



Dear Applicant,

Thank you for your interest in the position of Executive Director of Mt. Cross. The enclosed packet of information may be helpful as you prayerfully consider this important call. Please return the included application along with the requested information via email or postal mail to our chair, the Rev. Dr. Daniel R. Smith.

The Search Committee will be receiving applications until April 30th after which time we will begin conducting interviews. Thank you in advance for your interest. We pray that the Holy Spirit is with you in the coming months as we discern together.

The Mt. Cross Search Committee

Contact:
Rev. Dr. Daniel R. Smith
Chair, Mt. Cross Call Committee
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Davis, CA 95616
530-219-3735
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Situation Profile

Mission Statement

Providing profound experiences in God's creation.

History and Affiliation

Following the Second World War, a group of pastors and laypeople decided to obtain suitable land for a Lutheran Bible Camp and Retreat Center. Grounds previously used were being overused. Lutheran groups were finding it increasingly difficult to reserve satisfactory dates for their programs. Accordingly, the congregations these individuals represented affiliated themselves with the National Lutheran Council and organized a Camp Committee to represent them. They represented the ELC, ALC, ULCA, Augustana, Suomi, and UELC synods. Over the years these bodies merged until it was the ALC synod which represented the entire camp constituency.

The name of the ministry was unanimously selected as Mount Cross for its location in the Santa Cruz (Spanish for Holy Cross) Mountains. The Lutheran Bible Camp Association of Northern California was organized to run, operate and maintain the facilities. In 2017 the name of this corporation is the Lutheran Outdoor Ministries of Northern California.

In 1976 the Lutheran Church-Missouri Synod (LCMS), was added to the constituency of the corporation. In the 1980s when the ALC (and other synods) formed the Evangelical Lutheran Church in America (ELCA), this synod retained the ALC's constituency. In 2017, Mt. Cross continues to be a partnership ministry of the congregations of the Sierra Pacific Synod of the ELCA and the California-Nevada-Hawaii District of the LCMS.

Mt. Cross is an American Camping Association accredited camp.

Theology

As the two partner synods find themselves more polarized in culture, practice, and theology in recent years, the Board of Directors has been faced with the reality of discerning faithful ways to move forward. At this time, the goal of the board is to emphasize our commonalities and de-emphasize our differences as a pathway to moving forward together.

In March of 2013 the Board of Directors with the help of an outside mediator, adopted the following proposal:

Mt. Cross would be a Lutheran camping, retreat, and conference ministry affiliated with the Sierra Pacific Synod of the Evangelical Lutheran Church in America. This ministry would be reflective of the culture and values of the

Evangelical Lutheran Church in America. Membership in the corporation of Mt. Cross Lutheran Camp would be open to the following entities:

- *Lutheran Congregations, regardless of synodical affiliation.*
- *Congregations of those church bodies with whom the Evangelical Lutheran Church in America is in full communion, including the United Methodist Church, the Presbyterian Church USA, and the Episcopal Church USA.*
- *The Sierra Pacific Synod of the Evangelical Lutheran Church in America.*
- *The members of the corporation would be given access to representation on the Board of Directors.*

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This proposal has not yet been ratified by the judicatories of the Mt. Cross organization. The adoption of the motion indicates the past difficulty that the leadership of Mt. Cross has had in articulating where our shared theology may diverge in practice.

Guiding Principles and Values

In January of 2017, the Mt. Cross Board of Directors and Search Committee held a retreat for the purposes of identifying and articulating the current mission, values, and principles of Mt. Cross. They established that Mt. Cross is a place of refuge known by the people of Northern California and beyond. It is a place of restoration and renewal where two denominations are making ministry work together. In this place many are being called to the water of baptism and Mt. Cross is known as a places that produces disciples and powerful leaders.

The values of Mt. Cross are:

Community	Lutheran	Relationships
Nature	Hospitality	Play
Growth	Worship	Stewardship
Grace	Leadership	

Board Structure

The Board of Directors is empowered to do all things necessary and legal to carry out the purpose of the corporation. The membership is a 60/40 representation of the two synod constituencies. The ELCA is represented by nine directors (5 laypersons, 4 clergy). The LCMS is represented by six directors (3 laypersons, 3 clergy). The Board of Directors populates itself with support from the synod and the district.

Currently, the board is being transformed from a sitting board to a working board. It is moving from meeting 4 times each year to 6 times in a year. It is implementing a board covenant, financial pledges, defined outreach and promotion expectations, and intentional relationship building across synods. The board operates mostly as a managing body of Mt. Cross in partnership with the Executive Director and requires a strong leader and shaper to partner with them.

Facilities & Staff

Mt. Cross is located 10 miles north of Santa Cruz, CA on Highway 9 between Felton and Ben Lomond, CA and approximately 45 minutes from Silicon Valley and 1.5 hours from San Francisco. The 105 acres of mountainous landscape contains groves of redwood trees, ocean-bound creeks, and a large field. The property is close to many state and national parks, publicly accessible trails, and public beaches. It is also adjacent to private and commercial property. The camp is on a bus line that connects visitors to Santa Cruz and then other Bay Area cities. There are many other camp and retreat organizations and properties in the region that are larger and smaller in size and operation than Mt. Cross.

On site there are hiking trails, multiple firepits, an outdoor chapel, a campground, an outdoor pool, a sports field, low and high ropes courses, a climbing wall, a labyrinth, an archery range and a swimming hole. The structures on site include the pool house (showers); Kalena's craft cabin; Dining Hall, kitchen, & offices; Jensen Hall, infirmary, and lodge rooms (18 beds & 3 staff beds); Oak Lodge (11 beds); 7 Madrone cabins (12 beds each) and stand-alone bath house; Redwood Cabin (48 beds); Evergreen Cabin (48 beds); 4 staff houses, 2 staff tiny homes, trading post, a maintenance barn, and various storage sheds. Many of our structures were built between 1949 and 1965 and are in serious need of repair or reform. However, the physical space is vibrant and beautiful.

Staffing at Mt. Cross has fluctuated greatly over the past two years. Currently the year-round staff are:

Interim Executive Director	Full time, contract is open ended until permanent hire
Office Manager/Registrar	18-25 hours/week depending on season
Bookkeeper	20 hours/week
Operations Director	Full time
Program Director	Full time for summer season
Retreat/Rent Coordinator	Full Time for winter season
Cook	Hourly as needed
2 Ministry Assistants	46 hours/month to cover housing
2 Ministry Assistants	Full time (46 hours for housing + 34 hr/mo paid)

Our current Interim ED began their work in March of 2017. The individual who fills the position of Program Director in the summer also holds the position of Retreat/Rental Coordinator in the rest of the year - keeping up hours and adjusting their focus of responsibilities. In the summer, Mt. Cross employs approximately 30 seasonal staffers for on-site and day camp programming and leadership.

Community Network

Most of the support and involvement in the ministries of Mt. Cross are through individuals of the ELCA or LCMS. One area of needed significant growth for Mt. Cross is its outreach to Lutheran congregations.

The Rangers are a group of stakeholders in Mt. Cross who have directed many property and facility projects in the past. Historically they have organized themselves geographically and synodically for the purpose of promotion and fundraising for their projects and other camp needs.

Most individual support is due to the wide network of alumni, staff, and campers who have developed strong relationships at Mt. Cross and remain loyal to its ministry. In the

past year these groups have mobilized to support Mt. Cross by fundraising; volunteering to host retreats, maintaining the property, completing administrative tasks; and volunteering with special projects and promotion.

Mt. Cross communicates with its network of stakeholders, partners, and guests online through its website, e-newsletter, Facebook page, Instagram, and Twitter accounts. Partner synods also cross-post Mt. Cross news and opportunities in their own platforms as well. An annual program brochure is mailed to congregations and former campers or partners prior to every summer program season. Mt. Cross also mails an annual fundraising letter and promotes its online giving options (Vanco, giving club, Amazon Smile). Mt. Cross staff also network with partners when recruiting at Lutheran colleges, attending synodical and denominational youth gatherings, and participating in youth ministry conferences and training events.

Finance and Budget

Public financial reports for 2015 or older can be found on our website. A detailed financial report for 2016 can be provided in the interview process. A brief overview of our financial status is this:

Year	2015	2016	2017 (projected)
Total Income	751,328.23	728,884.85	740,106.54
Total Expenses	795,810.17	795,767.98	795,789.08
Total Assets	2,260,662.01	2,322,664.74	2,264,851.55
Total Liabilities	374,799.55	367,509.40	340,904.92

The greatest contribution to income is derived from camps, retreats, & rental fees. Mt. Cross is a line item in the Sierra Pacific Synod's annual budget. In the past 6-7 years it has totaled \$4,000 - \$6,000 annually. Mt. Cross is also the focus of a month of second-mile giving in the Sierra Pacific Synod and has received large gifts from individual congregations. Mt. Cross also receives regular support from North American Lutheran Church (NALC) partners such as St. Timothy in San Jose.

Programs & Attendance

Summer programming at Mt. Cross can be seen in detail on our website. This programming is a 7-week season consisting of on-site programming and off-site day camps. In the past year we saw 461 campers participate in our on-site summer programming and 443 campers participate in our off-site day camps. We are proud of our Special Friends week on-site that also includes Special Friends Servant groups. Our Special friends are adults with developmental disabilities and the servants are youth. This is one of the most powerful weeks of camp for both counselors, campers, and servants. SHALOM is also an exciting week of camp where camp staff partner with church leader volunteers to program a week of confirmation camp.

In addition to Mt. Cross programming there were 324 people served by partner programming which utilized summer staff, year-round staff, and facilities or resources of Mt. Cross. One such program is Young Actors Theater Camp summer session. It's a joy to have them utilize our programming in the summer and then return in the winter with their own programming.

Summer programming might be at the heart of the Mt. Cross mission but it is not financially sustainable on its own. Retreats, rentals, and other partner programs are an essential part of Mt. Cross ministry throughout the year. In 2016 there were 46 different groups or communities that rented space or resources at Mt. Cross for their own programming for a total of 885 usage days. These groups include churches, schools, families, Boy Scouts, Outdoor Schools, support groups, sports organizations, synod committees and groups, other camp staffs, and fraternal organizations. The three most common guests at Mt. Cross are Naturalists At Large (an outdoor education school), private Christian schools in the Bay Area, and ecumenical congregations in the Bay Area. There are currently few Lutheran churches who utilize Mt. Cross.

In the coming years it is our hope to reform and diversify our programming. We have hopes to work with ELCA World Hunger and other local organizations to bring sustainable farming and animal care to Mt. Cross. Our goal is to give parents more than one reason to send their campers to Mt. Cross. So far they already send their children to encounter Christ through our Biblically foundational programming. We hope to expand that into a more global and service oriented experience so that campers leave with a knowledge of Christ and a mindful appreciation for how to care for creation and neighbor.

Executive Director Position Description

The Executive Director provides management and oversight of all Lutheran Outdoor Ministries of Northern California (Mt. Cross) programs and operations. The Executive Director provides theological and administrative leadership and is responsible for carrying out the vision and mission of the organization. The Executive Director works with and reports to the board of directors and hires, supervises and evaluates all year-round staff.

Qualifications and experience

- Bachelor's degree required. M.Div. and/or Lutheran seminary education preferred. Evidence of Lutheran theological understanding and Lutheran church teachings, required. Ability to articulate and honor the difference in our pan-Lutheran community, required.
- At least five years' experience required in outdoor ministry leadership. Either in education, church or other non-profit agency, or relevant business experience. Prior experience as executive director in Lutheran Outdoor Ministries preferred.
- Commitment to Christian faith and personal faith development, required.
- Ability to cast an innovative vision for a sustainable outdoor ministry in northern California with enthusiasm and grace, required.
- Self starter with a professional commitment to collaborative, consensus-based management, with an eye toward professional development of the board of directors and young adult staff, required.
- Demonstrated experience in long-term budget development and sustainable financial management required. Evidence of experience in managing a budget of \$1,000,000 or more preferred.
- Demonstrated experience in raising private funds, including annual funds and major gifts required. Experience in grant writing and capital campaigns desirable.
- Demonstrated experience in managing personnel, including hiring and evaluation, operational and theological training and motivation, and conflict resolution, required.
- Demonstrated experience in relationship building with partners, neighbors and volunteers, required.
- Ability to manage and develop a large and complex property: buildings, grounds and natural resources, required.
- Strong communication skills, both written and spoken, including the ability to represent Mt. Cross before diverse audiences, required. Experience in modern promotion, social media and public relations desirable.

Responsibilities

- Oversee the sound administration of all Mt. Cross programs and operations including:
- Personnel policies and staff management
- Emergency procedures, Human Relations, California and federal laws
- Financial management and budget preparation
- Marketing and Communications
- Facilities management, including food service and maintenance according to the standards of the American Camping Association (ACA)
- Environmental and ecological stewardship
- Program development and implementation
- Work in close collaboration with the board of directors and committees, provide strong vision and direction, advise and present ideas and solutions for challenges and opportunities.
- Cultivate new relationships and nurture current relationships with stakeholders, supporting synods, congregations, agencies, and individuals, as Mt. Cross's organizational leader. Travel throughout the service area, including limited overnight travel.
- Develop and supervise a comprehensive and ongoing development plan to support Mt. Cross' needs and to provide opportunities to individuals and organizations to give and participate in the mission of Mt. Cross.
- Empower staff in developing, implementing and evaluating creative and faith-building ministries of hospitality for diverse audiences and age groups, in varying and innovative formats.
- Provide for the orderly, efficient and cost-effective conduct of necessary business and support operations, including but not limited to accounting, registration, gift-processing, purchasing, insurance, human resources and payroll.
- Create and foster an atmosphere of hospitality, respect, and nurture for everyone.

Proposed Salary Package

Position:	Executive Director, Mount Cross Ministries
Salary Range (BOE)	\$55,000-\$75,000
Benefits – Health	Currently offering Blue Cross Health, negotiable
Benefits – Pension	Pension Benefit Negotiable
Vacation	4 weeks/calendar year, prorated if starting mid-year
Continuing Education	\$1,500 and two weeks paid time off
Housing	Onsite Housing Provided

Application for Executive Director

Disclosure: All candidates will be subject to a background investigation

Biographical Information

Name

Mailing
Address

City

State

Zip

Phone

Email address

Congregation of present membership
City & State

For Rostered Ministers & Clergy

If you are on the LCMS roster, please include a copy of your Personal Data Form, and SET with this application.

If you are on the ELCA roster, please include a copy of your Rostered Ministers Profile with this application.

For Lay People

Please include a copy of your resume and/or curriculum vitae with this application.

Please provide four references of people who know you well preferably including a clergy person, camp director, and former employer. Please do not use friends or family.

All Applicants

Please answer the following questions as completely as you can, attaching more pages as needed.

What attracts and inspires you the most about Christian Outdoor Ministry?

What is your theological interpretation of outdoor ministry?

What is your vision for outdoor ministry in the next 20 years?

What gifts and skills do you feel will help you lead Mt. Cross at this time?

How do you see your role as an interpreter of theology and leader of a ministry of the church?