



**A REPORT OF THE ECONOMIC IMPACT OF  
THE HOMELESS EMERGENCY PROJECT (HEP), INC.,  
CLEARWATER, FL**



**PREPARED BY:**

BRIAN T. KENCH, PH.D.  
DEPARTMENT OF ECONOMICS  
SYKES COLLEGE OF BUSINESS  
THE UNIVERSITY OF TAMPA

**IN PARTNERSHIP WITH:**

THE HOMELESS EMERGENCY PROJECT, INC.



## TABLE OF CONTENTS

Listing of Tables.....	Page 3
Executive Summary.....	Page 4
Economic Impact Study	
Introduction.....	Page 5
Description of Study.....	Page 6
HEP Programs and Services.....	Page 7
Homeless Veterans Reintegration Program.....	Page 8
Value of Volunteer Hours.....	Page 9
Local Government Expenses Avoided.....	Page 10
Estimate of Total Economic Impact.....	Page 11



## LISTING OF TABLES

Table 1: Total Direct Expenditures & Adjusted Direct Expenditures.....	Page 6
Table 2: Direct Expenditures & Labor Income, Homeless Veterans Reintegration Program.....	Page 9
Table 3: Value of Volunteer Hours.....	Page 10
Table 4: Local Government Expenses Avoided.....	Page 11
Table 5: Total Economic Impact of HEP on Tampa Bay.....	Page 12
Table 6: Projected Economic Impact of HEP on Tampa Bay, 2014-2016.....	Page 13

## EXECUTIVE SUMMARY

This study assesses the economic impact of the Homeless Emergency Project (HEP) on Tampa Bay in 2013. Major findings include:

**\$18,495,613 =**

The total economic impact of HEP on the Tampa Bay area in 2013.

**\$97,865,079 =**

The estimated total economic impact of HEP on Tampa Bay over the next 3 years.

- Direct expenditures in Tampa Bay for HEP programs and services totaled \$4,946,806.
- Direct expenditures made in Tampa Bay because of individuals employed via the Homeless Veterans Reintegration Program totaled \$2,560,032.
- The value of volunteer time logged at HEP totaled \$931,062.
- Local government expenditures avoided because of the programs and services offered to residents of HEP totaled \$1,538,378.



*“HEP gave me the chance to make it on my own. I will be forever grateful to this wonderful organization. Now I’m able to give my son, Carter, the sense of stability he deserves.”*

Kenneth and Carter Wathers  
Family Transition Program (FTP)



## INTRODUCTION

The Mission of the Homeless Emergency Project (HEP), based in Clearwater, Florida, is to provide homeless individuals and families with housing, food, clothing and support services necessary to obtain self-sufficiency and improved quality of life. The purpose of this study is to measure the economic impact of HEP for the calendar year 2013.

Specifically, this study identifies the total economic impact of HEP on four Florida counties (hereafter referred to as *Tampa Bay*):

- Hernando
- Hillsborough
- Pasco
- Pinellas

This study uses data gathered by HEP and by the research team of Dr. Brian T. Kench with the University of Tampa's Sykes College of Business in the Department of Economics. The data are analyzed using modern economic tools to provide economic impact measures.

## DESCRIPTION OF THE STUDY

This study measures the direct expenditures made in Tampa Bay by HEP and by individuals impacted by the Homeless Veterans Reintegration Program. Direct expenditures made to parties outside of the four-county area of study are not included in this analysis.

The economic impact in Tampa Bay is greater than the sum of the direct expenditures. The total economic impact is determined by using IMPLAN's economic model of Tampa Bay ([www.implan.com](http://www.implan.com)). IMPLAN is a widely accepted and utilized software model developed by MIG, Incorporated. At the heart of the model is an input-output dollar flow table. For a specified region, the input-output table accounts for all dollar flows between different sectors of the economy. Using this information, IMPLAN models the way a dollar injected into one sector is spent and re-spent in other sectors of the economy, generating waves of economic activity, or so-called "economic multiplier" effects. The model uses national industry data and country-level economic implications of economic activity.

Also included in this study are the value of time spent volunteering at HEP and the costs that government agencies in Tampa Bay avoid because of HEP initiatives.



## HEP PROGRAMS AND SERVICES

In 2013, HEP provided programs and services to 1,397 men, women and children. The cost of providing these programs and services totaled \$6,590,401 (Table 1). Of that total, it is estimated that 75.1 percent, or \$4,946,806, were direct expenditures made in Tampa Bay.

In many cases, direct expenditures exceed those that are used in the IMPLAN model of the Tampa Bay economy. Before the data are added to the model, direct expenditures are adjusted for relevant margins. Retail trade and some other sectors are adjusted for the cost of goods sold when such goods are purchased outside the study area. This is referred to as adjusting for margins. The IMPLAN model then adjusts the direct expenditures for leakages. Leakages refer to dollars initially spent locally that are then spent again outside the study area.

When calculating direct expenditures made in Tampa Bay, a service provider whose business is legally located outside of Tampa Bay is excluded from the analysis. This is so even if all the economic activity took place inside Tampa Bay. For example, HEP spent \$92,490 on insurance related costs, all of which was excluded from the impact study because the monies went to companies located outside of the study area.

**Table 1: Total Direct HEP Expenditures & Adjusted Direct HEP Expenditures**

Category	Amount (\$)	
	All Locations	Tampa Bay Area (adjusted)
HEP Programs and Services	6,590,401	4,946,806

Below is a brief summary of activities included in the category of HEP Programs and Services.

- Residential Care**  
 HEP offers a wide variety of services to provide homeless veterans, individuals and families with children, with housing, food, clothing and support services necessary to obtain self-sufficiency. Programs include overnight shelter, emergency shelter, transitional housing and permanent supportive housing. For example, the veterans' supportive housing includes 32 beds for veterans returning home from Iraq and Afghanistan, and 40 beds for veterans of Vietnam and Cold War eras. In addition, HEP offers 35 beds for aftercare for homeless patients discharged from the substance abuse treatment programs at Bay Pines VA Hospital, as well as 4 beds for aftercare for homeless patients discharged from the James A. Haley VA Hospital.
- Crisis Intervention & Stabilization**  
 In partnership with Morton Plant Mease Hospital, HEP is able to provide on-site medical care including an ARNP and an LPN to complete mental and medical health screenings, triage, and medication management upon intake. Certified addiction specialists provide substance abuse



interventions. In addition, HEP provides meal service, clothing, personal care items, transportation in the form of an on-site shuttle service, a bicycle program and bus passes, identification and legal services, child care placement, homeless prevention and rapid re-housing, benefits assistance and veterans after care.

- Case Management

HEP provides 11 full-time equivalent case managers that are the nexus of all services. Each case manager has a maximum caseload of 30 HEP residents. Case managers create individual treatment plans that are developed in partnership with the client to build on strengths and resources. Case managers are highly trained professionals who practice motivational interviewing, crisis intervention and stabilization, stages of change, and PTSD and suicide prevention.

- Personalized & Coordinated System of Care

Clinical overlay services are delivered around the needs of the client. For each client, clinical practitioners perform a biopsychosocial assessment by collecting data specific to the individual, their relationships and their environments. Using this information, the specialist is able to develop appropriate teaching and/or intervention strategies that are specific to the individual. These teaching and intervention strategies include cognitive behavioral therapy to help clients become aware of inaccurate or negative thinking, in order to view and respond to situations in a more effective and productive way. Individual, group and family counseling includes cognitive processing and illness management. Crisis counseling focuses on helping clients focus on solving immediate problems.

Role recovery specialists also complete a wellness recovery action plan (WRAP) in partnership with the client to promote self-management of illnesses and addictions. A WRAP plan may include medication management to ensure safe and responsible self-administration of prescribed medications; psycho-education to help clients understand and be better able to deal with presented illnesses; psychosocial rehabilitation to facilitate improvement in symptoms of psychological distress; activities of daily living to help clients deal with the basic tasks of everyday life; and wellness and nutrition programs including yoga, cooking classes and gardening.

- Supportive Housing Overlay Program (SHOP)

SHOP is an integrated, recovery-oriented, system of care to prevent and reduce cases of chronic homelessness. This program assists homeless individuals with serious psychiatric conditions or mental and substance abuse disorders. This program is in partnership with Baycare Behavioral Health and the Substance Abuse & Mental Health Administration's Center for Substance Abuse Treatment. On-site intensive individualized treatment and support services include: on-site mental health and substance abuse treatment, crisis counseling, housing services, medication management, employment services, daily living skills, self-help programs, parenting skills and coordination of care.



- Meal Service  
HEP's meal service program provides 3 meals per day to the HEP population. With a commercial-grade kitchen and dining hall, HEP serves nearly 100,000 meals annually.
- The HEP Dental Clinic  
HEP operates a full-service dental clinic that provides preventative and restorative care for uninsured HEP residents. The clinic operates under the care of 25 volunteer dentists and hygienists. In a partnership with St. Petersburg College, students can earn credit hours toward dental degrees by volunteering services to the HEP Dental Clinic.
- Recreation & Activities  
HEP maintains a monthly calendar of both on and off-site activities for residents to participate in ensuring the opportunity for each resident to experience the positive effects of socialization and community involvement.
- HEP's Children's Learning Center  
The HEP Children's Learning Center provides tutoring, after school care, and a summer camp for homeless and at-risk school aged children. The academic-based center provides homework help, tutoring, arts and crafts, and educational field trips for up to 35 children at a time.
- Community Partnerships  
A running list of strategic community partnerships provide a seamless system of care that combines housing with physical and behavioral healthcare, and social service supports shown to provide lasting healthcare gains and end homelessness. HEP has partnerships with:
  - Morton Plant Mease
  - BayCare Health Systems
  - Bay Pines VA Hospital
  - Directions for Living
  - James A. Haley VA Medical Center
  - St. Petersburg College
  - Boley Centers, Inc.
  - Pinellas County Street Outreach Teams
  - Pinellas County Health and Human Services
  - R'Club Child Care
  - Pinellas Suncoast Transit Authority (PSTA)
- General Management  
HEP Provides employment to 52 full-time and 6 part-time employees. Major expense categories include payroll processing, insurance, office supplies, professional fees, general maintenance, telephone, utilities and vehicle costs.



## HOMELESS VETERANS REINTEGRATION PROGRAM (HVRP)

HEP provides job training, education, and job referrals for homeless and very low-income individuals and families. The Homeless Veterans Reintegration Program (HVRP) is an employment-focused program funded by the Department of Labor to assist homeless veterans residing at HEP, and throughout Pinellas County, in obtaining long-term employment. In 2013, 101 individuals were enrolled in the program and 63 were placed in full-time employment at an average wage of \$10 per hour. Total labor income for the year totaled \$1,260,000 (Table 2). It is estimated that \$2,560,032 in direct expenditures were made in Tampa Bay to support this level of labor income.

**Table 2: Direct Expenditure and Labor Income for HVRP**

Category	Amount (\$)	
	Direct Expenditure in Tampa Bay	Labor Income
Homeless Veterans Reintegration Program	2,560,032	1,260,000

*“Becoming acclimated to civilian life after returning home from war proved to be difficult. HEP was there for me when I needed someone to help get me back on my feet and into the right state of mind. Living in a community with others who share similar experiences is something I couldn’t have received elsewhere.”*

Balford Berry  
Former Soldier (Army)  
HEP West Resident



## VALUE OF VOLUNTEER HOURS

Volunteers are critical to the successful delivery of HEP programs and services. In 2013, HEP has estimated the appropriate wage rate for volunteer time based on the tasks performed by each volunteer. Hourly wages range from \$21.50 per hour, to \$800 per hour. Table 3 reports that individuals volunteered 4,395.25 hours to HEP in 2013. The value of these volunteer hours total \$931,062.

**Table 3: Value of Volunteer Hours**

Category	Amount (\$)	
	Hours	Value
ARNP	712	124,600
Dentists & Hygienists	2,212.25	744,835
Other	1,471	31,627
<b>TOTAL</b>	<b>4,935.25</b>	<b>931,062</b>



*"I am so happy that my family moved here. I have a lot of friends, and the helpers at the Learning Center help me with my math homework."*

Andrew Mincel  
HEP Children's Learning Center  
Student

## LOCAL GOVERNMENT EXPENSES AVOIDED

Through HEP’s strategic partnerships, the Morton Plant medical intervention and crisis stabilization program and the Pinellas and Pasco Offices of the Public Defender, together, help local governments avoid additional direct expenditures. Avoided expenditures benefit the local community because they enable scarce economic resources to be deployed elsewhere. Table 4 reports that avoided expenses totaled \$1,538,378 in 2013.

- Morton Plant Partnership**  
 The medical intervention and crisis stabilization program is a partnership between HEP and Morton Plant Hospital. The Morton Plant Outreach Team (MPOT) provides on-site triage at HEP, whereby all incoming clients are assessed. Two LPN’s and an advanced psychiatric nurse practitioner are on-site for any basic healthcare needs for on-campus residents as well. Over the course of a year, the program diverted 927 first aid encounters. Each encounter is estimated to be valued at \$380. HEP’s intervention is estimated to have prevented 232 inpatient admissions at local hospitals. Each hospital admission is estimated to cost \$4,739. Therefore, the estimated costs avoided sum to \$1,451,708.
- Public Defender Partnerships**  
 HEP also partners with the Pinellas and Pasco Offices of the Public Defender. Pasco and Pinellas Sheriffs’ Departments transport homeless persons to HEP that may otherwise spend the night(s) in jail. In 2013, the program served 9 clients. It is estimated that the typical individual avoided jail for three months at the cost of \$107 per day. The total avoided cost is \$86,670.

**Table 4: Local Government Expenses Avoided**

	Amount (\$)
<b>Category</b>	
Morton Plant	1,451,708
Pinellas and Pasco Offices of the Public Defender Partnership	86,670
<b>Total</b>	<b>1,538,378</b>

*“I needed consistent medical support after suffering from a stroke earlier this year. I don’t know what I would have done if it weren’t for HEP and the Morton Plant Outreach Team. They’ve saved my life and the lives of my family in more ways than one.”*

Sharon Caruana  
 Permanent Supportive Housing for Families





## ESTIMATE OF TOTAL ECONOMIC IMPACT

The total economic impact is greater than the initial dollars spent. In addition to the direct expenditures, the effects on local industries from inter-industry purchases of final demand – so-called indirect expenditures – and the economic activity stemming from the expenditures of new household income generated the direct and indirect effects of final demand – so-called induced expenditures – are added to determine the total economic impact of the Homeless Emergency Project.

Table 5 shows the total economic impact estimates of the Homeless Emergency Project for Tampa Bay in 2013. The total direct expenditures and costs avoided in Tampa Bay total \$9,976,278. Indirect expenditures are estimated to total \$3,078,145. Induced expenditures are estimated to total \$5,441,190. In summary, the total annual economic impact of HEP on Tampa Bay in 2013 was \$18,495,613.

**Table 5: Total Economic Impact of HEP on Tampa Bay**

Amount (\$)				
Category	Tampa Bay Area Direct Expenditures and Avoided Costs	Indirect	Induced	Total
HEP Programs & Services	4,946,806	1,551,283	3,262,726	<b>9,760,815</b>
Homeless Veterans Reintegration Program	2,560,032	1,526,862	2,178,464	<b>6,265,358</b>
Value of Volunteer Hours	931,062	---	---	<b>931,062</b>
Local Government Expenses Avoided	1,538,378	---	---	<b>1,538,378</b>
<b>Total</b>	<b>9,976,278</b>	<b>3,078,145</b>	<b>5,441,190</b>	<b>18,495,613</b>



Based on an analysis of HEP’s financial documents over the last five years, the growth rate of HEP has averaged 19 percent per year. Using this growth rate, Table 6 estimates the projected economic impact for the next three years. **It is estimated that the total economic impact of HEP on Tampa Bay over the next three years will total \$97,865,079.**

**Table 6: Total Projected Economic Impact of HEP on Tampa Bay: 2014-2016**

Year	Economic Impact (\$)
2013	18,495,613
2014	22,009,779
2015	26,191,638
2016	31,168,049
<b>Total</b>	<b>97,865,079</b>

