

The Trends 100 — Alaska's Largest Private Employers in 1990

By Holly Stinson

Alaska's economy showed strong growth in 1990, and the 100 largest firms in the state led the way. Alaska's Top 100 firms enjoyed a higher growth rate than the overall economy: 5.3% for the *Trends* 100 vs. 4.4% overall. Although these 100 largest employers represent less than 1% of the private employers in Alaska, they account for 30% of total private sector wage and salary employment.

This is the fifth year we have compiled a list of Alaska's largest employers. (See Table 1.) ARCO Alaska, one of the major oil producers on the North Slope, has been at the top of this list each year. Carr Gottstein (which includes Carrs grocery stores) follows in the number two spot this year. They have been in this spot each year except 1989 (when oil spill cleanup employment pushed VECO into that rank).

Providence Hospital and BP Exploration (another major producer on the North Slope) are consistently near the top of the *Trends* 100, also. In spite of the deep recession of 1986-88, Alaska's largest employers are a durable group. Only 12 of the first 50 firms on this year's list did not also appear on the original *Trends* 50 list compiled in 1986.

Size and growth vary among employers

This year's *Trends* 100 list includes employers varying in size from nearly 3,000 employees down to 208. We could almost call this group the "200+ Club." There are only six firms not included in the *Trends* 100 who have over 200 employees on an annual average basis. (See shaded box at end of article for explanation of annual average calculation.)

Several businesses showed employment growth of 30% or better in 1990. Table 3 shows the ten firms which moved up 15 or more rankings from 1989's *Trends* 100. Reasons for their growing employment vary. The two mining operations included in the table only reached full operation in 1990. Others, such as All Alaskan Seafoods and Federal Express, enjoyed tremendous growth as the scope of their operations expanded. Some simply rode the waves of the economic recovery, especially those doing business with the oil industry (Alaska Petroleum Contractors, Earth Movers, and Peak Oilfield Service).

Trends 100 payroll grows less than employment

Total payroll for the 100 employers on our list grew only 2.3% in 1990. This compares to employment growth of 5.3%. The high oil spill cleanup wages of 1989, magnified by additional overtime hours, went a long way toward inflating total payroll for 1989's *Trends* 100. Extraordinarily high payroll in 1989 makes 1990's modest increase of 2.3% look sluggish.

One cleanup contractor, Norcon, ranked 21 in last year's list. They do not appear on 1990's list. Another, VECO, dropped from the number two to the number four spot in employment. Their payroll, however, is less than half of 1989's. These two firms alone put a damper on payroll for 1990; other *Trends* 100 enterprises might have similarly affected the 1989 vs. 1990 wage comparisons. Judging from the overall gain of 2.3% however, some *Trends* 100 firms managed to make up for those missing \$16.69/hour spill cleanup jobs and then some.

The average monthly wage paid by *Trends* 100 employers dropped from \$2,996 in 1989 to \$2,921 in 1990. Again, the inflated wages associated with spill cleanup in 1989 are to blame. Ignoring the jump in 1989 and going back to 1988, the average monthly wage has increased 11.5% in two years. The *Trends* 100 this year continued their tradition of paying higher average wages than the total private sector, which paid an average monthly wage of \$2,358 in 1990.

*We would like to
thank the 100
employers in this
article for their
cooperation, which
made this article
possible.*

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T a b l e • 1

Alaska's Top 100 Employers

(based on 1990 average employment)_a

Rank	FIRM NAME	Employment	Headquarters or Largest Worksite	Business Activity
1	ARCO Alaska	2,909	Anchorage	Oil & Gas Production
2	Carr Gottstein Foods _b	2,813	Anchorage	Retail-grocery
3	Providence Hospital	1,760	Anchorage	Hospital
4	VECO	1,671	Anchorage	Oil Field Services
5	BP Exploration (Alaska)	1,477	Anchorage	Oil & Gas Production
6	National Bank of Alaska	1,154	Anchorage	Banking
7	Alyeska Pipeline Service Co.	1,054	Anchorage	Pipeline
8	Trident Seafoods	1,020	Akutan	Seafood Processing
9	Safeway Stores	936	Anchorage	Retail-grocery
10	Ketchikan Pulp Company	924	Ketchikan	Pulp & Lumber Products
11	Alaska Airlines	899	Anchorage	Air Carrier
12	MarkAir	878	Anchorage	Air Carrier
13	Alaska Petroleum Contractors	813	Anchorage	Oil Field Services
14	First National Bank of Anchorage	777	Anchorage	Banking
15	Icicle Seafoods	769	Petersburg	Seafood Processing
16	Alascom	751	Anchorage	Communications
17	All Alaskan Seafoods	732	Kodiak	Seafood Processing
18	Westmark Hotels	726	Anchorage	Hotel
19	Western Health (Fairbanks Memorial Hospital)	667	Fairbanks	Hospital
20	Fred Meyer Shopping Centers	663	Anchorage	Retail-general merchandise
21	Humana Hospital Alaska	657	Anchorage	Hospital
22	Alaska Pulp Corp.	656	Sitka	Pulp & Lumber Products
23	Unisea	655	Unalaska	Seafood Processing
24	Pay'n Save Drug Stores	576	Anchorage	Retail-general merchandise
25	Sears Roebuck & Co.	561	Anchorage	Retail-general merchandise
26	ERA Aviation	538	Anchorage	Air Carrier
27	Alaska USA Federal Credit Union	520	Anchorage	Credit Union
28	Alaska Commercial Co.	510	Anchorage	Retail-general merchandise
29	HC Price	508	Anchorage	Construction
30	Union Oil Co. of California	500	Anchorage	Oil & Gas Production
31	JC Penney	466	Anchorage	Retail-general merchandise
32	Anchorage Times Publishing Co.	447	Anchorage	Newspaper
33	Key Bank of Alaska	445	Anchorage	Banking
34	Anchorage Daily News	444	Anchorage	Newspaper
35	Captain Cook Hotel	426	Anchorage	Hotel

Alaska's Top 100 Employers

(based on 1990 average employment)_{/a}

Rank	FIRM NAME	Employment	Headquarters or Largest Worksite	Business Activity
36	Tanana Chiefs Conference	421	Fairbanks	Social Services
37	Nordstrom	414	Anchorage	Retail-general merchandise
38	Lamonts	408	Anchorage	Retail-apparel
39	Kinn Enterprises/McDonalds	404	Anchorage	Retail-eating establishment
40	Federal Express	400	Anchorage	Air Courier Services
41	Peter Pan Seafoods	399	King Cove	Seafood Processing
42	Wards Cove Packing Co.	391	Naknek	Seafood Processing
43	Chugach Electric Association	383	Anchorage	Electric Utility
44	Southeast Alaska Regional Health Corp.	383	Juneau	Health Care
45	North Pacific Processors	382	Cordova	Seafood Processing
46	Spenard Builders Supply	379	Anchorage	Trade-Lumber Products
47	Klukwan Forest Products	377	Juneau	Logging
48	Burger King	376	Anchorage	Retail-eating establishments
49	NANA/Marriott Joint Venture	363	Anchorage	Retail-caterer
50	Ogden Allied Facility Mgmt AK	356	Anchorage	Facilities Management
51	Anchorage Hilton	350	Anchorage	Hotel
52	Felec Services	347	Fairbanks	Radar Station Operator
53	Yukon Kuskokwim Health Corp.	345	Bethel	Health Care
54	Salvation Army Alaska Division	344	Anchorage	Social Services
55	Dynair Services	339	Anchorage	Transportation
56	Alaska Sales & Service	330	Anchorage	Motor Vehicle Dealer
57	Pizza Hut	329	Anchorage	Retail-eating establishment
58	Sea-Land Freight Service	323	Anchorage	Shipping & Warehousing
59	Our Lady of Compassion Care Center	320	Anchorage	Health Care
60	Reeve Aleutian Airways	316	Anchorage	Air Carrier
61	Northstore Ventures/7-11	310	Anchorage	Retail-grocery
62	American Guard & Alert	300	Anchorage	Guard Services
63	Sheraton Anchorage Hotel	294	Anchorage	Hotel
64	Laidlaw Transit	288	Anchorage	Transportation
65	Caterair Intl. /c	288	Anchorage	Retail-caterer
66	Greens Creek Mining Co.	288	Juneau	Mining
67	Alyeska Seafoods	286	Unalaska	Seafood Processing
68	Maniilaq Association	285	Kotzebue	Social Services
69	Norton Sound Health Corp.	283	Nome	Health Care
70	Anchorage Cold Storage	274	Anchorage	Wholesale-grocery

Table 1 (Cont)

Alaska's Top 100 Employers

(based on 1990 average employment)^a

Rank	FIRM NAME	Employment	Headquarters or Largest Worksite	Business Activity
71	Peak Oilfield Service	271	Prudhoe Bay	Oil field services
72	ARA Leisure Services	267	Fairbanks	Retail-caterer
73	International In-Flight Catering	266	Anchorage	Retail-eating establishments
74	Cominco Alaska	264	Red Dog	Mining
75	Delta Air Lines	264	Anchorage	Air Carrier
76	Market Basket /SuperValu	262	Fairbanks	Retail-grocery
77	Valley Hospital	260	Palmer	Hospital
78	Mayflower Contract Services	258	Anchorage	Bus Charter Services
79	Earth Movers of Fairbanks	258	Fairbanks	Construction
80	Costco Wholesale	255	Anchorage	Retail-general merchandise
81	Hope Cottages	252	Anchorage	Residential Care
82	Matanuska Telephone Association	250	Palmer	Communications
83	Inlet Fisheries	250	Kenai	Seafood Processing
84	Northwest Technical Services	241	Anchorage	Engineering Services
85	Northern Air Cargo	237	Anchorage	Air Courier Services
86	Ketchikan General Hospital	234	Ketchikan	Hospital
87	Conam Construction .	230	Anchorage	Construction
88	Denali Foods /Taco Bell	228	Anchorage	Retail-eating establishments
89	Nabors Alaska Drilling	227	Prudhoe Bay	Oil Field Services
90	Duty Free Shoppers Group Alaska	227	Anchorage	Retail-general merchandise
91	Bristol Bay Area Health Corp.	221	Dillingham	Health care
92	Price Savers Membership Warehouse	220	Anchorage	Retail-general merchandise
93	Golden Frontier Enterprises/McDonalds	220	Fairbanks	Retail-eating establishments
94	King Crab	219	Kodiak	Seafood Processing
95	Enstar Natural Gas	214	Anchorage	Natural Gas Distribution
96	Central Peninsula General Hospital	213	Soldotna	Hospital
97	Telephone Utilities of the Northland	213	Anchorage	Communications
98	AK Specialized Ed. & Training Ctr.(ASETS)	212	Anchorage	Sheltered Workshop/Voc.Rehab.
99	Clarion Lakefront Hotel	209	Anchorage	Hotel
100	Temsco Helicopters	208	Ketchikan	Air Carrier

TOTAL TRENDS 100 EMPLOYMENT 50,527

a/Firms with identical employment ranked by unrounded employment.

b/included Carr Gottstein Inc. until 10/1/90

c/formerly Marriott Corporation

Source: Alaska Department of Labor, Research and Analysis Section.

Anchorage firms monopolize roster

The Anchorage/MatSu Region has a disproportionately large share of *Trends* 100 employment. Three out of every four jobs are with the major employers in this region. More accurately, Anchorage is where they report employment. Many of them offer employment elsewhere in the state. Of the 66 firms who list Anchorage as their headquarters or largest work site, fewer than half have employment exclusively there.

The four *Trends* 100 firms from the finance sector illustrate this point. All four have headquarters in Anchorage, but all four have branch offices elsewhere in the state. Three of them have branches in four or five of the state's economic regions. The fourth financial institution, National Bank of Alaska, has offices in 30 communities across the entire state. Many transportation, construction and mining companies also have jobs throughout the state although they are counted at their Anchorage headquarters.

Industry share changes little in five years

Figure 1 shows the proportion of *Trends* 100 employment from each industry group. Trade and services businesses account for 44% of this employment. The mining, manufacturing and transportation sectors make up close to half of *Trends* 100 employment, leaving small percentages for construction and finance firms. Industry share of the *Trends* 100 has changed little over the years. This year's proportions are within 1% of last year's employment shares.

An exception to little change over the long term is the manufacturing sector. Over the past six years, manufacturing firms have gained a larger share of *Trends* 100 employment. Ten of the fifteen manufacturing businesses in this year's list are seafood processors (compared to only two in 1985's list of 50 employers). (See Table 2.) Processing bottomfish and other species has smoothed out the seasonality of seafood processing, and boosted their annual average employment. Three Southeast firms in the wood-products industry (Ketchikan Pulp, Klukwan Forest Products, and Alaska Pulp) and the two Anchorage daily newspapers round out the list of *Trends* 100 manufacturers.

In contrast to the manufacturing industry, the finance sector of the *Trends* 100 has shrunk over time. A smaller *Trends* 100 financial sector reflects the shrinkage of Alaska's financial sector as a whole during the last few years. The four financial institutions appearing in this year's *Trends* 100 made up last

Trends 100 Employers by Industry

	1990 Rank	1989 Rank
MINING		
Alaska Petroleum Contractors Inc.	13	33
ARCO Alaska Inc.	1	1
BP Exploration (Alaska) Inc.	5	5
Cominco Alaska Inc.	74	new
Greens Creek Mining Co.	66	83
Nabors Alaska Drilling Inc.	89	new
Peak Oilfield Service Co.	71	91
Union Oil Co. of California	30	26
VECO Inc.	4	2
CONSTRUCTION		
Conam Construction Co.	87	new
Earth Movers of Fairbanks Inc.	79	new
HC Price Co.	29	42
MANUFACTURING		
Alaska Pulp Corp.	22	28
All Alaskan Seafoods Inc.	17	56
Alyeska Seafoods Inc.	67	58
Anchorage Daily News	34	38
Anchorage Times Publishing Co.	32	31
Icicle Seafoods Inc.	15	13
Inlet Fisheries Inc.	83	67
Ketchikan Pulp Mill	10	7
King Crab Inc.	94	new
Klukwan Forest Products Inc.	47	41
North Pacific Processors Inc.	45	57
Peter Pan Seafoods Inc.	41	35
Trident Seafoods Corporation	8	11
Unisea Inc.	23	25
Wards Cove Packing Co. Inc.	42	51

continued

Table • 2 (Cont.)

Trends 100 Employers by Industry

TRANSPORTATION, COMMUNICATION & UTILITIES	1990 Rank	1989 Rank
Alascom Inc.	16	14
Alaska Airlines Inc.	11	10
Alyeska Pipeline Service Co.	7	9
Chugach Electric Association Inc.	43	50
Delta Air Lines Inc.	75	63
Dynair Services Inc.	55	44
Enstar Natural Gas Co.	95	91
ERA Aviation Inc.	26	27
Federal Express	40	67
Laidlaw Transit Inc.	64	45
MarkAir	12	12
Matanuska Telephone Association Inc.	82	73
Mayflower Contract Services Inc.	78	66
Northern Air Cargo Inc.	85	87
Reeve Aleutian Airways Inc.	60	55
Sea-Land Freight Service	58	53
Telephone Utilities of the Northland	97	91
Temsco Helicopters	100	95
TRADE		
Alaska Commercial Co.	28	30
Alaska Sales & Service Inc.	56	60
Anchorage Cold Storage Co.	70	64
ARA Leisure Services Inc.	72	64
Burger King	48	38
Carr Gottstein Foods Co./a	2	3
Caterair Intl. Corp./b	65	89
Costco Wholesale Corp.	80	81
Denali Foods Inc./Taco Bell	88	88
Duty Free Shoppers Group Alaska	90	71
Fred Meyer Shopping Centers	20	18
Golden Frontier Enterprises/McDonalds	93	84
International In-Flight Catering Co.	73	76
JC Penney Co.	31	29
Kinn Enterprises/McDonalds	39	32
Lamonts Inc.	38	38
Market Basket Inc./SuperValu	76	69
NANA/Marriott Joint Venture	49	58
Nordstrom Inc.	37	24
Northstore Ventures/7-11	61	48

continued

year's finance sector, also. Although their share of *Trends* 100 employment remains the same, their employment grew 7.5% over 1989, faster than the *Trends* 100 group overall. After losing ground this industry is again growing.

Transportation industry enjoys high growth rate

Like the financial sector, the transportation, communication and utilities industry has the same group of employers in 1991's *Trends* 100 that appeared in 1990. This industry also retains its same share of *Trends* 100 employment at 15%. Another similarity between this group of employers and the four financial institutions is a higher growth rate than the *Trends* 100 as a whole.

There are 12 transportation firms in the *Trends* 100, including such giants (by Alaskan employment standards) as Alyeska Pipeline, Alaska Airlines and MarkAir. The smallest employer to make the *Trends* 100 list, Temsco Helicopter of Ketchikan, is also from the transportation sector.

Health care and hotels overshadow service firms in *Trends* 100

Most industries' *Trends* 100 employment share is similar to their share of all private employment. Services firms have a much smaller piece of the *Trends* 100 employment than they do in the entire private sector (20% vs. 31%). This is because many service firms are small enterprises. Eighty percent of service firms have 10 or fewer employees. The nature of the industry — offering services to individuals and businesses — lends itself to small operations.

There are some services, however, that larger operations provide best because of high capital costs. Hotels and health care facilities are examples of these services. Not surprisingly, five Anchorage-based hotels are in the *Trends* 100 — the Anchorage Hilton, Captain Cook, Clarion, Sheraton, and Westmark. Twelve firms in this group of large employers provide health care. Six of the 11 newcomers to the *Trends* 100 group this year are services firms.

Majority of mining jobs are with *Trends* 100 companies

While services firms have a proportionately smaller share of employment in the *Trends* 100 than in the private sector as a whole, the mining industry is at the opposite end of the spectrum. This industry accounts for only 7% of private employment but grabs a 17% share of employment by Alaska's 100 largest firms. This 17% share represents the majority of mining jobs in Alaska. Figure 2 shows that close to three of every four jobs in the mining industry are with *Trends* 100 employers.

The mining industry's share of *Trends* 100 employment is slightly smaller (by 1%) than last year. The major producers on the North Slope — ARCO Alaska and BP Exploration — both had small decreases in employment in 1990. This trend should continue in 1991 as they consolidate operations at Prudhoe Bay.

Two companies on the list of the Top 10 Movers are from the hard rock mining sector. (See Table 3.) One of them, Greens Creek Mining Company, last year became the first mining firm in the *Trends* 100 which was not in the oil and gas business. This year they moved up several rankings because they are now at full operation of their gold and silver mine near Juneau. Joining them in the *Trends* 100 is another hard rock mining firm which also reached full operation in 1990. Cominco Alaska's employment at their Red Dog lead and zinc mine pushed them into the #74 rank of this year's list.

Trade's share shrinks but remains largest industry in *Trends* 100 list

The trade industry has the largest share of *Trends* 100 employment. Like the mining industry, trade's share of *Trends* 100 employment shrunk 1% in 1990. This is because there is a smaller number of trade firms in the *Trends* 100 this year. The trade industry as a whole has lagged behind other industries in growth during the recovery of the last two years. The list of Alaska's largest employers reflects this trend.

Construction firms vary in *Trends* 100 roster

Construction employment remains at 2% of the *Trends* 100 employment. H.C. Price was also on last year's list; two other construction firms are new to the *Trends* 100. Various construction firms have moved in or out of the roster of large employers as

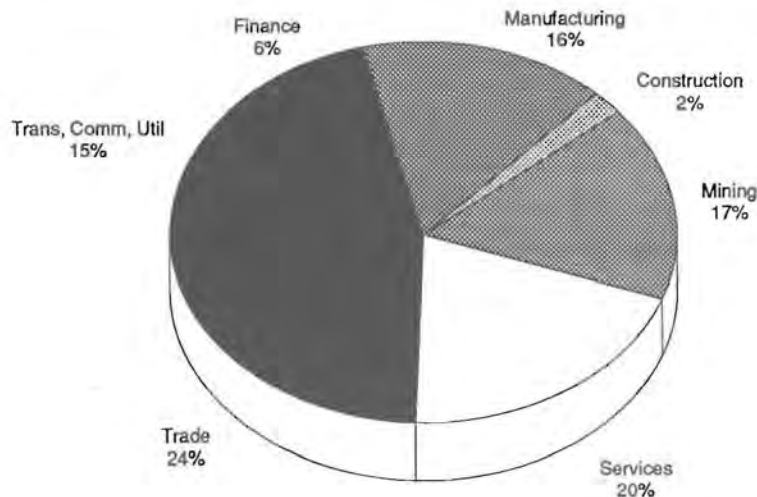
Trends 100 Employers by Industry

	1990 Rank	1989 Rank
Pay'n Save Drug Stores	24	20
Pizza Hut	57	61
TRADE (cont)		
Price Savers Membership Warehouse	92	90
Safeway Stores Inc.	9	8
Sears Roebuck & Co.	25	22
Spenard Builders Supply	46	52
FINANCE, INSURANCE & REAL ESTATE		
Alaska USA Federal Credit Union	27	23
First National Bank of Anchorage	14	15
Key Bank of Alaska	33	37
National Bank of Alaska	6	6
SERVICES		
AK Specialized Ed. & Training Ctr. (ASETS)	98	new
American Guard & Alert	62	new
Anchorage Hilton Corp.	51	46
Bristol Bay Area Health Corp.	91	new
Captain Cook Hotel	35	33
Central Peninsula General Hospital	96	98
Clarion Lakefront Hotel	99	new
Felec Services Inc.	52	43
Hope Cottages Inc.	81	78
Humana Hospital Alaska Inc.	21	19
Ketchikan General Hospital	86	77
Maniilaq Association Inc.	68	68
Northwest Technical Services	84	new
Norton Sound Health Corp.	69	70
Ogden Allied Facility Mgmt AK	50	new
Our Lady of Compassion Care Center	59	54
Providence Hospital	3	4
Salvation Army Alaska Division	54	49
Sheraton Anchorage Hotel	63	61
Southeast Alaska Regional Health Corp.	44	73
Tanana Chiefs Conference Inc.	36	36
Valley Hospital	77	79
Western Health Network Inc. (Fbks Memorial Hosp.)	19	17
Westmark Hotels Inc.	18	16
Yukon Kuskokwim Health Corp.	53	47

Source: Alaska Department of Labor, Research and Analysis Section.

Figure • 1

Trends 100 Employment in 1990 by Industry



Source: Alaska Department of Labor, Research and Analysis Section.

various contracts begin or end. Some mining and transportation firms for example, have relatively stable employment and appear perennially on the *Trends 100* roster. Construction employment, however, is volatile and so are the construction firms included in the *Trends 100*.

Summary: Diverse Trends 100 firms dominate economic growth

The 100 largest employers in Alaska led the strong growth of the state's economy in 1990. Their payroll did not match their employment growth, largely because of the high spill cleanup wages included in last year's *Trends 100*. Their employment climbed 5.3%; payroll only grew 2.3%.

These 100 firms are only 1% of all businesses in Alaska, yet they account for close to 30% of total private sector employment. They range in size from close to 3,000 employees down to 208. ARCO Alaska and BP Exploration, Carr Gottstein and Providence Hospital all appear perennially at the top of the list.

Three of every four jobs with *Trends 100* employers are counted in the Anchorage/MatSu re-

Table • 3

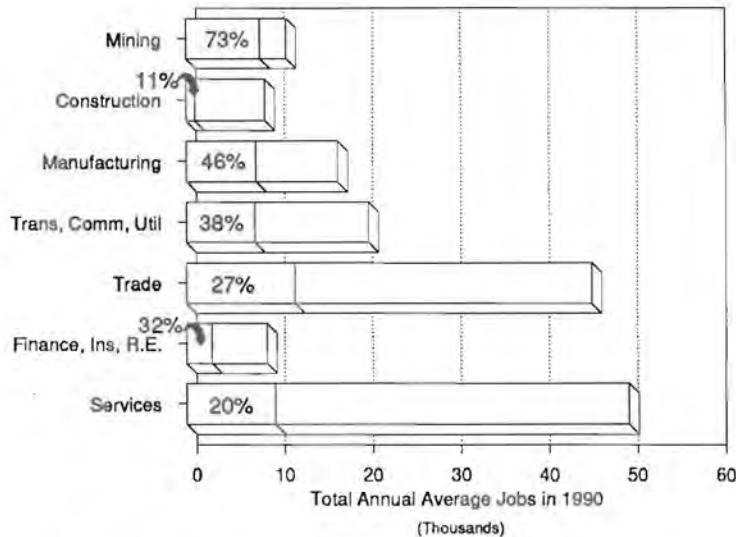
The Top Ten Movers ^{a/}

	1990 Rank	1989 Rank
Alaska Petroleum Contractors Inc.	13	33
All Alaskan Seafoods Inc.	17	56
American Guard & Alert	62	-
Caterair Intl. Corp.	65	89
Cominco Alaska Inc.	74	-
Earth Movers of Fairbanks Inc.	79	-
Federal Express	40	67
Greens Creek Mining Co.	66	83
Ogden Allied Facility Mgmt AK	50	-
Peak Oilfield Service Co.	71	91

^{a/} firms who moved up 15 or more rankings from 1989

Source: Alaska Department of Labor, Research and Analysis Section.

Trends 100 Share of Industry Employment



Source: Alaska Department of Labor, Research and Analysis Section.

gion. Many firms, however, have employment spread across the state. Financial institutions, airlines, and construction companies are a few examples.

The industry share of *Trends 100* employment has changed little over the last five years. Seafood processors account for a larger manufacturing share of employment, and the finance sector has shrunk somewhat. These changes mirror Alaska's entire economy. Another change in the *Trends 100* list that reflects a change in the economy is that hard rock mining firms are gaining in employment.

Two industries have very different proportions of employment in the *Trends 100* than they do in Alaska's total private sector. Services firms, many of which are small, have a relatively small share of *Trends 100* employment. The mining industry has a much larger share of *Trends 100* employment than in the private sector overall. Close to three of every four jobs in the mining industry are with *Trends 100* firms.

A look at Alaska's 100 largest employers confirms the state is in a period of economic growth. The ingredients are in place for these 100 employers to have a prosperous 1991 and appear again next year in the *Trends 100* list of Alaska's major companies.

Definitions & Explanations

Employment data were obtained from the unemployment insurance reports which every employer in the state with one or more employees must file. Employment figures reported are the total number of people working during the payroll period which includes the 12th of each month regardless of how many hours they worked.

Annual average employment is calculated by summing the 12 monthly figures reported to the Alaska Dept. of Labor and dividing the total by 12.

Total employment of a parent company will not be captured, and therefore not appear in the *Trends 100*, if subsidiaries file unemployment insurance reports under separate account numbers.

Confidentiality laws protect employment information. Therefore it was necessary to receive written permission from each employer to publish their employment data. This year, two employers refused to grant permission. The actual *Trends 100* would have included two additional services firms, and omitted one services and one transportation firm.