Joint Use Agreements

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MRP 2012
The Context

• Fiscal constraints

• Retiring baby boomers + increased demand for services

• Joint Use Agreements for multi-generational planning

• Are there innovative strategies to promote new service delivery models?
  − Relationships between cities and schools?
  − Shared services?
What are JUA?

- **Formal** written agreement between government agencies (for e.g. between city and school) to “share” resources.

- JUA can also be an **informal** understanding to facilitate the sharing of resources.

- **Shared resources** can include facilities, services, staff, purchasing, and financing.
Motivations for JUA

• Economies of scale/efficiency

• Vacant (or underused) facilities + community demand for services

• Improved relationship between city + community

• Increased access to services for under-served population
Barriers

• Coordination
  – Priorities and process for using facility
  – Staffing & maintenance
  – Equipment & materials

• Risk management (liability)

• Territorialism

• Perception of loss of service quality

• General lack of bureaucratic support
Some strategies

- After identifying joint-use partners, **develop a vision** or plan for community use of city properties or resources. This can be done through community visioning or strategic planning processes to **address local needs**.

- Establish a set of **procedures or policies** to guide the use of joint facilities.

- **Building lasting relationships** help to maintain political and community partnerships.

- **Consider overall costs**, management capacity, maintenance and custodial expenses when designing JUAs, in order to continue meeting the community’s expectations.
Case: San Francisco + SFUSD

- City of San Francisco had unmet recreational needs.

- Joint use partnership in 2007 to unlock playgrounds at 11 schools during weekends and holidays.

- Numerous meetings to coordinate staffing, custodial work, liability, signage.

SFUSD director of development and government relations:

“I was thinking we’d just send a custodian over to unlock the gates, and we’d be done. But I was quickly relieved of that naïveté.”

Case: San Francisco + SFUSD

- Established the “Schools as Community Hubs” pilot project with a MOU standardized across school sites.

Public Schools with a Shared/Joint Use Playground

Community accessible SFUSD school playgrounds during non-school hours.
Case: Charlotte School District + CATS

Charlotte, NC: Sterling Elementary School & CATS parking structure

- Joint use agreement for transportation planning
- Charlotte-Mecklenburg School District donated land for parking structure next to CATS South Boulevard Station.
- In exchange, CATS built a playground on top of parking deck for students at Sterling Elementary school

Resources

• **NPLAN**
  National Policy & Legal Analysis Network
  URL: [http://www.nplanonline.org/nplan](http://www.nplanonline.org/nplan)

• **Center for Cities & Schools**
  UC Berkeley, Institute for Urban and Regional Development
  URL: [http://citiesandschools.berkeley.edu/joint-use.html](http://citiesandschools.berkeley.edu/joint-use.html)

• **Shared Services Library**
  New York State Office of the State Comptroller, Local Government Leadership Institute
  URL: [http://www.osc.state.ny.us/localgov/lgli/shared.htm](http://www.osc.state.ny.us/localgov/lgli/shared.htm)

• **Joint Use**
  URL: [http://jointuse.org](http://jointuse.org)

• **Cities Counties Schools Partnership**
  California partnership to improve conditions of children and families
  URL: [http://www.ccpartnership.org](http://www.ccpartnership.org)