

## Alaska's 100 largest private employers in 2005

**T**he Providence Health System has now topped the list of Alaska's 100 largest employers for five years. No other companies are close to the 3,685<sup>1</sup> employees Providence had in 2005 and it won't be a surprise when the health care company hits the 4,000 mark. Providence's work force had already reached 3,921 as of March 2006. Growth just keeps coming as the health care company adds new facilities to its main Anchorage campus and continues to expand geographically. Now Providence runs facilities in Kodiak, Seward, Valdez and in the Mat-Su area.

Carrs/Safeway remained solidly in the second spot. (See Exhibits 1 and 2.) Fred Meyer, in a surprise move, toppled Wal-Mart/Sam's Club from the third spot; it had 101 more employees in 2005 than Wal-Mart/Sam's Club. But the move could be short-lived. Wal-Mart has already broken ground on at least two "super center" stores and has plans for more over the next couple years.

### The 1,000+ employee club grows by one – Wells Fargo

In 2005, 17 of Alaska's private businesses employed more than 1,000 workers – one more than in 2004 and five more than a decade ago. Wells Fargo grew to 1,018 employees in 2005, just making it into the over-1,000 club. The bank's climb wasn't a surprise considering it

was only 75 employees short of 1,000 in 2004. When it bought National Bank of Alaska in 2000, it went through a period of consolidation, but since then, its employment numbers have increased.

### Four new arrivals in 2005

Each year the vast majority of the state's 100 largest employers don't change. Four new players made the list in 2005 – an unusually small group. (See Exhibit 3.) In most cases, the new players were close to making the list in 2004 and they simply grew enough to make the list. Holiday Stationstores, one of the state's largest gas station retailers, came on the scene when it bought Williams Alaska Petroleum in early 2004. By 2005 they had grown enough to make the Trends 100 list.

Doyon Drilling, a subsidiary of Doyon, Limited, a Native regional corporation, has graced the top 100 list in the past and added enough jobs in 2005 to make it back on the list. Overall oil industry employment began to rebound in 2005 and Doyon Drilling, along with numerous oil industry employers on the Trends 100 list, benefited from this broader growth.

The Harpoon Construction Group, a subsidiary of Ukpeagvik Inupiat Corporation, a Barrow Native village corporation, is an umbrella for four contractors: UIC Construction, Ukpik Mechanical, Nuvuk Construction and Rain Proof Roofing. The construction industry's continued growth has been a factor in Harpoon's growth: it added 60 employees in 2005. The company is only one of two construction companies on the

<sup>1</sup> Except where noted otherwise, each reference in this article to the number of employees a company has is the average monthly employment in 2005 for the company based on the quarterly employer reports of wages and employment that nearly all employers in the state submit to the Alaska Department of Labor & Workforce Development, as mandated by the state's unemployment insurance laws.

top 100 list. Crowley Marine, a marine transportation and logistics company, has hovered close to making the list for a number of years and finally made the grade in 2005 with 271 employees.

### **Four fall off Trends 100**

Each new arrival on the Trends 100 list displaces an equal number of the previous year's employers. The four that fell off the list in 2005 were Petro Star, Northern Air Cargo, Blockbuster and Greens Creek Mining Company. There was no specific event that explains why they fell off the list; in all four cases the companies simply didn't have enough employment in 2005 to make the 271-employee cutoff. Jockeying at the bottom of the ranking takes place every year.

### **Six companies leapfrog 10 or more spots**

Every year some dynamic employers leapfrog their earlier Trends 100 ranking by at least 10 spots over the previous year. (See Exhibit 4.) Some of them moved up the list because of aggressive growth; others merged or bought out existing businesses.

For example, Lowe's opened new stores in Fairbanks and Wasilla in 2004; its employment went up 198 between 2004 and 2005. Lithia Motors continues to acquire car dealerships around the state. Both ASRC Energy Services Pipeline, Power & Communications and Udelhoven Oilfield System Services benefited from the upsurge in oil industry activity. The former climbed by 25 rankings in a year; the latter climbed 17. ARAMARK gains have come from an expansion in the company's hotel properties and QAP, formerly Quality Asphalt Paving, also grew.

### **Trends 100 companies employ a third of Alaska's work force**

Alaska's largest 100 companies in 2005 employed 69,281 people – nearly a third of all private-sector wage and salary employment. Their

payroll was \$3.1 billion in 2005, or 35 percent of all private sector payroll. Employment for the top 100 employers grew 3.3 percent in 2005, versus 2.5 percent for all private sector employment. The average annual earnings of the Trends 100 companies was \$45,111, compared to \$39,703 for the overall private sector. This earnings advantage can largely be explained by the strong presence of the high-wage oil industry. The average annual earnings among the top 100 oil industry employers was \$96,341; those companies represent 90 percent of all oil industry employment in the state.

### **The top 100 includes 17 Native-owned employers**

There are 17 companies and organizations on the top 100 list in 2005 – one more than in 2004 – that are Native nonprofit organizations, subsidiaries of one of Alaska's 13 regional Native corporations, or, in one case, a subsidiary of a Native village corporation. (See Exhibit 5.) There are two new Native players: Doyon Drilling and Harpoon Construction. Petro Star, a subsidiary of the Arctic Slope Regional Corporation, fell off the list. Just a decade ago only 13 Native companies were on the Trends 100 list.

Native employers on the top 100 list in 2005 represented nearly a third of all private sector employers in the state with more than 1,000 employees, illustrating the growing significance of Native companies and nonprofit organizations as major employers. Because the Trends 100 list contains individual firms regardless of ownership, the role of regional Native corporations in Alaska's labor market is sometimes understated. If all the subsidiaries of the regional corporations were combined under one company's name, most of the parent corporations would show up on the top 100 list. Despite this definitional limitation, their representation is a sign of their growing significance.

The largest Native company in 2005 was ASRC Energy Services with 1,506 employees, making it the seventh-largest private sector employer

# 1 Alaska's 100 Largest Private Sector Employers

## Employment in 2005

| Rank | Firm Name   | Average Monthly Employment in 2005 | Business Activity           | Headquarters or Largest Work Site | Web Site Address           |
|------|---|------------------------------------|-----------------------------|-----------------------------------|----------------------------|
| 1    | Providence Health System                              | 3,685                              | Hospital/medical center     | Anchorage                         | providence.org/alaska      |
| 2    | Carrs/Safeway   | 3,086                              | Grocery                     | Anchorage                         | safeway.com                |
| 3    | Fred Meyer  | 2,795                              | Grocery/general merchandise | Anchorage                         | fredmeyerstores.com        |
| 4    | Wal-Mart/Sam's Club                                   | 2,694                              | Grocery/general merchandise | Anchorage                         | walmartstores.com          |
| 5    | Trident Seafoods                                      | 1,650                              | Seafood processing          | Akutan                            | tridentseafoods.com        |
| 6    | Alaska Airlines                                       | 1,515                              | Air carrier                 | Anchorage                         | alaskaair.com              |
| 7    | ASRC Energy Services                                  | 1,506                              | Oil field services          | Anchorage                         | asrcenergy.com             |
| 8    | Yukon-Kuskokwim Health Corporation                    | 1,372                              | Health care                 | Bethel                            | ykhc.org                   |
| 9    | NANA Management Services                              | 1,358                              | Catering/lodging/security   | Anchorage                         | nana.com                   |
| 10   | Banner Health (includes Fairbanks Memorial Hospital)  | 1,346                              | Hospital/medical center     | Fairbanks                         | bannerhealth.com           |
| 11   | BP  | 1,341                              | Oil and gas production      | Anchorage                         | bp.com                     |
| 12   | GCI Communications                                    | 1,298                              | Communications              | Anchorage                         | gci.com                    |
| 13   | Alaska Native Tribal Health Consortium <sup>2</sup>   | 1,200                              | Hospital/medical center     | Anchorage                         | anthc.org                  |
| 14   | VECO  | 1,157                              | Oil field services          | Anchorage                         | veco.com                   |
| 15   | Southcentral Foundation <sup>3</sup>                  | 1,098                              | Health care                 | Anchorage                         | southcentralfoundation.com |
| 16   | FedEx   | 1,084                              | Airfreight/courier service  | Anchorage                         | fedex.com                  |
| 17   | Wells Fargo   | 1,018                              | Financial services          | Anchorage                         | wellsfargo.com             |
| 18   | Alaska Communications Systems (ACS)                   | 949                                | Communications              | Anchorage                         | acsalaska.com              |
| 19   | ConocoPhillips  | 936                                | Oil and gas production      | Anchorage                         | conocophillips.com         |
| 20   | Spenard Builders Supply                               | 923                                | Building products           | Anchorage                         | sbsalaska.com              |
| 21   | Alaska USA Federal Credit Union                       | 858                                | Financial services          | Anchorage                         | alaskausa.org              |
| 22   | Alyeska Pipeline Service Company                      | 842                                | Pipeline transportation     | Anchorage                         | alyeska-pipe.com           |
| 23   | Alaska Regional Hospital                              | 827                                | Hospital/medical center     | Anchorage                         | alaskaregional.com         |
| 24   | UniSea  | 819                                | Seafood processing          | Dutch Harbor                      | unisea.com                 |
| 25   | SouthEast Alaska Regional Health Consortium (SEARHC)  | 804                                | Social services/health care | Sitka                             | searhc.org                 |
| 26   | McDonald's Restaurants of Alaska                      | 790                                | Eating establishment        | Anchorage                         | mcdonalds.com              |
| 27   | First National Bank Alaska                            | 736                                | Financial services          | Anchorage                         | fnbalaska.com              |
| 28   | Costco  | 713                                | General merchandise/grocery | Anchorage                         | costco.com                 |
| 29   | Icicle Seafoods                                       | 688                                | Seafood processing          | Petersburg                        | icicleseafoods.com         |
| 30   | Doyon/Universal Ogden, Joint Venture                  | 670                                | Catering/security           | Anchorage                         | doyon.com                  |
| 31   | Westward Seafoods                                     | 665                                | Seafood processing          | Unalaska                          | westwardseafoods.com       |
| 32   | Alaska Commercial Company                             | 656                                | General merchandise/grocery | Anchorage                         | alaskacommercial.com       |
| 33   | Home Depot  | 641                                | Building products           | Anchorage                         | homedepot.com              |
| 34   | The Alaska Club                                       | 634 <sup>1</sup>                   | Health club                 | Anchorage                         | thealaskaclub.com          |
| 35   | Job Ready   | 634 <sup>1</sup>                   | Vocational rehab services   | Anchorage                         | readycareak.com            |
| 36   | Hope Community Resources                              | 634 <sup>1</sup>                   | Social services             | Anchorage                         | hopealaska.org             |
| 37   | ASRC Energy Services Pipeline, Power & Communications | 617                                | Oil field services          | Anchorage                         | asrcenergyservices.com     |
| 38   | Northwest Airlines                                    | 568                                | Air carrier                 | Anchorage                         | nwa.com                    |
| 39   | Ocean Beauty Seafoods                                 | 567                                | Seafood processing          | Kodiak                            | oceanbeauty.com            |
| 40   | Peter Pan Seafoods                                    | 562                                | Seafood processing          | King Cove                         | ppsf.com                   |
| 41   | Mat-Su Regional Medical Center                        | 561                                | Hospital/medical center     | Palmer                            | matsuregional.com          |
| 42   | Lowe's  | 560                                | Building products           | Anchorage                         | lowes.com                  |
| 43   | Tanana Chiefs Conference                              | 559                                | Social services/health care | Fairbanks                         | tananachiefs.org           |
| 44   | Maniilaq Association                                  | 557                                | Social services/health care | Kotzebue                          | maniilaq.org               |
| 45   | ARAMARK   | 549                                | Catering/concessionaire     | Denali Park                       | aramark.com                |
| 46   | Anchorage Daily News                                  | 531                                | Newspaper                   | Anchorage                         | adn.com                    |
| 47   | Immediate Care  | 528                                | Health care                 | Anchorage                         | immediatcareak.com         |
| 48   | Horizon Lines of Alaska                               | 520                                | Water transportation        | Anchorage                         | horizon-lines.com          |
| 49   | Alaska Hotel Properties (Princess Hotels)             | 515                                | Hotels                      | Denali Park                       | princesslodges.com         |
| 50   | Alyeska Resort (includes O'Malley's on the Green)     | 503                                | Hotel/resort                | Girdwood/Anchorage                | alyeskaresort.com          |

<sup>1</sup> When two or more employers had the same number of employees, they were ranked by unrounded employment.

<sup>2</sup> excludes its 697 federal employees

<sup>3</sup> excludes its 111 federal employees

# Alaska's 100 Largest Private Sector Employers

## Employment in 2005



| Rank | Firm Name   | Average Monthly Employment in 2005 | Business Activity           | Headquarters or Largest Work Site | Web Site Address          |
|------|---|------------------------------------|-----------------------------|-----------------------------------|---------------------------|
| 51   | Peak Oilfield Services Company                    | 471                                | Oil field services          | Anchorage                         | peakalaska.com            |
| 52   | Norton Sound Health Corporation                   | 458 <sup>1</sup>                   | Health care                 | Nome                              | nortonsoundhealth.org     |
| 53   | PenAir  | 458 <sup>1</sup>                   | Air carrier                 | Anchorage                         | penair.com                |
| 54   | Sears   | 457                                | General merchandise         | Anchorage                         | sears.com                 |
| 55   | Chugach Development Corporation                   | 451                                | Facilities support services | Anchorage                         | chugach-ak.com            |
| 56   | Schlumberger Technologies                         | 442 <sup>1</sup>                   | Oil field services          | Anchorage                         | slb.com                   |
| 57   | Laidlaw Transit Services                          | 442 <sup>1</sup>                   | School/charter bus company  | Anchorage                         | laidlawtransit.com        |
| 58   | UPS   | 437                                | Air freight/courier service | Anchorage                         | ups.com                   |
| 59   | Alaska Consumer Direct Personal Care <sup>4</sup> | 436                                | Home health                 | Anchorage                         | homehealthnursing.com     |
| 60   | Fairbanks Gold Mining Company (Fort Knox)         | 423                                | Mining                      | Fairbanks                         | kinross.com               |
| 61   | Pizza Hut   | 413                                | Eating establishment        | Anchorage                         | pizzahut.com              |
| 62   | Lithia Motors                                     | 408                                | Car dealership              | Anchorage                         | lithia.com                |
| 63   | Westmark Hotels                                   | 401 <sup>1</sup>                   | Hotels                      | Anchorage                         | westmarkhotels.com        |
| 64   | Denali Foods (Taco Bell)                          | 401 <sup>1</sup>                   | Eating establishment        | Anchorage                         | tacobell.com              |
| 65   | Era Aviation                                      | 396                                | Air carrier                 | Anchorage                         | flyera.com                |
| 66   | Assets  | 391                                | Social services             | Anchorage                         | assetsinc.org             |
| 67   | Carlile Enterprises                               | 382                                | Trucking/warehousing        | Anchorage                         | carlilekw.com             |
| 68   | Teck Cominco Alaska (Red Dog mine)                | 381 <sup>1</sup>                   | Mining                      | Red Dog Mine                      | teckcominco.com           |
| 69   | QAP (formerly Quality Asphalt Paving)             | 381 <sup>1</sup>                   | Construction                | Anchorage                         | qualityasphaltpaving.com  |
| 70   | Tesoro Northstore Company                         | 367                                | Retail/gas stations         | Anchorage                         | tsocorp.com               |
| 71   | Chugach Electric Association                      | 366                                | Utility                     | Anchorage                         | chugachelectric.com       |
| 72   | Royal Highway Tours (Princess Tours)              | 359                                | Tour buses                  | Anchorage                         | n/a                       |
| 73   | Nabors Alaska Drilling                            | 357                                | Oil field services          | Anchorage                         | nabors.com                |
| 74   | Ketchikan General Hospital                        | 350                                | Hospital/medical center     | Ketchikan                         | peacehealth.org           |
| 75   | North Pacific Seafoods                            | 347 <sup>1</sup>                   | Seafood processing          | Kodiak                            | northpacificseafoods.com  |
| 76   | Bristol Bay Area Health Corporation               | 347 <sup>1</sup>                   | Health care                 | Dillingham                        | bbahc.org                 |
| 77   | Salvation Army-Alaska                             | 345                                | Social services             | Anchorage                         | salvationarmy.org/alaska  |
| 78   | Hotel Captain Cook                                | 340                                | Hotel                       | Anchorage                         | captaincook.com           |
| 79   | SMG of Alaska (Sullivan Arena, others)            | 339                                | Facilities support services | Anchorage                         | smgworld.com              |
| 80   | Access Alaska                                     | 338                                | Social services             | Anchorage                         | accessalaska.org          |
| 81   | Udelhoven Oilfield System Services                | 335                                | Oil field services          | Anchorage                         | udelhoven.com             |
| 82   | Hilton Anchorage                                  | 334                                | Hotel                       | Anchorage                         | hilton.com                |
| 83   | NorQuest Seafoods                                 | 329                                | Seafood processing          | Ketchikan                         | norquestseafoods.com      |
| 84   | Nordstrom   | 322                                | Department store            | Anchorage                         | nordstrom.com             |
| 85   | Matanuska Telephone Association                   | 318                                | Communications              | Palmer                            | mta-telco.com             |
| 86   | JCPenney  | 316                                | Apparel                     | Anchorage                         | jcpenny.net               |
| 87   | Frontier Community Services                       | 314                                | Social services             | Soldotna                          | fcscenai.org              |
| 88   | Rural Alaska Community Action Program             | 313                                | Social services             | Anchorage                         | ruralcap.com              |
| 89   | Union Oil of California (Unocal) (now Chevron)    | 311                                | Oil production              | Anchorage                         | chevron.com               |
| 90   | Alaska Sales and Service                          | 309                                | Car dealership              | Anchorage                         | alaskasalesandservice.com |
| 91   | Gottschalks                                       | 307                                | Apparel                     | Anchorage                         | gottschalks.com           |
| 92   | The Arc of Anchorage                              | 306                                | Social services             | Anchorage                         | arc-anchorage.org         |
| 93   | Swissport   | 299                                | Airport services            | Anchorage                         | swissport.info            |
| 94   | Holiday Stationstores                             | 293                                | Retail/gas stations         | Anchorage                         | holidaystationstores.com  |
| 95   | Anchorage Cold Storage (Odom Corp.)               | 286                                | Wholesale                   | Anchorage                         | odomcorp.com              |
| 96   | Doyon Drilling                                    | 282                                | Oil field services          | Anchorage                         | doyondrilling.com         |
| 97   | Harpoon Construction Group                        | 281 <sup>1</sup>                   | Construction                | Anchorage                         | harpoonconstruction.com   |
| 98   | Northrim Bank                                     | 281 <sup>1</sup>                   | Financial services          | Anchorage                         | northrim.com              |
| 99   | Crowley Marine                                    | 271 <sup>1</sup>                   | Coastal freight transport   | Anchorage                         | crowley.com               |
| 100  | Association of Village Council Presidents (AVCP)  | 271 <sup>1</sup>                   | Social services             | Bethel                            | avcp.org                  |

<sup>1</sup> When two or more employers had the same number of employees, they were ranked by unrounded employment.

<sup>4</sup> formerly Nightingale Nursing Services

Source: Alaska Department of Labor & Workforce Development, Research and Analysis Section

# 2 Trends 100 by Industry

## Employment in 2005

|  | Employment |
|--|------------|
| <b>NATURAL RESOURCES AND MINING</b>                  |            |
| <b>Mining (except oil and gas)</b>                   |            |
| Fairbanks Gold Mining Company (Fort Knox)            | 423        |
| Teck Cominco Alaska (Red Dog mine)                   | 381        |
| <b>Oil and Gas Extraction and Oil Field Services</b> |            |
| ASRC Energy Services                                 | 1,506      |
| BP   | 1,341      |
| VECO   | 1,157      |
| ConocoPhillips                                       | 936        |
| ASRC Energy Services Pipeline, Power & Comm.         | 617        |
| Peak Oilfield Services Company                       | 471        |
| Schlumberger Technologies                            | 442        |
| Nabors Alaska Drilling                               | 357        |
| Udelhoven Oilfield System Services                   | 335        |
| Union Oil of California (Unocal) (now Chevron)       | 311        |
| Doyon Drilling                                       | 282        |
| <b>CONSTRUCTION</b>                                  |            |
| QAP (formerly Quality Asphalt Paving)                | 381        |
| Harpoon Construction Group                           | 281        |
| <b>MANUFACTURING</b>                                 |            |
| <b>Seafood Processing</b>                            |            |
| Trident Seafoods                                     | 1,650      |
| UniSea   | 819        |
| Icicle Seafoods                                      | 688        |
| Westward Seafoods                                    | 665        |
| Ocean Beauty Seafoods                                | 567        |
| Peter Pan Seafoods                                   | 562        |
| North Pacific Seafoods                               | 347        |
| NorQuest Seafoods                                    | 329        |
| <b>TRADE, TRANSPORTATION AND UTILITIES</b>           |            |
| <b>Wholesale</b>                                     |            |
| Anchorage Cold Storage (Odom Corp.)                  | 286        |
| <b>Retail</b>  |            |
| Carrs/Safeway  | 3,086      |
| Fred Meyer   | 2,795      |
| Wal-Mart/Sam's Club                                  | 2,694      |
| Spenard Builders Supply                              | 923        |
| Costco   | 713        |
| Alaska Commerical Company                            | 656        |
| Home Depot   | 641        |
| Lowe's   | 560        |
| Sears  | 457        |
| Lithia Motors  | 408        |
| Tesoro Northstore Company                            | 367        |
| Nordstrom  | 322        |
| JCPenney   | 316        |
| Alaska Sales and Service                             | 309        |
| Gottschalks  | 307        |
| Holiday Stationstores                                | 293        |
| <b>Transportation</b>                                |            |
| Alaska Airlines                                      | 1,515      |
| FedEx  | 1,084      |
| Alyeska Pipeline Service Company                     | 842        |
| Northwest Airlines                                   | 568        |
| Horizon Lines of Alaska                              | 520        |
| PenAir   | 458        |

|   | Employment |
|---|------------|
| <b>Transportation (continued)</b>   |            |
| Laidlaw Transit Services  | 442        |
| UPS   | 437        |
| Era Aviation  | 396        |
| Carlisle Enterprises  | 382        |
| Royal Highway Tours (Princess Tours)  | 359        |
| Swissport   | 299        |
| Crowley Marine  | 271        |
| <b>Utilities</b>  |            |
| Chugach Electric Association  | 366        |
| <b>INFORMATION</b>  |            |
| <b>Publishing</b>   |            |
| Anchorage Daily News  | 531        |
| <b>Telecommunications</b>   |            |
| GCI Communications  | 1,298      |
| Alaska Communications Systems (ACS)   | 949        |
| Matanuska Telephone Association   | 318        |
| <b>FINANCIAL ACTIVITIES</b>   |            |
| <b>Finance and Insurance</b>  |            |
| Wells Fargo   | 1,018      |
| Alaska USA Federal Credit Union   | 858        |
| First National Bank Alaska  | 736        |
| Northrim Bank   | 281        |
| <b>PROFESSIONAL AND BUSINESS SERVICES</b>                                       |            |
| <b>Administrative and Support Services</b>                                      |            |
| Chugach Development Corporation   | 451        |
| SMG of Alaska (Sullivan Arena, others)  | 339        |
| <b>EDUCATION AND HEALTH SERVICES</b>  |            |
| <b>Health Services and Social Assistance</b>                                    |            |
| Providence Health System  | 3,685      |
| Yukon-Kuskokwim Health Corporation  | 1,372      |
| Banner Health (includes Fairbanks Memorial Hospital)                            | 1,346      |
| Alaska Native Tribal Health Consortium  | 1,200      |
| Southcentral Foundation   | 1,098      |
| Alaska Regional Hospital  | 827        |
| SouthEast Alaska Regional Health Consortium (SEARHC)                            | 804        |
| Job Ready   | 634        |
| Hope Community Resources  | 634        |
| Mat-Su Regional Medical Center  | 561        |
| Tanana Chiefs Conference  | 559        |
| Maniilaq Association  | 557        |
| Immediate Care  | 528        |
| Norton Sound Health Corporation   | 458        |
| Alaska Consumer Direct Personal Care<br>(formerly Nightingale Nursing Services) | 436        |
| Assets  | 391        |
| Ketchikan General Hospital  | 350        |
| Bristol Bay Area Health Corporation   | 347        |
| Salvation Army-Alaska   | 345        |
| Access Alaska   | 338        |
| Frontier Community Services   | 314        |
| Rural Alaska Community Action Program   | 313        |
| The Arc of Anchorage  | 306        |
| Association of Village Council Presidents (AVCP)                                | 271        |

Continued on page 9

in the state. It supplanted the Yukon-Kuskokwim Health Corporation, which was the largest Native employer in 2004. ASRC is a wholly owned subsidiary of Arctic Slope Regional Corporation.

A number of the stars in 2005 were also tied to the oil industry. Other Native oil services companies include ASRC Energy Services Pipeline, Power & Communications; Peak Oilfield Services Company, which is partially owned by Cook Inlet Region Inc. – the Native regional corporation more commonly known as CIRI – and Doyon/Universal Ogden, Joint Venture; and Doyon Drilling, which, as mentioned earlier, is a subsidiary of Doyon, Limited, a Native regional corporation.

Seven of the employers on the top 100 list are Native health care providers. Two of the seven, Southcentral Foundation and the Alaska Native Tribal Health Consortium, also have a substantial number of federal employees who work directly for the organizations. For example, if the health consortium's 697 federal employees were included in the total, the organization would rank fifth on the Trends 100 list. Interestingly, Bethel, with a population of 5,960, was home base to the eighth-largest and the smallest players on the top 100 list – the Yukon-Kuskokwim Health Corporation and the Association of Village Council Presidents.

Other Native employers on the Trends 100 list include Maniilaq Association, a nonprofit social service corporation based in Kotzebue, and NANA Management Services, which is involved in a number of ventures, ranging from food service on the North Slope and elsewhere to hotel management and employee leasing services. It has substantial investments in the visitor industry.

### Nonprofits represent nearly a quarter of the Trends 100

Twenty-two of the top 100 employers were nonprofit organizations in 2005 and nearly one in four jobs – 23 percent – of the state's 100 largest employers were working in the nonprofit sector. (See Exhibit 6.) The list of players

## Trends 100 by Industry Employment in 2005 (Continued) **2**

|   | Employment |
|---|------------|
| <b>LEISURE AND HOSPITALITY</b>                    |            |
| <b>Accommodation</b>                              |            |
| Alaska Hotel Properties (Princess Hotels)         | 515        |
| Alyeska Resort (includes O'Malley's on the Green) | 503        |
| Westmark Hotels                                   | 401        |
| Hotel Captain Cook                                | 340        |
| Hilton Anchorage                                  | 334        |
| <b>Food Services and Drinking Places</b>          |            |
| NANA Management Services                          | 1,358      |
| McDonald's Restaurants of Alaska                  | 790        |
| Doyon/Universal Ogden, Joint Venture              | 670        |
| ARAMARK   | 549        |
| Pizza Hut   | 413        |
| Denali Foods (Taco Bell)                          | 401        |
| <b>Recreation</b>                                 |            |
| The Alaska Club                                   | 634        |

Source: Alaska Department of Labor & Workforce Development, Research and Analysis Section

## Four New Players Make the List Trends 100 **3**

|                            | Employment |
|----------------------------|------------|
| Holiday Stationstores      | 293        |
| Doyon Drilling             | 282        |
| Harpoon Construction Group | 281        |
| Crowley Marine             | 271        |

Source: Alaska Department of Labor & Workforce Development, Research and Analysis Section

## The Big Movers in 2005 Ranking up by at least 10 since 2004 **4**

|   | Rankings | Increase in Employment |
|---|----------|------------------------|
| Lowe's  | 71 to 42 | 198                    |
| ASRC Energy Services Pipeline, Power & Communications | 62 to 37 | 213                    |
| QAP (formerly Quality Asphalt Paving)                 | 90 to 69 | 72                     |
| Lithia Motors   | 82 to 62 | 85                     |
| Udelhoven Oilfield System Services                    | 98 to 81 | 67                     |
| ARAMARK   | 56 to 45 | 120                    |

Source: Alaska Department of Labor & Workforce Development, Research and Analysis Section

## 5 Alaska Native Employers Employment in 2005

|   | Employment |
|---|------------|
| ASRC Energy Services                                  | 1,506      |
| Yukon-Kuskokwim Health Corporation                    | 1,372      |
| NANA Management Services                              | 1,358      |
| Alaska Native Tribal Health Consortium                | 1,200      |
| Southcentral Foundation                               | 1,098      |
| SouthEast Alaska Regional Health Consortium (SEARCH)  | 804        |
| Doyon/Universal Ogden, Joint Venture                  | 670        |
| ASRC Energy Services Pipeline, Power & Communications | 617        |
| Tanana Chiefs Conference                              | 559        |
| Maniilaq Association                                  | 557        |
| Peak Oilfield Services Company                        | 471        |
| Norton Sound Health Corporation                       | 458        |
| Chugach Development Corporation                       | 451        |
| Bristol Bay Area Health Corporation                   | 347        |
| Doyon Drilling  | 282        |
| Harpoon Construction Group                            | 281        |
| Association of Village Council Presidents (AVCP)      | 271        |

Source: Alaska Department of Labor & Workforce Development, Research and Analysis Section

## 6 Nonprofit Organizations in 2005 Nonprofits are a fourth of Trends 100

|  | Employment |
|--|------------|
| Providence Health System                             | 3,685      |
| Yukon-Kuskokwim Health Corporation                   | 1,372      |
| Banner Health (includes Fairbanks Memorial Hospital) | 1,346      |
| Alaska Native Tribal Health Consortium               | 1,200      |
| Southcentral Foundation                              | 1,098      |
| Alaska USA Federal Credit Union                      | 858        |
| SouthEast Alaska Regional Health Consortium (SEARHC) | 804        |
| Hope Community Resources                             | 634        |
| Tanana Chiefs Conference                             | 559        |
| Maniilaq Association                                 | 557        |
| Norton Sound Health Corporation                      | 458        |
| Assets   | 391        |
| Chugach Electric Association                         | 366        |
| Ketchikan General Hospital                           | 350        |
| Bristol Bay Area Health Corporation                  | 347        |
| Salvation Army-Alaska                                | 345        |
| Access Alaska  | 338        |
| Matanuska Telephone Association                      | 318        |
| Frontier Community Services                          | 314        |
| Rural Alaska Community Action Program                | 313        |
| The Arc of Anchorage                                 | 306        |
| Association of Village Council Presidents (AVCP)     | 271        |

Source: Alaska Department of Labor & Workforce Development, Research and Analysis Section

changed very little in 2005 from 2004; the order they're ranked in changed little too.

Nonprofits play a big and growing role among Alaska's largest employers. Just five years ago, only 14 nonprofits were on the Trends 100 list. The important drivers in this growth are the privatization of public services and the growth in health care. Although a majority of the nonprofits on the top 100 list are tied to health care or social services, some represent other industries, such as the Alaska USA Federal Credit Union, and the Matanuska Telephone and Chugach Electric associations, both membership-owned utilities.

The large presence of the health care industry in the state helps explain why nonprofits are so often found on the top 100 list. In fact, many of the health-care nonprofits are either the largest or second-largest employers in their respective communities. For example, the Providence Alaska Medical Center is the largest private sector employer in Anchorage. The Bristol Bay Area Health Corporation is the largest employer in Dillingham and the Maniilaq Association is the biggest in Kotzebue. The companies' labor-intensive nature and the fact that many of these health care providers are providing services around-the-clock explain their large staff levels.

### Oil, health care and seafood processing come in strong

Alaska's oil industry dominates the Trends 100 club. In 2005, the vast majority of all oil industry workers in Alaska were employed by one of the state's largest employers. (See Exhibit 2.) No other industry in the state shows such a large concentration of big players. ASRC Energy Services Pipeline, Power & Communications and Udelhoven Oilfield System Services were among the big movers in 2005.

Health care and social assistance, and seafood processing are also heavily represented on the list of Alaska's 100 largest employers. More than half the employees in these industries work for top 100 companies. The largest of the players in the health and social assistance side is Providence Health System.

Trident Seafoods, with plants around the state, is the biggest seafood processing employer. The smallest on the top 100 list is NorQuest Seafoods, now owned by Trident.

With the loss of Greens Creek Mining Company from the Trends 100 in 2005, metal mining took a hit since the only other players are the Fairbanks Gold Mining Company and Teck Cominco Alaska. Eventually there should be some rebound as Greens Creek could certainly move back onto the list and the new Teck Pogo mine near Delta, which has 250 employees, could make the top 100 list in the near future.

Although retail trade and transportation are strongly represented among Alaska's largest employers, their industry share is considerably smaller. That's because most employers in such industries as retail trade, finance, professional and business services tend to be smaller companies.

### Nearly half of the top 10 were different a decade ago

Four of 2005's top 10 employers were on the top 10 list a decade ago if Carrs/Safeway is included in this lineup. (See Exhibit 7.) Nearly all the current top 10 companies were somewhere among the top 100 a decade ago and have simply grown enough to climb to their present places.

The changes in the top 10 list are representative of how Alaska's economy has evolved over the past decade. For example, none of the oil industry companies that were among the top 10 in 1995 made the top 10 in 2005, even if you allow for the change in their identities, such as ARCO's change to ConocoPhillips. With the exception of BP, many top 100 oil industry employers have lower staff levels than in 1995. BP is an exception, but that's because it acquired part of ARCO's assets. Due to these changes, along with the decade-long growth of retail and health care, the top 10 list has more retailers and health care providers and fewer oil industry players. The other big change is the presence of Native companies and organizations. In 2005, there were three in the top 10; in 1995 there were none.

## Comparing the Top 10 with 10 Years Ago

### A 40 percent turnover in the last decade

#### Top 10 Employers in 2005

| Rank |  | Employment |
|------|--|------------|
| 1    | Providence Health System                             | 3,685      |
| 2    | Carrs/Safeway  | 3,086      |
| 3    | Fred Meyer   | 2,795      |
| 4    | Wal-Mart/Sam's Club                                  | 2,694      |
| 5    | Trident Seafoods                                     | 1,650      |
| 6    | Alaska Airlines                                      | 1,515      |
| 7    | ASRC Energy Services                                 | 1,506      |
| 8    | Yukon-Kuskokwim Health Corporation                   | 1,372      |
| 9    | NANA Management Services                             | 1,358      |
| 10   | Banner Health (includes Fairbanks Memorial Hospital) | 1,346      |

#### Top 10 Employers in 1995

| Rank |                         | Employment |
|------|-------------------------|------------|
| 1    | Carr Gottstein Foods    | 3,222      |
| 2    | Providence Hospital     | 1,998      |
| 3    | ARCO Alaska             | 1,974      |
| 4    | Fred Meyer              | 1,781      |
| 5    | VECO                    | 1,504      |
| 6    | Wal-Mart/Sam's Club     | 1,257      |
| 7    | Alaska Airlines         | 1,254      |
| 8    | Trident Seafoods        | 1,248      |
| 9    | National Bank of Alaska | 1,172      |
| 10   | BP Exploration          | 1,147      |

Source: Alaska Department of Labor & Workforce Development, Research and Analysis Section

## Adding in the Public Sector

### The top 10 in 2005

| Rank |                           | Employment |
|------|---------------------------|------------|
| 1    | Uniformed military        | 20,933     |
| 2    | Federal civilians         | 17,000     |
| 3    | State of Alaska           | 17,000     |
| 4    | University of Alaska      | 7,200      |
| 5    | Anchorage School District | 6,539      |
| 6    | Providence Health System  | 3,685      |
| 7    | Carrs/Safeway             | 3,086      |
| 8    | Municipality of Anchorage | 3,013      |
| 9    | Fred Meyer                | 2,795      |
| 10   | Wal-Mart/Sam's Club       | 2,694      |

Source: Alaska Department of Labor & Workforce Development, Research and Analysis Section



## **9** The Fortune 500 Trends 100 firms on the list

Anchorage Hilton  
ARAMARK  
Alaska Regional Health Corporation (Alaska Regional Hospital)  
ConocoPhillips  
Costco  
FedEx  
Fred Meyer  
Home Depot  
JCPenney  
Lowe's  
McDonald's  
NANA/Marriott, Joint Venture  
Nordstrom  
Northwest Airlines  
Pizza Hut  
Safeway Stores  
Sears  
Taco Bell  
Tesoro Northstore Company  
Union Oil of California (Unocal) (now Chevron)  
UPS  
Wal-Mart/Sam's Club  
Wells Fargo

*Source: Fortune Magazine*

### **Trends 100 companies are everywhere**

Although most of the top 100 employers have their headquarters or their largest work site in Anchorage, Alaska's largest city, fewer than 15 of the employers are exclusively in Anchorage. For example, First National Bank Alaska maintains its headquarters in Anchorage, but it has offices in 15 Alaska communities. At least a quarter of the top 100 companies have no presence in Anchorage.

### **Public sector reigns when it's included**

If the list of the 100 largest employers included the public sector, it would look vastly different. (See Exhibit 8.) Only four of the top 10 employers are in the private sector. By nature, public sector organizations tend to be large – even the Anchorage School District, with its 6,539 employees, has a bigger work force than any private organization in the state. It's doubtful the lineup will change much in the foreseeable future.

### **Many are even Fortune 500 players**

Nearly a quarter of the top 100 companies are also Fortune 500 employers. Those include UPS, Wells Fargo, Home Depot and Costco – names most Alaskans can identify. (See Exhibit 9.) Only a few are not as well known, such as ARAMARK, which is in the hotel, catering and facility management business, among others.

## **Trends 100: A list, is a list, is a list?**

By Neal Fried  
Economist

There are all kinds of lists out there: to-do lists, grocery lists and lists that rank all sorts of things. The ranking style of the list has become increasingly popular as our attention span has shortened and we are overwhelmed with information. The Trends 100 list began in 1986 as the Trends 50 list – a ranking of the top 50 private sector employers – and then grew to the Trends 100 in 1989.

All lists that rank something have their weaknesses and many have their strengths. One of the strengths of the Trends 100 is that the employment numbers come straight from the quarterly employer reports of wages and employment that nearly all Alaska employers are required to submit to the Alaska Department of Labor & Workforce Development, as mandated by the state's unemployment insurance laws. It's the most comprehensive database of employers in the state.

Those that are excluded from the reporting requirement are self-employed workers, fishermen, domestic workers, unpaid family workers, nonprofit volunteers and most people working in agriculture.

To produce the Trends 100 list, a report is run against this employer database for the most current calendar year available – for this issue's Trends 100 list, it was 2005. A 12-month average is then calculated for each employer and that becomes the number reported for each employer.

That's another strength of the Trends 100: It's not based on peak employment of a particular employer, like is so often the case. There are many employers that have a large work force for two or three months a year but only a few employees for the rest of the year. Other employers have a smaller peak work force but employ more of their workers over the course of the whole year.

The 12-month average provides a common denominator for measuring the true size of the employer's work force.

The biggest shortcoming of the Trends 100, however, is there is no distinction made between part-time and full-time employment. If such a distinction could be made, it would be, but employers aren't required to report whether someone is full-time or part-time.

Another strength of the Trends 100 – although it's sometimes perceived as a weakness – is that the Department of Labor reports the companies just as the companies report themselves to the department. In most cases, it's not a problem. But in some cases, the companies may be unhappy that their subsidiaries are counted as stand-alone companies.

An example of this might be the Arctic Slope Regional Corporation, an umbrella of a long list of subsidiaries – two of which are on the Trends 100 list. If all the subsidiaries of the regional corporations were combined under the regional corporations' names, most of these parent companies would show up on the list of the state's largest employers.