



CCCA Compass Survey 2023 - Finance and Compensation Module

General Camp Questions

Thank you for taking time to complete this survey. It will give us and our membership valuable information on the state of Christian camps and conference centers. Please read each question carefully and answer it to the best of your ability. If a question doesn't pertain to you, simply skip it.

This survey module focuses on camp finances and staff compensation. A camp director should be able to complete this survey module with the aid of the end-of-year profit/loss report and a detailed annual budget.

All of your answers will be strictly confidential; individual camp data will not be available to CCCA. Only aggregate data will be available to CCCA. We ask for your CCCA ID# and camp name in all survey modules so that we can track the data, match the modules, and avoid duplicate responses. We are hoping for one response per camp/conference organization. If you pause in the middle, you should be able to come back and complete the survey if you follow the same link and use the same device.

If you have any questions about how to complete the survey you may contact Jake Sorenson at Sacred Playgrounds: 608-865-0406 or jake@sacredplaygrounds.com.

Thank you for your ministry!

* 1. What is your organization's CCCA ID number?

2. What is the name of your camp/conference center?

3. What is *your* role at the camp/conference center

- ☐ Director/Executive Director
- ☐ Associate/Assistant Director
- ☐ Board member/chair

Other (please specify)

4. Are you currently in the midst of a capital campaign?

☐ Yes

☐ No

Other (please specify)

5. For which of the following positions does your camp/retreat center employ a FULL-TIME, YEAR-ROUND employee? (*Check all that apply.*)

☐ Associate OR Assistant Director

☐ Program Director/Manager

☐ Maintenance/Facility Director/Manager OR Caretaker

☐ Food Services Director/Manager OR Head Cook/Chef

☐ Development/Advancement Director

☐ Marketing Director (if separate from Development Director)

☐ Housekeeping/Accommodations/Guest Services Director/Manager

☐ Business/Operations Director/Manager

☐ Lead Office Staff (e.g. Office Manager, Administrative Assistant, or Executive Assistant)

☐ Registrar

☐ Retreat Director/Coordinator

☐ Finance Director OR Accountant Manager

☐ Program Specialist (e.g. Equine, High Ropes, Environmental Education, or Gap Year Director)



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Revenue and Expenses from all Sources

6. What was your total revenue and expenses in 2022 (or previous fiscal year)?

Total revenue from all
sources

Total expenses

7. What percentage of your income from the previous fiscal year came from the following sources? *Please ensure that your total percentage adds up to 100%.*

Program fees

Rental and user group fees

Donations and fundraising (individuals and
organizations)

Retail sales

All other income

8. What percentage of your expenses from the previous fiscal year went to the following major categories? *Please ensure that your total percentage adds up to 100%.*

All personnel (full-time and part-time, including benefits), excluding summer staff	<input type="text"/>
Summer staff	<input type="text"/>
Food	<input type="text"/>
Property and Liability Insurance	<input type="text"/>
Property taxes and state fees	<input type="text"/>
Property rental	<input type="text"/>
Equipment and supplies (for maintenance, program, office, etc.)	<input type="text"/>
Marketing and communications	<input type="text"/>
Debt maintenance	<input type="text"/>
All other expenses	<input type="text"/>



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Net Fundraising Production

9. What is the total amount of cash and pledges raised in the previous fiscal year?

10. What is the total amount of fundraising expenses in the previous fiscal year, including staff salaries (if dedicated to fundraising)?

11. Compared to the year before, was total fundraising revenue in the last fiscal year:

- ☐ Much higher than the year before (> 10% increase)
- ☐ Somewhat higher than the year before (< 10% increase)
- ☐ About the same
- ☐ Somewhat lower than the year before (< 10% decrease)
- ☐ Much lower than the year before (> 10% decrease)
- ☐ Unsure

12. What was your total number of donors last year in each of the following categories?

Individual donors

Foundation grants

Denomination(s) with which you are affiliated

Churches

Other

13. What was the total amount of dollars (cash and pledges) raised from each of the following categories?

Individual Donors

Private Foundations

Community Foundations

Denominational bodies

Churches

Fundraising events

Other

14. What was your most successful fundraising event in 2022?

Name or brief description of event

Gross revenue from event

Expenses for event

15. In general, was fundraising revenue up or down for the following categories over the past 5 years?

	LOWEST of the past 5 years	Lower than most of the past 5 years	About the same as the past 5 years	Higher than most of the past 5 years	HIGHEST of the past 5 years	N/A
Individual donors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Foundations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Denominational bodies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Churches	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fundraising events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. What is the main goal of the current capital campaign?

- ☐ Debt retirement
- ☐ New building - primarily summer program use
- ☐ New building - primarily adult retreat use
- ☐ New building - multi-use (summer camp and retreat season)
- ☐ Building renovation
- ☐ Land purchase

Other (please specify)

17. What is the publicly stated goal amount (in dollars) of the current capital campaign?



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Executive Director/CEO Compensation

Please answer the following questions about your camp's Executive Director/CEO or equivalent

18. Is the Executive Director full time or part time?

- ☐ Full time, year round position
- ☐ Part time, year round position
- ☐ Seasonal position (full or part time for part of the year)

Clarify, if needed:

19. Does the Executive Director receive a salary or raise their own support?

- ☐ Do not receive salary or financial support
- ☐ Receive SALARY
- ☐ Raise SUPPORT - if you raise your own support, please give figures below that you received during the past full year of employment

Raise PART of financial support (*Please enter the % of support you raise in the comment box*)

20. What is the total compensation for the Director/Executive Director/CEO? (This information will remain confidential and will only be used to develop low, medium, high, and average salary levels among our CCCA members.)

Annual gross salary/support

Housing (If the camp provides housing for you, calculate the fair rental value of the home in your community)

Utilities (Calculate the cash value of utilities if paid for by your camp/conference.)

Insurance benefits (Include the cost of life, health, and disability premiums.)

Meals Served at Camp (If the camp provides meals for you and your family, estimate the 12-month cash value of these meals. In other words, how much additional money would you spend on groceries for you and your family?)

Retirement/Pension (If your organization puts money into a retirement/pension fund for you, how much did they deposit for you last year?

Do not count any money you personally contributed.)

Value of other benefits

Total Compensation

21. What is the gender of the Director/Executive Director?

22. How long has the director been serving in the current position?

Years

Months

23. How often does the director receive a formal performance evaluation?

- ☐ More than once a year
- ☐ Annually
- ☐ Less than annually, but at least once every two years
- ☐ Less than every two years
- ☐ There is currently no formal system of performance evaluation for the director



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Employee Benefits

24. What insurance benefits does your camp/conference provide in part or in whole for the executive director and/or for year-round full-time staff? Please check all that apply.

	Executive Director (highest-paid person)	Year-Round, Full-Time Staff
Life Insurance	<input type="checkbox"/>	<input type="checkbox"/>
Health Insurance for Individual	<input type="checkbox"/>	<input type="checkbox"/>
Health Insurance for Family/Dependents	<input type="checkbox"/>	<input type="checkbox"/>
Health Insurance - Dental Coverage	<input type="checkbox"/>	<input type="checkbox"/>
Health Insurance - Vision Coverage	<input type="checkbox"/>	<input type="checkbox"/>
Short-term Disability Insurance	<input type="checkbox"/>	<input type="checkbox"/>
Long-term Disability Insurance	<input type="checkbox"/>	<input type="checkbox"/>
NONE OF THESE	<input type="checkbox"/>	<input type="checkbox"/>

25. Check all the benefits your camp/conference center provides for the Executive Director and/or for year-round full-time staff.

	Executive Director (highest paid person)	Year-Round, Full-Time Staff
Retirement/pension	<input type="checkbox"/>	<input type="checkbox"/>
Expenses/tuition to attend training events/conferences	<input type="checkbox"/>	<input type="checkbox"/>
Funds for professional resources (books, magazines, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
Personal use of camp vehicles, At no charge	<input type="checkbox"/>	<input type="checkbox"/>
Personal use of camp vehicles, At a per-mile charge	<input type="checkbox"/>	<input type="checkbox"/>
Paid sick leave	<input type="checkbox"/>	<input type="checkbox"/>
Paid vacation leave	<input type="checkbox"/>	<input type="checkbox"/>
Paid holidays	<input type="checkbox"/>	<input type="checkbox"/>
Sabbatical or study leave options	<input type="checkbox"/>	<input type="checkbox"/>
NONE OF THESE	<input type="checkbox"/>	<input type="checkbox"/>

26. Has your camp/conference center instituted a Health Reimbursement Arrangement (HRA) or a Health Savings Account (HSA) for your employees?

- ☐ Yes
- ☐ No
- ☐ Unsure

27. How much did your camp or conference center spend on health insurance for employees in 2022 (or last fiscal year)?



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Year-Round, Full-Time Staff Compensation

28. Associate OR Assistant Director

a. Job title	<input type="text"/>
b. How long has this person been in his/her position	<input type="text"/>
c. Is this a full-time position?	<input type="text"/>
d. Annual Cash Compensation/Gross Support	<input type="text"/>
e. Housing benefit value	<input type="text"/>
f. Utilities	<input type="text"/>
g. Meals provided (value)	<input type="text"/>
h. Retirement or Pension	<input type="text"/>
i. Health insurance	<input type="text"/>
j. Other compensation	<input type="text"/>
Total Compensation (sum of rows d-j)	<input type="text"/>

29. Program Director/Manager

a. Job title	
b. How long has this person been in his/her position	
c. Is this a full-time position?	
d. Annual Cash Compensation/Gross Support	
e. Housing benefit value	
f. Utilities	
g. Meals provided (value)	
h. Retirement or Pension	
i. Health insurance	
j. Other compensation	
Total Compensation (sum of rows d-j)	

30. Maintenance/Facility Director/Manager OR Caretaker

a. Job title	
b. How long has this person been in his/her position	
c. Is this a full-time position?	
d. Annual Cash Compensation/Gross Support	
e. Housing benefit value	
f. Utilities	
g. Meals provided (value)	
h. Retirement or Pension	
i. Health insurance	
j. Other compensation	
Total Compensation (sum of rows d-j)	

31. Food Services Director/Manager OR Head Cook OR Chef

a. Job title	
b. How long has this person been in his/her position	
c. Is this a full-time position?	
d. Annual Cash Compensation/Gross Support	
e. Housing benefit value	
f. Utilities	
g. Meals provided (value)	
h. Retirement or Pension	
i. Health insurance	
j. Other compensation	
Total Compensation (sum of rows d-j)	

32. Development/Advancement Director

a. Job title	
b. How long has this person been in his/her position	
c. Is this a full-time position?	
d. Annual Cash Compensation/Gross Support	
e. Housing benefit value	
f. Utilities	
g. Meals provided (value)	
h. Retirement or Pension	
i. Health insurance	
j. Other compensation	
Total Compensation (sum of rows d-j)	

33. Marketing Director (if separate from development director)

a. Job title	<input type="text"/>
b. How long has this person been in his/her position	<input type="text"/>
c. Is this a full-time position?	<input type="text"/>
d. Annual Cash Compensation/Gross Support	<input type="text"/>
e. Housing benefit value	<input type="text"/>
f. Utilities	<input type="text"/>
g. Meals provided (value)	<input type="text"/>
h. Retirement or Pension	<input type="text"/>
i. Health insurance	<input type="text"/>
j. Other compensation	<input type="text"/>
Total Compensation (sum of rows d-j)	<input type="text"/>

34. Housekeeping/Accommodations/Guest Services Director/Manager

a. Job title	<input type="text"/>
b. How long has this person been in his/her position	<input type="text"/>
c. Is this a full-time position?	<input type="text"/>
d. Annual Cash Compensation/Gross Support	<input type="text"/>
e. Housing benefit value	<input type="text"/>
f. Utilities	<input type="text"/>
g. Meals provided (value)	<input type="text"/>
h. Retirement or Pension	<input type="text"/>
i. Health insurance	<input type="text"/>
j. Other compensation	<input type="text"/>
Total Compensation (sum of rows d-j)	<input type="text"/>

35. Business/Operations Director/Manager

a. Job title	
b. How long has this person been in his/her position	
c. Is this a full-time position?	
d. Annual Cash Compensation/Gross Support	
e. Housing benefit value	
f. Utilities	
g. Meals provided (value)	
h. Retirement or Pension	
i. Health insurance	
j. Other compensation	
Total Compensation (sum of rows d-j)	

36. Lead Office Staff (e.g. Office Manger, Administrative Assistant, or Executive Assistant)

a. Job title	
b. How long has this person been in his/her position	
c. Is this a full-time position?	
d. Annual Cash Compensation/Gross Support	
e. Housing benefit value	
f. Utilities	
g. Meals provided (value)	
h. Retirement or Pension	
i. Health insurance	
j. Other compensation	
Total Compensation (sum of rows d-j)	

37. Registrar

a. Job title	
b. How long has this person been in his/her position	
c. Is this a full-time position?	
d. Annual Cash Compensation/Gross Support	
e. Housing benefit value	
f. Utilities	
g. Meals provided (value)	
h. Retirement or Pension	
i. Health insurance	
j. Other compensation	
Total Compensation (sum of rows d-j)	

38. Retreat Director/Coordinator

a. Job title	
b. How long has this person been in his/her position	
c. Is this a full-time position?	
d. Annual Cash Compensation/Gross Support	
e. Housing benefit value	
f. Utilities	
g. Meals provided (value)	
h. Retirement or Pension	
i. Health insurance	
j. Other compensation	
Total Compensation (sum of rows d-j)	

39. Finance Director OR Accountant Manager OR Bookkeeper

a. Job title	
b. How long has this person been in his/her position	
c. Is this a full-time position?	
d. Annual Cash Compensation/Gross Support	
e. Housing benefit value	
f. Utilities	
g. Meals provided (value)	
h. Retirement or Pension	
i. Health insurance	
j. Other compensation	
Total Compensation (sum of rows d-j)	

40. Program Specialist (e.g. Equine, High Ropes, Environmental Education, or Gap Year Director)

a. Job title	
b. How long has this person been in his/her position	
c. Is this a full-time position?	
d. Annual Cash Compensation/Gross Support	
e. Housing benefit value	
f. Utilities	
g. Meals provided (value)	
h. Retirement or Pension	
i. Health insurance	
j. Other compensation	
Total Compensation (sum of rows d-j)	



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Part-Time Staff Compensation

41. What is the typical hourly wage for you to pay for part-time positions? (Part-time staff are those who work fewer than 40 hours per week. Some work throughout the year and get paid on an hourly basis, while others are seasonal.) If you pay a salary instead of an hourly wage, please estimate the hourly equivalent for this position. If you don't have a position, leave the line blank.

Cooks	<input type="text"/>
Dishwashers	<input type="text"/>
Dining Room Hosts/Hostesses	<input type="text"/>
Housekeepers	<input type="text"/>
Maintenance Workers/Groundskeepers	<input type="text"/>
Wranglers	<input type="text"/>
Retail Clerks	<input type="text"/>
Security Guards	<input type="text"/>
Waiters/Waitresses	<input type="text"/>
Bookkeepers	<input type="text"/>
Office Staff/Secretaries	<input type="text"/>
I.T. Specialists	<input type="text"/>
Webmasters	<input type="text"/>
Utility or general support staff	<input type="text"/>
Program specialists (e.g. ropes facilitators, environmental education, etc.)	<input type="text"/>



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Summer Staff Compensation

42. What was your typical gross WEEKLY pay for summer staff in 2022? (Exclude year-round staff and hourly staff listed above.) Do not include room and board.

Summer Program Director

Assistant Program Director

Head/Lead Counselors

Counselor in Training or Leadership Training Coordinator

Cabin Counselors

Program Skill Director (watercraft, swimming, recreation, crafts, head wrangler, challenge/ropes courses, etc.)

Program Skill Instructors (boating/canoeing, horse riding, swimming, challenge/ropes course, recreation, etc.)

Lifeguards

Music Director

Videographer/Photographers

Webmaster/Social Media Specialist

Office Clerks/Basic Secretaries

Retail Clerks

Cooks

Dishwashers

Dining Room Hosts/Hostesses

Waiters/Waitresses

Wranglers

Housekeepers

Maintenance Workers/Grounds Keepers

43. Which of the following benefits or incentives did you offer to seasonal summer staff members?

- ☐ Room and board
- ☐ Bonus for returning staff
- ☐ Bonus for staff with special certifications (e.g. lifeguards, ropes course, etc.)
- ☐ Bonus for staff with special skills (e.g. guitar player, foreign language skills, etc.)
- ☐ Bonus for staff who recruited another staff member
- ☐ Bonus for staff who worked the entire summer

Other (please specify)

44. What was your gross payroll for all staff in 2022 (or the last fiscal year), excluding all benefits and FICA?

45. Besides the executive director, do any other staff members raise part or all of their own salaries? If so, which positions and how much are they responsible for raising? *(Please provide percentage and dollar amount, if possible.)*