

ENR THE TOP 100

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NUMBER 09

EPIC-SCALE MANAGEMENT

Hill International is managing the Jabal Omar Development program in Makkah, Saudi Arabia. The program includes 37 towers, totaling 21.5 million sq ft, including hospitality, residential, commercial and religious facilities.



PHOTO COURTESY OF HILL INTERNATIONAL

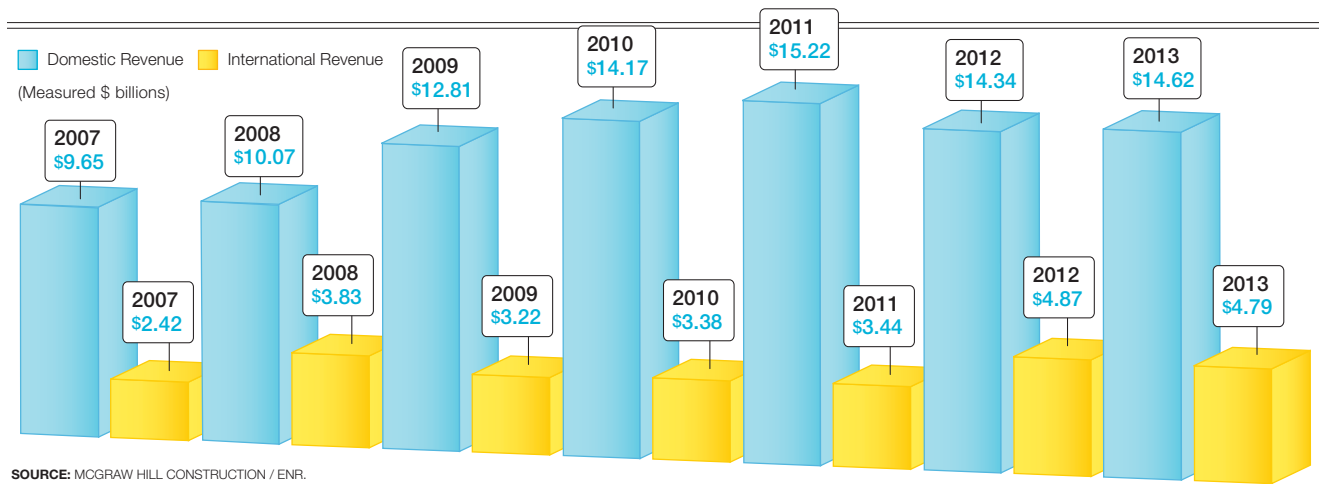
Professional Service Firms

Owners Seek More Service

Firms providing professional construction services are being challenged by owners to provide a broader range of services By Gary J. Tulacz



Domestic CMF-PM Rebounds



SOURCE: MCGRAW HILL CONSTRUCTION / ENR.

The recession took a toll on professional services firms, just like it hammered other sectors. However, owners have been hiring professional services firms to plan for projects, rather than hiring contractors and design firms to launch projects, which would require a major capital commitment. In an uncertain economy, worried owners have been using third-party professionals to explore their options.

The steady market for professional services firms can be seen in the results on ENR's Top 100 Construction Management-for-Fee and Program Management list. Revenue for the CM-PM group rose 1.0%, to \$19.41 billion, in 2013. Domestic revenue from CM-PM work rose 2.0%, to \$14.62 billion, in 2013. This marks a rebound for the domestic market, which had declined from 2011 to 2012, the first such decline since 2003. On the other hand, CM-PM revenue from projects and programs abroad fell 1.6%, to \$4.79 billion, in 2013 after rising 41.6% in the previous year.

Interest in CM and PM continues to grow. "As an organization, we are up to 12,400 members," says Bruce D'Agostino, CEO of the Construction Management Association of America (CMAA), McLean, Va. "A lot of this increase is driven by owners looking to stay current with the market and trends. Some owners lost in-house staff during the recession and need to know what is required to manage their projects now that the market is rebounding," he says.

Professional services firms are now reaping dividends from owners that downsized during the worst of the recession. "With fewer resources, [owners] are [realizing] they lack a strategic approach to the delivery of their projects and have less control over costs," says Peter Heald, president of Cumming. "Many owners



"You have to have the ethics to tell a client you can't do the project for that price. Sometimes the best decision is just to walk away from an opportunity."

Blake Peck,
President,
McDonough
Bolyard Peck

are engaging [CM] firms on an on-call basis, providing ample flexibility while still enabling [the owners] to deliver a higher-quality capital project with a more predictable cost outcome," he says.

Owners are still trying to do more with less, downsizing their facilities staffs and relying on outsourced management. "PM-CM services are support functions for such organizations and critical to spending capital judiciously but not necessarily to core business services," says Herschel Baxi, managing director, PMA Consultants. So, many owners see no point in bringing CM-PM work in-house. Using third-party CM firms to deliver these services avoids adding to the owner's overhead, Baxi says.

Broader Palette

The lack of trained in-house staff, coupled with a lack of funding, particularly among public agencies, is creating an opportunity for CM firms to expand their palette of services. "The market has shifted well beyond the need for hiring just a construction manager or owner's agent to do quality inspections," says Blake Peck, president of McDonough Bolyard Peck Inc. "We are getting more requests for services such as community outreach, planning facility move-outs, securing funding and the like. We are getting much more into high-input program management."

Heald says owners also are using CM firms to help with industry economic analysis before starting a construction program. "We are seeing a growing trend in needing to provide owners detailed market-condition data and information on current economic cost drivers," Heald says, adding that data collection and analysis helps minimize risk and maximize the value

of projects through cost and schedule management.

Program management is becoming a significant factor in large projects. "Transportation is strong for us, particularly in aviation," says David Richter, president of Hill International. He says Hill is working as PM on numerous airport projects in Phoenix, Los Angeles, San Francisco and Salt Lake City, among other cities. But Hill's biggest project is on the Muscat International and Salalah airports in Oman, where it has 360 staff at work, Richter says.

The energy sector is a growing market for program management firms. "Due to the scale, there is a growing need for centralized program management with the expertise to cover multiple projects," says Chris Baxter, senior vice president of Faithful+Gould.

Noting another trend, Baxter says the private sector is moving away from design-build to more traditional methods "because owners recognize they are not fully prepared to define their requirements and turn over control to the design-builder at the early stages." He says PM firms increasingly are being asked to guide owners to the most appropriate delivery system.

Demographics is helping expand the professional services market. As young people gravitate to urban areas and aging baby boomers and empty-nesters look for a more active lifestyle, developers are responding with large, mixed-use developments planned in cities and suburbs near downtowns. "The scale and complexity of these hospitality, residential and commercial projects [can reap] significant benefits using expertise from program management," says Baxter.

Green building is another area in which professional services are making an impact. Owners worried about the up-front costs of building green do not realize "the long-term benefits, not only to the environment but operating-cost savings," says Ronald Takaki, vice president of project operations at Gafcon Inc. He says the firm is often asked to investigate the economic feasibility of sustainable design and construction.

The international market continues to be strong for CM and PM service firms. "We have been asked to help open up the Mexican market to support all the oil and gas work there," says D'Agostino of CMAA.

Hill International is still finding success in the overseas market. "The Middle East continues to be really strong for us," says Richter. Hill and Louis Berger recently won a CM contract for three of the six lines of the \$22-billion Riyadh metro system, being built in Saudi Arabia.

But Richter says Hill is now targeting Asia. "We are finally getting some traction in the Chinese market," he says. India, with its vast infrastructure programs and needs, is a major focus. "There are not many Western

The Top 20 Firms in Combined Design and CM/PM Professional Service Revenue

RANK 2014	FIRM	2013 REVENUE IN \$ MIL.		
		DESIGN REVENUE	CM/PM-FOR-FEE REVENUE	TOTAL REVENUE
1	JACOBS, Pasadena, Calif.	6,820.2	1,663.2	8,483.4
2	AECOM TECHNOLOGY CORP., Los Angeles, Calif.	7,240.9	912.6	8,153.5
3	BECHTEL, San Francisco, Calif.	2,535.0	4,382.0	6,917.0
4	URS CORP., San Francisco, Calif.	5,270.0	1,613.6	6,883.6
5	CH2M HILL, Englewood, Colo.	3,585.3	2,291.5	5,876.8
6	FLUOR CORP., Irving, Texas	4,505.9	13.5	4,519.3
7	AMEC, Tucker, Ga.	2,978.0	0.0	2,978.0
8	TETRA TECH INC., Pasadena, Calif.	2,542.0	65.0	2,607.0
9	PARSONS, Pasadena, Calif.	1,506.9	1,066.6	2,573.5
10	PARSONS BRINCKERHOFF, New York, N.Y.	1,724.1	713.7	2,437.8
11	CB&I, The Woodlands, Texas	2,105.0	0.0	2,105.0
12	HDR, Omaha, Neb.	1,762.1	84.6	1,846.7
13	KBR, Houston, Texas	1,767.1	0.0	1,767.1
14	BLACK & VEATCH, Overland Park, Kan.	1,304.9	241.6	1,546.5
15	WORLEYPARSONS GROUP INC., Bellaire, Texas	1,430.3	84.6	1,514.9
16	ARCADIS U.S./RTKL, Highlands Ranch, Colo.	1,383.0	119.0	1,502.0
17	WOOD GROUP MUSTANG INC., Houston, Texas	1,249.0	180.2	1,429.2
18	BURNS & MCDONNELL, Kansas City, Mo.	1,039.3	135.8	1,175.1
19	MWH GLOBAL, Broomfield, Colo.	942.9	15.6	958.5
20	GENSLER, San Francisco, Calif.	883.2	0.0	883.2

The Top 20 Firms in Combined Industry Revenue

RANK 2014	FIRM	2013 REVENUE IN \$ MIL.			
		CONTRACTING REVENUE	DESIGN REVENUE	CM/PM-FOR-FEE REVENUE	TOTAL REVENUE
1	BECHTEL, San Francisco, Calif.	30,706.0	2,535.0	4,382.0	37,623.0
2	FLUOR CORP., Irving, Texas	22,144.1	4,505.9	13.5	26,663.4
3	JACOBS, Pasadena, Calif.	4,685.5	6,820.2	1,663.2	13,168.8
4	CB&I, The Woodlands, Texas	8,989.5	2,105.0	0.0	11,094.5
5	KIEWIT CORP., Omaha, Neb.	10,787.6	232.2	0.0	11,019.7
6	URS CORP., San Francisco, Calif.	4,021.7	5,270.0	1,613.6	10,905.3
7	THE TURNER CORP., New York, N.Y.	9,979.4	0.0	140.6	10,120.1
8	AECOM TECHNOLOGY CORP., Los Angeles, Calif.	0.0	7,240.9	912.6	8,153.5
9	PCL CONSTRUCTION ENTERPRISES INC., Denver, Colo.	7,350.9	0.0	0.0	7,350.9
10	KBR, Houston, Texas	5,515.9	1,767.1	0.0	7,283.0
11	SKANSKA USA, New York, N.Y.	6,718.1	0.0	46.1	6,764.2
12	CH2M HILL, Englewood, Colo.	739.2	3,585.3	2,291.5	6,616.0
13	WHITING-TURNER CONTRACTING CO., Baltimore, Md.	5,062.7	0.0	0.0	5,062.7
14	BALFOUR BEATTY US, Dallas, Texas	4,607.3	0.0	66.5	4,673.7
15	CLARK GROUP, Bethesda, Md.	4,264.5	0.0	0.1	4,264.6
16	TUTOR PERINI CORP., Sylmar, Calif.	4,175.7	0.0	0.0	4,175.7
17	GILBANE BUILDING CO., Providence, R.I.	4,080.0	0.0	63.0	4,143.0
18	THE WALSH GROUP LTD., Chicago, Ill.	4,034.7	0.0	0.0	4,034.7
19	AMEC, Tucker, Ga.	745.0	2,978.0	0.0	3,723.0
20	BLACK & VEATCH, Overland Park, Kan.	2,016.0	1,304.9	241.6	3,562.5

The Top 50 Program Management Firms

RANK 2014	FIRM	2013 REVENUE IN \$ MIL.		
		DOMESTIC REVENUE	INT'L REVENUE	TOTAL REVENUE
1	CH2M HILL , Englewood, Colo.	1,763.7	527.7	2,291.5
2	BECHTEL , San Francisco, Calif.	1,313.0	5.0	1,318.0
3	URS CORP. , San Francisco, Calif.	1,251.9	51.7	1,303.6
4	JACOBS , Pasadena, Calif.	555.2	654.9	1,210.1
5	AECOM TECHNOLOGY CORP. , Los Angeles, Calif.	493.7	418.9	912.6
6	PARSONS , Pasadena, Calif.	744.7	98.6	843.3
7	LEIDOS , Reston, Va.	510.9	0.0	510.9
8	PARSONS BRINCKERHOFF , New York, N.Y.	293.2	152.2	445.4
9	JONES LANG LASALLE , Chicago, Ill.	209.8	214.6	424.4
10	CBRE INC. , Los Angeles, Calif.	215.0	202.8	417.8
11	HILL INTERNATIONAL , Marlton, N.J.	96.7	304.9	401.6
12	LOUIS BERGER , Morristown, N.J.	42.2	134.7	176.9
13	ATKINS NORTH AMERICA / FAITHFUL+GOULD , Tampa, Fla.	166.3	10.1	176.4
14	BURNS & MCDONNELL , Kansas City, Mo.	135.8	0.0	135.8
15	CDM SMITH , Cambridge, Mass.	73.8	32.0	105.7
16	BARTON MALOW CO. , Southfield, Mich.	100.5	0.0	100.5
17	BLACK & VEATCH , Overland Park, Kan.	32.3	64.5	96.8
18	INFRASTRUCTURE CORP. OF AMERICA , Brentwood, Tenn.	94.5	0.0	94.5
19	WORLEYPARSONS GROUP INC. , Bellaire, Texas	33.1	51.5	84.6
20	HDR , Omaha, Neb.	83.3	1.3	84.6
21	ARCADIS U.S./RTKL , Highlands Ranch, Colo.	84.0	0.0	84.0
22	ANVIL CORP. , Bellingham, Wash.	70.0	0.0	70.0
23	TETRA TECH INC. , Pasadena, Calif.	65.0	0.0	65.0
24	HALMAR INTERNATIONAL , Nanuet, N.Y.	60.0	0.0	60.0
25	HEERY INTERNATIONAL INC. , Atlanta, Ga.	56.1	0.0	56.1
26	LEND LEASE , New York, N.Y.	41.4	11.9	53.3
27	TURNER & TOWNSEND INC. , New York, N.Y.	36.0	0.0	36.0
28	RS&H INC. , Jacksonville, Fla.	35.3	0.0	35.3
29	GILBANE BUILDING CO. , Providence, R.I.	33.5	0.0	34.2
30	STANTEC INC. , Irvine, Calif.	33.4	0.0	33.4
31	CASSIDY TURLEY , Washington, D.C.	32.2	0.0	32.2
32	VANIR CONSTRUCTION MANAGEMENT INC. , Sacramento, Calif.	30.0	0.0	30.0
33	MCDONOUGH BOLYARD PECK INC. , Fairfax, Va.	25.4	4.4	29.8
34	ALPHA CORP. , Dulles, Va.	25.0	2.8	27.8
35	PROJECT TIME & COST LLC , Atlanta, Ga.	23.4	4.2	27.6
36	HATCH MOTT MACDONALD , Iselin, N.J.	21.9	5.7	27.6
37	BALFOUR BEATTY US , Dallas, Texas	25.2	0.0	25.2
38	LEA+ELLIOTT INC. , Grand Prairie, Texas	20.0	5.0	25.0
39	OHL USA INC. , New York, N.Y.	25.0	0.0	25.0
40	CORDOBA CORP. , Los Angeles, Calif.	22.6	0.0	22.6
41	CUSHMAN & WAKEFIELD , New York, N.Y.	7.1	12.7	19.8
42	DLZ , Columbus, Ohio	8.7	10.1	18.8
43	ON-BOARD ENGINEERING CORP. , East Windsor, N.J.	18.7	0.0	18.7
44	HOAR PROGRAM MANAGEMENT , Birmingham, Ala.	18.2	0.0	18.2
45	MCKISSACK & MCKISSACK , Washington, D.C.	17.3	0.0	17.3
46	Sgi CONSTRUCTION MANAGEMENT , Pasadena, Calif.	17.1	0.0	17.1
47	PMA CONSULTANTS LLC , Detroit, Mich.	16.9	0.0	16.9
48	LPCIMINELLI INC. , Buffalo, N.Y.	16.9	0.0	16.9
49	BROADDUS & ASSOCIATES , Austin, Texas	16.4	0.0	16.4
50	GAFCON INC. , San Diego, Calif.	16.2	0.0	16.2

firms doing a lot of program management work there, but interest in Western management techniques in India is growing,” Richter says.

Finger-Pointing

While the market for professional services firms is growing, the recession has left its scars. A developing issue is the increasing number of disputes over perceived failures of professional services providers on bad projects. “During any market downturn, there is a tendency for owners to go for the lowest price without regard for qualifications,” says Peck. This mentality has resulted in standard-of-care disputes in cases involving a low-bidding program manager that did not perform to the owner’s satisfaction, he says.

Many CM firms are concerned by the increasing number of claims against construction professionals in the past few years. Some firms say most of the claims are errors-and-omissions claims against designers, but CM firms worry the wave of litigation may hit them, as well.

To avoid disputes, CM firms have to be clear about what duties and responsibilities they are prepared to assume against what the owner’s expectations are, says Peck. He says it is a matter of communication. Further, if client expectations exceed what a firm is prepared to assume for the proposed price, the CM firms should just say no to the project. “You can’t let your marketing side make promises that are not being paid for. You have to have the ethics to tell a client you can’t do the job for that price. Sometimes, the best decision is simply to walk away from an opportunity,” Peck says.

One important development in the professional services arena was the decision last July by ABET (formerly, the Accreditation Board for Engineering and Technology) to make CMAA an ABET member group and invite the organization to develop standards to enhance and improve the quality of education for professional construction management in higher education.

“Most university construction-management programs are offshoots of construction programs where the emphasis is on contracting,” says D’Agostino. Today, professional managers need to be more adept at the soft sciences, such as communication skills and leadership, than calculus, he says.

“The current construction process is becoming more concerned about communication, cooperation and fostering a team environment than which delivery system is being used,” D’Agostino points out. “A construction manager has to be able to break down the silos between various players and get them to work together.” ■

AECOM'S Tishman Construction is PM and CM on phase one of Metropolis, a \$1-billion, mixed-use project in downtown Los Angeles.

Construction Management-for-Fee and PM Firms

RANK 2014	2013	FIRM	FIRM TYPE	2013 REVENUE IN \$ MIL.	
				TOTAL REV. (\$ MIL.)	INT'L REVENUE
1	1	BECHTEL , San Francisco, Calif.	EC	4,382.0	831.0
2	2	CH2M HILL , Englewood, Colo.	EC	2,291.5	527.7
3	3	JACOBS , Pasadena, Calif.	AEC	1,663.2	884.6
4	4	URS CORP. , San Francisco, Calif.	EAC	1,613.6	51.7
5	6	PARSONS , Pasadena, Calif.	EC	1,066.6	123.5
6	7	AECOM TECHNOLOGY CORP. , Los Angeles, Calif.	EA	912.6	418.9
7	5	JONES LANG LASALLE , Chicago, Ill.	CM	848.9	429.2
8	8	PARSONS BRINCKERHOFF , New York, N.Y.	EA	713.7	211.2
9	9	HILL INTERNATIONAL , Marlton, N.J.	CM	576.7	408.7
10	10	LEIDOS , Reston, Va.	EAC	516.7	0.0
11	12	CBRE INC. , Los Angeles, Calif.	CM	470.5	210.8
12	14	BLACK & VEATCH , Overland Park, Kan.	EC	241.6	162.8
13	11	LOUIS BERGER , Morristown, N.J.	EAP	241.3	184.2
14	19	ATKINS N. AMERICA/FAITHFUL+GOULD , Tampa, Fla.	CM	226.1	11.0
15	**	WOOD GROUP MUSTANG INC. , Houston, Texas	EC	180.2	1.8
16	15	THE TURNER CORP. , New York, N.Y.	EC	140.6	27.0
17	13	BURNS & MCDONNELL , Kansas City, Mo.	EAC	135.8	0.0
18	16	ARCADIS U.S./RTKL , Highlands Ranch, Colo.	E	119.0	0.0
19	27	THE LIRO GROUP , Syosset, N.Y.	EA	112.0	0.0
20	18	CDM SMITH , Cambridge, Mass.	EC	105.7	32.0
21	32	BARTON MALOW CO. , Southfield, Mich.	EC	100.5	0.0
22	23	INFRASTRUCTURE CORP. OF AMER. , Brentwood, Tenn.	E	94.5	0.0
23	29	CUSHMAN & WAKEFIELD , New York, N.Y.	CM	91.0	64.7
24	36	CASSIDY TURLEY , Washington, D.C.	CM	85.7	2.1
25	17	LEND LEASE , New York, N.Y.	C	85.3	18.0
26	**	WORLEYPARSONS GROUP INC. , Bellaire, Texas	EC	84.6	51.5
27	35	HDR , Omaha, Neb.	EA	84.6	1.3
28	52	UNIVERSALPEGASUS INT'L INC. , Houston, Texas	EC	78.0	8.0
29	22	HEERY INTERNATIONAL INC. , Atlanta, Ga.	O	70.0	0.0
30	37	ANVIL CORP. , Bellingham, Wash.	E	70.0	0.0
31	**	HALMAR INTERNATIONAL , Nanuet, N.Y.	EC	68.0	0.0
32	30	BALFOUR BEATTY US , Dallas, Texas	C	66.5	0.0
33	20	VANIR CONSTRUCTION MGMT. INC. , Sacramento, Calif.	CM	66.0	3.3
34	25	TETRA TECH INC. , Pasadena, Calif.	E	65.0	0.0
35	24	GILBANE BUILDING CO. , Providence, R.I.	C	63.0	0.0
36	26	HATCH MOTT MACDONALD , Iselin, N.J.	E	59.4	14.8
37	21	MICHAEL BAKER INTERNATIONAL , Moon Township, Pa.	EA	58.2	2.8
38	33	CUMMING , San Diego, Calif.	CM	57.8	2.8
39	**	CAROLLO ENGINEERS INC. , Walnut Creek, Calif.	E	57.5	0.0
40	43	TURNER & TOWNSEND INC. , New York, N.Y.	CM	54.8	0.0
41	55	RS&H INC. , Jacksonville, Fla.	EA	52.2	0.0
42	**	HENSEL PHELPS , Greeley, Colo.	C	50.7	0.0
43	70	THE VERTEX COS. INC. , Weymouth, Mass.	CM	46.7	1.5
44	**	SKANSKA USA , New York, N.Y.	C	46.1	0.0
45	40	MCDONOUGH BOLDYARD PECK INC. , Fairfax, Va.	CM	44.4	4.4
46	34	HARRIS & ASSOCIATES INC. , Concord, Calif.	E	43.1	0.0
47	31	VERSAR INC. , Springfield, Va.	ENV	40.9	37.3
48	41	URBAN ENGINEERS INC. , Philadelphia, Pa.	E	40.4	0.0
49	39	PMA CONSULTANTS LLC , Detroit, Mich.	CM	34.6	0.0
50	47	GANNETT FLEMING , Harrisburg, Pa.	EA	34.4	0.0

RANK 2014	2013	FIRM	FIRM TYPE	2013 REVENUE IN \$ MIL.	
				TOTAL REV. (\$ MIL.)	INT'L REVENUE
51	75	STANTEC INC. , Irvine, Calif.	EAL	33.4	0.0
52	42	KITCHELL CORP. , Phoenix, Ariz.	EC	32.9	0.0
53	**	PLAZA CONSTRUCTION CORP. , New York, N.Y.	C	30.8	0.0
54	49	VALI COOPER AND ASSOCIATES INC. , Emeryville, Calif.	CM	29.9	0.0
55	44	ALPHA CORP. , Dulles, Va.	CM	29.8	3.2
56	46	BOSWELL ENGINEERING , South Hackensack, N.J.	E	28.3	0.0
57	51	PROJECT TIME & COST LLC , Atlanta, Ga.	CM	27.6	4.2
58	77	MCCARTHY HOLDINGS INC. , St. Louis, Mo.	C	26.0	0.0
59	50	LEA+ELLIOTT INC. , Grand Prairie, Texas	EA	25.0	5.0
60	**	OHL USA INC. , New York, N.Y.	C	25.0	0.0
61	56	MCKISSACK & MCKISSACK , Washington, D.C.	AE	24.5	0.0
62	63	GAFCON INC. , San Diego, Calif.	CM	24.2	0.0
63	53	KLEINFELDER , San Diego, Calif.	EA	24.0	0.0
64	58	DLZ , Columbus, Ohio	EA	23.2	10.1
65	62	CORDOBA CORP. , Los Angeles, Calif.	E	23.2	0.0
66	61	TECTONIC ENG'G & SURVEYING , Mountainville, N.Y.	E	22.7	0.0
67	**	THE PIKE COS. LTD. , Rochester, N.Y.	EC	22.0	0.0
68	60	METRIC ENGINEERING INC. , Miami, Fla.	E	21.9	0.0
69	67	NV5 HOLDINGS INC. , Hollywood, Fla.	E	21.1	0.0
70	**	HOAR PROGRAM MANAGEMENT , Birmingham, Ala.	CM	20.7	0.0
71	38	LPCIMINELLI INC. , Buffalo, N.Y.	C	19.5	0.0
72	84	ON-BOARD ENGINEERING CORP. , East Windsor, N.J.	E	18.7	0.0
73	54	CPM , San Juan, P.R.	CM	18.0	1.9
74	90	KS ENGINEERS PC , Newark, N.J.	E	18.0	0.0
75	57	SAVIN ENGINEERS PC , Pleasantville, N.Y.	CM	17.9	0.0
76	65	SGI CONSTRUCTION MANAGEMENT , Pasadena, Calif.	CM	17.8	0.0
77	**	COTTER CONSULTING INC. , Chicago, Ill.	CM	17.7	0.0
78	64	CSA GROUP , San Juan, P.R.	AE	17.6	1.1
79	**	SWINERTON INC. , San Francisco, Calif.	C	17.5	0.0
80	68	TARGET ENGINEERING GROUP INC. , Coral Gables, Fla.	CM	16.9	0.0
81	85	POWER ENGINEERS INC. , Hailey, Idaho	E	16.7	2.5
82	74	BROADDUS & ASSOCIATES , Austin, Texas	CM	16.4	0.0
83	78	CHANEN CONSTRUCTION CO. INC. , Phoenix, Ariz.	C	15.6	0.0
84	**	MWH GLOBAL , Broomfield, Colo.	EC	15.6	0.0
85	69	ALLEN & SHARIFF CORP. , Columbia, Md.	EC	15.2	15.2
86	**	MARKON SOLUTIONS , Falls Church, Va.	CM	14.9	0.0
87	48	NXL CONSTRUCTION SERVICES INC. , Richmond, Va.	CM	14.3	0.0
88	**	MORTENSON CONSTRUCTION , Minneapolis, Minn.	C	13.7	0.0
89	**	FLUOR CORP. , Irving, Texas	EC	13.5	13.4
90	81	KRAUS-ANDERSON CONSTRUCTION , Minneapolis, Minn.	C	13.0	0.0
91	**	CRB , St. Louis, Mo.	C	12.7	0.0
92	91	JACOBS ASSOCIATES , San Francisco, Calif.	E	12.6	0.0
93	99	THE YATES COS. INC. , Philadelphia, Miss.	EC	12.5	0.0
94	**	HR GREEN INC. , Cedar Rapids, Iowa	EA	12.0	0.0
95	**	HUNTER ROBERTS CONSTR. GROUP , New York, N.Y.	C	12.0	0.0
96	**	HASKELL , Jacksonville, Fla.	EC	11.0	0.0
97	89	PJ DICK-TRUMBULL-LINDY PAVING , Pittsburgh, Pa.	C	11.0	0.0
98	93	DANNENBAUM ENGINEERING CORP. , Houston, Texas	E	10.9	0.0
99	**	AFG GROUP INC. , Herndon, Va.	CM	10.2	0.0
100	**	BMWC CONSTRUCTORS INC. , Indianapolis, Ind.	C	10.0	0.0

COMPANIES ARE RANKED BASED ON TOTAL 2013 REVENUE IN \$ MILLIONS FOR CONSTRUCTION-MANAGEMENT OR PROJECT/PROGRAM-MANAGEMENT SERVICES PERFORMED AS A PROFESSIONAL SERVICE FOR A FEE. **=NOT RANKED IN 2013 AMONG THE TOP 100 CMS. KEY TO TYPE OF FIRM: A=ARCHITECT; C=CONTRACTOR; CM=CONSTRUCTION MANAGEMENT FIRM; EC=ENGINEER-CONTRACTOR; ENV=ENVIRONMENTAL FIRM. OTHER COMBINATIONS ARE POSSIBLE.