

Alaska's largest private employers in 1999

In 1999 there was a slightly new twist for the top employer. For eight years, Carr Gottstein Foods was the number one employer in Alaska. But that changed with the acquisition of Carrs by Safeway, which ranked tenth last year. After the buyout, Safeway's employment climbed to 3,902, making it the state's largest private sector employer ever. (See Exhibit 1.) Safeway, most likely, will stay on the top of the list for years to come. Providence Alaska Medical Center, with 3,027 employees, was again the runner-up, a position it has held since 1995. Its workforce continues to grow through expansions and acquisitions. Just five years ago Providence employed 1,998. The next largest employer in the state, Fred Meyer, has an employee roster a thousand names shorter than Providence's. The remaining top 10 employers were only slightly different from 1998's players.

The 1,000+ club lost members in 1999

The number of companies with a workforce of more than 1,000 has grown from six to 10 over the decade from 1989 to 1999. (See Exhibit 5.) But compared to 1998, the 1999 list had three fewer employers. One employer was lost as a result of Safeway's buyout of Carrs; last year both were 1000+ employers. Two other employers that belonged to the 1,000+ club did not make the list because they became smaller.

Five newcomers join the Trends 100

A relatively small number of newcomers made the list in 1999. (See Exhibit 3.) The length of 1998's newcomer list was the same. This may reflect a stable economic climate. The new players represent an eclectic group of industries. Two are relative newcomers to Alaska; the others have simply been climbing up the list. Alaska Communications Systems (ACS) is truly the new kid on the block. When ACS bought its first property, Anchorage Telephone Utilities (ATU) with a workforce of 750 in 1999, it immediately became one of the state's largest employers. Since then ACS has acquired PTI Communications and Internet Alaska and is attempting to buy Matanuska Telephone Company. If successful, ACS will vault itself into the 1000+ club. United Airlines' employment got a big boost in 1997 when it opened an international air cargo hub in Anchorage. The other companies, Fairbanks Native Association, Halliburton Energy Services and Charter North Behavioral System, all have long histories in Alaska. Their employment inched up enough from 1998 to make the list in 1999.

Eleven companies move up 10 or more rankings

No particular trend explains why some companies were big movers in 1999. (See Exhibit 4.) Two of these employers were tourism-related: Aramark Leisure Services and NANA Marriott Joint Venture

(continued on page 6)

1 Alaska's 100 Largest Private Employers 1999

Rank	Firm Name	Employment	Business Activity	Headquarters or Largest Work Site
1	Safeway Stores/Carr Gottstein Foods	3,902	Grocery	Anchorage*
2	Providence Alaska Medical Center	3,027	Hospital/Medical Center	Anchorage*
3	Fred Meyer	2,015	Grocery/General Merchandise	Anchorage*
4	Wal-Mart/Sam's Club	1,706	General Merchandise	Anchorage*
5	Alaska Airlines	1,640	Air Carrier	Anchorage*
6	ARCO Alaska	1,440	Oil & Gas Production	Anchorage*
7	National Bank of Alaska	1,181	Banking	Anchorage*
8	Lutheran Health Systems	1,090	Hospital/Medical Center	Fairbanks*
9	Federal Express	1,071	Airfreight/Courier Service	Anchorage*
10	AK Petroleum Contractors (a Natchiq company)	1,039	Oil Field Services	Anchorage*
11	BP Exploration	904	Oil & Gas Production	Anchorage*
12	Kmart	859	General Merchandise	Anchorage*
13	Alyeska Pipeline Service Company	849	Pipeline Transportation	Fairbanks*
14	Alaska USA Federal Credit Union	806	Credit Union	Anchorage*
15	Alaska Regional Hospital	806	Hospital/Medical Center	Anchorage
16	First National Bank of Anchorage	786	Banking	Anchorage*
17	VECO Operations	772	Oilfield Services	Anchorage*
18	GCI Communications	761	Communications/Cable	Anchorage*
19	Laidlaw Transit	746	School/Charter Bus Company	Anchorage*
20	UniSea	729	Seafood Processing	Dutch Harbor
21	NANA Marriott, Joint Venture	728	Catering/Hotels	Anchorage*
22	Sears Roebuck	711	General Merchandise	Anchorage*
23	Peak Oilfield Service Company	700	Oilfield Services	Anchorage*
24	Alaska Commercial Company	655	Grocery/General Merchandise	Anchorage*
25	ERA Aviation	628	Air Carrier	Anchorage*
26	Spenard Builders Supply	620	Building Products	Anchorage*
27	Tanana Chiefs Conference	609	Social Services/Health Care	Fairbanks*
28	Costco	603	General Merchandise	Anchorage*
29	Peter Pan Seafoods	582	Seafood Processing	King Cove*
30	Icicle Seafoods	573	Seafood Processing	Petersburg*
31	Southeast Alaska Regional Health Consortium	556	Health Care	Juneau*
32	North Pacific Processors	547	Seafood Processing	Kodiak*
33	Anchorage Daily News	540	Newspaper	Anchorage
34	Union Oil of California (Unocal)	539	Petroleum Products	Anchorage
35	Westmark Hotels	535	Hotel	Anchorage*
36	Aramark Leisure Services	534	Catering/Concessionaire	Denali Park*
37	Yukon-Kuskokwim Health Corporation	523	Health Care	Bethel*
38	Williams Express (former Mapco Express)	506	Retail/Gas Stations	Anchorage*
39	Trident Seafoods	500	Seafood Processing	Akutan*
40	Valley Hospital	488	Hospital/Medical Center	Palmer*
41	Ogden Facility Management of Alaska	482	Facilities Management	Anchorage*
42	Pizza Hut	479	Eating Establishment	Anchorage*
43	Norquest Seafood Company	476	Seafood Processing	Ketchikan*
44	Alyeska Resort	469	Hotel/Resort	Girdwood/Anchorage
45	ATT/Alascom	453	Telephone Communications	Anchorage*
46	Burger King	443	Eating Establishment	Anchorage*
47	Southcentral Foundation	440	Health Care Services	Anchorage
48	Hope Cottages	433	Residential Care	Anchorage
49	Maniilaq Association	423	Social Services/Health Care	Kotzebue*
50	Cominco Alaska	413	Mining	Red Dog Mine*

A list of web site addresses for *Trends* 100 employers is available on request.

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

Alaska's 100 Largest Private Employers

1999 (continued)

1

Rank	Firm Name	Employment	Business Activity	Headquarters or Largest Work Site
51	Norton Sound Health Corporation	413	Health Care	Nome*
52	Westward Seafoods	413	Seafood Processing	Unalaska
53	United Parcel Service (UPS)	412	Airfreight/Courier Service	Anchorage*
54	Alaska Hotel Properties (Princess Hotels)	385	Hotel	Denali Park*
55	Houston/NANA Joint Venture	379	Oilfield Services	Anchorage*
56	PenAir	379	Air Carrier	Anchorage*
57	Tesoro Northstore Company	379	Retail/Gas Stations	Anchorage*
58	Denali Foods/Taco Bell	377	Eating Establishment	Anchorage*
59	Doyon/Universal Ogden, Joint Venture	377	Catering/Security	Anchorage*
60	Alaska Communications Systems (ACS)	372	Communications	Anchorage*
61	Chugach Electric Association	366	Utility Company	Anchorage*
62	Wards Cove Packing Company	363	Seafood Processing	Naknek*
63	Anchorage Hilton Hotel	361	Hotel	Anchorage
64	Silver Bay Logging	359	Logging	Juneau*
65	Salvation Army-Alaska	357	Social Services	Anchorage*
66	Cook Inlet Processing	356	Seafood Processing	Nikiski*
67	Hotel Captain Cook	353	Hotel	Anchorage
68	J C Penney Company	350	Department Store	Anchorage*
69	Ketchikan General Hospital	348	Hospital/Medical Center	Ketchikan
70	Northwest Airlines	348	Air Carrier	Anchorage*
71	Ocean Beauty Seafoods	337	Seafood Processing	Kodiak*
72	The Alaska Club	336	Health Club	Anchorage
73	Bristol Bay Area Health Corporation	334	Health Care	Dillingham*
74	McDonalds	334	Eating Establishment	Anchorage
75	Chugach North Technical Services	331	Personnel Services	Anchorage*
76	Reeve Aleutian Airways	329	Air Carrier	Anchorage*
77	Lamonts Apparel	326	Apparel	Anchorage*
78	Assets	312	Employment/Residential	Anchorage
79	Sea-Land Freight Service	309	Shipping and Warehouse	Anchorage*
80	Matanuska Telephone Association	303	Telephone Communications	Palmer*
81	Fairbanks Native Association	300	Social Services	Fairbanks
82	Nordstrom	299	Department Store	Anchorage
83	Anchorage Cold Storage Company	296	Wholesale/Grocery	Anchorage*
84	Rural Alaska Community Action Program	292	Social Services	Anchorage*
85	LSG Sky Chefs	289	Catering	Anchorage
86	Williams, Inc. (Alaskan and Proud)	277	Grocery	Ketchikan*
87	Royal Highway Tours	274	Tour Buses	Anchorage*
88	Schlumberger Technologies	272	Oilfield Services	Anchorage*
89	Ketchikan Pulp Company	269	Lumber Products	Ketchikan*
90	Greens Creek Mining Company	267	Mining	Juneau
91	Space Mark	267	Facilities Management	Anchorage*
92	Fairbanks Gold Mining Company (Ft. Knox)	266	Mining	Fairbanks
93	Tyson Shared Services (now Trident Seafoods)	263	Seafood Processing	Kodiak*
94	Carlile Enterprises	262	Trucking/Warehousing	Anchorage*
95	Dynair Services	262	Airport Services	Anchorage
96	Halliburton Energy Services	258	Oilfield Services	Anchorage*
97	Westours Motorcoaches	256	Tour Buses	Fairbanks*
98	Eastgate Theater Company (Regal Theaters)	247	Movie Theaters	Anchorage*
99	Charter North Star Behavioral Health System	246	Health Care	Anchorage
100	United Airlines	245	Air Transportation	Anchorage

* Work sites located in multiple communities.

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

2 Trends 100 by Industry

1999 employment

MINING	Employment
Hard Rock Mining	
Cominco Alaska	413
Greens Creek Mining Company	267
Fairbanks Gold Mining Company (Ft. Knox)	266
Oil & Gas	
ARCO Alaska	1,440
Alaska Petroleum Contractors	1,039
BP Exploration	904
VECO Operations	772
Peak Oilfield Service Company	700
Houston/NANA, Joint Venture	379
Schlumberger Technologies	272
Halliburton Energy Services	258
MANUFACTURING	
Seafood Processing	
UniSea	729
Peter Pan Seafoods	582
Icicle Seafoods	573
North Pacific Processors	547
Trident Seafoods	500
Norquest Seafood Company	476
Westward Seafood	413
Wards Cove Packing Company	363
Cook Inlet Processing	356
Ocean Beauty Seafoods	337
Tyson Shared Services (now Trident Seafoods)	263
Wood Products	
Silver Bay Logging	359
Ketchikan Pulp Company (pulp mill closed 3/97)	269
Other Manufacturing	
Anchorage Daily News	540
Union Oil of California (Unocal)	539
TRANSPORTATION, COMMUNICATIONS, UTILITIES	
Air Transportation	
Alaska Airlines	1,640
Federal Express	1,071
ERA Aviation	628
United Parcel Service (UPS)	412
PenAir	379
Northwest Airlines	348
Reeve Aleutian Airways	329
Dynair Services	262
United Airlines	245
Communications & Utilities	
GCI Communications	761
ATT/Alascom	453
Alaska Communications Systems (ACS)	372
Chugach Electric Association	366
Matanuska Telephone Association	303
Other Transportation	
Alyeska Pipeline Service Company	849
Laidlaw Transit	746
Sea-Land Freight Service	309
Royal Highway Tours	274
Carlile Enterprises	262
Westours Motorcoaches	256
TRADE	
Eating & Drinking	
NANA Marriott, Joint Venture	728

(JV). Aramark Leisure Services runs a number of different operations in Denali National Park including buses, hotels and food services. NANA Marriott JV built and opened three new hotels in the Anchorage market over the past four years, boosting its employment significantly. Williams Express and Tesoro Northstore Company are the state's biggest gasoline retailers and, over the past three years, both have aggressively opened new stations. Southcentral Foundation's meteoric growth came as a result of the privatization of the Alaska Native Hospital in Anchorage. It would not be surprising if Southcentral were to leapfrog another 10 places in next year's ranking. Houston/NANA JV won a big contract with Alyeska Pipeline Service Company in 1998, boosting its workforce numbers. The Alaska Club grew through acquisitions and expansions. Silver Bay Logging opened a new sawmill in Wrangell in 1998. Employment growth of 20-30 caused Westward Seafoods and PenAir to move up the list. VECO's employment grew in 1999 as a result of major construction activity in the oil industry.

Trends 100 employ a big chunk of the workforce

Alaska's largest employers employ more than 58,000 wage and salary workers or 29 percent of all private sector wage and salary employees. In 1999, employment at the state's largest enterprises actually fell slightly, compared to 0.9% growth for the overall private sector workforce. The reason for this phenomenon is not clear. It could be explained partially by the fact that the oil industry carries disproportionate weight among the largest employers and its employment losses were significant in 1999.

Wages paid by the Trends 100 vary a great deal. The number of employees a firm employs has little to do with its total payroll. There are employers on the bottom half of the list that have significantly larger payrolls than firms among the top 10.

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

A big group comes from the nonprofit sector

Sixteen of the state's largest employers are in the nonprofit sector. (See Exhibit 7.) They represent 17 percent of the *Trends* 100 workforce. Their representation grew by one with the addition of the Fairbanks Native Association. Health care providers are the single largest group of nonprofits. The second largest group provides social services in combination with health care.

Many of these health care providers are also the largest employers in their communities. For example, Providence Hospital is both the state's second largest and Anchorage's largest private sector employer. Other examples include the Yukon Kuskokwim Health Corporation (Bethel), the Norton Sound Health Corporation (Nome), Maniilaq Association (Kotzebue), Lutheran Health Systems (Fairbanks), Bristol Bay Health Corporation (Dillingham) and the Valley Hospital (Palmer). That so many health care providers are among the *Trends* 100 employers is not surprising. Health care is a labor-intensive industry that provides around-the-clock and year-round service. Many other big players are the social service organizations, such as the Fairbanks based Tanana Chiefs Conference.

The number of Native organizations on the list increased

Fifteen Native corporations or organizations are now among the top 100 employers. (See Exhibit 6.) A little over a third of these firms are for profit and the rest are nonprofit organizations. A new addition in 1999 was the Fairbanks Native Association. Because the Top 100 list includes only individual firms regardless of ownership, the prominence of regional Native corporations in the state's workforce is partially masked. If subsidiaries and joint ventures of the regional

Aramark Leisure Services	534
Pizza Hut	479
Burger King	443
Doyon/Universal Ogden, Joint Venture	377
Denali Foods/Taco Bell	377
McDonalds	334
LSG Sky Chefs	289
Other Retail	
Safeway Stores/Carr Gottstein Foods	3,902
Fred Meyer	2,015
Wal-Mart/Sam's Club	1,706
Kmart	859
Sears Roebuck	711
Alaska Commercial Company	655
Spenard Builders Supply	620
Costco	603
Williams Express (former Mapco Express)	506
Tesoro Northstore Company	379
J C Penney Company	350
Lamonts Apparel	326
Nordstrom	299
Williams, Inc. (Alaskan and Proud)	277
Wholesale	
Anchorage Cold Storage Company	296
FINANCE, INSURANCE & REAL ESTATE	
National Bank of Alaska	1,181
Alaska USA Federal Credit Union	806
First National Bank of Anchorage	786
SERVICES	
Hotels	
Westmark Hotels	535
Alyeska Resort	469
Alaska Hotel Properties (Princess Hotels)	385
Anchorage Hilton Hotel	361
Hotel Captain Cook	353
Personnel Services	
Chugach North Technical Services	331
Health Care	
Providence Alaska Medical Center	3,027
Lutheran Health Systems	1,090
Alaska Regional Hospital	806
Southeast Alaska Regional Health Consortium	556
Yukon Kuskokwim Health Corporation	523
Valley Hospital	488
Southcentral Foundation	440
Maniilaq Association	423
Norton Sound Health Corporation	413
Ketchikan General Hospital	348
Bristol Bay Area Health Corporation	334
Charter North Star Behavioral Health System	246
Other Services	
Tanana Chiefs Conference	609
Ogden Facility Management of Alaska	482
Hope Cottages	433
Salvation Army - Alaska	357
The Alaska Club	336
Assets	312
Fairbanks Native Association	300
Rural Alaska Community Action Program	292
Space Mark	267
Eastgate Theater Company (Regal Theaters)	247

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

3 Newcomers to *Trends* 100 1999

Alaska Communications Systems (ACS)
Fairbanks Native Association
Halliburton Energy Services
Charter North Star Behavioral Health System
United Airlines

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

4 *Trends* 100 Movers Firms moving up 10 or more ranks from 1998

VECO Operations
NANA Marriott, JV
Aramark Leisure Services
Williams Express
Southcentral Foundation
Westward Seafoods
Houston/NANA JV
Peninsula Airlines
Tesoro Northstore Company
Silver Bay Logging
The Alaska Club

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

corporations were combined, most of the parent corporations would appear in the *Trends* 100. The presence of 15 discrete Native firms on the list, despite this shortcoming, is significant. The largest player is Alaska Petroleum Contractors (APC), a subsidiary of Natchiq Inc., which in turn is a subsidiary of Arctic Slope Regional Corporation. This firm has graced the Top 100 for over a decade. In fact, a number of these companies are either oilfield service companies or provide support to the industry. Included are NANA Marriott JV, Peak Oilfield Company, Houston/NANA JV, Doyon Universal and Chugach North Technical Services. Most other Native-owned firms on this list are health and social services providers.

Top 100 presence is felt around the state

Even though a majority of the Top 100 firms show Anchorage as the headquarters or largest work site, only a handful operate exclusively in the state's largest city. (See Exhibit 1.) The National Bank of Alaska, headquartered in Anchorage with branches in 37 communities around the state, is a good example. None of the 11 seafood processor or timber firms is based in Anchorage. Akutan, a community of 408 on the Aleutian Islands, hosts Trident Seafood Corporation's largest processing plant.

The changes among the top 10

Comparing today's largest companies with the list of the biggest players of a decade ago illustrates some interesting changes. (See Exhibit 5.) Six of the players on the Top 100 in 1989 still rank among this rarefied group. One visible change is the loss of oil industry players. In 1989 there were four, compared with two in 1999—evidence of the downsizing this industry has experienced over the past decade. The 1999 list has twice as many retailers, not counting the

Safeway/Carrs merger. The growth of international air cargo has propelled Federal Express onto this list, and Alaska Airlines' move from tenth place to fifth place may be a testament to the growth in the visitor industry.

Top 10 Compared over Decade **5** Trends 100

The "true" largest employers in the state

When the public sector is included in the lineup, the list of the largest employers changes dramatically. (See Exhibit 8.) With this new definition, only three private sector employers rank in the top 10. This should not be a big surprise, since public organizations tend to be large, and the state's public entities employ 27 percent of the wage and salary workforce. If the public sector becomes a smaller player in the state's economy, more private sector players will find a spot on the all-inclusive largest employer list.

Many of Alaska's largest are also the nation's largest

More than a quarter of the state's largest employers are also found among the Fortune 500, an annual account of the nation's largest companies. The Fortune 500 list is as varied as the *Trends* 100 list. (See Exhibit 9.) The lists include companies as diverse as Costco, Federal Express and NANA Marriott JV. New Fortune 500 companies added to the *Trends* list in 1999 are United Airlines and Halliburton Energy Services.

Most oil industry employment among the *Trends* 100

No other industry is as well represented on the list of the state's largest employers as the oil industry. (See Exhibit 2.) Nearly three quarters of its employment is accounted for on the *Trends* 100 list even though oil industry employment

1999		
Rank	Top 10 Employers	Employment
1	Safeway Stores/Carr Gottstein Foods	3,902
2	Providence Alaska Medical Center	3,027
3	Fred Meyer	2,015
4	Wal-Mart/Sam's Club	1,706
5	Alaska Airlines	1,640
6	ARCO Alaska	1,440
7	National Bank of Alaska	1,181
8	Lutheran Health Systems	1,090
9	Federal Express	1,071
10	Alaska Petroleum Contractors (Natchiq, Inc.)	1,039

1989		
Rank	Top 10 Employers	Employment
1	ARCO Alaska	2,855
2	VECO	2,659
3	Carr Gottstein Foods	2,586
4	Providence Hospital	1,668
5	BP Exploration	1,492
6	National Bank of Alaska	1,075
7	Ketchikan Pulp Company	903
8	Safeway Stores	901
9	Alyeska Pipeline Service Company	881
10	Alaska Airlines	878

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

6 Alaska Native Corporations/Organizations

Now fully or partly own and/or operate 15 of the *Trends* 100 firms

	Employment
Alaska Petroleum Contractors	1,039
NANA/Marriott, Joint Venture	728
Peak Oilfield Service Company	700
Tanana Chiefs Conference	609
Southeast Alaska Regional Health Consortium	556
Southcentral Foundation	440
Yukon-Kuskokwim Health Corporation	523
Maniilaq Association	423
Norton Sound Health Corporation	413
Houston/NANA, Joint Venture	379
Doyon/Universal Ogden, Joint Venture	377
Bristol Bay Area Health Corporation	334
Chugach North Technical Services	331
Fairbanks Native Association	300
Space Mark	267

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

accounts for less than three percent of the total wage and salary workforce. The capital-intensive nature of this industry tends to foster dominance by large companies. Total employment for these firms did fall in 1999 because it was a tough year in the oil patch.

Manufacturing is well represented

Manufacturing accounts for 12 percent of employment in the *Trends* 100, but only five percent of wage and salary employment in the state. *Trends* 100 companies represent nearly half of all manufacturing employment. Most of the manufacturing firms are seafood processors. Logging, a newspaper, and a chemical plant round out the list.

Most of retail is not on this list

Nearly a quarter of all *Trends* 100 workers were employed in retail in 1999—the second largest group after services. This is a decline from retail's heyday in 1997 when it accounted for 30 percent of the Top 100 employers. During the past two years retail's rate of growth has slowed, so its decreasing share in the Top 100 is not surprising. But only a little over a quarter of all retail employment is accounted for on the *Trends* 100 list. This is because retail has so many players. Twenty-two retailers made the *Trends* 100 list, but nearly 3,500 other retailers did not.

Services is the biggest group

Employment in the services industry accounts for a quarter of all *Trends* 100 jobs—not a big surprise since a quarter of all wage and salary employment is also in the services industry. More than half of this employment comes from the already discussed nonprofit health care sector. The only top 100 health care providers that are not in the nonprofit sector are Alaska Regional Hospital and Charter North Star Behavioral

7 Nonprofit Organizations

Employ more than 17% of the *Trends* 100 workforce

Providence Alaska Medical Center	3,027
Lutheran Health Systems	1,090
Tanana Chiefs Conference	609
Southeast Alaska Regional Health Consortium	556
Yukon Kuskokwim Health Corporation	523
Valley Hospital	488
Southcentral Foundation	440
Hope Cottages	433
Maniilaq Association	423
Norton Sound Health Corporation	413
Salvation Army - Alaska	357
Ketchikan General Hospital	348
Bristol Bay Area Health Corporation	334
Assets	312
Fairbanks Native Association	300
Rural Alaska Community Action Program	292

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

System. Hotels are the other big players in the services sector. Hotels' presence on the services list has been stable over the past five years despite the explosive growth in hotel construction. Part of the reason new players have not been added is because many of them are not full-service operators and therefore have relatively small staffs. Part of hotel growth, that taking place under the NANA Marriott JV umbrella, is masked. The JV operates three hotels in Anchorage and one in Kotzebue, but the employment is counted in catering services in the retail sector. The new downtown Marriott in Anchorage could make the *Trends* 100 list in a relatively short time.

Definitions and explanations

To compile the top 100 list, employment data were obtained from the Alaska Quarterly Unemployment Insurance Contributions Report, which every employer in the state with one or more employees must file. Employment figures reported are the total number of active jobs during the payroll period that included the 12th of each month.

Annual average employment is calculated by adding the 12 months of employment reported to the Alaska Department of Labor and Workforce Development and dividing it by 12.

Total employment of a parent company is not captured if subsidiaries file quarterly reports under separate employer account numbers, and does not appear in the *Trends* 100.

Public Sector Dominates Top Employers When included

Rank	Name of Organization	1999 Employment	Headquarters or Largest Worksite
1	U.S. Uniformed Military	18,684	Anchorage
2	U.S. Government (civilian)	16,872	Anchorage
3	State of Alaska	15,889	Juneau
4	University of Alaska	5,883	Fairbanks
5	Anchorage School District	5,538	Anchorage
6	Municipality of Anchorage	3,160	Anchorage
7	Safeway Stores/Carr Gottstein Foods	3,902	Anchorage
8	Providence Alaska Medical Center	3,027	Anchorage
9	Fred Meyer	2,015	Anchorage
10	Fairbanks North Star Borough School District	1,872	Fairbanks

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

9 Among America's Fortune 500

More than a quarter of *Trends 100* companies are big players nationwide

ARCO Alaska
ATT/Alascom
Anchorage Hilton Hotel
Aramark Leisure Services
Alaska Regional Health Corp.
Burger King
Costco
Federal Express
Fred Meyer
Halliburton Energy Services
JC Penney
Kmart
Williams Express
McDonalds
NANA Marriott, Joint Venture
Nordstrom
Northwest Airlines
Pizza Hut
Safeway Stores
Sea-Land Freight Service
Sears Roebuck
Taco Bell
Tesoro Northstore Company
Tyson Shared Services
United Airlines
Union Oil of California (Unocal)
United Parcel Service (UPS)
Wal-Mart/Sam's Club

Source: Fortune Magazine