's something like \$50 an hour and \$25 to open and close doors. Stephanie over at the Courts is teaching yoga. She's trying to use the school. Someone else was trying to use a restaurant, but they moved.

I'd like a place where students can go do things – hold a dance for example. There is a lot going on at the schools and they aren't always perceived as neutral territory. I'd like to see plays, stamping up workshops, Boy Scout meetings. It's hard to put your finger on just one thing. We could hold community functions there – the Christmas Festival. Currently, you have to find a venue that isn't already being used at the time you need it. People do use the school gyms – the dance class is at the Ana Smith elementary on the Utah side. I'd like to see one central place. Bingo could be held at a community center.

“Unless you have a connection with a school or church, you are limited in where you can hold a function, especially if your funds are limited.”

Corporate meetings, weddings, senior citizen meetings, People need places to do things – Boy Scouts, karate classes, . A center like this could bring our two towns together. It could be a site for Christmas festivals. There are plenty of uses. Right now people have a tough time finding affordable venues for weddings and quinceañeras (when girls from Hispanic cultures turn fifteen). Some rent out a bar with about 5,000 square feet. We have Christmas festivals. Sometimes we hold them at the community building on the Utah side. It's not bad, but it's too small for the population. Corporate meetings are currently held in the Casinos, but a group like the Nevada Transportation Department could hold meetings in a community center if it were affordable. The community center on the Utah side is sixty years old. It used to be heated with a coal furnace.

We need a place for various organizations to meet, for scrapbooking, Weight Watchers, and so on. Quinceañeras and other family gatherings could be held there. We have a lot of family events. Unless you have a connection with a school or church, you are limited in where you can hold a function, especially if your funds are limited. Currently, Weight Watchers meets at the Peppermill HR building. It's an “at-work program” which is usually limited to employees, but in this case it's available for all residents. Scrapbooking has a small room off the library. Also sometimes they use the Peppermill Casino. A lot of other functions could be held in a community center. Music recitals, for example, are currently very hard. Some use the high school on the Utah side, but you are looking for facilities that can provide the basics of what you need. Our elementary schools, for example, don't have pianos. There are convention centers at the Casinos, but they are very expensive. You are pretty much limited to the schools and churches. The LDS church is used for most big gatherings like funerals. But it doesn't really work for quinceañeras where drinking often occurs. Schools are out for this purpose too. That means they have to rent out a bar, which for some is not the best option.

A community center should provide some convention space. We are a tourist industry town, after all. The Rainbow and Nugget can only accommodate 300 conventioners. We could market to a bigger convention base if we had more meeting rooms. It should have a theater for local plays and productions. It should have smaller spaces to rent out for weddings. We have local churches and a small community building on the Utah side, but they are not adequate. You could try to rent out a casino convention center for a family event, but they are usually booked and you have to use their food and catering. This makes it cost prohibitive for many. During summer and fall we can use the park, but that's a limited time frame. There should also be a center for senior citizens. Seniors need to have a lounge area with a kitchen facility attached where they can congregate. Maybe include some space where health providers could meet with them one on one. The proposed Rec Center will be totally different: it will focus on sports,

yoga, physical fitness. There has been no discussion of potentially combining the two centers. The Rec District is well down the road on planning, and we really need two separate facilities.

Right now, I have three kids in school and nieces and nephews. I see that kids in the City sometimes don't have things to do. Also, my mother in law is pretty homebound because there is nothing for her to do, no place for her to go, especially in the winter. They could have bingo nights and other things to get them together -- dance, maybe.

Our community is in desperate need of a center to serve seniors. Right now we have nothing. If we have any functions, they are out doors. Today's temp is 31 degrees, by the way. We have no place for kids to perform arts indoors. Right now there is nothing indoors to hold any kind of function. No place for seniors to meet, gather, hold dinner. They get meals on wheels, but we have no kitchen facilities for them to use. The proposed recreation center would be much more geared towards the youth. Anyone of all ages would be able to use it, but it would not be a meeting place for seniors or a space for a Christmas bazaar.

The Recreation District is trying to put together a community rec center with some meeting rooms, a small stage area with a gymnasium. We are covering some of the same things, but there is a big need in this community. Places for weddings and other gatherings are hard to come by. The rec center project started first.

We need gym space for kid programs and a racquet ball court. We are in the process of getting the final approval on the plans, but we don't have funding in place. We have an architect and are well down the road. We are looking to go to bond council. We have not gone in the direction of talking about how we might collaborate with the Community Center yet. Our facility won't be real big. We are hoping to provide space for a dance class, tumbling classes, etc. We have the potential to rent it out, I guess, though this is not a big motivation. The key difference: the community center will be geared towards larger facility needs and more towards arts and culture and meetings spaces. The rec center will be geared towards recreation opportunities, primarily athletics for kids.

"A community center could give a sense of identity to West Wendover"

I think family gathering spaces would be great and also a place for seniors to gather. Also, children and teenagers need places where they can gather and have good things to do, someplace positive. A youth center would be a great idea. Families and seniors don't have any place to gather in Wendover. This community mostly needs a cultural center to highlight our community history and the arts. I don't know about the rental side of the equation. There are a lot of alternatives. A community center could give a sense of identity to West Wendover. The schools are basically set up as community centers. Their gyms are theater type venues. We don't have a lot of artists, but we do have a lot of arts and crafts. As far as a meeting place for civic groups goes, I thought that was what they wanted to do with the city offices. Wendover City rents out its community center, but it also provides it free of charge. We have a lot quinceañeras because of the huge Hispanic population and you also have other coming of age parties. Families can rent Wendover City's facilities for that purpose. The problem is, they like to have alcohol available, so most of them go to private facilities -- Club 51 for example. On the Air Base, they are rehabbing the old Officer's Club. It's a good ten thousand square feet. Jim Petersen has restored it with Wendover Historic Airbase funds. He's working on the Enola Gay hanger. They got about a half million to work on it from some foundation. It was on the list of the national list of the ten historical buildings most

in need of work. There is also a social center under development in the old Ashley Furniture building. It's owned by RB Stone. He will have three thousand or so square feet and could hold two hundred to three hundred people.

I would like to see something that would serve children and seniors. These are the groups frequently left out of everything. I read a cool book a while back about a "Community in Schools" initiative. It's mostly geared towards urban areas, using schools as community centers after hours. I see this community center providing a place where kids could go after school. It would be great to have seniors there too so there could be interactions between the two generations. Those are the activities they should focus on. Everything else is secondary in my mind.

I like the amphitheater idea. An outdoor concert venue has a lot of appeal. I've often thought they should have built the Concert Hall with the ability to expand outside. Senior citizen facilities and meeting spaces are appealing. If you want to get married here you have to do it in a casino, a church, in your home, or from 8:00 to 5:00 at City Hall. We don't have a good facility for quinceañeras. Wendover accommodates senior citizens on the Utah side in the community building. It's not that well used, though. There is a lack of transportation for seniors from the Nevada side, but there is also a lack of seniors who want to go over there to participate.

Parks and Recreation has a Christmas festival every year. It's currently being held in an old community center on the on the Utah side that was a part of a military base. I can see this proposed facility being used for that. We have outside groups using our small recreation center now – an Indian tribe uses it for a food donation center. The new center would be great for that. Schools bring in traveling authors. They currently use the casino concert hall for such events because there is nowhere else. Senior citizens are a big deal for us. A new center could just be a gathering place or a place for distribution of basic supplies. I could be a place for doctor visits and flu shots, etc.

Q4: THE PROPOSED COMMUNITY CENTER WOULD BE SITED ON FORTY ACRES OF FORMER BLM LAND LOCATED ON SOUTH GENE L JONES STREET. DOES THIS SEEM LIKE A GOOD LOCATION FOR THE CENTER?

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**Finding:** Respondents were almost unanimous in their support for the proposed location. Many praised it for being central and accessible for the populations they felt would use it the most (i.e., senior citizens, low income youth.) Others liked the idea of clustering community services in the same general vicinity, thus achieving economies of scale in terms of maintenance and services, and providing a real focal point for the town. One individual expressed concern that locating the community center on the proposed property would remove a large piece of potentially commercial property from the tax roles.

## SPECIFIC COMMENTS

I like the idea of having all the city services in one area. It would be easier to maintain, landscape, etc. Janitorial services would be easier.

I love it. My frustration with West Wendover is we're not the most attractive town. We have a lot of dead, empty space. The City complex begins to say there is a center here. Plus it is a central location. It could be a real focal point.

It's a good location. It's just a bunch of open space right now. I'd like to see the City grow.

I think it's a good site. It's not in the middle of a residential area, which might be a negative. But in terms of the master plan, there will be a lot of shops and other facilities in that area.

Yes. It's very accessible to the community. We don't have a large population on either side of the Boulevard, and there is not much population around the casinos. It would be an easy place to direct people to, easy to find.

We envision that area becoming the downtown, the focal point of West Wendover. We see the Library being over there also. We have a library, but it's very dated. It's a County facility. It's off the main drag. We would like to bring it into the 21st century. I see the Library being separate, but I'm open to suggestion. It would be owned by the County, so that might pose a problem.

It's a great location. From the way the town is put together, it will be closer to the populace than the business center. It is away from the casinos.

I think it's a perfect place. It's central. Everybody will be able to get to it.

As a business person, I don't understand it. I understand the desire to locate these things close together, but this is the business area and you are taking a million dollar piece of property off the tax rolls. I would rather see it located in the center of town. For example, our City Park is in the middle of the casino area close to the freeway. I would locate the community center closer to where people live rather than where they do business. It's not for the tourists: it's for the residents.

I think it's a very good location. It's close to the part of town that would most benefit from after school activities. It's close to low income housing and the trailer park, etc. Those kids don't really have anywhere to go. On the other side of town, kids have yards and spaces to play.

That location would be convenient for a lot more senior citizens than the current community center on the Utah side. It's closer to population centers. It's a very good location.

It's pretty centrally located. Also, no land has to be purchased for the project – that's a big benefit.

Q5: FUNDS TO CONSTRUCT A COMMUNITY CENTER IN WEST WENDOVER COULD COME FROM A VARIETY OF SOURCES: CITY BONDS, GOVERNMENT GRANTS, AND EVEN PRIVATE GRANTS AND CONTRIBUTIONS. DO YOU HAVE ANY THOUGHTS ABOUT FUNDING SOURCES FOR THE PROPOSED CENTER?

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***Finding:*** While many of the respondents considered bonding to be a possible source of construction funds for the proposed community center, most felt the City needed to pursue outside sources (government grants, foundation grants, and private contributions) first. The Recreation District is apparently considering bonding as a source of funds for their proposed new facility and several respondents were concerned that a bond for a new community center would place too much burden on the taxpayer and would therefore be a difficult “sell.” However, one individual felt strongly that bonding should be considered, since the community is not currently burdened with school bonds.

#### SPECIFIC COMMENTS

I don't know. Most things we build we find part of the money in grants. A bond is a possibility.

Grants mixed with city funds would be my choice.

Right now I'm trying to condense the City's budget, so I'd be in favor of grants until the economy picks up. I'm a lot tighter than most of the leaders in the City.

I think a community center is important and it will be well used. I'd be willing to see it funded through any means necessary. People will be hesitant to pay more taxes unless they see a personal benefit. We do have a lot of negative people who will not see the personal value. The City Hall is a prime example: there's a lot of negativity about building this facility. But long term we will have growth because we were willing to invest in this, We (the City) have moved out of our double wide trailer. It was a manufactured building. People would come to town and wonder if we were a real city. This community center would add legitimacy to our community.

We might be able to look at bonding. We have to look at what the City and Rec District are planning and doing. It's harder to push a bond with the citizens. They don't want additional property taxes. We would really have to “sell” a bond.

That's why we filed for the grant with the DW Reynolds Foundation. Our being a small community, I don't see it being done within the current tax base. We would need outside help.

Right now grants would be the best option with the economy where it is. I hate to put more burdens on the tax payers.

I'm not aware of the various options. I don't know how you do this kind of thing.

I would lean towards bonding, especially since we don't already have school bonds in place. Elko county school district has a pay as you go philosophy, so there are no school bonds we have to pay. The



Recreation Board was also considering a bond for a recreation center, but I don't know if they are still going forward with their proposed center. If they are, that could be a problem for a Community Center bond.

I would hope that federal and private funding would be explored first. The City is already heavily in debt for the new City Hall.

The biggest source would be the DW Reynolds grant or other types of grants. That would be easiest, based on economy.

Q6: SOME COMMUNITY CENTERS ARE CREATED IN PART WITH FUNDS DONATED BY WEALTHY INDIVIDUALS OR FAMILIES. IN SUCH CASES THE CENTER IS OFTEN NAMED IN HONOR OF SUCH DONORS. WHEN YOU THINK ABOUT CITIZENS OF WENDOVER BOTH PAST AND PRESENT, DO ANY NAMES COME TO MIND OF PEOPLE YOU THINK MIGHT BE CAPABLE OF MAKING SUCH A GIFT TO THE COMMUNITY?

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***Finding:*** Respondents identified the names of nine individuals or organizations who they felt might be capable of making a significant gift towards the creation of a West Wendover community center. However, they were generally doubtful of the city's ability to secure a naming gift.

#### SPECIFIC COMMENTS

The only one that comes to mind is the Peppermill.

Gene Jones: he used to own the State Line with Jim Smith. He always made the right moves at the right time. They used to be very generous. Bill Pagnetti is the owner of the Peppermill, Montego, and Rainbow. He's out of California. Tom Seno (sp?) is partners with Pagnetti. The Nugget has a new owner. David Ensign owns the Nugget and lives down on the golf course.

There are some wealthier individuals, but they are not extraordinarily wealthy.

I can't think of anyone within our community. We don't have many wealthy individuals. The Rec District already has a tax imposed on businesses based on square footage.

Our main industry is the casino industry. They contribute a lot now, especially Peppermill Inc. They are 100% invested in this community. They might donate some. We're not a wealthy community.

I'm not that tied to the community. I don't know anyone.

Richard Dixon over on the Utah side. He was a big part of the community. He used to have a grocery store. On the Nevada side I know John Hansen. He's the manager of the Rainbow Casino.

The only person I can think of is Mr. Jones. I don't think his wealth is that vast. He has heirs. The partners in the Peppermill – Pagnetti and Senos – might be prospects. But they have not demonstrated great generosity yet. A Gold mine is coming into town, but it will be 2014 before they are in operation

I can't think of anyone and I've been here a long time.

Intrepid Potash, maybe.

Q7: ONCE A COMMUNITY CENTER IS CONSTRUCTED, THERE ARE OF COURSE EXPENSES ASSOCIATED WITH OPERATING THE FACILITY. THESE ARE SOMETIMES PAID FOR WITH USER FEES, PROPERTY TAXES, OR DONATIONS, OR A COMBINATION OF THESE. WHAT DO YOU THINK WOULD BE THE MOST APPROPRIATE SOURCES OF OPERATIONAL FUNDS FOR A WEST WENDOVER COMMUNITY CENTER?

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**Finding:** *Most respondents felt operations funding should come from a combination of rental fees and city funds. One individual advocated paying for operations and maintenance with a tax increase. Similarly, one individual was in favor of utilizing the room tax.*

#### Specific Comments

A lot of it would be made back in rental fees.

Casinos. We have a room tax. Let's let visitors pay for part of this, like the Rec District, which gets funded out of the room tax. I'm against having home owners alone pay for this, because they aren't the only ones using it.

Good question. I'd have to lean heavy on facility rentals. I'm real hesitant to put more taxes on people. Maybe we could find some room in the city budget to pay for part of it.

Small user fees -- reasonable fees, depending on the function and the required maintenance and clean up. Most citizens would be alright if we built the difference in to the city budget.

I think a percentage of the costs should be covered by user fees. Then we are going to have to talk to the city about the rest of the operation expenses. I don't see us getting a lot of donations.

That would come out of the city budget. Our recreation center has a standby tax that keeps our golf course and swimming pool open, ball fields etc.

It would be a combination of tax dollars and user fees. Private events should be funded privately.

Property taxes. I think people would be willing to pay a little bit more in taxes to operate such a facility. I also think people would be willing to make donations. They helped send a student to Washington DC for a leadership conference. People would also be willing to volunteer to help maintain the facility.

The best thing would be to have it paid for with property taxes and give it a line item in the budget.

A line item, but the city budget is pretty well tapped. A standard user fee will be needed, but that is going to be difficult. Folks will be looking for maybe \$100 a night rental rate. You may get some push back from the Mormons and Catholics since they rent their facilities out and earn money that way.

My hope is that user fees would offset a lot of it, but you might have to turn to taxes. It might be a tough, tough sell. The Rec District is an offshoot of the County. Our revenues come from room taxes.

Q8: ON A SCALE OF ONE TO TEN, (WITH TEN BEING HIGH) HOW ENTHUSIASTIC ARE YOU ABOUT THE IDEA OF CREATING A COMMUNITY CENTER IN WEST WENDOVER?

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**Finding:** Responses ranged from five on the low side to ten on the high side. Several respondents indicated their enthusiasm for the project varied depending on whether funding came from inside or outside the City. The average response to this question therefore fell between 7.7 and 9.6. This suggests there is a high level of enthusiasm among the key informants for the creation of a community center in West Wendover; however, enthusiasm is sensitive to the source of construction funds.

### SPECIFIC COMMENTS

I'd like to see us do it better than the Utah side. But the more important question is how do the people feel about it. I'm personally a six. I'm in favor, but we are getting by without it. We are using the LDS church, so it seems like a luxury item. They have a gymnasium/multi-purpose area with a kitchen, tables and chairs. One of our preschools used it for their graduation ceremonies.

Seven. I'm excited by the idea but not ecstatic.

If we could get private funds, it would be an eight or nine. But if there are no private funds, I'd be a five.

Nine. I would like to see it built.

Ten plus!

Nine. We all have a wish list.

I'm an eight. It would be great, but not at all costs.

It's a ten.

Its an eight, if you use it for celebrating our history and identity, It would help with community identity. That's something we really lack. A City building doesn't give you identity. We have nowhere to place our history right now, celebrate our heritage.

The best thing would be to have it paid for with property taxes and give it a line item in the budget.

I would be a ten if they have a lot of private and outside funding. I was not thrilled about them building the City Hall.

If it can be done through a foundation it's a ten. If it has to be done with municipal bonds or taxes, it won't be on the top of my list -- a five, maybe.

Q9: SWITCHING GEARS NOW, WHAT ARE SOME OF THE OTHER UNMET NEEDS OF THE WENDOVER COMMUNITY? THESE COULD BE BASIC NEEDS LIKE HOUSING AND HEALTH CARE, INFRASTRUCTURE NEEDS LIKE ROADS AND FACILITIES, OR QUALITY OF LIFE NEEDS LIKE CULTURAL AND RECREATION RESOURCES.

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**Finding:** Respondents identified a variety of other needs in the community that they felt were inadequately addressed. These are listed below in order of frequency of mention:

**Health Care Services:** By far the needs most frequently mentioned needs were those that could be grouped under the general heading of "health care." Many respondents mentioned the need for a twenty four hour urgent medical care center. West Wendover has a health care clinic staffed with two doctors, but the clinic is only open 8:00 am to 5:00 pm on weekdays and every other Saturday. Apart from this, the nearest health care resources are 120 miles away. Respondents also mentioned the need for home health care resources (home nursing, hospice) and social services for the elderly (meals on wheels). Finally, several respondents pointed to the lack of mental health resources in the community as a significant unmet need. One individual noted the relationship between a lack of health care facilities and the inability of the community to recruit and retain good educators.

**Recreation/Fitness Resources for Youth:** Many respondents felt a lack of recreation opportunities for youth was a problem for the community. It was suggested that the community has a lot of young people on probation and that more positive recreation opportunities were needed to keep them occupied. A lack of physical fitness resources for both youth and adults was also cited as an important need. Plans are currently underway for a new recreation center that would offer an indoor track, weight lifting, basketball, racquetball and other physical fitness facilities.

***Diversified Economy:*** Several respondents cited a lack of jobs and an economy overly dependent on casinos as problems for the community. They would like to see a more diversified economy.

*Other less frequently mentioned needs included more retail shopping resources, public internet access, public transportation, better public school classes and more qualified teachers, post high school education opportunities, more cultural opportunities (community theater, art displays) and an updated firehouse.*

## SPECIFIC COMMENTS

Health care is one of our biggest struggles. It's difficult to keep doctors and PA's in the City. They come, get some training, and then move on to bigger cities. We have two doctors now. We have three year contracts with them through Nevada Rural Health. The City and the Peppermill are providing incentive pay, housing and facilities.

We are working on developing a new recreation building. It will provide kids with a place for basketball, racquetball, and an indoor track. The whole community will be able to use it, but the main complaint is that kids don't have anything to do around here. I don't look to the City to entertain my child, but I like the organized sports.

There is no major shopping – no Wal-Mart or Target. It's a hundred twenty miles to do any shopping in Salt Lake or West Valley. There is a Wal-Mart in Tooele and one in Elko. We have a lot of people who don't have cars or Internet. It's funny; we are a very isolated community in more ways than just distance. I don't know why. The population is at least 70% Hispanic, but I don't know that that's the reason. It's not just Hispanics. A lot of the Caucasian people I know don't have cars or internet either. It's like taking a fifteen year step back in time coming out here. Even our police force doesn't have laptops in their police cars.

We need a bus service in this community, too.

Health Care: our clinic is only open 8 to 5. I guess we have better coverage than some places, but still...  
Mental Health Care: we have no mental health services, nothing for domestic violence. We have a lot of people who don't know where to turn. We lack social services. We need opportunities for youth. Things are improving, but overall things aren't bad.

Health care: I'd like to have a 24 hour urgent health care. Right now we all pay the Wendover tax; that is, we drive 120 miles one way and 120 back to get access to certain things. Recreation for kids is another need. They don't have enough to do. A community center could be a place for 4-H club, by the way. We have programs, but they are too small. More industry and jobs: We've got a great location or an industrial park -- airport, freeway, open land. I'd even give land away for that purpose.

Top of my list is medical. Many have lost confidence in our current medical facility. Turnover among docs is high, so people don't build a rapport with their caregivers. Also, overall management of the health care clinic has not been handled well. If they know who you are, you get in. If not, you are not a top priority. People are frustrated. You have to drive 120 miles to receive specialty care. People want a full facility clinic. That won't happen any time soon, but we could do more of the basics. We have a lot of home health needs – hospice, home nursing, and meals on wheels. We don't have a tremendous elderly population, but we do have them, and their needs are not being met. As people get older, they are almost

“We don't have a tremendous elderly population, but we do have them, and their needs are not being met. As people get older, they are almost forced to move because we don't have the options.”

“We recruit teachers. They come and realize we have limited shopping, social activities and healthcare. They don't want to bring their families here. Then, as a result, doctors don't want to come because they don't see good education opportunities for their kids. It's a vicious cycle that we can't seem to break.”

forced to move because we don't have the options. Maybe fifteen percent of our population is seniors over sixty five. We have a lot of Hispanic families. A lot of Hispanic seniors live with their families. That's the cultural norm. We need children's organizations like Boys and Girls Club.

A health care center is a huge need. We don't have the facilities to take care of young or old citizens. We have a small clinic, but we don't staff it sufficiently to attract critical mass of patients. Schools are also in need of improvement – we need to improve the types of classes we offer our students. We need teachers that actually have the schooling to teach the subjects they are teaching. For three years we did not have a math teacher, we had a sub. We don't have a biology teacher right now. We are hurting for math and science teachers. We recruit teachers. They come and realize we have limited shopping, social activities and healthcare. They don't want to bring their families here. Then, as a result, doctors don't want to come because they don't see good education opportunities for their kids. It's a vicious cycle that we can't seem

to health care facility. We have a clinic out here open eight to five, Monday through Friday and every other Saturday. We need an updated firehouse to serve the community. The city does a pretty good job right now of meeting our needs. We have a medical facility: it does pretty well. The basic needs are pretty well met. We're doing a good job for the size we are. As population grows, medical facilities would be the next thing.

. It's important to have a community center, but it's more important to have a hospital. You can plan for some medical needs, but emergencies are unpredictable. You have to drive 100 miles to get to the nearest hospital. Some kind of post high school facility or college is needed. Great Basin College from Elko does come in and provide a couple of classes at the High school.

The recreation needs are huge. We have a large number of kids on probation here. Health care: Ely has a hospital but Wendover doesn't. We need a social service center – a community center could double for this. Currently, It all comes out of Elko.

We need more cultural opportunities: we need more opportunities to present scripted performances and other forms of artistic expression. These are not really available in Wendover. Also, we need more variety in athletic and physical activities. We have the basics, but we need a broader offering. For example, a woman recently started teaching a yoga class here, and it's been quite successful. We need more things like this for people who may not be into competitive sports, but are looking for physical activities.

"The need you will hear most of is health care. We need a more permanent facility, one that's open 24/7."

Medical facilities are a big need. We just met with the medical provider – Nevada Rural Health. They say they are in the hole \$300,000 already this year.

There is no mental health counseling here. If someone is ordered by the court to get counseling, he or she has to travel all the way to Elko weekly, which is an hour and a half plus gas in addition to the cost of the counseling. Alcohol Anonymous is available, but only for English speaking people. People have to go to Salt Lake City for counseling. We also need a more diversified economy.

The need you will hear most of is health care. We need a more permanent facility, one that's open 24/7. It's definitely needed, but how do you fund something like this? We need a permanent recreation facility that has basketball courts, racquet ball courts, an indoor jogging track and weight rooms. This would be geared towards recreation whereas the community center would probably be more multi purpose.

FINALLY, ON A SCALE FROM ONE TO TEN, HOW WOULD YOU EVALUATE YOUR OVERALL SATISFACTION WITH THE SERVICES, FACILITIES AND AMENITIES AVAILABLE IN WEST WENDOVER?

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**Finding:** Expressions of satisfaction with community resources ranged from five on the low side to nine on the high side. The average satisfaction score among the key informants was 7.2. This suggests a relatively high level of satisfaction with community resources overall.

#### **AVERAGE SATISFACTION SCORE: 7.2**

Eight -- every once in a while, the driving for health care is annoying. The clinic is only open from 8am to 5pm. WE make due with the shopping and recreation issues.

Seven – mainly because we are headed in the right direction. In eight years I've seen some definite improvements. But there is a lot more to do.

Five – they aren't bad but there is lots of room to improve. More shopping is needed.

Eight -- It's a good place to live. I'd like to have big city opportunities, but I still want to live in a small town. You make some compromises for that.

I'd be a seven.

Nine -- I feel good about our services. I feel we're doing better than a lot of other cities in Nevada. I came out to live for two weeks and ended up staying.

Seven -- I'm pretty satisfied.

Eight -- I'm actually pretty happy with facilities and amenities in Wendover. We have all the utilities we need. The Recreation District operates the pool and runs sports programs for kids. We have a grocery store, a post office. I'm really happy. I have pretty much everything I need. Give me a hospital and I'll be a ten on the satisfaction scale.

Six --I've lived here all my life and gotten used to traveling for our needs.

Seven – I'm still here.

#### OTHER COMMENTS:

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There is a community center on the Utah side. It has a stage, a meeting space. They rent it out to people. It's too small, though. The events we've held over there get pretty packed. In fact, many events are planned at the LDS church instead, to accommodate more people. Parking is a problem at the community center too – it's completely inadequate. It's put together as best as they could but no one's upgraded it in along time.

Regarding the new recreation building, they are still in the planning stages, but it looks like it might be a go.

Peppermill, Inc. is always supportive.

We have to be prudent with our money, find ways to fund the center. We need it but not at all costs.

The City knows what we need because they pay attention. Sometimes it's not easy. I trust they will do the best thing for us. But we need to help.

This process is very good. Even if we don't end up building right now, just going through the planning process is worthwhile, so we can be ready later.

It will be interesting to get some feedback from the community. A lot of times we are lacking feedback from the community. It will be good to see what you come up with. I'd like to know how people rank this.

#### FOCUS GROUPS



Following the key informant interviews, Bonneville Research and Pathway Associates organized and conducted a pair of focus groups with community members deemed to be well positioned to observe the needs of the community. A list of potential participants was provided by City Manager Chris Melville. The consultant then contacted each potential participant by phone to determine his or her availability to participate in one of two focus groups to be held at the City offices on Wednesday, December 2, 2009. Participants were given the option of attending a morning group from 9:00 to 10:30 or an evening group from 5:00 to 6:30. Eleven people signed up for the morning group and seven signed up for the evening group. In all, eighteen people participated in the focus groups as detailed below.

#### **GROUP ONE PARTICIPANTS**

**Terry Carsrud** – Principal, West Wendover Junior and Senior High School

**Setish Perumal** -- Physician

**Ishmael Gutierrez** – Health Clinic Staff Member

**Homero Quinonez** – Student Body President, West Wendover High School

**Richard Milton** – Student Body Historian, West Wendover High School

**Deyra Esparza** – Bank Branch Manager

**Dawn Hagness** – Elementary School Principal

**Sunny Longson** – General Manager, Peppermill Casino

**Ron Vollman** -- Electrical Contractor

**Carolyn Vollman** -- Retiree

**Jim Petersen** – Wendover Airport Director

#### **GROUP TWO PARTICIPANTS**

**John Hansen** – Director of Peppermill Casinos

**Russ Draper** – Intrepid Potash Production Supervisor (no exit interview)

**Nellie Castenada** – Elementary School, secretary

**Carole Roach** – Retired

**Gordon Smith** – Utility worker

**Kirk Murphy** – Intrepid Potash Maintenance

**Karen Supanich** – West Wendover Tourist Information

Based on Information gathered during the key informant interviews, the consultant developed a discussion guide for use during the focus groups. (See Appendix B.) At the commencement of each focus group the consultant explained that the purpose of the group was to explore the need for a community center in West Wendover and to identify other important community needs that were currently going unmet, or were not being adequately met. To begin the discussion, the consultant read the following definition of a community center:

*A community center is a public, multi-purpose facility that meets a variety of needs in a community: for example, it may serve as a meeting place for volunteer organizations; a performance space for community theater and music programs; a display venue for local artists and local history; a place where senior citizens may gather to recreate and receive services and where youth programs can operate. A community center might also offer rental space for weddings, family reunions and other types of private functions. Sometimes there are outdoor facilities associated with community centers: picnic facilities, performance amphitheatres, and so forth. The West Wendover City Master Plan envisions the creation of a community center to be located on South Gene L. Jones Street, across the Boulevard from City Hall.*

Following this description, the consultant asked participants for their thoughts, ideas and opinions concerning the potential uses of a community center relative to the needs of citizens in West Wendover. Responses were tape recorded for later transcription. Responses to specific uses and other questions are summarized below along with the consultant's findings.

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Q1: WHAT DO YOU THINK ABOUT THE IDEA OF A COMMUNITY CENTER SERVING AS A MEETING PLACE FOR VOLUNTEER ORGANIZATIONS AND CIVIC GROUPS?

**Finding:** *Respondents perceived that there was a significant need for meeting spaces for volunteer organizations and civic groups. The list of groups mentioned as potential users of a community center included the Boy Scouts, Girl Scouts, the Diabetic Coalition Committee, parenting classes, Alcoholics Anonymous, and Secret Santa. It was also noted that some groups, such as the Lady Lions, are no longer active in part due to lack of space for their activities. Alternative spaces where such groups are currently meeting include the LDS Ward House on the Utah side, the public schools, the old community center on the Utah side, and the Library. However, there are drawbacks associated with each of these alternatives (booking conflicts, space inadequacies, etc.) which often render them problematic. The casinos in town have convention spaces, but they are not generally available for non-casino purposes.*

SPECIFIC COMMENTS

I like that idea. West Wendover needs a good meeting place. I'm involved with the LDS Church and a lot of people use our branch stake center but a lot of people aren't comfortable there, for religious reasons.

There is a Scout Troop sponsored at the LDS Church. I would like to see a troop sponsored by the Catholic Church. They currently don't have a facility to accommodate scouting.

Now that the City has its own facility, the room at the Library is probably more available.

Monthly bingos would be good. This is a working town, but not a socializing town now. We used to have firemen's balls and there was a Lady Lions. But we've lost that, mostly because we don't have facilities big enough. They used to hold these things at the Wendover Community Center, but now it's been taken over by the seniors. And it's not big enough for that kind of event now. If you are sitting, you might get 200 people in there on top of each other. The Christmas Bazaar is held there, but it's really tight.

There are a lot of groups that meet at the Wendover Center – Secret Santa, Trick or Treat Street. If we had a larger facility, it would be even better. It's very crowded right now. There is also a cost issue – who is going to maintain the building, clean up after, things like that

When we have town reunions, we invite everybody back. A community center would be a great place to hold one.

Our casino has a meeting room that will accommodate maybe 80 people, and then we have a convention center for large groups. We have a lot of requests from smaller groups and we can't accommodate all of them because it's booked a lot of the time. We charge them, but it's a nominal charge.

The Lady Lions aren't really active anymore. The Veterans of Foreign Wars used to be the social organizers, but there are not that many of them now.

We have a Trick or Treat Street. They have it at the schools, but it's not what it used to be. There is a town-like set with doors that is stored at the Wendover Community Center, but the schools have refused to build one. They don't have space to store it.

We recently set up a Diabetic Coalition Committee. We are trying to offer workshops for diabetics in Wendover. We hope to educate people, bring in dieticians, foot doctors, and so on. We are currently conducting the meetings and once-a-month workshops in the Library. We could definitely use a center for our workshops. We initially did not have a space, but found the Library space. Not very many people have turned out to the meetings yet. We hold them first and second Wednesday of the month at the Library. Sometimes the Library is booked on our regular meeting days. We have a small conference room in the Clinic but it is very small.

"This is a working town, but not a socializing town now. We used to have firemen's balls and there was a Lady Lions. But we've lost that, mostly because we don't have facilities big enough."

We like to hold parenting classes and have a hard time finding space in the elementary school to do it. We prefer to have them outside of the school. We have a room in the school, but it is not always available.

Girl Scouts and others try to use the schools after school and on weekends, but we can't always accommodate them.

AA Meetings are held at the mini mall in an empty storefront space.

At the Wendover Airbase we are restoring the WWII Officers Club. It will have 16,000 square feet, a full kitchen and eating facility. We have finished the exterior and hope to be complete inside by the end of 2010. It's not completely funded. We have another \$200,000 to raise. We are also working on the Enola Gay Hanger which will have 40,000 square feet of interior space. We have a \$500,000 federal grant for this but will need more to do the interior. When complete, we could hold concerts there.

There is a psychological barrier at the State line. People on this side don't always feel comfortable going over to that side. But there is also a transportation issue. A lot of people don't have cars and a lot of the kids have to walk wherever they go. If they have to walk to the Utah side, they may not go. A more centralized location would be better.

We have started a Civil Air Patrol at the Airbase, and ninety five percent of the kids who participate are West Wendover kids. They all come down to the fire station once a week. Transportation is an issue, though.

"The school has facilities, but everyone is calling us. We can't meet all those needs. Then there is the issue of insurance.

There are some quilting clubs. One woman dedicates her whole house to this kind of club. There are also scrapbooking clubs. A community center would be ideal for them.

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Q2:...A PERFORMANCE SPACE FOR COMMUNITY THEATER AND MUSIC PROGRAMS?

**Finding:** Respondents generally felt that a community center capable of hosting music and theater performances would be well utilized by the West Wendover community. Potential uses in this category include small concerts in an outdoor amphitheater, student theater productions, amateur theater productions, and Christmas programs. West Wendover High School has a stage but it has been converted into a class room. The high school gymnasium is sometimes used, but has poor acoustics and is overbooked. The casinos have been generous in allowing the use of their facilities (graduations and Miss Wendover Pageants have been held in the Concert Hall) but the availability of these facilities is severely limited.

## SPECIFIC COMMENTS

An indoor or outdoor amphitheater would be great. It would stimulate productions. Right now, there is not a real place to do this. The school gymnasiums are just booked all the time. I think a theater would be great. Right now you either need a school or you need the church.

We use the Concert Hall for large events like high school graduations. But the Casinos have to have these facilities open on Thursday, Friday and Saturday. So no matter how generous they are, they just aren't available during prime time.

We need a center that would accommodate an audience of three to five hundred. Make sure it has a kitchen, a piano, and a stage with a curtain on it.

The functions we have now you have to either do at the Wendover Community Center or at the LDS Church. My personal opinion is there definitely is a need for something like this in the community.

At the High School, our stage has been turned into a class room. That leaves us only with the gym. Sometimes we have called the Peppermill and asked to use the Concert Hall. That works reasonably well, but I don't feel comfortable asking all the time and it's not available on Thursday, Friday and Saturday. So, we are limited to early week nights or using the gym. The gym will seat 2,000 with chairs on the floor and bleachers on the side. Acoustically it's not good. There are no folding partitions.

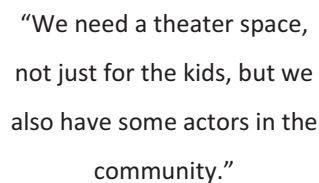
At the casino, we allow the use of the Concert Hall sometimes. We held the Miss Wendover pageant there. There are a lot of things the community would do more of if they had a place.

We feel like we are always asking, but once or twice a year we know we can do it.

We have an organization that comes from the college in Missoula and does theater with the kids. They work with them all week, then they have a performance that weekend. We'd like to use the Concert Hall, but it's booked on weekends. We'd like to see a thousand seats but for every day stuff, something smaller.

When we have things in the gym, it's less formal and kids are climbing all over. But if you have some place special for them to go, they focus and behave better.

We need a theater space, not just for the kids, but we also have some actors in the community. When I taught 5<sup>th</sup> grade, we had plays and we filled the gym every night -- 500 people sometimes.



"We need a theater space, not just for the kids, but we also have some actors in the community."

Around Christmas time, we have groups call us to see if they can participate in various Christmas programs. We have a Christmas program in front of the welcome center each year, and people turn out, but it's cold. People huddle around the gas lamps.

From a hiring perspective, this could be a recruitment tool.

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Q3:... A DISPLAY VENUE FOR LOCAL ARTISTS AND LOCAL HISTORY?

**Finding:** Respondents indicated that, although there is considerable artistic talent in the community, there is currently no place in West Wendover where local artists can display their artwork and handicrafts. The schools occasionally invite the community to view student art and crafts, but these opportunities are limited in duration. A community center could provide an ongoing venue for such displays as well as a venue for the display of historic photographs and American Indian artifacts.

SPECIFIC COMMENTS

There is a lot of talent out there, even among our kids. When our kids want to display artwork, they have to do it in Elko. If we had a space, some of the events in Elko could be held here. That would bring people into our community.

A couple of years ago, an art teacher put up art and so forth in the halls at the school – pottery, painting and so on. The parents were invited to walk through the school halls, and the kids were so proud. The parents were proud, too. It would be nice if we had a facility outside of the school with a kitchen.

At the end of every year they have one day at the High School when people can come and see the things kids made in metal shop and wood shop. But there are a lot of people who can't come that one day. It would be great if there were a place to display these things longer.

If you had a permanent glass display/case that can be changed every so often – you could display art and historic photos and so forth at the community center.

There's a lot of talent among the adults here. A center would bring out the talents.

A display venue is definitely a need. The American Indian history in this area is rich. A lot of pottery and artwork has been taken from here. There are several histories written about Danger Cave and the excavations there. Ninety five percent of what was excavated from the Cave is in the basement of the Utah Museum of Natural History . The Mormon Trek, the Donner party – these are part of our history, too. You would draw a lot more people into the community if you displayed the history.

“There's a lot of talent among the adults here. A center would bring out the talents.”

And we want our kids to see this history, too, instead of having to go to Salt Lake to see it.

There are artists here, but they don't have any place to display.

Q4... A PLACE WHERE SENIOR CITIZENS MAY GATHER TO RECREATE AND RECEIVE SERVICES?

**Finding:** *There appear to be few recreational resources for seniors in West Wendover. There is a nascent hospice program and a home health care service based out of Elko, but no place where seniors can regularly gather, interact and receive community services in a social setting. Several participants felt this was particularly a problem in the winter when seniors tend to stay at home due to the cold. Some participants believe this lack of senior citizen resources tends to discourage seniors from moving to or staying in West Wendover.*

SPECIFIC COMMENTS

The senior citizen group on the Utah side has meals and other activities. They have a kitchen set-up. I think it's kind of pot luck. It's held on the Utah side in the Community Center. It's small. It would be nice to have something on this side for seniors over here.

The Wendover Community Center has not always been a welcoming facility. Sometimes we have to pay, sometimes not.

I definitely would like to have a community center for seniors, especially in the winter. They get so isolated.

We had a retired couple who came to West Wendover and moved into a condo because they loved the area. They stayed here a couple of months, but then moved to Wells because there was nothing for them to do here.

Just a regular gathering place would make a lot of difference for seniors. I would recommend they have a get together at least once or twice a month. Let them congregate, share,

Many of the Salt Lake senior centers organize bus trips to Wendover!

I see my grandmother using Wii in her senior center in Salt Lake. It has done my grandmother wonders.

I have my mother at home. She stays home all the time. It would be nice if she had something to do. In the summer she gets out and walks alone. But in the winter, she's stuck in the home.

If we had something for seniors, they would take leadership and start developing their own activities.

"We had a retired couple who came to West Wendover and moved into a condo because they loved the area. They stayed here a couple of months, but then moved to Wells because there was nothing for them to do here. "

There is not a formal senior program on the West Wendover side because they don't have a regular place to meet.

There is a senior center in Elko. I don't know who runs it.

As a senior myself, there is nothing on the Nevada side. Property owners here get the luxury of paying for the Elko Senior Center, but we have nothing for seniors here. It would be nice if they could have some dances at a center.

I would like to see a full service senior citizen center. If someone needs someone to be checked on, or someone needs a meal delivered because they have been sick, there is no resource. We need a center that could cook a lunch seven days a week. Seniors could come to the center or someone could deliver it.

The Utah side has a nice add on kitchen. I'd like to see something like that on the Nevada side.

Make sure there are a couple of bathrooms on either side.

We have started a hospice and they have trained a few people. Genesis home health comes through to check on elderly in their homes a couple of days a week. They are from Elko.

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**Q5...A PLACE WHERE YOUTH CAN GATHER AFTER SCHOOL AND ENGAGE IN POSITIVE ACTIVITIES?**

**Finding:** *The City of West Wendover is served by a Recreation District that supports a Recreation Center for youth ages six through seventeen. The center offers video games, pool tables, and several other indoor activities. The Recreation District also has plans to construct a new Recreation Center featuring an indoor track, basketball courts, and other sports/fitness resources. However, there is a lack of computer/Internet resources, and a lack of meeting spaces for youth clubs such as the Consumer Science Club and the Future Business Leaders of America club. Also, there is currently no day care center in West Wendover.*

**SPECIFIC COMMENTS**

There are no day care facilities here now. We had one, but it sold and it's not open now.

There is a Catholic Church on the Utah side. But they don't offer recreation or day care. There are two other

“My kids are getting to an age when they can do things. And I'm now hearing about kids elsewhere that have more recreation opportunities -- gymnastic groups, dance class. I'm starting to wonder if Wendover still makes sense



denominations.

The Recreation District has a double wide trailer where kids can recreate. But it's limited to pool, computer games, card games, etc.

Having computers for those who don't have them would be good, where they can do research and stuff. There are like four computers at the Rec Center, but I don't even think they have internet. It would be great to have kids managing some tech spaces. The Library has very limited Internet access right now.

Right now, kids can play video games at home or basketball at the LDS Church on the Utah side. You see kids at the park playing b-ball even in the wintertime.

We have family consumer science clubs and Future Business Leaders of America clubs at the High School. We're trying to put together a drama club. But space is a problem. We've got seven teams using our gym right now. It's scheduled the whole winter.

Kids need a home away from home. Where they can be safe and interact with their friends. The Recreation Center is right across the street from the railroad tracks. Is that safe?

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Q6:... RENTAL SPACE FOR WEDDINGS, FAMILY REUNIONS AND OTHER TYPES OF PRIVATE FUNCTIONS?

***Finding:*** *Rental facilities for family events and other private functions are limited. The LDS Ward House on the Utah side is appropriate for some weddings and funerals, but not for events where alcohol will be consumed. Hispanic families wishing to celebrate quinceañeras must often resort to renting a local bar or night club. A local yoga instructor rents space at a school, but must share it with High School sports teams in the winter. The Casinos hold a health fair annually for the entire community which several respondents felt would be more appropriately held at a community center. Casinos do not encourage the use of their facilities for family events.*

#### SPECIFIC COMMENTS

Our casinos have rental spaces available, but we don't encourage their use for family reunions, and so forth. Right now we have no facility for that kind of thing.

The LDS Church is used for a lot of things – funerals, weddings – but there are people who are not comfortable at the LDS Church. And some Church leaders from time to time have been less than accommodating. The policy of the LDS Church is not to charge for the space.

Quinceañeras are a big thing here. Five hundred to a thousand people will turn out for these. Sometimes families will rent out a bar like Club 51 for a quinceañeras. I've seen a few families renting that place and the parking lot has been full. The Fire Marshal has had to come and clear them out.

I'd hate to see the City compete with Club 51 and some other small operations that cater to these small groups. That happened with garbage pick up in our town.

We don't have a lot of facilities for families and senior citizens so people end up moving away. Teachers, for example, come and go.

You either have families that are drinkers, or families that are teetotalers in this area. And some are uncomfortable in bars and some are uncomfortable in churches. Of course if it was a city facility, you might not have drinking allowed.

A lot of people rent a bar or part of a club -- Southern Exposure, Club 51. But these are not healthy locations. There are a lot of drunks. Parking is sometimes an issue.

There is a woman who teaches yoga at the elementary school. She fills the room. But we share the facility in the winter with the high school so they can get all their sports teams to play. That makes it difficult, so she's on a hiatus now.

You have to publicize what's going on, even in a community center. It would be nice if there was a little newsletter. Right now there are things going on, but they are decentralized.

The Casinos hold a health fair every year. All the facilities – clinic, dentists, ambulance crew, fire department – they all get together. We get a hospital to come in and immunize, etc. It's not just for the casino employees. This is the kind of thing that would be better held at a community center.

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Q7:... OUTDOOR FACILITIES SUCH AS A PICNIC AREA OR A SMALL PERFORMANCE AMPHITHEATER?

**Finding:** *West Wendover has a city park with picnic and play facilities, and two reservable pavilions. However, it is heavily used and does not lend itself to outdoor performances, due to its proximity to the freeway.*

“We are primarily an apartment community but you can't have twenty five people over to your . . .”

“We don't have a lot of facilities for families and senior citizens so people end up moving away. Teachers, for example, come and go.”

SPECIFIC COMMENTS

I think an outdoor amphitheater would be used a lot in the summer time.

An outdoor theater with some benches and a little stage could be done very cheaply.

The Park is there, but you can't really reserve the park because it's open to everyone. It's overused.

Q8: ARE THERE OTHER NEEDS THAT A WEST WENDOVER COMMUNITY CENTER MIGHT ADDRESS?

**Finding:** Focus Group participants also envisioned a community center as a venue for the delivery of various counseling, therapeutic, educational and self help services. Participants liked the idea of a center that provided small offices where counselors and therapists could provide services a couple of days a week.

#### SPECIFIC COMMENTS

We have a lot of different illnesses – cancer, diabetes, even kids that have cancer. We need a place where people who are struggling with illness can come to talk.

Along with that we need social workers. If you have a problem you have to call Elko and a lot of the providers there won't come over here.

There might be a section of the Center where someone like a counselor could rent an office for a day -- psychiatrists, social workers, physical therapists. You could make the rent very affordable so they could use the office a couple of times a week, have a multipurpose set up. They could share offices – a different provider every day or so. This would be a perfect room for an AA group.

I helped start AA in 1983. Right now we rent a small meeting place over at the mini mall, but it's getting to where we can't afford it. I can see a big benefit for groups like AA, Weight Watchers, etc. You have to have some privacy.

I get tourists that are staying here that ask for AA information.

We are trying to start a twelve step program through the LDS Church.

English as a Second Language classes would be another use.

Yoga classes -- someone was teaching yoga at the elementary school, but they have stopped temporarily.

Day care: there is a drastic need for day care. We had a center, but it's been closed about a year. It was a code issue. They are going through it now to upgrade it.

Weight Watcher Group

Great Basin College likes to come out here and provide some classes. Right now we have a small trailer for them at our school, but if we get more kids, that's not going to be adequate.

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Q9: WHEN YOU THINK ABOUT YOUR COMMUNITY AND THE PEOPLE WHO LIVE HERE, WHAT ARE SOME OF THEIR MOST IMPORTANT UNMET NEEDS?

***Finding:*** *In no particular order, focus group participants identified daycare, physical fitness facilities, economic development, public computer/internet access, long term care, general health care resources, youth services, social opportunities and outdoor amenity marketing for the area as important unmet needs in West Wendover. The comments below add perspective regarding the specific nature of these needs.*

#### SPECIFIC COMMENTS

##### **DAY CARE**

Definitely, day care is a big need. Right now we only have family care. I know a couple of ladies that take care of a couple of kids. Mostly we have older siblings watching younger children, or children watching themselves.

It's tough to bring people to town when you don't have day care available.

##### **PHYSICAL FITNESS FACILITIES**

There is a need for an indoor track. My daughter would really like to see that. But there is a group working on the idea of a rec center.

##### **ECONOMIC DEVELOPMENT**

In the last couple of years, this town has shrunk. I'm in the gas business and the last seven years we have had an increase in disconnects. We're waiting on the new gold mine thirty miles west of Wendover, if it comes in. It could go to Wells. If we don't have things in place for people, the mine could easily set up headquarters in Wells. I'll bet we've lost a third of our residents out of West Wendover. We had trailer courts built that have just sat empty.

School numbers are up, though.

We are in a boom and bust cycle. Right now it's bust, but it will turn around.

We need to offer more so we can keep people like doctors and teachers here.

##### **COMPUTER/INTERNET FACILITIES**

Not everyone has a computer. A data center or hot zone where you could hook up a lap top would be helpful. The Welcome Center use to have a free set up, but we've just gone to pay. But you almost have to be inside the Welcome Center to get reception because the roof is tin.

The Library has three computers, but you are only allowed thirty minutes at a time. And there is a line to use them. We have international students that come to work for three months and that's their communication home. There is just not enough.

### **LONG TERM CARE**

I would like to see a long term care facility. I have my father in a place in Salt Lake.

There are a lot of people in Wendover that could fill a twenty bed facility.

### **TWENTY FOUR HOUR HEALTH CARE**

The problem is when your kid wakes up in the middle of the night crying with a terrible pain in the ear. Maybe it's just an earache, but maybe it's something more serious. What do you do? Pack her up in the car and drive a hundred miles to the hospital in Salt Lake? Or, do you wait until morning when the clinic opens?

A twenty four hour health care facility is a big deal with us. Our population is six or seven thousand during the week but we go to 30,000 on Saturday afternoons. A lot of seniors fly in on charters planes now. A lot of them have health issues -- left the insulin at home and so on. The only thing we have now is an EMT service when the clinic is closed. Unfortunately the clinic runs on banker's hours, which isn't when the town is busiest.

We have thirteen hundred rooms and we've been running 100% occupancy on weekends.

An urgent care center is definitely needed because we are two hours away from any kind of health facility.

### **YOUTH SERVICES**

Another probation officer – we have only one on the Nevada side. They drive the kids over to Elko.

Most families in Wendover have two parents working – or single parents working. Young girls are getting pregnant at 13 now.

At the library, they have the evening reporting center for young kids.

We need a place where kids can go when they return to our community after being in detention for a couple of months. If they don't, they will fall right back into the same old patterns. If you can get them interested in something like 4-H they'll have a chance. They have 4-H in Wells.

“A twenty four hour health care facility is a big deal with us. Our population is six or seven thousand during the week but we go to 30,000 on Saturday afternoons. A lot of seniors fly in on charters planes now. A lot of them have health issues -- left the insulin at home and so on. The only thing we have now is an EMT service when the clinic is closed. Unfortunately the clinic runs on banker's hours, which

We have a problem with a lack of adult volunteers. Because people are often working two jobs, they are burned out and don't have much time to work with youth and so forth.

We need summer jobs for kids. We used to have gas stations where kids could get jobs. Not any more. And the low pay jobs in the casinos are being taken up by adults these days.

There could be twenty part-time positions at a community center. Kids maybe could get jobs serving as mentors, tutors, companions for seniors.

### **SOCIAL OPPORTUNITIES**

There is not much of an opportunity to socialize in West Wendover. We need a community center to help build community!

### **OUTDOOR AMENITIES MARKETING**

We need better marketing of our RV and dirt bike riding opportunities. We have great trails and wide open spaces. We can be like Moab. You can get in a dune buggy and drive clear to Ely and no one is going to stop you. There are unlimited two-track roads wherever you want to go.

We try to show the outdoor opportunities in our advertising.

## **FOCUS GROUP EXIT QUESTIONNAIRES**

At the conclusion of each focus group, participants were asked to fill out an exit questionnaire summarizing their feelings regarding the relative importance of the various uses for a community center and other needs of the community. The questions and mean average of all participant responses are summarized below.

ON A SCALE FROM ONE TO TEN, WITH TEN BEING YOUR HIGHEST RATING, HOW IMPORTANT IS IT TO ACCOMMODATE THE FOLLOWING USES IN A WEST WENDOVER COMMUNITY CENTER? (PLEASE INSERT A NUMBER BETWEEN ONE AND TEN IN FRONT OF EACH USE LISTED BELOW. ONE = NOT IMPORTANT. TEN = VERY IMPORTANT. )

“There is not much of an opportunity to socialize in West Wendover. We need a community center to help build community!”

Mean Average Scores:

- 8.7 A place where youth can gather after school and engage in positive activities
- 8.4 A place where senior citizens may gather to recreate and receive services
- 8.2 A meeting place for volunteer organizations and civic groups

- 7.8 A performance space for community theater and music programs
- 7.4 A display venue for local artists and local history
- 6.8 Rental space for weddings, family reunions and other types of private functions
- 6.6 Outdoor facilities such as a picnic area or small performance amphitheater.

**Finding:** *Providing a gathering place for youth and senior citizens, and providing a meeting space for volunteer organizations and civic groups were perceived by focus group participants as the most important uses for the proposed community center*

PLEASE LIST AND RATE OTHER POTENTIAL USES NOT LISTED ABOVE.

Frequency of Mention

- 6 24 Hour Medical Care Facility
- 2 Mental Health (Social Work) Center
- 1 Day Care
- 1 ESL Class Facility
- 1 4-H Gatherings
- 1 Soup Kitchen
- 1 Place for Volunteer Opportunities
- 1 Gym/Physical Fitness

**Finding:** *Providing space for a twenty four hour medical facility was perceived to be the most important use other than those listed in the previous question.*

IN YOUR OPINION, WHAT ARE THE MOST IMPORTANT UNMET NEEDS OF THE WEST WENDOVER COMMUNITY?

Frequency of Mention

6	24 Hour Medical Care Facility
1	Road Repairs in Trailer Parks
1	Retail Stores (Wall Mart)
1	Day Care
2	Community/Family Recreation
1	City Clean Up/Beautification

**Finding:** A 24 hour medical care facility was perceived by focus group participants to be the most important unmet community need in West Wendover.

ON A SCALE FROM ONE TO TEN, HOW SATISFIED ARE YOU WITH FACILITIES, AMENITIES AND SERVICES IN THE WEST WENDOVER COMMUNITY? (TEN = VERY SATISFIED, ONE = VERY UNSATISFIED)

Mean Average Score: 4.8

**Finding:** An average score of 4.8 suggests that focus group participants are only moderately satisfied with the facilities, amenities and services currently available in West Wendover.



SECTION FOUR:

HOUSEHOLD SURVEY

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## ***INTRODUCTION***

### **PROJECT OBJECTIVES**

Lighthouse Research & Development, Inc. was contracted by Bonneville Research to conduct a survey with residents of West Wendover City. The research was gathered through a combination of both telephone interviews and onsite interviews. Specific objectives for this project report are outlined below:

- Identify community services and resources currently available in West Wendover City
- Identify the community services and resources residents feel West Wendover is in need of that are not currently provided
- Identify the most important unmet needs of West Wendover City
- Determine residents' satisfaction with the current level of services provided in West Wendover City
- Identify the stores and retail services West Wendover City is in need of
- Gather residents' perceptions regarding the importance of various capabilities in the proposed West Wendover community center
- Determine the likelihood of respondents using various capabilities in the proposed West Wendover community center
- Determine if there are other needs that should be provided to residents of West Wendover City
- Discover how important respondents think it is to have a community center in West Wendover City
- Discover how likely the community center would be in contributing to an increased sense of community
- Identify how long respondents have resided in West Wendover City
- Gather respondent demographics such as age, education, income, and number of people residing in the home

### **PROJECT OVERVIEW**

The research project consisted of a quantitative study consisting of both telephone and onsite interviews. The scope of work for the research project included the following:

- Project consultation with key personnel from Bonneville Research
- Survey questionnaire design and programming
- Data collection, completing of 372 interviews
- Analysis of the data, including percentages of results, synthesis of open-ended questions and cross-tabulations
- A written report describing the results of the survey, including research methodology, an executive summary, a detailed description of the results, and cross-tabular analysis by topic area

## **RESEARCH METHODOLOGY**

The research methods used to complete the project are outlined in detail below.

### **Sampling Procedures**

A random sample of West Wendover residents were interviewed by phone using a West Wendover Utility database provided by the client. This resulted in 150 completed surveys. The remainder of the data was collected through door-to-door onsite interviewing. All neighborhoods in West Wendover were canvassed resulting in 222 completed surveys.

### **Pretest of the Questionnaire**

A telephone pretest of 21 interviews was conducted on December 17, 2009 to determine the need for any modifications to the survey questions or procedures. Following the pretest, slight programming adjustments were made to the survey. After consultation with personnel Bonneville Research, survey revisions were made and Lighthouse Research proceeded with data collection.

### **Data Collection**

Data collection was conducted by an experienced team of executive interviewers from Lighthouse Research. Telephone interviews were conducted at the Lighthouse Research interviewing facility located in Riverton, Utah. Onsite interviews were conducted in West Wendover in all residential areas of the city.

All field staff members were thoroughly briefed and trained on the survey before proceeding with data collection. Telephone interviewing hours for the survey were between 9:00 a.m. and 9:00 p.m. weekdays, and 9:00 a.m. and 4:00 p.m. on Saturdays, Mountain Daylight Time. In-person interviewing hours for the survey were between 10:00 a.m. and 6:00 p.m.

The survey was programmed in a Computer-Assisted Telephone Interviewing (CATI) format. Using the CATI system, survey responses were directly entered into the database by the interviewer as the interview was in progress. Interviews were automatically given a numeric code upon entry into the system to assist in the data analysis. Onsite interviewers used mainly computer tablets to collect the data complimented with some paper data collection.

All data collection for this research project was completed between December 17, 2009 and January 6, 2010.

## Data Analysis

In order to validate the survey results, an analysis was first run to determine if the demographic proportions of the survey sample accurately represent the population proportions. The only demographic that slightly differed between the survey proportions and the population proportions was ethnicity. Approximately 42% of survey respondents were Hispanic/Latino, while 56% of the West Wendover’s population is Hispanic/Latino.

Because of this difference, an analysis was run to determine the necessity of weighting to match the population proportions for ethnicity. A review of the analysis showed some slight differences in the survey results after weighting the data, however, these differences were so slight that the decision was made to not statistically weight the data.

An example illustration the slight differences between pre- and post-weighted data can be seen below. Respondents were asked how likely they would be to use various services if provided at the proposed West Wendover Community Center. The following table shows the likelihood of respondents or their family to use those services by ranking them according to most likely to use (1<sup>st</sup>), second most likely to use (2<sup>nd</sup>), etc:

Services	Ranking	
	Pre-Weighted	Post-Weighted
Place Where Youth Can Gather After School	1 <sup>st</sup>	1 <sup>st</sup>
Library Resources or Public Internet Access	2 <sup>nd</sup>	2 <sup>nd</sup>
Outdoor Facilities	3 <sup>rd</sup>	3 <sup>rd</sup>
Performance Space for Theater/Music Programs	4 <sup>th</sup>	4 <sup>th</sup>
Meeting Place for Volunteer/Civic Groups	5 <sup>th</sup>	6 <sup>th</sup>
Rental Space for Private Functions	6 <sup>th</sup>	5 <sup>th</sup>
Display Venue for Local Artists and Local History	7 <sup>th</sup>	7 <sup>th</sup>
Place Where Senior Citizens May Gather	8 <sup>th</sup>	8 <sup>th</sup>

As you can see from the table above, the only difference came with the 5<sup>th</sup> and 6<sup>th</sup> services on the list. This trend was seen throughout the survey, where differences were so slight between pre- and post-weighted data weighting the data according to ethnic variance was not needed to provide reliable data.

After validating the survey results, an analysis on the data was performed. The data analysis provides the following statistics upon which the written interpretative report is based:

- Actual frequency and percent of responses to each of the closed-end interview questions
- Analysis and coding of the results for the open-ended questions
- Cross-tabular analysis to compare the significant differences in responses based upon respondent demographic characteristics

## **ORGANIZATION OF THE REPORT**

The remainder of the report is organized under the following areas: Key Findings, Detailed Results, Segment Analysis, and Appendices.

The Key Findings provides an overview of the key findings of the survey results. The Detailed Results section including tables, charts, and a written description of the results for each topic area. The Segment Analysis presents the results of the cross-tabular analysis. The Appendices section of the report provides a copy of the survey questionnaire with frequencies of responses. The responses given by respondents that were placed in the “other” category when the response did not fit any of the options for that question are reported in the Appendices, and categorized lists of verbatim responses from each of the open-end questions are also available in the Appendices.

The following report represents the latter deliverable for this contract and is presented respectfully to the project sponsors.

## ***KEY FINDINGS***

This portion of the report summarizes the most pertinent findings of the survey research.

- One-third of respondents identified “healthcare facilities and services” as a community service available in West Wendover City. However, nearly one-half of respondents, when identifying services the city does not have, mentioned “medical services.” In addition, three-fifths of respondents said that the most important unmet need of the city is “medical services.”
- When rating their satisfaction with the current level of services in West Wendover City, respondents gave the highest average mean ratings to “roads,” “library and public Internet services,” and “housing.”
- Nearly two-thirds of respondents, when identifying retail stores and services West Wendover needs, mentioned “Wal-Mart, Kmart, or Target.”
- When rating the importance of various capabilities in the proposed West Wendover community center, respondents gave the highest average mean rating to “a place where youth can gather after school and engage in positive activities.”
- When asked to rate their likelihood of using various capabilities in the proposed West Wendover community center, respondents also gave the highest average mean rating to “a place where youth can gather after school and engage in positive activities.”
- Of those respondents that said that other needs and services need to be provided in West Wendover, approximately one-quarter mentioned “medical services,” while one-fifth mentioned “recreation services.”
- Respondents, on average, gave a rating of 5.89 on the one-to-seven scale to describe how important they think it is to have a community center in West Wendover.
- On average, respondents gave a rating of 5.57 on the seven-point scale to describe how likely it is that the proposed community center will contribute to an increased sense of community.
- One-half of respondents were men, while one-half were women. The average respondent is between the ages of 35 and 44, has graduated from high school, earns an annual household income of \$25,000 to \$34,999 per year, has three people residing in their homes—two of which are adults, and have lived in West Wendover for 11 to 15 years.

## **Conclusion**

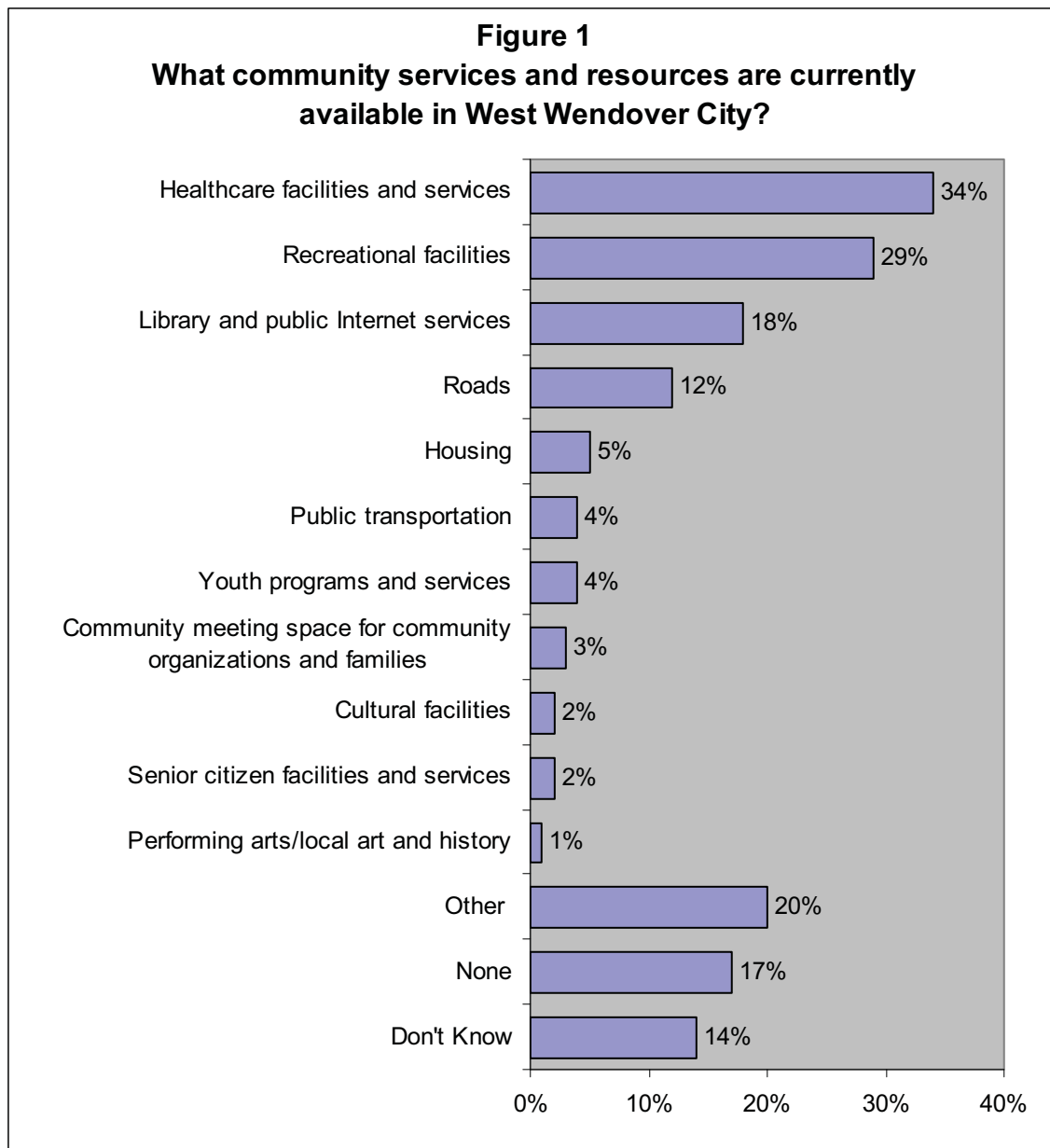
In conclusion, the survey fulfills the main objectives of the research by providing the general population's perception of the community services needed in West Wendover. Residents of West Wendover clearly feel it is important for those who live in West Wendover to have access to a community center and feel that it will contribute positively to creating a greater sense of community. Secondary findings indicate the city's high need of medical services, recreational opportunities, and additional retail options.



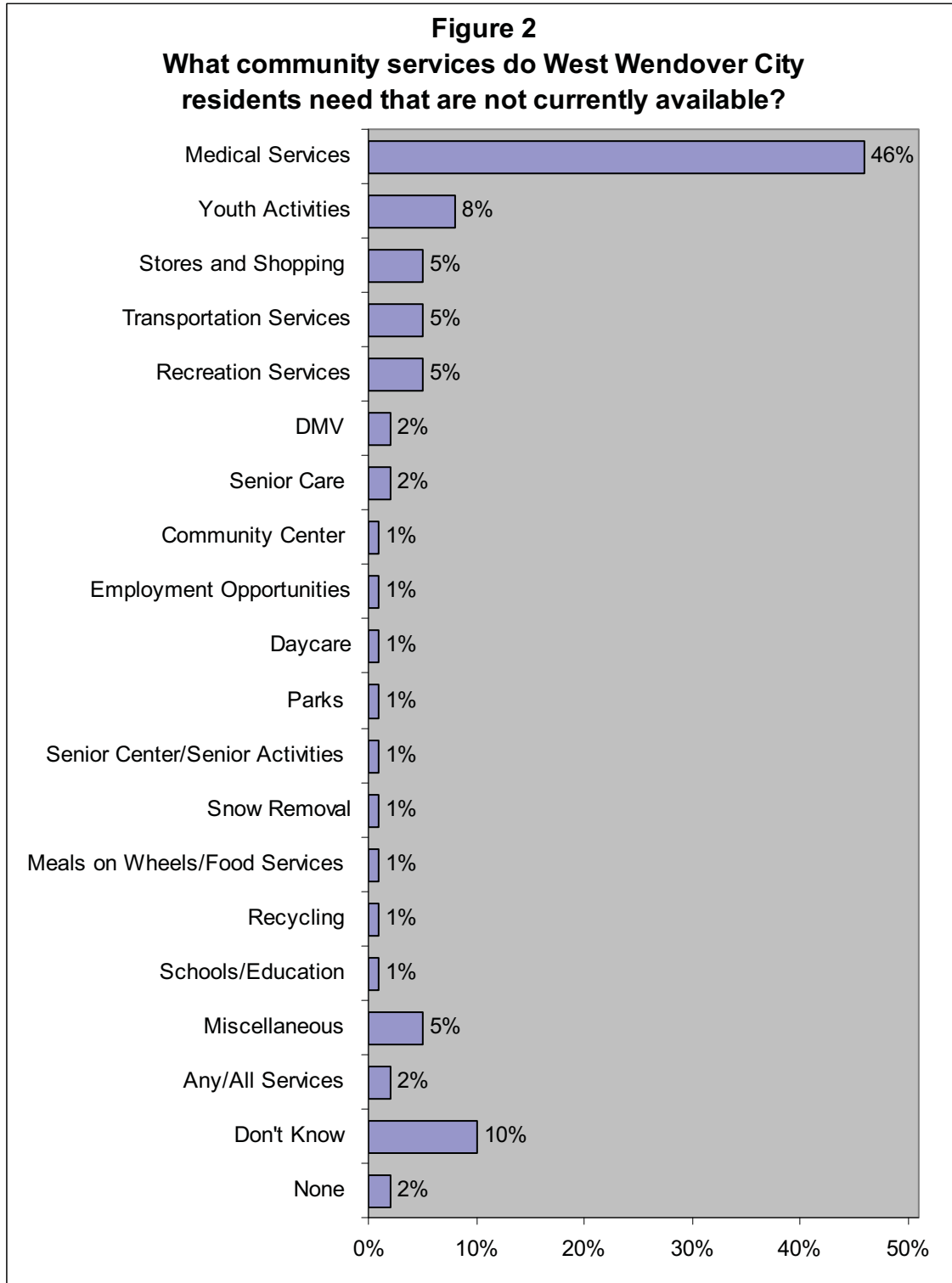
## DETAILED RESULTS

### AVAILABILITY OF CURRENT COMMUNITY SERVICES

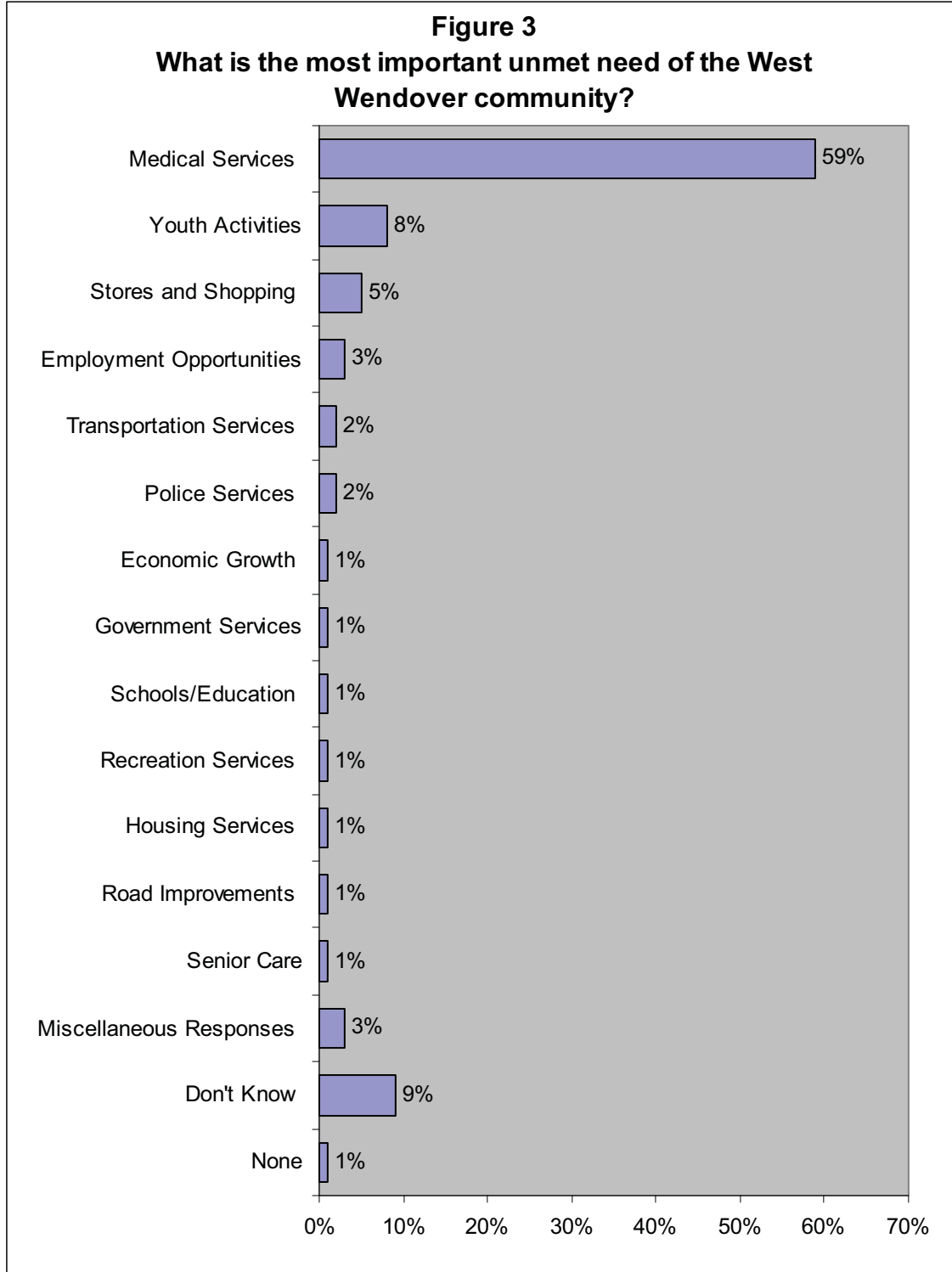
When asked to identify the community services and resources currently available in West Wendover City, approximately one-third of respondents (34%) identified “healthcare facilities and services,” while 29% identified “recreational facilities.” Eighteen percent of respondents indicated that West Wendover City residents have access to “library and public Internet services.” For complete details, please refer to Figure 1.



As Figure 2 illustrates, nearly one-half of respondents (46%) said that West Wendover City residents need “medical services,” as current services do not have the capabilities residents need. For a categorized list of verbatim responses to this open-ended question, please refer to Appendix C.

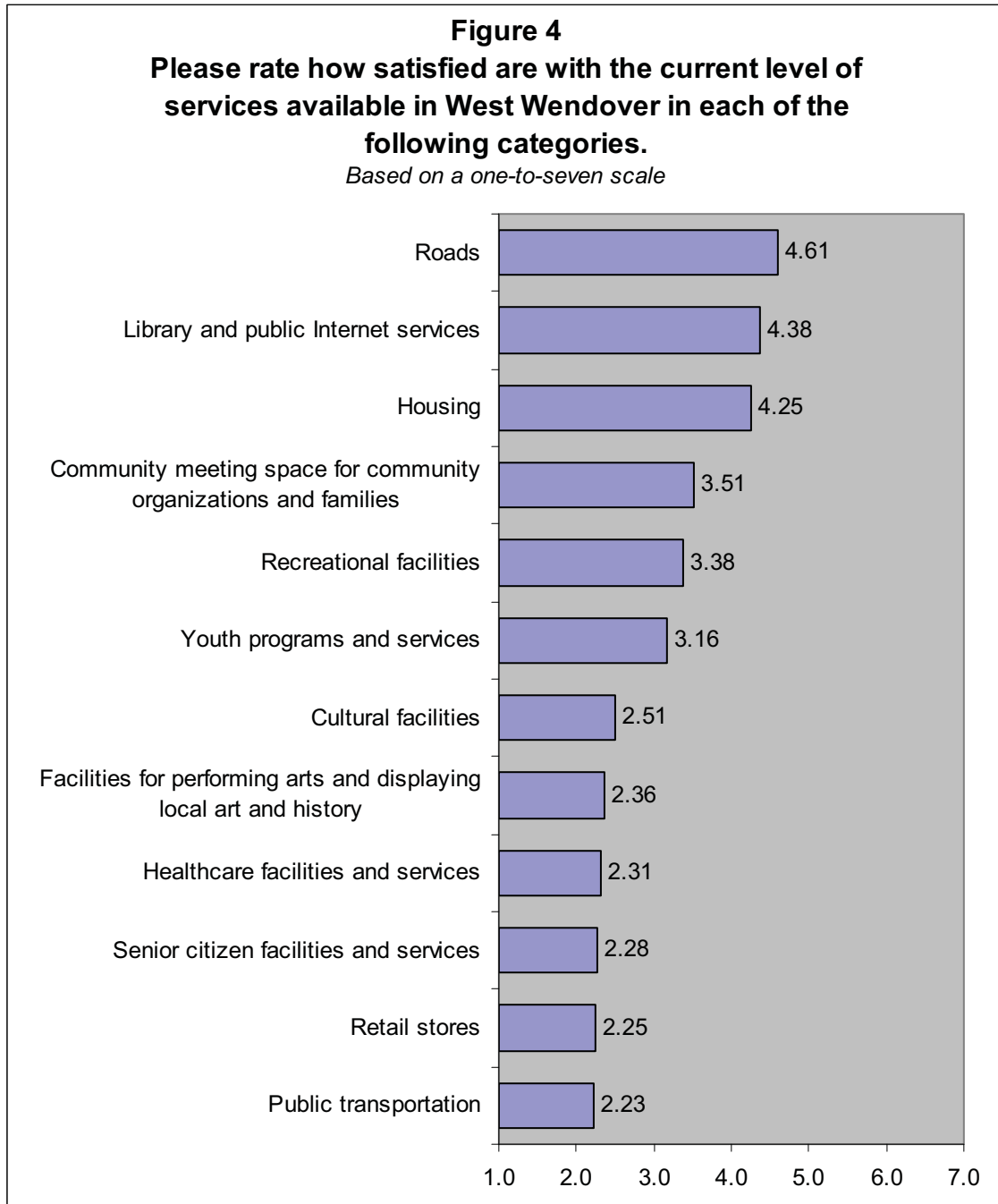


When asked to identify the most important unmet need of the West Wendover community, approximately three-fifths of respondents (59%) mentioned “medical services.” For details, please refer to Figure 3. For a categorized list of verbatim responses to this open-ended question, please see Appendix C.

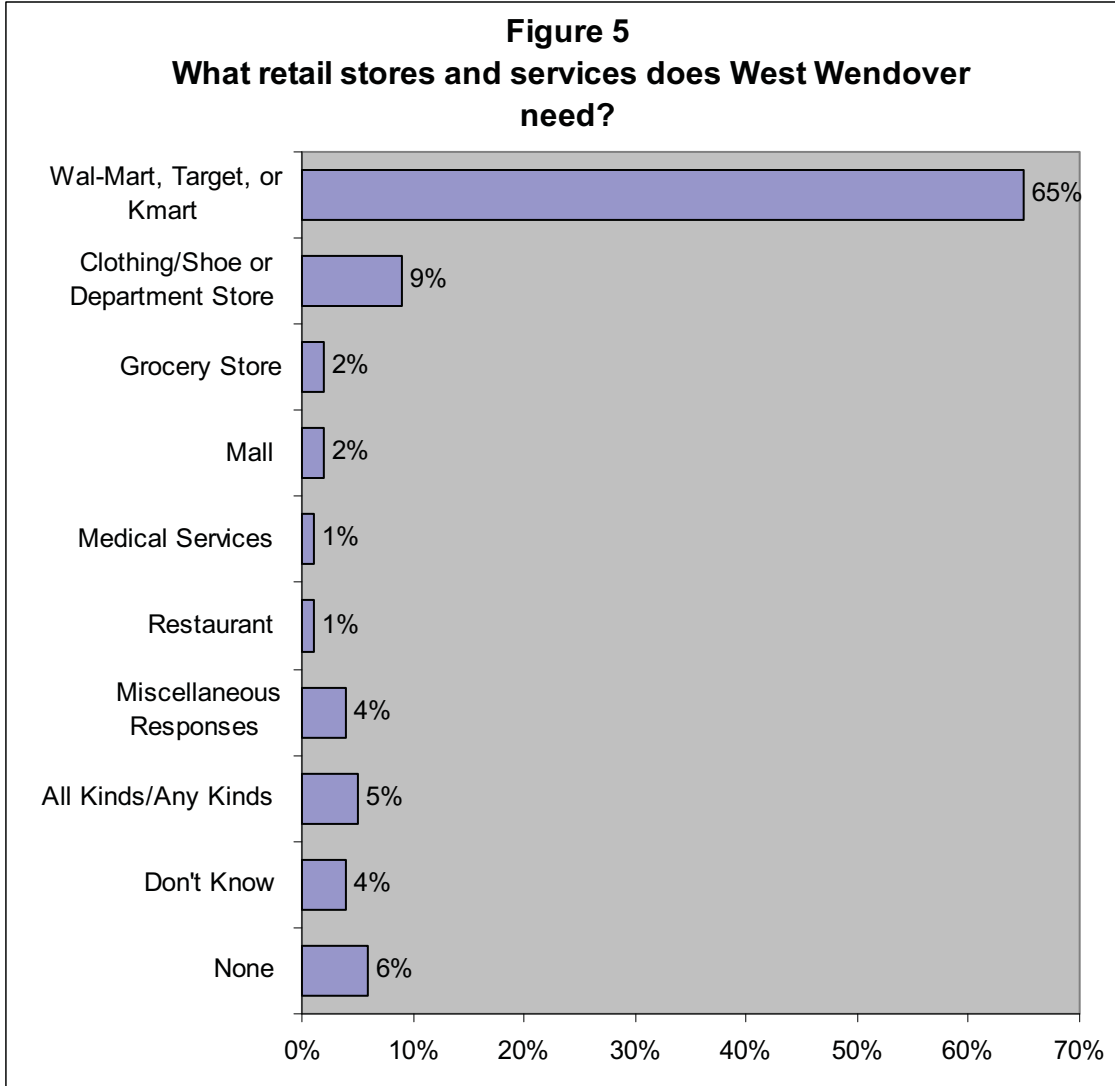


## SATISFACTION WITH CURRENT COMMUNITY SERVICES

Respondents were then asked to rate their satisfaction with the current level of services available in West Wendover in particular areas, using a one-to-seven scale where one is “not at all satisfied” and seven is “very satisfied.” In response to this question, respondents gave the highest average mean ratings, in terms of their satisfaction, to “roads” (4.61 average mean), “library and public Internet services” (4.38), and “housing” (4.25). For complete details, please see Figure 4.



When asked to indicate which retail stores and services West Wendover needs, nearly two-thirds of respondents (65%) mentioned “Wal-Mart, Kmart, or Target.” For details, please see Figure 5. For a categorized list of verbatim responses to this open-ended question, please see Appendix C.



### IMPORTANCE OF VARIOUS COMMUNITY SERVICES

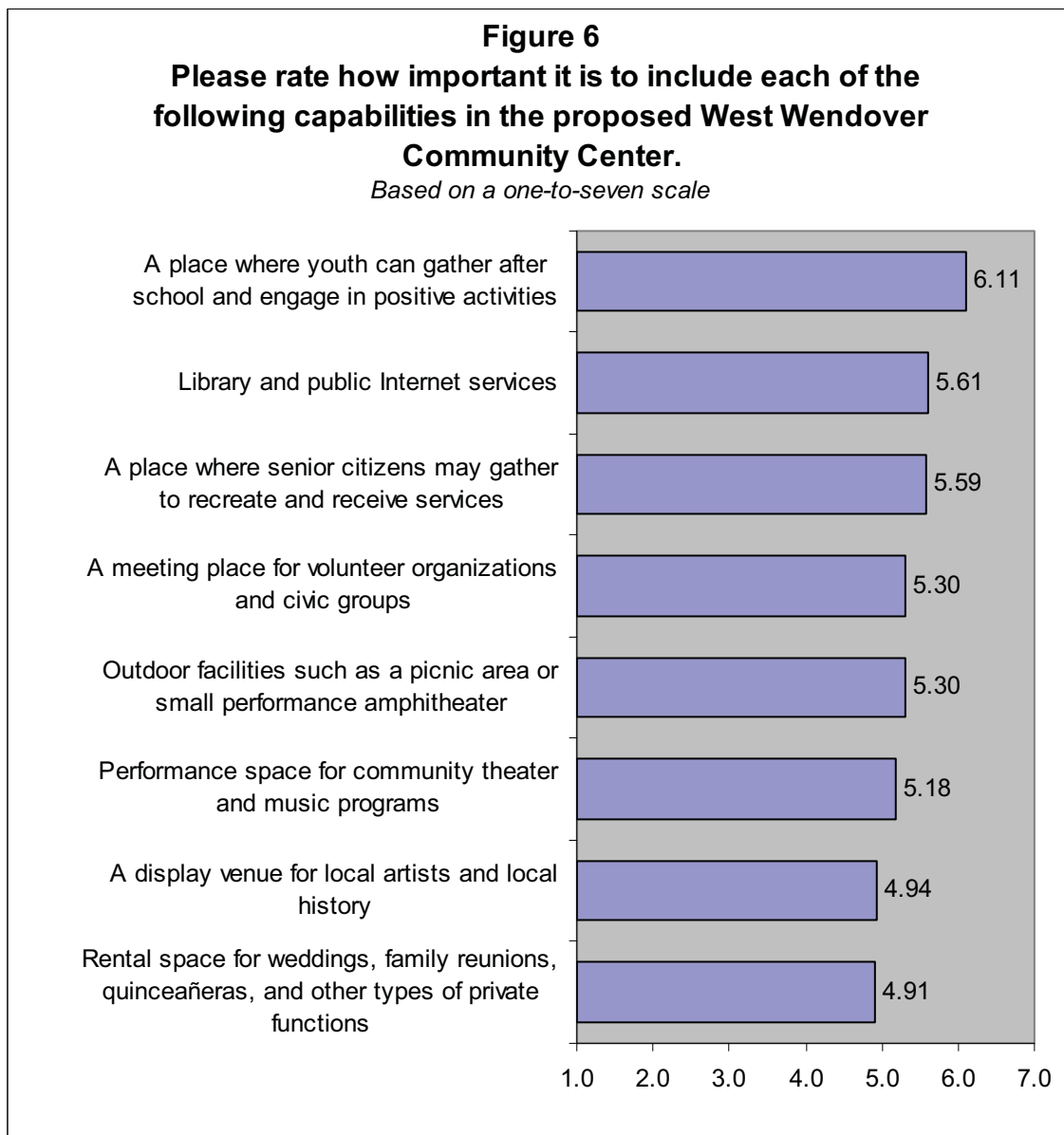
At this point in the survey, respondents were told the following:

*“The West Wendover City Master Plan envisions the creation of a community center to be located on the future South Gene L. Jones Way, across the Wendover Boulevard from the new City Hall.”*

After hearing this information, respondents were asked about questions regarding the importance of various community services.

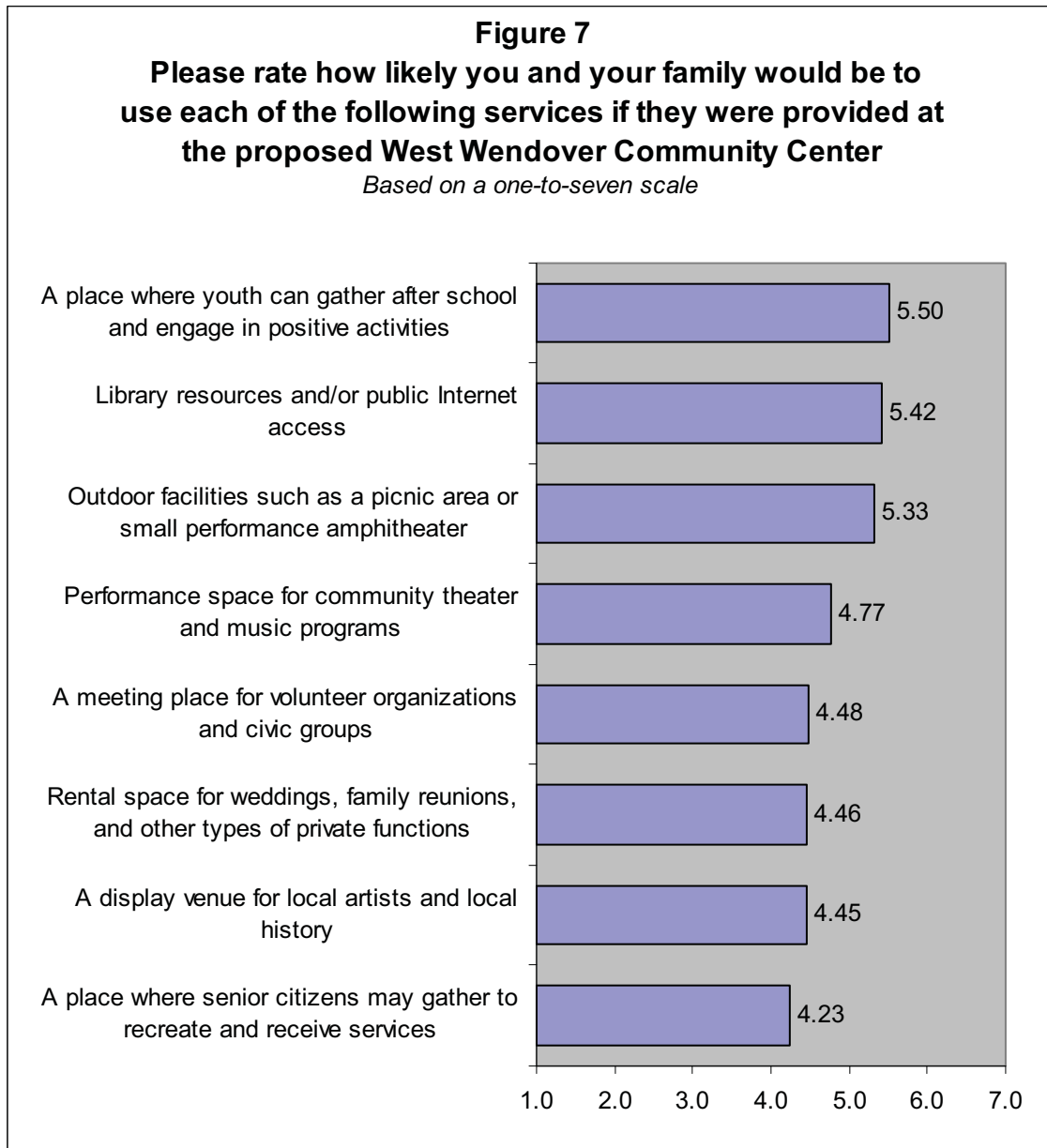
## Importance Ratings

When rating the importance of various capabilities in the proposed West Wendover community center by using a one-to-seven scale where one is “not at all important” and seven is “very important,” respondents gave the highest average mean rating to “a place where youth can gather after school and engage in positive activities” (6.11 average mean). Respondents gave the second highest rating, in terms of importance, to “library and public Internet services” (5.61), and the third highest rating to “a place where senior citizens may gather to recreate and receive services” (5.59). Respondents gave the lowest average mean rating, in terms of importance, to “rental space for weddings, family reunions, quinceañeras and other types of private functions” (4.91). Please see Figure 6 on the following page for further details.



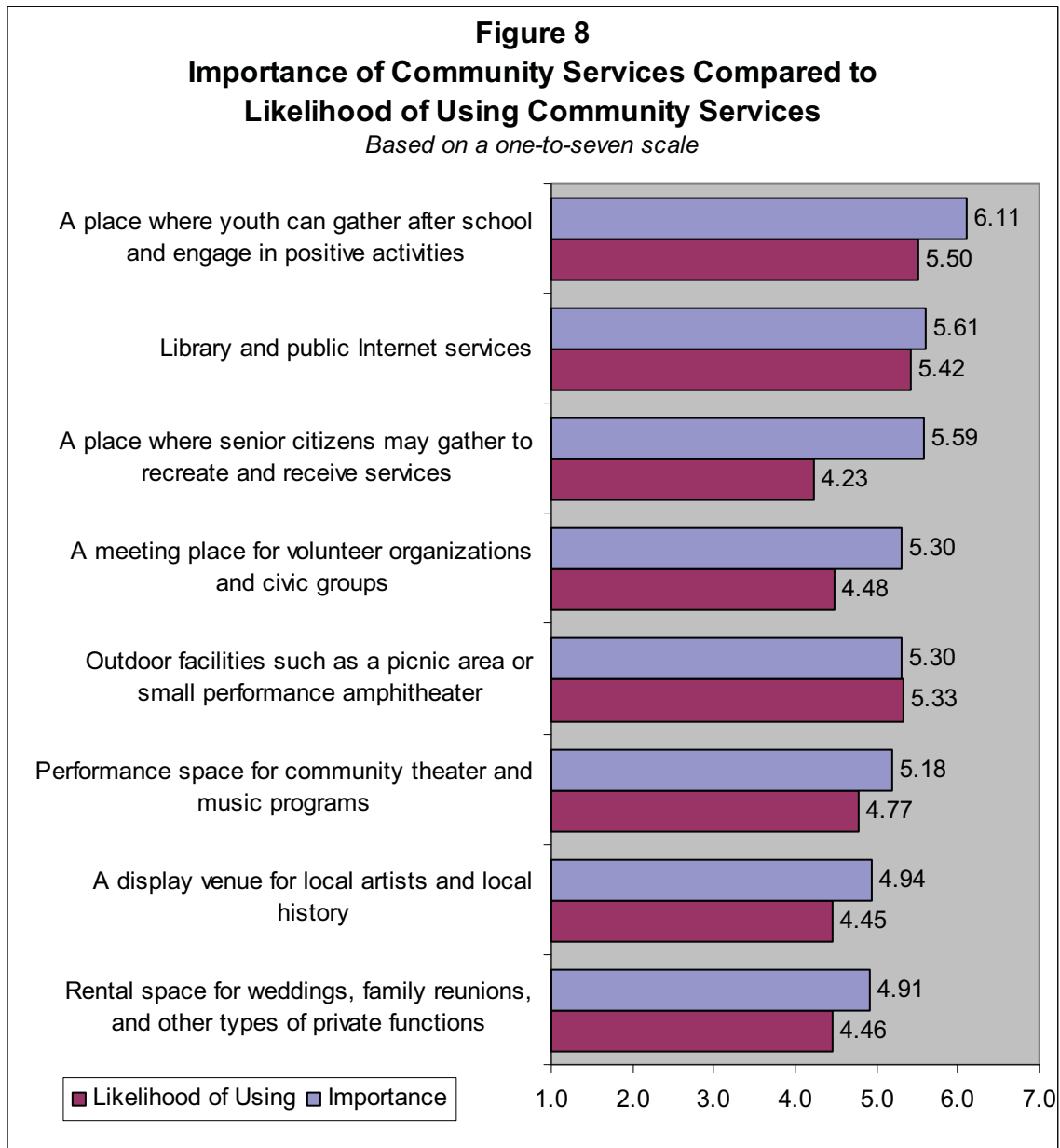
### Likelihood of Use Ratings

Next, respondents were asked to rate their likelihood of using the aforementioned services by using the same one-to-seven rating scale where one is “not at all likely” and seven is “very likely.” As Figure 7 illustrates, respondents gave the highest ratings, in terms of their likelihood of using these services, to “a place where youth can gather after school and engage in positive activities” (5.50 average mean), “library resources and/or public Internet access” (5.42), and “outdoor facilities such as a picnic area or small performance amphitheater” (5.33). Respondents indicated that they would be least likely to access “a place where senior citizens may gather to recreate and receive services” (4.23).



**Gap Analysis of Importance Ratings Compared to Likelihood of Use Ratings**

Figure 8 illustrates the gap analysis between the importance of each capability proposed in the West Wendover community center compared to the likelihood of respondents using each capability. In general, there were discrepancies between how important respondents feel each capability is compared to how likely they would be to use them. On average, nearly all capabilities received a higher importance rating than a likelihood of use rating. Interestingly, respondents gave some of the highest importance ratings to “a place where senior citizens may gather to recreate and receive services” and “a meeting place for volunteer organizations and civic groups,” yet these capabilities were ranked among the lowest when examining the likelihood of use ratings.

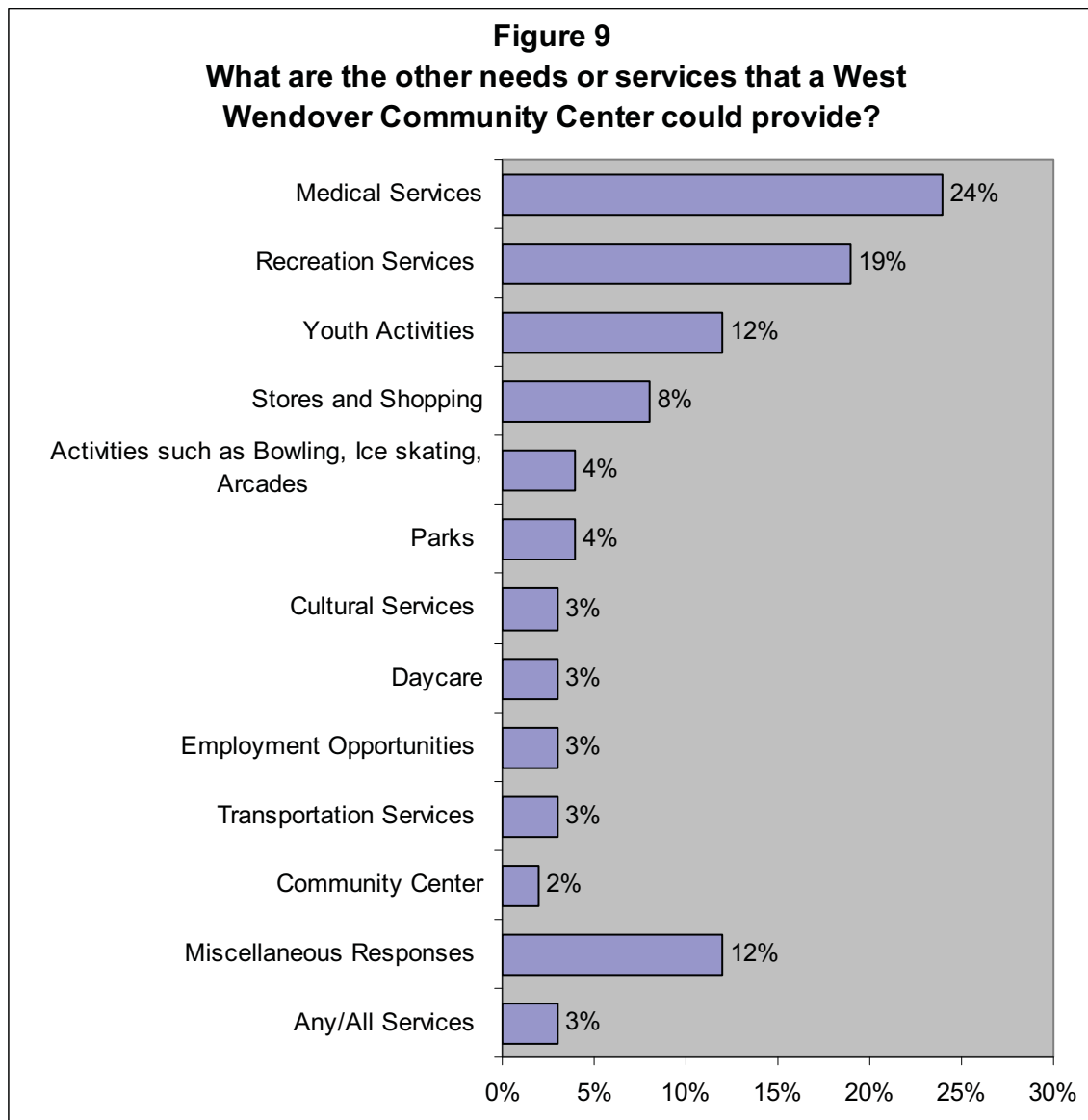




## CONCLUSION

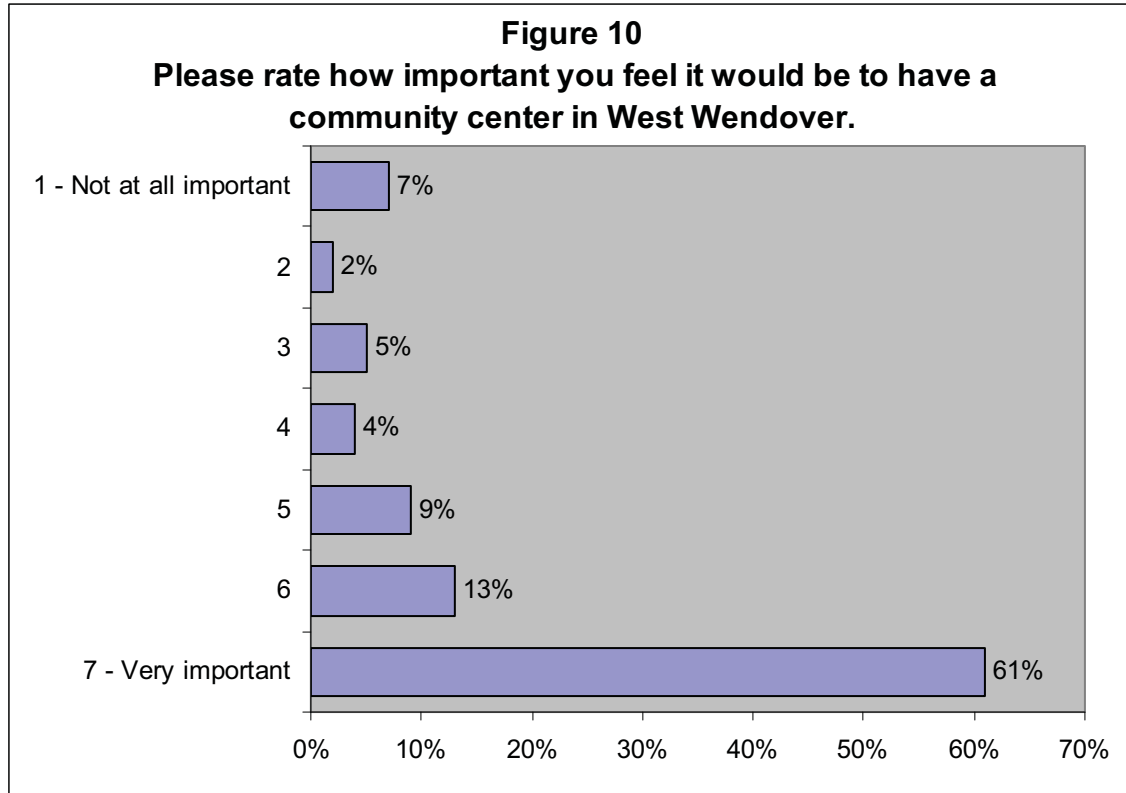
When asked if there are any other needs or services that a West Wendover community center could provide that haven't already been discussed, 28% of respondents answered affirmatively, while 72% of respondents answered negatively.

Of those respondents that said that other needs and services need to be provided, approximately one-quarter (24%, 24 respondents) mentioned "medical services," while approximately one-fifth (19%, 19 respondents) mentioned "recreation services." For details, please see Figure 9. For a categorized list of verbatim responses to this open-ended question, please see Appendix C.

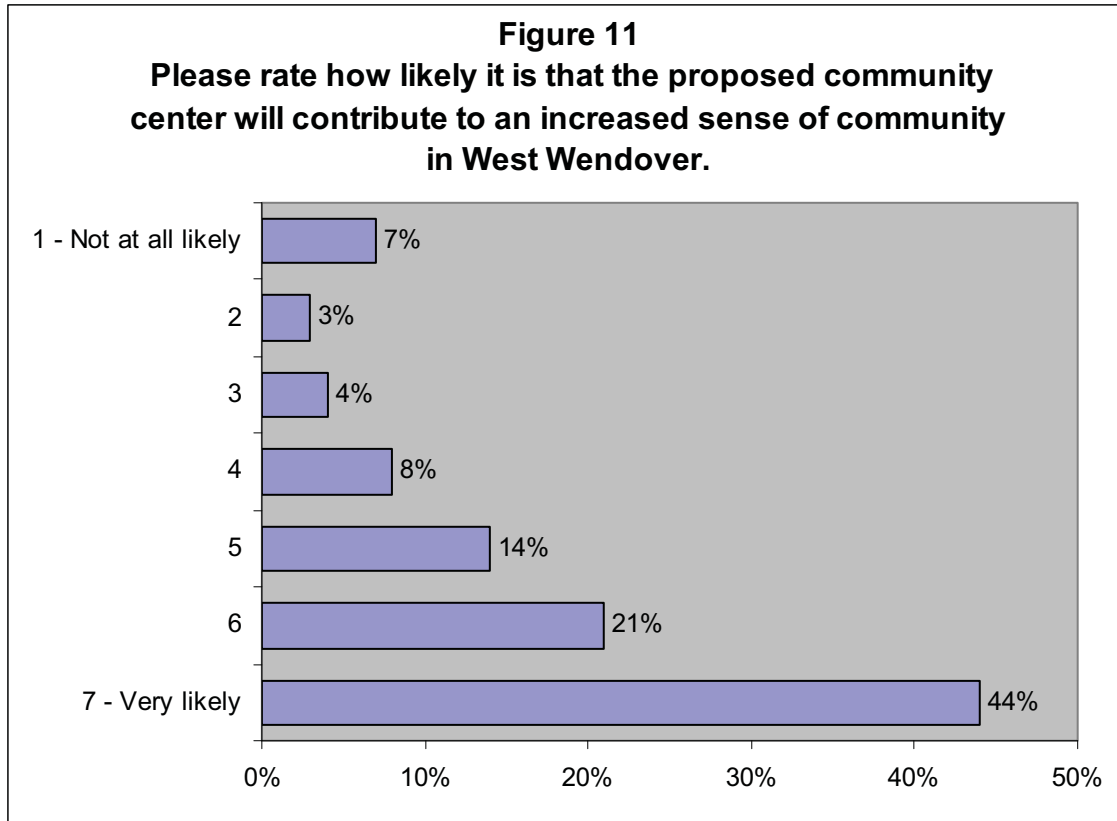


*Note: Percentages in the above chart are based on the 103 respondents that said that other needs and services need to be provided.*

As Figure 10 illustrates, over three-fifths of respondents (61%) said that they think it is “very important” to have a community center in West Wendover. On average, respondents gave a rating of 5.89 on the one-to-seven scale to describe how important it is to have a community center in West Wendover City.



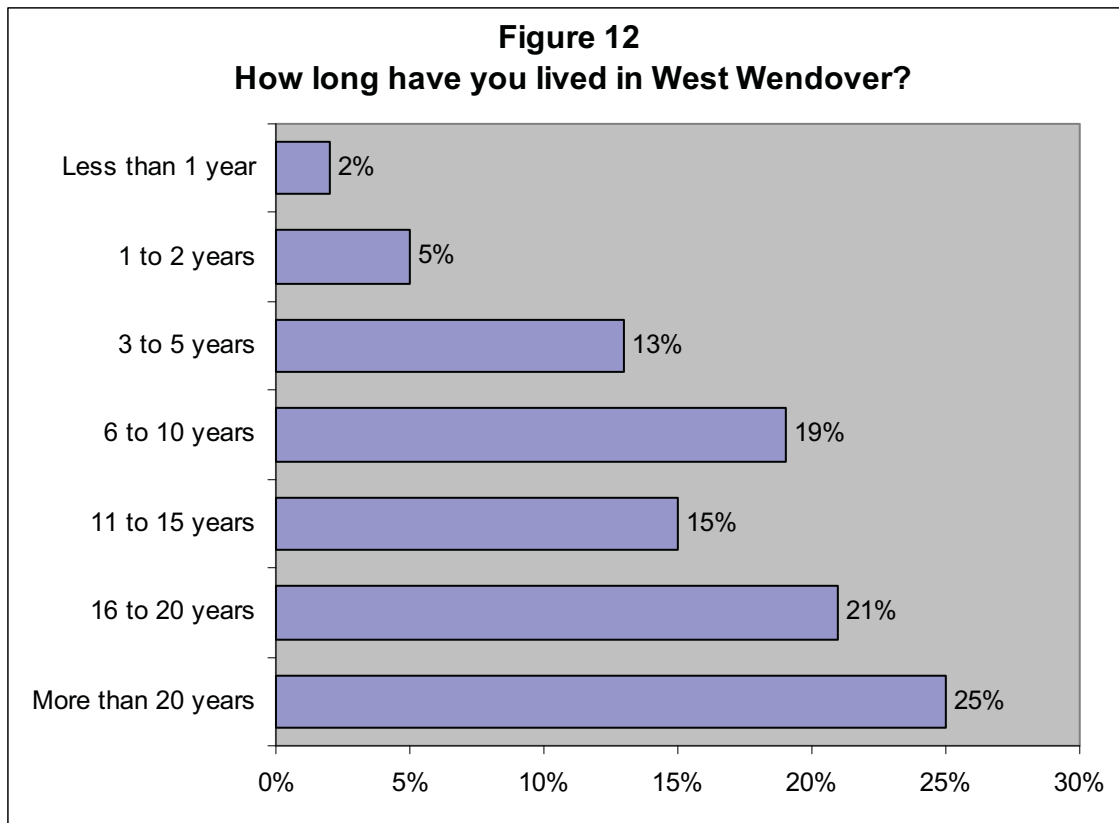
As illustrated by Figure 11, over two-fifths of respondents (44%) said that it is “very likely” that the proposed community center will contribute to an increased sense of community. Respondents, on average, gave a rating of 5.57 on the one-to-seven scale to describe how likely it is that the proposed community center will contribute to an increased sense of community.



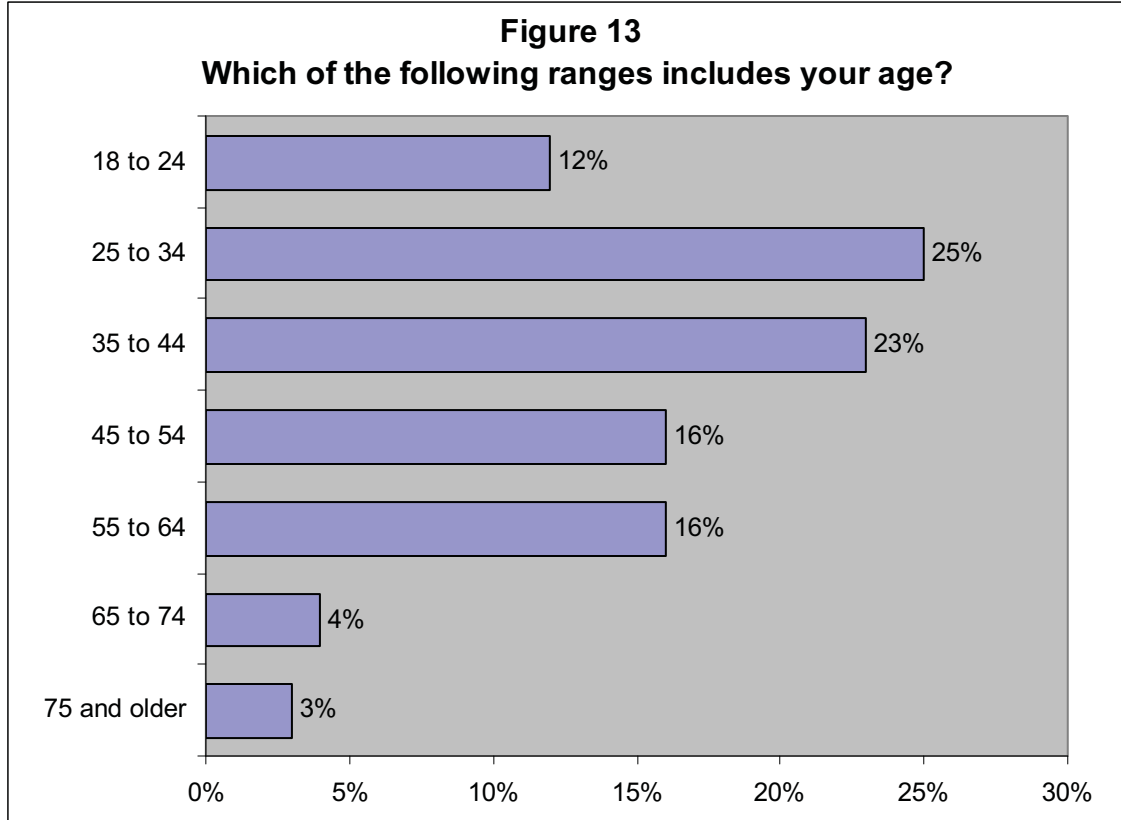
## RESPONDENT DEMOGRAPHICS

There was an even distribution of male and female respondents, as 49% of respondents were men and 51% of respondents were women.

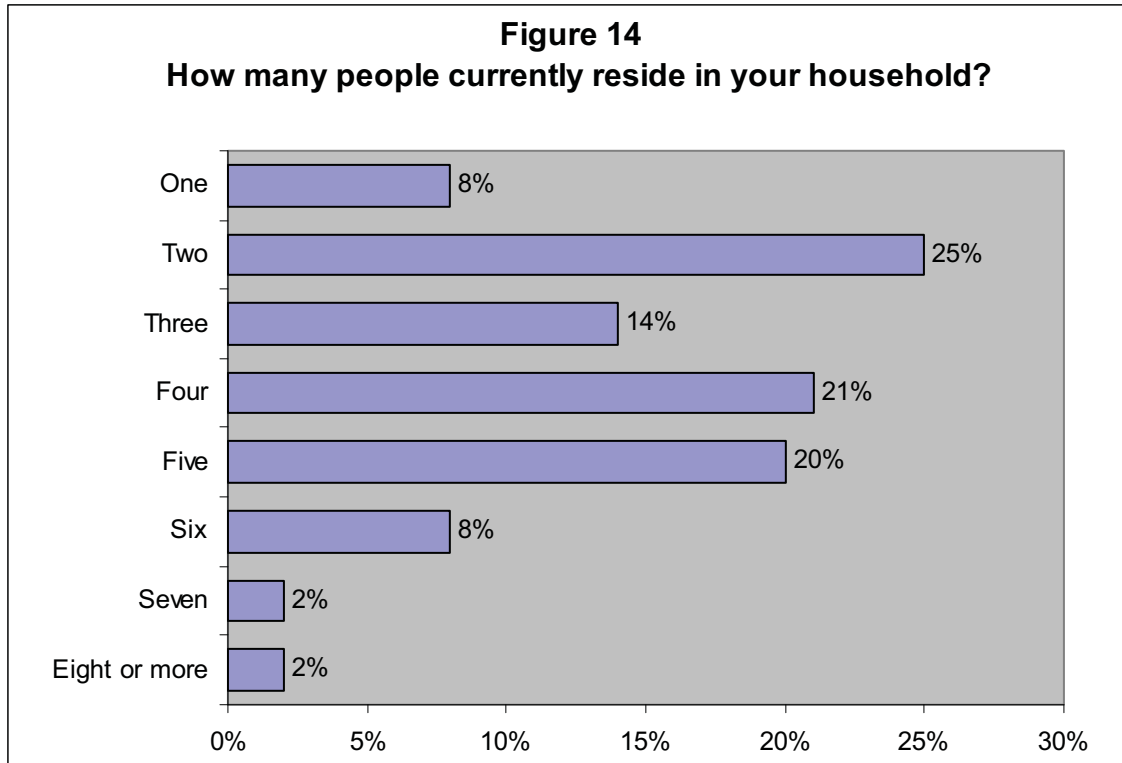
When asked to indicate how long they have lived in West Wendover, one-quarter of respondents (25%) said they have lived there for “more than 20 years,” while one-fifth *each* said that they have lived there for “16 to 20 years” (21%) or “6 to 10 years” (19%). The average respondent reported living in West Wendover for “11 to 15 years” (5.04 average mean, 5.00 median). Please see Figure 12 for details.



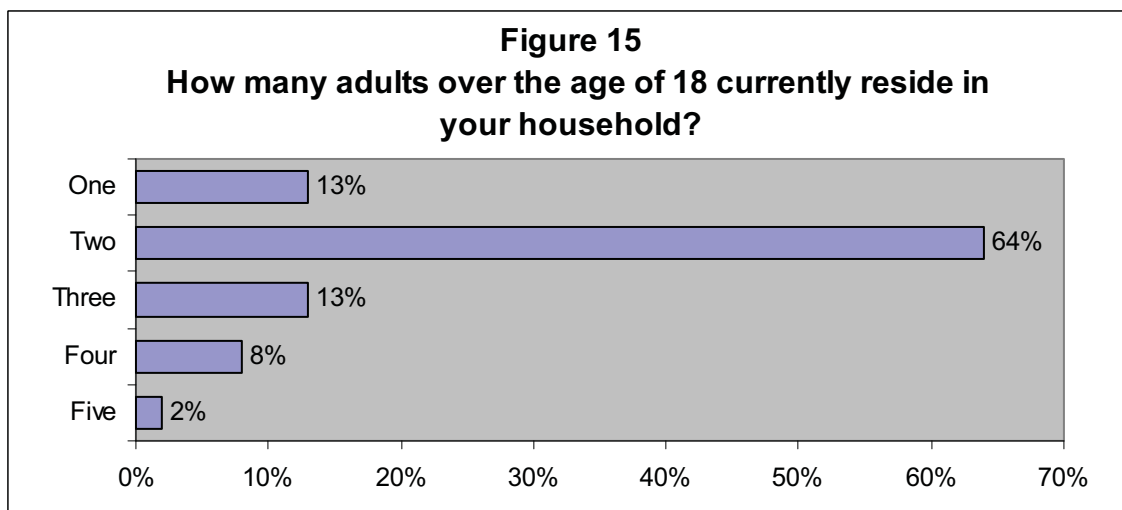
As Figure 13 illustrates, one-quarter of respondents (25%) reported falling between the ages of 25 and 34, while nearly another one-quarter (23%) reported falling between the ages of 35 and 44. The average respondent reported falling between the ages of 35 and 44 (3.22 average mean, 3.00 median).



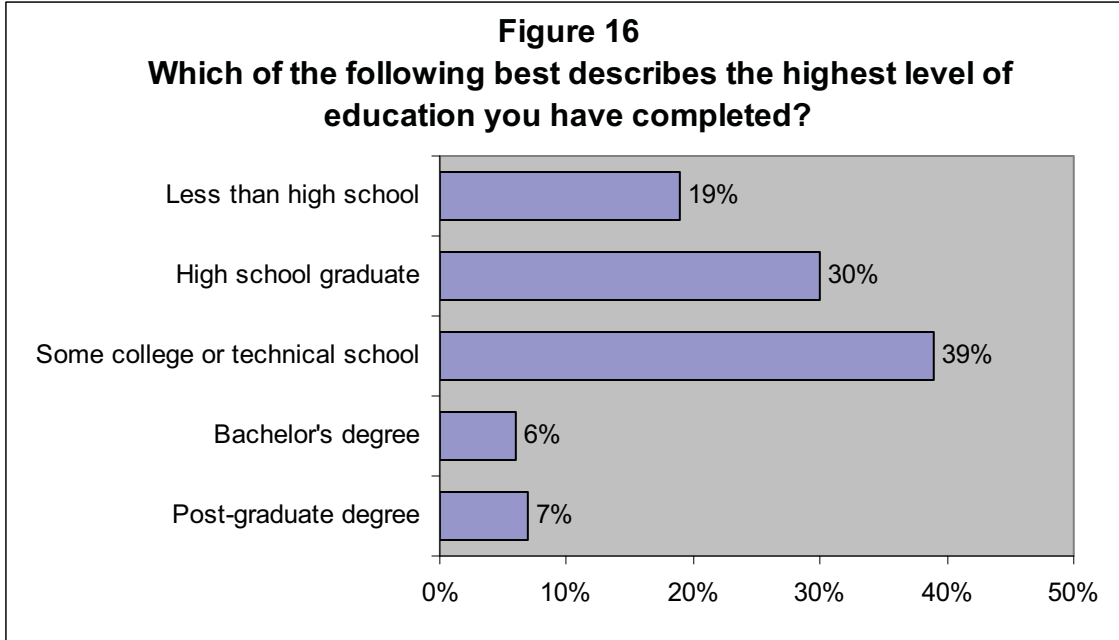
When asked to indicate the number of people currently residing in their households, one-quarter of respondents (25%) said they have two people residing in their homes, while one-fifth *each* said they have four (21%) or five (20%) people residing in their homes. Respondents, on average, reported having three people living in their homes (3.63 average mean, 4.00 median). Please see Figure 14.



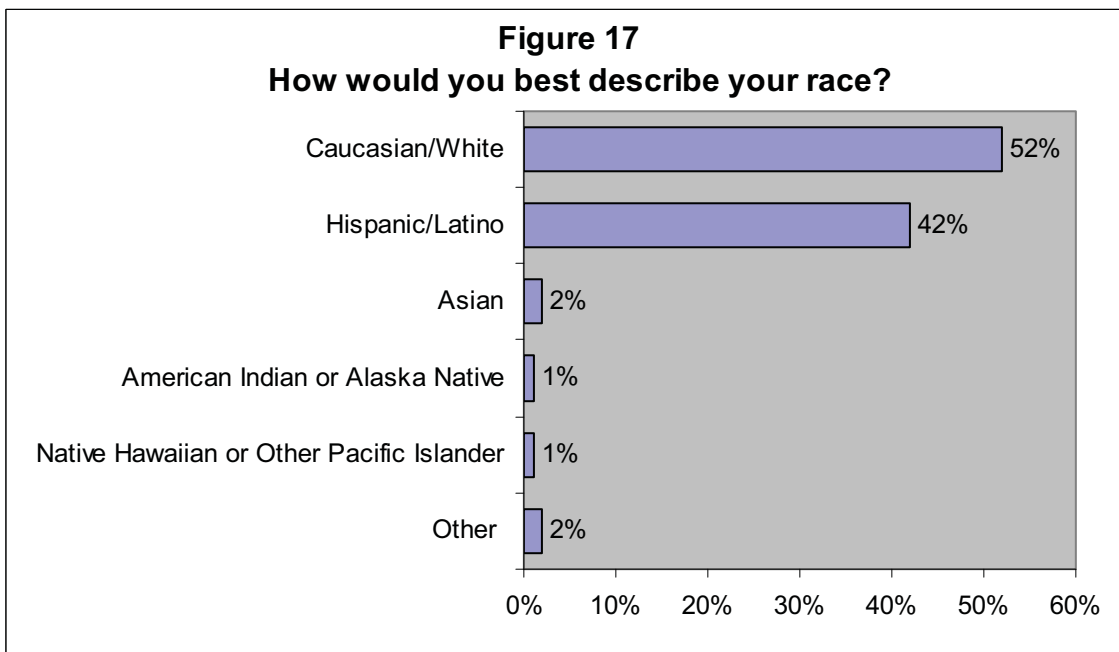
As Figure 15 illustrates, nearly two-thirds of respondents (64%) said that they have two adults over the age of 18 residing in their homes. Respondents, on average, have two adults living in their homes (2.21 average mean, 2.00 median).



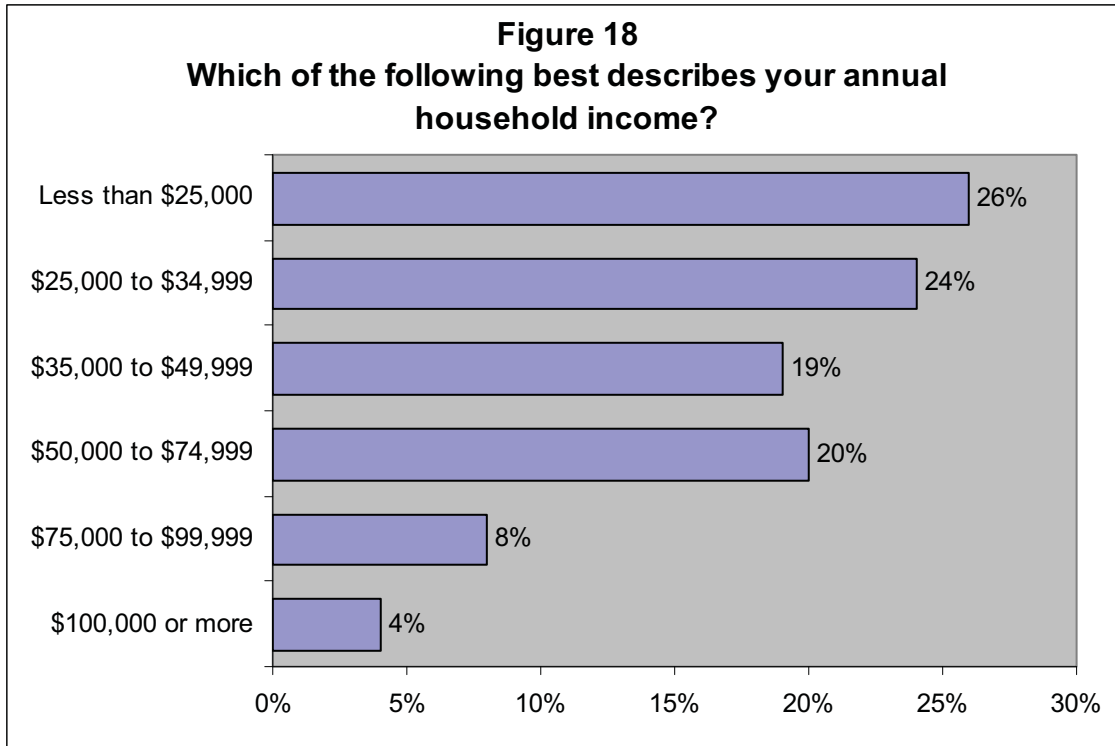
As illustrated by Figure 16, approximately two-fifths of respondents (39%) reported having some college or technical training, while nearly one-third (30%) reported being high school graduates. On average, respondents reported having a high school diploma (2.51 average mean, 3.00 median).



As illustrated by Figure 17, over one-half of respondents (52%) reported being of Caucasian descent, while 42% reported being Hispanic or Latino.



As Figure 18 illustrates, approximately one-quarter of respondents *each* reported earning “less than \$25,000 per year” (26%) or “\$25,000 to \$34,999” (24%), while one-fifth *each* reported earning “\$35,000 to \$49,999” (19%) or “\$50,000 to \$74,999” (20%). The average respondent reported having an annual household income of “\$25,000 to \$34,999” (2.70 average mean, 3.00 median).





## ***SEGMENT ANALYSIS***

In this section of the report, similarities and differences between segments within the survey population are examined. The descriptions and charts in this section present the statistically significant differences among respondents according to the following segments:

- Gender
- Age
- Income
- Education Level
- Ethnicity
- Number of People in the Household
- How Long Respondents Have Lived in West Wendover
- Importance of Having a Community Center in West Wendover

Statistical significance is defined as a difference in value that is too large to be attributed to chance alone, thus describing the relationship that exists between the demographic variable of interest and the survey responses.

### **Significant Differences by Gender**

In this portion of the analysis, respondents were segmented into two groups based on gender.

When asked what community services and resources are currently available in West Wendover, women (39%) were more likely than men (28%) to mention “healthcare facilities and services.”

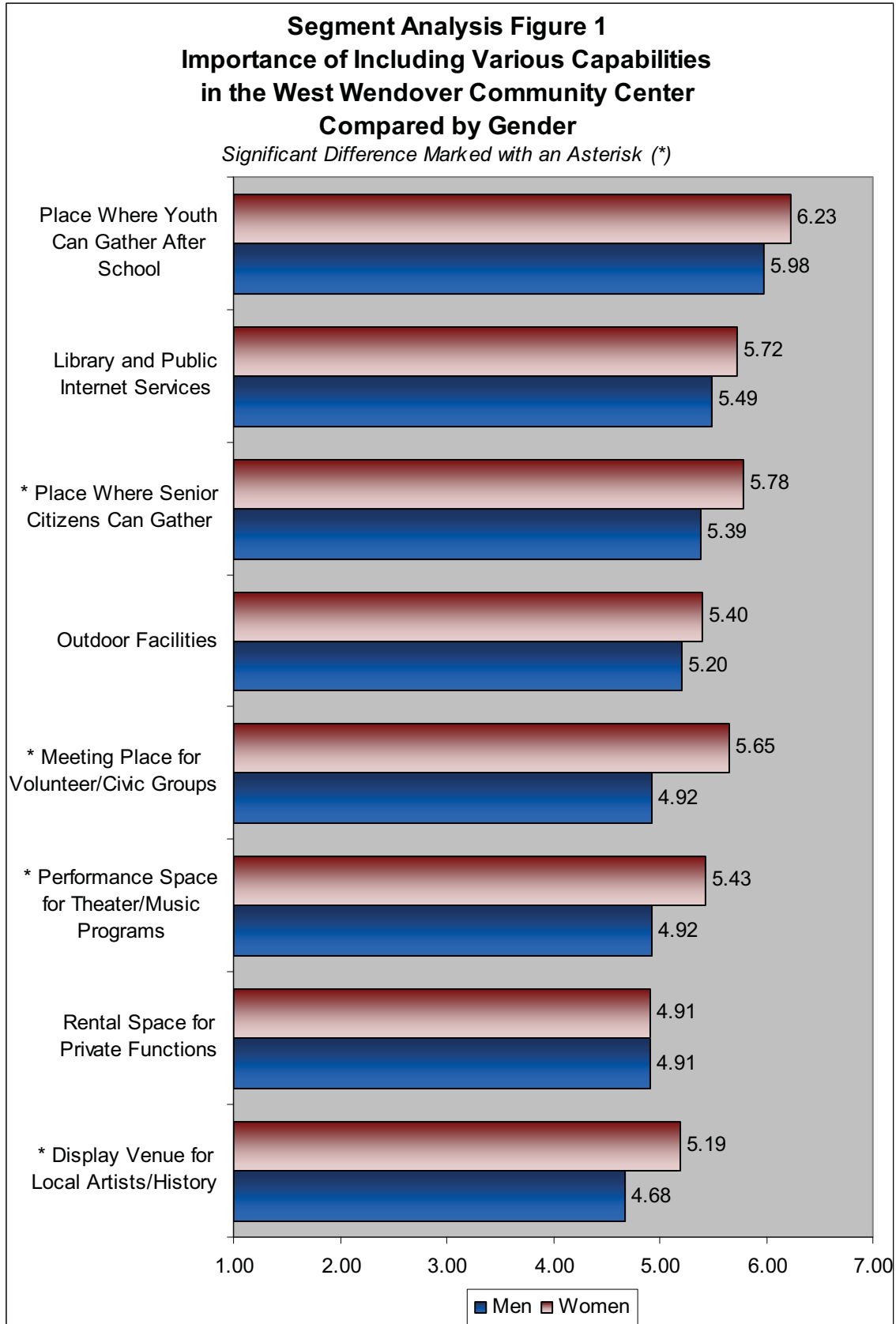
When asked to rate current West Wendover services, men (3.79 average mean) gave a higher rating of satisfaction than women (3.26) to the “community meeting space for community organizations and families.”

When asked about the importance of including various capabilities in the West Wendover Community Center, women gave a higher importance rating than men to the following capabilities:

- A meeting place for volunteer organizations and civic groups
- Performance space for community theater and music programs
- A display venue for local artists and local history

A place where senior citizens may gather to recreate and receive services

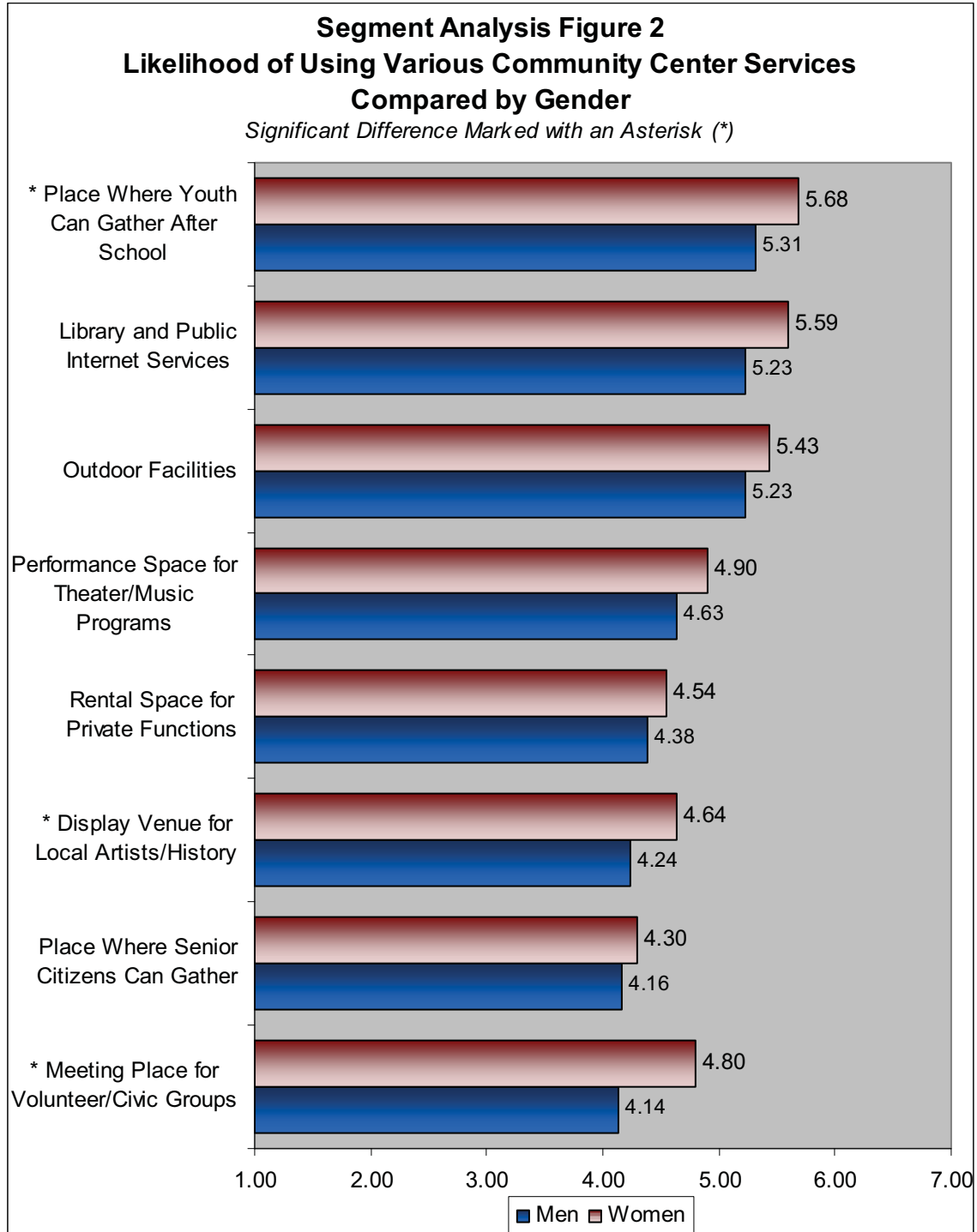
Please see Segment Analysis Figure 1 on the next page for more detailed information.



When asked to rate their likelihood of using various services in the Community Center, women gave a higher rating of likelihood than men to using the following services:

- A meeting place for volunteer organizations and civic groups
- A display venue for local artists and local history
- A place where youth can gather after school and engage in positive activities

Please see Segment Analysis Figure 2 for more detailed information.



On average, women (6.07 average mean) gave a higher rating than men (5.70) to the importance of having a community center in West Wendover.

On average, women (5.79 average mean) gave a higher rating than men (5.35) to the likelihood of the proposed community center contributing to an increased sense of community in West Wendover.

### **Significant Differences by Age**

In this portion of the analysis, respondents were segmented into five groups based on their age: 18 to 24, 25 to 34, 35 to 44, 45 to 54, and 55 or older.

When asked what community services and resources are currently available in West Wendover, respondents ages 35 to 44 (43%) and 55 or older (42%) were more likely to mention “healthcare facilities and services” than respondents ages 18 to 24 (11%).

When asked to rate current West Wendover services, respondents ages 18 to 24 (3.00 average mean) and 25 to 34 (2.82) gave a higher rating of satisfaction to the “cultural facilities” than did respondents ages 45 to 54 (2.19) and 55 or older (2.27). Also, respondents ages 18 to 24 (3.00 average mean) gave a higher rating of satisfaction to the “retail stores” than did respondents ages 25 to 34 (2.37), 35 to 44 (2.06), 45 to 54 (1.97), and 55 or older (2.07).

When asked about the importance of including various capabilities in the West Wendover Community Center, respondents ages 18 to 34 gave a higher rating of importance than respondents ages 45 or older to the following capabilities:

- A place where youth can gather after school and engage in positive activities
- Library and public Internet services

*It is important to note that the capabilities listed above were listed as the top two important capabilities overall.*

When asked to rate their likelihood of using various services in the Community Center, younger respondents gave a higher rating of likelihood than older respondents to using the following services:

- A place where youth can gather after school and engage in positive activities
- Rental space for weddings, family reunions, and other types of private functions
- Outdoor facilities such as a picnic area or small performance amphitheater
- Library resources and/or public Internet access

As expected, respondents age 55 or older gave a higher rating of likelihood than younger respondents to using “a place where senior citizens may gather to recreate and receive services.”

On average, respondents ages 18 to 24 (6.22 average mean) and 25 to 34 (6.40) gave a higher rating to the importance of having a community center in West Wendover than did respondents ages 45 to 54 (5.43) and 55 or older (5.41).

## **Significant Differences by Income**

In this portion of the analysis, respondents were segmented into four groups based on their annual household income: less than \$25,000; \$25,000 to \$34,999; \$35,000 to \$49,999; \$50,000 or more.

When asked what community services and resources are currently available in West Wendover, respondents whose income is \$50,000 or more (45%) were more likely to mention “healthcare facilities and services” than respondents whose income is less than \$25,000 (27%). Also, respondents whose income is \$50,000 or more (46%) were more likely to mention “recreational facilities” than respondents whose income is less than \$25,000 (16%), \$25,000 to \$34,999 (18%), and \$35,000 to \$49,999 (26%).

When asked to rate current West Wendover services, respondents whose income is less than \$25,000 (3.00 average mean) gave a higher rating of satisfaction to the “cultural facilities” than did respondents whose income is \$35,000 to \$49,999 (2.25) and \$50,000 or more (2.27). Also, respondents whose income is less than \$25,000 (2.69 average mean) gave a higher rating of satisfaction to the “retail stores” than did respondents whose income is \$35,000 to \$49,999 (2.10) and \$50,000 or more (1.84).

When asked about the importance of including various capabilities in the West Wendover Community Center, respondents whose income is less than \$25,000 (5.18 average mean), \$25,000 to \$34,999 (5.06), and \$35,000 to \$49,999 (5.22) gave a higher rating of importance to “rental space for weddings, family reunions, quinsinierras and other types of private functions” than did respondents whose income is \$50,000 or more (4.36). Also, respondents whose income is less than \$25,000 (6.10 average mean) gave a higher rating of importance to having a “library and public Internet services” than did respondents whose income is \$50,000 or more (5.23).

When asked to rate their likelihood of using various services in the Community Center, respondents whose income is less than \$25,000 (4.65 average mean), \$25,000 to \$34,999 (4.85), and \$35,000 to \$49,999 (4.69) gave a higher likelihood rating to using a “rental space for weddings, family reunions, quinsinierras and other types of private functions” than did respondents whose income is \$50,000 or more (3.88). Also, respondents whose income is less than \$25,000 (6.00 average mean) gave a higher likelihood rating to using “library and public Internet services” than did respondents whose income is \$35,000 to \$49,999 (5.20) and \$50,000 or more (5.10).

On average, respondents whose income is less than \$25,000 (6.38 average mean) gave a higher rating to the importance of having a community center in West Wendover than did respondents whose income is \$50,000 or more (5.59).

### **Significant Differences by Education Level**

In this portion of the analysis, respondents were segmented into four groups based on the highest level of education they have completed: less than high school, high school graduate, some college, and Bachelor's degree or higher.

When asked what community services and resources are currently available in West Wendover, respondents with some college education (40%) were more likely to mention "recreational facilities" than respondents with less than a high school education (16%) and high school graduates (20%).

When asked to rate current West Wendover services, respondents with less than a high school education (2.72 average mean), high school graduates (2.88), and college graduates (2.74) gave a higher rating of satisfaction to the "cultural facilities" than did respondents with some college education (2.00). Also, respondents with less than a high school education (2.73 average mean) gave a higher rating of satisfaction to the "retail stores" than did respondents with some college education (2.01) and college graduates (1.91).

When asked about the importance of including various capabilities in the West Wendover Community Center, respondents with less of an education gave higher ratings of importance to all of the listed capabilities than respondents with more of an education.

Also, when asked to rate their likelihood of using various services in the Community Center, respondents with less of an education gave higher likelihood ratings to using the listed services than respondents with more of an education.

On average, respondents with less than a high school education (6.54 average mean) and high school graduates (6.25) gave a higher rating to the importance of having a community center in West Wendover than did respondents with some college education (5.61) and college graduates (4.87).

### **Significant Differences by Ethnicity**

In this portion of the analysis, respondents were segmented into two groups based on their ethnicity: Caucasian or Hispanic.

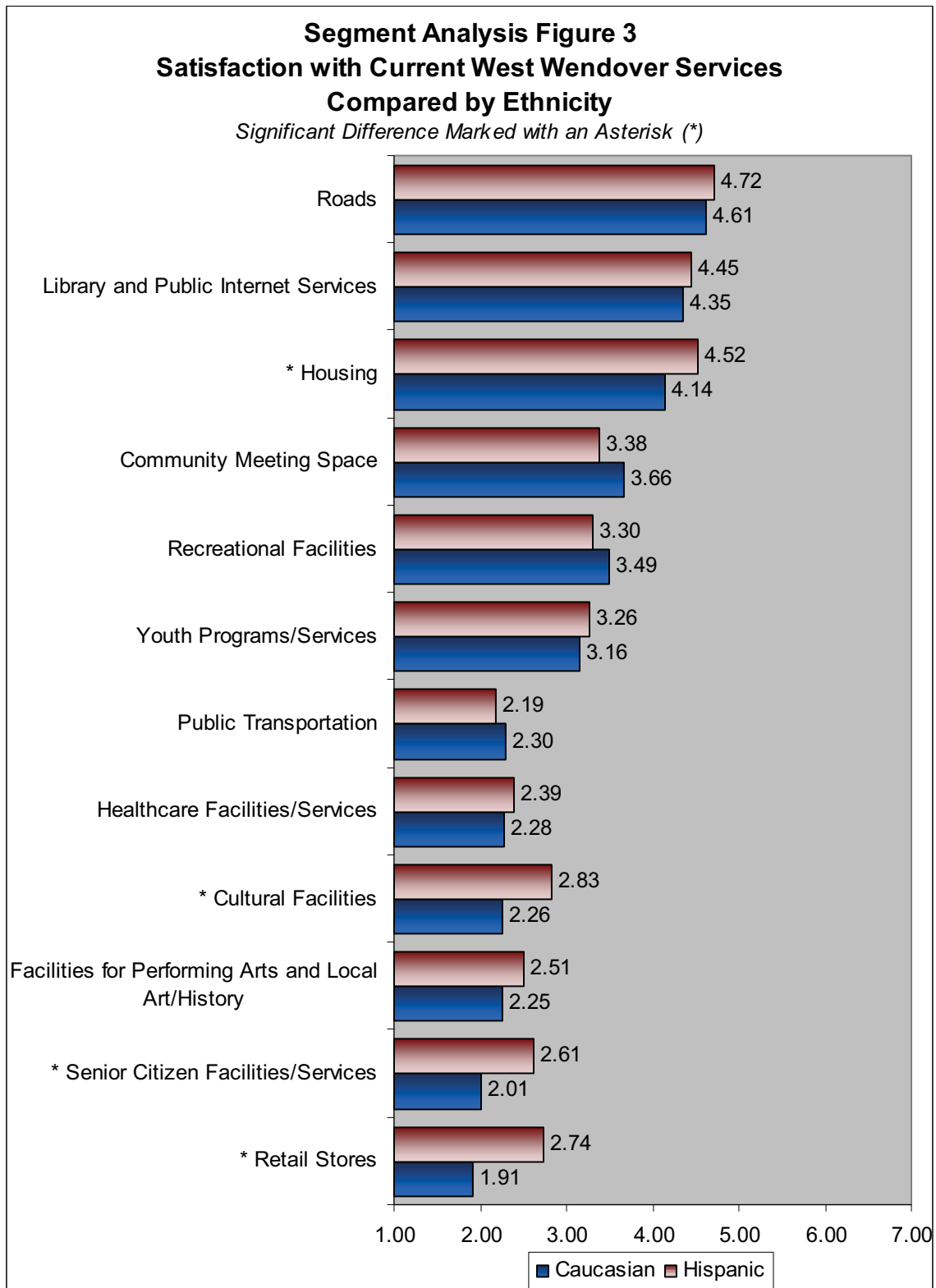
When asked what community services and resources are currently available in West Wendover, Caucasian respondents (34%) were more likely to mention "recreational facilities" than Hispanic respondents (23%).

When asked to rate current West Wendover services, Hispanic respondents gave a higher rating of satisfaction than Caucasian respondents to the following services:

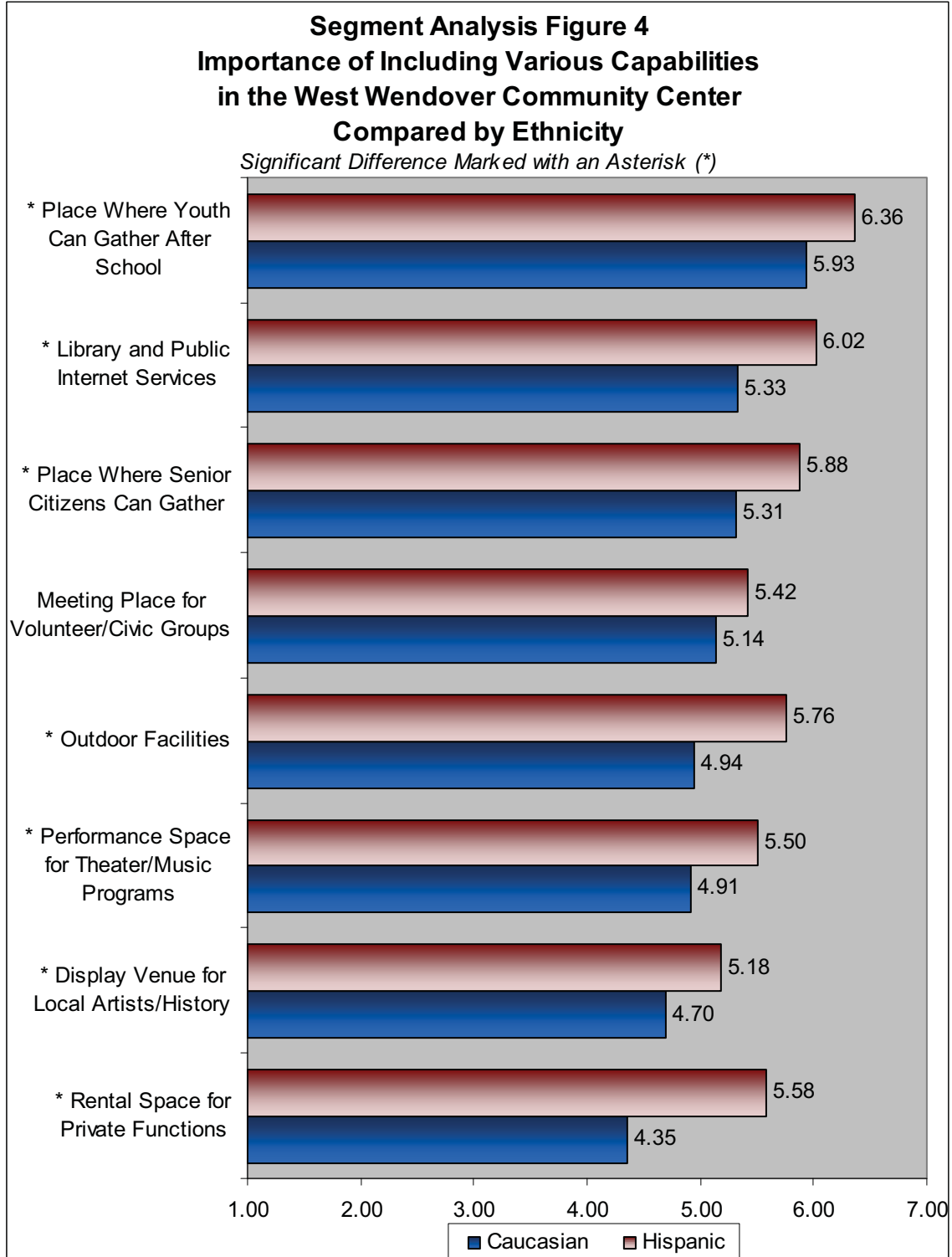
- Senior Citizen Facilities and Services
- Housing
- Cultural Facilities

- Retail Stores

Please see Segment Analysis Figure 3 for more detailed information.

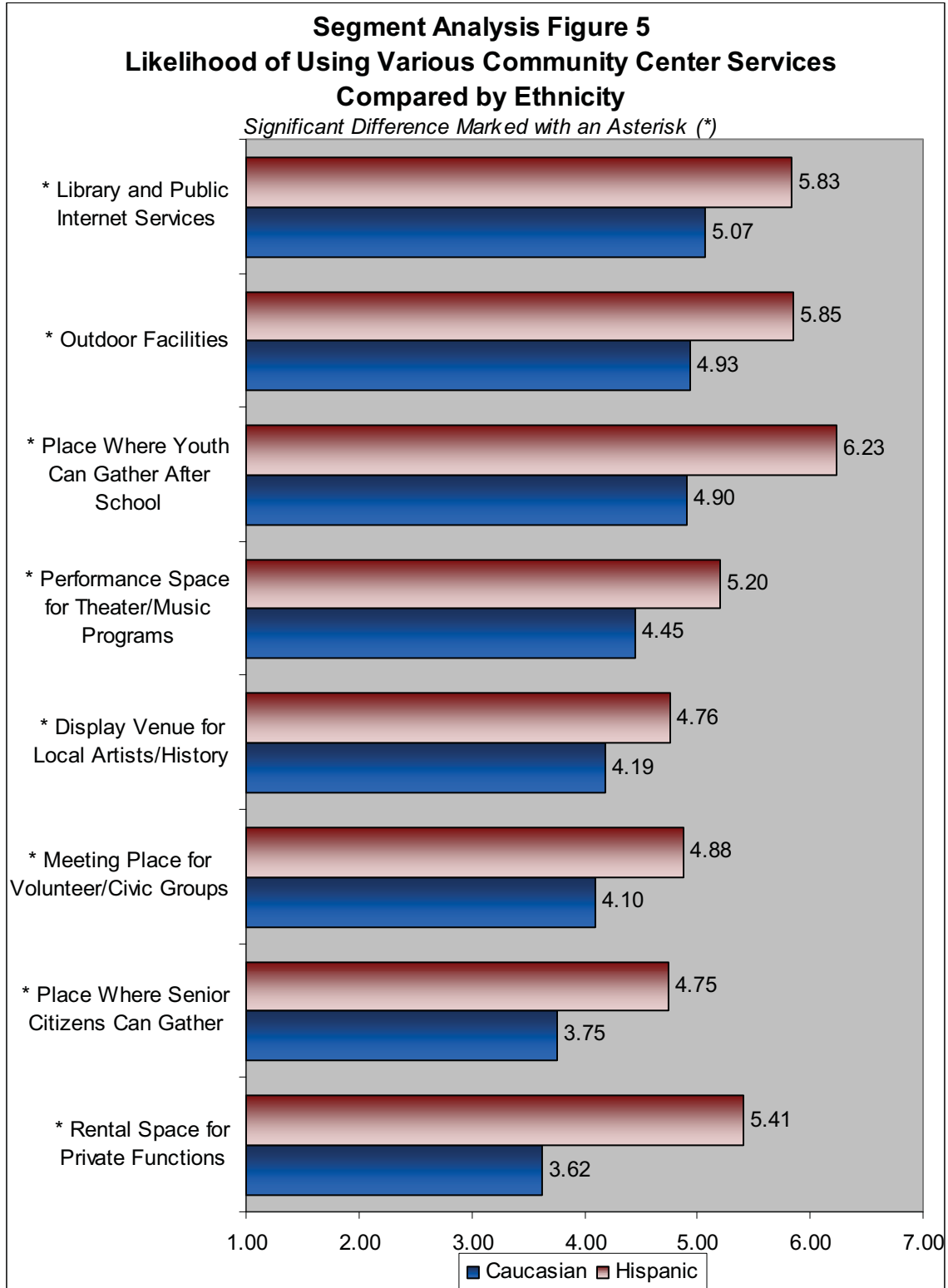


When asked about the importance of including various capabilities in the West Wendover Community Center, Hispanic respondents gave higher importance ratings than Caucasian respondents to almost all of the capabilities. Please see Segment Analysis Figure 4 for more detailed information.





When asked to rate their likelihood of using various services in the Community Center, Hispanic respondents gave a higher rating of likelihood than Caucasian respondents to all of the listed services. Please see Segment Analysis Figure 5 for more detailed information.



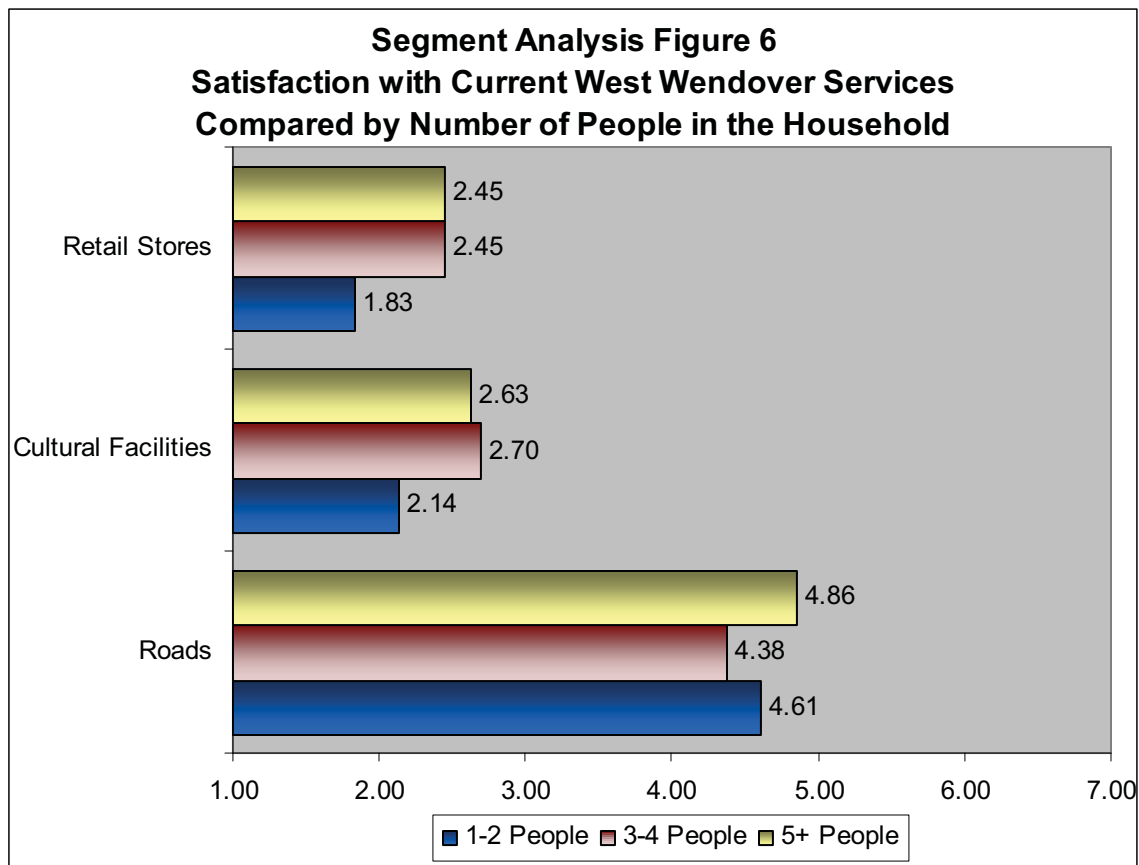
On average, Hispanic respondents (6.42 average mean) gave a higher rating to the importance of having a community center in West Wendover than did Caucasian respondents (5.42).

On average, Hispanic respondents (5.96 average mean) gave a higher rating than Caucasian respondents (5.20) to the likelihood of the proposed community center contributing to an increased sense of community in West Wendover.

### Significant Differences by the Number of People in the Household

In this portion of the analysis, respondents were segmented into three groups based on the number of people they have residing in their household: 1 to 2 people, 3 to 4 people, and 5 or more people.

When asked to rate current West Wendover services, respondents with more people in their household gave a higher rating of satisfaction than those with fewer people in their household to (1) roads, (2) cultural facilities, and (3) retail stores. Please see Segment Analysis Figure 6 for more detailed information.

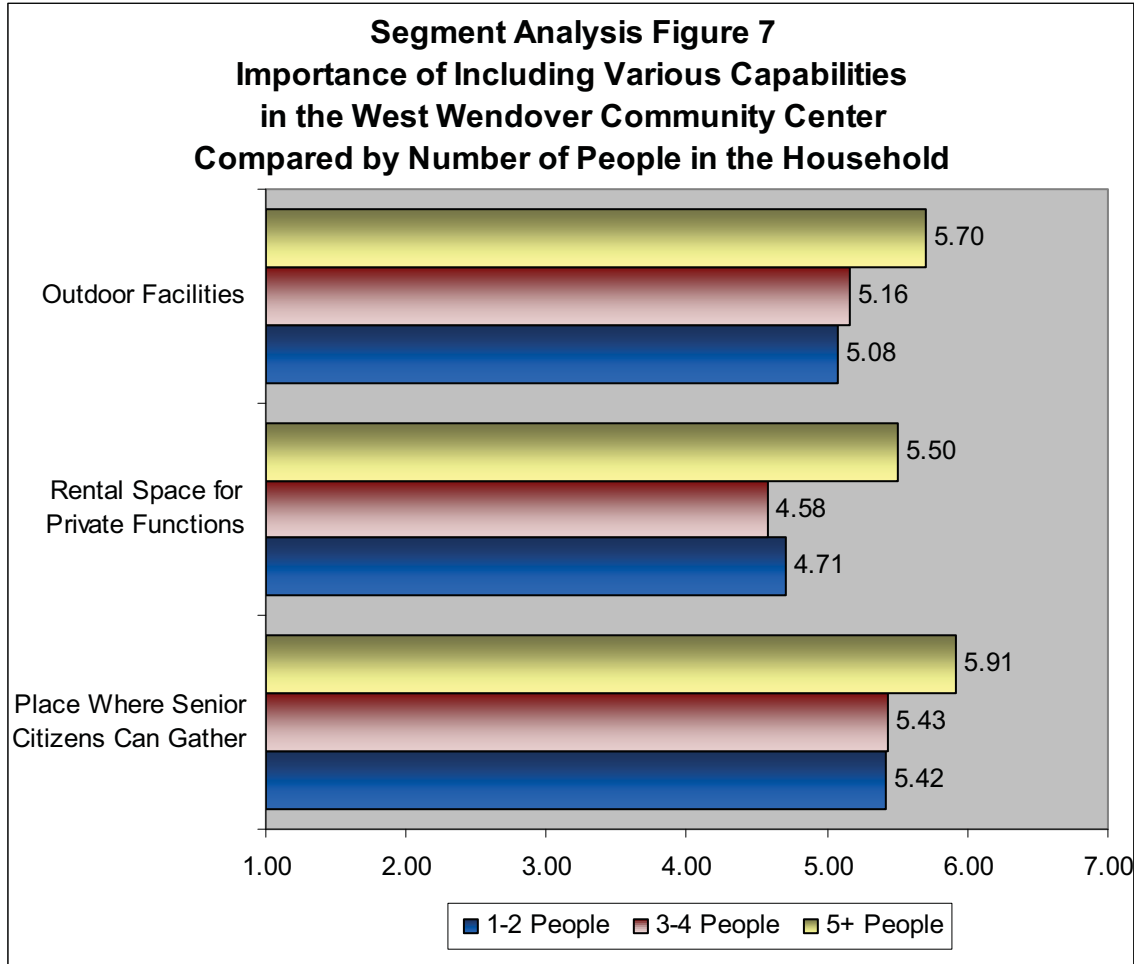


When asked about the importance of including various capabilities in the West Wendover

Community Center, respondents with more people in their household gave a higher importance rating than those with fewer people in their household to the following capabilities:

- A place where senior citizens may gather to recreate and receive services
- Rental space for weddings, family reunions, quinsinierras and other types of private functions
- Outdoor facilities such as a picnic area or small performance amphitheater

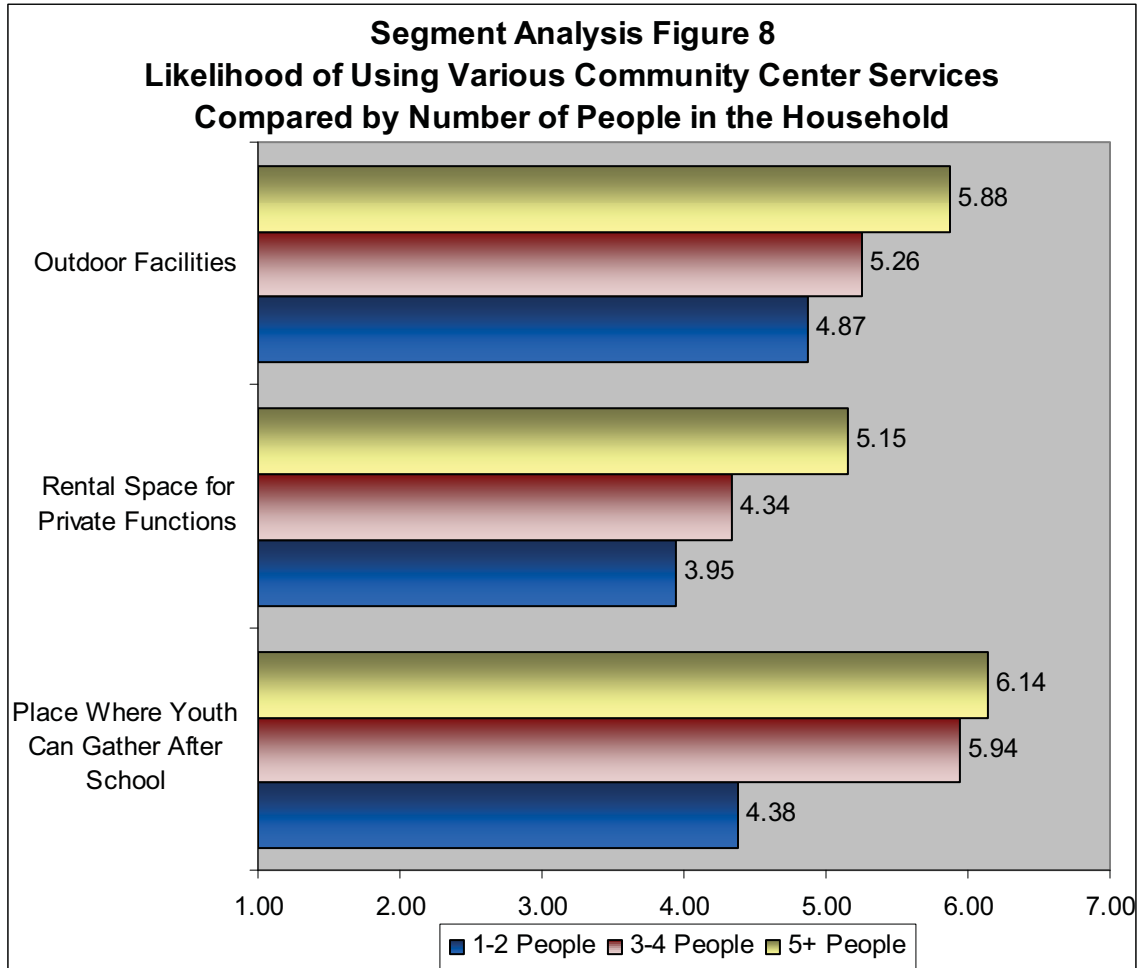
Please see Segment Analysis Figure 7 for more detailed information.



When asked to rate their likelihood of using various services in the Community Center, respondents with more people in their household gave a higher likelihood rating than those with fewer people in their household to using the following services:

- A place where youth can gather after school and engage in positive activities
- Rental space for weddings, family reunions, quinsinierras and other types of private functions
- Outdoor facilities such as a picnic area or small performance amphitheater

Please see Segment Analysis Figure 8 for more detailed information.



On average, respondents with 3-4 people (5.96 average mean) and 5 or more people in their household (6.20) gave a higher rating than respondents with 1-2 people in their household (5.50) to the importance of having a community center in West Wendover.

### Significant Differences by How Long They Have Lived in West Wendover

In this portion of the analysis, respondents were segmented into four groups based on how long they have lived in West Wendover: 5 or fewer years, 6 to 10 years, 11 to 20 years, and 21 or more years.

An analysis was run, and there were no significant differences between respondents who have lived in West Wendover for a short period, and those who have lived in West Wendover for a long time.

### Significant Differences by the Importance of Having a Community Center

In this portion of the analysis, respondents were segmented into two groups based on how important they felt it was to have a community center in West Wendover: non-proponents (those who gave an importance rating of 1-5) and proponents (those who gave an importance rating of 6-7).

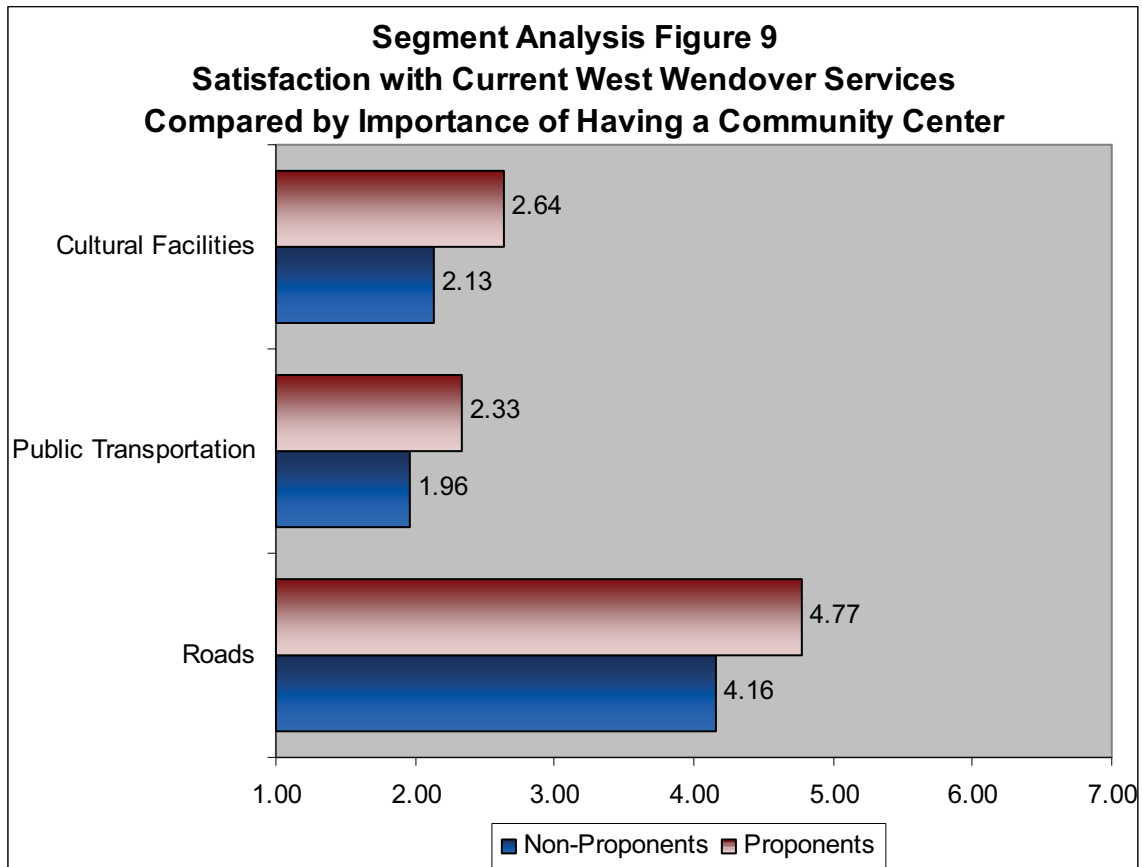
Proponents (55%) were more likely to be female than non-proponents (41%). Proponents (48%) were also more likely to be Hispanic/Latino than non-proponents (26%).

On average, proponents (3.75 average mean) reported having more people reside in their household than non-proponents (3.27).

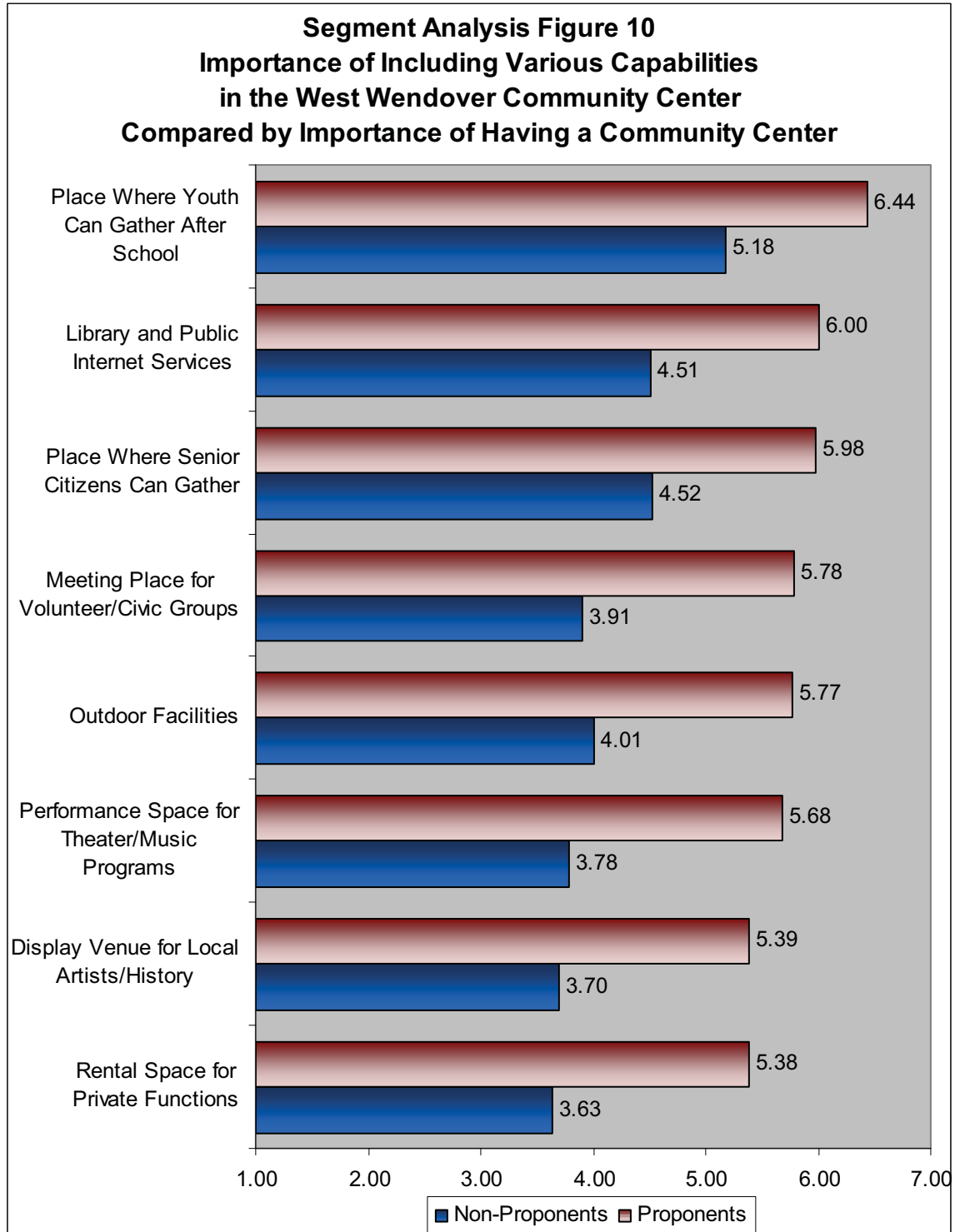
On average, non-proponents (2.89 average mean) reported having completed a higher level of education than proponents (2.37).

Also, non-proponents (3.66 average mean) are older than proponents (3.06).

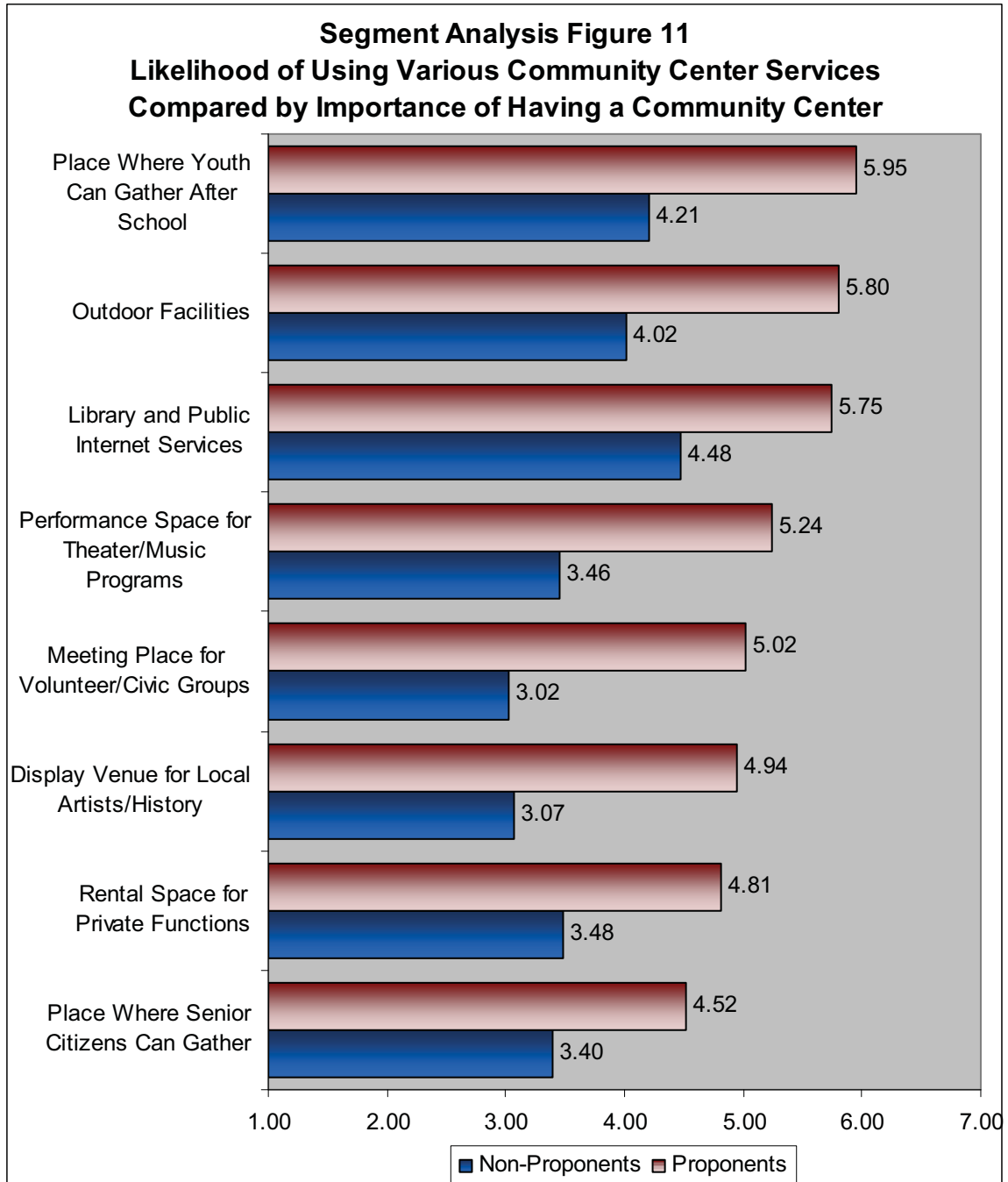
When asked to rate current West Wendover services, proponents gave a higher rating of satisfaction than non-proponents to (1) roads, (2) public transportation, and (3) cultural facilities. Please see Segment Analysis Figure 9 for more detailed information.



When asked about the importance of including various capabilities in the West Wendover Community Center, proponents gave higher importance ratings than non-proponents to all of the capabilities. Please see Segment Analysis Figure 10 for more detailed information.



When asked to rate their likelihood of using various services in the Community Center, proponents gave a higher rating of likelihood than non-proponents to all of the listed services. Please see Segment Analysis Figure 11 for more detailed information.



On average, proponents (6.28 average mean) gave a higher rating than non-proponents (3.56) to the likelihood of the proposed community center contributing to an increased sense of community in West Wendover.

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## SECTION FIVE:

# CONCLUSIONS AND RECOMMENDATIONS

### SUMMARY CONCLUSION

There is a pronounced need for a community center in the City of West Wendover, Nevada. Facilities available for use by community members are generally lacking and, as a result, the range of potential community activities is limited. This has the effect of diminishing the quality of life and sense of community in West Wendover and limiting the City's appeal as a place to live, work and operate a business.

The development of a community center in West Wendover is a logical response to this need and would be well used by residents. The most important uses a West Wendover Community Center could accommodate include:

- Youth Activities (other than sports and physical fitness)
- Senior Citizen Activities and Services
- Meetings of Volunteer Organizations and Civic Groups
- Public internet Services

These uses suggest the need for a multi purpose facility offering both partitionable meeting spaces and permanent gathering spaces for senior citizens and youth. Some outdoor amenities, including picnic tables and a small performance amphitheater are also recommended.

The need for a community center notwithstanding, the most important unmet need of the West Wendover community is for extended hour medical care services. While the current demographics will not support a small hospital, the City should explore ways to extend the hours of the existing medical clinic, with the goal of eventually offering twenty four hour medical services.

### ANALYSIS

The results of our three phase research effort reveal a variety of unmet needs in the city of West Wendover. Some of these needs can be met, or at least alleviated, by the creation of a community center. Other needs are more complex and will require long term strategic planning to address. Based on our analysis, however, we believe there are tangible steps the city can take to significantly improve the quality of life in West Wendover. The remainder of this report addresses those steps.

## THE NEED FOR A COMMUNITY CENTER

Enthusiasm for the idea of a community center in West Wendover appears to be quite high. Participants in all three surveys were united in their expression of support for the concept, and confident that a center would be well used.<sup>1</sup> The creation of a community center, however, requires more than enthusiasm – it also requires a significant investment of community resources in both human and monetary terms. Steps to proceed with plans for a community center should only be taken if enthusiasm is a genuine reflection of significant community needs. In the case of the proposed West Wendover Community Center, we believe the needs are significant and the enthusiasm is well placed.

### A GENERAL LACK OF FACILITIES FOR IMPORTANT COMMUNITY ACTIVITIES

During the course of the study, the consultants conducted an informal review of facilities currently available for use by members of the West Wendover community, either on a rental or no-charge basis. While the consultants found there are indeed several facilities available for general community use, problems concerning size, cost, availability and cultural appropriateness often render them problematic for many purposes.

For example, three of the casinos in town feature convention facilities which can be rented for a fee. However, these facilities are reserved for use by casino guests and are not generally available for local family events (weddings, funerals, quinceañeras, etc.) or other community uses. The High School has a good sized gymnasium which is available for use by the community; however acoustics are poor and it is difficult to book due to heavy use by school sports teams. Nightclub 51, a private bar facility, makes its space available for large parties; however, such a venue may be inappropriate for uses involving minors or at which the presence of alcohol may be culturally inappropriate.

The table below offers a summary of the various facility options available to residents within the City West Wendover as well as some of the limitations associated with each venue.

FACILITY	TYPE	SPACE	CAPACITY	COST	LIMITATIONS
High School	Gymnasium	Regulation	2000 with bleachers unfolded	Free to non-profits.	Heavily used for school sports. One folding curtain partition divides the gym in half. Poor acoustics.
West Wendover	Gymnasium	Regulation	300 – 400	No charge with proof of	Both heavily used. Only available

<sup>1</sup> It should be noted that some participants in the Key Informant interviews and Focus Groups indicated they would be less enthusiastic if additional taxes were required to build proposed center.

Elementary School	Lunchroom	Typical	200	\$1million insurance	weekdays after 6:00. Weekends possible but not often. No partitions. No piano.
West Wendover Branch Library	Meeting Room	750 s.f. (estimated)	50 -60 (estimated)	\$10 per hour, waived for non profits.	Good for meetings, small events. Hours limited to library hours: generally noon to 5/6:00 pm (8:00 pm Tuesdays.)
Robert F Scobie Park	Outdoor public park	15 tables, 2 covered pavilions	n/a	Pavilions : < 50 =\$25 50- 99 = \$50 >100 = \$100	Outdoors. Adjacent to freeway. Seasonal.
Nightclub 51	Bar	(775) 664-9997		No rental charge if food and cocktails are purchased	Potentially inappropriate for non drinkers and events involving minors.
Rainbow Casino	Convention Center	6300 s.f.		\$150, \$250, \$500	Local use discouraged. Outside food and beverages not allowed.
Peppermill Casino	Convention Center	1800 s.f.		\$150	Local use discouraged. Outside food and beverages not allowed.
Montego Bay Casino	Convention Center	3137 s.f.		\$150 – half \$350 –full	Local use discouraged. Outside food and beverages not allowed.
Concert Hall	Performance Hall		1000	N/A	Donated for use for Miss Wendover pageant and

					graduations, but not generally available.
--	--	--	--	--	-------------------------------------------

Based on our informal review of facilities and anecdotal information gathered during the Key Informant Interviews and Focus Group discussions, the research team concludes that there is a pronounced lack of facilities for general public use in West Wendover. Furthermore, we believe that this lack limits the size and range of social and recreational activities residents may engage in and thereby diminishes the quality of life in West Wendover. Several participants, for example, pointed to a connection between the lack of facilities for social/recreational purposes and the difficulty the City has in attracting and retaining key professionals.

*We don't have a lot of facilities for families and senior citizens so people end up moving away. Teachers, for example, come and go.*

*We recruit teachers. They come and realize we have limited shopping, social activities and healthcare. They don't want to bring their families here. Then, as a result, doctors don't want to come because they don't see good education opportunities for their kids. It's a vicious cycle that we can't seem to break.*

*We need to offer more so we can keep people like doctors and teachers here.*

Other participants were concerned that a lack of facilities for socializing has led to a reduction in the quality of life for seniors and families.

*Families and seniors don't have any place to gather in Wendover. The whole community needs a place like this, a place for safe, healthy fun.*

*We don't have a tremendous elderly population, but we do have them and their needs are not being met. As people get older, they are almost forced to move because we don't have the options.*

*This is a working town, but not a socializing town now. We used to have firemen's balls and there was a Lady Lions. But we've lost that, mostly because we don't have facilities big enough.*

*We had a retired couple who came to West Wendover and moved into a condo because they loved the area. They stayed here a couple of months, but then moved to Wells because there was nothing for them to do here.*

*My kids are getting to an age when they can do things. And I'm now hearing about kids elsewhere that have more recreation opportunities -- Gymnastic groups, dance class. I'm starting to wonder if Wendover still makes sense for us.*

The development of a community center is a logical response to these concerns. Depending on the configuration, a community center could provide space not only for a variety of community functions (family events, group meetings, classes, performances, etc.) but could also serve as a social hub in a city

where opportunities to socialize appear to be limited. As one focus group participant put it: “We need a community center to help build community!”

The results of the Household Survey support this conclusion. When respondents were asked to rate on a scale from one to seven how important they felt it would be to have a community center in West Wendover, three fifths of the sample (61%) gave it a seven, the highest rating available to them. Similarly, when asked how likely it was that the proposed center would contribute to an increased sense of community in West Wendover, forty-four percent gave it the highest rating of seven (very likely) while another twenty one percent gave it a six. These are impressive results, suggesting that a community center in West Wendover would do more than simply meet the facility needs of the population; it would enhance the sense community as well.

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## GENERAL CONSENSUS ON THE MOST IMPORTANT USES

A cross comparison of the data collected during the Key Informant Interviews, the Focus Groups and the Household Survey reveals a remarkable consensus among residents concerning the most important uses that the proposed West Wendover community center might accommodate. The following are the uses rated most important by the participants in the surveys.

### YOUTH ACTIVITIES

Both Key Informants and Focus Group participants highlighted the need for a facility where youth could gather after school and engage in positive activities. The City of West Wendover currently has a small recreation center that offers video games, pool tables, and several other indoor activities after school to children ages six to seventeen. In addition, the Recreation District has plans to construct a new Recreation Center which will feature an indoor track, basketball courts, and other sports/fitness resources, that will be available to the entire community. However, participants felt strongly there was still a need for a facility where young people could engage in positive, non-sports or fitness related activities such as scouting, 4-H, and other club activities. Focus Group participants in fact gave their highest priority (an 8.7 mean average on a scale of one to ten) to “a place where youth can gather after school and engage in positive activities.” This priority was also reflected in the Household Survey where a venue for youth activities earned the highest importance rating of all potential uses – 6.7 on a scale of one to seven. Household survey respondents also indicated that their families would be highly likely (5.50 mean average on a scale from one to seven) to utilize a center that provided space for youth activities.

### A PLACE WHERE SENIOR CITIZENS MAY GATHER TO RECREATE AND RECEIVE SERVICES

Key informants and Focus Group participants also agreed on the need for a place where senior citizens could gather and socialize. The City of West Wendover does not currently have a senior citizen center and there are very few opportunities for seniors to congregate. As a result, seniors in the area often become isolated or end up leaving for communities that offer better opportunities for social interaction. Focus Group participants made “a place where senior citizens may gather to recreate and receive services” their second highest priority use for a community center , giving it an 8.4 mean average on a

scale from one to ten. Similarly, respondents to the Household Survey made this use their third highest priority, giving it a mean average score of 5.59 on a scale from one to seven.

#### A MEETING PLACE FOR VOLUNTEER ORGANIZATIONS AND CIVIC GROUPS

Key Informants and Focus Group participants also gave a high rating to the need for a place where volunteer organizations and civic groups could hold regular meetings, offer classes, and pursue group interests. The list of groups mentioned as potential users of a community center included the Boy Scouts, Girl Scouts, the Diabetic Coalition Committee, parenting classes, Alcoholics Anonymous and Secret Santa. It was also noted that some groups, such as the Lady Lions, are no longer active in part due to lack of space for their activities. Focus Group participants gave this their third highest rating on the importance scale – an 8.2 mean average score on a scale of one to ten. Household survey respondents also highlighted the importance of this use, making it their fourth highest priority – a 5.30 mean average on a scale of one to seven.

#### LIBRARY AND PUBLIC INTERNET SERVICES

The idea of using the proposed community center to provide library services did not arise independently during the key informant interviews; however, the idea of providing public internet access was suggested by several focus group participants, though it did not show up on their exit questionnaires. Nevertheless, Household Survey participants gave this use their second most important rating – a mean average score of 5.61 on a scale from one to seven. Thus, while the other two surveys did not prioritize this use, the research team feels the strong response of the Household Survey participants warrants including it on the list of the most important uses for a West Wendover community center.

#### OTHER USES

Other notable uses which ranked high in one or more surveys, but for which there was less consensus across surveys, include: “A performance space for community theater and music programs,” “Outdoor facilities such as a picnic area or small performance amphitheater,” “A display venue for local artists and local history,” and a venue for community celebrations and family events, such as Trick or Treat Street, the Christmas Festival, Bingo nights, weddings, receptions, and quinceañeras.

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#### IMPLICATIONS FOR FACILITY DESIGN

The uses identified above suggest the need for a community center capable of accommodating the following types of spaces, facilities and equipment.

1. A large multi-purpose space (potentially accommodating 300 to 500 people) where music programs and community celebrations could be held. Such a space could also be rented for weddings, receptions and other family celebrations.
2. Several small to medium sized meeting rooms where clubs and civic organizations can meet (possibly partitionable subdivisions of the multi-purpose space.)
3. A medium sized social gathering space for senior citizens with appropriate furnishings and amenities

4. A medium sized social gathering space for adolescents with appropriate furnishings and amenities
5. Kitchen/catering facilities
6. A medium sized space outfitted for computers and public Internet access
7. An outdoor picnic area and a small performance amphitheater.
8. Indoor performance stage
9. Sound and stage lighting system
10. Piano

## OTHER IMPORTANT NEEDS

As with the uses for a community center, respondents to all three surveys demonstrated a remarkable degree of consensus concerning the other unmet needs of the community. Unlike the community center responses, however, one unmet need stood out dramatically from all others: the need for extended hour medical services.

When asked to identify other unmet needs of the community, participants in the Key Informant Interviews and Focus Group discussions mentioned medical services far more often (by a factor of about six to one) than any other community need. Likewise, when asked “What is the most important unmet need of the West Wendover Community?” fifty nine percent of the Household Survey participants identified “Medical Services,” whereas just nine percent identified youth services, the next most frequently mentioned need.

Medical services in West Wendover are currently provided by the West Wendover Medical Clinic, which is operated by Nevada Health Centers, a non-profit health care provider. The West Wendover Clinic is staffed by two doctors who offer family medicine, preventative health, women's health, children's health and immunizations, prenatal care, and pharmacy services. The City of West Wendover and the casinos in town partially subsidize the clinic.

A review of the specific comments from the Key Informant interviews and the Focus Groups clearly suggest that what concerns these residents the most about their current level of medical services is that they are available only between 8:00 am to 5:00 pm Monday through Friday, and from 8:00 am to 4:30 pm the second and fourth Saturdays of every month; or, viewed another way, less than a third of the hours in a week.

*Health care: This is the biggest and most important need we have. We need a small hospital....You can plan for some medical needs, but emergencies are unpredictable. You have to drive 100 miles to get to the nearest hospital.*

*The problem is when your kid wakes up in the middle of the night crying with a terrible pain in the ear. Maybe it's just an earache, but maybe it's something more serious. What do you do? Pack her up in the car and drive a hundred miles to the hospital in Salt Lake? Or, do you wait until morning when the clinic opens?*

*A twenty four hour health care facility is a big deal with us. Our population is six or seven thousand during the week but we go to 30,000 on Saturday afternoons. A lot of seniors fly in on charters planes now. A lot of them have health issues -- left the insulin at home and so on. The only thing we have now is an EMT service when the clinic is closed. Unfortunately the clinic runs on banker's hours, which isn't when the town is busiest.*

The open ended responses from the Household Survey also reflect this concern. Out of 161 mentions of medical services as the most important unmet need, twenty four alluded to the need for extended hours of service, while an additional ninety articulated the need for a hospital, which itself implies twenty-four hour medical care.

Clearly, there is a need to significantly increase the hours during which medical services are available in West Wendover.

Other unmet needs of the community deemed most important by Household Survey participants include Youth Activities (identified by nine percent of participants,) retail stores and shopping opportunities (five percent,) Employment Opportunities (three percent,) and Transportation Services (two percent.)

## RECOMMENDATIONS

Based on the research outlined above, Bonneville Research and Pathway Associates make the following recommendations:

### PROCEED WITH PRELIMINARY PLANNING FOR A WEST WENDOVER COMMUNITY CENTER

Support for the concept of a Community Center in West Wendover is high. Community leaders and residents perceive a variety of needs which a multi-purpose facility of this nature could fulfill and, if programmed carefully, usage rates in the community could be exceptionally high. The proposed location for the facility, on West Gene L. Jones Street, is heavily supported by the leaders in the community, and the fact that the land is already owned by the City will help to significantly reduce costs of development.

Aside from these tangible benefits, however, we believe the creation of a community center will make a significant contribution to the quality of life and sense of community in West Wendover. For a variety of reasons, opportunities for recreation and social interaction (especially among senior citizens) appear to be limited in West Wendover. A community center where civic groups can meet, families and community can celebrate, youth and senior citizens can congregate, and residents and visitors can access the internet, will do more than meet the current needs of the community. It will serve as a vital hub of activity whose very existence will lead to more and varied opportunities for recreation and social interaction, which in turn will help to attract and retain the teachers, doctors and businesses which have proven elusive in the past.

### EXPLORE WAYS TO EXTEND HOURS OPERATION AT THE WEST WENDOVER MEDICAL CLINIC



Policy makers in West Wendover face a quandary when it comes to medical services. On the one hand, residents want and deserve twenty four hour access to medical services. The distance to the nearest alternative medical facility is one hundred twenty miles and nearly two hours away by car – a fact which concerns both parents with young children and senior citizens facing the challenges of aging. The existing medical clinic is not available to them after 5:00 pm on weekdays, and not at all on Sundays or every other Saturday. As a result they feel vulnerable.

*On the other hand, the unique demographics of West Wendover, with its relatively high percentage of low income families with children and relatively low percentage of senior citizens, make financing a hospital in the City extremely difficult.* Roy Barraclough, the current CEO of Allen Memorial Hospital in Moab, Utah and the former President of the Nevada Hospital Association, has pointed out for the consultants that successful rural hospitals depend on the enhanced Medicare reimbursements available to such facilities for treatment of senior citizens. These enhanced reimbursements help to offset the costs of under-reimbursed services to younger Medicaid families. As the chart below demonstrates, West Wendover, with a senior population (over sixty five) of just 2.5%, has a relatively percentage of medicare eligible senior citizens. At the same time, it has a relatively large percentage of families with children, many of whom will be Medicaid eligible.

	<b>West Wendover</b>	<b>Ely, NV</b>	<b>Wells,NV</b>	<b>Elko,NV</b>	<b>U.S.</b>
<b>2009 Population</b>	5,034	4,008	1,310	17,180	308,630,676
<b>Percent over 65</b>	3.2%	19.5%	12.8%	9.9%	12.5%
<b>Married w/Children</b>	41.4%	18.66%	25.5%	29.5%	27.9%

These unique demographics make the construction of a hospital in West Wendover financially infeasible for the foreseeable future. What should be feasible, however, is an expansion of the hours of operation at the existing clinic. Our research team recommends that City leaders commence discussions with Nevada Health Centers to explore options for extending the hours of the West Wendover Medical Clinic. Possible strategies might include having the two doctors stagger shifts. For example, one might cover the hours from 6:00 am to 2:00 pm while the other might cover 2:00 to 10:00 pm. It may also be possible to hire a physician’s assistant to provide emergency services from 10:00 pm to 6:00 am. There will be additional costs with such an arrangement, to be sure. However, the costs will be no where near as great as the costs of operating a small hospital in a community with problematic demographics.

Upon reflection, one can see a certain synergy between the two recommendations outlined above. The creation of a community center with a senior citizen center as a component will likely help to retain and even attract senior citizens to the community. As the percentage of the population sixty five and older expands, so do the opportunities for the creation of more extensive health care facilities -- ultimately, perhaps even a hospital.

## FINAL OBSERVATION

The City of West Wendover has many things going for it. The City's unique history and casino based economy have blessed it with an enviable tax base and source of jobs. The recent acquisition of former BLM lands have provided it with badly needed source property for economic and community development purposes. And its proximity to an airfield, railway and major interstate highway make it a potentially attractive site for certain types of industry.

But the City also faces its challenges, including inadequate health care resources, limited retail shopping, a lack of services for senior citizens, a lack of public transportation, and a need for additional activities for youth.

The creation of a community center will not solve all of the community's problems. But it will directly or indirectly alleviate many of them; and in the process, it should help to create something that our research suggests is badly needed – a stronger sense of community. By providing a venue for community events and activities, a community center will generate new opportunities for residents to socialize, interact, and become more connected with one another. This in turn will make the city a more attractive place to live, work, retire, operate a business or practice a profession. In short, a community center will make a significant contribution to the quality of life in West Wendover by providing a venue where quality time can be spent.

The research team of Bonneville Research and Pathway Associates wishes to thank the leaders and residents of the City of West Wendover for allowing us to play a role in the development of your plans for the future. It has been our pleasure to serve you.

## APPENDIX A:

# KEY INFORMANT INTERVIEW INSTRUMENT

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WEST WENDOVER LEADER SURVEY

**Name:**

**Occupation:**

**Title/Function:**

**Elected Official?**

**Community Center Committee?**

HOW LONG HAVE YOU LIVED IN THE WENDOVER COMMUNITY. WHAT BROUGHT YOU HERE?  
WHAT PUBLIC ROLES DO YOU PLAY?

---

HOW FAMILIAR ARE YOU WITH THE PROPOSAL TO DEVELOP A COMMUNITY CENTER IN WEST  
WENDOVER? WHAT, IF ANY, HAS BEEN YOUR INVOLVEMENT WITH THE PROJECT?

---

A COMMUNITY CENTER IS GENERALLY A MULTI-PURPOSE FACILITY THAT MEETS A VARIETY OF  
NEEDS IN A COMMUNITY: FOR EXAMPLE, IT MAY SERVE AS A MEETING PLACE FOR VOLUNTEER  
ORGANIZATIONS; A PERFORMANCE SPACE FOR COMMUNITY THEATER AND MUSIC PROGRAMS;  
A DISPLAY VENUE FOR LOCAL ARTISTS; A PLACE FOR SENIOR CITIZENS TO GATHER AND RECEIVE  
SERVICES; AND ALSO RENTAL SPACE FOR WEDDINGS, FAMILY REUNIONS AND OTHER TYPES OF  
PRIVATE FUNCTIONS. ALSO, SOMETIMES THERE ARE OUTDOOR FACILITIES ASSOCIATED WITH  
COMMUNITY CENTERS: PICNIC FACILITIES, PERFORMANCE AMPHITHEATERS, ETC.

WHEN YOU IMAGINE A COMMUNITY CENTER IN WEST WENDOVER, WHAT KIND OF USES  
WOULD YOU LIKE TO SEE IT ACCOMMODATE?

---

THE PROPOSED COMMUNITY CENTER WOULD BE SITED ON FORTY ACRES OF FORMER BLM  
LAND LOCATED ON SOUTH GENE L JONES BOULEVARD. DOES THIS SEEM LIKE A GOOD  
LOCATION FOR THE CENTER?

---

FUNDS TO CONSTRUCT A COMMUNITY CENTER IN WEST WENDOVER COULD COME FROM A VARIETY OF SOURCES: CITY BONDS, FEDERAL GRANTS, AND EVEN PRIVATE CONTRIBUTIONS. DO YOU HAVE ANY THOUGHTS ABOUT FUNDING SOURCES FOR THE PROPOSED CENTER?

---

SOME COMMUNITY CENTERS ARE CREATED IN PART WITH FUNDS DONATED BY A WEALTHY INDIVIDUAL OR FAMILY. IN SUCH CASES THE CENTER IS OFTEN NAMED IN HONOR OF THE CONTRIBUTORS. WHEN YOU THINK ABOUT CITIZENS OF WENDOVER BOTH PAST AND PRESENT, DO ANY NAMES COME TO MIND OF PEOPLE YOU THINK MIGHT BE CAPABLE OF MAKING SUCH A GIFT TO THE COMMUNITY?

---

ONCE A COMMUNITY CENTER IS CONSTRUCTED, THERE ARE OF COURSE EXPENSES ASSOCIATED WITH OPERATING THE FACILITY. THESE ARE SOMETIMES PAID FOR WITH USER FEES, PROPERTY TAXES, OR DONATIONS, OR A COMBINATION OF THESE. WHAT DO YOU THINK WOULD BE THE MOST APPROPRIATE SOURCES OF OPERATIONAL FUNDS FOR A WEST WENDOVER COMMUNITY CENTER?

---

ON A SCALE OF ONE TO TEN, (WITH TEN BEING HIGH) HOW ENTHUSIASTIC ARE YOU ABOUT THE IDEA OF CREATING A COMMUNITY CENTER IN WEST WENDOVER?

---

SWITCHING GEARS NOW, WHAT ARE SOME OF THE OTHER UNMET NEEDS OF THE WENDOVER COMMUNITY? THESE COULD BE BASIC NEEDS LIKE HOUSING AND HEALTH CARE, INFRASTRUCTURE NEEDS LIKE ROADS AND FACILITIES, OR QUALITY OF LIFE NEEDS LIKE CULTURAL AND RECREATION RESOURCES.

---

ON A SCALE OF ONE TO TEN (WITH TEN BEING HIGH) HOW IMPORTANT IS IT TO ADDRESS EACH NEED YOU'VE LISTED?

---

FINALLY, ON A SCALE FROM ONE TO TEN, HOW WOULD YOU EVALUATE YOUR OVERALL SATISFACTION WITH THE SERVICES, FACILITIES AND AMENITIES AVAILABLE IN WEST WENDOVER?

---

NAMES OF POTENTIAL FOCUS GROUP PARTICIPANTS:

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OTHER COMMENTS:

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## APPENDIX B:

# FOCUS GROUP DISCUSSION GUIDE AND EXIT QUESTIONNAIRE

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## WEST WENDOVER FOCUS GROUP DISCUSSION GUIDE

9:00 A.M., DECEMBER 2, 2009 -- WEST WENDOVER CITY HALL

### WELCOME

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- Why we are here:
  - Explore need for a community center in West Wendover
  - Identify other pressing needs of the community
- Why we are recording the conversation
- Ground rules for discussion:
  - Cell phones off
  - Speak up so your voice will be picked up
  - Moderator will guide the conversation, but feel free to address one another
  - Let people finish their thoughts
  - Avoid side conversations
  - Don't be shy. We want to hear from everyone.
- Participant introductions

### OVERVIEW OF COMMUNITY CENTER CONCEPT:

---

A community center is a public, multi-purpose facility that meets a variety of needs in a community: for example, it may serve as a meeting place for volunteer organizations; a performance space for community theater and music programs; a display venue for local artists and local history; a place where senior citizens may gather to recreate and receive services and where youth programs can operate. A community center might also offer rental space for weddings, family reunions and other types of private functions. Sometimes there are outdoor facilities associated with community centers: picnic facilities, performance amphitheaters, and so forth.

The West Wendover City Master Plan envisions the creation of a community to be located on South Gene L. Jones Street, across the boulevard from City Hall.

### DISCUSSION OF COMMUNITY CENTER USES

---

I'd now like to initiate a conversation about the need for a community center in West Wendover and get your thoughts about some of the potential uses I mentioned.

Use One: What do you think about the idea of a community center serving as a meeting place for volunteer organizations and civic groups? What alternative venues are currently available for this use? How important is this use?

Use Two: ... a performance space for community theater and music programs. What alternatives are currently available for these uses? How important is this need?

Use Three: ... a display venue for local artists and local history? What alternatives are currently available for these uses? How important is this need?

Use Four: ... a place where senior citizens may gather to recreate and receive services ? What alternatives are currently available for this use? How important is this need?

Use Five: ... a place where youth can gather after school and engage in positive activities. What alternatives are currently available for this use? How important is this need?

Use Six: ... rental space for weddings, family reunions and other types of private functions. What alternatives are currently available for this use? How important is this need?

Use Seven: ... outdoor facilities such as a picnic area or a small performance amphitheater. What alternatives are currently available for this use? How important is this need?

Are there other needs that a West Wendover community center might address?

#### OTHER IMPORTANT COMMUNITY NEEDS

---

I'd like to shift gears now and talk about the other needs in the Wendover community – needs that a community center probably would not address. When you think about your community and the people who live here, what are some of their most important unmet needs? These could be basic needs like housing and health care, infrastructure needs like roads and facilities, or quality of life needs like cultural and recreation resources.

#### QUESTIONNAIRE

---

Thank you for participating in our focus group. In the five minutes we have remaining, I'd like to ask you to fill out this brief questionnaire. Please turn it in as you leave.

**EXIT QUESTIONNAIRE -- WEST WENDOVER FOCUS GROUP**

*NAME:*

*OCCUPATION:*

*NUMBER OF YEARS IN WENDOVER COMMUNITY?*

*FOCUS GROUP TIME?*

On a scale from one to ten, with ten being your highest rating, how important is it to accommodate the following uses in a West Wendover Community Center? (Please insert a number between one and ten in front of each use listed below. One = Not Important. Ten = Very Important. )

- \_\_\_\_\_ A meeting place for volunteer organizations and civic groups
- \_\_\_\_\_ A performance space for community theater and music programs
- \_\_\_\_\_ A display venue for local artists and local history
- \_\_\_\_\_ A place where senior citizens may gather to recreate and receive services
- \_\_\_\_\_ A place where youth can gather after school and engage in positive activities
- \_\_\_\_\_ Rental space for weddings, family reunions and other types of private functions
- \_\_\_\_\_ Outdoor facilities such as a picnic area or small performance amphitheater.

Other uses not listed above (please list and rate)

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

In your opinion, what are the other most important unmet needs of the West Wendover Community?

On a scale from one to ten, how satisfied are you with facilities, amenities and services in the Wendover community? (Ten = Very Satisfied, One = Very Unsatisfied) \_\_\_\_\_

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## APPENDIX C:

### ADDITIONAL HOUSEHOLD SURVEY DATA

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**APPENDIX C: ADDITIONAL HOUSEHOLD SURVEY DATA**

Hello, this is \_\_\_\_\_ calling on behalf of West Wendover City. We are speaking with residents of West Wendover regarding community services and those planned for the future. May I ask you for a few of your opinions?

1. Are you currently a resident of West Wendover?

	N	%
Yes	372	100%
No	0	0%

2. Are you or anyone in your household employed by the City of West Wendover?

	N	%
Yes	0	0%
No	372	100%

3. Which of the following ranges includes your age?

	N	%
18 to 24	46	12%
25 to 34	94	25%
35 to 44	85	23%
45 to 54	60	16%
55 to 64	60	16%
65 to 74	16	4%
75 and older	10	3%
<i>Average Mean</i>	3.22	
<i>Median</i>	3.00	

4. (Record Gender By Observation)

	N	%
Male	181	49%
Female	191	51%

5. What community services and resources are currently available in West Wendover City?

(UNAIDED - Do NOT read responses, Select ALL that apply)

	N	%
Senior citizen facilities and services	5	2%
Healthcare facilities and services	102	34%
Housing	16	5%
Roads	35	12%
Public transportation	12	4%
Cultural facilities	6	2%
Performing arts and displaying local art and history	3	1%
Recreational facilities	87	29%
Community meeting space for community organizations and families	10	3%
Youth programs and services	11	4%
Library and public Internet services	56	18%
Other (Specify)	60	20%
None	51	17%
Don't Know	42	14%

*For a list of "other" responses to this question, please see the following sections.*

6. What community services do West Wendover City residents need that are not currently available? **NEED**

*For a list of verbatim responses to this question, please see the following sections.*

7. What is the most important unmet need of the West Wendover community?

*For a list of verbatim responses to this question, please see the following sections.*

8. Please rate how satisfied are with the current level of services available in West Wendover in each of the following categories, using a scale of one-to-seven where one is “not at all satisfied” and seven is “very satisfied.”

**Senior citizen facilities and services**

	N	%
1 - Not at all satisfied	164	57%
2	30	11%
3	25	9%
4	16	6%
5	32	11%
6	10	4%
7 - Very satisfied	10	4%
<i>Average Mean</i>	2.28	
<i>Median</i>	1.00	

**Healthcare facilities and services**

	N	%
1 - Not at all satisfied	164	45%
2	60	17%
3	65	18%
4	32	9%
5	24	7%
6	10	3%
7 - Very satisfied	7	2%
<i>Average Mean</i>	2.31	
<i>Median</i>	2.00	

## Housing

	N	%
1 - Not at all satisfied	45	13%
2	25	7%
3	42	12%
4	56	16%
5	102	29%
6	47	13%
7 - Very satisfied	40	11%
<i>Average Mean</i>	4.25	
<i>Median</i>	5.00	

## Roads

	N	%
1 - Not at all satisfied	34	9%
2	20	5%
3	38	10%
4	41	11%
5	119	32%
6	64	17%
7 - Very satisfied	53	14%
<i>Average Mean</i>	4.61	
<i>Median</i>	5.00	

**Public transportation**

	N	%
1 - Not at all satisfied	197	56%
2	42	12%
3	40	11%
4	21	6%
5	35	10%
6	8	2%
7 - Very satisfied	12	3%
<i>Average Mean</i>	2.23	
<i>Median</i>	1.00	

**Cultural facilities**

	N	%
1 - Not at all satisfied	151	46%
2	46	14%
3	45	14%
4	27	8%
5	39	12%
6	12	4%
7 - Very satisfied	11	3%
<i>Average Mean</i>	2.51	
<i>Median</i>	2.00	

**Facilities for performing arts and displaying local art and history**

	N	%
1 - Not at all satisfied	158	48%
2	61	19%
3	30	9%
4	31	9%
5	22	7%
6	15	5%
7 - Very satisfied	12	4%
<i>Average Mean</i>	2.36	
<i>Median</i>	2.00	

**Recreational facilities**

	N	%
1 - Not at all satisfied	71	20%
2	57	16%
3	66	19%
4	61	17%
5	53	15%
6	29	8%
7 - Very satisfied	20	6%
<i>Average Mean</i>	3.38	
<i>Median</i>	3.00	

**Community meeting space for community organizations and families**

	<b>N</b>	<b>%</b>
1 - Not at all satisfied	83	25%
2	40	12%
3	49	15%
4	43	13%
5	59	18%
6	24	7%
7 - Very satisfied	36	11%
<i>Average Mean</i>	3.51	
<i>Median</i>	3.00	

**Youth programs and services**

	<b>N</b>	<b>%</b>
1 - Not at all satisfied	103	31%
2	45	14%
3	55	17%
4	28	9%
5	45	14%
6	33	10%
7 - Very satisfied	22	7%
<i>Average Mean</i>	3.16	
<i>Median</i>	3.00	

**Library and public Internet services**

	N	%
1 - Not at all satisfied	42	12%
2	29	8%
3	44	13%
4	44	13%
5	73	21%
6	53	15%
7 - Very satisfied	60	17%
<i>Average Mean</i>	4.38	
<i>Median</i>	5.00	

**Retail stores**

	N	%
1 - Not at all satisfied	182	50%
2	58	16%
3	50	14%
4	23	6%
5	31	9%
6	13	4%
7 - Very satisfied	6	2%
<i>Average Mean</i>	2.25	
<i>Median</i>	1.00	

9. What retail stores and services does West Wendover need? **NDRETAIL**

*For a list of verbatim responses to this question, please see the following sections.*



The West Wendover City Master Plan envisions the creation of a community center to be located on the future South Gene L. Jones Way, across the Wendover Boulevard from the new City Hall.

10. Please rate how important it is to include each of the following capabilities in the proposed West Wendover Community Center, again using the one-to-seven scale where one is “not at all important” and seven is “very important.”

**A meeting place for volunteer organizations and civic groups**

	N	%
1 - Not at all important	26	7%
2	10	3%
3	19	5%
4	38	11%
5	70	20%
6	64	18%
7 - Very important	126	36%
<i>Average Mean</i>	5.30	
<i>Median</i>	6.00	

**Performance space for community theater and music programs**

	N	%
1 - Not at all important	34	9%
2	13	4%
3	22	6%
4	31	9%
5	77	21%
6	55	15%
7 - Very important	130	36%
<i>Average Mean</i>	5.18	
<i>Median</i>	6.00	

**A display venue for local artists and local history**

	N	%
1 - Not at all important	28	8%
2	16	5%
3	35	10%
4	50	14%
5	77	21%
6	49	14%
7 - Very important	104	29%
<i>Average Mean</i>	4.94	
<i>Median</i>	5.00	

**A place where senior citizens may gather to recreate and receive services**

	N	%
1 - Not at all important	22	6%
2	9	3%
3	18	5%
4	27	8%
5	58	16%
6	51	14%
7 - Very important	168	48%
<i>Average Mean</i>	5.59	
<i>Median</i>	6.00	

**A place where youth can gather after school and engage in positive activities**

	N	%
1 - Not at all important	22	6%
2	4	1%
3	4	1%
4	16	4%
5	34	9%
6	42	12%
7 - Very important	243	67%
<i>Average Mean</i>	<i>6.11</i>	
<i>Median</i>	<i>7.00</i>	

**Rental space for weddings, family reunions, quinceañeras, and other types of private functions**

	N	%
1 - Not at all important	45	12%
2	20	6%
3	28	8%
4	35	10%
5	61	17%
6	53	15%
7 - Very important	123	34%
<i>Average Mean</i>	<i>4.91</i>	
<i>Median</i>	<i>5.00</i>	

**Outdoor facilities such as a picnic area or small performance amphitheater**

	N	%
1 - Not at all important	30	8%
2	13	4%
3	24	7%
4	31	9%
5	71	19%
6	45	12%
7 - Very important	152	42%
<i>Average Mean</i>	5.30	
<i>Median</i>	6.00	

**Library and public Internet services**

	N	%
1 - Not at all important	24	7%
2	14	4%
3	16	4%
4	24	7%
5	52	14%
6	58	16%
7 - Very important	180	49%
<i>Average Mean</i>	5.61	
<i>Median</i>	6.00	

11. Please rate how likely you and your family would be to use each of the following services if they were provided at the proposed West Wendover Community Center, using a one-to-seven scale where one is “not at all likely” and seven is “very likely.”

**A meeting place for volunteer organizations and civic groups**

	N	%
1 - Not at all likely	52	15%
2	32	9%
3	26	7%
4	48	13%
5	69	19%
6	42	12%
7 - Very likely	88	25%
<i>Average Mean</i>	4.48	
<i>Median</i>	5.00	

**Performance space for community theater and music programs**

	N	%
1 - Not at all likely	40	11%
2	17	5%
3	35	10%
4	41	11%
5	81	22%
6	60	17%
7 - Very likely	89	25%
<i>Average Mean</i>	4.77	
<i>Median</i>	5.00	

**A display venue for local artists and local history**

	N	%
1 - Not at all likely	48	13%
2	25	7%
3	37	10%
4	65	18%
5	62	17%
6	50	14%
7 - Very likely	77	21%
<i>Average Mean</i>	4.45	
<i>Median</i>	5.00	

**A place where senior citizens may gather to recreate and receive services**

	N	%
1 - Not at all likely	86	24%
2	32	9%
3	17	5%
4	31	9%
5	58	16%
6	31	9%
7 - Very likely	100	28%
<i>Average Mean</i>	4.23	
<i>Median</i>	5.00	

**A place where youth can gather after school and engage in positive activities**

	N	%
1 - Not at all likely	46	13%
2	10	3%
3	9	3%
4	21	6%
5	40	11%
6	42	12%
7 - Very likely	196	54%
<i>Average Mean</i>	5.50	
<i>Median</i>	7.00	

**Rental space for weddings, family reunions, and other types of private functions**

	N	%
1 - Not at all likely	68	19%
2	27	7%
3	28	8%
4	42	12%
5	52	14%
6	37	10%
7 - Very likely	109	30%
<i>Average Mean</i>	4.46	
<i>Median</i>	5.00	

**Outdoor facilities such as a picnic area or small performance amphitheater**

	<b>N</b>	<b>%</b>
1 - Not at all likely	30	8%
2	16	4%
3	21	6%
4	36	10%
5	51	14%
6	59	16%
7 - Very likely	154	42%
<i>Average Mean</i>	5.33	
<i>Median</i>	6.00	

**Library resources and/or public Internet access**

	<b>N</b>	<b>%</b>
1 - Not at all likely	31	9%
2	11	3%
3	19	5%
4	31	9%
5	55	15%
6	60	16%
7 - Very likely	159	43%
<i>Average Mean</i>	5.42	
<i>Median</i>	6.00	



12. Are there any other needs or services that a West Wendover Community Center could provide that we haven't already discussed?

	N	%
Yes	103	28%
No	269	72%

13. What are the other needs or services that a West Wendover Community Center could provide?

*For a list of verbatim responses to this question, please see the following sections.*

14. Please rate how important you feel it would be to have a community center in West Wendover, using a one-to-seven scale, where one is "not at all important" and seven is "very important."

	N	%
1 - Not at all important	24	7%
2	7	2%
3	19	5%
4	14	4%
5	34	9%
6	48	13%
7 - Very important	226	61%
<i>Average Mean</i>	5.89	
<i>Median</i>	7.00	

15. Please rate how likely it is that the proposed community center will contribute to an increased sense of community in West Wendover, again using a one-to-seven scale, where this time one is “not at all likely” and seven is “very likely.”

	N	%
1 - Not at all likely	25	7%
2	10	3%
3	14	4%
4	29	8%
5	53	14%
6	77	21%
7 - Very likely	161	44%
<i>Average Mean</i>	5.57	
<i>Median</i>	6.00	

We are almost finished; I just have a few questions to help us categorize the data.

16. How long have you lived in West Wendover?

	N	%
Less than 1 year	9	2%
1 to 2 years	17	5%
3 to 5 years	46	13%
6 to 10 years	70	19%
11 to 15 years	57	15%
16 to 20 years	77	21%
More than 20 years	93	25%
<i>Average Mean</i>	5.04	
<i>Median</i>	5.00	

17. How many people currently reside in your household?

	N	%
One	31	8%
Two	92	25%
Three	51	14%
Four	77	21%
Five	74	20%
Six	29	8%
Seven	9	2%
Eight or more	7	2%
<i>Average Mean</i>	3.63	
<i>Median</i>	4.00	

18. How many adults over the age of 18 currently reside in your household?

	N	%
One	49	13%
Two	235	64%
Three	49	13%
Four	29	8%
Five or More	6	2%
<i>Average Mean</i>	2.21	
<i>Median</i>	2.00	

19. Which of the following best describes the highest level of education you have completed?

	N	%
Less than high school	71	19%
High school graduate	110	30%
Some college or technical school	142	39%
Bachelor's degree	22	6%
Post-graduate degree	24	7%
<i>Average Mean</i>	<i>2.51</i>	
<i>Median</i>	<i>3.00</i>	

20. How would you best describe your race?

	N	%
Caucasian/White	191	52%
Hispanic/Latino	154	42%
Black	1	0%
Asian	6	2%
American Indian or Alaska Native	5	1%
Native Hawaiian or Other Pacific Islander	4	1%
Other (Specify)	7	2%

*For a list of "other" responses to this question, please see the following sections.*

21. Which of the following best describes your annual household income?

	N	%
Less than \$25,000	90	26%
\$25,000 to \$34,999	82	24%
\$35,000 to \$49,999	65	19%
\$50,000 to \$74,999	69	20%
\$75,000 to \$99,999	27	8%
\$100,000 or more	12	4%
<i>Average Mean</i>	<i>2.70</i>	
<i>Median</i>	<i>3.00</i>	

This concludes our survey. Thanks you for your time and opinions.



***COMMUNITY SERVICES WEST WENDOVER CITY NEEDS THAT  
ARE NOT CURRENTLY AVAILABLE***

*“What community services do West Wendover City residents need that are not currently available?”*

**Medical Services (161) 46%**

- 24-hour clinic
- 24-hour hospital care, more things for youth
- 24-hour medical care
- 24-hour medical care without having to call EMT’s for minor problems
- 24-hour medical care without having to call EMT’s for minor problems
- 24-hour urgent care, public transportation, rec center, more parks, all season pool, DMV, and Amtrak
- 24-7 hospital and better medical
- A 24-hour health clinic, small Wal-Mart
- A 24-hour healthcare and a senior center
- A 24-hour hospital that requires a lab and x-rays where two helicopters can land. Wal-Mart and more retail stores.
- A better clinic that is open twenty-four hours a day, seven days a week.
- A clinic
- A good doctor and clinic
- A good hospital and after school programs for kids
- A hospital (49)
- A hospital and a full-time health clinic
- A hospital and activities for kids that last longer than 5:00 p.m.
- A hospital and maybe a bigger recreation place to play sports for kids so they are not watching so much television.
- A hospital and a recreation center for the little kids.
- A hospital and improve recreational activities for youth
- A hospital and more things for children to do. There are so many needs; a DMV and other social services.
- A hospital and public transportation
- A hospital and stores
- A hospital, a DMV, and a Social Security office
- A hospital, more stores like Kmart, Wal-Mart, and Walgreen’s
- A hospital; we have spent millions on a city office building, but nothing on a medical facility.
- Better clinic service
- Better healthcare
- Better medical attention, the clinic is not open all the time and we need a 24-hour emergency room available all the time.

***Medical Services (Continued)***

- Better medical care and free money for everybody
- Bigger health clinic and a bigger library
- Child health services, hospital, and domestic services
- Clinic
- Clinic, 24-hours
- Clinic available more often
- Dental clinic and VA clinic
- Doctor at the clinic, a clinic that is open on the weekends, elderly services, meals on wheels, and bus services
- Doctors
- Doctors, hospitals, counselors
- Expanded 24-hour medical services
- Full-time clinic
- Good healthcare services (2)
- Healthcare services
- Health services; activities for teenagers; a place for them to hang out besides casinos; sports for all ages and gender
- Healthcare and better living conditions at reasonable price
- Home healthcare service
- Hospital and 24-hour medical
- Hospital and a bigger park
- Hospital and a bigger rec center
- Hospital and a clinic
- Hospital and a park
- Hospital and a shuttle bus
- Hospital and a year-round swimming pool
- Hospital and activities for kids
- Hospital and bus services
- Hospital and good stores
- Hospital and more shopping
- Hospital and public transportation (2)
- Hospital and retail stores (8)
- Hospital and shopping center
- Hospital and stores
- Hospital and transportation
- Hospital and Wal-Mart (4)
- Hospital or 24-hour clinic
- Hospital or a regular big store
- Hospital or better clinic open for emergency too
- Hospital or medical, not some stupid 9am-5pm clinic that has no common sense or medical training
- Hospital recreational activities



***Medical Services (Continued)***

- Hospital that is open all day
- Hospital, activities for kids, and a retail store
- Hospital, better transportation, and AMCO
- Hospital, bowling alley, and Wal-Mart
- Hospital, clinic, or other medical facility
- Hospital, fitness center, and a rec center for the kids
- Hospital, healthcare services, and more sports activities (2)
- Hospital, jail, senior services, and a large box retail
- Hospital, more for the kids to do, better shopping
- Hospital, more stores, youth activity center, recreation center (more than baseball), and a public meeting center
- Hospital, retail stores, more businesses, and more encouraged service from the city officials
- Hospital, urgent care, and activities for children
- Hospital, youth programs, and senior citizen programs
- Hospital; more activities for families and children; improved medical facility
- Hospitals and care for the elderly. Kids need a recreation center. Not the one we have, but one with lots for the kids to do. The elderly need people to get their medications when they are unable to leave their house.
- Hospitals and help for the disabled like my child
- I think we should focus on a better healthcare service than what we have.
- It would be nice to have some healthcare. A clinic that could diagnose and treat people rather than tell them they are sick and need to go visit a real health professional. I would like to see a fitness center with weights, basketball, and aerobics.
- Local home health and all services available to other small cities
- Medical and more jobs
- Medical centers and activities for kids
- Medical facilities and a recreational facility for kids
- Medical, dental, DMV, health nurse, family dining, Wal-Mart, youth recreation (expanded), car rental, and industry (stable economical structure, office supply
- Mental health services, better health centers in general, and a better school garbage man
- More medical
- They need a 24-hour clinic or hospital and information about their food bank.
- Urgent care and decent healthcare facilities
- We need a full time clinic for sure
- We need a good healthcare place
- We need a hospital desperately
- We need a hospital.
- We need better healthcare facilities.

**Youth Activities (29) 8%**

- Activities for youth
- After school activities and sports for the children
- Children's activities
- Make something for kids. Make rec centers for younger growing kids.
- More activities for all kids
- More activities for our kids
- More activities for the kids and more types of recreation for kids
- More activities for youth
- More and better recreational area for kids and youth
- More for kids and families, better medical, hospital, jail, youth outreach programs
- More places for kids like a bowling alley, indoor swimming pool, and anything geared towards kids
- More things for kids to do and better healthcare
- More things for kids to do, a DMV for vehicles to go to, and also a Wal-Mart
- More things for the kids
- More things for the kids to do and kids need help with behavior issues
- More things for the teen years
- Not a lot to do for the kids, need better medical, more business, stores, and stuff.
- Organized youth activities maybe for the ages 8 to 18 or something like that.
- Our kids don't have anywhere to go after school. There isn't much to do.
- Probably more activities for kids and medical services
- Recreation for the kids
- Services for children
- Something for kids
- Stuff for our kids and seniors
- Things for kids
- Youth programs and a hospital
- Youth programs, arcade, bowling alley, and a hospital
- Youth programs, give them something to do
- Youth things

### **Stores and Shopping (17) 5%**

- A Wal-Mart or some kind of shopping facility
- Department stores like Kmart, Wal-Mart, a pharmacy, hospital, transportation, weekend places to hang out
- More shopping
- Retail outlets, stores, transportation, hospital, more grocery stores, and activities for teenagers
- Retail store, hospital, and dentist
- Retail stores
- Retail stores and a hospital
- Retail stores and pre-schools
- Retail stores like WinCo or ShopKo, an adult learning center, and a rec center
- Retail stores; senior citizen services such as organization, transportation, Meals on Wheels; health and fitness centers; and arts enrichment
- Shopping and more entertainment for single adults
- Shopping centers
- Shopping; clothing in particular
- Stores and youth stuff
- Stores, work out places, bowling alley, and things for kids like a water park
- Wal-Mart, more retail places, and more food services
- Bigger hardware store, hospital, Wal-Mart, department stores, and something big

### **Transportation Services (17) 5%**

- Bus Service
- Bus service and better health clinic
- Bus service and community transportation
- Public transportation (7)
- Public transportation and a hospital
- Public transportation and an open library on Saturday
- Public transportation and healthcare
- Public transportation, street lights, and snow removal
- Public transportation, youth programs, and a hospital
- Transportation; a new City Hall; the weight room in City Hall should be available to the public, not just city employees, as the tax payers are the ones paying for it.
- Transportation. The transportation we have is only for the casinos.

### **Recreation Services (16) 5%**

- A big recreation center with a weight room and basketball courts
- A bigger recreation center, transportation, better healthcare, and a hospital
- Adult recreation and a hospital
- Better recreation facilities and better retail stores

**Recreation Services (Continued)**

- Bigger and better rec center and 24-hour medical care
- Bigger rec center and social services
- Bigger rec center, indoor pool, and more activities for kids and youth
- Bigger recreation center with basketball courts, bigger movie theater, and more retail stores
- Bigger recreation center, bigger health and medical facility, more for the youth
- Bigger recreation center, more health, and medical places
- Everything; an indoor gym would really benefit us, a YMCA type of program, activities for the kids, and offer more sports
- Fitness, health, and better healthcare
- I think more adult activities, maybe through the recreation center
- Recreation and better stores
- Sports and outdoor activities
- They need a larger recreation center, an adult learning center, a larger 24-hour medical facility, and something for the kids like youth programs.

**DMV (6) 2%**

- A DMV outlet or other county based services
- DMV and a hospital
- DMV services and more recreational activities
- DMV, Wal-Mart, hospital, and a transportation system
- Driver's license services and registration services
- Drivers Licenses Division

**Senior Care (6) 2%**

- A nursing home or some place for the elderly and more ramps for wheelchairs.
- Care for seniors (i.e.: Meals on Wheels, public nurse)
- Helping the elderly people when they go grocery shopping
- Programs for the elderly, Meals on Wheels, and crisis centers
- Retirement centers and something more for kids to do
- Senior care

**Community Center (5) 1%**

- A better bigger community center for families
- A community building, youth center for kids, and a hospital
- A community center for families
- A community center that everyone can use and enjoy
- Community center, youth program, and a 24-hour medical facility

**Employment Opportunities (4) 1%**

- More available jobs
- More employment
- More jobs
- More jobs available for young people

**Daycare (4) 1%**

- Daycare and food pantry
- Daycare centers
- Daycare for the elderly
- Daycare, elderly service and availability of areas to have community activities where people can rent facilities for private functions.

**Parks (4) 1%**

- A new park and more activities like a YMCA for kids
- More parks, more retail stores, more places to work other than casinos
- New park
- Park and recreation services

**Senior Center/Senior Activities (4) 1%**

- Senior center, gym area for kids, indoor pool, indoor basketball area, and an indoor running track
- Senior center, someplace for the kids, most definitely aid for mothers with small children
- Senior citizen services
- Things for senior citizens and a restoration of our history

**Snow Removal (4) 1%**

- Do a better job snow plowing and more things to do like arcades.
- Snow plowing services
- Snow removal
- Snow removal and church cleaning

**Meals on Wheels/Food Services (3) 1%**

- A food bank from Nevada
- Meals on Wheels (2)

**Recycling (3) 1%**

- Recycling
- Recycling and a place to take a family
- Recycling and places for families

**Schools/Education (2) 1%**

- Colleges, hospitals, Wal-Mart
- We need better schools and more teachers. Hospital or at least an everyday clinic.

**Miscellaneous (17) 5%**

- An attorney that deals with immigration and provides help for the families that live near the poverty level other than the churches and the rec centers. There are some programs, but I think there need to be more programs; ones that are more acceptable to kids.
- Bases
- Better library and youth programs
- Bowling alley, mall, and Wal-Mart
- Businesses to come in
- Child preschool
- Funds
- Help with family
- Larger library and more child-friendly places
- More hours at the library and a fitness center
- Music, arts, and transportation; kids need more to do
- Outreach programs, social security outreach, and more library services
- Resources (outreach programs) for housing, medical, utilities, etc., for single mothers especially.
- Restaurants
- Things for people to do
- Veteran services
- Welfare services locally

**Any/All Services (6) 2%**

- All
- Anything available to other Elko County cities
- Anything other than casinos, like a bowling alley and something you can do with your family.
- Everything
- There are a lot of things; I don't even know where to begin.
- Too many to name

**Don't Know (34) 10%**

- I can't think of any needed services
- I can't think of any. (2)
- I don't know. (27)
- I don't really know.
- I don't really know; I don't use them.
- I'm not sure.
- There's not much here; there's nothing else to do here.

**None (7) 2%**

- None
- None that I can think of
- Nothing (2)
- Nothing at this time
- Nothing right now (2)





## ***THE MOST IMPORTANT UNMET NEED OF THE WEST WENDOVER COMMUNITY***

*“What is the most important unmet need of the West Wendover community?”*

### **Medical Services (208) 59%**

- 24-hour clinic (2)
- 24-hour health clinic
- 24-hour healthcare (2)
- 24-hour medical
- 24-hour medical care
- 24-hour medical care, youth and community programs
- 24-hour medical doctor
- 24-hour medical services
- A better clinic
- A better clinic or hospital
- A full service, 24-hour, hospital or clinic or 24-hour staffed E.R.
- A good clinic
- A good healthcare system (2)
- A hospital (102)
- A hospital and a big store where you can buy clothing, etc.
- A hospital and something like a Wal-Mart
- A hospital clinic
- A hospital or a clinic
- A hospital that's open 24-hours a day
- A hospital with its own ambulance so we can get rid of West Wendover Ambulance and better commercial shopping stores
- A hospital; we could always use more things for the kids to go and do family-wise
- Better clinics
- Better health services
- Better healthcare, maybe even a hospital
- Better hospital
- Better medical care, hospital
- Better medical care and shopping
- Better medical care center
- Better medical care, county services like a DMV
- Bigger clinic and a mentoring program between adults and youths
- Clinic
- Clinic, 24-hours
- Doctors (2)
- Doctors, hospital
- Emergency medical care

***Medical Services (Continued)***

- Fitness and health, healthcare
- Full time clinic
- Full-time hospital (2)
- Good healthcare (3)
- Healthcare (I'm unhappy with present services; I will not go to the health clinic here). Health education community services office (Heat program, aid to family office, community action program)
- Healthcare services (2)
- Health clinic
- Health programs - additional clinics and 24-hour service, full-time counseling with child services
- Health services, Wal-Mart, we don't need hippy trails, how about something with trees and grass picnic area and a trail we could walk through
- Healthcare (3)
- Healthcare and the lack of things to do here
- Healthcare for families
- Healthcare, the clinic here is no good; we have to travel clear to Stansbury for decent healthcare.
- Hospital, retail stores
- Hospital (24-hour care)
- Hospital and 24-hour healthcare
- Hospital and an indoor pool
- Hospital and diversification of employment
- Hospital and emergency care
- Hospital and home mail delivery
- Hospital and medicine
- Hospital and more places for kids, maybe a park
- Hospital and retail stores
- Hospital or 24-hour medical services
- Hospital or better clinic open for emergency too
- Hospital or good clinic
- Hospital; 24-hour, 7-days-a-week clinic
- Hospital, 24-hour urgent care center with qualified medical personnel and pharmacy
- Hospital, better clinic
- Hospital, medical needs
- Hospital, transportation
- Hospitals
- I think a hospital
- Medical (3)
- Medical and disability
- Medical and youth activities

**Medical Services (Continued)**

- Medical care and a pharmacy
- Medical center (2)
- Medical facilities (6)
- Medical facility, disabled facilities or something they can have for help
- Medical needs (3)
- Medical services
- Medical, West Wendover needs to work at including Wendover, Utah and becoming one community
- Medical; activities for children (teens) outreach program for teens and employment services; better communication with Wendover, Utah to make two cities, one community working together
- More clinics
- More medical services
- Not having a hospital
- Probably a medical facility
- 24-7 hospital and better medical facility
- The clinic
- The hospital and some kind of a counseling center that they do not have available
- This town needs children's mental health services

**Youth Activities (29) 8%**

- Activities for kids (3)
- Activities for the youth and senior citizens, more about the history of Wendover
- Children's activities
- I don't think there are enough activities for children or teens under 21. We need more activities for the youth in our community.
- More activities. They have a few sports programs but teenagers don't have much to do.
- More places where the kids can go to play safely
- More things for kids to do
- Nothing here for the kids; there's school, and that's it.
- Opportunities for kids to keep them busy
- Organized sports besides high school sports. Support for the Boy Scouts.
- Places for the youth to go to
- Something for 18-year-olds
- Something for the kids and teens to keep them busy
- Something for the youth to do to keep them busy and off the streets
- Something to entertain teens
- Stuff for our kids to do
- The kids have nothing to do
- The needs of the kids

***Youth Activities (Continued)***

- The needs of the kids; they need to have activities to do.
- Things for kids to do
- We need more activities for the kids to do.
- Youth
- Youth activities (2)
- Youth center
- Youth programs (2)

**Stores and Shopping (17) 5%**

- Better stores, clothes, pharmacy, hardware, Hooters
- Clothing stores
- Competition for stores
- I don't think we have enough shopping or healthcare.
- More shopping and housing
- Retail establishments, housing options that are mid-priced
- Retail stores (4)
- Retail stores like Wal-Mart and hospitals
- Shopping services so we can keep money spent here local in the community
- Shopping for residents
- There're no shopping centers.
- Wal-Mart
- We need a Wal-Mart
- Mall

**Employment Opportunities (9) 3%**

- Job opportunities (2)
- Jobs
- More jobs
- More jobs and activities for families and children (2)
- We need employment options like retail or factories. The stranglehold the Peppermill has on the community is disheartening. Remove Peppermill employees from public office. My family will be leaving soon due to the fact that a man can't earn an honest wage here.
- Diversification of job opportunities that aren't only in casinos.
- Employment assistance for many of the people who are unemployed

**Transportation Services (7) 2%**

- Bus service
- Bus system, public transportation
- Public transportation (3)
- Transportation (2)

**Police Services (6) 2%**

- Better police department
- Cops to enforce noise ordinance and drug deals at the car wash
- More police officers
- Police officers
- We need more police officers to take care of the gang problem.
- They do a pretty good job, new police station, city center. More services for the youth.

**Economic Growth (5) 1%**

- A better admin service, everything is expensive
- Business growth
- Businesses
- More industry other than casinos
- Not enough competition for commercial industries, no hi-tech jobs, no manufacturing jobs, and no retail

**Government Services (5) 1%**

- Better customer service for people who work for the city council.
- Better customer skills for government officials
- City Hall needs to be rethought of financially
- More responsive government
- Social services for kids

**Schools/Education (5) 1%**

- Better education and healthcare facilities
- Focus on education
- More help for our school
- More money put into the schools
- School funding

**Recreation Services (4) 1%**

- Rec center
- Recreation Center
- Softball fields or sports gym and a rec center
- Parks and recreation facilities

**Housing Services (3) 1%**

- Housing needs
- I think housing because some of the houses look terrible.
- More affordable housing

**Road Improvements (3) 1%**

- Road improvements (2)
- Roads need improvements. Stop signs need to be moved out closer to the road. Now you stop where the sign is and then creep very slowly out where you can see what is coming.

**Senior Care (3) 1%**

- Help for the elderly and a community bus service
- Senior and medical services
- Something for senior citizens

**Miscellaneous Responses (11) 3%**

- More daycare and children activities
- A recycling facility, resources for people to enjoy as a family
- Anything other than casinos, like a bowling alley. Something you can do with your family.
- Enlarging the library with longer hours
- Enough resources for families to enjoy and a recycling facility
- Food drives
- Hooters
- Noise
- People coming through and losing their money and not having a way to continue on
- Services for poor people
- Sport events. There aren't any sporting events.

**Don't Know (32) 9%**

- I don't know; we don't really have much here. We need as much as we can get.
- I don't know. (27)
- I don't think there are any that are more important than others, but I cannot think of ones that are of personal need.
- I have no idea.
- I'm not sure. (2)

**None (4) 1%**

- I believe that at this time, we have adequate services.
- Nothing
- Nothing now (2)





## ***RETAIL STORES AND SERVICES WEST WENDOVER NEEDS***

*“What retail stores and services does West Wendover need?”*

### **Wal-Mart, Target, or Kmart (206) 65%**

- A bigger store like Wal-Mart.
- A retail store like Wal-Mart
- A Wal-Mart to start with, also some kind of restaurant other than the casino environment
- A Wal-Mart we need more options
- A Wal-Mart would be great
- A Wal-Mart, grocery stores, and clothing stores
- A Wal-Mart, Home Depot, Lowe's, sporting goods store, and a big department store where you can get some clothes
- A Wal-Mart, mall stores: J.C. Penney, Sears and a Target
- A Wal-Mart, Target, and another grocery store
- Any of the chains, Wal-Mart
- Bigger retail stores like Wal-Mart
- Bigger shopping centers like Wal-Mart
- I think they need a Wal-Mart and a hospital
- Kmart (2)
- Kmart, Wal-Mart
- Kmart, Wal-Mart, and Target
- Kmart, Wal-Mart, drug store
- Kmart, Wal-Mart, emergency repair services
- Kmart, Wal-Mart, ShopKo, pharmacy, shoe store, clothing store, and a baby store
- Like a Wal-Mart, tire store, and a decent oil change place
- Need a Wal-Mart, Home Depot, Payless Shoe Store, and a craft store
- Need a Wal-Mart, clothing stores like Buckle, Gap and Old Navy
- Needs Wal-Mart
- Super Wal-Mart and a grocery store
- Target
- Target, outlet stores
- Target, Kmart, Wal-Mart, Walgreen's
- Target, Wal-Mart, Fred Meyer, something that carries clothing. Something that would cover everybody in the community's basic needs.
- Wal-Mart (117)
- Wal-Mart (the pharmacy is needed!) A craft store with sewing, scrap booking, and other crafts
- Wal-Mart and a general store like a Costco or a Kmart
- Wal-Mart and another grocery store

***Wal-Mart, Target, or Kmart (Continued)***

- Wal-Mart and another grocery store
- Wal-Mart and clothing stores (2)
- Wal-Mart and Home Depot
- Wal-Mart and Kmart
- Wal-Mart and Kohl's
- Wal-Mart and some kind of mall
- Wal-Mart and Target (2)
- Wal-Mart or Cabella's
- Wal-Mart or Kmart (2)
- Wal-Mart or Sam's Club
- Wal-Mart or Target (3)
- Wal-Mart Super Center (2)
- Wal-Mart Super Store (4)
- Wal-Mart, a couple restaurants, a dollar store, and different grocery stores
- Wal-Mart, another drug store, grocery store, clothing store, shoe store, book store, shopping mall and a restaurant
- Wal-Mart, auto parts store, clothing stores, ShopKo, Kohl's, JC Penney
- Wal-Mart, Auto Zone, and Big-O Tires
- Wal-Mart, bigger grocery store
- Wal-Mart, clothing and shoe stores, and Applebee's
- Wal-Mart, Costco (2)
- Wal-Mart, Foot Locker, Payless, TJ Maxx, Ross, movie theater and even a craft store
- Wal-Mart, Home Depot, or Lowe's
- Wal-Mart, Home Depot, Burger King
- Wal-Mart, IHOP, Kmart, Payless and laundry mat with a dry cleaner (2)
- Wal-Mart, JC Penny or something similar
- Wal-Mart, Kmart
- Wal-Mart, Kmart, a mall
- Wal-Mart, Kmart, Target (3)
- Wal-Mart, Lowe's, Pep Boys, Bed, Bath & Beyond
- Wal-Mart, Mammoth Music, FYE, JC Penny, and Target
- Wal-Mart, more retail stores: clothes, shoes more choices in grocery stores
- Wal-Mart, other clothing stores, health food stores, and a butcher shop
- Wal-Mart, Sam's, Costco
- Wal-Mart, Shopko, and Kmart
- Wal-Mart, Shopko, Target, Home Depot, Lowe's
- Wal-Mart, sporting goods store
- Wal-Mart, Taco Bell, Denny's, Village Inn, and any retail clothing store.
- Wal-Mart, Target, and a hospital
- Wal-Mart, Target, Kmart, etc
- Wal-Mart, Target, Kmart...please!

***Wal-Mart, Target, or Kmart (Continued)***

- Wal-Mart, Target, Walgreen's, WinCo
- Wal-Mart, Walgreen's
- Wal-Mart, dining places like IHOP or Village Inn, restaurants besides the casinos
- We only have a grocery store. We need them all: Wal-Mart, Taco Bell, Carl's J.R., and Kmart

**Clothing/Shoe or Department Store (30) 9%**

- A clothing store and grocery store
- A department store
- A good all department store that provides food as well as clothing and household items. All in one location so that people who have a hard time going to SLC or Elko can get what they need.
- A good clothing store and a shoe store, maybe a Wal-Mart or something
- A good place to buy better clothes
- A place to buy clothes and shoes
- Anything would work; clothing stores
- Clothing and car care
- Clothing and retail, Wal-Mart super center, dining places
- Clothing and sporting goods
- Clothing store, shoe store
- Clothing store; Kmart or Shopko; variety store; another grocery store
- Clothing stores and medical facilities
- Clothing stores would be nice. We don't have any option to buy that kind of stuff here.
- Clothing stores, some competition for Smiths, Wal-Mart, and other restaurants
- Clothing stores, toy stores, and electronic stores
- Clothing, a drug store, and I think we could use a hardware store with reasonable prices
- Clothing, bowling alley
- Clothing, shoe stores, department stores like Kmart, Wal-Mart, Target, and ShopKo.
- Clothing, some place for the drugstores, some place to buy home improvement, and a better warehouse bookstore
- Clothing/shoe stores and financial services
- Department/clothing stores, appliance stores, and electronics
- Foot Locker
- JC Penney, Kmart, Target, Kohl's
- More clothing stores and a Wal-Mart
- Shoe store, clothes store, and household items

***Clothing/Shoe or Department Store (Continued)***

- We could use a JC Penny's, Kmart, and a ShopKo. We don't even need a big retail chain but maybe just a general store like in Elko. We don't even have restaurant chains like Applebee's or Red Lobster. We have McDonalds and Burger King and stuff.
- We need a clothing store and we need a dry cleaners.
- We need a clothing store, a place to buy shoes, more like a Wal-Mart even if it is a small one.
- We need a department store and maybe another full service grocery store.

**Grocery Store (6) 2%**

- A bigger Smiths where the prices are better and a Wal-Mart
- A competitive grocery store
- Albertsons or Safeway, Kmart or Shopko, clothing, athletic store, shopping in general
- Another supermarket so we don't get stacked by Smiths' outrageous prices. A clothing store, Wal-Mart, Kmart, or a Sears would be nice but I don't think those will happen.
- Grocery store, theater, and a department store
- Grocery stores, clothing stores, a shoe store and more pharmacies

**Mall (5) 2%**

- Mall, Foot Locker, Gen X
- Outlet mall (2)
- Shopping centers and grocery stores
- Shopping mall

**Medical Services (4) 1%**

- Another clinic, a professional hospital
- Better pharmacy
- Drug store
- Well I'm not sure; a hospital and a good medical center

**Restaurant (4) 1%**

- A family restaurant and clothing stores
- Different restaurants, not McDonalds, maybe Applebee's or Chili's, just a little clothing store, not even Wal-Mart but like a Smith's Marketplace or a Target
- Family dining, Wal-Mart (or equal), office supply, car rental
- More restaurants, Wal-Mart, and Target

**Miscellaneous Responses (12) 4%**

- A store that offers more variety in its products
- Bowling alley and a clothing store
- Costco
- Deseret Industries, Wal-Mart, clothing and miscellaneous things
- Dry cleaners, Wal-Mart, someplace you can buy anything and not have to leave town to get it. Auto - Lube shop, full-time Veterinarian.
- Equipment rental, bowling alley, and a gun range
- Fred Meyer
- Lowe's, Wal-Mart
- Oil change/lube, good tire store, gym
- Sam's Club, Kmart, Sears, and Wal-Mart
- Sporting goods stores, clothing stores, and toy stores
- Sports and hunting

**All Kinds/Any Kinds (17) 5%**

- All discount, general retail
- All kinds
- All kinds, I can't think of any. Just mainly shopping and mechanic services. And the medical thing again.
- All of them (3)
- Any (4)
- Any kind of options would be nice, Wal-Mart or Target. If it would create jobs to let the new truck stop having gaming available then let them have it.
- Any store
- Any would be great
- Any. Look around. We have nothing and never have. Smith's has rotten products that they can't sell elsewhere don't cut it here for us. Don't we have laws protecting the citizens against that?
- Anything would be nice
- Everything; for any major purchases we have to drive to Salt Lake City and Smith's is too expensive.
- Just more shopping, more variety for people to go, not just one place, restaurants.

**Don't Know (14) 4%**

- I don't know. (13)
- I haven't thought about that

**None (19) 6%**

- None (19)



## ***OTHER NEEDS AND SERVICES A COMMUNITY CENTER COULD PROVIDED***

*“What are the other needs or services that a West Wendover Community Center could provide?”*

### **Medical Services (24) 24%**

- 24-hour emergency care
- A 24-7 healthcare facility is the most important
- A better mental health office or possibly a hobby shop
- A hospital (9)
- A hospital and better public transportation
- A hospital, medical services
- Ambulance service, more parks and a hospital. We have been waiting 10 years and the little clinic is not enough. It's closed on Saturday and Sunday which is ridiculous.
- Doctors
- Healthcare, outdoor activities
- Healthcare, we have to have a clinic that is open everyday. That to me is a real downfall to this area. When you are sick here on a Friday afternoon you might not get seen here until a Tuesday afternoon when they can fit you in. Our healthcare is terrible.
- Hospital and more urgent care
- Hospital or 24-7 emergency service
- Hospital, Wal-Mart, boxing, karate, dance, etc..
- Just a hospital
- A 24-hour care center; clinics should not close on weekends.
- We need 24-hour medical.

### **Recreation Services (19) 19%**

- A fitness place and an indoor basketball court
- A gym for basketball
- A public basketball gym
- A recreation facility where young kids can practice sports
- A recreational center and a retail store like Wal-Mart
- Adult fitness center
- An indoor swimming pool, arcade, sports, and activities that they don't do in school like dance and karate classes
- Basketball courts and soccer fields
- Exercise and weight room
- Indoor affordable exercise facility

**Recreation Services (Continued)**

- Indoor facilities like a gym or indoor track
- Indoor pool and more help for the handicapped.
- Indoor recreation: pool, gym, daycare, courts, rock climbing, and track
- Internet hot spot
- Recreation for adults
- Sports activities and a gym
- Swimming pool (indoors)
- Swimming pool and professionals as lifeguards to reduce injury. We also need a Wal-Mart.
- Work with recreation department

**Youth Activities (12) 12%**

- Activities for older kids as well as younger kids, regardless of race, religion, or age.
- Activities other than casinos for kids and adults
- Activity type place where they offer indoor activities for kids and daycare facilities.
- Boys and Girls Club (2)
- Just things for kids to do
- More activities for adults and kids
- More activities for teenagers and better healthcare
- More stuff for kids, a gym, and a bigger park
- More things for kids
- Sports for the kids; baseball, basketball, soccer, etc.
- Youth outreach or job training for both kids and adults

**Stores and Shopping (8) 8%**

- A 24-hour store
- Access to lots of goods and services like Wal-Mart
- More stores, clothing (Deseret Industries)
- Retail stores like Wal-Mart
- Shopping
- Target or something that carries it all
- Wal-Mart (2)



**Activities such as Bowling, Ice skating, Arcades (4) 4%**

- Arcade, media room (movies, video games), Bowling alley, and a pool table
- Bowling alley and clothing store
- Ice rink or bowling alley for the winter
- Skating rink

**Parks (4) 4%**

- Bigger park and bowling alley
- More parks or a bigger park, more expanded outdoor area, and a new, large city park with picnic areas.
- More parks, more things for our children
- Park for pets

**Cultural Services (3) 3%**

- A "History of Speed Week" and a WW2 History Museum
- More cultural aspects and cultural educational facilities
- There are a lot of Hispanic people here and they need a place where they could receive help with immigration, translations, Social Security issues, etc.

**Daycare (3) 3%**

- Child care or a drop off day care at the community center
- Children's preschool
- Daycare center and recreation for teens

**Employment Opportunities (3) 3%**

- More job opportunities, not just casinos
- More jobs
- More work

**Transportation Services (3) 3%**

- Bring a stop for Amtrak here. Bring in other income sources for the city other than casinos. Focus on senior retirement housing.
- Public transportation
- Transportation

**Community Center (2) 2%**

- Center for helping the community
- Somewhere where the community can gather, a bigger public gathering place to discuss local problems such as gangs, theft, etc. A place to meet with police officers to solve problems.

**Miscellaneous Responses (12) 12%**

- Adult learning, you have people who want their GED's or the people who have a diploma and want to learn how to do small things and pay for small classes
- Advertising for services
- Deseret Industry, Big Brothers Big Sisters, and daycare
- Elko county services provided one or two times monthly for people who cannot go to Elko easily.
- Equipment rental, a bowling alley, and a gun range
- Funeral home, hospital
- I would like to see something for parents that need help with kids.
- Industry/warehousing
- It would be nice to have some place like a Deseret Industries.
- Main concern is an Outreach Program mainly for single parents, the homeless, and senior citizens.
- More chain restaurants besides casino which can lead to more jobs
- We only have one casino for everybody.

**Any/All Services (3) 3%**

- Any services would be good and better than what we have. It needs all services and a Spanish community center.
- Convenient county services so we don't have to drive 100 miles
- Everything

## ***OTHER RESPONSES***

*“What community services and resources are currently available in West Wendover City?”*

- A Smith’s store (3)
- Ambulance service and golf course
- Ambulance, city public works
- Ambulance, police department and a Welcome Center
- Casinos (2)
- Churches
- Churches and crossing guards
- Churches and food shelter
- Cleaning streets
- Employment Center
- Fire department (2)
- Fire department, snow removal, and garbage pick up
- Fire station and a City Hall
- Food bank (5)
- Food bank and Christian Fellowship Church
- Food bank, thrift store, and clinic
- Football teams
- Gambling
- Garbage
- Garbage pick-up
- Garbage pick-up and water (2)
- Garbage pick-up, snow removal, and pick up at seasonal times
- Garbage pick-up, water, electric, police, courts, grocery store
- Garbage removal
- Golf course
- Golf course, park, rodeo grounds
- Grocery store and hardware store
- Jobs
- Joseph’s Pantry and Advocates for Domestic Violence
- Not many
- Not much; we need something for the kids, like a bowling alley
- Park (2)
- Police and fire protection
- Police Department (2)
- Pool (3)
- Pool and softball fields
- Power and water, trail systems
- Public works, local police department, and court house

- Swimming pool, park, tennis courts
- Thrift store
- Thrift store and a food bank, and provide help for people that need Medicare and things
- Utilities and trash
- Utilities, police, and fire services
- Very limited ambulance service
- Water and garbage
- Water, sewage, and garbage services
- WIC

*“How would you best describe your race?”*

- Half Caucasian and half Native American
- White and Spanish mix
- White, Hispanic (3)

# CITY OF WEST WENDOVER

## COMMUNITY CENTER

Part B - Community Center Planning Document

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Architectural Nexus has appreciated the opportunity to work with the City of West Wendover and specifically with the Planning Grant Team and Planning Committee in the development of this Planning Document, including the following individuals:

### Planning Grant Team

Chris Melville	City Manager   Planning Committee Liaison
Kevin Allcott	Construction Advisor
Kenner Kingston	Principal Architect
Peter Moyes	Project Architect
Jeffery L. Davis	Design Architect   Planner
Bob Springmeyer	Bonneville Research   Community Needs Assessment

### Planning Committee

Donald Andersen	Mayor
Roy Briggs	Council Person
Emily Carter	Council Person
Tom Freeman	Senior Representative
Shawn Gregory	West Wendover Recreation District Director
Dawn Hagness	Community Representative, Principal of West Wendover Elementary School
Heidi Lewis	Community Representative
Chris Melville	City Manager
Lucy Perez	Community Representative
Ricardo Perez	Community and Business Representative
Homero Quinonez	Youth Representative, West Wendover High School Student Body President
Kerry Robinson	West Wendover Recreation District Board Chairman
Randall Soderquist	Community and Business Representative

We wish to thank those who gave of their time to tour numerous facilities and actively participate in multiple workshops. We also appreciate all who were willing to express their ideas both verbally and graphically, allowing us to arrive at objectives, concepts, directions and solutions that were beyond what could have been achieved otherwise.

Finally, we wish to express thanks to the West Wendover City Manager, Chris Melville for his untiring efforts in organizing and orchestrating the efforts of this planning process, coordinating calendars, schedules and meeting spaces, and keeping the design team on task.

Sincerely,

Kenner Kingston, AIA, LEED® AP

Peter Moyes, AIA, LEED® AP

Jeff Davis, AIA, LEED® AP



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In November of 2009 the City of West Wendover retained the services of Pathway Associates, LLC and Bonneville Research, Inc. to jointly conduct a community needs assessment and financial feasibility study relative to a proposed community center. The resulting *City of West Wendover Community Needs Assessment 2010* document arrived at the following observation:

“Support for the concept of a community center in West Wendover is high. Community leaders and residents perceive a variety of needs which a multi-purpose facility of this nature could fulfill and, if programmed carefully, usage rates in the community could be exceptionally high. Aside from these tangible benefits, however, we believe the creation of a community center will make a significant contribution to the quality of life and sense of community in West Wendover. It will serve as a vital hub of activity whose very existence will lead to more and varied opportunities for

recreation and social interaction, which in turn will help to attract and retain the teachers, doctors, and businesses which have proven elusive in the past.”

The purpose of this subsequent planning document is to explore the nature and content of a community center in West Wendover. The focus is not to demonstrate a need for the facility, but rather to define its content and how to best structure the facility to optimize limited financial resources (for both construction and on-going operations) and maximize the benefit to the community.

A detailed look at the community profile of West Wendover addressed the communities’ unique demographic characteristics. It showed West Wendover to be an ethnically diversified, family centered community with an extremely limited senior population (due to out migration). The community profile outlined why a community center could enhance the quality of life in West Wendover for each of these groups.

An investigation into the unique identity and purpose of a community center located in West Wendover provided a more in-depth understanding of specific user needs and recommended the following:

- Provide a place for non-athletic youth activities
- Address the social needs of seniors through activities and services
- In conjunction with Elko County, provide adequate community library services
- Offer general meeting areas for public and private groups and organizations
- Provide public Internet services

Through tours of similar facilities and several Planning Team workshops it became apparent that the needs of the community exceeded the financial resources available to either build or properly operate a community center in which the users groups were autonomous. The Planning Team explored how spaces, activities, programs, and events could be shared across the various user groups. The byproduct was a project approach that tightened required building square footage, lowered facility operating and maintenance costs, reduced overall staffing requirements, and offered a greater opportunity to create “synergy” amongst

the building users and within the community. The final Program Space Matrix reflects a project of 38,960 gross square feet; compared to an initial project size of 49,190 gross square feet. Although the final recommended project saw a reduction in square footage and cost, it was enhanced in its overall approach to organization, operation, and sense of community inclusion. Less truly became more.

With a workable program in place the Planning Team explored the relationship of the building to its site. It also explored the inter-relationship of the various spaces assigned to each user group within the building. Externally, the optimal location of the building with respect to the site is on axis with the overall Civic Plaza. Centering the building on the site creates a need for parking on both sides (east and west) of the building. The building also requires a formal entry addressing the Civic Plaza to the north. This need for multiple entries has a significant impact on the internal circulation of the building. Internally, because many of the interior rooms are programmed as shared spaces among various building user groups, the relationships between these rooms becomes quite complicated. The Planning Team spent a significant portion of each workshop exploring, revising and adjusting the location of various interior spaces in an attempt to optimize building flexibility while maintaining a unique location and identity for many of the building users. The final concept floor plan reflects the input of multiple Planning Team participants.

The Planning Team expressed an interest in design solutions that reflected elements of modern southwest or Spanish colonial design. As the building massing was developed, elements and themes from these architectural styles were incorporated. The concept elevations contained in the planning document are provided to offer an initial concept direction, which can be refined as the project moves beyond the planning process. The Planning Team also expressed an interest in the incorporation of sustainable design elements, including the use of energy reducing technology. This included the use of photovoltaic panels and/or ground source heat pump systems. The initial cost and life-cycle impact of these technologies was researched and is included within the planning document.



Overall project costs were estimated on a per-square-foot basis based on the various room types and their unique characteristics. Project costs include both hard (construction) costs and soft (non-construction) costs. Project costs reflect factors that are unique to West Wendover, including the overall community size and available construction capacity, their geographic location, and the impact of the Elko County Prevailing Wage Rate. The sum of all project costs is estimated to be approximately \$9,299,700. Detailed cost information is included with the Program Space Matrix contained in the Appendix of this Planning Document.

## 2.1 - Introduction

The information in this section is derived from the *City of West Wendover Community Needs Assessment 2010*, completed by Pathways Associates, LLC and Bonneville Research, Inc.

## 2.2 - Background

The City of West Wendover, Nevada, is located on Interstate 80 just west of the Utah/Nevada border. With a population today of over 5,000, the West Wendover community has progressed from a lonely desert highway stop to a veritable tourist destination,

*“We need a community center to help build community!”*

- Focus Group Participant

which hosts more than 2 million visitors a year. While the economy of West Wendover is heavily dependent on the gaming industry (it is estimated that two out of every five wage earners work for a casino) the City is steadily working to diversify its economy and provide a good base of community services and amenities. Three demographic facts distinguish West Wendover from other proximate cities and the population of the United States in general: median age, percent of the population that is Hispanic, and percent of families

that are married with children. West Wendover is far younger, far more Hispanic, and is far more child centric than other proximate cities. These unique demographics are an important consideration as the City looks to the future and the changing needs of its residents.

The City of West Wendover has many things going for it. The City’s unique history and tourism based economy has blessed it with an enviable tax base and source of jobs. The recent acquisition of former BLM lands have provided it with badly needed source property for economic and community development purposes. And its proximity to an airfield, railway, and major interstate highway make it a potentially attractive site for certain types of industry. But the City also faces its challenges, including inadequate health care resources, limited retail shopping, a lack of services for senior citizens, a lack of public transportation, and a need for additional activities for youth.

### Need

There is a pronounced need for a community center in the City of West Wendover, Nevada. Facilities available for use by community members are generally lacking and, as a result, the range of potential community activities are limited. This has the effect of diminishing the quality of life and sense of community in West Wendover limiting the City’s appeal as a place to live, work, and operate a business.



The development of a community center in West Wendover is a logical response to this need and would be well used by residents. The most important uses a West Wendover Community Center could accommodate include:

- Youth Activities (other than sports and physical fitness)
- Senior Citizen Activities and Services
- Meetings of Volunteer Organizations and Civic Groups
- Library
- Public Library and Internet Services

These uses suggest the need for a multi-purpose facility offering both partitionable meeting spaces and permanent gathering spaces for senior citizens and youth. Some outdoor amenities, including picnic tables and a small performance amphitheater are also recommended.



### 2.3 - Demographic Analysis

The demographic analysis below presents the unique characteristic of the City of West Wendover with respect to adjacent Nevada communities and benchmarked against national averages. It shows West Wendover to be an ethnically diverse, family oriented community with a limited senior population.

	West Wendover, Nevada	Ely, Nevada	Wells, Nevada	Elko, Nevada	United States
<b>Population 2009</b>	5,034	4,008	1,310	17,180	308,630,676
<b>Median Age</b>	25.2	42.6	35.7	33.6	37.6
<b>Percent over 65</b>	3.2%	12.5%	18%	9.9%	12.5%
<b>Percent Hispanic</b>	63%	12.5%	18%	20%	12.73%
<b>Married with Children</b>	41.4%	18.66%	25.5%	29.5%	27.9%

### 2.4 - Summary and Solutions

The creation of a community center will not solve all of the community's problems; but it will directly or indirectly alleviate many of them; and in the process, it should help to create something that our research suggests is badly needed – a stronger sense of community. By providing a venue for community events and activities, a community center will generate new opportunities for residents to socialize, interact and become more connected with one another. This in turn will make the city a more attractive place to live, work, retire, operate a business, or practice a profession. In short, a community center will make a significant contribution to the quality of life in West Wendover by providing a venue where quality time can be spent.

## 3.1 - Prime Objectives

### Total Facility Identity and Purpose

As stated in the *City of West Wendover Community Needs Assessment 2010* completed by Pathway Associates, LLC and Bonneville Research, Inc., there is a pronounced need for a community center in the City of West Wendover. The report

further states that the purpose of such a facility is to increase the range of potential community activities, enhance the overall quality of life and sense of community in West Wendover, and augment the appeal of West Wendover as a place to live, work and operate a business. Because of the significant lack of community-oriented facilities and services in West Wendover, the report identified several specific areas of community need. These included the following:

- Youth Activities (other than sports and physical fitness)
- Senior Citizen Activities and Services
- Meetings of Volunteer Organizations and Civic Groups
- Public Internet Services

The purpose of a community center in West Wendover is to create an appropriate balance in addressing the needs of each of the groups and organizations listed above within one common facility. The Community Center will be the public face of the community and will reflect the character and values of the City. It must balance functional needs, operational costs and community services, and provide for flexibility as

the City of West Wendover matures and re-defines itself. Finally, the *City of West Wendover Community Needs Assessment 2010* indicates that the development of a community center in West Wendover is a logical response to the existing community needs and will be well used by residents.

An analysis of the community groups to be served by the building led to a focus on three key project components, as follows:

- **Multi-Purpose Space** to include: public meeting rooms, a black box theater, and youth activity spaces
- **Senior Center Space** to include: activity areas and a cafeteria / café that could be utilized by the entire facility.
- **Library Space**, with a focus on both printed and electronic media and internet service. The media collection for this component of the program (books, etc.) will be coordinated with and provided through the Elko-Lander-Eureka County Library System.

Due to the broad range of services to be addressed by this facility there is an overriding need to provide both flexible and efficient space. The Community Center will be designed to maximize the collaborative objectives of the various participating entities. Groups using the facility will share the physical spaces, programming of classes and activities, and building management to provide a unified front as a community center. The facility will provide services to a multigenerational and multicultural community.

#### SECTION ONE:

#### EXECUTIVE SUMMARY

##### BACKGROUND

*"We need a community center to help build community!"*  
Focus Group Participant

The City of West Wendover, Nevada, is located on Interstate 80 just west of the Utah/Nevada border. With a population today of just over 5,000, the West Wendover community has progressed from a mere waystation in the desert to veritable tourist destination, which on weekends hosts as many as 25,000 visitors. While the economy of West Wendover is heavily dependent on the casino industry (it is estimated that two out of every five wage earners work for a casino) the City is steadily working to diversify its economy and provide a good base of community services and amenities.

Three demographic facts distinguish West Wendover from other proximate cities and the population of the United States in general: median age, percent of the population that is Hispanic, and percent of families that are married with children. West Wendover is far younger, far more Hispanic, and far more child centric than other proximate cities. These unique demographics are an important consideration as the City looks to the future and the changing needs of its residents.

Due to its relatively short history as an incorporated community and the historically transitory nature of the casino workforce, West Wendover lags behind comparable communities in terms of community services and cultural resources. The city has a well developed masterplan, however, and each year makes new investments in community infrastructure and amenities. These investments and the resulting business development are creating a favorable climate for stable, steady population growth which now includes many second and third generation families.

In January of 2009, the City of West Wendover made application to the Donald W. Reynolds Foundation, under provisions of its Community Centers Initiative, for a planning grant to assist with early planning efforts for the development of a community center. The City was subsequently awarded the grant and in November of 2009 retained the services of Bonneville Research and Pathway Associates to jointly conduct a community needs assessment and financial feasibility study relative to the proposed community center.

## 3.2 - Justification of Community Center Needs

The justification for developing a new facility that accommodates the increase of existing services and the addition of new services was addressed in detail in the *City of West Wendover Community Needs Assessment 2010*. These are summarized as follows:

### Needs Assessment and Community Survey

Recommendations from the *City of West Wendover Community Needs Assessment 2010* and Community Survey indicate, “The development of a community center in West Wendover is a logical response to this, the existing communities needs, and will be well used by residents.” This simple statement is the byproduct of extensive community demographic research as well as key informant interviews, input from specific community focus groups, and extensive household surveys.

### Master Plan

The 2001 West Wendover City Master Plan is centered on the creation of a civic campus. The first phase of this Master Plan has been realized in the design and construction of the West Wendover City Hall and the City Center Monument along with a portion of the civic plaza. Future elements of the Master Plan include the development of a new library, museum, convention center, performing arts center, civic plaza, city park, amphitheater, commercial / retail space, and hospital. The development of these components as shown in the long-term Master Plan will unfold as the future population increases. However, in re-examining the Master Plan’s prime objectives, several of these elements can be successfully combined into a community center to save the City initial construction and long-term operational costs and meet a wider variety of community needs. This feasibility study shows how these components can be successfully combined.

## 3.3 - Community Demographics

### Community Needs and Services

The West Wendover Community Center is envisioned to address the multi-generational and multi-cultural needs of this demographically unique community. These demographic elements are more fully defined and addressed in the *City of West Wendover Community Needs Assessment 2010*. As noted in the Needs Assessment document, the community has an uncommonly low percentage of senior citizens, as the aged cannot find the community elements needed to encourage their continued residence in West Wendover. Additionally, there is a lack of cohesiveness and opportunity to explore talents and abilities among teens and young adults, as they lack access to appropriate non-athletic recreational and educational opportunities. There is an underlying need to help them discover and investigate their interests and talents outside of the traditional school classroom. Finally, West Wendover has an unusually large minority population that lacks appropriate space to promote or encourage cultural events, activities, and traditions. Our response to each of these groups and their needs is briefly addressed in the following narrative.







### Senior Needs and Services

The objective of providing services for older adults is to help maintain independence in the home and offer greater reason to remain in the community. We understand that health care needs are also a key factor in the successful retention of this older demographic within any community. However, a senior center is a critical gathering place to provide opportunities for education, recreation, fitness and nutritional services. Without such a facility in West Wendover many Senior's have opted to move away. Experience shows that senior's thrive in a center that is close to home and reflects the community. The Community Center project offers an opportunity to combine senior services with services provided by other agencies, and to meet the needs of aging citizens as well as those of the community-at-large. The food services portion of the Senior Center

will be addressed as a "café" for all ages based on the Café Mather's approach to senior centers. The Mather Lifeways model transforms the senior center into a hub of multi-generational activity. This is accomplished by changing the senior meal program from a cafeteria to a café for all ages while still meeting standards for nutrition and subsidized meal programs. The objective is to provide a healthy multi-generational space that will contribute to community inter-connectivity.

### Youth Needs and Services

The youth of West Wendover who do not participate in sports activities have few options for interaction and growth through extracurricular activities. The Community Center will provide space and programming for these types of activities and offer the opportunity for these youth to mature and prepare for life's future challenges. Anticipated youth services involve computer training, multi-media activities, space for clubs and youth groups (4-H, etc.), and opportunities to enhance communication and social skills.

### Library Services and Public Internet

Community library services are provided through the Elko-Lander-Eureka County Library System, which operates a small branch in West Wendover, with a collection of approximately 10,600 pieces. This library is significantly underutilized as compared to either similar Nevada communities or other branches within the Elko-Lander-Eureka County Library System. The reason for the underutilization is not because of lack of public education or interest. Rather it is created by an undersized and outdated collection combined with limited space within the building. Many of those surveyed in the *City of West Wendover Community Needs Assessment 2010* stated that they couldn't take their family to the library, as there is no space to sit and read together. Additionally there is virtually no access to electronic media including Internet access. This severely limits the ability of the library to address the needs of the community. The proposed West Wendover Community Center program recommends the provision of adequate space to house an appropriate collection size, combined with conference and seating spaces, and appropriate support spaces. It recommends the inclusion of a public Internet access area, designed to also function as a small computer-training lab.





### Cultural Needs and Services

The West Wendover Community Center will look to address the cultural needs of the large Hispanic population within the community. Rental space will be available for cultural celebrations and traditional family events (Quinceañeras, etc.). Many of these activities already currently occur within the community, albeit in insufficient, inappropriate, or less than optimal quality space.

The needs of the full community have also been addressed, including spaces for volunteer organizations, special interest classes, and rental space for corporate events. This Community Center will be designed to have performance and meeting spaces with a kitchen and dressing areas to meet the needs of these types of activities.



### 3.4 - Summary



The objective of this facility is to build a true Community Center, which will offer a central gathering point and identity for West Wendover. This objective ties directly to the West Wendover City Master Plan.

The Community Center will meet the prime objectives by providing increased availability of quality public meeting space, youth activity areas, library services, and senior center services to the residents of West Wendover and the surrounding areas.

Within the Community Center the residents of West Wendover will have access to a variety of services that currently are non-existent or have a minimal community presence. Because these services will be co-located in one facility there is an increased opportunity for community interaction and social connectivity. Co-location also offers reduced consumption of City resources through reductions in overall staffing and facility operational costs.

## 4.1 - Introduction

In November 2009 the City of West Wendover retained the services of Pathway Associates, LLC and Bonneville Research, Inc. to conduct a community needs assessment and financial feasibility study relative to the development of a proposed community center. Their report, *City of West Wendover Community Needs Assessment 2010*, submitted in February, 2010, determined that “There is a pronounced need for a community center in the City of West Wendover, Nevada. Facilities available for use by community members are generally lacking and, as a result, the range of potential community activities is limited. This has the effect of diminishing the quality of life and sense of community in West Wendover and limiting the City’s appeal as a place to live, work and operate a business.”



Based on the results contained in the *City of West Wendover Community Needs Assessment 2010*, in January 2010 the City of West Wendover issued a solicitation for architectural community center planning services. In February they retained the services of Architectural Nexus, Inc. to develop a program document that would provide appropriate definition for the proposed community center. This section of the planning document addresses in brief terms the process undertaken by Architectural Nexus and the City of West Wendover to achieve this objective.

## 4.2 - Participants

The City of West Wendover appointed a Planning Grant Team and a Planning Committee to guide the research and programming process associated with a new community center. These groups worked with Architectural Nexus to help shape the overall direction of the planning process. Members of the Planning Grant Team included the City Manager and key consultants. Members of the Planning Committee consisted of representatives from City government, community boards, and the public at large. Each group included the following individuals:

### Planning Grant Team

Chris Melville	City Manager   Planning Committee Liaison
Kevin Allcott	Construction Advisor
Kenner Kingston	Principal Architect
Peter Moyes	Project Architect
Jeffery L. Davis	Design Architect   Planner
Bob Springmeyer	Bonneville Research   Community Needs Assessment

### Planning Committee

Donald Andersen	Mayor	Ricardo Perez	Business and Community Representative
Emily Carter	Council Person	Randall Soderquist	Business and Community Representative
Roy Briggs	Council Person	Dawn Hagness	Community Representative, Principal of West Wendover Elementary
Chris Melville	City Manager	Tom Freeman	Senior Representative
Shawn Gregory	Recreation District Director	Homero Quinonez	Youth Representative, West Wendover High School Student Body President
Kerry Robinson	Recreation District Board Chairman		
Lucy Perez	Community Representative		
Heidi Lewis	Community Representative		

## 4.3 - The Planning Process

A general road map was created by Architectural Nexus to guide the City of West Wendover through the planning process. This planning process “road map” included the following steps:

- Define the basic purpose of a community center for West Wendover. Explore what programs and content this center might include. Tour similar facilities in parallel communities.
- Develop an initial list of desired / required spaces to create a successful community center for West Wendover, based on the overriding purpose arrived at by the planning committee.
- Explore how the basic spaces contained in the program might be organized to optimize both the internal flow of the space and also their relationship to the selected site.
- Create adjacency diagrams to refine and validate the program, optimize the use of space and create “synergy” within a community center through the sharing of spaces, staff and programs.
- Develop a concept plan that incorporates the elements of the adjacency diagram.
- Research options for the architectural character of the community center.
- Generate a final concept plan and concept elevation sketches.

In order to complete each item outlined above a series of tours, meetings and workshops were conducted during March – May, 2010. The following is a brief synopsis of each:



### 1. Facilities Tour - March 19, 2010

On March 19th members of the Planning Grant Team, the Planning Committee and Architectural Nexus toured five community center facilities along the Wasatch Front. At each facility the director, librarian, or program manager provided a guided tour and answered numerous questions about both the facility and the community served.

The Taylorsville Senior Center provided valuable insight as to how best organize both interior and exterior space to best serve the needs

of the senior community. The value of larger, flexible spaces was repeatedly emphasized, as were the need for a clear sense of entry, the importance of gathering space, and the need to properly accommodate presentations and programs held within the building. The location, organization and orientation of exterior space can have a significant impact on how well it will be used.

The Utah Cultural Celebration Center is a facility focused on larger scale events and activities. It services a broad range of cultures and ethnic groups. It supports large group gatherings, smaller meetings, dance classes, and general meetings. It contains a small but very flexible gallery area for the promotion of local art exhibits. There is a relatively large outdoor amphitheater associated with the building. There was a strong emphasis on the need to provide the support space needed to create a successful event, including dressing rooms, adequate toilets, and spaces that could serve a dual purpose.

The I.J. & Jeanne Wagner Jewish Community Center focused on the recreational elements of a community center, including indoor and outdoor pools, fitness rooms, spinning classes, and dance rooms. The Center also addressed the needs of teens and pre-teens, offering space for youth to socialize, study and explore their creative talents beyond the school hours or curriculum. This Center provided valuable insight as to the needs and interests of youth. The Center has a strong focus on service to all regardless of religion or race.

The Sorenson Unity Center offers programs and opportunities for health and fitness, for the arts and humanities, for cultural exchange and for education and training. Child care services, performance and classroom / training spaces, and rental space comprise the key areas of the building. Free wireless internet is also provided throughout the building. This Center has a small Black Box Theater that is in constant use by the community as both a performance and a rehearsal space.

The Weber County Library, Pleasant Valley Branch combines the elements of a full service library with public gathering spaces and a lobby / gallery. The activity / multipurpose room is used for crafts, workshops, chess club, exercise classes, yoga, and story time, as well as small banquets. There is a commercial kitchen connected to the space. The Black Box Theater has been used for school plays, community theater, movies, lectures, town hall meetings, and a variety of other programs. The library has found a creative way to integrate public events with the joy of learning.

From having seen multiple facilities, each focused on their specific mission, it became clear that a community center must be tailored to the unique needs of the “community” it serves. This series of tours helped to shape and define the target “community” of West Wendover, including seniors, youth, organizations and committees and ethnic groups. It provided valuable insight as to what may be within the capabilities of West Wendover, and what may be beyond these capabilities. It also brought home the need to prioritize needs, then look for creative ways to best address those needs.



## 2. Planning Group Workshop - April 8, 2010

On April 8th Architectural Nexus met with numerous members of the Planning Grant Team and the Planning Committee. The agenda addressed three topics:

### I - Review of Visited Facilities

The first portion of the meeting was dedicated to a review of the facilities tour for those Planning Committee Members who were not able to participate in the tours on March 19th. Slides were presented of each facility visited and the strengths and weaknesses of each facility were discussed. From this presentation the overall direction of the West Wendover Community Center was reviewed and discussed.

### II - Presentation of Initial Outline of Program Spaces and Discussion

Architectural Nexus next presented an initial outline of spaces (program space matrix)



anticipated to be part of the Facility. There was an extended discussion regarding youth services and the types of youth programs the Community Center should provide. There was an expressed desire not to compete with any future recreation facility - the focus of the Community Center youth programs should be toward the development of non-physical (sports and fitness) skills and interests. Initial project cost information was also presented.

It was the opinion of the Committee that the initial program elements were too ambitious and too costly to both construct and maintain. The Committee requested that projected costs incorporate the impact of the Elko County Prevailing Wage Rate. Committee members stated that their preference was to optimize (not maximize) project square footage and research ways to implement sustainable design concepts and approaches to energy consumption and project maintenance.

### III - Discussion of Different Approaches to Organizing Program Spaces

The final discussion centered on different approaches to organizing the basic program elements. The merits of a linear, cluster, radial or “through” approach to the arrangement of space were explored. Committee members were provided markers and trace paper, and in conjunction with the architects multiple concept approaches were sketched, debated and discussed. The Committee expressed the opinion that a linear scheme might help connect the building to the adjacent parking areas, while a cluster scheme might help consolidate square footage and reduce the overall building envelope, saving on construction and operation costs. The Architects were tasked to refine the program space matrix and return with some basic plan sketches that responded to the organizational concepts that were developed.



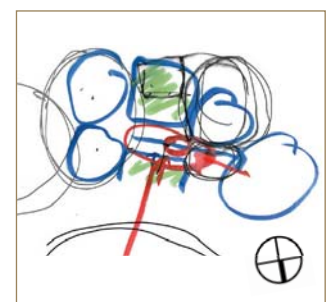
*Linear*



*Cluster*



*Radial*



*Sample Group Sketch*



### 3. Planning Group Workshop - April 21, 2010

On April 21st the Architectural Nexus design team again met with members of the Planning Committee. Again, the design team agenda included three items:



#### I - Presentation of Architectural Styles

The City of West Wendover expressed a desire that their Community Center should incorporate elements of “modern southwest and / or Spanish colonial architecture.” To begin the meeting Architectural Nexus presented a series of 18 images of “Modern Southwest Architecture,” reflecting multiple interpretations of this architectural style. Committee Member’s were asked to score each image on a scale of 0 – 5, with 0 being unacceptable and 5 being highly desirable. The results of this survey and ranking showed an inclination away from rigid modernist forms, large quantities of adobe, or excessive amounts of glass. Projects of a more intimate scale and of more traditional and intimate materials (the breaking of surfaces into multiple planes or layers, simple forms, selective use of stone, etc.) were seen as more successful architectural solutions. This exercise was used to help shape the character of the future concept sketches.

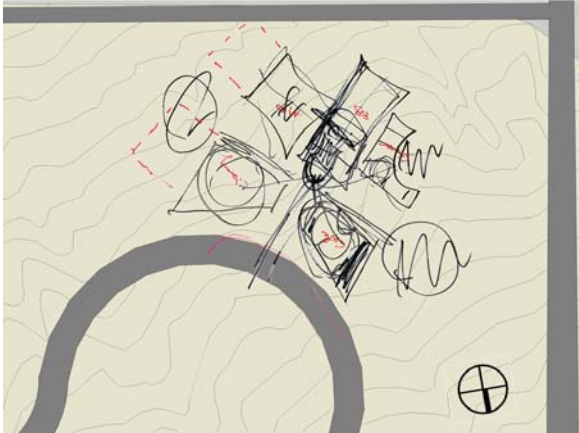
#### II - Review of Program Space Matrix

The program space matrix was again reviewed. The square footage of the project was significantly reduced, and project construction cost estimates were adjusted to include the impact of the Elko County Prevailing Wage Rate. A slight increase in building mechanical and electrical costs was incorporated to allow for the exploration of sustainable technologies such as a geothermal heat pump system and / or photovoltaic panels. The design team presented a brief analysis provided by Van Boerum & Frank, Inc. (consulting mechanical and electrical engineers) showing the initial cost and long-term operating savings associated with a geothermal system. The Committee expressed the opinion that the construction costs per square foot were more in line with local market conditions, but the overall project cost and scope was still outside of their comfort zone. Architectural Nexus was asked to explore additional opportunities to either share space between users or delete space.

#### III - Update on Organization of Planned Spaces and Operational Adjacencies

Architectural Nexus presented an update on conceptual ways to organize the planned spaces and their operational adjacencies. They provided a series of “cut outs” of the various program elements, and invited the Planning Committee to re-arrange and stack them according to their understanding / opinion of how the spaces should connect and flow. Through a series of subsequent sketches the Planning Committee arrived at the opinion that the Community Center should have a primary entry to the north flanked by the Library to the east and the Café to the west. This entry should feel open and inviting and link these three spaces. A central reception area should be located within the lobby / entry with clear lines of site to all building entries. The Black Box theater should be toward the rear (south) and center of the building. The Senior Center and youth activity areas could flank the Black Box theater along the south side of the building, with protected outdoor spaces provided for each group.





The Architects were tasked to refine the program space matrix once again, and return with basic floor plan and character sketches that responded to the adjacency concept preferred by the committee.

#### 4. Planning Group Workshop - May 5, 2010

On May 5th Architectural Nexus had a final meeting with the Planning Committee to report on the assignments made to them in the April 21st meeting.

Architectural Nexus again presented the program space matrix, along with current projected development costs. Nexus also

presented a code analysis for toilet support spaces to document the quantity and size of current toilet rooms. Nexus presented an analysis of all City and County Library Systems in Nevada (excluding Clark County), and benchmarked the size of the projected West Wendover Library to similar populations and library collections. They stated that the size of the Library contained in the program space matrix document would optimally support a community of 7,500 residents. The Committee noted that the Library might support the current population, but expressed concern that it might be undersized based on future population projections. To size the Library for a population of 10,000 would add approximately 4,400 square feet to the project at an additional cost of \$1,040,000. Although very desirable, this additional space cannot be supported by the available collection size, operation budget, or library staff. The Committee recommended the Library remain at a size to service a population of 7,500, but if additional funds could be found, increasing the size of the Library would be of the highest priority. The current program space matrix was approved.

The planning process completed to date was next reviewed with the Committee. A conceptual floor plan incorporating the April 21st direction from the committee was presented and well received. Two initial concept elevations were presented and discussed – one with a pitched roof and the other with a “flat” (low pitch) roof. The Committee expressed their preference for the pitched roof approach, stating that a pitched roof might better suite the climate of Northern Nevada. This roof form also ties visually to the recently completed West Wendover City Hall at the opposite end of the civic campus. In summary it was felt that the concept sketch was a good beginning, but would require refinement.

Redefined elevations were forwarded to the Planning Grant Team for distribution and discussion. The Planning Grant Team responded positively, they were excited to see other views of the design. Final sketches were presented to the West Wendover City Council on May 18, 2010.

### 4.4 - Summary

The content of this planning document is the result of a carefully planned and highly interactive collaboration between the Planning Grant Team, the Planning Committee and the Design Team. The Committee worked carefully to first determine what elements of the community they needed to serve. They carefully studied other facilities to glean from their experience. The type, size and quantity of spaces to be included in the Community Center were evaluated and adjusted numerous times as the program was developed. The inter-relationship of each program area to the site were explored by all in attendance before being refined by the Design Team. The resulting design solution reflects the best thinking of the Planning Committee and the Design Team, and has strived to optimize space while providing the greatest service possible to the community as a whole.





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## 5.2 - Program Areas

### Multi-Purpose Area

The Multi-Purpose component reflects areas dedicated to use by the public at large. It contains space designated for use by civic groups, volunteer organizations and community elements. This space could also be available for use by individuals and for-profit or corporate groups willing to pay an appropriate rental fee. General public use spaces are designated A100 – A200 in the program document.

The Black Box Theater within the multi-purpose area is at the heart of the Community Center. In addition to providing a venue for presentation of the arts, this space is also anticipated to function as a cultural area where community events, presentations, art shows, and private activities can be scheduled. It is sized to support community gatherings of up to 300 people, or approximately 5% of the current population. The space is designed to be divisible in order to support a mix of smaller activities such as a presentation and luncheon, or lecture and display area. In order to consolidate space, the dressing rooms associated with this area have been deleted. Instead, the two public meeting rooms included in the multi-purpose area are to double as dressing rooms when necessary. The public meeting rooms will also be centrally located for use by the Library and Senior Center, and will be designed to function as one larger room when needed.



The multi-purpose component also contains space specifically dedicated to the promotion of youth-focused activities. These areas would be under the operational direction of the facility manager, but would be independently programmed with a youth focus. These areas are designated A300. These spaces include an activity room for classes and training, a lounge area for socializing, and a “green screen room” and editing room providing the ability for exploration in the visual arts. A small vending area is also part of the programmed youth activity area. Rooms next to the public meeting rooms will need to have appropriate acoustical treatment to isolate youth area noise. Where appropriate this group can also schedule and use the public meeting rooms and even the Black Box Theater.

To round out the multi-purpose areas, staff support areas are designated A400, and include both office and storage areas. Spaces designated A500 include support functions for the entire facility, including toilets, custodial and computer spaces.

**A summary of the Multi-Purpose space is provided on the following page:**

# COMMUNITY CENTER PROGRAM

CITY OF WEST WENDOVER | COMMUNITY CENTER PLANNING DOCUMENT

Designation		Staff	Area			Bldg. GSF	Notes
Code	Space / Function		Room NSF	Qty.	Total NSF		
<b>A100 Multi-Purpose Space</b>							
A101	Lobby / Reception	1	2,200	1	2,200	2,904	Needs counter for auditorium
A201	Auditorium / Black Box		3,200	1	3,200	4,224	45 x 70 - Seating for 250 - 300 people Dividable
A202	Lighting/Sound/Projection		250	1	250	330	Black Box Support
A203	Public Meeting Rooms		750	2	1,500	2,160	One Room divisible into two
A204	Dressing Rooms		400	0	0	0	Can be added if \$\$ allow - Use Meeting Room space
A301	Youth Activity Room		700	1	700	1,008	Computer lab, arts, etc.
A302	Youth Lounge		700	1	700	1,008	After-school gathering area
A202	Media / Green Screen Room		200	1	200	300	Video recording/multi media
A304	Editing Room		120	1	120	187	To support Media Room
A305	Vending		80	1	80	125	
A401	Multipurpose Staff Area	3	400	1	400	576	Director & two assistant areas - public counter
A402	Multipurpose Area Storage		150	1	150	234	
A403	Multipurpose Staff Work Area		150	1	150	234	
A404	Auditorium Storage		400	1	400	576	
A405	Media Supply Storage		200	1	200	300	
A501	Public Toilet Rooms		410	2	820	1,181	Central location to support Senior, Library & Multipurpose functions - 4 Lavs, 7 Toilets for women
A502	Family Toilet Rooms		100	1	100	156	
A503	Common Custodial / Supply		200	1	200	312	
A504	Building IT / Server Room		250	1	250	390	
<b>Sub-Total Multi-Purpose</b>		<b>4</b>			<b>11,620</b>	<b>16,205</b>	

### Senior Center Space

In many respects this program element is the most essential element of the project. As stated in Section 3, within any community a senior center is a critical gathering place to provide opportunities for education, recreation, fitness and nutritional services. Without such a facility in West Wendover many seniors have opted to move away.

In addition to the social component offered by the activities at a senior center, there is also the opportunity to address the



overall health and nutritional needs of this population. The heart of any successful senior center is the dining component. Nutritional meals, provided in an enjoyable social setting, provide the largest draw for most senior centers. In the spirit of flexibility and shared space it is proposed that the Senior Center dining element be developed as a “café” and be located within the general public area of the Community Center rather than within the Senior area. This will allow the associated kitchen to also service gatherings located in the multi-purpose (Public Meeting Rooms and Black Box Theater) areas of the program. Also, acoustical considerations will need to be considered to minimize background noise in making the space comfortable for seniors.

Based on demographic information, the percentage of the overall population that constitutes the senior population of West Wendover (3.7%) is significantly below both national (12.5%) and Nevada State (15%) averages. It is anticipated that as this facility comes on line, and as an increased level of health care options are provided in West Wendover, the senior population will see a rapid increase in percentage of the overall population; as people choose to remain longer in the community. The program area associated with the Senior Center is therefore not based on the current senior demographic ratio, but instead reflects a ratio of seniors per capita closer to the average of the adjacent Elko and Ely, Nevada community ratios (10.4%). Using this figure more than triples the number of potential seniors served by this facility, and generates a served population of approximately 600. This figure will increase as West Wendover sees natural growth over the next decade. The space required to service a population of this size is significantly more than the square footage projected in the program matrix. To address this need for additional space, it is anticipated that the Senior Center will be able to schedule and use the public meeting rooms associated with the multi-purpose area. This will allow a greater use of these elements of the program and diminish the ability of any group to be overly “territorial.” The balance of the Senior Center spaces contained in the program space matrix follows regional standards and ratios.

**A summary of spaces associated with the Senior Center is provided on the following page:**

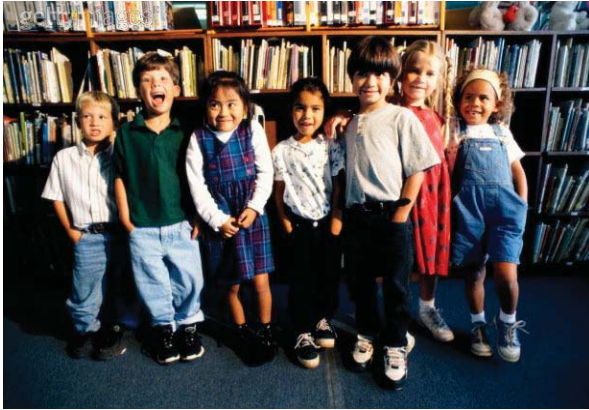
## COMMUNITY CENTER PROGRAM

CITY OF WEST WENDOVER | COMMUNITY CENTER PLANNING DOCUMENT

Designation		Staff	Area			Bldg. GSF	Notes
Code	Space / Function		Room NSF	Qty.	Total NSF		
<b>B100 Senior Center</b>							
B101	Lounge		800	1	800	1,104	
B102	Reception / Control Counter	1	150	1	150	234	
B103	General Classrooms		750	1	750	1,125	Adjacent to Arts & Crafts Room
B104	Arts & Crafts		750	1	750	1,125	Adjacent to General Classroom
B105	Kiln		100	1	100	156	
B106	Billiards		700	1	700	1,008	Three billiard tables
B107	Dining (Café)		1,500	1	1,500	2,070	Seating for 60 - 75 people
B108	Kitchen	*	500	1	500	720	* 2 - Part-time staff positions
B109	Pantry		200	1	200	312	
B110	Manager's Office	1	120	1	120	187	
B111	Staff Office	1	180	1	180	281	One office shared by 2 Staff
B112	Senior Ctr. Staff Work Area		100	1	100	156	
B113	Senior Ctr. Staff Supplies		200	1	200	300	
B114	Senior Ctr. Activity Supplies		300	1	300	450	
B115	Senior Ctr. Staff Toilet Room		80	1	80	125	Staff & Emergency Use
B116	Senior Ctr. Custodial / Supply		100	1	100	156	
B117	Salon / Barber Shop Area		150	1	150	234	Provide sink for hair washing.
<b>Sub-Total Senior Center</b>		<b>3</b>			<b>6,680</b>	<b>9,743</b>	

### Library Space

As mentioned previously, the West Wendover Library is actually operated by the Elko-Lander-Eureka County Library System. The resources of the E-L-E County Library System are both limited and strained. The existing West Wendover Branch Library is significantly undersized, under stocked, under staffed and under utilized. Survey data shows that this lack of use is the



byproduct of insufficient space within the Library to be able to visit, study, relax, or browse and insufficient shelf space for print or electronic media. Simply put, the library doesn't work because it does not have the space to function.

As part of this project the design team completed a comparative analysis of all public libraries within the State of Nevada (excluding Clark County). Libraries were reviewed for the size of their collection and the level of circulation of that collection. Libraries were NOT reviewed based on current size (square footage), as our objective is not to match the size of the West Wendover Library with other existing facilities, but rather to align

the facility size with the projected required collection size. The data gathered was divided into groupings per population served, as follows:

- Communities of < 10,000 residents
- Communities of 5,000 – 20,000 residents
- Communities of 10,000 – 50,000 residents
- Communities of > 50,000 residents

**The results are on the following page:**

# COMMUNITY CENTER PROGRAM

CITY OF WEST WENDOVER | COMMUNITY CENTER PLANNING DOCUMENT

Location	Population Served	Collection Size	Terms / Capita	Circulation	Circulation / Capita
<b>Population &lt; 10,000</b>					
Beatty Library District	1,024	17,129	16.73	7,586	7.41
Esmeralda County	1,240	16,898	13.63	4,483	3.62
Armagosa Valley Library District	1,521	15,761	10.36	24,010	15.79
Smoky Valley Library District	1,796	34,674	19.31	53,094	29.56
Tonopah Library District	2,628	13,651	5.19	11,360	4.32
Lincoln County	4,352	48,228	11.08	18,552	4.26
Storey County	4,384	18,987	4.33	8,663	1.98
Mineral County	4,401	38,300	8.70	30,941	7.03
<b>West Wendover Branch, E-L-E System</b>	<b>5,100</b>	<b>10,651</b>	<b>2.09</b>	<b>7,410</b>	<b>1.45</b>
Pershing County	7,192	31,756	4.42	24,118	3.35
White Pine County Library	9,694	36,589	3.77	27,935	2.88
<b>Ave. Population &lt;10,000</b>	<b>4,333</b>	<b>28,262</b>	<b>6.52</b>	<b>21,815</b>	<b>5.03</b>
<b>Population 5,000 - 20,000</b>					
Pershing County	7,192	31,756	4.42	24,118	3.35
White Pine County Library	9,694	36,589	3.77	27,935	2.88
Boulder City Library District	16,684	99,909	5.99	132,633	7.95
Humboldt County	18,014	71,092	3.95	173,959	9.66
<b>Ave. Population 5,000 - 20,000</b>	<b>12,896</b>	<b>59,837</b>	<b>4.64</b>	<b>89,661</b>	<b>6.95</b>
<b>Population 10,000 - 50,000</b>					
Boulder City Library District	16,684	99,909	5.99	132,633	7.95
Humboldt County	18,014	71,092	3.95	173,959	9.66
Churchill County Library	26,981	73,982	2.74	170,137	6.31
Tooele City Library (Utah)	29,460	57,919	1.97	310,476	10.54
Pahrump County	40,401	54,599	1.35	155,988	3.86
<b>Ave. Population 10,000 - 50,000</b>	<b>26,308</b>	<b>71,500</b>	<b>2.72</b>	<b>188,639</b>	<b>7.17</b>
<b>Population &gt; 50,000</b>					
Douglas County Public Library	52,131	114,452	2.20	190,264	3.65
Lyon County	55,820	142,993	2.56	251,487	4.51
Carson County	57,600	130,983	2.27	348,442	6.05
Elko County Library System	58,005	163,517	2.82	169,020	2.91
<b>Ave. Population &gt; 50,000</b>	<b>55,889</b>	<b>137,986</b>	<b>2.47</b>	<b>239,803</b>	<b>4.29</b>



Not surprisingly, as the size of a given community decreased, the ratio of collection pieces per capita and items in circulation per capita increased. This supports the concept that a library must have a minimal critical mass of collection items in order to properly address the needs of the community. Based on the data gathered, and in conjunction with information provided through the Institute of Museum and Library Services, we then projected the required Library square footage needed to support a collection of approximately 4.65 items per capita with a circulation ratio of 6.5 items per capita per annum. Based on this analysis a Library of 13,000 to 15,000 s.f. would be needed to service a population of 7,500 to 8,500. The projection data is as follows:

West Wendover / Elko County Library Demographics	Population 7,500	Collection 34,875	Items / Capita 4.65	Circulation 48,750	Circulation / Capita 6.5
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### Library Sizing

	S.F.	Notes
1. Collection & Seating Collection Area = 10 sf/item	3,705	Assumes 8 Items / s.f. with 15- 20% Circulation Factor
5 Seats / 1,000 @ 30 sf/seat	1,125	Seating Within Collection Area
2. Public Support Areas 25% of required Collection Area	1,208	Reference, Circulation, Holds, New Books, Public Copy, Etc.
3. Meeting Areas 30% of required Collection Area	1,449	Conference Space, Computer Lab, etc.
4. Staff Areas 20% of required Collection Area	966	Staff Specific Areas
5. Library Support Space 20% of required Collection Area	966	Storage, Supplies, Server, Etc.
<b>Sub Total - Net Square Footage</b>	<b>9,419</b>	
6. Grossing Factor 70% Net/Gross Ratio	4,037	An average for Libraries is a 65% to 75% ratio
<b>Total Projected Library Area</b>	<b>13,456</b>	

The programmed Library area aligns with the projected collection size of 35,000 items and distributes the required program areas (collection, public support, meeting, staff, and library support) in a ratio similar to the projection presented above. The specific program areas are as follow on the next page:

## COMMUNITY CENTER PROGRAM

CITY OF WEST WENDOVER | COMMUNITY CENTER PLANNING DOCUMENT

Designation		Staff	Area			Bldg. GSF	Notes
Code	Space / Function		Room NSF	Qty.	Total NSF		
<b>C100 Library</b>							
C101	Entry / Lobby		400	1	400	600	
C102	Circulation Area	1	150	1	150	225	Book Check-out counter
C103	Holds / Book Sale		150	1	150	225	
C104	New Materials		150	1	150	216	
A204	Public Computer / Internet		400	1	400	576	Seating for 20
A205	Public Copy Center		100	1	100	156	
C105	Information Services	1	150	1	150	234	Counter or desk position
C106	Adult Services / Collection	1	2,600	1	2,600	3,432	Counter / desk position within area
C107	Children's Serv. / Collection	1	2,400	1	2,400	3,168	Counter / desk position within area
C108	Teen Services / Collection		800	1	800	1,104	
C109	Conference / Study Rooms		200	2	400	624	
C110	Manager's Office	1	120	1	120	187	Private Office
C111	Staff Work Area		300	1	300	414	
C112	Librarian Office		150	1	150	234	Shared by multiple staff
C113	Circulation Work Area		280	1	280	437	
C114	Server Room		100	1	100	144	Separate from Building IT / Server Room A504
C115	Staff Lounge / Future Office		150	1	150	225	
C116	Book Drop		100	1	100	156	
C117	Library Staff Toilet Room		80	1	80	125	
C118	Library Admin. Storage		250	1	250	375	
C119	Library Custodial / Supply		100	1	100	156	
<b>Sub-Total Library</b>		<b>5</b>			<b>9,330</b>	<b>13,013</b>	

### 5.3 - Summary and Conclusion

Each of the program areas has been carefully reviewed to optimize both its projected size and its flexibility of function. Although presented by component groupings (multi-purpose, senior & library), it is anticipated that this facility will derive synergy from the interrelationship between each group, thus creating a whole that is greater than the sum of the parts. When looked at in overview, the collective facility breaks-out as follows:

Designation		Staff	Area					
Code	Space / Function		Room NSF	Qty.	Total NSF	Effic'y Factor	Dept. GSF	Bldg. GSF
<b>BUILDING PROGRAM AREAS</b>								
A	Multipurpose Space	4			11,620		13,504	16,205
B	Senior Center	3			6,680		8,119	9,743
C	Library	5			9,330		10,844	13,013
<b>Building Program Totals</b>		<b>12</b>			<b>27,630</b>	<b>71%</b>	<b>32,467</b>	<b>38,960</b>

The net-to-gross ratios have been carefully reviewed to optimize usable space and reduce wasted square footage. These basic program areas became the building blocks from which facility adjacencies could be explored (see Section 6), and a concept design could be developed (see Section 7).

The scope of this study also addresses projected costs. These costs have been built from the program area matrix document and are explored in greater detail in Section 10. A more complete copy of the overall program area matrix documents can be found in the Appendix.

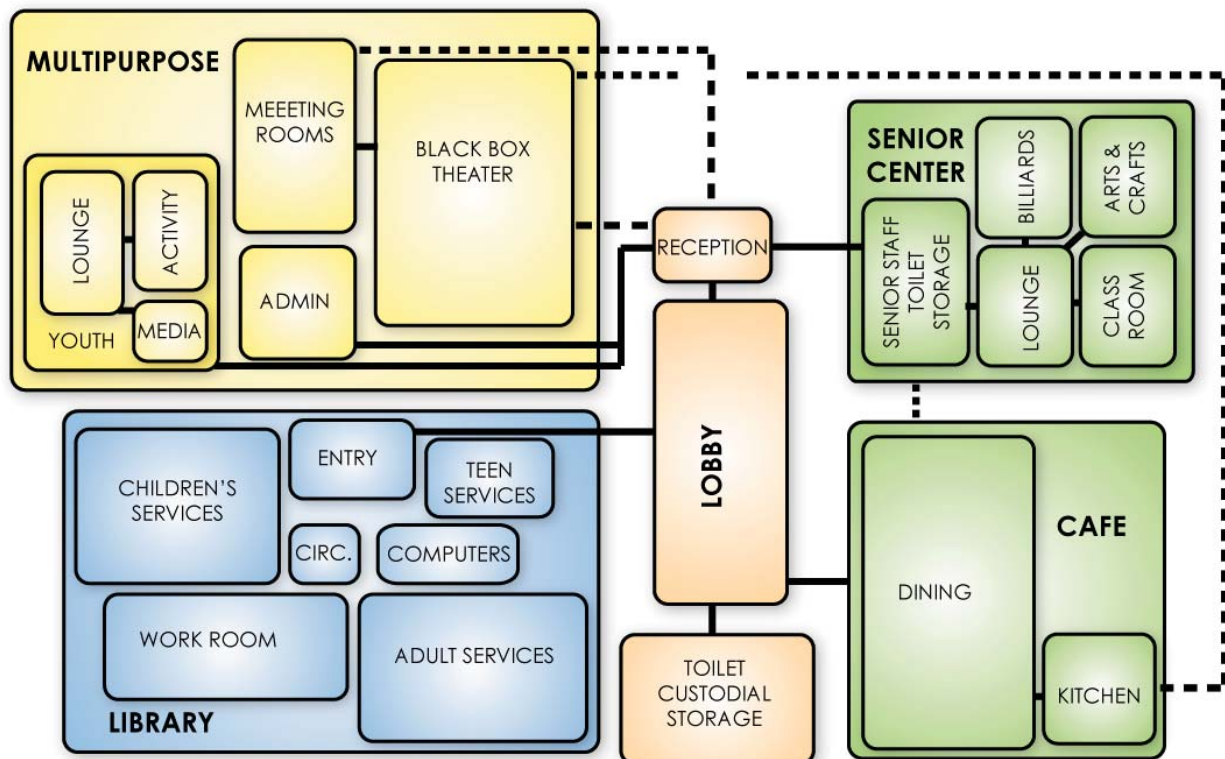
## 6.1 - Introduction

The intent of this section is to evaluate the program presented in Section 5 in relation to organization, operational flexibility, and the ability to share space across program areas (general public, youth, seniors, and library patrons). This section also assesses the anticipated operational staffing requirements and costs.

## 6.2 - Organizational and Adjacency Relationships

The goal for this Community Center is to create a facility based on a collaboration of shared services. Efficiently designed spaces and coordinated programming for classes and activities will aid the Community Center to meet its primary objectives of providing resources to the community while doing so in an economic manner.

Once the program elements contained in Section 5 were defined the next step was to analyze their relationship to each other. The operational relationships between each program area were explored during several workshops and meetings with the Planning Grant Team and the Planning Committee. Various layout options were explored and evaluated on their merits. Each design approach was evaluated based on its response to the project site, potential parking, public access, internal circulation, service access, location of key project elements, views, relationship to neighbors, and overall efficiency. The adjacency diagram below is the byproduct of this planning exercise. It looks at each of the major program elements in their relationship to each other and to the facility as a whole.



As the adjacency diagram was developed the Community Center concept team next looked at operational requirements. Facility management, operations, internal budgets and the sharing of spaces, programs and activities each influenced the operational requirements, as discussed below:

## 6.3 - Operations Assessment

### Introduction

Use of the West Wendover Community Center will vary by day, time and season. The services provided will draw all ages of people into the Community Center and the future adjacent amphitheater creating a dynamic space full of activity and cross-generational and multi-cultural interaction.

Use of the facility can be divided into a few main components: multi purpose, senior center and library, all of which will be used by the general public. Some of the specific components within these areas will include: a black box theater, public meeting rooms, youth activity rooms, a café and access to public computer usage and the internet.

### Management and Staff

#### Senior Center Staffing

The Senior Center will have one staff member supported by volunteers until the third year when an additional staff member will be required. The proposed café will be modeled after the Café Mathers facilities in Chicago. This model combines a senior meal program with a small restaurant style café for people of all ages, creating the opportunity for cross-generational interaction. West Wendover can operate the café directly, or it could be contracted out to a private entity. Current staffing projections assume that café operations will be coordinated by the Senior Center staff, but operated by



#### Library Staffing

The Library will operate as an independent entity, while working collaboratively with the entire facility. Due to limited funding from Elko-Lander-Eureka County Library System the current library is staffed solely by the Branch Manager. To aide with limited staffing, the new library will be designed around a central control point with good sightlines to all areas within the library space. Library materials (print and electronic media, etc.) will be provided through the Elko-Lander-Eureka County Library System.

#### Multipurpose Area Staffing

The multipurpose / administrative staff will consist of the Center Manager with an Assistant Manager added in year three. In addition to maintaining and operating the facility they will be responsible for the youth areas, black box theater and public meeting rooms. The potential exists to combine senior center and administrative staff into one area for improved building and operational efficiency.

## 6.4 - Staffing Projections

The following is an estimate of required staff and associated cost to the City:

	Budget Year 1	Budget Year 2	Budget Year 3	Budget Year 4	Budget Year 5
<b>SENIOR CENTER</b>					
Salaries	\$28,000	\$55,211	\$62,607	\$66,989	\$71,678
Senior Center Manager			\$35,588	\$38,079	\$40,745
Senior Center Staff	\$28,000	\$29,960		\$0	\$0
Senior Center Staff	\$0	\$25,251	\$27,019	\$28,910	\$30,934
FICA Taxes	\$406	\$801	\$908	\$971	\$1,039
Medical Insurance	\$9,000	\$9,540	\$10,112	\$10,719	\$11,362
Retirement Plan	\$6,020	\$11,870	\$13,460	\$14,403	\$15,411
Unemployment Taxes	\$1,260	\$1,336	\$1,416	\$1,501	\$1,591
Workers Compensation	\$899	\$1,772	\$2,010	\$2,150	\$2,301

*Information provided by Bonneville Research Inc.*

	Budget Year 1	Budget Year 2	Budget Year 3	Budget Year 4	Budget Year 5
<b>LIBRARY</b>					
<i>Elko County Expenses</i>					
Salaries	\$0	\$0	\$0	\$0	\$0
Librarian	\$0	\$0	\$0	\$0	\$0
Library Staff	\$0	\$0	\$0	\$0	\$0
FICA Taxes	\$0	\$0	\$0	\$0	\$0
Medical Insurance	\$0	\$0	\$0	\$0	\$0
Retirement Plan	\$0	\$0	\$0	\$0	\$0
Unemployment Taxes	\$0	\$0	\$0	\$0	\$0
Workers Compensation	\$0	\$0	\$0	\$0	\$0

*Information provided by Bonneville Research Inc.*

## 6.4 - Staffing Projections, cont'd

	Budget Year 1	Budget Year 2	Budget Year 3	Budget Year 4	Budget Year 5
<b>ADMINISTRATIVE</b>					
<b>Salaries</b>	\$35,588	\$38,079	\$68,745	\$73,557	\$78,706
<b>Center Manager</b>	\$35,588	\$38,079	\$40,745	\$43,597	\$46,649
<b>Assitant Manager / Volunteer Coordinator</b>			\$28,000	\$29,960	\$32,057
<b>FICA Taxes</b>	\$516	\$552	\$997	\$1,067	\$1,141
<b>Medical Insurance</b>	\$6,000	\$6,360	\$6,742	\$7,146	\$7,575
<b>Retirement Plan</b>	\$7,651	\$8,817	\$14,780	\$15,815	\$16,922
<b>Unemployment Taxes</b>	\$840	\$890	\$944	\$1,000	\$1,060
<b>Workers Compensation</b>	\$1,142	\$1,222	\$2,207	\$2,361	\$2,526

*Information provided by Bonneville Research Inc.*

<b>Salaries increase per year</b>	7.0%
<b>FICA Taxes @</b>	1.45%
<b>Medical Insurance @</b>	\$250/mo
<b>Retirement Plan @</b>	21.50%
<b>Unemployment Taxes @</b>	\$35/mo
<b>Workers Compensation @ up to \$36,000/yr</b>	3.21%

*Information provided by Bonneville Research Inc.*

## 6.5 - Agency Responsibility - Operations and Maintenance

The two entities that will be collaborating on staffing and operations are West Wendover City and the Elko-Lander-Eureka County Library System.

The existing Library is owned and operated by Elko-Lander-Eureka County Library System although the building maintenance, janitorial service and utilities are provided by the City of West Wendover (as is the policy of all Elko County Libraries).

In the concept presented in this document the City of West Wendover would own the Community Center, including the Library, and will continue to operate and maintain the Library as well as the entire facility. Existing City budgetary funds for operation of the existing Library will be used for the Community Center. It is anticipated that the proposed mechanical system design (a ground source heat pump for heating and cooling) will greatly reduce the mechanical costs per square foot and will offset the operational costs associated with the additional Library square footage.

As the Library does not have funding for additional computers, shelving and furniture the City will have to bear these initial costs. Also, over time the library will have to increase its book collection to meet the needs of the growing population.

The City of West Wendover and the Elko County Library system will have to come to an agreement with regards to their operational and budgetary relationship for the new Community Center. As indicated above, there is an existing relationship that will most likely remain for the continued operation of the Library, but initial costs of building equipment and furniture will need to be agreed upon as the project moves forward. It is recommended that the two entities enter into a contractual agreement prior to the beginning of the project so that all parameters and expectations are in place.





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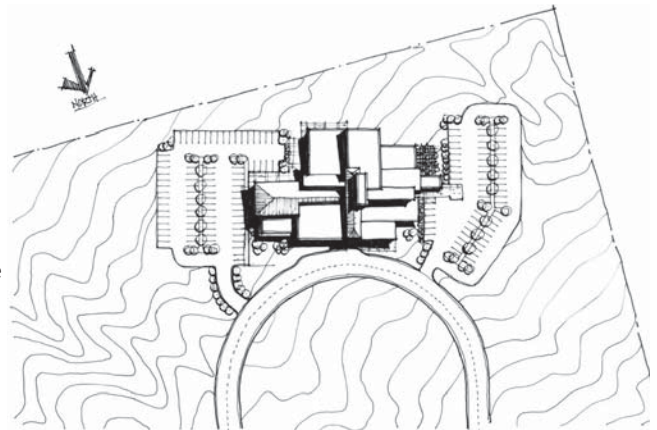
## 7.1 - Introduction

A conceptual design has been included as part of the West Wendover Community Center Planning Document. The conceptual design is the result of input from members of the Planning Grant Team and Planning Committee in conjunction with the Architectural Nexus design team. The design is derived from an inside-out approach to the building rather than a form-based approach. Where as form based design first creates the desired image and then places the building program elements within that image, “inside-out” design is created by defining the building content, exploring the relationships between the required spaces, organizing the spaces around these relationships, and then creating a building envelope that encapsulates the required spaces. This section will briefly discuss key elements that generated the attached concept design.

## 7.2 - The Project Site

In 2001 the City of West Wendover developed the master plan for a civic campus just west of the City’s casino district that encompassed approximately 125 acres of ground along each side (north and south) of Wendover Boulevard. Ambitious in its scope, it outlined proposed locations for the West Wendover City Hall along with locations for a future library, museum, convention center, performing arts facility, and hospital. All of these buildings were organized around a large civic plaza and city park. A retail / office street edge was proposed along Wendover Boulevard, providing a commercial buffer along this city artery. Over the next several years various elements of the master plan began to be developed. North Gene L. Jones Way (north of Wendover Boulevard), the portion of the loop road encompassing the park and defining the project parameters, was developed. The city center monument known as “Wendover Will” was completed in June of 2005. The West Wendover City Hall, located at the apex of the curve of this road, along with a portion of the Civic Plaza containing the historic Victory Highway, was completed in 2009.

The *City of West Wendover Community Needs Assessment 2010* created by Pathway Associates, LLC and Bonneville Research, Inc. identified that the next component of the master plan to be developed should be a community center. This Community Center would actually combine several elements identified in the original master plan, including the library and performing arts components. To remain true to the structure of the original master plan the site selected for this Community Center was the far south apex of the South Gene L. Jones Way. With the City Hall to the north and a community center to the south end of this loop road the basic framework of the civic campus would be in place, and would allow for future infill development. The two buildings would act as anchors to the campus; as such it was felt that there should be a common vocabulary of design that might visually tie the two ends of the campus together.



The civic campus is influenced by over 100 feet of slope from a high point at the City Hall to a low point at the proposed community center. Where as the approach from Wendover Boulevard to the City Hall is uphill nearly 50 feet, the approach to the community center is downhill nearly 50 feet. This inclined approach to the Community Center means that the primary

building elements seen from the road include the building's roof as well as the building façade. This implies that the buildings roof forms need to be as varied and engaging as the front, or face of the building.

Because the Community Center is at the apex of the curve of the road, the building itself is ideally sited along the centerline, or axis of the site, rather than offset to one side or the other end of the curve. This formal placement of the building divides the parking into three zones, one on each side of the building (east and west) and a possible smaller parking lot to the north at the front (similar to the City Hall). The building therefore needs to address multiple entry points: a formal entry on the north, and direct access to the parking on the east and the west. Parking has a direct impact on the internal organization and circulation of the building.

### 7.3 - Floor Plan Organization

The proposed floor plan is the result of carefully reviewing the internal flow of the building. As mentioned in the Program section of this document (Section 5) the project has three key components: the Multi-Purpose spaces, the Senior Center, and the Library. In discussions with the Planning Committee there was a strong desire to separate the food service component from the Senior Center and place it where it could service all users of the center. The café became the fourth organizing element of the plan.

The Planning Committee expressed a preference for a clustered approach to the organization of spaces, with each key component linked to a central lobby. Each circulation corridor also ties to the building lobby creating a focal point for the building. With corridors extending east and west and the lobby to the north, the building naturally divided into three zones, two on



each side of the lobby to the north, and a large zone to the south behind the east-west corridor. The committee proposed that the Library and the café should flank the building lobby on the northeast and northwest respectively. These are highly visible program areas that would present an inviting face to the public. On the south side of the east-west corridor are placed the Senior Center and the youth activity areas located on each side of the Black Box Theater, which is at the heart of the facility. This simple approach to the building organization allows each building user (public events, library, senior or youth) to have their own entry and identity while being part of the overall Community Center composition. The result is a straightforward design solution that offers great flexibility while being efficient in the overall use of space.

### 7.4 - Building Massing and Character

The Planning Committee expressed a desire to explore a building character in harmony with the existing City Hall, yet distinct to itself in terms of materials and detailing. As mentioned previously, the West Wendover City Request for Proposals stated the proposed design should reflect an architectural character "which may consist of a Modern Southwest or Spanish Colonial architectural style."

Because of the location of this project in a harsh winter environment many of the characteristics associated with Southwest architecture need to be carefully reviewed and considered. Drainage of traditional “flat roofs” may be a challenge when detailing around the behavior of snow and ice. Traditional stucco and adobe can be compromised in freeze-thaw conditions. The insulative qualities of wall and roof assemblies must be increased, and insulated glazing used in all window openings. Each of these items has an influence on how a building in West Wendover is designed and detailed. In response to these conditions the Community Center design includes a blending of pitched (bar tile) and internally draining roof forms. The building floor plate has been designed to be very compact (more square than long and thin), creating a challenging area of roof to be drained. A typical continuous pitched roof over the entire building would be large, tall and out of scale for the building elevation. Instead the roof has been divided into pieces depending of the height of the required volume in the spaces below. For example, the Black Box Theater requires much higher ceilings than the staff areas. This variety of volumes creates a variety of roof forms and heights.



There was a desire to create a unique sense of place for the café. The building exterior elevation in this area is more highly detailed. The café is treated as a smaller element attached to a larger project, and is designed to feel like a more intimate space. The Library, although much larger in program area, is also treated as a unique space attached to a larger project. Both the café and Library are used as a smaller mass to screen the larger volume of the theater beyond. By stepping the massing of the building (lower in the north, higher in the south) the project does not appear as large or imposing. This is more in keeping with the desired architectural style, which is more often seen in residences and smaller scale projects than in larger building types.

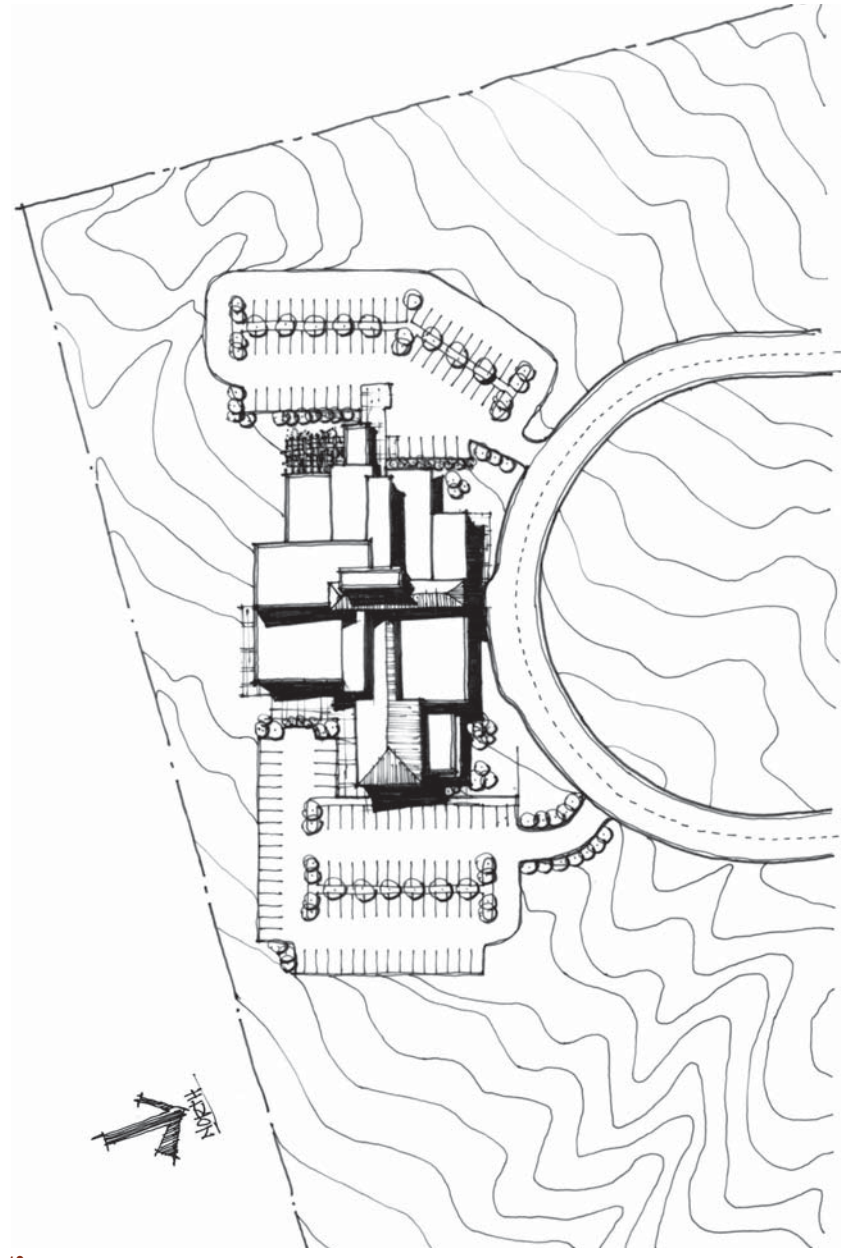
## 7.5 - Design Concept

The design and placement of the building and its components have been symmetrically organized around the City Master Plan opposite to the City Hall. In understanding and analyzing the environment, the design concept evolved around available northern light, wind, and views. The main level and clerestory windows allow the filtered northern light to penetrate into the building while providing views across the sloping vista to the City Hall. Courtyard and plaza areas are located to the south taking advantage of the southern warmth while providing shelter from northern winds.

These responses to the natural environment give shape and form to the building's design. The daylit lobby extends through the facility providing light and also functions as a wayfinding device. The building materials will reflect a southwest feel with the use of a combination of stone, plaster (strong commercial stucco application), timbers, and a combination of bartile and internally draining roofs. A great connection to the surrounding Great Salt Lake Salt Flats would be the use of trestle wood (harvested timbers from the train trestle that once crossed the Great Salt Lake). The battered walls and small windows create a modern southwest feel that is juxtaposed against the Spanish colonial bar tile roofs. Large windows create contrast between shape and form and bring interest to the building. The building volumes step with the sloping site, carefully placed windows create a strong connection between exterior and interior spaces.

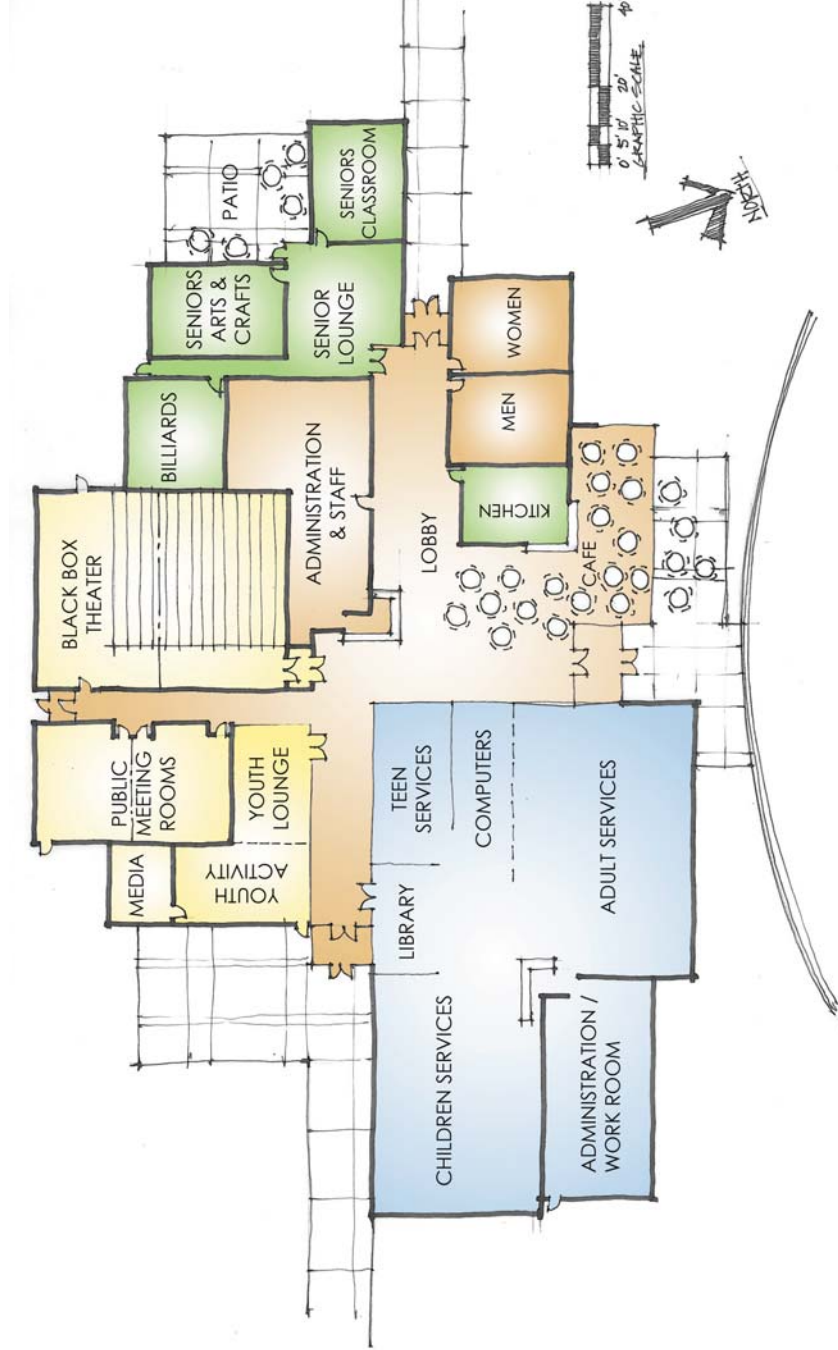
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7.6 - Concept Sketches



Concept Site Plan

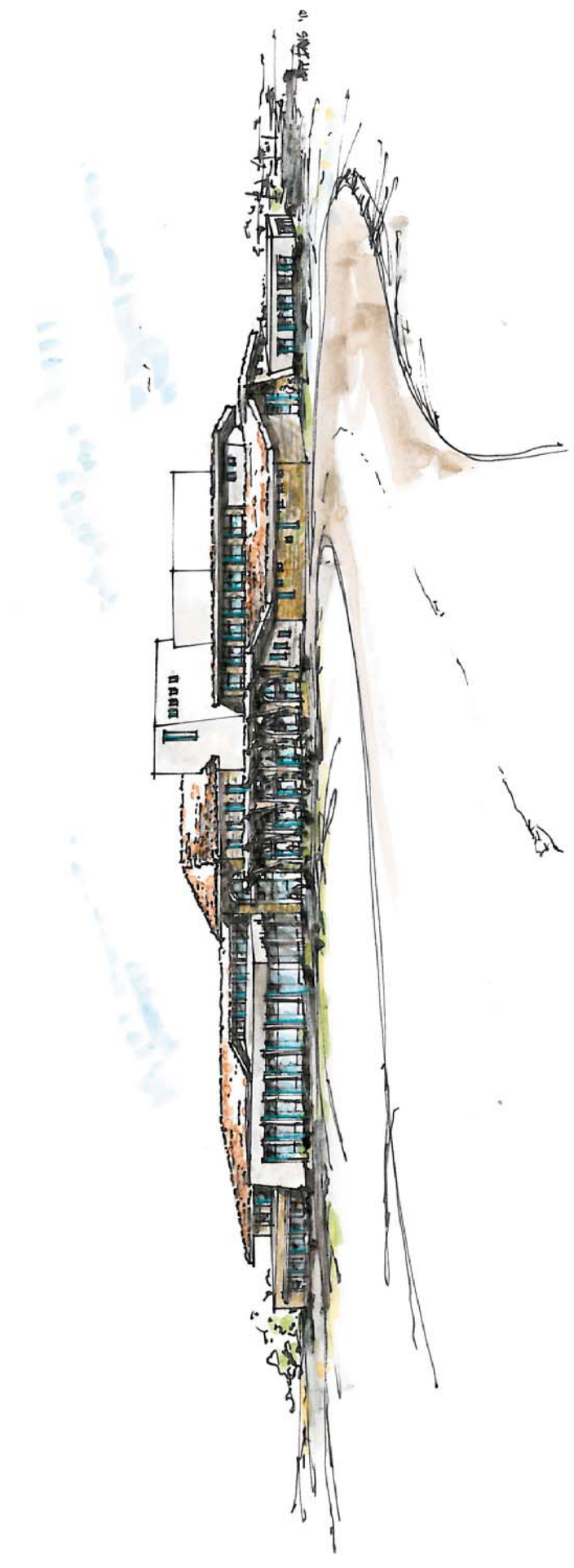
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Concept Floor Plan



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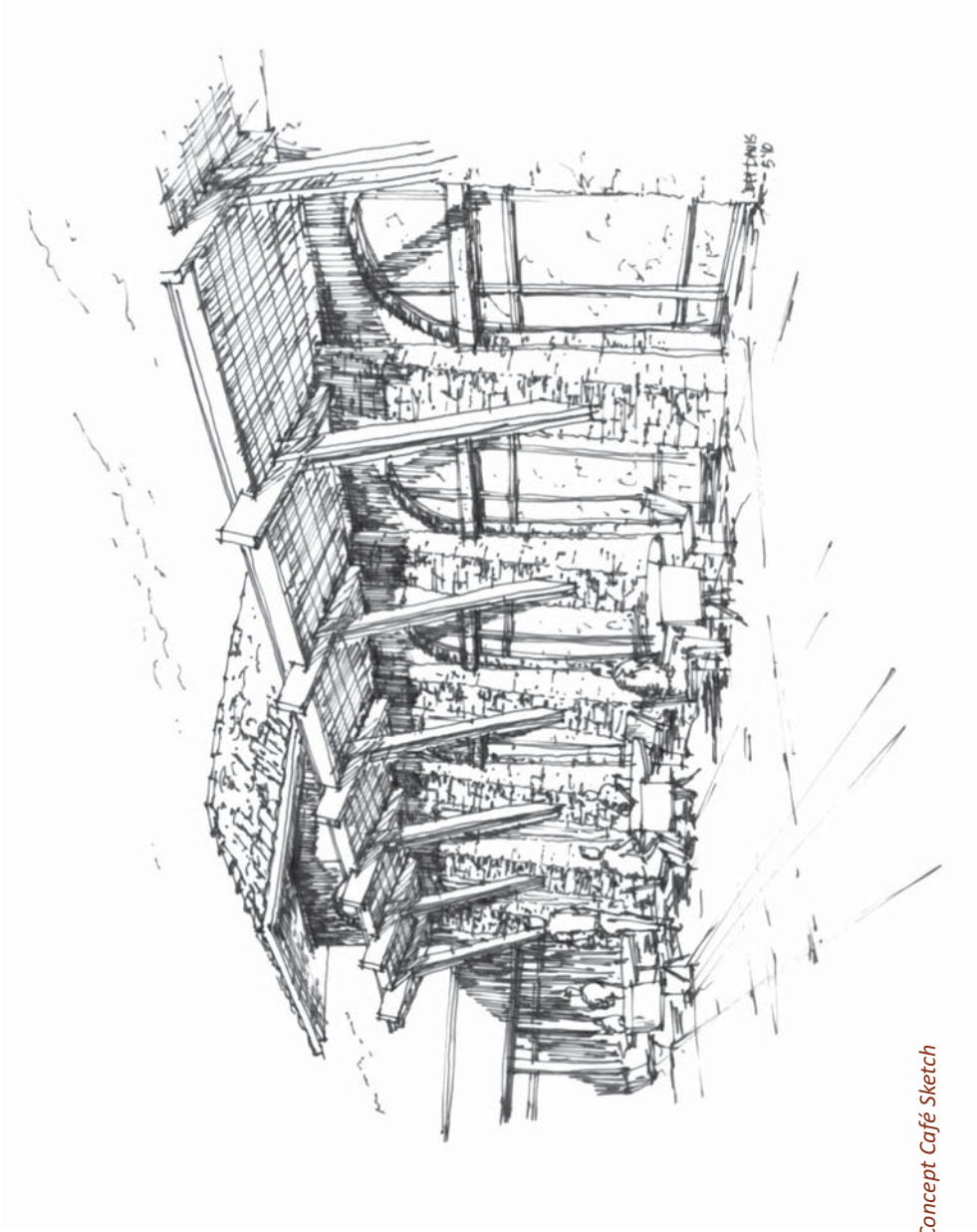
Concept Perspective #1

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Concept Perspective #2

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*Concept Café Sketch*

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## 7.7 - Summary

The design presented in this section of the document is the product of a collaborative effort between the design team, the Planning Grant Team, and Planning Committee. It reflects specific direction provided by each of these groups. The project design is influenced by the location of the site at the south end of the civic campus. The formal location of the site creates a formal response for the building placement and defines the location of parking and the overall site circulation. Parking and building access then have a significant impact on the internal organization of the building.

The proposed floor plan is the result of balancing internal organization and flow with the exterior parking and building access. The highly socially interactive functions of the Library and the café are placed on each side of the building entry, with the Senior Center, youth areas, and Black Box Theater organized across the south side of the site. This layout creates a straightforward plan and internal flow, and allows for one central information and control point within the building. The building elevations respond to the Planning Committee direction regarding materials and character, and attempts to break up the large footprint of the building into smaller and more unique pieces.



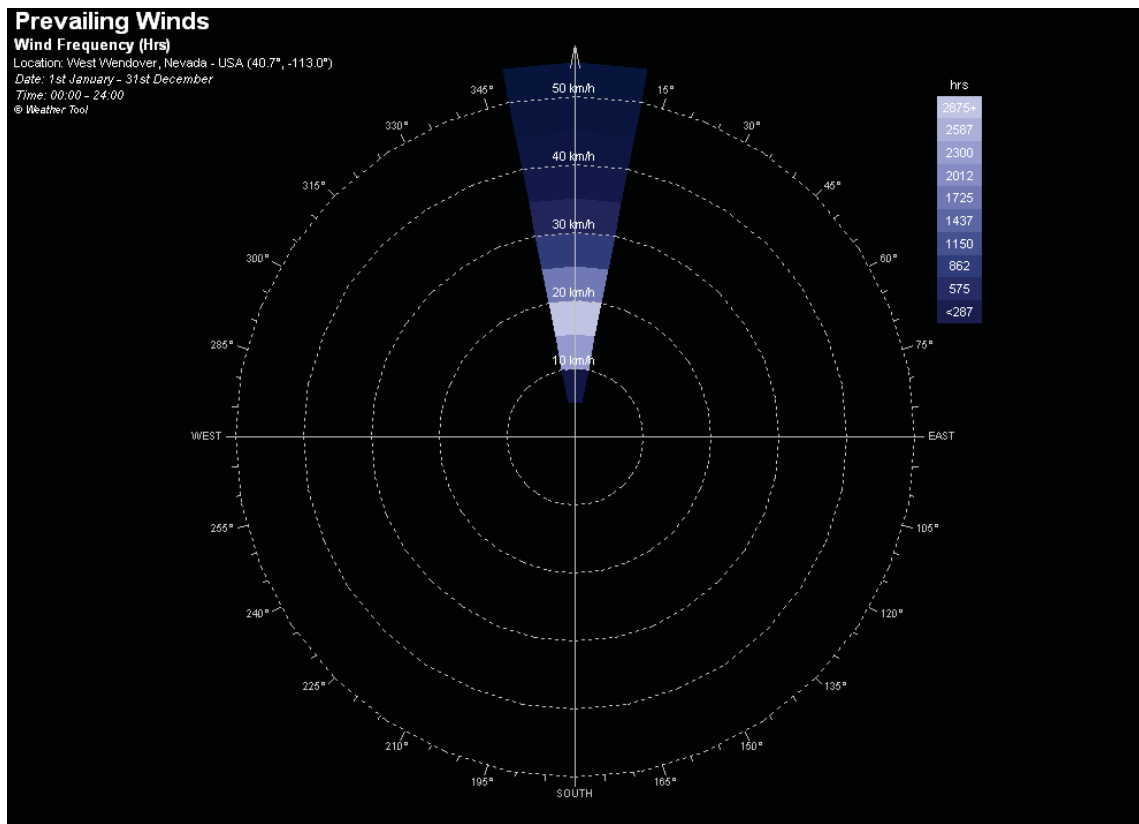
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## 8.1 - Introduction

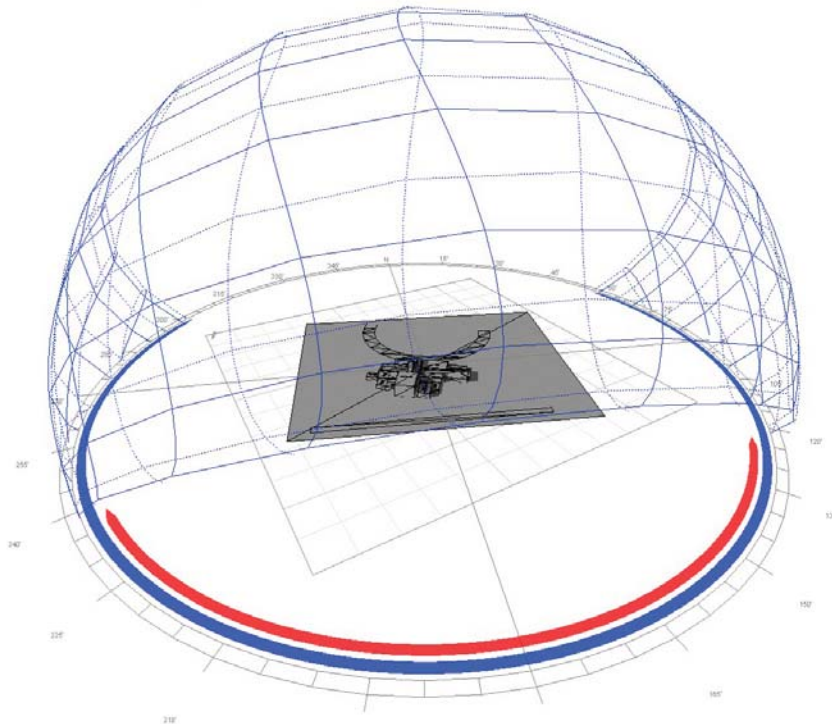
With a desire to design, construct and provide for the operation of environmentally responsible buildings, Architectural Nexus has approached the design of the West Wendover Community Center to align with sustainable design guidelines. As a measuring tool the design team evaluated sustainable goals following the format of the United States Green Building Council's (USGBC) Leadership in Energy & Environmental Design (LEED®) Certification. Although there is not an express direction from the Planning Grant Team or Planning Committee to pursue LEED Certification, this section outlines some of the design-related decisions shaped by sustainable design objectives.

## 8.2 - Sustainable Parameters and Concepts

Solar and wind data and graphical information was researched and has been included in this section to document the two key environmental factors that influence the selected project site. An analysis of site and environmental conditions enabled the design team to place the proposed building in optimal alignment with the solar path. The design anticipates appropriate shading devices on southern and western building exposures. Also, with approximately 226 sunny days in West Wendover annually, the design team investigated the use of solar power as an alternative or supplemental energy source. The building was also positioned to shield from prevailing north winds, which can range from annoying in the summer to untenable in the winter. Sun and wind became two guiding factors in the arrangement of building spaces and functions.



The Planning Committee discussed issues surrounding the lack of natural gas resources available to the City. In response, in addition to exploring the use of photovoltaic panels, the viability of a ground source heat pump system was also explored. These two systems can result in significant energy cost reductions. Information on these systems is included in Section 9.2 - Anticipated Construction Materials.



### 8.3 - Sustainability and LEED® Certification

As stated in the Introduction, there is not a specific mandate to develop a LEED® Certified project. However, if Certification is desired, the LEED process should be applied in such a way as to avoid it becoming a veneer of LEED credits, points and certification and overlook the underlying intent of “sustainable design.” The design team advises that a set of prioritized values be agreed upon to inform the credit selection process. The following list (organized in order of importance) outlines our recommendations based on planning discussions with West Wendover:

1. Maximize return on investment
2. Minimize impact on local environment, staff and building users
3. Maximize community outreach and feedback
4. Minimize impact on global environment

It is clear that the priorities favor the local and the specific, while not losing sight of the macro issues that are also inherent to sustainable design, construction and stewardship.

Having uncovered the values and the goals needed to guide the process, Architectural Nexus identified the number of possible LEED® points that could be achieved by this project, were LEED® Certification to be pursued. They break out as follows: forty-two (42) points that are attainable, thirty-four (34) points that are most likely not obtainable (e.g. SS3 Brownfield Redevelopment) and thirty-four (34) points that may be obtainable and would require further study for this project. This indicates that a LEED certified building (40 -49 Points) could be easily obtainable, as is shown on below.

**West Wendover Community Center**

West Wendover, Nevada



LEED™ NC 2009

0

0  
5/13/10

**Total LEED™ Credits Achieved**

**42**

40 - 49 Certified  
50 - 59 Silver  
60 - 79 Gold  
80+ Platinum

110 possible points



**Sustainable Sites (SS)**

**9**

26 possible points



**Water Efficiency (WE)**

**5**

10 possible points



**Energy & Atmosphere (EA)**

**11**

35 possible points



**Materials & Resources (MR)**

**5**

14 possible points



**Indoor Environmental Quality (IEQ)**

**11**

15 possible points



**Innovation in Design (ID)**

**1**

7 possible points



**Regional Priority (RP)**

**0**

4 possible points

# SUSTAINABILITY ASSESSMENT

## CITY OF WEST WENDOVER | COMMUNITY CENTER PLANNING DOCUMENT

A comprehensive LEED® point chart is provided below. This document is an adaptation of the USGBC's LEED® Scorecard that describes not only the status of each credit by category but also outlines what credits can be pursued. The chart also designates primary and secondary responsibilities for each credit in terms of calculations, documentation and, ultimately, response to the USGBC during the certification process should it be pursued.

100518 West Wendover LEED v3 BD&C.xls

LEED™ Scorecard of 5/14/10

West Wendover Community Center West Wendover, Nevada				Nexus Project # 09XXX																																																																																																																						
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<b>Prereq 1 Water Use Reduction</b> <b>Credit 1 Water Efficient Landscaping, Reduce by 50%</b> Reduce by 50% No Potable Water Use <b>Credit 2 Innovative Wastewater Technologies</b> <b>Credit 3 Water Use Reduction</b> 30% Reduction 35% Reduction 40% Reduction			<b>Prereq 1 Minimum IAQ Performance</b> <b>Prereq 2 Environmental Tobacco Smoke (ETS) Control</b> <b>Credit 1 Outdoor Air Delivery Monitoring</b> <b>Credit 2 Increased Ventilation</b> <b>Credit 3.1 Construction IAQ Management Plan, During Construction</b> <b>Credit 3.2 Construction IAQ Management Plan, Before Occupancy</b> <b>Credit 4.1 Low-Emitting Materials, Adhesives &amp; Sealants</b> <b>Credit 4.2 Low-Emitting Materials, Paints &amp; Coatings</b> <b>Credit 4.3 Low-Emitting Materials, Flooring Systems</b> <b>Credit 4.4 Low-Emitting Materials, Composite Wood &amp; Agrifiber Products</b> <b>Credit 5 Indoor Chemical &amp; Pollutant Source Control</b> <b>Credit 6.1 Controllability of Systems, Lighting</b> <b>Credit 6.2 Controllability of Systems, Thermal Comfort</b> <b>Credit 7.1 Thermal Comfort, Design</b> <b>Credit 7.2 Thermal Comfort, Verification</b> <b>Credit 8.1 Daylight &amp; Views, Daylight 75% of Spaces</b> <b>Credit 8.2 Daylight &amp; Views, Views for 90% of Spaces</b>																																																																																																																							
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<b>Prereq 1 Fundamental Building Systems Commissioning</b> <b>Prereq 2 Minimum Energy Performance</b> <b>Prereq 3 Fundamental Refrigerant Management</b> <b>Credit 1 Optimize Energy Performance</b> 12% for New Buildings or 8% for Existing Buildings 14% for New Buildings or 10% for Existing Buildings 16% for New Buildings or 12% for Existing Buildings 18% for New Buildings or 14% for Existing Buildings 20% for New Buildings or 16% for Existing Buildings 22% for New Buildings or 18% for Existing Buildings 24% for New Buildings or 20% for Existing Buildings 26% for New Buildings or 22% for Existing Buildings 28% for New Buildings or 24% for Existing Buildings 30% for New Buildings or 26% for Existing Buildings 32% for New Buildings or 28% for Existing Buildings 34% for New Buildings or 30% for Existing Buildings 36% for New Buildings or 32% for Existing Buildings 38% for New Buildings or 34% for Existing Buildings 40% for New Buildings or 36% for Existing Buildings 42% for New Buildings or 38% for Existing Buildings 44% for New Buildings or 40% for Existing Buildings 46% for New Buildings or 42% for Existing Buildings 48%+ for New Buildings or 44%+ for Existing Buildings <b>Credit 2.1 On-Site Renewable Energy</b> 1% Renewable Energy 3% Renewable Energy 5% Renewable Energy 7% Renewable Energy 9% Renewable Energy 11% Renewable Energy 13% Renewable Energy <b>Credit 3 Enhanced Commissioning</b> <b>Credit 4 Enhanced Refrigerant Management</b> <b>Credit 5 Measurement &amp; Verification</b> <b>Credit 6 Green Power</b>			<b>Credit 1 Innovation in Design</b> Innovation or Exemplary Performance Innovation or Exemplary Performance Innovation or Exemplary Performance Innovation Innovation <b>Credit 2 LEED™ Accredited Professional</b>																																																																																																																							
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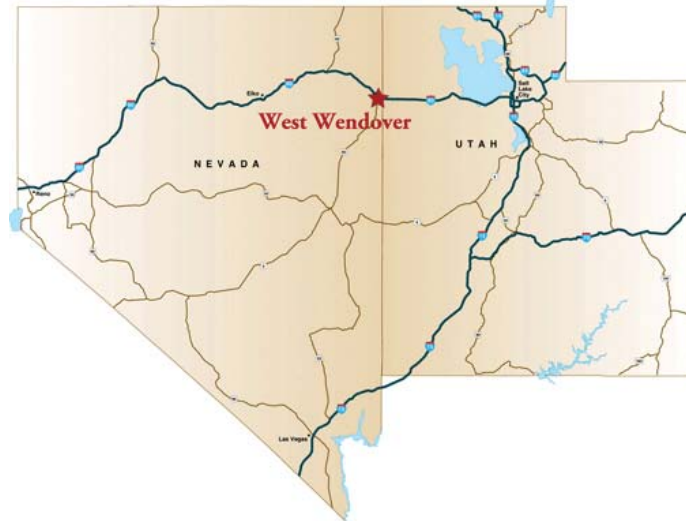
RESPONSIBILITY MATRIX	
Credit	Unassigned
Credit	Owner
Credit	Contractor
Credit	Civil
Credit	Landscape
Credit	Architectural Nexus
Credit	Mechanical
Credit	Electrical
Credit	Commissioning Authority

## 9.1 - Introduction

The years of 2008 and 2009 have seen a significant downturn in the US economy, with early 2010 continuing the slow economic trend. Few industries have been impacted quite as severely as the construction industry, with reductions in construction costs of approximately 40% when compared to 2007 construction highs. It is anticipated that an economic recovery in the United States will be slow and prolonged, as opposed to the sharp drop seen at the beginning of the current recession. As a result construction inflation through 2010 and well into 2011 is expected to remain minimal.

The City of West Wendover is located in a unique economic zone. Wage rates for construction workers are tied to the local Elko County labor wages. These can be found at [www.laborcommissioner.com/10rates/elko.html](http://www.laborcommissioner.com/10rates/elko.html). The Elko County Prevailing Wage Rate for laborers is specifically tied to wages paid for mine work and other workers well compensated for providing remote, high-risk labor. The Elko County Prevailing Wage Rate is also applied to construction laborers, creating a significantly inflated construction wage rate

– typically higher than national Bacon-Davis wage rates. As a result, construction in West Wendover sees an increase on labor rates of approximately 20% higher than wages paid by adjacent states such as Utah and its nearby communities. These wage rates must be factored into any construction project in Elko County.



West Wendover is located 120 miles from the nearest large metropolitan area of Salt Lake City, Utah and 109 miles from the county seat of Elko, Nevada. Virtually all construction materials must be obtained in these areas and transported a significant distance to West Wendover. Although there is a small local concrete batching plant, the overall cost for local concrete is equal to or more than the cost to batch and transport concrete from larger metropolitan areas. The impact of material shipping must be reflected in any West Wendover construction estimate.

Most major construction trades are not well represented in West Wendover. Contractors, sub-contractors and their laborers are typically from “out of town,” and must either be paid for their transportation costs, or provided a per-diem while working in West Wendover. Again, these costs must be reflected in any construction estimates applied to West Wendover.

## 9.2 - Anticipated Construction Materials

Although a detailed project design has not been completed, a basis of design was assumed when organizing this opinion of construction cost. The following is a brief description of anticipated construction materials and their application.



It is envisioned that the building exterior will be a combination of concrete block (Concrete Masonry Units, or CMU), stucco (Exterior Finishing Insulated System, or EFIS) and glazing, with periodic accents of stone. The primary elements of the structure will be integrally colored textured block (honed, split faced, etc.) at the lower levels of the building. Stone will be used as an accent and to break up the overall massing of the building. Feature walls and some overhead elements (soffits, fascias, etc.) may be of colored EFIS, again providing a variety of finish and texture, helping to break up the overall massing of the building. Thermally insulated low-e glazing will be incorporated into the building storefront glazing system, and traditional window systems, which should comprise approximately 40% of the total exterior surface. If appropriate to the design and supported by the budget, pre-cast panels may be considered in lieu of CMU and incorporated into the exterior design of the building.

The building interior needs to be durable and easy to maintain, especially in high use areas such as the entry/pre-function area, primary circulation paths and Youth Activity areas. Many of these areas may have stone, tile or colored, sealed concrete floors. It is recommended that walls in these areas have medium density fiberboard (MDF) wainscots in lieu of drywall, with some accent stone or tile wall finish. Although slightly more in initial cost, these durable finishes will result in long-term life-cycle savings. Beyond the public areas it is anticipated that floor, wall, and ceiling finishes be simple and in compliance with industry construction standards.

### 9.3 - Sustainable Technologies

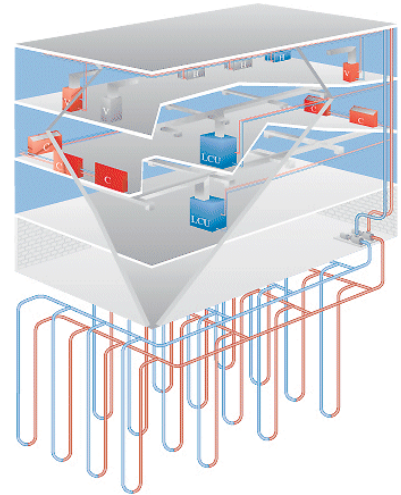
Because of the lack of natural gas in West Wendover most facilities are either all-electric or use propane fuel. Either energy source is expensive. At the request of the Planning Committee two energy-saving design options were explored. Firstly, because of the high number of clear, sunny days in West Wendover the use of photovoltaic panels to generate power becomes very attractive. Excess electricity can either be returned to the power grid or stored. Excess power returned to the grid is credited at a rate of approximately \$.07 per kilowatt-hour, limited to a maximum system size of 50 kilowatts. If excess energy is stored rather than returned to the grid then energy storage systems should address the cost for both the batteries and for the square footage required to house the batteries. A battery storage area is currently not included in the program. With credit from government incentives this technology is estimated to cost approximately \$230,000 (\$5.90 per s.f.) for the photovoltaic panels and \$200,000 (\$5.10 per s.f.) for the battery system, excluding the additional area required for battery storage. This system would generate approximately 1,000 kWh per month, with a reduction in operating costs of \$14,300 annually (averaged over 25 years at 3% annual inflation).



The second energy option explored was the incorporation of a geothermal heat pump system. This system requires a field of geothermal tubes placed approximately 300 feet into the ground and spaced on a 10' square grid (depending on subsurface



conditions). The size of the geothermal field is approximately equal to the overall square footage of the building. Although expensive to install, the geothermal field will eliminate the need for VAV boxes and other mechanical equipment within the building. It also significantly decreases the need for and/or size of any boilers or chillers as part of the mechanical system. This system can save on both long-term operating costs and on square footage needed for the mechanical system. Based on information provided by VBFA Engineering, this system may have an initial cost of \$3 - \$7 per square foot (depending on the size and depth of the geothermal field), but generate a savings of approximately \$29,600 per year (\$.78 per square foot per year) in energy costs, offering a payback period of four to eight years.



## 9.4 - Construction Cost Opinion

There are two basic approaches to the development of a construction cost opinion. The first is an estimate by square footage. The second is a material quantity take-off. Because of the very preliminary nature of the design there is not enough data developed for an accurate or meaningful material quantity take-off. Hence the square footage method was selected for this document. Construction costs were developed on a room-by-room basis. Each space was assessed and adjusted based on type of space (meeting room vs. toilet room or kitchen) and on any custom space requirements (special finishes, functions, or systems). A breakout of cost per room type can be found in the Program Space Matrix included in the Appendix of this document.

Projected construction costs were also benchmarked against similar facilities recently constructed or under construction in West Wendover and in the Salt Lake City metropolitan area. These included the West Wendover City Hall (completed 2009), the Magna; Utah Senior Center (completed Spring, 2010), and the East Millcreek; Utah Community Center (award of bid May, 2010). The owner of each facility and / or each construction firm provided construction cost data. Each of these facilities parallel the West Wendover Community Center in terms of function, quality of construction, project size and / or project location. All parallel facility costs were evaluated and adjusted based on date of construction, location of project (if outside Elko County), and unique building systems or conditions.

In addition to the project “hard costs” (actual construction costs), project “soft costs” (furnishings, equipments, technology, design & testing fees, etc.) were also factored into the overall project cost opinion. This offers a more complete picture of total project costs. **A summary of the construction cost opinion is provided on the next page:**



# COST ESTIMATE

Designation		Staff	Area		Cost		
Code	Space / Function		Room NSF	Total NSF	Bldg. GSF	Cost / SF	Item Cost
<b>BUILDING PROGRAM AREAS</b>							
A	Multipurpose Space	4		11,620	16,205	\$188.74	\$3,058,536
B	Senior Center	3		6,680	9,743	\$187.51	\$1,826,838
C	Library	5		9,330	13,013	\$182.45	\$2,374,221
<b>Building Program Totals</b>		<b>12</b>		<b>27,630</b>	<b>38,961</b>	<b>\$186.33</b>	<b>\$7,259,595</b>
<b>PROJECT COST PROJECTION</b>				<b>NOTES</b>			
<b>Project Hard Costs</b>							
	Land Costs		\$0				
	Building Costs		\$7,259,595	From Chart above			
	Site Development		\$233,245	\$4 per s.f parking (1 acre) & \$0.75 landscaping (1.5 acres)			
	Site Access Road		\$0	Outside Scope of Work			
	Utility Extensions & Connections		\$0	Outside Scope of Work			
	Contingency @ 7%		\$516,834				
	Inflation		\$0	Assume 2011 Construction Start			
<b>Sub-Total - Project Hard Costs</b>			<b>\$7,900,179</b>				
<b>Project Soft Costs</b>							
	A/V & Technology		\$190,000	Includes Black Box Theater A/V System			
	Fixtures, Furniture & Equipment		\$467,525	Based on \$12 per s.f.			
	Design Fees, Permits & Testing		\$635,562	7.5% of Cost of Construction			
<b>Sub-Total - Project Soft Costs</b>			<b>\$1,295,103</b>				
<b>TOAL ESTIMATE COST</b>			<b>\$9,299,726</b>				

## 9.5 - Summary

Although significant cost reductions have been seen in the construction industry over the past two years, the City of West Wendover is still impacted by unique construction conditions associated with their location, work force, and the Elko County Prevailing Wage Rate. These factors reduce the impact of the current recession on overall construction costs in West Wendover.

In an attempt achieve the highest and best use of construction dollars, the current design recommends construction materials that are considered durable, long lasting and easy-to-maintain in all high-traffic or youth-focused areas of the building. Other areas of the building should be designed and detailed to be simple to construct and should comply with industry standards for this building type.

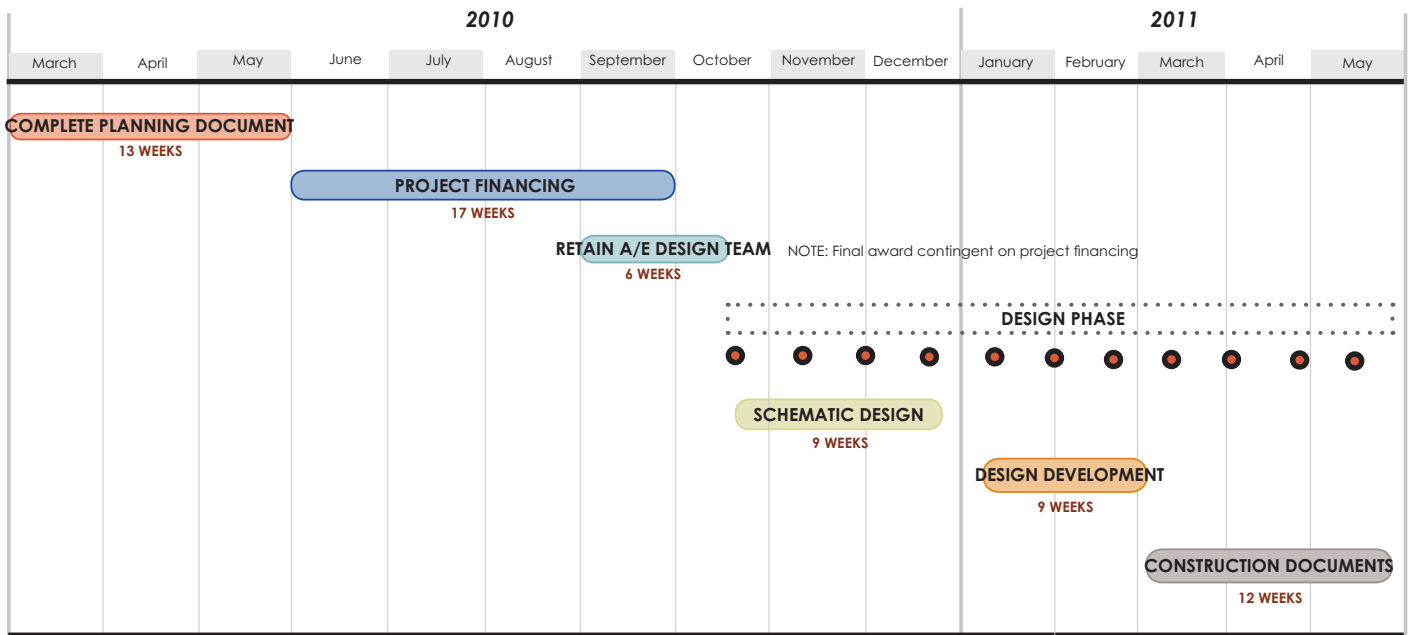
The Planning Committee expressed a strong desire to explore sustainable design concepts, especially in the area of energy costs. Two energy generating / energy consumption reducing technologies were explored for both initial cost and long-term operational savings. It is recommended that either or both of these technologies be incorporated into the project design and budget.

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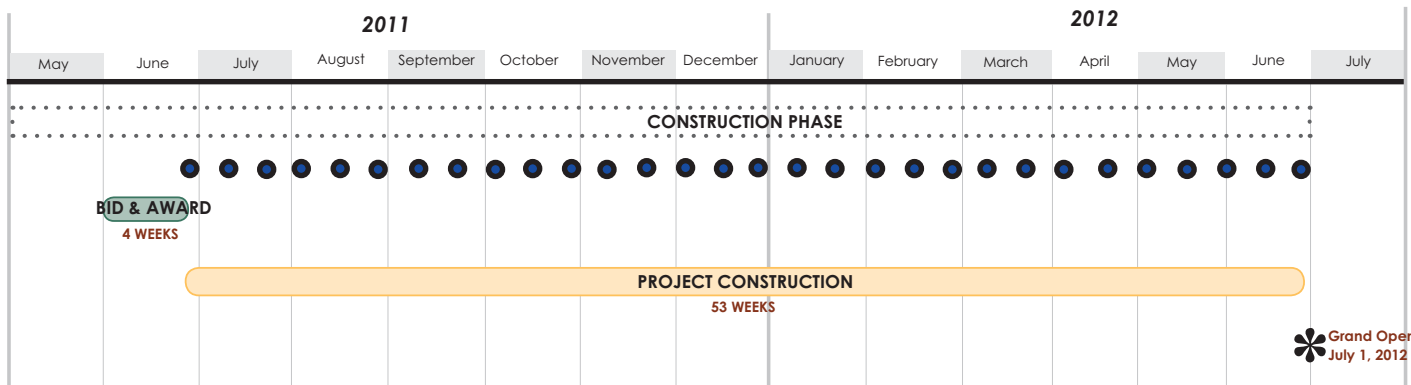
## Project Schedule

### Introduction

The following section addresses the anticipated project schedule after completion of the planning phase of the work. This schedule is provided to outline general time requirements for each phase of the work. Actual start and completion dates are contingent on the time required to obtain project financing prior to the start of any work as well as actual community and government project review periods during the design phase of the work. Therefore this information is provided to outline the development process, not define a specific or required project time line. Because many construction activities are influenced by the seasons we have tied the project time line to an optimal schedule. A construction start in very late fall or early winter will likely impact both the cost and the duration of construction activities.



● Steering Committee Meetings - 3 week intervals



● Construction Meetings - 2 week intervals

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## 11.1 - Conclusions

The need for and value of a community center in West Wendover is apparent. Such a facility would aid in the education and personal growth and development of residents of all ages. If properly designed it can serve as a hub of community activity and provide more and varied opportunities for recreation and social interaction for youth, seniors, clubs, volunteer organizations, ethnic groups, and those who love to read, explore and learn.

The social and recreational needs of West Wendover are significant. They can optimally be addressed by developing a community center that encourages interaction and synergy between each of the various user groups. This interaction is created through the sharing of building areas, programs, and activities. The byproduct is a facility that requires less building square footage, lowers facility operating and maintenance costs, and reduces overall staffing requirements.

## 11.2 - Recommendations

Given the state of the U.S. economy there is an optimal window of opportunity to proceed forward with this project. Although construction costs in West Wendover are higher than those currently seen in adjacent communities, they are still significantly less than have been seen in the recent past. With the incorporation of sustainable design elements and technologies the impact of slightly higher project construction costs will be repaid several times over in reduced life-cycle costs and energy consumption. It is recommended that the City of West Wendover pursue project-financing options while this unique construction cost opportunity exists. As the potential for financing becomes more clearly defined it is recommended that West Wendover begin the design team selection process and determine the optimal owner / contractor contract methodology.

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## Model Facilities Assessment

### Overview

The following are the assessments of model facilities in the Salt Lake Region that have similar components as outlined in the *City of West Wendover Community Needs Assessment 2010*. The first is the Millcreek Community Center which is currently beginning construction and the following facilities were visited on Friday March 19th, 2010. They are presented in order of visit. Although each facility had components that relate to The West Wendover Community Center, no facility contained all elements under consideration. We wish to thank the Directors of each facility. They both allowed us to tour their space, and took the time to tour us through their respective facilities and inform us as to how they operate and interface with the community.



## Model Facilities Assessment

### Millcreek Community Center

Address / Tel: 2266 East Evergreen Avenue  
Millcreek, Utah 84109

Year Built: Construction Start Spring 2010

Size: 64,000 SF

Owner: Salt Lake County

Operator: Salt Lake County

Manager: Ryan Henrie

Number of staff: 12



### Spaces and Sizes

Lobby Gallery	3,865 SF	Library	20,000 SF*
Café Seating	1923 SF	Gymnasium	7,704 SF
Café Kitchen	813 SF	Running Track	5,826 SF
Senior's Lounge	875 SF	Lockers	1,050 SF
Billiards	699 SF	Activity Room with	
General Classroom	666 SF	Dance Floor	1,453 SF
Arts and Crafts Classroom	629 SF	Fitness / Weight Room	1,605 SF

### Programming Summary

- The Community Center is where all of the functions of library, aging services, and parks and recreation come together to share space and create a cohesive identity between the community and county services. The programming and design have been completed and construction is beginning on this 64,000 sf community center. This project integrates a library with recreational, senior, and cafe amenities into a cohesive entity providing a space for all ages. In order to make a multiuse facility successful, it is important to understand the unique components of each space by knowing where they need to integrate and where they need to remain separate. Key elements include active and passive recreational environments. Flexibility, adjacencies, acoustics, and functionality of the community center's space has been carefully planned to create a flexible multipurpose space.



\*Dimensions and sizes are approximate

## Millcreek Community Center, cont'd

### Pros

- Cafe for all ages as social hub of the facility
- Integration of Library, Senior Center, and Recreation Center as Community Center
- Running Track as facility connecting thread
- Shared Spaces and Programs by a variety of county services and community groups

### Cons

- Constrictive odd shaped site
- Reduced parking due to site constraints



## Model Facilities Assessment

### Tayorsville Senior Center

**Address / Tel:** 4743 S. Plymouth View Drive  
Tayorsville, Utah 84118  
801.293.8340

**Year Built:** 2002

**Size:** 19,000 SF

**Owner:** Tayorsville City

**Operator:** Salt Lake County

**Manager:** Heath Bateman

**Number of staff:** 3 plus volunteers



Center Gathering Space

### Spaces and Sizes

<b>Multipurpose Room</b>	17'x23' 391 SF* (too small)	<b>Dining Extensions</b>	18'x32' 576 SF* (2 each)
<b>Fitness Room</b>	17'x23' 391 SF*	<b>Arts and Crafts</b>	18'x22' 396 SF* (too small)
<b>Computer Lab</b>	400 SF* - 8 computers	<b>Billiards</b>	18'x31' 558 SF* - 2 tables
<b>Center Gathering Space</b>	30'x50' 1500 SF*	<b>Salon</b>	8'x12' 96 SF*
<b>Stage</b>	18'x12' 216 SF*	<b>Meeting Room</b>	10'x12' 120 SF* (too small)
<b>Dining Main Hall</b>	65'x39' 2,535 SF*		



Art and Crafts



Billiards



Computer Lab



Dining Extension



Dining Main Hall



Reception

\*Dimensions and sizes are approximate

## Tayorsville Senior Center, cont'd



Outdoor Space



Salon



Stage CGS Side



Stage Dining Side

**Pros**

- Clerestory light allows daylight into interior spaces.
- Large open gathering space.
- Television and Wii games are placed in the middle of the social area to promote and develop interest and socialization.

**Cons**

- Too many small spaces that are difficult to program and use. The design would have been better with one large area that could be sub-divided.
- The double-sided stage that opens onto the dining hall or the center gathering space was a good idea, but the stage is too small and most performers perform only on the dining hall side and set-up in front of the stage.
- The billiards room was sized for 3 tables, but 3 tables do not fit with required playing clearances.
- Not enough storage.
- Two facility entrance areas spaced far apart create a lack of a good access control point.
- The Reception needs to be more restricted from patron access.
- The Manager's office needs to be less easily accessible by patrons to avoid interruptions while discussing sensitive issues.
- Outdoor spaces are not used because they are too far away from the building and feel like they belong to the adjacent park.



## Model Facilities Assessment

### Utah Cultural Celebration Center

**Address / Tel:** 1355 West 3100 South  
 West Valley City, Utah 84119  
 801.965.5100

**Year Built:** 2000

**Size:** 72,000 SF\*

**Owner:** West Valley City

**Operator:** West Valley City

**Manager:** Ross L. Olsen

**Number of staff:** 8 full time - 2 part time custodial



### Spaces and Sizes

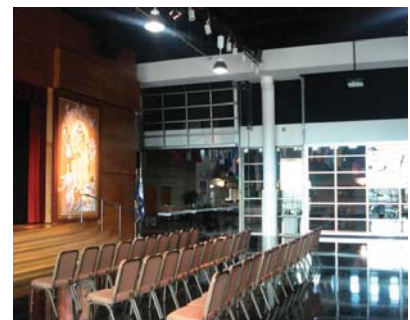
<b>Pre-function</b>	30'x40' 1,200 SF*	<b>Craft Multipurpose Room</b>	500 SF*
<b>Performance Hall</b>	87'x77' 6,699 SF*	<b>Dance Studio</b>	2,000 SF*
<b>Board Room</b>	25'x25' 625 SF*	<b>Amphitheater</b>	800 fixed seats plus grass hill that seats an additional 200 amphitheater green room
<b>Breakout Rooms</b>	900 SF* (450 SF* each; divisible)		
<b>Art Gallery</b>	2,800 SF*		
<b>Orchestra Practice Room</b>	2,540 SF* (47'x27' 1,270 SF* each; divisible)		



Pre-function



Pre-function



Performance Hall



Art Gallery



Craft Multipurpose Room



Dance Studio

\*Dimensions and sizes are approximate

### Utah Cultural Celebration Center, cont'd



*Amphitheater*



*Amphitheater*



*Informal Outdoor Performance*

### Demographics and Programming Summary

- The center serves the largest Hispanic population in Utah but does not focus or cater to any one group. The goal is to focus on the inclusion of bringing all cultures together.
- Projects catering to multi-cultural groups such as Hispanic, American Indian, and Polynesian populations need to have durable easily maintainable surfaces on walls and floors, and need to have large dressing rooms. Some groups have large costumes and will change several times during the course of a performance.
- The sister city program provides opportunity for more cultural connections outside of the local region.
- Spaces are used for programs arranged by the Center. Space can be rented to groups for regular practice and rented to groups for events, performances, and organization and corporate conferences.
- All events organized by the Center such as festivals, concerts, and cultural programs are free to the public.
- Rental income covers utilities and building maintenance but not Staff salaries.
- The facility is typically occupied 45% of the time, which is good for this type of facility. The balance of the time is used for set-up, take-down and area preparation between events.

### Pros

- The art gallery is an amenity that supports local cultural traditions and draws in rental groups who have displays associated with their event.
- The movable wall system with a track grid in the Art Gallery allows for great flexibility in the arrangement of displays.
- There is an ability to open indoor toilets for outdoor festivals, which is critical to keeping people at the festivals.
- The toilet room stalls were designed slightly larger and can convert into small dressing rooms for large performances requiring extra dressing space.
- The amphitheater back wall blocks wind and increases acoustic quality.

### Cons

- Not enough electrical outlets.
- No Black Box Theater – there is a great demand for one at this facility.
- Lighting for artwork was not taken into account in many areas.

## Model Facilities Assessment

### I.J. & Jeanne Wagner Jewish Community Center

**Address / Tel:** 2 North Medical Drive  
Salt Lake City, Utah 84113  
801.581.0098

**Year Built:** 1999 Addition/Renovation

**Size:** 90,000 SF\*

**Owner:** Jewish Community Center

**Operator:** Jewish Community Center

**Manager:** Daniel Burg

**Number of staff:** 140



#### Spaces and Sizes

<b>Great Hall</b>	87'x33' 2,871 SF*	<b>Running Track</b>
<b>Banquet Room</b>	46'x30' 1,380 SF*	<b>Indoor Pool</b>
<b>Board Room</b>	36'x28' 1,008 SF*	<b>Outdoor Pool</b>
	(seats 22 plus stairway entrance)	<b>Café</b>
<b>Teen Lounge</b>	28'x62' 1,736 SF*	<b>Climbing Wall</b>
<b>Spin Room</b>	27'x39' 1,053 SF* (39 bicycles)	<b>Boutique Shop</b>
<b>Gymnasium</b>	300 seats – 400 for events	<b>Art Space</b>
<b>Fitness Area</b>		<b>Preschool and Drop-In Daycare</b>
		<b>Outdoor Patio Space</b>



Great Hall



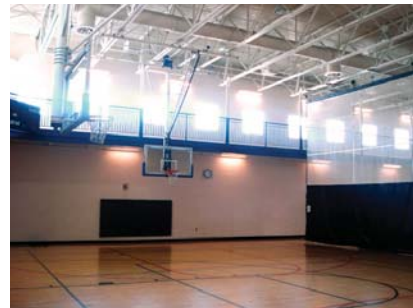
Banquet Room



Board Room



Spin Room



Gym and Running Track



Outdoor Pool

\*Dimensions and sizes are approximate



### I.J. & Jeanne Wagner Jewish Community Center, cont'd



*Cafe*



*Art Space*



*Pilates Room*

### Demographics and Programming Summary

- The Jewish Community Center is a membership based community center that provides a wide range of services to its Members and rents space to outside groups as well. The Membership is open to anyone who wants to join. A strong emphasis on services for all, regardless of religion or race, is part of their mission. Key services offered by the facility center on recreation, education (pre-school and post-school activities), and social interaction.
- An emphasis on collaborating with other groups is important because it brings more programming to the facility but does not require additional staff to offer the additional programs.
- Senior programming and transportation are offered as an amenity to the Members.

### Pros

- Good programming space for specific uses.
- A broad variety of services.
- Large appropriately sized rooms for their specific uses (except for the weight room).
- Outdoor patio spaces directly connected to interior gathering spaces.

### Cons

- This is a very large facility, not comparable in scale to West Wendover's needs.
- The services offered (recreation and education centered) do not specifically align with services under consideration by West Wendover.
- Limited flexible space – most rooms are designated for a specific purpose and cannot be divided or shared.
- The remodel and addition process created difficult way-finding.



## Model Facilities Assessment

### The Sorenson Unity Center

**Address / Tel:** 1383 South 900 West  
Salt Lake City, Utah  
801.535.6533

**Year Built:** 2008

**Size:** 23,000 SF\*

**Owner:** Salt Lake City

**Operator:** Salt Lake City

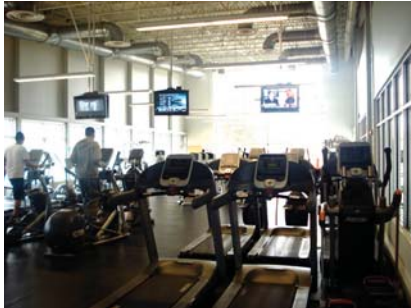
**Manager:** Nichol Bourdeaux

**Number of staff:** 45



### Spaces and Sizes

<b>Fitness Room</b>	100'x30' 300 SF*	<b>Computer Club House</b>	30'x25' 750 SF* (16 computers plus 1 game table)
<b>Black Box Theater</b>	37'x47' 1,739 SF* (Seats 150 but is too tight – 88 is comfortable) 28' clg	<b>Adult Computer Lab</b>	30'x17' 510 SF*
<b>Lobby Reception and Gallery Area</b>	3,500 SF* (Seating area 57'x20' 1,140 SF* - 100 LF wall for art)	<b>SLCC Classroom</b>	21'x30' 630 SF* (24 seats at desktop tables)
		<b>SLCC Computer Lab</b>	30'x22' 660 SF* (23 computers)
		<b>Staff Kitchen / Break Room</b>	



Fitness Room



Black Box Theatre



Lobby Reception and Gallery



Computer Club House



Adult Computer Lab



SLCC Classroom

\*Dimensions and sizes are approximate

### The Sorenson Unity Center, cont'd



*SLCC Computer Lab*



*Drop in Daycare*

### Demographics and Programming Summary

- The Sorenson Unity Center, located on the west-side of Salt Lake City, is a neighborhood center that was created to support and celebrate the many cultures that exist side-by-side in this area.
- The Center offers programs and opportunities for health and fitness, for the arts and humanities, for cultural exchange, and for education and training. Child care services, performance and classroom / training spaces, and rental space comprise the key areas of the building. Free wireless internet is also provided throughout the Center. The Center is LEED Silver Certified.
- It was indicated that having Spanish speaking staff in a community with a Hispanic population is critical to providing good services and being inclusive of the community.
- The Black Box Theater is used for community theater, recitals, youth activities, movies and other programs. Although small the space is frequently used and considered extremely successful.
- There remains undeveloped land on the site. It is anticipated this area will be developed into either outdoor useable space or a community garden.

### Pros

- A good variety of services and spaces on a small scale.
- Good technical computer spaces.
- The Black Box Theater provides flexible space.
- The manually installed risers allow a traditional or thrust theater seating layout. These require approximately 4 man hours to set up and take down.

### Cons

- Not enough storage.
- Not enough administrative space (only has 5 small offices and a conference room that seats 8).
- The Black Box Theater has manually installed risers (2 hour set-up minimum with 2 men).
- No interior connection between the drop-in daycare and the main lobby.
- The administrative space has no direct connection to the reception area.

## Model Facilities Assessment

### Weber County Library, Pleasant Valley Branch

**Address / Tel:** 5568 S Adams Ave  
 Washington Terrace, Utah 84405  
 801.337.2690

**Year Built:** 2009

**Size:** 38,000 SF\*

**Owner:** Weber County Library

**Operator:** Weber Count Library

**Manager:** Kathryn Pudlock

**Number of staff:** 19



#### Spaces and Sizes

<b>Lobby Gallery 1</b>	6'x132' 2,112 SF	<b>Activity Multipurpose Room</b>	41'x28 1,148 SF* (divisible)
<b>Café Lobby Side</b>	approx. 16 seats	<b>Board Room</b>	32'x18' 576 SF* (20 seats)
<b>Café Library Side</b>	approx. 46 seats 23'x25' 575 SF*	<b>Black Box Theater</b>	60'x50' 3,000 SF* c/g 27'-4" (divisible, retractable seating, sound booth, lighting grid, projection screens, smart lectern, retractable projectors)
<b>Check Out / Circulation Desk</b>	67'x25' 1,675 SF*		
<b>Stacks and Computers</b>	86'x160' 13,760 SF*		
<b>Preteen / Teen Computer</b>			
<b>Commons</b>	30'x43' 1,290 SF*		

#### Amphitheater



Lobby Gallery



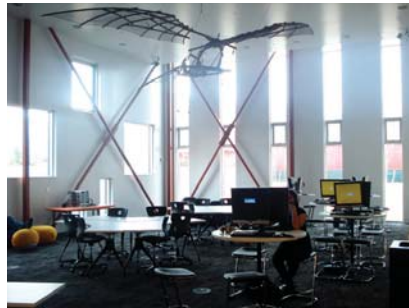
Cafe Lobby Side



Cafe Library Side



Check Out / Circulation Desk



Preteen / Teen Computer



Commons

\*Dimensions and sizes are approximate

## Weber County Library, Pleasant Valley Branch, cont'd



*Activity Multipurpose Room*



*Black Box Theater*



*Amphitheater*

### Demographics and Programming Summary

- The Pleasant Valley Branch Library and Community Center was constructed to more efficiently meet the explosive demand for multi-faceted library services in Weber County. The building is the home of dynamic collections and vital information services, and provides state-of-the-art venues to host a broad range of events including, but not limited to, film screenings, music and dance presentations, folk arts festivals, and art and interactive museum exhibits.
- The goal of the project was to maintain open space to be inviting to the public. The activity / multipurpose room is used for crafts, workshops, chess club, exercise classes, yoga, story time, and a variety of other uses including banquets as there is a commercial kitchen connected to the space. Each side of the activity rooms includes counter space, cabinet storage, sink, refrigerator and large flat screen monitors. The board room is used by all kinds of outside groups for meetings. The Black Box Theater has been used for school plays, community theater, movies, lectures, town hall meetings, and a variety of other programs.

### Pros

- Open environment that is inviting to the community.
- Open computer space supports heavy computer usage.
- The slat wall system provides for a variety of display options.
- The Black Box Theater allows for flexibility and divisibility of space, multimedia and sound.
- The Black Box Theater has a retractable seating system that requires approximately 2 man-hours to set up and take down.
- The activity room is sub-dividable allowing for flexibility and divisibility of space, multimedia and sound.
- Access from both the library and the building "gallery" provides the ability to use the activity room, board room, and black box after hours.

### Cons

- The amphitheater and outdoor spaces are disconnected from the library.
- The retractable seating has a manual component that has to be installed (railings).
- The teen and children's spaces lack their own unique identity - all of the library is treated with the same architectural character.
- There is a noise control issue within the large open space of the library.
- Many of the conference areas are defined by 5-foot high glass walls and are not isolated from adjacent areas.



West Wendover Community Center  
Program Space Matrix

BUILDING SUMMARY

Designation Code	Space / Function	Staff	Area Room NSF	Total Qty. NSF	Efficy Factor	Dept. GSF	Bldg. GSF	Cost		Notes
								Cost / \$.F.	Item Cost	
<b>BUILDING PROGRAM AREAS</b>										
A	Multipurpose Space		4	11,620		13,504	16,205	\$188.74	\$3,058,536	
B	Senior Center		3	6,680		8,119	9,743	\$187.51	\$1,826,838	
C	Library		5	9,330		10,844	13,013	\$182.45	\$2,374,221	
<b>Building Program Totals</b>				<b>27,630</b>	<b>71%</b>	<b>32,467</b>	<b>38,960</b>	<b>\$186.33</b>	<b>\$7,259,595</b>	

<b>PROJECT COST PROJECTION</b>	
<b>Project Hard Costs</b>	
Land Costs	\$0
Building Costs	\$7,259,595
Site Development	\$223,245
Site Access Road	\$0
Utility Extensions & Connections	\$0
Contingency @ 7%	\$523,799
Inflation	\$0
<b>Sub-Total - Project Hard Costs</b>	<b>\$8,006,639</b>
<b>Project Soft Costs</b>	
A/V & Technology	\$190,000
Fixtures, Furniture & Equipment	\$467,525
Design Fees, Permits & Testing	\$635,562
<b>Sub-Total - Project Soft Costs</b>	<b>\$1,293,087</b>
<b>TOTAL ESTIMATED COST</b>	<b>\$9,299,726</b>

NOTES

\$4 per s.f parking (1 acre) & \$0.75 landscaping (1.5 acres)
Outside the scope of work for this project.
Outside the scope of work for this project.
Includes Black Box Theatre A/V system
Based on \$12.00 per s.f.
Design, permits and testing @ 7.5%
<b>\$236.02 per square foot hard &amp; soft costs</b>

Terms: Room NSF - Room Net Square Footage (The area inside the walls of the room.)  
 EfficY Factor - Efficiency Factor (The ratio of area inside a room to the thickness of walls and size of corridors around the room.)  
 Department GSF - Department Gross Square Footage (Total of rooms, walls and corridors within a department or zone.)  
 Building GSF - Building Gross Square Footage (Total of rooms, walls and corridors within a department PLUS reqd. building support areas - mechanical, electrical, etc.)

West Wendover Community Center  
Program Space Matrix

Designation		Staff		Area			Cost			Notes
Code	Space / Function	Room NSF	Qty.	Total NSF	Effic'y Factor	Dept. GSF	Bldg. GSF	Cost / S.F.	Item Cost	
<b>A 100 MULTIPURPOSE SPACE</b>										
A101	Lobby / Reception	2,200	1	2,200	1.10	2,420	2,904	\$200	\$580,800	Needs counter for auditorium
A201	Auditorium / Black Box	3,200	1	3,200	1.10	3,520	4,224	\$190	\$802,560	45 X 70 - Seating for 250 - 300 people - Dividable
A202	Lighting/Sound/Projection	250	1	250	1.10	275	330	\$190	\$62,700	Black Box Support
A203	Public Meeting Rooms	750	2	1,500	1.20	1,800	2,160	\$180	\$388,800	One Room divisible into two
A204	Dressing Rooms	400	0	0	1.20	0	0	\$170	\$0	Can be added if \$\$\$ allow - Use Meeting Room space
A301	Youth Activity Room	700	1	700	1.20	840	1,008	\$180	\$181,440	Computer lab, arts, etc.
A302	Youth Lounge	700	1	700	1.20	840	1,008	\$180	\$181,440	After-school gathering area
A202	Media / Green Screen Room	200	1	200	1.25	250	300	\$180	\$54,000	Video recording/multi media
A304	Editing Room	120	1	120	1.30	156	187	\$190	\$35,568	To support Media Room
A305	Vending	80	1	80	1.30	104	125	\$175	\$21,840	
A401	Multipurpose Staff Area	400	1	400	1.20	480	576	\$190	\$109,440	Director & two assistant areas - public counter
A402	Multipurpose Area Storage	150	1	150	1.30	195	234	\$175	\$40,950	
A403	Multipurpose Staff Work Area	150	1	150	1.30	195	234	\$180	\$42,120	
A404	Auditorium Storage	400	1	400	1.20	480	576	\$175	\$100,800	
A405	Media Supply Storage	200	1	200	1.25	250	300	\$175	\$52,500	
A501	Public Toilet Rooms	410	2	820	1.20	984	1,181	\$210	\$247,968	Central location to support Senior, Library & Multipurpose functions - 4 Lavs, 7 Toilets for women
A502	Family Toilet Rooms	100	1	100	1.30	130	156	\$210	\$32,760	
A503	Common Custodial / Supply	200	1	200	1.30	260	312	\$175	\$54,600	
A504	Building IT / Server Room	250	1	250	1.30	325	390	\$175	\$68,250	
<b>Sub-Total Multipurpose</b>			<b>4</b>	<b>11,620</b>		<b>13,504</b>	<b>16,205</b>	<b>\$189</b>	<b>\$3,058,536</b>	

West Wendover Community Center  
Program Space Matrix

Designation Code	Space / Function	Staff		Area			Total NSF	Effic'y Factor	Dept. GSF	Bldg. GSF	Cost		Notes				
		Room NSF	Qty.	Room NSF	Qty.	Cost / S.F.					Item Cost						
<b>B100 SENIOR CENTER</b>																	
B101	Lounge	800	1	800	1.15	920	1,104				\$200	\$220,800					
B102	Reception / Control Counter	150	1	150	1.30	195	234				\$190	\$44,460					
B103	General Classrooms	750	1	750	1.25	938	1,125				\$180	\$202,500	Adjacent to Arts & Crafts Room				
B104	Arts & Crafts	750	1	750	1.25	938	1,125				\$180	\$202,500	Adjacent to General Classroom				
B105	Kiln	100	1	100	1.30	130	156				\$180	\$28,080					
B106	Billiards	700	1	700	1.20	840	1,008				\$190	\$191,520	Three billiard tables				
B107	Dining (Café?)	1,500	1	1,500	1.15	1,725	2,070				\$180	\$372,600	Seating for 60 - 75 people				
B108	Kitchen	500	1	500	1.20	600	720				\$225	\$162,000	* 2 - Part-time staff positions				
B109	Pantry	200	1	200	1.30	260	312				\$180	\$56,160					
B110	Manager's Office	120	1	120	1.30	156	187				\$190	\$35,568					
B111	Staff Office	180	1	180	1.30	234	281				\$190	\$53,352	One office shared by 2 Staff				
B112	Senior Ctr. Staff Work Area	100	1	100	1.30	130	156				\$180	\$28,080					
B113	Senior Ctr. Staff Supplies	200	1	200	1.25	250	300				\$175	\$52,500					
B114	Senior Ctr. Activity Supplies	300	1	300	1.25	375	450				\$175	\$78,750					
B115	Senior Ctr. Staff Toilet Room	80	1	80	1.30	104	125				\$210	\$26,208	Staff & Emergency Use				
B116	Senior Ctr. Custodial / Supply	100	1	100	1.30	130	156				\$175	\$27,300					
B117	Salon / Barber Shop Area	150	1	150	1.30	195	234				\$190	\$44,460	Provide sink for hair washing.				
<b>Sub-Total Senior Center</b>											<b>3</b>	<b>6,680</b>	<b>8,119</b>	<b>9,743</b>	<b>\$188</b>	<b>\$1,826,838</b>	

West Wendover Community Center  
Program Space Matrix

Designation		Staff		Area			Effic'y		Dept.		Bldg.		Cost		Notes
Code	Space / Function			Room NSF	Qty.	NSF	Factor	GSF	GSF	GSF	GSF	Cost / S.F.	Item Cost		
<b>C100 LIBRARY</b>															
C101	Entry / Lobby			400	1	400	1.25	500		600		\$200	\$120,000		
C102	Circulation Area			150	1	150	1.25	188		225		\$190	\$42,750	Book Check-out counter	
C103	Holds / Book Sale			150	1	150	1.25	188		225		\$190	\$42,750		
C104	New Materials			150	1	150	1.20	180		216		\$190	\$41,040		
A204	Public Computer / Internet			400	1	400	1.20	480		576		\$190	\$109,440	Seating for 20	
A205	Public Copy Center			100	1	100	1.30	130		156		\$180	\$28,080		
C105	Information Services			150	1	150	1.30	195		234		\$190	\$44,460	Counter or desk position	
C106	Adult Services / Collection			2,600	1	2,600	1.10	2,860		3,432		\$180	\$617,760	Counter / desk position within area	
C107	Children's Serv. / Collection			2,400	1	2,400	1.10	2,640		3,168		\$180	\$570,240	Counter / desk position within area	
C108	Teen Services / Collection			800	1	800	1.15	920		1,104		\$190	\$209,760		
C109	Conference / Study Rooms			200	2	400	1.30	520		624		\$190	\$118,560		
C110	Manager's Office			120	1	120	1.30	156		187		\$190	\$35,568	Private Office	
C111	Staff Work Area			300	1	300	1.15	345		414		\$180	\$74,520		
C112	Librarian Office			150	1	150	1.30	195		234		\$109	\$25,506	Shared by multiple staff	
C113	Circulation Work Area			280	1	280	1.30	364		437		\$180	\$78,624		
C114	Server Room			100	1	100	1.20	120		144		\$175	\$25,200	Separate from Building IT / Server Room A504	
C115	Staff Lounge / Future Office			150	1	150	1.25	188		225		\$190	\$42,750		
C116	Book Drop			100	1	100	1.30	130		156		\$180	\$28,080		
C117	Library Staff Toilet Room			80	1	80	1.30	104		125		\$210	\$26,208		
C118	Library Admin. Storage			250	1	250	1.25	313		375		\$175	\$65,625		
C119	Library Custodial / Supply			100	1	100	1.30	130		156		\$175	\$27,300		
<b>Sub-Total Library</b>												<b>\$182</b>	<b>\$2,374,221</b>		
												<b>9,330</b>	<b>10,844</b>	<b>13,013</b>	
												<b>5</b>			

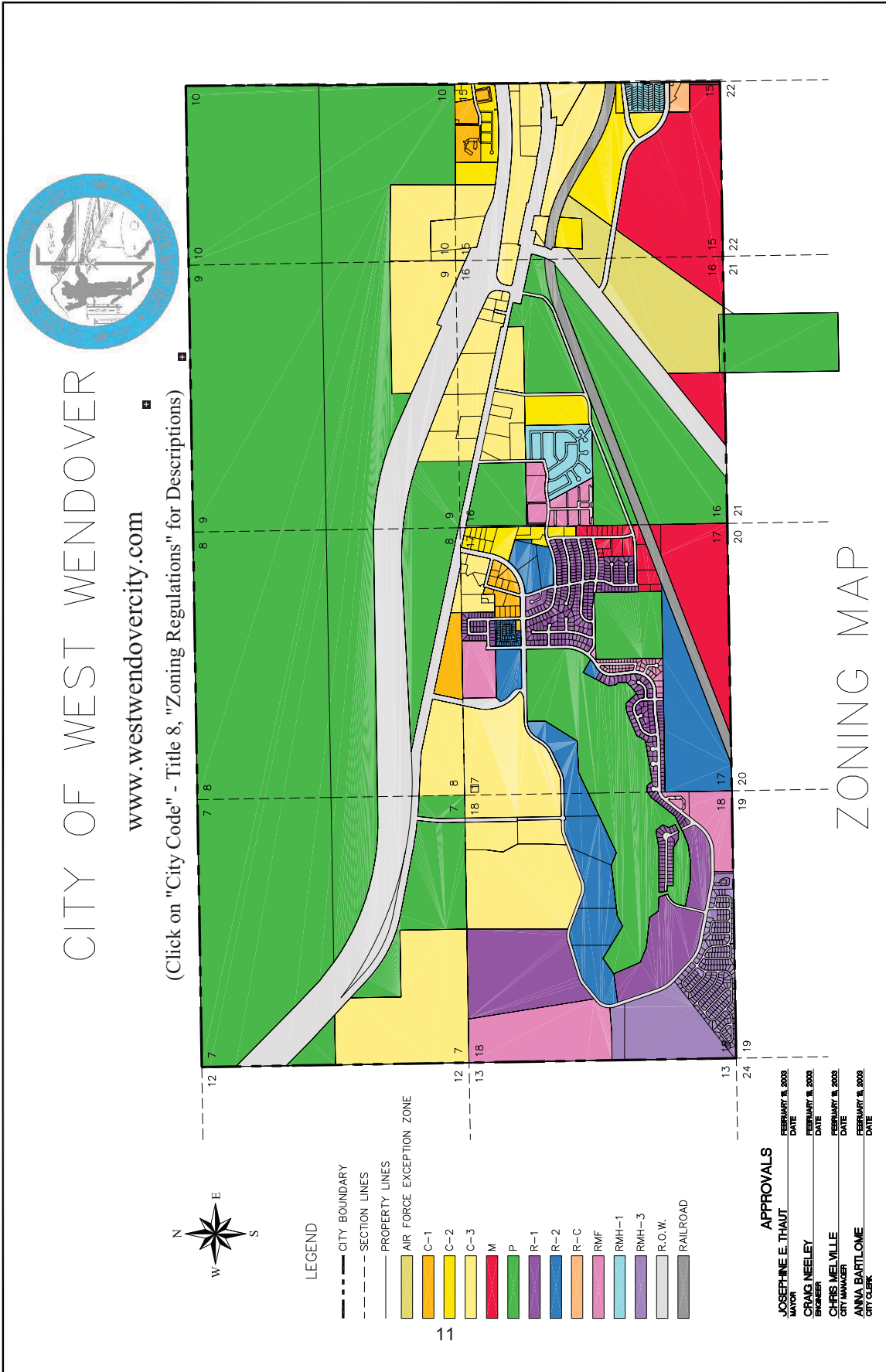


West Wendover Community Center  
Program Space Matrix

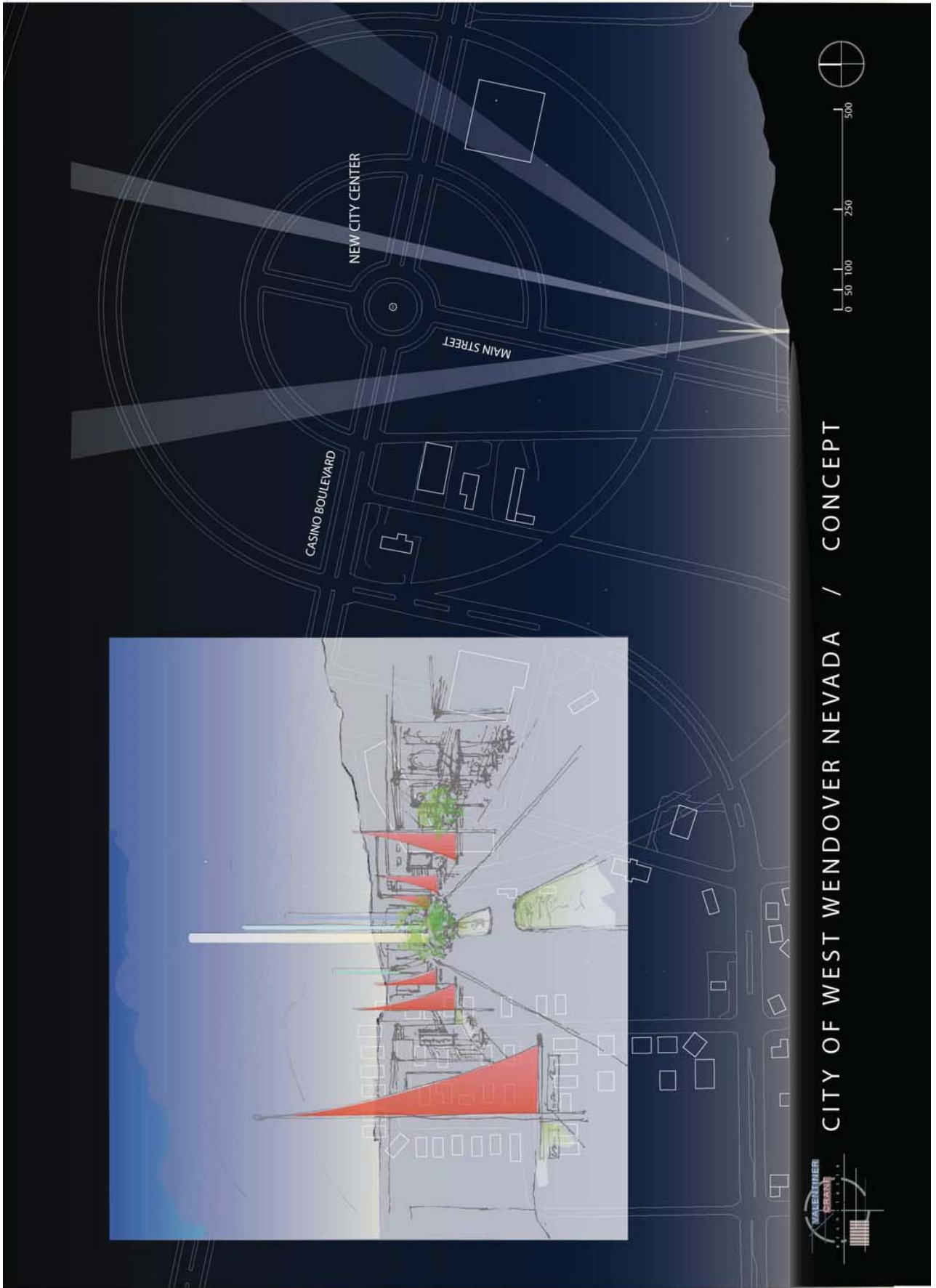
Designation		Staff		Area			Effic'y			Dept.		Bldg.		Cost		Notes
Code	Space / Function	Qty.	NSF	Room NSF	Total Qty. NSF	Factor	Dept. GSF	Bldg. GSF	Cost / S.F.	Item Cost						
<b>D100</b>	<b>AMPHITHEATRE*</b>															
D101	Stage Structure	1	3,000	3,000	1.10	3,300	3,960		\$230	\$910,800						40' deep by 60' wide Stage
D102	Dressing / Green Rooms	2	1,200	600	1.20	1,440	1,728		\$170	\$293,760						
D103	Public Toilet Rooms	2	800	400	1.30	1,040	1,248		\$210	\$262,080						
D104	Seating	15	7,500	15	1.10	8,250	9,900		\$40	\$396,000						
D105	Site Development	1	40,000	40,000	1.20	48,000	57,600		\$5	\$288,000						Grading, fencing, etc.
	<b>Sub-Total Amphitheatre</b>		<b>52,500</b>		<b>62,030</b>		<b>74,436</b>		<b>\$29</b>	<b>\$2,150,640</b>						

\*This particular component (Amphitheatre) is not considered part of this project, but is an additional component to this project that will be available with appropriate funding.

# West Wendover Downtown & Civic Center Master Plan



# West Wendover Downtown & Civic Center Master Plan



# West Wendover Downtown & Civic Center Master Plan

**PRECEDENTS** : Similar Cities  
 Houston Austin Santa Fe  
 Portland Seaside New Orleans  
 Radiant City Classical City  
 Beautiful Movement

**PERIOD** : Time Modern New  
 Millennium City of 2001 Growth  
 Past Present Future

**NEEDS** : Sense of  
 Place  
 Icon / Identity  
 Vertical / Horizontal  
 Quality of Life  
 Intersection  
 Tourist Attractions  
 Municipal  
 Library  
 Fire Department  
 Police Department  
 City Management  
 Building Convention  
 Center  
 Technology  
 Open Space  
 Visitor's Center  
 Court House  
 Family Centers  
 Retail Development  
 Residential  
 Development  
 Resource Planning  
 Future Growth  
 University  
 Young Population

**PLACE** : Scale  
 Phenomenological  
 Landscape Art  
 Salt Flats  
 Topographical  
 Topography  
 Precipitation  
 Temperature  
 Destinations  
 Climatic  
 Lightning Sun  
 The Spiral  
 Double Jetty  
 Utah Negative  
 Roden Crater

**TRANSIT** : Approach First  
 Impression "Rails to Trails" I-80  
 Route 93 Race Week Airshows  
 "Mobile" Home Parks Tourist  
 Population

**10 POINTS : URBAN REDEVELOPMENT**  
 1. Choose High Quality Management / Staff  
 2. Find Positive Role Models  
 3. Establish High Standards  
 4. The Basics : Clean and Safe  
 5. Consider the Street Carefully  
 6. Focus on the Goals, Not the Obstacles  
 7. Stay with a Vision  
 8. The World Revolves Around Your City  
 9. Create Multiple Revenue Sources  
 10. Have Patience

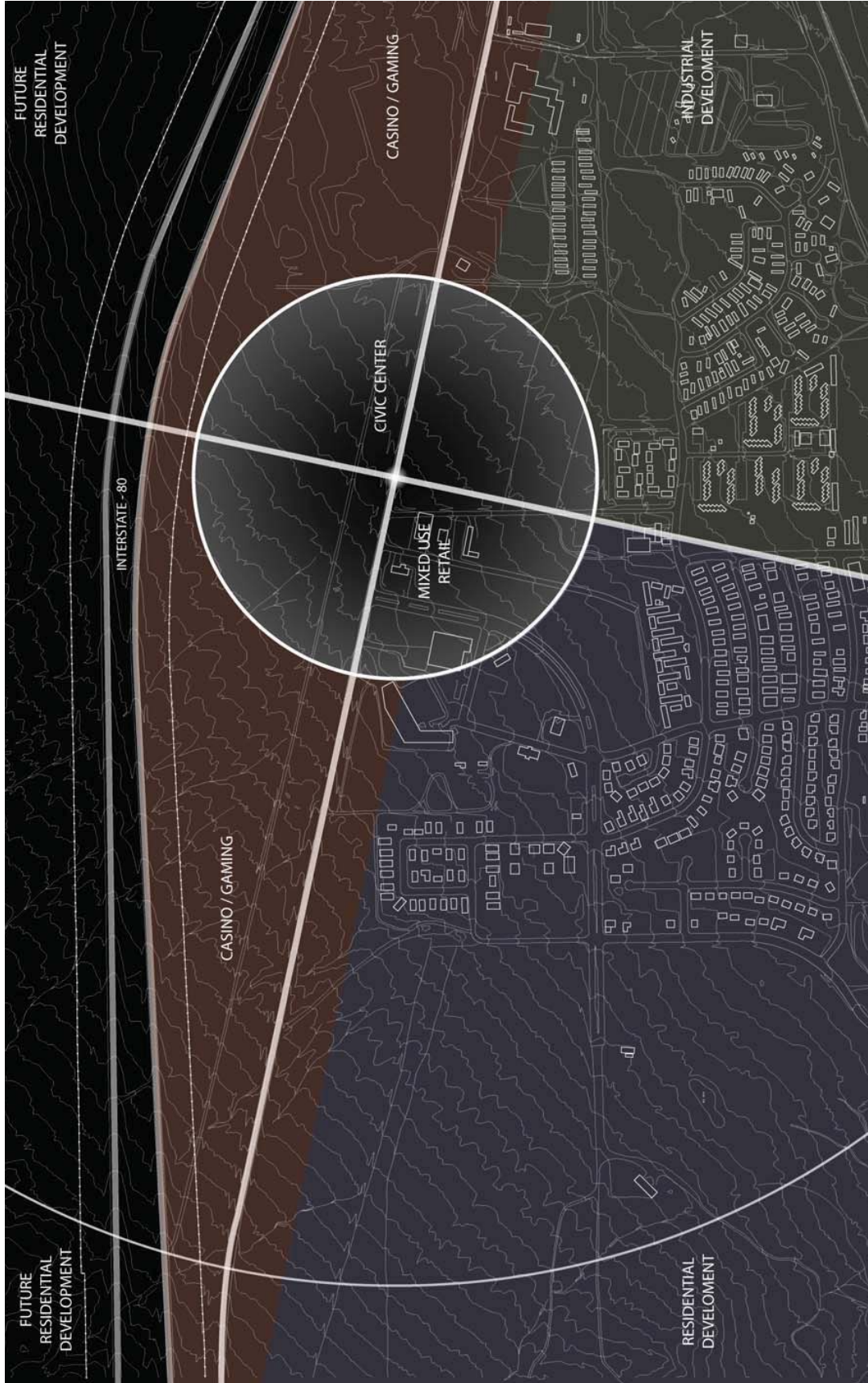
-Daniel A. Biederman

**AVERAGE SUMMER TEMP** : 91  
**AVERAGE WINTER TEMP** : 18  
**SUMMER PW** : SW  
**WINTER PW** : E

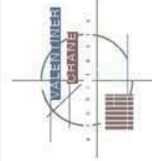
**CITY OF WEST WENDOVER NEVADA / CONTEXT**



# West Wendover Downtown & Civic Center Master Plan



# West Wendover Downtown & Civic Center Master Plan



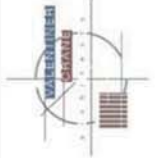
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CITY OF WEST WENDOVER  
WENDOVER, NEVADA

# West Wendover Downtown & Civic Center Master Plan



- 1 CITY HALL
- 2 LIBRARY
- 3 MUSEUM
- 4 CONVENTION CENTER
- 5 PERFORMING ARTS
- 6 CIVIC PLAZA
- 7 CITY PARK
- 8 AMPHITHEATER
- 9 COMMERCIAL / RETAIL SPACE
- 10 HOSPITAL
- 11 CITY CENTER MONUMENT

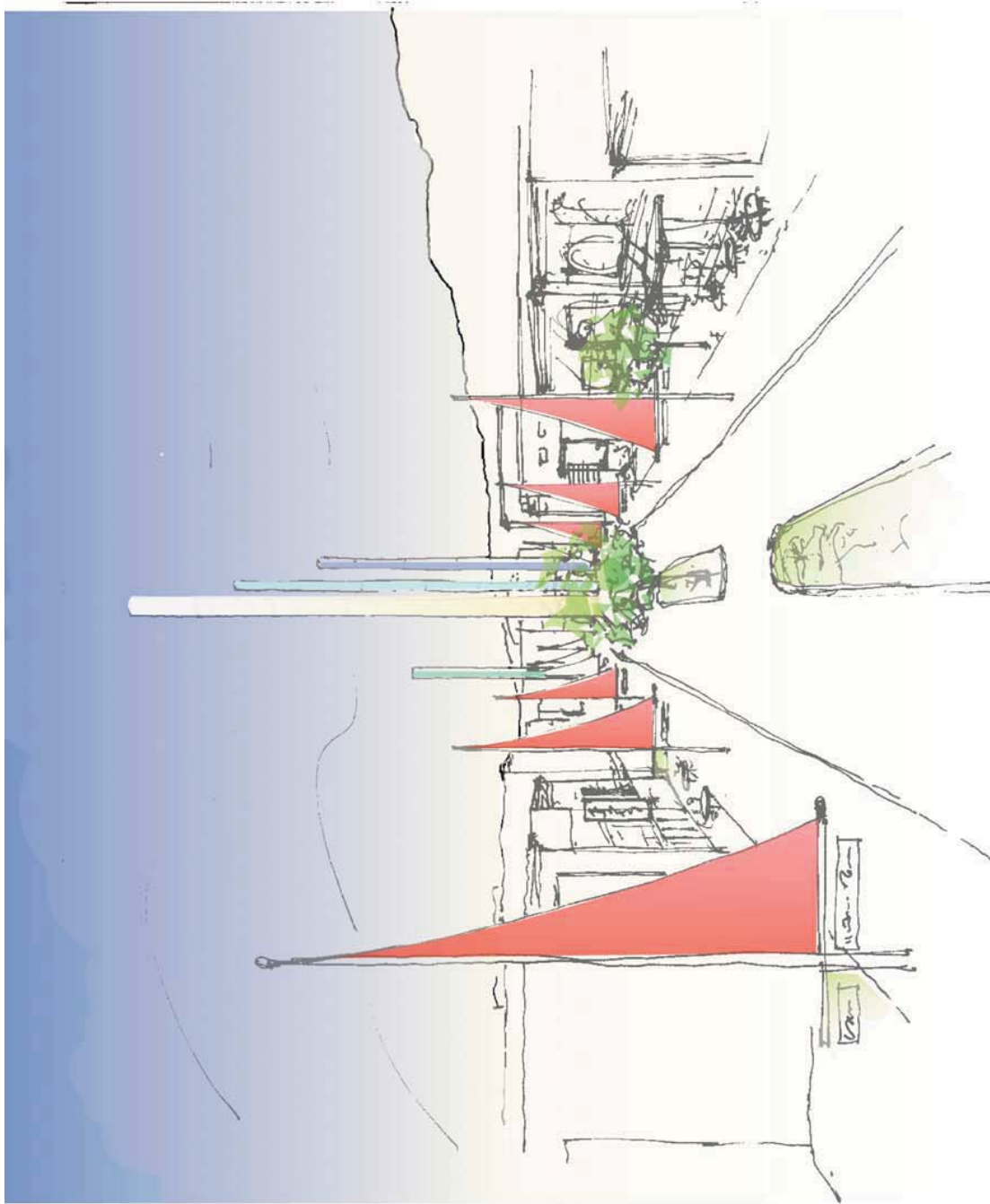


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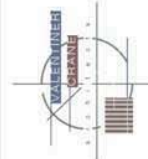
CITY OF WEST WENDOVER  
WENDOVER, NEVADA



# West Wendover Downtown & Civic Center Master Plan



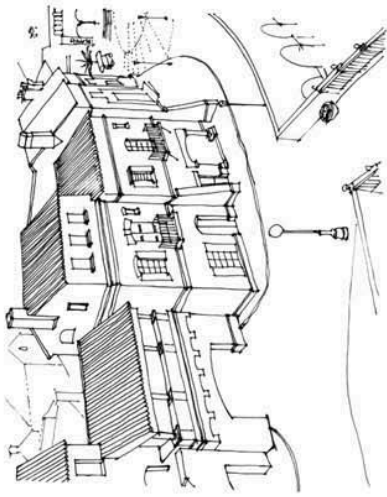
CITY OF WEST WENDOVER  
WENDOVER, NEVADA



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# West Wendover Downtown & Civic Center Master Plan

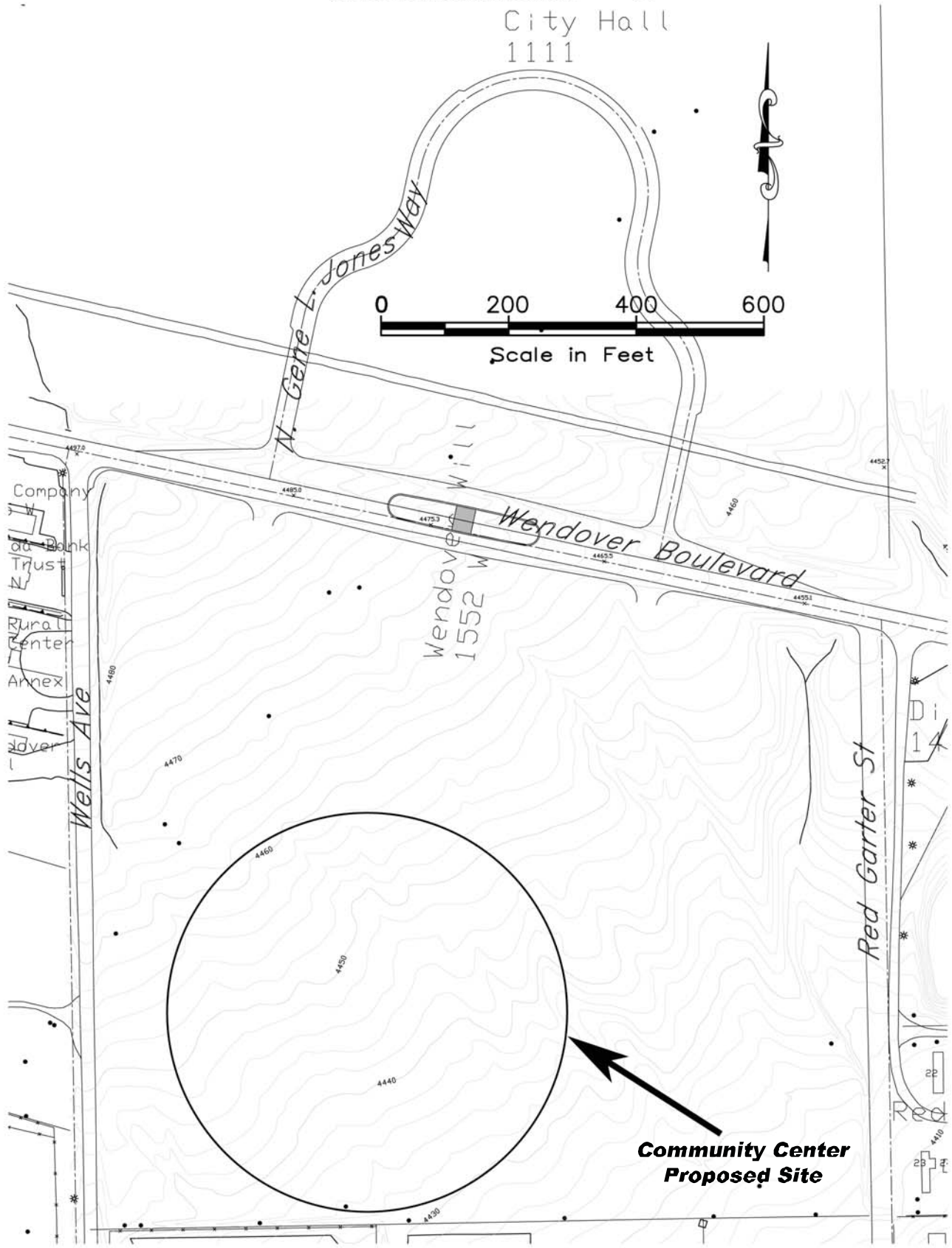


s e l e c t e d i m a g e s

CITY OF WEST WENDOVER  
WENDOVER, NEVADA

# Attachment "D"

City Hall  
1111



West Wendover Downtown & Civic Center Master Plan



# West Wendover Downtown & Civic Center Master Plan



# West Wendover Downtown & Civic Center Master Plan





# West Wendover Downtown & Civic Center Master Plan



# CITY OF WEST WENDOVER

## COMMUNITY CENTER

Part C - Financial Feasibility Study

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# West Wendover Community Center

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## West Wendover Community Center

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### 1.0 Introduction

This document has been prepared to provide the Donald W. Reynolds Foundation with information about the proposed West Wendover Community Center, including management structure, goals, projected growth, capital requirements, start-up costs, and operational expenses and revenues.

*“We need a community center to help build a community!”  
Focus Group Participant*

The City of West Wendover, Nevada, is located on Interstate 80 just west of the Utah/Nevada border. With a population today of just over 5,000, the West Wendover community has progressed from a mere way station in the desert to a veritable tourist destination, which on weekends hosts as many as 25,000 visitors. While the economy of West Wendover is heavily dependent on the casino industry (it is estimated that two out of every five wage earners work for a casino) the City is steadily working to diversify its economy and provide a good base of community services and amenities.

Three demographic facts distinguish West Wendover from other proximate cities and the population of the United States in general: median age, percent of the population that is Hispanic, and percent of families that are married with children. West Wendover is far younger, far more Hispanic, and far more child centric than other proximate cities. These unique demographics are an important consideration as the City looks to the future and the changing needs of its residents.

Due to its relatively short history as an incorporated community and the historically transitory nature of the casino workforce, West Wendover lags behind comparable communities in terms of community services and cultural resources. The city has a well developed master plan, however, and each year makes new investments in community infrastructure and amenities. These investments and the resulting business development are creating a favorable climate for stable, steady population growth which now includes many second and third generation families.

In January of 2009, the City of West Wendover made application to the Donald W. Reynolds Foundation, under provisions of its Community Centers Initiative, for a planning grant to assist with early planning efforts for the development of a community center. The City was subsequently awarded the grant and in November of 2009 retained the services of Bonneville Research and Pathway Associates to jointly conduct a community needs assessment and financial feasibility study relative to the proposed community center.

There is a pronounced need for a community center in the City of West Wendover, Nevada. Facilities available for use by community members are generally lacking and, as a result, the range of potential community activities is limited. This has the effect of diminishing the quality of life and sense of community in West Wendover and limiting the City’s appeal as a place to live, work and operate a business.





# West Wendover Community Center

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The development of a community center in West Wendover is a logical response to this need and would be well used by residents. The most important uses a West Wendover Community Center could accommodate include:

- Multi-Purpose Space
  - Meeting Rooms for Volunteer Organizations and Civic Groups
  - Youth Activity Room and Youth Lounge
  - Auditorium/Black Box
- Senior Citizen Activities and Services
  - Dining (Café)
  - Sr Activity Room and Sr Lounge
  - Arts & Crafts
  - Billiards
- Library
  - Public internet Services
  - Adult, Children & Teen Collections
- Amphitheatre (Future Development)
  - Stage
  - Seating
  - Dressing/Green Rooms

These uses suggest the need for a multi-purpose facility offering both partitionable meeting spaces and permanent gathering spaces for senior citizens and youth. Some outdoor amenities, including picnic tables and a small performance amphitheater are also recommended.

The need for a community center notwithstanding, the most important unmet need of the West Wendover community is for extended hour medical care services. While the current demographics will not support a small hospital, the City should explore ways to extend the hours of the existing medical clinic, with the goal of eventually offering twenty four hour medical services.

The creation of a community center will not solve all of the community's problems; but it will directly or indirectly alleviate many of them; and in the process, it should help to create something that our research suggests is badly needed – a stronger sense of community. By providing a venue for community events and activities, a community center will generate new opportunities for residents to socialize, interact, and become more connected with one another. This in turn will make the city a more attractive place to live, work, retire, operate a business or practice a profession. In short, a community center will make a significant contribution to the quality of life in West Wendover by providing a venue where quality time can be spent.

**1.1 Goal:** To build a quality, community center that will command the use and approval of the community which it serves.

**Our objectives include:**

**Objective #1 – Create a sense of community that encourages interaction among residents**



# West Wendover Community Center

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- Construct an attractive and functional community center where residents can address necessary services and socialize with friends and neighbors.
- Construct a multi-purpose community center where community organizations can gather to further their mission and the residents can gather for special events.
- Construct a community center for use by community organizations, non-profits, and the public at-large.

## **Objective #2 – Fill a Senior Center void in the community**

- Create recreational opportunities within West Wendover for Seniors in West Wendover by creating new recreation and dining facilities.
- Address the serious need for expanded medical facilities in West Wendover by encouraging Medicare qualified residents to stay and live in West Wendover.

## **Objective #3 – Make better use of public funds**

- Leverage available grant funding for the project in order to maximize local funding.
- Market the West Wendover Community Center complex to local/regional private businesses for use as a meeting center.

## **Objective #4 - Foster Protection of the Environment**

- Construct the facilities to the extent possible using green building design and technology.
- Incorporate Best Management Practices in the site design and construction.
- Use the facility as a demonstration site for developers and builders to observe Best Management practices in the West Wendover community knowing that the ultimate test is whether local residents approve and support the center.

Our fundamental objective is to have a positive impact on the West Wendover community that we do knowing that the ultimate test is whether local residents approve and support center.

## **1.2 Mission**

The Mission of the West Wendover Community Center is to sustain the social vitality and cultural vibrancy of the West Wendover community by providing an attractive and functional facility where our community members can participate in self-enhancing activities and make positive changes in their lives.

## **1.3 Business Model - Keys to Success**

Based on our community needs research, our Business Model statement outlines what the West Wendover Community Center economic drivers are, who buys your product or service and identifies the organizations sustainable competitive advantage and addresses the following three key questions:

1. Who are our clients?
2. How do we deliver value to them?

Like a mission statement, a business model statement acts as a touchstone: a reminder and a guide for the organization's focus and strategies.



# West Wendover Community Center

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1. **Who are our clients?** – Our primary targeted markets are:
  - **Library** - Parents and their children including teens and young adults.
  - **Sr Center** - Adults ages 54+.
  - **Multipurpose Space** - Citizens, residents and visitors to West Wendover including businesses.
2. **How do we deliver value to our clients?** – We believe that our main keys to success include:
  - Providing popular and wide-ranging entertainment activities
  - Ample and secure parking
  - The use of state-of-the-art technology
  - Easy access
  - Provide functional and efficiently designed facilities
  - Seasoned management team

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## 2.0 Community Summary

West Wendover anticipates that the Community Center will be located in West Wendover, Elko County, Nevada.

West Wendover anticipates that its facility will have a positive impact on the local environment and economy.

West Wendover Demographics and Comparisons:

### West Wendover - 2009

- |                               |          |
|-------------------------------|----------|
| • Population 2000             | 4,721    |
| • Population 2009             | 5,534    |
| • Population 2014             | 5,859    |
| • Households 2009             | 1,522    |
| • Ave Household size 2009     | 3.64     |
| • Median HH Income 2009       | \$47,856 |
| • Median Home Value 2009      | \$72,717 |
| • Owner Occupied Housing 2009 | 45.4%    |
| • Rental Housing 2009         | 30.9%    |
| • Vacant Housing 2009         | 23.7%    |
| • Median Age 2009             | 26.2     |
| • Hispanic Origin 2009        | 61.2%    |
| • % 65+ 2009                  | 4.5%     |



# West Wendover Community Center

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- Education 25+ 2009
- Less than 9th Grade 24.3%
- 9th -12th Grade - No Diploma 17.8%
- High School Graduate 27.6%
- Some College - No Degree 16.6%
- Associate Degree 4.4%
- Bachelor's Degree 6.0%
- Graduate/Professional Degree 3.4%

## City of Elko- 2009

- Population 17,352
- Median HH Income \$63,419
- Median Age 32.8
- % 65+ 8.6%

## City of Ely - 2009

- Population 4,041
- Median HH Income \$48,777
- Median Age 40.4
- % 65+ 17.0%

## 2.1 Center Location

The proposed facility site consists of 3.5 acres overall (including building site and parking areas) and is owned by the City of West Wendover. The property is part of the City's Master Planned area for a community center which would be part of the larger 125 acre civic plaza/downtown area campus.

The site includes 2.5 acres of land plus the one acre the actual Community Center building will sit on and is sufficient to accommodate West Wendover projected growth, industry trends.

The site development costs, needed utility infrastructure, building construction costs, the oversight of operations during the development of the Community Center are included in the cost estimates as part of detailed financial analysis included in later sections.

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## 3.0 Services

Our Community Center will provide clients with a wholesome environment that provides amusement, entertainment, year round activities.

To that end, the West Wendover Community Center plans to be an ongoing community asset by providing:

- Seasoned, successful management team.



# West Wendover Community Center

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- Contracting top Community Center consultants to counsel on key attraction layout and design.
- Easy access and exposure.

## 3.1 Service Description

The ability of West Wendover to accomplish its goals depends upon the expertise and social conscience of the management team. The West Wendover management team understands these facts and several members of our D.W. Reynolds Advisory Committee have been recognized in the past for their outstanding community service and involvement.

Several local surveys have been reviewed and provide valuable information about a vast list of requirements that need to be met for an Community Center to attract the local residents. We will strive to meet these desires and we will take future surveys with our clients to make sure that we are ahead of the curve. Source: Pathways Needs Analysis

- **Library**
  - Children's programs and services
  - Young adult programs and services
  - Adult programs and services
  - Readers' Advisory
  - Reference and user services
- **Sr Center**
  - Recreation
  - Nutrition
  - Socialization
  - Transportation
  - Education
  - Adult day health
- **Multipurpose Space**
  - Auditorium/Black Box
  - Public meeting rooms
  - Youth activity room/lounge
  - Media/Green screen room
  - Amphitheater (proposed expansion)

## 3.2 Cooperative Services

West Wendover anticipates coordinating and cooperating with the West Wendover Recreation District, Elko County Library Board, and Elko County to be sure that Community Center services and facilities are not duplicative or competitive to those provided through the recreation district or other public service providers.



# West Wendover Community Center

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## 4.0 Community Needs Assessment

In November of 2009, Bonneville Research, in association with Pathway Associates were retained by the City of West Wendover, Nevada to provide a detailed market and programmatic analysis review for a proposed community center. Bonneville Research and Pathway Associates interviewed a wide variety of potential "partners" for the project to determine the best possible design and program response for the proposed facility. Bonneville also was asked to work with West Wendover to develop sophisticated financing alternatives to maximize capital available for the project.

The architectural firm of Architectural Nexus, was further retained to provide preliminary architectural planning, facility schematics and sketches.

Bonneville's specific responsibilities were to conduct detailed financial analyses that would allow the city to make the best possible decisions for its residents. This included a detailed demographic analysis, a review of local community center facilities, an evaluation of public financial support options, and developing a detailed financial model to project the building's anticipated performance over a 5-year period.

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## 5.0 Management Summary

Our underlying management philosophy is based on mutual respect for all contributions made by our residents, visitors and employees without regard to the position held in West Wendover. Those who work with West Wendover Community Center management team will learn to enjoy and trust our partnership environment, because we all strive to create an environment that enables us to work smarter-not harder and suggestions are valued, appreciated and rewarded.

West Wendover will also work toward establishing community involvement programs that will demonstrate how our community center can contribute to a better quality of community life. Projects such as using the Community Center facilities to help civic groups obtain their financial goals (by offering fundraising events); working with schools, churches, and other groups on programs for mutual benefit.

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## 6.1 Management Team

### Community Center Management

- City Manager - Chris Melville
- Operations Manager & Public Relations -
- Retail Space Leasing Agent Gift Shop Manager -
- Director of Sales and Marketing -
- General Accounting -

## 6.2 Organizational Structure

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# West Wendover Community Center

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The West Wendover Community Center organizational structure is as follows:

- **City Manager/Community Development Director**
- Community Center Manager
- Community Center Assistant
- Senior Center Manager
- Senior Center Staff
- Librarian
- Library Assistant

It is anticipated that staffing may be phased, or staggered as required by budget constraints. For example, planned hiring dates are as follows:

- Community Center Manager - 2011
- Community Center Assistant - 2013
- Senior Center Manager - 2013
- Senior Center Staff - 2011
- Senior Center Staff - 2012
- Librarian - On staff
- Library Assistant - On staff

## **CITY ADMINISTRATION**

### **Chris Melville, City Manager**

Mr. Melville is a self starter and natural leader, he is trained and educated in aerospace, city planning, public and business administration. During Mr. Melville's career he has received numerous state and community commendations for his involvement in community improvement and planning programs. Mr. Melville's strongest personality trait is his natural leadership ability.

#### **Responsibilities:**

Be a professional administrator to make the West Wendover City government operate with the efficiency of successful businesses. Take direction by the elected West Wendover Governing Board - Mayor and City Council.

#### **Essential Duties:**

Provide the leadership and work with the West Wendover Community Center management team to develop and retain highly competent, public-service oriented staff through selection, compensation, training and day-to-day management practices that support the City's mission, operating plans and objectives.

Prepare budgets, hire administrative officers, oversee record keeping, and supervise the heads of such departments as law enforcement, fire protection, and sanitation. Meet with business and community groups to explain city policies and assess community and citizen needs and ensures objectives and priorities are focused on meeting those needs effectively, efficiently, and with high-quality municipal



# West Wendover Community Center

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services; direct development and implementation of initiatives for service quality improvement; provide day-to-day leadership and works with the City's management team to ensure a high-performance, service-oriented work environment consistent with sound management principles

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## SENIOR CENTER

### Senior Center Manager

- **Supervision Received:** Works under the supervision of the West Wendover Community Center Director and coordinates with the future West Wendover Senior Center Advisory Board.
- **Supervision Exercised:** The Manager will be responsible for supervising all paid personnel and volunteer staff at the facility.

### Essential Duties:

- Ability to develop and organize all aspects of programming for seniors including recreational and educational programs.
- Ability to work within operating budget provided.
- Perform grant writing and grant implementation.
- Coordinate building operations including maintenance and repair.
- Maintain liaison with various group leaders/volunteers including, but not limited to, bingo, card league, trips and exercise classes.
- Coordinates with the Elko County Social Service Administrator and Nevada Seniors Services Director.
- Performs related duties as required

### Knowledge, Abilities and Skills:

- A general knowledge of computer skills with word processing accuracy.
- Assist and support creative, independent activities by senior population.
- Must have excellent language skills, both oral and written.
- Nevada and Utah Child Abuse History Clearance
- Satisfactory Nevada and Utah Criminal Records Check

### Experience and Training:

- High school graduate with a demonstrated ability to oversee and coordinate activities and programs within the senior population.
- Related experience in the field of social services or senior services preferred but not required.
- Must be willing to become CPR certified and AED First Aide certified and agree to maintain such certification.
- Must be willing to obtain a Qualified Food Operator certification and agree to maintain such certification.
- Must possess a valid Nevada or Utah Driver's License
- Nevada and Utah Child Abuse History Clearance.





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## West Wendover Community Center

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- Satisfactory Nevada and Utah Criminal Records Check.

### Senior Center Staff (2)

- **Supervision Received:** Works under the supervision of the Senior Center Manager and with the future Senior Center Advisory Board.
- **Supervision Exercised:** The Manager will be responsible for supervising and coordinating volunteer staff at the facility.

### Essential Duties:

- Conducts initial interview of clients to determine their needs;
- Refers clients to appropriate community agencies and services;
- Finds solutions to individual problems relating to immediate needs;
- Provides assistance to clients and assists with technical problems and special activities;
- Assists in the development of programs for the elderly that meet federally mandated requirements;
- Assists supervisor with meal programs and meal delivery issues;
- Keeps records and prepares daily, weekly, monthly, and annual statistical and administrative reports;
- Provides notification and encourages clients to attend Senior Center activities, resources, and services;
- Prepares and distributes publicity materials for center activities;
- Recruits and monitors volunteers for center activities;
- Monitors and responds to Senior Center client concerns;
- Compiles records and prepares monthly program reports;
- Demonstrates continuous effort to improve operations, decrease turnaround times, streamline work processes, and work cooperatively and jointly to provide quality seamless clients service.
- Assists in recruitment and screening of volunteers.
- Tracks volunteer certification process and periodically evaluate volunteer performance.
- Conducts regularly scheduled meetings with volunteers, providing on-going training and support.
- Other duties as assigned.

### Experience and Training:

- Two years of experience working with the public in the direct provision of social services. Other combinations of experience and education that meet the minimum qualifications may be substituted.
- Must be willing to become CPR certified and AED First Aide certified and agree to maintain such certification.
- Must be willing to obtain a Qualified Food Operator certification and agree to maintain such certification.
- Must possess a valid Nevada or Utah Driver's License
- Nevada and Utah Child Abuse History Clearance
- Satisfactory Nevada and Utah Criminal Records Check



## LIBRARY

### Librarian

- **Supervision Received:** Works under the supervision of the Elko County Library Board and coordinates with the West Wendover Community Center Director and with the future West Wendover Library Advisory Board.
- **Supervision Exercised:** The Librarian will be responsible for supervising all paid personnel and volunteer staff at the facility.

#### Essential Duties:

- Maintain a friendly and inviting learning environment.
- Manage the library facility to provide flexible access to the resources at the point of need
- Provide instruction for students and teachers on search strategies.
- Promote the enjoyment of reading.
- Coordinate and plan the development of long range/strategic library goals and applications.
- Maintain, assist, and implement instruction as a resource person to teachers and students.
- Collaborate with staff regarding the curriculum development and support.
- Coordinate a collection of materials which support the methodologies, philosophies and innovations which suit the needs of the individual.
- Provide for video distribution through closed circuit and satellite programming.
- Perform related duties as required.

#### Knowledge, Abilities and Skills:

- Learning Resources Certificate or Endorsement from accredited college or university.
- Master's degree from an accredited college or university, preferred.
- Experience in the use of computers and other instructional technology.
- Previous classroom teaching and library experience, preferred.
- Effective interpersonal and communication skills.
- Ability to work with both adults and students effectively.
- Nevada and Utah Child Abuse History Clearance.
- Satisfactory Nevada and Utah Criminal Records Check.

#### Experience and Training:

- Bachelor's degree or equivalent experience in Library Science or Information Science.
- Must possess a valid Nevada or Utah Driver's License.

### Library Assistant

- **Supervision Received:** Works under the supervision of the Librarian.
- **Supervision Exercised:** The Librarian will be responsible for supervising all paid personnel and volunteer staff at the facility.



# West Wendover Community Center

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## Essential Duties:

- Compiles records, sorts and shelves books, and issues and receives library materials, such as books, films, slides, and phonograph records:
- Records identifying data and due date on cards by hand or using photographic equipment to issue books to patrons.
- Inspects returned books for damage, verifies due-date, and computes and receives overdue fines. Reviews records to compile list of overdue books and issues overdue notices to borrowers.
- Sorts books, publications, and other items according to classification code and returns them to shelves, files, or other designated storage area.
- Locates books and publications for patrons. Issues borrower's identification card according to established procedures.
- Files cards in catalog drawers according to system.
- Repairs books, using mending tape and paste and brush, and places plastic covers on new books.
- Answers inquiries of nonprofessional nature on telephone and in person and refers persons requiring professional assistance to the appropriate source.
- May type material cards or issue cards and duty schedules.
- Perform related duties as required.

## Knowledge, Abilities and Skills:

- Learning Resources Certificate or Endorsement from accredited college or university.
- Degree from an accredited college or university, preferred.
- Experience in the use of computers and other instructional technology.
- Previous classroom teaching and library experience, preferred.
- Effective interpersonal and communication skills.
- Ability to work with both adults and students effectively.
- Nevada and Utah Child Abuse History Clearance.
- Satisfactory Nevada and Utah Criminal Records Check.

## Experience and Training:

- High School diploma and experience in Library Science or Information Science.
- Must possess a valid Nevada or Utah Driver's License.

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## ADMINISTRATIVE

### Center Manager

- **Supervision Received:** Works under the supervision of the West Wendover City Manager and coordinates with the future West Wendover Community Center Advisory Board.
- **Supervision Exercised:** The Center Manager will be responsible for supervising all paid personnel and volunteer staff at the facility.



# West Wendover Community Center

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## Essential Duties:

- Develops and monitors center's annual budget; tracks expenses and revenues generated by the facility; tracks daily weekly, monthly, and yearly attendance figures; and oversees payroll for the facility.
- Coordinates recreation programs, fitness programs, tournaments, and all events within the facility.
- Develops and implements marketing strategy for the facility which includes promotional events, marketing tools, advertisement of the facility, public and media relations, and annual marketing plans; and develops pricing strategies for new programs.
- Schedules the maintenance and use of the facility; reviews and inspects facility, programs and operations for safety hazards and other potential problems.
- Oversees annual membership and group sales, rental of the facility, computer registration program, daily admissions, and all other aspects of cash flow procedures.
- Oversees daily operations of the facility including hiring, training, discipline and evaluation of personnel, oversees client service, standards and facility maintenance in conjunction with the Building Maintenance Worker; assists with the operations of the front counter to ensure maximum client service results.
- Investigates and resolves complaints or inquiries from employees and patrons concerning the operations of the facility; deals appropriately with confrontational situations.
- Provides administrative support by answering questions, maintaining correspondence with other divisions or agencies; leads and schedules tours; interfaces with community groups, and actively promotes the facility throughout the community through speaking assignments, guest appearances, etc.
- Performs related duties as required

## Knowledge, Abilities and Skills:

- Effective interpersonal and communication skills.
- Ability to work with both adults and students effectively.
- Assists in recruitment and screening of volunteers.
- Tracks volunteer certification process and periodically evaluate volunteer performance.
- Conducts regularly scheduled meetings with volunteers, providing on-going training and support.
- Knowledge of word processing, desktop publishing, spread sheets, and other recreation related computer software.
- Extensive knowledge of operation procedures of community center facilities or other comparable facilities including special event, catering, party planning or customer service experience preferred.
- General knowledge and background of community center/library/senior programs.
- General knowledge of business, management, finance and accounting including budgeting activities.
- General knowledge and experience in planning, prioritizing, and organizing a complex workload.
- Excellent public relation skills and communication skills.



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## West Wendover Community Center

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- Ability to establish and maintain effective working relationships with co-workers, the public, news media and other departments and agencies; ability to follow written and oral instructions; ability to create effective working relationships with employees and the public.
- Nevada and Utah Child Abuse History Clearance.
- Satisfactory Nevada and Utah Criminal Records Check.

### Experience and Training:

- Graduation from college with a bachelor's degree in recreation administration, physical education, social work, psychology or closely related field, and two (2) years management experience in public recreation, or any equivalent combination of education and experience.
- One to two years experience working in a community recreation facility desired, but not required.
- Must be willing to become CPR certified and AED First Aide certified and agree to maintain such certification.
- Must possess a valid Nevada or Utah Driver's License

### Center Assistant/Volunteer Coordinator

- **Supervision Received:** Works under the supervision of the Center Manager.
- **Supervision Exercised:** Responsible for supervising all volunteer staff at the facility.

### Essential Duties:

- Assists Center Director in planning, organizing, developing, scheduling, enforcing rules, evaluating recreation, fitness, aquatics, child care, special events, facility rentals and assist with overseeing day to day operations of the facility.
- Enforcing rules and appropriate behavior.
- Communicating with renters and center staff.
- Working cooperatively with Maintenance staff.
- Assisting renters and maintenance staff with room(s) preparation as necessary.
- Reading contracts, understanding and enforcing contract provisions.
- Providing excellent customer service and a positive experience.
- Propose new ideas to improve the event planning and implementation process.
- Assists with hiring, training, supervising, scheduling and evaluating part-time and seasonal personnel; assigns work schedules.
- Schedules the community center facilities and supervises conditions of the facilities such as set-ups and breakdowns of facility equipment and resources.
- Maintains inventory of supplies and equipment; distributes supplies and equipment, assists with ordering supplies and equipment for community center and its programs.
- Assists with public relations duties such as preparing and distributing flyers, press releases, and brochures.
- Assists Center Director with preparing and administering individual program budgets as appropriate; monitors expenditures and payroll in accordance with established procedures.
- Assists with the marketing and promotions of the facility including selling memberships.
- Perform related duties as required.



# West Wendover Community Center

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## **Knowledge, Abilities and Skills:**

- Graduation from college with a bachelor's degree in recreation administration, physical education, or closely related field, and one (1) year experience in public recreation, or any equivalent combination of education and experience.
- Experience in the use of computers and other instructional technology.
- Effective interpersonal and communication skills.
- Ability to work with both adults and students effectively.
- Ability to work evenings, night shifts, split shifts, week-ends, and some holidays.

## **Experience and Training:**

- Must be willing to become CPR certified and AED First Aide certified and agree to maintain such certification.
- Must possess a valid Nevada or Utah Driver's License.
- Nevada and Utah Child Abuse History Clearance.
- Satisfactory Nevada and Utah Criminal Records Check.

## **6.3 Personnel Plan**

Client service is paramount to the success of the West Wendover Community Center. The Center management team will accomplish this goal by targeting employees who are willing to be trained and by providing encouragement and employee incentive programs as with other City Department operations.

West Wendover and Elko County employees will receive the same full-time staff benefits as other city/county employees with such things as:

- Health care insurance
- Dental care insurance
- Life insurance
- Vacation time
- Sick time
- Nevada PERS (Public Employees Retirement System)
- Designated "Others" benefits

The West Wendover Community Center Personnel Plan reflects how we intend to utilize our peoples' assets. Most of them will be cross trained and the management team of West Wendover believes that an employee who is happy at work will enjoy working. It is always easier to please clients with a staff that cares, a facility that is clean and equipment that is kept in proper working order.

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## **7.0 Financial Plan**

The following financial plan shows how the City of West Wendover plans to provide funds for operating expenses for the first year and each year thereafter.



## West Wendover Community Center

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The spreadsheets that accompanies this plan sets forth the West Wendover Community Center anticipated revenue and expense analysis.

Management believes that reasonable facility rental revenues will be sufficient to cover operating expenses and a reasonable capital reinvestment/repair/maintenance fund.



# West Wendover Community Center

## Appendix:

### Financial Plan

#### Consolidated Revenue and Expense Plan

West Wendover Community Center					
ANNUAL BUDGET - Years 1 - 5					
REVENUE ACCOUNTS	BUDGET Year 1	BUDGET Year 2	BUDGET Year 3	BUDGET Year 4	BUDGET Year 5
<b>REVENUE</b>					
RENTALS	\$64,029	\$67,871	\$71,943	\$106,602	\$112,998
Auditorium/Black Box	\$16,984	\$18,003	\$19,083	\$20,228	\$21,442
Public Meeting Rooms	\$12,738	\$13,502	\$14,313	\$15,171	\$16,082
Amphitheater	\$0	\$0	\$0	\$30,343	\$32,163
Senior Activity Room	\$8,492	\$9,002	\$9,542	\$10,114	\$10,721
Café/Kitchen	\$20,210	\$21,423	\$22,708	\$24,071	\$25,515
Other Rental Revenue	\$5,605	\$5,941	\$6,298	\$6,675	\$7,076
Donations	\$25,000	\$50,000	\$65,000	\$69,225	\$73,725
Grants	\$25,000	\$30,000	\$40,000	\$45,000	\$50,000
Endowment Earnings	\$0	\$2,009	\$2,382	\$478	\$3,397
Elko County - Library and Sr Center	\$25,000	\$26,625	\$28,356	\$30,199	\$32,162
Business Memberships	\$0	\$0	\$0	\$0	\$0
Individual Memberships	\$0	\$0	\$0	\$0	\$0
Misc. Revenue	\$0	\$0	\$0	\$0	\$0
Sales - Café	\$45,000	\$56,250	\$61,875	\$68,063	\$74,869
Cost of Goods Sold - Café	-\$29,000	-\$31,900	-\$35,090	-\$38,599	-\$42,459
Bank Card Fees - Café	-\$113	-\$124	-\$136	-\$150	-\$165
Shipping - Café	-\$900	-\$990	-\$1,089	-\$1,198	-\$1,318
Sales - Vending Mach	\$25,000	\$27,500	\$30,250	\$33,275	\$36,603
Cost of Goods Sold - Vending	-\$9,000	-\$9,900	-\$10,890	-\$11,979	-\$13,177
Other Program Revenue	\$2,500	\$2,750	\$3,025	\$3,328	\$3,660
<b>TOTAL REVENUE</b>	<b>\$236,546</b>	<b>\$288,325</b>	<b>\$328,339</b>	<b>\$412,074</b>	<b>\$445,033</b>
<b>OPERATING EXPENSES</b>					
	BUDGET Year 1	BUDGET Year 2	BUDGET Year 3	BUDGET Year 4	BUDGET Year 5
<b>SENIOR CENTER</b>					
Salaries	\$28,000	\$55,211	\$62,607	\$66,989	\$71,678
FICA Taxes	\$406	\$801	\$908	\$971	\$1,039
Medical Insurance	\$9,000	\$9,540	\$10,112	\$10,719	\$11,362
Retirement Plan	\$6,020	\$11,870	\$13,460	\$14,403	\$15,411
Unemp Taxes	\$1,260	\$1,336	\$1,416	\$1,501	\$1,591





## West Wendover Community Center

Workers Comp	\$899	\$1,772	\$2,010	\$2,150	\$2,301
Advertising/Marketing	\$0	\$0	\$0	\$0	\$0
Conference/Travel	\$500	\$533	\$567	\$604	\$643
Dues/Publications/Licenses	\$750	\$799	\$851	\$906	\$965
Contract Services	\$0	\$0	\$0	\$0	\$0
Legal/Professional Fees	\$0	\$0	\$0	\$0	\$0
Equipment/Computer	\$0	\$0	\$15,000		\$15,975
Internet Services	\$3,500	\$3,728	\$3,970	\$4,228	\$4,503
Office Supplies	\$2,500	\$2,663	\$2,836	\$3,020	\$3,216
Mileage/Parking Fees	\$0	\$0	\$0	\$0	\$0
Printing/Photocopy Expense	\$1,500	\$1,598	\$1,701	\$1,812	\$1,930
Building Repair/Maintenance	\$1,500	\$1,598	\$1,701	\$1,812	\$1,930
Program Supplies	\$3,500	\$3,728	\$3,970	\$4,228	\$4,503
Staff Development	\$300	\$320	\$340	\$362	\$386
Telephone	\$0	\$0	\$0	\$0	\$0
Maintenance, Janitorial & Repair	\$12,000	\$12,780	\$13,611	\$14,495	\$15,438
<b>SENIOR CENTER</b>	<b>\$71,635</b>	<b>\$108,273</b>	<b>\$135,059</b>	<b>\$128,200</b>	<b>\$152,870</b>

<b>LIBRARY</b>					
<b>Elko County Expenses</b>					
Salaries	\$0	\$0	\$0	\$0	\$0
FICA Taxes	\$0	\$0	\$0	\$0	\$0
Medical Insurance	\$0	\$0	\$0	\$0	\$0
Retirement Plan	\$0	\$0	\$0	\$0	\$0
Unemp Taxes	\$0	\$0	\$0	\$0	\$0
Workers Comp	\$0	\$0	\$0	\$0	\$0
Donations	\$0	\$0	\$0	\$0	\$0
Dues & Subscriptions	\$0	\$0	\$0	\$0	\$0
Entertainment	\$0	\$0	\$0	\$0	\$0
Equipment Under \$1000	\$0	\$0	\$0	\$0	\$0
Miscellaneous Expense	\$0	\$0	\$0	\$0	\$0
Permits & fees	\$0	\$0	\$0	\$0	\$0
Bank fees	\$0	\$0	\$0	\$0	\$0
Postage & Freight	\$0	\$0	\$0	\$0	\$0
Printing & related	\$0	\$0	\$0	\$0	\$0
Contracted design work	\$0	\$0	\$0	\$0	\$0
Accounting and payroll	\$0	\$0	\$0	\$0	\$0
Audit Fees	\$0	\$0	\$0	\$0	\$0
Other Professional/Legal services	\$0	\$0	\$0	\$0	\$0
Technical assistance	\$0	\$0	\$0	\$0	\$0
Board expense	\$0	\$0	\$0	\$0	\$0
Rent Equipment	\$0	\$0	\$0	\$0	\$0
Rent Vehicle	\$0	\$0	\$0	\$0	\$0
Supplies, Admin.	\$0	\$0	\$0	\$0	\$0
Telephone	\$0	\$0	\$0	\$0	\$0
Internet services	\$0	\$0	\$0	\$0	\$0



## West Wendover Community Center

Training	\$0	\$0	\$0	\$0	\$0
Travel	\$0	\$0	\$0	\$0	\$0
Vehicle Fuel	\$0	\$0	\$0	\$0	\$0
<b>West Wendover Expenses</b>					
Maintenance, Janitorial & Repair	\$12,000	\$12,780	\$13,611	\$14,495	\$15,438
LIBRARY	<b>\$12,000</b>	<b>\$12,780</b>	<b>\$13,611</b>	<b>\$14,495</b>	<b>\$15,438</b>
<b>ADMINISTRATIVE</b>					
Salaries	\$35,588	\$38,079	\$68,745	\$73,557	\$78,706
FICA Taxes	\$516	\$552	\$997	\$1,067	\$1,141
Medical Insurance	\$6,000	\$6,360	\$6,742	\$7,146	\$7,575
Retirement Plan	\$7,651	\$8,187	\$14,780	\$15,815	\$16,922
Unemp Taxes	\$840	\$890	\$944	\$1,000	\$1,060
Workers Comp	\$1,142	\$1,222	\$2,207	\$2,361	\$2,526
Maintenance, Janitorial & Repair	\$0	\$0	\$0	\$0	\$0
General Insurance	\$10,000	\$10,650	\$11,342	\$12,079	\$12,865
Utilities	\$22,300	\$23,750	\$25,293	\$26,937	\$28,688
Supplies, Maint.	\$1,500	\$1,598	\$1,701	\$1,812	\$1,930
ADMINISTRATIVE	<b>\$85,538</b>	<b>\$91,288</b>	<b>\$132,751</b>	<b>\$141,775</b>	<b>\$151,413</b>

<b>OPERATING EXPENSES</b>	<b>\$169,173</b>	<b>\$212,341</b>	<b>\$281,420</b>	<b>\$284,470</b>	<b>\$319,721</b>
Income less expenses	\$61,793	\$69,706	\$39,878	\$119,729	\$116,528
Capital Replacement	\$0	\$30,000	\$31,800	\$33,708	\$35,730
<b>TOTAL NEED</b>	<b>-\$61,793</b>	<b>-\$39,706</b>	<b>-\$8,078</b>	<b>-\$86,021</b>	<b>-\$80,798</b>
Surplus account balance	\$61,793	\$70,614	\$44,719	\$93,369	\$133,059
Less inventory items	\$30,885	\$33,974	\$37,371	\$41,108	\$45,219
REMAINING SURPLUS	\$30,908	\$36,641	\$7,348	\$52,261	\$87,840

Café - Net	\$14,988	\$23,236	\$25,560	\$28,116	\$30,927
Vending Machines - Net	\$16,000	\$17,600	\$19,360	\$21,296	\$23,426

Administrative Overhead - %	50.6%	43.0%	47.2%	49.8%	47.4%
Program (Library and Sr Center)- %	42.3%	51.0%	48.0%	45.1%	47.8%



# West Wendover Community Center

## Personnel Plan

West Wendover Community Center					
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	Year 1	Year 2	Year 3	Year 4	Year 5
<b>SENIOR CENTER</b>					
Salaries	\$28,000	\$55,211	\$62,607	\$66,989	\$71,678
Sr Center Manager			\$35,588	\$38,079	\$40,745
Sr Center Staff	\$28,000	\$29,960		\$0	\$0
Sr Center Staff		\$25,251	\$27,019	\$28,910	\$30,934
FICA Taxes	\$406	\$801	\$908	\$971	\$1,039
Medical Insurance	\$9,000	\$9,540	\$10,112	\$10,719	\$11,362
Retirement Plan	\$6,020	\$11,870	\$13,460	\$14,403	\$15,411
Unemp Taxes	\$1,260	\$1,336	\$1,416	\$1,501	\$1,591
Workers Comp	\$899	\$1,772	\$2,010	\$2,150	\$2,301

<b>LIBRARY</b>					
<b>Elko County Expenses</b>					
Salaries	\$0	\$0	\$0	\$0	\$0
Librarian	\$0	\$0	\$0	\$0	\$0
Library Staff	\$0	\$0	\$0	\$0	\$0
FICA Taxes	\$0	\$0	\$0	\$0	\$0
Medical Insurance	\$0	\$0	\$0	\$0	\$0
Retirement Plan	\$0	\$0	\$0	\$0	\$0
Unemp Taxes	\$0	\$0	\$0	\$0	\$0
Workers Comp	\$0	\$0	\$0	\$0	\$0

<b>ADMINISTRATIVE</b>					
Salaries	\$35,588	\$38,079	\$68,745	\$73,557	\$78,706
Center Manager	\$35,588	\$38,079	\$40,745	\$43,597	\$46,649
Asst. Manager/Vol Coord			\$28,000	\$29,960	\$32,057
FICA Taxes	\$516	\$552	\$997	\$1,067	\$1,141
Medical Insurance	\$6,000	\$6,360	\$6,742	\$7,146	\$7,575
Retirement Plan	\$7,651	\$8,187	\$14,780	\$15,815	\$16,922
Unemp Taxes	\$840	\$890	\$944	\$1,000	\$1,060
Workers Comp	\$1,142	\$1,222	\$2,207	\$2,361	\$2,526

Salary increase per year	7.0%
FICA Taxes @	1.45%
Medical Insurance @	\$250/mo
Retirement Plan @	21.50%
Unemp Taxes @	\$35/m
Workers Comp @ up to \$36,000/yr	3.21%



# West Wendover Community Center

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## Facilities Rental Plan

<b>West Wendover Community Center</b>
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### HOURLY RENTAL RATES

<b>Auditorium/Black Box</b>	
<b>Local</b>	
Public/Social/Welfare	\$ 15.50
Non-Commercial	\$ 19.38
Commercial	\$ 38.75
<b>Non Local</b>	
Public/Social/Welfare	\$ 38.75
Non-Commercial	\$ 48.44
Commercial	\$ 96.88
<b>Public Meeting Rooms</b>	
<b>Local</b>	
Public/Social/Welfare	\$ 11.63
Non-Commercial	\$ 14.53
Commercial	\$ 29.06
<b>Non Local</b>	
Public/Social/Welfare	\$ 29.06
Non-Commercial	\$ 36.33
Commercial	\$ 72.66
<b>Amphitheater</b>	
<b>Local</b>	
Public/Social/Welfare	\$ 31.00
Non-Commercial	\$ 38.75
Commercial	\$ 77.50
<b>Non Local</b>	
Public/Social/Welfare	\$ 77.50
Non-Commercial	\$ 96.88
Commercial	\$ 193.75
<b>Craft Room</b>	
<b>Local</b>	
Public/Social/Welfare	\$ 7.75
Non-Commercial	\$ 9.69
Commercial	\$ 19.38
<b>Non Local</b>	
Public/Social/Welfare	\$ 19.38
Non-Commercial	\$ 24.22
Commercial	\$ 48.44



## West Wendover Community Center

<b>Kitchen</b>	
<b>Local</b>	
Public/Social/Welfare	\$ 15.50
Non-Commercial	\$ 38.75
Commercial	\$ -
<b>Non Local</b>	
Public/Social/Welfare	\$ 19.38
Non-Commercial	\$ 48.44
Commercial	\$ 121.09
<b>Other</b>	
<b>Local</b>	
Public/Social/Welfare	\$ 5.12
Non-Commercial	\$ 6.39
Commercial	\$ 12.79
<b>Non Local</b>	
Public/Social/Welfare	\$ 12.79
Non-Commercial	\$ 15.98
Commercial	\$ 31.97

<b>RENTAL DISTRIBUTIONS</b>	
<b>Local</b>	
Public/Social/Welfare	20%
Non-Commercial	15%
Commercial	15%
<b>Non Local</b>	
Public/Social/Welfare	10%
Non-Commercial	15%
Commercial	25%

<b>RENTALS</b>	<b>BUDGET Year 1</b>	<b>BUDGET Year 2</b>	<b>BUDGET Year 3</b>	<b>BUDGET Year 4</b>	<b>BUDGET Year 5</b>
Auditorium/Black Box	\$16,984	\$18,003	\$19,083	\$20,228	\$21,442
Public Meeting Rooms	\$12,738	\$13,502	\$14,313	\$15,171	\$16,082
Amphitheater	\$0	\$0	\$0	\$30,343	\$32,163
Senior Activity Room	\$8,492	\$9,002	\$9,542	\$10,114	\$10,721
Café/Kitchen	\$20,210	\$21,423	\$22,708	\$24,071	\$25,515
Other	\$5,605	\$5,941	\$6,298	\$6,675	\$7,076
<b>Total</b>	<b>\$64,029</b>	<b>\$67,871</b>	<b>\$71,943</b>	<b>\$106,602</b>	<b>\$112,998</b>

	<b>RENTAL CHARGES</b>					
<b>Auditorium/Black Box</b>		\$16,984	\$18,003	\$19,083	\$20,228	\$21,442
<b>Local</b>		\$4,255	\$4,510	\$4,781	\$5,067	\$5,372



## West Wendover Community Center

Public/Social/Welfare	\$16	\$1,116	\$1,183	\$1,254	\$1,329	\$1,409
Non-Commercial	\$19	\$1,046	\$1,109	\$1,176	\$1,246	\$1,321
Commercial	\$39	\$2,093	\$2,218	\$2,351	\$2,492	\$2,642
<b>Non Local</b>		\$12,729	\$13,493	\$14,303	\$15,161	\$16,071
Public/Social/Welfare	\$39	\$1,395	\$1,479	\$1,567	\$1,661	\$1,761
Non-Commercial	\$48	\$2,616	\$2,773	\$2,939	\$3,115	\$3,302
Commercial	\$97	\$8,719	\$9,242	\$9,796	\$10,384	\$11,007
<b>Public Meeting Rooms</b>		\$12,738	\$13,502	\$14,313	\$15,171	\$16,082
<b>Local</b>		\$3,191	\$3,383	\$3,585	\$3,801	\$4,029
Public/Social/Welfare	\$12	\$837	\$887	\$940	\$997	\$1,057
Non-Commercial	\$15	\$785	\$832	\$882	\$935	\$991
Commercial	\$29	\$1,569	\$1,664	\$1,763	\$1,869	\$1,981
<b>Non Local</b>		\$9,547	\$10,120	\$10,727	\$11,371	\$12,053
Public/Social/Welfare	\$29	\$1,046	\$1,109	\$1,176	\$1,246	\$1,321
Non-Commercial	\$36	\$1,962	\$2,079	\$2,204	\$2,336	\$2,477
Commercial	\$73	\$6,539	\$6,931	\$7,347	\$7,788	\$8,255
<b>Amphitheater</b>					\$30,343	\$32,163
<b>Local</b>					\$7,601	\$8,057
Public/Social/Welfare	\$31				\$1,994	\$2,113
Non-Commercial	\$39				\$1,869	\$1,981
Commercial	\$78				\$3,738	\$3,963
<b>Non Local</b>					\$22,741	\$24,106
Public/Social/Welfare	\$78				\$2,492	\$2,642
Non-Commercial	\$97				\$4,673	\$4,953
Commercial	\$194				\$15,576	\$16,511
<b>Craft Room</b>		\$8,492	\$9,002	\$9,542	\$10,114	\$10,721
<b>Local</b>		\$2,127	\$2,255	\$2,390	\$2,534	\$2,686
Public/Social/Welfare	\$8	\$558	\$591	\$627	\$665	\$704
Non-Commercial	\$10	\$523	\$555	\$588	\$623	\$660
Commercial	\$19	\$1,046	\$1,109	\$1,176	\$1,246	\$1,321
<b>Non Local</b>		\$6,365	\$6,747	\$7,151	\$7,580	\$8,035
Public/Social/Welfare	\$19	\$698	\$739	\$784	\$831	\$881
Non-Commercial	\$24	\$1,308	\$1,386	\$1,469	\$1,558	\$1,651
Commercial	\$48	\$4,359	\$4,621	\$4,898	\$5,192	\$5,504
<b>Kitchen</b>		\$20,210	\$21,423	\$22,708	\$24,071	\$25,515
<b>Local</b>		\$5,999	\$6,358	\$6,740	\$7,144	\$7,573
Public/Social/Welfare	\$16	\$1,116	\$1,183	\$1,254	\$1,329	\$1,409
Non-Commercial	\$39	\$2,093	\$2,218	\$2,351	\$2,492	\$2,642
Commercial	\$39	\$2,790	\$2,957	\$3,135	\$3,323	\$3,522
<b>Non Local</b>		\$14,212	\$15,064	\$15,968	\$16,926	\$17,942
Public/Social/Welfare	\$19	\$698	\$739	\$784	\$831	\$881
Non-Commercial	\$48	\$2,616	\$2,773	\$2,939	\$3,115	\$3,302
Commercial	\$121	\$10,898	\$11,552	\$12,245	\$12,980	\$13,759
<b>Other</b>		\$5,605	\$5,941	\$6,298	\$6,675	\$7,076



## West Wendover Community Center

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<b>Local</b>		\$1,404	\$1,488	\$1,578	\$1,672	\$1,773
Public/Social/Welfare	\$5	\$368	\$390	\$414	\$439	\$465
Non-Commercial	\$6	\$345	\$366	\$388	\$411	\$436
Commercial	\$13	\$691	\$732	\$776	\$822	\$872
<b>Non Local</b>		\$4,201	\$4,453	\$4,720	\$5,003	\$5,303
Public/Social/Welfare	\$13	\$460	\$488	\$517	\$548	\$581
Non-Commercial	\$16	\$863	\$915	\$970	\$1,028	\$1,090
Commercial	\$32	\$2,877	\$3,050	\$3,233	\$3,427	\$3,632

RENTAL #'S						
<b>Local</b>						
Public/Social/Welfare	\$0	\$72	\$72	\$72	\$72	\$72
Non-Commercial	\$0	\$54	\$54	\$54	\$54	\$54
Commercial	\$0	\$54	\$54	\$54	\$54	\$54
<b>Non Local</b>						
Public/Social/Welfare	\$0	\$36	\$36	\$36	\$36	\$36
Non-Commercial	\$0	\$54	\$54	\$54	\$54	\$54
Commercial	\$0	\$90	\$90	\$90	\$90	\$90



# West Wendover Community Center

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## NOTES FOR FINANCIAL PROJECTIONS

- Community Center revenues and expenses were inflated at 6.5% per year.
- Salaries were inflated at 7% per year
- Employee/personnel costs estimated as follows:
  - Medical insurance costs were estimated at \$250 per month
  - Personnel retirement costs were estimated at 21.5%
  - Unemployment taxes estimated at \$35 per month
  - Workers Compensation Insurance at 3.21% up to \$36,000 per year
  - FICA taxes estimated at 1.45%
- Café sales and expenses were shown together to facilitate understanding of net revenues.
- West Wendover city will support the utility and janitorial costs of the library, all other library personnel, book, subscription and other operational costs will be provided by Elko County.
- The Amphitheater which is not included in the first year development plan is anticipated to be build and available for rental in year #4.
- Direct financial support for the Senior Center and Library is anticipated to be \$25,000 in year one and increasing at 6.5% per year.
- Community Center grants and donations were projected to each be \$25,000 in year one and increasing at 6.5% per year.
- Administrative and Senior Center staff are phased in during the five year budget period.
- Facilities rental distribution assumptions:

### RENTAL %'S

#### Local

- Public/Social/Welfare 20%
- Non-Commercial 15%
- Commercial 15%

#### Non Local

- Public/Social/Welfare 10%
- Non-Commercial 15%
- Commercial 25%

### HOURLY RENTAL RATES

#### Auditorium/Black Box

##### Local

- Public/Social/Welfare \$ 15.50
- Non-Commercial \$ 19.38
- Commercial \$ 38.75

##### Non Local

- Public/Social/Welfare \$ 38.75
- Non-Commercial \$ 48.44
- Commercial \$ 96.88

#### Public Meeting Rooms

##### Local

- Public/Social/Welfare \$ 11.63
- Non-Commercial \$ 14.53
- Commercial \$ 29.06

##### Non Local

- Public/Social/Welfare \$ 29.06
- Non-Commercial \$ 36.33
- Commercial \$ 72.66





# West Wendover Community Center

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## Amphitheater (when available)

<b>Local</b>		\$ 31.00
○ Public/Social/Welfare		\$ 31.00
○ Non-Commercial		\$ 38.75
○ <b>Commercial</b>		\$ 77.50
<b>Non Local</b>		
○ Public/Social/Welfare		\$ 77.50
○ Non-Commercial		\$ 96.88
○ Commercial		\$ 193.75

## Sr. Activity Room

<b>Local</b>		
○ Public/Social/Welfare		\$ 7.75
○ Non-Commercial		\$ 9.69
○ <b>Commercial</b>		\$ 19.38
<b>Non Local</b>		
○ Public/Social/Welfare		\$ 19.38
○ Non-Commercial		\$ 24.22
○ Commercial		\$ 48.44

## Café/Kitchen

<b>Local</b>		
○ Public/Social/Welfare		\$ 15.50
○ Non-Commercial		\$ 38.75
○ <b>Commercial</b>		\$ 48.44
<b>Non Local</b>		
○ Public/Social/Welfare		\$ 19.38
○ Non-Commercial		\$ 48.44
○ Commercial		\$ 121.09

## Other

<b>Local</b>		
○ Public/Social/Welfare		\$ 5.12
○ Non-Commercial		\$ 6.39
○ <b>Commercial</b>		\$ 12.79
<b>Non Local</b>		
○ Public/Social/Welfare		\$ 12.79
○ Non-Commercial		\$ 15.98
○ Commercial		\$ 31.97

