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2022



OMC

DIRECTOR SURVEY

Presbyterian Church Camp and Conference Association Report Supplement

PRESBYTERIAN CHURCH CAMP
AND CONFERENCE ASSOCIATION

PCCCA

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Introduction

This report is designed as a supplement to the 2022 OMC Director Report, which summarizes data from 277 respondents representing 328 outdoor ministry sites across six outdoor ministry associations affiliated with Outdoor Ministries Connection (OMC). Partnering associations included United Methodist Camp and Retreat Ministries, Lutheran Outdoor Ministries, Presbyterian Church Camp and Conference Association, Episcopal Camps and Conference Centers, Outdoor Ministry Association of the United Church of Christ, and United Church of Canada Outdoor Ministries. For complete results and more thorough data analysis, see the full report, which had an 80% completion rate and a 50% response rate.

This report supplement presents data specific to ministry centers affiliated with Presbyterian Church Camp and Conference Association (PCCCA). These data are at times compared with the other OMC ministries that responded and other times compared with past data from PCCCA respondents.

How to Use This Report

Share survey findings with your organization's camp directors.

Discuss key survey findings with your ministry center's staff or board of directors.

Compare your site's philosophy and statistical data with the larger camping network.

In This Report

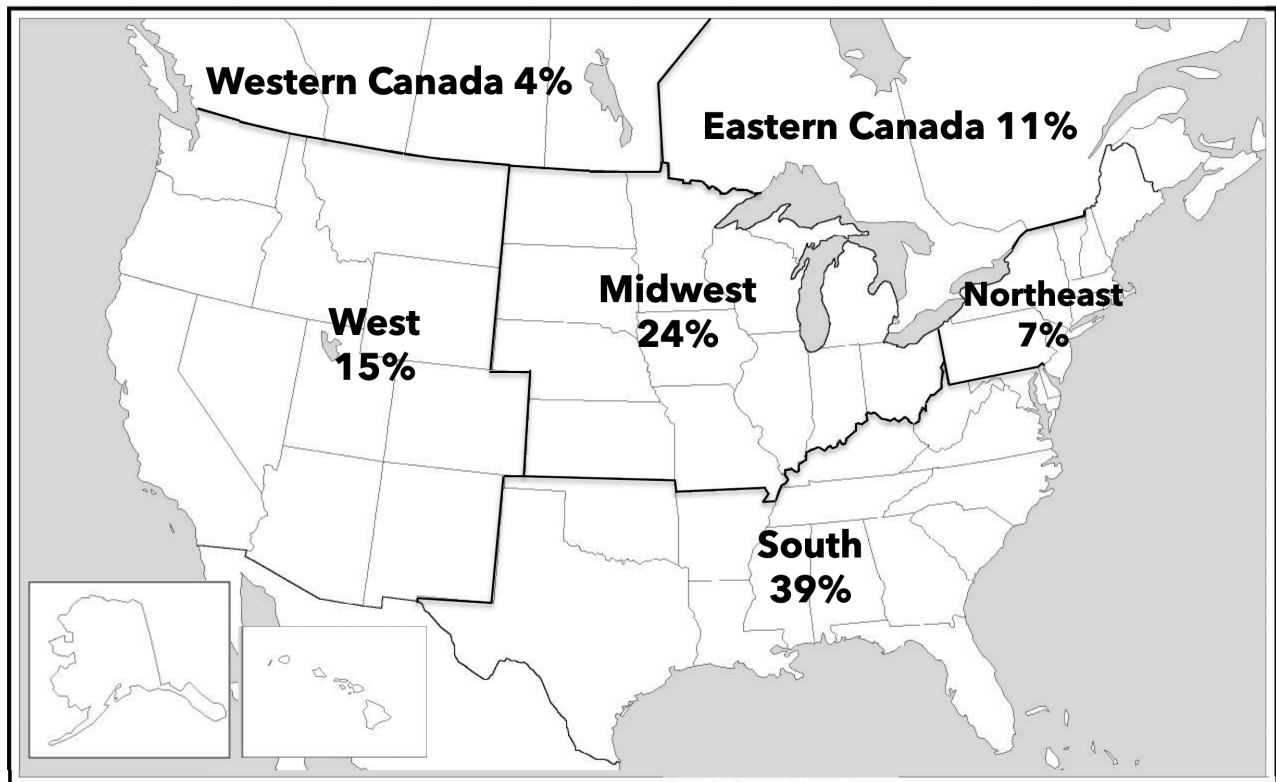
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Ministry Site Overview

54 Presbyterian Church Camp and Conference Association (PCCCA) organizations responded to the survey, representing 55 ministry sites.

FIGURE 3A: PERCENTAGE OF RESPONDING MINISTRIES, BY REGION, n=54



*Organization distribution was roughly equivalent to previous years of the survey

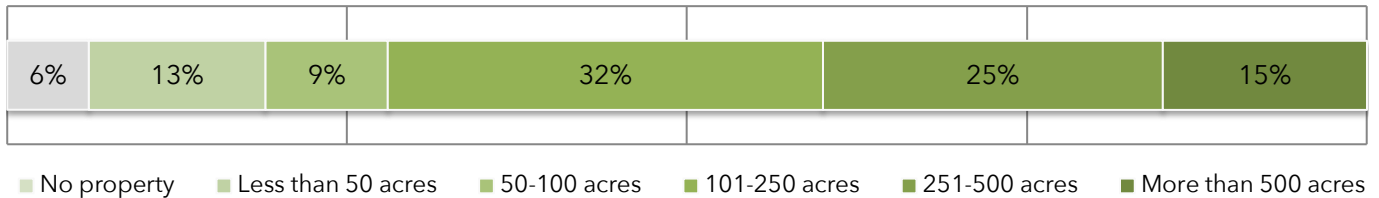
General Ministry Site Overview

- 96% of respondents were at a single-site ministry, while the other 4% had an organization representing multiple sites
- 82% of respondents indicated their ministry center is open year-round
- 78% Mixed-Use Sites: offered summer camp programming alongside other programming, such as retreats, conferences, and user groups
- 16% Primarily Summer Camps: limited or no other programs
- 6% indicated that they did not offer summer camp programs



Property

FIGURE 4: PROPERTY SIZE IN ACRES, n=53



- Of those that owned or leased property, half had more than 200 acres, while a quarter had fewer than 100
- The average individual site was 278 acres

Full-time Employment

- 7% had no full-time staff members
- 21% employed 1 full-time staff member
- 15% employed 2-3
- 29% employed 4-5
- 15% employed 6-10
- 13% employed 11 or more

Employment Summary *(including full-time and part-time staff)*

- A third of outdoor ministry sites had 5 or fewer paid staff people (including 10% that operated with one paid staff or none at all)
- Another third had between 6 and 11 paid staff members
- The remaining third had 12 or more paid staff members (including 10% with 40+ staff)

Vacancies

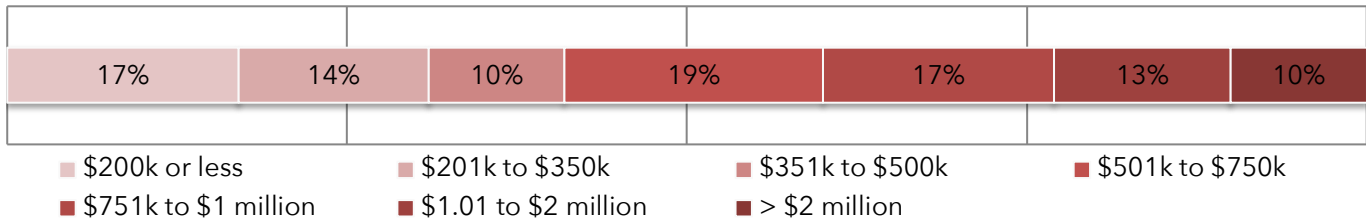
- Of the ministry centers reporting that they employed year-round staff people, 35% indicated that they currently had one or more staff vacancies, including 8% that had 3 or more vacancies.

Accreditation

- 34% of U.S. ministry centers were accredited through the American Camp Association (ACA)
- 20% were members of the Christian Camp and Conference Association (CCCA)

Annual Operating Budget in 2022

FIGURE 5A · n=52



Variation in PCCCA budget was nearly identical to 2020

Fundraising & Donations Revenue in Comparison with Previous Year

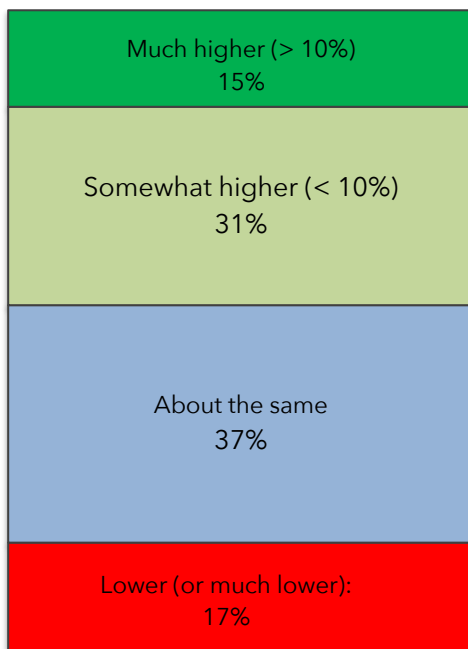


FIGURE 5B · n=52

Fundraising was generally higher among PCCCA organizations in 2022 compared with the previous fiscal year, with more than twice as many reporting higher revenue as those reporting lower revenue. This followed the trend among other OMC organizations, though PCCCA organizations tended to do slightly better in terms of fundraising increases.

FIGURE 5C: % REPORTING INCREASED 2022 FUNDRAISING REVENUE, BY ANNUAL BUDGET CATEGORY

	PCCCA > 2021	Other OMC > 2021
Budget: under \$200,000	44%	46%
Budget: \$200k to \$500k	50%	29%
Budget: \$501k to \$1 million	47%	27%
Budget: over \$1 million	42%	39%
All Ministry Centers	46%	32%

Director Confidence That Ministry Center will be Operating in 2 years

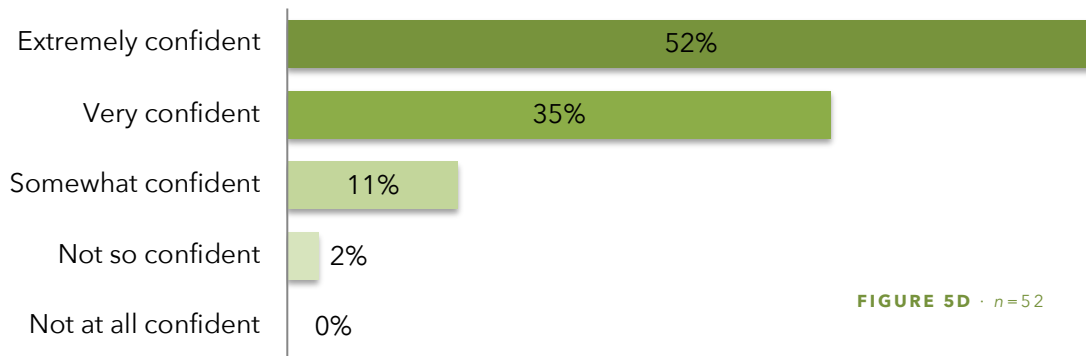


FIGURE 5D · n=52



Congregational Connection

Director Impressions of Center's Emphasis on Faith and Christian Teachings

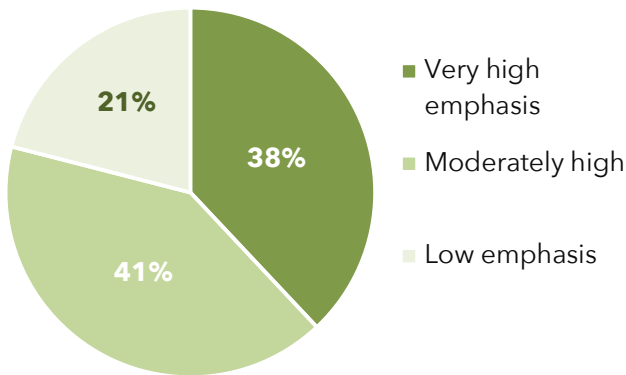


FIGURE 6A

Director Impressions of Connection to Congregational Ministries & Faith Tradition

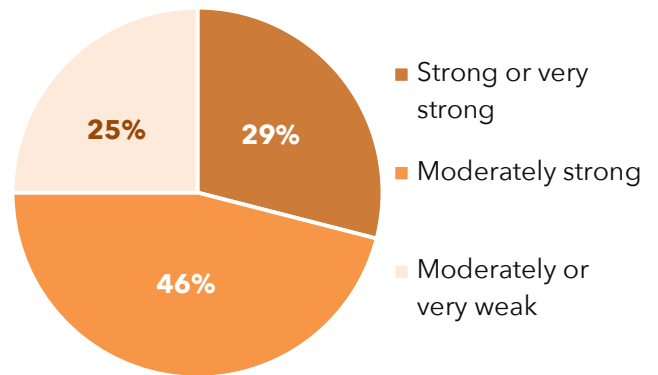
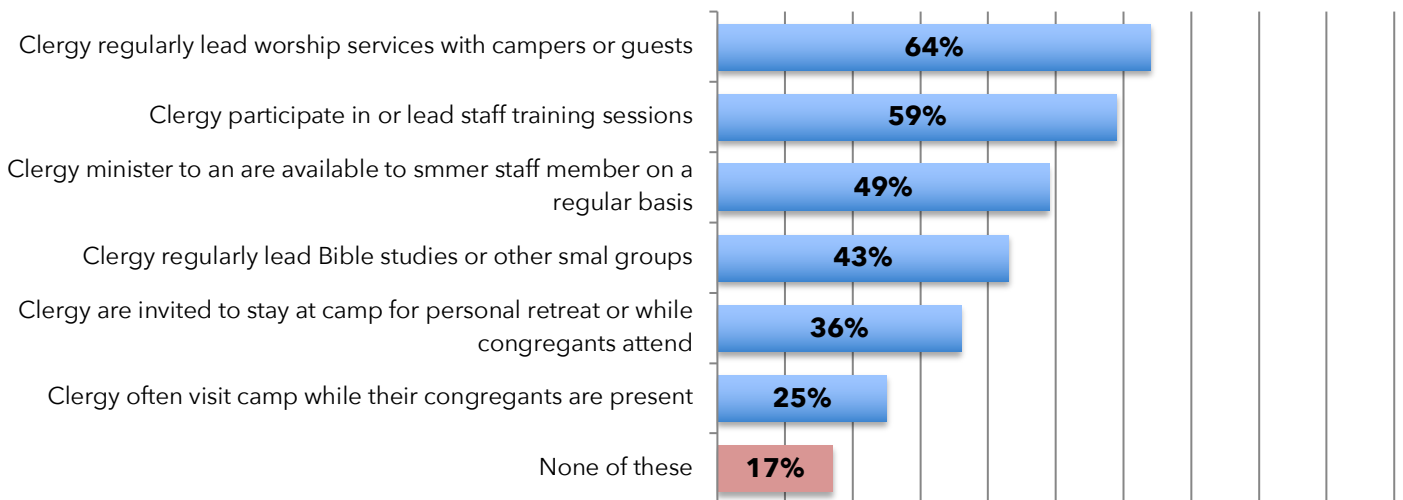


FIGURE 6B

Ways Clergy are Involved During the Summer Months

FIGURE 6C, n=53



Combining the above items with frequency of clergy involvement, in general, suggests that 19% of ministries had very low levels of clergy involvement, 37% moderately low involvement, and 44% high or very high involvement.

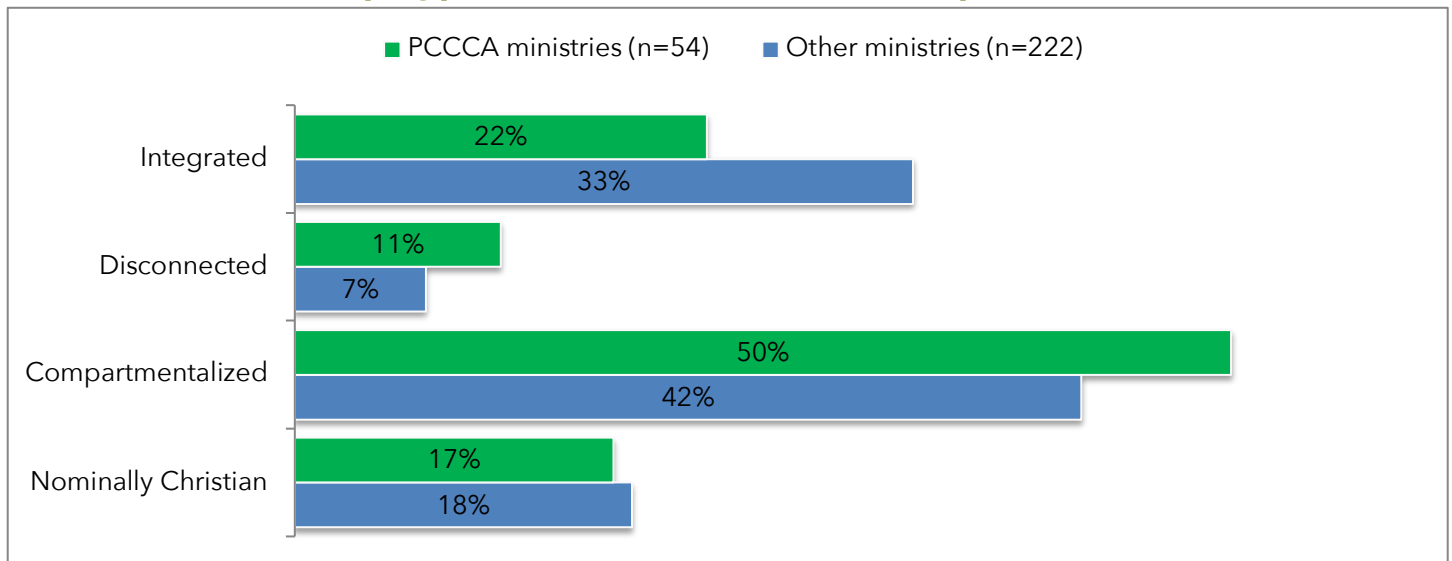


Outdoor Ministry Type

Based on responses to multiple survey questions, ministry sites were categorized by their connection to congregational ministries/denominational teachings (weak connection, moderately weak, moderately strong, and strong connection) and the emphasis placed on faith/Christian practices (low, moderately high, very high). Combining these two categories reveals four general types of mainline Protestant outdoor ministries:

1. **Nominally Christian:** Low faith emphasis, weak connection to congregations/denominational ministries
2. **Compartmentalized:** Moderate faith emphasis, moderate connection
3. **Disconnected:** High faith emphasis, weak connection to congregations/denominations
4. **Integrated:** High faith emphasis, strong connection to congregations/denominations

FIGURE 7: Camp Type, PCCCA Ministries in Comparison to Other OMC



The prevalence of integrated ministries continued to decline among PCCCA respondents. They accounted for 39% of respondents in 2016, 30% in both 2018 and 2020, and just 22% in 2022. Meanwhile, nominal ministries doubled from 7% in 2018, 11% in 2020, and 17% in 2022. Compartmentalized ministries have also steadily risen as a proportion of PCCCA responses, from 24% in 2016 to 50% in 2022.

In 2022, only 39% of PCCCA respondents indicated that “strengthen/support congregations” was a very or extremely important priority for their ministry, down from 53% in 2020 and 54% in 2018. In 2022, 79% agreed that “faith formation should be incorporated into all aspects of camp life,” down from 92% in 2020 and 82% in 2018. These impressions and priorities are characteristic of the slow decline in prioritizing faith formation and congregational connection among PCCCA respondents.



THREAT ASSESSMENT

The following were identified as the greatest threats facing Presbyterian Church Camp and Conference Association camps by directors in the 2022 OMC Directors Survey. This data set consists of **59 responses**.



THREAT #1

Staffing

The most commonly identified challenges by PCCCA camp directors were related to staffing. Their areas of concern included finding, recruiting, and hiring summer staff members as well as other seasonal staff. Some expressed that inadequate staff numbers, staff retention, and staff quality were specific challenges.

Identified as a
Top Threat

29 of 59 // 49%

Identified as
the #1 Threat

11 of 59 // 19%



THREAT #2

Site & Infrastructure

Issues related to infrastructure and site were the next most commonly identified challenge. The age of buildings and deferred maintenance on physical assets were specifically mentioned, along with a lack of funding for these improvements. Managing site projects was also identified by a few directors as a challenge.

Identified as a
Top Threat

26 of 59 // 44%

Identified as the
#1 Threat

6 of 59 // 10%



THREAT #3

Increasing Costs

Rising costs and inflation were the third most common threat identified by directors. Some specifics included costs of food, supplies, insurance, and staffing. It is worth noting that general finances was broken out from cost specifics and was the fourth most commonly identified threat.

Identified as a
Top Threat

16 of 59 // 27%

Identified as the
#1 Threat

6 of 59 // 10%

TOP Ten

While the areas above represent the top 3 threats identified, the following round out the top ten threat categories along with the number of directors identifying each.

1. Staffing	29	6. Fundraising	9
2. Site/Infrastructure	26	7. Constituency	8
3. Costs	16	8. Camper Numbers	7
4. Finances	13	9. Board of Directors	6
5. Culture/Society	11	10. Denominational Issues	5



Camp/Retreat Center Directors

About the Directors

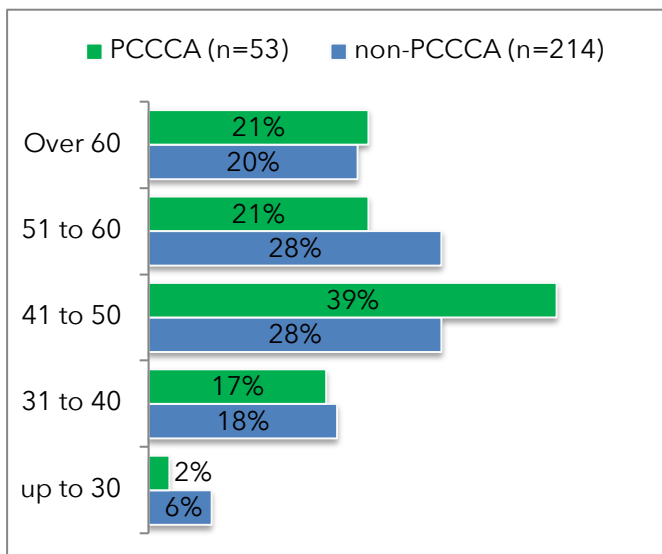
- 100% were white
- 33% were female
 - Among other OMC ministries, 41% of directors were female
 - The proportion of PCCCA directors that were female remained between 33-39% from 2018-2022

Education

- Education level: 9% had less than a bachelor's degree, 45% had a bachelor's degree, 36% had a master's degree, and 9% had a doctorate
- 38% had a formal theological degree (including 23% with an M.Div) and an additional 15% had a professional certification in religion, theology, or ministry
- 28% had received no formal theological education
- The remaining 19% had taken some courses or continuing education focused on religion or theology

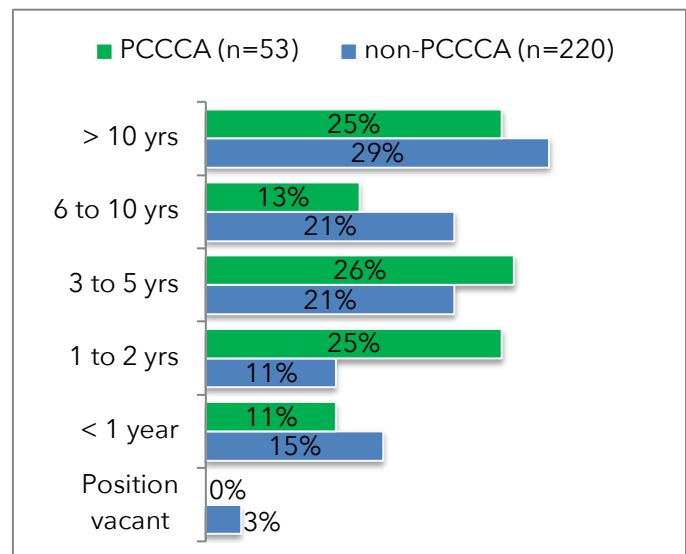
Director Age

FIGURE 9A



Director Tenure

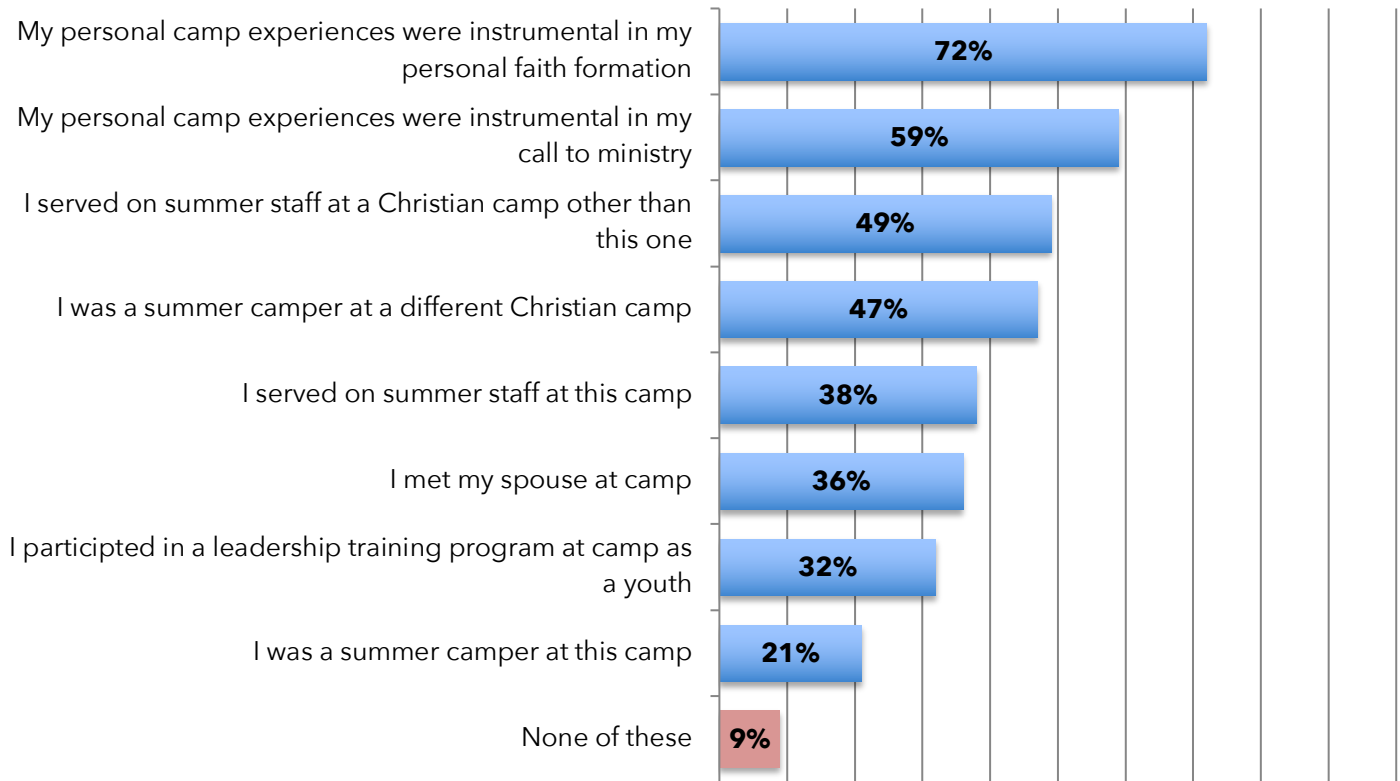
FIGURE 9B





In which of the following ways has camp impacted your personal story?

FIGURE 10A, n=53



- **74%** of respondents served on summer camp staff at either their current camp or another Christian camp
- **64%** attended summer camp, either at their current camp or another Christian camp
- About half of respondents (**51%**) indicated 4 or more of the above ways camp impacted them

Respondent State of Being

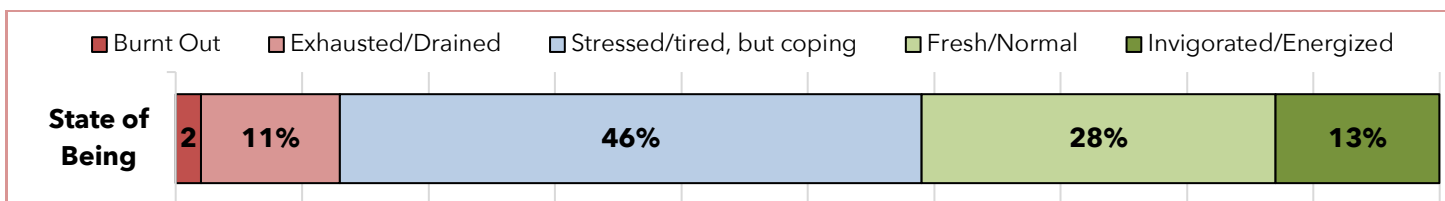


FIGURE 10B



Summer Camp 2022

Overall summer program summary

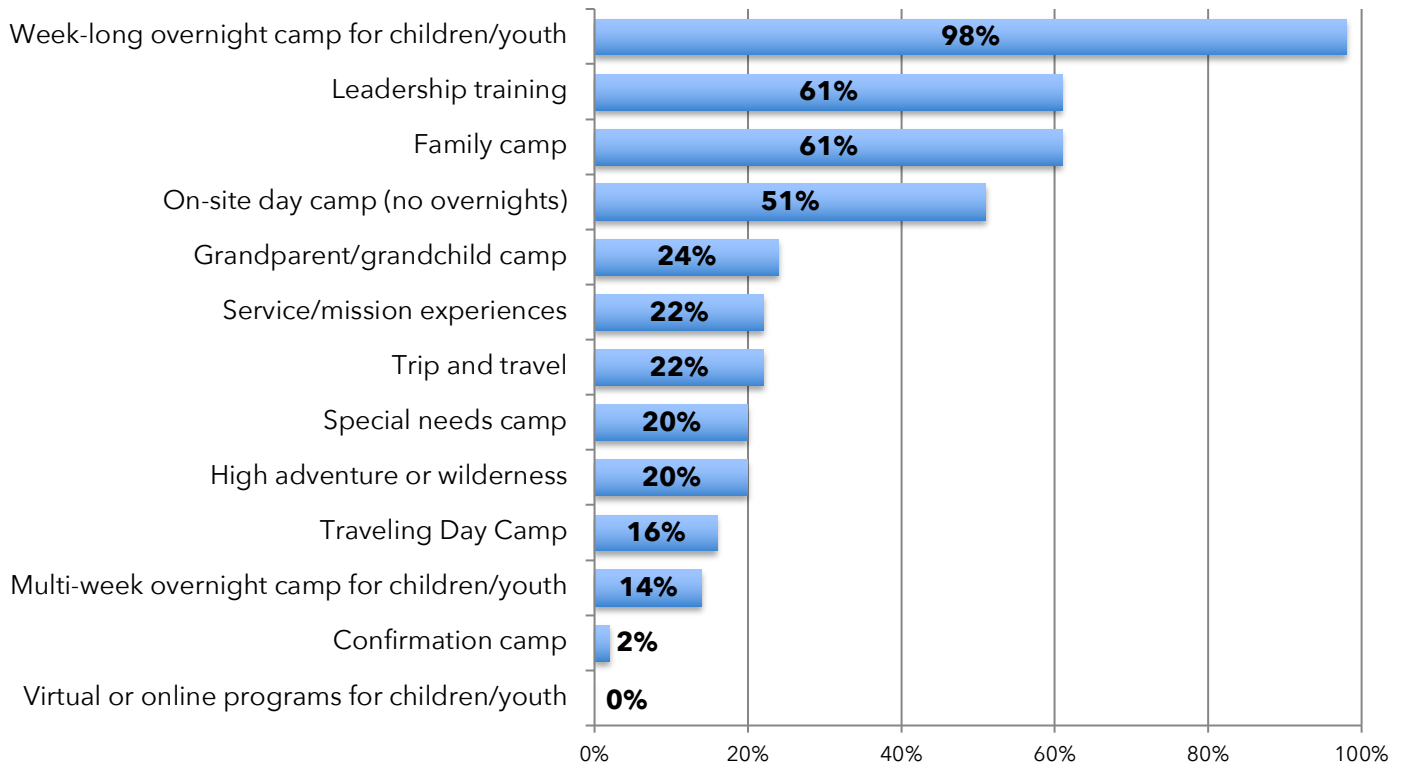
- 55% had primarily co-ed residential summer camp for children/youth
- 32% ran a combination of traditional summer camp and retreats or other programs
- 5% primarily ran day-camp or family camp programs
- 4% were primarily rental facilities for outside groups
- 4% were primarily retreat centers during the summer

Weeks of Summer Programming

The median number of weeks of summer camp programming offered in 2022 (not including staff training) was 7, with ¾ of camps (74%) offering between 5 and 9 weeks of programming. 16% offered fewer than 5 weeks, and 10% offered more than 9 weeks.

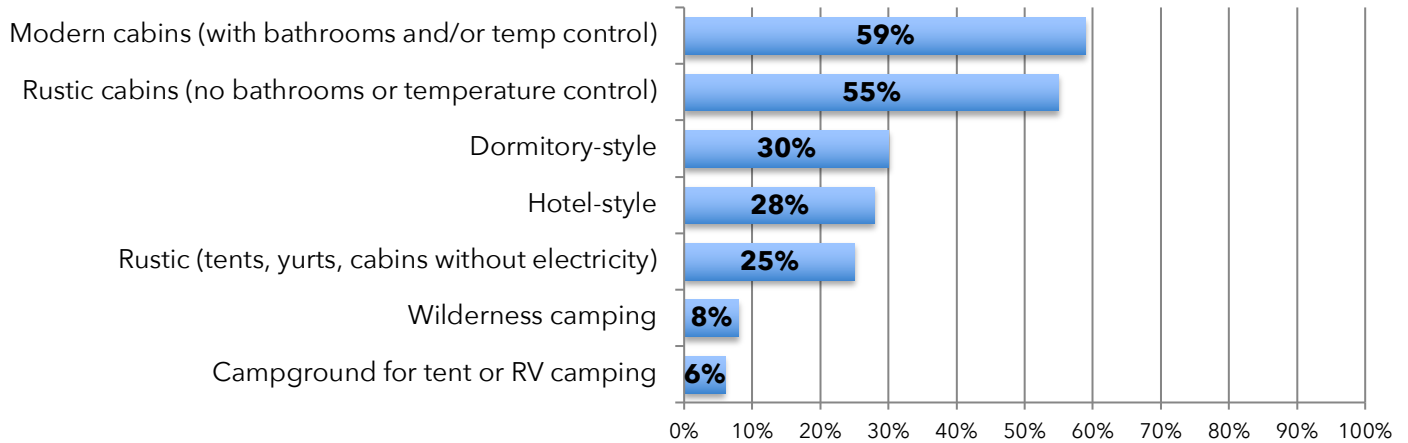
Summer Ministry Sessions Offered (of 51 centers offering summer camp programs)

FIGURE 11, n=51



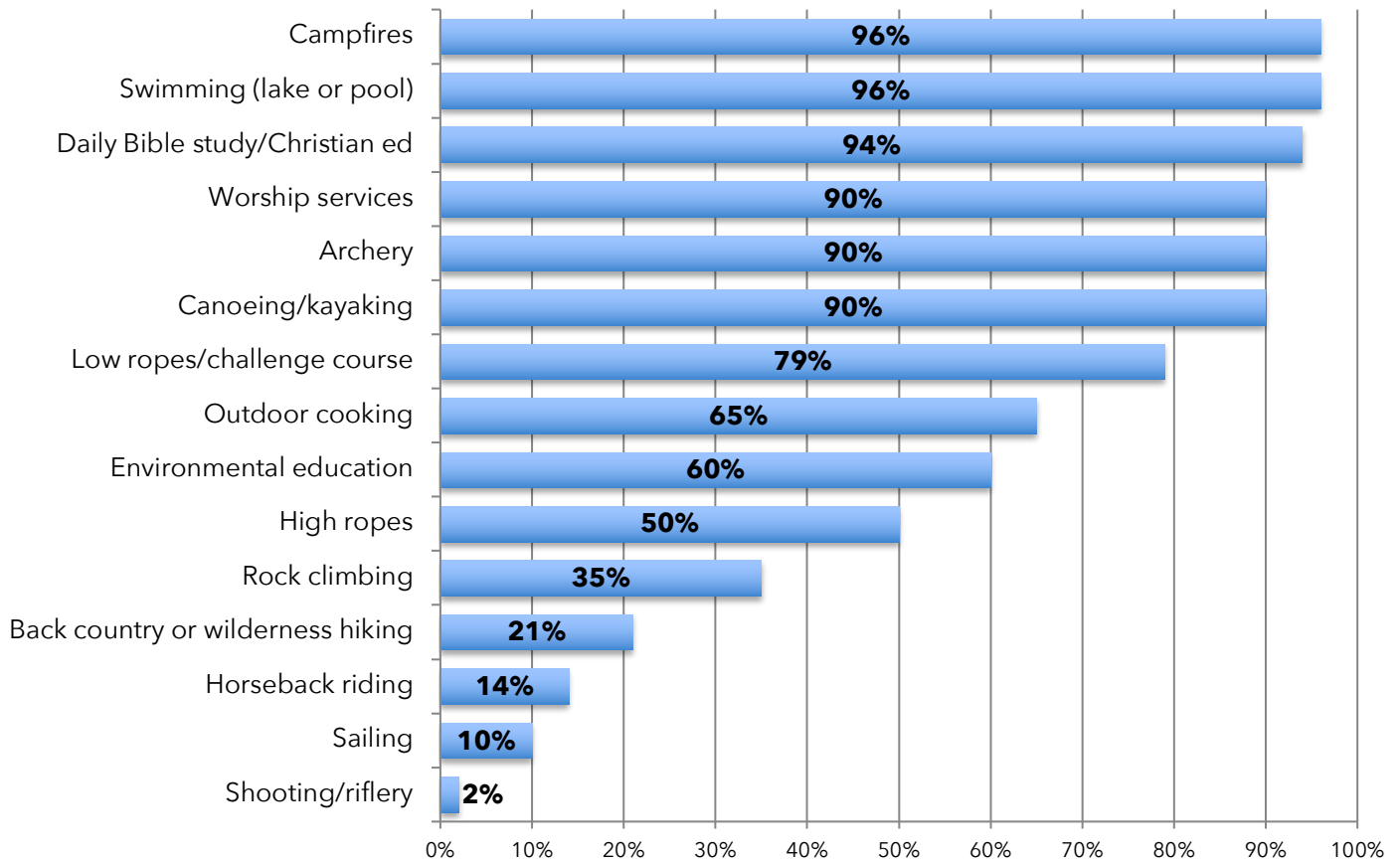
Summer Housing Accommodations Available

FIGURE 12A, n=53



Which of the following are regularly offered during summer programming?

FIGURE 12B, n=52



Bible Study Curriculum:

40% used InsideOut, 40% wrote their own, 5% used LOM, and 15% had other responses

Centralized and Decentralized Programming

Centralized programming was defined as having “daily large-group activities, individual participant choice, and large-group meals,” while decentralized programming was defined as having “activities by participant group, few all-camp activities, and meals in small groups.” As in years past, OMC camps tended to be more centralized than decentralized.

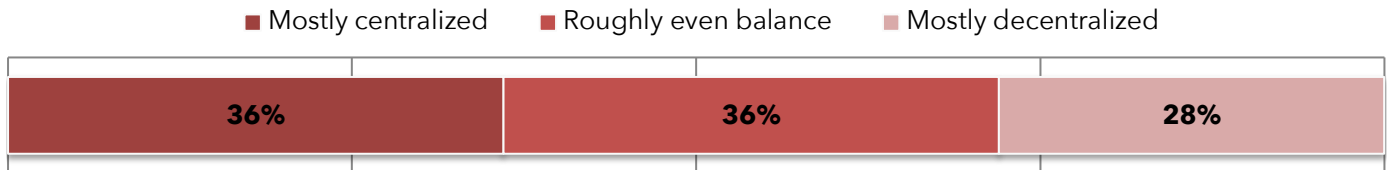
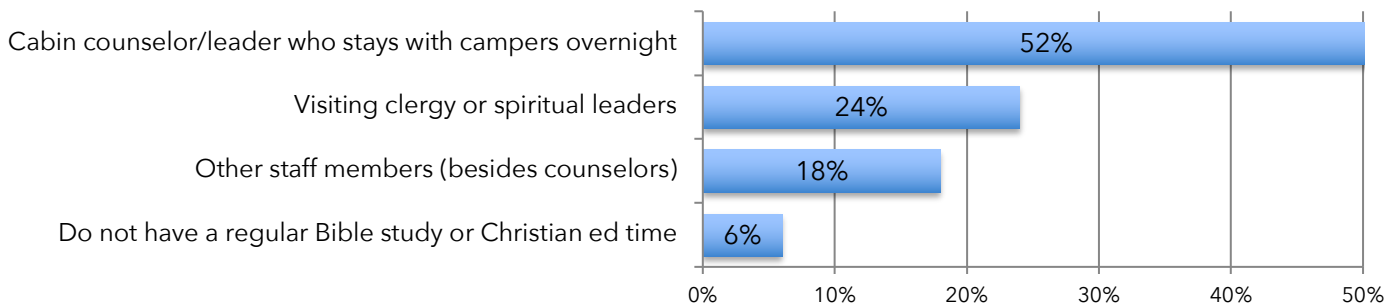


FIGURE 13A, n=50

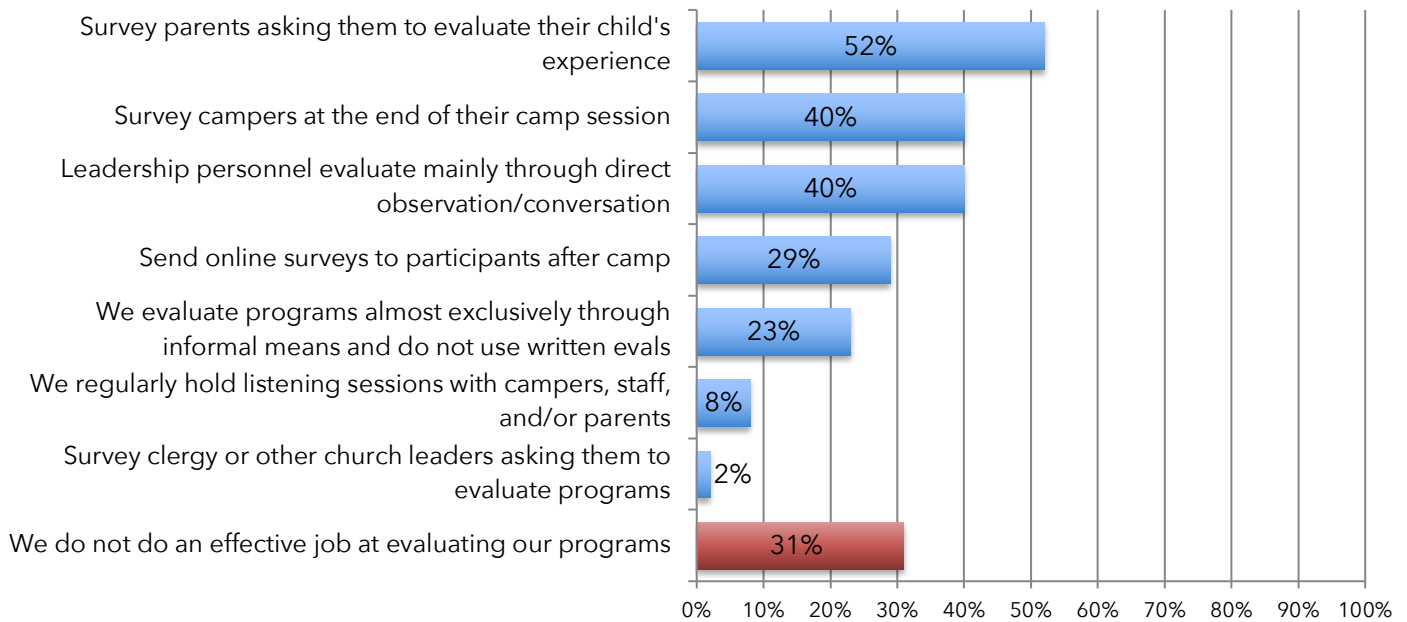
Bible study/Christian ed leader for majority of programs

FIGURE 13B, n=50



Evaluation Methods Used in 2022

FIGURE 13C, n=52





Summer Camp Enrollment in 2022

Summer Capacity

Summer camp capacity varied among responding ministry centers. About a third of respondents had capacity for fewer than 100 overnight guests at a time. Another third had capacity for 100-159 overnight guests. The top third had capacity for 160 or more overnight guests at a time. Average capacity was 144.

- Just over half (53%) of PCCCA camps indicated their enrollment was at least 75% of capacity in 2022 (including 26% saying enrollment was at 90% capacity or higher).
- Two-thirds (67%) indicated that enrollment was higher than in 2021.
- For a third of camps (33%), enrollment was still down when considering the past 5 years.

Summer Camp Enrollment Trends among PCCCA Sites

FIGURE 14

	2014	2016	2018	2020	2022
90% capacity or higher	10%	7%	8%	0%	26%
75% to 89% capacity	34%	30%	23%	6%	27%
50% to 74% capacity	56%	23%	34%	15%	25%
Less than 50% capacity		40%	35%	79%	22%
Higher than previous summer	42%	58%	41%	3%	67%*
About the same as last summer	37%	26%	31%	12%	13%
Lower than previous summer	21%	16%	28%	85%	20%
Highest of past 5 summers	-	33%	23%	0%	16%
Higher than most of past 5 summers	-	28%	17%	4%	17%
About the same as past 5 summers	-	26%	27%	6%	34%
Lower than most of past 5 summers	-	12%	29%	13%	25%
Lowest of past 5 summers	-	2%	4%	77%	8%

* 26% indicated the increase was “much higher” than the previous summer (greater than 10%), and an additional 41% said “somewhat higher” (less than 10% higher)

Overnight summer camp enrollment

Respondents were asked to provide enrollment numbers for both summer 2021 and summer 2022 for several programs they indicated offering. For overnight summer camp:

For 2021, 48 camps provided data (including 6 that served 0 campers)

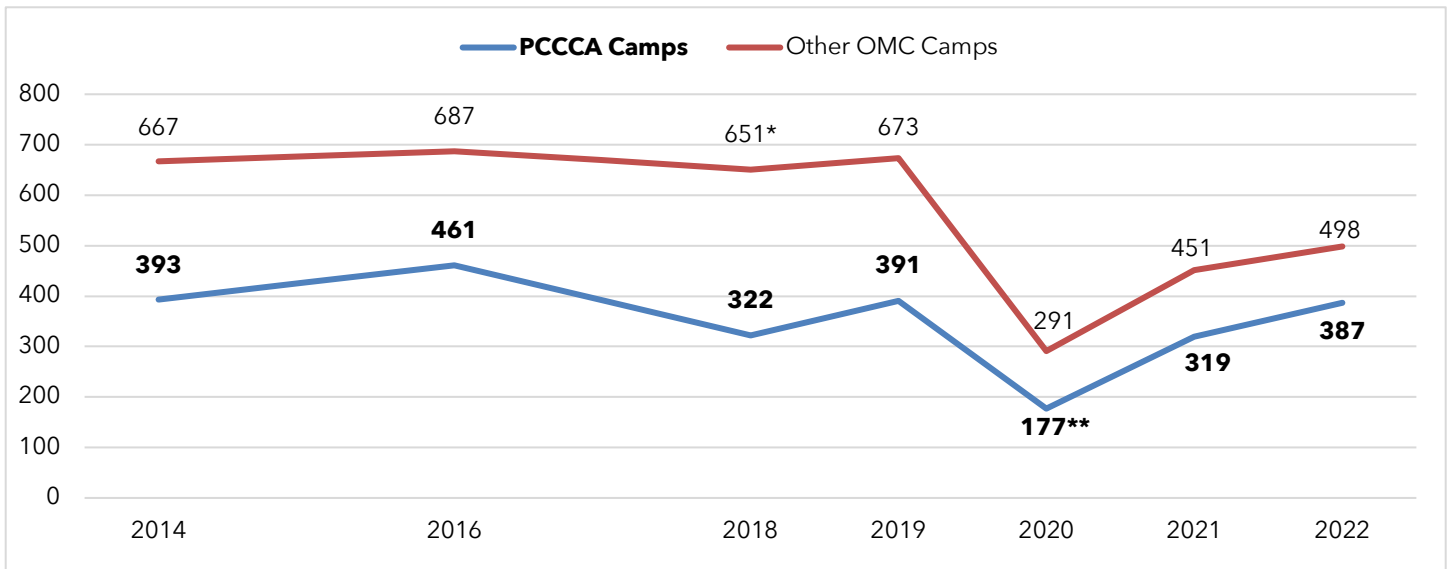
- Among those that served campers, average overnight enrollment was **319**
- A third of camps enrolled 150 or fewer overnight campers, a third 151-250, and a third more than 250 campers
- The top 10% enrolled 600 or more campers
- Together, these camps served **13,397** overnight campers

For 2022, 48 camps provided data (including 2 that served 0 campers)

- Average overnight camper enrollment was **387**
- A third of camps enrolled 150 or fewer overnight campers, a third 151-350, and a third more than 350 campers
- The top 10% enrolled 750 or more campers
- Together, they served **17,811** overnight campers (an increase of 32% over the same camps in 2021)

Average Number of Overnight Summer Campers, 2014-2022

FIGURE 15



*The drop in average summer camp numbers in 2018 is attributable almost entirely to a drop in Lutheran Outdoor Ministries camps during the year of the triennial ELCA Youth Gathering

**88% of camps canceled their overnight camp programs in 2020. This number represents only those camps that offered overnight camp programs.

Day Camp Enrollment

38 camps indicated that they operated on-site day camp programs.

In 2021, 20 of these camps operated day camp and provided enrollment data

- Average day camp enrollment was **255**
- Half of camps enrolled fewer than 200 day campers, while the remainder served 200 or more
- Together, these camps served **5,105** day campers

In 2022, 23 camps operated day camp and provided enrollment data

- Average day camp enrollment was **248**
- Half of camps enrolled 110 or fewer day campers
- Together, they served **5,714** day campers

Family Camp Enrollment

61% of PCCCA camps indicated that they operated family camp programs.

In 2021, 23 of these camps operated family camp and provided enrollment data

- Average family camp enrollment was **147**
- Half of camps enrolled 50 or fewer family campers, while the largest served over 500 participants
- Together, these camps served **3,390** family campers

In 2022, 27 camps operated family camp and provided enrollment data

- Average family camp enrollment was **112**
- Half of camps enrolled 50 or fewer family campers
- Together, they served **3,021** family campers (28% increase over the same camps in 2021)

Leadership Training Programs

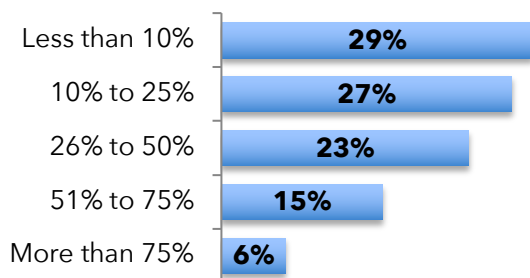
61% of PCCCA camps indicated that they offered leadership training programs.

In 2022, 31 of these camps operated leadership training programs and provided enrollment data

- Average leadership training enrollment was **13**
- These tended to be small. Half of all camps enrolled fewer than 10 participants in their program, a quarter 10-16, and the remaining quarter more than 16 participants.

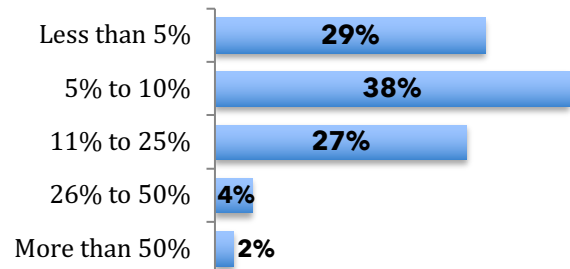
% of Campers Receiving Financial Assistance

FIGURE 16A, n=48



% of Campers Representing Racial Minorities

FIGURE 16B, n=45





Summer Camp Fees

Average PCCCA weekly camp fee in USA **\$518 USD**

Average in Canada **\$473 CAD**

- A third of PCCCA camps in the USA charged less than \$450 per week, a third charged \$450-\$500, and the remaining third charged more than \$500 per week.
- The average of \$518 was up from \$428 in 2020 (\$435 among Canadian camps)

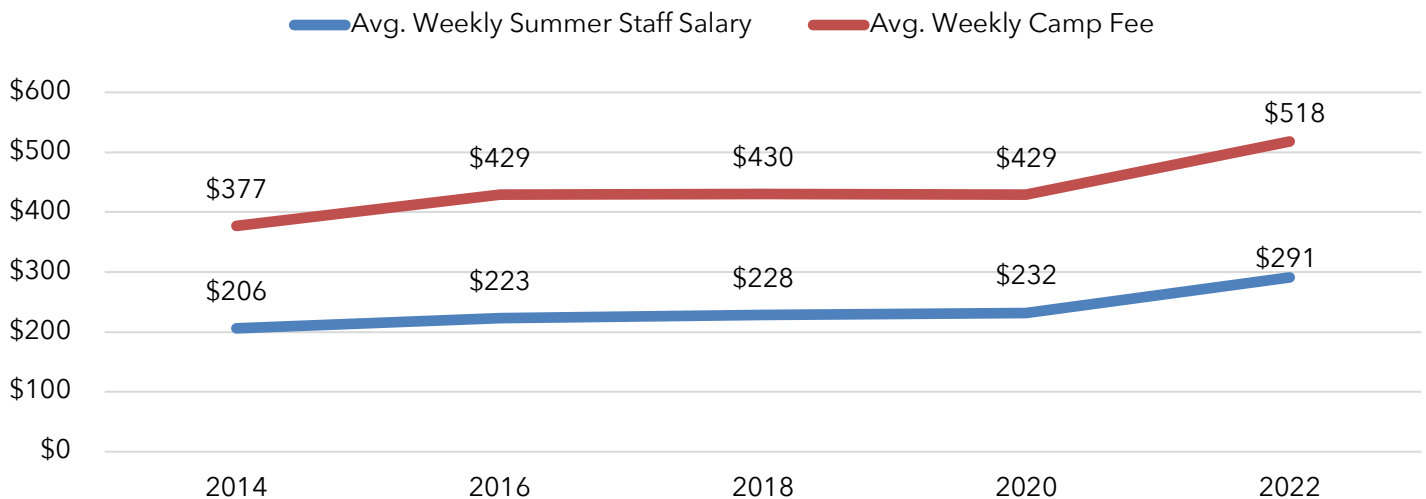
Average Weekly Camp Fee, by Geographic Region

FIGURE 17A

	Northeast	Midwest	South U.S.	West U.S.	All USA	Canada
PCCCA Camps	\$665	\$470	\$500	\$574	\$518	\$473
Other OMC Camps	\$501	\$468	\$509	\$461	\$485	\$424

PCCCA Summer Staff Weekly Salary and Weekly Camper Fee Trends 2014-2022 (U.S. Only)

FIGURE 17B



- The average fee for a week of summer camp at PCCCA camps rose 37% from 2014 to 2022, higher than the rate of inflation (approximately 22.9% cumulatively, with most occurring from 2020-2022). The average PCCCA summer staff weekly salary rose 12.6% from 2014-2020 and then jumped by 25.4% in 2022.



Summer Camp Staff

Average weekly summer staff salary **\$291 USD**

- A third of PCCCA camps paid more than \$300 per week, a third \$251-\$300, and a third \$250 or less per week.
- In addition to salary, common benefits were room and board (98%), bonus for returning staff (61%), bonus for special certifications (59%), and bonus for recruiting another staff member (46%)

Average Weekly Summer Staff Salary by Geographic Region

FIGURE 18A

	Northeast	Midwest	South U.S.	West U.S.	All U.S.	Canada
PCCCA Camps	\$325	\$298	\$265	\$338	\$291	\$217
Other OMC Camps	\$344	\$322	\$274	\$374	\$321	\$462

FIGURE 18B: Staffing Structure

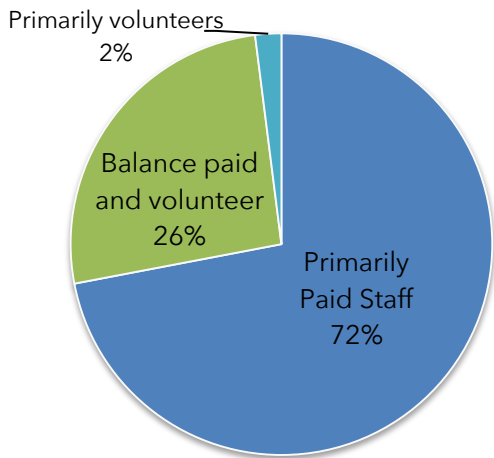
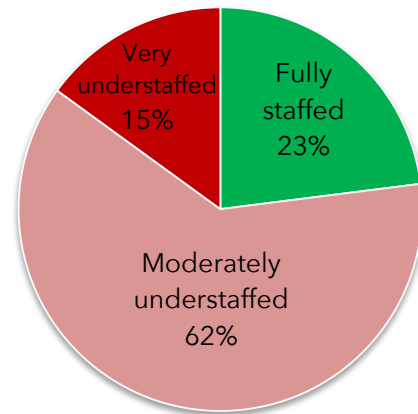


FIGURE 18C: Staffing Level



% of Summer Staff Returning from previous summers

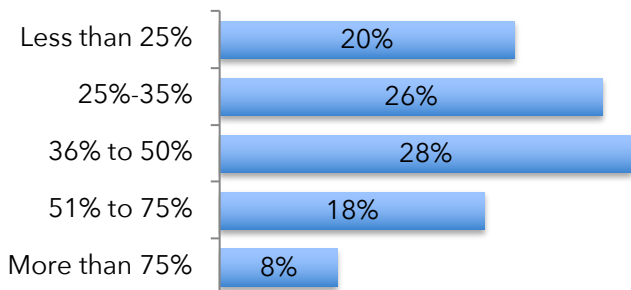


FIGURE 18D, n=50

% of Summer Staff Representing Racial Minorities

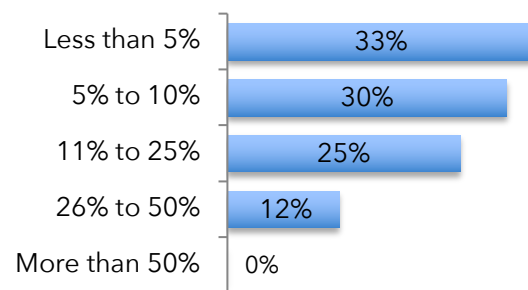


FIGURE 18E, n=49



Retreats and Conferences

Primary clientele for retreats/conferences

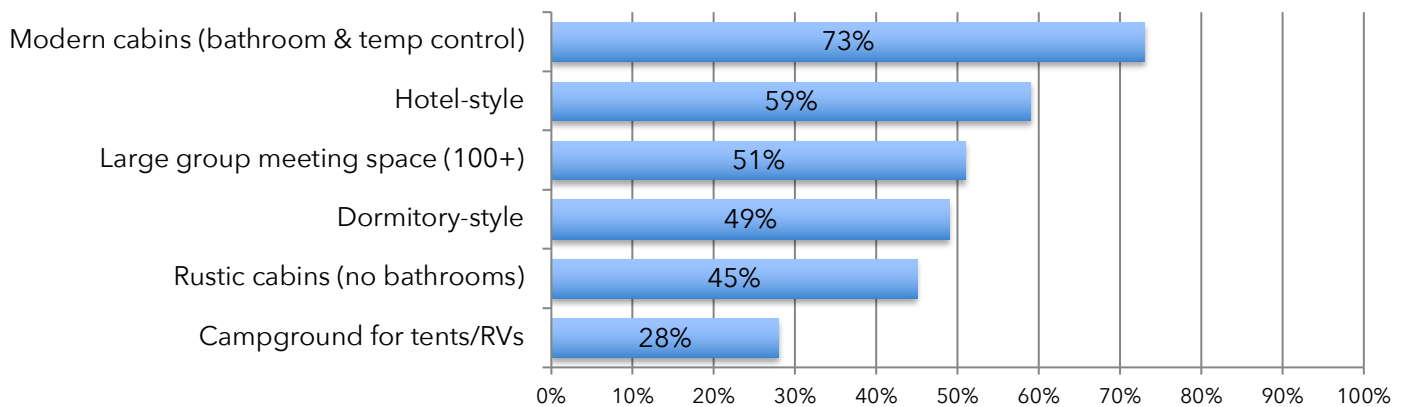
- 63% Mix of children, youth, adults, and families
- 27% Primarily **adults**
- 10% Primarily **youth/children**

Retreat/Conference Ministry Summary

- 32% Primarily or exclusively user groups and facility rental
- 56% Majority user groups/facility rental with some programmed/hosted retreats
- 12% Balance of user group/facility rental and programmed/hosted retreats

Retreat Accommodations Offered

FIGURE 19A, n=51



Seasonal Retreat Staff, Fall 2022

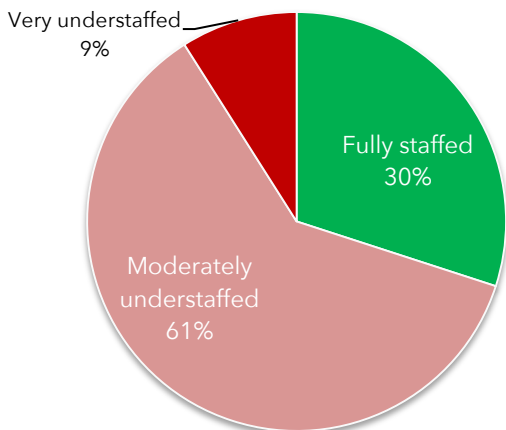


FIGURE 19B, n=44

Percentage of Retreat/Conference Guests Affiliated with Constituent Denomination(s)

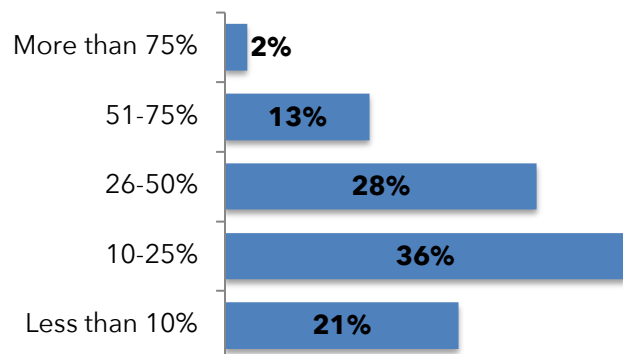
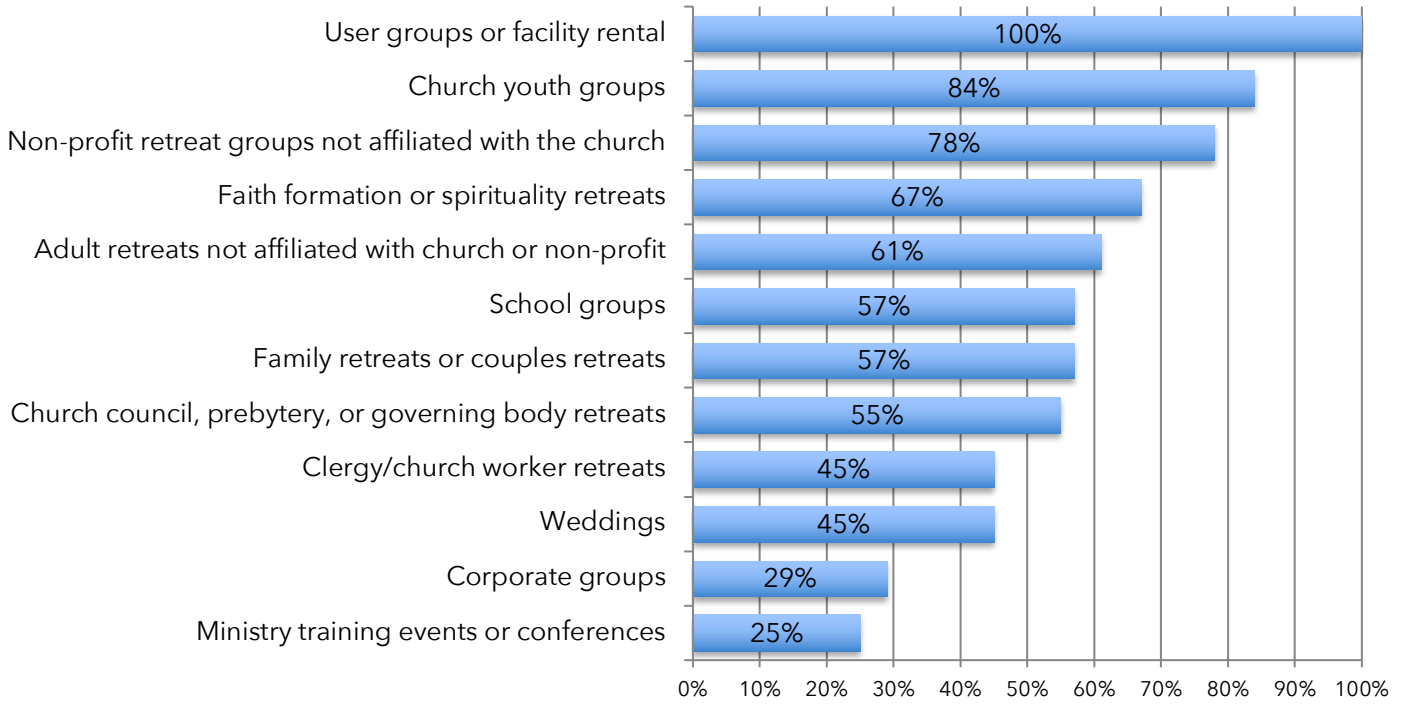


FIGURE 19C, n=47

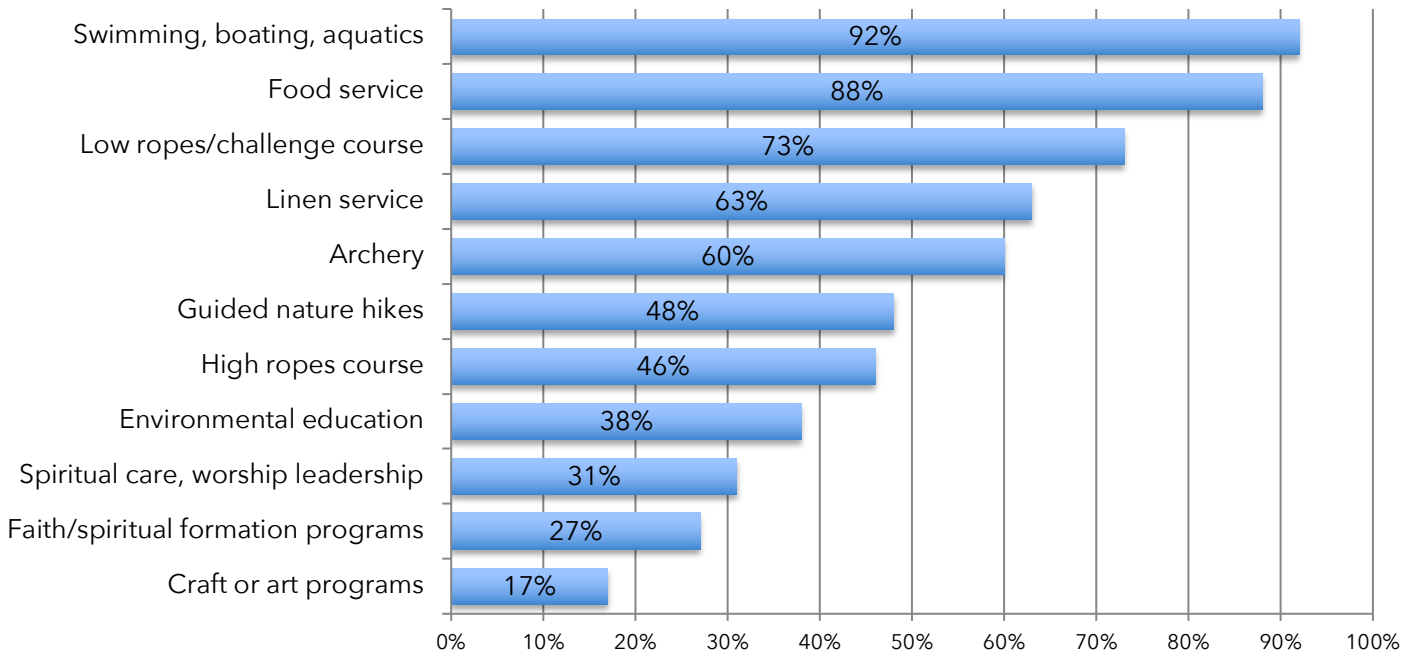
Retreat/Conference Center Programs Offered on a Regular Basis

FIGURE 20A, n=49



% Camps Offering Selected Retreat Amenities and Programs

FIGURE 20B, n=48





Overnight capacity for retreats/conferences

OUT OF 50 MINISTRY CENTERS

A quarter of ministry centers indicated that their overnight retreat capacity was fewer than 75 guests. Another quarter reported a capacity between 75 and 149 guests. Another quarter could accommodate between 150 and 200. The remaining quarter could accommodate more than 200 guests overnight. Average overnight capacity was 162 guests, equivalent to the average for other OMC retreat centers (160).

Retreat/Conference Center Usage Trends

FIGURE 21

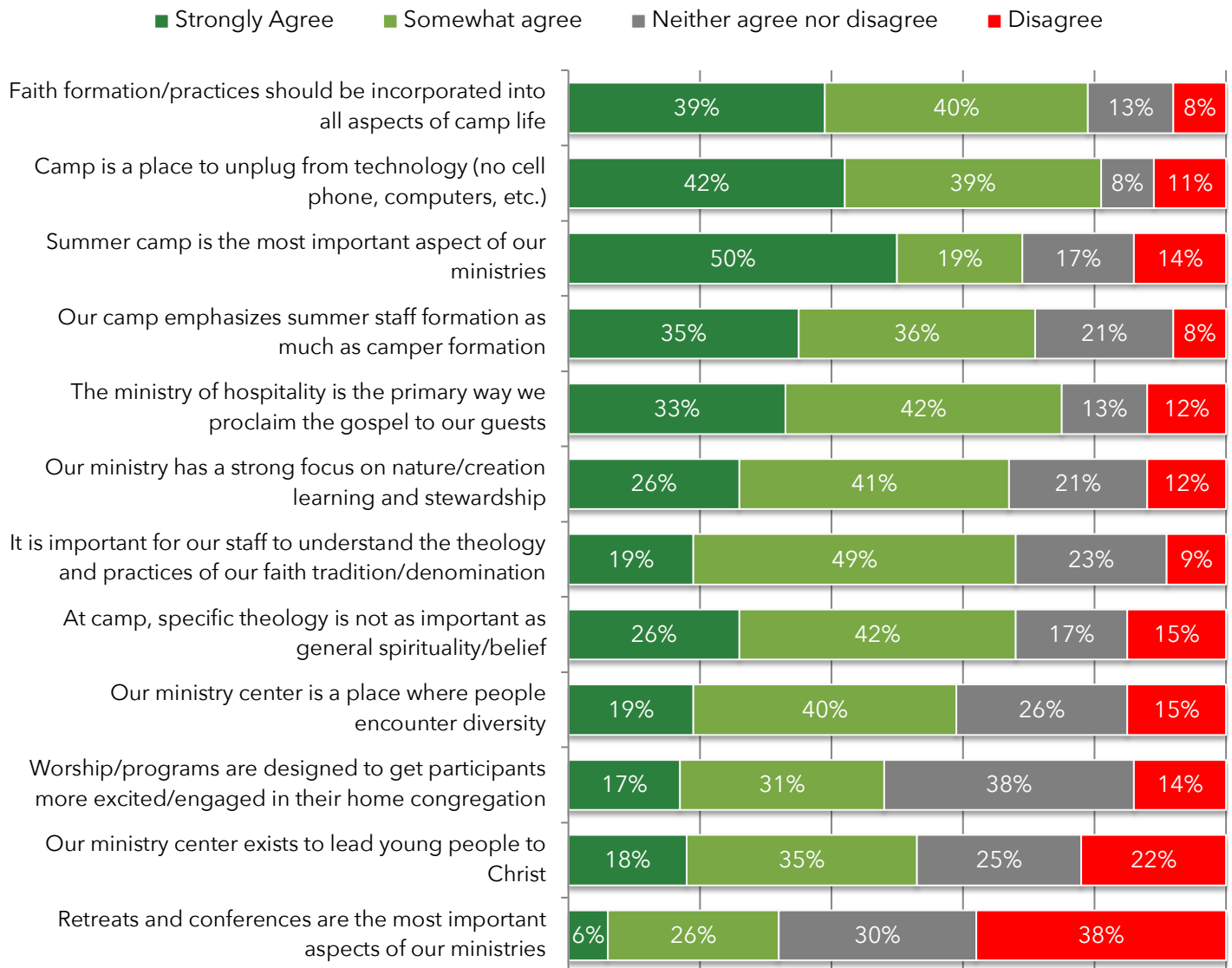
	2016 PCCCA n=41	2018 PCCCA n=40	2020 PCCCA n=49	2022 PCCCA Sites n=50	Other OMC Sites 2022 n=194
90% capacity or higher on weekends	5%	8%	0%	12%	10%
75% to 89% capacity on weekends	8%	21%	2%	28%	27%
50% to 74% capacity on weekends	34%	34%	2%	40%	31%
Less than 50% capacity on weekends	53%	37%	96%	20%	32%
Much HIGHER than previous year (> 10%)	44%	8%	2%	39%	37%
Somewhat higher than previous year (< 10%)		40%	0%	41%	35%
About the same as previous year	41%	35%	2%	10%	20%
Somewhat lower than previous year (< 10%)	15%	15%	8%	6%	4%
Much LOWER than previous year (> 10%)		2%	88%	4%	4%
Highest of past 5 years	22%	20%	2%	23%	9%
Higher than most of past 5 years	25%	31%	2%	25%	20%
About the same as past 5 years	38%	31%	6%	21%	33%
Lower than most of past 5 years	12%	15%	7%	29%	35%
Lowest of past 5 years	3%	3%	83%	2%	3%



Ministry Center Philosophy

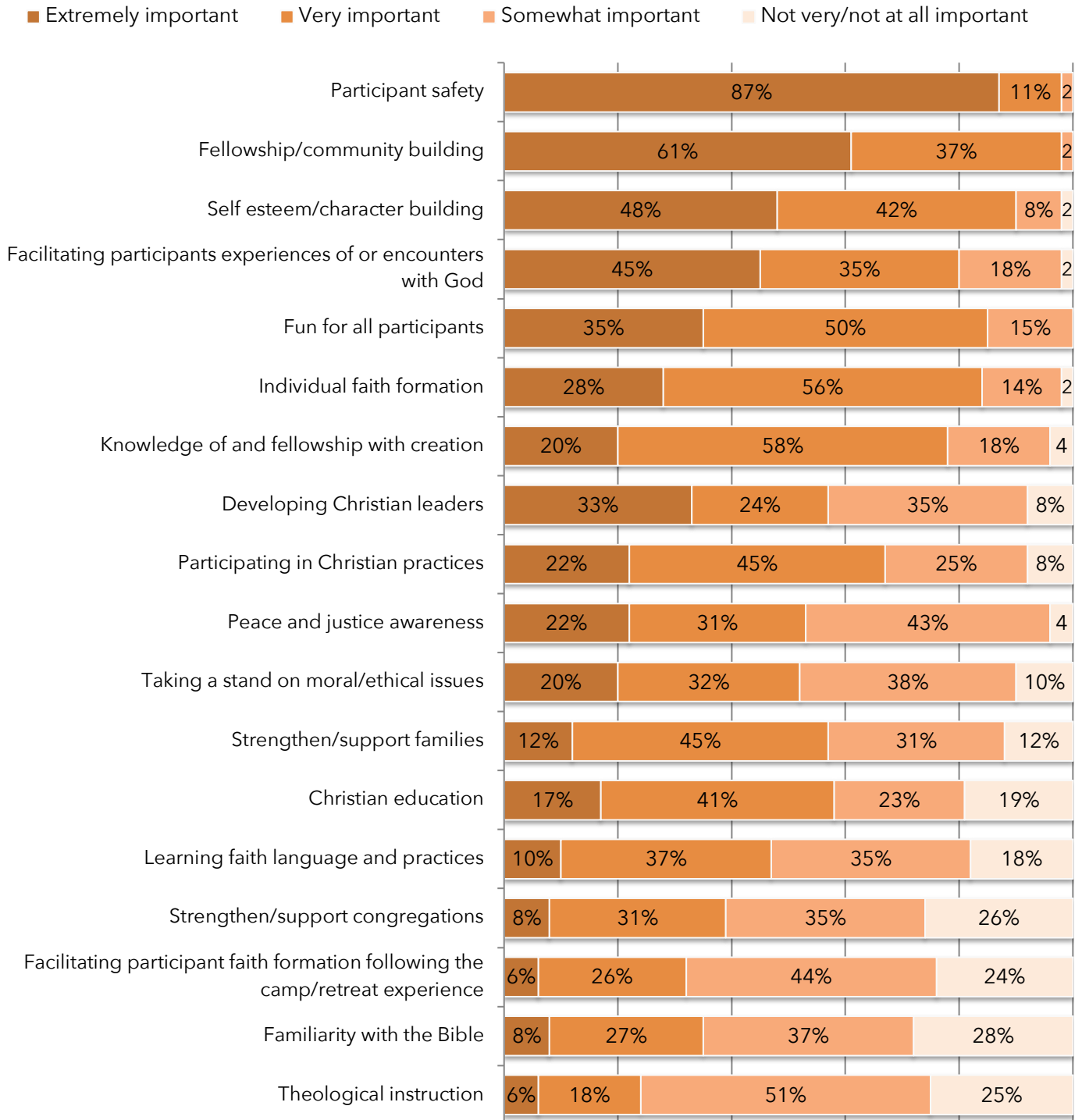
Level of Agreement with Philosophy Statements about Ministry Site

FIGURE 22, n=53



Level of Importance Assigned to Selected Program Priorities

FIGURE 23, n=52





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