

SACR.PL/COMPOMC



COMPENSATION REPORT

2025 - 2026

PREPARED BY:



Introduction

This report details findings from the 2026 Outdoor Ministries Connection Compensation Survey. It is designed for 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 in their decision-making regarding compensation packages, staff expansion, and fundraising strategies.

The OMC Coordinating Council has committed to research as one of several ministry priorities. The major initiatives include the bi-annual director survey, which has gathered data from 2014-2025 and a bi-annual compensation survey, which began in 2023-24. This ongoing research/evaluation cycle allows for comparisons over time, which are reflected in this report.

The six participating outdoor ministry associations, representing approximately 650 individual ministry centers, distributed the online survey to their members and affiliates, encouraging their responses through their communication channels. The survey gathered responses from March 3-April 22, 2026. The survey typically took a respondent 20 minutes to complete and had a completion rate of 79%. The 201 respondents represented approximately 250 individual sites, for a response rate of approximately 38%.

The report is divided into 6 parts, corresponding to the sections delineated in the survey. Part 1 contains general camp/conference center statistics, including budget, role, and year-round staffing. Part 2 contains details of fundraising and capital campaigns. Part 3 details the executive director/CEO role. Part 4 gives an overview of employee compensation and benefits. Part 5, the heart of the report, contains compensation details for 12 individual roles commonly found at camps/conference centers. Part 6 details compensation for summer camp staff.

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General Observations & Highlights

The observations below are meant to highlight some of the survey findings that the research team considered interesting, remarkable, or worthy of emphasis.

Fundraising Up, but Inconsistent

OMC organizations reported an overall increase in fundraising revenue over the previous year, continuing a trend observed in the 2025 director survey, with 48% reporting increased fundraising revenue, compared with only 19% indicating that fundraising was down. The increase was driven by individual donors and fundraising events. Organizations with larger annual budgets were much more likely to report increased fundraising revenue. Those with a new executive director (2 years or less) were 3.3 times more likely to report a *decrease* in fundraising revenue. Those with a development director (full-time or part-time) were 2.4 times more likely to report a fundraising *increase*.

48%
fundraising
revenue increase
over previous year

Employee Compensation Increased

Average salary and compensation packages increased substantially across the camp and conference center industry, with average increases of total compensation since the 2024 OMC Compensation Survey of 14% for executive directors/CEOs, 17% for other full-time staff, 10% for hourly staff, and 7% for summer camp staff. This greatly exceeds the cumulative inflation from 2024-2026, indicating real wage growth. Four positions were common at over half of all responding OMC camps/conference centers. The average total compensation for these are shown below.

Executive/CEO

\$110,421

↑ 14.1% from 2024

Program Director

\$69,117

↑ 12.8% from 2024

Maintenance

\$74,740

↑ 22.5% from 2023

Food Service

\$67,992

↑ 13.0% from 2023

\$363

Average weekly
salary for summer
camp counselors

Summer Staff Salaries Continue Increase

Summer staff salaries continued to increase steadily, an ongoing trend observed since 2020, from when they are up 43%. The increases since 2022 have been at a rate of about 4% annually, with specialty positions (such as lifeguards) rising more. Increased pay and return incentives did not correspond to increased staff retention or early staff hiring.

Budget the Greatest Predictor of Compensation

Compensation varied widely among survey respondents, and **the greatest predictor was camp/conference center size**. Though there was some variation by region, this was mostly due to the distribution of camp size. Directors/CEOs at organizations with budgets over \$3 million made more than twice as much, on average, as those with budgets of \$500,000 or less.

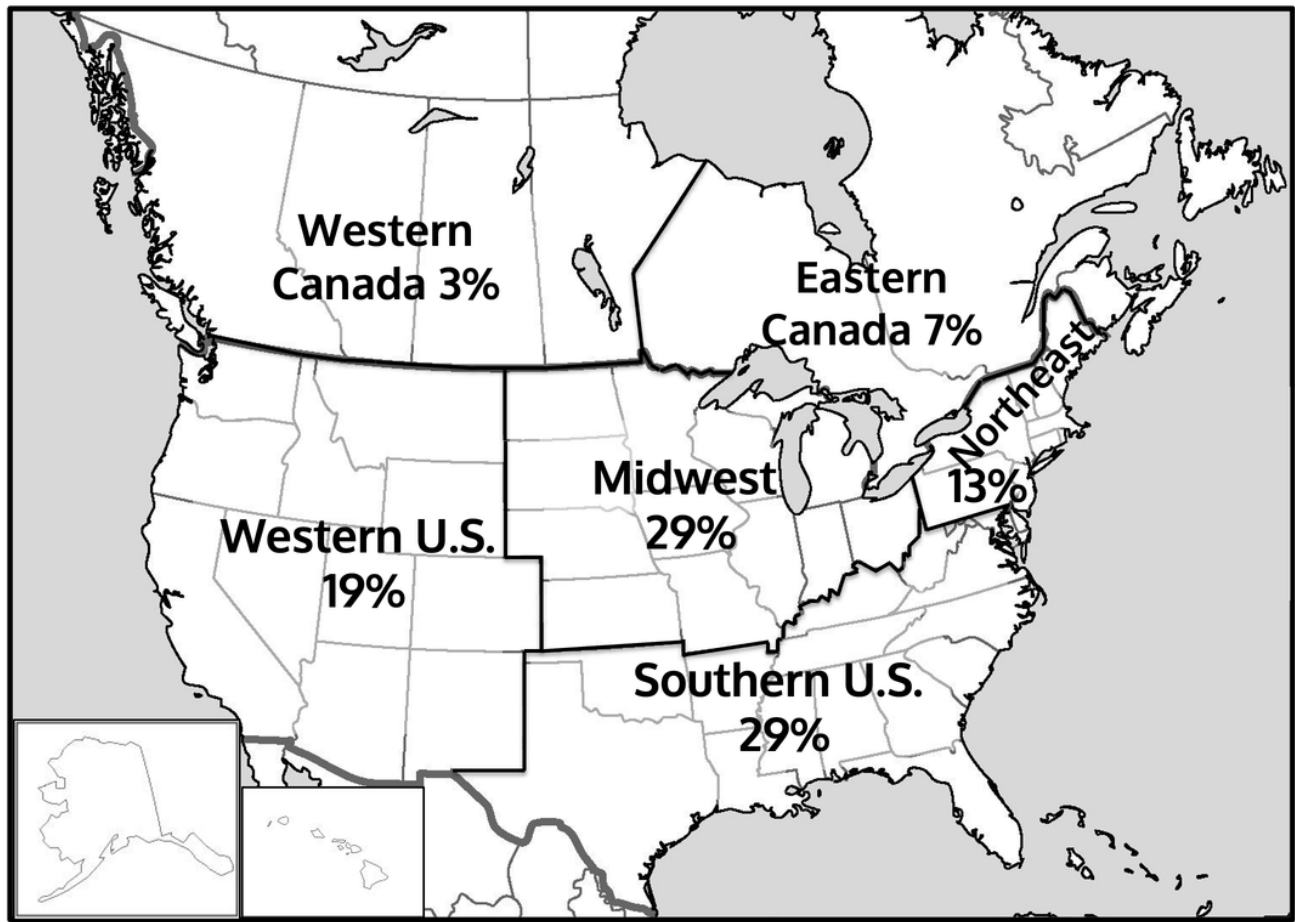
All assessments of salary and compensation should take into account the budget category of the organization above all other considerations, though longer tenure was also associated with higher compensation for most positions.

Ministry Site Overview

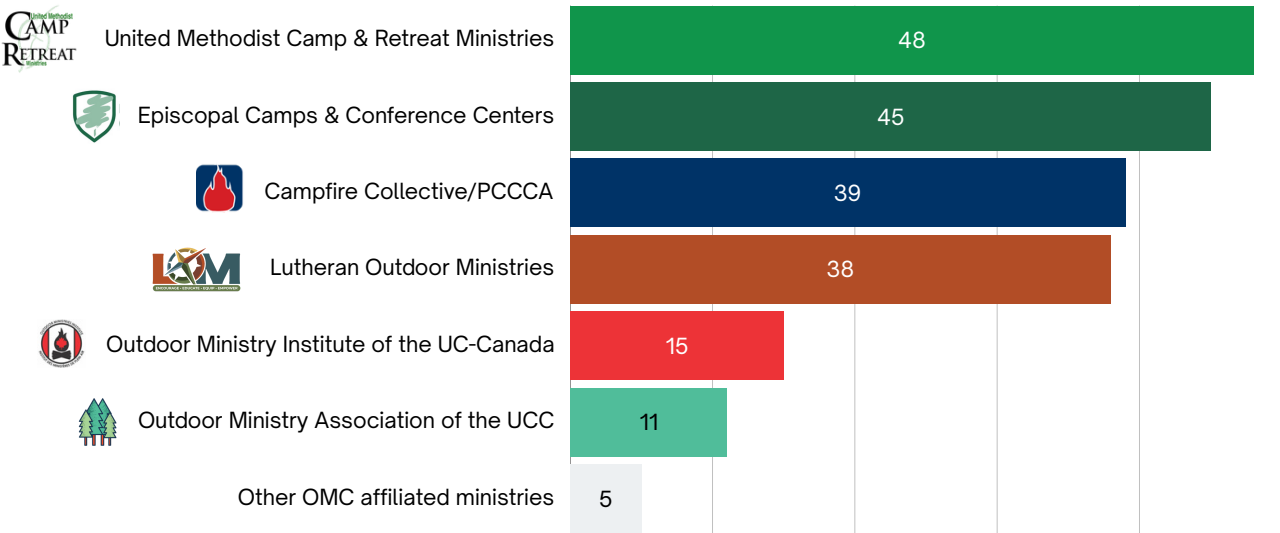
201
respondents
participated in
the survey

44 U.S.
States

9 Canadian
Provinces/
Territories



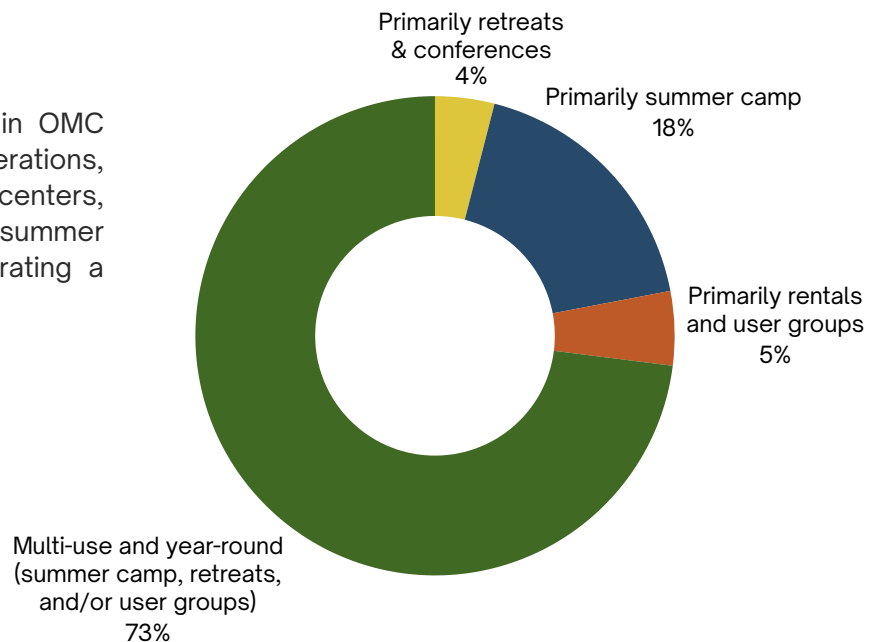
Number of Responding Organizations by Affiliation



Ministry Site Overview CONTINUED

Primary Ministry Model

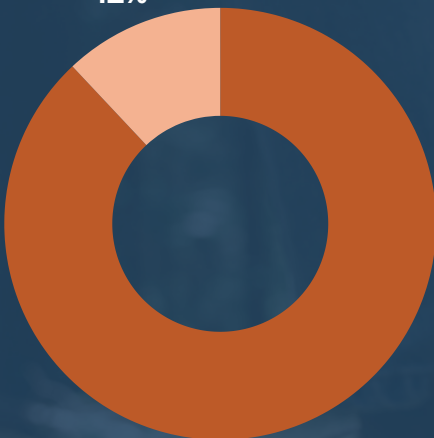
Camp and conference centers in OMC varied in terms of primary operations, with some serving as rental centers, some as distinctly retreat or summer camp ministries, and most operating a combination of these ministries.



Multi-use, year-round operations were the dominant ministry models in both LOM and UMC CRM (over 80% each) and the majority in ECCC, OMA-UCC, and Campfire Collective (about $\frac{2}{3}$ each). Among OMI respondents, 60% were primarily or exclusively summer camps.

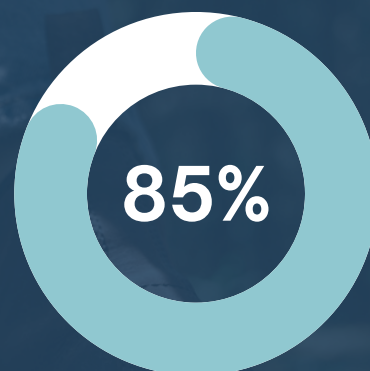
Ministry Site Makeup

Multi-site Ministry
12%



Single-site Ministry
88%

Respondent Role



85%
of respondents were
Directors/CEOs

Ministry Site Overview

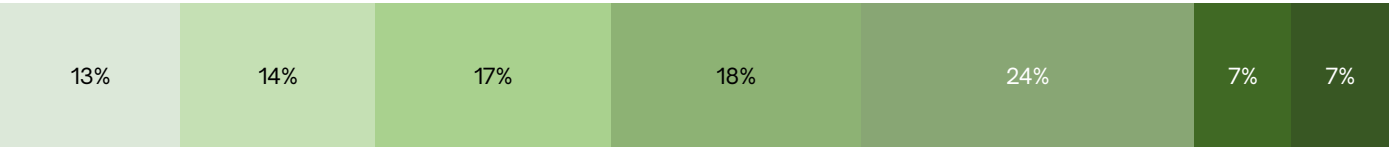
CONTINUED

Annual Operating Budget

Camps and conference centers in OMC varied by association, region, operational model, and ownership structure, but they shared many other traits and had common positions across these variations. The greatest predictor of salary/compensation was the size of the ministry center in terms of annual operating budget. For this reason, most of the comparisons in this report are primarily sorted by budget size. These were separated into 7 budget categories, as shown below.

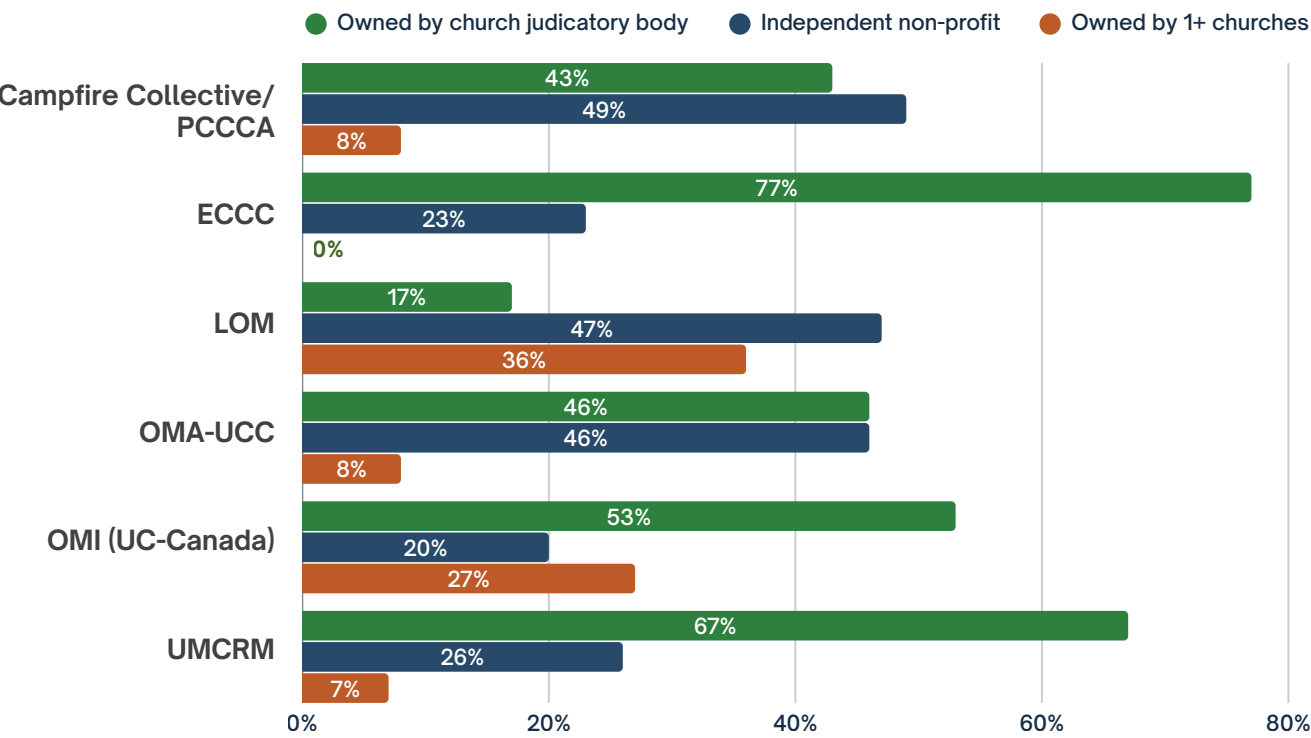
% of Camps & Conference Centers by Annual Operating Budget

\$350k or less \$351k-\$500k \$501k to \$750k \$751k to \$1M \$1.1-\$2M \$2.1-\$3M > \$3 million



Camp or Conference Center Operation Model & Ownership

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, though most fell in one of three categories: judicatory body (e.g. conference, synod, diocese, or presbytery) owned (52%), privately owned non-profit (35%), or owned/operated by a group of churches or one church (13%). The ownership structure varied by denomination, as shown below.



Year-Round Staff Summary by Organization Budget Categories

	\$350k or less n=27	\$351k- \$500k n=27	\$501k- \$750k n=34	\$751k- \$1 M n=37	\$1.1-\$2M n=48	\$2.1- \$3M n=14	> \$3M n=14	All Sites
Associate or Assistant Director	7%	26%	27%	35%	25%	43%	57%	28%
Program Director/Manager	15%	26%	44%	57%	67%	93%	93%	52%
Maintenance/Facility Director/Manager	4%	22%	44%	65%	77%	93%	100%	55%
Food Services Director or Head Cook	0%	11%	29%	51%	67%	93%	100%	45%
Lead Office Staff (e.g. Administrative Assistant)	0%	15%	27%	30%	50%	50%	93%	34%
Housekeeping or Guest Services Director	4%	7%	24%	24%	50%	86%	86%	34%
Business/Operations Director	4%	7%	6%	11%	38%	43%	71%	21%
Retreat Director/Coordinator	0%	11%	0%	5%	33%	50%	86%	20%
Registrar	0%	0%	3%	8%	33%	50%	64%	18%
Development/Advancement Director	0%	4%	9%	8%	19%	43%	93%	17%
Program Specialist (e.g. Equine, Ropes, E.E., Gap Year)	4%	0%	0%	8%	17%	57%	64%	14%
Finance Director or Account Manager	4%	4%	0%	0%	10%	36%	86%	12%

Year-Round Staffing Summary Notes

Aside from director/executive director, the next most common year-round camp/conference center jobs were maintenance director, program director, and food service 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, while only 14% had both).

As organization budget grows, the most common order of hiring year-round salaried personnel was:

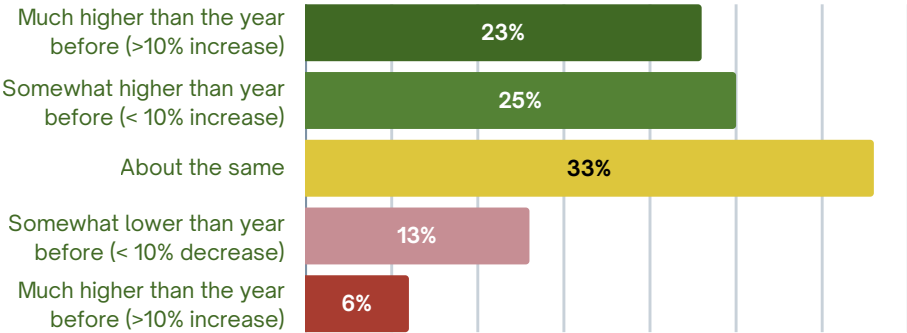
**Executive Director > Maintenance/Facilities Director > Program or Associate Director
> Food Service Director > Office Administrator**

The housekeeping/guest services director position was much more common in the 2026 survey compared with 2024 (when it was only 22%).

Fundraising

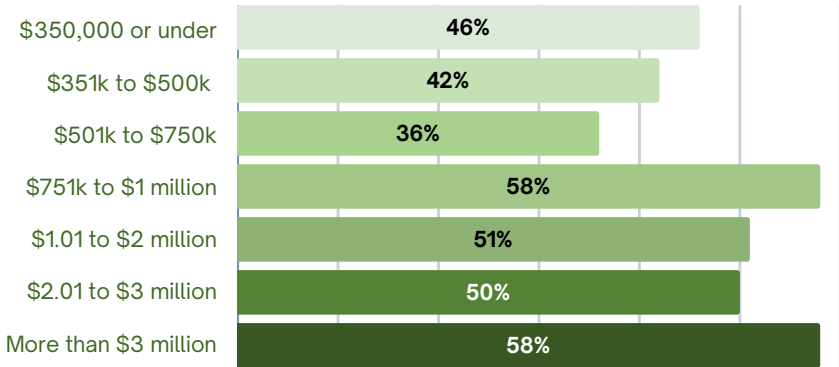
Total Fundraising Revenue from Last Fiscal Year in Comparison

N =174



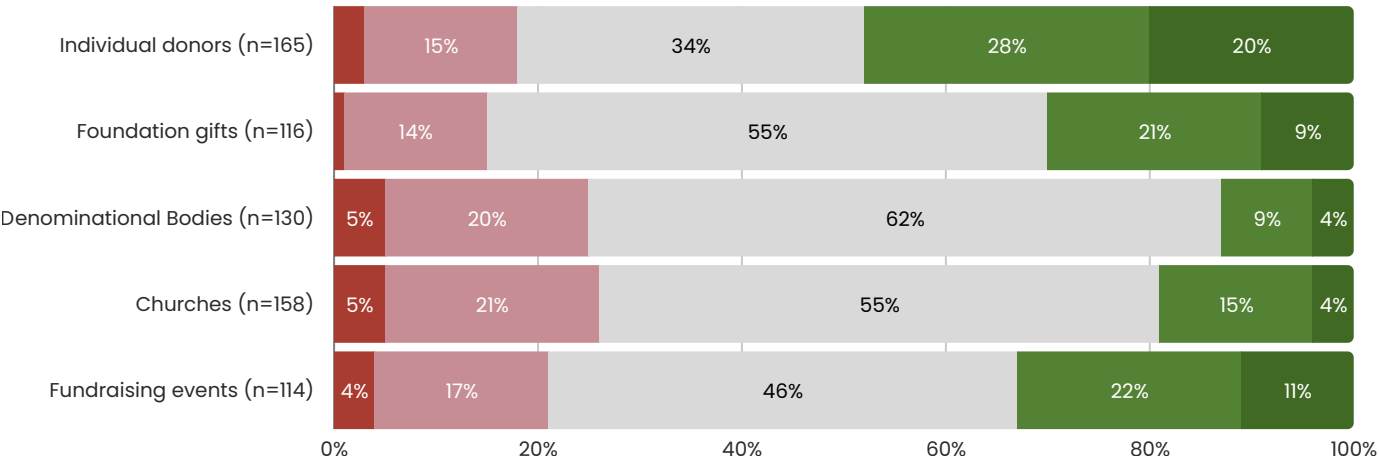
% Reporting Increased Fundraising Revenue Over Previous Year, by Budget Category

N =174



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



Nearly half of all responding ministry centers (48%) reported an overall increase in fundraising revenue over the past year, much higher than the 34% reporting this in 2024 and equivalent to the 48% reporting this in the 2025 director survey. This indicates a strong recent trajectory in fundraising, driven (as shown above) by individual donors and fundraising events. Revenue from churches and denominational bodies continued to decline, a trend also observed in the 2024 survey.

Fundraising Events

N=127

Respondents were asked to give details about their **most successful** fundraising event over the previous year.

49 to 1
average **return-on-investment**
for top fundraising
events

33%
reported an
increase in
fundraising
event revenue
over 2024-25



reported that they raised
at least **5 times the**
amount that they invested



reported that they raised
at least **10 times the**
amount that they invested

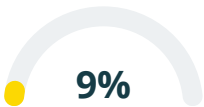
Most Common Event Types



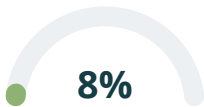
Dinners & Galas



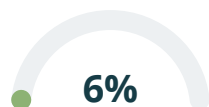
Online Giving
Day Event



Auctions



Festival or
Fun Day



Race Events

14% listed their annual fall or Christmas appeal, which did not quite fit the definition of a fundraising event. An additional 15% indicated that they did not hold fundraising events, and nearly half of respondents simply left this section blank, raising the possibility that a majority of OMC camps do not hold fundraising events (though this is uncertain among those who left the section blank).

There were major shifts in event type from 2024 to 2026 among OMC respondents. Auctions topped the list of most successful events in 2024 at 20% of responses, dropping precipitously in 2026. Dinners/Galas became more popular (with some of these explicitly including auctions). Festivals, race events, giving days, and golf outings (3%) remained roughly equivalent to 2024.

Festivals and golf outings averaged over a 3:1 ROI, compared with over 20:1 for race events, auctions, and galas. Giving day events had by far the greatest ROI, on average (over 300:1) because of very low expenses. Average revenue for giving days (\$42k) was roughly equivalent to reported revenue from galas and golf events, with auctions and race events reporting over \$50k in average revenue.

Dinners & Galas

These were the most commonly indicated successful events in the 2026 survey. The median expenses to put these on was \$7,000, much higher than auctions (\$3,000), festivals (\$2,500), or race events (\$3,000). The money invested made a tremendous difference in revenue.

Gala Investment		Average Revenue
< \$7,000	→	\$15,833
\$7,000 +	→	\$69,463

Capital Campaigns

N=61



of responding organizations were in the midst of a capital campaign.

Capital campaigns were **more common** than in the 2024 survey, when 20% were in a campaign.

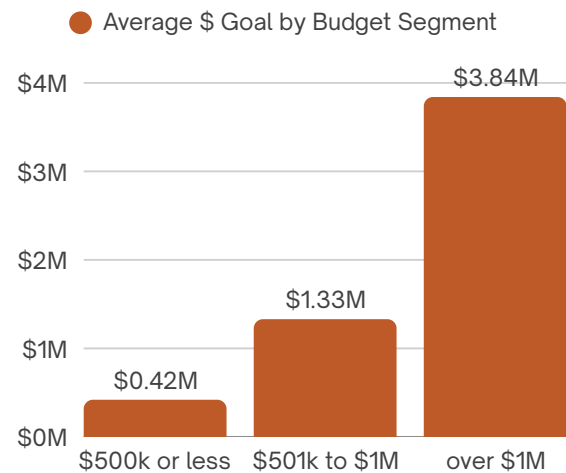
Only 20% of organizations with annual budgets of \$1 million or less were in the midst of a capital campaign, compared with 38% of those with budgets over \$1 million.

Campaign Financial Goals

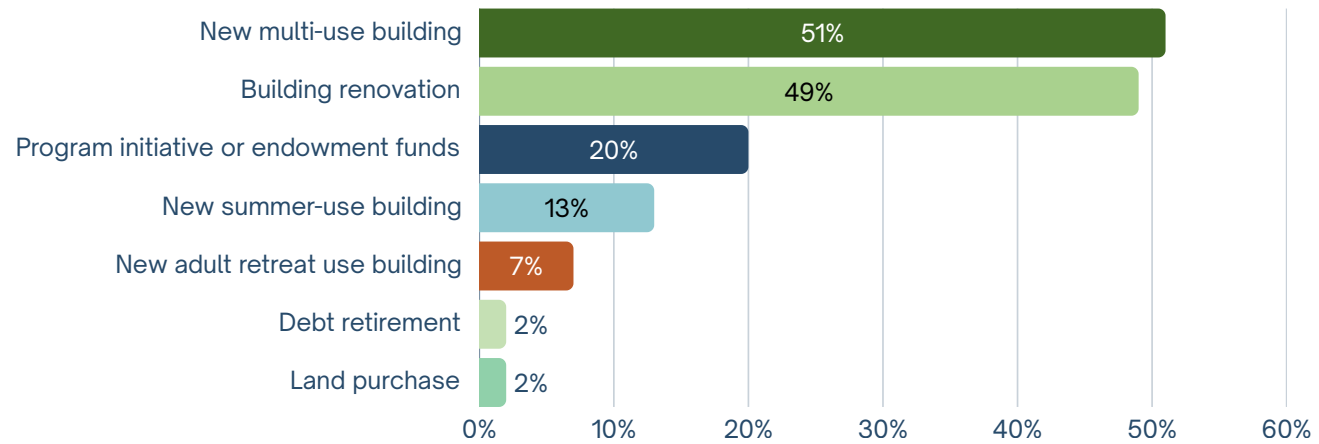
\$2.52M average capital campaign goal amount

\$50,000 **\$15M**
campaign goal range

75% of capital campaigns had goals of raising \$500,000 or more, and half had goals of more than \$1.5 million.



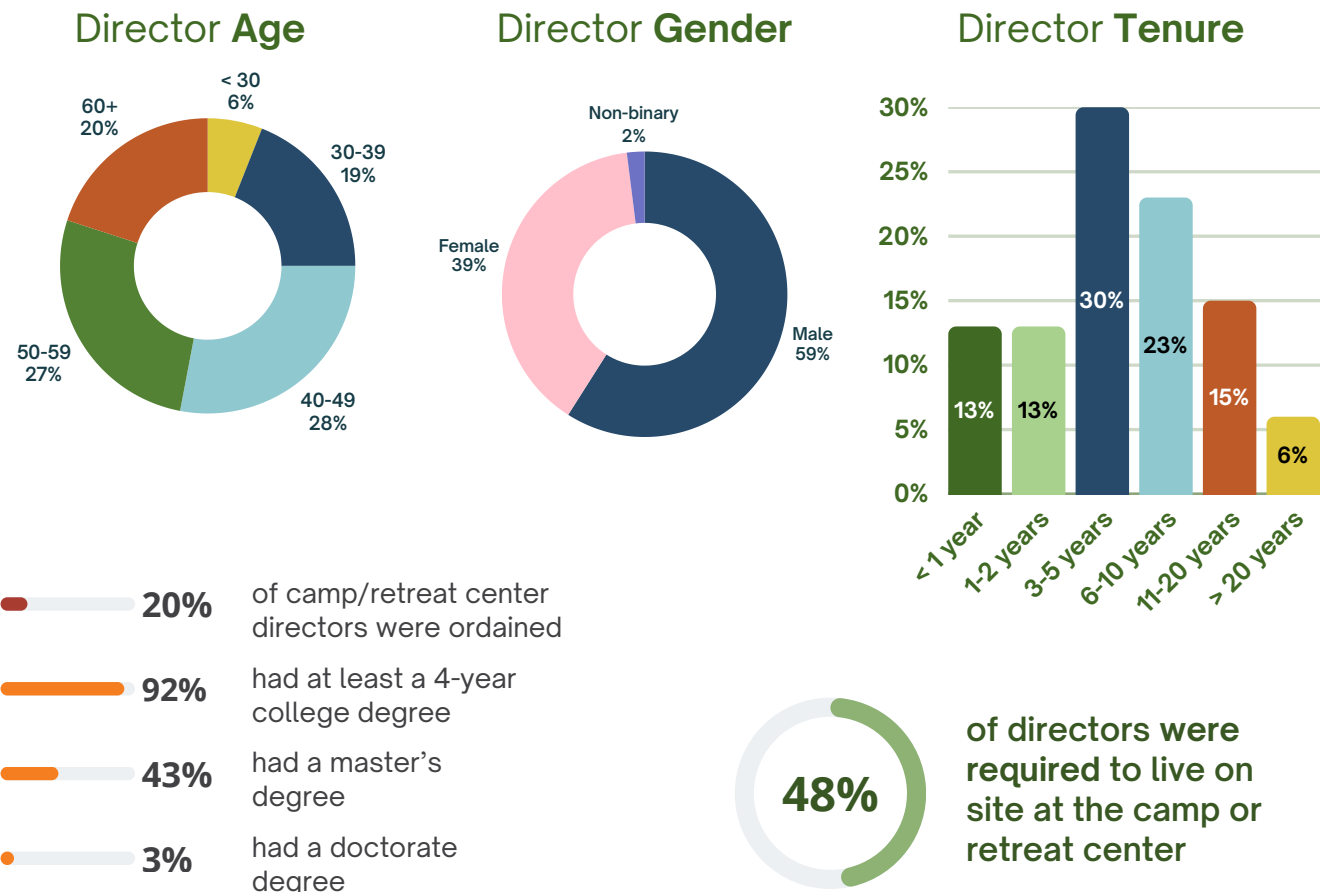
Campaign Purpose



For new building campaigns, **the large majority were multi-use buildings**. Of all capital campaigns, 89% had some or all of the money designated for building projects. A large portion of these were building renovations rather than new building projects, though some campaigns included both.

Campaigns including plans to build new multi-use buildings averaged \$3.47 million. Those including building renovations averaged \$2.07 million.

Directors/Chief Executives



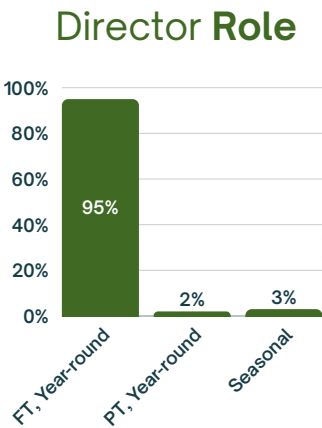
Differences Among Executive Director/CEO by Organization Budget

	All Sites	\$350k or less	\$351k–\$500k	\$501k–\$750k	\$751k–\$1M	\$1.1–\$2M	\$2.1–\$3M	> \$3M
Full-Time, Year-Round Role	94%	71%	96%	96%	97%	100%	100%	100%
Director was male	58%	43%	42%	71%	62%	57%	82%	67%
Director tenure over 5 years	44%	33%	26%	43%	44%	51%	58%	73%
Director required to live on site	48%	38%	44%	57%	48%	56%	36%	46%
Director ordained	20%	17%	30%	14%	16%	24%	18%	27%

Directors/Chief Executive Compensation

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 some variation by region of the country, but compensation was more closely tied to camp/conference center size than region.

There was significant variation by director tenure. Those employed at the same organization longer tended to have more compensation. The figures below consider only the full-time, year round directors.



Directors/Chief Executive Full-Time Salary

N=152

\$76,486

average annual full-time salary

↑ 11.5% increase from 2024

\$20,000 ↔ \$165,000

annual salary range



Directors/Chief Executive Total Compensation

N=152

\$110,421

average annual total compensation

↑ 14.1% increase from 2024

\$23,000 ↔ \$249,301

annual total compensation range



Health Insurance

81%

of full-time directors had health insurance provided

\$600 ↔ \$47,000

benefit value range

The value of the health insurance benefit varied widely. The average benefit was \$16,093.



Housing Benefit

50%

of full-time directors had a housing benefit provided

\$1,500 ↔ \$72,000

benefit value range

The stated value of this benefit varied widely, averaging \$21,732. Most of those that had a housing benefit (87%) also had utilities provided. Utilities benefit averaged \$4,669 annually.



Retirement Benefits

78%

of full-time directors had retirement benefits

1% ↔ 22%

range (as percentage of salary)

Like other benefits, the value of this benefit varied widely. The average was 9.7% of reported salary, with three-quarters receiving more than 6% of salary.

Executive Director Insurance Benefits *(full-time only)* N=153

	All Sites	\$350k or less	\$351k–\$500k	\$501k–\$750k	\$751k–\$1M	\$1.1–\$2M	\$2.1–\$3M	Over \$3M
Health Insurance	75%	59%	57%	77%	84%	77%	82%	91%
Health Insurance for family	61%	41%	29%	77%	66%	66%	64%	82%
Life Insurance	58%	41%	43%	58%	59%	60%	64%	91%
Health Ins: Dental coverage	65%	35%	52%	65%	72%	69%	73%	91%
Health Ins: Vision coverage	58%	41%	43%	54%	66%	60%	64%	91%
Long-term Disability Insurance	43%	29%	48%	39%	50%	34%	46%	73%
Short-term Disability Insurance	46%	35%	43%	46%	59%	37%	46%	55%
No insurance benefits	9%	35%	14%	12%	3%	0%	0%	0%

Executive Director Additional Benefits N=145

	All Sites	\$350k or less	\$250k–\$500k	\$501k–\$750k	\$751k–\$1M	\$1.1–\$2M	\$2.1–\$3M	Over \$3M
Paid vacation leave	98%	94%	100%	100%	97%	100%	90%	100%
Paid holidays	93%	75%	90%	96%	97%	97%	90%	100%
Expenses/tuition for training	90%	75%	90%	96%	84%	90%	100%	100%
Paid sick leave	94%	81%	90%	100%	94%	97%	90%	100%
Retirement/Pension	86%	56%	80%	85%	91%	97%	90%	91%
Funds for professional resources	67%	88%	55%	65%	53%	73%	70%	82%
Personal use of camp vehicles	23%	31%	5%	12%	19%	33%	50%	36%
Meals free of charge when working on site	87%	88%	80%	96%	88%	90%	80%	73%
Sabbatical/Study Leave Opportunity	45%	31%	40%	42%	44%	53%	60%	73%
No additional benefits	0%	0%	0%	0%	0%	0%	0%	0%

Variation in Executive Director **Salary & Compensation Package**

		Salary Range	Average Salary	Total Comp Range	Average Total Comp
BUDGET	\$350k or less (n=17)	\$20k-\$83k	\$53,262	\$23k-\$119k	\$70,852
	\$351k-\$500k (n=22)	\$33k-\$98k	\$65,840	\$48k-\$127k	\$86,425
	\$501k-\$750k (n=26)	\$45k-\$90k	\$67,017	\$51k-\$183k	\$108,438
	\$751k-\$1M (n=32)	\$49-\$125k	\$74,837	\$63k-\$158k	\$111,998
	\$1.01-\$2M (n=35)	\$51k-\$125k	\$86,073	\$98k-\$173k	\$125,668
	\$2.01-\$3M (n=10)	\$70k-\$115k	\$92,118	\$84k-\$165k	\$127,660
	> \$3M (n=10)	\$85k-\$165k	\$120,105	\$96k-\$249k	\$159,993
REGION	Northeast (n=24)	\$55k-\$125k	\$82,419	\$81k-\$183k	\$119,164
	Midwest (n=45)	\$33k-\$125k	\$73,901	\$58k-\$173k	\$106,929
	South (n=44)	\$35k-\$165k	\$80,513	\$35k-\$226k	\$113,986
	West (n=30)	\$32k-\$134k	\$73,597	\$40k-\$249	\$114,400
	East Canada (n=9)	\$20k-\$94k	\$63,538	\$23k-\$100k	\$73,879
	West Canada (n=0)	N/A	N/A	N/A	N/A
TENURE	2 years or less (n=36)	\$33k-\$118k	\$71,791	\$48k-\$173k	\$103,930
	3-5 years (n=46)	\$20k-\$134k	\$68,379	\$23k-\$249k	\$100,714
	6-10 years (n=38)	\$40k-\$165k	\$82,837	\$40k-\$226k	\$120,231
	> 10 years (n=32)	\$32k-\$145k	\$85,881	\$40k-\$171k	\$120,030
GENDER	Male Directors (n=89)	\$32k-\$165k	\$79,060	\$40k-\$249k	\$117,869
	Female Directors (n=59)	\$20k-\$145k	\$72,766	\$23k-\$160k	\$99,150
	Non-binary or GNC (n=3)	\$51k-\$85k	\$66,924	\$81k-\$112k	\$93,413
	ALL RESPONDENTS (N=152)	\$20k-\$165k	\$76,486	\$23k-\$249k	\$110,421

Employee Benefits & Compensation

Non-Executive Full-Time Staff Insurance Benefits N=141

	All Sites	\$350k or less	\$351k-\$500k	\$501k-\$750k	\$751k-\$1M	\$1.1-\$2M	\$2.1-\$3M	Over \$3M
Health Insurance	84%	42%	67%	79%	91%	97%	92%	100%
Health Insurance for family/dependents	57%	25%	40%	63%	59%	69%	42%	73%
Life Insurance	58%	25%	40%	50%	59%	66%	75%	91%
Health Ins: Dental coverage	67%	25%	67%	63%	69%	77%	67%	91%
Health Ins: Vision coverage	60%	25%	53%	46%	69%	66%	58%	91%
Long-term Disability Insurance	42%	17%	47%	33%	44%	43%	50%	64%
Short-term Disability Insurance	45%	17%	47%	42%	50%	46%	50%	55%
No insurance benefits	11%	50%	33%	13%	3%	3%	0%	0%

Non-Executive Full-Time Staff Additional Benefits N=147

	All Sites	\$350k or less	\$250k-\$500k	\$501k-\$750k	\$751k-\$1M	\$1.1-\$2M	\$2.1-\$3M	Over \$3M
Paid vacation leave	92%	62%	88%	93%	91%	100%	100%	100%
Paid holidays	89%	62%	88%	85%	91%	94%	100%	100%
Expenses/tuition for training	77%	46%	59%	82%	81%	83%	92%	91%
Paid sick leave	90%	62%	88%	89%	91%	97%	92%	100%
Retirement/Pension	79%	31%	65%	67%	91%	94%	100%	82%
Funds for professional resources	57%	62%	53%	48%	38%	66%	67%	91%
HSA/HRA for employees	35%	20%	29%	46%	38%	42%	33%	27%
Personal use of camp vehicles	20%	23%	18%	11%	22%	29%	25%	9%
Meals free of charge when working on site	87%	77%	82%	93%	91%	89%	92%	73%
Sabbatical/Study Leave Opportunity	19%	0%	35%	19%	13%	20%	25%	27%
No additional benefits	3%	15%	6%	4%	0%	0%	0%	0%

Sabbatical Policies



of responding camps offered sabbaticals to their Executive Director/CEO



of responding camps offered sabbaticals to other year-round staff

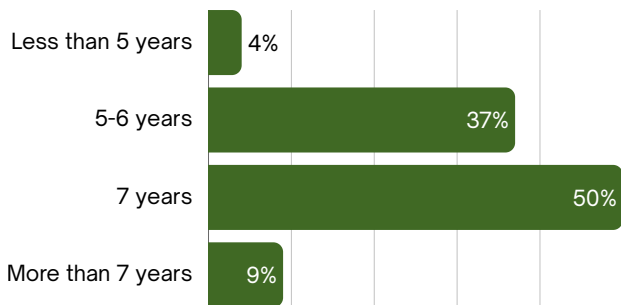
Prevalance of Sabbaticals Based on Annual Budget Category

	All Sites	\$350k or less	\$351k–\$500k	\$501k–\$750k	\$751k–\$1 M	\$1.1–\$2M	\$2.1–\$3M	Over \$3M
Executive Director/CEO	45%	24%	36%	44%	44%	53%	60%	73%
Other full-time, year-round staff	19%	0%	35%	19%	13%	20%	25%	27%

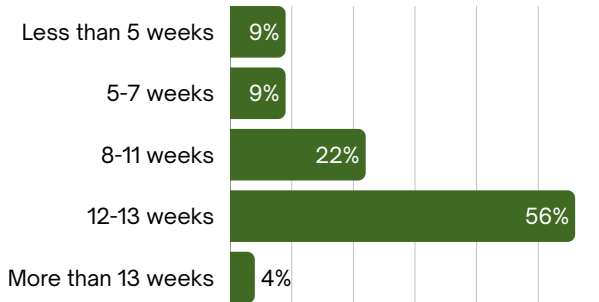
Executive Director/CEO Sabbatical Policies

The most common practice for sabbaticals among directors/CEOs was providing 3 months (or 12-13 weeks) once every 6-7 years. Only 15% of respondents who had sabbatical policies indicated that the organization set aside money for the sabbatical. Several specifically indicated that the director received salary during the sabbatical, while one indicated only receiving half salary during the sabbatical period. Several indicated that the director received a sabbatical because they were clergy and the organization was following guidelines established by a judicatory body.

Time Between Sabbaticals



Length of Sabbatical



Other Full-Time, Year-Round Staff Sabbatical Policies

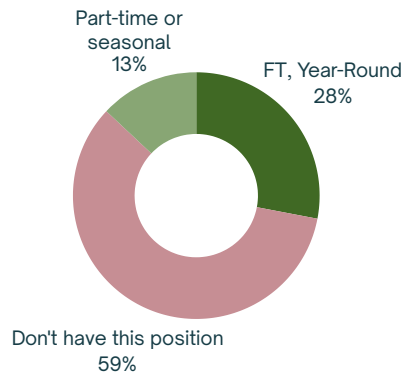
Sabbaticals were much less common for other staff members, and the policies varied widely. Those that offered sabbaticals to non-CEO staff tended to offer similar time periods and lengths for these sabbaticals, though some organizations offered shorter sabbaticals for these staff. Among organizations that offered these sabbaticals, about half offered them to all full-time, year round staff after a specific term (generally 5-7 years).

The remaining organizations offered them only to specific staff, such as associate directors or any staff that were clergy members. Very few had money set aside for sabbaticals.

Associate Director (AD)

This role was much more common among larger organizations. It included titles as varied as Assistant Director, Camp Director, Associate Executive Director, Site Director, and Operations Director. It also had a large compensation range, indicating differing responsibilities. The position had high turnover.

% Organizations with Position



Associate Director Full-Time Salary

N=41

\$55,290

average annual
full-time salary

↑ 13.7% increase from 2024

\$12,000 ↔ \$110,000

annual salary range



Health Insurance

78%

of full-time ADs had health
insurance provided

\$1,200 ↔ \$35,000

benefit value range

The value of the health insurance benefit varied widely based on family makeup. The average benefit was \$13,459.



Housing Benefit

50%

of full-time ADs had a
housing benefit provided

\$7,700 ↔ \$36,000

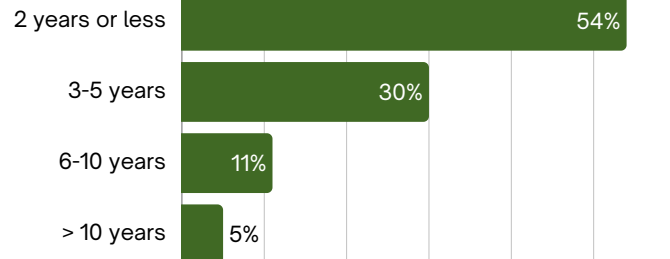
benefit value range

The housing benefit averaged \$15,222. Most with housing also had utilities covered, which averaged \$3,016.

50% of Associate Directors were required to live on site.



Tenure of Current Staff



Associate Director Total Compensation

N=41

\$78,730

average annual
total compensation

↑ 15.1% increase from 2024

\$27,800 ↔ \$140,564

annual total compensation range



Retirement Benefits

88%

of full-time ADs had
retirement benefits

2% ↔ 23%

range (as percentage of salary)

Like other benefits, the value of this benefit varied. The average was 9% of reported salary.

Associate Director Salary & Compensation Package

The table below shows ranges and averages for salary and total compensation divided by budget category, region of the country, and tenure. Only full-time positions are included. If any category had fewer than 3 respondents, the range and averages are not reported. These are marked N/A.

		Salary Range	Average Salary	Total Comp Range	Average Total Comp
BUDGET	\$350k or less (n=1)	N/A	N/A	N/A	N/A
	\$351k-\$500k (n=6)	\$12k-\$65k	\$47,650	\$28k-\$83k	\$64,158
	\$501k-\$750k (n=8)	\$25k-\$66k	\$41,212	\$46k-\$113k	\$68,047
	\$751k-\$1M (n=10)	\$36k-\$64k	\$49,216	\$55k-\$131k	\$78,141
	\$1.01-\$2M (n=8)	\$44k-\$78k	\$62,753	\$68k-\$101k	\$85,084
	\$2.01-\$3M (n=3)	\$36k-\$77k	\$59,667	\$55k-\$117k	\$88,209
	> \$3M (n=5)	\$73k-\$110k	\$85,900	\$78k-\$141k	\$102,143
REGION	Northeast (n=11)	\$25k-\$70k	\$52,979	\$56k-\$117k	\$82,593
	Midwest (n=15)	\$12k-\$80k	\$50,623	\$28k-\$101k	\$69,101
	South (n=4)	\$35k-\$85k	\$64,288	\$77k-\$105k	\$88,400
	West (n=10)	\$36k-\$110k	\$59,462	\$55k-\$141k	\$85,131
	Canada (n=1)	N/A	N/A	N/A	N/A
TENURE	< 2 year (n=22)	\$12k-\$110k	\$56,175	\$28k-\$141k	\$79,136
	3-5 years (n=12)	\$36k-\$80k	\$58,855	\$48k-\$131k	\$86,848
	6-10 years (n=5)	\$25k-\$73k	\$45,722	\$46k-\$78k	\$62,091
	> 10 years (n=2)	N/A	N/A	N/A	N/A
ALL RESPONDENTS (N=41)		\$12k-\$110k	\$55,290	\$28k-\$141k	\$78,730

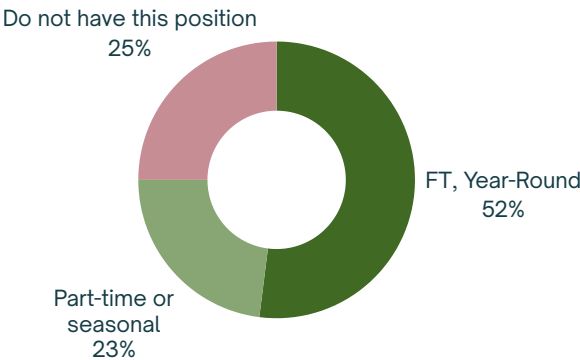
Prevalance of Position Based on Annual Budget Category

	All Sites	\$350k or less	\$351k-\$500k	\$501k-\$750k	\$751k-\$1M	\$1.1-\$2M	\$2.1-\$3M	Over \$3M
Full-time, year-round position	28%	7%	26%	27%	35%	25%	43%	57%
Part-time or seasonal position	13%	44%	15%	9%	5%	10%	0%	0%
Do not have this position	59%	48%	59%	64%	60%	65%	57%	43%

Program Director (PD)

This was the third-most common full-time role among OMC ministries, after Executive Director and Maintenance Director. There was a high level of turnover evident in this role, including 17% in their position for less than a year at the time of the survey. Higher salary was associated with longer tenure.

% Organizations with Position



Program Director Full-Time Salary

N=72

\$47,323

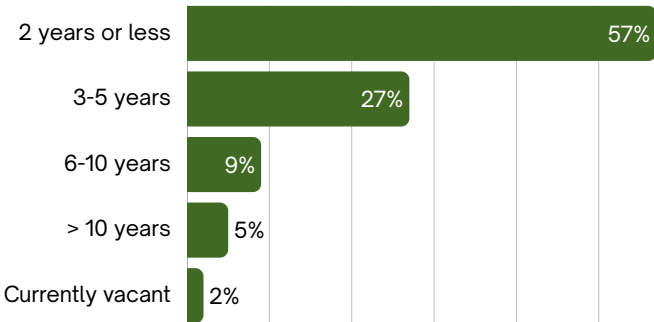
average annual full-time salary

↑ 16.2% increase from 2024

\$25,000 ↔ \$73,000

annual salary range

Tenure of Current Staff



Program Director Total Compensation

N=72

\$69,117

average annual total compensation

↑ 12.8% increase from 2024

\$35,600 ↔ \$131,700

annual total compensation range



Health Insurance

78%

of full-time people had health insurance provided

\$1,700 ↔ \$48,000

benefit value range

The value of the health insurance benefit varied widely based on family makeup. The average benefit was \$10,297.



Housing Benefit

57%

of full-time employees had a housing benefit provided

\$5,000 ↔ \$30,000

benefit value range

The housing benefit averaged \$16,448. About ⅓ of those with housing had utilities covered (averaging \$3,562).

53% of Program Directors were required to live on site.



Retirement Benefits

82%

of full-time people had retirement benefits

2% ↔ 17%
range (as percentage of salary)

Like other benefits, the value of this benefit varied. The average was 8% of reported salary. About ⅓ received 6% or more of salary.

Program Director Salary & Compensation Package

The table below shows ranges and averages for salary and total compensation divided by budget category, region of the country, and tenure. Only full-time positions are included. If any category had fewer than 3 respondents, the range and averages are not reported. These are marked N/A.

		Salary Range	Average Salary	Total Comp Range	Average Total Comp
BUDGET	\$350k or less (n=4)	\$26k-\$50k	\$41,425	\$40k-\$62k	\$51,118
	\$351k-\$500k (n=4)	\$33k-\$55k	\$42,611	\$48k-\$75k	\$57,793
	\$501k-\$750k (n=10)	\$35k-\$49k	\$41,594	\$37k-\$97k	\$67,244
	\$751k-\$1M (n=16)	\$25k-\$66k	\$45,673	\$37k-\$86k	\$65,375
	\$1.01-\$2M (n=22)	\$28k-\$68k	\$47,453	\$36k-\$132k	\$72,480
	\$2.01-\$3M (n=8)	\$42k-\$65k	\$51,576	\$50k-\$95k	\$76,472
	> \$3M (n=8)	\$32k-\$73k	\$58,485	\$58k-\$120k	\$76,998
REGION	Northeast (n=8)	\$35k-\$64k	\$47,067	\$36k-\$104k	\$65,280
	Midwest (n=23)	\$26k-\$68k	\$46,093	\$40k-\$132k	\$65,079
	South (n=26)	\$25k-\$65k	\$45,764	\$37k-\$94k	\$70,799
	West (n=13)	\$32k-\$70k	\$50,904	\$50k-\$120k	\$76,200
	Canada (n=2)	N/A	N/A	N/A	N/A
TENURE	< 2 year (n=40)	\$25k-\$68k	\$44,790	\$36k-\$132k	\$68,138
	3-5 years (n=20)	\$26k-\$73k	\$48,824	\$40k-\$97k	\$72,600
	6-10 years (n=7)	\$44k-\$68k	\$52,136	\$47k-\$72k	\$60,725
	> 10 years (n=4)	\$48k-\$68k	\$58,569	\$65k-\$82k	\$74,235
ALL RESPONDENTS (N=72)		\$25k-\$73k	\$47,323	\$36k-\$132k	\$69,117

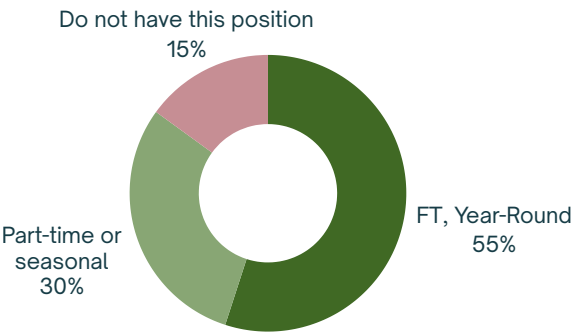
Prevalance of Position Based on Annual Budget Category

	All Sites	\$350k or less	\$351k-\$500k	\$501k-\$750k	\$751k-\$1M	\$1.1-\$2M	\$2.1-\$3M	Over \$3M
Full-time, year-round position	52%	15%	26%	44%	57%	67%	93%	93%
Part-time or seasonal position	23%	59%	30%	25%	13%	10%	0%	0%
Do not have this position	25%	26%	44%	21%	30%	23%	7%	7%

Maintenance Director

This was the second-most common full-time role among OMC ministries, after only Executive Director. Longevity was common in this role, with more than a quarter in their position for over 10 years, including 15% for more than 20 years.

% Organizations with Position



Maintenance Director Full-Time Salary

N=77

\$52,715

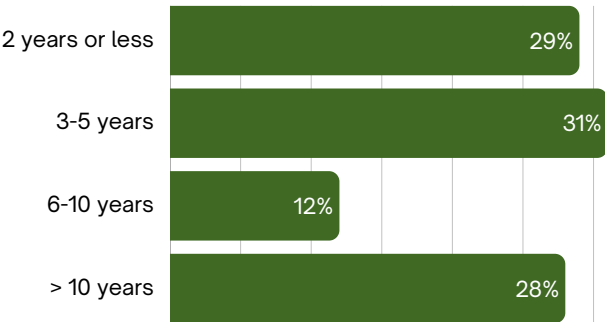
average annual
full-time salary

↑ 18.3% increase from 2024

\$28,000 ↔ \$95,000

annual salary range

Tenure of Current Staff



Maintenance Director Total Compensation

N=77

\$74,740

average annual
total compensation

↑ 22.5% increase from 2024

\$38,200 ↔ \$127,200

annual total compensation range



Health Insurance

81%

of full-time people had
health insurance provided

\$1,500 ↔ \$48,000

benefit value range

The value of the health insurance benefit varied widely based on family makeup. The average benefit was \$14,290.



Housing Benefit

36%

of full-time employees had a
housing benefit provided

\$5,000 ↔ \$34,800

benefit value range

The housing benefit averaged \$16,681. About ¾ of those with housing had utilities covered (averaging \$4,694).

28% of Maintenance Directors were required to live on site.



Retirement Benefits

82%

of full-time people had
retirement benefits

2% ↔ 12%
range (as percentage of salary)

Like other benefits, the value of this benefit varied. The average was 7.9% of reported salary. About ¾ received 6% or more of salary.

Maintenance Director Salary & Compensation Package

The table below shows ranges and averages for salary and total compensation divided by budget category, region of the country, and tenure. Only full-time positions are included. If any category had fewer than 3 respondents, the range and averages are not reported. These are marked N/A.

		Salary Range	Average Salary	Total Comp Range	Average Total Comp
BUDGET	\$350k or less (n=0)	N/A	N/A	N/A	N/A
	\$351k-\$500k (n=4)	\$28k-\$53k	\$44,143	\$46k-\$80k	\$64,186
	\$501k-\$750k (n=10)	\$37k-\$55k	\$44,450	\$38k-\$100k	\$61,350
	\$751k-\$1M (n=18)	\$36k-\$70k	\$48,309	\$42k-\$106k	\$69,190
	\$1.01-\$2M (n=28)	\$40k-\$72k	\$53,444	\$44k-\$127k	\$81,463
	\$2.01-\$3M (n=9)	\$46k-\$76k	\$57,731	\$60k-\$83k	\$74,174
	> \$3M (n=8)	\$43k-\$95k	\$69,049	\$59k-\$122k	\$86,344
REGION	Northeast (n=11)	\$50k-\$62k	\$55,542	\$55k-\$127k	\$82,850
	Midwest (n=24)	\$36k-\$79k	\$52,356	\$38k-\$122k	\$72,971
	South (n=27)	\$28k-\$72k	\$48,132	\$40k-\$115k	\$68,036
	West (n=13)	\$41k-\$95k	\$59,348	\$44k-\$122k	\$86,121
	Canada (n=2)	N/A	N/A	N/A	N/A
TENURE	< 2 year (n=21)	\$28k-\$72k	\$51,060	\$42k-\$127k	\$69,391
	3-5 years (n=24)	\$37k-\$76k	\$52,435	\$40k-\$119k	\$74,785
	6-10 years (n=9)	\$36k-\$70k	\$50,205	\$38k-\$110k	\$80,076
	> 10 years (n=22)	\$36k-\$95k	\$55,636	\$50k-\$122k	\$77,358
ALL RESPONDENTS (N=77)		\$28k-\$95k	\$52,715	\$38k-\$127k	\$74,740

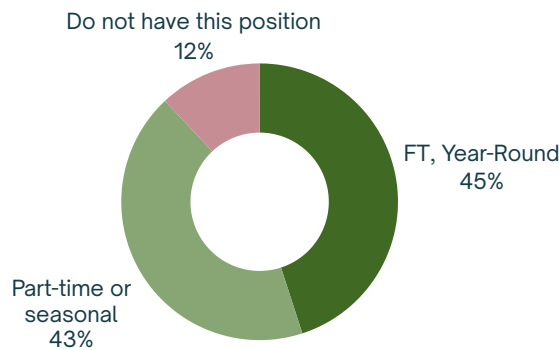
Prevalance of Position Based on Annual Budget Category

	All Sites	\$350k or less	\$351k-\$500k	\$501k-\$750k	\$751k-\$1M	\$1.1-\$2M	\$2.1-\$3M	Over \$3M
Full-time, year-round position	55%	4%	22%	44%	65%	77%	93%	100%
Part-time or seasonal position	40%	44%	52%	35%	30%	23%	7%	0%
Do not have this position	15%	52%	26%	21%	5%	0%	0%	0%

Food Service Director or Head Cook

This was the fourth-most common full-time role among OMC ministries, after Executive Director, Maintenance Director, and Program Director. About a quarter of responding OMC ministries staffed this position seasonally. The title ranged from Kitchen Manager and Food Service Director to Executive Chef.

% Organizations with Position



Food Service Director Full-Time Salary

N=65

\$50,799

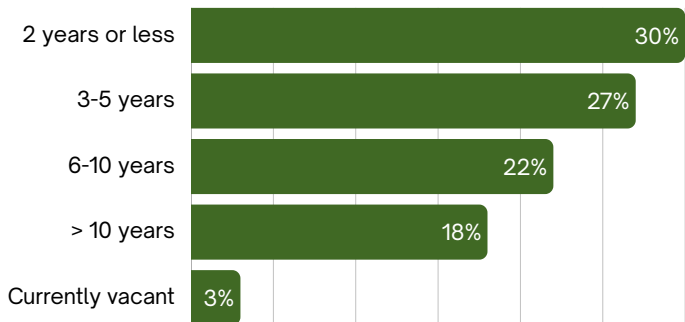
average annual
full-time salary

↑ 11.5% increase from 2024

\$33,300 — \$82,800

annual salary range

Tenure of Current Staff



Food Service Director Total Compensation

N=65

\$67,992

average annual
total compensation

↑ 13.0% increase from 2024

\$35,000 — \$150,500

annual total compensation range



Health Insurance

75%

of full-time people had
health insurance provided

\$1,000 — \$45,000

benefit value range

The value of the health insurance benefit varied widely based on family makeup. The average benefit was \$12,352.



Housing Benefit

25%

of full-time employees had a
housing benefit provided

\$7,200 — \$30,000

benefit value range

The housing benefit averaged \$14,213. Almost all of those with housing had utilities covered (averaging \$3,412).

16% of Food Service Directors were required to live on site.



Retirement Benefits

72%

of full-time people had
retirement benefits

2% — 18%
range (as percentage of salary)

Like other benefits, the value of this benefit varied. The average was 8.5% of reported salary. About ⅓ received 6% or more of salary.

Food Service Director Salary & Compensation Package

The table below shows ranges and averages for salary and total compensation divided by budget category, region of the country, and tenure. Only full-time positions are included. If any category had fewer than 3 respondents, the range and averages are not reported. These are marked N/A.

		Salary Range	Average Salary	Total Comp Range	Average Total Comp
BUDGET	\$350k or less (n=0)	N/A	N/A	N/A	N/A
	\$351k-\$500k (n=1)	N/A	N/A	N/A	N/A
	\$501k-\$750k (n=9)	\$35k-\$53k	\$43,592	\$35k-\$79k	\$56,030
	\$751k-\$1M (n=15)	\$33k-\$65k	\$45,826	\$40k-\$151k	\$68,047
	\$1.01-\$2M (n=23)	\$39k-\$75k	\$50,958	\$40k-\$110k	\$68,246
	\$2.01-\$3M (n=9)	\$49k-\$62k	\$54,412	\$66k-\$82k	\$70,793
	> \$3M (n=8)	\$49k-\$83k	\$64,807	\$65k-\$113k	\$80,719
REGION	Northeast (n=8)	\$34k-\$75k	\$48,368	\$40k-\$151k	\$75,344
	Midwest (n=16)	\$35k-\$73k	\$49,162	\$35k-\$81k	\$60,746
	South (n=24)	\$33k-\$68k	\$48,445	\$37k-\$110k	\$63,440
	West (n=16)	\$42k-\$83k	\$56,231	\$42k-\$113k	\$78,204
	Canada (n=1)	N/A	N/A	N/A	N/A
TENURE	< 2 year (n=19)	\$34k-\$73k	\$53,895	\$37k-\$110k	\$72,546
	3-5 years (n=16)	\$34k-\$65k	\$48,370	\$40k-\$84k	\$60,679
	6-10 years (n=15)	\$36k-\$83k	\$51,036	\$37k-\$113k	\$70,903
	> 10 years (n=12)	\$39k-\$75k	\$51,842	\$42k-\$151k	\$71,673
ALL RESPONDENTS (N=65)		\$33k-\$83k	\$50,799	\$35k-\$151k	\$67,992

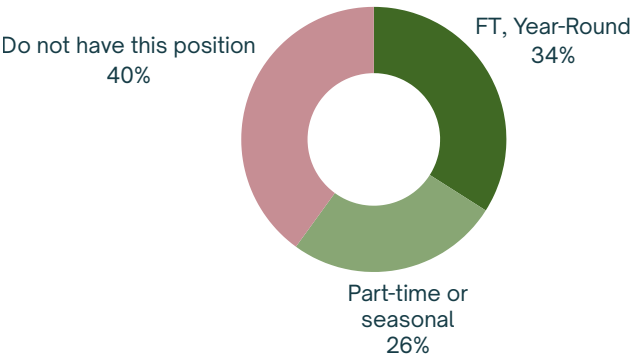
Prevalance of Position Based on Annual Budget Category

	All Sites	\$350k or less	\$351k-\$500k	\$501k-\$750k	\$751k-\$1M	\$1.1-\$2M	\$2.1-\$3M	Over \$3M
Full-time, year-round position	45%	0%	11%	29%	51%	67%	93%	100%
Part-time or seasonal position	43%	74%	59%	59%	44%	25%	7%	0%
Do not have this position	12%	26%	30%	12%	5%	8%	0%	0%

Office Manager/Administrator

The title of this role varied and included titles such as office manager, office administrator, and administrative assistant. The position was common among organizations with budgets over \$500,000 but rare as a full-time position at those with budgets under \$1 million. Compensation varied little based on organization size, except for those with budgets over \$3 million, which paid much more, on average.

% Organizations with Position



Food Service Director Full-Time Salary

N=43

\$47,813

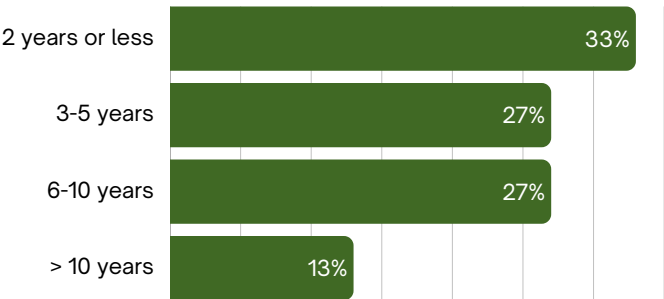
average annual
full-time salary

↑ 8.5% increase from 2024

\$31,200 ↔ \$95,500

annual salary range

Tenure of Current Staff



Food Service Director Total Compensation

N=43

\$58,667

average annual
total compensation

↑ 9.2% increase from 2024

\$34,000 ↔ \$138,500

annual total compensation range



Health Insurance

66%

of full-time people had
health insurance provided

\$1,000 ↔ \$34,800

benefit value range

The value of the health insurance benefit varied widely based on family makeup. The average benefit was \$11,443.



Housing Benefit

5%

of full-time employees had a
housing benefit provided

A housing benefit and/or utilities benefit was quite rare among lead office staff, with only 3 respondents to the survey providing either of these benefits. They were also very rarely required to live on site.



Retirement Benefits

50%

of full-time people had
retirement benefits

2% ↔ 12%
range (as percentage of salary)

Only half of lead office staff members had retirement benefits. This benefit averaged 7.4% of salary.

Office Manager/Administrator Salary & Compensation Package

The table below shows ranges and averages for salary and total compensation divided by budget category, region of the country, and tenure. Only full-time positions are included. If any category had fewer than 3 respondents, the range and averages are not reported. These are marked N/A.

		Salary Range	Average Salary	Total Comp Range	Average Total Comp
BUDGET	\$350k or less (n=0)	N/A	N/A	N/A	N/A
	\$351k-\$500k (n=2)	N/A	N/A	N/A	N/A
	\$501k-\$750k (n=7)	\$36k-\$48k	\$40,692	\$39k-\$70k	\$51,775
	\$751k-\$1M (n=9)	\$33k-\$60k	\$45,780	\$36k-\$69k	\$51,740
	\$1.01-\$2M (n=15)	\$33k-\$64k	\$48,932	\$34k-\$76k	\$57,664
	\$2.01-\$3M (n=4)	\$37k-\$54k	\$46,420	\$49k-\$68k	\$56,170
	> \$3M (n=6)	\$31k-\$95k	\$58,438	\$43k-\$139k	\$78,600
REGION	Northeast (n=9)	\$33k-\$60k	\$46,253	\$37k-\$69k	\$49,560
	Midwest (n=11)	\$37k-\$58k	\$46,191	\$46k-\$76k	\$58,895
	South (n=13)	\$31k-\$60k	\$43,662	\$34k-\$83k	\$56,278
	West (n=7)	\$43k-\$95k	\$57,435	\$49k-\$139k	\$75,088
	East Canada (n=3)	\$36k-\$64k	\$53,981	\$36k-\$69k	\$57,201
TENURE	2 years or less (n=15)	\$31k-\$55k	\$44,738	\$36k-\$70k	\$53,785
	3-5 years (n=12)	\$33k-\$95k	\$48,442	\$34k-\$139k	\$60,165
	6-10 years (n=12)	\$33k-\$75k	\$50,610	\$37k-\$127k	\$63,625
	> 10 years (n=4)	\$42k-\$56k	\$49,066	\$46k-\$76k	\$57,614
ALL RESPONDENTS (N=43)		\$31k-\$95k	\$47,813	\$34k-\$139k	\$58,668

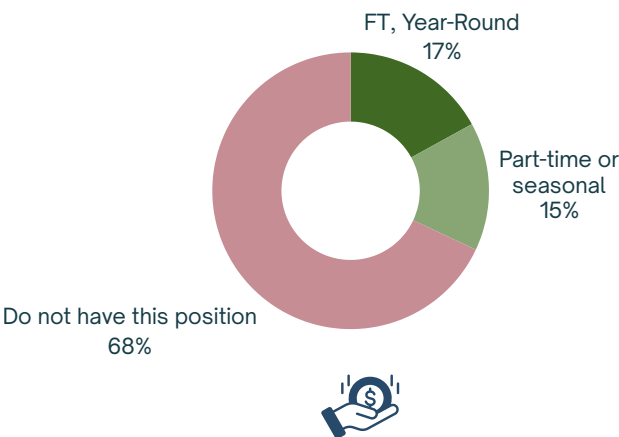
Prevalance of Position Based on Annual Budget Category

	All Sites	\$350k or less	\$351k-\$500k	\$501k-\$750k	\$751k-\$1M	\$1.1-\$2M	\$2.1-\$3M	Over \$3M
Full-time, year-round position	34%	0%	15%	27%	30%	50%	50%	93%
Part-time or seasonal position	26%	37%	22%	35%	32%	21%	21%	0%
Do not have this position	40%	63%	63%	38%	38%	29%	29%	7%

Development or Marketing Director

This position was rare, except at the largest camp/conference centers, where it was ubiquitous. There tended to be a high rate of turnover in this position, with a large majority being in their current position for under 5 years.

% Organizations with Position



Development Director Full-Time Salary

N=24

\$67,451

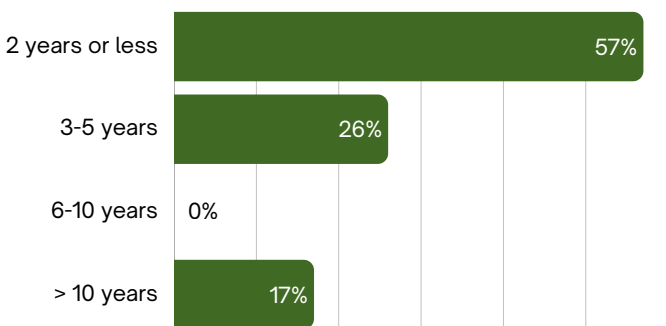
average annual
full-time salary

↑ 15.5% increase from 2024

\$30,000 ↔ \$101,000

annual salary range

Tenure of Current Staff



Development Director Total Compensation

N=24

\$82,960

average annual
total compensation

↑ 14.6% increase from 2024

\$30,000 ↔ \$144,181

annual total compensation range



Health Insurance

75%

of full-time people had
health insurance provided

\$2,000 ↔ \$27,000

benefit value range

The value of the health insurance benefit varied widely based on family makeup. The average benefit was \$10,299.



Housing Benefit

8%

of full-time employees had a
housing benefit provided

A housing benefit and/or utilities benefit was quite rare among development and marketing directors, with only 2 respondents to the survey providing either of these benefits. They were very rarely required to live on site.



Retirement Benefits

88%

of full-time people had
retirement benefits

3% ↔ 12%
range (as percentage of salary)

Like other benefits, the value of this benefit varied. The average was 7.5% of reported salary, with ¾ receiving 6% of salary or more.

Development or Marketing Director Salary & Compensation Package

The table below shows ranges and averages for salary and total compensation divided by budget category, region of the country, and tenure. Only full-time positions are included. If any category had fewer than 3 respondents, the range and averages are not reported. These are marked N/A.

		Salary Range	Average Salary	Total Comp Range	Average Total Comp
BUDGET	\$350k or less (n=0)	N/A	N/A	N/A	N/A
	\$351k-\$500k (n=1)	N/A	N/A	N/A	N/A
	\$501k-\$750k (n=3)	\$30k-\$59k	\$46,333	\$30k-\$64k	\$52,247
	\$751k-\$1M (n=3)	\$55k-\$59k	\$57,237	\$62k-\$90k	\$78,350
	\$1.01-\$2M (n=6)	\$47k-\$82k	\$60,833	\$57k-\$94k	\$70,639
	\$2.01-\$3M (n=5)	\$70k-\$101k	\$80,720	\$86k-\$108k	\$97,171
	> \$3M (n=6)	\$47k-\$97k	\$74,668	\$66k-\$144k	\$93,259
REGION	Northeast (n=2)	N/A	N/A	N/A	N/A
	Midwest (n=9)	\$50k-\$88k	\$66,839	\$62k-\$101k	\$83,241
	South (n=7)	\$30k-\$101k	\$67,800	\$30k-\$108k	\$77,381
	West (n=4)	\$60k-\$97k	\$79,818	\$66k-\$144k	\$105,150
	Canada (n=2)	N/A	N/A	N/A	N/A
TENURE	2 years or less (n=13)	\$30k-\$97k	\$65,178	\$30k-\$144k	\$79,939
	3-5 years (n=6)	\$56k-\$83k	\$67,667	\$65k-\$103k	\$84,610
	6-10 years (n=0)	N/A	N/A	N/A	N/A
	> 10 years (n=4)	\$47k-\$101k	\$68,500	\$57k-\$108k	\$78,543
ALL RESPONDENTS (N=24)		\$30k-\$101k	\$67,451	\$30k-\$144k	\$82,960

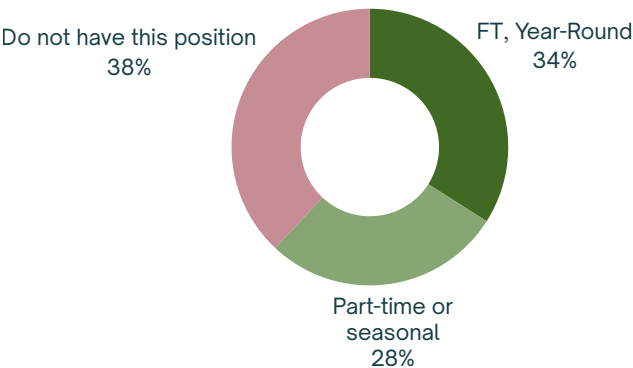
Prevalance of Position Based on Annual Budget Category

	All Sites	\$350k or less	\$351k-\$500k	\$501k-\$750k	\$751k-\$1M	\$1.1-\$2M	\$2.1-\$3M	Over \$3M
Full-time, year-round position	17%	0%	4%	9%	8%	19%	43%	93%
Part-time or seasonal position	15%	11%	11%	20%	16%	16%	7%	7%
Do not have this position	68%	89%	85%	71%	76%	65%	50%	0%

Housekeeping or Guest Services

The title of this role varied and included housekeeper, housekeeping manager, hospitality coordinator, head of housekeeping, and director or guest services.

% Organizations with Position



Housekeeping Director Full-Time Salary

N=46

\$43,927

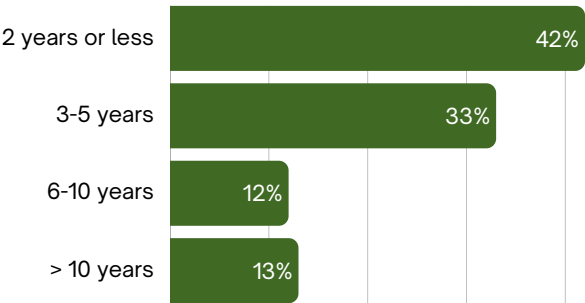
average annual
full-time salary

↑ 10.9% increase from 2024

\$23,000 ↔ \$75,000

annual salary range

Tenure of Current Staff



Housekeeping Director Total Compensation

N=46

\$61,035

average annual
total compensation

↑ 21.8% increase from 2024

\$30,000 ↔ \$126,500

annual total compensation range



Health Insurance

76%

of full-time people had
health insurance provided

\$1,500 ↔ \$34,450

benefit value range

The value of the health insurance benefit varied widely based on family makeup. The average benefit was \$11,038.



Housing Benefit

30%

of full-time employees had a
housing benefit provided

\$9,600 ↔ \$30,000

benefit value range

The housing benefit averaged \$17,962. Almost all of those with housing had utilities covered (averaging \$3,862).

27% of Housekeeping staff were required to live on site.



Retirement Benefits

74%

of full-time people had
retirement benefits

3% ↔ 16%

range (as percentage of salary)

Like other benefits, the value of this benefit varied. The average was 8.5% of reported salary. About ¾ received 6% or more of salary.

Housekeeping or Guest Services Salary & Compensation Package

The table below shows ranges and averages for salary and total compensation divided by budget category, region of the country, and tenure. Only full-time positions are included. If any category had fewer than 3 respondents, the range and averages are not reported. These are marked N/A.

		Salary Range	Average Salary	Total Comp Range	Average Total Comp
BUDGET	\$500k or less (n=3)	\$30k-\$43k	\$36,999	\$38k-\$43k	\$40,199
	\$501k-\$750k (n=7)	\$23k-\$54k	\$37,304	\$30k-\$100k	\$53,952
	\$751k-\$1M (n=7)	\$28k-\$54k	\$36,066	\$36k-\$114k	\$60,615
	\$1.01-\$2M (n=16)	\$31k-\$60k	\$45,199	\$40k-\$84k	\$60,339
	\$2.01-\$3M (n=8)	\$33k-\$53k	\$45,374	\$37k-\$67k	\$57,927
	> \$3M (n=5)	\$47k-\$75k	\$61,976	\$63k-\$127k	\$91,240
REGION	Northeast (n=9)	\$30k-\$58k	\$39,278	\$30k-\$114k	\$64,162
	Midwest (n=7)	\$31k-\$65k	\$42,202	\$40k-\$68k	\$53,295
	South (n=17)	\$23k-\$60k	\$43,327	\$33k-\$65k	\$53,783
	West (n=12)	\$28k-\$75k	\$49,898	\$47k-\$127k	\$75,530
	Canada (n=1)	N/A	N/A	N/A	N/A
TENURE	2 years or less (n=18)	\$30k-\$75k	\$44,663	\$30k-\$127k	\$62,395
	3-5 years (n=15)	\$28k-\$58k	\$41,021	\$37k-\$114k	\$55,673
	6-10 years (n=6)	\$36k-\$53k	\$45,013	\$45k-\$84k	\$63,310
	> 10 years (n=6)	\$33k-\$73k	\$51,387	\$30k-\$114k	\$72,823
ALL RESPONDENTS (N=46)		\$23k-\$75k	\$43,927	\$30k-\$127k	\$61,035

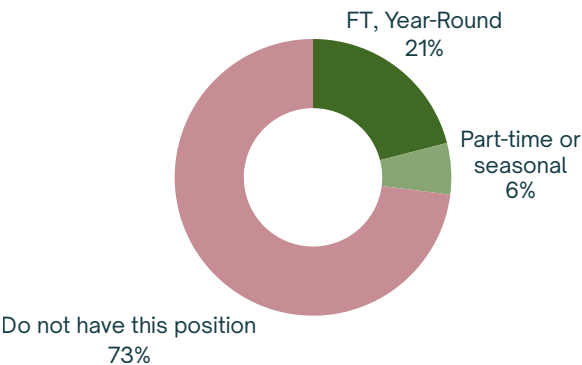
Prevalance of Position Based on Annual Budget Category

	All Sites	\$350k or less	\$351k-\$500k	\$501k-\$750k	\$751k-\$1M	\$1.1-\$2M	\$2.1-\$3M	Over \$3M
Full-time, year-round position	34%	4%	7%	24%	24%	50%	86%	86%
Part-time or seasonal position	28%	18%	45%	29%	32%	35%	7%	0%
Do not have this position	38%	78%	48%	47%	43%	15%	7%	14%

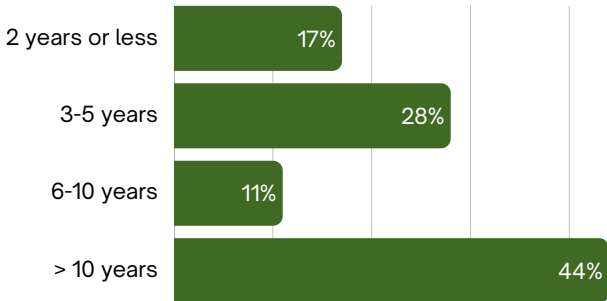
Business or Operations Director

This was one of the least common roles in OMC. Titles included business manager, camp director, director of operations, and director of business operations. This position was much more common among ECCC ministries (36%) than among the other associations (all less than 20%)

% Organizations with Position



Tenure of Current Staff



Housekeeping Director Full-Time Salary

N=16

\$59,909

average annual
full-time salary

↑ 24.9% increase from 2024

\$44,800 ↔ \$135,000

annual salary range



Housekeeping Director Total Compensation

N=16

\$83,791

average annual
total compensation

↑ 24.3% increase from 2024

\$47,320 ↔ \$140,000

annual total compensation range



Health Insurance

76%

of full-time people had
health insurance provided

\$4,800 ↔ \$19,600

benefit value range

The value of the health insurance benefit varied widely based on family makeup. The average benefit was \$11,350.



Housing Benefit

41%

of full-time employees had a
housing benefit provided

\$5,500 ↔ \$30,000

benefit value range

The housing benefit averaged \$19,250. Almost all of those with housing had utilities covered (averaging \$2,411).

33% of Business Directors were required to live on site.



Retirement Benefits

94%

of full-time people had
retirement benefits

2% ↔ 12%
range (as percentage of salary)

Like other benefits, the value of this benefit varied. The average was 8.1% of reported salary. About ⅓ received 6% or more of salary.

Business or Operations Director **Salary & Compensation Package**

The table below shows ranges and averages for salary and total compensation divided by budget category, region of the country, and tenure. Only full-time positions are included. If any category had fewer than 3 respondents, the range and averages are not reported. These are marked N/A.

		Salary Range	Average Salary	Total Comp Range	Average Total Comp
BUDGET	\$1 million or less (n=4)	\$47k-\$77k	\$62,223	\$55k-\$94k	\$81,030
	\$1.01-\$2M (n=9)	\$45k-\$90k	\$57,685	\$47k-\$105k	\$85,565
	\$2.01-\$3M (n=2)	N/A	N/A	N/A	N/A
	> \$3M (n=2)	N/A	N/A	N/A	N/A
REGION	Northeast (n=3)	\$49k-\$77k	\$63,051	\$62k-\$102k	\$83,308
	Midwest (n=1)	N/A	N/A	N/A	N/A
	South (n=9)	\$45k-\$90k	\$59,321	\$47k-\$116k	\$87,129
	West (n=3)	\$45k-\$75k	\$56,564	\$55k-\$89k	\$75,257
	Canada (n=1)	N/A	N/A	N/A	N/A
TENURE	2 years or less (n=3)	\$45k-\$49k	\$46,273	\$47k-\$62k	\$53,913
	3-5 years (n=5)	\$52k-\$90k	\$70,127	\$69k-\$116k	\$99,026
	6-10 years (n=1)	N/A	N/A	N/A	N/A
	> 10 years (n=8)	\$45k-\$135k	\$69,635	\$55k-\$140k	\$91,219
	ALL RESPONDENTS (N=16)	\$45k-\$90k	\$59,909	\$47k-\$116k	\$83,791

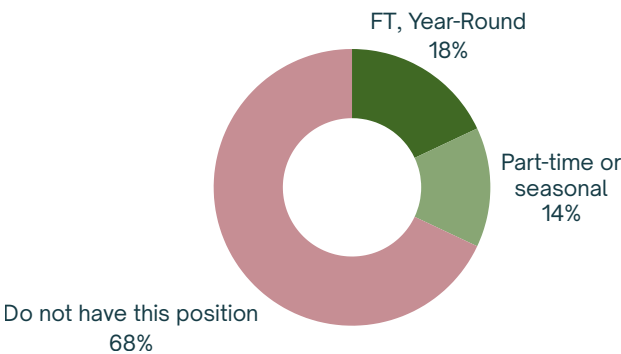
Prevalance of Position Based on Annual Budget Category

	All Sites	\$350k or less	\$351k-\$500k	\$501k-\$750k	\$751k-\$1 M	\$1.1-\$2M	\$2.1-\$3M	Over \$3M
Full-time, year-round position	21%	4%	7%	6%	11%	38%	43%	71%
Part-time or seasonal position	6%	11%	7%	3%	5%	8%	0%	0%
Do not have this position	73%	85%	85%	91%	84%	54%	57%	29%

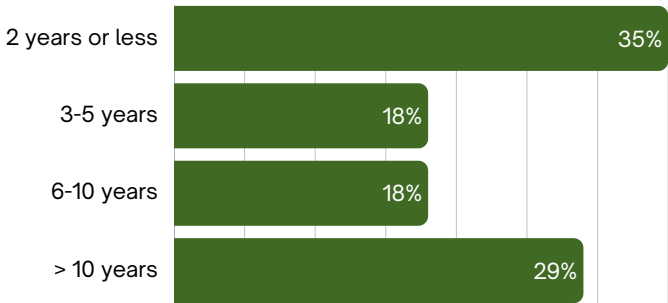
Registrar

Only a third of all OMC camps/retreat centers (32%) had a registrar, and only 18% had a full-time person in this role. The position was very uncommon (whether full-time or part-time) among organizations with budgets under \$1 million and only common as a full-time position at the largest organizations.

% Organizations with Position



Tenure of Current Staff



Registrar Full-Time Salary

N=14

\$45,137

average annual full-time salary

↑ 16.2% increase from 2024

\$28,120 ↔ \$65,300

annual salary range



Registrar Total Compensation

N=14

\$58,787

average annual total compensation

↑ 12.2% increase from 2024

\$32,000 ↔ \$79,375

annual total compensation range



Health Insurance

86%

of full-time people had health insurance provided

\$6,000 ↔ \$32,200

benefit value range

The value of the health insurance benefit varied widely, presumably based on family makeup. Average benefit was \$12,024.



Housing Benefit

0%

of full-time employees had a housing benefit provided

No responding organizations provided a housing or utilities benefit for their registrar, and no registrars were required to live on site.



Retirement Benefits

79%

of full-time people had retirement benefits

3% ↔ 15%
range (as percentage of salary)

Like other benefits, the value of this benefit varied. The average was 8.7% of reported salary.

Registrar Salary & Compensation Package

The table below shows ranges and averages for salary and total compensation divided by budget category, region of the country, and tenure. Only full-time positions are included. If any category had fewer than 3 respondents, the range and averages are not reported. These are marked N/A.

		Salary Range	Average Salary	Total Comp Range	Average Total Comp
BUDGET	\$1 million or less (n=3)	\$32k-\$47k	\$39,667	\$32k-\$60k	\$48,400
	\$1.01-\$2M (n=6)	\$28k-\$65k	\$46,087	\$38k-\$79k	\$63,741
	\$2.01-\$3M (n=3)	\$40k-\$52k	\$45,000	\$40k-\$68k	\$57,100
	> \$3M (n=2)	N/A	N/A	N/A	N/A
REGION	Northeast (n=1)	N/A	N/A	N/A	N/A
	Midwest (n=6)	\$32k-\$53k	\$45,750	\$32k-\$69k	\$57,180
	South (n=5)	\$28k-\$52k	\$41,824	\$38k-\$78k	\$56,874
	West (n=2)	N/A	N/A	N/A	N/A
	Canada (n=0)	N/A	N/A	N/A	N/A
TENURE	2 years or less (n=5)	\$40k-\$52k	\$46,400	\$53k-\$78k	\$66,293
	3-5 years (n=2)	N/A	N/A	N/A	N/A
	6-10 years (n=2)	N/A	N/A	N/A	N/A
	> 10 years (n=5)	\$40k-\$53k	\$46,300	\$40k-\$65k	\$55,819
	ALL RESPONDENTS (N=14)	\$28k-\$65k	\$45,137	\$32k-\$79k	\$58,787

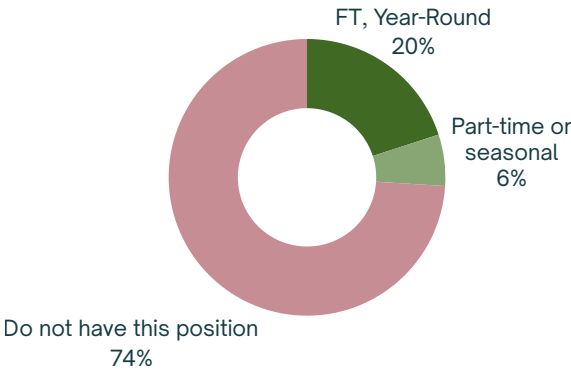
Prevalance of Position Based on Annual Budget Category

	All Sites	\$350k or less	\$351k-\$500k	\$501k-\$750k	\$751k-\$1M	\$1.1-\$2M	\$2.1-\$3M	Over \$3M
Full-time, year-round position	18%	0%	0%	3%	8%	33%	50%	64%
Part-time or seasonal position	14%	18%	15%	15%	5%	15%	21%	14%
Do not have this position	68%	82%	85%	82%	87%	52%	29%	21%

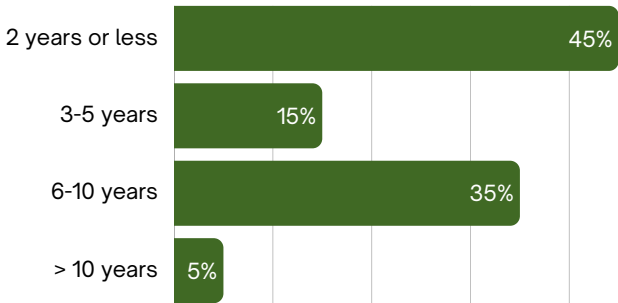
Retreat Director

The title of this role varied, including reservations coordinator, guest services director, director of hospitality, and retreat director. It was an uncommon position among OMC respondents, except among the largest ministry centers (budget over \$2 million).

% Organizations with Position



Tenure of Current Staff



Retreat Director Full-Time Salary

N=19

\$54,301

average annual full-time salary

↑ 23.1% increase from 2024

\$30,900 ↔ \$75,000

annual salary range



Retreat Director Total Compensation

N=19

\$73,663

average annual total compensation

↑ 38.4% increase from 2024

\$48,250 ↔ \$115,500

annual total compensation range



Health Insurance

74%

of full-time people had health insurance provided

\$4,800 ↔ \$42,600

benefit value range

The value of the health insurance benefit varied widely based on family makeup. The average benefit was \$15,509.



Housing Benefit

26%

of full-time employees had a housing benefit provided

\$2,500 ↔ \$20,000

benefit value range

The housing benefit averaged \$12,301. Almost all of those with housing had utilities covered (averaging \$3,114).

26% of Retreat Directors were required to live on site.



Retirement Benefits

79%

of full-time people had retirement benefits

2% ↔ 12%
range (as percentage of salary)

Like other benefits, the value of this benefit varied. The average was 7.4% of reported salary. About ⅓ received 6% or more of salary.

Retreat Director Salary & Compensation Package

The table below shows ranges and averages for salary and total compensation divided by budget category, region of the country, and tenure. Only full-time positions are included. If any category had fewer than 3 respondents, the range and averages are not reported. These are marked N/A.

		Salary Range	Average Salary	Total Comp Range	Average Total Comp
BUDGET	\$350k or less (n=0)	N/A	N/A	N/A	N/A
	\$351k-\$500k (n=1)	N/A	N/A	N/A	N/A
	\$501k-\$750k (n=0)	N/A	N/A	N/A	N/A
	\$751k-\$1M (n=0)	N/A	N/A	N/A	N/A
	\$1.01-\$2M (n=8)	\$31k-\$75k	\$54,348	\$51k-\$115k	\$81,827
	\$2.01-\$3M (n=5)	\$39k-\$60k	\$50,836	\$48k-\$87k	\$67,563
	> \$3M (n=5)	\$45k-\$70k	\$58,861	\$58k-\$82k	\$68,087
REGION	Northeast (n=2)	N/A	N/A	N/A	N/A
	Midwest (n=5)	\$52k-\$62k	\$57,196	\$58k-\$115k	\$80,099
	South (n=6)	\$31k-\$63k	\$51,517	\$51k-\$103k	\$74,087
	West (n=5)	\$39k-\$75k	\$58,226	\$58k-\$91k	\$73,664
	Canada (n=1)	N/A	N/A	N/A	N/A
TENURE	2 years or less (n=8)	\$31k-\$65k	\$51,973	\$51k-\$103k	\$69,633
	3-5 years (n=3)	\$39k-\$61k	\$52,327	\$48k-\$115k	\$86,150
	6-10 years (n=7)	\$42k-\$75k	\$57,607	\$58k-\$91k	\$71,075
	> 10 years (n=1)	N/A	N/A	N/A	N/A
ALL RESPONDENTS (N=19)		\$31k-\$75k	\$54,301	\$48k-\$115k	\$73,663

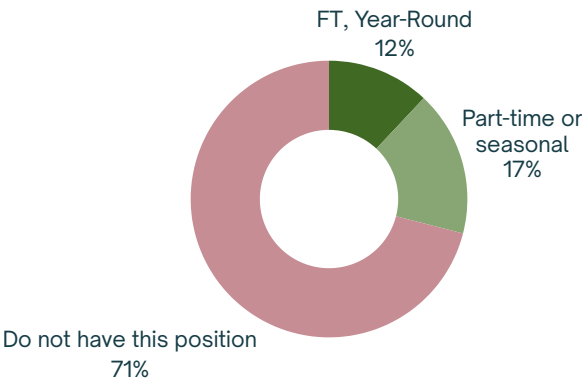
Prevalance of Position Based on Annual Budget Category

	All Sites	\$350k or less	\$351k-\$500k	\$501k-\$750k	\$751k-\$1M	\$1.1-\$2M	\$2.1-\$3M	Over \$3M
Full-time, year-round position	20%	0%	11%	0%	5%	33%	50%	86%
Part-time or seasonal position	6%	0%	0%	3%	8%	13%	14%	0%
Do not have this position	74%	100%	89%	97%	87%	54%	36%	14%

Finance Director

This was the least common full-time role included in the survey, though it was almost ubiquitous at the largest organizations (budget over \$3 million). It was a part-time position at many organizations with budgets of \$1-3 million. The title included director of finances (or accounting) and CFO.

% Organizations with Position



Finance Director Full-Time Salary

N=13

\$73,184

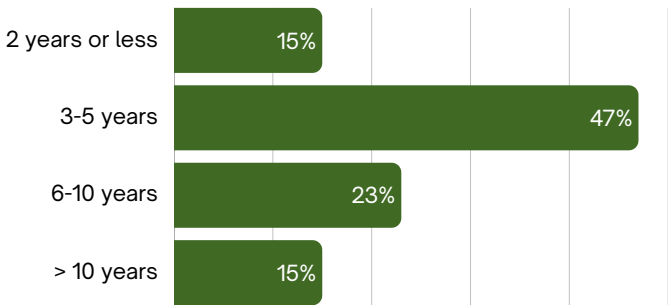
average annual
full-time salary

↑ 40.5% increase from 2024

\$44,300 — \$108,500

annual salary range

Tenure of Current Staff



Finance Director Total Compensation

N=13

\$92,080

average annual
total compensation

↑ 51.1% increase from 2024

\$59,100 — \$148,850

annual total compensation range



Health Insurance

92%

of full-time people had
health insurance provided

\$500 — \$34,450

benefit value range

The value of the health insurance benefit varied widely based on family makeup. The average benefit was \$12,047.



Housing Benefit

15%

of full-time employees had a
housing benefit provided

A housing benefit was rare among finance directors, with only 2 respondents indicating that this was a benefit of the position. No finance directors were required to live on site.



Retirement Benefits

100%

of full-time people had
retirement benefits

2% — 12%
range (as percentage of salary)

All finance directors received a retirement benefit. The average was 7.6% of reported salary. About ⅓ received 6% or more of salary.

Finance Director **Salary & Compensation Package**

The table below shows ranges and averages for salary and total compensation divided by budget category, region of the country, and tenure. Only full-time positions are included. If any category had fewer than 3 respondents, the range and averages are not reported. These are marked N/A.

		Salary Range	Average Salary	Total Comp Range	Average Total Comp
BUDGET	\$350k or less (n=0)	N/A	N/A	N/A	N/A
	\$351k-\$500k (n=1)	N/A	N/A	N/A	N/A
	\$501k-\$750k (n=0)	N/A	N/A	N/A	N/A
	\$751k-\$1M (n=0)	N/A	N/A	N/A	N/A
	\$1.01-\$2M (n=3)	\$44k-\$75k	\$59,345	\$64k-\$85k	\$71,652
	\$2.01-\$3M (n=3)	\$46k-\$105k	\$66,910	\$59k-\$117k	\$81,466
	> \$3M (n=6)	\$60k-\$100k	\$77,360	\$77k-\$143k	\$98,139
REGION	Northeast (n=0)	N/A	N/A	N/A	N/A
	Midwest (n=4)	\$59k-\$87k	\$70,748	\$66k-\$99k	\$82,110
	South (n=4)	\$46k-\$105k	\$65,183	\$59k-\$117k	\$80,350
	West (n=5)	\$44k-\$108k	\$81,533	\$64k-\$149k	\$109,440
	Canada (n=0)	N/A	N/A	N/A	N/A
TENURE	2 years or less (n=2)	N/A	N/A	N/A	N/A
	3-5 years (n=6)	\$44k-\$108k	\$76,399	\$59k-\$149k	\$96,691
	6-10 years (n=3)	\$59k-\$100k	\$73,445	\$66k-\$143k	\$95,733
	> 10 years (n=2)	N/A	N/A	N/A	N/A
ALL RESPONDENTS (N=13)		\$44k-\$108k	\$73,184	\$59k-\$149k	\$92,080

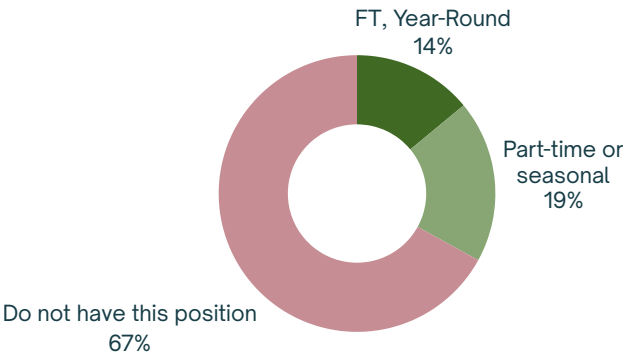
Prevalance of Position Based on Annual Budget Category

	All Sites	\$350k or less	\$351k-\$500k	\$501k-\$750k	\$751k-\$1M	\$1.1-\$2M	\$2.1-\$3M	Over \$3M
Full-time, year-round position	12%	4%	4%	0%	0%	10%	36%	86%
Part-time or seasonal position	17%	11%	14%	9%	19%	27%	28%	7%
Do not have this position	71%	85%	82%	91%	81%	63%	36%	7%

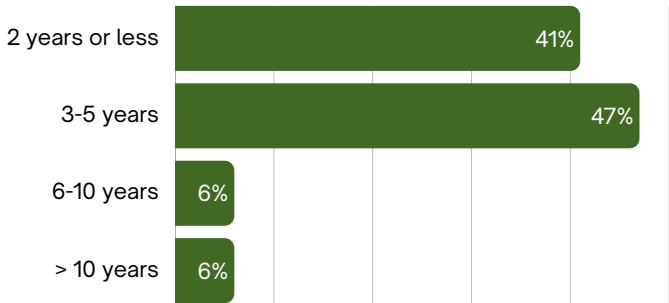
Program Specialist

This role varied widely, including equestrian, high adventure/ropes, environmental education, and associate program directors. The salary and benefits tended to be lower than for other positions, indicating that this was generally a starting or transitional position, except for the largest organizations.

% Organizations with Position



Tenure of Current Staff



Program Specialist Full-Time Salary

N=15

\$47,533

average annual
full-time salary

↑ 16.7% increase from 2024

\$30,000 ↔ \$70,300

annual salary range



Program Specialist Total Compensation

N=15

\$58,120

average annual
total compensation

↑ 6.6% increase from 2024

\$41,000 ↔ \$88,100

annual total compensation range



Health Insurance

67%

of full-time people had
health insurance provided

\$4,500 ↔ \$12,000

benefit value range

The value of the health insurance benefit was much lower, on average, than other positions. The average benefit was \$6,765.



Housing Benefit

47%

of full-time employees had a
housing benefit provided

\$3,400 ↔ \$12,000

benefit value range

The housing benefit averaged \$9,604. Almost all of those with housing had utilities covered (averaging \$2,380).

40% of Program Specialists were required to live on site.



Retirement Benefits

53%

of full-time people had
retirement benefits

2% ↔ 9%
range (as percentage of salary)

Like other benefits, the value of this benefit was lower than it was for other positions. The average was 5.1% of reported salary.

Program Specialist Salary & Compensation Package

The table below shows ranges and averages for salary and total compensation divided by budget category, region of the country, and tenure. Only full-time positions are included. If any category had fewer than 3 respondents, the range and averages are not reported. These are marked N/A.

		Salary Range	Average Salary	Total Comp Range	Average Total Comp
BUDGET	\$1 million or less (n=3)	\$39k-\$41k	\$39,902	\$41k-\$47k	\$44,203
	\$1.01-\$2M (n=6)	\$30k-\$62k	\$44,183	\$44k-\$74k	\$57,876
	\$2.01-\$3M (n=3)	\$36k-\$55k	\$47,518	\$45k-\$66k	\$57,991
	> \$3M (n=3)	\$51k-\$70k	\$61,879	\$61k-\$88k	\$72,652
REGION	Northeast (n=2)	N/A	N/A	N/A	N/A
	Midwest (n=4)	\$32k-\$56k	\$43,275	\$51k-\$63k	\$57,283
	South (n=5)	\$30k-\$52k	\$42,420	\$41k-\$66k	\$51,201
	West (n=3)	\$41k-\$70k	\$55,432	\$47k-\$88k	\$66,244
	Canada (n=1)	N/A	N/A	N/A	N/A
TENURE	2 years or less (n=6)	\$32k-\$56k	\$43,978	\$44k-\$66k	\$56,478
	3-5 years (n=7)	\$30k-\$70k	\$47,971	\$41k-\$88k	\$56,905
	6-10 years (n=1)	N/A	N/A	N/A	N/A
	> 10 years (n=1)	N/A	N/A	N/A	N/A
ALL RESPONDENTS (N=15)		\$30k-\$70k	\$47,533	\$41k-\$88k	\$58,120

Prevalance of Position Based on Annual Budget Category

	All Sites	\$350k or less	\$351k-\$500k	\$501k-\$750k	\$751k-\$1 M	\$1.1-\$2M	\$2.1-\$3M	Over \$3M
Full-time, year-round position	14%	4%	0%	0%	8%	17%	57%	64%
Part-time or seasonal position	19%	11%	18%	26%	14%	25%	14%	14%
Do not have this position	67%	85%	82%	74%	78%	58%	29%	21%

Hourly Positions

The following table shows pay for certain hourly positions, including the average hourly pay and median hourly pay for all responding camps/conference centers. Some respondents reported paying workers monthly or weekly, and these numbers are not shown below. The table breaks down the average hourly pay for each position by seven budget categories. When fewer than 3 respondents in a budget category reported an hourly wage for a given position, the average is not reported. Average hourly pay was up significantly from 2024 for every role in the below table (with the exception of I.T.). The four most common hourly positions (cooks, dishwashers, housekeepers, and maintenance staff) saw average pay increases ranging from 6.7% (housekeepers) to 14% (dishwashers).

9.6%

Average pay increase for hourly roles since 2024

Hourly Position Pay Rates	All Respondents		Budget Category Averages						
	Average Hourly Rate	Median Hourly Pay	\$350k or less	\$351k-\$500k	\$501k-\$750k	\$751k-\$1M	\$1.1M-\$2M	\$2.1M-\$3M	> \$3M
Cooks (n=129)	18.81	18.00	\$17.38	19.68	17.80	19.52	18.82	18.43	20.50
Dishwashers (n=101)	15.28	15.00	13.08	15.81	14.56	15.76	15.12	15.55	16.41
Dining Room Hosts (n=28)	15.63	15.00	N/A	N/A	12.56	N/A	15.79	15.21	19.33
Housekeepers (n=99)	16.82	16.75	15.24	16.36	15.94	16.45	16.88	17.33	20.53
Maintenance/ Groundskeepers (n=122)	18.28	18.00	16.70	18.82	16.74	19.21	17.83	18.88	22.13
Wranglers (n=7)	14.94	15.00	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Bookkeepers (n=40)	24.53	23.50	N/A	22.00	20.40	23.91	25.27	25.30	32.00
Office Staff or Secretaries (n=36)	19.69	20.00	19.61	20.88	16.97	21.10	17.50	19.94	21.25
I.T. Specialists (n=9)	19.80	20.00	N/A	N/A	N/A	N/A	N/A	18.25	N/A
Utility or General Support Staff (n=52)	15.75	15.00	12.21	18.00	14.57	17.26	16.33	16.00	N/A

Summer Staff

In the table below, average and median weekly pay for summer staff are shown for a variety of positions, along with averages for different camp sizes. Only those that recorded weekly were included in the calculations below. Some camps paid all summer staff the same amount, though most had various rates for different positions. The most common position was camp counselor. Weekly pay for cabin counselors in OMC was up 7.4% from 2024. Average weekly pay for lifeguards increased 18.1% from 2024.

Weekly Summer Staff Salary Rates

	All Respondents		Budget Category Averages						
	Average Weekly Pay	Median Weekly Pay	\$350k or less	\$351k-\$500k	\$501k-\$750k	\$751k-\$1M	\$1.1M-\$2M	\$2.1M-\$3M	> \$3M
Summer Program Director (n=55)	\$646	\$550	\$664	\$627	\$623	\$605	\$665	\$585	\$768
Assistant Program Director (n=56)	\$568	\$500	\$631	\$534	\$602	\$526	\$614	\$393	\$574
Head/Lead Counselors (n=94)	\$439	\$400	\$464	\$401	\$440	\$479	\$430	\$347	\$442
Cabin Counselors (n=113)	\$378	\$350	\$406	\$372	\$374	\$363	\$389	\$303	\$406
Program Skill Director (n=56)	\$438	\$418	\$464	\$421	\$441	\$460	\$454	\$344	\$443
Program Skill Instructors (n=40)	\$414	\$400	\$555	\$389	\$407	\$457	\$376	\$297	\$505
Lifeguards (n=68)	\$444	\$425	\$548	\$459	\$421	\$473	\$412	\$365	\$456
Music Director (n=19)	\$409	\$400	N/A	N/A	\$503	N/A	\$338	\$283	\$483
Videographers/ Photographers (n=39)	\$367	\$360	\$313	N/A	\$388	\$395	\$339	\$315	\$419
Office Clerks/Basic Secretaries (n=12)	\$413	\$408	N/A	N/A	N/A	N/A	\$435	N/A	N/A
Cooks (n=37)	\$588	\$500	\$668	\$575	\$655	\$620	\$507	N/A	N/A
Dishwashers (n=18)	\$367	\$400	N/A	N/A	N/A	\$379	\$352	N/A	N/A
Wranglers (n=4)	\$351	\$363	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Housekeepers (n=11)	\$383	\$375	N/A	N/A	N/A	N/A	\$378	N/A	N/A
Maintenance Workers/ Groundskeepers (n=24)	\$471	\$418	\$422	N/A	\$430	\$608	\$362	N/A	N/A

Summer Staff Cabin Leader Compensation

The following data show pay for counselor or cabin leader positions on summer camp staff. Average pay for summer camp counselors in the USA was up 7.4% from 2024 (about the same increase as 2022-24). Other summer staff salaries were up by similar amounts.

This continued the pay increase observed in the OMC Surveys since 2020. Weekly pay was up 43% since 2020.

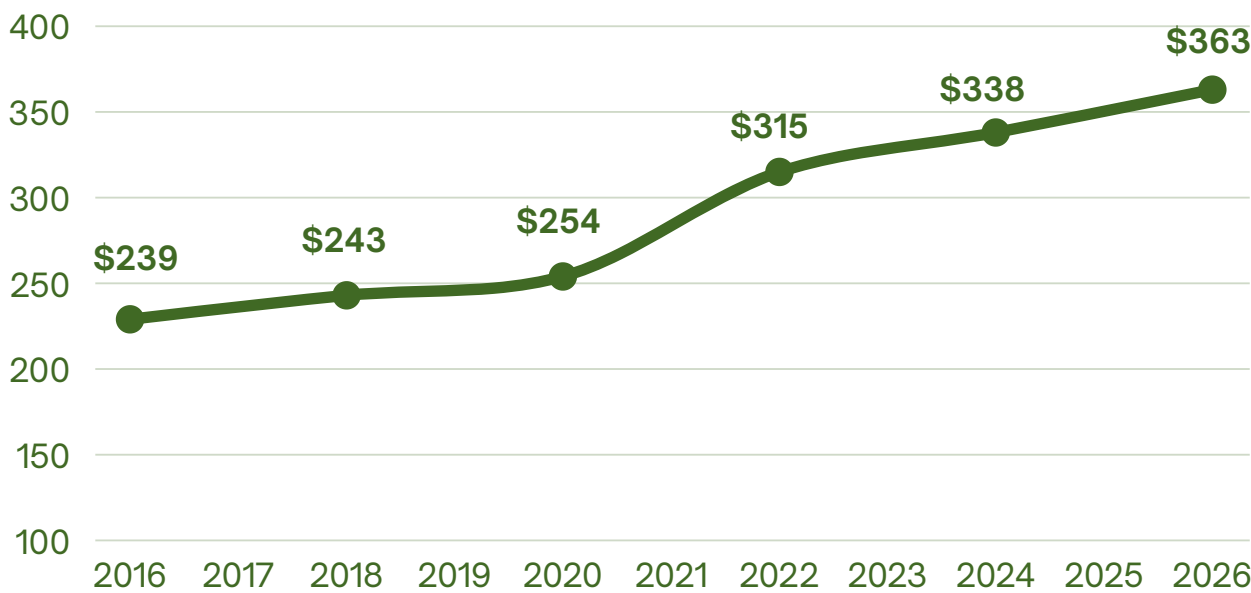
\$363

Average weekly pay rate for summer camp cabin counselors (USA only)

7.4%

Overall pay rate increase for cabin counselors since the 2024 survey

Average Weekly Summer Cabin Counselor Salary in OMC 2016-2026



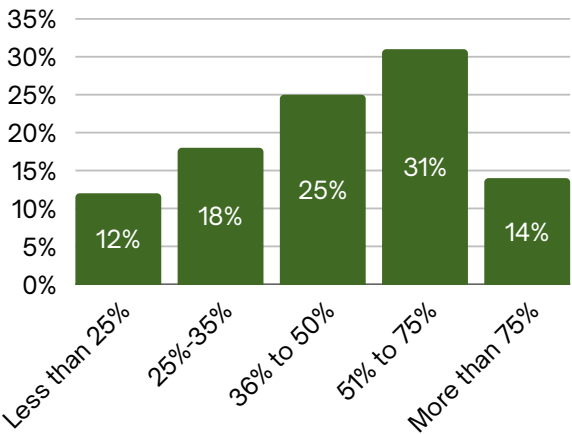
Average Weekly Summer Staff Salary by Geographic Region

	Northeast US	Midwest US	South US	West US	Eastern Canda	Western Canada
2026	\$374	\$376	\$324	\$386	\$518 CAD	\$470 CAD
2024	\$332	\$362	\$304	\$403	\$425 CAD	\$589 CAD
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

Summer Staff Hiring

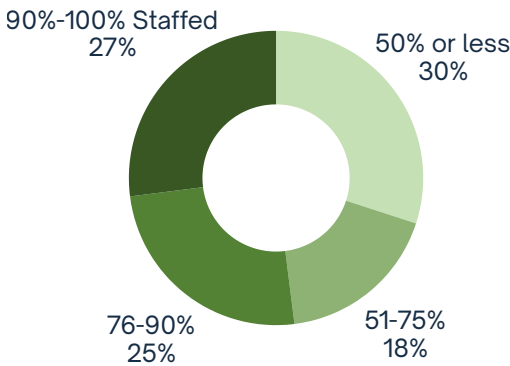
Approximate % of 2025 Summer Staff Who Were Returners

N=138



Staff Hiring So Far in 2026

N=139



Summer Staff Financial Incentives

64% Offered a financial incentive for returning staff members

Camps that offered a financial incentive to returning staff members reported similar return rates in 2025 compared with those who did not offer incentives, indicating no impact on return rate. The pay increase also had no effect on the percentage of staff the camp reported hiring so far in 2026, even when controlling for the date of response. In fact, those that did not offer financial incentives were more likely to have hired at least 90% of their staff and less likely to have fewer than 50% hired at the time of the survey. Higher financial incentives for returners had no impact on this.

Camps that paid higher weekly salaries to their counselors (over \$400 per week) reported lower return rates compared with camps that paid the median weekly salary and those that paid under the average (\$300 or less per week).

Neither higher salary nor return incentives had a significant impact on staff retention, and there were no clear impacts on early staff hiring.



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