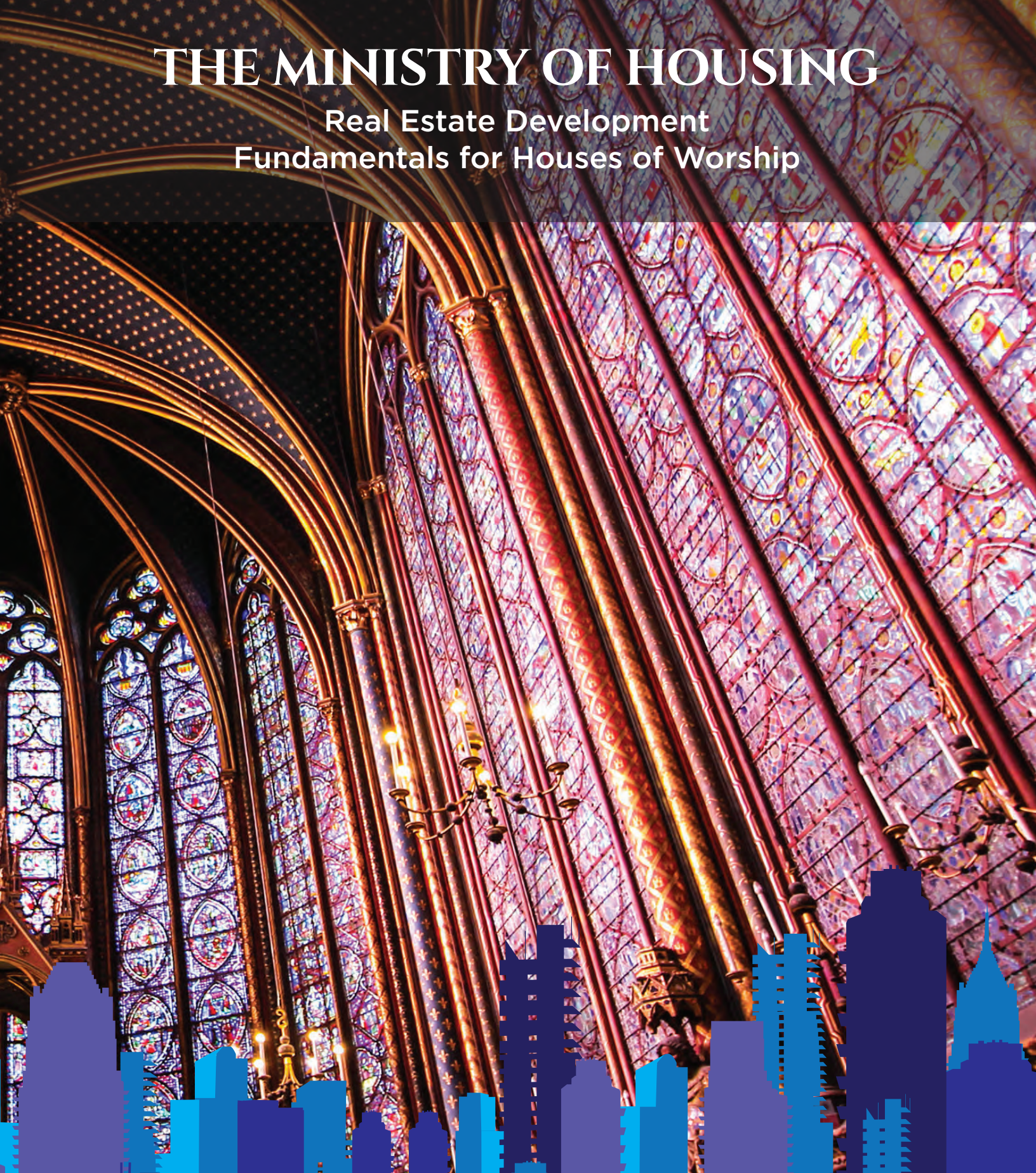


# THE MINISTRY OF HOUSING

Real Estate Development  
Fundamentals for Houses of Worship





# WELCOME



Dear friends and colleagues,

We are delighted to welcome you to The Ministry of Housing: Real Estate Development Fundamentals for Houses of Worship in San Francisco.

We are proud to partner with the San Francisco Interfaith Council and thrilled to have the generous support of the San Francisco Foundation.

Our desired outcome for today is for you to better understand how to journey through the development process. We want to empower your ability to show up fully as a key partner during the development process. We have assembled a team of experts to share best practices for residential development.

This event is the first of two conferences. Our second Ministry of Housing event will be held on February 15th in partnership with Glad Tidings Community Development Corporation at Glad Tidings Church of God in Christ in Hayward and it will focus on development dynamics in the East Bay region.

In addition to this series of conferences, with the generous support from San Francisco Foundation, DCG Strategies is thrilled to offer The Ministry of Housing: Pre-Development Program to qualifying organizations.

The Ministry of Housing: Pre-Development Program provides grant funding to organizations as they seek to develop housing. It consists of three key parts.

- **Grant Funding:** Funding to support early pre-development feasibility analysis to help advance residential development projects from vision to completion.
- **Workshops and Seminars:** Workshops and seminars to help understand and navigate the development process to move development projects forward.
- **Access to Experts:** Access to experts to help organizations begin their development journey. Discover your property's potential for development and learn how to navigate the development process.

We encourage you to apply today at [www.dcgstrategies.com](http://www.dcgstrategies.com).

Thank you for being here and we look forward to keeping in touch.

Best wishes,

Landis Graden

Founder & CEO, DCG Strategies, Inc.

# AGENDA

## The Ministry of Housing

*Hosted by DCG Strategies and The San Francisco Interfaith Council  
with support from the San Francisco Foundation*

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**8:30 AM**    **Registration and Continental Breakfast**

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**9:30 AM**    **Introductions and Welcome**    Lauren Jennings, Vice President, DCG Strategies  
Michelle Chambers, Director, Faiths Programs, San Francisco Foundation

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**9:40 AM**    **“The Ministry of Housing”**    Moderator: Megan MacIver, Vice President, DCG Strategies  
**Panel Discussion:**    *Participants:*  
**Exploring our “Why”**

- Christina Alvarez, Executive Director, Episcopal Impact Fund
- Rev. Phil Brochard, Rector, All Souls Episcopal Parish
- Shannon Cheng, President, Saint Mark’s Square Board of Trustees
- Rev. Staci Current, Pastor, Temple United Methodist Church

During this session, we will ‘take a step back’ and explore the idea of housing as a ministry. We’ll hear from experts and practitioners who share their lessons learned and will review best practices and strategies that can be used to discern and determine whether congregations are called to develop housing on their properties at this moment in time. The session will also consider how to assess both congregational readiness and real estate factors. We’ll consider what role a pastor or congregational leader should play in the development process and consider ways we can ensure housing remains a ministry of the congregation – and not the other way around.

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**10:30 AM**    **Understanding San Francisco’s**    Kyra Geithman, Associate Director, Policy and Community Affairs, MOHCD  
**Unique Development Climate**    Rich Hillis, Planning Director, San Francisco Planning Department

This session explores San Francisco’s unique development context and introduces the role of the Planning Department. Participants will learn how to work with the planning department and what Planning initiatives and resources are available to support housing development projects in San Francisco. The Mayor’s Office of Housing and Community Development (MOHCD) will also explain how congregations can access City resources to support housing.

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**11:00 AM 'Master Class' Part I:  
Creating the Vision**

Moderator: LJ Jennings, Senior Pastor, Kingdom Builders  
Christian Fellowship

*Participants:*

- Lauren Jennings, Vice President, DCG Strategies
- Steven Kodama, Principal Architect, kodama diseno architects
- Caroline McCormack, Vice President of Lending and Policy, SF Housing Accelerator Fund

In this next session, Part I of the Ministry of Housing 'Master Class,' we'll explore how to create the vision of a housing development on congregational property. First, we'll consider how to explore general development feasibility. We'll also consider how congregations can partner with architects and what role architects play in the development process (from design to site planning to density). In addition, we will consider the basics of housing development financing, including how to build a capital stack. We'll explore various loan products as well as how to work with lenders.

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**12:00–1:00 PM Lunch**

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**1:00–2:00 PM 'Master Class' Part II:  
Vision to Reality**

Moderator: LJ Jennings, Senior Pastor, Kingdom Builders  
Christian Fellowship

*Participants:*

- Ramie Dare, Director of Real Estate Development, Mercy Housing
- Carly Grob, Senior Planner, San Francisco Planning Department
- Dianne Jackson McLean, Attorney, Goldfarb & Lipman

In our final session, Part II of the Ministry of Housing 'Master Class,' we'll focus on how to move from the initial vision of a housing development towards preparing for groundbreaking. Developers will share best practices in how to work with developers and the key to selecting a developer partner. We'll explore the entitlements process and how to prepare for working with the planning department. Finally, we'll explore what legal protections are available to congregations wishing to develop housing on their properties.

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**2:00–2:30 PM Q&A and Closing Remarks**

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# OUR SPEAKERS



**CHRISTINA ALVAREZ**  
EPISCOPAL IMPACT FUND  
*Executive Director*



**REV. PHIL BROCHARD**  
ALL SOULS  
EPISCOPAL PARISH  
*Rector*



**MICHELLE CHAMBERS**  
SAN FRANCISCO  
FOUNDATION  
*Director, FAITHS Program*



**SHANNON CHENG**  
ST. MARK'S SQUARE  
*President, Saint Mark's Square  
Board of Trustees*



**REV. STACI CURRENT**  
TEMPLE UNITED  
METHODIST CHURCH  
*Pastor*



**RAMIE DARE**  
MERCY HOUSING  
*Regional Director of Real  
Estate in the Bay Area*



**KYRA GEITHMAN**  
MOHCD  
*Associate Director of  
Policy and Community Affairs*



**LANDIS GRADEN**  
DCG STRATEGIES  
*CEO & Founder*



**CARLY GROB**  
SAN FRANCISCO  
PLANNING DEPARTMENT  
*Principal Planner*



**RICH HILLIS**  
SAN FRANCISCO  
PLANNING DEPARTMENT  
*Planning Director*



**DIANNE JACKSON MCLEAN**  
GOLDFARB & LIPMAN LLP  
*Attorney*



**LAUREN JENNINGS**  
DCG STRATEGIES  
*Vice President*



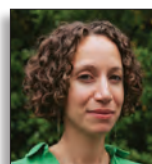
**REV. LJ JENNINGS**  
KINGDOM BUILDERS  
CHRISTIAN FELLOWSHIP  
*Senior Pastor*



**STEVEN KODAMA, FAIA**  
KODAMA DISENO ARCHITECTS  
*Principal Architect*



**MEGAN MACIVER**  
DCG STRATEGIES  
*Vice President*



**CAROLINE MCCORMACK**  
SF HOUSING  
ACCELERATOR FUND  
*Vice President of Lending  
and Policy*



**MICHAEL PAPPAS**  
SAN FRANCISCO  
INTERFAITH COUNCIL  
*Executive Director*

# ABOUT US - ABOUT OUR PARTNERS

## ABOUT DCG STRATEGIES, INC.



DCG Strategies is a commercial real estate firm with a distinct mission to serve California's faith-based organizations. Offering a comprehensive suite of strategic advising, property planning and real estate services, DCG partners with leaders of faith communities and nonprofits to transform their real estate into resources for their missions and the communities they serve. The DCG Strategies team is made up of full-service consulting, property planning and commercial real estate professionals, but our passion lies in building value within our community. Unlike conventional real estate firms, DCG is officially recognized as a benefit corporation, which means we are committed to higher standards of social and environmental performance, accountability and transparency.

## ABOUT THE SAN FRANCISCO INTERFAITH COUNCIL



The mission of the San Francisco Interfaith Council is: "Celebrating our diverse faiths and spiritual traditions, bringing people together to build understanding and serving our community." The San Francisco Interfaith Council (SFIC) counts as its constituents the 800 congregations in the City and County of San Francisco, their respective judicatories, sectarian educational and healthcare institutions, and the faith-based social service agencies that provide the social safety net for our most vulnerable residents. The SFIC convenes and amplifies the voice of our City's faith-based community on such issues as homelessness, disaster preparedness response and recovery, civil and human rights, housing affordability, immigration and so much more. During this time of social change in San Francisco, civic leaders and the public view the SFIC as the "go-to" organization for mobilizing our City's religious communities. Our diverse constituencies turn to us for resources, referral and representation. SFIC's robust relationships and communications network of over 5,300 e-subscribers allow the SFIC to bring together and mobilize San Francisco's faith-based community to create an effective, combined force for service and issues of public policy, so that we may accomplish together what no single faith entity can do alone.

## ABOUT THE SAN FRANCISCO FOUNDATION



Founded in 1948, the San Francisco Foundation is one of the nation's largest community foundations — a grantmaking public charity dedicated to improving life within a specific local region. The mission of the San Francisco Foundation is to mobilize resources and act as a catalyst for change to build strong communities, foster civic leadership, and promote philanthropy in the San Francisco Bay Area. Together with community leaders, nonprofits, and donors, we are committed to advancing racial equity and economic inclusion to ensure that everyone in the Bay Area has a chance to get a good job, live in a safe and affordable home, and have a strong political voice.

## ABOUT ST MARK'S LUTHERAN CHURCH SAN FRANCISCO



St. Mark's Lutheran Church is a growing Christian community rooted in tradition and open to new expressions. Responding to God's compassionate love, we reach out in service to the community and the world. With openness of heart and spirit, we welcome all. The Evangelical Lutheran Church in America (ELCA) is a community of faith that shares a passion for making positive changes in the world. Our faith is built around a strong belief in God as made known to us in Jesus Christ. Through worship, education, fellowship, and service, we experience God's grace in our lives, grow in our relationship with God and one another, and put our faith into practice. In today's complex world, we strive to make a difference in practical, realistic ways. St. Mark's is a Reconciling in Christ Congregation and a Sanctuary Congregation. It is the oldest Lutheran Church west of the Mississippi.





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