



Lealman Exchange Strategic Plan

Presented By

THE
ST. PETERSBURG
GROUP

Acknowledgements

This strategic plan is a result of the hard work and commitment, input, and expertise of the following contributors:

The St Petersburg Group Team:

- Amy J. Cianci, Project Manager, SPG Engagement Director
- Dr. Emilie Socash, Founder Empower Creative
- Irv Cohen, Co Founder St. Petersburg Group
- Joe Hamilton, Co Founder St. Petersburg Group
- Keara McGraw, SVP Tampa Bay Program Coordinator

Pinellas County Team:

- Christopher D. Moore, Assistant to the County Administrator, Lealman Community
- Tanya Kurtin, Administrative Support Specialist
- Tom Almonte, Assistant County Administrator
- Kim Circello, CPM, Manager, STAR Center
- Cheryl Leyenaar; Executive Administrative Specialist to Assistant County Administrator to Lourdes Benedict and Tom Almonte
- Barbra Hernandez, Director of Marketing and Communications
- Arelys Escalera; Pinellas County Marketing and Communications, Pinellas County Marketing and Communications
- Josh Boatwright Marketing Project Coordinator

Social Venture Partners Tampa Bay Contributors:

- Anne Marie Campbell
- Sam Giunta
- Bruce Elliot
- Noel Baker

Community Foundation of Tampa Bay

- Dr. Jesse Corragio, Vice President, Community Impact

Florida Dream Center

- Steve Cleveland, CEO

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Executive Summary



Background

Pinellas County has identified the Lealman Exchange, located in the Lealman Community Redevelopment Area (CRA) as a valuable and underused resource with the potential to significantly improve conditions in the local community. The County engaged The St. Petersburg Group to study the area, listen to the community, and facilitate ideation with multiple stakeholders and prepare this Strategic Community Services Programming Plan.

The central finding of the plan is that a thoughtful, researched mix of service providers working together under the Collective Impact model in the Lealman Exchange offers a path to meaningful and measurable change in the quality of life of Lealman residents.

The Strategic Community Services Plan that follows also identifies promising opportunities for the Lealman Exchange to be an economically sustainable, efficient and effective asset for many years to come. Potential revenue sources include but are not limited to: generation of revenue from co-locating organizations; efficiencies achieved through the implementation of shared services; and a model of service delivery that maximizes resources and impact; and a branded, recognizable community symbol to be the focus of individual giving and philanthropic investment.

Community Context

More than 30 years of research conducted in the Lealman area reveals that little has changed across key indicators in the community despite dedicated effort by high quality nonprofit players. The focus of service delivery has traditionally been on necessary emergency services rather than on strategies to address the root causes of individual and community challenges. Consequently, there has been a widespread failure to thrive at both the individual and collective levels in Lealman. The timing and conditions are favorable for a new approach.

The Lealman CRA, established in 2015, documents persistent conditions that are consistent with the definition of blight. The statistics shared in the CRA Plan Report show enduring economic distress, low per capita income, high poverty rates, high unemployment rate, low education attainment levels, lower median home values and a deteriorating physical environment.

Executive Summary

	Lealman CDP	Pinellas County
Median Household Income in 2018**	\$31,177	\$48,968
Unemployment Rate (pre COVID-19)*	8.6%	6.2%
Total 2019 Crime Rate***	3,853 per 100,000	2,962 per 100,000
Households with a broadband internet connection*	69.64%	78.7%
Households with a computer*	80.0%	86.4%

19.8%	Households annual income below \$15,000 in 2018**
28.8%	All people in Lealman live below the poverty line*
44.5%	All children in Lealman live below the poverty line*
37%	All people in Lealman graduated from high school**
13%	All people in Lealman have a bachelors, graduate or professional degree**

Collective Impact at The Lealman Exchange

In response to these challenges, Pinellas County has the opportunity to resource the existing Lealman Exchange facility and leverage its capacity to serve as a hub, gathering place, community center and change agent for the revitalization of the Lealman Community. This can best be accomplished by organizing the Lealman Exchange under the Collective Impact model, a framework for tackling complex social issues via structured, intentional work across sectors.

More than mere collaboration, Collective Impact unites multi-sector service providers into an integrated collective with shared goals, measurements, strategies, and services. Successful Collective Impact initiatives also require the coordination of a professional team, commonly known as the “backbone organization,” dedicated to orchestrating the activities of the partners. This framework taps the strengths of organizations from the business, nonprofit, philanthropic and civic sectors to achieve specific, measurable, and lasting change in communities.

Lealman CDP - Census Designated Places are populated areas that are not incorporated and do not have their own government or elected officials

*Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

**Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2018

***Source: FBI Crime Data reports, 2019

Executive Summary



The Lealman Exchange partner organizations will be an optimized combination of full time, part time and program-specific tenants, as well as outside service providers committed to the common mission of closing the Lealman opportunity gap. In the report that follows, we outline the process for identifying and securing the right partner organizations, establishing Collective Impact structure,* and recommended qualifications of the professional management, ideally by a devoted 501C3 organization. We believe the successes and wins that will ensue at the Lealman Exchange provide tangible benefits to individuals and families, as well as dramatically improve the communal experience of being a Lealman resident.

As will become clear in the findings that follow, community stakeholders are poised to participate in co-creating a version of the Lealman Exchange that serves as a place of pride and personal and community betterment. While numerous aspirations for the facility have been articulated in surveys over the years, it currently has no clear identity or commonly understood purpose. This provides the County, Lealman residents, and the right mix of service providers with a once in a generation opportunity to leverage a beautiful but underused facility for lasting community benefit.

In the following sections, we share the methodology, findings and detailed recommendations that, in the words of one stakeholder, will position the Lealman Exchange to help shift the civic narrative from merely “surviving in Lealman” to “thriving in Lealman.”

*For more on conditions for successful Collective Impact, please see Appendix E of this report and Council of Nonprofits, “Collective Impact,” <https://www.councilofnonprofits.org/tools-resources/collective-impact>

Key Recommendation

Collective Impact Service Provider

Our key recommendation is to procure 3rd party management of the Lealman Exchange facility with specific responsibility to be the backbone organization for the collective impact elements of the proposed strategy.

Services to include:

- Develop and maintain collective impact strategy and execute to achieve key-performance indicators goals.
- Bring together the existing service providers in the Lealman Community to coordinate efforts, strengthen services and build a bridge between the community, the organizations and Pinellas County
- Seek revenue streams otherwise inaccessible to the County through grants or other program support.
- Build and evolve data gathering and reporting to instruct strategy.
- Create and implement on-going marketing and retention efforts for Lealman Exchange clients.
- Establish and manage communications channels with the Lealman community.
- Recruit tenants and services. Structure and maintain leasing format and terms.
- Manage Lex Facilities.
- Develop Lealman Exchange into the leader of a multi-site initiative where Pinellas County leverages collective impact to provide mission-driven services to communities in need.

Recommendation

Specific – Operational

- Establish metrics & matrix to assess impact and results on an ongoing basis. In each data point, establish targets and strategies to achieve and sustain the goals.
- Establish standardized tenancy process which includes an organizational capacity assessment (using the “Impact Capacity Assessment Tool”), a rubric analysis of the potential tenant-partner’s mission alignment with that of Lealman Exchange and functional attributes.
- Review all existing tenant-partners with an expectation to re-apply for tenancy through the process described above.
- Strengthen and build capacity for existing local service providers by building them into the collective impact model.
- Leverage the iCat assessment to inform capacity-building opportunities for tenant-partners and current Lealman service providers. Repeat iCat annually to measure impact.
- Establish that all current and potential tenant-partner relationships will provide community impact for all citizens either as an extension of an existing service provider in the Lealman Community or by fulfilling a currently unmet need in the Lealman Community
- Align CRA Board and the collective impact model to ensure long-term infrastructure goals highlighted in the Community Redevelopment Plan are fully integrated
- Introduce a Needs Navigator staffed program, providing a one-stop-shop/help desk approach to fielding visits and calls from Lealman residents. Adopt a data-collection tool for use by the Needs Navigator to track needs and fulfillment of those needs.
- Implement a hyper-localized marketing program to promote the initial programs of the Lealman Exchange.
- To build additional visibility and pursue community-building, offer a Lealman Exchange open house event at a point in time when the Needs Navigator is actively running and when a seasonal calendar of programs and services can be offered.
- Aggressively pursue community buy-in to establish the Lealman Exchange as the “Front Door” of the community and to keep the mission of celebrating Lealman Pride and bringing life-changing services to those in need the driver of progress

The Strategic Process

Phase 1
Needs Assessment

Phase 2
Mission, Vision and Goals

Phase 3
**Community Services
Programming Plan**

Phase 4
Monitoring Impact





Phase 1
**Needs Assessment and
Feasibility Plan**

Our Discovery Process



- Data gathering from existing reports and surveys
- Interviews conducted with community constituents – Who did we talk to?
 - Residents – included renters and owners, lifelong to brand new
 - Business Owners – all owners have been in Lealman for more than 10 years
 - Community Groups
 - Places of Worship
 - Nonprofit Organizations – providing services in Lealman, some as long as 20 years
 - Current Lealman Exchange Tenants
- Development of personas
- Town Hall meeting
- Needs assessment
- Services inventory
- Gaps analysis
- Outreach to area community centers with similar missions

Impact of Poverty in Pinellas County

Poverty affects the economic prosperity of a community. Costs associated with individuals living in poverty are elevated due to an increased risk of adverse outcomes such as health, low productivity and increased crime in unsafe neighborhoods - which leads to lower graduation rates and a reduced participation in the workforce. This decrease in human capital development puts a strain on government resources and causes decreased economic output.

- Insufficient Transportation
- Limited Food Access
- Insufficient Access to Healthcare
- Poorer Health
- Lower Educational Attainment
- Increased Crime Rates
- High Unemployment
- Inadequate and Insufficient Housing

The potential annual lost revenue in Pinellas County attributed to Lealman and the 4 other identified at-risk communities exceeds \$2.3 billion.*

East Tarpon Springs, North Greenwood, Highpoint, Lealman Corridor, South St. Petersburg

Community Characteristics*

- Approximately 9-10% of the population in Lealman are veterans
- More Lealman (17.4%) residents have a disability in comparison to the county and state.
- Lealman has a larger percentage of children than Pinellas County as a whole
- Lealman has a larger “working age” (18-64 years) population than Pinellas County as a whole
- Approximately 17% of Lealman residents are foreign born, and 19-21% speak a language other than English at home
- Lealman falls 9% below the state average of age 25+ who are high school graduates or have a bachelor's degree
- The unemployment rate is approximately 8.6% in Lealman compared to 6.2% in Pinellas County
- Poverty rates in Lealman are significantly higher than the County, state, or Pinellas Park, with 28% of Lealman's total population and 45% of children living below poverty level
- Households in Lealman are more likely to be renter-occupied, have low vehicle access, and lack access to a computer or the internet in comparison to the County average
- A greater portion (8.2%) of Lealman residents commute to work via more “vulnerable” means of transportation such as biking; walking; public transportation; and taxi, motorcycle, or other means in comparison to Florida (5.7%) and Pinellas County (6.3%)
- 83.5% of Lealman residents have health insurance compared to 88.5% of all Pinellas County residents
- The estimated prevalence of mental health not good for 14 days among adults aged 18 years and older was 17.6% compared to 13.4% of all Pinellas County residents

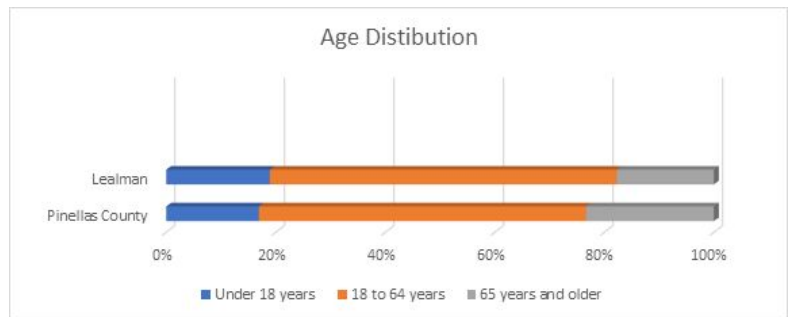
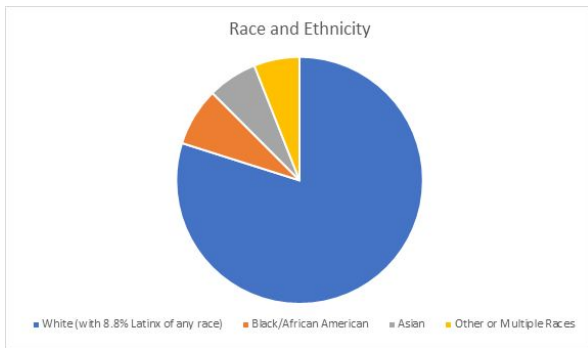
*Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

Community Equity Snapshot

Demographics*



Demographics	Pinellas County	Lealman CDP*
Total Population	949,842	20,755
Median Age	47.6	43.9
Sex Ratio (males to 100 females)	92.3	98.6
Population with a disability	15.1%	17.4%



Demographics	Pinellas County	Lealman CDP
Foreign Born Residents	10.7%	17%
Residents speak a language other than English at home	14.0%	18.9%
Speak English less than "very well"	5.1%	10.3%

*Source: 2013 - 2017 American Community Survey Estimates

*Census Designated Places (CDPs) are populated areas that are not incorporated and do not have their own government or elected officials

Community Equity Snapshot

Economic Vitality*

Economic Vitality	Pinellas County	Lealman CDP
High School Graduate or higher	90.7%	78.1%
Bachelor's Degree or higher	30.1%	12.7%
Unemployment Rate (pre COVID-19)	6.4%	8.6%
Median Household Income	\$48,968	\$31,771
All residents with income below poverty level	13.7%	28.2%
Children under 18 with income below poverty level	20.2%	44.5%

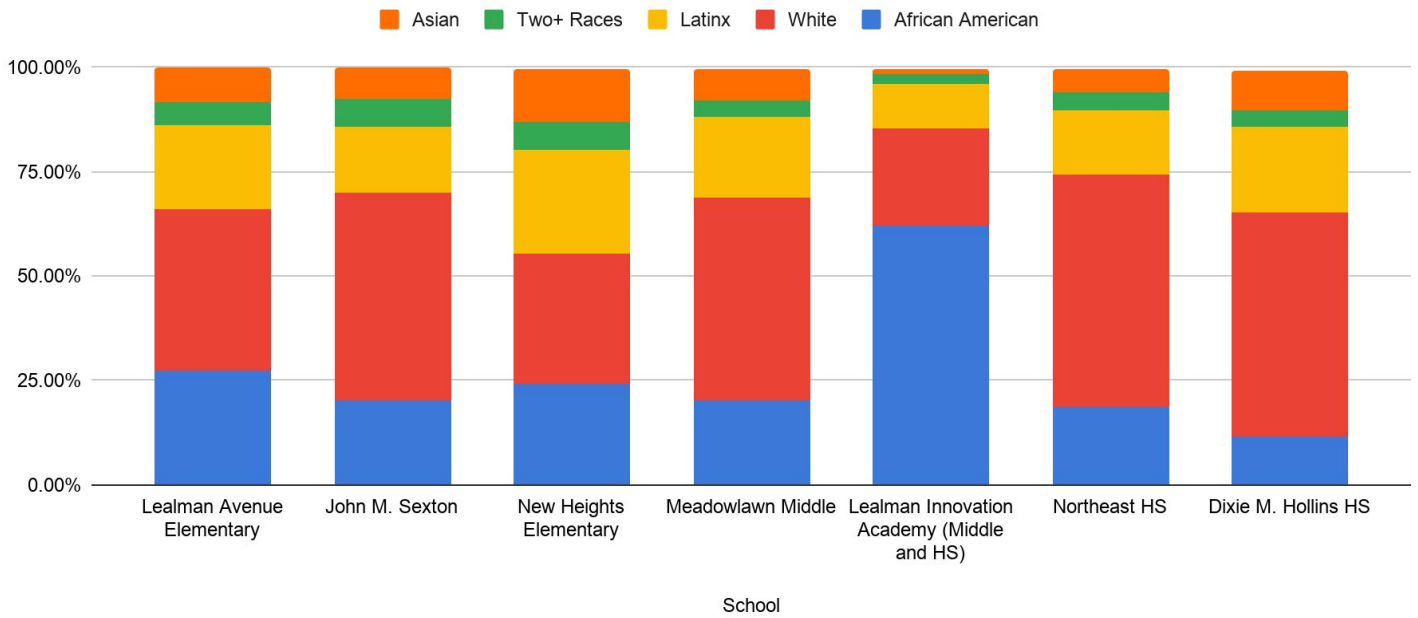
Economic Vitality		Pinellas County	Lealman CDP
Housing	Owner Occupied	65.3%	61.5%
	Renter Occupied	34.7%	38.5%
	Median Value of owner occupied homes	\$167,100	\$76,400
Vehicle Access	No vehicles available	8.2%	11%
	1 Vehicle	46.2%	50.6%
	2 Vehicles	45.5%	38.4%
Technology	Households with a Computer	86.4%	80%
	Households with broadband internet	78.7%	69.4%

*Source: 2013 - 2017 American Community Survey Estimates

Community Equity Snapshot

Education*

Lealman Area School Demographics



School	School Grade 2018/2019	Number of Students	Students on Free or Discount Lunch Program	School Ranking in Florida
Lealman Avenue Elementary	D	451	80.90%	2023 of 2,182 FL Elem Schools
John M. Sexton Elementary	C	570	68.20%	1626 of 2,182 FL Elem Schools
New Heights Elementary		733	72%	1999 of 2,182 FL Elem Schools
Meadowlawn Middle	B	1072	63.90%	810 of 1099 FL Middle Schools
Lealman Innovation Academy		511	78.70%	673 of 734 FL High Schools
Northeast HS	B	1653	50.10%	305 of 734 FL High Schools
Dixie M. Hollins HS	C	1821	49.60%	440 of 734 FL High Schools

*Source: National Center for Education Statistics, U.S. Department of Education, the U.S. Census Bureau and the Florida Department of Education

Community Challenges

The Lealman Community has been surveyed many times over the last 2 decades. Consistently, the results of those surveys conducted by Pinellas County, area nonprofit organizations and Lealman Community Leadership have provided an almost identical snapshot of poverty and blight that has not lessened or improved over the years.

Our stakeholder interviews confirmed 15 key challenges, ranked in order of importance to respondents. When compared to the results of previous studies, these 15 critical issues are consistently repeated in interviews, data gathering and statistical analysis of the previous studies.

It should be noted that research conducted for this project took place during the height of the COVID-19 pandemic. While the resulting 15 challenges align with previous studies, the ranking of these issues has shifted due to the global economic crisis that followed large scale quarantines in the Spring of 2020.

- Homelessness
- Food insecurities
- Police interaction/crime
- Drugs/addiction
- Transportation as a barrier to help/advancement
- Poverty
- Low education levels/access to education
- Unemployment
- Health/access to healthcare
- Affordable housing/cost of living
- Human trafficking/prostitution
- Immigration status/language barriers
- Domestic abuse
- Poor appearance of the Community/derelict conditions
- No sense of community or “place”

A comprehensive listing of previous studies appears in Appendix B

Community Needs

Our stakeholder interviews determined many unmet, or not fully met, needs. Below are the top 15 reported needs, ranked in order of importance to respondents. When compared to the results of previous studies, these 15 reported needs are consistently repeated in interviews, data gathering and statistical analysis of the previous studies.

- Community Center/Recreation Center
- Community Identity
- Neighborhood family activities
- Life services hub
- Affordable housing
- Job skills training/employment assistance
- Senior services and social programs
- Childcare
- Better quality of life in area rental homes and mobile home parks
- Mental health support
- Swimming pool/splash pad
- Technology access/training
- Educational opportunities for all ages
- Youth mentorship/leadership
- Resident assistance with county services or issues (i.e. code violations)

Project Specific Feedback from the 2020 respondents

2 of 2

Our stakeholder interviews of 52 people asked awareness questions about the Lealman Exchange Facility and its use by the community. Below are the top reported responses.

- 64% had never heard of the Lealman Exchange
- 52% thought the facility was a school
- 31% saw the sign on 54th Ave N but had no idea what it was
- 22% were familiar with the YMCA in residence at the facility
- 20% knew the building was a county facility, but didn't know what was in it
- 15% reported knowing the county had purchased the facility, and expressed a level of distrust in the county and its motives
- 11% had heard it was going to be a rec center and were looking forward to using the facility



How did we use the feedback?

8 Personas were created from the data and our personal interviews with community stakeholders to represent different segments of the Lealman Community.

Why personas? Used for more than 20 years in marketing, personas can also help community development projects better connect to their prospective customers and improve the design process. The personas helped our team to identify gaps in knowledge or services and better understand a community member's needs, experiences, behaviors, expectations and goals and put a face to the data.

Persona information included:

- General demographics
- Family status
- Employment status
- Length of residence in Lealman,
- Physical environment
- Social connections
- Financial status
- A quote that could sum up their current challenges
- Thoughts on how that person would benefit from the Lealman Exchange
- A quote to sum up their COVID-related concerns

See **Appendix A** to explore the Lealman Personas

Organizations Providing Services in Lealman

Our stakeholder interviews determined many unmet, or not fully met, needs. A full services inventory of local, Lealman – based service providers was conducted to determine the number of needs that were fully unmet in the community at the time of this report.

Met Need – one or more local service providers have a program or offering that directly meets the need reported in the data gathering

Not Fully Met Need – one or more local service providers have a program or offering that meets the need reported with restrictions to the participants or the services offered only responds to a portion of the presented need such as emergency or temporary relief

Unmet Need – local organizations do not currently provide this service in the Lealman area at all at the time of this report



These organizations have been pivotal in the revitalization efforts currently underway in the Lealman community. We thank them all for the help, guidance and feedback they have provided over the course of this project. A full list of services provided by these organizations is available in Appendix D.

Lealman Needs Being Met by Current Services

- Homeless Services
- Food insecurities – emergency help
- Police interaction/crime – children’s programs
- Drugs/addiction – emergency help
- Poverty – emergency help
- Low education levels – help for at-risk youth
- Health/access to healthcare
- Human trafficking/prostitution
- Immigration status/language barriers – legal and cultural
- Domestic abuse – legal assistance
- Job skills/employment – some offerings
- Family activities – on holidays
- Childcare/After school Programs – for at risk-youth
- Technology access/training
- Youth mentorship/leadership – for at risk-youth
- Small business assistance
- Low income legal assistance

** Many items on these lists are being serviced in some way to some portion of the Lealman Community, often with emergency or temporary solutions only. Comprehensive services vary by organization. Items with stars are not being offered locally but can certainly be found in other parts of the county.*

Lealman Needs Currently Not Met or Not Fully Met

- Rec center/Community Hub*
- Life Services hub*
- Collaborative center for current area organizations*
- Healthy eating education/sustainable food solutions
- Drugs/addiction long-term help/life coaching*
- Affordable housing programs
- Full calendar of family activities
- Education opportunities for adults and children
- Senior services/social connectedness*
- Childcare open to all families
- Mental health support
- Swimming pool/splash pad*
- Multi-level technology access and classes for adults and kids
- Transportation assistance to help/advancement*
- Low quality of life in derelict rental properties and mobile home parks*
- Resident support with crime or troubling behaviors of neighbors
- Lealman stigma that follows you outside of the community*
- Home economics education/home finances
- County Services hub/help center*
- Full family health and exercise offerings*
- General Community hub/Service Desk*
- Neighborhood watch*
- After school programs for non at-risk children
- Neighborhood celebrations and gatherings
- Meeting place for community orgs
- Welcome center for new residents*
- Hurricane preparedness/response center

Collective Impact

Filling the Gaps in Service

The Lealman Exchange concept provides the opportunity to attract new partners to the mission with new opportunities to serve the people of Pinellas in a strong collective impact structure in a state-of-the-art facility. Gaps in current services offerings will be filled by seeking other organizations in Pinellas that can align with the Lealman Exchange mission and join the collective impact team. Several of the organizations that have already expressed interest are listed below.



Collective Impact

Site-Based 501C3 Case Studies

Documentation of the conditions that contribute to the success of Collective Impact initiatives has helped refine the practice over more than 10 years. Visit <https://www.collectiveimpactforum.org/featured-case-studies> to learn more. To inform this report, our investigation focused on three regional case studies of site-based 501c3 partnerships using Collective Impact to deliver value to their communities. Please see Appendix E for more information. Thanks to the leadership of the following organizations for their invaluable wisdom and support for this plan:

University Area CDC
Brian Glazer Family JCC
Life Remodeled - Durfee Innovation Society



Phase 2 **Mission, Vision and Goals**



Core Mission, Vision and Goals

Community Aspirations

Utilizing the wide ranging community, demographic, and market analysis and composite persona analysis outlined above, and the process of exploring data through the composite persona model, the St. Petersburg Group helped crystalize the following core concepts of mission, vision, and goals with the participants of one town hall and five Lealman Exchange leadership sessions:

- Through programs and services, the Lealman Exchange promotes an inclusive community in which all residents have a sense of ownership and empowerment
- Residents are inspired to engage in their community to elevate and celebrate shared uniqueness
- Interacting with the Lealman Exchange promotes a culture of shared identity in which there's a high degree of emotional equity
- The programs and services at the Lealman Exchange give our community members the freedom to dream, enhance their quality of life and connect their present to their future through transitional immediate needs assistance, as well as career planning, continuing education, and workforce development
- The Lealman Exchange meets the need of all Lealman residents as a single point of entry for connecting to a network of services at the Exchange and in the surrounding community
- The Lealman Exchange provides just-in-time access to referrals and resources that aligns with best practices of case management. This work will reduce the rates of emergency services usage as primary medical care by providing a one-stop conduit for medical, mental, and physical health needs
- Services and approaches at the Lealman Exchange will reduce stress, promote healthy living and conserve community resources for their highest and best use
- Work at the Lealman Exchange is measured through ongoing benchmarking using both standardized indices and data sources (e.g. Social Vulnerability Index, ACE, Sheriff's department and emergency response measures) as well as through targeted internal measures and dashboards (e.g. iCAT, custom dashboard) using best-in-class tools available for community-building endeavors.

The community contribution to this process, combined with strategic workshops, unearthed sources of pride and loyalty existing in Lealman that are far more powerful than the stigma of poverty. It was determined that this pride needs to be lifted by the hope of a better life. The Lealman Exchange will be the center of the community, a source for change and a resource that will move residents from just surviving in Lealman to thriving in Lealman.

The Lealman Exchange Mission



Celebrating Lealman pride and increasing opportunities through partnerships and programs focused on economic empowerment, educational advancement, health & wellness, character & leadership and community connectivity.

Lealman Exchange Goals

From the mission, the ultimate vision of “Helping the community members of Lealman have a better life and a better tomorrow,” was embraced.

LEX Goals

Goals were explored in the context of the mission statement, with an emphasis on the most immediately actionable goals. These goals were then placed by group consensus into priority order as follows:

High Priority

Define the organizational and management structures and create a representative board that governs facility and strategic decisions. Charge this board with researching model programs from other communities to replicate success and determining funding model/possibilities.

Define model tenant-partner characteristics and needs served, creating a wish list of best partners. Design a due diligence, application, and onboarding process that considers tenant-partner capacity, skill sets, collaboration, with a performance-based contracting emphasis.

Establish a baseline of current metrics from which a matrix/dashboard will be developed, including current community engagement, community metrics (e.g. Sheriff/emergency activity, unemployment, poverty, health, home ownership), and ongoing stakeholder data (existing tenant-partner metrics).

Create programs that attract residents to the Lealman Exchange, establishing a perception that the Exchange is a resource that creates sense of community and belonging. Execute a marketing and awareness-building campaign that elevates perception of the Lealman Exchange by a specified amount.

Moderate Priority

Create a **collaborative “link”** between people who need training and businesses seeking qualified employees through existing and new partnerships.

Low Priority

Develop a scholarship program for students in Lealman in concert with our partners
Launch and monitor a cross-generational mentorship program with an emphasis on connecting to and representing Lealman. Establish a “Lealman Code of Character” through this process that over time is measured and tracked from both mentor and mentee involvement.

37 NO. 53RD AVE N
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Phase 3 **Community Services Programming Plan**

The Challenge

In order to truly affect change for the good in a community, multiple service organizations and stakeholders, all of which have different focuses, must work together.



The problem of hunger is not solved just by the local food bank. It is solved by the local school system with distribution, by career development organizations ensuring the hungry can have jobs to pay for food, and by drug addiction clients to get clean, save money, and go grocery shopping.

All of these organizations, which vary in structure, resources, and expertise, must coordinate and cooperate. Easy in theory, difficult in execution. Fortunately, technology can provide solutions to achieving collective success.

The Solution - Collective Impact

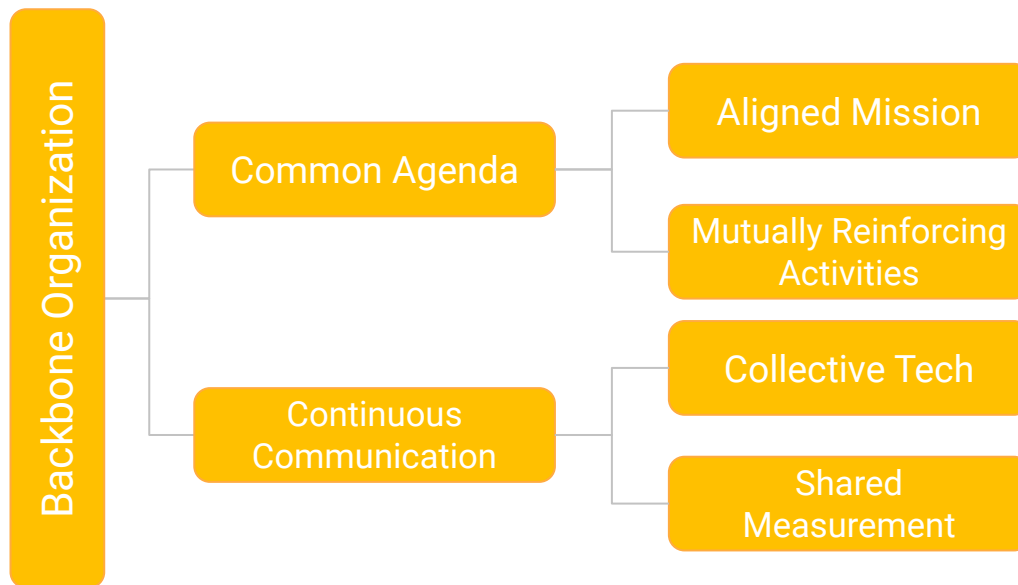
Over the last 10 years there have been multiple attempts to create an integrated service delivery to create pathways for individuals and families to achieve financial stability, self-sufficiency, and ultimately, economic prosperity. Many of these efforts have been organized as “community centers.”

A new model of community problem solving has been emerging to focus and execute dramatic change through collective impact

Collective impact is a framework for tackling complex social problems. It is a structured approach for making collaboration work across government, business, philanthropy, non-profit organizations and citizens to achieve significant, measurable and lasting social change.

Conditions of Collective Impact

The Collective Impact model will serve to unite Lealman Exchange service providers into one symbiotic entity through shared goals, strategy and services.



Partner Assessment Process

Current and potential partners and tenant-partners will be required to participate in an assessment process to determine the following:

- **Organizational Capacity** to be a viable and effective member of the collective impact collaboration
- **Mission** that aligns with the mission and goals of the Lealman Exchange and will allow for participation in the shared agenda
- **Technological Structure** that will enable them to participate in the backbone community tech solution to capture all constituents data, tracking and results
- **Ability to Measure** the process with full transparency
- **Knowledge base to Analyze** the data to demonstrate the success of their participation in the collective impact collaboration and determine efficacy of their programming

Partner Support – Collective Tech

The Lealman Exchange will partner with the Pinellas County Office of Technology and Innovation and Business Technology Services departments to build a robust and comprehensive technology solution to function as support to the shared mission of the collective impact partners. Once built, this solution can be used in other projects where Pinellas County leverages collective impact to provide mission-driven services to communities in need.

There are opportunities to partner with local colleges and universities for tech support and data entry through internships and summer work programs.

Partnership Criteria

Critical to the success of the Lealman Exchange will be the tenant-partner selection. “Tenant-partners” are defined as those organizations that will hold tenancy within the Lealman Exchange as a primary, satellite, or occasional presence. Additional program partners and license agreements for shared space usage is considered below.

The following recommendations will help optimize the tenant-partner model:

Establish targets of Lealman residents served. While it is impractical to expect that each entity within Lealman Exchange solely serve Lealman residents, each tenant-partner should be assigned a desirable target to prioritize the needs of Lealman residents. This target percentage will vary by partner and programmatic offerings but should be transparently incorporated into the onboarding process for each tenant-partner.

Establish mission alignment. Each tenant-partner should be able to demonstrate a commitment to social equity through an obvious and significant overlap with one of the five key mission areas of the Lealman Exchange: economic empowerment, educational advancement, health & wellness, social interaction, and character & leadership.

Delineate potential partner relationships across the 3 Cs. Recognizing and adapting to the three Cs of partnership—cooperation, coordination, and collaboration—should be considered in each potential tenant-partner. Over time, these relationships may change, but in utilizing the tenant selection matrix this relationship must be considered in alignment with key mission purposes.

Evaluate tenant-partners as an additional data source. As tenant-partners are brought on board, there will be an opportunity to consider each as not only a service delivery vehicle but also a data source regarding the needs of Lealman residents as well as the means of meeting those needs.

Adopt a unique, invitation-only model with a robust application process. To truly accomplish the best iteration of Collective Impact results, tenant-partners should be invited to apply for partnership. This will help ensure a curated cadre of nonprofits that are selective, high-impact, and meet the standards and vision of the mission statement. The application process should incorporate the request for generic organizational data as well as the completion of the iCAT instrument, a review by a Tenant Review Committee, and a scoring rubric analysis using the selection tool described below.

Utilize a selection tool that offers a uniform—but flexible—analysis of a potential tenant-partner. To achieve a diverse array of partners, supplemented by shorter-term program providers and license agreements, a selection tool will be developed in collaboration with Pinellas County.

Partnership Strategy

During discussions with Pinellas County leadership and the Lealman Exchange planning team, it was determined that a diverse mix of organizations was most desirable from a tenant-partner mix perspective. This diversity would incorporate differences in mission focus as well as operational structure and size, with some meeting the needs of Lealman residents as long-term tenant-partners, while others would be short-term, occasional, or event day-rental partners.

Per data provided by the County, the Lealman Exchange has just under 42,000 square feet of leasable office space; 15,273 square feet of leasable single-story building space (currently occupied by the Broach School); 3,095 square feet of leasable gymnasium space (currently under lease by the YMCA); and approximately 18,000 square feet of main-building leasable classroom and office space, of which a little over 10,000 square feet remains available. This available space exists primarily on the second floor and spans 17 classroom spaces.

We recommend several strategies to optimize the mix of tenant-partners and ultimately expand the services offered at Lealman Exchange and the impact that Lealman Exchange can make on the community:

Host a tenant-partner education session. During this session, the model described in this proposal as well as the execution plan would be shared with all current and prospective tenant-partners. Instructions regarding applying to be a partner would be offered, and the capacity assessment tool would be administered.

Explore the abilities of the existing tenant-partners to further align their missions with that of Lealman Exchange. For example, other locations of the YMCA offer programs that would be of significant interest, such as the Prodigy Cultural Arts Program, the Y-Achievers After School Academic Program, the Saturday Morning Club (all offered at Harbordale) or a City/County office, Library location, free notary/tax preparation/copying/faxing (offered at Childs Park).

Seek single-occurrence trial programmatic partnerships to fill mission gaps and test potential collaborations. Within each of the programmatic recommendations above, potential partners were identified that can be assessed for their ability to offer single-day or occasional programs to explore what a potential partnership would look like.

Utilizing a diagnostic tool to evaluate and position the health and capacity of the organization such as the iCat Assessment Tool The iCAT is an organizational assessment, planning and evaluation tool that determines current organizational capacity, identifies areas that need capacity building and provides a road map to strengthen nonprofits.

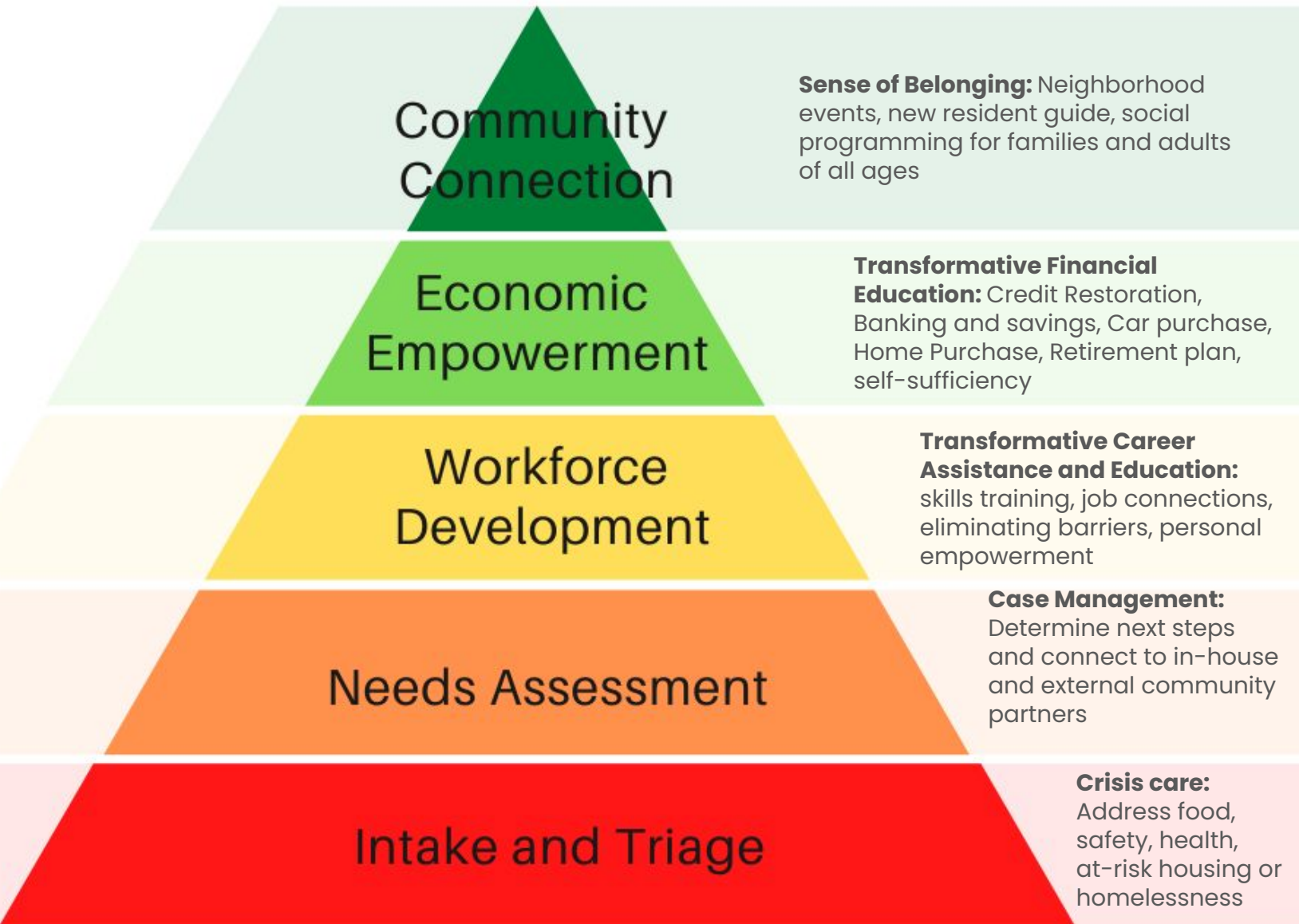
Programmatic Recommendations



The programmatic recommendations constructed below were built upon data, discovery and the deliberate and intentional conversations held between August and November of 2020. Each of the following five areas are built upon the mission focus areas identified by the Lealman Exchange working group, and offer a glimpse into the rationale, the facility use considerations, the broader thinking regarding the purpose of programming in this area, specific program recommendations, potential tenant-partners, and measures from which to evaluate success.

Throughout the entirety of the input process, continued and repeated feedback was offered surrounding the need for a “one stop shop” approach in which visitors to the Lealman Exchange could visit a service desk and speak to a single individual who can triage the spectrum of their needs, ranging from addressing code violations to getting help regarding a medical concern. This core person is referred to below as a “Needs Navigator,” and is proposed as a critical backbone to the success of the concurrent delivery of services for some of the most vulnerable populations within Lealman.

Lealman Exchange: Helping the whole person



The LEX Wrap-Around Services Model



Triage Partnerships and Service Hub



Many of the community service organizations in the area are currently providing triage services and emergency help. An integral part of this programming plan is for the Lealman Exchange to connect and collaborate with those organizations in order to fully service the needs of the Lealman Community by amplifying and extending the incredibly necessary work that many of them have done for decades.

The in-the-moment responses currently provided by organizations such as Florida Dream Center and the Lealman and Asian Neighborhood Family Center are necessary for so many community members facing food insecurity, housing instability, financial crisis, job loss or another event affecting their ability for a safe and stable life and the chance to function in the community in the immediate sense.

Yet, as we've shown in this report, even though these needs are urgent and immediate, the root causes behind each of them is not. Due to a number of unique systemic challenges, these community members needing help need both the in-the-moment treatment as well as the long-term cure. This approach can be delivered through a new staffing function at the Lealman Exchange: a Needs Navigator.

In a service-hub model, in which visitors can approach one person for answers to all questions, the Needs Navigator would be a staff position that not only offers answers to questions but also aids the visitor to enter into a data-driven and case-managed experience that supportively shepherds the client through the help process. A key aspect of this position will be the recognition that if the need cannot be filled at the Lealman Exchange, the client still needs an answer, and for this reason the interconnectedness of partners on-site and throughout the broader community is critical to success.

Needs Navigator



The Needs Navigator, combination of support personnel and tech solution would be able to:

- Answer basic questions regarding social services, housing issues, and residency matters, including providing contact information for agencies and governmental departments such as County Code Enforcement, Duke Energy and County Sanitation Services
- Walk visitors through basic processes regarding the most common need-based data submission (such as requesting unemployment, managing or applying for health insurance, SNAP, WIC, TANF and other services, and connecting them with Veterans services).
- Initially triage the client regarding the whole-person needs via an intake process, and from this triage recommend a follow-up time within which a series of service-related appointments can be attended, all at Lealman Exchange.
- Perform follow-up surveys via phone, text, email, or in person on client progress and satisfaction.
- Register clients for Lealman Exchange programs, events or classes

Some clients will be able to gather the information and assistance they seek from the Needs Navigator, but others with greater overall need, will be connected to a Case Manager who will be equipped to map them to a suite of carefully tailored Lealman Exchange, Partner and/or outside services, provide coaching or counseling and follow up with their progress. The collaboration with existing Lealman organizations will be critical with this process as well.

The Lealman Exchange will partner with the Pinellas County Office of Technology and Innovation and Business Technology Services departments and community partners to build a robust and comprehensive technology for the Needs Navigator to function as support to the shared mission of the collective impact partners.

Health & Wellness Program Recommendations

Health and wellness programs hold the potential to enhance the quality of life for all ages, all familial structures, and all types of life circumstances. The critical element to successful service delivery is access and incorporation into a concurrent services model, springing from the Needs Navigator platform.

Analysis during this process revealed that health and wellness for Lealman residents is believed to incorporate access to basic health services (such as preventative dentistry, as-needed physical check-ups, and mental health supports). Additionally, the balance between health maintenance and the time it takes was critical to the discussion, with an ultimate goal of reducing the reliance on emergency services for routine or non-urgent medical needs as well as an increased sense of understanding one's own medical conditions. Mental health, including the importance of stress reduction and its overall correlation to physical health, necessitates deliberate and focused attention in Lealman Exchange programming as well.

Focus Areas

Facility Use. Within the Lealman Exchange campus, health and wellness programs can take advantage of those spaces naturally suited for fitness programs (such as the gym and multipurpose room for large-group fitness, as well as specific classrooms for small-group fitness) as well as those suited for patient care and consultation (such as smaller classrooms and even select office spaces). Attention should be given to the necessity for patient confidentiality; using the "main" entrance to direct visitors for health-specific services will satisfy this requirement if visitors are then directed on to a more private check-in area.

Programmatic Recommendations. Programs related to health and wellness should focus on serving the entire person, with equal attention given to physical and mental health as well as fitness and wellness activities and education. Programs should all be incorporated into a case management model, thus offering the most personalized care and support for participants. Needs Navigators should be able to advise on accessing the full range of health and wellness programs.

Potential programs for consideration include:

Concurrent service delivery by appointment, as arranged through the Needs Navigator platform.

Fitness classes for all ages, both structured and drop-in

Mental health individual and group counseling; life coaching; drug/addiction help

Health education: healthy eating, sustainable food solutions, smoking cessation, and disease self-management classes.

Senior social programming (such as discussion groups, book clubs, field trips)

Health & Wellness Program Recommendations

Potential Tenant-Partners. Current partners already offering these types of programs at Lealman Exchange include YMCA/Silver Sneakers and the Pinellas County Extension. Examples of potential partners include the Osher Lifelong Learning Institute (Eckerd College); National Alliance on Mental Illness Pinellas; Gulf Coast JFCS; St. Petersburg College Health Education Center, Lealman and Asian Neighborhood Family Center, Rebuilding Together Tampa Bay, Northside Hospital and Community Health Centers of Pinellas.

Key Measures. The outcomes and engagement from these programs should be measured according to publicly accessible data indicators (including the Sheriff's department DV/mental well-checks and Emergency response data regarding emergency room usage), as well as other ongoing indicators that Lealman Exchange will initiate such as the ACE and the Social Vulnerability Index.

Educational Advancement Program Recommendations

Educational advancement seeks to provide opportunities for the pursuit of additional learning opportunities for children and adults within the contexts of professional betterment and personal growth. On the whole, the Lealman community has expressed the need for and interest in everything from single-session trainings (with multiple mentions of technology and food preparation courses) to ongoing professional certifications (such as CPR, technology, and culinary). Education that enhances family life, or can be accessed by the entire family, is also of interest and would be well-received by the community.

Focus Areas

Facility Use. Within the Lealman Exchange campus, the computer labs, plentiful classroom space, warming kitchen, and even outdoor spaces provide for a variety of potential offerings.

Programmatic Recommendations. Continuing education, skill-building, and certification training can all be incorporated into Lealman Exchange, and should be done in a way that the specific target populations are sought to be served. Specifically, families, seniors, and youth classes would be well-received, and we recommend that a full slate of programming be offered and tracked over the first year of operation* to gauge what is the most popular. (*post-Covid)

Potential programs for consideration include:

Professional and Tech certifications and continuing education (including nursing and health tech classes)

Arts classes for children and adults

Wellness courses with guest specialists

Parenting and family planning seminars, including birth preparedness, babysitter training, co-parenting training, car-seat 101,

Computers & Internet 101; web design

Business basics and entrepreneurship

Potential Tenant-Partners. Current partners already offering these types of programs at Lealman Exchange include The Broach School, Excelled Teaching Center and Lealman YMCA Preschool Academy. Examples of potential partners can include local technical schools, area nonprofit arts and education programs and other job placement services. All potential partners will be vetted through the established partner guidelines.

Key Measures. These programs should be measured from an engagement and demographic perspective. As these can often serve as a gateway for further engagement with Lealman Exchange – including membership, volunteering, or even referring acquaintances—measures that track identifiable data should be considered.

Character & Leadership Program Recommendations

Character and leadership are critical aspects to shifting Lealman’s residents of tomorrow toward a more positive trajectory in life satisfaction and independence. From an intergenerational perspective, opportunities abound to connect the members of the Lealman community with the resources and connections to ensure that character and leadership are intentionally built rather than occurring by happenstance.

Focus Areas

Facility Use. The entirety of the Lealman Exchange facility offers potential for hosting mentor trainings, social events, youth programs, and recognition ceremonies.

Programmatic Recommendations.

Potential programs for consideration include:

- Intergenerational mentor program for youth and seniors/Florida Youth Leadership Academy
- Mentor training program
- Pinellas County Sheriff’s Citizen’s Academy
- Dale Carnegie Young Adult Leadership Program
- Pinellas County Youth Advisory Committee
- Early Childcare/VPK
- After school for all children
- Teen after school programs, including social and tutoring
- Organized community clean-up/improvement volunteer days.

Potential Tenant-Partners. Current partners already offering these types of programs at Lealman Exchange include YMCA of Greater St. Petersburg. Examples of potential partners can include, Pinellas County PAL; Keep Pinellas Beautiful; Dale Carnegie Young Adult Leadership Program, Florida Leadership Academy (Welfare program); Big Brothers Big Sisters of Tampa Bay, Inc.

Key Measures. Volunteer engagement can be measured as a critical outcome here from mentorship and clean-up activities. Additionally, enrollment data for Lealman vs. non-Lealman children can be tracked over time by way of the early childcare and after school programs. For youth involved in after school care or social programs, additional data could be sought regarding academic performance.

Economic Empowerment Program Recommendations

Economic empowerment embraces some of the most critical areas of life and livelihood:

developing the skills and having the opportunities through which each Lealman individual can be self-sufficient and independent. From an academic perspective, “economic empowerment” can be better understood as the development of the ability to fully engage in economic activity by a historically disadvantaged population. In Lealman, this will mean stable employment with reduced reliance on public programs and emergency services for typical life needs (such as food, money).

Even before COVID-19, enhancing economic opportunity as a concept has long presented political challenges (in regards to the varying funding structures separating workforce development from university education), organizational challenges (as it is difficult to pinpoint within a community who is directly responsible for economic empowerment outcomes), pedagogical challenges (specifically in that most learning-science research is targeted toward instructional delivery for children and not adults), and technical challenges (specifically surrounding access to technologies used for the delivery of services and education). As seen in the October 2020 Hamilton Project report, “Building Tomorrow’s Workforce Today,” there is significant urgency to provide novel learning opportunities for Americans by way of federal incentives.

Focus Areas

Facility Use. The Lealman Exchange facility offers a number of spaces through which economic empowerment programming and focus can happen. The use of the computer lab, classroom space, and multipurpose room provides an ample backdrop for the programmatic recommendations below

Programmatic Recommendations. As different populations will be served at Lealman Exchange with varying needs and existing life skills, an approach that embraces an intentional focus on specific points of disruption in the cycle of poverty will yield the most effective results of building independence and economic empowerment. Of particular interest is adopting a two-generation poverty alleviation approach, in which parents are provided with career skill-building and training, leadership training, and ultimately positioned for jobs with higher wages. Concurrently, children are provided with educational supports and quality programs, free or low-cost childcare, and the entire family receives counseling related to the stressors of financial instability.

Economic Empowerment Program Recommendations

This model traditionally also includes access to healthcare, food support services, financial relief, and even transportation—all in an effort to reduce the stressors that can distract from familial economic growth.

Potential programs for consideration include:

- Workforce development opportunities
- Active job pursuit and promotion within Lealman
- Resume and Interview preparation support
- Apprenticeship placement
- Active promotion of employer tuition reimbursement programs, with recognition or designation of such activity by Lealman or Pinellas County
- Career planning offerings
- Financial literacy enhancement
- Banking services for individuals and businesses

Potential Tenant-Partners. Current partners already offering these types of programs at the Lealman Exchange include CareerSource Pinellas and AmSkills. Examples of potential partners may include Florida Dream Center, Tampa Bay Job Links, Northside Hospital, SCORE, and “Bank on Your Success” and “Financial Foundations” programs (BB&T).

Key Measures. These programs should be measured and assessed based on anonymized engagement numbers (participants, repeat participants) as well as case management metrics (year-over-year changes in employment, pay, educational attainment).

Community Connectivity Program Recommendations

Community connectivity can serve as a critical backbone to engagement with the Lealman Exchange for those seeking connection to their community beyond the needs they have. To truly embrace a sense of place and space, and to create a community for which the residents can be proud of, social programs will serve as a warm, welcoming, and inclusive means of creating community. Many of the programs described in other recommendation sections would have a social benefit as well; described within this section are those actions that specifically intend to prompt social interaction and develop neighborly relationships.

Focus Areas

Facility Use. Within the LEX facility, there are several spaces suited for fun, socially oriented programs, specifically the gymnasium and the multipurpose room.

Programmatic Recommendations. Lealman residents have a desire to be more connected with their community as well as more involved in bettering their community. As a largely multigenerational population, people who live in Lealman would welcome the opportunity to get to know their neighbors better.

Potential programs for consideration include:

“Won’t you be my neighbor?” quarterly happy hours for Lealman residents, featuring local restaurant fare

Family movie night in the gym (summer) or outdoors (winter)

Game night/bingo

Event rental

Support groups

Potential Tenant-Partners. Current partners already offering these types of programs at Lealman Exchange include YMCA/Silver Sneakers. Examples of potential partners include Lealman Community Association; Keep Pinellas Beautiful; local restaurants; Northside Hospital (for support group facilitation).

Key Measures. These programs should be measured from an engagement and demographic perspective. As these can often serve as a gateway for further engagement with the Lealman Exchange—including membership, volunteering, or even referring acquaintances—measures that track identifiable data should be considered.



Phase 4
**Monitoring Impact
and Logistical Analysis**

Guiding With Strategy



Close	Close the opportunity gap
Provide	Provide wrap around services to address the symptoms and the source of need
Measure	Make measurable changes in the lives of the Lealman residents
Track	Track Outcomes
Share	Share Success Stories

Programming Timeline



Year 1 (2021)

- Establish functional management structure
- Create leadership advisory group
- Procure and execute agreement for managed services for operating the facility
- Fully staff the operational model described here
- Finalize application process for Year 1 tenant-partners and onboard
- Adopt metrics-tracking solution
- Execute broad-reaching marketing plan
- Apply for HUD EnVision Center certification

Year 2 (2022)

- Begin tracking year-over-year data, according to metrics listed within programmatic areas above.
- Evaluate all programs according to mission alignment, engagement, and efficacy.
- Repeat capacity assessment on all tenant-partners.
- Release public report on progress toward mission and goals.
- Ensure lines of communication with the community are open and regularly receive feedback on progress and results

Year 3 (2023)

- Repeat capacity assessment on all tenant-partners.
- Re-evaluate tenant-partner relationships based on the Collective Impact commitments and results
- Turn data into knowledge - analyze collected data for gaps, overlaps and deficiencies in the Collective Impact collaboration
- Continue to develop fundraising and development departments to support programming and outreach needs

Main Building Occupation

Total Sq. Feet: 23,101 sq/ft



Occupied Space: 13,053



Leasable Space: 10,048

Gym: 3,095, leased 100%

Secondary Building: 15,273, leased 100%

Facility Amenities

The Lealman Exchange facility has several features that will attract and maintain quality tenant partners as well as provide opportunities for expansion of capacity and programming for existing community partners. With further investments in these amenities, the Lealman Exchange will possess assets that build equity in the facility, establish strong relationships in the community and fully utilize all of the space available in pursuit of the Mission.

Kitchen

The current warming kitchen layout and infrastructure is suitable for an upgrade to a full commercial kitchen. Several of the key components are already in place to facilitate this expansion. Once upgraded, the kitchen will be the perfect facility for partnership with Feeding Tampa Bay or Metropolitan Ministries. Current tenant YMCA of Greater Pinellas has expressed interest in partnering with an expansion to use the kitchen for meals for their daycare programs. Northeast High School and Lealman Innovation Academy both have culinary arts programs that will make great partnerships for teaching healthy cooking to children and adults in the community.

Community Garden

Plans are underway with current tenant, Pinellas County Extension to build a community garden on the Lealman Exchange property. With this investment in LEX, there will be opportunities to provide farm-to-table programming connecting the garden with the kitchen facility, local horticulture education and hands-on learning for children and families.

Dance/Theater Stage

Lealman Exchange has a stage space that, with some investment, would be a perfect amenity for community partners offering creative and performing arts education and therapy. Current partners Creative Pinellas and YMCA of Greater Pinellas would have immediate need of the space if it were available. This space will also be available for rentals.

Computer Lab

There are plans for an upstairs computer lab to be used for training and certification programs as well as other workforce development. Potential partners with this project are Florida Dream Center

Gym

Planned renovations to the gym floor to upgrade it to a professional wooden basketball floor are underway. This amenity will be an asset to existing community partners whose spaces are not large enough to accommodate full court sports. This space will also be available for rentals.

Getting to the Lealman Exchange

Located just off 54th Ave N, the Lealman Exchange is conveniently located between US 19 N (34th St N) and 49th St N and is 2 miles from I275. Clients with transportation barriers will be able to access services through a variety of low or no cost options.

Public Transportation

PSTA has several highly active bus routes in the area of 54th Ave N around the Lealman Exchange. These include a bus stop at the entrance of the Lealman Exchange facility on 54th Ave N and 45th St N. Due to the COVID-19 pandemic, PSTA has temporarily suspended all ride fare collection. When they return to full fare collection, bus pass grants and sponsorship are available through multiple sources for Lealman Exchange to support clients who have recurring service needs with subsidised ride fares.

After School Transportation

Collaborating with current community partners who already have busses or vans or bussing services from schools to area services the Lealman Exchange will be an available location for Lealman school-aged children who need transportation to after school programs.

Adults and Senior Transportation

Neighborly Transportation Services is a nonprofit serving Pinellas County Seniors with low or no cost rides to doctor appointments, services appointments, food and outings.

LyftUp initiative offered through the Lyft rideshare company was created to make sure everyone has access to affordable, reliable transportation to get where they need to go – no matter their age, income, zip, or postal code. Grants and direct partnerships are available with LyftUp to local nonprofit organizations.

The Lealman Exchange Today

Org. Name	Sq. Feet Occupied	Key Services
Gym	3,095 sq/ft	
YMCA	3,095	
Main building	23,101 sq/ft	
YMCA	7,026	daycare, summer camp, senior fitness
County Use	4,456	Mixed office use includes Commissioner, Extension, Computer Lab, Human Services, Economic Development and LEX administration/reception desk
Gulf Coast Legal	1,184	Scaled cost and pro bono legal services
CRA Staff	387	Admin offices
Unoccupied	10,048	
Secondary Building	15,273 sq/ft	
West Wing - Excelerated Teaching Center	5,229	K - 12 Behavioural Therapy
East Wing/Offices - Broach School	10,044	Alternative K - 12 School

Current Annual Revenue Mix

Income Type	Tenant	Price Per Sq. Ft.	Leased Space	Total Revenue
Rent	Gulf Coast Legal Services	\$9.00	1,184	\$10,656
Rent	Excellerated Teaching Center	\$9.00	5,229	\$47,061
Rent	Broach School	\$9.00	10,044	\$90,396
Rent	YMCA	\$2.00	10,121	\$20,242
			26, 578	\$168,355

There is currently 10,048 sq. ft. of space available for lease at the Lealman Exchange facility.

Potential Annual Revenue Mix

Income Type	Tenant	Price Per Sq. Ft.	Leased Space	Total Revenue
Rent	Gulf Coast Legal Services	\$9.00	1,184 sq.ft.	\$10,656
Rent	Excellerated Teaching Center	\$9.00	5,229 sq.ft	\$47,061
Rent	Broach School	\$9.00	10,044 sq.ft	\$90,396
Rent	YMCA	\$2.00	10,121 sq.ft	\$20,242
Rent	Available Space	\$9.00	5,000* sq.ft	\$45,000
Amenities Rentals				\$5,000
Federal and State Funding				TBD
Grants				\$110,000**
Programmatic Funding				\$50,000
Fee for Service				\$10,000
			36,626*	\$218,355

*While the goal is to have all available space in use, there is potential for some organizations with the right matrix of programming, but limited funds to receive subsidized rent on space or rent will be paid for by outside funding.

**Number includes grant funds supporting Needs Navigator Salary

Funding Sources

St. Petersburg Group has determined that significant opportunity exists for both internal and external revenue sources as well as measurable community impact on the lives of Lealman residents.

Internal – Fee for service activities

Tenant leases. As suggested during the research phase, we recommend that tenant lease proceeds are applied toward the expenses incurred to operate the LEX facility, to run specific programs, and to support the marketing efforts.

With the standard county property lease rate of \$9/sq.ft. and 36,626 sq./ft. of lease-able space, rental revenues for the Lealman Exchange have a potential of providing \$218,355 of annual revenue to support programming and management of the facility.

Through the work of the 3rd Party Backbone Organization, and the Collective Impact approach, \$50,000 of additional revenue can be found by finding tenants for the remaining vacant spaces and coordinating rentals on the facility amenities.

Program revenues. Any programs run by the LEX entity can bear an entrance fee that can offset the expense of offering the event. Additionally, if outside organizations hold an event for which a ticket is charged, a portion of ticket sales can be included within the venue rental fee if LEX is considered a partner on the event.

External – Charitable funding sources

Grants, donations, endowments and public/private partnerships will be developed using the community relationships and fundraising and development resources of the 3rd Party Backbone Organization, unlocking funding that would otherwise not be available to the County. These additional funds will go to support the programming not readily provided by the tenant-partner collaboration.

Foundation grants, local and family. Lealman Exchange can pursue grants either on its own or on behalf of the cooperative group of tenant-partners to fund specific programs or to fund the collective impact model.

Foundation grants, state and national. State and local grants and appropriations can be pursued. These revenues will likely be significant, and can be applied for in recognition of the collective impact model, concurrent delivery of services, and data measurement.

Corporate Giving. Corporate sponsor recognition package can include on-site and virtual recognition.

Public Private Partnerships. Partnering with other community organizations, corporations and local businesses to build opportunity and funding from Micro to Macro scale.

Memberships. While memberships for participation in programs and services often do not bring in significant revenue, they are an excellent tool for incorporating a sense of belonging across a geographically distinct community.

Funding Uses: Operations and Staffing

Current Staffing Analysis & Recommended Expansion

The Lealman Exchange is currently staffed by Christopher Moore, Assistant to the County Administrator. Mr. Moore's chief duties are to assist County Administration with the strategic operations of the Lealman Exchange mission, engage with residents and a variety of stakeholders to ensure there is adequate allocation of County resources to plan, promote, and execute local community development initiatives and improvements and function as County Ambassador to the Lealman Community through the services and events offered at the Lealman Exchange. Due to his extensive experience in Pinellas County in planning, CRA leadership, and community management, as well as past experience with nonprofit community development, it is our opinion that Mr. Moore will be situated for success with the addition of several key members of the Lealman Exchange Administrative Team.

Facilities Manager, to manage the day-to-day functional aspects of the Lealman Exchange, oversee lease and tenant agreements, promote use of space, and address the needs of maintaining the facility.

Needs Navigator, to staff the services hub as a front-facing position.

Marketing & Program Manager, to promote the Lealman Exchange programs as well as oversee all aspects of program development and execution.

Grant Writer, part time or contract, or shared with a tenant-partner.

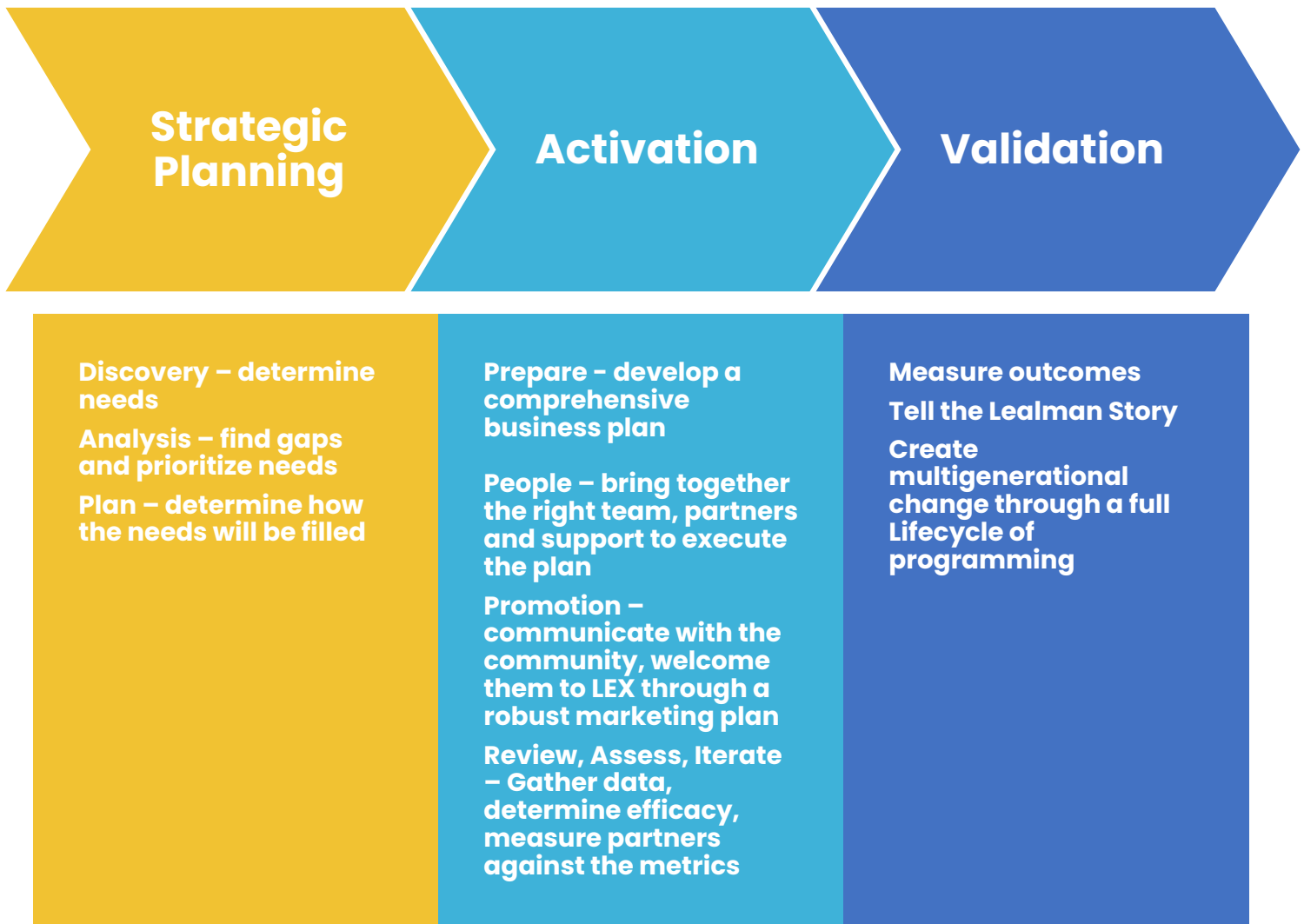
This staffing model will be collaboratively sourced and supervised by the backbone organization, and Pinellas County through a Managed Services Agreement. Funding sourced through the collective impact process and outside support sources will be used to build this team and support additional programming over the course of the 3 year development timeline.



Phase 5
**Next Steps: Activation
and Validation**

Community Change Process

Next Steps with SPG



LEX becomes the primary change agent for the Lealman Community

Key success factors to fulfill the mission

- Forging meaningful and strategic community partnerships and cooperatives
- Defining who our community to be served really is
- Developing a respected and trusted resource for the community
- Building pathways for community unity and support
- Tracking progress and improvements
- Measuring results and promoting outcomes
- Developing an Equitable Community

Necessary elements of Performance Management



- A planning process that defines the organizational mission and sets organizational priorities that will drive performance.
- A robust marketing and communication process for engaging the public and identifying community needs. Without such a process, it is difficult or impossible to fulfill the promise of performance management to produce results the public needs.
- A budget process that allocates resources according to priorities
- A measurement process that supports the entire performance management system.
- Accountability mechanisms
- A mechanism for collecting, validating, organizing, and storing data
- A process for analyzing and reporting performance data
- A process for using performance information to drive improvement



Stepping into the future

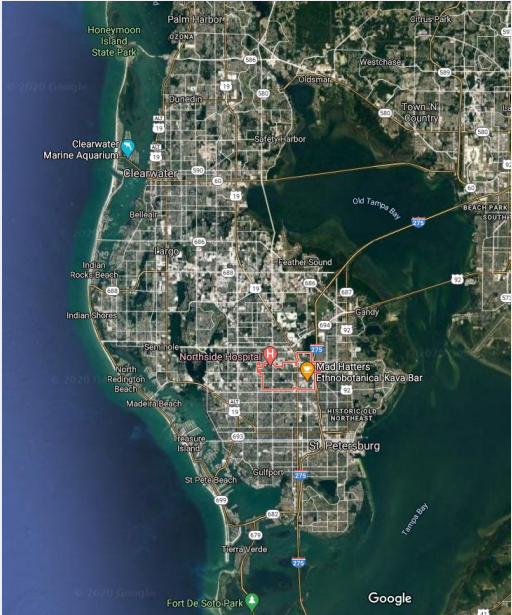
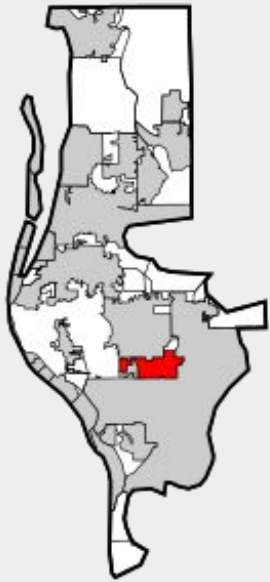
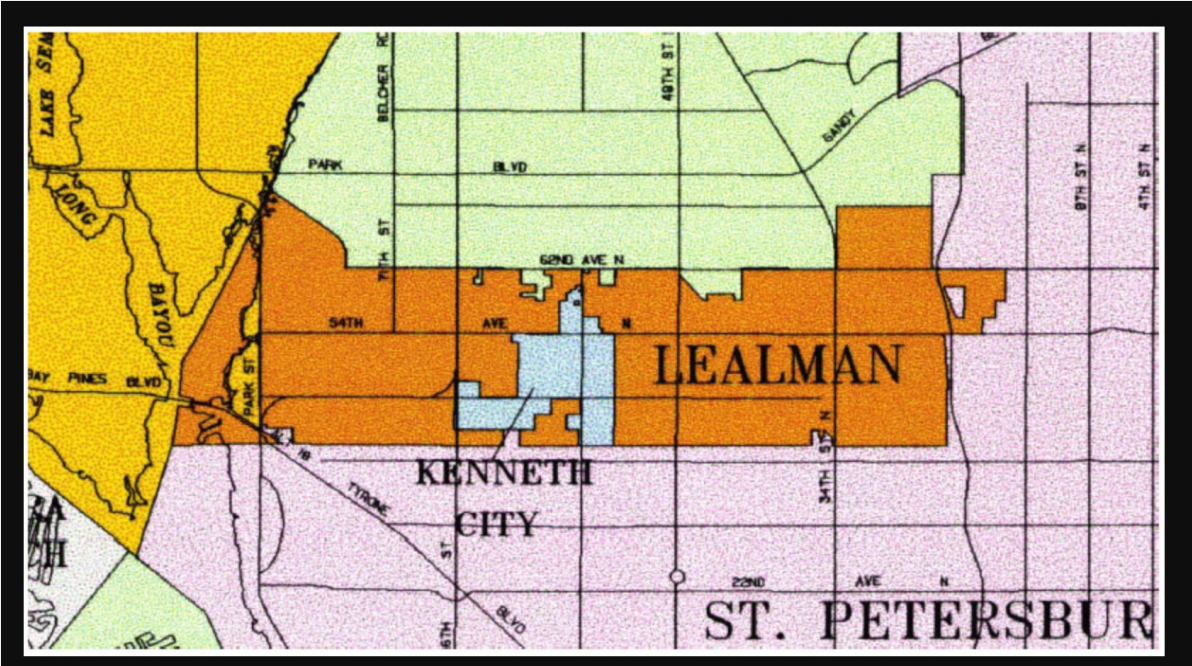
Looking forward to our continued partnership

Thank you to the Lealman Exchange Team, our partners in Pinellas County, the subject matter experts from Social Venture Partners and all of the community supporters, activators, organizations and residents who assisted the St. Petersburg Group in the creation of this strategic plan.

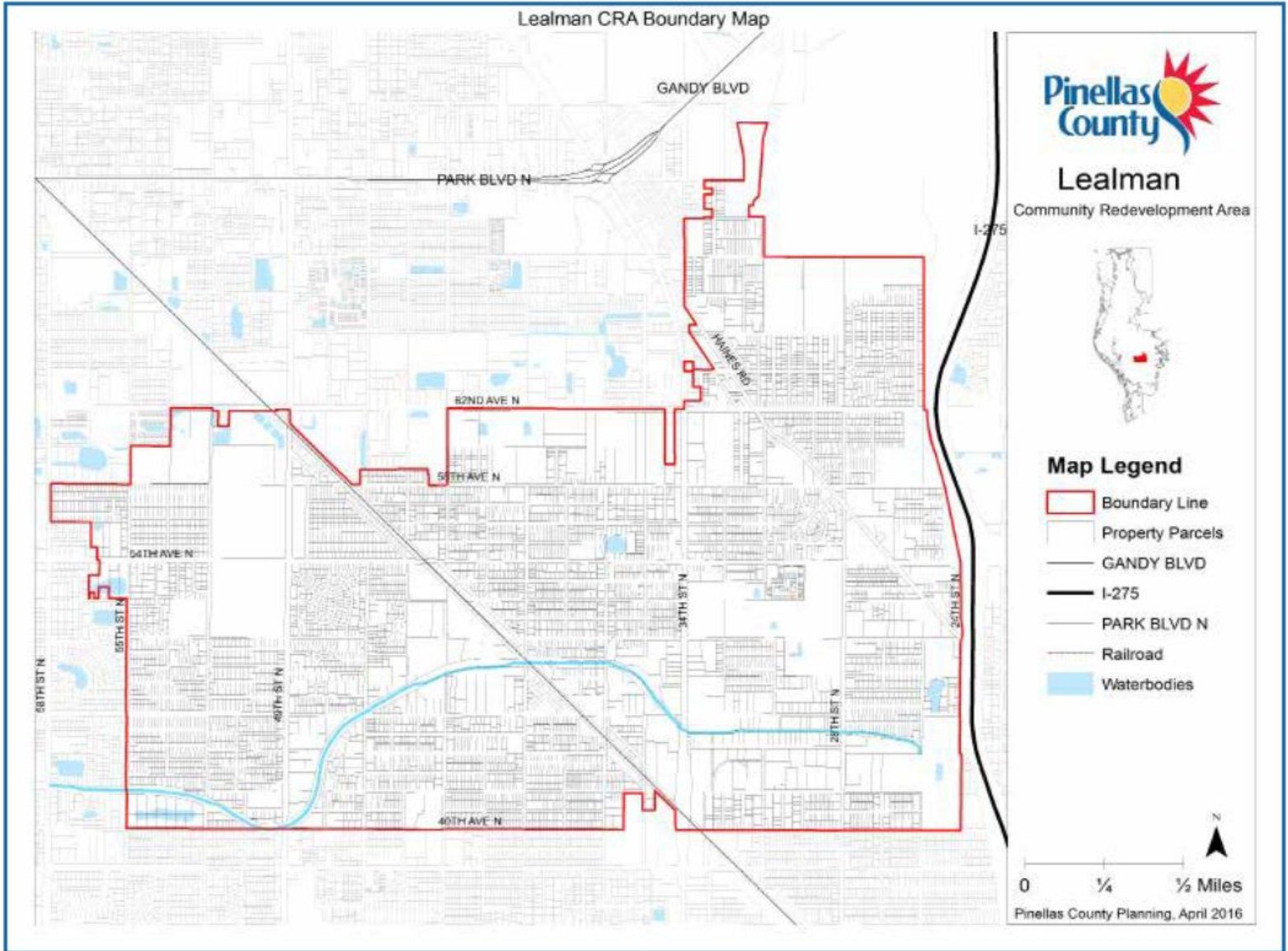


Appendix A – Lealman Geography

West and East Lealman



Lealman CRA



Appendix B – Lealman Community Studies and Surveys

Lealman Research Bibliography

July 2001 A Revitalization Plan for the Lealman Community, Prepared by Pinellas County - Established a vision for the future and a phased strategic framework for East and West Lealman

July 2001 A Vision for the Future of Central Lealman: Extracted from the Revitalization Plan for the Lealman Community, Prepared by Lealman Residents - provided specific objections and actions needed to achieve the Vision Plan outlined in the County's Revitalization Report and approved by the Board of County Commissioners on July 16, 2001.

July 2002 Lealman Incorporation Feasibility Study, Prepared by Pinellas County - designed to provide a cost estimate if Lealman were to be incorporated as a new municipal government

May 2012 Pinellas County Board of County Commissioners 2012 Workshop Session: The Economic Impact of Poverty, Prepared by Pinellas County Department of Health and Community Services - analysis of the county at large that identified 5 at-risk zones with higher concentrations of poverty. The Lealman Corridor was identified as Zone 4.

July 2012 Lealman Central Area Engineering Study, Prepared by Pinellas County - Collaborative effort between Pinellas County and the Community to identify ways to improve flooding and drainage in the community and the water quality of Joe's Creek

2014 Lealman Citizen & Stakeholder Research, Conducted by HCP on behalf of Pinellas County Health and Community Services Department - reported the findings of collected resident data and insights obtained during stakeholder interviews and engagement activities.

May 2015 Lealman Findings of Necessity Report, Prepared by Pinellas County - created to document the conditions of blight in preparation for the creation of the Lealman Community Redevelopment Area

June 2016 Lealman Community Redevelopment Plan, Prepared by Pinellas County Planning Department - a comprehensive framework for redevelopment revitalization strategies to address blighted conditions and improve the overall quality of life in the Lealman CRA over the next 30 years

April 2019 An Equity Profile of Pinellas County, developed by PolicyLink and the Program for Environmental and Regional Equity (PERE) at USC, in partnership with UNITE Pinellas- Disparities in income, housing, educational attainment, and many other areas are costing Pinellas County billions of dollars in potential economic growth each year. summary offers several strategies used across the country to eliminate barriers and advance equity

December 2019 Health Impact Assessment of 62nd Ave North Roadway Improvements, prepared by Health in All Policies with Pinellas County - evaluated the health impacts of poor roadway quality on the 62nd Ave corridor that lies on the boundary between Lealman and Pinellas Park

Appendix C – Lealman Community Personas



Martha

Community Segment: Widow 65+

Who am I?

- Female
- 79
- High School Diploma
- Caucasian
- Widow (husband passed 5 years ago), Mother of 2, Grandmother of 3, Son and Daughter and their families live out of state
- Retired receptionist for a plumbing company
- Moved to Lealman when she and her husband were first married in 1960
- Her children went to local public schools

General Quote

"I feel really isolated not being able to drive. Most of my neighbors are families with young children. I miss socializing with people my age."

Physical, Social and Financial Environment

- On Social Security and gets small pension payment from late husband
- On Medicare, cannot afford a supplement
- Home is paid off, but not in great shape – no money to address plumbing and roof issues
- Health issues are manageable
- Likes to take walks in the morning around the neighborhood
- Friendly with neighbors
- stopped driving due to poor eyesight
- The church bus picks her up Sunday morning for church and brings her home (pre-covid)

How would I benefit from a community center?

- It would be great to have a place to go where I can socialize or play cards
- Transportation to a community center would be great, I have a hard time getting rides to places
- I eat a lot of microwave meals because cooking for myself is too much fuss. I've thought about Meals on Wheels, but don't know how to sign up. It would be nice to eat somewhere with other seniors like a cafeteria
- I got a code violation notice from the county about my house and I don't know what to do about it, is there someone I can talk to who can help?

COVID related concern

"My nephew lost his job due to the pandemic. He couldn't pay his bills so moved in with me. We now have 2 people living off my small income and get food assistance from a local charity."



Bryan

Community Segment: 25-34

Who am I?

- Male
- 32
- Didn't finish high school
- Caucasian
- Not married, has 2 children who live with their mother, he doesn't see them often
- Underemployed, works part time janitorial at a light industrial factory, trying to get another part time job
- Lives in Lealman with several other guys in a rental house. They split the rent
- Had a DUI two years ago and lost his license

Physical, Social and Financial Environment

- Doesn't own a car, rides his bike to work and the store
- Job options are limited to where he can bike to or take the bus
- Health is okay, dental pain, but no insurance and no money to deal with it
- Makes just enough money to pay his portion of the rent and utilities and his cell phone bill, but not enough to get his own place
- Eats fast food or food from the convenience store often since its far to bike to a grocery store

How would I benefit from a community center?

- I've been told I can get my license back once all my DUI requirements are met, but don't know where to start
- I need health care help from somewhere, I make too much for Medicaid, but can't afford a doctor
- I would like to spend time with my kids somewhere that is safe and my ex will let them be dropped of there for a while
- If I could get trained in a trade, I could get a better job, something full time with benefits and could move into my own place

General Quote

"I make just enough money to pay my bills, but not enough to get ahead in life. Because I'm not homeless I don't qualify for aid."

COVID related concern

"I got furloughed during the quarantine and had lots of issues trying to get unemployment since I don't have a computer. I spent all my money to keep my part of the rent paid so my roommates wouldn't kick me out. I get some food and supplies weekly at a local charity now, because I don't have a choice."



Wallace Family

Community Segment: Family

Who am I?

- Marcus 27, Candace 25
- Marcus works for a Pinellas County road crew as a flagger
- Candace works at the Walmart Grocery store on US 19 as a check out clerk
- African American
- 3 children ages 8, 6 and 4
- Rents a home in Lealman, moved in less than 1 year ago, landlord lives out of state and has been difficult to reach when there are problems or repairs needed

Physical, Social and Financial Environment

- Marcus and Candace both work full time and make enough money to keep them above the poverty line
- They are both driving older cars that often need repairs, Marcus is still making monthly car payments on his car
- Health insurance through work covers Marcus and Candace, but adding the kids was too expensive so they have applied for Florida Kid Care
- Childcare is shared. Marcus works 7am to 3pm and walks the kids home from Lealman Elementary, Candace works swing shifts to get more hours which often means her schedule is not predictable, but she gets the kids to school and VPK in the mornings

How would I benefit from a community center?

- We seek out our daily needs but Holidays are tough. We are always looking for something to do with our kids for Christmas and Halloween that feels festive, but won't cost us anything
- We are still learning where the kids can play in the area and where will feel safe with them
- Marcus got his job through a job connector program with the county. I'm done with working in grocery stores and would like to get help with my resume so I can find a better job
- My grandmother is getting too old to live on her own, we are thinking about moving her in with us, I'm looking for programs in the area that can provide help with her during the day when we are at work and the kids are at school

General Quote

"We moved to Lealman because it was one of the last places in St. Pete where we could afford to rent a house and have a yard."

COVID related concern

"Marcus and I both had to keep working through the quarantine so having the kids home from school was a big problem. We decided to move my grandmother in sooner than we thought to help us. Not having internet and a computer was a big problem and I think my kids have fallen behind in school because of it."



Kendall

Community Segment: Single 25 - 34

Who am I?

- Female
- 27
- Nursing Certificate
- Caucasian
- Divorced, 3 children ages 7, 5 and 3
- Nursing home day shift care giver
- Rents a home in Lealman, moved here 2 years ago
- The two oldest children's father pays some child support, the youngest child's father hasn't paid anything and is currently unemployed

Physical, Social and Financial Environment

- She likes her job but only just makes enough for her family to stay in their home
- She drives an old car that is barely hanging on, but does run
- Health insurance through work covers her, she was able to sign her kids up for Florida Kid Care, but has to pay due to her income level
- Childcare is a constant issue. Her kids are enrolled in after care, but her 3 year old is in a daycare that is too expensive
- Food expenses are a constant worry, she still has WIC, but often that's not enough

How would I benefit from a community center?

- It would be great for the kids to have a safe place to play and take art classes nearby
- Sometimes I get called into work on the weekends, if there was a program that could keep my kids busy and safe, I would benefit from the extra hours
- I would like to get more training and move up to a higher nursing level to make more money, but I can't afford the school and I would need childcare while I'm at class
- If the neighborhood had a pool, all of us could get out of the heat in the summer and spend time together

General Quote

"As a single mom with no family support I really need reliable, affordable care for my kids when they aren't in school so I can work to support us."

COVID related concern

"As an essential worker I wasn't able to stay at home with my kids when the schools closed. The YMCA had a program that could watch all three of them during the summer. I had to send my two oldest back to school this month and I'm really worried they will get COVID-19. If we get sick, I can't work."



Marty

Community Segment:
Head of Multi Generational
Household 55 - 64

Who am I?

- Male
- 57
- High School Diploma
- Army Veteran
- Welder Certifications
- Caucasian
- Married, 1 child, 3 grandchildren
- Welder and Machinist for a commercial fabricator
- Born and Raised in Lealman
- Multi-generational household, Marty's mother, aged 82, lives with Marty and his wife, Sarah. Marty's daughter Becky and her children also live with them. Sarah babysits while Becky is working as a nurse at the Hospital on 49th St

Physical, Social and Financial Environment

- Marty enjoys having his extended family with him, but money is tight with only he and Becky working
- Marty's mom's house is also in Lealman and is rented out providing additional income
- 3 drivers and only 2 vehicles is a challenge, lots of drop offs and pick ups
- Health insurance isn't a worry, we all have coverage through work, Mom is on Medicare and the kids are on Florida Kid Care
- Food expenses, cell phone expenses and home repairs have been stressful this year

How would I benefit from a community center?

- My wife used to take the kids to Lealman Park to play, but the park hasn't felt safe lately. It would be great if there were classes or educational programs we could sign them up for to enhance the education they are getting at school
- We are always looking for something to do with the kids on the weekends. We would enjoy taking the whole family to local family friendly events or movie nights.
- We have a decent backyard but can't afford a pool. A community pool or splashpad would be great for us.
- I would like help navigating my Vet benefits

COVID related concern

"With the kids at home doing e-learning my wife, daughter and I are losing our minds. We don't want them to fall behind but they need help we can't give them. We could really use some tutoring service or homeschooling support classes but we don't have the money for them."

General Quote

"I've been in Lealman my whole life. I love this community, but I don't want my grandkids growing up with the Lealman Stigma, we have to do better for them with education and opportunity."



Lucia and Javier

Community Segment: Family

Who am I?

- Female 38
- Male 39
- Javier - High School Diploma
- Lucia - AA degree
- Latinx
- 2 children ages 13 and 9
- Lucia - Bi-Lingual
Administrative Asst for a property management company
- Javier - Roofer
- Moved to Lealman 4 years ago, purchased a distressed house as-is and have been gradually remodeling it

General Quote

"We are getting used to Lealman. We like our home, but the area has no grocery store, no bank, no library, and no post office. We are lucky that we have cars to take us where we need to go."

Physical, Social and Financial Environment

- Lucia has health coverage for herself and the children through work, most of her paycheck goes to pay for that coverage
- Javier doesn't have health coverage or paid vacation time, he only gets paid when he works which is a problem during the rainy season
- Both children are in Lealman public schools and are learning to be bi-lingual, Javier speaks little English and Spanish is the primary language in the home
- Both Javier and Lucia have large families that live in the area, they primarily socialize among family
- They would have liked their home projects to be completed by now, they got a great deal on the house, but to save money have been doing the remodeling themselves with help from their families.

How would I benefit from a community center?

- Javier believe if he can speak English more confidently, he could move up at work, having adult language classes available for free would be great
- Lucia worries that her children aren't fully using their imaginations and motor skills with so much tech at school. She would like to have arts and crafts classes available for free or a small fee for her kids in the summers
- Lucia is also interested in enhancing the kid's educational opportunities and wants to be sure the don't fall behind with computer knowledge since they don't have a computer or tablet at home

COVID related concern

"Javier's job was considered essential, so he was able to keep working during the quarantine. My job didn't close, but I had to get set up to work from home since the schools were closed. Not having a computer at home was a real challenge for e-learning last spring so we chose to send the kids back to school this fall."



Nguyen Family

Community Segment:
Family and Business Owner

Who am I?

- Joe 37 and Tammy 34
- Dinh Thu 71 and Hieu 68
- Joe – BA from USF
- Tammy – AA from SPC
- Vietnamese
- Dinh Thu and Hieu have 5 children and live with son Joe and his wife Tammy and their children ages 13, 11 and 8
- Dinh Thu and Hieu opened a mechanic shop in Lealman 17 years ago
- Joe is a team leader for a construction company
- Tammy is a billing clerk in a dental office
- The Nguyen family has lived in Lealman for 20 years

Physical, Social and Financial Environment

- The family is covered under a health plan through the ACA marketplace
- Joe and Tammy have chosen to send their children to a private school because they are not satisfied with the quality of the schools in the Lealman Area
- The Nguyen family is part of a large group of Vietnamese families in Lealman who socialize and worship together
- The Nguyen family works hard and does well, but they are also committed to helping members of their community in need, they often have people stay with them and work at the mechanic shop to help give them a place to stay and a job

How would I benefit from a community center?

- Tammy and Joe are worried that having their children in a private school isolates them from the children in the neighborhood. They would like to see family friendly events and options for summer camp
- Dinh Thu and Hieu take walks in the neighborhood everyday but the heat of the summers is getting too much as they get older, a place where seniors can go and exercise would be nice
- Hieu feels like many of the traditional recipes she learned from her mother are getting lost as her children and grandchildren eat more western food, a place for cooking demonstrations and culture sharing would be fun

COVID related concern

“We had to close the mechanic shop for a few weeks and Tammy was furloughed when the dental office closed. it was devastating to the spirit and finances of our whole family. As soon as we were able, we re-tooled the mechanic shop to be a CDC compliant work space so we could reopen. Joe was considered essential so, thankfully, he was able to keep working.”

General Quote

“Lealman has been a good area for our family to settle. We are close to our business and close to our church. We have seen many positive changes in the area and look forward to that continuing.”



Randy

Community Segment: Business Owner

Who am I?

- Male 54
- BS from FSU
- Caucasian
- Married, 2 children ages 25 and 21
- Business owner in Lealman's Joe's Creek Industrial park
- Randy's builds hurricane shutters and garage door weather support systems
- Business is 15 years old and moved to Lealman 10 years ago when Randy bought the building and land
- Randy and his family do not live in Lealman

General Quote

"I would like to hire locally to try to help out the Lealman community, but the skills and trades we need are just not there. We are actually having a problem hiring from anywhere in the county. Maybe the solution is to return to the apprenticeship model. I would be willing to train someone who has potential."

Physical, Social and Financial Environment

- The building and land were a bargain at the time when the real estate market crashed, the whole Lealman area was prime for investment
- Joe's creek industrial is not exactly convenient to supply stores and Home Depot, but it's right off US19 and convenient to I275
- We do worry about security, we have a state-of-the-art system installed, but have needed a night guard in the past. The crime in the area has reduced in recent years and we haven't felt the need to have night patrols for about 2 years

COVID related concern

"My company was able to stay open during the lockdown, but I know that not all companies were able to remain open. Business has slowed for us, but not enough for me to have to let anyone go."

How would I benefit from a community center?

- Workforce development would be the primary thing that will really make a long-term difference to the people in the Lealman community
- I would be willing to join forces in a grant or funded program that could train younger workers. I'm in the market for a long-term commitment from someone with the right skills
- There is also the need for some large, noticeable improvement to the area that will be seen as a commitment to the future of the area by the residents and those that visit or drive through it
- Anything that can bring people and revenue to Lealman other than to buy a car would be a plus, maybe the community center could hold large events that will draw people from all over St. Pete

Appendix D – Existing Tenants and Service Providers in Lealman



Lealman YMCA Preschool Academy

FT resident at Lealman Exchange

- Daycare services
- Infant care
- VPK
- Summer Camp
- Relief Care for COVID essential workers
- Silver Sneakers program
- Delay the Disease – Parkinson’s Foundation Partnership
- Enhanced fitness for Seniors



The Broach School at LEX

FT resident at Lealman Exchange

- K-12 Private, Alternative School



Excellerated Teaching Center

FT resident at Lealman Exchange

Applied Behavior Analysis therapy programs

- Early Intervention
- Elementary/Middle School
- High School/Adult
- Autism and Learning disabilities

Gulf Coast Legal Services



FT resident with satellite office at Lealman Exchange

- Client segments served
 - Seniors (age 60+)
 - Families with School-Age Children
 - Persons Experiencing Homelessness
 - Ex-Offenders Re-Entering Society
 - LGBTQ+ Individuals
- Financial Stability Advocacy
- Housing Advocacy
- Family/Domestic Violence Advocacy
- Immigration Advocacy
- Uses LANFC for translation services



Florida SBDC at Pinellas County Economic Development - Office of Small Business & Supplier Diversity

Non resident service at Lealman Exchange, 2 days per month

- General business Consulting
- Training
- Business Research
- Growth Acceleration
- International Trade
- Agribusiness export marketing plan services
- Government contracting
- Business continuation
- Capital access
- Organizational Development



Pinellas County UF/IFAS Extension

Office at Lealman Exchange

- Family Nutrition Program
- Healthy eating
- Physical Activity promotion



CareerSource Pinellas

3420 8th Ave S, St. Petersburg, FL 33711

- Career fairs
- Networking events
- Workshops
- Career resources
- Skills advancement
- IT certifications
- Job Board
- Business partnerships for training and hiring
- SNAP program
- Welfare transition program
- Reemployment assistance
- Veteran services
- Young adults career services
- Ticket to work program



Feeding Pinellas

A Solution of Feeding Tampa Bay

6330 54th Ave N, St. Petersburg, FL 33709

SERVICES & PROGRAMS (Facility Opening May 2021)

- Trinity Cafe Hot Meals – Served evenings, Monday-Friday (Beginning July 2021)
- Trinity Cafe Frozen To-Go Meals
- Feeding Minds Food Pantry
- Mobile Produce Pantry
- Mobile Pantry
- Benefits Assistance Program
- Unite Us Coordination Center
- Nutrition Education
- FRESHforce – Workforce development program
- Healthy Vending Machines
- Showers
- Laundry
- Clothing Closet

ROTATING SERVICES

- Diapers & Baby Supplies
- Rental & Utility Emergency Assistance
- Adult Education Courses
- Financial Literacy Courses
- Citizenship Resources
- Housing Resources
- Legal Services
- VITA Assistance
- Medical Services
- HIV Testing
- Mobile Showers



Florida Dream Center

4017 56th Ave N, St. Petersburg, FL 33714

- Adopt-A-Block
- Code enforcement violations assistance
- Mobile Food Pantry
- Co-Case Management – need assessment through transition
- Work Readiness Training – basic work skills, Communication skills, work etiquette, OSHA training, certifications
- Human Trafficking Support – rescue efforts, pre and post care services
- Poverty and Homelessness support and services
- Special events include neighborhood Christmas party



Lealman and Asian Neighborhood Family center

4255 56th Ave N, St. Petersburg, FL 33714

- Youth Services
 - Literacy program
 - After School care
 - Summer program
 - Junior Leadership
 - Youth Sports League
- Family Support
 - Multilingual services – English, Spanish, Vietnamese, Hmong, Laotian, Mandarin
- General Interpretation
- Unemployment Filing Assistance
- Citizenship Services
 - Food Pantry
 - ACCESS Help
 - Notary
 - Translation Services
 - Computer Lab
 - Faxing
 - Resume building
 - VITA Tax Help
 - Medicare & Medicaid
 - VPK Enrollment
 - KidCare
- Adult Classes and Workshops
 - Financial Literacy and Planning
 - Business fraud protection
 - Rnergy efficiency
 - Computer use
 - ESOL
 - Healthy cooking
 - Homeless support
 - Food assistance
 - Cell phone charging station
- Transportation is available from area schools to facility
- Special events include community Thanksgiving dinner



Police Athletic League – Lealman Sports Complex

3755 46th Ave N, St. Petersburg, FL 33714

- At-Risk Youth Services 6th – 12th grades
- After School, School holidays, Summer Camp
- Mentoring
- Support – anti-bullying, drug awareness, youth leadership
- Meals
- Academics – homework help, computer lab, robotics
- Sports – Soccer, basketball, flag football, cheer
- Activities – art, drum line, color guard, games,
- Transportation is available from area schools to the facility; parents pick up from the facility
- Special events include Halloween trick or treat, Annual benefit breakfast, Clay shoot with the Stars, Fashion Show, Back to school supply day/celebration



Keep Pinellas Beautiful

5090 66th St N, St. Petersburg, FL 33709
(gardens and cleanups in Lealman)

- Community Cleanups
- Park improvements
- Neighborhood beautification
- Fruit forest experiment at Transfiguration Church
- Community Service cleanups in exchange for back rent
- Community Gardens
- Training on Florida friendly landscaping
- Garden and composting program at the Broach School
- Environmental awareness, conservation and resiliency classes planned
- Further gardens at LEX planned

Community Health Centers of Pinellas at Lealman



4950 34th St N, St. Petersburg, FL 33714 (health bus has parked at Lealman Exchange for COVID-19 testing)

- Medical Care
 - Family Practice
 - Pediatrics
 - Women’s Health
 - Osteopathic
 - Pharmacy
 - Telehealth
- Dental Care
- Behavioral health services
- Chiropractic and Pain Management
- COVID-19 testing
 - Mobile Health center at LEX
- Family Planning
- Nutrition
 - Food Pharmacy partnership with USF and Feeding Tampa Bay
- Medical-Legal assistance



Foundation for a Healthy St. Pete

2333 34th St S, St. Petersburg, FL 33711

(Case worker assigned to Lealman community organizations)

- Multiple grants awarded in the area over the last 5 years
 - Lealman Community District Services
 - Lealman Police Athletic League
 - Florida Dream Center
 - Lealman and Asian Neighborhood Family Center
 - Lealman Strategic Plan (plan developed, but never implemented)
- Case worker Jamie Dixon continues to facilitate on an Employment/Workforce Development Grant with FLDC and PAL also still has an open grant

Appendix E – Collective Impact Case Studies

University Area CDC

Organization:

Registered 501c3, public/private partnership, is housed in a Hillsborough County facility that they lease for \$1 per year

Facility:

50,000 sq./ft multipurpose center is the main building on the property

Amenities include:

Classrooms – 3 rented by the Hillsborough County School System for ESOL and GEC classes and a nursery for onsite childcare for those taking the classes

Music, Art and Dance studios – the home of the Prodigy Cultural Arts program run by the UACDC

Computer lab – run by the UACDC workforce development team

Community Room, Warming/catering kitchen, Very large outdoor veranda space, Homework/study room, Full size gymnasium, Fitness Room

(membership required, \$5/mo. to county residents), Theatrical stage with lighting and sound – rented and used for graduations for local schools and programs

Head Start Wing – separate entrance and fenced, dedicated playground

Other structures on the property:

Picnic area with grills – open when center is open, Covered outdoor basketball court/festival pavilion area – rentable and open when center is open, Outdoor bandshell – rentable and open when center is open, Playground – open to all, 4 open air basketball courts – open to all, Front Annex building – currently rented by NYAC of Tampa

child advocacy group, Rear Annex building – houses the administrative offices of the Prodigy program and the STEPS for Success program navigators

Budget:

Annual budget of \$5.5M, with \$0.89 of every dollar going back into programming.

Employees:

UACDC employs 50 full time employees, plus PT and contracted instructors and teachers. Also included are a team of volunteers and USF interns. They received the TBT top places to work award for the last 4 years.

Tenants:

Tenants and community partners using the spaces have to demonstrate how their organization or event benefits the community meet guidelines on the % of community members served.

Guidelines are set by the Executive Committee made up of employees of the UACDC

Space rentals are done through an online application, they currently use Active Net Systems to track and manage

Oversight: An advisory board oversees the UACDC made up of residents, local churches, local major institutions, area business owners/leaders, county representatives and a member of the Hillsborough County Sheriff's office.

University Area CDC, cont.

Revenue Mix:

Federal – EPA grants via brownfield opportunities
State – Dept of Juvenile Justice, \$1.5M, in previous years was twice that, mainly supports the Prodigy programming
County – Workforce Development grants, partnerships with School system
Private and individual contributions
Corporate and organizational donations
Buy-a-brick program
Partnership Coalition – sponsorship program
Naming opportunities for major donors
Planned giving
Revenue sharing with the LLC's
Tenant income

Other Related Endeavors:

Under the umbrella of the UACDC operate 3 LLC's with revenue sharing to the main organization

- Harvest Hope Properties – owns 20 properties including Harvest Hope Park
- Sound & Safe Housing – Lease to purchase modular homes for single parents in the UAC
- Multi-Family Housing – Multi-family housing development of 100 rental units for families that is affordable through partnership with Blue Sky Communities, LLC
- Single Family Housing – Home ownership via partnership with Habitat for Humanity
- Commercial Properties – Building/rehabbing commercial properties to offers holistic services to UAC
- Parks & Green Spaces – Building parks and green spaces in the UAC for residents to enjoy
- Golden Glade Apartments – managed by an outsourced management company
- Golden Palms Apartments

Bryan Glazer Family JCC

Organization:

Registered 501c3 public/private partnership housed in a building they built and own financed through municipal funds and donations

Facility:

83,000 sq/ft main facility with additional outdoor spaces and pool. The majority of the space is a fitness and recreation center and with a membership fee structure of \$72 to \$140 per month. The Fitness center is managed by a third-party provider and operated by a GM of Fitness. The management provider also provides Fitness and Rec staffing. Main facility includes tenant spaces, sharable meeting rooms and 12,000 sq/ft of the main facility is rentable event space.

Budget:

Not reported. Facility operates at a cost neutral status and grants and funding are combined, shared and managed with the Jewish Federation.

Employees:

The JCC employs 30 full time people plus seasonal summer camp staff and an additional 10 facilities employees.

Tenants:

City of Tampa is the largest tenant occupying the 8,500 sq/ft Historic Armory building for art classes and studios with a 5 yr lease. In the main facility - Florida Israel Business Accelerator rents 2,500 sq/ft, the Tampa Jewish Family Services Center has 500 sq/ft with a private entrance and vestibule.Oversight:

Revenue Mix:

Event center revenues

Fitness and Rec Memberships

Tenant income

Grants

Programmatic Funding for camps and afterschool programs

Other Related Endeavors:

JCC Cohn Campus

JCC Preschools

Life Remodeled

Durfee Innovation Society

Organization:

Run by Life Remodeled, a 501c3, through a partnership with Detroit Public Schools Community District (DPSCD.) Durfee Innovation Society is housed in the historic Durfee Elementary- Middle school. Which Life Remodeled leases from the City of Detroit for \$1 per year.

Facility:

143,000 sq/ft of tenant space dedicated to created a services hub. The building required a significant amount of remodeling and updating before it could be rented. Tenants build out their own rented spaces in the former classrooms of the building. Tenants have the use of the shared gym and the shared auditorium. There is also a free color photo copier for use by tenants and clients, they just need to supply their own paper, free laundry facilities for clients and a shared lounge area for anyone to use.

The center has 3 advisory committees from the neighborhood; Adults, Elementary/Middle School students and High School Students. Their compact with the community is that they are involved in making decisions and Life Remodeled will deliver on what they promise. When they had the opportunity to become a HUD envision center they allowed the community to make the final decision since it could have been a highly charge political issue. The community voted for it. The designation has been a good magnet for grants and a fantastic way to get involved with State and Federal government entities, despite that it come with no government funding itself.

Updates in process:

Adding an Opportunity Navigator to better connect clients with services – this is based on the Navigator program that City Link in Cincinnati has in place. Durfee’s model will be less sophisticated, but along the same approach.

Starting a whole center marketing program – most organizations are trying to market themselves so clients would show up at the center thinking it is only the location of the org that they connected to through the marketing or from a referral. With general branded marketing they hope to bring clients in for overall needs and connect to multiple services while they are there. “Come to Durfee and get a job in 60 day.”

Budget:

Not reported. Durfee Innovation Society did all renovations to the historic building through philanthropy and done without debt.

Employees:

Not reported

Life Remodeled

Durfee Innovation Society, cont.

Tenants:

The center is made up of paying tenants. The rent is \$15/sq. ft, gross. This under market value and includes utilities and insurance but not Wi-Fi. Tenants are responsible for building out their own spaces. To be considered for participation, tenants must be organizations that are “moving the needle” on the following 3 categories.

1. Jobs – workforce development, job placement, skills training
2. Education – all ages
3. Human Services – foster care, adoption, senior services, health

The collective tenants provide opportunities for the whole family from pre-natal to seniors. Life Remodeled encourages collaboration over competition with participating orgs and has built a framework for peer to peer tenant consulting, has a series of Tenant Talks meetings throughout the year and requires impact reporting from all tenants. The reporting requirements are part of the Lease agreement and will not be waived for any tenant because funders want to see the data before they will invest and Life Remodeled wants to prove social impact. All but 5 tenants are nonprofits.

Revenue Mix:

Tenant rentals

Other Related Endeavors:

Life Remodeled 4 main programming pillars

1. Six Day Project – intense, concentrated neighborhood revitalization projects
2. Home Repairs
3. Race Remodeled
4. Opportunity Hubs – Durfee Innovation Society