

# Alaska's Largest 100 Private Employers in 1994

## The Trends 100

by Neal Fried and Brigitta Windisch-Cole

The Carrs grocery chain once again led Alaska's list of the top 100 private sector employers—in fact it remains the only private sector employer which has more than 3,000 employees. And it is likely to keep that distinction for the foreseeable future.

### Only one newcomer to the top 10 list

In 1994 Wal-Mart was the only new member to move into the top 10 category. In 1993 Sam's Club (owned by Wal-Mart) did make the *Trends 100* list, but then Wal-Mart opened up three stores in early 1994, catapulting it to the top 10 list. Shifts among the top 10 players also took place. Fred Meyer's and National Bank of Alaska's rankings improved as BP Exploration's fell slightly. MarkAir's position fell to number 16.

Hotel's ascension to the list came because the resort opened its new 307-room hotel in 1994. Inlet Fisheries simply hired more workers in 1994.

### Employment grew more rapidly for Alaska's big employers

Unlike last year, employment growth among Alaska's big employers was more robust than the rest of the private sector economy. In 1994 employment for the *Trends 100* grew by 5.4% compared to 3.9% for the overall private sector. Much of the explanation for this accelerated pace was retail trade's strong growth in 1994. And since trade represents the single largest slice of the *Trends 100* employment pie, its influence is large. (See Figure 2.)

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### After 10 years half of top 10 remain on top

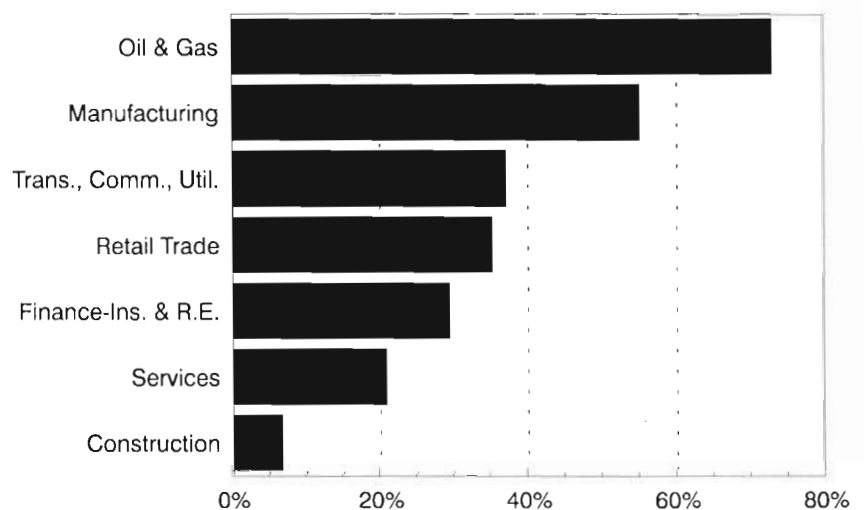
When the most recent list of top 10 employers is compared with the first list ever compiled (1985), half of the original members remain on this rarified list of Alaska largest employers. (See Table 5.) And all of the original top 10 players can still be found somewhere in the *Trends 100* list.

### Nine newcomers to the Trends 100 list

Wal-Mart was not the only new kid on the *Trends 100* block. (See Table 3.) In 1994 nine new companies graced the list. Houston Contracting, Doyon Drilling, and Nabors Alaska Drilling are three oil industry related employers to make the cut. Houston's numbers have grown because of its status as the prime contractor working on a project for Alyeska Pipeline Service Company at the Valdez Terminal. Both Doyon and Nabors are among the small cadre of large oil drillers on the North Slope. Caterair is benefiting from a growing trend for airlines to contract out more of their services. Alyeska Prince

Figure • 1

### A Majority of Oil and Gas and Manufacturing Employees Work for Trends 100 Firms—1994



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

### *Alaska's 100 Largest Private Employers 1994*

Rank	Firm Name	Employment	Headquarter or Largest Work Site	Business Activity
1	Carr Gottstein Foods	3,320	Anchorage	Retail-Grocery
2	ARCO Alaska	2,354	Anchorage	Oil & Gas Production
3	Providence Hospital	1,918	Anchorage	Hospital
4	Fred Meyer	1,652	Anchorage	Retail-Grocery
5	VECO	1,566	Anchorage	Oil Field Services
6	Alyeska Pipeline Service Company	1,288	Anchorage	Pipeline
7	National Bank of Alaska	1,219	Anchorage	Banking
8	Wal-Mart/Sam's Club	1,164	Anchorage	Retail-General Merchandise
9	Trident Seafoods Corp.	1,144	Akutan	Seafood Processing
10	BP Exploration (Alaska)	1,100	Anchorage	Oil & Gas Production
11	Alaska Airlines	1,093	Anchorage	Air Carrier
12	Kmart Corp.	959	Anchorage	Retail-General Merchandise
13	First National Bank of Anchorage	938	Anchorage	Banking
14	Fairbanks Memorial Hospital	938	Fairbanks	Hospital
15	Safeway Stores	920	Anchorage	Retail-Grocery
16	MarkAir	910	Anchorage	Air Carrier
17	Ketchikan Pulp Mill	884	Ketchikan	Pulp & Lumber Products
18	Alaska Petroleum Contractors	678	Anchorage	Oil Field Services
19	Alaska USA Federal Credit Union	677	Anchorage	Credit Union
20	Alascom	671	Anchorage	Telephone Communications
21	Alaska Regional Hospital	667	Anchorage	Hospital
22	Icicle Seafoods	663	Petersburg	Seafood Processing
23	Westmark Hotels	659	Anchorage	Hotel
24	Federal Express	659	Anchorage	Air Courier Services
25	UniSea	637	Unalaska	Seafood Processing
26	Union Oil of California	601	Anchorage	Oil & Gas Production
27	Sears Roebuck & Company	590	Anchorage	Retail-General Merchandise
28	J C Penney	579	Anchorage	Retail-General Merchandise
29	HC Price	573	Anchorage	Construction
30	ERA Aviation	572	Anchorage	Air Carrier
31	Yukon Kuskokwim Health Corp.	572	Bethel	Health Care
32	Alaska Commercial Company	569	Anchorage	Retail-General Merchandise
33	Tanana Chiefs Conference	537	Fairbanks	Social Services
34	All Alaskan Seafoods (now Tyson Ent.)	528	Kodiak	Seafood Processing
35	Kinn Enterprises (dba McDonalds)	513	Anchorage	Retail-Eating Establishment
36	Spenard Builders Supply	513	Anchorage	Trade-Lumber Products
37	Pizza Hut	510	Anchorage	Retail-Eating Establishment
38	Costco	510	Anchorage	Retail-General Merchandise

**Alaska's 100 Largest Private Employers 1994**

Rank	Firm Name	Employment	Headquarter or Largest Work Site	Business Activity
39	Peak Oilfield Service Company	508	Prudhoe Bay	Oil Field Services
40	Anchorage Daily News	504	Anchorage	Newspaper
41	Peter Pan Seafoods	503	King Cove	Seafood Processing
42	Hotel Captain Cook (Hickel Investments)	485	Anchorage	Hotel
43	Norquest Seafoods	479	Ketchikan	Seafood Processing
44	Ocean Beauty (formerly King Crab)	453	Kodiak	Seafood Processing
45	Nana/Marriott J.V.	452	Anchorage	Retailer-Caterer
46	Ogden Facility Management of Alaska	448	Anchorage	Facilities Management
47	Cook Inlet Processing	441	Nikiski	Seafood Processing
48	Southeast Alaska Regional Health Corp.	425	Juneau	Health Care
49	Maniilaq Association	414	Kotzebue	Social Services
50	Chugach Electric Association	398	Anchorage	Electric Utility
51	GCI Communications	391	Anchorage	Communications
52	Denali Foods/Taco Bell	387	Anchorage	Retail-Eating Establishment
53	Alyeska Prince Hotel	380	Girdwood	Hotel
54	Payless Drug Stores	380	Anchorage	Retail-General Merchandise
55	United Parcel Service	367	Anchorage	Courier Services
56	ARA Leisure Services	358	Fairbanks	Retail-Caterer
57	Wards Cove Packing	354	Naknek	Seafood Processing
58	Anchorage Westward Hilton	354	Anchorage	Hotel
59	Salvation Army	354	Anchorage	Social Services
60	Nordstrom	352	Anchorage	Retail-General Merchandise
61	Key Bank of Alaska	350	Anchorage	Banking
62	Tesoro Northstore Company (7-11)	346	Anchorage	Retail-Grocery
63	Cominco Alaska	343	Red Dog	Mine
64	International Seafoods of Alaska	342	Kodiak	Seafood Processing
65	Sea Land Freight Services	340	Anchorage	Shipping & Warehousing
66	Caterair	338	Anchorage	Retail-Caterer
67	Norton Sound Health Corp.	336	Nome	Health Care
68	Piquiniq Management Corp.	332	Kodiak	Facilities Support
69	Valley Hospital	327	Palmer	Hospital
70	Providence Extended Care (Our Lady of Compassion Care Center)	326	Anchorage	Health Care
71	MarkAir Express	323	Anchorage	Air Carrier
72	Hope Cottages	322	Anchorage	Residential Care
73	Lamonts	320	Anchorage	Retail-Apparel
74	Reeve Aleutian Airways	317	Anchorage	Air Carrier
75	Burger King	306	Anchorage	Retail-Eating establishment

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### **Alaska's 100 Largest Private Employers 1994**

Rank	Firm Name	Employment	Headquarter or Largest Work Site	Business Activity
76	North Pacific Processors	302	Anchorage	Seafood Processing
77	Matanuska Telephone Association	301	Palmer	Communications
78	Central Peninsula General Hospital	301	Soldotna	Hospital
79	Bristol Bay Area Health Corp.	296	Dillingham	Health Care
80	Inlet Fisheries	286	Kenai	Seafood Processing
81	Ketchikan General Hospital	284	Ketchikan	Hospital
82	Laidlaw Transit	283	Anchorage	Bus Charter Services
83	Mapco Express	281	Anchorage	Retail-Gas Station
84	Houston Contracting	280	Anchorage	Oil Field Services
85	Alaska Sales & Service	278	Anchorage	Motor Vehicle Dealer
86	Tyson Seafood Group (formerly Arctic Fisheries)	272	Akutan	Seafood Processing
87	Anchorage Cold Storage	266	Anchorage	Wholesale-Grocery
88	AK Spec Ed & Training (ASETS*)	262	Anchorage	Sheltered Workshop/Voc. Rehab
89	Peninsula Home Health Care	262	Soldotna	Residential Care
90	Silver Bay Logging	262	Cube Cove	Logging
91	E & S Diversified Services	259	Anchorage	Janitorial
92	Alaska Pulp Corp.	258	Ketchikan	Pulp Mill/Lumber
93	Peninsula Airways	258	Anchorage	Air Carrier
94	Mayflower Contract Svcs. (now Laidlaw)	254	Anchorage	Bus Charter Services
95	Alaska Hotel Properties (Princess)	252	Denali Park	Hotel
96	Westward Seafood	238	Kodiak	Seafood Processing
97	Doyon Drilling	236	Anchorage	Oil Field Services
98	Sheraton Anchorage Hotel	234	Anchorage	Hotel
99	Northwest Airlines	233	Anchorage	Air Carrier
100	Nabors Alaska Drilling	231	Anchorage	Oil & Gas Well Drilling

TOTAL TRENDS 100 EMPLOYMENT 56,669

*Note: Based on 1994 average employment. Firms with identical employment ranked by unrounded employment.*

*Source: Alaska Department of Labor, Research & Analysis Section.*

## Trends 100 by Industry

	1994 Employment		1994 Employment
<b>CONSTRUCTION</b>		<b>SERVICES (cont.)</b>	
HC Price	573	Bristol Bay Area Health Corp.	296
Houston Contracting	280	Ketchikan General Hospital	284
<b>FINANCE, INSURANCE &amp; REAL ESTATE</b>		Peninsula Home Health Care	262
National Bank of Alaska	1,219	Other Services	
First National Bank of Anchorage	938	Tanana Chiefs Conference	537
Alaska USA Federal Credit Union	677	Ogden Facility Management of Alaska	448
Key Bank of Alaska	350	Maniilaq Association	414
<b>MANUFACTURING</b>		Salvation Army	354
Seafood processing		Piquiniq Management Corp.	332
Trident Seafoods Corp.	1,144	Hope Cottages	322
Icicle Seafoods	663	AK Spec Ed & Training (ASETS*)	262
UniSea	637	E & S Diversified Services	259
All Alaskan Seafoods (now Tyson Ent.)	528	<b>TRADE</b>	
Peter Pan Seafoods	503	Eating & Drinking	
Norquest Seafoods	479	Kinn Enterprises (dba McDonalds)	513
Ocean Beauty (formerly King Crab)	453	Pizza Hut	510
Cook Inlet Processing	441	Nana/Marriott J.V.	452
Wards Cove Packing	354	Denali Foods/Taco Bell	387
International Seafoods of Alaska	342	ARA Leisure Services	358
North Pacific Processors	302	Caterair	338
Inlet Fisheries	286	Burger King	306
Tyson Seafood Group (formerly Arctic Fisheries)	272	Other retail	
Westward Seafood	238	Carr Gottstein Foods	3,320
Wood products		Fred Meyer	1,652
Ketchikan Pulp Mill	884	Wal-Mart/Sam's Club	1,164
Silver Bay Logging	262	Kmart Corp.	959
Alaska Pulp Corp.	258	Safeway Stores	920
Other manufacturing		Sears Roebuck & Company	590
Union Oil of California	601	J C Penney	579
Anchorage Daily News	504	Alaska Commercial Company	569
<b>MINING</b>		Spenard Builders Supply	513
Hard Rock Mining		Costco	510
Cominco Alaska	343	Payless Drug Stores	380
Oil & Gas		Nordstrom	352
ARCO Alaska	2,354	Tesoro Northstore Company (7-11)	346
VECO	1,566	Lamonts	320
BP Exploration (Alaska)	1,100	Mapco Express	281
Alaska Petroleum Contractors	678	Alaska Sales & Service	278
Peak Oilfield Service Company	508	Wholesale	
Doyon Drilling	236	Anchorage Cold Storage	266
Nabors Alaska Drilling	231	<b>TRANSPORTATION, COMMUNICATIONS, UTILITIES</b>	
<b>SERVICES</b>		Air transportation	
Hotels		Alaska Airlines	1,093
Westmark Hotels	659	MarkAir	910
Hotel Captain Cook (Hickel Investments)	485	Federal Express	659
Alyeska Prince Hotel	380	ERA Aviation	572
Anchorage Westward Hilton	354	MarkAir Express	323
Alaska Hotel Properties (Princess)	252	Reeve Aleutian Airways	317
Sheraton Anchorage Hotel	234	Peninsula Airways	258
Health Care		Northwest Airlines	233
Providence Hospital	1,918	Communications & Utilities	
Fairbanks Memorial Hospital	938	Alascom	671
Alaska Regional Hospital	667	Chugach Electric Association	398
Yukon Kuskokwim Health Corp.	572	GCI Communications	391
Southeast Alaska Regional Health Corp.	425	Matanuska Telephone Association	301
Norton Sound Health Corp.	336	Other Transportation	
Valley Hospital	327	Alyeska Pipeline Service	1,288
Providence Extended Care	326	United Parcel Service	367
Central Peninsula General Hospital	301	Sea-Land Freight Services	340
		Laidlaw Transit	283
		Mayflower Contract Services	254

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

## Trends 100 Newcomers

\*Wal-Mart/Sam's Club  
 Caterair  
 Inlet Fisheries  
 Houston Contracting  
 Tyson Seafood Group (formerly Arctic Fisheries)  
 Peninsula Home Health Care  
 Doyon Drilling  
 Alyeska Prince Hotel  
 Nabors Alaska Drilling

\*Sam's Club showed as PACE in 1993 employment numbers. Now Wal-Mart and Sam's Club count as one employer.

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

### It still pays to work for them

Not only do Alaska's largest employers employ a disproportionate slice of Alaska's labor force, but they also pay an even larger share of the total payroll. In 1994 the *Trends* 100 employed 30.6% of the state's private sector work force and paid out 36.7% of its payroll. This means their average paychecks are bigger. The average monthly wage paid by these employers was \$3,012 compared to \$2,512 for all private sector employers. This difference between the average monthly wage for Alaska's largest employers and the rest of the employers has narrowed over time. In 1990 the *Trends* 100 average monthly wage was \$2,921 versus \$2,358 for all private sector employers. The growing prominence of the retail players among the top employers explains some of this trend. This is because their wages tend to be lower and part-time employment is more prevalent.

### Anchorage dominates the list but *Trends* 100 firms are everywhere

It is true that more than half (65) of these employers are either headquartered or have their largest work site in Anchorage. However, only 14 of these Anchorage-based employers have all their employees in Anchorage. The largest group of firms not based in the state's largest city is the fish processors—none of which are based in Anchorage. National Bank of Alaska remains the most geographically dispersed employer with 27 different sites.

### Most oil industry employees employed by *Trends* 100

Among Alaska industries, oil and gas had the highest share of workers employed by one of the Top 100 employers, 72.9%. (See Figure 1.) Many of the oil industry employers did shrink during the past year as they cut staff. At the same time, however, new partnering agreements began to evolve over the past three years which have added more oil industry employers to this list. (See Table 3.)

Although the *Trends* 100 oil industry employers account for only 11.8% of all *Trends* 100 employment, their payroll accounts for 27.0%. The average monthly wage for the oil industry employers was \$6,917 compared to \$3,012 for all of the *Trends* 100 employers.

### Retail is the biggest employer

In 1994 the state's largest retailers employed 27.5% of all *Trends* 100 employment. In 1990 it was 18.0%. It not surprising that retail trade's share of the *Trends* 100 employment continues to grow. Last year retail trade employment in the state grew by the single largest increase since 1983.

Unlike the oil industry, however, retail's employment is not dominated by the big employers. Only 35.2% of all retail employment is represented by the big players. (See Figure 1.) In 1994 there were more than 3,470 retail establishments in the state. The

industry is actually dominated by smaller and medium-size employers.

**Construction and mining are on a short list**

Construction and mining are represented by only three firms. The reason for their small showing is two-fold. Both of these industries are dominated by smaller firms and both industries are very seasonal. A number of construction companies and a few mining companies may have in excess of 200 employees during their peak months of activity, but on an annualized basis (dividing the sum of their monthly employment by 12 months), their employment numbers fall below 200. The number of construction and mining *Trends* 100 employers might climb as larger construction and mining projects get underway.

Both construction contractors on the list have been heavily involved with oil pipeline repairs. Houston is a newcomer this year and HC Price was new last year. Cominco or Red Dog remains the only mining company on the list. Its employment did climb slightly in 1994.

**Health care, hotels, and nonprofits dominate services**

Health care, especially hospital employment, is an around-the-clock business and that is the reason so many health care providers show up on the list. In fact, the hospitals on the list account for about 95 percent of all hospital employment. It is not unusual for hospitals around the state to be the largest employer in the community. For example, Fairbanks Memorial Hospital and Central Peninsula Hospital (Soldotna) are the largest employers in their respective communities. Providence Hospital is the second largest employer in Anchorage.

Hotels got a big boost last year with the expansion of the Alyeska Resort. With its appearance on the *Trends* 100 list, the total number of hotels grew to six in 1994. Employment for these employers grew by 12.5% versus 5.4% for all of the *Trends* 100. This should come as no big surprise given the

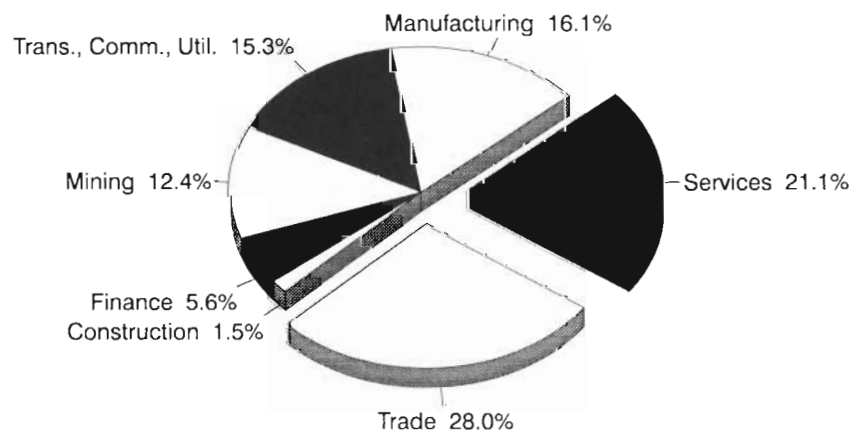
**Trends 100 Movers**  
(Firms moving up 10 or more ranks from 1993)

- Alaska USA Federal Credit Union
- Kmart Corp.
- Alaska Petroleum Contractors
- Ocean Beauty (formerly King Crab)
- Hotel Captain Cook (Hickel Investments)
- HC Price
- International Seafoods of Alaska
- Maniilaq Association
- GCI Communications
- Denali Foods/Taco Bell

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

F i g u r e • 2

**Trade and Services Have Nearly 1/2 of Trends 100 Jobs—1994**



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

## Comparing the Top 10 Employers Over the Decade

1985	Ranking	1994	Ranking
ARCO Alaska	1	Carr Gottstein Foods	1
Carr's Quality Centers	2	ARCO Alaska	2
Providence Hospital	3	Providence Hospital	3
BP Exploration (Alaska)	4	Fred Meyer	4
Fairbanks Memorial Hospital	5	VECO	5
Alascom	6	Alyeska Pipeline Service Company	6
National Bank of Alaska	7	National Bank of Alaska	7
Alyeska Pipeline Service Company	8	Wal-Mart/Sam's Club	8
Safeway Stores	9	Trident Seafoods Corp.	9
First National Bank of Anchorage	10	BP Exploration (Alaska)	10

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

strong growth taking place in the visitor industry. Other hotels may join this list in the near future.

A number of the state's nonprofits are counted among the state's largest employers. The largest is the Tanana Chiefs Conference which is the second largest employer in Interior Alaska. Maniilaq Association, based in Kotzebue, was one of the *Trends* 100 movers. (See Table 4.) Maniilaq Association is the state's 49th biggest employer and the Northwest Arctic Borough's number one employer.

### A lot of fish processors grace the list

Right behind retail, fish processors represent the second largest industry group. The same number of processors made 1994's list as 1993's but the players are a bit different.

(See Tables 1 and 2.) This is typically a dynamic group that is sometimes difficult to keep up with. At times the changes are as simple as a name change, but more often they include acquisitions, takeovers, and consolidations.

### National Bank of Alaska continues to top the financial sector

National Bank of Alaska remained the only financial institution with more than 1,000 employees. There were no newcomers to this list but Alaska USA Federal Credit Union was one of the *Trends* 100 movers. (See Table 4.) In 1994, Alaska USA moved its member service center and over 100 jobs from Oak Harbor, Washington, to Anchorage, boosting its employment by over 100.