

# Lealman Exchange Strategic Plan

Presented By

THE  
ST. PETERSBURG  
GROUP



# The Strategic Process

The Lealman Exchange and its partners within Pinellas County enlisted the St. Petersburg Group and its strategic partners to lead the charge a four-phase process to create a strategic plan for what the space can do, be, and offer. At every step, stakeholders and community members contributed to, enhanced and enriched this process.

Phase 1  
**Needs Assessment**

Phase 2  
**Mission, Vision and Goals**

Phase 3  
**Community Services  
Programming Plan**

Phase 4  
**Monitoring Impact**



# Executive Summary

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- 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.
- Pinellas County can leverage the capacity of the Lealman Exchange 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 by many organizations.
- 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.
- All current and potential partnerships will provide community impact for citizens either as an extension of existing service provider in the Lealman Community or by fulfilling an unmet need in the Lealman Community.



## Phase 1 Needs Assessment and Feasibility plan

- Data gathering from existing reports and surveys
- Interviews conducted with community constituents
- Development of personas
- Town Hall meeting
- Needs assessment
- Services inventory
- Gaps analysis
- Outreach to community centers with similar missions

# 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)






## Phase 2 Mission, Vision and Goals

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# The Lealman Exchange Mission



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

# Community Aspirations – A Vision for the Lealman Exchange

## Community Aspirations

- All Lealman residents and those from its neighboring communities feel **welcome** and have **access** to programs that **improve** their **quality of life**.
- The Lealman Exchange serves a **single point of entry** for residents, **connecting** them to a **network** of just - in - time services located at the facility and from community partners in the surrounding area.
- Programming at the Lealman Exchange is **measured** through a **data - driven** approach focused on **continuous improvement** that seeks to **enhance** the activities that generate the most **value** for residents while **removing** as many **inefficiencies** as possible.

**“Helping the community members of Lealman have a better life and a better tomorrow.”**



# Lealman Exchange Goals

- **Define the organizational and management structures** and create a leadership advisory group that guides decision - making on strategic initiatives at the facility. This advisory group will research 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, 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.

An aerial photograph of a community center complex. The complex consists of several long, low-rise buildings with light-colored roofs and walls, some with blue accents. They are situated on a large, well-maintained green lawn. To the right of the buildings is a calm pond with a small gazebo on its edge. The entire area is surrounded by dense green trees and vegetation. The sky is clear and blue.

## Phase 3 Community Services Programming Plan

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# The Challenge



*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.*

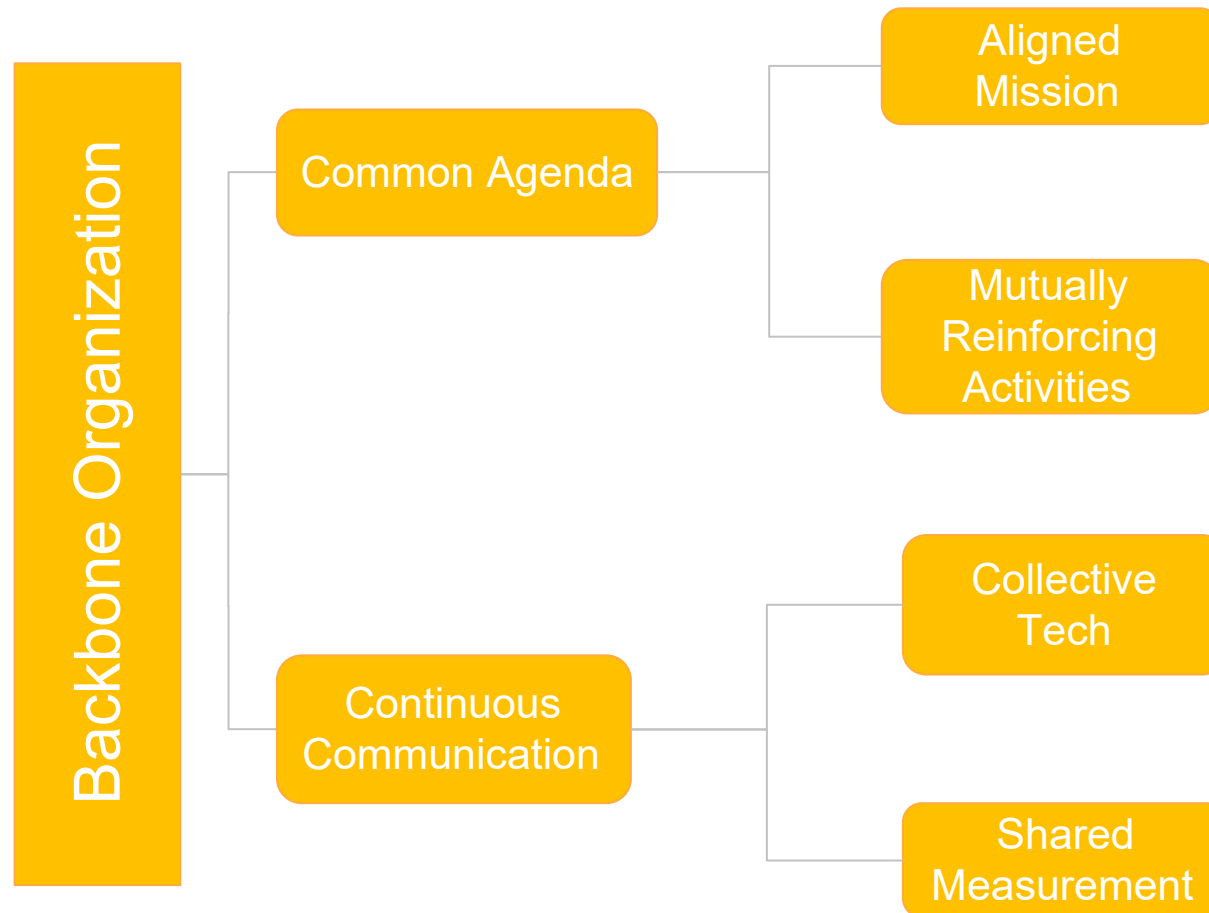
## The Solution: Collective Impact

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.



## The Solution: Collective Impact



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

# The LEX Wrap - Around Services Model





## Phase 4 Monitoring Impact and Logistical Analysis



# 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.
- 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.

# 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

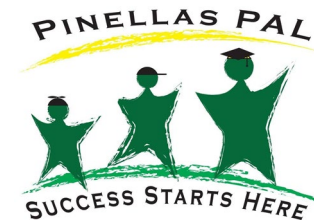
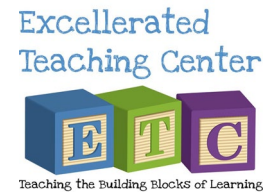
## Year 2 (2022)

- 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

# Thank You to our Partners!



The organizations above have been pivotal in the revitalization efforts underway in the Lealman community. We thank them all for the help, guidance and feedback they have provided over the course of this project!