



EXECUTIVE SUMMARY

MEETING DATE: April 16, 2026

HCR26-015

SUBJECT: Approval of the Operating Agreement between the San Diego Housing Commission and Alpha Project for the Homeless to Operate the Harm Reduction Interim Shelter Program at 3220 Sports Arena Blvd., San Diego, CA 92110

COUNCIL DISTRICT: 2

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 \$1,970,278 for a 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 Harm Reduction Interim Shelter Program at 3220 Sports Arena Boulevard, San Diego, CA 92110. The funding source is anticipated to be the City of San Diego General Fund

EXECUTIVE SUMMARY OF KEY FACTORS:

- In partnership with the County of San Diego's Behavioral Health Services, the Harm Reduction Shelter Program (Program) will provide shelter year-round, for up to 44 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.
- The County of San Diego supports program operations through the provision of a comprehensive suite of supportive services rooted in harm reduction and trauma-informed care to Program participants.
- Alpha Project manages day-to-day shelter operations, overseeing residential services, on-site security, ancillary facilities and site management.
- 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 Harm Reduction Shelter.
- The RFP closed on February 12, 2026. One potential bidder submitted a proposal.
- Alpha Project was selected based on the strength of its proposal, despite the absence of proposals from other bidders.
- SDHC is proposing to allocate \$1,970,278 for program operations in Fiscal Year 2027. The funding source is anticipated to be City of San Diego General Funds. 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: HCR26-015

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 Harm Reduction Interim Shelter
Program at 3220 Sports Arena Blvd., San Diego, CA 92110

COUNCIL DISTRICT: 2

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 \$1,970,278 for a 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 Harm Reduction Interim Shelter Program at 3220 Sports Arena Boulevard, San Diego, CA 92110. The funding source is anticipated to be the City of San Diego General Fund.

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 \$1,970,278 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 Harm Reduction Interim Shelter Program Adults at 3220 Sports Arena Boulevard, San Diego, CA 92110.
- 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 Harm Reduction Interim Shelter Program (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

In partnership with the County of San Diego's Behavioral Health Services, the Program will provide shelter year-round, for up to 44 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.

The County of San Diego supports program operations through the provision of a comprehensive suite of supportive services rooted in harm reduction and trauma-informed care to Program participants. This diverse portfolio ensures holistic support through integrated case management, peer advocacy, substance use and mental health treatment, including medication-assisted options, and streamlined access to public benefits.

Alpha Project manages day-to-day shelter operations, overseeing residential services, on-site security, ancillary facilities and site management. Services to be provided include, but are not limited to, a safe, secure and supportive environment; access to housing-focused case management and supportive services; basic needs support such as laundry, telephone, restrooms and showers; referrals to partner agencies for additional services; and assistance in obtaining permanent or longer-term housing interventions.

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.
- xiv. Mail services.

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.

Contractor Selection Process

On January 14, 2026, SDHC issued a Request for Proposal (RFP) seeking a contractor to operate the Harm Reduction Interim Shelter. The RFP was posted and made available for download on the PlanetBids website through SDHC's portal. More than 483 notifications were sent through the PlanetBids system, and 500 vendors were notified via BidBroadcast Notifications. Thirteen potential bidders downloaded the solicitation. 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. The RFP closed on February 12, 2026.

One potential bidder submitted a proposal. 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 response based on the following criteria: Program Operations, Client, Residential Services and Care Coordination, Community Considerations, Cost Proposal, Organizational Experience & Capacity, and

Nondiscrimination Assurance. Alpha Project’s proposal was determined qualified based on the evaluation criteria outlined in the RFP. Alpha Project was selected based on the strength of its proposal, despite the absence of proposals from other bidders.

FISCAL CONSIDERATIONS

SDHC is proposing to allocate \$1,970,278 for program operations in Fiscal Year 2027. The funding source is anticipated to be City of San Diego General Funds. 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
City General Fund	Operator Agreement	\$1,970,278	\$1,970,278
	SDHC Administrative Costs	\$98,514	\$98,514
	TOTAL	\$2,068,792	\$2,068,792

SDHC STRATEGIC PLAN

This item relates to Strategic Priority Area No. 5 in SDHC’s Strategic Plan for Fiscal Years 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 Harm Reduction Interim Shelter serves this purpose by providing shelter services and a pathway to housing to persons experiencing homelessness. Participants in this program represent some of San Diego’s most vulnerable citizens, as 100 percent of participants are homeless, 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 those in need without unlawful discrimination or harassment. Staff requested a workforce report for record-keeping purposes only.

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 May 13, 2023, the SDHC Board approved the execution of a competitively awarded contract with Alpha Project to operate the Harm Reduction Interim Shelter at 3220 Sports Arena Boulevard for an initial one-year term from July 1, 2023, through June 30, 2024, with two one-year options for renewal.

On September 9, 2021, the SDHC Board authorized the execution of an agreement with Alpha Project to operate the Harm Reduction Interim Shelter at 3220 Sports Arena Boulevard for an initial one-year term from October 1, 2021, through June 30, 2022, with a one-year option for renewal.

KEY STAKEHOLDERS and PROJECTED IMPACTS

Stakeholders for this project include San Diegans experiencing homelessness 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 up to 44 persons experiencing unsheltered homelessness at any given time.

ENVIRONMENTAL REVIEW

California Environmental Quality Act:

The proposed activities to operate the shelter at 3220 Sports Arena Blvd 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) does 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.

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.

Respectfully submitted,



Casey Snell
Senior Vice President of Homelessness Housing Innovations
San Diego Housing Commission

Approved by,



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.