



OMC Compensation Survey 2023

General Camp Questions

Thank you for taking time to complete this survey. It will give you and your ministry colleagues valuable information on our outdoor ministry sites. This is a first-of-its kind survey, bringing together camps and conference centers affiliated with Outdoor Ministries Connection to benefit the entire industry. 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, specifically compensation for various positions. The more camps that respond, the better information we will be able to provide camp boards and directors. A camp director should be able to complete this survey 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 any organization, including OMC leadership. Only aggregate data will be available to OMC and its affiliates. We ask for your camp/conference center name so that we can track the data 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 the name of your camp/conference center?

2. In what state, province, or territory is your camp/conference center located?

3. With which of the OMC partner organizations are you most closely associated?

- ☐ Episcopal Camps and Conference Centers (ECCC)
- ☐ Lutheran Outdoor Ministries (LOM)
- ☐ Outdoor Ministry Association of the United Church of Christ (OMA-UCC)
- ☐ Presbyterian Church Camp and Conference Association (PCCCA)
- ☐ United Church of Canada Outdoor Ministries
- ☐ United Methodist Camp and Retreat Ministries (UMCRM)
- ☐ None of these

Other (please specify)

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

- ☐ Director/Executive Director/CEO
- ☐ Associate/Assistant Director
- ☐ Operations or Finance Director
- ☐ Board Member

Other (please specify)

5. I am answering this survey with information on:

- ☐ A single camp/conference center (single location, staff, and operations)
- ☐ Camps/conference centers operated at **multiple sites** (i.e. separate locations, staff, and operations)

6. Which of the following best describes your ownership structure?

- ☐ Privately owned and operated non-profit
- ☐ Owned and operated by a single church
- ☐ Owned and operated by a group of churches
- ☐ Owned and operated by a church judicatory body (e.g. conference, synod, or presbytery)

Other (please specify)

7. What is your camp/conference center's approximate annual operating budget?

- | | |
|---|---|
| <input type="radio"/> less than \$100,000 | <input type="radio"/> \$750,001 - \$1 million |
| <input type="radio"/> \$100,000 - \$200,000 | <input type="radio"/> more than \$1 million - \$2 million |
| <input type="radio"/> \$200,001 - \$350,000 | <input type="radio"/> more than \$2 million - \$3 million |
| <input type="radio"/> \$350,001 - \$500,000 | <input type="radio"/> more than \$3 million - \$4 million |
| <input type="radio"/> \$500,001 - \$750,000 | <input type="radio"/> more than \$4 million |

8. Which of the following best characterizes your ministry center's operations?

- ☐ Primarily a rental facility for renters and user groups, with few or no programs of our own
- ☐ Primarily a summer camp (with limited additional programs)
- ☐ Primarily a retreat and/or conference center (with limited additional programs)
- ☐ Multi-use, year-round ministry site including summer camp, retreats, conferences, and/or user groups

9. For which of the following positions does your camp/retreat center employ a FULL-TIME, YEAR-ROUND employee, part-time employee, or seasonal employee? If you employ multiple people in the same category, indicate if you employ a full-time, year-round person. If one employee fills multiple roles, select only one category for that person (best fit for their role).

	FULL-TIME, YEAR-ROUND	Part-time, year round	Seasonal	Do not have this position
Associate OR Assistant Director	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Program Director/Manager	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintenance/Facility Director/Manager OR Caretaker	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lead Food Service Staff (e.g. Food Service Director, Head Cook, or Chef)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lead Office Staff (e.g. Office Manager, Administrative Assistant, or Executive Assistant)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Development, Advancement, OR Marketing Director	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Housekeeping/Accommodations/Guest Services Director/Manager	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Business/Operations Director/Manager	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Registrar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Retreat Director/Manager	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Finance Director OR Account Manager	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Program Specialist (e.g. Equine, High Ropes, Environmental Education, or Gap Year Director)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

- ☐ Yes
- ☐ No



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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. In general, was fundraising revenue in the last fiscal year 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"/>

13. What was your most successful fundraising event of the past year?

Name or brief
description of event

Gross revenue from
event

Expenses for event

14. 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
- ☐ New program initiative (capital purchases and/or staff seeding)

Other (please specify)

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



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Executive Director Compensation

Please answer the following questions about your camp or retreat center's Executive Director/CEO. The director is the lead staff person of your organization, generally responsible to a board of directors, denominational body, or (in some cases) a representative of the denominational body.

16. Is the Executive Director position 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)

17. 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 OMC organizations.)

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.)

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

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

- ☐ Less than a year
- ☐ 1-2 years
- ☐ 3-5 years
- ☐ 6-10 years
- ☐ 11-20 years
- ☐ More than 20 years
- ☐ The position is currently vacant (*you may skip to the next page*)

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

20. How old is the director?

- ☐ Less than 30
- ☐ 30-39
- ☐ 40-49
- ☐ 50-59
- ☐ 60-69
- ☐ 70 or older

Other answer:

21. Highest education level of director

- ☐ High school or equivalent
- ☐ Some college or trade school
- ☐ 2-year or Associates degree
- ☐ 4-year Bachelors degree
- ☐ Masters degree
- ☐ Doctorate

Other (please specify)

22. Is the director an ordained minister (e.g. pastor or deacon)?

- ☐ Yes
- ☐ No



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Employee Benefits

23. 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"/>

24. 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	<input type="checkbox"/>	<input type="checkbox"/>
Meals free of charge when working on site	<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"/>

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

- ☐ Yes
- ☐ No
- ☐ Unsure

26. 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

Please provide the compensation you provide to your full-time, year-round staff members in the following roles. If you have more than one full-time person in a single category, choose one to record the compensation totals (if in doubt, choose the one with the longest tenure).

27. Associate OR Assistant Director

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

28. Program Director/Manager

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

29. Maintenance/Facility Director/Manager OR Caretaker

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

30. Lead Food Service Staff (e.g. Food Service Director, Head Cook, or Chef)

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

31. Lead Office Staff (e.g. Office Manager, Admin. Assistant, or Executive Assistant)

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

32. Development, Advancement, OR Marketing Director

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

33. Housekeeping, Accommodations, or Guest Services Director/Manager

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

34. Business/Operations Director/Manager

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

35. Registrar

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

36. Retreat Director/Manager

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

37. Finance Director OR Account Manager

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

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

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



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Part-Time Staff Compensation

39. What is the typical hourly wage you 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"/>
Bookkeepers	<input type="text"/>
Secretaries	<input type="text"/>
I.T. Specialists or Webmasters	<input type="text"/>
Utility or general support staff	<input type="text"/>



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Summer Staff Compensation

40. What was your typical gross weekly pay for summer staff in 2023? (Exclude year-round staff listed above.) Do not include room and board.

Summer Program Director

Assistant Program Director

Head/Lead Counselors

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

Office Clerks/Basic Secretaries

Retail Clerks

Cooks

Dishwashers

Dining Room Hosts/Hostesses

Wranglers

Housekeepers

Maintenance Workers/Grounds Keepers

41. Approximately what percentage of your summer staff were returning from the previous year?

☐ less than 25%

☐ 25-35%

☐ 36-50%

☐ 51-75%

☐ more than 75%

☐ unsure

42. Do you offer a financial incentive for returning staff members?

☐ No

If YES: Please specify