

# The **Top 100** Professional Service Firms



#07

PARSONS BRINCKERHOFF is working as CM or PM on some huge projects, including the Second Avenue subway line in New York City.

## Construction and Program Management Firms Fight Slow Market and the Urge To 'In-Source' **By Gary J. Tulacz**

Professional construction service firms have been no stranger to the ravages of the construction industry recession. For every positive sign that an economic recovery is taking hold, negative market data appears to knock it back a notch. On top of all that, firms providing construction management and program management services are seeing new competitors in the field, including their own clients' staffs. But for some CM/PM firms, opportunities are opening up to help them find funding for clients constrained by tight budgets.

//////////////////// [ THE TOP 100 INDEX ] //////////////////////

35 Overview

38 The Top 20 Combined Design and CM/Professional Service Firms

36 CM/PM-for-Fee Revenue

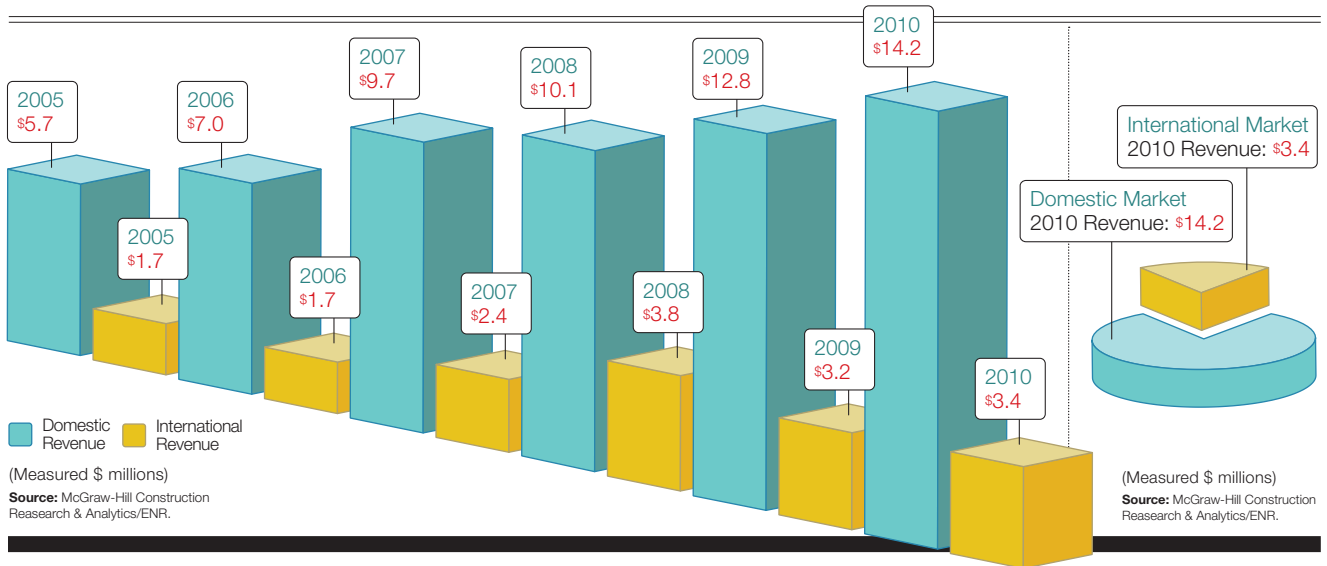
38 The Top 20 Firms in Combined Industry Revenue

40 The Top 50 Program Management Firms

43 The Top 100 Construction Management-for-Fee Firms

////////////////////////////////////

# CM/PM-for-Fee Revenue Grows



The 2010 revenue figures for the ENR Top 100 Construction Management-for-Fee/Program Management Firms go counter to the other ENR lists. The combined revenue from fees for CM and PM services for the Top 100 was \$17.55 billion in 2010, an increase of 9.5% from \$16.03 billion in 2009.

However, this increase can be attributed to the top 11 firms on the list, each of which showed revenue increases and, in some cases, substantial jumps. For the rest of the top 100, business was not as good. Revenue fell 16.1% in 2010 for the remaining 89 firms on ENR's top 100 list. If the 11 largest firms on the list were disregarded, there would be a nearly even split between gainers and losers in 2010 revenue.

The overall market continues to be difficult for firms doing program management and construction management on a for-fee basis. "The market remains a mixed bag, depending on what sector you are working in," says Bruce D'Agostino, president of the Construction Management Association of America, McLean, Va. "The real concern is federal spending. Federally funded work propped up the industry for the past two years, but we can't count on that continuing," he says.

"It's no secret there are still significant challenges in the market," says George J. Pierson, CEO of Parsons Brinckerhoff. He says PB is CM or PM on some huge projects: On California's high-speed-rail project, PB is the lead PM; on the \$2.5-billion InterCounty Connector road project in Maryland, PB is the CM and PM; and on the Second Avenue subway line project in New York City, the company is the CM. "There



**"[Texas Senate bill 1048] encourages state and local agencies to seek out private funds that have been sitting on the sidelines since the recession began."**

Jim Broaddus, CEO, Broaddus & Associates

are big projects out there, but fewer are coming up to bid," he says.

The market woes are creating a new kind of competitive dynamic. General contractors are entering the PM/CM market "that don't have the skills or experience to effectively manage a project for the client. They are used to managing to protect their own interests," says Mike Lanier, a principal at Hoar Program Management. In his view, GC's skills don't transfer well to the PM/CM world.

CM/PM firms also are facing a new group of competitors that have always been around the edges of the CM/PM market: the large accounting firms. "We are seeing more of the 'Big Five' accountants doing CM/PM. They are getting into the market in a big way," says D'Agostino. Further, he says many laid-off architects have left architecture and now are hanging out a CM shingle.

Real estate managers and developers also are crowding into CM/PM market. "Prior to the recession, these firms were 100% focused on commercial financing and lease-back deals that were prevalent [then]. In the current market, these are non-existent," says Kevin Bean, CEO of O'Neal Inc., Greenville, S.C.

One firm that has been undeterred by the downturn is Turner & Townsend Inc., the U.S. unit of the London-based professional service firm that has 65 offices in 29 countries. The parent company has 2,300 employees and booked \$350 million in 2010 revenue.

T&T opened its U.S. operations in 2001 to serve its global clients, such as BP, Chevron and Shell. "We decided to expand beyond our core markets in the oil-

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

RANK 2011		2010 REVENUE IN \$ MIL.		
		DESIGN REVENUE	CM/PM-FOR-FEE REVENUE	TOTAL REVENUE
1	<b>AECOM TECHNOLOGY CORP.</b> , Los Angeles, Calif.	5,919.8	1,491.1	7,410.9
2	<b>URS CORP.</b> , San Francisco, Calif.	5,038.8	1,599.7	6,638.5
3	<b>JACOBS</b> , Pasadena, Calif.	4,748.4	1,797.0	6,545.4
4	<b>BECHTEL</b> , San Francisco, Calif.	2,170.0	3,941.0	6,111.0
5	<b>CH2M HILL</b> , Englewood, Colo.	3,602.7	1,866.7	5,469.4
6	<b>FLUOR CORP.</b> , Irving, Texas	3,127.5	6.7	3,134.2
7	<b>AMEC</b> , Tucker, Ga.	2,456.3	0.0	2,456.3
8	<b>KBR</b> , Houston, Texas	2,010.3	440.8	2,451.1
9	<b>PARSONS BRINCKERHOFF INC.</b> , New York, N.Y.	1,561.4	724.8	2,286.3
10	<b>TETRA TECH INC.</b> , Pasadena, Calif.	2,210.0	75.0	2,285.0
11	<b>PARSONS</b> , Pasadena, Calif.	1,167.8	846.5	2,014.3
12	<b>HDR</b> , Omaha, Neb.	1,500.3	43.3	1,543.6
13	<b>ARCADIS/MALCOLM PIRNIE/RTKL</b> , Highlands Ranch, Colo.	1,362.0	100.0	1,462.0
14	<b>THE SHAW GROUP INC.</b> , Baton Rouge, La.	1,210.1	171.5	1,381.7
15	<b>BLACK &amp; VEATCH</b> , Overland Park, Kan.	1,104.8	59.1	1,164.0
16	<b>LOUIS BERGER GROUP</b> , Morristown, N.J.	1,153.0	0.0	1,153.0
17	<b>HNTB COS.</b> , Kansas City, Mo.	1,000.0	0.0	1,000.0
18	<b>MWH GLOBAL</b> , Broomfield, Colo.	923.0	0.0	923.0
19	<b>WORLEYPARSONS GROUP INC.</b> , Houston, Texas	772.7	132.6	905.3
20	<b>SCIENCE APPLICATIONS INT'L CORP.</b> , McLean, Va.	319.9	445.8	765.7

## The Top 20 Firms in Combined Industry Revenue

RANK 2011		2010 REVENUE IN \$ MIL.			
		CONTRACTING REVENUE	DESIGN REVENUE	CM/PM-FOR-FEE REVENUE	TOTAL REVENUE
1	<b>BECHTEL</b> , San Francisco, Calif.	19,714.0	2,170.0	3,941.0	25,825.0
2	<b>FLUOR CORP.</b> , Irving, Texas	17,194.4	3,127.5	6.7	20,328.6
3	<b>JACOBS</b> , Pasadena, Calif.	4,120.7	4,748.4	1,797.0	10,666.1
4	<b>KBR</b> , Houston, Texas	7,648.1	2,010.3	440.8	10,099.2
5	<b>URS CORP.</b> , San Francisco, Calif.	2,040.0	5,038.8	1,599.7	8,678.5
6	<b>KIEWIT CORP.</b> , Omaha, Neb.	8,206.6	198.0	0.0	8,404.6
7	<b>THE TURNER CORP.</b> , New York, N.Y.	7,579.9	0.0	237.4	7,817.3
8	<b>AECOM TECHNOLOGY CORP.</b> , Los Angeles, Calif.	0.0	5,919.8	1,491.1	7,410.9
9	<b>THE SHAW GROUP INC.</b> , Baton Rouge, La.	4,966.0	1,210.1	171.5	6,347.6
10	<b>CH2M HILL</b> , Englewood, Colo.	804.3	3,602.7	1,866.7	6,273.7
11	<b>PCL CONSTRUCTION ENTERPRISES INC.</b> , Denver, Colo.	4,984.9	0.0	0.0	4,984.9
12	<b>SKANSKA USA</b> , New York, N.Y.	4,763.8	0.0	0.0	4,763.8
13	<b>CLARK GROUP</b> , Bethesda, Md.	4,536.8	0.0	0.0	4,536.8
14	<b>FOSTER WHEELER AG</b> , Clinton, N.J.	4,067.7	0.0	0.0	4,067.7
15	<b>CB&amp;I</b> , The Woodlands, Texas	3,041.4	601.0	0.0	3,642.4
16	<b>THE WALSH GROUP LTD.</b> , Chicago, Ill.	3,448.5	0.0	0.0	3,448.5
17	<b>BALFOUR BEATTY US</b> , Dallas, Texas	3,436.2	0.0	10.2	3,446.4
18	<b>THE WHITING-TURNER CONTRACTING CO.</b> , Baltimore, Md.	3,232.0	0.0	0.0	3,232.0
19	<b>TUTOR PERINI CORP.</b> , Sylmar, Calif.	3,195.5	3.7	0.0	3,199.2
20	<b>PARSONS</b> , Pasadena, Calif.	1,117.6	1,167.8	846.5	3,132.0

and-gas sector in the U.S. in 2008, just when things started to go bad," says Peter Walker, senior vice president of T&T's U.S. operations. He says the move into building programs for long-term clients has put the firm's U.S. operations on a solid footing.

One major program managed by T&T was an upgrade of over 1,000 Nissan dealerships in the U.S. T&T had been working for Nissan for more than 30 years around the world. "Nissan wanted to provide a consistent customer experience at dealerships and service operations throughout the world, but at an affordable price," Walker says. The Project Management Institute, Newtown Square, Pa, awarded T&T its 2010 Distinguished Project Award for the Nissan program. "Our job is not simply to deliver a project but to determine the best way for a project to achieve the owner's needs," Walker says.

### Lack of Clarity Hurts Big Public Programs

Although infrastructure projects have been a growing market for CM and PM, state and federal budget uncertainties are stalling that momentum. Pierson says one of his major concerns is that, so far, Congress has failed to pass a transportation funding bill. He says a lack of clarity on a transportation reauthorization bill means states and municipalities will hold off on committing to long-term projects that would offer CM and PM opportunities.

This failure has led increasingly to speculation about the use of private funding for public projects. The renewed interest in public-private partnerships has provided new opportunities for PM firms to help define the scope of proposed projects and assist in structuring financing. "If a CM/PM firm does not have internal financial capabilities, it better have relationships with firms with financial expertise to take advantage of this potential market," says D'Agostino.

Parsons Brinckerhoff has been active in assisting on P3 projects. "There are some significant P3 projects out there—not many, but a few," says Pierson. PB can provide help in structuring financing, sourcing capital and managing capital flow, he says. PB has an added advantage in that Balfour Beatty Capital, one of the largest P3 investment groups, is a sister company, according to Pierson. "More often than not we do not rely on Balfour Beatty Capital, as it has a different geographic range than we do. But they do have a tremendous scope of experience in public-private partnerships, which helps us," he says.

P3 programs may get a major boost in Texas. On May 30, the state Legislature passed Senate bill 1048, which sets guidelines for the use of P3 projects in virtually all public projects in Texas except highways. "The

# The Top 50 Program Management Firms

RANK 2011		2010 REVENUE IN \$ MIL.		
		DOMESTIC REVENUE	INT'L REVENUE	TOTAL REVENUE
1	<b>CH2M HILL</b> , Englewood, Colo.	1,592.6	274.1	1,866.7
2	<b>AECOM TECHNOLOGY CORP.</b> , Los Angeles, Calif.	829.1	662.1	1,491.1
3	<b>BECHTEL</b> , San Francisco, Calif.	1,424.0	5.0	1,429.0
4	<b>JACOBS</b> , Pasadena, Calif.	1,378.0	0.0	1,378.0
5	<b>URS CORP.</b> , San Francisco, Calif.	1,239.8	57.6	1,297.4
6	<b>PARSONS</b> , Pasadena, Calif.	415.4	66.5	481.9
7	<b>PARSONS BRINCKERHOFF INC.</b> , New York, N.Y.	206.4	237.5	443.9
8	<b>SCIENCE APPLICATIONS INT'L CORP.</b> , McLean, Va.	433.0	0.0	433.0
9	<b>JONES LANG LASALLE</b> , Chicago, Ill.	157.3	187.2	344.5
10	<b>HILL INTERNATIONAL INC.</b> , Mariton, N.J.	81.6	202.1	283.7
11	<b>CB RICHARD ELLIS</b> , Dallas, Calif.	165.6	92.4	258.1
12	<b>THE SHAW GROUP INC.</b> , Baton Rouge, La.	155.4	0.0	155.7
13	<b>CDM</b> , Cambridge, Mass.	71.0	35.0	106.0
14	<b>INFRASTRUCTURE CORP. OF AMERICA</b> , Brentwood, Tenn.	98.4	0.0	98.4
15	<b>HEERY INTERNATIONAL INC.</b> , Atlanta, Ga.	91.9	0.0	92.8
16	<b>KBR</b> , Houston, Texas	9.6	77.6	87.2
17	<b>TETRA TECH INC.</b> , Pasadena, Calif.	75.0	0.0	75.0
18	<b>LEND LEASE</b> , New York, N.Y.	58.1	13.0	71.1
19	<b>BLACK &amp; VEATCH</b> , Overland Park, Kan.	31.5	27.6	59.1
20	<b>WORLEYPARSONS GROUP INC.</b> , Houston, Texas	55.6	1.8	57.4
21	<b>BURNS &amp; MCDONNELL</b> , Kansas City, Mo.	52.0	0.0	52.0
22	<b>HDR</b> , Omaha, Neb.	35.1	8.2	43.3
23	<b>PROJECT TIME &amp; COST INC.</b> , Atlanta, Ga.	39.0	3.0	42.0
24	<b>TRC COS. INC.</b> , Lowell, Mass.	41.0	0.0	41.0
25	<b>MCDONOUGH BOLYARD PECK INC.</b> , Fairfax, Va.	39.0	1.0	40.0
26	<b>ARCADIS/MALCOLM PIRNIE/RTKL</b> , Highlands Ranch, Colo.	35.0	0.0	35.0
27	<b>GILBANE BUILDING CO.</b> , Providence, R.I.	32.5	0.0	32.5
28	<b>ALPHA CORP.</b> , Dulles, Va.	27.2	3.8	31.0
29	<b>HATCH MOTT MACDONALD</b> , Millburn, N.J.	27.4	3.2	30.6
30	<b>RISE INTERNATIONAL LLC</b> , Chicago, Ill.	29.7	0.0	29.9
31	<b>CSA GROUP</b> , San Juan, P.R.	28.6	0.0	29.0
32	<b>BROADDUS &amp; ASSOCIATES</b> , Austin, Texas	27.4	0.0	27.4
33	<b>VANIR CONSTRUCTION MANAGEMENT</b> , Sacramento, Calif.	26.4	0.0	26.4
34	<b>LEA+ELLIOTT INC.</b> , Grand Prairie, Texas	19.0	7.0	26.0
35	<b>PMA CONSULTANTS LLC</b> , Detroit, Mich.	23.1	0.0	23.1
36	<b>GEI CONSULTANTS INC.</b> , Woburn, Mass.	22.7	0.0	22.7
37	<b>R.W. ARMSTRONG &amp; ASSOCS. INC.</b> , Indianapolis, Ind.	0.0	22.5	22.5
38	<b>ATKINS NORTH AMERICA</b> , Tampa, Fla.	22.3	0.0	22.3
39	<b>FLINTCO LLC</b> , Tulsa, Okla.	20.3	0.0	20.3
40	<b>U.S. COST</b> , Atlanta, Ga.	17.8	1.0	18.8
41	<b>SGI CONSTRUCTION MANAGEMENT</b> , Pasadena, Calif.	18.0	0.0	18.0
42	<b>KITCHELL CORP.</b> , Phoenix, Ariz.	17.0	0.0	17.0
43	<b>ON-BOARD ENGINEERING CORP.</b> , East Windsor, N.J.	16.4	0.0	16.4
44	<b>REYNOLDS SMITH AND HILLS INC.</b> , Jacksonville, Fla.	16.0	0.0	16.0
45	<b>SEVILLE CONSTRUCTION SERVICES</b> , Pasadena, Calif.	15.2	0.0	15.2
46	<b>THE VERTEX COS.</b> , Weymouth, Mass.	13.3	1.4	14.7
47	<b>ALLEN &amp; SHARIFF CORP.</b> , Columbia, Md.	0.0	14.6	14.6
48	<b>MCKISSACK &amp; MCKISSACK</b> , Washington, D.C.	14.6	0.0	14.6
49	<b>DLZ CORP.</b> , Columbus, Ohio	6.1	8.1	14.2
50	<b>GAFCON INC.</b> , San Diego, Calif.	14.1	0.0	14.1

bill gives structure to P3s and encourages state and local agencies to seek out private investment funds that have been sitting on the sidelines since the recession began. This shows that Texas is serious about P3s,” says Broadus. He believes the governor will sign it into law.

## 'In-Sourcing'

In this stagnant market, there is also an increasing tendency among clients to retain many of the job functions typically provided by outside CM/PM firms for their own employees. “Owners have this capability in-house and may choose to utilize current staff rather than seeking third-party management services, which may be their typical practice in a more robust economy,” says Lisa Anders, senior program director at McKissack & McKissack. The firm is CM for the Smithsonian’s National Museum of African American History and Culture in Washington, D.C.

The tendency to “in-source” project management work is especially prominent in the public sector. By “keeping their people busy,” public owners justify in-sourcing because it avoids budget cuts and layoffs. The action also side-steps claims that agencies are “wasting” money on outside consultants.

Broadus sees in-sourcing as a common practice in the public sector, but he warns it may not be the wisest course. For example, Hays County, Texas, planned to consolidate several county departments and courts into a single facility. The plan ballooned to a 300,000-sq-ft building with an estimated cost of \$118 million. Broadus’s firm was brought in to review the program and, working with the design-build team—Balfour Beatty Construction, Dallas, and HDR, Omaha—reduced the project’s scope to 232,000 sq ft without losing functionality. The final cost of the building should come in at about \$65 million, Broadus says.

On the other hand, some owners are worried about the loss of experience on their own project management staff because of retirements. D’Agostino notes that CMAA’s most recent survey of owners showed dramatic cuts in owner construction staffs in the past two years (ENR 11/8/10 p. 6).

“Many of our public clients have lost experienced staff due to retirements and have not been able to hire staff to replace them,” says Foster Beach, executive vice president at Hatch-Mott MacDonald. He says bigger, more complex projects are beyond the capability of some clients who need technical help.

“Public entities have reduced staffing across the board, which may open up markets for program management firms when capital improvements begin to increase,” adds Joel Stone, vice president at SpawGlass-Holding LLC, Selma, Texas. ■

# Construction Management-for-Fee Firms

RANK		2010 REVENUE IN \$ MIL.				RANK		2010 REVENUE IN \$ MIL.			
2011	2010	FIRM TYPE	TOTAL REVENUE	INT'L REVENUE	2011	2010	FIRM TYPE	TOTAL REVENUE	INT'L REVENUE		
1	1	BECHTEL, San Francisco, Calif.	EC	3,941.0	406.0	51	**	GEI CONSULTANTS INC., Woburn, Mass.	E	25.6	0.0
2	2	CH2M HILL, Englewood, Colo.	EA	1,866.7	274.1	52	**	TURNER & TOWNSEND INC., New York, N.Y.	CM	25.4	0.0
3	3	JACOBS, Pasadena, Calif.	EAC	1,797.0	121.0	53	93	DANIS BUILDING CONSTRUCTION, Miamisburg, Ohio	C	25.0	0.0
4	5	URS CORP., San Francisco, Calif.	EAC	1,599.7	81.6	54	85	R.W. ARMSTRONG & ASSOCS. INC., Indianapolis, Ind.	EA	22.5	22.5
5	4	AECOM TECHNOLOGY CORP., Los Angeles, Calif.	EA	1,491.1	662.1	55	56	THE MORGANTI GROUP INC., Danbury, Conn.	C	22.0	21.6
6	6	PARSONS, Pasadena, Calif.	EC	846.5	229.4	56	67	MCKISSACK & MCKISSACK, Washington, D.C.	CM	21.3	0.0
7	7	PARSONS BRINCKERHOFF INC., New York, N.Y.	EA	724.8	332.4	57	**	THE KLEINFELDER GROUP INC., San Diego, Calif.	E	21.0	0.0
8	8	HILL INTERNATIONAL INC., Marlton, N.J.	CM	451.8	288.7	58	83	SSOE GROUP, Toledo, Ohio	EAC	20.8	7.2
9	30	SCIENCE APPLICATIONS INT'L CORP., McLean, Va.	EC	445.8	0.0	59	63	SAVIN ENGINEERS PC, Pleasantville, N.Y.	CM	19.8	0.0
10	13	KBR, Houston, Texas	EC	440.8	415.3	60	71	SGI CONSTRUCTION MANAGEMENT, Pasadena, Calif.	CM	19.2	0.0
11	12	JONES LANG LASALLE, Chicago, Ill.	CM	344.5	187.2	61	61	GAFCON INC., San Diego, Calif.	CM	19.1	0.0
12	9	CB RICHARD ELLIS, Dallas, Calif.	CM	312.6	110.0	62	72	ON-BOARD ENGINEERING CORP., East Windsor, N.J.	E	19.0	0.0
13	10	THE TURNER CORP., New York, N.Y.	EC	237.4	12.0	63	**	SWINERTON INC., San Francisco, Calif.	C	19.0	0.0
14	19	THE SHAW GROUP INC., Baton Rouge, La.	EC	171.5	16.1	64	62	U.S. COST, Atlanta, Ga.	CM	18.8	1.0
15	11	WORLEYPARSONS GROUP INC., Houston, Texas	EC	132.6	7.5	65	70	SEVILLE CONSTRUCTION SERVICES, Pasadena, Calif.	CM	17.6	0.0
16	16	LEND LEASE, New York, N.Y.	C	119.1	13.0	66	48	REYNOLDS SMITH AND HILLS INC., Jacksonville, Fla.	EA	16.0	0.0
17	37	CDM, Cambridge, Mass.	EC	106.0	35.0	67	**	MOCA SYSTEMS INC., Newton, Mass.	AE	15.9	0.0
18	21	HEERY INTERNATIONAL INC., Atlanta, Ga.	AE	105.7	0.0	68	89	VALI COOPER AND ASSOCS. INC., Point Richmond, Calif.	CM	15.8	0.0
19	18	ARCADIS/MALCOLM PIRNIE/RTKL, Highlands Ranch, Colo.	EA	100.0	0.0	69	**	O'BRIEN & GERE, Syracuse, N.Y.	E	15.4	0.0
20	**	INFRASTRUCTURE CORP. OF AMERICA, Brentwood, Tenn.	EC	98.4	0.0	70	95	TECTONIC ENG. & SURVEYING CONSULTS., Mountaintown, N.Y.	E	15.0	0.0
21	25	MICHAEL BAKER CORP., Moon Township, Pa.	EA	91.0	22.4	71	74	THE VERTEX COS., Weymouth, Mass.	CM	14.7	1.4
22	22	FAITHFUL+GOULD, New York, N.Y.	CM	87.2	9.2	72	**	ALLEN & SHARIF CORP., Columbia, Md.	EC	14.6	14.6
23	27	VANIR CONSTRUCTION MANAGEMENT, Sacramento, Calif.	CM	84.7	3.6	73	77	LPCIMINELLI INC., Buffalo, N.Y.	C	14.5	0.0
24	23	GILBANE BUILDING CO., Providence, R.I.	C	84.5	0.0	74	68	OWEN GROUP INC., Irvine, Calif.	EAC	14.5	0.0
25	24	TETRA TECH INC., Pasadena, Calif.	E	75.0	0.0	75	**	DLZ CORP., Columbus, Ohio	EA	14.2	8.1
26	17	ATKINS NORTH AMERICA, Tampa, Fla.	EA	74.3	0.0	76	94	QUANDEL ENTERPRISES INC., Harrisburg, Pa.	C	14.1	0.0
27	28	THE LIRO GROUP, Syosset, N.Y.	EAC	67.1	0.0	77	**	RYAN COS. US INC., Minneapolis, Minn.	C	14.0	0.0
28	50	FLINTCO LLC, Tulsa, Okla.	C	62.6	0.0	78	82	PLAZA CONSTRUCTION CORP., New York, N.Y.	C	13.4	0.0
29	29	MUSTANG ENGINEERING, Houston, Texas	EC	60.0	0.0	79	92	THE SKILLMAN CORP., Indianapolis, Ind.	CM	13.3	0.0
30	15	BLACK & VEATCH, Overland Park, Kan.	EC	59.1	27.6	80	55	MCCARTHY HOLDINGS INC., St. Louis, Mo.	C	13.0	0.0
31	26	BURNS & MCDONNELL, Kansas City, Mo.	EAC	52.0	0.0	81	**	NOLTE VERTICAL 5 (NV5), Hollywood, Fla.	E	13.0	0.0
32	36	MCDONOUGH BOLYARD PECK INC., Fairfax, Va.	CM	46.0	1.0	82	**	FTR INTERNATIONAL INC., Irvine, Calif.	C	12.8	12.8
33	33	HDR, Omaha, Neb.	EA	43.3	8.2	83	58	VERSAR INC., Springfield, Va.	EC	12.6	0.0
34	**	PROJECT TIME & COST INC., Atlanta, Ga.	CM	42.0	3.0	84	75	CHANEN CONSTRUCTION CO. INC., Phoenix, Ariz.	C	12.5	0.0
35	**	TRC COS. INC., Lowell, Mass.	E	41.0	0.0	85	66	GKKWORKS, Irvine, Calif.	A	12.5	0.0
36	38	URBAN ENGINEERS INC., Philadelphia, Pa.	E	40.8	0.0	86	99	JACOBS ASSOCIATES, San Francisco, Calif.	E	11.7	0.0
37	35	CUMMING, Los Angeles, Calif.	CM	40.0	0.0	87	84	CARIBBEAN PROJECT MANAGEMENT, San Juan, P.R.	CM	11.2	1.6
38	31	HARRIS & ASSOCIATES INC., Concord, Calif.	E	39.7	0.0	88	78	O'CONNOR CONSTRUCTION MANAGEMENT, Irvine, Calif.	CM	11.2	0.0
39	42	KITCHELL CORP., Phoenix, Ariz.	EC	37.8	0.0	89	76	BERNARDS, San Fernando, Calif.	C	11.2	0.0
40	39	BOSWELL ENGINEERING, South Hackensack, N.J.	E	36.8	0.0	90	**	BUCHART-HORN INC./BASCO ASSOCIATES, York, Pa.	EA	11.0	2.4
41	40	PMA CONSULTANTS LLC, Detroit, Mich.	CM	34.7	0.0	91	**	PJ DICK-TRUMBULL-LINDY PAVING, Pittsburgh, Pa.	C	11.0	0.0
42	45	ALPHA CORP., Dulles, Va.	CM	34.2	4.5	92	96	M.B. KAHN CONSTRUCTION CO. INC., Columbia, S.C.	C	10.9	0.0
43	32	HATCH MOTT MACDONALD, Millburn, N.J.	E	30.6	3.2	93	**	THE COVELLO GROUP INC., Walnut Creek, Calif.	E	10.6	0.0
44	46	RISE INTERNATIONAL LLC, Chicago, Ill.	CM	29.9	0.0	94	65	HOAR CONSTRUCTION LLC, Birmingham, Ala.	C	10.5	0.0
45	41	CSA GROUP, San Juan, P.R.	EA	29.0	0.0	95	20	BALFOUR BEATTY US, Dallas, Texas	C	10.2	3.4
46	53	CAROLLO ENGINEERS INC., Walnut Creek, Calif.	E	28.5	0.0	96	**	SHOOK NATIONAL CORP., Dayton, Ohio	C	10.2	0.0
47	44	BROADDUS & ASSOCIATES, Austin, Texas	CM	27.4	0.0	97	**	FUTURENET GROUP INC., Detroit, Mich.	EC	10.0	0.0
48	47	METRIC ENGINEERING GROUP INC., Miami, Fla.	EA	27.3	0.0	98	69	SHIEL SEXTON CO. INC., Indianapolis, Ind.	EC	10.0	0.0
49	51	J.M. WALLER ASSOCIATES INC., Fairfax, Va.	CM	27.0	0.0	99	100	PSOMAS, Los Angeles, Calif.	E	9.9	0.0
50	52	LEA+ELLIOTT INC., Grand Prairie, Texas	CM	26.0	7.0	100	**	OZANNE CONSTRUCTION CO. INC., Cleveland, Ohio	CM	9.5	0.0

COMPANIES ARE RANKED BASED ON TOTAL 2010 REVENUE IN \$ MILLIONS FOR CONSTRUCTION-MANAGEMENT OR PROJECT/PROGRAM-MANAGEMENT SERVICES PERFORMED AS A PROFESSIONAL SERVICE OR FEE. \*\*=NOT RANKED IN 2010 AMONG THE TOP 100 CM FIRMS. KEY TO TYPE OF FIRM: A=ARCHITECT, C=CONTRACTOR, CM=CONSTRUCTION MANAGEMENT FIRM, E=ENGINEER, EC=ENGINEER-CONTRACTOR, ENV=ENVIRONMENTAL FIRM. OTHER COMBINATIONS POSSIBLE.