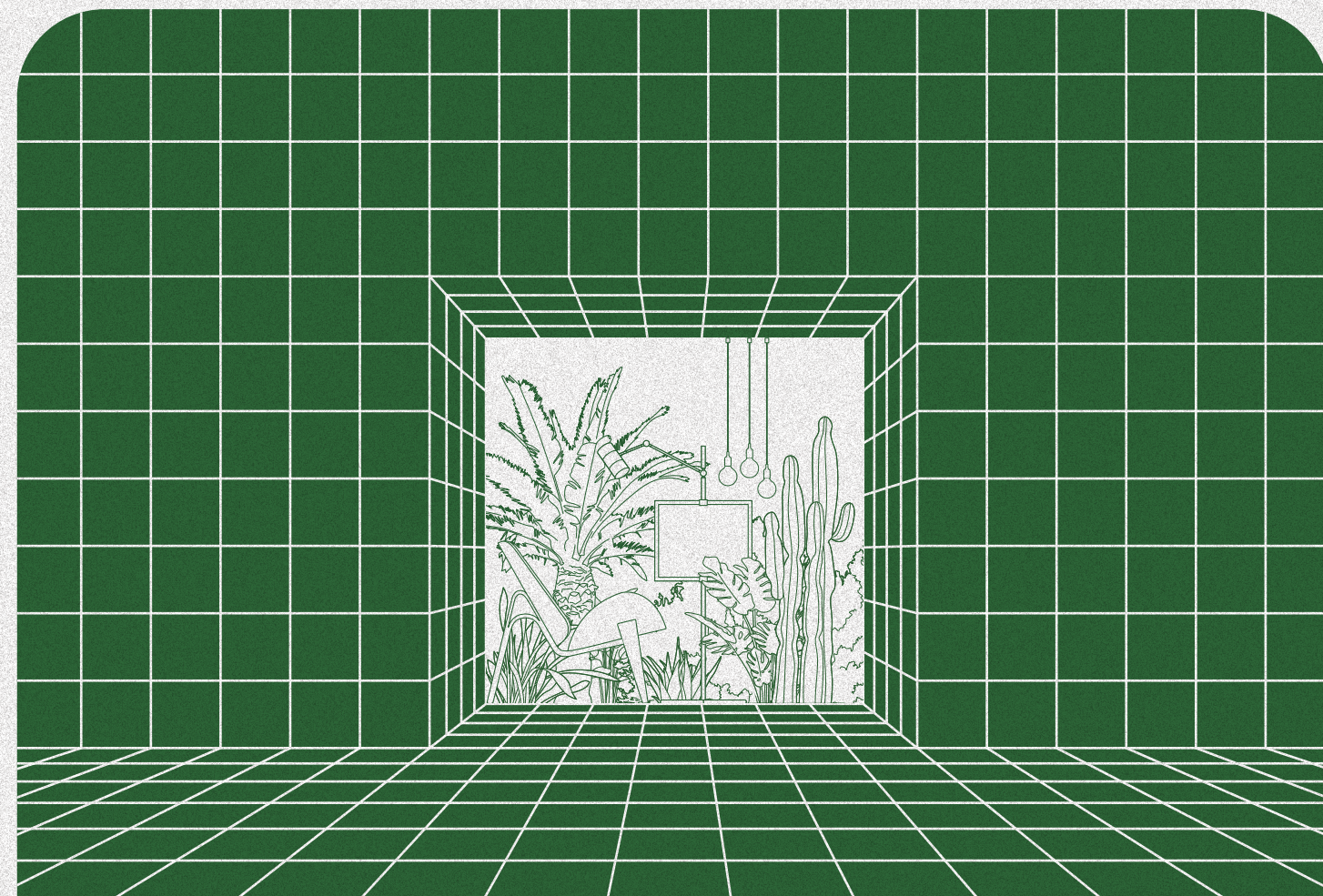


# HIDDEN PORTALS

*AN ARCHITECTURAL  
INTERVENTION OF CASINO  
EMPLOYEE ENTRANCES*

ORTALS CESAR SALAZAR HIDDEN PORTALS HIDDEN PORTALS CESAR SALAZAR HIDDEN PORTALS HIDDEN PORTALS CESAR SALAZAR HIDDEN PORTALS



# HIDDEN PORTALS

*AN ARCHITECTURAL  
INTERVENTION OF CASINO  
EMPLOYEE ENTRANCES*



*I believe that my aspirations are only as strong as the support of those that believe in me. Those people have been Beverly Rogers, Richard Knoepfel, and of course, my parents. Thank you for your unwavering support in working towards my professional goals.*

*¡Los quiero mucho!*

UNIVERSITY OF NEVADA, LAS VEGAS  
SCHOOL OF ARCHITECTURE

CESAR SALAZAR ALONSO  
PROFESSOR GLENN NP NOWAK

HD STUDIO | SPRING 2024

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UNLV  
SCHOOL OF  
ARCHITECTURE

“

*How in the world could you preach to your staff to be gracious and courteous and cheerful if they were to come into an environment that didn't consider them and their mental attitude upon arrival?*

”

**ELAINE WYNN**

Board Member, Wynn Las Vegas, LLC

“

*An aesthetic experience of the building could only truly be had by a person working there. The tourist or architecture fan visiting the building could aim to imagine what it would be like to work there...*

”

**RICHARD HILL**  
Architectural Philosopher



# FOREWORD

“

*It's funny how many times tourists seem surprised to hear people live in Las Vegas (as if it is just a city of hotels with no local community). It is even more curious to think about how well the hospitality/service industry achieves a kind of "disappearing act" through its elaborate back-of-house operations (BOH). Through an effort to better understand how BOH spaces work and explore potential opportunities to improve them, Cesar Salazar shares his unique process in a book that may appeal equally to architects and hospitality administrators. In the age of Corporate Social Responsibility and research on the importance of employee satisfaction or job performance, customer loyalty, and overall profitability, this study takes a unique look at the design of integrated resorts by rethinking the building's first impression from the perspective of its workers. In a series of design analyses, readers can see how attention to small details could translate into big impacts on the company's overall performance. The book is about much more than the (re)design of employee entrances. It illustrates a process for going beyond value engineering our built environments by reconnecting design decisions to a more holistic hierarchy of human needs.*

”

**DR. GLENN NP NOWAK**  
AIA, NCARB



# PREFACE

Hospitality workers face a challenging start to their day, battling through city traffic to reach their hotels, then walking from distant parking lots to employee entrances through neglected alleys and past unpleasant smells. This stressful commute, coupled with rushing through security and hallways, leaves them already frazzled before their shifts even begin. Their workday is filled with demanding tasks, from cooking and greeting guests to cleaning rooms and handling tourist complaints, without a moment's peace.

Contrast this with the hotel guest experience from the moment they arrive. Gliding smoothly through the city in a complimentary shuttle or their own vehicles, they are ushered into well-appointed front entrances, greeted by the warm smiles of the staff. A brief, pleasant walk through beautifully decorated lobbies filled with fresh scents and soothing music sets a serene tone. Their day at the hotel unfolds leisurely, with ample time to savor gourmet meals, relax in luxurious rooms, or explore amenities, all tended to by attentive staff who handle every request with care and professionalism. This contrast underscores the disparity between the experiences of guests and those who serve them.



# THESIS

The current design of employee entrances across the Las Vegas Strip starkly contrasts the vibrant and inviting atmosphere experienced by visitors (Sheehan, 2004). This oversight undermines the potential for creating a hospitable and efficient work environment where every design decision contributes positively to the employees' experience. There is a critical need for a shift towards authentic utilitarian architecture in these spaces, where the primary goal should be to simultaneously enhance functionality, productivity, and employee well-being.

This book posits that a transformative architectural intervention of resort employee entrances, rooted in principles of architectural determinism, is a necessity to enhance employee morale and profoundly foster an elevated work environment.

Biophilia, or the innate human inclination towards nature, will be the guiding philosophy for integrating natural elements into the back-of-house areas, aiming to create aesthetically pleasing spaces conducive to a healthier, more efficient work environment. Through the use of architectural behaviorism (Pop, 2014), our design approach will challenge the conventional boundaries of back-of-house design, setting a new standard for how resorts on the Las Vegas Strip and beyond consider their most valuable asset: their employees.



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INVESTIGATION  
OBSERVATION  
COLLECTION  
FILTRATION  
SIMULATION  
EVALUATION  
INTEGRATION  
CITATION



1

# INVESTIGATION

UTILITY IN DESIGN THROUGH HISTORY  
HINTS OF BIOPHILA, HISTORY OF BIOPHOBIA  
LAS VEGAS AS A MACHINE  
BIOPHILIC DESIGN IS NOT A GAMBLE

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# utility in design through history

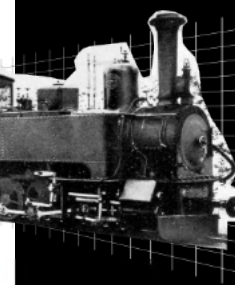
What comes to mind when you hear the phrase “utilitarian architecture”? For many of our colleagues, it conjures images of windowless factories, hostile government buildings, and dingy office towers – structures designed out of pure functional needs, often at the expense of aesthetics and human comfort. However, this narrow perception overlooks the rich potential for utilitarian design to harmonize practicality with beauty, and efficiency with well-being. We’ll see how this philosophy has evolved in architecture throughout history starting with the first industrial revolution.

Model industrial communities in both Great Britain and the U.S., promoting improved working conditions and social reform.

Oneida Working Community  
1848



2<sup>nd</sup> Industrial  
Revolution  
1870-1910s



Frederick Taylor  
1856-1915

Taylorism was developed by Frederick Taylor, a US management consultant, in 1911 and involves the refinement of work processes. Taylorism enabled companies to optimize the efficiency and quality of their products or services. It aimed to increase productivity, but production processes took center stage and worker satisfaction was not addressed.



New Lanark,  
Robert Owen  
1810's



Crystal Palace,  
Sir Joseph Paxton  
1851

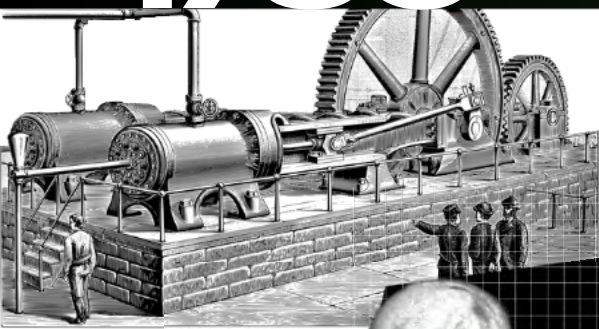
Conceived for the Grand International Exhibition of 1851 in London, it embodies the utilitarian principle of functionality, efficiency, and accessibility, while achieving aesthetic pleasure.

1750

1800

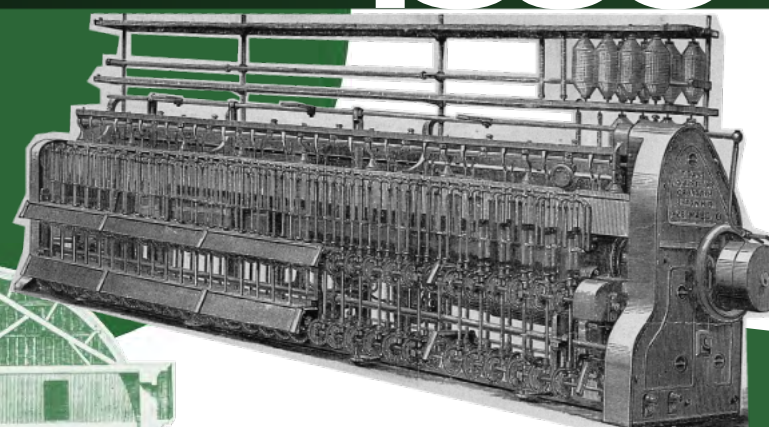
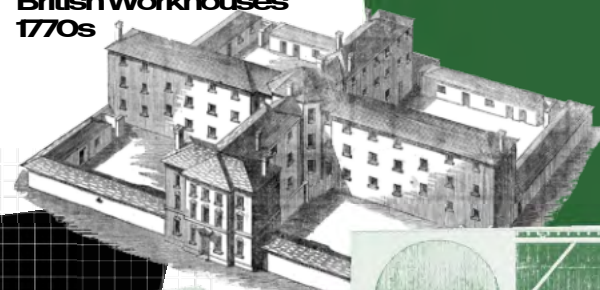
1850

1900



1<sup>st</sup> Industrial  
Revolution  
1760-1840s

British Workhouses  
1770s

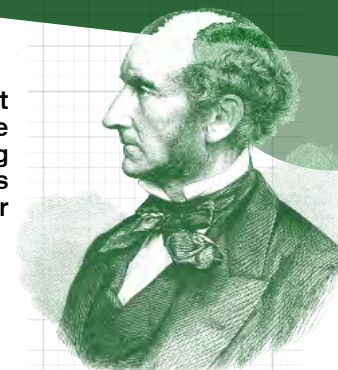


John Stuart Mill, a 19th-century philosopher, expanded on Bentham's idea of utility by emphasizing the importance of intellectual and emotional pleasures in human happiness. Mill's work, especially his 1861 essay "Utilitarianism", sought to present a more nuanced, humane version of utilitarianism that considered the complexity of human experiences and the value of individual rights and justice.

John Stuart Mill  
1806-1873

Textile Industry Worker Laws  
1830s-1850s

The public began to protest against the horrible working conditions in the textile industry. Excessive working hours were limited but nothing was done for the building designs for employees.



John Ruskin  
1819-1900

John Ruskin helped establish the Arts and Crafts movement in the late 1800s. Put simply, it recognized the unnatural nature of working conditions and over industrialization, and sought more authentic experiences in nature and architecture.



Jeremy Bentham  
1748-1832

Jeremy Bentham, an English philosopher and legal reformer, pioneered utilitarianism, advocating actions be judged by their outcomes for society's happiness. His "greatest happiness principle," established the foundation for future utilitarian philosophies.

Royal Saltworks,  
Claude-Nicolas Ledoux  
1775

One of the first unconventional ways of using biophilic elements within a factory. The facades were carved to emulate the salt caves the salt produced was coming from.





**Fagus Factory,**  
Walter Gropius & Adolf Meyer  
1911  
The factory uses its transparent façade and functional design to not only improved working conditions but also symbolized a new architectural era that balanced utility with aesthetic innovation.

**Seagram Building,**  
Ludwig Mies van der Rohe  
1956  
This building introduced the concept of the corporate plaza and set a precedent for office building design and a worker environment that included areas of leisure.

**Louis Sullivan**  
1856-1924  
With his mantra "form follows function," architect Louis Sullivan was deeply concerned with the role of architecture in enhancing the human experience. Sullivan advocated for an architecture that was rooted in nature, humanistic values, and the American spirit.

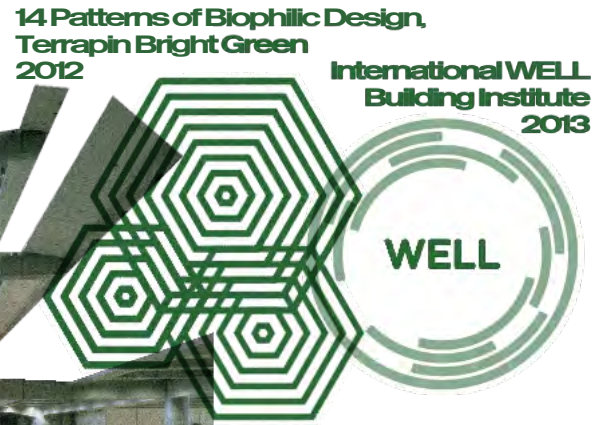
**Eric Fromm**  
1900-1980  
Fromm used the term biophilia to describe a productive psychological outlook on humanity, nature, independence and freedom.



**Stephen R. Kellert**  
1943-2016



**Hong Kong & Shanghai Bank HQ,**  
Ludwig Mies van der Rohe  
1956



**14 Patterns of Biophilic Design,**  
Terrapin Bright Green  
2012  
**International WELL Building Institute**  
2013

Terrapin Green has played a pivotal role in promoting biophilic architecture by advocating for design strategies that incorporate nature into the built environment, enhancing user well-being. The International WELL Building Institute has furthered this approach by establishing standards that prioritize health and wellness, including biophilic design principles, driving the industry towards more holistic and nature-integrated solutions.



**Seattle Spheres,**  
NBBJ & Site Workshop  
2018



**Google Bay View Campus**  
BIG and Heatherwick Studio  
2022

# 1950

# 2000

# 2024

**Johnson Wax HQ,**  
Frank Lloyd Wright  
1939



Designed by FLW, this office space set a new standard for worker comfort and productivity. Its open workspaces, natural lighting, and inspiring design emphasized employee well-being.

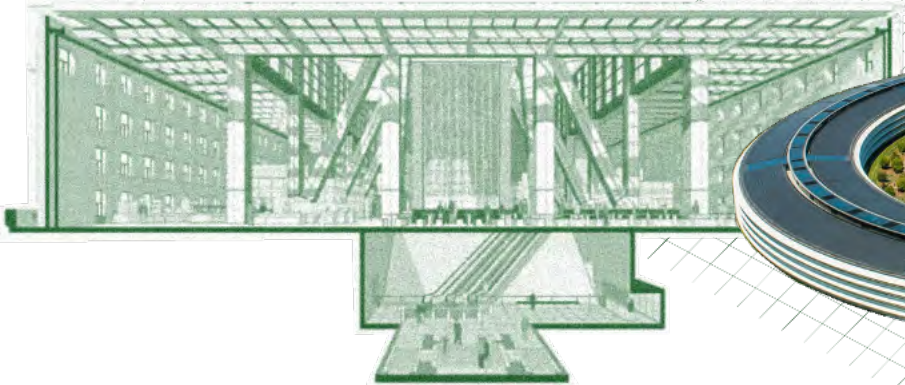
Stephen R. Kellert was a pioneering ecologist and professor at Yale University, known for his significant contributions to the development of biophilic design. He emphasized the importance of integrating nature into building design to improve human health and environmental sustainability, helping to establish biophilic principles as essential in modern architecture and urban planning. He has also co-written "The Biophilia Hypothesis" with Edward O. Wilson.



**Edward O. Wilson**  
1929-2021

Edward O. Wilson's concept of biophilia has profoundly influenced workplace design, emphasizing the importance of integrating natural elements to enhance employee well-being and productivity. His research has spurred biophilic design principles that lead to healthier, more sustainable work environments, highlighting the innate human need for connection with nature.

**Hearst Tower,**  
Foster+Partners  
2006



**Apple Park,**  
Foster+Partners  
2017



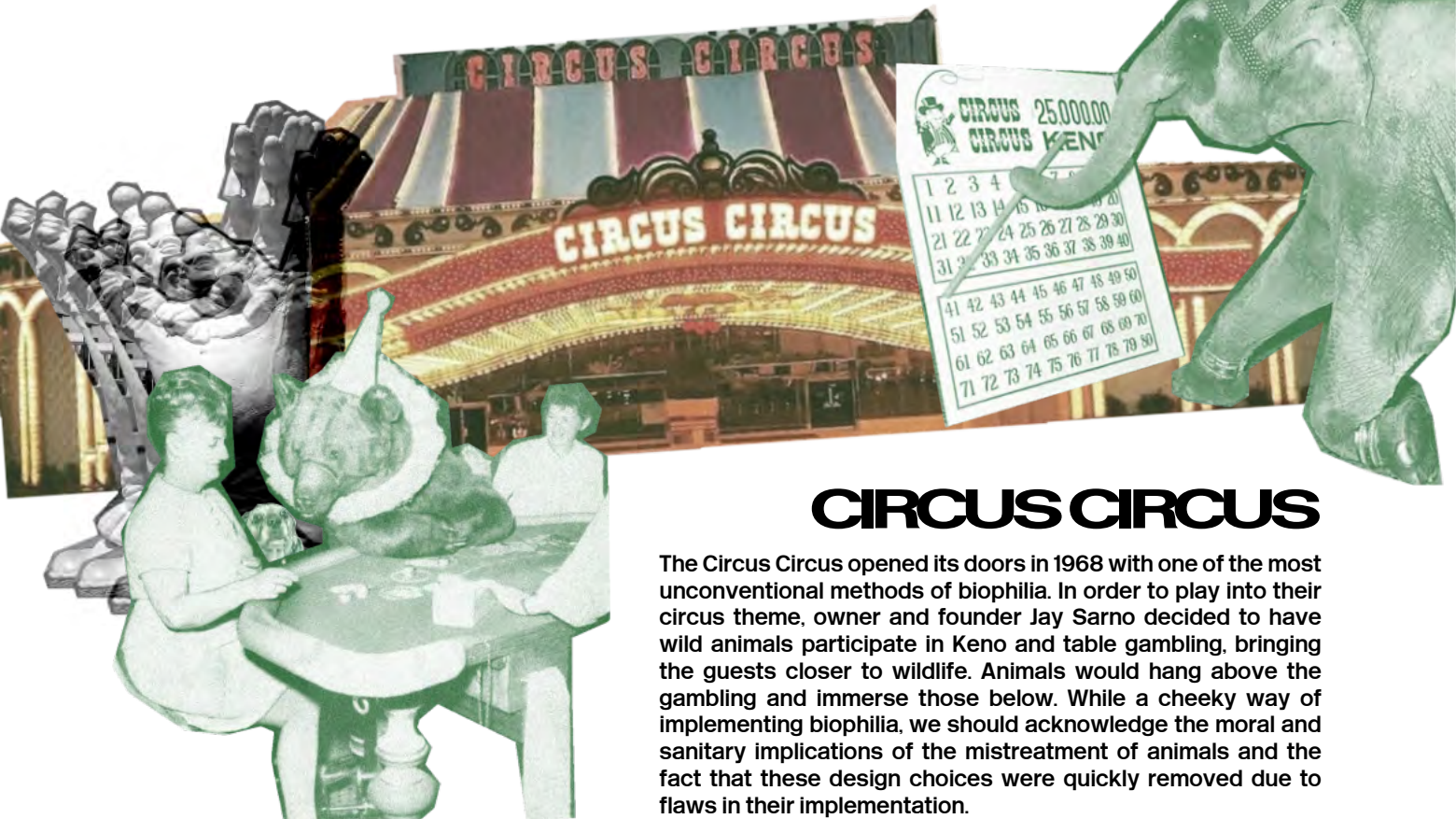
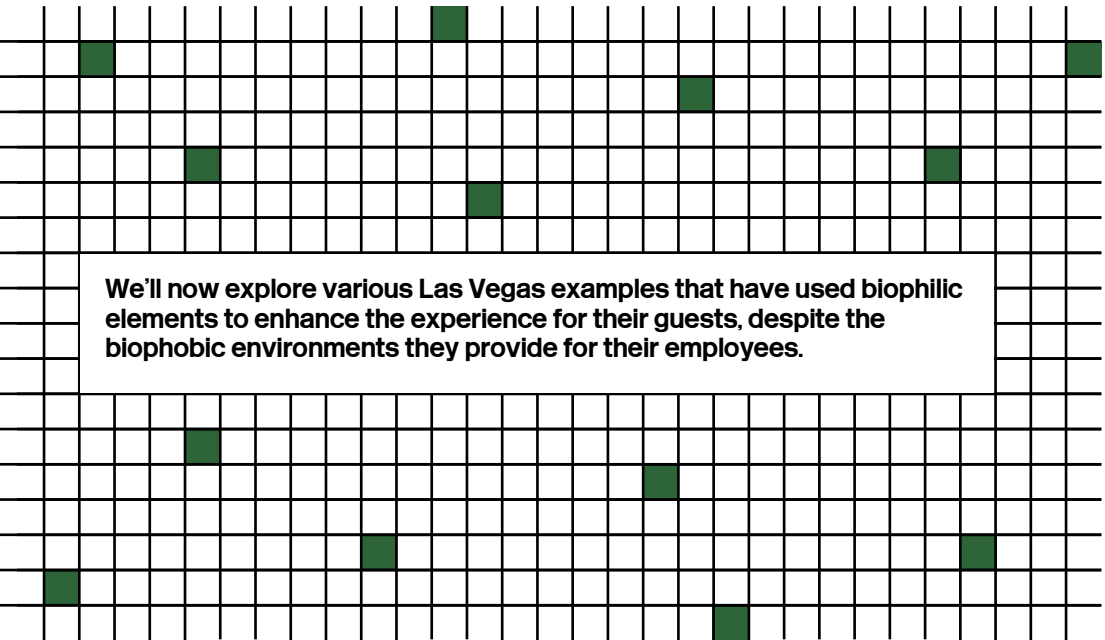
Google's SF campus, Amazon's Spheres, and Apple Park are exemplary models of biophilic and utilitarian architecture, integrating nature with functional design to enhance employee well-being and productivity. These spaces utilize natural elements like vegetation, natural light, and open spaces to create a harmonious and sustainable environment that promotes health and creativity. Their innovative designs have set a benchmark in the architectural world, influencing how contemporary workspaces are constructed to be both aesthetically pleasing and practical.

**Jakob Factory,**  
GSA Architecture & rollimarchini architekten  
2020



# hints of biophilia history of biophobia

We'll now explore various Las Vegas examples that have used biophilic elements to enhance the experience for their guests, despite the biophobic environments they provide for their employees.



## CIRCUS CIRCUS

The Circus Circus opened its doors in 1968 with one of the most unconventional methods of biophilia. In order to play into their circus theme, owner and founder Jay Sarno decided to have wild animals participate in Keno and table gambling, bringing the guests closer to wildlife. Animals would hang above the gambling and immerse those below. While a cheeky way of implementing biophilia, we should acknowledge the moral and sanitary implications of the mistreatment of animals and the fact that these design choices were quickly removed due to flaws in their implementation.

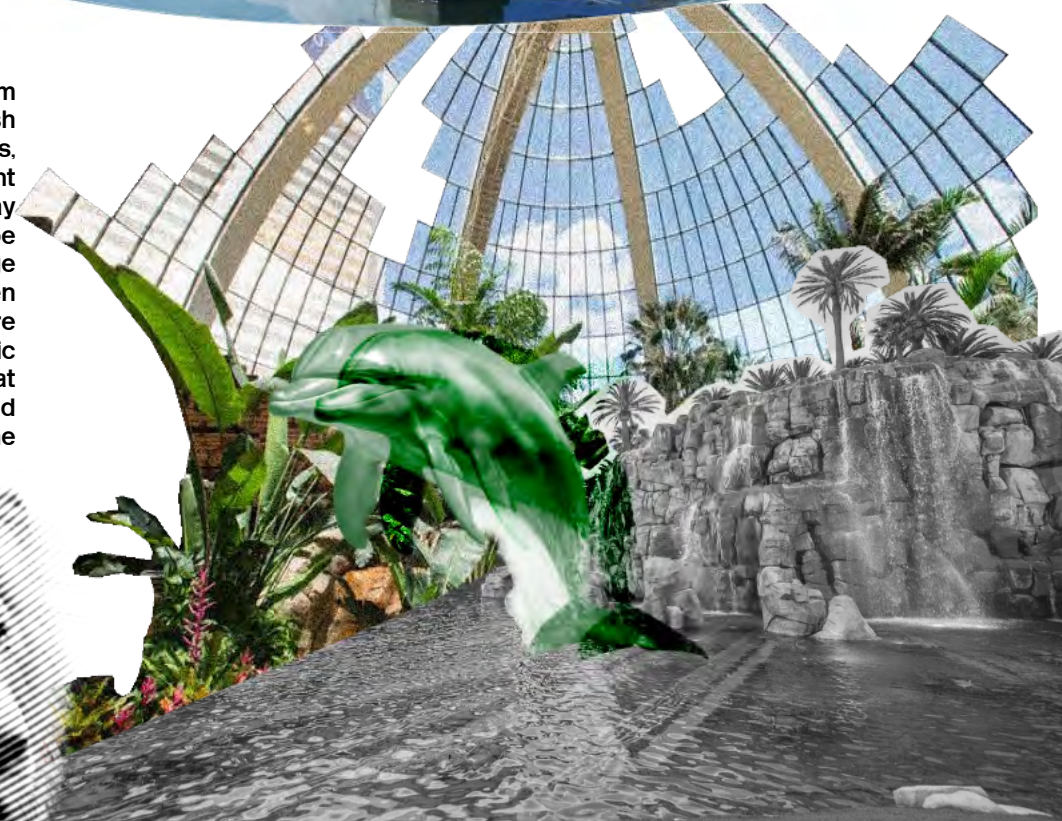
## CAESARS PALACE

The resort's gardens and fountains play a significant role in its biophilic design, offering guests a sense of tranquility and connection to nature amidst the opulence and excitement of the casino environment. The use of natural materials, water features, and landscaped areas throughout the property enhances its aesthetic appeal and contributes to a more relaxing and natural atmosphere.



## MIRAGE

The hotel's famous atrium showcases tall palm trees, lush foliage, and water features, creating a natural environment that transports visitors away from the desert landscape outside. Additionally, The Mirage is home to the Secret Garden and Dolphin Habitat, where guests can interact with exotic animals in an environment that emphasizes conservation and education, further enhancing the biophilic experience (AI, 2017).







## BELLAGIO

The Bellagio Resort is most notable for their Bellagio Conservatory and Botanical Gardens. This area is a vibrant, ever-changing natural exhibition that showcases the intricate relationship between nature and artistry. The resort's use of natural light, water features like the famous fountains, and extensive plant life not only enhances the aesthetic appeal but also creates a serene and natural environment, promoting a sense of well-being and connection with nature for its visitors.

## WYNN

Wynn resorts are also known for their biophilic design. This is evident in their use of natural light, indoor gardens, and water features, which aim to improve air quality, reduce stress, and enhance the overall guest experience by fostering a connection with nature.

## FLAMINGO

The Flamingo's Wildlife Habitat is a lush, tropical garden with streams, waterfalls, and ponds, home to a variety of birds, fish, and turtles, including its namesake flamingos. This natural oasis in the heart of the Las Vegas Strip offers a serene escape from the bustling city, providing guests with the opportunity to connect with nature and experience the calming and restorative effects of being in a natural, green environment.





# Las Vegas as a machine

They are the gears running the hospitality machine: the hostesses greeting you with a warm smile, housekeepers transforming rooms into havens of comfort, and waiters turning meals into memorable experiences. Each role, from the bartender crafting your drink to the chef behind the scenes, contributes to the intricate machine that defines the hospitality workforce.



## \$8.9 BILLION

The Gaming Control Board in 2023 has revealed that the Las Vegas Strip casinos reported \$8.9 billion in revenue, a 7.4% increase since 2022



## EVERY 5 YEARS

The Las Vegas Sun has reported an average life-cycle of 5 years for hotel interiors. Among many things, this includes new wallpapers, new furniture, new lighting, new flooring, and even new flooring. There is no mention on redesigns of employee areas.

## 87% STAFF SHORTAGE

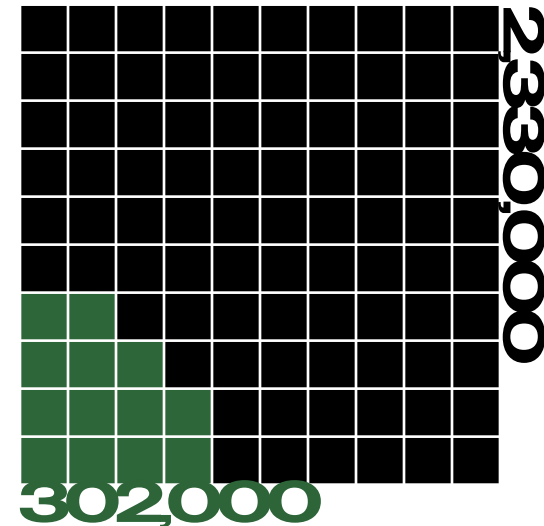
Nearly all hotels are experiencing staffing shortages, according to a new 2022 survey conducted by the American Hotel & Lodging Association.

87% of survey respondents indicated they are experiencing a staffing shortage, 36% severely so. The most critical staffing need is housekeeping, with 43% ranking it as their biggest challenge.

Hotels are offering potential hires a host of incentives to fill vacancies—81% have increased wages, 64% are offering greater flexibility with hours, and 35% have expanded benefits—but 91% say they are still unable to fill open positions.



## POPULATION



The Las Vegas hospitality workforce now exceeds 302,000 employees, highlighting the size of the impact of architectural design on such a significant portion of the city's population. For reference, the greater Las Vegas population is estimated to be 2,330,000 by the U.S. Census Bureau. Our hospitality workforce accounts for almost 13% of our city's population, yet the architectural conditions in which they work remain largely unchanged.

## 40.8 MILLION

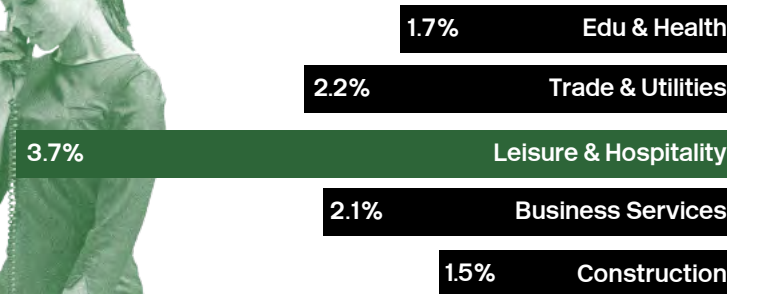
In 2023, the Las Vegas Convention and Visitors Authority reported more than 40.8 million visitors. This staggering figure emphasizes the importance of Las Vegas resorts operating with the precision and reliability of finely tuned machines to accommodate this amount of tourists.

## TOURISTS



## QUITTING RATES

The Bureau of Labor Statistics reported these quitting rates as of December 2023. The hospitality sector in the U.S. ranked the highest in quitting rates as of the end of 2023, above construction, education, & healthcare. These higher quitting rates suggest a growing dissatisfaction that extends beyond pay and into the conditions of their working environment.





# EMPLOYEE LEVERAGE

1967

The Culinary Union initiated a strike against 12 Downtown Las Vegas casino hotels. The strike lasted for six days

1970

The Culinary and Bartenders Unions had a work stoppage March 12-15, 1970 against 16 casinos on the Las Vegas Strip for four days. Casinos went dark for the first time in Las Vegas history since they had opened.

1973

1973: A strike against casinos lasted nine days.

1984

The last time a citywide strike occurred in Las Vegas was in 1984, when 17,000 Culinary members from 32 Strip resorts struck alongside several other unions. It lasted 67 days and workers lost an estimated \$75 million in wages and benefits



1991-1998

In 1991, more than 500 workers at the now-shuttered Frontier led one of the longest labor strikes in U.S. history that lasted for more than six years.

2007

MGM/Mirage Resorts workers vote in 2007 to authorize a strike over the right to organize the massive new development, City Center. The Culinary Union wins a great contract

2013

Citywide negotiations for 50,000 workers extend for almost 2 years and 10,000 (primarily downtown Las Vegas) workers vote to authorize a strike before the final contracts are settled

2018

Las Vegas casino workers voted for a mass strike against their working conditions. A deal with resort properties was met before the strike took place, but employees remained dissatisfied

2023

2023 marked another year where Las Vegas hospitality employees threatened to strike before casino properties hastily reached a deal hours before the strike deadline

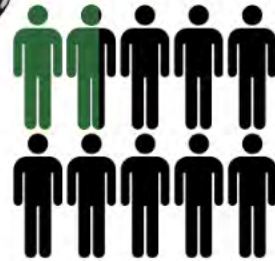
“ Neither side wanted a strike. It would have been terrible for the state’s economy and reputation ”

**STEPHEN M. MILLER**  
Economics Professor, UNLV

## WHO IS IN CHARGE?



## LATE SHIFTS



The United States Census Bureau reported Las Vegas having over 16.53% of its workforce having night shifts, specifically from 12:00am to 4:59am.



# biophilic design is not a gamble

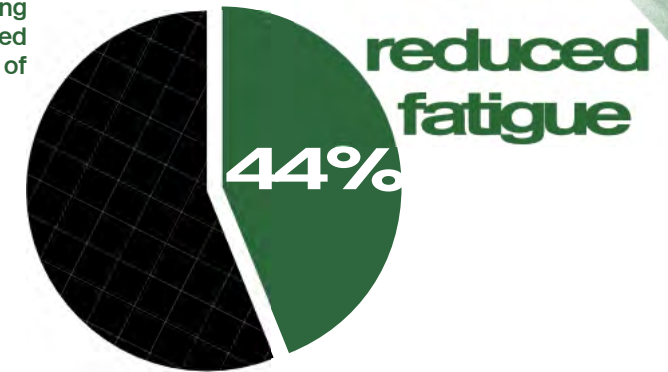
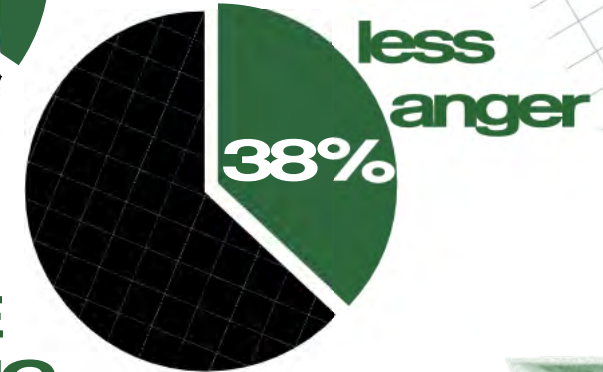
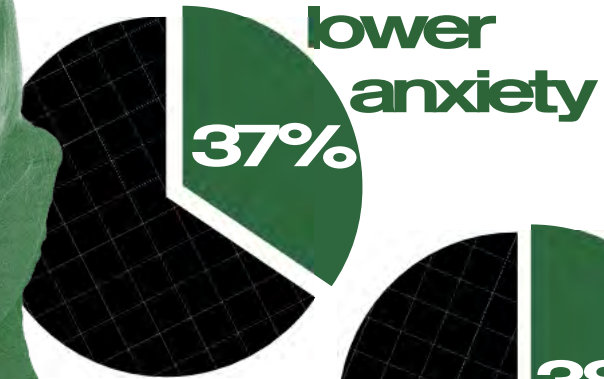


Biophilia is the key to creating a more utilitarian workplace. Studies have show its effect on well-being, workplace efficiency, and overall employee happiness. The 14 Patterns of Biophilic Design through Terrapin Bright Green and WellV2's standards will be used throughout this study to showcase how these proven design standards can be used at employee entrances.



## +15% PRODUCTIVITY

Employees who worked in environments with biophilic design elements were 15% more productive.



## EMPLOYEE WELL-BEING

Research has found that introducing greenery into the workplace lowered tension and anxiety by 37%, feelings of anger by 44% and fatigue by 38%.



## \$300 BILLION

The American Institute for Stress found that every day one million workers across the U.S. are absent from work due to stress, resulting in a loss to U.S. companies of \$300 billion per year



## 35 HOURS INDOORS

According to U.S. Census Bureau employees typically spend 35 hours or more per week in the workplace. This is imperative specifically in a Casino environment, as employees are more exposed to second-hand smoke and stressful environments with guests.







## +9 DAYS LOST PER YEAR

It is conservatively estimated that employees on average spend 9.04 days (72.32 hours) per year at work in a state of low or sub-optimal work performance due to health issues. Given industry averages, employee absences and sub-optimal workplace productivity amount to an estimated \$2,806 in unproductive salary costs per employee per year.



## REGULATED CIRCADIAN RHYTHM

Dynamic and diffused light can positively impact circadian system functioning. This is especially important for hospitality employees with unnaturally late shifts.



## 20 FEET

A periodic, yet brief visual or auditory distraction that causes one to look up (for 20 seconds) and to a distance (of 20 feet) allows for short mental breaks during which the muscles relax and the lenses flatten. This 20ft distance opportunity is plentiful all across properties on Las Vegas Blvd.

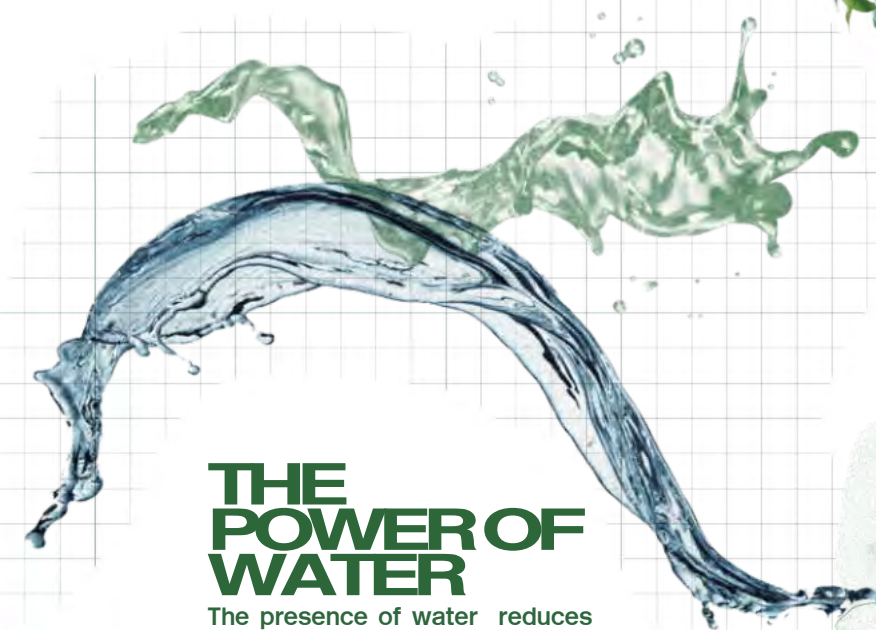
## ONLY 5-20 MINUTES

The ideal exposure time is likely dependent upon the user and desired effect, but as a general guideline, empirical evidence shows that positive emotions, mental restoration and other benefits can occur in as little as 5 to 20 minutes of immersion in nature.



## DESERT EXCITEMENT

Through studies, desert imagery has been found to be rated as the most exciting by their study groups, suggesting they have a higher level of stimulation. This uncovers the untapped potential our natural flora may have in the biophilic interventions here in Las Vegas.



## THE POWER OF WATER

The presence of water reduces stress, increases feelings of tranquility, and lowers heart rate and blood pressure. It also leads to improved concentration and memory restoration induced by complex, naturally fluctuating visual stimuli; and enhanced perception and psychological and physiological responsiveness. Plenty of Las Vegas resorts already have water features for their guests, but why not for their employees?



## LOWER HEART RATE

A visual connection with nature has been linked with lowered blood pressure and heart rate, improved mental engagement, and positive overall attitude.





2

# OBSERVATION

GUEST vs. USER SNAPSHOTS  
BOH EXPLORATIONS

19  
33



# guest vs. user snapshots

Research has already established a connection between good lobby design, guest satisfaction, and booking intentions, but employee entrances remain largely unchanged (Nanu et al., 2020). On top of this, previous research has linked employee perception of underappreciation with the delivery of poor-quality services. Despite this, employee entrances lack any sense of hospitality (Pizam, 2020). How are hospitality workers expected to provide the utmost hospitality if they are not properly welcomed?



# Aria

RESORT & CASINO  
LAS VEGAS



guest

user



guest



# BELLAGIO<sup>®</sup>

L A S V E G A S



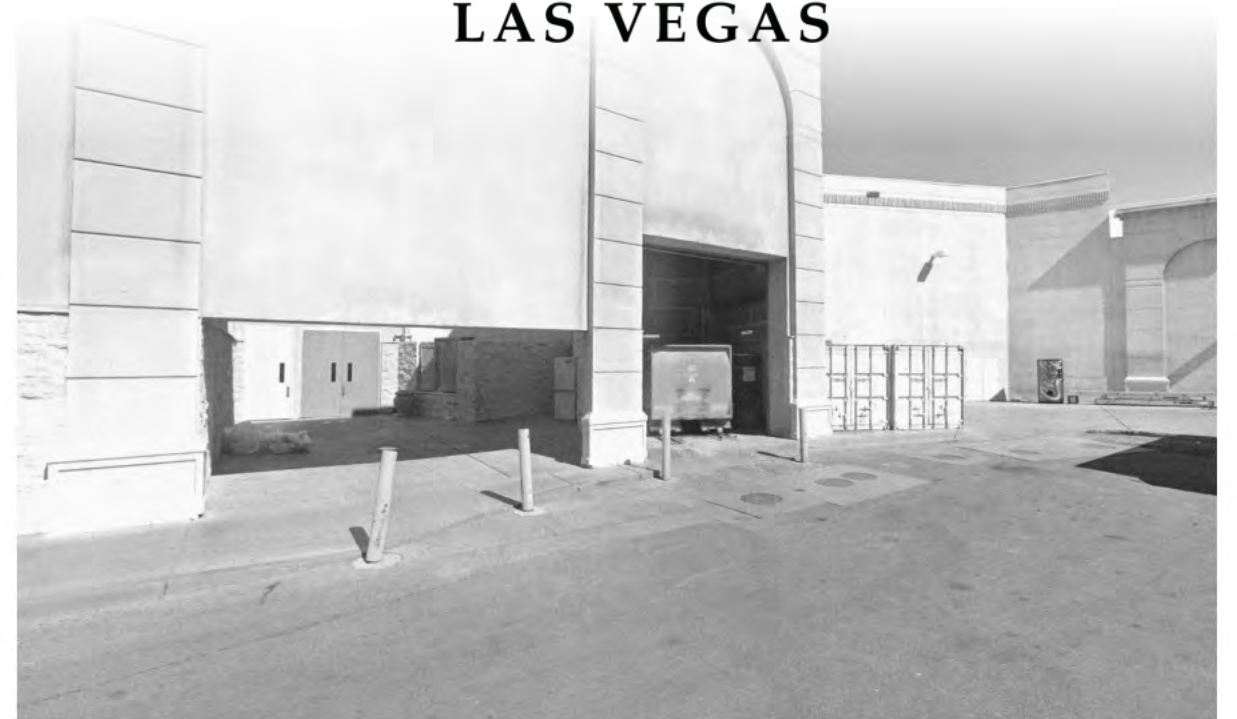
user

guest



# CAESARS PALACE<sup>®</sup>

L A S V E G A S



user



quest



Flamingo®

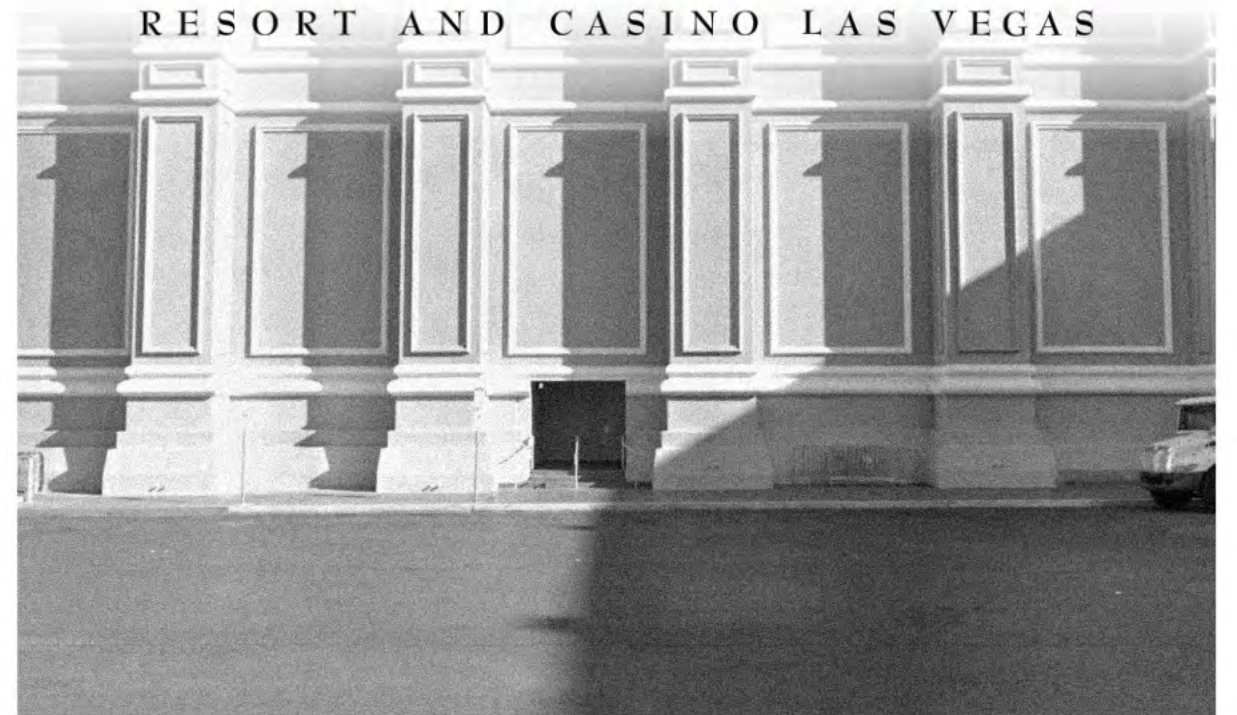


user

quest



Mandalay Bay®  
MANDALAY BAY  
RESORT AND CASINO LAS VEGAS



user



guest



MGM GRAND®



guest



user

user



quest



# NEW YORK NEW YORK™ LAS VEGAS HOTEL & CASINO



user

quest



# THE STRAT HOTEL • CASINO • TOWER



user



quest



**ti** TREASURE ISLAND  
Las Vegas



user

quest



**Tropicana**  
LAS VEGAS



user

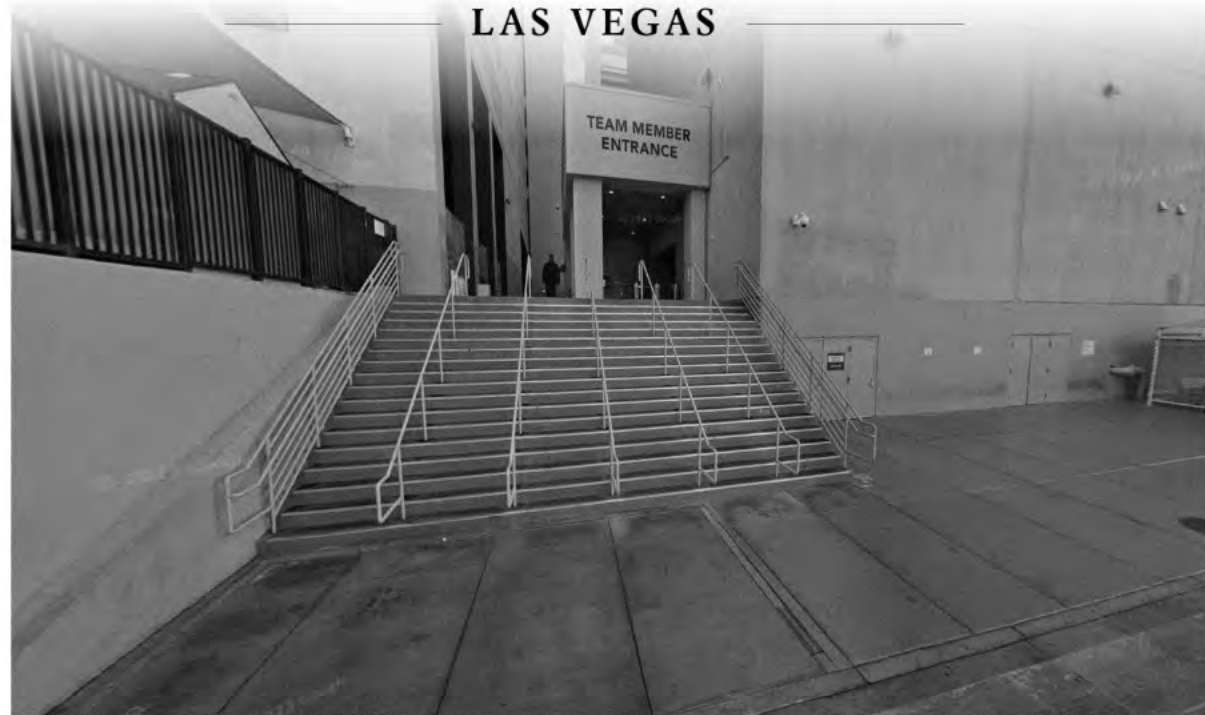


quest



# THE VENETIAN®

LAS VEGAS



user

quest



# Wynn®

LAS VEGAS

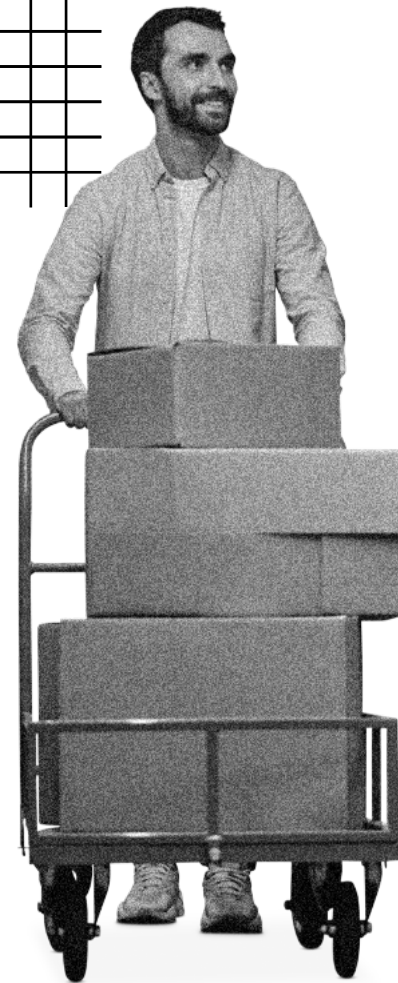


user



# BOH explorations & notes

The following are our personal accounts from BOH tours, both manager-led and self-guided. Photography was not allowed. Because of this, we have presented visual recreations through photo collages to accurately describe the conditions. We also must acknowledge that our experience was much more temporary than that of the long term users of the space.



CAESARS  
PALACE  
LAS VEGAS



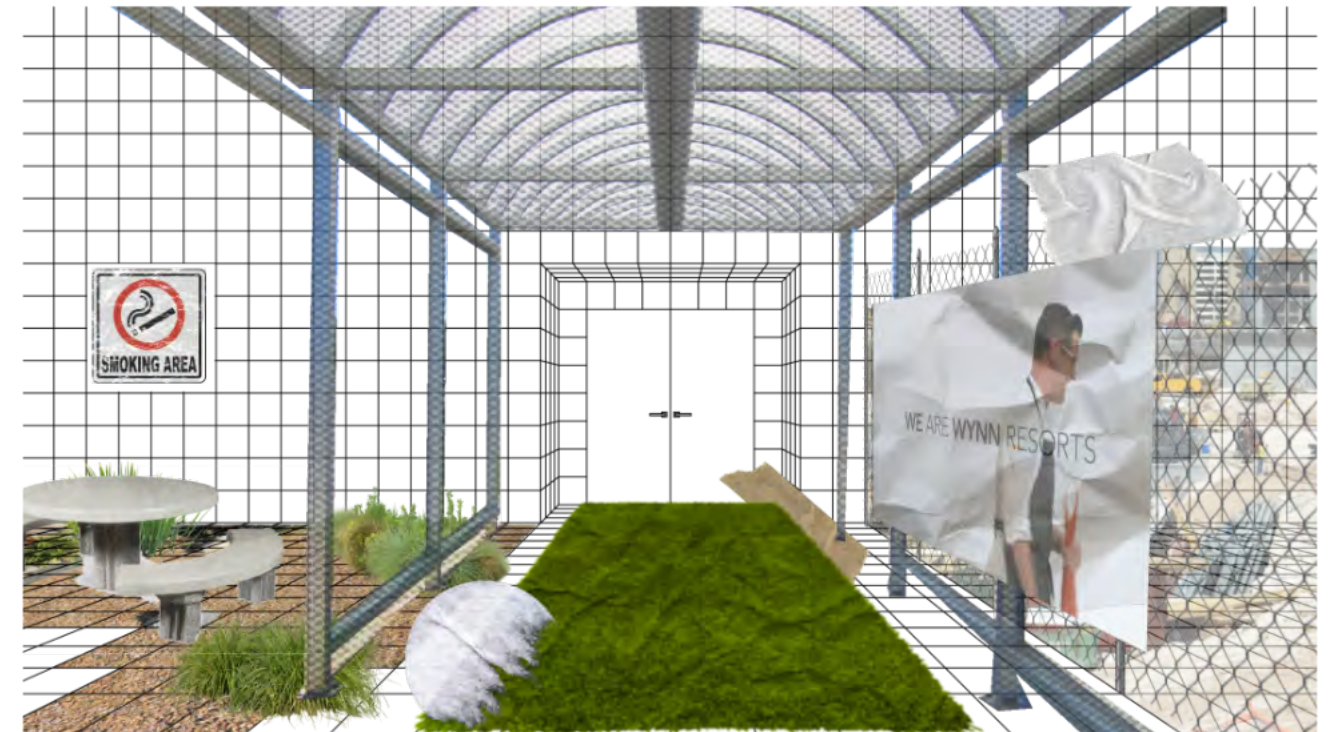
This property served as the catalyst into our investigations upon seeing the employee entrance conditions in 2020. The immediate thing that stood out to us within our explorations was the lack of security. Cameras were located above the entrances, but there were no apparent security checkpoints to enter the casino BOH. Some doors were unlocked and there was no control over who accessed the employee parking. The entrances themselves were out of proportion with the rest of the building. They were located on a narrow sidewalk with no seating areas or shading. The smell of trash was strong as the exposed dumpsters were located within this particular BOH driveway.





This was the first of two guided BOH that we participated in alongside managerial staff of their respective property. The Bellagio employee entrance was more welcoming than the Caesars. They had recently added artificial green hedges above the entrances with “This is the Life” written on them with the intentions to boost employee morale. The entrance doors had provided shading and the sliding doors gave a greater level of care to the employee experience.

The path to reach the entrance was not ideal. It was relatively long and you had to cross directly through loading and utility traffic. No seating was provided with the exception of some concrete steps not intended for rest.



Upon hearing that Wynn & Encore Resorts sought to build upon what they considered the peak of employee hospitality (Bellagio), a tour through their employee entrance piqued our interest.

The employee parking was very far from the building entrance, but a dedicated employee pedestrian bridge was provided to avoid crossing through dangerous traffic. Benches and tables were provided, but their designation to smokers resulted in a rest area not ideal for everyone. The entrance walkway was enhanced with a carpet and was covered by a large shading element that led you to the door. The walkway adjacencies were less than ideal. The xeriscaping had little to no plants and the other side of the walkway was lined with a wire fence to cover the heavy construction adjacent to the path. This fence was covered with company branding and motivational messages.



3

# COLLECTION

COMPANY PROMISES  
EMPLOYEE TRUTHS  
HIDDEN PORTALS

39  
41  
49



# company promises



The following statements have been provided by some of the most prominent resort and casinos, delineating what their employees should expect under their respective management.



“  
At Resorts World Las Vegas, we believe that all dreams are achievable, no matter how big, through hard work and perseverance. When you join our team, we think you will too. Whether our job is on the front line serving our guests or working behind the scenes, we are one team united by our mission to ignite wonder in every guest with unparalleled technology and hospitality.

Let's dream big together.”

“  
We exist to entertain the human race and provide an unforgettable escape. Delivering excellence for our guests, and contributing to building and sustaining our communities, requires collaboration from diverse teams of world-class talent. Our iconic MGM Resorts brands offer a wide variety of exciting career opportunities, each with access to unlimited growth. Authentic and meaningful relationships are the heartbeat of our culture.



Join us to be part of a unique world filled with anticipation, entertainment, and unparalleled experiences – combined with competitive rewards and exclusive perks.

”

“  
Wynn owes its success to one group of people: our employees.



Without them, we wouldn't have the Five Star awards, the return guests, or the reputation as the world's best casino resort. What does it take to be a part of this group? Well, number one, you have to be willing to push yourself. There is nothing we do here that is “half-hearted.” You will have to always - always! - strive for the best in what you do. Because all it takes is one moment of bad service or an overlooked detail or a single miscommunication to derail the Five Star experience for our guests.

”

“  
Caesars is committed to providing you with the tools needed to create your best self; mentally, emotionally, physically, interpersonally, and financially. Our robust healthcare & benefits program offers some of the most considerable coverage and lowest deductibles in the industry.



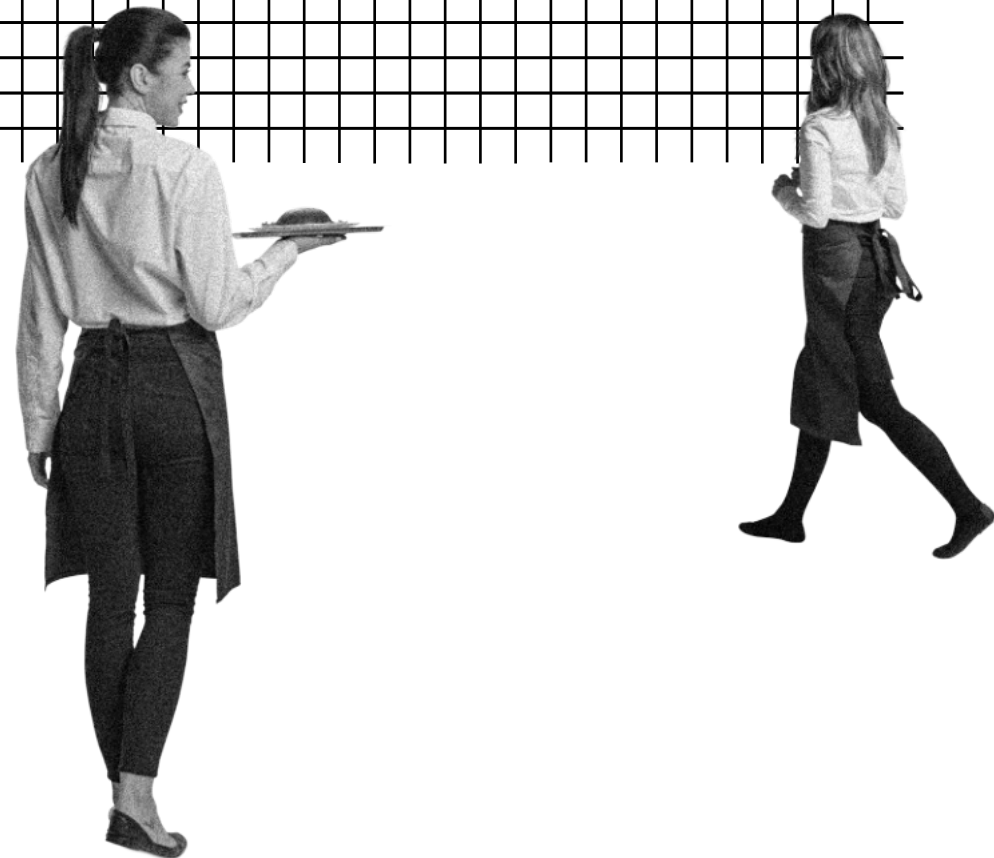
As a Caesars Entertainment Team Member, you'll enjoy best-of-class perks & benefits including a robust personal wellness program, exceptional family & domestic partner benefits, family & dependent care discounts, comprehensive educational programs, discounts, and more.

”



# employee truths

We reached out to existing and past hospitality employees in Las Vegas with general questions about their journey into their workplace and whether they feel valued by their company. Respondents were encouraged to stay anonymous or refrain from disclosing the company they work under. Their responses help highlight problems not apparent upon our initial observations.



“

*If it's worth anything I entered the employee entrance with my mom who worked for a Sands casino on the strip and it is definitely not as grand as if a guest were to enter the front of the casino. It was weird going from a corporate warehouse-ish small area with tiles and ceilings you can find at a ghetto CCSD school hallway or classroom to a big door leading to the actual grand casino floors.*

**I'd say that employees who have to be around mostly trashy tourists and cigarette smokers should definitely have a better entrance and more commodities.**

*This was around 4 years ago, not sure if anything has changed since then. Half of the year she had an employee buffet so she ate there but the other half she would need to bring her own food. Least these greedy ass dens of sins could do is provide for their employees everyday they put their lungs on the line so I'm sure her and her coworkers didn't love working there.*

”

– SANDS CORPORATION

“

*I worked at Wynn/Encore*

**The BOH entrance was very welcoming. One security guard who was usually stationed at Encore would always say, 'thank you for coming in today (insert name), we couldn't get along without you today.'**

*The EDR always had amazing meals. Plenty of healthy food to choose from.*

”

– WYNN & ENCORE





“

Can't disclose exact property, but under the Roman themed empire Like I'm cattle being led to slaughter. Just another easily replaceable number to them regardless of how 'high' your position is or how much value you bring. Free food and luxury items and a good team I can suffer with 1 entrance/exit.



**All employees are herded through with an unnecessary security checkpoint that flags everything as a potential weapon which is very annoying.**

You have an umbrella for the recent rain? Guess you're going to assault someone using it as a deadly weapon. It's a long walk from parking (in an awful, dirty, sketchy, always full parking garage) to clocking in that is brutal during harsh Vegas weather or after a long day and you just want to get home or if you're running a little late.

– UNDISCLOSED PROPERTY



“

I've worked at two: Venetian and Four Queens. Venetian's employee entrance was fine,

**though sometimes you'd be breathing in the exhaust of various delivery trucks**

as you crossed the little road that separated the 'parking garage bridge' from the employee entrance staircase, depending on what time of day it was.

**Four Queens, you entered next to the trash dock after navigating past the homeless people and drunk tourists on the street**

There were always a shit ton of pigeons around because they wanted to pick through the trash. That one sucked. I lasted 10 years at the Venetian, and quit the Four Queens after about two weeks so...

– VENETIAN & FOUR QUEENS

”



“

I worked there from 2014-2015 back when it was still the Stratosphere Casino.

**The overall impression upon entering was one of confinement and a certain degree of confusion.**

The entrance for employees wasn't too bad; it was situated at the rear of the casino, at the end of Philadelphia Avenue. A prominent feature was a substantial double door with a conspicuous "Employee Entrance" stamped on the building.

**During my time there, only one bench and a circular concrete picnic table were available outside for employees to use, either for smoking or waiting for their rides after work.**

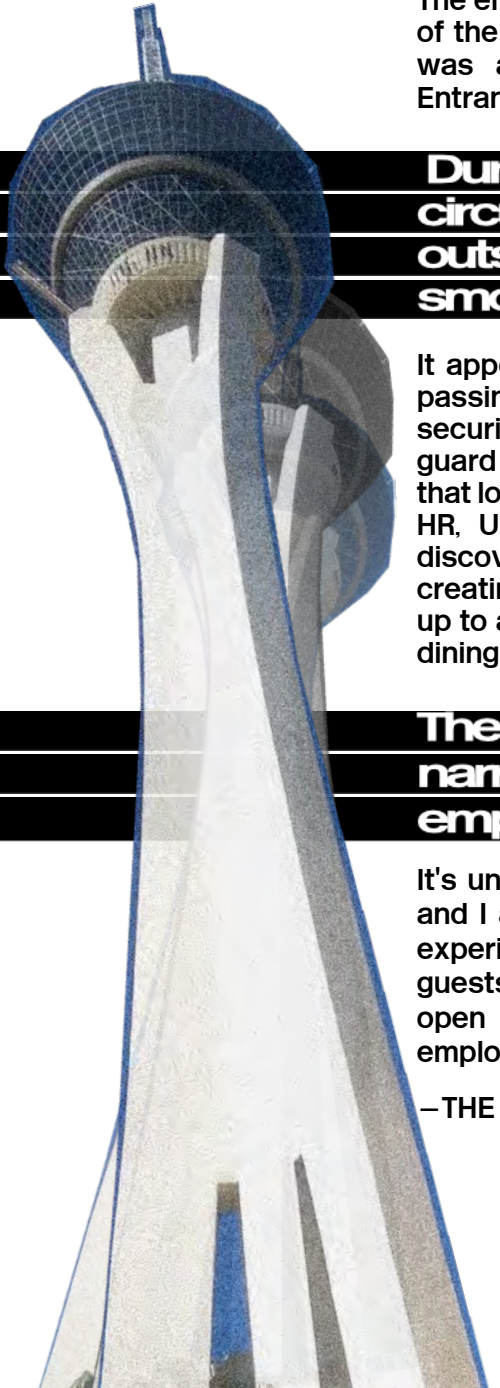
It appears that they have added a couple more benches now. Upon passing through the double doors, you were promptly greeted by a security office positioned on the right side of a narrow hallway, where a guard verified your ID. The interior consisted of a tight, narrow hallway that looped inside, guiding employees towards various doors, including HR, Uniforms, Laundry, and other doors whose contents I never discovered. I recall the hallway being painted in a deep red color, creating a sense of confinement. Eventually, this tight hallway opened up to a more spacious white-walled walkway leading to the employee dining room and a large double door entrance into the casino area.

**The entrance was both cramped and narrow, particularly bewildering for new employees.**

It's understandable that the space was constructed a long time ago, and I assume that when it comes to carefully planning a welcoming experience, the employee entrances and pathways hidden from guests' view are often overlooked. At the very least, providing a more open space with clearly labeled areas would greatly benefit the employees.

– THE STRAT

”





“

Getting into the Wynn was hell. There are a couple of parking garages for employees at the Wynn/Encore but you get assigned a specific garage depending on where you work. I got assigned probably the oldest garage on Sands and Koval. It was about a 15 min walk to get to the area where you clock in. You have to walk through the garage, up or down some stairs, then through an open elevated walkway, down some stairs again, and another 5 minutes to get into the main back of house. the amount of employees walking in at the same time as you can also add or remove a few extra minutes.

**The WORST thing was working there over the summer. Most of the walk is outside so I would get to work drenched in sweat**

**Everything was gross and dated. They don't put much money in back of house since no one besides employees will see it, but I expected more from the Wynn honestly.**

Around two weeks in I ended up parking in the public Encore garage since it was so much faster. Technically you're not supposed to do that but there were so many cars that no one ever noticed. a sticker from out of state on my car helped also.

**I definitely DID NOT feel welcomed at the Wynn, at least where I worked**

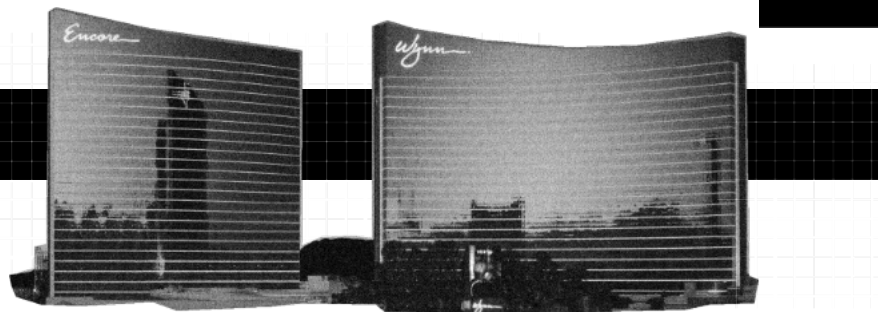
I felt super replaceable which I understand to an extent because every employee is replaceable.

**I only really liked going as a guest**

I went to XS club a few times and have gone back since to go to bars and such. Working there is not worth it unless you have nothing going for you.

– Wynn & Encore

”



“

I've worked at multiple properties on strip including one of the newest properties. Every single entrance is too far and adds a 15+ minute walk to clock in.

**The older casinos employee tunnels/entrances are filthy. They're bleak, beige, dirty, and cold. When I got done working a ten hour day on my feet, the trek back to my car compounded how bad of a day I had.**

It's not so much the distance as it was the extra time I spent getting to work.

– MULTIPLE UNDISCLOSED PROPERTIES

”



“

I wouldn't say it makes me feel good, but not very bad. It's just kinda gloomy because it's underneath the building/in a tunnel. I feel valued by my coworkers and immediate superiors (manager and head of food and beverage) but not necessarily by MGM itself. My favorite part about the Vdara is that it's smoking free and is a resort rather than a casino so no gaming and less rowdy individuals. The entrance is on the bottom of the Bellagio employee parking garage, and that in itself is gloomy.

**From there we go down another set of stairs to an underpass into the Vdara which is pretty dark and gloomy.**

Once you're in the hotel it's brighter and has some cool artwork about the timeline of Aria/Vdara. But overall I think some more lighting would help the entrance on the outside.

– VDARA

”





“  
*I work at Circus Circus. The entrance is a little dirty in the parking garage but I don't have any strong emotions from where I enter. The circus circus team on both the manger and employee side are great easily the best part of that job.*

**Best part of work for me is the friendly dynamic between everyone in the pit managers included.**

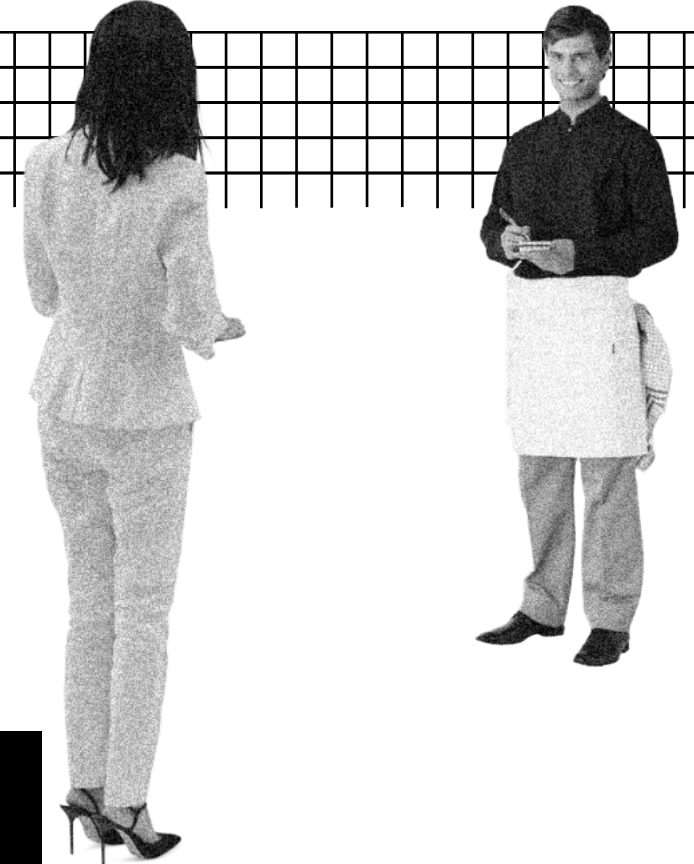
*I enter from a sky bridge thing from the parking garage to the main hotel, after that a take a flight of stair and walk over to the pit,*

**if I could change anything I'd just make the parking garage cleaner.**

– CIRCUS CIRCUS

”

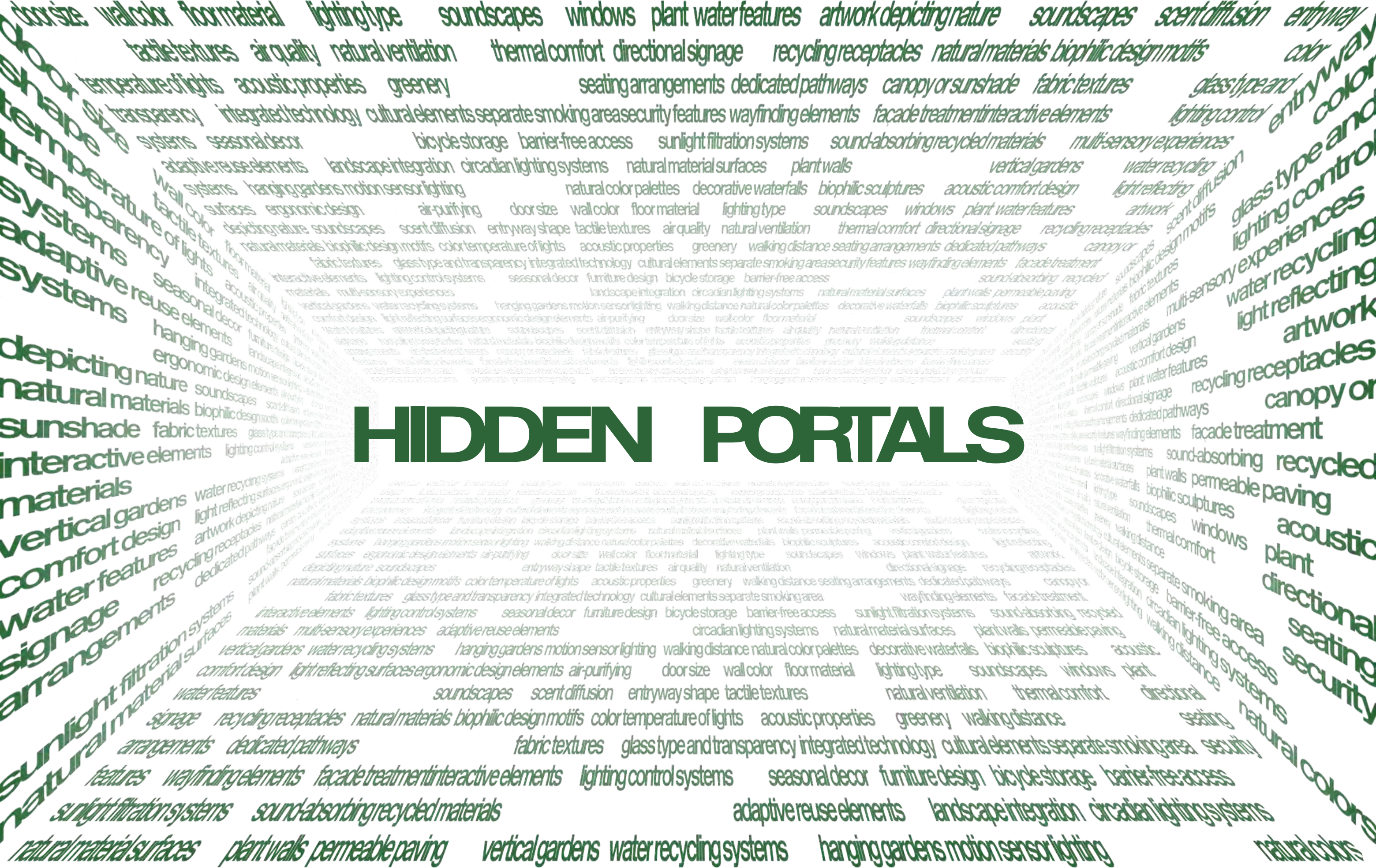
Through listening to past and present employees, we can see commonalities in their negative experiences at their workplace. They describe their entrances as dark, far, disorienting, and lacking any welcoming rest areas. Some interesting positives to highlight are the presence of greeters at some entrances and the overall camaraderie that employees can create among themselves. But do these opinions reflect the promises the companies provide?



**Have these companies followed through with their promises?**



# HIDDEN PORTALS





4

# FILTRATION

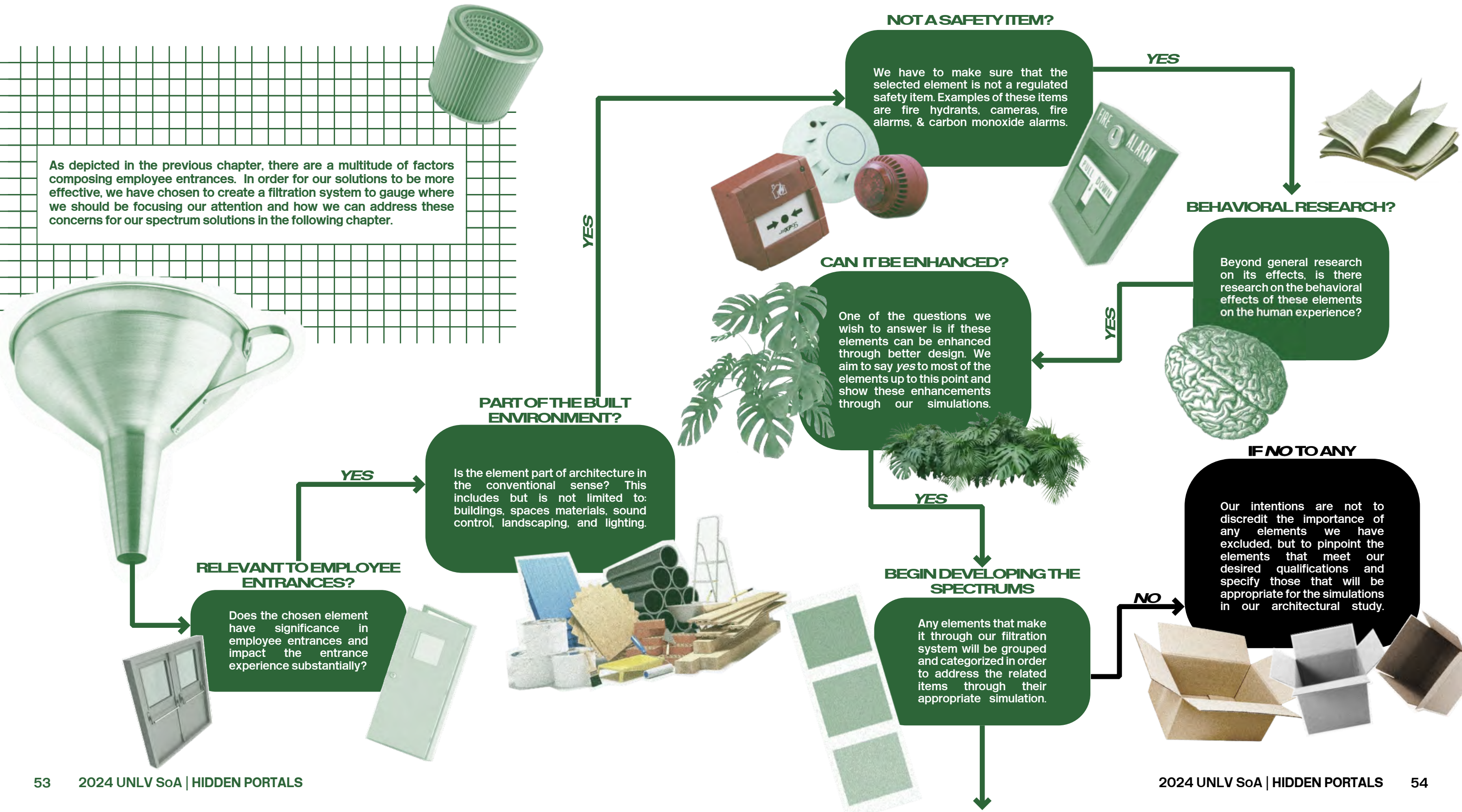
FILTRATION SYSTEM  
FILTER RESULTS

53  
55



# filtration system

As depicted in the previous chapter, there are a multitude of factors composing employee entrances. In order for our solutions to be more effective, we have chosen to create a filtration system to gauge where we should be focusing our attention and how we can address these concerns for our spectrum solutions in the following chapter.





# filter results

The following section categorizes the elements we have chosen to target after utilizing our filtration system. We have grouped our results by category and will address each group with our simulations.

light reflecting surfaces  
water features  
multi-sensory experiences  
**WATER FEATURES**  
waterfalls  
soundscapes  
sound absorption

desert plants  
green walls  
rest areas  
vertical gardens  
soundscapes  
interactive plants  
hanging gardens  
**PLANTS & GREENERY**  
acoustic control

fragrant plants  
air quality  
water treatment  
recycling receptacles  
recycled materials  
**WASTE & POLLUTION**  
air-purifying plants  
natural ventilation  
dumpster adjacency

natural material surfaces  
pedestrian-oriented  
discovery  
**DEDICATED PATH**  
floor material  
raised path  
permeable paving

door type  
entry shape  
**DOOR DESIGN**  
way finding  
door size

cultural elements  
company branding  
interactive elements  
biophilic sculptures  
**CULTURE & ART**  
company branding  
nature artwork  
seasonal decor

fabric textures  
ergonomic design  
tactile textures  
**SEATING**  
seating arrangements  
outdoor dining  
furniture design

walking distance  
lighting control  
**ROOF STRUCTURE**  
thermal comfort  
canopy or sunshade

windows  
wall paint  
natural materials  
wall color  
**FAÇADE MATERIALITY**  
plant walls  
façade treatment  
natural color palettes

circadian lighting systems  
lighting type  
**LIGHTING**  
motion sensor lighting  
lighting temperature



5

# SIMULATION

A COLLAGE OF ANSWERS  
SPECTRUMS  
CURRENT CONDITIONS- ENLARGED  
DESIGN INTERVENTIONS - ENLARGED

59  
61  
81  
83



# a collage of answers

Our design interventions will be presented as photo collages to reinforce the idea that these design choices and ideas are nothing new; they just rarely exist for employees. In the words of architect and curator Silvia Garcia, "Nobody really creates anything; we just borrow and mix" (Dejtiar, 2020). User-centric design has existed well before the erection of most current Las Vegas Boulevard resorts. All we have to do is adopt these design considerations from other places and integrate within our employee servicescapes.

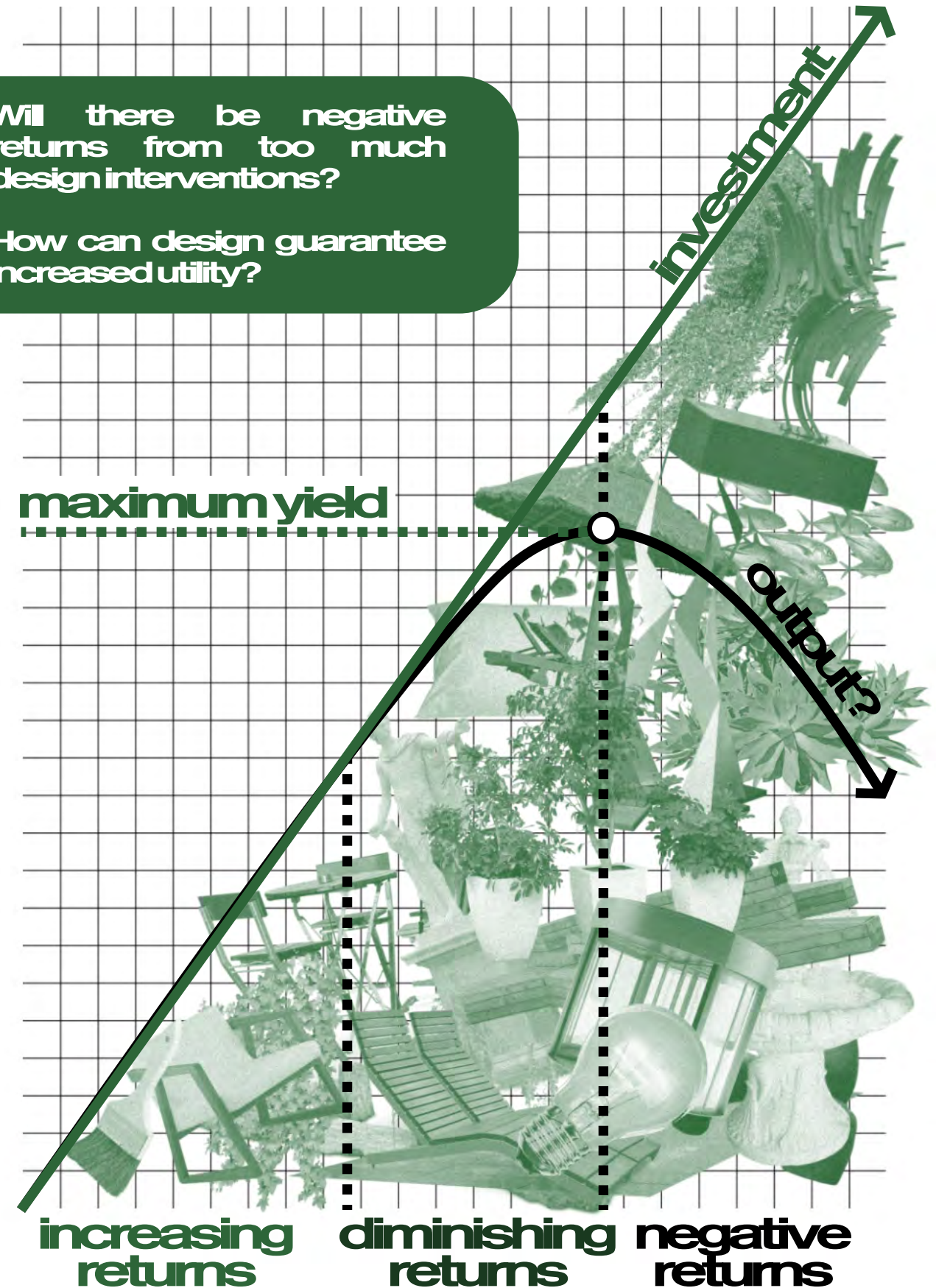
Our design approach will be based on architectural determinism, or the concept that a direct relationship exists between the designed environment and user behaviors (Kopec, 2018). The focus of our presented proposals extends beyond mere buildings and structures, encompassing the broader environment in which the user interacts and lives. Our spectrums feature components that might not align with the traditional perception of architecture. However, architects design holistic environments that enhance human experiences and interactions. The thoughtful integration of such elements influences not only the aesthetics and functionality of a space but also its sustainability and social dynamics. By considering every facet of the built environment, we acknowledge that architecture is not just about creating spaces but shaping experiences and interactions within those spaces.

The following section of the chapter will present an average of the current conditions of hospitality employees on Las Vegas Boulevard for each of the selected categories of the "filter results" in the previous chapter. These aim to show how each design category should be addressed.

Additionally, design spectrums of varying degrees of intervention will be presented alongside the snapshot of the current conditions for the respective design category. Design interventions such as these can become nebulous when not distilled in gradual changes to the current conditions. We are in search of the threshold for the effectiveness of these design proposals. We also understand the underlying budgetary constraints that may present themselves. This search for the threshold of diminishing returns (Ricardo, 2004) will aid in deciding what to invest in, how much to invest, and what these investments will look like. For these reasons, we have chosen to present our design interventions as separate spectrums.

Will there be negative returns from too much design interventions?

How can design guarantee increased utility?





# plants & greenery



## current conditions

The landscaping at most employee entrances is often lacking, with minimal greenery present. Typically, there are only a few planters, and the surrounding area is a basic xeriscape with weeds emerging through the asphalt or concrete. This neglect suggests a missed opportunity to create a more welcoming environment for employees, which could improve their daily experience.

Integrating desert greenery into employee entrance redesigns can significantly enhance employee well-being and productivity. Desert plants not only provide aesthetic appeal but also offer various psychological and physiological benefits. Exposure to natural elements like desert greenery can reduce stress, improve mood, and increase job satisfaction. Research shows that even small-scale greenery in the workplace can effectively reduce stress, positively affecting overall well-being and work attitudes (Gu et al., 2022) (Hall & Knuth, 2019).

Incorporating desert flora into landscaping designs can also be a natural defense against environmental noise, creating quieter and more serene workspaces. Plants are known to help reduce noise levels, which can decrease stress and enhance concentration and productivity. Additionally, the natural scents of desert greenery can improve the olfactory environment, further enhancing the workplace atmosphere and reducing the psychological stress associated with urban settings (Insinger, 2024)

Moreover, such landscaping can attract local wildlife, allowing employees to engage with nature directly at their workplace. Integrating desert greenery in employee entrance areas can create a more pleasant, healthful, and engaging environment, ultimately leading to improved employee health and increased productivity (Kellert, 2018).





# door design



## current conditions

Hospitality employee entrance doors are frequently plain metal doors that feel uncomfortable. They are utilitarian and stark, often lacking design elements that convey warmth or invitation. Additionally, the handles on these doors are not ergonomic, making daily use uncomfortable for employees. This oversight in aesthetics and functionality misses an opportunity to create a positive first impression and enhance the daily experience for employees as they enter their workplace.

Implementing ergonomic door designs and materials in employee entrances can significantly enhance employee experience, improving satisfaction and productivity at the start of their day. Ergonomic handles, particularly those made from natural materials like wood or leather, not only reduce the discomfort from touching overly hot surfaces but also add an aesthetic value that enhances the workplace environment. Such materials can be more comfortable and may contribute to a more pleasant tactile experience for employees entering and exiting the workplace.

Moreover, incorporating revolving doors can streamline the flow of employee traffic, reducing congestion and minimizing the physical contact necessary to open and close doors. This feature enhances the ease of movement and helps maintain internal temperature control, which can increase the comfort of the workplace environment. The seamless nature of revolving doors can reduce the stress associated with entering busy buildings and contribute to a smoother transition from outside environments (van der Voordt & Jensen, 2023).

These design choices are part of a broader consideration of how physical workplace improvements can lead to better mental and physical well-being for employees, ultimately affecting their job satisfaction and productivity positively. By focusing on ergonomic improvements and integrating thoughtful design elements, companies can foster a more welcoming and efficient workplace that aligns with the overall well-being of their staff (Mao et al., 2015).





# waste & pollution



## current conditions

Employee entrances are often near uncovered, smelly trash dumpsters, forcing employees to walk past them daily. These areas are typically close to where loading trucks operate, exposing employees to unpleasant odors and truck emissions. This setup creates an unwelcoming start to the workday and raises concerns about the health effects of inhaling these emissions regularly. Improving the placement and management of these areas could significantly enhance the employee experience and well-being.

Integrating comprehensive waste management and recycling systems into employee entrance areas, including composting and water treatment facilities, can significantly impact employee productivity and wellness. By addressing waste effectively, reducing harsh odors from dumpsters, and fostering a cleaner environment, such redesigns can boost morale and reduce health risks associated with pollution and unsanitary conditions.

Including composting systems manages organic waste more sustainably and supports gardening projects that can further enhance the workplace environment. Gardens and green spaces have been shown to reduce stress and promote a sense of well-being among employees. Moreover, engaging employees in the maintenance and care of these gardens can give them a sense of purpose and contribution to their community, which enhances job satisfaction and personal fulfillment (Krekel, 2019).

Additionally, water treatment systems integrated into these areas ensure that water used for gardening and other purposes is recycled and purified, contributing to a sustainable workplace environment. This approach conserves resources and demonstrates the organization's commitment to environmental stewardship, which can enhance corporate image and employee pride. Overall, such holistic waste management and environmental enhancements in employee entrance areas are instrumental in promoting a healthier, more productive, and more satisfying workplace (van der Voordt & Jensen, 2023).





# seating



## current conditions

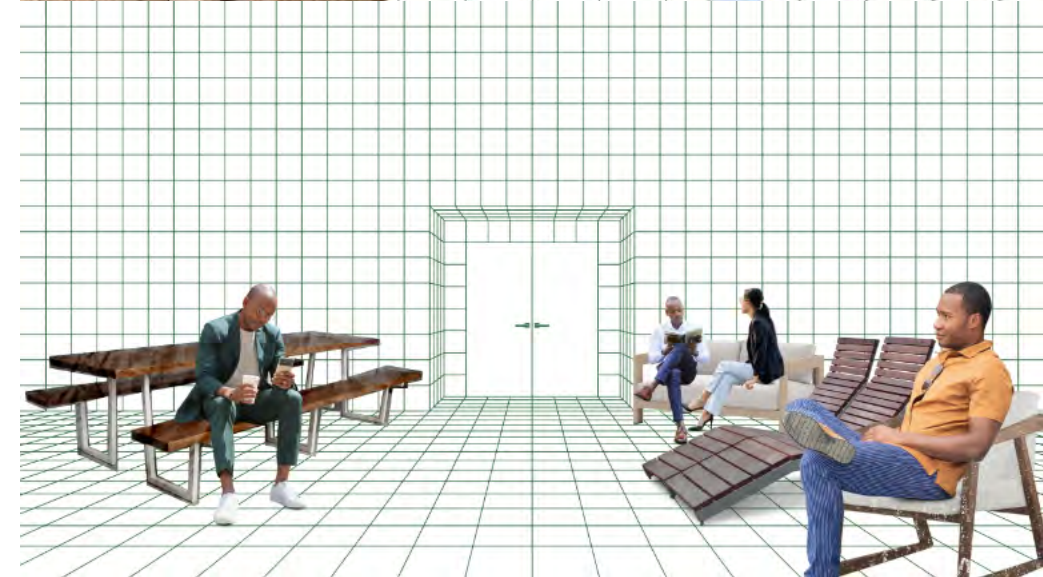
Hotel employee entrances often lack comfortable seating areas where staff can eat, lounge, and relax during breaks. This absence of adequate facilities forces employees to either stand or find makeshift seating, which is neither conducive to relaxation nor supportive of their well-being. Providing proper seating and designated relaxation areas at employee entrances would demonstrate care for staff comfort and potentially boost morale and job satisfaction.

Various seating options, such as benches, lounge chairs, and cushioned chairs in employee entrance areas, can significantly enhance employee wellness and productivity. Varied seating allows employees to choose where and how to rest, eat, or work, catering to different preferences and physical needs, which is crucial for their comfort and satisfaction.

Ergonomics plays a vital role in this context. Properly designed ergonomic seating can reduce physical discomfort and the risk of musculoskeletal problems, common in workplace settings. By offering seats that support proper posture and comfort, employees will likely experience less physical strain, enhancing their overall job satisfaction and productivity (van der Voordt & Jensen, 2023).

The choice of fabrics and materials also impacts overall environmental conditions. Natural materials like wood or breathable fabrics can enhance comfort by regulating temperature and reducing sweat, which is particularly beneficial in warmer climates. Additionally, incorporating elements that reflect the natural environment helps create a more relaxed and pleasant atmosphere, reducing stress and improving mental well-being.

Overall, thoughtful seating arrangements and material choices in employee entrance areas provide physical comfort and a more supportive and enjoyable workplace environment. Such enhancements are associated with increased job satisfaction, productivity, and a more positive emotional state among employees (van der Voordt & Jensen, 2023).





# facade materiality

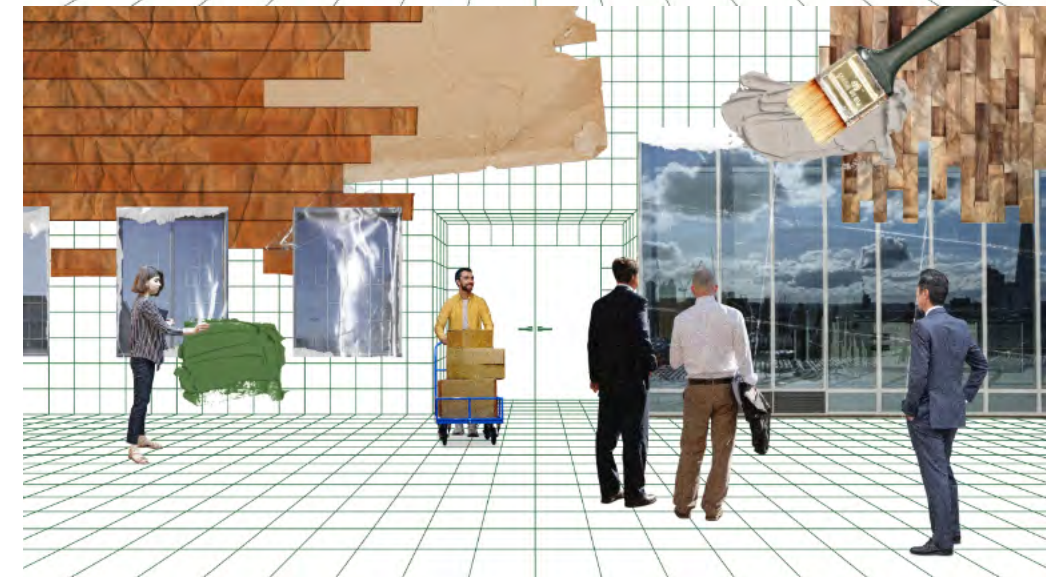
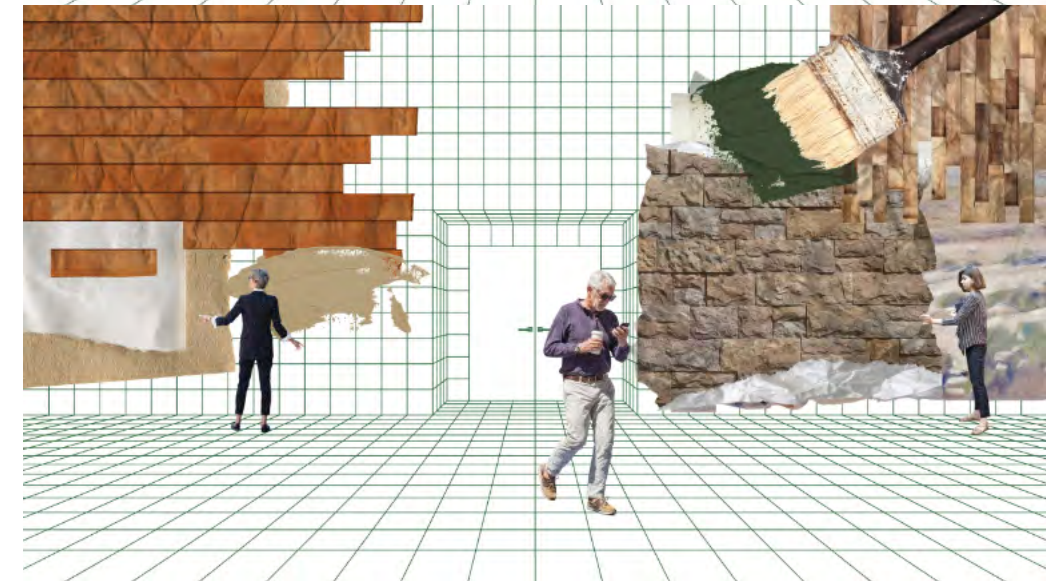
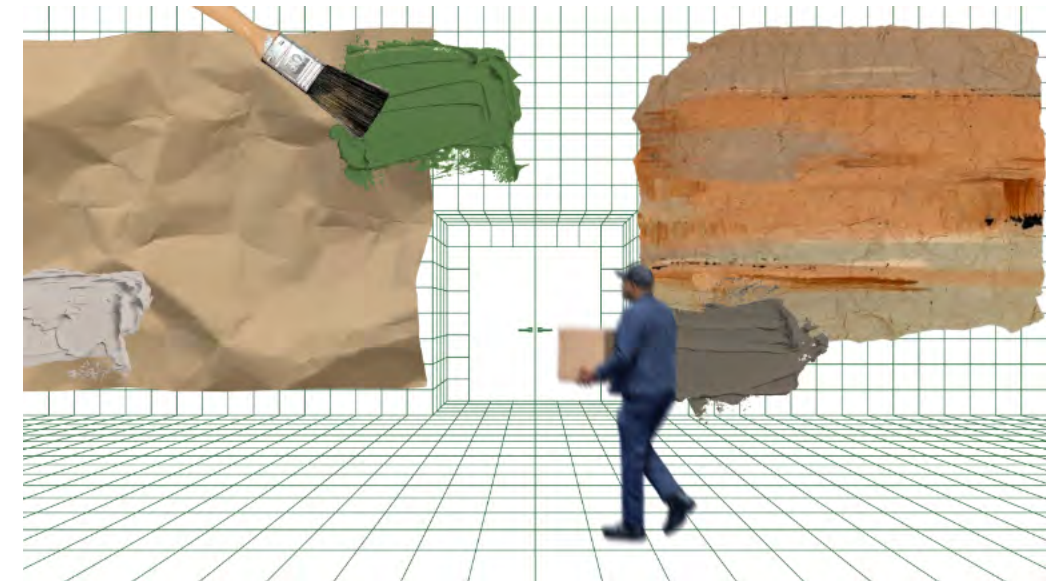


## current conditions

Hotel employee entrances typically lack architectural inspiration, featuring plain white stucco that starkly contrasts the grandeur of the main building. The scale of these entrances is frequently disproportionate, with small doors that seem insignificant against the vast height of the hotel structures. This mismatch not only undermines the aesthetic harmony of the building but also diminishes the sense of importance and value of the employees who use these entrances daily. Enhancing the architectural design of these entry points could foster a more inclusive and valued atmosphere for all staff members.

Integrating natural facade materials such as wood and stone, along with strategic use of windows, into the design of employee entrances can significantly enhance employee well-being and performance. Natural materials and colors have been shown to reduce stress and increase psychological comfort, promoting a healthier and more productive workplace environment (Savavibool et al., 2018). Using such materials helps blur the lines between indoor and outdoor environments, fostering a connection with nature that benefits mental health and cognitive function.

Incorporating large windows that allow ample natural light can further enhance this effect by providing views of the outside environment. This decreases levels of diastolic blood pressure, depression, and anxiety while increasing attention spans. This exposure to natural elements, whether direct or through views, supports recovery from mental fatigue, invoking a state of restoration crucial for sustained mental engagement at work (An et al., 2016).





# roof structure

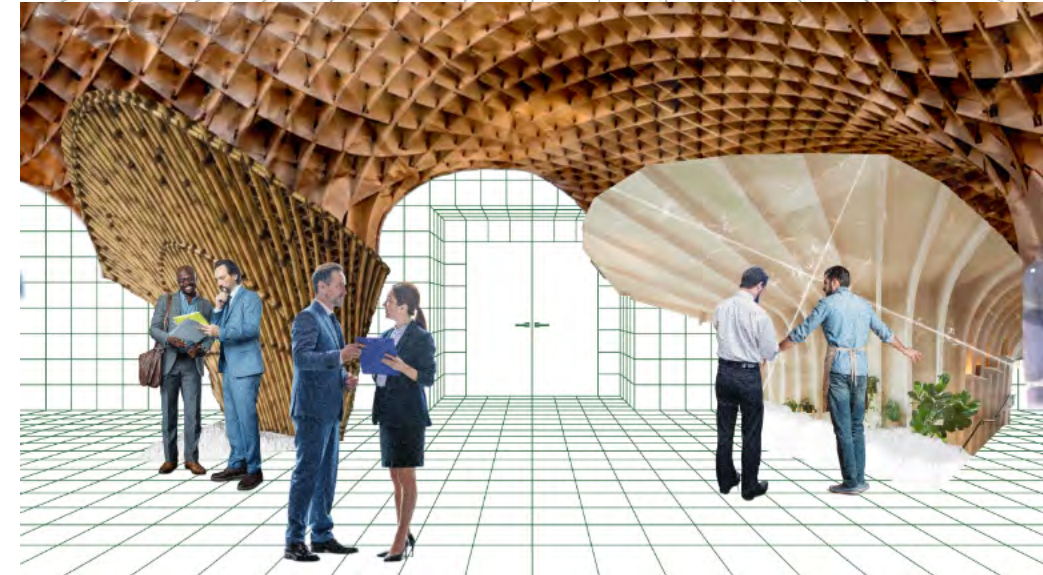
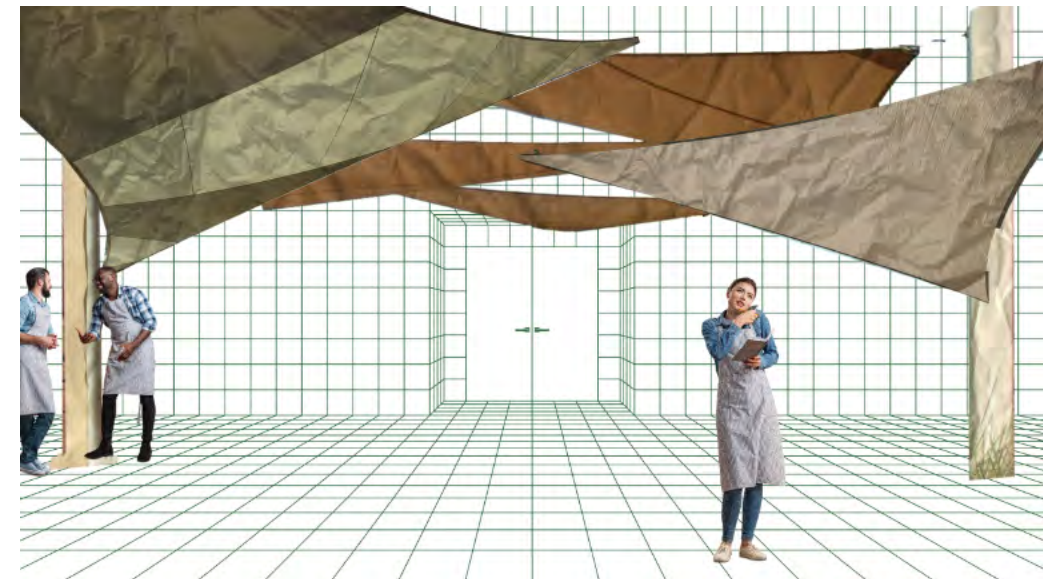


## current conditions

Employee entrances at many hotels lack roof structures or shading devices, exposing the areas to harsh weather conditions. As a result, umbrellas are often used as a makeshift solution, added as an afterthought to provide some relief from sun and rain. This lack of permanent shading solutions appears unprofessional and fails to offer adequate employee protection and comfort. Implementing permanent architectural features such as canopies or awnings would significantly improve the functionality and appearance of these entrance areas.

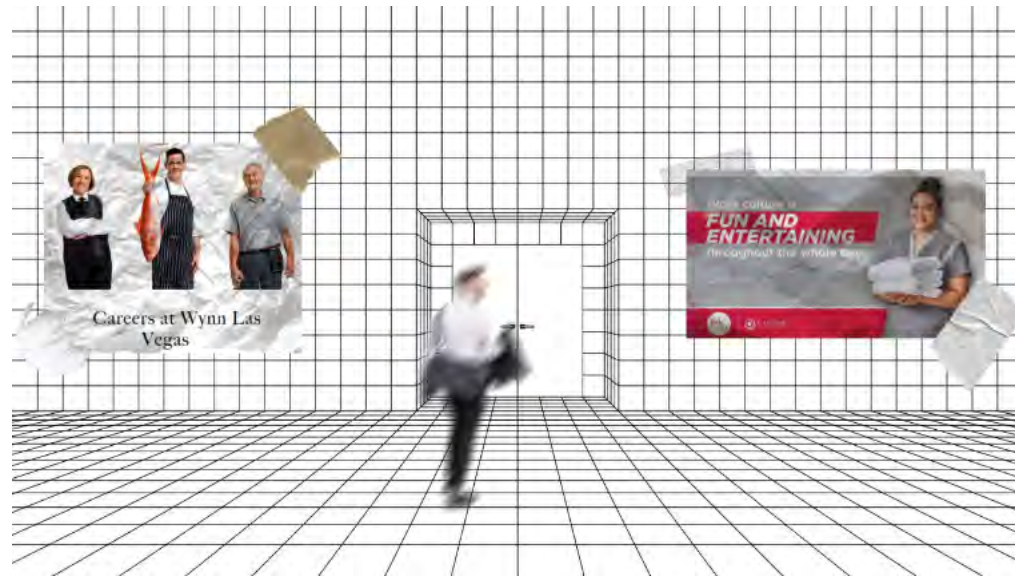
Implementing roof structures and shading devices in employee entrance redesigns can significantly enhance thermal comfort, create a sense of refuge while maintaining prospect, and contribute to a more human-scaled environment. These elements, such as fabric shades and dynamically designed structures, not only reduce direct sunlight exposure, thus lowering the temperature and increasing comfort, but they also manage daylight to reduce glare while allowing natural light to penetrate the space, enhancing the visual and ambient quality of the entrance area (An et al., 2016).

The strategic use of these architectural features can play a crucial role in energy conservation by reducing the need for artificial cooling and lighting. By adjusting to varying solar angles and intensities, dynamic shading systems, for instance, optimize both energy usage and occupant comfort through advanced control algorithms that adapt to environmental conditions and user needs. This integration of technology and design supports a sustainable and comfortable work environment (Charpentier et al., 2020).





# culture & art



## current conditions

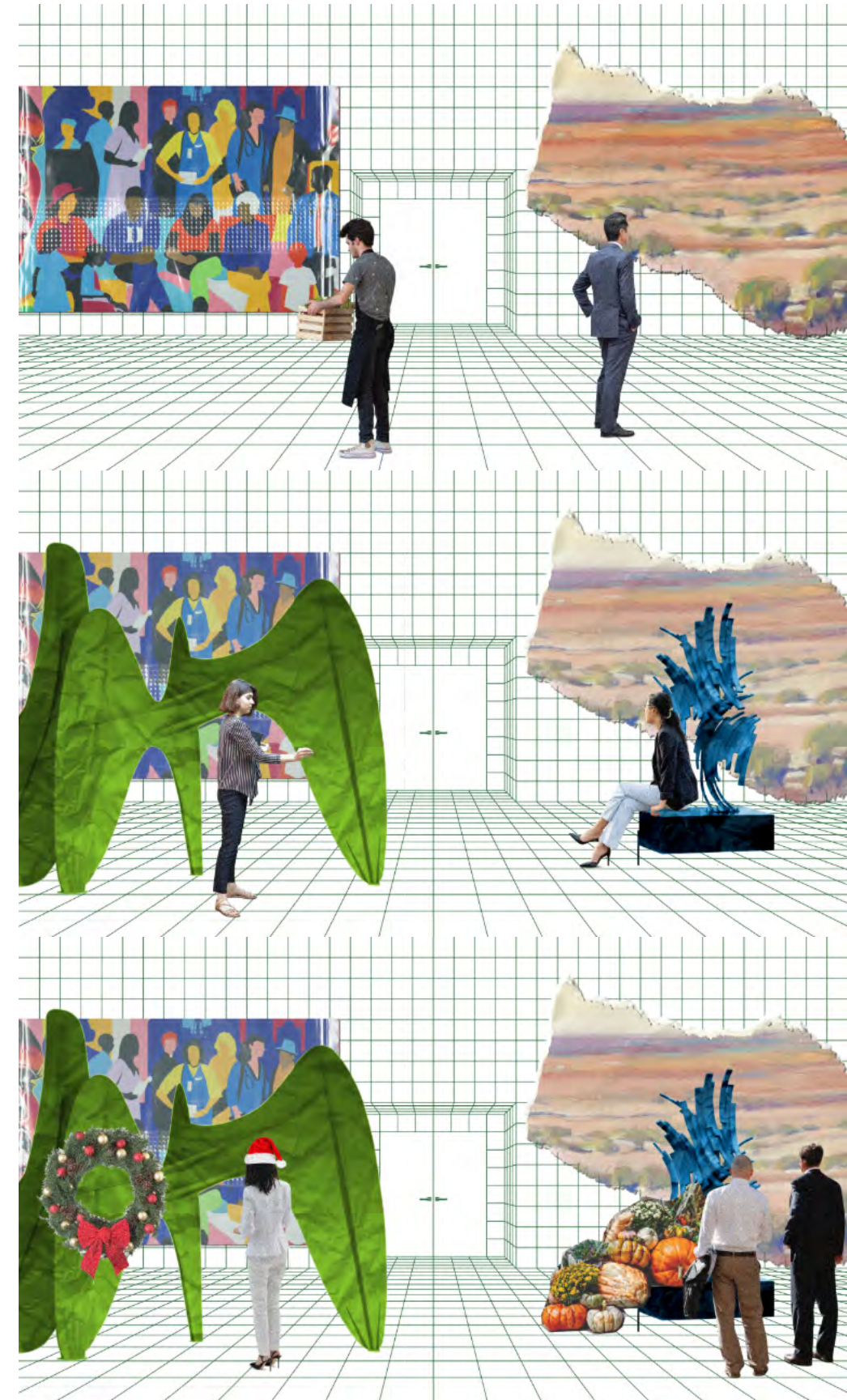
Employee entrances often feature minimal motivational posters and company branding, which can feel disingenuous given the surrounding conditions. These decorations, intended to uplift and inspire, starkly contrast with the uninspired design and inadequate entrance facilities. The discrepancy between what the posters advocate and the environment's reality sends employees mixed messages. A more genuine approach would be to align the physical space with the motivational themes, enhancing the entrance with thoughtful design elements that truly reflect the values and spirit of the company.

Integrating culture and art into the design of employee entrances, especially by utilizing colors and motifs inspired by the desert environment, can significantly enhance the workplace atmosphere and employee well-being. This approach aligns with concepts of autonomy-supportive environments and increased hedonic tone, providing a sense of place and personal connection to the space.

Incorporating local cultural elements and art that reflect the natural landscape enriches the aesthetic appeal and fosters a connection with the local environment. This can be particularly impactful in enhancing the meaning of place, as employees feel a stronger connection to their workplace's cultural and environmental context (Jones et al., 2020). Such designs are seen as more than just decorative; they contribute to employees' sense of identity and well-being.

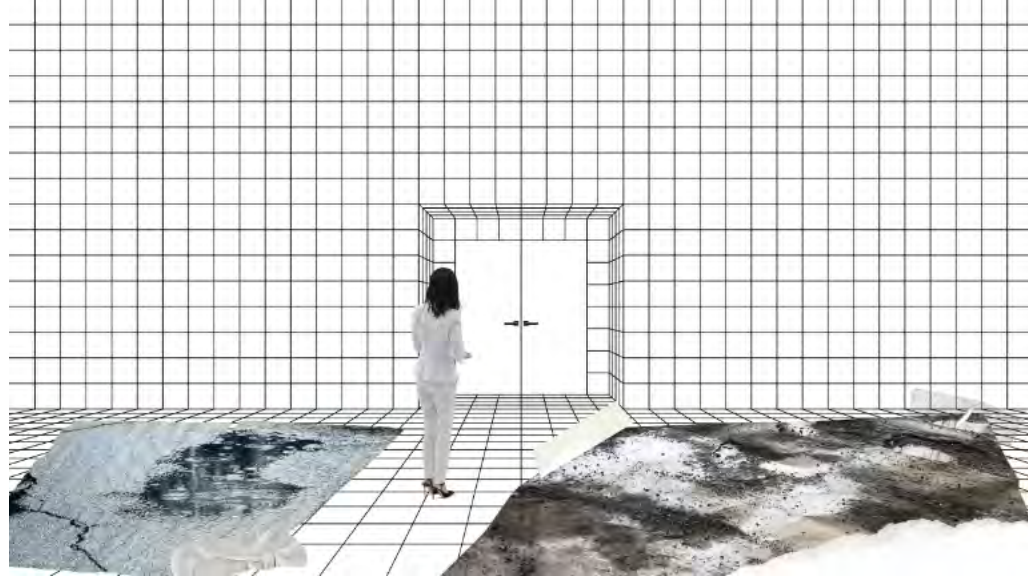
Moreover, creating an autonomy-supportive environment through personalized elements like seasonal decor allows employees to feel a sense of control and personal attachment to their workspace. This approach is supported by research indicating that personalization in the workplace can significantly improve mental health outcomes and increase job satisfaction (Savavibool et al., 2018).

Overall, by integrating culturally resonant and personalized design elements that reflect both the natural environment and the individual identities of employees, organizations can create more engaging, comfortable, and supportive workplaces that reduce stress and promote productivity.





# water features



## current conditions

At many hotel employee entrances, the closest semblance to water features is the potholes and puddles that accumulate water, especially during rainy periods. This unintentional and unmanaged presence of water presents a slip hazard and contributes to a neglected and unwelcoming atmosphere. The absence of intentional water elements, such as fountains or reflective pools, misses an opportunity to create a calming and aesthetically pleasing environment that could enhance employees' daily experience entering the workspace. Incorporating well-designed water features could significantly uplift the area, adding beauty and functionality.

Incorporating water features such as fountains and artificial waterfalls into redesigning employee entrances can significantly enhance the work environment by adding soothing sounds, cooling the area, and reducing environmental stressors. The sound of water is widely recognized for its calming effects, which can help alleviate stress and create a more serene atmosphere for employees entering and exiting the workplace. This aspect of water features aligns with biophilic design principles, which integrate natural elements into built environments to improve human well-being and productivity (An et al., 2016).

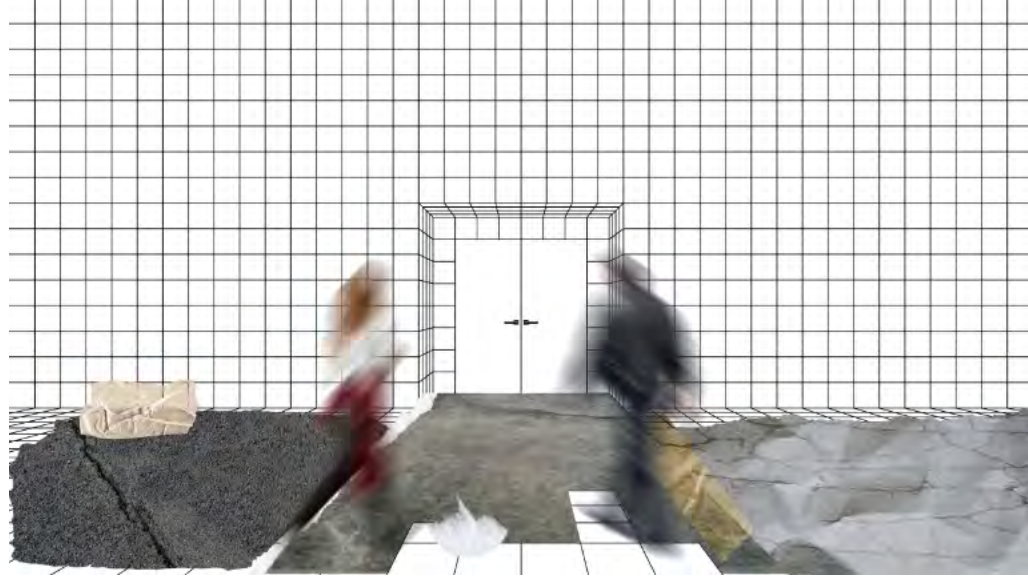
Moreover, water features can contribute to thermal comfort, especially in warmer climates. The evaporation of water cools the surrounding air, creating a more comfortable environment for employees. Additionally, the presence of water elements can enhance the aesthetic quality of the space, making it a functional threshold and a visually appealing entry point that reflects the organization's commitment to a pleasant work environment (An et al., 2016).

Artificial waterfalls and fountains can also serve as focal points that add to the overall ambiance of the employee entrance area. By creating a more inviting and refreshing entryway, these water features can improve employees' overall experience and perception of their workplace (Tu, 2022). This improvement in environmental quality can lead to enhanced job satisfaction and productivity as employees feel more valued and supported by their organization (An et al., 2016).





# dedicated path



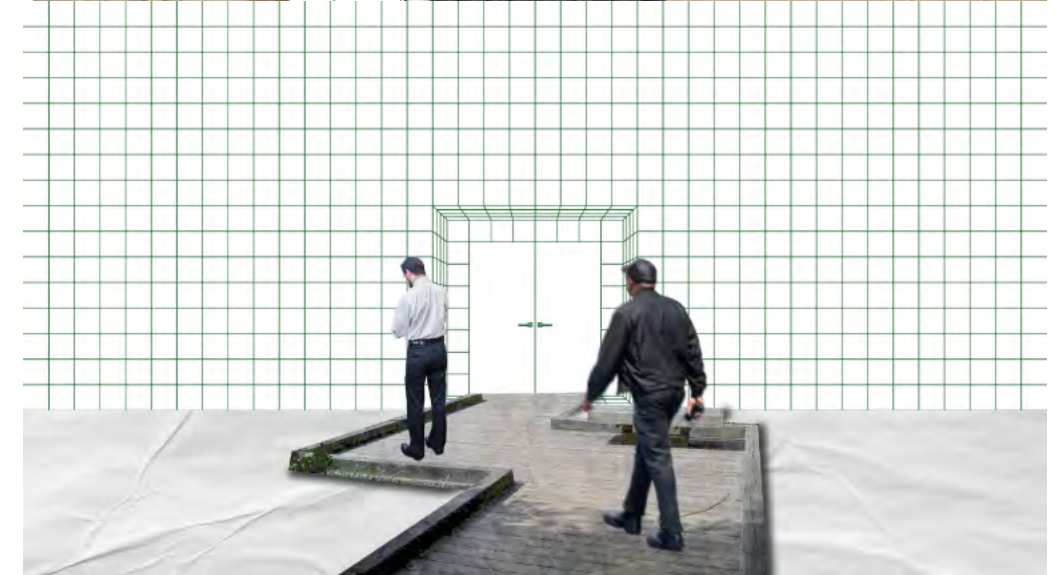
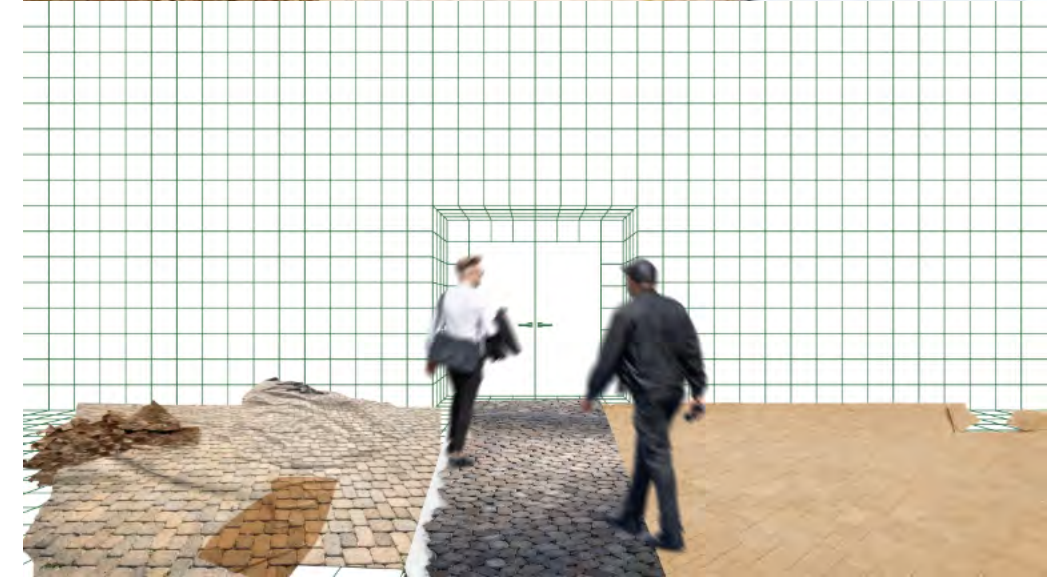
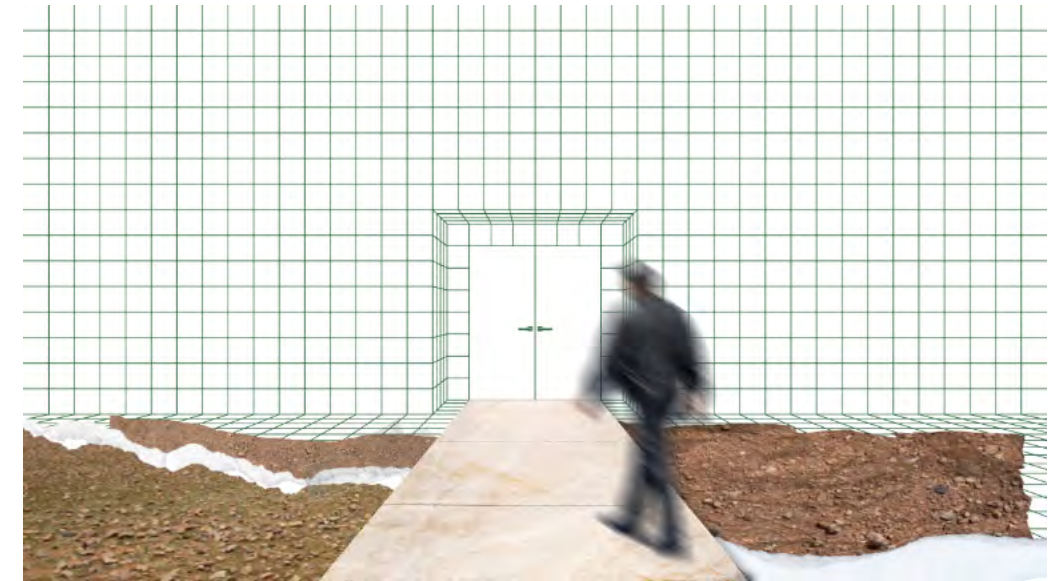
## current conditions

The dedicated paths leading to many hotel employee entrances are not particularly pedestrian-friendly. Employees often have to walk through areas covered with hot asphalt or drab concrete paths, which can be uncomfortable and visually unappealing. This setup not only affects the daily commute of the staff but also neglects the potential for creating a more inviting and stimulating entry experience. Improving these pathways with better materials, landscaping, and design could significantly enhance the well-being and morale of employees as they start and end their workdays.

Redesigning employee entrances with raised walkways could significantly enhance the walking experience, influencing gait patterns and spatial cognition. Research indicates that well-designed walkways improve spatial awareness and can make navigation more intuitive. This is crucial when cognitive load and stress are high due to work demands (Creem-Regehr et al., 2021).

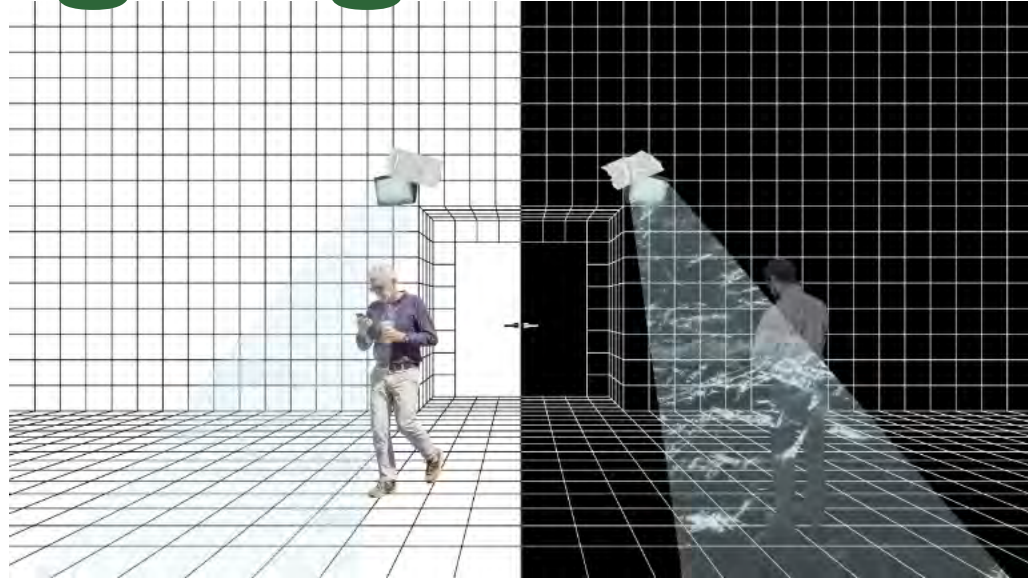
Incorporating varied materials and elevations in walkway design not only plays with visual and tactile elements but can also introduce an element of perceived risk or challenge, which may further engage employees' attention and cognitive processing. This type of design stimulates mental engagement and can improve mood and cognitive function as individuals navigate through these subtly challenging environments (Choi et al., 2023).

Moreover, these design changes can serve a dual purpose by enhancing safety and accessibility. Features like clearly defined and tactilely diverse paths can be particularly beneficial in guiding visually impaired individuals, helping them navigate more independently and safely (Creem-Regehr et al., 2021). Such thoughtful design considerations underscore the importance of integrating cognitive and sensory experiences into urban architectural planning, fostering environments that support users' psychological and physical well-being.





# lighting



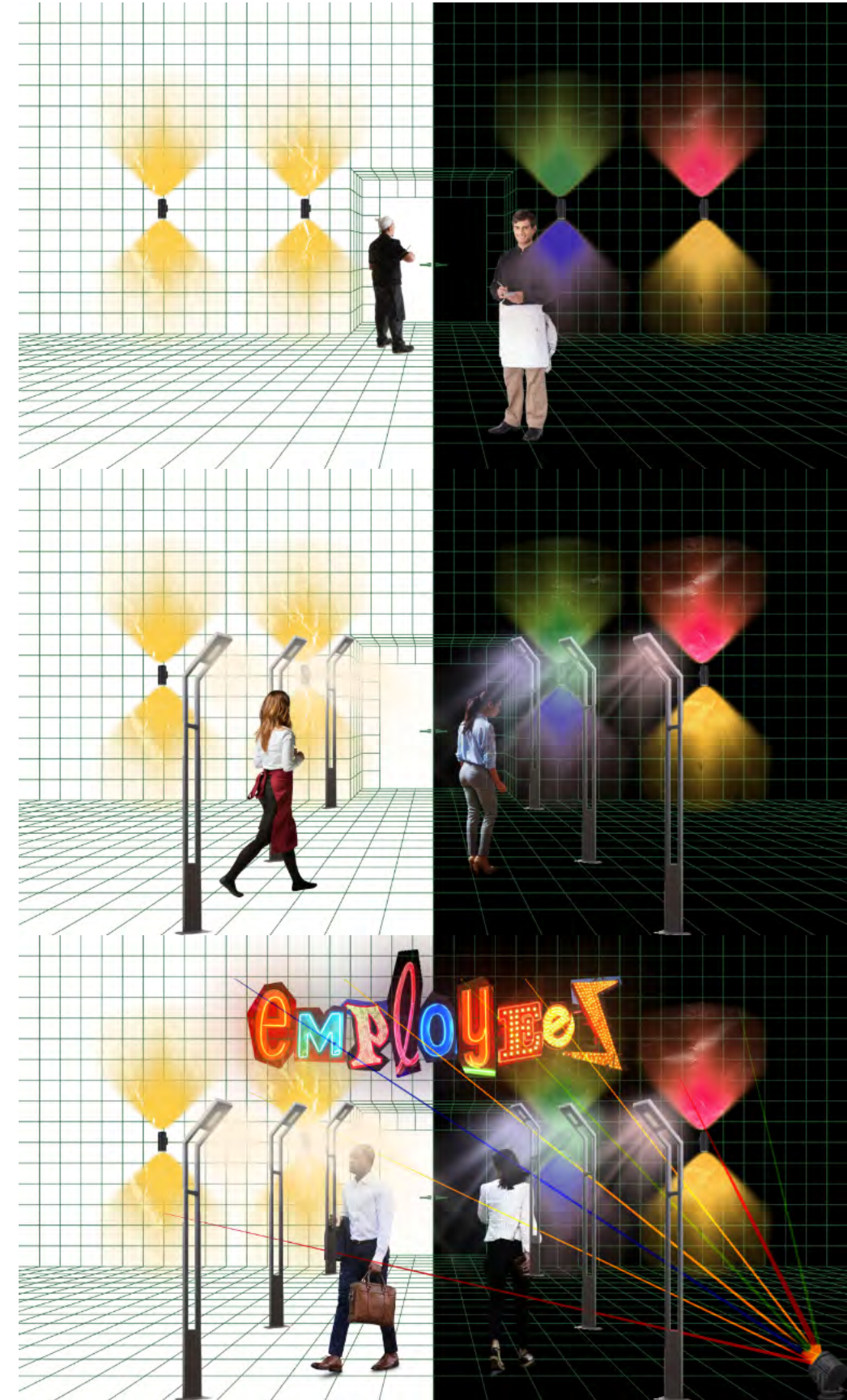
## current conditions

The lighting at many hotel employee entrances is overly functional, featuring harsh, cold lighting that fails to create an inviting atmosphere. This type of illumination does not consider the various time shifts during which employees enter and exit the building, often feeling too intense for early mornings or too stark at night. Such lighting can make the space feel unwelcoming and uncomfortable, detracting from the employees' overall experience. Implementing warmer, adjustable lighting solutions could significantly improve the ambiance, making it more adaptable to the needs of employees working different shifts and enhancing their sense of welcome and comfort.

Redesigning employee entrance lighting that aligns with circadian rhythms can significantly benefit well-being and productivity. Research supports that exposure to warmer, more natural light during the day can enhance circadian entrainment, crucial for maintaining regular sleep-wake cycles and overall health (Brown et al., 2022). Specifically, light that mimics the spectral qualities of daylight can help stimulate alertness and reduce sleepiness during morning hours (Moore-Ede et al., 2023).

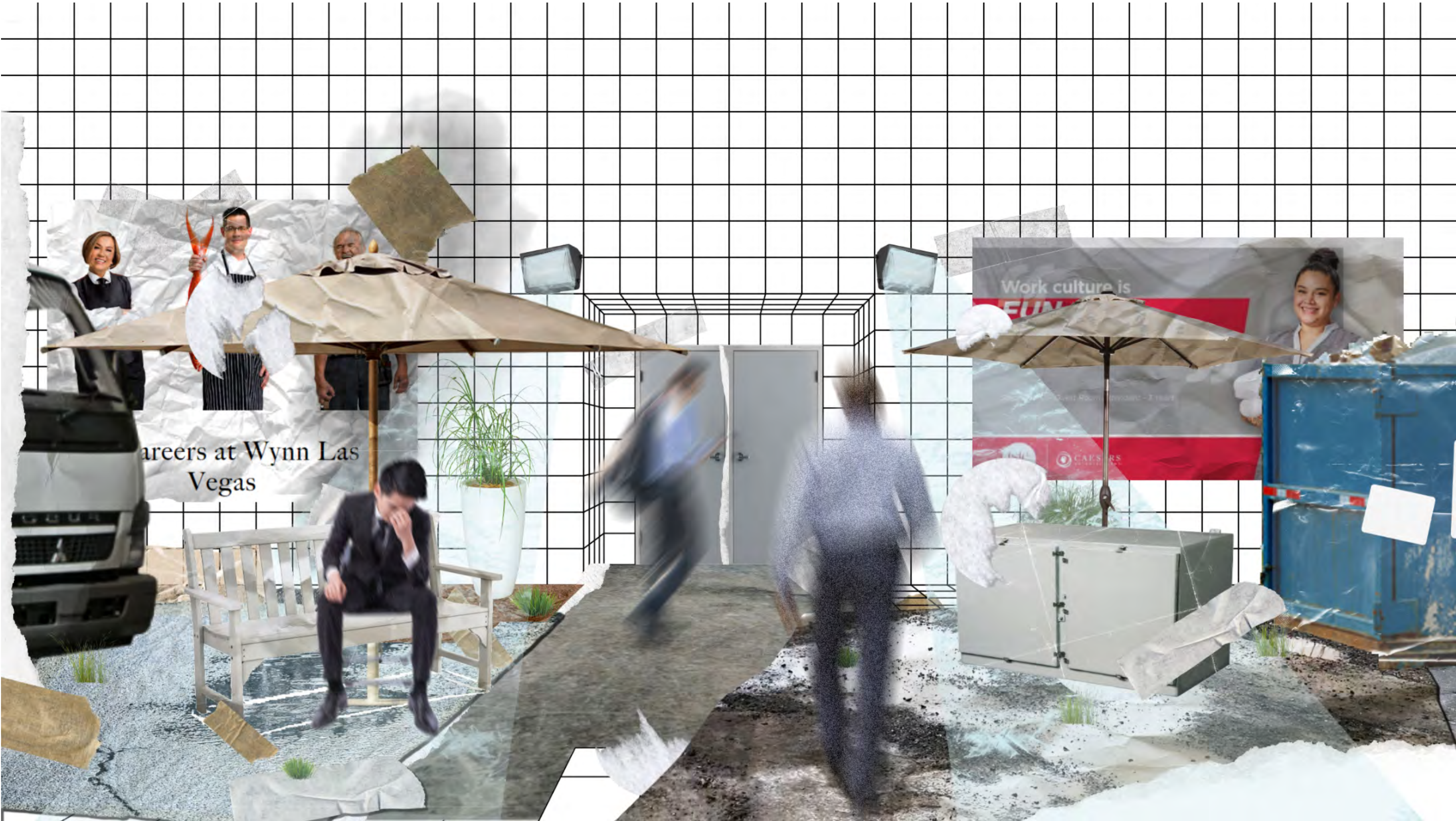
Transitioning to more theatrical and colorful lighting for the evening shifts can provide psychological and physiological advantages. The strategic use of blue-enriched light has energized and improved focus (Moore-Ede et al., 2023). By using dynamic lighting that adjusts throughout the day – from warm in the morning to more vibrant and stimulating colors in the evening – employees' natural circadian rhythms can be supported, potentially reducing fatigue and enhancing mood and performance.

Overall, integrating these changes in lighting design at employee entrances can create a more supportive environment that acknowledges and actively enhances the employees' physiological and psychological state, fostering a better transition into and out of their work shifts.





# current conditions





# design interventions





# design interventions





# design interventions





# 6

# EVALUATION

SELF-REFLECTIONS  
PROFESSIONAL FEEDBACK  
COLLEAGUE FEEDBACK

91  
93  
101



# self-reflections

We've delineated limitations in our approach and the lessons learned in working with these constraints. With this in mind, we will have a better understanding of the next steps in our research.

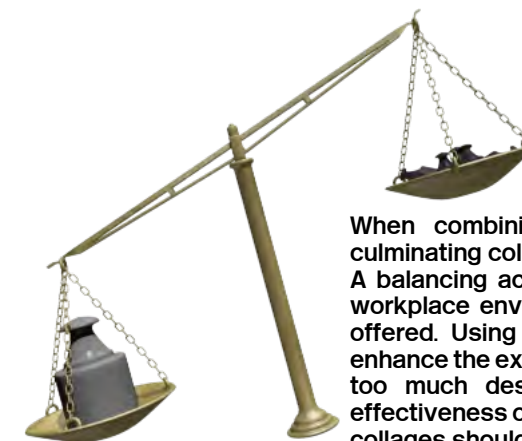
One of our primary research limitations is the inability to convey multi-sensory experiences, particularly smell and sound. While the visual representations provided can showcase the potential aesthetic improvements and spatial configurations, they fall short in simulating the olfactory and auditory sensations that are integral to a full biophilic experience. The impact of natural scents and sounds on human psychology and well-being is well-documented, yet these sensory dimensions cannot be captured in the photo-collages presented in the previous chapter. These limitations mean that the holistic experience of the proposed environments can only be partially understood through these visual depictions.

Another significant constraint is the use of a "blank canvas" approach in our renderings. This method is chosen to ensure that the design solutions are adaptable to various casino properties, providing a generic template rather than a site-specific solution. However, this approach may overlook the unique architectural and environmental contexts of each location, which could affect the feasibility and effectiveness of the proposed designs. The potential variability in scale and detail representation. This discrepancy can affect the adaptability and effectiveness of the designs when applied to environments with differing spatial dimensions and architectural characteristics.

Furthermore, we foresee a need to include a longitudinal study to observe the long-term effects of these design interventions on employee well-being and productivity. Without actual implementation and subsequent empirical study over time, it is challenging to predict the enduring impacts of our interventions on the workforce, limiting the ability to make definitive conclusions about their long-term benefits, but we will aim to set a frame work for these surveys in the following chapter.



Economic feasibility and the cost of implementation also present significant limitations. The cost of such interventions, including materials, labor, and ongoing maintenance, can be substantial, and without a detailed economic analysis, the practicality of the proposed solutions remains uncertain.



When combining the different types of design interventions in our culminating collages, simply layering everything together was not sufficient. A balancing act of different elements was necessary to provide a better workplace environment that encourages maximum utility in the amenities offered. Using different design elements helps complement each other and enhance the experience at any degree of intervention. We will also argue that too much design intervention in a particular aspect can hinder the effectiveness of other design aspects. These lessons learned in creating our collages should be brought into the physical implementation of our designs. For example, we should not saturate the space with a large amount of seating and artwork if we don't consider allocating space for adjacent plants and a clear path for employees to walk through. This can create more of an inconvenience for the users of the space than we intend. Studies have already shown respondents to prefer the middle ground between extremes (Gugerty & Karlan, 2018), we posit that this Goldilocks Principle extends beyond personal preferences and was crucial in forming our design interventions.



# professional feedback

## Dak Kopec

Dak Kopec is an associate professor in the School of Architecture at the University of Nevada, Las Vegas. Dak has authored several books used by interior design educators nationwide, including three editions of Environmental Psychology for Design. He is a two-time Polsky Prize winner, is credited with researching, developing, and administering the first low-residency graduate program focused on designs for human health at the Boston Architectural College, and has been awarded honorary Fellowship to ASID (Hon.FASID). He is a self-proclaimed Architectural Psychologist by training.

**What are your initial impressions of the collage renderings? Do they effectively communicate the intended design concepts?**

*I do believe the Collage renderings are very effective. I appreciate the scaled examples.*

**What would be the next steps in refining these designs for actual implementation?**

*It depends on the implementation. If you already have buy-in, then a cost estimation would be needed. If you do not have buy-in, you will have a stronger argumentation with greater and more direct connections to the theories. As it stands, you have the connections, but sometimes a one-to-one relationship is needed, and these relationships will need to be quantified in the same way to demonstrate cost savings. Health and turnover are your biggest gains.*

**From your experience, what are some common challenges in transitioning from design to execution in such projects?**

*Convincing others that you should spend money on what you propose. This is one of the reasons Architects often gravitas to trendy things or ideas. Right now, technology and well-being are the trendy hot spots.*

**How can we as designers better communicate the value of investing in the entrance experience for employees to hotel owners and management?**

*First, you have to present a problem. I'd start by determining how many people feel anxious about going or leaving work; this will affect their well-being. I'd then ask how many times an employee thought about quitting and how many times they left a position because of stress/anxiety. Then, I draw a connection to the ingress/egress as a means of starting with and leaving with stress/anxiety.*

**What strategies might be effective in persuading stakeholders to adopt more innovative and employee-focused designs?**

*You have to win over facilities management. They are a big deterrent. Then you, you need to win over the house arch/design group. They are often resistant to anything they didn't come up with.*

*You also need to set up a competition setting. Everyone compares themselves to others. Develop some kind of newsletter/blog. Highlight your idea and keep pumping the idea. When one facility does it, promote the heck out of the facility, and others will do it for fear of being left behind. But finding the one facility to engage is the key, and lots of schmoozing and networking will be needed.*

**How can we improve collaboration among designers, architects, and other stakeholders during the design process?**

*This question is tough because you want to collaborate between money and egos. Stakeholders are concerned with first bottom line cost/benefit outcomes. Architects /Designers are trained to think they they know everything. Consider the vast diversity of building types and a person's different experiences within the different building types (i.e., your study of employee ingress/egress in casino hospitality). The reality is that Architect and Designers, need to realize*

*A.They know a little about a lot but not little about it.*

*B.Because they only know a little, they need to bring in highly focused people who know a lot about a little.*

**How should we measure the success of the new entrance design once implemented?**

*You need a pre-and post-test metric. You can take blood pressure responses prior to the occupation of the egress space.*

*A more longitudinal study would look at employee retention over a span of time and compare that to past records or another comparable facility that did not have the intervention.*

**Overall thoughts on the issue at hand? How do you envision the future of employee-focused design in the hospitality industry?**

*In general, employees see the "underbelly" of any building. Money is always spent on the guest or visitor.*

*Do I think more resources will be dedicated to employee portions of a building? Probably not. Simply put, employees are paid to be there, and guests/visitors are paying for an experience.*



# professional feedback

## Jeffrey Roberts

A sustainable design strategist, Jeff Roberts is an educator and licensed professional in the field of architecture. He is actively engaged in the community to advance environmentally responsible design that benefits the ecology of the place. He serves on the board of directors of several local sustainability organizations and is a frequent speaker at conferences and events on sustainable design. An assistant professor at UNLV, Jeff Roberts teaches courses on sustainable design and architecture. His projects across the U.S. implement sustainability, regenerative design, and user wellness. Jeff is a licensed architect in Oklahoma, Nevada, Oregon, Texas, Montana, Wyoming, and Idaho.

**What are your initial impressions of the collage renderings? Do they effectively communicate the intended design concepts?**

*My initial impressions of the renderings are that they are compelling and make you think about the front line of guest services in a hospitality based community. I am compelled by the lead in background research with images regarding the guest experience entry in start comparison to the utilitarian access points to the service side of hospitality design.*

**Are there any elements in the renderings that you find particularly compelling or problematic?**

*I am inspired by seeing a student thesis that is thinking holistically regarding a daily experience for the people that greet and serve an economic force that is looked at as industry leader in hospitality. Why shouldn't the people that are leading the "experience" of Las Vegas be welcomed to work with an environment that inspires them to show up and engage. My one concern with the document is the consistent use of the gridded layout throughout the document. Any project that leans so heavily into biophilic design elements I would have preferred to see the grid layout as a rigid conformance of today's work environment, but would have loved to watch it disappear or evolve into a living organic expression that matches the thesis of the document. A return to more natural and inviting environment over the continuation of the grid.*

**From your experience, what are some common challenges in transitioning from design to execution in such projects?**

*Time, implementation, money and commitment.*

**How can we as designers better communicate the value of investing in the entrance experience for employees to hotel owners and management?**

*I think some of the larger casino/hospitality based design firms could be a champion for this type of work because it responds in a meaningful way to employees. If you could place an economic value or a return on investment, by better understanding employees needs, health and well-being and ultimately performance then you have a real chance for impact.*

**What strategies might be effective in persuading stakeholders to adopt more innovative and employee-focused designs?**

*It always starts with economics. Prove to me that my investment will show a positive return. This is also where the problem becomes very complex and requires other expertise...an economist, a sociologist, or a human resources expert.*

**How can we improve collaboration among designers, architects, and other stakeholders during the design process?**

*The integrated design process, get everyone to the table early and lean into their individual expertises. The diversity of opinion and voices are rich if you can facilitate and engage in the dialogue.*

**Are there any past projects or case studies you could refer to that exemplify successful employee-focused design in hospitality settings? What are some of the biggest challenges you foresee in designing for hospitality settings, particularly for employees, and how might we address these challenges?**

*I am not familiar with any case studies right off the top of my head, but I have worked extensively with the tech sector, and all of that work always revolved around employee amenities and retention. I have done five hotels in various locations and the first thing to always be concerned with is employee safety and security of property assets. The facilities require clear and safe access from the general way into a secure and safe zone for employee comfort and safety.*

**What would be the next steps in refining these designs for actual implementation?**

*I could see two methods, one is led by example and convenience casino/hospitality leaders this is a way to enhance and retain employees in a very competitive marketplace. It could start as "tactical urbanism" or "parklets" to beta test what works and what needs to be redefined. The second approach is bit more covert but it would be to present this idea to someone like the culinary union and talk about how to enhance employee social and mental benefits in future contract negotiations.*

**How should we measure the success of the new entrance design once implemented?**

*This is a complex issue in the determination of success. I might consider starting with employee surveys for frank and unfiltered responses. You could conduct visual analysis through notes and photos of how many people slow down or utilize the space throughout the day. Lastly, you could track employee retention over years and see how the entrance design may or may have not changed the length of employment by staff.*

**Overall thoughts on the issue at hand? How do you envision the future of employee-focused design in the hospitality industry?** *I think this is an important topic and is critical to the future of the hospitality industry. This building type is one of the rare 24-hr occupancy facilities and that means all different types of social and human interactions can occur at various times of the day. How do we protect guests but give unforgettable hospitality experiences...it starts with the people that manage and run the hospitality industry.*



# professional feedback

## Nasko Balaktchiev

Nasko Balaktchiev is a registered architect with over 10 years of experience in the industry and over 15 built projects in the Las Vegas area. Each of his projects is architecturally distinct, bringing an exceptional level of detail and impactful spatial configurations. Nasko opened his architectural practice at the age of 30, focusing on improving the urban fabric of Las Vegas and bringing greater recognition to our unique city. He is passionate about historic preservation and renovating buildings versus demolishing, whenever possible. Growing up as a performer on the Las Vegas Strip, he brings a unique approach to every project. Nasko is a licensed architect in Nevada, Idaho, and Washington.

**What are your initial impressions of the collage renderings? Do they effectively communicate the intended design concepts?**

*Yes, I love the simulation style of each strategy and how it was graphically tied into the book as a whole.*

**Are there any elements in the renderings that you find particularly compelling or problematic?**

*Personally I would have loved to see the strategies applied to the real world examples at a larger scale, beyond just the entry door. Entrances are more than just a door, how does the whole procession play into the user's experience? Many employees noted long walks, so perhaps some elevation or section drawings indicating walking paths and how they can be treated.*

**What would be the next steps in refining these designs for actual implementation? From your experience, what are some common challenges in transitioning from design to execution in such projects?**

*Perhaps an analysis of the cost to employee happiness ratios of each design strategy. For example, certain companies may be able to invest more than others, and what can give companies the highest level of return with minimal investment? For example, landscaping may cost the least but provide high levels of return versus expensive shade canopies.*

*The biggest challenge is often budget. As designers, we have general ideas of what things cost, but it's usually not until later on in the project that we receive a complete pricing outlook, which often results in many design moves being value-engineered.*

**How can we as designers better communicate the value of investing in the entrance experience for employees to hotel owners and management?**

*The primary benefit for hotel ownership / management should be elevating the customer experience. By providing a great environment for employees, they make it easier for those employees to do their job and provide an amazing customer experience. Also, employees from competing hotels would want to MOVE to those that have a better work environment.*

**How can we improve collaboration among designers, architects, and other stakeholders during the design process?**

*Goal setting and earlier involvement in the process from all stakeholders.*

**How should we measure the success of the new entrance design once implemented?**

*Employee feedback before and after the implementation, but more specifically employee mood / motivation towards their respective duties before / after the implementation.*

**Overall thoughts on the issue at hand? How do you envision the future of employee-focused design in the hospitality industry?**

*The hospitality industry is constantly evolving, and now at a pace even greater than before to catch up with new trends, technology, and social zeitgeist. I can't say for sure how employee focused design will develop, but it will certainly be a part of the hospitality evolution that we'll witness in the coming years.*

**Are there any past projects or case studies you could refer to that exemplify successful employee-focused design in hospitality settings? What are some of the biggest challenges you foresee in designing for hospitality settings, particularly for employees, and how might we address these challenges?**

*Workplace design is the only thing that comes to mind... and I think the hospitality industry has yet to catch on. With workplace, employees are the direct generator of revenue and are a main target of company re-investment, whereas the hospitality industry primarily reinvests into new customer experiences and renovations. Once it's better understood that re-investment into employee quarters can directly impact customer experiences, that's when companies will begin to lean more into these strategies.*

*Cesar's project explores a realm of design that is so often overlooked by designers and owners alike. An employee's procession and participation in a building is often considered last, if at all, yet staff is expected to provide the utmost customer service. Cesar's utilitarian approach to designing the back of house provides an excellent look as to what "could" be in a just a snippet of employee spaces, resulting in better employee culture and in-turn an elevated customer experience. Buildings absolutely have an effect on human psychology; studying those effects will become a critical aspect of the new age of hospitality design.*



# professional feedback

## Glenn NP Nowak

Glenn NP Nowak, associate professor of Architecture, is the founder and coordinator of the Hospitality Design (HD) Concentration at the UNLV School of Architecture. Since the HD Studio's inception in the fall of 2010, the entertainment capital of the world has become an extension of the academic studio for students interested in collaborative explorations in design research with leaders in the hospitality industry. His work and design research often involves community-integrated projects that focus on social, environmental, and economic sustainability. He earned his Master of Architecture from Cornell University and his Bachelor of Architecture and Bachelor of Science in Environmental Design from Ball State. Glenn has recently received his Ph.D. from the Harrah College of Hospitality of UNLV. He is a licensed architect in Nevada.

**What are your initial impressions of the collage renderings? Do they effectively communicate the intended design concepts?**

*The nondescript base drawings and diagrammatic elements overlaid give the impression that the design concepts are capable of refinement to match any brand and to fit any existing architectural space. It is commendable that restraint from design specificity was used to illustrate broad applicability of the ideas inherent in the thesis to projects up and down Las Vegas Boulevard and around the world.*

**What elements in the renderings do you find particularly compelling or problematic?**

*The elements that are reminiscent of Class A office spaces dedicated to employees during their breaks create moments of reflection. Why would these areas in the hospitality industry not aim for something similar for team members from the C-suite to the front desk? Comfortable seating for conversation with coworkers, better lighting for shift workers, architectural features that work to create more hospitable spaces in our climate or in the back-of-house areas of our work environments: shade structures, indoor-outdoor spaces, visual connectivity with nature, etc.*

**From your experience, what are some common challenges in transitioning from design to execution in such projects?**

*Execution often comes down to budget issues. It is assumed that you get what you pay for. When companies think, "well, we're doing fine without this.." how do you pitch the design proposal with clearer indicators of the expected ROI?*

**How can we as designers better communicate the value of investing in the entrance experience for employees to hotel owners and management?**

*Dig deeper into case studies. Find the projects that have invested in similar design opportunities. Inquire about the metrics that would help communicate the return on investment that those properties are seeing. Do employee surveys show higher than average work life satisfaction? Are employees calling off work less frequently? Do guests report great experiences with the staff? Is the hotel more profitable than a comparable one in the area without the investments employee-focused in design?*

**What strategies might be effective in persuading stakeholders to adopt more innovative and employee-focused designs?**

*Show them the research, share the impact on the bottom line. Some might not be as beneficial as hoped. There might also be a threshold of investment that needs to be met in order to see significant results. Become the expert. This work shows you are committed to the process and already knowledgeable enough to be a leader in these kinds of conversations.*

**How can we improve collaboration among designers, architects, and other stakeholders during the design process?**

*If you chronicled a real-world project as beautifully as you did this thesis/M. Arch Capstone, I think everyone involved would demonstrate some of their best work. You've really elevated the conversation.*

**Are there any past projects or case studies you could refer to that exemplify successful employee-focused design in hospitality settings? What are some of the biggest challenges you foresee in designing for hospitality settings, particularly for employees, and how might we address these challenges?**

*Hotels in urban cores (where most employees are arriving via train, bus, or subway) presents a very different case study. The entry sequence is less scripted than those we see in integrated resorts where everyone parks in the garage and walks the exact same path to the back door. When more of the land surrounding all sides of a resort is seen as extremely valuable, better design may follow. Fortunately, this study is about something more valuable than land or the buildings we put on them..*

**What would be the next steps in refining these designs for actual implementation?**

*This book can serve as a tool or a roadmap for a team of high-level decision-makers from different kinds of companies. The designs within the book are yet specific to any company, but the progression of thought processes along with the hierarchy of design investment and construction cost are presented in a way to facilitate critical conversation with leaders looking to improve parts of their business by investing in their employee experience. Next steps would be putting this book in the hands of progressive human resource leaders, architects and owner-representatives, union leadership, and others that recognize the impact workplace environment has on everything from employee loyalty and performance to overall profitability.*

**How should we measure the success of the new entrance designs once implemented?**

*"We" would be unique to each project, and "success" might also be different for each design. Your book would help identify those metrics and the stakeholders for each new project. This could be your "blueprint" for an design process over an entire career.*



# colleague feedback

Alongside mentors at the School of Architecture at UNLV, we have received feedback from other architectural colleagues, students from the Harrah College of Hospitality, and professors and students from the Hank Greenspun School of Journalism and Media Studies. This portion of the book aims to capture general opinions of those that have seen the progress of our research and also of those that have provided feedback along its development.

*“ This project is a love letter to the people that keep our city running. While entrances may seem like a minuscule part of the employee's day, they are what sets the tone for what is to come. Creating better outdoor spaces will not only help beautify the hidden parts of our city; it will breathe a new life into the heart and soul of it. If we can find a way to improve these spaces, the rest will follow. ”*

**JAMIE CENTENO**  
Architecture Student

*“ I asked the housekeeper worker who I photographed if she saw any changes in her time working in these hotels, and she simply said that nothing ever changes in terms of work conditions and treatment/acknowledgment of the employees. I thought this was an interesting contrast between the somewhat constant remodeling that happens in guest rooms, casino lobbies, and other areas designed for visitors. ”*

**ISABELLA PUPO**  
Journalist Student

*“ I believe your approach can inspire others to rethink how they design work spaces, emphasizing the importance of creating environments that enhance employee experience. Your innovative use of biophilic design elements in a setting that isn't typically highlighted deserves recognition. We should strive to bring this same level of care to all areas where employees work, ensuring they feel appreciated and motivated. ”*

**GHADA AL FADHEL**  
Hospitality Student

*“ Brilliant. Great project. Thanks for sharing. Well-researched, rigorous method, persuasive. ”*

**Todd R. Witcher**  
Journalist Professor



7

# INTEGRATION

SURVEY FRAMEWORK  
CONCLUDING STATEMENTS

105  
109



# survey frameworks

Involving managers and hospitality workers in surveys will be crucial for understanding the perceived issues with current hotel employee entrances. This dual-perspective approach will ensure that any design proposals are informed by the actual experiences and needs of those who use these spaces daily, allowing for practical solutions that enhance employee satisfaction and operational efficiency.

The three surveys, targeted at hotel managers and employees, are instrumental in evaluating the efficacy of design interventions for employee entrances. The managers' survey focuses on gathering insights on current entrance functionality, safety, aesthetics, and perceived operational impacts, aiming to capture a managerial perspective on necessary improvements and anticipated benefits from the redesign. This feedback is crucial for aligning design objectives with managerial expectations and operational requirements (Gnepp et al., 2020).

For employees, the two-part survey serves dual purposes. The first part assesses their satisfaction with the entrance, collecting specific grievances and suggestions for improvement. This helps in understanding day-to-day challenges and shaping interventions that enhance user experience. The second part, introduced post-redesign, evaluates the changes' effectiveness. It seeks employee feedback on their satisfaction with the new design, the impact on their mood and performance, and their perception of being valued by the employer. This feedback is essential for measuring the success of the redesigns in real-world conditions and identifying further areas for enhancement (Huebner & Zacher, 2021). Collectively, these surveys provide a comprehensive view of the impact of design changes from both strategic and user-experience perspectives, ensuring that the redesign meets aesthetic and functional criteria and enhances employee well-being and operational efficiency.

## PROPOSED MANAGER SURVEY

Name of hotel: \_\_\_\_\_

Position: \_\_\_\_\_

Years in current position: \_\_\_\_\_

How do you rate the current design of the employee entrance in terms of functionality?



What specific elements of the current entrance do you find most problematic?

\_\_\_\_\_

What improvements do you think are necessary for the employee entrance?

\_\_\_\_\_

How important is the aesthetic appeal of the employee entrance in your opinion?



What impact do you expect from redesigning the employee entrance on employee morale?

\_\_\_\_\_

How do you anticipate the redesign will affect operational efficiency?



Do you share entrances with employees?

\_\_\_\_\_

Any additional comments or suggestions regarding the employee entrance redesign?

\_\_\_\_\_



**PROPOSED EMPLOYEE SURVEY (PRE-INTERVENTION)**

Name of hotel:	
Department:	
Position:	
Years in current position:	

How many hours do you typically work in a week?

0-10      11-20      21-30      31-40      40+

What specific elements of the current entrance do you find most problematic?

What elements of the current employee entrance do you find most inconvenient or challenging?

Rate your overall satisfaction with the current employee entrance design.

very dissatisfied      slightly dissatisfied      neutral      slightly satisfied      very satisfied

Do you feel that the design of the employee entrance affects your mood at the beginning of your shift?

not at all      moderately      very

How do you anticipate the redesign will affect operational efficiency?

negatively      slightly negative      not at all      moderately positive      very positively

In the case of an employee entrance redesign, what elements would you like to see improved or changed?

Have there been times when the state of the employee entrance noticeably impacted your mood or performance?

not functional      minimally functional      neutral      moderately functional      very functional

How important is the design of the employee entrance to your overall job satisfaction?

not important      moderately important      very important

Any additional comments or suggestions regarding the employee entrance redesign?

**PROPOSED EMPLOYEE SURVEY (POST-INTERVENTION)**

Rate your satisfaction with the redesigned employee entrance.

very dissatisfied      slightly dissatisfied      neutral      slightly satisfied      very satisfied

What improvements do you appreciate the most in the new design?

How has the redesigned entrance affected your mood at the start of your shift?

not at all      moderately      very

Do you feel more appreciated by your employer since the redesign? Why or why not?

Have you noticed any operational benefits (e.g., easier access, better security) since the redesign?

What additional changes would you suggest to further improve the employee entrance?

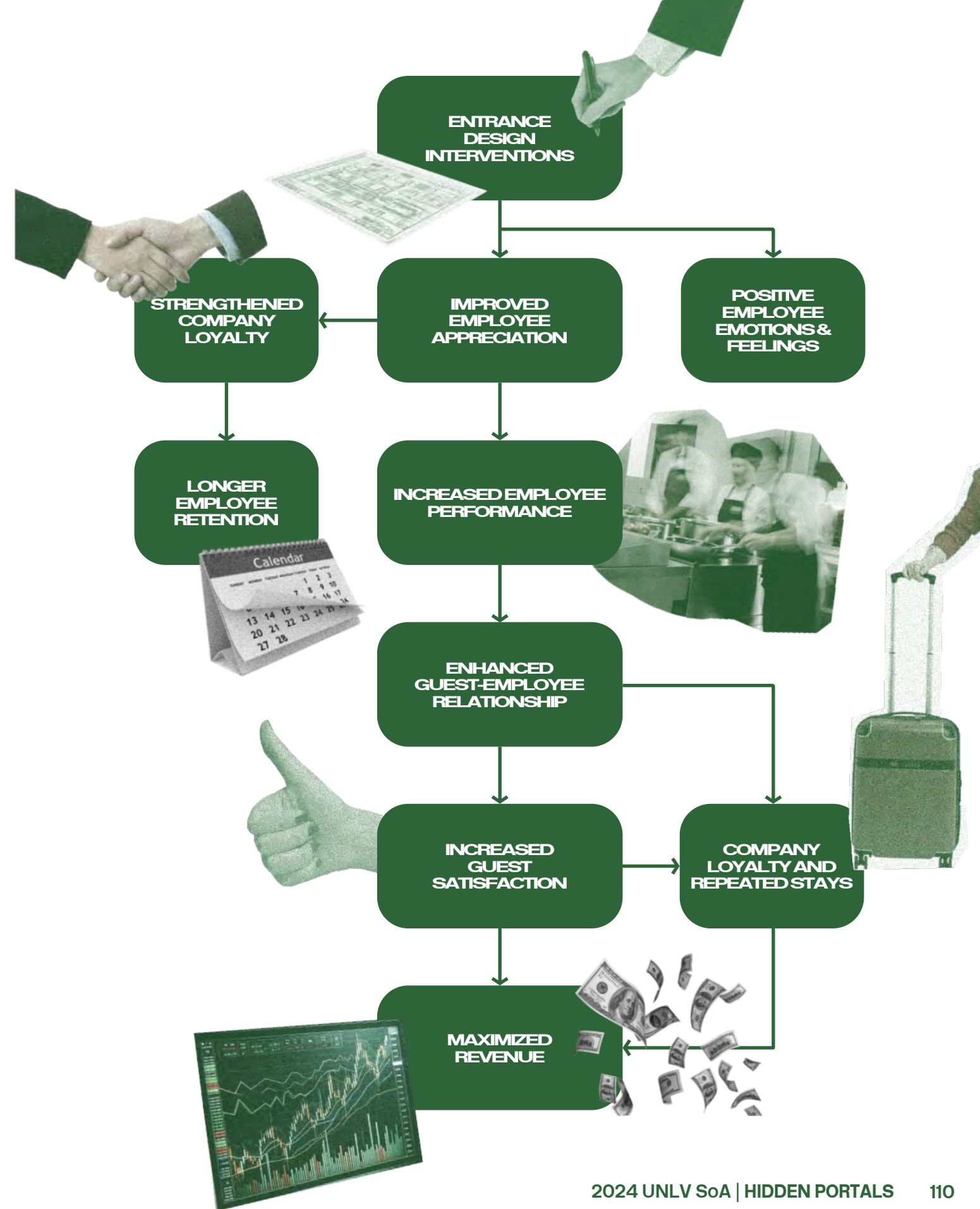
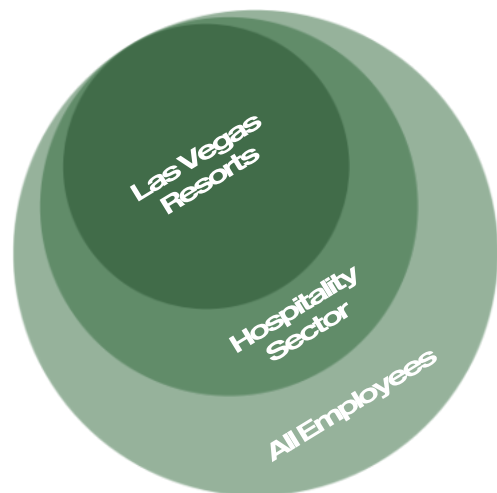


# concluding statements

At the very least, this thesis aims to shift the “architectural Overton window” and change what design considerations should be implemented by owners, designed by architects, and expected by employees.

The design interventions suggested in this thesis are predicated on the notion that enriching the daily experiences of employees through intentional architectural design can yield substantial benefits for both the workforce and the employers. Specifically, by enhancing the environments employees engage with at the beginning of their workday, the thesis posits a tangible improvement in employee morale and overall well-being. Such improvements are expected to foster a stronger loyalty toward the company and enhance employee retention rates. The cascading effects of these changes are significant: they include heightened employee performance and more positive interactions between guests and employees, which are likely to increase overall guest satisfaction. Furthermore, this uplift in service quality and guest experience will significantly reinforce company loyalty and amplify revenue streams. Ultimately, our thesis champions a shift in perspective regarding the use of architectural design, advocating for it to be leveraged as a strategic tool in business operations to synchronize enhancing employee well-being with achieving financial objectives.

The proposed shift in architectural focus within Las Vegas properties could set a precedent for the broader hospitality sector and influence global employee-employer relationships and environments. By prioritizing employee-centric design, Las Vegas could emerge as a leader in redefining the workplace experience in hospitality, demonstrating that the physical work environment significantly contributes to employee satisfaction and retention. Such a change in mindset could catalyze a global movement towards more humane and supportive work settings across industries. As other properties and businesses observe the tangible benefits—such as increased employee loyalty, improved performance, and enhanced customer satisfaction—this approach might encourage a widespread reevaluation of how work environments are structured. Ultimately, this could lead to a more sustainable and ethical approach to employee relations, fostering environments where workers feel valued and respected, thereby enhancing productivity and morale on a global scale.





# CITATION

TEXT & INFORMATION SOURCES  
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“ *The architect’s view of the user’s needs determines every architectural decision (which may, in turn, determine the user’s attitude). The architect designs the set, writes the script, and directs the actors.* ”

**BERNARD TSCHUMI**  
Renowned Architect

“ *The core belief of ownership, of management, and indeed of the design team, was that the most valuable asset in these resorts was not the building, it wasn't the interiors, it was the people.* ”

**ROGER THOMAS**  
Renowned Interior Architect



*I extend my heartfelt gratitude to all who contributed to the formation of my thesis project. Those who have been a part of the idealization, funding, development, assessment, and presentation of the concepts within this book have become invaluable to my future architectural career.*

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