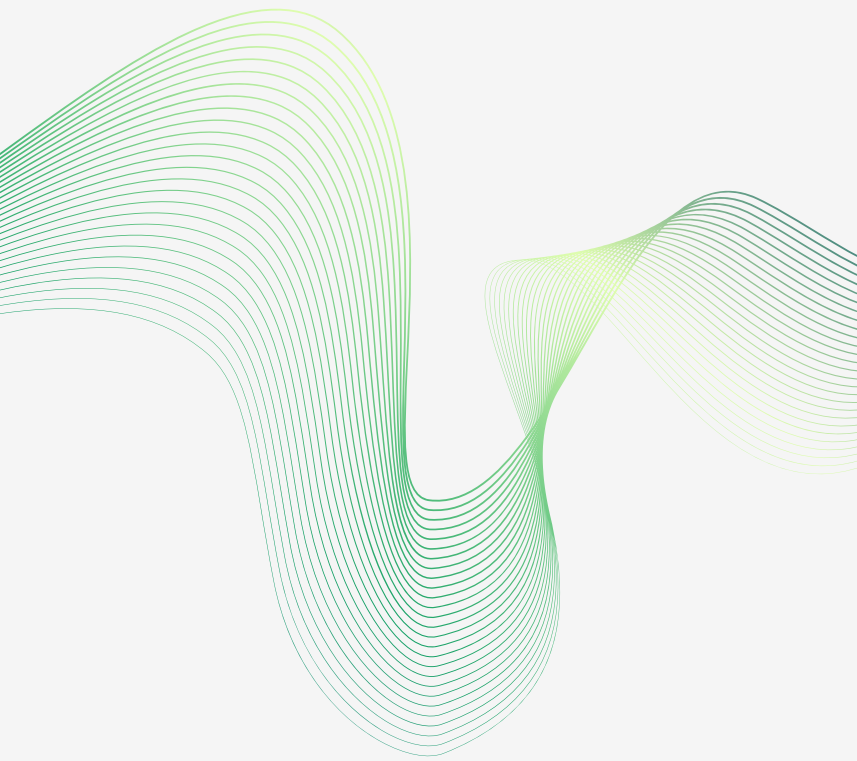




LEE CHARITIES, INC.



2026

BALDWIN COUNTY
NONPROFIT
LANDSCAPE REPORT

A Community Snapshot of Needs,
Capacity & Opportunities

A trusted steward and a
forward-thinking connector.



A LETTER FROM LEE CHARITIES

Every nonprofit begins with someone who simply refused to ignore a need.

Across Baldwin County, nonprofit organizations are serving our neighbors, strengthening families, creating opportunities, and quietly doing the work that helps our communities thrive. Behind every mission are people who care deeply about the work and are committed to making a difference, often with limited resources and wearing more hats than anyone realizes.

This report is a snapshot of that reality.

The 87 organizations that participated shared more than numbers. They shared the challenges they're navigating, the opportunities they see, and the work happening every day to meet the growing needs of our community. Their responses paint a picture of a nonprofit sector that is resilient, innovative, and deeply invested in the people it serves.

My hope is that this report helps all of us better understand the nonprofit landscape in Baldwin County and sparks conversations that lead to stronger partnerships, thoughtful investments, and practical solutions. The stronger our nonprofit community becomes, the stronger our community becomes.

Thank you to every organization that took the time to participate and share your experiences. I hope you'll explore these findings, reflect on what they tell us, and join us in continuing to strengthen the work happening across Baldwin County.

Mitchell Lee

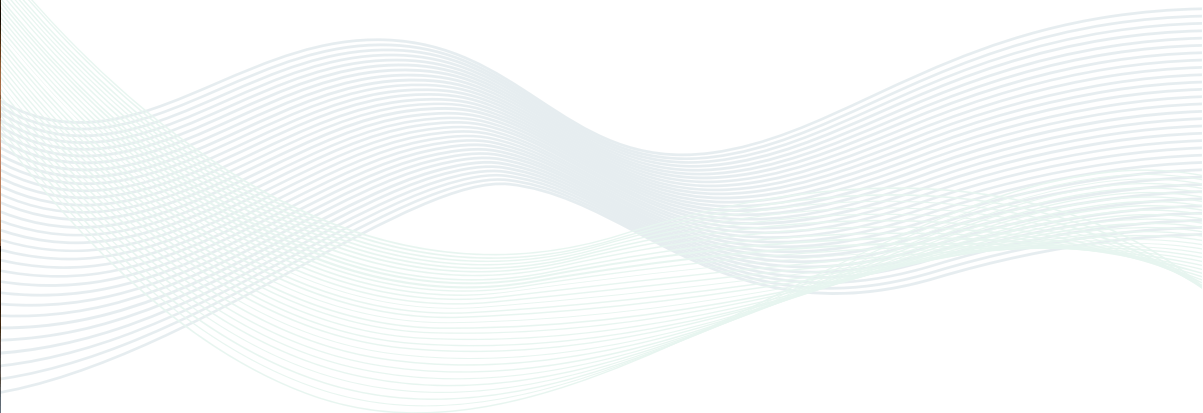
Mitchell Lee
Lee Charities, Inc.





TABLE OF CONTENTS

02	LETTER FROM LEE CHARITIES
04	EXECUTIVE SUMMARY
05	MAJOR FINDINGS
06	SIGNIFICANT INSIGHTS
07	DEMOGRAPHICS
10	STAFFING AND COMPENSATION
15	FUNDRAISING
18	GAPS, NEEDS AND CONSTRAINTS
20	CLOSING



EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

This report synthesizes data from the Lee Charities March 2026 Nonprofit Survey, responded to by eighty-seven (87) 501c(3) nonprofit public charities, operating in Baldwin County. Lee Charities is a private family foundation dedicated to strengthening the nonprofit community in Baldwin Co. Alabama. This report is intended to provide insight and guidance to grantors, foundations and individuals, and to executive directors (EDs) and their boards. This report establishes a baseline for understanding the social services network in Baldwin County, and will be updated annually.

The survey was focused on collecting information from participants on the following subjects:

- Basic demographics,
- Director and staff salaries, and staff and volunteer usage,
- Fundraising and promotion, and
- Capacity needs and constraints

“Our goal is to equip the nonprofit community with meaningful data to inform decisions, strengthen partnerships, and enhance the vital work being done across Baldwin County”

BALDWIN COUNTY NONPROFITS AT A GLANCE

87

NONPROFITS
SURVEYED

60

% OPERATE WITH
LESS THAN \$500K
IN ANNUAL
REVENUE

59

% OPERATE WITH
0 - 2 FULL-TIME
STAFF

73

% LACK
DEDICATED
FUNDRAISING
STAFF

SURVEY FOCUS AREAS

BASIC
DEMOGRAPHICS

Information on organization size, age, service type, and service area to understand the landscape.

SALARIES &
STAFFING

Director and staff salaries, staffing levels, and volunteer usage to assess capacity and resources.

FUNDRAISING &
PROMOTION

Revenue sources, fundraising activities, and promotional efforts to understand sustainability.

CAPACITY NEEDS
& CONSTRAINTS

Key challenges and resource needs to identify opportunities for support and growth.



Many nonprofits are stuck at the **\$150k - \$300k** per year donation level and need a full-time fundraising resource.



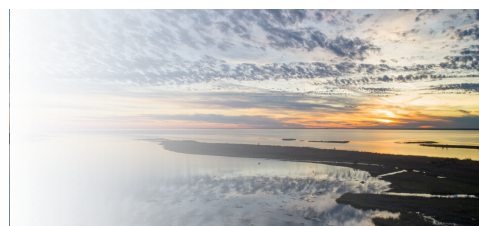
While volunteers provide essential manual labor, full-time staff are the **key differentiator** in reaching higher revenue tiers.



EDs see increasing demand but **lack the time and staff** to meet the need.

MAJOR FINDINGS

1. Baldwin County hosts a high number of small nonprofits (60% below 500k in revenue), addressing six major care areas including Human Services (37%), Education (23%), and Health (20%). Many nonprofits were started by individuals who saw a need and ‘bootstrapped’ the organization together without funding or an infrastructure roadmap. This, alongside difficulties in fundraising, has significantly contributed to the large number of small, fragmented organizations.
2. Despite a large number of organizations, a geography gap exists in the northern part of the county. While South Central Baldwin (39 orgs) and the Eastern Shore (37 orgs) are dense with nonprofit activity, northern Baldwin County (Bay Minette and north) and coastal Baldwin County report significantly fewer organizations (3).
3. Most organizations are thinly staffed and rely heavily on volunteers to provide critical services.
4. EDs and their staff are minimally paid. 46% of EDs earn less than \$40,000 per year, despite over 80% having undergraduate and graduate degrees. The median ED salary is \$50,500.
5. EDs report that despite seeing a growing need for their services, they do not have the time and staff needed to address the care areas they serve.
6. Organizations struggle to raise the funds needed to hire staff and develop the business infrastructure necessary to grow. Many are stuck at the \$150k - \$300k per year donation level. The most requested need from EDs is a full-time resource to focus on fundraising.
7. While volunteers provide essential manual labor, full-time staff are the key differentiator in reaching higher revenue tiers through dedicated fundraising resources.
8. EDs provided the following feedback when asked to identify specific constraints to being successful:
 - Adequate levels of staffing
 - Dedicated fundraising resource
 - Space
 - Technical knowledge and administrative infrastructure
 - Low salaries
 - Lack of emotional support





SIGNIFICANT INSIGHTS

1. While nonprofit management is not in crisis, low salaries, long hours and lack of staff has created a feeling of being overwhelmed with “the daily challenge”, frustrated with the inability to do more, and feeling “burned out”. Boards and donors must be more cognizant of the structural and emotional issues facing EDs and their staff, and look to develop mechanisms to better provide financial and emotional support.
2. Many Donors and Grantors only fund projects or programs. This leaves EDs without the financial resources needed to pay adequate salaries (to attract and retain talent), add staffing in critical areas (i.e., fundraising, administrative), and invest in business processes. Consideration should be given to providing unrestricted (capacity) grants, or grants tied to hiring key positions.
3. It is important for organizations to grow revenue to fund staffing and infrastructure necessary to meet the growing need for their services. Unfortunately for most, despite being “in business” for years, the ability to grow to meet the service need has not materialized.
4. Service area and geographic area gaps should be investigated, with emphasis placed on filling these gaps. This may include expanding current nonprofits to a new geography or starting a new nonprofit.
5. Large Donors should become more involved in the strategic initiatives of those they fund to help the nonprofit reach its stated goals. These goals could include strategic and infrastructure initiatives, or tactical initiatives such as hiring or business management.
6. The community should look to find ways of providing systems and services that would benefit multiple nonprofits (a shared services approach). Further follow-up with nonprofits should be done to understand the need for specific shared services. Suggested ideas include:
 - A. A shared administrative office with access to printing, computer and other office services.
 - B. A shared facility to host events for 100-300 persons.
 - C. A shared transportation network.
 - D. Implement a web-based platform to match skilled volunteers (IT, marketing, accounting, legal) with nonprofits.
 - E. Launch a peer-to-peer cohort for Executive Directors to address isolation and burnout.
 - F. Host training seminars to help nonprofits recruit and train high-performing staff and board members.
 - G. Develop a network of businesses that can “adopt” a nonprofit.
 - H. Provide additional training and educational resources to EDs and staff.

I. DEMOGRAPHICS

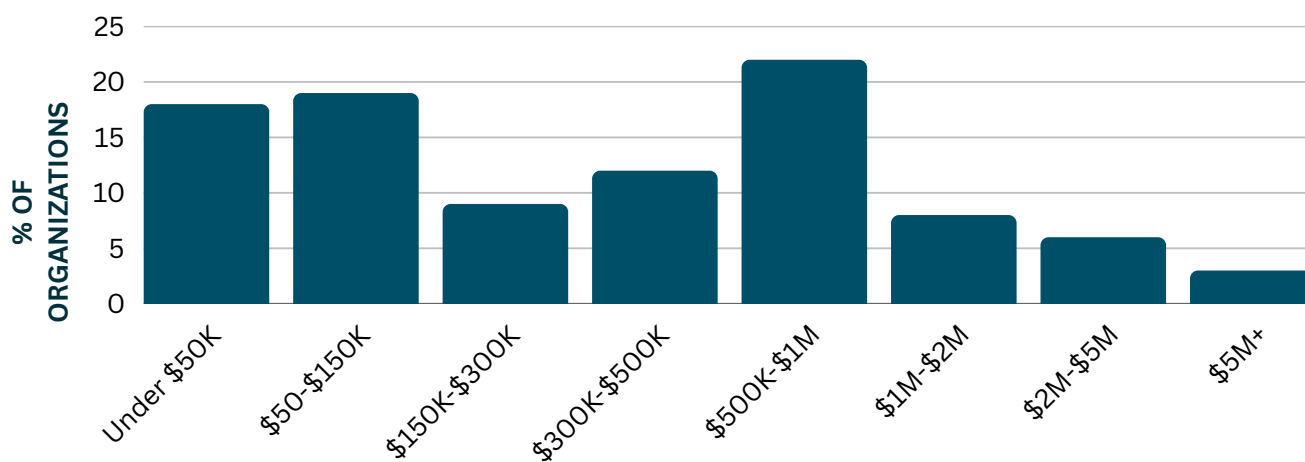
DEMOGRAPHICS

Our survey collected base information from 87 nonprofits serving Baldwin County. We estimate that there are well over 100 nonprofits who serve the county, however, the survey participation rate provides an excellent set of information. Information was collected regarding:

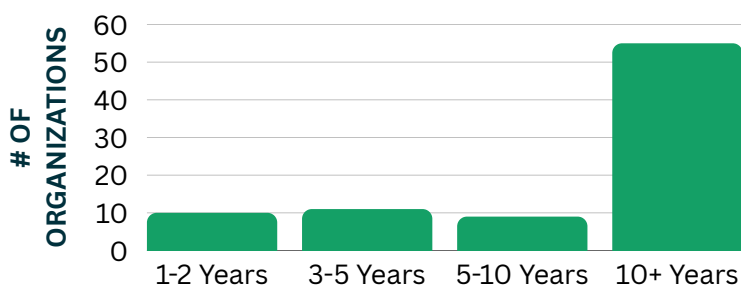
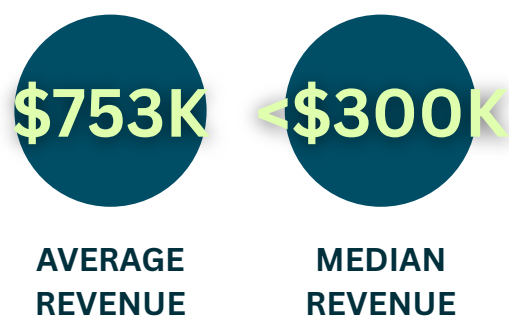
- Size - as measured by revenue and # of employees,
- Age of the nonprofits,
- Service type and
- Service area.

ANNUAL REVENUE DISTRIBUTION

45% of nonprofits surveyed have revenues of \$150,000 and below, demonstrating a small, fractured base. Organizations are fairly evenly distributed up to the \$100,000 range. However, only 18% of organizations have revenues above the \$1,000,000 mark and half of these are national nonprofits who have a presence in our focus area.



The average revenue across the survey group is \$753k. However, the medial revenue for the 87 surveyed is less than \$300,000.



Despite the relatively small size of nonprofits, a majority of nonprofits have been in place for 10 years or longer. This points to a resilience factor for our nonprofits, but also a lack of growth over long periods of time.

I. DEMOGRAPHICS

DEMOGRAPHICS

As expected, age and revenues are correlated. However, 11 of the 37 surveyed nonprofits are 10 years old or more and still have revenues at \$150,000 or below. 18% of nonprofits who are over 10 years in age are still operating on revenue budgets of \$300k or less.

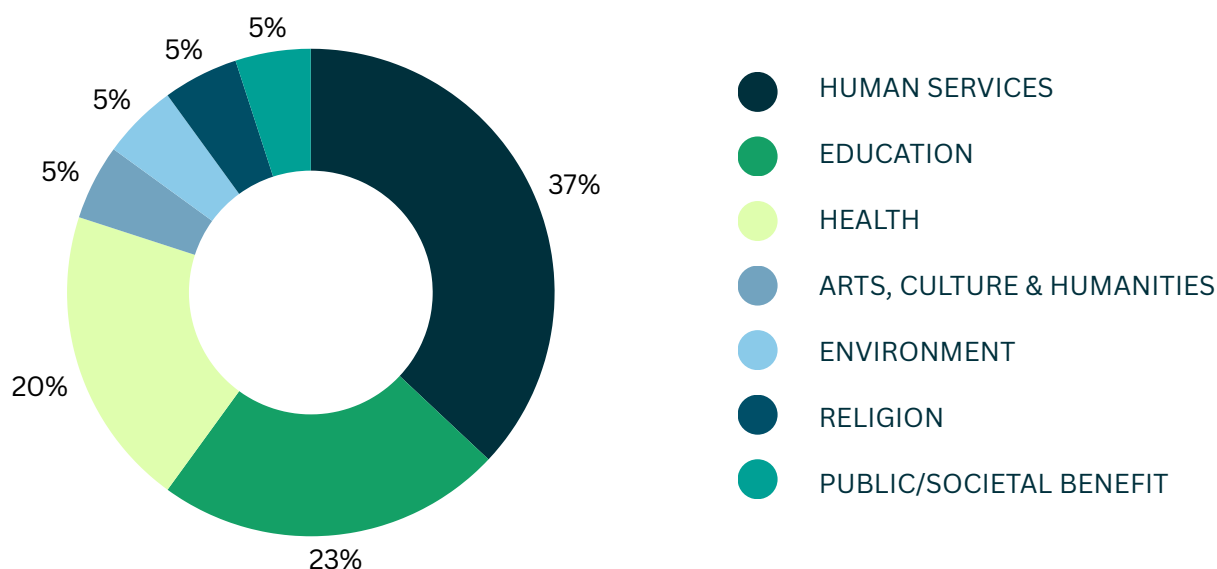
REVENUE LEVEL	0-2 YEARS	2-5 YEARS	5-10 YEARS	10+ YEARS	TOTALS
\$150,00 or Below	3%	7%	4%	13%	27%
\$151,001 - \$300,000	2%	5%	7%	9%	23%
\$300,001 - \$500,000	1%	3%	3%	6%	13%
\$500,001 - \$1,000,000	1%	3%	3%	3%	10%
Over \$1,000,000	1%	1%	3%	17%	22%
Total	8%	19%	20%	48%	100%



18%

of nonprofits over 10 years in age are still operating on revenue budgets of \$300k or less.

Human Services is the leading category at 37%, followed by Education at 23%, Health at 20%, with Arts, and Environment and others at approximately 5% each. Human services is an amalgam of services that are reported collectively for national statistical comparison. Human Services is comprised of nonprofits who report their service area as Housing, Food, or Youth Services.



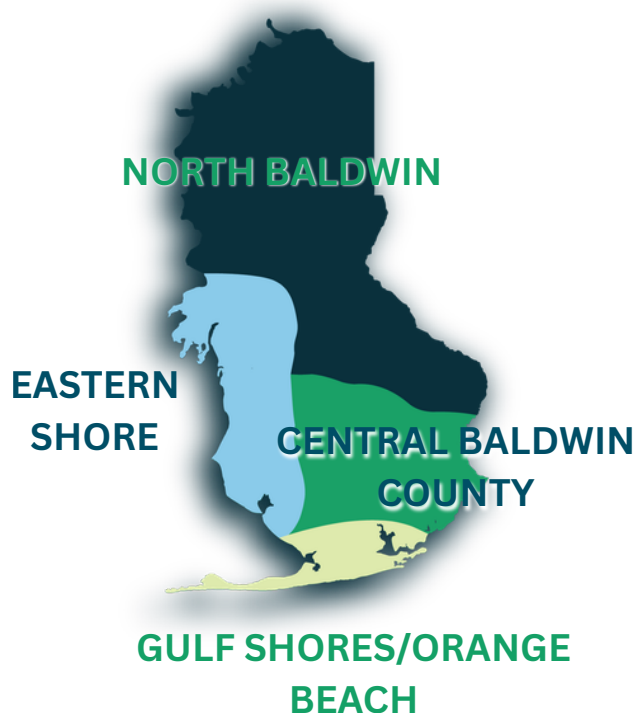
I. DEMOGRAPHICS

Baldwin County is in line with services offered at the national level in Human Services, and in Education, but falls below in Arts, Culture and Humanities as well as Religion and Public/Societal Benefit. This points to Baldwin Co. having more fundamental, or core needs such as food and housing, but could also represent cultural differences. Although Baldwin Co. looks similar to national statistics, EDs report that there are gaps in service. For instance, we provide adequate health-related services, but mental health is a neglected area. Also, shelter services are provided for the homeless, but these services primarily focus only on families.

SERVICE CATEGORY	BALDWIN COUNTY	NATIONAL AVERAGE
Human Services	37%	35%
Education	23%	20%
Health	20%	18%
Arts, Culture & Humanities	5%	8%
Religion	5%	9%
Public/Societal Benefit	5%	7%



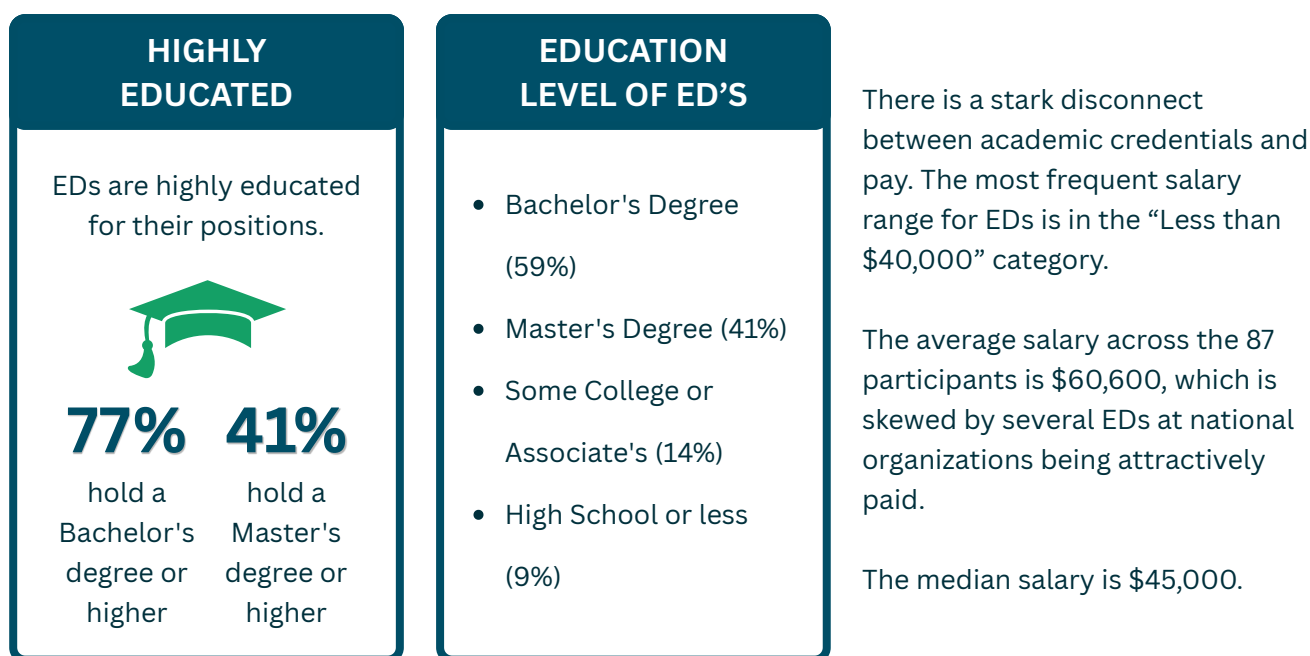
Of the 87 responders, 75 (86%) were located in south-central Baldwin Co. or on the Eastern Shore. This is significant because individuals needing aid in many cases need to visit the nonprofit location to obtain service and do not have transportation to another part of the county. Additionally, in the case of Northern Baldwin, this is the most rural part of the county and our rural population requires more aid per person than the more affluent areas.



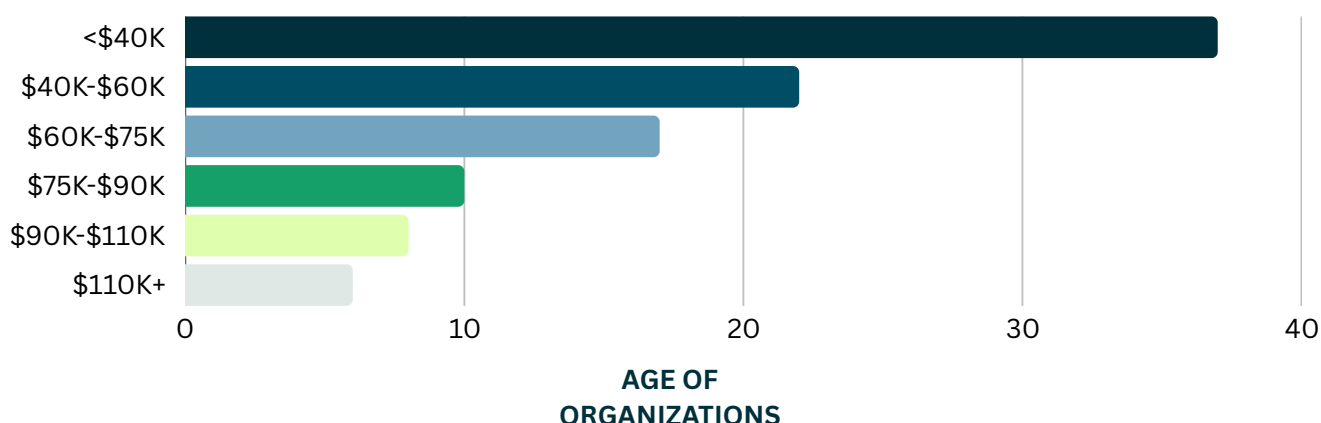
II. STAFFING AND COMPENSATION

STAFFING AND COMPENSATION

Executive Director (ED): The ED is the most critical position in the organization. Information was collected to better understand the education and salary structure of nonprofit EDs. The results are provided below:



EXECUTIVE DIRECTOR SALARY DISTRIBUTION

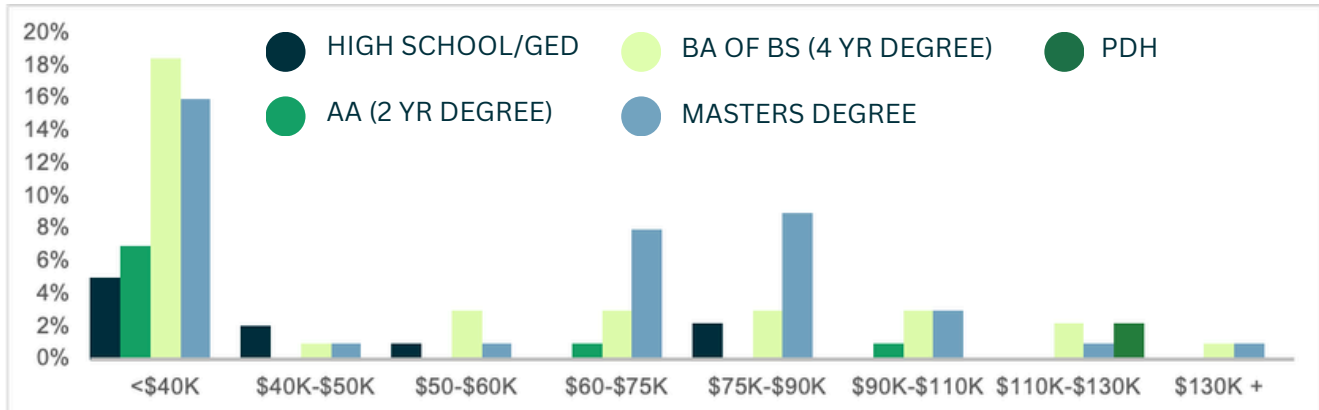


EDs report that their boards often prioritize program funding over ED salaries. Boards should understand that this can lead to long-term morale and employment risk to the organization.

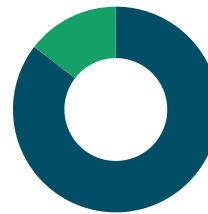
II. STAFFING AND COMPENSATION

STAFFING AND COMPENSATION

EXECUTIVE DIRECTOR SALARY BY EDUCATION



For organizations in their first five years, 82% of EDs earn less than \$40,000. So, start-ups tend to hire their first ED at below market rates.



82%

Less than \$40,000

As organizations reach the 5-to-10-year mark, the percentage of ED's earning under \$40,000 drops to 55.6%. And 22.2% of EDs earn in the \$90,000-\$110,000 range.



55.6%

Less than \$40,000



22.2%

\$90K - \$110K

For organizations incorporated for over 10 years only 31.6% of these organizations still pay under \$40,000. Over half (51%) of these organizations pay their EDs \$75,000 or more. 100% of the salaries exceeding \$110,000 are found within organizations that are 10+ years old.



31.6%

Less than \$40,000



51%

\$75K or more

II. STAFFING AND COMPENSATION

Half of the nonprofits paying EDs less than \$40,000 are 10+ years old. These organizations should question whether low pay is contributing to their small size.



For organizations with revenues under \$300,000, the median salary remains under \$40,000.

MEDIAN SALARY
<\$40,000
 (revenue under \$300k)

Only in organizations exceeding \$1 million in revenue do we see much higher salaries.

HIGHER SALARIES
\$1M+ IN REVENUE

Organizations with a broader geographic footprint tend to offer higher compensation, reflecting the increased complexity of multi-jurisdictional operations.

- Baldwin County Only (35 orgs) — \$52,500.00
- Multi-county or Statewide (38 orgs) — \$65,131.58
- National / multi-state (14 orgs) — \$67,857.14

TOGETHER, WE MAKE GOOD WORK GO FURTHER.

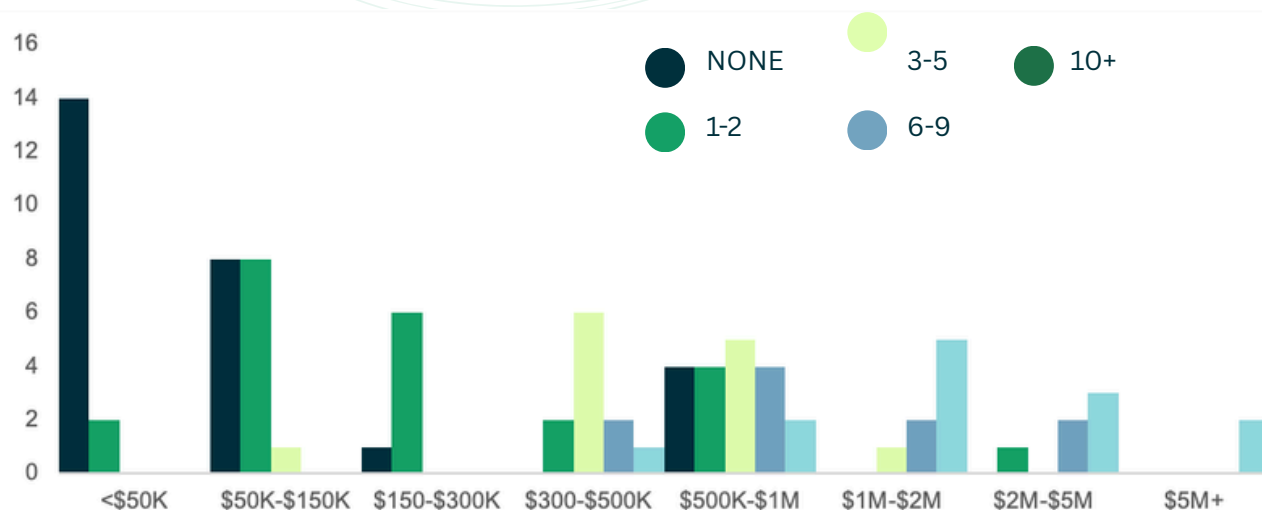


II. STAFFING AND COMPENSATION

STAFF

In addition to understanding ED pay and workload, we wanted to learn more about staffing levels and staffing compensation. The results are seen below:

FULL TIME STAFF



1. 51 of the 87 respondents (59%) operate with either none, or 1-2 full-time staff persons. The average staff count across the 87 participants is 3.6, but the average staff count in organizations of 300,000 or less is less than one (.68).
2. For organizations in the \$300k-\$500k range, 54.5% of those organizations have 3-5 full time staff.
3. Interestingly, nonprofits in the \$500,000 - \$1,000,000 range, 40% still employ none, or 1-2 employees.
4. 62.5% of organizations in the \$1M-\$2M range employ 10 or more staff members, and that becomes 100% for organizations over \$5 million.

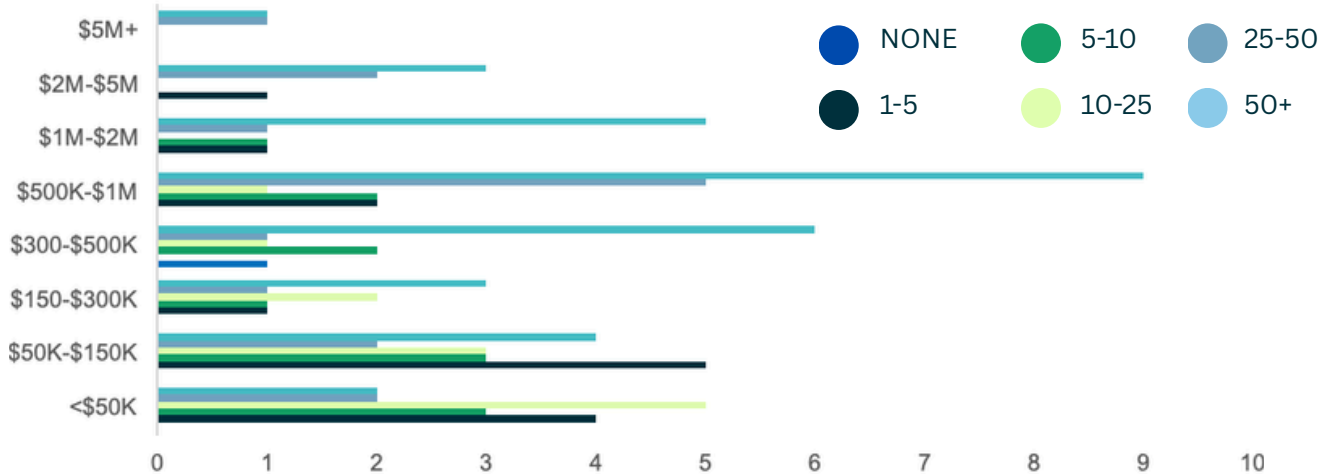
HOPE GROWS WHERE PEOPLE COME TOGETHER WITH PURPOSE

II. STAFFING AND COMPENSATION

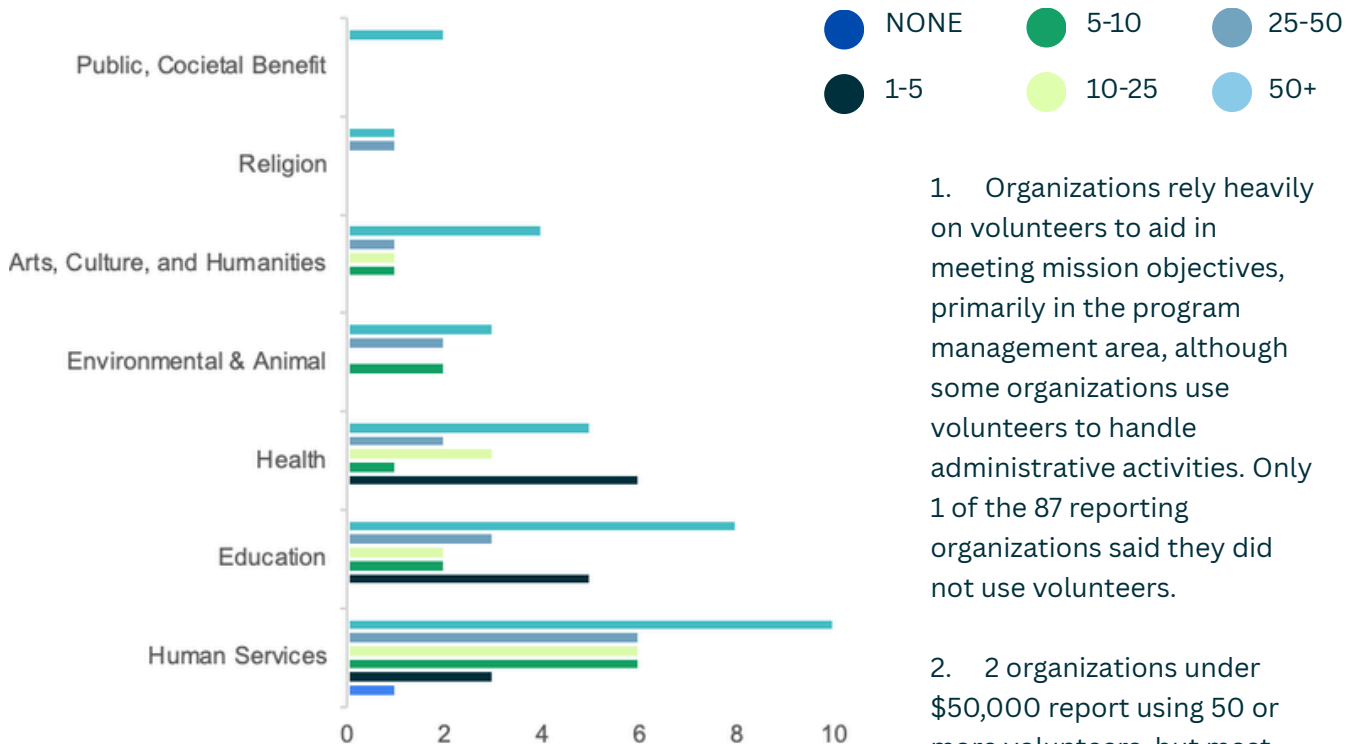
VOLUNTEERS

Volunteers are critical to any nonprofit. Below are the results from the survey about the use of volunteers.

VOLUNTEERS & REVENUE



VOLUNTEERS & SERVICE TYPE



1. Organizations rely heavily on volunteers to aid in meeting mission objectives, primarily in the program management area, although some organizations use volunteers to handle administrative activities. Only 1 of the 87 reporting organizations said they did not use volunteers.

2. 2 organizations under \$50,000 report using 50 or more volunteers, but most rely on less.

3. Clearly, as an organization grows in size, its ability to manage large volunteer organizations increases. A large majority of organizations in the \$300,000 – \$1,000,000 revenue range report using 50 or more volunteers.

III. FUNDRAISING

FUNDRAISING

In our work with nonprofits, Lee Charities learned that fundraising is the most difficult and worrisome issue facing EDs. Below, find conclusions from the survey data related to fundraising.

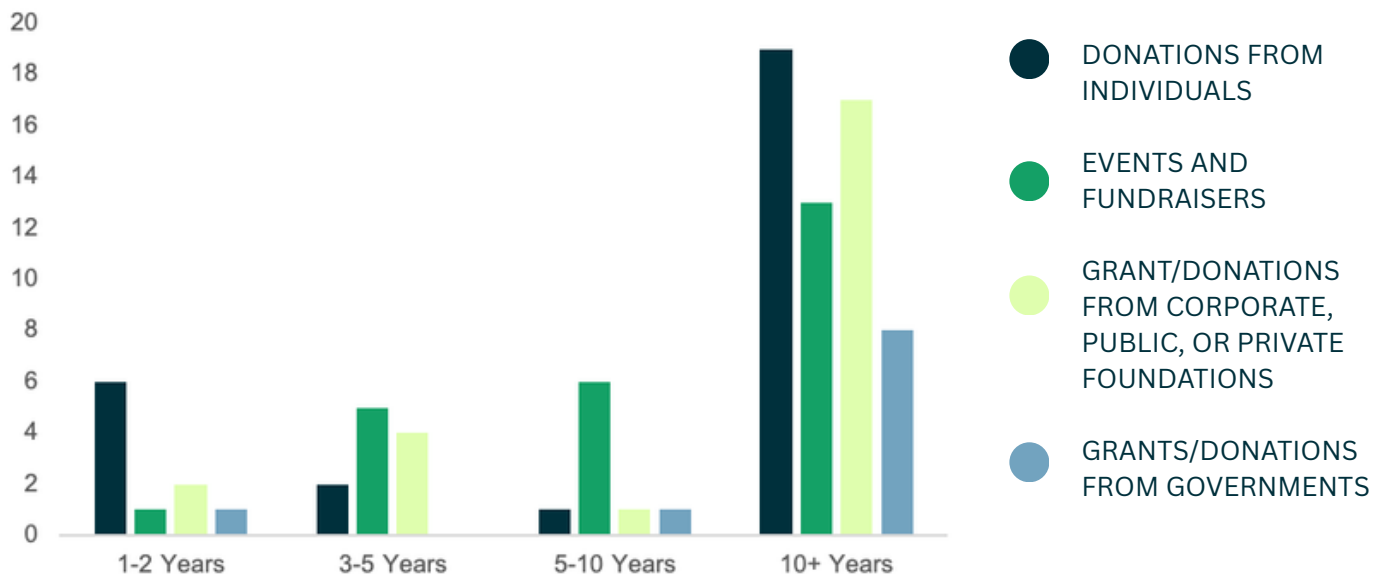


Time and staff resource constraints were cited as the primary barriers to raising money. Without dedicated development staff (missing in 73% of organizations), remains a heavy burden on the ED.



Most organizations report spending 20-40% of their total staff time on fundraising activities. Those that spend more time (40%-60%) are smaller organizations.

PRIMARY REVENUE SOURCES



For organizations at the entry level, (\$0 - \$150,000), revenue is obtained fairly evenly from all revenue types.



As organizations move into the mid-tier, (\$150k-\$300k) we see a peak in reliance on Events and Fundraisers.

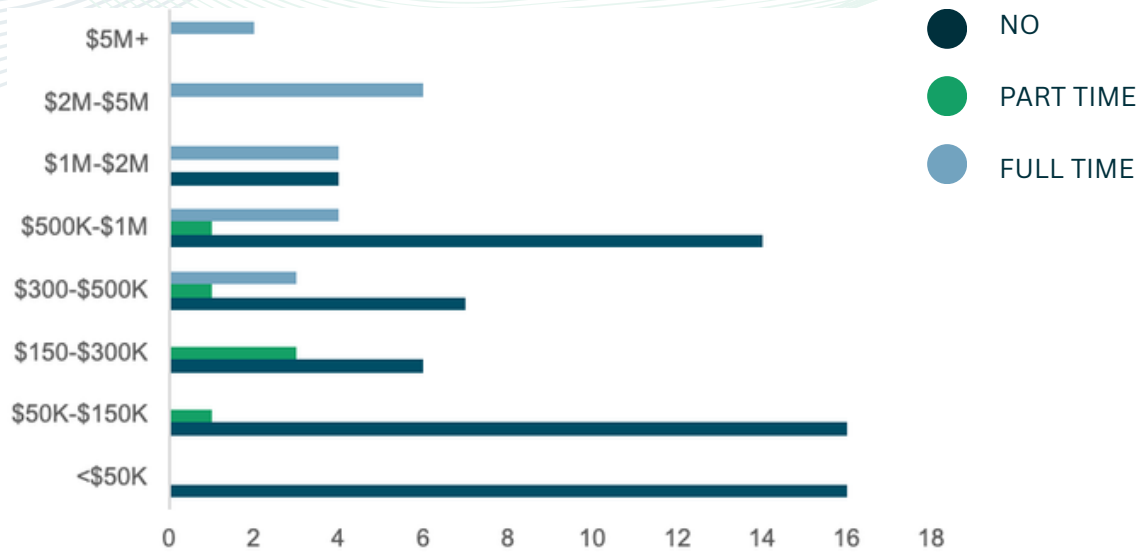


Once an organization crosses the \$500,000 threshold, more organizations report that their major revenue source is Government Grants and Foundation Support.

The two nonprofits with revenues above \$5,000,000 are national organizations who receive dollars driven by national marketing programs where individual web-based donations are made. The local chapters augment that revenue with local fundraisers.

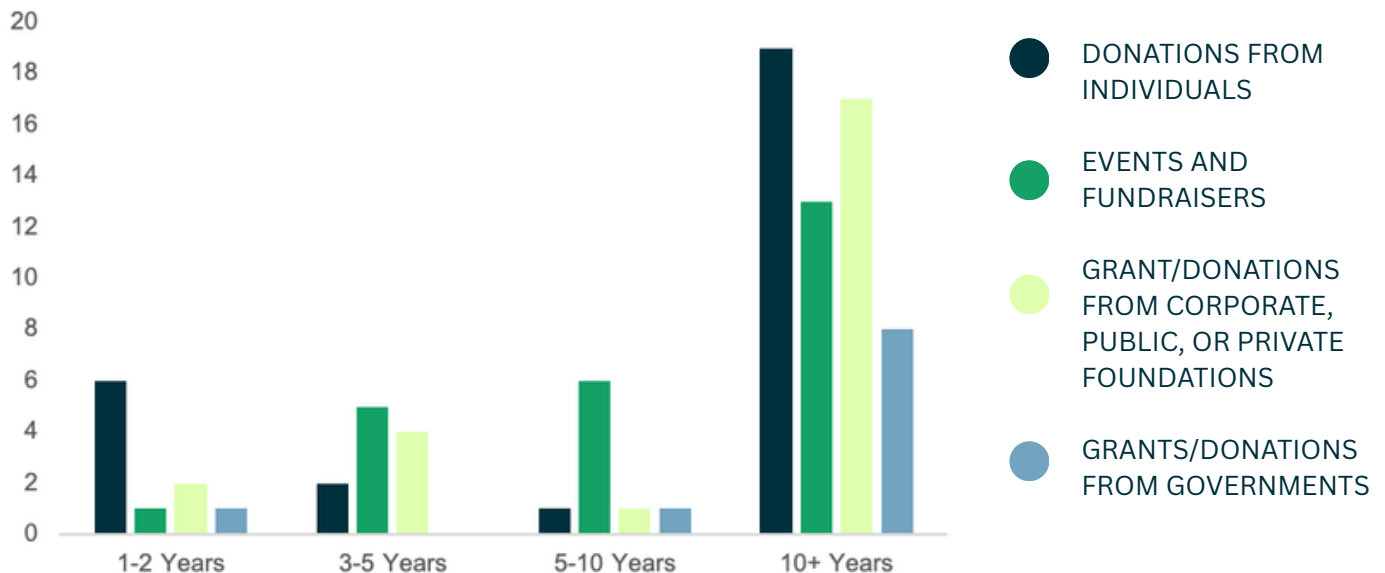
III. FUNDRAISING

FUNDRAISER STAFFING



16 of 35 organizations with \$500,000+ revenue employ a full-time fundraiser. Only 2 of 11 in the \$300,000-\$500,000 range have a full-time fundraiser. None in the smaller ranges have a full-time fundraiser.

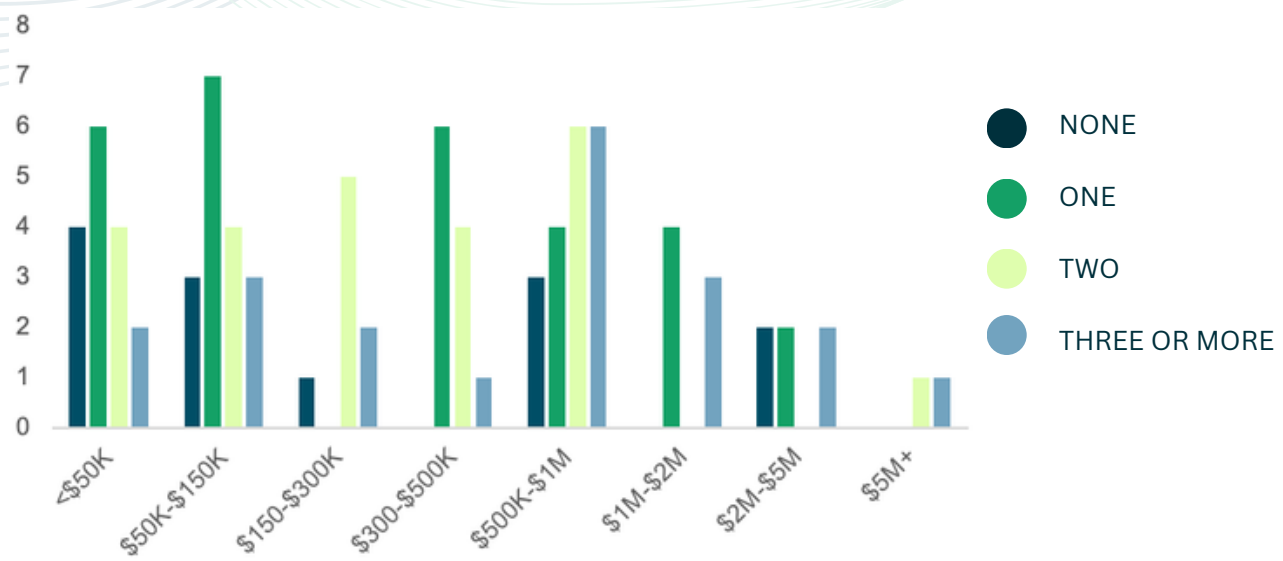
PRIMARY REVENUE SOURCES



For organizations less than 10 years old, many reported that individual donations or events and fundraisers is the predominate method of raising funds. As the organizations age, more report a higher reliance on grants from foundations and governments.

III. FUNDRAISING

ANNUAL EVENTS BY REVENUE



Individual donations (32%) and Events (28%) are the primary lifelines. Hosting one major event per year is most common, (29 organizations), while 20 organizations host three or more events annually

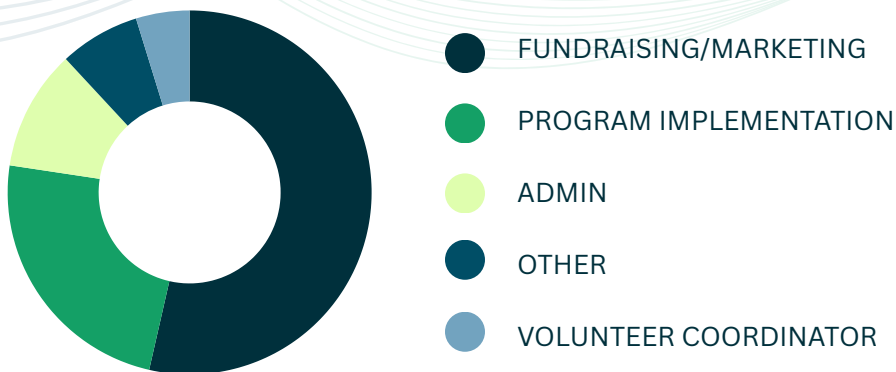
REAL CHANGE BEGINS WHEN PURPOSE BECOMES PARTNERSHIP.





IV. GAPS, NEEDS & CONSTRAINTS

This section of the report contains feedback from EDs on the gaps, needs and constraints they face in running and growing their organization.



Almost half of responders said that not having resources dedicated to fundraising was their largest concern. EDs feel trapped in a cycle not having the funds to hire a fundraiser but lacking the time to fundraise. This is especially true for organizations with \$150k in revenue or less. Only in national organizations who receive national funding is staffing for programming equal to staffing for fundraising.



Newer organizations (1–5 years) indicate that office space is their largest barrier, along with fundraising. These organizations often operate from their homes.



EDs in all revenue categories cited not enough staff. This requires EDs to “wear too many hats”. EDS also mentioned a “lack of board engagement” on vital issues.



EDs mentioned struggles with accounting, bookkeeping, and social media management due to a lack of specialized training or funds to outsource to professionals.



Organizations identified a need for shared accounting, legal, and IT services to reduce the administrative burden. While 38 organizations have paid accountants, a significant number (21) still rely on volunteers or board members to do the books.



IV. GAPS, NEEDS & CONSTRAINTS



Organizations suggested having shared transportation and additional training and education.



When asked what a new nonprofit could be tasked with, several mentioned providing coordinated services or a community resource center for events, etc.



MOVING FORWARD WITH PURPOSE

**The data in this report tells an important story—
but it**

Behind every statistic is an organization working tirelessly to meet a community need, an executive director balancing impossible demands, a volunteer giving their time, and a donor choosing to make a difference.

Our hope is that these findings spark meaningful conversations, strengthen partnerships, and inspire strategic investments that allow Baldwin County's nonprofit community to thrive.

“When we invest in the organizations serving our neighbors, we invest in the future of our community.”



LEE CHARITIES, INC.

WHERE CONNECTIONS FUEL IMPACT



leecharitiesinc.com | Baldwin County, AL. | Stronger Together



LEE CHARITIES, INC.
WHERE CONNECTIONS FUEL IMPACT

2026 Baldwin County Nonprofit Landscape Report