



State of the
**INDEPENDENT
SECTOR**
in Oregon



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THE CENTER FOR NONPROFIT
AND PHILANTHROPIC INSIGHT at
ECOnorthwest

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*This inaugural brief by ECONorthwest's **Center for Nonprofit and Philanthropic Insight (CNPI)** is a snapshot of Oregon's independent sector and its contributions to the state. In it, we synthesize the most recent quantitative data on sector composition, employment, assets, geography, revenue, and public trust. While many datasets can help illustrate the role of nonprofits and foundations in Oregon's communities and economy, this report centers a core group of publicly available data sources that we hope will establish a meaningful baseline for future research.*

Qualitative data also provide critical insight into the lived experiences behind these numbers and the voices of those working in the sector. We are grateful for the leadership of the Nonprofit Association of Oregon (NAO) and the Coalition of Communities of Color (CCC) in advancing that understanding through their research and reporting. We know this brief is just scratching the surface and we welcome partnership and further opportunities that continue to expand our shared understanding of Oregon's independent sector.

What is the independent sector?

Nonprofits, and their foundation partners, help heal, feed, house, inspire, and connect Oregonians in every county across the state. Nonprofits are mission-driven organizations that reinvest all their resources into their ability to serve the public good rather than generating profit for an owner or shareholder. Foundations are a type of nonprofit that steward financial assets and distribute grants to support the work of other nonprofits and communities.

Collectively, these organizations form what is often called the independent sector—the part of Oregon's economy that operates separately from government and business while contributing to both through work dedicated to the public good. The independent sector is a substantial part of Oregon's economy and is the only sector nationwide where public trust is growing rather than falling.

In 2025, the data tell a clear story: Oregon's independent sector is essential to the state's economy and community well-being, and it's under increasingly unsustainable strain.

Nonprofits (the Fine Print): The term nonprofit refers to an organization's tax status, not its mission or activities. Although nonprofits operate differently from businesses and government agencies, they are subject to state and federal laws, employment regulations, and IRS oversight. They must also comply with annual reporting and financial disclosure requirements, and many are required to conduct independent audits or meet specific grant and contract reporting standards.

How many nonprofits call Oregon home—and what do they do?

From major statewide institutions to local organizations that sustain community well-being, Oregon's nonprofits are a core part of daily life across the state.

Over the last decade, the number of nonprofits in Oregon has grown at a similar pace to the national average and more slowly than the state's for-profit sector.¹

In Oregon in 2022 (the most recent year with reliable data), there were **around 10,000 nonprofits with employees** and up to **13,000 without employees**. Those nonprofits with employees include cornerstone institutions like Habitat for Humanity, OMSI, Oregon Public Broadcasting, the Oregon Food Bank, the Oregon Shakespeare Festival, Oregon Environmental Council, and Rural Development Initiatives, as well as regional organizations across the state—domestic

violence shelters, youth programs, community health clinics, senior centers, irrigation districts, and museums.

About 5,800 nonprofits without employees are based in Oregon.² These all-volunteer nonprofits include organizations such as youth sports leagues, Parent-Teacher Associations (PTAs), local animal rescues, neighborhood associations, and Rotary Clubs.

Oregon's Share of Public Benefit Nonprofits vs. Other Types

NONPROFITS

Nonprofits are mission-driven organizations that reinvest their resources into their ability to serve the public good rather than generating profit for an owner or shareholder.

CHARITIES

Charities are organized for "charitable purposes" that promote the well-being of the public at large or for the benefit of an indefinite number of persons. Charities can take the form of nonprofits, trusts, or associations.

Source: ProPublica Nonprofit Explorer Database, 2024 and Oregon Secretary of State Active Nonprofit Database, 2025.

Oregon's nonprofit sector is diverse, encompassing organizations that serve the public good, membership groups, faith communities, and mutual benefit associations. For the purposes of this brief, we focus specifically on **public benefit organizations** (sometimes referred to as charitable organizations or public charities). These are organizations whose missions are centered on serving the public good, rather than a specific membership group or a faith community.

MUTUAL BENEFIT

26%
9,441

A corporation that is organized to provide benefits for their members or a small group of people and does not fit within the definition of a public benefit or religious corporation.

RELIGIOUS

17%
6,045

A corporation organized primarily or exclusively for religious purposes and tax-exempt under 501(c)(3).

PUBLIC BENEFIT

56%
20,142

A corporation that is either organized for a public or charitable purpose, or is tax exempt under section 501(c)(3).

PRIVATE FOUNDATIONS

Foundations are charitable entities that steward financial assets and distribute grants to support the work of nonprofits and communities.

3%
900



How does the sector shape Oregon's economy?

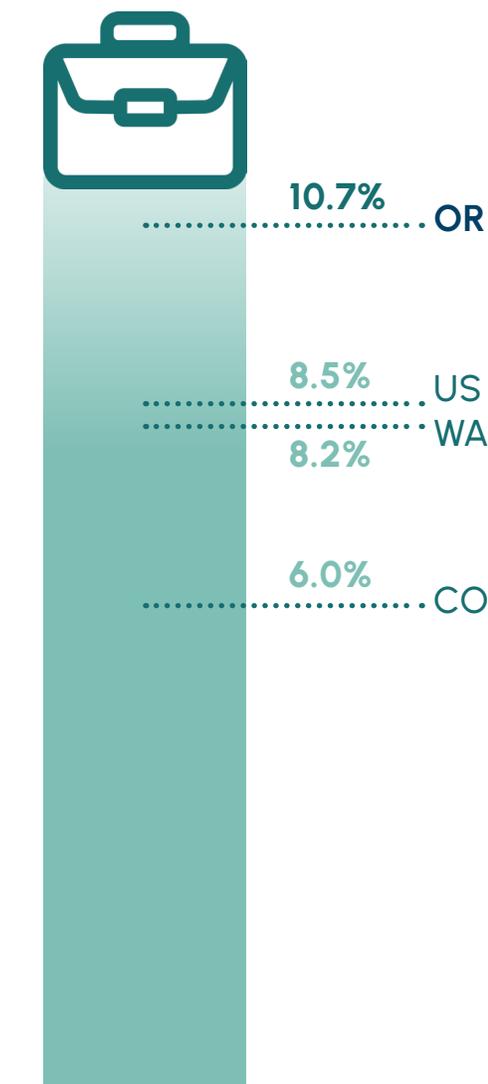
The independent sector is both a community asset and an economic driver, employing more than one in ten Oregonians.

According to the Bureau of Labor Statistics, more than 208,000 people, nearly 11% of Oregon's workforce, are employed by nonprofit organizations.³ The state's nonprofit sector is seven times larger than the Oregon-based workforces of Nike and Intel combined.⁴

The nonprofit share of employment has remained consistent for more than a decade, even through major economic and demographic shifts.⁵ Nonprofits employ roughly as many Oregonians as the state's manufacturing industry and represent a larger share of the workforce than in peer states or the national average. The sector's economic footprint extends beyond payroll, as nonprofits draw in funding from national sources while reinvesting heavily in local goods, services, and jobs.

Nonprofit Share of Total Covered Employment, Oregon, 2022

Source:
Bureau of Labor Statistics, 2022
Nonprofit Sector Research Data and
2022 Quarterly Census of Employment
and Wages data.



6 In which communities or industries does the sector play the biggest role?

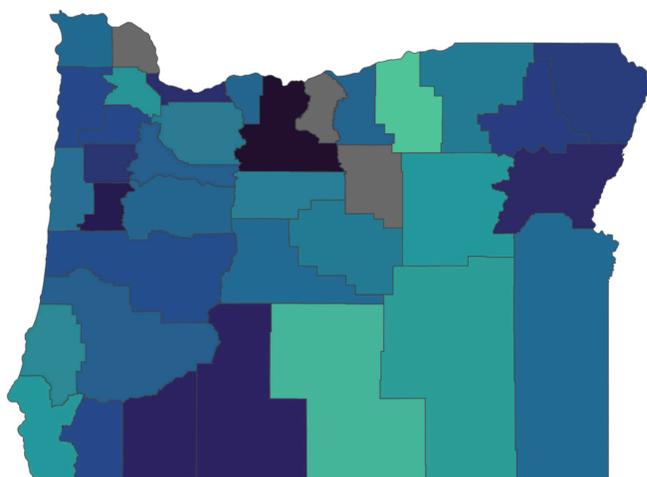
Rural Communities

In many of Oregon's remote and rural areas, nonprofits anchor both the workforce and the social safety net, sustaining livelihoods and community well-being where few other institutions exist.

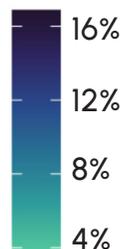
In South Central and Northeast Oregon, nonprofits are major employers and often the only providers of essential services. These organizations operate hospitals, clinics, childcare centers, food programs, and other supports that sustain daily life in rural communities.

Because rural economies rely more heavily on nonprofit jobs and service delivery, financial strain or funding cuts within the sector can have disproportionate effects which undermine both local economic stability and access to critical services.

Nonprofit Share of Total Covered Employment Across Oregon, 2022



Nonprofit Share of Total Covered Employment, 2022



Source: Bureau of Labor Statistics, 2022 Nonprofit Sector Research Data.

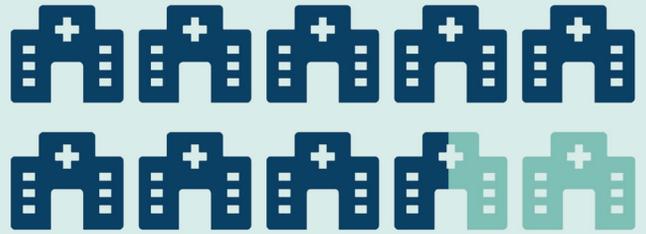
Oregon's nonprofit workforce is more diverse than other parts of the economy in several ways. Two-thirds of workers in the sector are women.⁶ Black Oregonians represent a larger share of the nonprofit workforce than in either the public or private sectors and the sector employs a higher proportion of older workers than the private sector.⁷ National data show that LGBTQIA2S+ people work in the nonprofit sector at twice the rate than in other parts of the economy.⁸ As a result, changes in the sector, particularly those affecting employment, are likely to have a disproportionate impact on these Oregonians.

Marginalized Workers

Women, Black, older, and LGBTQIA2S+ Oregonians make up a larger share of the nonprofit workforce than in other sectors, reflecting the independent sector's role as a source of opportunity for many underrepresented communities.

Healthcare and Social Services

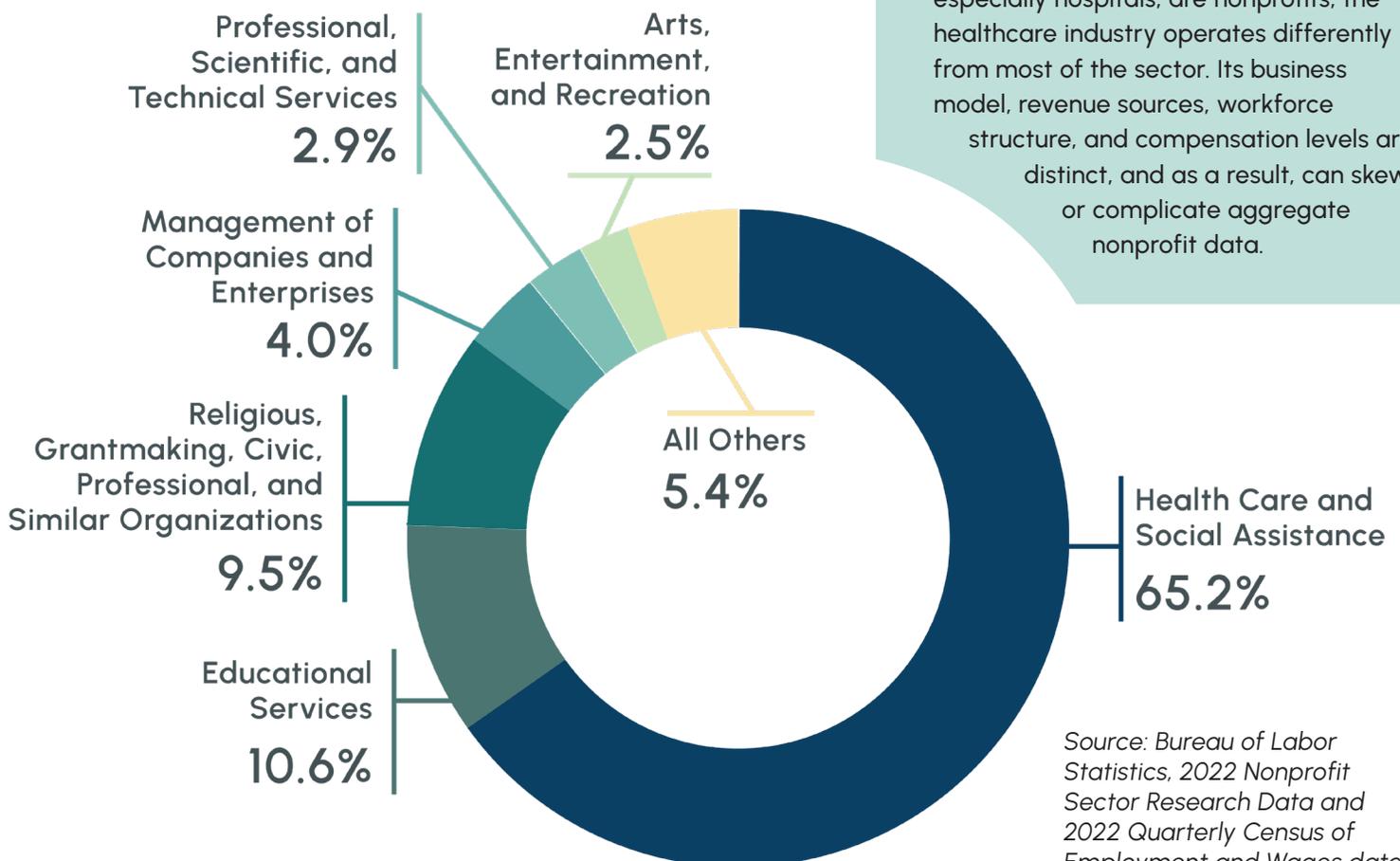
The majority of nonprofit workers in Oregon are employed in healthcare and social services, two sectors central to both quality of life and economic strength.



84% of hospitals in Oregon are nonprofits

Nonprofits form the backbone of healthcare and social services in Oregon, including 84 percent of hospitals.⁹ Social services include programs that provide food assistance, housing support, mental and behavioral healthcare, early learning, and other services that help individuals and families meet basic needs. Together, healthcare and social assistance employ roughly two-thirds of all nonprofit workers in Oregon.

Nonprofit Employment by Sector, Oregon, 2022



Source: Bureau of Labor Statistics, 2022 Nonprofit Sector Research Data and 2022 Quarterly Census of Employment and Wages data.

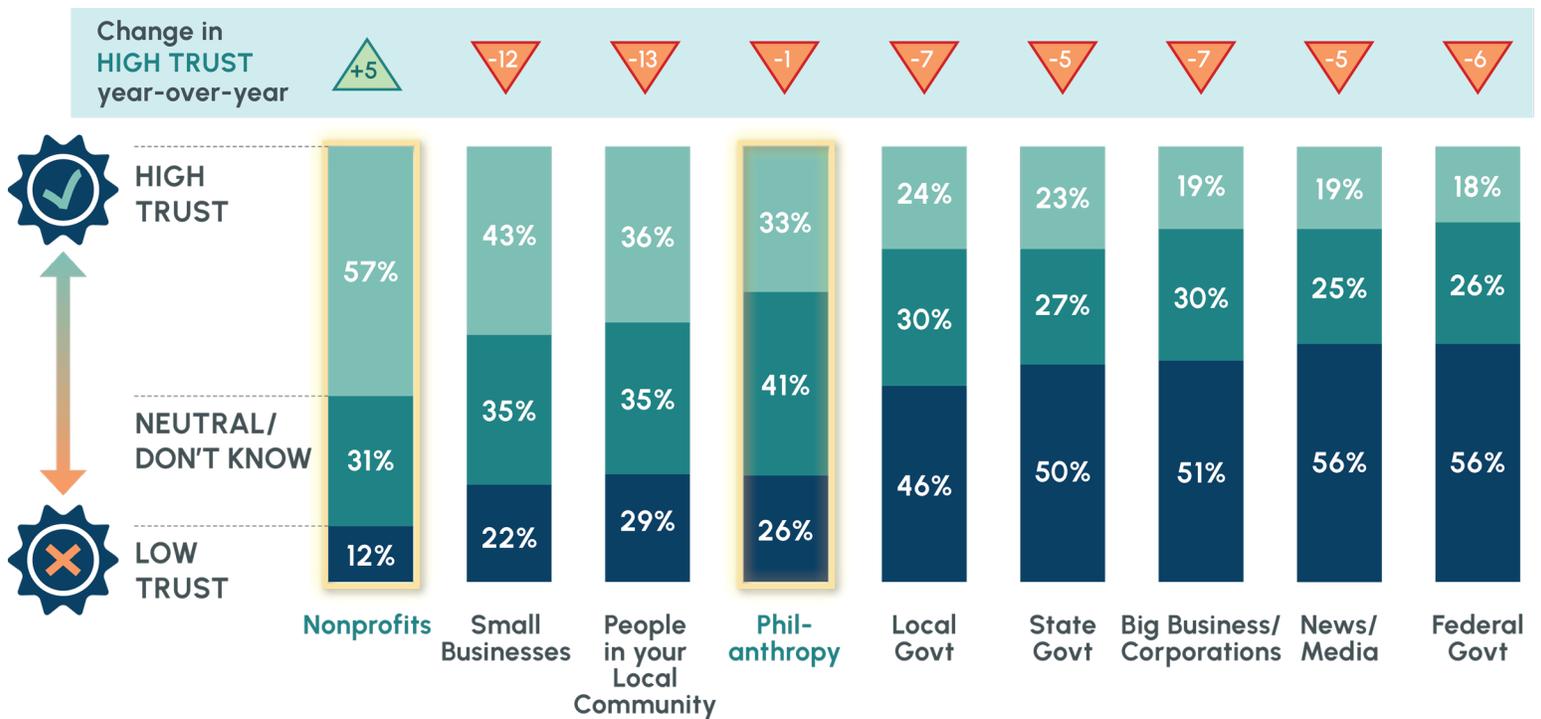


How does the public view the sector?

Nonprofits remain the nation's most trusted institutions amid a widespread loss of faith in other institutions.

In 2024, Americans reported declining trust in nearly every major institution, including the media, federal government, small businesses, and others in their community. The nonprofit sector was the only sector to move in the opposite direction, with public trust rising by 5 percent. More than half of Americans now say they have high trust in nonprofits, signaling that the sector continues to hold a unique position of credibility in a period of widening divides and increasing doubt.¹⁰ Trust in philanthropy declined only marginally, with a third of Americans still expressing high confidence in foundations.

Public Trust by Sector, 2024



Source: Independent Sector. 2024 Health of the U.S. Nonprofit Sector: Annual Review. Independent Sector, December 2024.



How does the sector compare in size to the public sector?

Oregon's independent sector employs as many people as local government, highlighting its scale and importance in the state's workforce.

Oregon's independent sector employs about 208,000 people, on par with local governments statewide, which employ roughly 204,000 workers including teachers, firefighters, administrators, inspectors, librarians, and public works staff who maintain roads, utilities, and infrastructure.¹¹

In effect, the nonprofit sector serves as Oregon's parallel public workforce, equal in scale to local government and sharing its commitment to the public good. Together, these workers form the core of the state's civic infrastructure and are essential to community well-being.

Share of Total Covered Employment by Sector, 2022



Source: Bureau of Labor Statistics, 2022 Nonprofit Sector Research Data

Where do nonprofits get their funding?

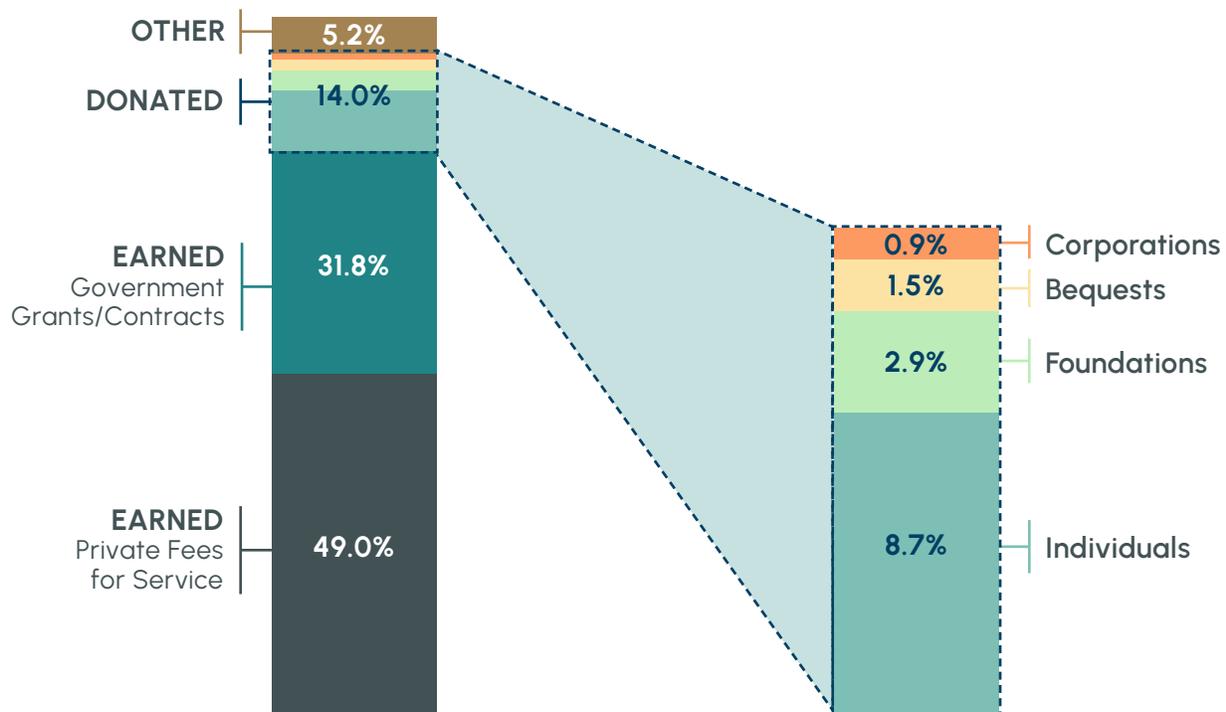
Most nonprofit revenue is generated through earned income and government contracts, with private philanthropy contributing less than 15 percent of total sector income.

Nonprofits rely on a mix of revenue sources, including fee-for-service, government funding, and charitable giving. The mix of revenue can vary widely from one organization to another depending on mission, size, location, fundraising strategy, and overall context.

Nationally, about half of all nonprofit revenue comes from earned income such as hospital billing, tuition at private schools, or ticket sales at museums and theaters. A third comes from government grants and contracts that fund programs such as affordable housing, workforce training, childcare

subsidies, and community health services. Together, these two sources account for roughly 80 percent of revenue in the sector. The remaining share of less than 15 percent comes primarily from private philanthropy, including individual donations, foundation grants, bequests, and corporate giving. This mix shows that most nonprofits operate primarily within both market and government systems, relying far less on private donations than many people assume.¹²

Charitable Nonprofit Revenue Sources, 2019



Source: National Council of Nonprofits. 2019. [Nonprofit Impact Matters: How America's Charitable Nonprofits Strengthen Communities and Improve Lives](#).

What's important to know about **government funding** for nonprofits?

Nationally, government funding accounts for nearly one-third of all nonprofit revenue, underscoring how deeply public systems depend on the independent sector to provide essential services.

In Oregon and across the United States, the government depends on nonprofits to deliver services that other nations provide directly through the public sector. Through public contracts, nonprofits provide many of Oregon's core programs, including preschool education, affordable housing, healthcare, workforce training, and food assistance.

These partnerships make nonprofits essential to public systems but also expose them to fiscal risk. When budgets tighten, state and local governments often reduce contract spending before scaling back their own operations, leaving nonprofit services among the first to be cut.

In 2025, roughly one in three nonprofits reported delayed, frozen, or lost payments from public revenue streams.¹³ This instability shifts financial stress from government to the nonprofits carrying out its work, even as community needs continue to grow.

Public systems often underserve marginalized communities, and nonprofits are often the only trusted or accessible providers for people of color, LGBTQIA2S+ people, low-income and rural residents, youth, elders, and people with disabilities. When public funding for these organizations is cut, delayed, or destabilized, the harm falls disproportionately on these communities, deepening existing inequities.¹⁴

One nonprofits
in reported delayed,
Three frozen, or lost
payments from
public revenue
streams in 2025



What's important to know about donations from individuals to nonprofits?

Although charitable giving makes up a relatively small share of nonprofit revenue, most of those dollars come directly from individuals, who remain the sector's largest and most consistent source of philanthropic support.

While earned income and government funding make up the bulk of nonprofit revenues, charitable giving, mostly from individuals, tends to be the more visible tip of the funding iceberg. About 14 percent of revenue comes from individual donations, foundation grants, bequests, and corporate giving. Of all charitable dollars given nationwide, most come from individuals, who accounted for about 72 percent of total donations between 2010 and 2014. That share has declined slightly over time, but individuals remain by far the largest source of giving.¹⁵

In 2024, individual donations grew by 8.2 percent to an estimated \$392 billion nationwide.¹⁶ That's more than the entire gross domestic product of Oregon (the annual value of all goods and services in the state).¹⁷ In Oregon communities, this generosity from individuals shows up in both dollars and time. About 36 percent of Oregonians volunteered in 2023, compared with 28 percent nationally. Many of the state's 5,000 all-volunteer organizations rely entirely on donated time and effort.¹⁸

What's important to know about corporate donations to nonprofits?

Corporate giving accounts for less than 1 percent of total nonprofit revenue nationwide, making it the smallest slice of both charitable funding and overall nonprofit funding.

Corporate philanthropy plays a very modest role in the overall charitable funding landscape, despite its visibility.¹⁹ Corporate contributions fluctuate with profits, tax incentives, and broader economic conditions, making them less consistent than individual or foundation giving. Given the limited role they play in the overall funding landscape, that volatility has a relatively minor effect compared to fluctuations in government contracts or individual donations. In the U.S. in 2024, corporate giving totaled about \$30 billion, representing less than 5 percent of all charitable giving.²⁰

A Sector Within A Sector: Meet Oregon's Foundations

About 900 of Oregon's nonprofit organizations are private foundations. While most nonprofits earn or raise revenue each year to sustain their services, private foundations are typically established by individuals, families, or corporations to manage financial assets and make grants to other nonprofits. Because foundation revenue comes from investment income, they are not dependent on annual fundraising or fee-for-service income. Oregon's largest private foundations (by asset size) include the Ford Family Foundation, Meyer Memorial Trust, and the M. J. Murdock Charitable Trust.²¹

Community foundations also make grants to nonprofits but operate differently. They raise donations from the public, pool those resources, and then grant the funds back out to meet local needs. Oregon is home to several community foundations, including Seeding Justice, Social Venture Partners, and several regional United Ways. The state is also home to the sixth-largest community foundation in the nation, Oregon Community Foundation (OCF).

Together, Oregon's private foundations and OCF steward a combined \$12 billion in assets.

The section on overall revenue notes that foundations account for about 3 percent of the total funding supporting the nonprofit sector. Although foundations give roughly three times more than corporations, they provide only about one third as much as individual donors.

As with corporate giving, foundation funding often receives more public attention than its share of nonprofit revenue would suggest.²² This view also fuels an expectation that foundations and/or individual donors can fill the gaps left by shrinking government budgets, not only within the nonprofit sector but across public programs more broadly.²³

Oregon's foundations are a powerful force for good, but they operate on a vastly different scale than government. Together, the state's 900 private foundations hold about \$11.8 billion in assets, a meaningful sum but very small compared to the cost of running Oregon's public systems.²⁴ Oregon's Department of Education alone spends \$15.5 billion each year, and total state expenditures in 2022 reached \$63.3 billion.²⁵ Even if all of Oregon's foundations spent their assets at once, the total would not cover a single year of public education spending.

If every foundation in Oregon liquidated its assets tomorrow, the combined total would fund less than ten weeks of the state's public operations.



100%

Total Foundation Assets



ALL 900 FOUNDATIONS IN OREGON, ALL-TIME

Oregon State Expenditures



ANNUAL EXPENDITURE FOR OREGON

It's clear that foundations cannot replace any meaningful loss in public funding. However, the extent to which they could, or should, increase their total grantmaking remains an open question.

Since 2013, Oregon's 22 largest philanthropic institutions, measured by asset size, have maintained median annual grantmaking between 4.3 and 5.9 percent of total assets.²⁶ This aligns with the federal requirement that private foundations distribute at least 5 percent of their assets each year (including both grants and operating expenses). The 5 percent requirement sets a legal minimum for annual giving, but there is no maximum; foundations may give a higher percentage at their discretion.

Over the past decade, Oregon's largest foundations have given a consistent share of their assets to nonprofits—around 5%—amidst market ups and downs.

Median Annual Grants as a Percent of Assets, 2013–2024



Source: ProPublica 990 Nonprofit Data, 2013–2024



The steady grantmaking rates in Oregon may reflect the fact that many foundations are intended to exist for decades or in perpetuity, which often leads to grantmaking levels designed to preserve core assets over long periods of time regardless of market conditions. Because foundation assets fluctuate with market performance, sometimes substantially, many foundations also work to keep their overall level of giving steady even as their portfolios rise or fall in value. This approach can help provide stability for grantees during economic volatility.

Every foundation invests differently, making it difficult for outside observers to replicate and model the details of specific investment returns. Yet modeling based on S&P 500 performance for the decade from 2013 to 2023 suggests a foundation invested broadly in the stock market could have made grants at a rate of 9.8 percent per year, almost twice the actual rate of Oregon's largest foundations, without diminishing its total assets.²⁷



Perspectives on how much foundations should give vary widely. At one end of the spectrum, Donor Advised Funds (DAFs) allow donors to contribute and receive an immediate tax benefit, without any legal requirement to make grants within a specific period. As a result, funds can compound indefinitely without any mandatory charitable distributions. Nationally, about one-third of DAFs are inactive, meaning they have made no grants in the previous three years.²⁸ However, the median payout for all DAF holders is about 9 percent of total fund assets.

At the other end of the spectrum, some private foundations adopt a limited-life or spend-down approach, intentionally granting at levels that deplete their assets entirely over a set period of time. The Gates Foundation, the largest foundation in the US, has confirmed it plans to follow this model.²⁹

Between these two approaches lies a wide range of practice. Where any given foundation falls depends largely on the decisions of its board and leadership. These decisions reflect considerations such as asset preservation, community needs, grantmaking strategy, operating costs, political and economic conditions, and differing views on whether fewer dollars now are more effective than more dollars later.

One area of the nonprofit ecosystem where foundation funding represents a larger share of total revenue is in what's often referred to as systems change work. This includes grassroots organizing, policy advocacy, narrative change, coalition building, and support for emerging or innovative practices.

These efforts are difficult to sustain through fee-for-service models, are often ineligible or impractical for government funding, and tend to attract less individual giving than direct service programs. As a result, foundations play a pivotal role in supporting upstream work with the greatest potential to reshape the systems that drive the growing demand for the nonprofit sector's downstream services.

Many Oregon foundations also contribute to the public good through mechanisms beyond traditional grantmaking. These include impact investing, scholarships, direct stipends to community members, research and data initiatives, contracts with small and minority-owned businesses, direct policy advocacy, providing free or low-cost event spaces, and convening grantees or other partners.

A final note about Oregon's foundation landscape over the past decade: two newcomers joined the ranks of the state's largest foundations, the Marie Lamfrom Charitable Foundation and the Roundhouse Foundation Charitable Trust. Both existed before 2013 but grew substantially following large bequests from the estate of Gert Boyle, the legendary founder of Columbia Sportswear.

In Summary

Without coordinated efforts to increase revenue and improve funding predictability across government and philanthropy, the data suggests the sector's capacity will continue to fray, limiting its ability to meet growing demand and forcing some organizations to cut essential services or close altogether.

The independent sector is a cornerstone of Oregon's economy and community life, providing essential services across the state and reaching many of its most marginalized communities, especially through healthcare and social supports. Oregon also benefits from a strong base of civic engagement, with high rates of volunteerism and steady levels of individual and foundation giving that help sustain the sector's reach and impact. Nonprofits stand

apart as the most trusted institutions in the nation in a time when public confidence in nearly every other sector is eroding.

At the same time, findings show that Oregon's nonprofits are operating under compounding strain. Many are being asked to fill the service gaps left by shrinking public budgets while also facing disruptions in the government funding that sustains their operations. Contribution rates from Oregon foundations and individuals have remained steady rather than expanding, contributing to a triple squeeze on the sector's capacity: rising need, shrinking public resources, and stagnant private giving.

Oregon's nonprofits parallel local government in both the scale of their workforce and the essential services they provide. Even as demand for and trust in their work have grown, the resources that sustain nonprofits have not kept pace and, in many cases, are declining. Without coordinated efforts to increase revenue and improve funding predictability across government and philanthropy, the data suggest the sector's capacity will continue to fray, limiting its ability to meet growing demand and forcing some organizations to cut essential services or close altogether.

Continued efforts to better understand the scale, contributions, pressures, and potential of Oregon's independent sector contribute to our collective stewardship of a system that quietly sustains our state's communities and economy.

Appendix



This appendix describes the datasets that ECONorthwest analyzed to provide nonprofit and private sector insights, including considerations about potential data limitations.

Bureau of Labor Statistics (BLS)

ECONorthwest analyzed the 2022 BLS Nonprofit Sector Research dataset and 2022 Quarterly Census of Employment and Wages dataset to obtain insights regarding nonprofit sector size—in terms of employment share—in comparison to for-profit and public sector size. The Nonprofit Sector data itself is generated by the BLS using QCEW microdata; as a result, all of the considerations relevant to QCEW data are relevant to the Nonprofit Sector Data as well.

QCEW data is a quarterly count of employment and wages reported by employers. The primary data source is the administrative data from state unemployment insurance (UI) programs across the country. Before publication, the BLS and state agencies “review and enhance the QCEW data, correcting errors, imputing for nonreporting, and confirming and annotating unusual movements.”³¹

Some employment in the economy is not captured under “covered employment.” QCEW does not capture proprietors, the unincorporated self-employed, unpaid family members, and certain farm and domestic workers (among others).³²

NONPROFIT SECTOR DATA CONSIDERATIONS

BLS datasets capture a broad range of 501(c)(3) nonprofits. This report is mainly concerned with charitable organizations, but it is possible that religious and mutual benefits organizations are represented in the employment data given the BLS data does not disaggregate nonprofits by these designations.

In addition, some nonprofits may not register with the state and access unemployment insurance trusts instead. These nonprofits will not appear in the BLS data and are therefore not represented in the report.

COMPARISON TO OTHER DATASETS

This report’s nonprofit sector data shows 208,000 nonprofit employees in 2022. Previous analysis by ECONorthwest showed 246,000 nonprofit employees in 2022 using American Community Survey (ACS) PUMS 1-year data. The difference in count is a result of differing data collection and preparation practices across data products. ACS data is generated by the Census Bureau using a nationally representative sample survey of households. Employment statistics in this data product are based on the self-reported employment status of individuals.

IRS 990 Data

ProPublica's Nonprofit Explorer data was used in this analysis, given its robust coverage of nonprofit data and relatively recent vintage. The Nonprofit Explorer database is a centralized storehouse for longitudinal 990 IRS tax filing data for all registered nonprofit organizations in the US that are required to file a 990 (annual gross receipts of at least \$50,000). While the IRS provides the raw 990 data to the public, its structure and file format is complex. As a result, only a few organizations such as ProPublica have spent the time necessary to clean and format the data for public use. The database often does not have the available data necessary to update organizations' 2023 and 2024 records, meaning there are rare instances in which there are missing records for some organizations.

Oregon DOJ dataset

Oregon Revised Statute (ORS) 128.610 requires all trusts, corporations, and associations engaged in qualifying charitable activities to register with the Oregon Department of Justice (DOJ). Qualifying activities include soliciting donations, holding assets, or providing charitable services.

The OR DOJ dataset documents a larger number of nonprofit organizations than the BLS dataset due to a variety of factors. This dataset includes nonprofits with zero employees and does not distinguish between national nonprofits with Oregon addresses and those that operate solely within the state. The dataset also includes a wide range of nonprofit organizations, such as mutual benefit organizations and entities that only solicit donations rather than provide direct services.

End Notes



1. Bureau of Labor Statistics, 2022 Nonprofit Sector Research Data and 2022 Quarterly Census of Employment and Wages data.
2. There are an additional 7,000 nonprofits, which include national charities that are registered to undertake charitable activities in Oregon. Many of these may be simply soliciting donations in Oregon rather than undertaking charitable work in the state.
3. Covered employment includes workers covered by OED law and by the program of Unemployment Compensation for Federal Employees (UCFE).
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5. ECONorthwest analysis of Bureau of Labor Statistics' 2022 Nonprofit Sector Research data and 2022 Quarterly Census of Employment and Wages data.
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7. Ibid.
8. Clerkin, Cathleen. The State of Diversity in the U.S. Nonprofit Sector. Candid. 2024. <https://www.issuelab.org/resources/43685/43685.pdf>
9. Bureau of Labor Statistics, 2022 Nonprofit Sector Research Data and 2022 Quarterly Census of Employment and Wages data.
10. Independent Sector. 2024 Health of the U.S. Nonprofit Sector: Annual Review. Independent Sector, December 2024. https://independentsector.org/wp-content/uploads/2024/12/annual-health-report-dec2024_v4.pdf
11. This sector employment level, based on BLS Nonprofit Research data, differs from a previous ECONorthwest analysis citing 246,0000 nonprofit employees in 2022, using American Community Survey (ACS) PUMS 1-year data. See the report Appendix for a detailed overview of the BLS data considerations and limitations.
12. National Council of Nonprofits. Nonprofit Impact Matters: How America's Charitable Nonprofits Strengthen Communities and Improve Lives. 2019. <https://www.nonprofitimpactmatters.org/data/downloadable-charts/>
13. Tomasko, Laura et al. How Government Funding Disruptions Affected Nonprofits in Early 2025: Nationally Representative Findings from the Nonprofit Trends and Impacts Study. Washington, DC: Urban Institute, October 2025. https://www.urban.org/sites/default/files/2025-10/How_Government_Funding_Disruptions_Affected_Nonprofits_in_Early_2025.pdf
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