

If that is so, your campaign becomes a public-education process. That was the situation I faced. It was not difficult for me to convince the community there was a problem. Convincing them to pay to fix it was another matter. Let me reiterate that acceptance of the need for facilities is a continuing process that can be won and lost, much like two armies fighting over the same terrain. You can gain public acceptance and get to the end of the process and have nothing more than a beautiful set of building plans in a drawer, but no building.

- 3. Assembling the design team.** The leader must have the right team at his or her side throughout the entire project. I had the design professionals, as well as prominent members of the bar and community, on my team. This team should know your community, its codes, and the unique features of a modern court facility. I wanted a design professional who understood modern court design. I attended an American Institute of Architects (AIA) conference on court renovation and design in a nearby community. I believe I was the only judge there. I met some very knowledgeable design professionals at this meeting. Those contacts proved invaluable as we assembled our design team. My state has statutory requirements for selecting design professionals for public buildings. After the interviews required under the statute, we identified the professionals we felt would best suit our needs. We then negotiated a contract with them. Typically, an AIA form contract is the basis for the negotiations. With the funding authority on board, we signed a contract and proceeded to the next phase.

## The Game . . .

From the **judge's** perspective, you have to realize that building a court facility is much like playing a tennis match. The game starts with the design professionals making the first serve. The ball passes to you, the client. It goes back and forth throughout the process. Unlike a tennis match, you are all on the same team. Here is how the game is played.

### Programming

The program merely states what the structure should accomplish for the client. This is one of the most important phases of the project. Despite the fact that we all know what we do, seldom do we think about it in relation to the facilities we use. The design professionals will work with you to analyze court operations by department. They will assess how departments within the court relate to each other and to outside agencies and the public. After the points of contact are identified, a critical analysis will identify efficiencies that can be gained by proper design of a new or remodeled facility.

The design professionals will interview key staff members. Suddenly, you have the ball. The design professionals need information and you have to provide it in a timely manner. If you undertake a project, plan to spend some time on it, especially in this phase. You should expect a report from the design professionals with an analysis of the myriad of internal and external relationships that exist among the users of the court and those with whom the court deals. This will become an invaluable tool in designing the facility. In our case, we found that it would take a 22,000-square-foot building to accommodate the near- and long-term needs of the court, nearly tripling the space we currently occupy.

### Schematic Design

From my **judge's** perspective, this is perhaps the most enjoyable phase of the process. Here you get to put your fondest wish list on the table for the design team to analyze.

As a **consultant**, I must formulate a design concept and explore design alternatives with my client based on the approved concept. During this phase, the concept will be developed into a specific design proposal that meets the construction budget. As you work through this there will inevitably be several iterations of the proposal. All design proposals will be checked as they are developed to measure compliance with the program and budget. In other words, reality will begin to dictate that the wish list your client started with must be pared down to meet the budget. You must help the client distinguish between wants and needs. Ultimately, the schematic design must accommodate the program you established at the outset. Preliminary cost estimates will be developed, and the construction schedule will be updated. At the end of this phase you should have an accurate rendering of the exterior views of the building and the schematic floor plan that shows the circulation pattern of people using the building. These are critically important tools for maintaining public acceptance for the project.

### Design Development

To a layperson, the work described above, which results in a picture of the finished building and a view of the interior layout, may seem like enough to break ground. Not so. There is much more to be accomplished in the design development (DD) phase. In this phase, 95 percent of all required design decisions relative to materials, systems, and equipment are reviewed and finalized. These decisions are made within the overall framework established in the schematic design package.

In my **judge's** experience, this was the tedious phase of the project. Much attention to detail is required right down choosing the color of floor tile in the bathrooms. The primary objective of this phase is

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