



THE
ST. PETERSBURG
GROUP



Lealman
EXCHANGE
Community Center

Case Study: Lealman Exchange Community Services Programming Plan

Pinellas County has identified the Lealman Exchange, a 23,000 square foot county-owned facility in the Lealman Community Redevelopment Area (CRA), as a valuable and underused resource. The County engaged The St. Petersburg Group (SPG) to study the area, listen to the community, facilitate ideation with multiple stakeholders and prepare a Strategic Community Services Programming Plan that would activate the Lealman Exchange with the goal of dramatically improving conditions in the local community.

The challenges faced by Lealman residents are stark: by nearly every measure of well-being, from income to educational attainment, employment to health, they lag behind the county at large. More than 30 years of research reveals that little progress has been made, despite the dedicated efforts of nonprofit organizations and the area's CRA status. There is a widespread failure to thrive at the individual and collective levels.

SPG embarked on an extensive consultation with Pinellas County government and the Lealman Exchange team to re-envision the facility as a tool to advance community outcomes and break through the decades-long stagnation. It's an excellent demonstration of the SPG's capabilities and approach to complex multi-sector strategies for social impact.

Phase 1: Discovery Process

The SPG team employed a thorough and wide-ranging discovery process. Lealman residents, business owners, community and church groups and nonprofits were interviewed and surveyed. Needs, services and service gaps were mapped. The public was kept informed and given opportunities to share their voice at town hall meetings.

Stakeholder interviews confirmed the picture of a community struggling under the multiple impacts of poverty, straining government and nonprofit resources yet still experiencing unmet needs. Could a beautiful but underused facility be leveraged to move service delivery beyond emergency responses to fostering true well-being?

Interviews combined with strategic workshops unearthed sources of pride and loyalty existing in



Lealman that were far more powerful than the stigma of poverty. It was determined that this pride needed to be lifted by the hope of a better life.

Community aspiration envisioned the Lealman Exchange as a center of the community, a source for change and a resource to move residents from just surviving in Lealman to thriving in Lealman.

Phase 2: Vision, Mission, Goals

A community-led visioning process yielded the following mission statement:

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

From the mission, this vision was embraced:

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

Goals for the Lealman Exchange were developed and prioritized. Topping that list was the need to achieve an organizational and management structure for the Lealman Exchange that would attract and maximize the collaboration and impact of the best nonprofit service providers.

Phase 3: Community Services Programming Plan

The SPG team researched other community centers that leveraged an integrated services delivery model to create pathways for individuals and families to achieve financial stability. They reported that the most successful structure for systemic approaches to solving complex problems is a Collective Impact model.

Collective Impact is a framework for making collaboration work across government, business, philanthropy, nonprofits and citizens and achieve measurable and lasting social change. An important feature of the model is the participation of a “backbone organization” that is wholly dedicated to managing the Collective Impact collaboration.

The SPG group developed a detailed plan for building out the Lealman Exchange structurally and programmatically, including:

- Criteria for the backbone organization
- Process for the tenant-partner selection
- Programmatic recommendations on input on community needs
- A structured a wrap-around services model and process for triage and intake
- Recommended service areas and potential partners
- Suggestions for fostering a sense of place and belonging at the Lealman Exchange to meet stakeholders’ aspirations

Phase 4: Monitoring Impact and Logistical Analysis

In this phase of the work, SPG developed key performance indicators linked to the Lealman Exchange mission, a programming timeline and plan for revenue generation and funding, a staffing model and recommendations for monitoring performance.

Phase 5: Activation and Validation

Now armed with a detailed business plan, the Pinellas County Lealman Exchange team is poised to hire the backbone organization, bring together the right partners and launch a robust marketing plan to promote the facility and services to the community.

As they gather, review and assess performance data and measure outcomes and tell the Lealman story, we hope that they will see evidence of the multigenerational changes and quality of life improvements that have so long eluded residents of the area.

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