

2023

OMC

# COMPENSATION REPORT

---

[sacredplaygrounds.com](https://sacredplaygrounds.com)



**SACRED**  
PLAYGROUNDS



---

# In This Report

---

Introduction and Items of Note	3
Ministry Site Overview	4
Fundraising and Capital Appeals	7
Camp/Retreat Center Directors	10
Non-Executive Full-Time Staff Compensation	14
Associate/Assistant Director	15
Program Director	17
Maintenance/Facilities Director	19
Food Service Director	21
Lead Office Staff	23
Development/Marketing Director	25
Guest Services or Hospitality Director	27
Business or Operations Director	29
Registrar	31
Retreat Director	33
Finance Director	35
Program Specialist	37
Hourly Positions	39
Summer Camp Staff	40

---



# Introduction

This report is designed for Christian camps and conference centers in North America affiliated with Outdoor Ministries Connection (OMC). The purpose is to aid executive leadership and boards of directors in determining salary and compensation packages for year-round, full-time staff. It is also designed as a tool for staff members to support decision-making regarding compensation packages, staff expansion, and fundraising strategies.

The founders of OMC have committed themselves to research as one of several ministry priorities. The major initiative has been the bi-annual director survey, which has gathered data from 2014-2022. In 2023, the OMC steering committee committed to an additional survey focused on staff compensation. While the organizations had conducted their own compensation surveys, the combined data set would allow for a more detailed picture of salary and benefits packages in Christian outdoor ministries in North America.

The six participating outdoor ministry associations, representing approximately 650 individual ministry centers, distributed the online survey to their members and affiliates, encouraging responses through their communication channels. The survey opened in October 2023 and remained open until January 2024 to facilitate a high response. The survey typically took a director 18 minutes to complete and had a completion rate of 76%. The 239 respondents represented approximately 300 individual sites, for a response rate of approximately 46%.

## Items of Note

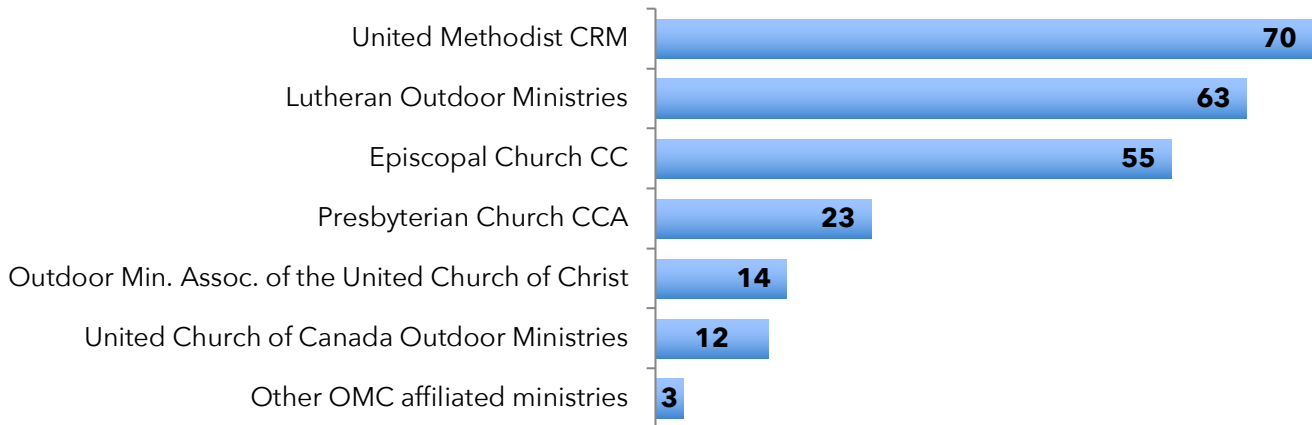
- Organizational budget was the overwhelming factor in the variation in compensation for full-time staff. In almost every position examined, the higher the annual budget, the higher the compensation package. No other factor came close to this influence. For this reason, annual budget category is the primary way that compensation is differentiated in this report.
- There was no consistent variation in compensation based on region of the country for year-round staff. Differences are reported, but they were negligible in comparison with annual budget. There was regional variation for summer staff salary (see page 41).
- Tenure and gender were minor factors in compensation variation. Those who had been in their position longer tended to have higher compensation, and male directors tended to have higher compensation than female directors. These factors were less important than budget.
- Camps and conference centers reported different operating structures. While this factor meant different staffing models, it did not significantly impact compensation, even at the executive level. Directors of camps/conference centers owned and operated by a church judicatory body had statistically equivalent compensation to those privately owned and those operated by a group of churches. Budget was the key factor.
- As organization budget grew, the most common order of hiring full-time, year-round salaried personnel was Executive Director – Maintenance/Facilities Director – Program or Associate Director – Food Service Director – Office Administrator. After these core positions, personnel varied, presumably based on mission and clientele.



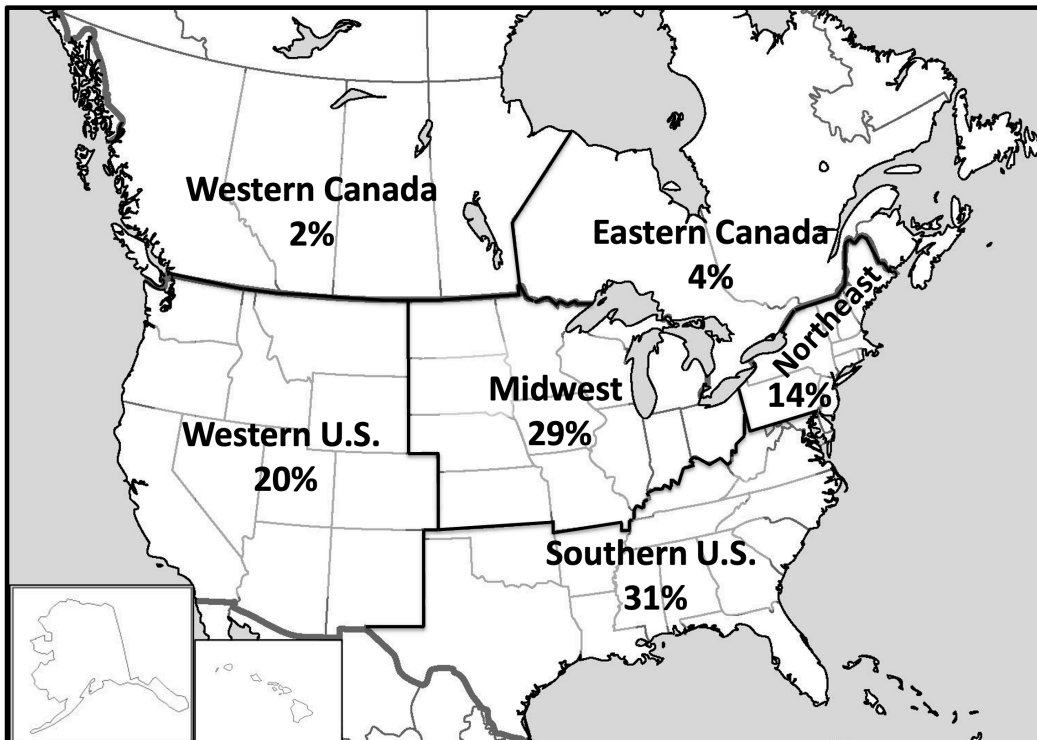
# Ministry Site Overview

In total, **240 Outdoor Ministry organizations** responded to this compensation survey. They represented 47 U.S. states and 5 Canadian provinces.

# RESPONDING OUTDOOR MINISTRY ORGANIZATIONS, BY AFFILIATION



PERCENTAGE OF RESPONDING MINISTRIES, BY REGION, n=240





# General Ministry Site Overview

- 85% of respondents were at a single-site ministry, while the other 15% had an organization representing multiple sites.
- 74% Mixed-Use Sites: offered summer camp programming alongside other programming, such as retreats, conferences, and user groups
- 15% Primarily Summer Camps: limited or no other programs
- 6% Primarily Retreat/Conference Center: limited or no other programs
- 5% Primary Rental Facilities for user groups

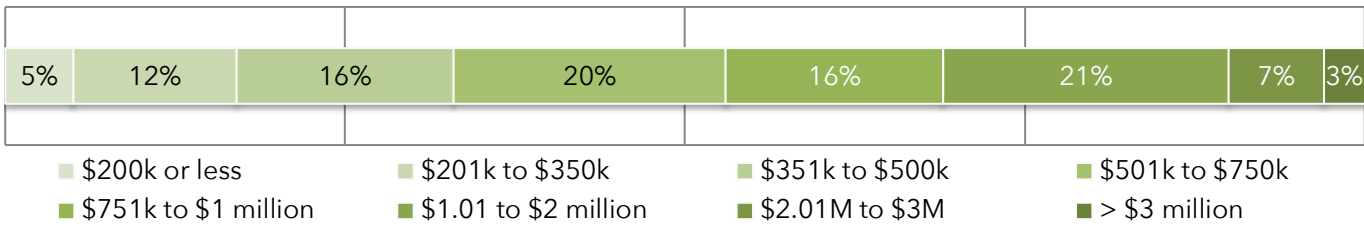
# Ownership Structure

Camp and conference centers in OMC had three main ownership structures, which impacted their staffing structures. Some of the ministries indicated that they were hybrids, with the site owned by a judicatory body and the operations handled by an independent non-profit. In general, the ownership structures could be broken down as:

- 52% owned and operated by a church judicatory body
- 34% privately owned and operated non-profit affiliated with a group of churches or a church body
- 14% owned and operated by a group of churches or a single church

More than two-thirds of ECCC, OMA-UCC, and UMCRCM ministries were owned and/or operated by a judicatory body. The same was true for about half of PCCCA and UC-Canada respondents, while less than a quarter of LOM respondents had this ownership structure.

# Annual Operating Budget in 2023



Based on this budget breakdown, the major categories that will be used in this report are:

1. \$350k or less
2. \$351k-\$500k
3. \$501k-\$750k
4. \$751k-\$1 million
5. \$1.01 million-\$2 million
6. More than \$2 million

## Full-Time, Year-Round Staff Summary, Divided by Organization Budget Categories

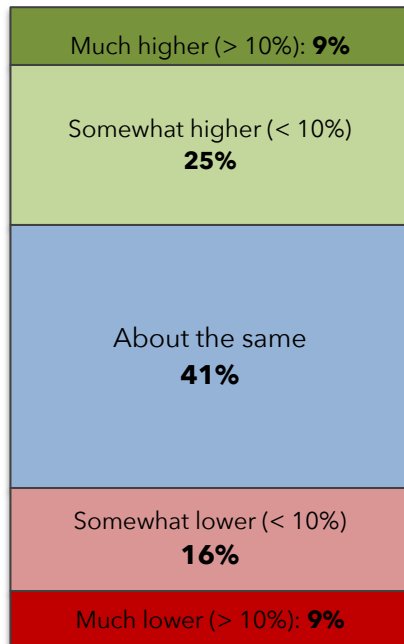
	All Sites	\$350k & under	\$351k-\$500k	\$501k-\$750k	\$751k-\$1 M	\$1.1M-\$2 M	Over \$2 M
<b>Maintenance/Facilities Dir.</b>	<b>56%</b>	8%	32%	51%	76%	87%	96%
<b>Program Director/Manager</b>	<b>56%</b>	24%	49%	49%	62%	79%	83%
<b>Food Services Dir./Head Cook</b>	<b>44%</b>	3%	24%	33%	51%	77%	91%
<b>Lead Office Staff (Office Manager, Admin Assistant, etc.)</b>	<b>36%</b>	0%	17%	33%	50%	61%	71%
<b>Associate/Assistant Director</b>	<b>34%</b>	10%	17%	33%	44%	51%	62%
<b>Housekeeping or Guest Services Director</b>	<b>22%</b>	3%	0%	11%	25%	41%	73%
<b>Retreat Director</b>	<b>22%</b>	0%	3%	7%	27%	42%	73%
<b>Business/Operations Director</b>	<b>17%</b>	0%	7%	14%	17%	28%	56%
<b>Registrar</b>	<b>17%</b>	0%	7%	3%	8%	36%	71%
<b>Development, Advancement, or Marketing Director</b>	<b>15%</b>	0%	3%	3%	8%	27%	74%
<b>Program Specialist (Equine, Ropes, Environmental Ed., etc.)</b>	<b>15%</b>	0%	3%	5%	4%	34%	59%
<b>Finance Director or Accountant</b>	<b>13%</b>	0%	7%	3%	12%	27%	44%

- Aside from director/executive director, the next most common year-round camp/conference center jobs were maintenance director, food service director, and program director. In some cases, there was a year-round associate director instead of a year-round program director (66% had at least one of these two positions, including 80% of organizations with budgets over \$500k, while only 22% of all respondents had both).
- As organization budget grew, the most common order of hiring full-time, year-round salaried personnel was Executive Director – Maintenance/Facilities Director – Program or Associate Director – Food Service Director – Office Administrator. After these core positions, personnel varied, presumably based on mission and clientele.
- Many organizations hired the above personnel in part-time or season positions. For example, among organizations with budgets of \$500k or less, 23% employed a full-time, year round maintenance director, while about an equal number (21%) employed a part-time person year round and another 26% employed a seasonal maintenance director. These differences will be highlighted in the appropriate sub-section for each position later in this report.



# Fundraising and Capital Appeals

## Fundraising & Donations Revenue in Comparison with Previous Year



The fundraising figures were nearly identical to the 2022 OMC survey. Slightly more organizations reported increased fundraising revenue than those who reported a decrease. However, the industry norm in 2023 was generally equivalent to 2022, which carried over the trend from 2021.

### % REPORTING INCREASED FUNDRAISING REVENUE BY ANNUAL BUDGET CATEGORY

	Higher than 2022
Budget: \$350,000 or under	33%
Budget: \$351k to \$500k	31%
Budget: \$501k to \$750k	35%
Budget: \$751k to \$1 million	25%
Budget: \$1.01 to \$2 million	33%
Budget: over \$2 million	56%
All Ministry Centers	34%

## Fundraising Revenue from Individual Sources, Compared with Previous 5 Years

	LOWEST of past 5 years	Lower than most of past 5 years	About the same as past 5 years	Higher than most of past 5 years	HIGHEST of past 5 years
Individual donors (n=183)	4%	10%	41%	38%	7%
Foundations (n=125)	2%	10%	58%	21%	9%
Denominational bodies (n=150)	7%	28%	53%	9%	3%
Churches (n=176)	4%	26%	49%	18%	3%
Fundraising events (n=135)	4%	14%	47%	28%	7%

- The generally flat reported revenue from overall fundraising is put in greater detail in the above table. Camps and conference centers indicated net declines in revenue from churches and denominational bodies, while they reported net increases from fundraising events, foundations, and especially from individual donors.

## Fundraising Events

Respondents were asked to describe their most successful fundraising event. The median return on investment of these events (revenue divided by expenses) was 8.5. Larger organizations tended to report higher revenue for their fundraising events. Those with budgets under \$500k reported average event revenue of about \$20k. Those with budgets between \$500k and \$1 million reported an average of about \$30k, and those with budgets over \$1 million reported an average over \$45k.

The most common types of events were auctions (20%), galas/dinners (16%), giving days (13%), races (9%), festivals/fun days (9%), anniversary celebrations (4%), and golf events (3%). Additionally, 18% indicated that their most successful fundraising events were their annual fundraising appeals, which did not fit the traditional definition of an event. Many other respondents indicated that they did not have fundraising events. Of the major event types, the most lucrative, on average, in terms of total revenue, were galas or dinners. However, these also tended to have high expenses, so they generally had a lower ROI than race events or auctions. Festivals and golf events had lower average revenues and ROIs than galas/dinners, auctions, and race events, making the latter three more successful, on average.

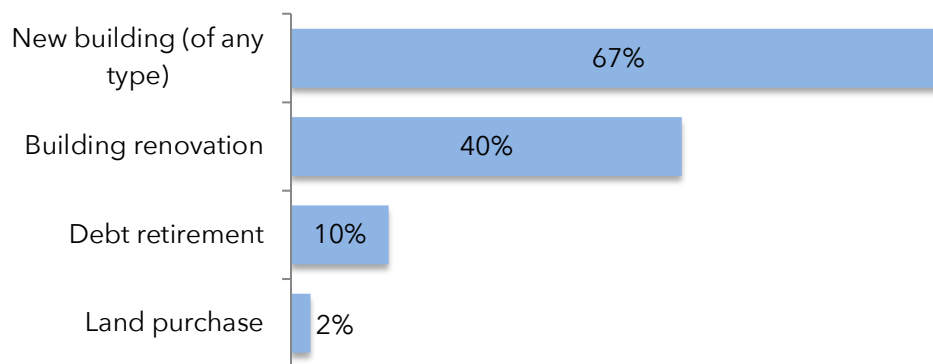
For organizations with annual budgets of \$750k or less, the most common events mentioned were widely varied. For organizations with budgets over \$750k, the most successful events were quite consistently auctions or galas/dinners. It is notable that several organizations indicated having an auction as part of a festival or gala.



## Capital Campaigns (n=202)

- 20% of responding organizations were in the midst of a capital campaign.
- The likelihood of reporting being in the midst of a capital campaign was the same across budget categories.
- Goal amounts for the capital campaigns varied widely from \$35,000 to \$11.5 million, averaging \$2.5 million. 75% of capital campaigns had goals of raising more than \$650,000, and half had goals of \$2 million or more.
- Intriguingly, annual budget did not correlate strongly with capital campaign goal. Some organizations with budgets of under \$500k had campaign goals in excess of \$2 million, and some with annual budgets over \$2 million reported campaign goals under \$100k.

### Reasons for Capital Campaign (n=40)



- Two-thirds of all capital campaigns were raising funds, at least in part, for new buildings. Of these, a large majority were multi-use buildings. The remainder were specific building types designed for summer use, retreat use, or staff housing.

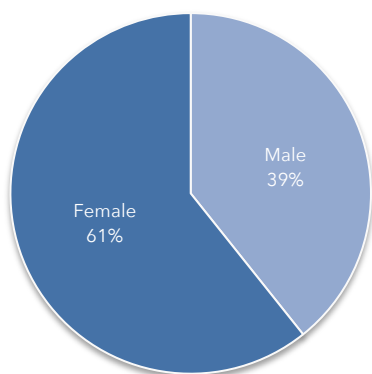


# Camp/Retreat Center Directors

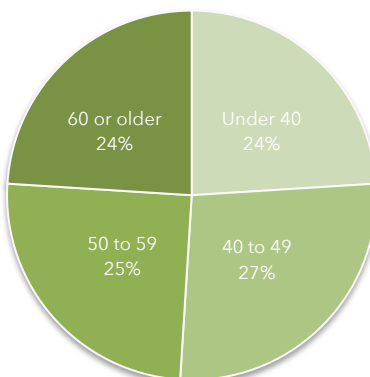
- 34% were female and 66% were male (this included several cases in which there were male and female co-directors)
- 26% were ordained ministers (e.g. pastor, priest, or deacon)
- 92% had at least a 4-year college degree, including 38% with a master's degree and 2% with a doctorate
- 28% had been in the position for less than 3 years, while 30% had been for more than 10 years

## Director Demographics

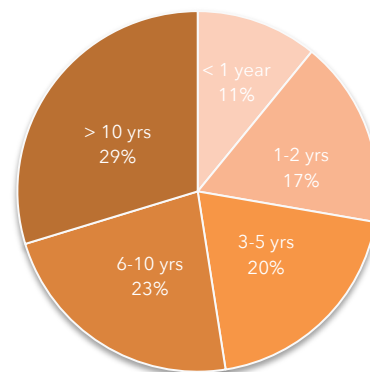
Director Gender



Director Age



Director Tenure



Included in the figures above were 2% of directors who were aged 70 or older and 6% who had been in their current position for more than 20 years.

## Director Demographics by Annual Budget Categories

	All Sites	\$350k & under	\$351k-\$500k	\$501k-\$750k	\$751k-\$1 M	\$1.1M-\$2 M	Over \$2 M
Male director	66%	53%	57%	63%	77%	69%	81%
Bachelor's degree or higher	92%	92%	87%	89%	93%	94%	100%
Ordained minister	26%	23%	17%	24%	33%	33%	19%
Tenure of more than 5 years	52%	39%	47%	41%	60%	68%	62%
Age 40 or over	76%	67%	77%	62%	80%	89%	94%

## Executive Director Compensation

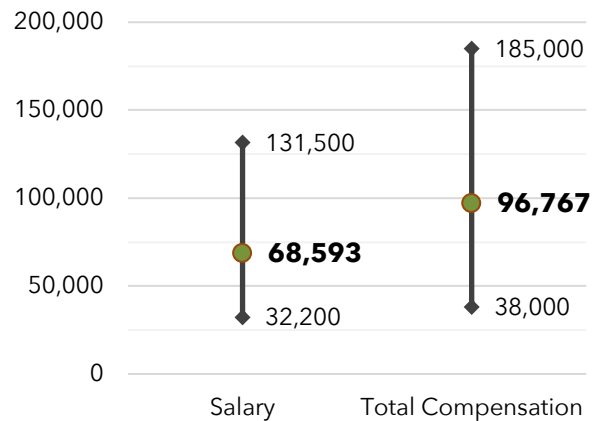
95% of respondents indicated that the Executive Director position was a full-time, year-round position. The remainder were part-time, year-round (4%) or season positions (1%)

### Director salary, full-time only (n=197)

- Range: \$32,200 to \$131,500
- **Average: \$68,593**

### Director total compensation, with benefits (n=199)

- Range: \$38,000 to \$185,000
- **Average: \$96,767**



### Common Director Benefits:

- **Health Insurance**  
86% of full-time directors had health insurance provided, with most of these (63% of total) also having health insurance provided for their family. The value of the health insurance benefit varied widely based on family makeup, from a supplemental insurance of under \$1,000 to over \$40,000.
- **Housing:** 59% of directors had a housing benefit. The value of this benefit varied widely based on location, with a low of \$3,000 and a high over \$40,000 annually. Some had a housing allowance and others had employer provided housing. 78% of these directors had utilities included in this benefit.
- **Retirement:** Among full-time directors, 87% had a retirement benefit. The value of this benefit varied widely, from under 2% of annual salary to over 20%. A third of those who had a retirement benefit received less than 9%, another third 9%-10%, and the final third over 10%. The median retirement benefit was 9% of salary.

### Observations:

- **Executive director salary and total compensation package were closely tied to organization budget.** Organizations with higher annual budgets tended to pay their directors more, and they also tended to provide more benefits to their directors.
- **There was no consistent variation by region of the country,** even when organization budget was accounted for. The size of the camp's budget was a much more reliable indicator of variation in compensation.
- **There was significant variation by director tenure.** Those employed at the same organization longer tended to have more compensation.
- **There was a small variation based on director gender.** Female directors tended to make slightly less than their male counterparts (5%-7% less in similar sized organizations). The greater gender disparity was evident in organization size. Camps and conference centers with the smallest budgets (\$500k or less) were just as likely to have a female director as a male director, but male directors outnumbered their female counterparts 3 to 1 in organizations with budgets over \$750k.
- **There was no difference based on ownership structure.** Directors of camps/conference centers owned and operated by a church judicatory body had statistically equivalent compensation to those privately owned and those operated by a group of churches. The only difference evident (among larger organizations) was accounted for by higher benefits packages among those owned and operated by a church judicatory body.

### Variation in Executive Director Salary and Compensation Package

		Salary Range	Avg. Salary	Total Comp. Range	Avg. Total Compensation
BUDGET	Budget \$350k or less (n=26)	\$32k-\$75k	<b>\$50,600</b>	\$38k-\$114k	<b>\$73,716</b>
	Budget \$350k-\$500k (n=34)	\$40k-\$88k	<b>\$58,371</b>	\$50k-\$118k	<b>\$83,110</b>
	Budget \$501k-\$750k (n=41)	\$38k-\$103k	<b>\$63,253</b>	\$55k-\$134k	<b>\$92,636</b>
	Budget \$751k-\$1 million (n=35)	\$39.5k-\$118k	<b>\$73,975</b>	\$68k-\$154k	<b>\$99,770</b>
	Budget \$1.01-2 million (n=41)	\$48k-\$110k	<b>\$78,100</b>	\$70k-\$145k	<b>\$110,016</b>
	Budget over \$2 million (n=19)	\$57k-\$131k	<b>\$94,000</b>	\$65k-\$185k	<b>\$124,300</b>
REGION	Northeast (n=29)	\$44k-\$118k	<b>\$69,191</b>	\$62k-\$185k	<b>\$101,897</b>
	Midwest (n=55)	\$39k-\$104k	<b>\$67,557</b>	\$60k-\$141k	<b>\$98,018</b>
	South (n=61)	\$32k-\$131k	<b>\$68,459</b>	\$46k-\$162	<b>\$92,346</b>
	West (n=41)	\$32k-\$120k	<b>\$69,298</b>	\$38k-\$167k	<b>\$100,954</b>
	Canada (n=11)	\$48k-\$120k	<b>\$71,946</b>	\$60k-\$127k	<b>\$86,191</b>
TENURE	Tenure of 2 years or fewer (n=50)	\$37k-\$118k	<b>\$64,447</b>	\$50k-\$162k	<b>\$91,549</b>
	Tenure of 3-5 years (n=41)	\$32k-\$100k	<b>\$61,159</b>	\$54k-\$152k	<b>\$91,016</b>
	Tenure of 6-10 years (n=47)	\$38k-\$120k	<b>\$68,570</b>	\$46k-\$168k	<b>\$96,287</b>
	Tenure of 11-20 years (n=45)	\$32k-\$131k	<b>\$77,041</b>	\$38k-\$149k	<b>\$103,624</b>
	Tenure more than 20 years (n=12)	\$41k-\$107k	<b>\$82,360</b>	\$85k-\$185k	<b>\$119,533</b>
GENDER	Male ED, budget < \$1M (n=67)	\$32k-\$101k	<b>\$61,164</b>	\$38k-\$134k	<b>\$89,827</b>
	Male ED, budget \$1M+ (n=36)	\$48k-\$131k	<b>\$82,434</b>	\$65k-\$185k	<b>\$116,579</b>
	Female ED, budget < \$1M (n=38)	\$32k-\$118k	<b>\$60,820</b>	\$46k-\$154k	<b>\$87,456</b>
	Female ED, budget \$1M+ (n=9)	\$48k-\$104k	<b>\$77,143</b>	\$84k-\$136k	<b>\$110,455</b>
<b>ALL U.S. RESPONDENTS (n=186)</b>		<b>\$32k-\$131k</b>	<b>\$68,491</b>	<b>\$38k-\$185k</b>	<b>\$97,386</b>



### Executive Director Benefits, by Organization Budget (*n*=214)

	All Orgs.	Under \$350k	\$350k-\$500k	\$501k-\$750k	\$751k-\$1 M	\$1.1M-\$2 M	Over \$2 M
Health Insurance	<b>89%</b>	71%	83%	92%	90%	100%	100%
Health Ins: Dental coverage	<b>72%</b>	39%	69%	78%	76%	82%	94%
Health Insurance for family/dependents	<b>61%</b>	54%	55%	68%	52%	71%	69%
Health Ins: Vision coverage	<b>61%</b>	32%	59%	65%	69%	71%	75%
Life Insurance	<b>58%</b>	25%	45%	68%	66%	62%	94%
Short-term Disability Insurance	<b>48%</b>	18%	41%	57%	52%	62%	56%
Long-term Disability Insurance	<b>42%</b>	18%	38%	51%	48%	47%	50%
<b>No insurance benefits</b>	<b>13%</b>	29%	17%	16%	10%	0%	0%
Paid vacation leave	<b>95%</b>	83%	97%	93%	100%	100%	100%
Retirement/Pension	<b>85%</b>	63%	86%	84%	94%	95%	81%
Meals free of charge when working on site	<b>74%</b>	74%	64%	79%	75%	77%	76%
Expenses/tuition for training	<b>74%</b>	74%	64%	79%	75%	77%	76%
Paid sick leave	<b>74%</b>	66%	72%	79%	75%	79%	67%
Paid holidays	<b>73%</b>	57%	75%	79%	72%	79%	71%
\$ for professional resources	<b>54%</b>	40%	53%	61%	47%	63%	62%
Sabbatical/study leave options	<b>35%</b>	20%	31%	33%	36%	42%	52%
Personal use of camp vehicles	<b>29%</b>	23%	36%	23%	33%	28%	33%
<b>No additional benefits</b>	<b>2%</b>	9%	0%	2%	3%	0%	0%



# Non-Executive Full-Time Staff

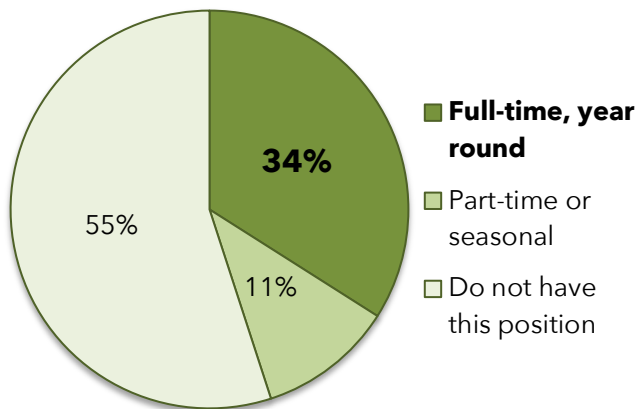
The below table details benefits provided to full-time staff members other than the Executive Director or CEO. Subsequent pages provide detailed compensation data for 12 common non-executive positions.

	All Orgs.	Under \$350k	\$350k-\$500k	\$501k-\$750k	\$751k-\$1 M	\$1.1M-\$2 M	Over \$2 M
Health Insurance	72%	29%	62%	76%	79%	94%	94%
Health Ins: Dental coverage	60%	14%	55%	65%	69%	79%	81%
Health Ins: Vision coverage	51%	14%	45%	57%	62%	62%	69%
Health Insurance for family/dependents	47%	14%	41%	57%	52%	65%	50%
Life Insurance	45%	7%	31%	54%	52%	53%	88%
Short-term Disability Insurance	39%	7%	35%	49%	41%	50%	50%
Long-term Disability Insurance	35%	4%	31%	49%	45%	35%	50%
<b>No insurance benefits</b>	<b>15%</b>	<b>37%</b>	<b>21%</b>	<b>14%</b>	<b>14%</b>	<b>0%</b>	<b>0%</b>
Paid vacation leave	85%	46%	83%	88%	97%	98%	95%
Meals free of charge when working on site	67%	37%	64%	77%	72%	79%	71%
Paid sick leave	64%	31%	64%	72%	72%	77%	62%
Paid holidays	64%	31%	64%	72%	67%	77%	67%
Expenses/tuition for training	59%	31%	53%	61%	72%	70%	67%
Retirement/Pension	58%	26%	56%	63%	67%	72%	57%
\$ for professional resources	42%	17%	36%	49%	39%	58%	48%
Personal use of camp vehicles	18%	11%	25%	12%	19%	21%	19%
Sabbatical/study leave options	15%	6%	6%	12%	17%	26%	33%
<b>No additional benefits</b>	<b>3%</b>	<b>14%</b>	<b>3%</b>	<b>2%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>

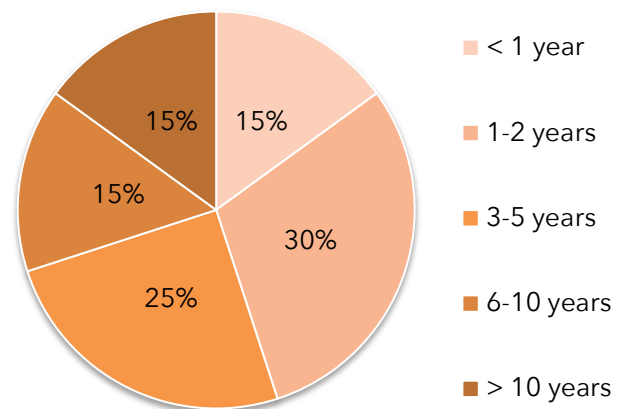


# Associate/Assistant Directors

% Organizations with this position



Tenure of Current Staff

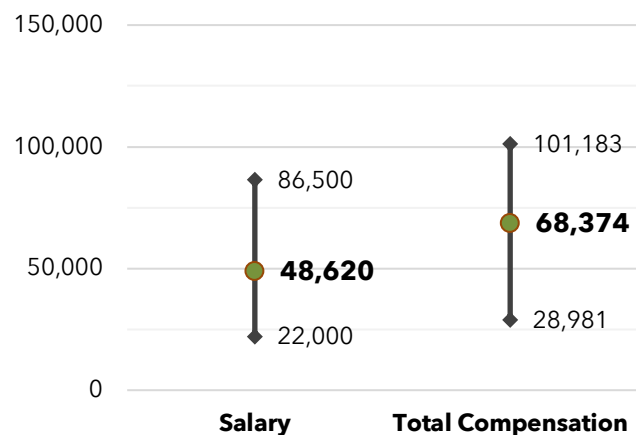


## Associate Director Salary

- Range: \$22,000 to \$86,500
- **Overall average: \$48,620**

## Associate Director Total Compensation

- Range: \$28,981 to \$101,183
- **Overall average: \$68,374**



## Common Benefits

- **Retirement:** 91% of associate directors had a retirement benefit, which ranged widely from 2% to 18% of annual salary. Of those who had the benefit, a third had 6% or less of salary, another third 7%-9%, and the remaining third more than 9% of their salary. The mode (most common) was 9%.
- **Health Insurance:** 80% of associate directors in the USA had health insurance provided. The value of the health insurance benefit varied widely based on family makeup, from \$1,000 to \$28,000.
- **Housing:** 45% of associate directors had a housing benefit. The value of this benefit ranged from \$2000 to \$42,000. Just over half of those that had a housing benefit also had utilities provided.



## Variation in Associate/Assistant Director Salary and Compensation Package

		Salary Range	Avg. Salary	Total Comp. Range	Avg. Total Compensation
BUDGET	Budget \$350k or less (n=1)	No data	No data	No data	No data
	Budget \$350k-\$500k (n=4)	\$35k-\$62k	<b>\$44,000</b>	\$48k-\$86k	<b>\$65,620</b>
	Budget \$501k-\$750k (n=12)	\$22k-\$62k	<b>\$40,192</b>	\$29k-\$99k	<b>\$59,071</b>
	Budget \$751k-\$1 million (n=12)	\$42k-\$72k	<b>\$50,910</b>	\$50k-\$82k	<b>\$70,200</b>
	Budget \$1.01-2 million (n=12)	\$38k-\$61k	<b>\$49,583</b>	\$49k-\$97k	<b>\$70,012</b>
	Budget over \$2 million (n=11)	\$39k-\$87k	<b>\$57,274</b>	\$48k-\$101k	<b>\$78,778</b>
REGION	Northeast (n=10)	\$25k-\$71k	<b>\$48,764</b>	\$58k-\$99k	<b>\$79,794</b>
	Midwest (n=10)	\$28k-\$72k	<b>\$50,488</b>	\$49k-\$101k	<b>\$69,251</b>
	South (n=20)	\$22k-\$87k	<b>\$48,851</b>	\$29k-\$101k	<b>\$65,171</b>
	West (n=9)	\$35k-\$62k	<b>\$46,133</b>	\$46k-\$86k	<b>\$67,145</b>
	Canada (n=3)	\$40k-\$60k	<b>\$47,833</b>	\$50k-\$71k	<b>\$62,433</b>
TENURE	Tenure of 2 years or fewer (n=17)	\$25k-\$66k	<b>\$45,888</b>	\$49k-\$99k	<b>\$70,149</b>
	Tenure of 3-5 years (n=10)	\$34k-\$72k	<b>\$50,126</b>	\$35k-\$101k	<b>\$72,515</b>
	Tenure of 6-10 years (n=6)	\$38k-\$55k	<b>\$45,362</b>	\$50k-\$90k	<b>\$66,253</b>
	Tenure over 10 years (n=6)	\$45k-\$61k	<b>\$56,529</b>	\$66k-\$97k	<b>\$75,979</b>
<b>ALL U.S. RESPONDENTS (n=49)</b>		<b>\$22k-\$87k</b>	<b>\$48,668</b>	<b>\$29k-\$101k</b>	<b>\$68,738</b>

## Prevalence of Position Based on Annual Budget

	All Orgs.	Under \$350k	\$350k-\$500k	\$501k-\$750k	\$751k-\$1 M	\$1.1M-\$2 M	Over \$2 M
Full-time, year-round position	<b>34%</b>	10%	17%	33%	44%	51%	62%
Part time or seasonal position	<b>11%</b>	18%	17%	9%	6%	5%	5%
Do not have this position	<b>55%</b>	72%	66%	58%	50%	44%	33%

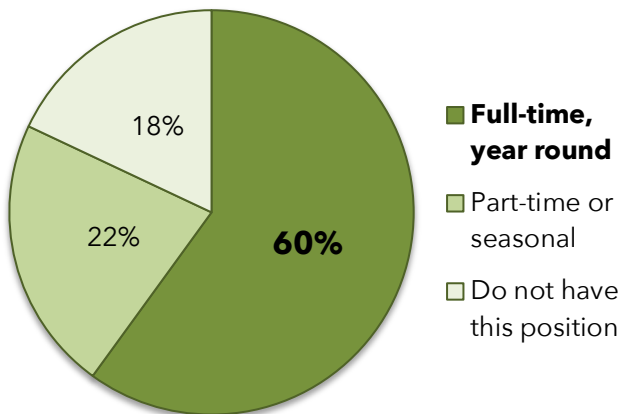




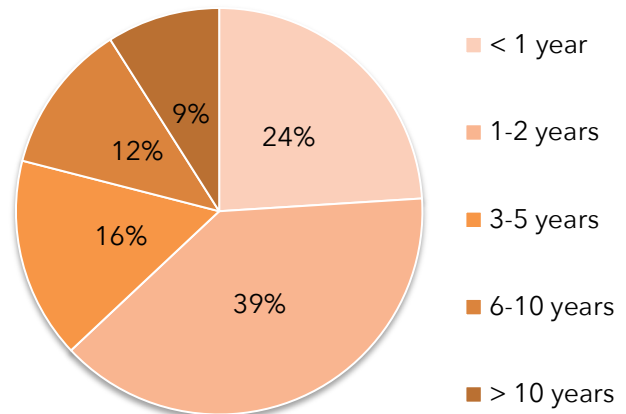
# Program Directors

**63%** of those currently serving had been in their position for 2 years or less

% Organizations with this position



Tenure of Current Staff

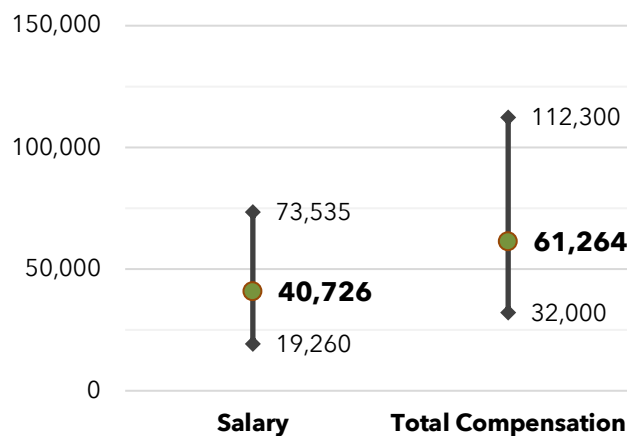


## Program Director Salary

- Range: \$19,260 to \$73,535
- **Overall average: \$40,726**

## Program Director Total Compensation

- Range: \$32,000 to \$112,300
- **Overall average: \$61,264**



## Common Benefits

- **Retirement:** 77% of program directors had a retirement benefit, which ranged widely from 1% to 19% of annual salary. Of those who had the benefit, a third had 6% or less of salary, another third 7%-10%, and the remaining third more than 10% of their salary. The mode (most common) was 9%.
- **Health Insurance:** Among program directors in the USA, 85% had health insurance provided. The value of the health insurance benefit varied widely based on family makeup, from under \$1,000 to \$29,000.
- **Housing:** 64% of program directors had a housing benefit. The value of this benefit ranged from under \$1000 to \$42,000. Three-quarters of those that had a housing benefit also had utilities provided.



## Variation in Program Director Salary and Compensation Package

		Salary Range	Avg. Salary	Total Comp. Range	Avg. Total Compensation
BUDGET	Budget \$350k or less (n=5)	\$22k-\$45k	<b>\$31,849</b>	\$32k-\$47k	<b>\$39,125</b>
	Budget \$350k-\$500k (n=12)	\$25k-\$56k	<b>\$37,020</b>	\$39k-\$77k	<b>\$54,157</b>
	Budget \$501k-\$750k (n=15)	\$30k-\$60k	<b>\$36,534</b>	\$39k-\$81k	<b>\$55,293</b>
	Budget \$751k-\$1 million (n=19)	\$19k-\$50k	<b>\$38,216</b>	\$43k-\$84k	<b>\$58,969</b>
	Budget \$1.01-2 million (n=28)	\$33k-\$74k	<b>\$42,569</b>	\$42k-\$84k	<b>\$63,119</b>
	Budget over \$2 million (n=15)	\$38k-\$70k	<b>\$50,628</b>	\$51k-\$112k	<b>\$78,251</b>
REGION	Northeast (n=8)	\$30k-\$42k	<b>\$37,563</b>	\$40k-\$84k	<b>\$62,966</b>
	Midwest (n=31)	\$22k-\$61k	<b>\$39,362</b>	\$32k-\$96k	<b>\$60,645</b>
	South (n=36)	\$19k-\$60k	<b>\$40,149</b>	\$38k-\$100k	<b>\$58,465</b>
	West (n=17)	\$25k-\$74k	<b>\$46,520</b>	\$32k-\$112k	<b>\$69,049</b>
	Canada (n=4)	\$30k-\$42k	<b>\$37,333</b>	\$42k-\$73k	<b>\$54,765</b>
TENURE	Tenure of 2 years or fewer (n=49)	\$19k-\$70k	<b>\$39,169</b>	\$32k-\$112K	<b>\$60,362</b>
	Tenure of 3-5 years (n=13)	\$29k-\$74k	<b>\$43,957</b>	\$38k-\$85k	<b>\$65,025</b>
	Tenure of 6-10 years (n=10)	\$25k-\$61k	<b>\$38,484</b>	\$39k-\$96k	<b>\$59,667</b>
	Tenure over 10 years (n=7)	\$37k-\$60k	<b>\$47,814</b>	\$43k-\$77k	<b>\$64,450</b>
<b>ALL U.S. RESPONDENTS (n=92)</b>		<b>\$19k-\$74k</b>	<b>\$40,836</b>	<b>\$32k-\$112k</b>	<b>\$61,546</b>

## Prevalence of Position Based on Annual Budget

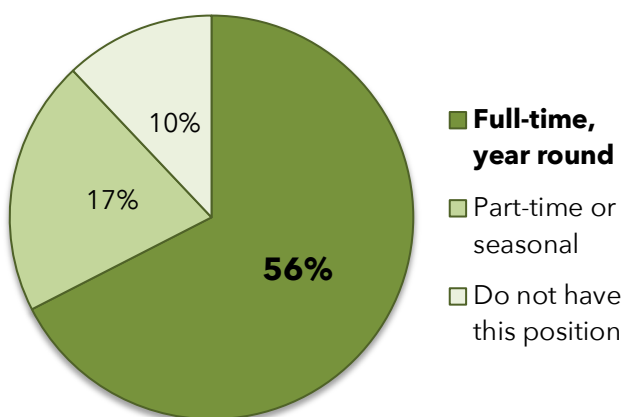
	All Orgs.	Under \$350k	\$350k-\$500k	\$501k-\$750k	\$751k-\$1 M	\$1.1M-\$2 M	Over \$2 M
Full-time, year-round position	<b>56%</b>	24%	49%	49%	62%	79%	83%
Part time or seasonal position	<b>20%</b>	42%	30%	11%	21%	11%	4%
Do not have this position	<b>24%</b>	34%	22%	40%	18%	11%	13%



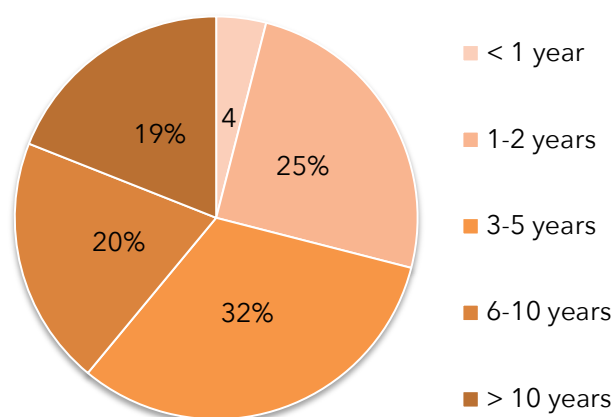
# Maintenance/Facilities Directors

Other names for this position included Building/Grounds Manager, Property Manager, and Site Manager

% Organizations with this position



Tenure of Current Staff

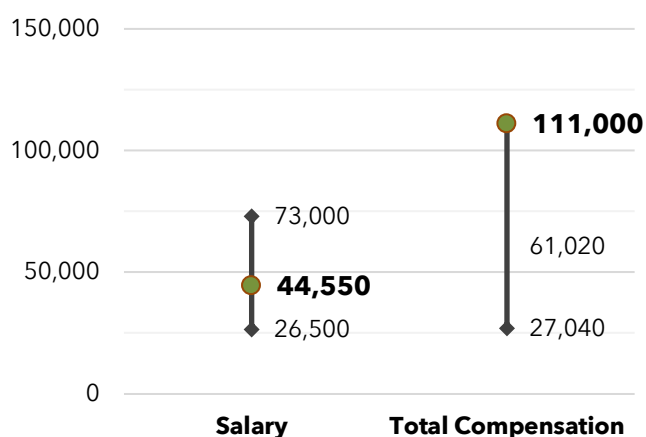


## Maintenance Director Salary

- Range: \$26,500 to \$73,000,
- **Overall average: \$44,550**

## Maintenance Director Total Compensation

- Range: \$27,040 to \$111,000
- **Overall average: \$61,020**



## Common Benefits

- **Retirement:** 60% of full-time maintenance directors had a retirement benefit, which ranged from 2% to 18% of annual salary. Of those who had the benefit, a third had 6% or less of salary, another third 7%-9%, and the remaining third more than 9% of their salary.
- **Health Insurance:** 78% of maintenance directors in the USA had health insurance provided. The value of the health insurance benefit varied widely, from \$1,000 to over \$30,000.
- **Housing:** 46% of maintenance directors had a housing benefit. The value of this benefit ranged from \$6000 to \$30,000. Three-quarters of those that had a housing benefit also had utilities provided.



## Variation in Maintenance Director Salary and Compensation Package

		Salary Range	Avg. Salary	Total Comp. Range	Avg. Total Compensation
BUDGET	Budget \$350k or less (n=3)	\$32k-\$37k	<b>\$35,315</b>	\$52k-\$63k	<b>\$56,449</b>
	Budget \$350k-\$500k (n=10)	\$30k-\$56k	<b>\$40,645</b>	\$41k-\$74k	<b>\$57,589</b>
	Budget \$501k-\$750k (n=19)	\$27k-\$52k	<b>\$37,389</b>	\$31k-\$85k	<b>\$54,566</b>
	Budget \$751k-\$1 million (n=25)	\$27k-\$65k	<b>\$45,232</b>	\$27k-\$111k	<b>\$60,999</b>
	Budget \$1.01-2 million (n=33)	\$28k-\$67k	<b>\$45,673</b>	\$32k-\$100k	<b>\$61,080</b>
	Budget over \$2 million (n=17)	\$38k-\$73k	<b>\$53,293</b>	\$38k-\$109k	<b>\$71,350</b>
REGION	Northeast (n=14)	\$30k-\$55k	<b>\$42,973</b>	\$32k-\$111k	<b>\$60,110</b>
	Midwest (n=29)	\$28k-\$63k	<b>\$43,294</b>	\$37k-\$93k	<b>\$61,110</b>
	South (n=40)	\$27k-\$64k	<b>\$43,778</b>	\$27k-\$108k	<b>\$59,784</b>
	West (n=20)	\$31k-\$73k	<b>\$45,976</b>	\$41k-\$109k	<b>\$63,672</b>
	Canada (n=5)	\$47k-\$67k	<b>\$59,750</b>	\$53k-\$68k	<b>\$62,314</b>
TENURE	Tenure of 2 years or fewer (n=25)	\$30k-\$67k	<b>\$44,088</b>	\$31k-\$77k	<b>\$53,413</b>
	Tenure of 3-5 years (n=29)	\$28k-\$64k	<b>\$44,347</b>	\$37k-\$111k	<b>\$66,044</b>
	Tenure of 6-10 years (n=18)	\$27k-\$63k	<b>\$45,799</b>	\$44k-\$100k	<b>\$67,418</b>
	Tenure over 10 years (n=17)	\$27k-\$67k	<b>\$44,674</b>	\$27k-\$109k	<b>\$65,644</b>
<b>ALL U.S. RESPONDENTS (n=103)</b>		<b>\$27k-\$73k</b>	<b>\$43,959</b>	<b>\$27k-\$111k</b>	<b>\$60,957</b>

## Prevalence of Position Based on Annual Budget

	All Orgs.	Under \$350k	\$350k-\$500k	\$501k-\$750k	\$751k-\$1 M	\$1.1M-\$2 M	Over \$2 M
Full-time, year-round position	<b>56%</b>	8%	32%	51%	76%	87%	96%
Part time or seasonal position	<b>27%</b>	54%	34%	34%	19%	9%	0%
Do not have this position	<b>17%</b>	38%	34%	15%	5%	4%	4%

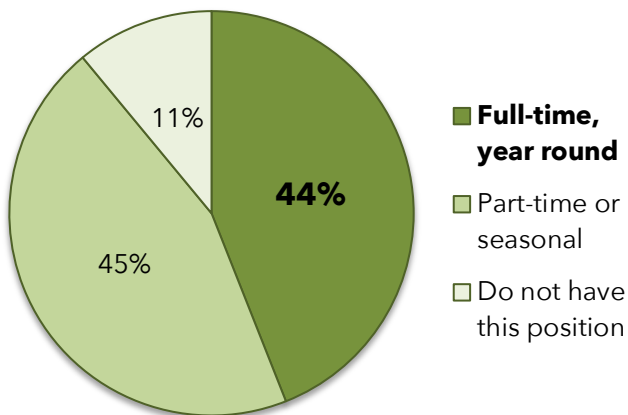




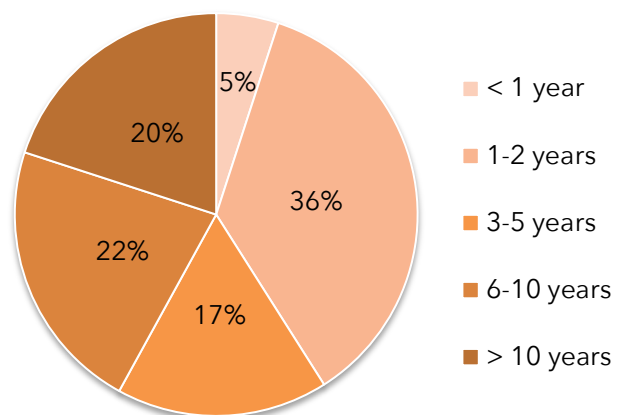
# Food Service Directors

*This position was also known as Chef, Kitchen Manager, and Culinary Director*

% Organizations with this position



Tenure of Current Staff

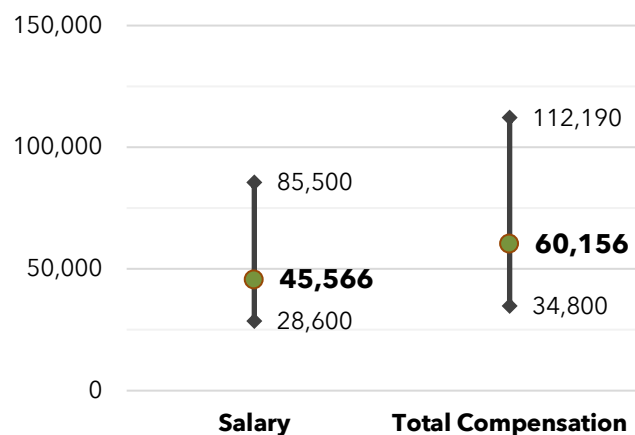


## Food Service Director Salary

- Range: \$28,600 to \$85,500
- **Overall average: \$45,566**

## Food Service Director Total Compensation

- Range: \$34,800 to \$112,190
- **Overall average: \$60,156**



## Common Benefits

- **Retirement:** 60% of full-time food service directors had a retirement benefit, which ranged from 2% to 17% of annual salary. Of those who had the benefit, a third received less than 6% of salary, another third 6%-9%, and the remaining third more than 9% of their salary.
- **Health Insurance:** 87% of full-time food service directors in the USA had health insurance provided. The value of the health insurance benefit varied widely, from \$1,000 to \$24,000.
- **Housing:** 30% of food service directors had a housing benefit. The value of this benefit ranged from under \$1000 to \$36,000. About half of those that had a housing benefit also had utilities provided.



## Variation in Food Service Director Salary and Compensation Package

		Salary Range	Avg. Salary	Total Comp. Range	Avg. Total Compensation
BUDGET	Budget \$350k or less (n=1)	No data	No data	No data	No data
	Budget \$350k-\$500k (n=6)	\$32k-\$48k	<b>\$39,891</b>	\$48k-\$74k	<b>\$60,738</b>
	Budget \$501k-\$750k (n=12)	\$29k-\$62k	<b>\$41,362</b>	\$36k-\$100k	<b>\$61,105</b>
	Budget \$751k-\$1 million (n=18)	\$30k-\$55k	<b>\$42,797</b>	\$35k-\$112k	<b>\$57,573</b>
	Budget \$1.01-2 million (n=26)	\$33k-\$65k	<b>\$45,559</b>	\$45k-\$85k	<b>\$59,666</b>
	Budget over \$2 million (n=17)	\$34k-\$86k	<b>\$54,279</b>	\$36k-\$97k	<b>\$64,312</b>
REGION	Northeast (n=9)	\$36k-\$65k	<b>\$44,767</b>	\$49k-\$98k	<b>\$73,177</b>
	Midwest (n=16)	\$29k-\$53k	<b>\$40,800</b>	\$35k-\$79k	<b>\$54,268</b>
	South (n=33)	\$30k-\$70k	<b>\$44,379</b>	\$35k-\$77k	<b>\$53,700</b>
	West (n=21)	\$32k-\$86k	<b>\$50,624</b>	\$38k-\$112k	<b>\$68,517</b>
	Canada (n=1)	No data	No data	No data	No data
TENURE	Tenure of 2 years or fewer (n=24)	\$29k-\$86k	<b>\$43,025</b>	\$35k-\$98k	<b>\$57,075</b>
	Tenure of 3-5 years (n=10)	\$32k-\$50k	<b>\$41,401</b>	\$36k-\$77k	<b>\$58,625</b>
	Tenure of 6-10 years (n=13)	\$35k-\$62k	<b>\$44,154</b>	\$37k-\$100k	<b>\$64,861</b>
	Tenure over 10 years (n=12)	\$33k-\$65k	<b>\$48,407</b>	\$49k-\$112k	<b>\$68,369</b>
	<b>ALL U.S. RESPONDENTS (n=79)</b>	<b>\$29k-\$86k</b>	<b>\$45,358</b>	<b>\$35k-\$112k</b>	<b>\$59,863</b>

## Prevalence of Position Based on Annual Budget

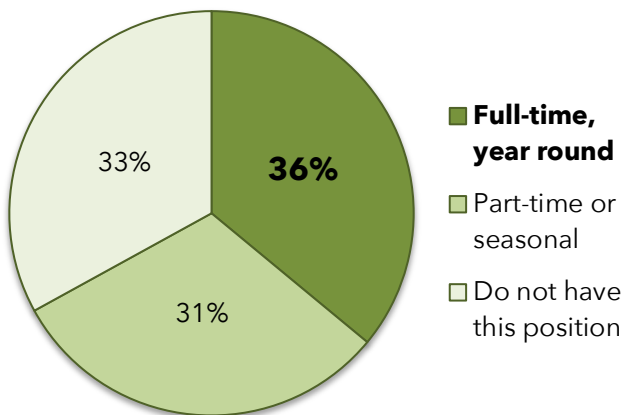
	All Orgs.	Under \$350k	\$350k-\$500k	\$501k-\$750k	\$751k-\$1 M	\$1.1M-\$2 M	Over \$2 M
Full-time, year-round position	<b>44%</b>	3%	24%	33%	51%	77%	91%
Part time or seasonal position	<b>45%</b>	71%	44%	65%	44%	21%	9%
Do not have this position	<b>11%</b>	36%	32%	2%	5%	2%	0%



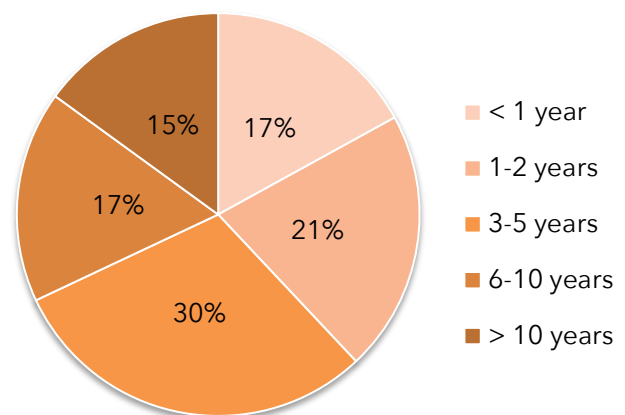
# Lead Office Staff

*This position was known variously as Office Manager, Administrative Assistant, and Office Administrator*

% Organizations with this position



Tenure of Current Staff

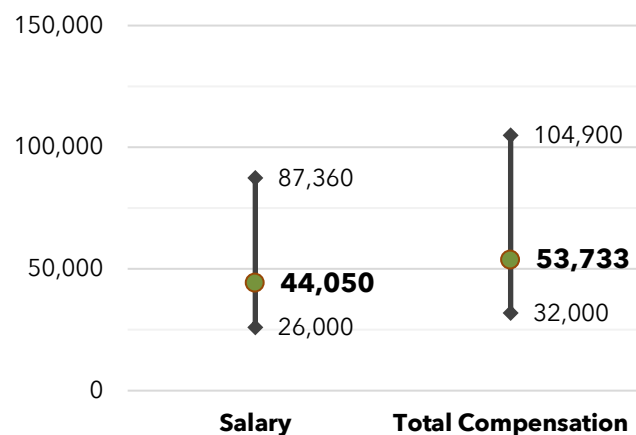


## Office Administrator Salary

- Range: \$26,000 to \$87,360
- **Overall average: \$44,050**

## Office Administrator Total Compensation

- Range: \$32,000 to \$104,900
- **Overall average: \$53,733**



## Common Benefits

- **Retirement:** 69% of full-time office administrators had a retirement benefit, which ranged from less than 1% to 14% of annual salary. Of those who had the benefit, a third received 6% or less of salary, another third more than 6%-9%, and the remaining third more than 9% of their salary.
- **Health Insurance:** 62% of full-time office administrators in the USA had a health insurance benefit. The value of the health insurance benefit varied widely, from under \$1,000 to more than \$30,000.
- **Housing:** This was an uncommon benefit. Only 6% of office administrators had a housing benefit. Those that had a housing benefit also had utilities provided.



## Variation in Lead Office Staff Salary and Compensation Package

		Salary Range	Avg. Salary	Total Comp. Range	Avg. Total Compensation
BUDGET	Budget \$350k or less (n=0)	No data	No data	No data	No data
	Budget \$350k-\$500k (n=5)	\$29k-\$50k	<b>\$41,259</b>	\$41k-\$68k	<b>\$52,174</b>
	Budget \$501k-\$750k (n=10)	\$26k-\$48k	<b>\$37,160</b>	\$32k-\$63k	<b>\$41,973</b>
	Budget \$751k-\$1 million (n=15)	\$32k-\$87k	<b>\$45,633</b>	\$32k-\$87k	<b>\$54,912</b>
	Budget \$1.01-2 million (n=15)	\$32k-\$69k	<b>\$44,593</b>	\$34k-\$88k	<b>\$53,083</b>
	Budget over \$2 million (n=6)	\$44k-\$63k	<b>\$52,550</b>	\$56k-\$105k	<b>\$73,310</b>
REGION	Northeast (n=11)	\$35k-\$51k	<b>\$42,938</b>	\$36k-\$84k	<b>\$52,360</b>
	Midwest (n=13)	\$29k-\$61k	<b>\$42,819</b>	\$41k-\$68k	<b>\$53,261</b>
	South (n=14)	\$26k-\$69k	<b>\$40,285</b>	\$32k-\$88k	<b>\$47,271</b>
	West (n=9)	\$40k-\$63k	<b>\$47,029</b>	\$45k-\$105k	<b>\$62,632</b>
	Canada (n=4)	\$33k-\$87k	<b>\$57,590</b>	\$38k-\$87k	<b>\$61,638</b>
TENURE	Tenure of 2 years or fewer (n=19)	\$32k-\$60k	<b>\$43,440</b>	\$32k-\$84k	<b>\$51,381</b>
	Tenure of 3-5 years (n=16)	\$26k-\$87k	<b>\$43,438</b>	\$32k-\$105k	<b>\$53,368</b>
	Tenure of 6-10 years (n=8)	\$32k-\$50k	<b>\$41,167</b>	\$34k-\$80k	<b>\$54,257</b>
	Tenure over 10 years (n=8)	\$29k-\$69k	<b>\$49,610</b>	\$40k-\$88k	<b>\$59,526</b>
<b>ALL U.S. RESPONDENTS (n=47)</b>		<b>\$26k-\$69k</b>	<b>\$42,898</b>	<b>\$32k-\$105k</b>	<b>\$53,060</b>

## Prevalence of Position Based on Annual Budget

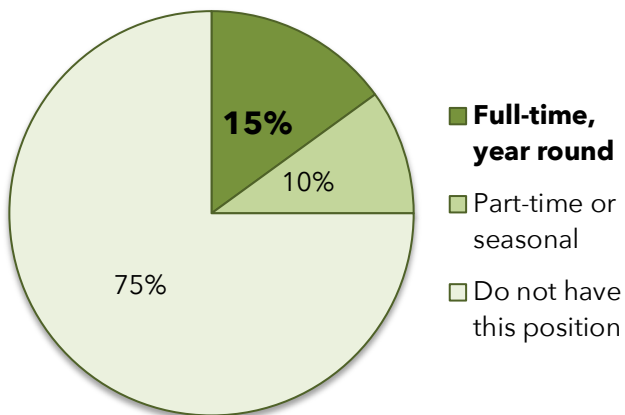
	All Orgs.	Under \$350k	\$350k-\$500k	\$501k-\$750k	\$751k-\$1 M	\$1.1M-\$2 M	Over \$2 M
Full-time, year-round position	<b>36%</b>	0%	17%	33%	50%	61%	71%
Part time or seasonal position	<b>31%</b>	30%	40%	37%	33%	22%	17%
Do not have this position	<b>33%</b>	70%	43%	30%	17%	17%	12%



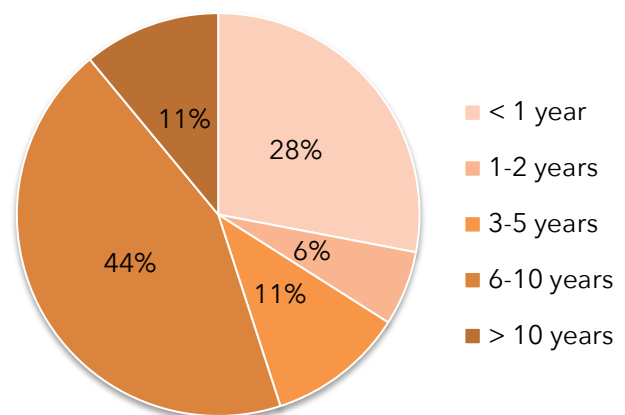
# Development/Marketing Director

*This position was known as Development Director, Marketing Director, and Advancement Director*

% Organizations with this position



Tenure of Current Staff

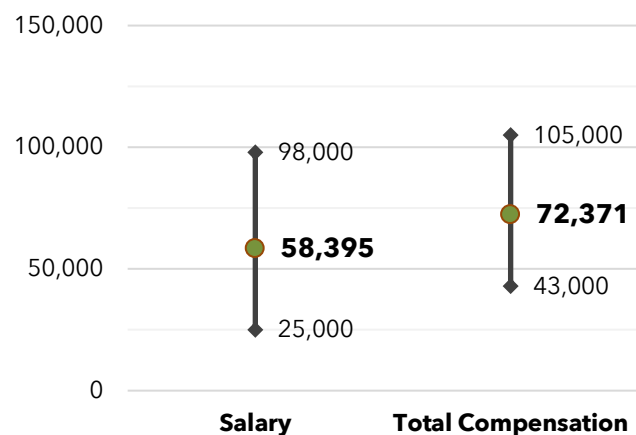


## Development Director Salary

- Range: \$25,000 to \$98,000
- **Overall average: \$58,395**

## Development Director Total Compensation

- Range: \$43,000 to \$105,000
- **Overall average: \$72,371**



## Common Benefits

- **Retirement:** 76% of full-time development or marketing directors had a retirement benefit, which ranged from 2% to 12% of annual salary. Of those who had the benefit, a third received 5% or less of salary, another third 6%-9%, and the remaining third more than 9% of their salary.
- **Health Insurance:** 81% of full-time development or marketing directors in the USA had a health insurance benefit. The value of the health insurance benefit varied widely, from \$2,000 to \$27,000.
- **Housing:** 18% of development or marketing directors had a housing benefit. Those that had a housing benefit also had utilities provided.



## Variation in Development Director Salary and Compensation Package

		Salary Range	Avg. Salary	Total Comp. Range	Avg. Total Compensation
BUDGET	Budget \$1 million or less (n=3)	\$25k-\$56k	<b>\$43,800</b>	\$49k-\$67k	<b>\$59,557</b>
	Budget \$1.01-\$2 million (n=5)	\$43k-\$54k	<b>\$49,124</b>	\$43k-\$89k	<b>\$60,498</b>
	Budget over \$2 million (n=9)	\$45k-\$98k	<b>\$68,411</b>	\$60k-\$105k	<b>\$83,239</b>
REGION	Northeast (n=3)	\$45k-\$80k	<b>\$59,667</b>	\$53k-\$98k	<b>\$79,999</b>
	Midwest (n=8)	\$25k-\$80k	<b>\$54,040</b>	\$49k-\$98k	<b>\$66,371</b>
	South (n=4)	\$43k-\$98k	<b>\$68,500</b>	\$43k-\$105k	<b>\$77,388</b>
	West (n=1)	No data	No data	No data	No data
	Canada (n=1)	No data	No data	No data	No data
TENURE	Tenure of less than a year (n=5)	\$43k-\$80k	<b>\$61,160</b>	\$43k-\$98k	<b>\$72,794</b>
	Tenure of 1-5 years (n=3)	\$52k-\$56k	<b>\$53,206</b>	\$53k-\$64k	<b>\$60,031</b>
	Tenure over 5 years (n=9)	\$25k-\$98k	<b>\$58,589</b>	\$49k-\$105k	<b>\$76,250</b>
	<b>ALL U.S. RESPONDENTS (n=16)</b>	<b>\$25k-\$98k</b>	<b>\$59,232</b>	<b>\$43k-\$105k</b>	<b>\$72,019</b>

## Prevalence of Position Based on Annual Budget

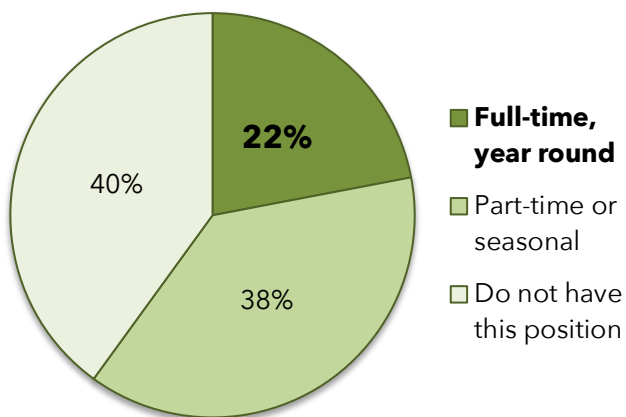
	All Orgs.	Under \$350k	\$350k-\$500k	\$501k-\$750k	\$751k-\$1 M	\$1.1M-\$2 M	Over \$2 M
Full-time, year-round position	<b>15%</b>	0%	3%	3%	8%	27%	74%
Part time or seasonal position	<b>10%</b>	3%	10%	5%	16%	15%	16%
Do not have this position	<b>75%</b>	97%	86%	92%	76%	58%	10%



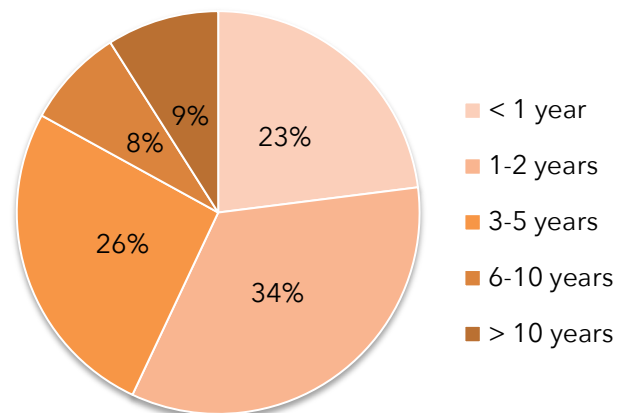
# Guest Services or Housekeeping Director

*This position was known as Guest Services Director/Manger, Housekeeping Director, and Hospitality Manager*

% Organizations with this position



Tenure of Current Staff

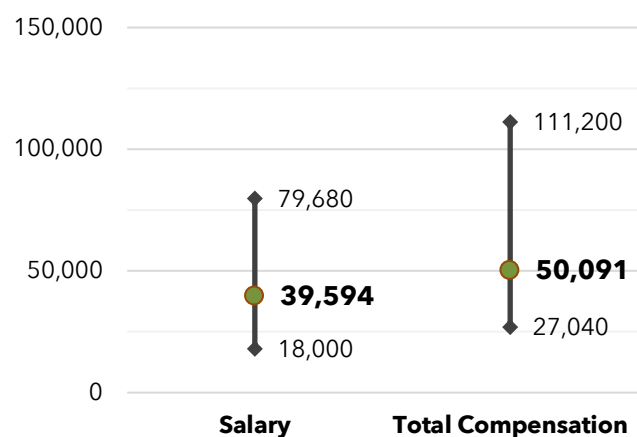


## Guest Services Director Salary

- Range: \$18,000 to \$79,680
- **Overall average: \$39,594**

## Guest Services Director Total Compensation

- Range: \$27,040 to \$111,200
- **Overall average: \$50,091**



## Common Benefits

- **Retirement:** 45% of full-time housekeeping or guest services directors had a retirement benefit, which ranged from 3% to 15% of annual salary. Of those who had the benefit, a third received 5% or less of salary, another third 6%-9%, and the remaining third more than 9% of their salary.
- **Health Insurance:** 80% of full-time housekeeping or guest services directors in the USA had a health insurance benefit. The value of the health insurance benefit varied widely, from \$1,000 to \$20,000.
- **Housing:** 35% of housekeeping or guest services directors had a housing benefit. More than three-quarters of those that had a housing benefit also had utilities provided.





## Variation in Guest Services Director Salary and Compensation Package

		Salary Range	Avg. Salary	Total Comp. Range	Avg. Total Compensation
BUDGET	Budget \$751k or less (n=5)	\$25k-\$40k	<b>\$32,402</b>	\$34k-\$65k	<b>\$47,894</b>
	Budget \$751k-\$1 million (n=8)	\$27k-\$50k	<b>\$36,933</b>	\$27k-\$71k	<b>\$47,945</b>
	Budget \$1.01-\$2 million (n=17)	\$18k-\$80k	<b>\$37,902</b>	\$34k-\$89k	<b>\$45,838</b>
	Budget over \$2 million (n=13)	\$29k-\$69k	<b>\$46,210</b>	\$32k-\$111k	<b>\$57,820</b>
REGION	Northeast (n=4)	\$30k-\$34k	<b>\$32,125</b>	\$36k-\$51k	<b>\$46,040</b>
	Midwest (n=10)	\$18k-\$46k	<b>\$32,837</b>	\$34k-\$52k	<b>\$41,825</b>
	South (n=17)	\$27k-\$48k	<b>\$35,661</b>	\$27k-\$65k	<b>\$43,427</b>
	West (n=9)	\$37k-\$80k	<b>\$53,715</b>	\$43k-\$111k	<b>\$69,814</b>
	Canada (n=3)	\$50k-\$56k	<b>\$52,000</b>	\$50k-\$71k	<b>\$61,640</b>
TENURE	Tenure of less than a year (n=5)	\$18k-\$50k	<b>\$36,651</b>	\$34k-\$71k	<b>\$49,760</b>
	Tenure of 1-2 years (n=12)	\$26k-\$38k	<b>\$31,950</b>	\$34k-\$51k	<b>\$42,489</b>
	Tenure of 3-5 years (n=9)	\$28k-\$80k	<b>\$44,771</b>	\$41k-\$89k	<b>\$57,230</b>
	Tenure over 5 years (n=6)	\$27k-\$69k	<b>\$43,953</b>	\$27k-\$111k	<b>\$61,620</b>
<b>ALL U.S. RESPONDENTS (n=40)</b>		<b>\$18k-\$80k</b>	<b>\$38,664</b>	<b>\$27k-\$111k</b>	<b>\$49,225</b>

## Prevalence of Position Based on Annual Budget

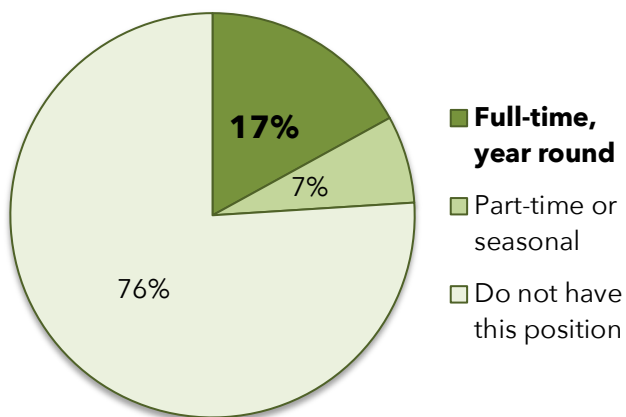
	All Orgs.	Under \$350k	\$350k-\$500k	\$501k-\$750k	\$751k-\$1 M	\$1.1M-\$2 M	Over \$2 M
Full-time, year-round position	<b>22%</b>	2%	0%	11%	25%	41%	73%
Part time or seasonal position	<b>38%</b>	20%	37%	45%	47%	43%	27%
Do not have this position	<b>40%</b>	78%	63%	44%	28%	16%	0%



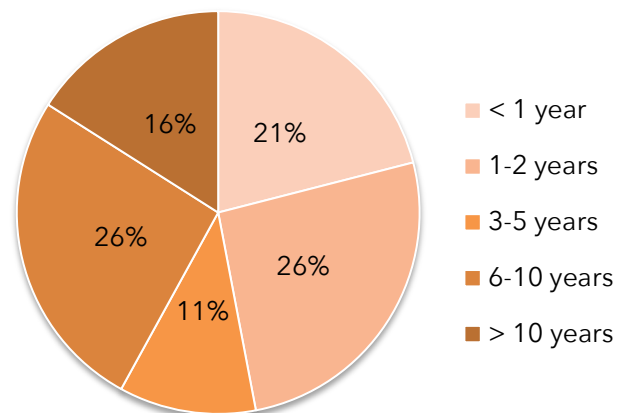
# Business or Operations Director

*This position was known most frequently as Business Manager or Director of Operations*

% Organizations with this position



Tenure of Current Staff

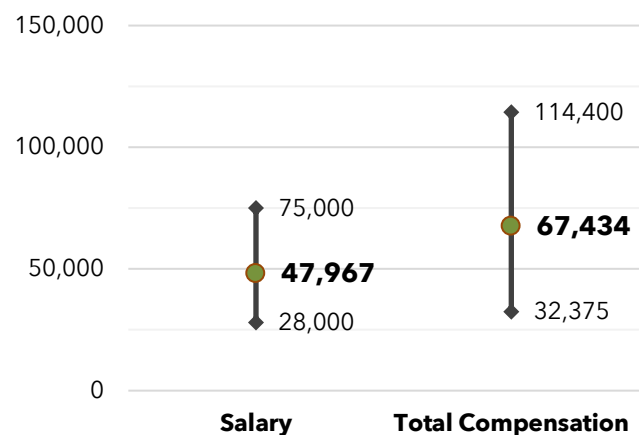


## Business/Operations Director Salary

- Range: \$28,000 to \$75,000
- **Overall average: \$47,967**

## Business/Operations Dir. Total Compensation

- Range: \$32,375 to \$114,400
- **Overall average: \$67,434**



## Common Benefits

- **Retirement:** 63% of full-time business/operations directors had a retirement benefit, which ranged from 4% to 16% of annual salary. Of those who had the benefit, a third received 7% or less of salary, another third 8%-10%, and the remaining third more than 10% of their salary.
- **Health Insurance:** 100% of full-time business/operations directors in the USA had a health insurance benefit. The value of the health insurance benefit varied widely, from under \$1,000 to \$15,000.
- **Housing:** 47% of business/operations directors had a housing benefit. More than three-quarters of those that had a housing benefit also had utilities provided.



## Variation in Business/Operations Director Salary and Compensation Package

		Salary Range	Avg. Salary	Total Comp. Range	Avg. Total Compensation
BUDGET	Budget \$751k or less (n=5)	\$31k-\$55k	<b>\$42,317</b>	\$38k-\$73k	<b>\$60,889</b>
	Budget \$751k-\$1 million (n=3)	\$28k-\$65k	<b>\$46,000</b>	\$32k-\$65k	<b>\$51,793</b>
	Budget \$1.01-\$2 million (n=5)	\$42k-\$49k	<b>\$45,671</b>	\$51k-\$76k	<b>\$65,511</b>
	Budget over \$2 million (n=6)	\$37k-\$75k	<b>\$55,573</b>	\$64k-\$114k	<b>\$82,312</b>
REGION	Northeast (n=1)	No data	No data	No data	No data
	Midwest (n=7)	\$28k-\$75k	<b>\$47,226</b>	\$32k-\$81k	<b>\$63,554</b>
	South (n=8)	\$35k-\$70k	<b>\$48,732</b>	\$38k-\$114k	<b>\$69,844</b>
	West (n=1)	No data	No data	No data	No data
	Canada (n=2)	No data	No data	No data	No data
TENURE	Tenure of less than a year (n=4)	\$35k-\$75k	<b>\$47,110</b>	\$38k-\$81k	<b>\$60,323</b>
	Tenure of 1-5 years (n=7)	\$28k-\$65k	<b>\$47,643</b>	\$32k-\$97k	<b>\$69,640</b>
	Tenure of 6-10 years (n=5)	\$31k-\$51k	<b>\$43,805</b>	\$51k-\$65k	<b>\$59,052</b>
	Tenure more than 10 years (n=3)	\$45k-\$70k	<b>\$56,805</b>	\$69k-\$114k	<b>\$85,736</b>
	<b>ALL U.S. RESPONDENTS (n=17)</b>	<b>\$28k-\$75k</b>	<b>\$47,434</b>	<b>\$32k-\$114k</b>	<b>\$67,250</b>

## Prevalence of Position Based on Annual Budget

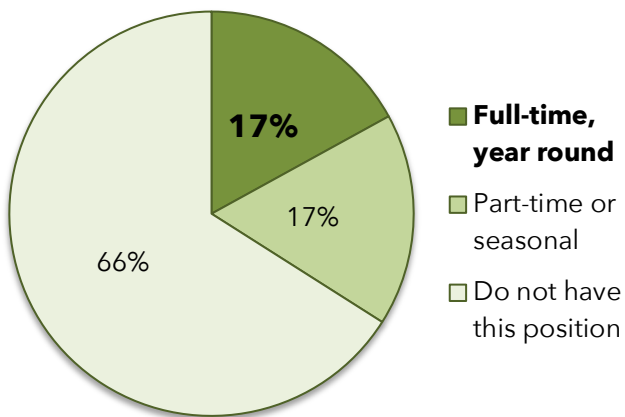
	All Orgs.	Under \$350k	\$350k-\$500k	\$501k-\$750k	\$751k-\$1 M	\$1.1M-\$2 M	Over \$2 M
Full-time, year-round position	<b>17%</b>	0%	7%	13%	17%	28%	56%
Part time or seasonal position	<b>7%</b>	3%	11%	3%	8%	6%	13%
Do not have this position	<b>76%</b>	97%	82%	84%	75%	66%	31%



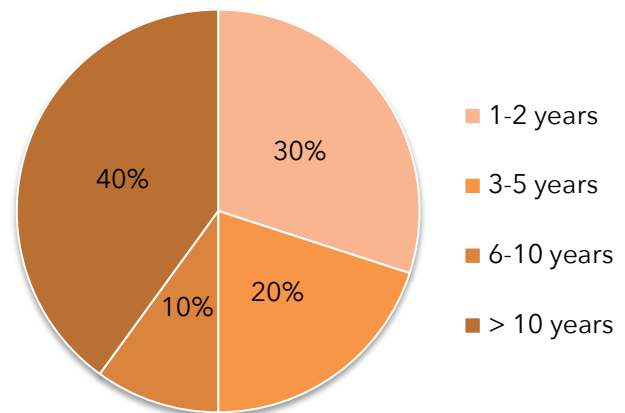
# Registrar

*This position was often paired with one or more others, such as the administrative assistant, hospitality coordinator, or communications/development coordinator. Those included listed this as the primary role of the position.*

% Organizations with this position



Tenure of Current Staff

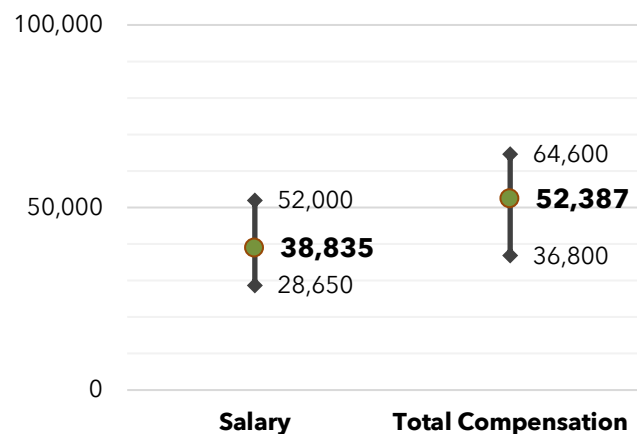


## Registrar Salary

- Range: \$28,650 to \$52,000
- **Overall average: \$38,835**

## Registrar Total Compensation

- Range: \$36,800 to \$64,600
- **Overall average: \$52,387**



## Common Benefits

- **Retirement:** 79% of full-time registrars had a retirement benefit, which ranged from 2% to 12% of annual salary. Of those who had the benefit, a third received 5% or less of salary, another third 6%-7%, and the remaining third more than 7% of their salary.
- **Health Insurance:** 95% of full-time registrars in the USA had a health insurance benefit. The value of the health insurance benefit varied widely, from \$1,000 to \$18,000.
- **Housing:** 16% of registrars had a housing benefit. All those that had a housing benefit also had utilities provided.



## Variation in Registrar Salary and Compensation Package

		Salary Range	Avg. Salary	Total Comp. Range	Avg. Total Compensation
BUDGET	Budget \$1 million or less (n=3)	\$29k-\$37k	<b>\$33,567</b>	\$39k-\$58k	<b>\$47,180</b>
	Budget \$1.01-\$2 million (n=7)	\$29k-\$45k	<b>\$37,945</b>	\$37k-\$60k	<b>\$54,161</b>
	Budget over \$2 million (n=9)	\$33k-\$52k	<b>\$41,284</b>	\$43k-\$65k	<b>\$52,743</b>
REGION	Northeast (n=1)	No data	No data	No data	No data
	Midwest (n=11)	\$29k-\$50k	<b>\$38,990</b>	\$37k-\$65k	<b>\$53,747</b>
	South (n=6)	\$33k-\$41k	<b>\$36,496</b>	\$43k-\$57k	<b>\$48,122</b>
	West (n=1)	No data	No data	No data	No data
	Canada (n=0)	No data	No data	No data	No data
TENURE	Tenure of 2 years or less (n=6)	\$29k-\$52k	<b>\$37,206</b>	\$39k-\$61k	<b>\$50,563</b>
	Tenure of 3-10 years (n=5)	\$37k-\$44k	<b>\$39,760</b>	\$51k-\$65k	<b>\$55,800</b>
	Tenure over 10 years (n=8)	\$29k-\$50k	<b>\$39,479</b>	\$37k-\$60k	<b>\$51,622</b>
	<b>ALL U.S. RESPONDENTS (n=19)</b>	<b>\$29k-\$52k</b>	<b>\$38,835</b>	<b>\$37k-\$65k</b>	<b>\$52,387</b>

## Prevalence of Position Based on Annual Budget

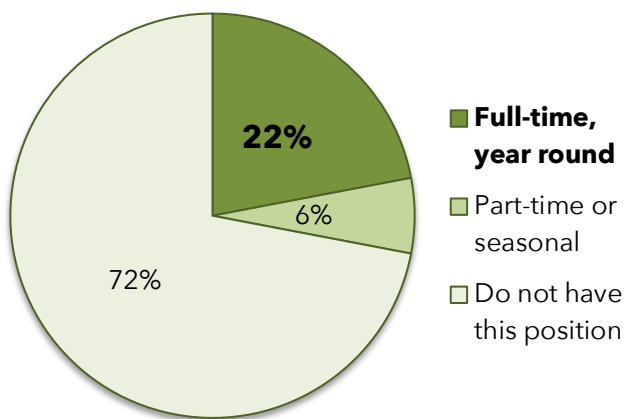
	All Orgs.	Under \$350k	\$350k-\$500k	\$501k-\$750k	\$751k-\$1 M	\$1.1M-\$2 M	Over \$2 M
Full-time, year-round position	<b>17%</b>	0%	7%	3%	8%	36%	71%
Part time or seasonal position	<b>17%</b>	12%	8%	16%	12%	33%	11%
Do not have this position	<b>66%</b>	88%	85%	81%	80%	31%	18%



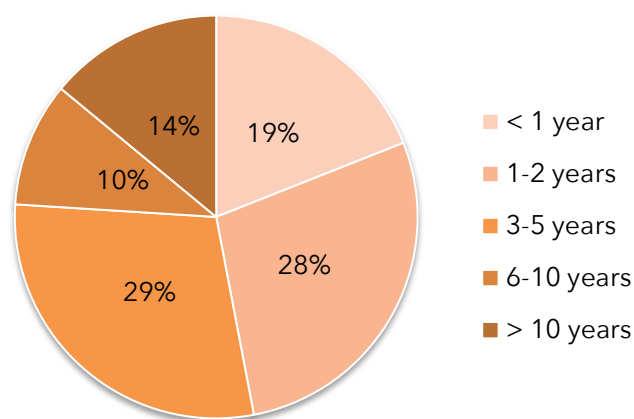
# Retreat Director

*This position went by various names: retreat director/coordinator, guest services manager, director of hospitality, and reservations coordinator.*

% Organizations with this position



Tenure of Current Staff



## Retreat Director Salary

- Range: \$20,000 to \$66,000
- **Overall average: \$44,125**

## Retreat Director Total Compensation

- Range: \$29,000 to \$105,900
- **Overall average: \$53,235**



## Common Benefits

- **Retirement:** 37% of full-time retreat directors had a retirement benefit, which ranged from 5% to 12% of annual salary. Of those who had the benefit, a third received less than 6% of salary, another third 6%-8%, and the remaining third more than 8% of their salary.
- **Health Insurance:** 77% of full-time retreat directors in the USA had a health insurance benefit. The value of the health insurance benefit varied widely, from under \$1,000 to \$20,000.
- **Housing:** 30% of retreat directors had a housing benefit. More than three-quarters of those that had a housing benefit also had utilities provided.



## Variation in Retreat Director Salary and Compensation Package

		Salary Range	Avg. Salary	Total Comp. Range	Avg. Total Compensation
BUDGET	Budget \$750k or less (n=4)	\$27k-\$46k	<b>\$32,959</b>	\$33k-\$50k	<b>\$42,604</b>
	Budget \$750k-\$1 million (n=5)	\$20k-\$43k	<b>\$31,693</b>	\$29k-\$55k	<b>\$43,395</b>
	Budget \$1.01-\$2 million (n=11)	\$22k-\$66k	<b>\$45,887</b>	\$40k-\$66k	<b>\$51,928</b>
	Budget over \$2 million (n=10)	\$33k-\$66k	<b>\$52,865</b>	\$43k-\$106k	<b>\$63,847</b>
REGION	Northeast (n=1)	No data	No data	No data	No data
	Midwest (n=8)	\$20k-\$58k	<b>\$36,118</b>	\$29k-\$67k	<b>\$48,250</b>
	South (n=16)	\$27k-\$66k	<b>\$43,438</b>	\$33k-\$106k	<b>\$52,427</b>
	West (n=5)	\$46k-\$66k	<b>\$58,752</b>	\$57k-\$73k	<b>\$65,246</b>
	Canada (n=0)	No data	No data	No data	No data
TENURE	Tenure of 2 years or less (n=9)	\$20k-\$53k	<b>\$39,206</b>	\$29k-\$67k	<b>\$49,069</b>
	Tenure of 3-5 years (n=4)	\$22k-\$60k	<b>\$40,116</b>	\$40k-\$106k	<b>\$63,494</b>
	More than 5 years (n=5)	\$22k-\$65k	<b>\$41,461</b>	\$41k-\$73k	<b>\$52,723</b>
<b>ALL U.S. RESPONDENTS (n=30)</b>		<b>\$20k-\$66k</b>	<b>\$44,124</b>	<b>\$29k-\$105k</b>	<b>\$53,236</b>

## Prevalence of Position Based on Annual Budget

	All Orgs.	Under \$350k	\$350k-\$500k	\$501k-\$750k	\$751k-\$1 M	\$1.1M-\$2 M	Over \$2 M
Full-time, year-round position	<b>22%</b>	0%	3%	7%	27%	42%	73%
Part time or seasonal position	<b>6%</b>	5%	6%	10%	9%	2%	4%
Do not have this position	<b>72%</b>	95%	91%	83%	64%	56%	23%

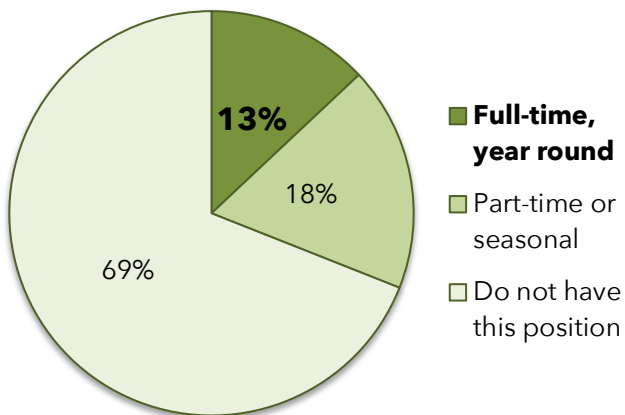




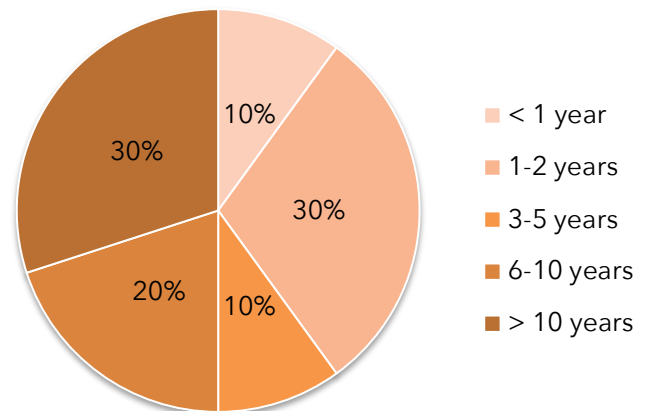
# Finance Director

*This position went by various names: bookkeeper, accountant, finance director/manager, financial secretary*

% Organizations with this position



Tenure of Current Staff

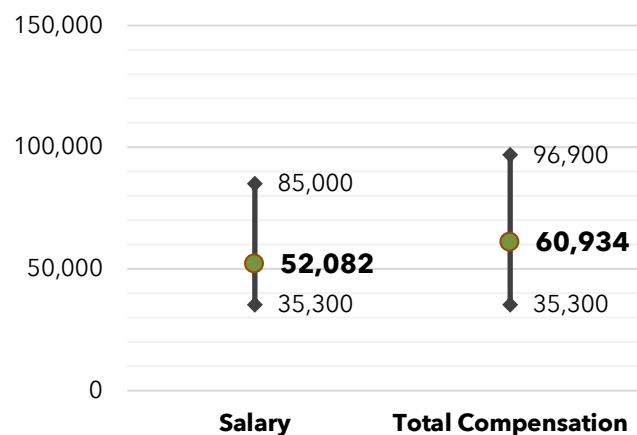


## Finance Director Salary

- Range: \$35,304 to \$85,000
- **Overall average: \$52,082**

## Finance Director Total Compensation

- Range: \$35,304 to \$96,900
- **Overall average: \$60,934**



## Common Benefits

- **Retirement:** 63% of full-time finance directors had a retirement benefit, which ranged from 3% to 12% of annual salary. Of those who had the benefit, half received less than 6% of salary and the other half more than 6% of salary.
- **Health Insurance:** 71% of full-time finance directors in the USA had a health insurance benefit. The value of the health insurance benefit varied from \$7,000 to \$20,000.
- **Housing:** No finance directors had a housing benefit.



## Variation in Finance Director Salary and Compensation Package

		Salary Range	Avg. Salary	Total Comp. Range	Avg. Total Compensation
BUDGET	Budget \$1 million or less (n=1)	No data	No data	No data	No data
	Budget \$1.01-\$2 million (n=4)	\$35k-\$45k	<b>\$38,514</b>	\$35k-\$53k	<b>\$45,755</b>
	Budget over \$2 million (n=3)	\$53k-\$85k	<b>\$73,000</b>	\$76k-\$97k	<b>\$86,950</b>
REGION	Northeast (n=0)	No data	No data	No data	No data
	Midwest (n=3)	\$35k-\$81k	<b>\$53,725</b>	\$35k-\$88k	<b>\$56,553</b>
	South (n=1)	No data	No data	No data	No data
	West (n=3)	\$36k-\$85k	<b>\$52,960</b>	\$48k-\$97k	<b>\$66,153</b>
	Canada (n=1)	No data	No data	No data	No data
TENURE	Tenure of 2 years or less (n=4)	\$38k-\$85k	<b>\$54,900</b>	\$44k-\$97k	<b>\$67,360</b>
	Tenure of 3-5 years (n=0)	No data	No data	No data	No data
	More than 5 years (n=4)	\$35k-\$81k	<b>\$49,264</b>	\$35k-\$88k	<b>\$54,507</b>
	<b>ALL U.S. RESPONDENTS (n=7)</b>	<b>\$35k-\$85k</b>	<b>\$53,293</b>	<b>\$35k-\$97k</b>	<b>\$96,900</b>

## Prevalence of Position Based on Annual Budget

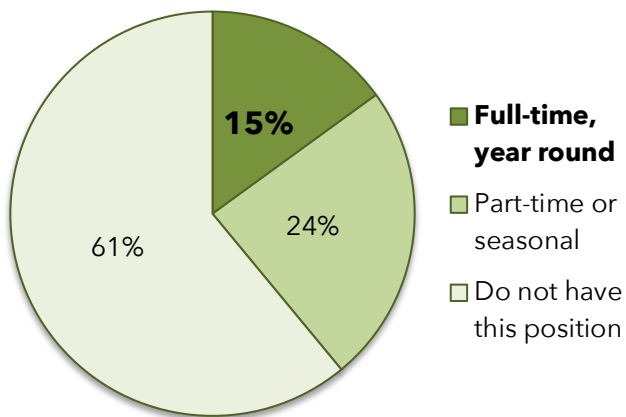
	All Orgs.	Under \$350k	\$350k-\$500k	\$501k-\$750k	\$751k-\$1 M	\$1.1M-\$2 M	Over \$2 M
Full-time, year-round position	<b>13%</b>	0%	7%	3%	12%	27%	44%
Part time or seasonal position	<b>18%</b>	3%	17%	13%	27%	27%	25%
Do not have this position	<b>69%</b>	97%	76%	84%	61%	46%	31%



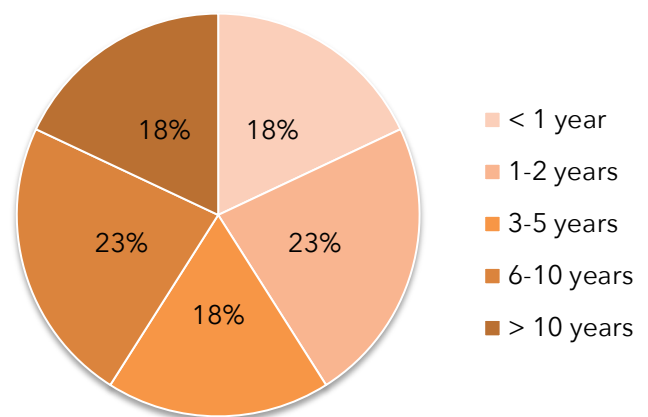
# Program Specialist

*This position category varied widely: Adventure Specialist, Challenge Course, Associate Program Director, Environmental Education Director, Equine Director, After School Coordinator, and Program Specialist*

% Organizations with this position



Tenure of Current Staff

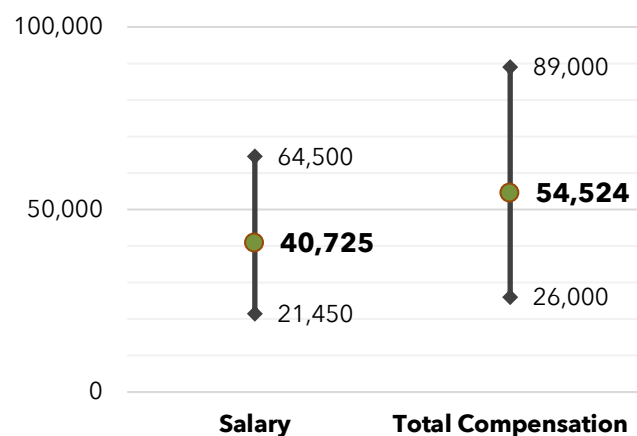


## Program Specialist Salary

- Range: \$21,450 to \$64,500
- **Overall average: \$40,725**

## Program Specialist Total Compensation

- Range: \$26,000 to \$89,000
- **Overall average: \$54,524**



## Common Benefits

- **Retirement:** 59% of full-time program specialists had a retirement benefit, which ranged from 2% to 11% of annual salary. Of those who had the benefit, half received 6% or less of salary and the other half more than 6% of salary.
- **Health Insurance:** 81% of full-time program specialists in the USA had a health insurance benefit. The value of the health insurance benefit varied from under \$2,000 to \$13,000.
- **Housing:** 47% of full-time program specialists had a housing benefit. All of those with the benefit also had utilities provided.



## Variation in Program Specialist Salary and Compensation Package

		Salary Range	Avg. Salary	Total Comp. Range	Avg. Total Compensation
BUDGET	Budget \$1 million or less (n=4)	\$21k-\$43k	<b>\$29,713</b>	\$29k-\$52k	<b>\$42,705</b>
	Budget \$1.01-\$2 million (n=10)	\$26k-\$47k	<b>\$40,040</b>	\$26k-\$85k	<b>\$54,085</b>
	Budget over \$2 million (n=4)	\$47k-\$65	<b>\$53,450</b>	\$56k-\$89k	<b>\$67,439</b>
REGION	Northeast (n=2)	No data	No data	No data	No data
	Midwest (n=4)	\$23k-\$45k	<b>\$35,725</b>	\$44k-\$49k	<b>\$46,178</b>
	South (n=6)	\$21k-\$47k	<b>\$36,808</b>	\$26k-\$58k	<b>\$45,559</b>
	West (n=5)	\$38k-\$65k	<b>\$47,960</b>	\$43k-\$89k	<b>\$67,071</b>
	Canada (n=1)	No data	No data	No data	No data
TENURE	Tenure less than 1 year (n=3)	\$23k-\$47k	<b>\$37,633</b>	\$44k-\$56k	<b>\$49,614</b>
	Tenure of 1-2 years (n=4)	\$21k-\$65k	<b>\$37,862</b>	\$29k-\$89k	<b>\$53,955</b>
	Tenure of 3-5 years (n=3)	\$26k-\$47k	<b>\$37,100</b>	\$26k-\$85k	<b>\$57,652</b>
	Tenure of 6-10 years (n=4)	\$37k-\$55k	<b>\$44,750</b>	\$46k-\$62k	<b>\$54,700</b>
	More than 10 years (n=3)	\$41k-\$47k	<b>\$45,133</b>	\$54k-\$74k	<b>\$60,670</b>
	<b>ALL U.S. RESPONDENTS (n=17)</b>	<b>\$21k-\$65k</b>	<b>\$39,885</b>	<b>\$26k-\$89k</b>	<b>\$54,084</b>

## Prevalence of Position Based on Annual Budget

	All Orgs.	Under \$350k	\$350k-\$500k	\$501k-\$750k	\$751k-\$1 M	\$1.1M-\$2 M	Over \$2 M
Full-time, year-round position	<b>15%</b>	0%	3%	5%	4%	34%	59%
Part time or seasonal position	<b>24%</b>	18%	21%	32%	27%	32%	12%
Do not have this position	<b>61%</b>	82%	76%	63%	69%	34%	29%



# Hourly Positions

The following table shows pay for certain hourly positions. The table includes the average hourly pay and median hourly pay for all responding camps/conference centers. The table also breaks down the average hourly pay for each position by five budget categories. When fewer than 3 respondents in a budget category reported an hourly wage for a given position, the average is not reported.

## Pay Ranges and Central Tendencies for Hourly Camp Employees

	All Respondents		Budget Category Averages				
	Avg. Hourly Pay	Median Hourly Pay	\$500k or less	\$501k to 750k	\$751k-1 million	\$1.1-2 million	Over \$2M
<b>Cooks</b> (n=141)	\$17.14	\$17.00	\$17.50	\$16.71	\$17.48	\$16.09	\$18.46
<b>Dishwashers</b> (n=93)	\$13.40	\$13.00	\$14.24	\$12.63	\$13.71	\$12.85	\$13.89
<b>Dining Room Hosts/ Hostesses</b> (n=21)	\$14.19	\$14.00	-	\$14.80	-	\$12.17	\$14.19
<b>Housekeepers</b> (n=112)	\$15.77	\$15.00	\$16.75	\$14.36	\$15.89	\$15.32	\$16.69
<b>Maintenance/ Groundskeepers</b> (n=123)	\$16.47	\$16.00	\$17.25	\$16.00	\$15.34	\$16.00	\$17.88
<b>Wranglers</b> (n=7)	\$13.43	\$14.00	-	-	-	\$12.50	-
<b>Bookkeepers</b> (n=44)	\$20.43	\$20.00	\$20.18	\$19.59	\$19.50	\$17.94	\$25.83
<b>Office Staff or Secretaries</b> (n=30)	\$18.79	\$19.50	\$16.50	\$20.96	-	\$16.25	\$23.13
<b>I.T. Specialists or Webmasters</b> (n=8)	\$30.75	\$20.00	-	-	-	-	-
<b>Utility or General Support Staff</b> (n=55)	\$14.60	\$15.00	\$14.25	\$13.37	\$14.61	\$13.96	\$19.00



# Summer Camp Staff

This table contains data about summer staff salaries. These numbers are based on weekly pay for each position.

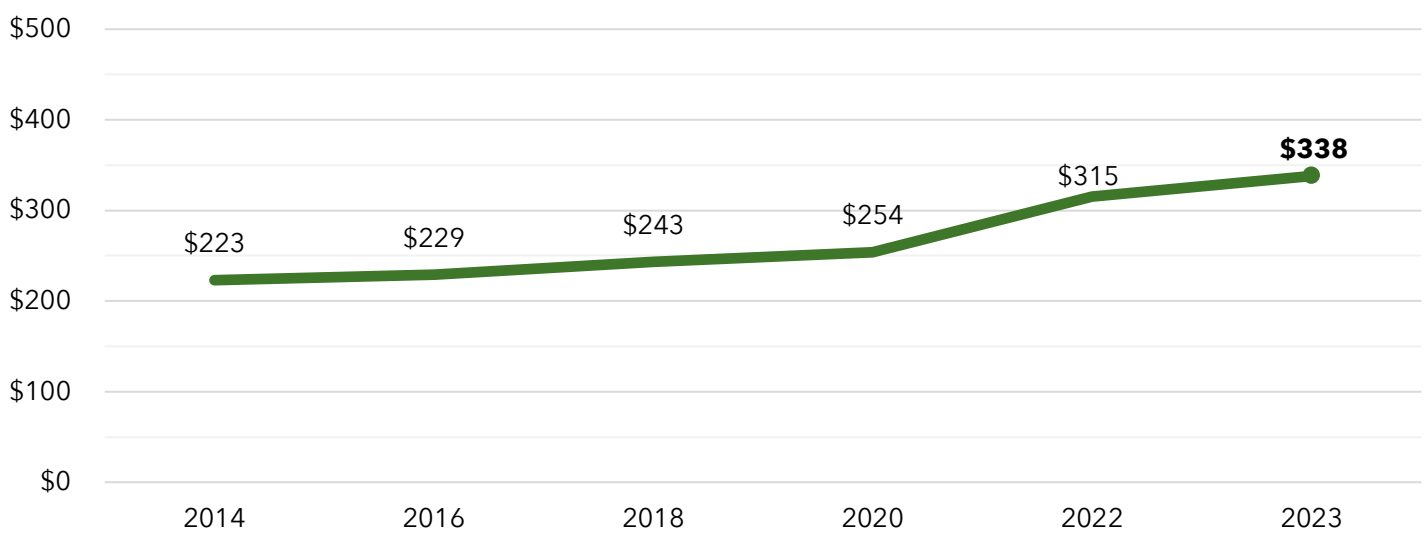
	All Respondents		Budget Category Averages				
	Avg. Weekly Pay	Median Weekly Pay	\$500k or less	\$501k to 750k	\$751k- 1 million	\$1.1-2 million	Over \$2M
<b>Summer Program Director</b> (n=63)	\$506	\$450	\$507	\$485	\$531	\$441	\$636
<b>Assistant Program Director</b> (n=60)	\$420	\$400	\$426	\$415	\$422	\$397	\$459
<b>Head/Lead Counselors</b> (n=93)	\$395	\$375	\$411	\$382	\$399	\$377	\$410
<b>Cabin Counselors</b> (n=120)	\$338	\$325	\$360	\$323	\$345	\$334	\$346
<b>Program Skill Director</b> (n=77)	\$405	\$380	\$463	\$388	\$382	\$367	\$466
<b>Program Skill Instructors</b> (n=63)	\$372	\$350	\$383	\$338	\$349	\$385	\$411
<b>Lifeguards</b> (n=87)	\$376	\$350	\$433	\$381	\$324	\$340	\$336
<b>Music Director</b> (n=21)	\$392	\$325	\$307	\$342	\$594	\$285	\$413
<b>Videographers/ Photographers</b> (n=35)	\$337	\$315	\$404	\$338	\$292	\$299	\$388
<b>Office Clerks/Basic Secretaries</b> (n=7)	\$328	\$315	-	-	-	-	-
<b>Cooks</b> (n=50)	\$520	\$445	\$627	\$504	\$429	\$414	-
<b>Dishwashers</b> (n=38)	\$381	\$333	\$417	\$423	\$380	\$301	\$313
<b>Wranglers</b> (n=7)	\$326	\$320	-	-	-	-	-
<b>Housekeepers</b> (n=21)	\$426	\$360	\$540	\$473	\$350	\$346	-
<b>Maintenance Workers/ Groundskeepers</b> (n=42)	\$420	\$338	\$529	\$427	\$345	\$347	\$362



# Average Weekly Summer Staff Counselor Salary **\$338 USD**

- The average weekly counselor salary in the USA saw a 7% increase from 2022, when it was \$315
- A third of camps in the United States paid summer staff \$350 or more per week. At the low end, a third paid less than \$300 per week. The middle third paid between \$300 and \$350 per week. The top 10% paid \$425 or more per week.

Summer Staff Weekly Salary Trends in United States 2014-2023



Average Weekly Summer Staff Salary by Geographic Region

	Northeast U.S.	Midwest	South U.S.	West U.S.	East Canada	West Canada
2023	\$318	\$334	\$317	\$415	\$357 CAD	\$560 CAD
2022	\$343	\$318	\$271	\$366	\$348 CAD	\$533 CAD
2020	\$238	\$255	\$241	\$287	\$308 CAD	\$523 CAD
2018	\$225	\$243	\$224	\$292	\$330 CAD	





**SACRED**  
PLAYGROUNDS