



From Fragmented to Shared: A New Model for Nonprofit Employment



Mission Service Allies – NAO's Professional Employer Organization (PEO) for Charitable Nonprofits

A White Paper Prepared by the Nonprofit Association of Oregon (NAO)

Table of Contents

From Fragmented to Shared: A New Model for Nonprofit Employment

Letter from Executive Director	Page 1
Executive Summary	Page 2
Introduction	Page 4
Background	Page 4
The Solution	Page 5
The Original Plan	Page 6
Why NAO Supported This	Page 6
The Process	Page 7
Research Phase (January - August 2023)	Page 7
Feasibility Study (September 2023 - October 2024)	page 7
Setbacks	Page 8
PEOs Not Focusing on Nonprofits	Page 8
The Nonprofit Workforce	Page 9
Lack of Oversight	Page 9
The Solution	Page 11
Solidifying a Partnership	Page 11
Future Services	Page 12
Call to Action	Page 13
For Members	Page 13
For Funders	Page 13
For Other Associations	Page 14
Conclusion	Page 14
Appendices	Page 15
Appendix A: More About the PEO Industry	Page 15
Appendix B: PEOs Explored	Page 15

Letter from Executive Director



The nonprofit sector is vibrant, resilient, and incredibly important to our communities across Oregon and America. Nonprofit organizations keep Oregon communities healthy, create and magnify public benefits, catalyze opportunities to participate in civic affairs, and enrich cultural life. They are the individual and group expressions of collective charitable action, community, and cultural identity. Nonprofits reach underrepresented and underserved communities throughout Oregon and are focused on meeting the needs of those who are not often heard. Nonprofits have become “critical civic infrastructure” to the point that imagining a world without nonprofits is nearly impossible. In short, nonprofits represent the best of us and are fundamental to a functioning society.

The nonprofit sector also has a “down” side. Too often, the nonprofit employees are paid lower wages for similar or harder work than their public and private sector peers, receive limited health insurance support, and have limited opportunities for putting away for retirement. Born out of America’s early Christian views of “charity,” our sector has always been cast as a group of humanitarian do-gooders who already have resources and are participating in public benefit works as a means of expressing their values. While part of that is true, the nonprofit sector in America, and certainly in Oregon, has grown to a profession that requires enormous capacities across broad swaths of needs.

When I came on as Executive Director of NAO in the Fall of 2012, I felt a responsibility to make headway for our sector on wages, health insurance, and retirement. As noted throughout this paper, NAO has tried several different models through the years, unfortunately hitting dead ends along each route, until recently. The project detailed in this paper is something we have been working on for the past three years, but follows on from years of earlier work that set the foundation. NAO decided to do this initial study as part of our thought leadership programming, in other words, a research project to see what was feasible. The hope is that we are not only providing a solution for our membership but also have created something that can be duplicated in other states. We also want to shine a light on the importance of the nonprofit sector and the challenges we face in providing adequate healthcare and overall support for our employees.

“Nonprofits are critical civic infrastructure — our communities cannot function without them.”



Jim White
Executive Director,
NAO

A handwritten signature in black ink, appearing to read 'Jim White', written in a cursive style.

Jim White
Executive Director
Nonprofit Association of Oregon

Executive Summary

The charitable nonprofit sector is a vital engine of community health, culture, and democracy, but too often it operates at the expense of its own workforce and organizational capacity. Many nonprofits, especially smaller organizations and those constrained by restrictive grants and contracts, have struggled with subpar wages, limited benefits, and thin administrative infrastructure. This has contributed to high staff turnover, leadership burnout, and missed opportunities for impact. At the same time, nonprofit leaders are increasingly overwhelmed by the business side of running a corporation, like HR, payroll, compliance, technology, and recordkeeping, rather than focusing on mission delivery. NAO’s long-standing efforts to address rising health insurance costs for its members revealed systemic barriers, including the difficulty of securing association health plans and how current insurance and benefits structures fail to recognize the scale and importance of the nonprofit workforce.

In exploring solutions, NAO examined multiple models, including a MEWA and an association health plan, but carriers declined to partner despite NAO’s sizable membership representing tens of thousands of employees. NAO then turned to the growing national trend of nonprofits using Professional Employer Organizations (PEOs). PEOs provide HR, payroll, benefits administration, and risk management through a co-employment model that allows small and midsize organizations to access economies of scale and more competitive benefit offerings. Research confirmed that PEOs can help organizations grow faster, reduce turnover, and lower administrative and benefits costs. However, NAO’s feasibility study also exposed a critical challenge: most PEOs neither understand nor prioritize nonprofits, and many effectively “cherry-pick” lower-risk clients. Because nonprofit workforces skew female and older, and because PEOs quote using large-group, experience-rated methods, many nonprofit employers in NAO’s pilot were either declined or quoted at significantly higher rates than their existing small-group plans.

This experience underscored both the systemic under-valuation of the nonprofit workforce and a gap in regulatory oversight. Nonprofits represent nearly 10% of the private-sector workforce nationally and an even higher share in Oregon, yet are often invisible in labor statistics and underserved by the PEO and insurance industries. Oversight in Oregon focuses more on carrier solvency and broad fairness than on ensuring that specific sectors, like nonprofits, benefit from optimal risk pooling or equitable pricing. NAO’s attempts to secure an association plan were blocked not by regulation per se, but by insurers’ reluctance to “bid against themselves” by offering discounted rates to a concentrated block of nonprofit employers.

In response, NAO shifted its strategy from creating a new nonprofit PEO to identifying a partner that could be customized to the needs

Nonprofits employ nearly 10% of the entire private-sector workforce nationwide.

of nonprofits. After a multi-year research and feasibility process, NAO selected Amplify HR, a privately held, mid-size PEO founded in 2017, which demonstrated the flexibility and appetite to serve the nonprofit sector and provided competitive quotes for NAO's membership. NAO is housing this partnership in a new charitable LLC, Mission Service Allies (MSA), wholly owned by NAO. The PEO offering is the first step in a broader vision: over time, MSA will provide integrated back-office services tailored to nonprofits, including bookkeeping, fiscal sponsorship, recordkeeping, and technology support. The goal is to relieve nonprofit leaders of administrative burdens, strengthen compliance, create more equitable and competitive workplaces, and ultimately improve outcomes for communities and donors alike.

Through this model, NAO seeks to:

- Narrow the equity gap for nonprofit employees by improving access to quality benefits and more efficient HR systems,
- Reduce organizational risk related to employment and compliance,
- Free leadership time and attention for mission-focused work,
- Help new and smaller nonprofits launch and scale more effectively, and
- Ensure more donated dollars go directly to impact rather than unnecessary administrative inefficiencies.

NAO members and foundations that join the PEO can benefit from customized pricing, robust time-tracking to support grant compliance, and stronger support for their employees. NAO has funded this initiative through member dues with the expectation that it will be self-sustaining, and invites foundations to partner in expanding services and underwriting access for grantees. Finally, NAO views this effort as a roadmap for other state and regional associations and welcomes collaboration with peers interested in adapting this model to strengthen nonprofit infrastructure nationwide.



Introduction

Background

Charitable nonprofits are essential to our community's health, culture, and democracy itself. These private corporations do public good. They exist to serve their mission, not make a profit. Sadly, over the decades, many nonprofits, especially smaller organizations or those bound by restrictive grants and contracts, have served their missions at the expense of their employees. For too long, the “charitable sector” has been offering subpar wages and anemic benefits, leading many of the best and brightest to seek work in other fields and causing stagnation in many nonprofits.

Additionally, nonprofit leaders often get distracted and even bogged down by the administrative requirements of running their “public benefit business,” which can lead to executive burnout, staff turnover, reduced impact in the community, and even failure of the nonprofit. One of the top reasons nonprofits fail is due to a lack of capacity and poor organizational development. Common mistakes include poor planning and record keeping, poor accounting and money management, and a lack of process structures, especially technology infrastructure. The burden to run these corporations is often one that the most talented want no part of and so seek greener fields elsewhere in the private sector, government, or philanthropy.

Instead of nonprofits addressing pay and benefit gaps individually, what if, collectively, nonprofits could be brought together to more efficiently and effectively run the business side of the equation? This would free up the minds and hands of talented leaders to do the good work they care most about, to serve their communities.

For years, The Nonprofit Association of Oregon (NAO) has heard from members about their rising health insurance costs. NAO itself has experienced consecutive years of double-digit increases. Over the years, NAO has attempted multiple solutions to try to minimize health insurance costs.

Just at NAO’s inception in 2010, NAO studied other state associations and attempted to create a Multiple Employer Welfare Arrangement (MEWA). At that time, the State of Oregon had put a hold on approving any new MEWA plans due to their requirements and investments under the Affordable Care Act. The State indicated that it would not allow the registration of one created for nonprofits, which promptly put a stop to the planning NAO was doing. The state revised the rules in 2022 to again allow health insurance carriers to issue a policy of group health insurance coverage to an employer association.¹

¹ Oregon Secretary of State. (n.d). Insurance Regulation-Chapter 836: Division 53 HEALTH BENEFIT PLANS, Rule 836-053-0006. Oregon Administrative Rules Database. <https://secure.sos.state.or.us/oard/viewSingleRule.action?ruleVrsnRsn=293575>

During this process, NAO also explored creating an association plan. Other nonprofit associations, like California and Washington, DC, have operated successful association plans for years. The State of Oregon approves association plans, but only after a health insurance carrier has agreed to offer coverage to an association. With NAO having over 1,600 members representing more than 30,000 employees, the case for partnering seemed obvious; however, NAO was still unable to find a viable insurance carrier to partner with.

The Solution

NAO took note of a blog post by the National Council of Nonprofits spotlighting the trend in smaller nonprofits and foundations utilizing Professional Employer Organizations (PEO).²

PEOs are Human Resources (HR) and benefits solutions providers for small to midsize businesses. A PEO acts as a co-employer that provides HR and administrative services for businesses and employees. Co-employment is a contractual relationship in which a nonprofit and a PEO share or subcontract certain employment responsibilities. These responsibilities are clearly agreed upon in a legal document, the Client Service Agreement (CSA), between the two entities.

A PEO:

- Takes on payroll and employee time recordkeeping,
- Yields larger employee size created through co-employment, allowing the PEO to receive more competitive rates on benefits for the nonprofits and the nonprofit's employees,
- Reduces or even eliminates the need for human resources (HR) staff members or fills the need for organizations that are not large enough for an HR staff function,
- Relieves leadership of some specific compliance and accountability burdens relating to employment and finance, allowing more time and focus on serving the mission. This is especially important in the post-COVID time because more organizations are hiring virtual employees who live out of state (and need to abide by the employment laws of those states), and
- Relieves the member nonprofit of professional liability relating to specific employment and finance issues.

² Berman, H., & Delaney, T. (2019, February 19). Trendspotting: Smaller nonprofits and foundations working with PEOs. National Council of Nonprofits. <https://www.councilofnonprofits.org/articles/trendspotting-smaller-nonprofits-and-foundations-working-peos>

The PEO takes on the above items, while the nonprofit still maintains the management of the employees and programs of the organization. According to the National Association of Professional Employer Organizations, small businesses that work with a PEO grow seven to nine percent faster, have employee turnover that is 10 to 14 percent lower, and are 50 percent less likely to go out of business. Through economies of scale, businesses using a PEO can save up to 30% on benefits and services.³

At the core, most PEOs offer HR and payroll processing services. Several PEOs offer additional administrative and HR services, such as:

- Workers' Compensation Insurance
- 401k or 403b
- Employee Insurance
- Employment Practices Liability Insurance

See Appendix A: More About the PEO Industry

The Original Vision

The original vision of NAO was to create a nonprofit PEO for its nonprofit membership. The research phase of this project did not discover any PEOs solely focusing on nonprofits, nor a registered nonprofit PEO. As the project evolved, it became clear that NAO would better serve the membership by partnering with an existing PEO.

Organizations using a PEO grow 7–9% faster and are 50% less likely to go out of business.

Why NAO Supported This

Beginning in 2023, NAO's board agreed to utilize operating reserves to research this business model. NAO's Board unanimously stood behind this research because they believed there was a need to be filled, and NAO was in a unique position to be able to fill it. NAO hired Dr. Melody Bell from North Starr Consulting to lead the research and lead this project.

³ National Association of Professional Organizations. (2025). PEO industry overview. NAPEO. <https://napeo.org/intro-to-peos/industry-overview/>

The Process

NAO invested in this project as part of its thought leadership programming. North Starr Consulting was hired to lead the research and implementation. Research was first conducted to become familiar with the PEO industry and how it has, or has not, served the nonprofit sector. After the research uncovered the value that a PEO could provide to NAO's membership, a feasibility study was conducted. There were setbacks, but ultimately NAO was able to find a PEO partner to serve its membership.

Research Phase (January – August 2023)

The purpose of the research phase was to become familiar with how PEOs work, what the PEO space in Oregon looks like, and to understand what is required to become a licensed PEO. NAO's original vision was to start a nonprofit PEO that offered services beyond those offered by traditional PEOs. NAO wanted to create a one-stop shop for back-office services for its membership and also offer services not typically offered by PEOs, like bookkeeping, technology support, and fiscal sponsorship.

There is a lot that goes into establishing and maintaining a PEO. The process also takes multiple years. After completion of this research, NAO decided that it would be best suited to partner with an existing PEO instead of establishing its own PEO. The key here was to draw the market of existing PEO services further into the nonprofit space.

Feasibility Study (September 2023- October 2024)

The purpose of the feasibility study was to test whether a PEO model could provide competitive benefit rates for a sampling of NAO's membership. The pilot group consisted of 18 NAO members with over 300 employees.

In the Spring of 2024, a Request for Information (RFI) was issued to solicit responses from PEOs who were interested in partnering with NAO. The original RFI yielded responses from several PEOs. NAO narrowed the responses down to two PEOs. Those two PEOs were asked to provide quotes for the pilot group. Neither PEO was able to provide quotes for all of the pilot group, and many of the quotes were much higher than what the groups in the pilot were already paying for benefits. This led to further research as to why the research was not aligning with the data coming from the feasibility study.

Setbacks

The original intent was for NAO to launch the PEO partnership late in 2024, but several setbacks delayed the launch. It became clear during the pilot phase that PEOs typically lack a focus or understanding of nonprofits. This lack of focus may be due to some PEOs shying away from nonprofit organizations because of their employee demographics. The hope would be that government oversight would prevent cherry-picking of clients by PEOs and insurance carriers, but this is not the case.

PEOs Not Focusing on Nonprofits

501(c)(3) nonprofits in the United States employ approximately 9.9% of all the private-sector employment nationwide.⁴ Nonprofits collectively make up one of the largest employment sectors in the country.

According to a 2024 case study by ECONorthwest, 10.5% of wage-and-salary workers in Oregon are employed by the nonprofit sector.⁵ In Oregon, there are over 9,800 nonprofits employing approximately 245,000 workers.

Despite the economic importance of the nonprofit industry and its sizable share of the employment market, and it being comprised mostly of small to mid-size organizations, the PEO industry has not focused much effort on marketing its services to the industry. This may be because many reporting agencies, such as the Bureau of Labor Statistics and state reporting agencies, do not include nonprofits as a separate category when reporting employment figures. As a result, nonprofit labor trends are frequently overlooked.

It became more apparent during the feasibility study why PEOs do not place as much focus on the nonprofit industry. As NAO was receiving rate quotes for the pilot group, there were several member organizations for which the PEOs declined to quote or quoted rates much higher than their existing plans. Unlike insurance carriers, PEOs are able to decline to quote potential clients. PEOs manage master plans, a group benefits plan offered to its clients with the intent to provide clients with cost savings through economies of scale. When a PEO declines to quote, it usually means the company is not a good fit for their master plan due to their risk factors.⁶ PEOs are able to manage their risk pool and avoid clients with high claims histories. Through the initial round of quotes from PEOs, it became apparent that the demographics of the nonprofit workforce led to the high rate of decline to quotes.

⁴ Bureau of Labor Statistics. (2022). Quarterly Census of Employment and Wages. U.S. Department of Labor. <https://www.bls.gov/cew/>

⁵ Cahill, K.E., Ely, J., & Gadkari, A. (2024). Are wages suppressed in the nonprofit social services sector? A case study in Oregon (Report). ECONorthwest. <https://nonprofitoregon.org/wp-content/uploads/2024/07/NAO-Nonprofit-Wage-Analysis-07016024.pdf>

⁶ Gombalova, N. (2025, July 8). The truth about PEO master health plans. Foothold America. <https://www.footholdamerica.com/blog/the-truth-about-peo-master-health-plans/>

Insurance carriers quote small and large groups differently. Groups in the small-group marketplace employ fewer than 50 full-time employees. Insurance carriers can only rate small groups on limited factors, including age, location, tobacco use, family composition, and geographic location. Whereas large groups can rate based on the actual experience ratings, the group's claims data. When PEOs are quoting from their master plans, they are quoting as a large group and take into account the client's experience rating.

The Nonprofit Workforce

The nonprofit workforce is both mission-driven and demographically distinct from other sectors. Nonprofit organizations employ far more women than men and workers of older ages compared to the for-profit sector. Women make up approximately two-thirds of the nonprofit workforce. Approximately one-quarter of the nonprofit employees are age 55 or older.⁷⁸⁹

Women of reproductive age and older populations have higher insurance claims. With the workforce demographics of nonprofit employees tending towards higher risk categories, nonprofits tend to face above-average health insurance premiums.

Gaining that better understanding of the demographics of the nonprofit workforce led to an understanding of why there may have been so many decline to quotes, or quotes with much higher rates in the pilot group. All of the organizations in the pilot group were considered “small organizations,” and so their current carriers were limited to the small group rating factors, which did not include gender or experience ratings.

Women make up two-thirds of the nonprofit workforce, and one in four nonprofit workers is over age 55.

Lack of Oversight

Insurance carriers in Oregon must file their rates for health insurance with the Division of Financial Regulation. Rate-filing oversight tends to focus on individual and small group markets, rather than large employer group plans (which is where PEOs operate). The scrutiny of the group plans is less transparent, especially in Oregon. The state's oversight doesn't mandate insurers to adjust rates downwards based on the demographics of a particular group (like the nonprofit sector). Instead, the state's role is to review whether the rates requested by insurance carriers are not excessive, inadequate, or unfairly discriminatory.

⁷ Bureau of Labor Statistics. (2023). For-profit, nonprofit, and government sector jobs in 2022 [Spotlight on Statistics]. U.S. Department of Labor. <https://www.bls.gov/spotlight/2023/for-profit-nonprofit-and-government-sector-jobs-in-2022/home.htm>

⁸ Friesenhahn, E. (2024). Nonprofit earnings and sectoral employment in the United States since 1994. Monthly Labor Review. U.S. Bureau of Labor Statistics. <https://www.bls.gov/opub/mlr/2024/article/nonprofit-earnings-and-sectoral-employment-in-the-united-states-since-1994.htm>

⁹ American Association of University Women. (2020). Women in Leadership [Research report]. AAUW. <https://www.aauw.org/app/uploads/2020/03/women-in-leadership.pdf>

The oversight focus is often on the fairness and solvency of carriers rather than proactively controlling cost-drivers tied to workforce demographics. This means nonprofits, with older and predominantly female staff, tend to absorb the cost burden of benefit costs. The laws regulating the insurance industry are robust, but do not guarantee that premium rates reflect “optimal” risk-pooling for a specific employer category or that premiums will be tailored to workforce demographics.

With more of the state’s oversight being focused on the individual and small group markets, insurance carriers seem to have much more leeway. The oversight focus on the large group market is often on fairness and solvency, rather than the cost-drivers tied to workforce demographics.

As mentioned in the background, one avenue NAO tried was obtaining an association plan, and the process for that in Oregon is that the insurance carrier has to first agree to offering the plan, and then the state will decide if it is approved.¹⁰ NAO’s experience found that insurance carriers were not inclined to offer a discounted association plan for NAO members, likely because they could charge higher market rates individually to the membership. It was heard several times, “Why would the carrier bid against itself?”



¹⁰ Oregon Department of Financial Regulation. (2025). Required filing of associations, union trusts, trusts, and discretionary groups. <https://dfr.oregon.gov/rates-forms/associations-trusts/pages/assoc-trusts-discretionary-groups.aspx>

The Solution

Although NAO could not find a PEO partner through the original RFI, one eventually emerged, and a partnership was solidified and launched in the Fall of 2025. In 2026, NAO plans to continue to plan the addition of additional back-office services to be offered in future years.

Solidifying a Partnership

The PEO partner eventually chosen was after investigating 11 different national companies, was Amplify HR. Amplify is a privately held PEO, founded in 2017 and regionally based in Illinois. Unlike the PEOs explored in the feasibility study, Amplify was able to provide competitive quotes for the pilot group. As a mid-size PEO that is privately held, Amplify was able to be much more adaptive to the needs of NAO and its membership. NAO officially announced the partnership with Amplify at its Nonprofit Impact Conference in October of 2025.

NAO is housing this partnership under a newly established charitable LLC, Mission Service Allies (MSA), wholly owned by NAO. This vision of MSA is to offer back-office services to NAO's membership, to help members be relieved of administrative burdens and be more compliant.

Appendix B: PEOs Explored



Future Services

The PEO services are just the first offering of MSA. In line with the original vision, NAO's goal is to provide comprehensive timekeeping and back-office services for its membership. MSA in the coming years will also offer member organizations the opportunity to take part in specialized services specifically designed for nonprofit organizations, including bookkeeping, fiscal sponsorship, record keeping, and technology support, and other services that may be specific to the nonprofit sector.

This approach:

- Minimizes the equity gap for nonprofit employees by rewarding greater pay equity through the PEO system, increasing worker morale, and decreasing turnover,
- Reduces risk relating to employment and nonprofit compliance,
- Reduces administrative tasks on nonprofit leadership, allowing for more time to further the mission and services to communities,
- Provides a launching pad for new nonprofits to get up and running quickly and effectively,
- Decreases nonprofit organizations' benefits costs, and
- ALL of this leads to more effective and efficient use of donated dollars and better outcomes for communities!



Call to Action

For Members

NAO invested in this project for the betterment of its membership as the primary stakeholder. NAO members who participate in the PEO have the opportunity to:

- Minimize management's administrative burdens,
- Provide opportunities for cost savings, and
- Benefit their workers by providing stronger administrative support and benefits.

NAO believes to have found a strong PEO, in Amplify, who can meet the unique needs of the nonprofit sector. The package offerings and price are only available for NAO members. NAO encourages members to take the time to review the package offerings and consider whether participating in the PEO can elevate their organization. NAO organizations can find out more about the package and pricing in the member portal.

For Funders

Several foundations are small to midsize organizations that can also benefit from the services provided by the PEO. Foundations that are members of NAO are also able to receive the customized package and pricing NAO negotiated with Amplify.

An even greater benefit for funders is the reassurance that organizations they fund that are part of a PEO are more likely to be in compliance regarding their employment and are likely to be providing a better experience for their employees. One of the customized features NAO negotiated into the customized package was time tracking and management, which helps organizations to track their employees' time to specific grants and government funding.

*Mission Service
Allies exists to give
nonprofits access
to the economies of
scale they've been
denied.*

To date, NAO has been funding this project with member dues as part of the thought leadership budget. This project is expected to be self-funded in 2026. If a foundation is interested in supporting the efforts of this project, consider funding:

- The expansion of future services NAO plans to offer through its subsidiary MSA,
- The underwriting of members who want to offer the benefits of the PEO to their organization, or
- Reach out, and the NAO team can discuss other options.

For Other Associations

NAO views other nonprofit associations and the industry as a whole as ancillary beneficiaries of this project. This white paper is being published to serve as a roadmap for the industry. NAO is happy to connect with peers who are interested in implementing something similar for their membership. Please reach out to Jim White, NAO's executive director, for more information.

Conclusion

The launch of the partnership started strongly, with five NAO member organizations contracting with Amplify's PEO services within the first three months after the launch. There are still challenges faced by the PEO services, including the need for more Oregon insurance carriers to partner, addressing challenges faced with the Paid Leave Oregon employer tax, and the continuing challenges thrown at the nonprofit sector. The work will continue, and NAO will continue to share its progress.

Appendices

Appendix A: More About the PEO Industry

According to a 2025 report published by NAPEO, PEOs represent 230,000 businesses that employ more than 4.5 million workers. Half of all PEO clients have between 10 and 49 employees, and an additional 35 percent have fewer than 10 employees.¹¹

There is no specific data on the number of nonprofits that utilize PEOs because major industry reports do not have a specific category for “nonprofits”, and instead, the nonprofits are distributed amongst other categories, such as “healthcare” or “educational services”. Still, with most nonprofits being small to midsize organizations, the demographics align with the size of the majority of organizations (fewer than 49 employees) that utilize PEOs.

More than half of the organizations that utilize PEOs are located in the states of California, Florida, New York, and Texas.¹¹ Although Oregon is a smaller market for PEOs, representing only over 3,000 businesses, there are nearly 300 PEOs registered as worker leasing companies (another term for PEO) in the state, and the penetration rate of businesses with 20-499 employees is 15%.¹¹¹² Oregon does seem poised to be an area of potential growth for PEOs.

Appendix B: PEOs Explored

Adam Keegan
AdvanStaff HR
ADP
Amplify
Cardinal
Concurrent HRO
Congruity
Engage PEO
G&A Partners
TriNet
Xenium

Additional PEOs who were sent the Request For Information:

Abel HR
Access Management
Adaptive HR
Allevity HR
Alliance Resource Services
Alpha Staff Systems
American Admin
America's Back Office
BBSI
Insperty
Kaya
Mid Oregon Personnel
O2 Employment Services
Pay Plus Benefits
Scale PEO
TNT Management

¹¹ Bassi, L., & McMurrer, D. (2025). PEO Clients: Who they are, and what they do (White paper). National Association of Professional Employer Organizations. https://napeo.org/wp-content/uploads/2025/10/PEOClients2025_WhitePaper_Web.pdf

¹² Oregon Workers' Compensation Division. (n.d.). Worker leasing. Oregon Department of Consumer and Business Services. <https://wcd.oregon.gov/employer/worker-leasing/pages/index.aspx>

