

## Alaska's 100 largest private employers in 2006

**T**he Providence Health System first grabbed the top spot as Alaska's largest private employer in 2001, when its employment was 3,369.<sup>1</sup> A decade ago it was 2,261. Now, with its 2006 work force of 3,991, Providence will soon become the first private-sector employer with an average monthly work force for the year exceeding the 4,000 mark.<sup>2</sup> (See Exhibits 1 and 2.)

Most of Providence's gains have come from steady growth at its Anchorage hospital campus, and growth and acquisitions at the company's health care facilities in Wasilla, Seward, Kodiak and Valdez.

A decade ago, the largest private employer in the state was Carr Gottstein Foods with a work force of 3,299. (See Exhibit 7.)

### Seven new players make the top 100 list

Alaska's *Trends* 100 – a list of the companies with the highest average monthly employment for 2006 – includes seven new members that weren't on the previous year's list, a higher number than usual. (See Exhibit 3.)

Three of the seven are from the construction industry. They represent the largest group of construction companies to grace the top 100 list since 1990; in many years, no contractors made the list. The three are Alaska Interstate Con-

struction, the Conam Construction Company and Colaska. (Colaska's subsidiaries are QAP in Anchorage, Exclusive Paving in Fairbanks and SECON in Juneau.<sup>3</sup>)

The construction industry's representation on the top 100 list is light due to its extreme seasonality. The three construction companies made the cut after many years of healthy growth for the overall industry, along with an extra push that came from an upswing in activity on the North Slope.

Most of the seven employers that broke into the top 100 did so by growing over the years, including AT&T Alascom and the North Star Behavioral Health System, which added a 60-bed treatment center in 2006. Chevron is one of the exceptions. It entered the state when it bought Unocal in late 2005.<sup>4</sup>

Another exception is Columbia Sussex, which owns 82 hotels, mostly in the United States. It has owned the Anchorage Marriott Downtown since it built the hotel in 2000. Then Columbia Sussex bought the downtown Hilton Anchorage in late 2005, increasing Columbia Sussex's employment more than 60 percent, and putting the company on the top 100 list.

### Consequently seven fell off the list

Employment for four of 2005's players fell enough to cause them to slip off the *Trends* 100

<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 2006 for the company based on the quarterly employer reports of wages and employment that nearly all Alaska's employers submit to the Alaska Department of Labor and Workforce Development, as required by state unemployment insurance laws.

<sup>2</sup> There were individual months in 2006 when Providence's work force did crest the 4,000 mark.

<sup>3</sup> Colaska first made the *Trends* 100 in 2006, but QAP (also as its former name, Quality Asphalt Paving) had made the list in 2004 and 2005. Colaska's employment has included QAP since 2006.

<sup>4</sup> The year 2006 was the first full year Chevron owned Unocal, so that's why Chevron is on the *Trends* 100 for the first time in 2006. Unocal was in 89<sup>th</sup> place in 2005.

list; they didn't grow fast enough to keep up with the other employers on the list or actually lost some employment. Those include Northrim Bank, Harpoon Construction Group, the Association of Village Council Presidents and Swissport.

Three companies were off the list due to name changes or buyouts. As mentioned above, Unocal became Chevron, Hilton Anchorage became Columbia Sussex and QAP became Colaska.

### **Six leapfrog their ranking by 10 or more places**

Six employers dramatically improved their rankings by jumping 10 or more places. (See Exhibit 4.) Most got there by adding employees but others did it through acquisitions or mergers.

Two of the six were tied to the oil industry's big upswing in activity in 2006 – Udelhoven Oilfield System Services and Nabors Alaska Drilling. That's not surprising given that oil industry employment hit a 14-year high in 2006. Crowley Marine, which bought three existing companies in 2005, moved up a full 26 places in one year – the biggest increase in ranking for any one company. Udelhoven was another high flier: It barely made the list in 2004 at 98<sup>th</sup> place, but moved up to 70<sup>th</sup> in the next two years.

ARAMARK's strong showing came as a result of increasing the number of properties it operates in Denali National Park. The company jumped from 56<sup>th</sup> place in 2004 to 45<sup>th</sup> in 2005 and 31<sup>st</sup> in 2006. And North Pacific Seafoods increased its product line, causing the company to be busier processing fish.

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

Nearly a third of all private-sector employees in Alaska – 72,866 people – work for a company on the top 100 list. Employment for the *Trends* 100 companies grew by 5.1 percent in 2006, compared to 2.5 percent for the overall private sector. The reason isn't entirely clear. Some of

the growth was a result of mergers, which translates into growth for the *Trends* 100 companies but not for the overall work force. A robust year in the oil industry may also help explain the stronger growth.

The total payroll for the top 100 employers was \$3.5 billion in 2006 and the average annual wage that year was \$47,493, compared to \$40,387 for all private-sector wages in Alaska.

That doesn't mean, however, that all top 100 employers pay above-average wages. Their wages cover the entire spectrum. There are employers in the top 10 that have average payrolls that are smaller than the average payrolls of the firms that are listed in the bottom half of the top 100.

The huge presence of the oil industry is the single largest reason for above-average wages for *Trends* 100 companies. The average annual wage for the oil industry companies on the list was \$130,684 in 2006. When oil industry employers are omitted, the average annual wage falls to \$40,080.

### **Fifteen of the top 100 are Native-owned**

The 15 Native-owned companies and organizations that are on the *Trends* 100 are a mixture of for-profit and nonprofit entities that include oil field service companies, caterers, human resource management companies, and health and social service providers. (See Exhibit 5.)

Although two Native-owned employers dropped off the top 100 list in 2006, overall employment for the Native-owned employers grew in 2006, which underscores the growing influence of Native companies and organizations on Alaska's economy.

Overall, the *Trends* 100 includes individual firms regardless of ownership,<sup>5</sup> and that tends to understate the presence of regional Native corporations. If all joint ventures and their subsidiaries

<sup>5</sup> The *Trends* 100 companies and organizations are listed as they list themselves when they submit their quarterly employer reports of wages and employment to the Department of Labor.

# 1 Alaska's 100 Largest Private-Sector Employers Employment, 2006

Rank	Firm Name	Average Monthly Employment in 2006	Business Activity	Headquarters or Largest Work Site	Web Site
1	Providence Health System	3,991	Hospital/medical center	Anchorage	providence.org/alaska
2	Carrs/Safeway	3,117	Grocery	Anchorage	carrsqc.com
3	Fred Meyer	2,766	Grocery/general merchandise	Anchorage	fredmeyerstores.com
4	Wal-Mart/Sam's Club	2,608	Grocery/general merchandise	Anchorage	walmartstores.com
5	Trident Seafoods	1,951	Seafood processing	Akutan	tridentseafoods.com
6	ASRC Energy Services	1,749	Oil field services	Anchorage	asrcenergy.com
7	Alaska Airlines	1,585	Air carrier	Anchorage	alaskaair.com
8	VECO	1,553	Oil field services	Anchorage	veco.com
9	BP Exploration Alaska	1,508	Oil and gas extraction	Anchorage	bp.com
10	NANA Management Services	1,497	Catering/lodging/security	Anchorage	nana.com
11	Alaska Native Tribal Health Consortium (ANTHC)	1,332 <sup>1</sup>	Hospital/medical center	Anchorage	anthc.org
12	Banner Health (mostly Fairbanks Memorial Hospital)	1,314	Hospital/medical center	Fairbanks	bannerhealth.com
13	Yukon-Kuskokwim Health Corporation	1,292	Hospital/medical center	Bethel	ykhc.org
14	GCI Communications	1,272	Communications	Anchorage	gci.com
15	FedEx	1,178	Air freight/courier service	Anchorage	fedex.com
16	Southcentral Foundation	1,163 <sup>2</sup>	Health care	Anchorage	southcentralfoundation.com
17	Wells Fargo	1,028	Financial services	Anchorage	wellsfargo.com
18	ConocoPhillips	1,019	Oil and gas extraction	Anchorage	conocophillips.com
19	Spenard Builders Supply	929	Building products	Anchorage	sbsalaska.com
20	UniSea	923	Seafood processing	Dutch Harbor	unisea.com
21	Alaska Communication Systems (ACS)	906	Communications	Anchorage	acsalaska.com
22	Alaska USA Federal Credit Union	891	Financial services	Anchorage	alaskausa.com
23	McDonald's Restaurants of Alaska	889	Eating establishment	Anchorage	mcdonalds.com
24	Doyon/Univeral Ogden, Joint Venture	841	Catering/security	Anchorage	doyon.com
25	SouthEast Alaska Regional Health Consortium (SEARHC)	826	Social services/health care	Sitka	searhc.org
26	Home Depot	800	Building products	Anchorage	homedepot.com
27	Alyeska Pipeline Service Company	798	Transportation	Anchorage	alyeska-pipe.com
28	Alaska Regional Hospital	796	Hospital/medical center	Anchorage	alaskaregional.com
29	Icicle Seafoods	783	Seafood processing	Petersburg	icicleseafoods.com
30	Alaska Commercial Company	767	General merchandise/grocery	Anchorage	alaskacommercial.com
31	ARAMARK	762	Catering/concessionaire	Denali Park	aramark.com
32	AES - Houston Contracting Company	751	Oil field services	Anchorage	asrcenergy.com
33	First National Bank Alaska	731	Financial services	Anchorage	fnbalaska.com
34	Costco	726	Grocery/general merchandise	Anchorage	costco.com
35	Westward Seafoods	686	Seafood processing	Unalaska	westwardseafoods.com
36	Hope Community Resources	678	Social services	Anchorage	hopealaska.org
37	The Alaska Club	669	Health club	Anchorage	thealaskaclub.com
38	Peter Pan Seafoods	628	Seafood processing	King Cove	ppsf.com
39	Mat-Su Regional Medical Center	620	Hospital/medical center	Mat-Su	matsuregional.com
40	Ocean Beauty Seafoods	596	Seafood processing	Kodiak	oceanbeauty.com
41	Alaska Hotel Properties (Princess Hotels)	590	Hotels	Denali Park	princessalaskalodges.com
42	Lowe's	587	Building products	Anchorage	lowes.com
43	Northwest Airlines	562	Air carrier	Anchorage	nwa.com
44	Maniilaq Association	555	Social services/health care	Kotzebue	maniilaq.org
45	Job Ready	552	Vocational rehabilitation services	Anchorage	readycareak.com
46	Laidlaw Transit Services	545	Transportation	Anchorage	laidlawtransit.com
47	Anchorage Daily News	532	Newspaper	Anchorage	adn.com
48	Horizon Lines of Alaska	507	Water transportation	Anchorage	horizonlines.com
49	Columbia Sussex (Anchorage Marriott, Hilton Anchorage)	501	Hotels	Anchorage	columbiasussex.com
50	Schlumberger Technologies	496	Oil field services	Anchorage	slb.com

<sup>1</sup> This count excludes ANTHC's 521 federal employees.

<sup>2</sup> This count excludes the foundation's 126 federal employees.

<sup>3</sup> When two or more employers had the same number of employees, they were ranked by unrounded employment.

# Alaska's 100 Largest Private-Sector Employers Employment, 2006



Rank	Firm Name	Average Monthly Employment in 2006	Business Activity	Headquarters or Largest Work Site	Web Site
51	Colaska (QAP, SECON and Exclusive Paving)	493	Construction	Anchorage	Web site is under construction
52	Norton Sound Health Corporation	478	Health care	Kotzebue	nortonsoundhealth.org
53	Tanana Chiefs Conference	471	Social services/health care	Fairbanks	tananachiefs.org
54	UPS	470	Air freight/courier service	Anchorage	ups.com
55	Alyeska Resort (includes O'Malley's on the Green)	467	Hotels/resort	Girdwood	alyeskaresort.com
56	Peak Oilfield Service Company	466	Oil field services	Anchorage	peakalaska.com
57	PenAir	457	Air carrier	Anchorage	penair.com
58	Alaska Consumer Direct Personal Care	439	Home health	Anchorage	consumerdirectonline.net/alaska
59	Nabors Alaska Drilling	436	Oil field services	Anchorage	nabors.com
60	Immediate Care	428 <sup>3</sup>	Health care	Anchorage	immediatecareak.com
61	Carlile Enterprises	428 <sup>3</sup>	Trucking/warehousing	Anchorage	carlilekw.com
62	Chugach Development Corporation	428 <sup>3</sup>	Facilities support services	Anchorage	chugach-ak.com
63	Denali Foods (Taco Bell)	411	Eating establishment	Anchorage	tacobell.com
64	Sears	405	General merchandise	Anchorage	sears.com
65	North Pacific Seafoods	402	Seafood processing	Kodiak	northpacificseafoods.com
66	Lithia Motors	401	Car dealerships	Anchorage	lithia.com
67	Westmark Hotels	398	Hotels	Anchorage	westmarkhotels.com
68	Teck Cominco Alaska (Red Dog Mine)	391	Mining	Red Dog mine	teckcominco.com
69	Tesoro Northstore Company	388	Retail/gas stations	Anchorage	tsocorp.com
70	Udelhoven Oilfield System Services	385	Oil field services	Anchorage	udelhoven.com
71	Assets	382	Social services	Anchorage	assetsinc.org
72	Fairbanks Gold Mining Company (Fort Knox)	378	Mining	Fairbanks	kinross.com
73	Crowley Marine	373	Coastal freight transport	Anchorage	crowley.com
74	Ketchikan General Hospital	369	Hospital/medical center	Ketchikan	peacehealth.org
75	SMG of Alaska (Sullivan Arena, others)	368	Facilities support services	Anchorage	smgworld.com
76	Pizza Hut	367	Eating establishment	Anchorage	pizzahut.com
77	Hickel Investment Company (Hotel Captain Cook)	364	Hotel/real estate	Anchorage	captaincook.com
78	Era Aviation	358	Air carrier	Anchorage	flyera.com
79	Bristol Bay Area Health Corporation	355	Health care	Dillingham	bbahc.org
80	NorQuest Seafoods	351	Seafood processing	Ketchikan	norquestseafoods.com
81	Chugach Electric Association	348	Utility	Anchorage	chugachelectric.com
82	Salvation Army - Alaska	336	Social services	Anchorage	salvationarmy.org/alaska
83	Royal Highway Tours (Princess Tours)	334	Tour busses	Anchorage	princessalaskalodges.com
84	Alaska Interstate Construction	333	Construction	Anchorage	aiclcc.com
85	Rural Alaska Community Action Program	323	Social services	Anchorage	ruralcap.com
86	The Arc of Anchorage	315	Social services	Anchorage	arc-anchorage.org
87	Nordstrom	313	Apparel	Anchorage	nordstrom.com
88	Doyon Drilling	312 <sup>3</sup>	Oil field services	Anchorage	doyondrilling.com
89	Matanuska Telephone Association	312 <sup>3</sup>	Communications	Palmer	mta-telco.com
90	Alaska Sales and Service	312 <sup>3</sup>	Car dealership	Anchorage	alaskasalesandservice.com
91	Conam Construction Company	309 <sup>3</sup>	Construction	Anchorage	conamco.com
92	JCPenney	309 <sup>3</sup>	Apparel	Anchorage	jcp.com
93	Access Alaska	305	Social services	Anchorage	accessalaska.org
94	Frontier Community Services	304	Social services	Kenai	fcskenai.org
95	Gottschalks	302	Apparel	Anchorage	gottschalks.com
96	North Star Behavioral Health System	301	Health care	Anchorage	northstarbehavioral.com
97	Holiday Stationstores	295	Retail/gas stations	Anchorage	holidaystationstores.com
98	AT&T Alascom	285	Communications	Anchorage	attalasc.com
99	Chevron	283	Oil and gas extraction	Anchorage	chevron.com
100	Alaska Cold Storage (Odom Corporation)	282	Wholesale trade	Anchorage	odomcorp.com

<sup>1</sup> This count excludes ANTHC's 521 federal employees.

<sup>2</sup> This count excludes the foundation's 126 federal employees.

<sup>3</sup> When two or more employers had the same number of employees, they were ranked by unrounded employment.

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

# 2 The Trends 100 by Industry Employment in 2006

	Average Monthly Employment in 2006		Average Monthly Employment in 2006
<b>NATURAL RESOURCES AND MINING</b>			
<b>Mining (except oil and gas)</b>			
Teck Cominco Alaska (Red Dog mine)	391		
Fairbanks Gold Mining Company (Fort Knox)	378		
<b>Oil and Gas Extraction and Oil Field Services</b>			
ASRC Energy Services	1,749		
VECO	1,553		
BP Exploration Alaska	1,508		
ConocoPhillips	1,019		
AES - Houston Contracting Company	751		
Schlumberger Technologies	496		
Peak Oilfield Service Company	466		
Nabors Alaska Drilling	436		
Udelhoven Oilfield System Services	385		
Doyon Drilling	312		
Chevron	283		
<b>CONSTRUCTION</b>			
Colaska (QAP, Exclusive Paving and SECON)	493		
Alaska Interstate Construction	333		
Conam Construction Company	309		
<b>MANUFACTURING</b>			
<b>Seafood Processing</b>			
Trident Seafoods	1,951		
UniSea	923		
Icicle Seafoods	783		
Westward Seafoods	686		
Peter Pan Seafoods	628		
Ocean Beauty Seafoods	596		
North Pacific Seafoods	402		
NorQuest Seafoods	351		
<b>TRADE, TRANSPORTATION AND UTILITIES</b>			
<b>Trade</b>			
<b>Wholesale</b>			
Anchorage Cold Storage (Odom Corporation)	282		
<b>Retail</b>			
Carrs/Safeway	3,117		
Fred Meyer	2,766		
Wal-Mart/Sam's Club	2,608		
Spenard Builders Supply	929		
Home Depot	800		
Alaska Commerical Company	767		
Costco	726		
Lowe's	587		
Sears	405		
Lithia Motors	401		
Tesoro Northstore Company	388		
Nordstrom	313		
Alaska Sales and Service	312		
JCPenney	309		
Gottschalks	302		
Holiday Stationstores	295		
<b>Transportation</b>			
Alaska Airlines	1,585		
FedEx	1,178		
Alyeska Pipeline Service Company	798		
Northwest Airlines	562		
		<b>Transportation (continued)</b>	
		Laidlaw Transit Services	545
		Horizon Lines of Alaska	507
		UPS	470
		PenAir	457
		Carlile Enterprises	428
		Crowley Marine	373
		Era Aviation	358
		Royal Highway Tours (Princess Tours)	334
		<b>Utilities</b>	
		Chugach Electric Association	348
		<b>INFORMATION</b>	
		<b>Publishing</b>	
		Anchorage Daily News	532
		<b>Telecommunications</b>	
		GCI Communications	1,272
		Alaska Communications Systems (ACS)	906
		Matanuska Telephone Association	312
		AT&T Alascom	285
		<b>FINANCIAL ACTIVITIES</b>	
		<b>Finance and Insurance</b>	
		Wells Fargo	1,028
		Alaska USA Federal Credit Union	891
		First National Bank Alaska	731
		<b>PROFESSIONAL AND BUSINESS SERVICES</b>	
		<b>Administrative and Support Services</b>	
		Chugach Development Corporation	428
		SMG of Alaska (Sullivan Arena, others)	368
		<b>EDUCATION AND HEALTH SERVICES</b>	
		<b>Health Services and Social Assistance</b>	
		Providence Health System	3,991
		Alaska Native Tribal Health Consortium (ANTHC)	1,332 <sup>1</sup>
		Banner Health (mostly Fairbanks Memorial Hospital)	1,314
		Yukon-Kuskokwim Health Corporation	1,292
		Southcentral Foundation	1,163 <sup>2</sup>
		SouthEast Alaska Regional Health Consortium (SEARHC)	826
		Alaska Regional Hospital	796
		Hope Community Resources	678
		Mat-Su Regional Medical Center	620
		Maniilaq Association	555
		Job Ready	552
		Norton Sound Health Corporation	478
		Tanana Chiefs Conference	471
		Alaska Consumer Direct Personal Care	439
		Immediate Care	428
		Assets	382
		Ketchikan General Hospital	369
		Bristol Bay Area Health Corporation	355
		Salvation Army - Alaska	336
		Rural Alaska Community Action Program	323
		The Arc of Anchorage	315

<sup>1</sup> This count excludes ANTHC's 521 federal employees.

<sup>2</sup> This count excludes the foundation's 126 federal employees.

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were combined, their representation would certainly be much larger. Even given these shortcomings, the impact of Native companies and organizations in Alaska is impressive.

Many of the employers, such as the Alaska Native Tribal Health Consortium and Southcentral Foundation, are health care providers. And both ANTHC and Southcentral's numbers are actually larger than the employment listed on the *Trends* 100 because they also have federal employees not accounted for on the list. ANTHC has 521 federal employees and the Southcentral Foundation has 126.

The largest Native player and the state's sixth-largest employer in 2006 was ASRC Energy Services, a subsidiary of the Arctic Slope Regional Corporation. NANA Management Services was the 10<sup>th</sup> largest in 2006. Ten years ago, no Native company or organization had made the top 10 list.

## Nearly a quarter of the top 100 are nonprofits

Although the nonprofit sector isn't often touted as a powerful force in Alaska's economy, its presence among the top 100 list reveals an important story. (See Exhibit 6.) Nearly a quarter of all *Trends* 100 employment is with nonprofits, and the state's largest private-sector employer in 2006, Providence Health System, is a nonprofit.

Alaska has more than 6,000 nonprofit organizations that employ over 30,000 people in the state, according to a recent University of Alaska Anchorage study. Alaska had more nonprofits per capita than any other state in the nation in 2005.

Altogether, Alaska nonprofits spent more than \$3.5 billion in 2005.

Nonprofits on the top 100 list – particularly those in health care – represent various parts of the state and are often

Crowley Marine	99th to 73rd	271	373	102	38%
Nabors Alaska Drilling	73rd to 59th	357	436	79	22%
ARAMARK	45th to 31st	549	762	213	39%
Laidlaw Transit Services	57th to 46th	442	545	103	23%
Udelhoven Oilfield System Services	81st to 70th	335	385	50	15%
North Pacific Seafoods	75th to 65th	347	402	55	16%

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

## The Trends 100 by Industry Employment in 2006 (Continued) **2**

Average Monthly Employment in 2006

### Health Services and Social Assistance (Continued)

Access Alaska	305
Frontier Community Services	304
North Star Behavioral Health System	301

### LEISURE AND HOSPITALITY

#### Accommodation

Alaska Hotel Properties (Princess Hotels)	590
Columbia Sussex (Anchorage Marriott, Hilton Anchorage)	501
Alyeska Resort (includes O'Malley's on the Green)	467
Westmark Hotels	398
Hickel Investment Company (Hotel Captain Cook)	364

#### Food Services and Drinking Places

NANA Management Services	1,497
McDonald's Restaurants of Alaska	889
Doyon/Universal Ogden, Joint Venture	841
ARAMARK	762
Denali Foods (Taco Bell)	411
Pizza Hut	367

#### Recreation

The Alaska Club	669
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Source: Alaska Department of Labor and Workforce Development, Research and Analysis Section

## New Players Make the Trends 100 More newcomers than usual! **3**

Employment in 2006

Columbia Sussex (Anchorage Marriott, Hilton Anchorage)	501
Colaska (QAP, Exclusive Paving and SECON)	493
Alaska Interstate Construction	333
Conam Construction Company	309
North Star Behavioral Health System	301
AT&T Alascom	285
Chevron	283

<sup>1</sup> Newcomers are defined as companies that weren't on the previous year's list. Source: Alaska Department of Labor and Workforce Development, Research and Analysis Section

## The Big Movers in 2006 Ranking up by at least 10 since 2005 **4**

Change in Rank 2005 to 2006	Employment in 2005	Employment in 2006	Increase in Employment	Percentage Change	
Crowley Marine	99th to 73rd	271	373	102	38%
Nabors Alaska Drilling	73rd to 59th	357	436	79	22%
ARAMARK	45th to 31st	549	762	213	39%
Laidlaw Transit Services	57th to 46th	442	545	103	23%
Udelhoven Oilfield System Services	81st to 70th	335	385	50	15%
North Pacific Seafoods	75th to 65th	347	402	55	16%

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

## 5 Alaska Native Employers Employment in 2006

	Employment
ASRC Energy Services	1,749
NANA Management Services	1,497
Alaska Native Tribal Health Consortium (ANTHC)	1,332 <sup>1</sup>
Yukon-Kuskokwim Health Corporation	1,292
Southcentral Foundation	1,163 <sup>2</sup>
Doyon/Universal Ogden, Joint Venture	841
SouthEast Alaska Regional Health Consortium (SEARHC)	826
AES - Houston Contracting Company	751
Maniilaq Association	555
Norton Sound Health Corporation	478
Tanana Chiefs Conference	471
Peak Oilfield Service Company	466
Chugach Development Corporation	428
Bristol Bay Area Health Corporation	355
Doyon Drilling	312

<sup>1</sup> This count excludes ANTHC's 521 federal employees.

<sup>2</sup> This count excludes the foundation's 126 federal employees.

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

## 6 Biggest Nonprofits in 2006 Nonprofits are a fourth of the *Trends 100*

	Employment
Providence Health System	3,991
Yukon-Kuskokwim Health Corporation	1,292
Banner Health (mostly Fairbanks Memorial Hospital)	1,314
Alaska Native Tribal Health Consortium (ANTHC)	1,332 <sup>1</sup>
Southcentral Foundation	1,163 <sup>2</sup>
Alaska USA Federal Credit Union	891
SouthEast Alaska Regional Health Consortium (SEARHC)	826
Hope Community Resources	678
Mat-Su Regional Medical Center	620
Maniilaq Association	555
Norton Sound Health Corporation	478
Tanana Chiefs Conference	471
Assets	382
Ketchikan General Hospital	369
Bristol Bay Area Health Corporation	355
Chugach Electric Association	348
Salvation Army - Alaska	336
The Arc of Anchorage	315
Matanuska Telephone Association	312
Access Alaska	305
Frontier Community Services	304

<sup>1</sup> This count excludes ANTHC's 521 federal employees.

<sup>2</sup> This count excludes the foundation's 126 federal employees.

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

the largest or second-largest employers in their communities. They include the Yukon-Kuskokwim Health Corporation in Bethel, Norton Sound Health Corporation in Nome, Banner Health in Fairbanks and the Mat-Su Regional Medical Center between Palmer and Wasilla.

### The top 10 has changed little in 10 years

Only two of the top 10 employers were absent from the list a decade ago. (See Exhibit 7.) The two, ASRC Energy Services and NANA Management Services, have simply grown enough over time to make the top 10.

The rankings for the others shifted some – Walmart/Sam's Club ranked seventh in 1996 and fourth in 2006, for example – but the total employment of the top 10 has grown significantly. The top 10's combined employment of 16,397 in 1996 grew 36 percent to 22,325 in 2006.

### When public-sector employers are included, they dominate

When the public sector is included, the list of Alaska's 10 largest employers changes dramatically. (See Exhibit 8.) Only four private-sector employers remain in the top 10. Even to the casual observer, this isn't surprising. The public sector, however, has been and probably will continue to grow more slowly than the private sector. Additional private-sector employers could show up on this list in the future.

### Most of Alaska's oil industry companies are in the top 100

At first blush, the top 100 doesn't appear to be dominated by any particular industry. But there is an exception – the oil industry. (See Exhibit 2.) Eighty-eight percent of all oil industry workers are employed by one of the state's 100 largest employers, as the capital-intensive nature of the oil business appears to favor larger companies. Ten of the 11 employers in the oil industry on the *Trends 100* increased their work force in 2006.

Manufacturing, one of the state's smallest employment sectors, continues to get smaller. Even

so, employment at the eight seafood processing companies on the *Trends* 100 – the only manufacturing companies on the list – represents nearly half, or 48 percent, of Alaska’s manufacturing employment.

The trend in retail trade is different because most retail employers tend to be smaller. Although 16 of Alaska’s top 100 employers are retailers, less than half, or 42 percent, of all retail employment is captured by employers on the *Trends* 100.

Interestingly, employment for one of the state’s fastest-growing retailers, Wal-Mart/Sam’s Club, fell slightly – it was down 86 jobs – in 2006. However, that trend will soon reverse itself when Wal-Mart opens a supercenter in Wasilla and a store in Juneau, both later this year. The company also has plans for a number of new store openings and expansions around the state.

The industry that hardly shows up on the top 100 radar is professional and business services, which is dominated by small employers. Only two firms in that category are on the *Trends* 100 list and their employment represents just 3 percent of its work force.

### They represent every geographic area in the state

Although a majority of the *Trends* 100 employers have their largest work site or headquarters in Anchorage, only a few operate there exclusively. First National Bank Alaska has its headquarters in Anchorage, but it has banks in 17 communities. None of the eight *Trends* 100 fish processors are located in Anchorage. Some have very remote locations, such as North Pacific’s processing plant at Peterson Point, three miles up the beach from Naknek.

### Many are also Fortune 500 companies

Companies like Wal-Mart, Chevron, Costco, Lowe’s, FedEx and McDonald’s aren’t just big national names but their presence is also large in Alaska. More than one in five of Alaska’s *Trends* 100 employers show up in Fortune magazine’s annual list of the nation’s 500 largest companies. (See Exhibit 9.)

## The Top 10 in 2006 and 10 Years Ago

Eight are still on the list



### Top 10 Employers in 2006

	Employment
1 Providence Health System	3,991
2 Carrs/Safeway	3,117
3 Fred Meyer	2,766
4 Wal-Mart/Sam’s Club	2,608
5 Trident Seafoods	1,951
6 ASRC Energy Services	1,749
7 Alaska Airlines	1,585
8 VECO	1,553
9 BP Exploration Alaska	1,508
10 NANA Management Services	1,497

### Top 10 Employers in 1996

	Employment
1 Carr Gottstein Foods	3,299
2 Providence Hospital	2,261
3 Fred Meyer	1,760
4 ARCO Alaska	1,572
5 Trident Seafoods	1,377
6 Alaska Airlines	1,355
7 Wal-Mart/Sam’s Club	1,284
8 National Bank of Alaska	1,165
9 VECO	1,162
10 BP Exploration	1,132

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

## Adding in the Public Sector

The top 10 in 2006



	Employment
1 Uniformed military	22,675
2 Federal civilians	16,694
3 State of Alaska	17,442
4 University of Alaska	7,080
5 Anchorage School District	6,806
6 Providence Health System	3,991
7 Carrs/Safeway	3,117
8 Municipality of Anchorage	3,035
9 Fred Meyer	2,766
10 Wal-Mart/Sam’s Club	2,608

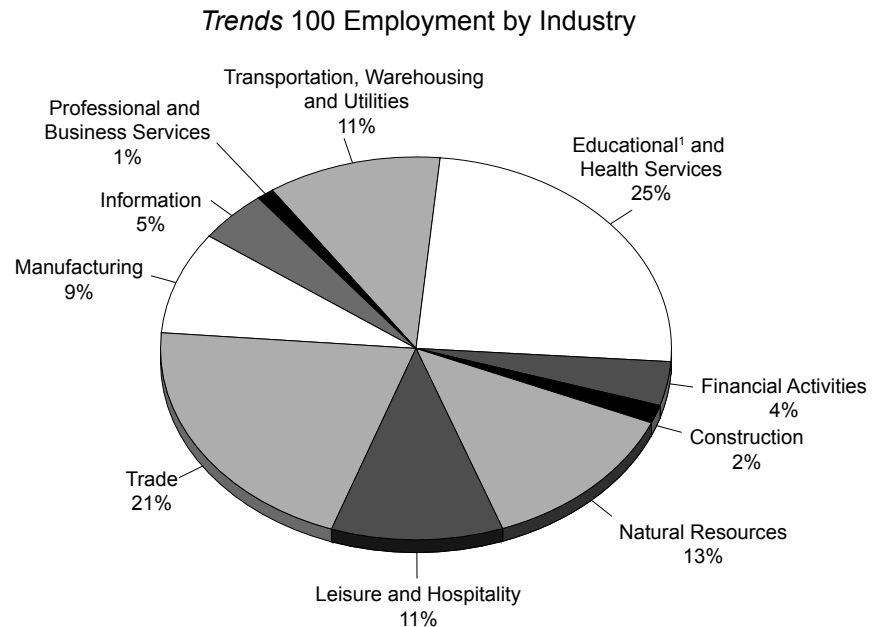
Source: Alaska Department of Labor and Workforce Development, Research and Analysis Section



# 9 The Fortune 500 Trends 100 firms on the list

ARAMARK  
 AT&T (AT&T Alascom)  
 Chevron  
 ConocoPhillips  
 Costco Wholesale  
 FedEx  
 Home Depot  
 Hospital Corporation of America  
 (Alaska Regional Hospital)  
 JCPenney  
 Kroger (Fred Meyer)  
 Lowe's  
 McDonald's  
 Marriott International (NANA/Marriott,  
 Joint Venture)  
 Nordstrom  
 Northwest Airlines  
 Safeway  
 Sears Holdings  
 Tesoro  
 UPS  
 Wal-Mart  
 Wells Fargo  
 Yum Brands (Pizza Hut and Taco Bell)

# 10 Trends 100 Employment by Industry Alaska, 2006



<sup>1</sup> Private education only  
 Source: Alaska Department of Labor and Workforce Development, Research and Analysis Section

Source: Fortune Magazine, 2006 Fortune 500

## The Strengths and Weaknesses of the Trends 100

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 and 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 the employer database for the most current calendar year available – for this issue's *Trends 100* list, it was 2006. A 12-month average is then calculated for each employer and that becomes the number reported for each employer on the top 100 list.

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. As mentioned in the main article, 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.