



EXECUTIVE SUMMARY

MEETING DATE: April 16, 2026

HCR26-014

SUBJECT: Approval of the Operating Agreement between the San Diego Housing Commission and Alpha Project for the Homeless to Operate the Imperial Shelter for Single Adults at 1710 Imperial Ave., San Diego, CA 92101

COUNCIL DISTRICT: 3

ORIGINATING DEPARTMENT: Homelessness Housing Innovations

CONTACT/PHONE NUMBER: Casey Snell (619) 578-7691

REQUESTED ACTION:

Approve the execution of a competitively awarded agreement with Alpha Project for the Homeless (Alpha Project), in the amount of \$3,523,195 for an initial 12-month term from July 1, 2026, through June 30, 2027, with four, one-year options for renewal, contingent on funds being available for the operation of the Imperial Shelter for Single Adults at 1710 Imperial Ave., San Diego, CA 92101. The funding source is anticipated to be Homeless Housing, Assistance and Prevention Grant Program (HHAP).

EXECUTIVE SUMMARY OF KEY FACTORS:

- The Imperial Shelter for Single Adults (Program) will provide shelter year-round, for up to 140 single adults experiencing homelessness in the City of San Diego.
- The Program will provide safe, low-barrier, congregate shelter, as well as stabilization and supportive services to prepare individuals experiencing homelessness for the most appropriate longer-term or permanent housing interventions, contributing to the regional goals of ensuring instances of homelessness are rare, brief, and nonrecurring.
- Alpha Project is a well-established homelessness service provider with more than 39 years of experience meeting the needs of individuals and families experiencing homelessness in San Diego.
- Alpha Project has experience operating interim shelter, emergency shelter, and bridge housing programs and is the current operator of four programs contracted through SDHC: Newton Shelter for Single Adults, Harm Reduction Interim Shelter, Family Shelter, and Imperial Shelter for Single Adults.
- On January 14, 2026, SDHC issued a Request for Proposal (RFP), seeking a contractor to operate the Imperial Shelter for Single Adults.
- The RFP closed on February 12, 2026. Three potential bidders submitted proposals.
- Of the respondents deemed qualified, Alpha Project scored the highest and submitted the strongest proposal for consideration.
- SDHC is proposing to allocate \$3,523,195 for program operations in Fiscal Year 2027. The funding source is anticipated to be Homeless Housing, Assistance and Prevention Grant Program.
- The execution of option years is contingent upon funds being made available for this purpose as part of the City's annual budgeting process.



REPORT

DATE ISSUED: April 9, 2026

REPORT NO: HCR26-014

ATTENTION: Chair and Members of the San Diego Housing Commission Board of Commissioners
For the Agenda of April 16, 2026

SUBJECT: Approval of the Operating Agreement between the San Diego Housing Commission and Alpha Project for the Homeless to Operate the Imperial Shelter for Single Adults at 1710 Imperial Ave., San Diego, CA 92101

COUNCIL DISTRICT: 3

Advance notice of San Diego Housing Commission hearing of the following matter has been provided to the Housing Authority Members pursuant to the provisions of San Diego Municipal Code Section 98.0301(e)(4)(A)-(B).

REQUESTED ACTION

Approve the execution of a competitively awarded agreement with Alpha Project for the Homeless (Alpha Project), in the amount of \$3,523,195 for an initial 12-month term from July 1, 2026, through June 30, 2027, with four, one-year options for renewal, contingent on funds being available for the operation of the Imperial Shelter for Single Adults at 1710 Imperial Ave., San Diego, CA 92101. The funding source is anticipated to be Homeless Housing, Assistance and Prevention Grant Program (HHAP).

STAFF RECOMMENDATION

That the San Diego Housing Commission (SDHC) Board of Commissioners (Board) take the following actions:

- 1) Authorize SDHC to enter into an operating agreement with Alpha Project for the Homeless, in the amount of \$3,523,195 for an initial 12-month term from July 1, 2026, through June 30, 2027, with four, one-year options for renewal, contingent on funds being available, for the operation of the Imperial Shelter for Single Adults at 1710 Imperial Ave., San Diego, CA 92101.
- 2) Authorize SDHC's President and Chief Executive Officer (President and CEO), or designee, to execute all documents and instruments that are necessary and/or appropriate to implement these approvals, in a form and format approved by General Counsel, and to take such actions necessary and/or appropriate to implement these approvals, provided that a copy of the documents, signed as to form by General Counsel, is submitted to each Housing Commissioner.
- 3) Authorize SDHC's President and CEO, or designee, to substitute funding sources and/or increase compensation by not more than 20 percent of the total agreement amount for the proposed agreement, if necessary, without further action by the SDHC Board or the Housing Authority of the City of San Diego, but only if and to the extent that funds are determined to be available for such purposes.

SUMMARY

SDHC has administered homelessness services contracts on behalf of the City of San Diego (City) based on a Memorandum of Understanding (Homelessness Shelters and Services MOU) since July 1, 2010. As of July 1, 2023, a Master Memorandum of Understanding (Master MOU) replaced the various individual MOUs that previously governed SDHC's operation and administration of homelessness services programs. The Master MOU describes the responsibilities of both the City and SDHC related to the operation of the various homeless shelters, services and programs and serves as an overarching agreement between the City and SDHC to enter into program-specific agreements and administrative agreements. The Master MOU was executed on July 1, 2023, with three one-year options to renew.

The Imperial Shelter for Single Adults (Program) supports the Community Action Plan on Homelessness for the City of San Diego (Action Plan), a comprehensive, 10-year plan that builds on recent progress, lays out short-term achievable goals and serves as a guide for long-term success in effectively addressing homelessness across the region. The Program is an important component to the vision, principles and strategies identified in the Action Plan.

The proposed actions referenced in this report will allow SDHC to enter into an agreement with Alpha Project for a period of one year, with four one-year options for renewal, in the amounts referenced within this report.

PROGRAM OVERVIEW

The Program will provide shelter year-round, for up to 140 single adults experiencing homelessness in the City of San Diego. The Program will provide safe, low-barrier, congregate shelter, as well as stabilization and supportive services to prepare individuals experiencing homelessness for the most appropriate longer-term or permanent housing interventions, contributing to the regional goals of ensuring instances of homelessness are rare, brief, and nonrecurring.

Program Services

- a. A standardized shelter intake and move-in process to include a review of required intake documents, terms of service, and guidelines for community living.
- b. Housing-focused services that aim to resolve participants' homelessness as quickly as possible, including, but not limited to:
 - i. Determining diversion opportunities.
 - ii. Self-sufficiency needs assessments.
 - iii. Development of housing plans, including stabilization strategies and participant housing goals and objectives.
 - iv. Coordination with and referrals to County of San Diego, State of California, and federal programs, as well as nonprofits and social service agencies, as appropriate.
 - v. Assistance in locating safe and affordable permanent or other longer-term housing including determining housing interventions and opportunities outside of the Coordinated Entry System (CES).
 - vi. Completion of intakes, screenings, assessments, and case conferencing or other integral components of CES pursuant to the San Diego Continuum of Care community standards and policies.
 - vii. Assistance with housing applications and supportive and subsidized housing paperwork.
 - viii. Advocacy for participants with prospective landlords.
 - ix. A minimum of two meals per day in compliance with all applicable health and safety regulations and guidelines.
 - x. Showers, wash stations, restrooms, laundry facilities and/or laundry services, and storage for participants' personal belongings.
 - xi. Routine operating and participant supplies, including but not limited to hygiene products, basic first aid supplies, and cleaning supplies.

- xii. Telephone access and message services.
- xiii. Regularly laundered linens.

Operator Experience

Alpha Project is a well-established homelessness service provider with more than 39 years of experience meeting the needs of individuals and families experiencing homelessness in San Diego. Through its array of housing and supportive services, Alpha Project serves more than 4,000 men, women and children annually.

Alpha Project has experience operating interim shelter, emergency shelter, and bridge housing programs and is the current operator of four programs contracted through SDHC: Newton Shelter for Single Adults, Harm Reduction Interim Shelter, Family Shelter, and Imperial Shelter for Single Adults. During the historic flooding in San Diego in January 2024, SDHC also worked with Alpha Project to operate a short-term emergency lodging program for families displaced from their homes by the floods, while they waited to transition into the County of San Diego’s Emergency Temporary Lodging Program.

In addition to its portfolio of shelter programs, Alpha Project operates diversion, outreach, rapid rehousing, permanent supportive housing and employment readiness and placement programs and coordinates a variety of services for program participants, including behavioral health services, substance abuse treatment, healthcare services, transportation assistance, assistance enrolling in public benefits, and others. Alpha Project has also developed innovative programs, such as Wheels of Change and Take Back the Streets, which support people with lived experience to engage with the local community and provide peer-to-peer outreach.

Contract Selection

On January 14, 2026, SDHC issued a Request for Proposal (RFP), seeking a contractor to operate the Imperial Shelter for Single Adults. The RFP was posted and made available for download on the PlanetBids website through SDHC’s online portal. More than 500 notifications were sent through the PlanetBids system. SDHC staff also emailed the proposal to the Regional Task Force on Homelessness to share on their ListServ and notified program leadership at a number of agencies to make them aware of the funding opportunity. A site tour was conducted on January 30, 2026. The RFP closed on February 12, 2026.

Three potential bidders submitted proposals. A source selection committee, composed of staff from SDHC’s Homelessness Housing Innovations Division and representatives with the City’s Homelessness Strategies and Solutions Department, evaluated, scored and ranked the responses based on the following criteria: Program Operations, Client, Residential Services and Care Coordination, Community Considerations, Cost Proposal, Organizational Experience & Capacity, and Nondiscrimination Assurance. Respondents were determined to be qualified based on their response to the evaluation criteria outlined in the RFP. Of the respondents deemed qualified, Alpha Project scored the highest and submitted the strongest proposal for consideration.

RESPONDENT	RANKING
Alpha Project	1
Hope the Mission	2
Father Joe’s Villages	3

FISCAL CONSIDERATIONS

SDHC is proposing to allocate \$3,523,195 for program operations in Fiscal Year 2027. The funding source is anticipated to be Homeless Housing, Assistance and Prevention Grant Program. The

execution of option years is contingent upon funds being made available for this purpose as part of the City’s annual budgeting process.

FUNDING SOURCE	FUNDING BY USE	FY27*	FY28 – FY31
HHAP	Operator Agreement	\$3,523,195	\$3,523,195
	SDHC Administrative Costs	\$176,100	\$176,100
TOTAL		\$3,699,355	\$3,699,355

SDHC STRATEGIC PLAN

This item relates to Strategic Priority Area No. 5 in SDHC’s Strategic Plan for FY 2026 - 2030: Address and Prevent Homelessness.

AFFORDABLE HOUSING IMPACT

As San Diegans continue to live in a city-declared housing emergency “shelter crisis,” the need for immediate housing assistance is critical to the well-being of community members. The Imperial Shelter for Single Adults serves this purpose by providing shelter services and a pathway to housing to persons experiencing homelessness. Individuals participating in this Program represent some of San Diego’s most vulnerable citizens, as 100 percent of participants are experiencing homelessness, with low-to-moderate incomes.

NONDISCRIMINATION ASSURANCE

At SDHC, we’re about people. We are committed to ensuring a compassionate, person-centered approach to SDHC’s programs, policies, projects and activities and to serving our community impartially, fairly and without bias. We are also committed to ensuring compliance with all applicable federal, state and local laws and protections to the extent that they affect this action relative to nondiscrimination.

Alpha Project is a nonprofit organization. Its nondiscrimination statement affirms Alpha Project’s commitment to providing programs to all in need without unlawful discrimination or harassment. SDHC staff have requested a workforce report for record-keeping purposes.

PREVIOUS COUNCIL and/or COMMITTEE ACTION

SDHC and the City consolidated and replaced five existing Memoranda of Understanding (MOUs) into a Master MOU for the administration of homelessness services programs, which the Housing Authority and City Council approved on June 26, 2023 (Housing Authority Resolution HA-1987 and City Council Resolution R-315018). The Master MOU will end on June 30, 2027, if all three option years are exercised. On March 24, 2022, the SDHC Board approved the execution of a competitively awarded contract with Alpha Project for a one-year term from July 1, 2022, through June 30, 2023, with three one-year options for renewal for the operation of the City of San Diego Bridge Shelter at 1710 Imperial Ave., San Diego, 92101.

On June 16, 2020, the City Council approved an MOU with SDHC regarding the administration of Homeless Housing, Assistance, and Prevention (HHAP) program funding (R313113). A portion of HHAP funds were allocated to fund the operation of the City’s Bridge Shelter Program.

On June 16, 2020, the City Council approved Resolution HA-1859 authorizing execution of agreements with Alpha Project, Father Joe’s Village, and Veterans Village of San Diego to operate the City’s Bridge Shelters during Fiscal Year 2021.

On June 16, 2020, the City Council approved Resolution R-313111 authorizing execution of an MOU with the SDHC for a one-year term with two one-year option to renew to operate the City's Bridge Shelter Program. City Council also approved Resolution R-313112 to remove references to the provision of Transitional Storage Center Services and bifurcate the MOUs.

In addition, the City Council approved an MOU with the SDHC regarding the administration of Homeless Emergency Aid Program (HEAP) block grant funding (R-312516). This resolution included an amendment to authorize the reallocation of \$1.6 million dedicated to outreach in HEAP funding to support a fourth Bridge Shelter at 17th and Imperial Avenue (previously planned for the relocation of the Single Women and Family Program).

On October 15, 2019, the Housing Authority approved Resolution HA-1835, approving the execution of the Fifth Amendment between the SDHC and the City to reflect the SDHC's responsibility for the oversight and administration of the Bridge Shelter at 1710 Imperial Ave.

On October 4, 2019, the SDHC Board authorized the execution of an agreement with Alpha Project to operate the Bridge Shelter at 1710 Imperial Ave. for the initial one-year term from October 23, 2019, through June 30, 2020, with two one-year options.

KEY STAKEHOLDERS and PROJECTED IMPACTS

Stakeholders for this project include San Diegans experiencing homelessness, current program participants, and Alpha Project as the subrecipient administering the program. The program is expected to have a positive impact on the community as it will provide shelter and services for approximately 140 individuals experiencing unsheltered homelessness at any given time.

ENVIRONMENTAL REVIEW

California Environmental Quality Act

The proposed activities to operate the shelter at 1710 Imperial Avenue are not subject to CEQA under the City of San Diego shelter crisis. On August 1, 2024, the Council of the City of San Diego voted to renew a shelter crisis declaration and to suspend applicable provisions of state and local law pursuant to the California Government Code related to providing public facilities to mitigate the effects of the shelter crisis (Resolution Number R-315738). The California Environmental Quality Act (Division 13 (commencing with Section 21000) of the Public Resources Code) shall not apply to any of the following actions taken by a state agency or a city, county, or city and county: to lease, convey, or encumber land owned by a city, county, or city and county, or to facilitate the lease, conveyance, or encumbrance of land owned by the local government for a homeless shelter constructed pursuant to, or authorized by, this section; to provide financial assistance to a homeless shelter constructed pursuant to, or authorized by, this section; and to approve a contract to provide services for people experiencing homelessness to a homeless shelter constructed pursuant to, or authorized by, this section. These services may include, but are not limited to, case management, resource navigation, security services, residential services, and counseling services. Operation of the shelter would also be categorically exempt from the requirements of the California Environmental Quality Act (CEQA) pursuant to Section 15301 (Existing Facilities).

National Environmental Policy Act

Federal funds are not anticipated to be included in these activities and thus National Environmental Policy Act (NEPA) review is not required. The parties agree that the provision of any federal funds as the result of this action is conditioned on the City of San Diego's final NEPA review and approval.

April 9, 2026

Approval of Contract to Operate the Shelter at 1710 Imperial Ave., San Diego, CA 92101

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Respectfully submitted,

Casey Snell

Casey Snell

Senior Vice President of Homelessness Housing Innovations

San Diego Housing Commission

Approved by,

Lisa C. Jones

Lisa C. Jones

President and Chief Executive Officer

San Diego Housing Commission

A printed copy is available for review during business hours at the information desk in the main lobby of SDHC's offices at 1122 Broadway, San Diego, CA 92101. Docket materials are also available in the "Governance & Legislative Affairs" section of SDHC's website at www.sdhc.org.