

ENR THE TOP 100

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BY THE SEA Gafcon Inc. is program manager on Seaport San Diego, a 70-acre, \$1-billion development featuring hotels, parks, an aquarium, a learning center and significant waterside improvements.

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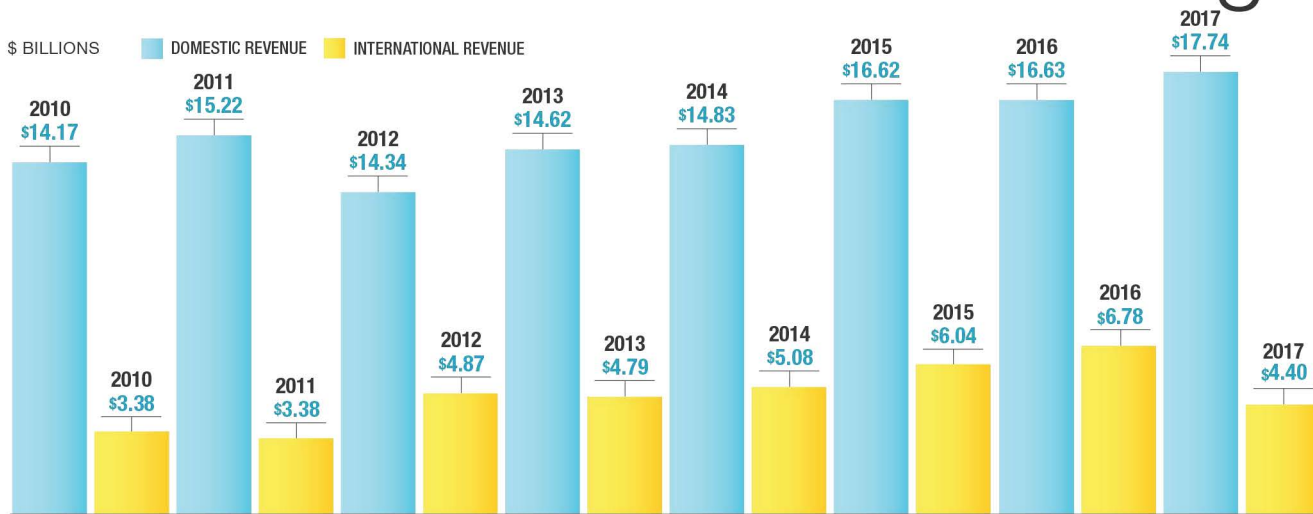
PROFESSIONAL SERVICE FIRMS

More Than Project Delivery

Owners are asking professional service firms not only to deliver projects, but also to help plan them, assess risk and find funding By Gary J. Tulacz



International CMF-PM Fees Plunge



Professional services firms in the construction industry were once thought of as entities hired by owners to keep an eye on contractors during the construction process. However, as construction has become more complex, funding sources have become more elusive and project delivery has become more diverse, owners now are relying on professional services firms to provide a much wider array of services.

The market for professional services remains strong, as can be seen in the results of the ENR Top 100 Construction Management-for-Fee and Program Management Firms list. While revenue for the CM-PM group overall was down 5.4%, to \$22.14 billion in 2017, from \$23.41 billion in 2016, domestic revenue from CM-PM work rose a healthy 6.7%, to \$17.74 billion. However, CM-PM revenue from projects and programs abroad fell sharply by 35.1%, to \$4.40 billion in 2017.

One major development in CM-PM this past year, which had some impact on revenue numbers, was the sale of Hill International's claims group in May 2017 to British equity investor Bridgepoint. As a result, Hill's overall revenue dropped to \$540 million this year, from \$690.1 million on last year's list, and its international revenue fell to \$315.0 million this year, from \$507.1 million last year.

The sale of the claims group may eventually pay off in new business for Hill. The claims group was about 25% of Hill's business, says Michael V. Griffin, president of Hill's Americas Group. "However, the sale actually helps our CM practice as it eliminates the conflict-of-interest restrictions on claims clients we may wish to pursue for CM work," he says.

Hill has won several major international CM-PM



"Today's construction market is best described as construction while rafting in raging white waters. The most effective way to navigate these changing white waters is through early and proper planning. The most reliable partners to assist with these challenges are experienced agency PM-CM firms."

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Program
Manager, Gafcon
Inc.

projects, including a joint venture consultancy services contract for the 20-mile, 32-station, \$2.26-billion Mumbai Metro Line 4 in India, awarded in April. However, Griffin says the firm increasingly is looking at the domestic market. "The U.S. market is growing and is more reliable than the international market is at this time," he says. Griffin notes major wins for Hill in the U.S., including the expansion program for the Port of Long Beach in California and the Scudder Falls Bridge replacement in Bucks County, Pa.

Riding the Rapids

Overall, the domestic market for professional services is growing rapidly, and not just for traditional project delivery. Firms are being called upon earlier in the process to assist with everything from planning, financing, risk assessment and management and the choice of project delivery methodology.

Many owners are not equipped to handle the complex choices they face in the construction process from the earliest stages through delivery of the finished project. "Today's construction market is best described as construction while rafting in raging white waters," says Fred Parker, program manager for Gafcon Inc. "The most effective way to navigate these changing white waters is through early and proper planning. The most reliable partners to assist with these challenges are experienced agency PM-CM firms."

Because projects have become so complex, along with schedule and budget considerations and specialized program needs, firms see outsourcing as a growing trend. Parker says agency CM-PM firms increasingly are being hired to help plan the right time to sell bonds, manage cash flow and develop key strategies for project

initiation and successful delivery. Further, he says most owners are ill-equipped to deal with challenges like significant increases in cost escalation, material costs and a very strained resource pool.

Another trend for CM-PM firms is the growing need for professional guidance on risk management. This is particularly true on complex projects, starting from the early stages of the project and continuing through the life cycle of project delivery. "We have experienced this on both transportation projects as well as vertical construction for both federal and state agencies," says Philios Angelides, president of Alpha Corp.

CM-PM firms increasingly are being called on to engage in early development of project risk registers that are updated as the project evolves to include all potential issues that could be detrimental in project delivery. They are expected to provide proactive risk management strategies to engage all project stakeholders to develop strategies to mitigate risks, says Angelides. "The risk model also becomes a valuable tool in assessing factors that would impact project cost and schedule."

CM-PM firms also are being expected to implement project controls and risk mitigation strategies over the course of actual construction. "As part of the risk mitigation emphasis, we're seeing more interest in project controls solutions as well as program management with our CM-PM offerings, and trusted-advisor types of relationships to preempt the need for a lot of post-award changes," says Jim Turner, director of facilities solutions for Markon Solutions.

There is growing use among public agencies for having early engagement of PM firms in the planning and design stages of the project to bring construction management subject matter expertise to shape the direction of design. For example, the U.S. State Dept.'s Overseas Buildings Operations bureau is asking CM-PM firms "to provide independent cost estimates, constructibility reviews and preliminary schedules to validate construction duration and milestones to ensure the design is practical, constructible, and in line with construction industry practices," says Angelides.

Staff Augmentation

Many clients in the infrastructure markets have significant capital improvement programs they need to implement and are moving toward the use of third-party professional services firms, says Sam Unger, senior project manager-water infrastructure for Cordoba Corp. "Their staff resources are often stretched, and they look to outside professional service firms to provide staff, expertise and resources to assist agencies in meeting their infrastructure needs."

Public owners' lack of staff is resulting in more out-

The Top 20 Firms in Combined Design and CMF-PM Professional Service Revenue

RANK 2018	FIRM	2017 REVENUE IN \$ MIL.		
		DESIGN REVENUE	CM/PM-FOR- FEE REVENUE	TOTAL REVENUE
1	JACOBS, Dallas, Texas	9,761.9	2,650.5	12,412.4
2	AECOM, Los Angeles, Calif.	7,419.3	3,341.1	10,760.4
3	BECHTEL, San Francisco, Calif.	1,102.0	5,810.0	6,912.0
4	FLUOR CORP., Irving, Texas	3,258.0	4.6	3,262.6
5	PARSONS, Pasadena, Calif.	1,435.1	1,581.5	3,016.6
6	TETRA TECH INC., Pasadena, Calif.	2,798.0	20.0	2,818.0
7	KBR INC., Houston, Texas	2,557.0	0.0	2,557.0
8	HDR, Omaha, Neb.	2,023.5	210.6	2,234.1
9	WSP USA, New York, N.Y.	1,408.7	795.3	2,204.0
10	WOOD PLC, Houston, Texas	1,923.7	43.7	1,967.4
11	STANTEC INC., Irvine, Calif.	1,657.8	32.9	1,690.7
12	BURNS & MCDONNELL, Kansas City, Mo.	1,472.4	177.4	1,649.8
13	BLACK & VEATCH, Overland Park, Kan.	1,450.8	137.8	1,588.6
14	ARCADIS NORTH AMERICA/CALLISONRTKL, Highlands Ranch, Colo.	1,359.0	217.0	1,576.0
15	CBRE GROUP INC., Los Angeles, Calif.	25.1	1,291.4	1,316.5
16	INTERTEK-PSI, Arlington Heights, Ill.	1,268.6	0.0	1,268.6
17	GENSLER, New York, N.Y.	1,197.6	0.0	1,197.6
18	HNTB COS., Kansas City, Mo.	1,125.1	0.0	1,125.1
19	SNC-LAVALIN INC., Bothell, Wash.	500.9	474.8	975.7
20	JLL, Chicago, Ill.	0.0	972.5	972.5

The Top 20 Firms in Combined Industry Revenue

RANK 2018	FIRM	2017 REVENUE IN \$ MIL.			
		CONTRACTING REVENUE	DESIGN REVENUE	CM/PM-FOR- FEE REVENUE	TOTAL REVENUE
1	BECHTEL, San Francisco, Calif.	18,267.0	1,102.0	5,810.0	25,179.0
2	AECOM, Los Angeles, Calif.	10,574.3	7,419.3	3,341.1	21,334.7
3	FLUOR CORP., Irving, Texas	15,777.6	3,258.0	4.6	19,040.2
4	JACOBS, Dallas, Texas	2,527.7	9,761.9	2,650.5	14,940.1
5	THE TURNER CORP., New York, N.Y.	11,766.1	0.0	127.0	11,893.1
6	KIEWIT CORP., Omaha, Neb.	7,988.0	481.8	0.0	8,469.8
7	SKANSKA, New York, N.Y.	7,254.1	0.0	24.3	7,278.4
8	CB&I, The Woodlands, Texas	5,951.4	722.0	0.0	6,673.4
9	PCL CONSTRUCTION ENTERPRISES INC., Denver, Colo.	6,441.0	0.0	0.0	6,441.0
10	THE WHITING-TURNER CONTRACTING CO., Baltimore, Md.	6,151.9	0.0	0.0	6,151.9
11	TUTOR PERINI CORP., Sylmar, Calif.	5,852.8	0.0	0.0	5,852.8
12	CLARK GROUP, Bethesda, Md.	5,617.4	0.0	0.0	5,617.4
13	GILBANE BUILDING CO., Providence, R.I.	4,873.5	0.0	177.7	5,051.2
14	THE WALSH GROUP, Chicago, Ill.	4,787.7	0.0	0.0	4,787.7
15	BALFOUR BEATTY US, Dallas, Texas	4,610.4	0.0	19.0	4,629.4
16	DPR CONSTRUCTION, Redwood City, Calif.	4,595.9	0.0	1.2	4,597.1
17	WOOD PLC, Houston, Texas	2,447.3	1,923.7	43.7	4,414.7
18	KBR INC., Houston, Texas	1,614.0	2,557.0	0.0	4,171.0
19	STRUCTURE TONE, New York, N.Y.	4,146.5	0.0	4.0	4,150.5
20	LENLEASE, New York, N.Y.	3,933.5	0.0	107.6	4,041.1

The Top 50 Program Management Firms

RANK 2018	FIRM	2017 REVENUE IN \$ MIL.		
		DOMESTIC REVENUE	INT'L REVENUE	TOTAL REVENUE
1	AECOM , Los Angeles, Calif.	2,940.1	400.9	3,341.0
2	JACOBS , Dallas, Texas	1,011.7	644.3	1,656.0
3	BECHTEL , San Francisco, Calif.	1,542.0	17.0	1,559.0
4	CBRE GROUP INC. , Los Angeles, Calif.	485.4	746.8	1,232.2
5	PARSONS , Pasadena, Calif.	867.3	292.7	1,160.0
6	JLL , Chicago, Ill.	547.3	425.1	972.4
7	SNC-LAVALIN INC. , Bothell, Wash.	356.8	30.4	387.2
8	HILL INTERNATIONAL INC. , Philadelphia, Pa.	154.5	121.6	276.1
9	WSP USA , New York, N.Y.	274.8	0.0	274.8
10	HDR , Omaha, Neb.	208.7	1.9	210.6
11	BURNS & MCDONNELL , Kansas City, Mo.	177.4	0.0	177.4
12	HASKELL , Jacksonville, Fla.	119.4	17.8	137.2
13	GILBANE BUILDING CO. , Providence, R.I.	107.4	0.3	107.7
14	ARCADIS NORTH AMERICA/CALLISONRTKL , Highlands Ranch, Colo.	102.0	0.0	102.0
15	CDM SMITH , Boston, Mass.	76.8	13.0	89.8
16	LEIDOS , Reston, Va.	79.3	5.1	84.4
17	BLACK & VEATCH , Overland Park, Kan.	30.9	40.4	71.3
18	LOUIS BERGER , Morristown, N.J.	38.0	30.0	68.0
19	KLEINFELDER , San Diego, Calif.	54.5	10.4	64.9
20	RS&H INC. , Jacksonville, Fla.	51.6	0.0	51.6
21	SEVAN MULTI-SITE SOLUTIONS LLC , Downers Grove, Ill.	40.7	0.0	40.7
22	VANIR CONSTRUCTION MANAGEMNT INC. , Sacramento, Calif.	39.9	0.0	39.9
23	TURNER & TOWNSEND , New York, N.Y.	38.4	0.0	38.4
24	LENDLEASE , New York, N.Y.	37.2	0.0	37.2
25	LEA+ELLIOTT INC. , Grand Prairie, Texas	35.0	0.0	35.0
26	CARDNO INC. , Lone Tree, Colo.	0.0	33.7	33.7
27	MARKON SOLUTIONS , Falls Church, Va.	28.3	4.1	32.4
28	BRAILSFORD & DUNLAVEY INC. , Washington, D.C.	31.6	0.0	31.6
29	MCDONOUGH BOLYARD PECK INC. , Fairfax, Va.	28.2	1.2	29.4
30	STANTEC INC. , Irvine, Calif.	28.5	0.0	28.5
31	PROJECT TIME & COST LLC , Atlanta, Ga.	24.2	4.2	28.4
32	KITCHELL CORP. , Phoenix, Ariz.	26.0	0.0	26.0
33	ALPHA CORP. , Dulles, Va.	25.5	0.2	25.7
34	CAROLLO ENGINEERS , Walnut Creek, Calif.	25.2	0.0	25.2
35	CSA GROUP , New York, N.Y.	23.6	1.6	25.2
36	CORDOBA CORP. , Los Angeles, Calif.	24.9	0.0	24.9
37	PMA CONSULTANTS LLC , Detroit, Mich.	24.9	0.0	24.9
38	DESIGN SYSTEMS INC. , Farmington Hills, Mich.	22.9	1.8	24.7
39	ON-BOARD ENGINEERING , East Windsor, N.J.	24.4	0.0	24.4
40	FREESE AND NICHOLS INC. , Fort Worth, Texas	23.0	0.0	23.0
41	GAFCON INC. , San Diego, Calif.	20.4	0.0	20.4
42	HOAR PROGRAM MANAGEMENT (HPM) , Birmingham, Ala.	20.1	0.0	20.1
43	TETRA TECH INC. , Pasadena, Calif.	0.0	20.0	20.0
44	HGA , Ruston, La.	19.8	0.0	19.8
45	DANNENBAUM ENGINEERING CORP. , Houston, Texas	19.4	0.0	19.4
46	JAMES R. VANNOY & SONS CONSTRUCTION CO. INC. , Jefferson, N.C.	18.0	0.0	18.0
47	THE WEITZ CO. & AFFILIATES , Des Moines, Iowa	17.9	0.0	17.9
48	SKANSKA , New York, N.Y.	17.6	0.0	17.6
49	ELECTRICAL CONSULTANTS INC. , Billings, Mont.	17.5	0.0	17.5
50	ARDURRA - KING , Tampa, Fla.	15.1	0.0	15.1

sourcing of project management, but it also has many owners calling on CM-PM firms to provide staff augmentation. “In the public sector, the trend is towards hiring embedded personnel, while our private sector clients focus on deliverables with a project-by-project approach,” says Turner of Markon Solutions.

However, many professional services firms say simply supplying needed people to fill owners’ gaps in staff to assist on project management is not always the wisest choice. For example, Angelides says many owners are using indefinite delivery/indefinite quantity or blanket purchase agreement task-order contracts to support their needs. “These contracts cover the full range of professional PM services from preconstruction to post-construction services,” he says.

But Angelides cautions that, while the role of a CM-PM firm in project delivery is always a value-added strategy for any job, the staff-augmentation role tends to limit a firm’s ability to provide the full range of its subject-matter expertise “when the role is limited to one person’s knowledge of a defined part of the work [as opposed to] a firm’s PM team bringing the collective strengths of multiple key staff in managing all aspects of the work,” he says.

As professional services firms are facing a rising market and are being asked to provide more services, they are getting hit with the same staffing shortages that are affecting the rest of the industry. “Certainly, the shortage of qualified labor is affecting the AEC industry across the board, including professional services. We are seeing price inflation, scarcity of resources and competition for talent,” says Mark Anderson, CEO of Mark G. Anderson Consultants Inc. This shortage is becoming more acute as major corporations increasingly are outsourcing their project management to third-party firms, he says.

Hill International is no exception to the need to grow staff. Griffin says that Hill is providing a very attractive compensation package for its staff, but he admits that there will continue to be salary escalation going forward because of staff shortages.

The way to attract people into the industry may be to tell people what a professional does in the industry. “We have to make this industry more attractive to young people, but just as important, we have to make it welcoming to a more diverse group of people,” says Andrea Rutledge, CEO of the Construction Management Association of America, McLean, Va.

Rutledge points out that communication is the key. “Not everyone in this industry works in a hard hat. Many work in a suit with laptops and iPhones,” she says. This fact may make the industry more appealing to young people seeking a professional career. ■

Construction Management-for-Fee Firms

RANK 2018	2017	FIRM	FIRM TYPE	2017 REVENUE IN \$ MIL.	
				TOTAL REV. (\$ MIL.)	INT'L REVENUE
1	1	BECHTEL , San Francisco, Calif.	EC	5,810.0	396.0
2	2	AECOM , Los Angeles, Calif.	EAC	3,341.1	400.9
3	6	JACOBS , Dallas, Texas	EAC	2,650.5	1,028.9
4	4	PARSONS , Pasadena, Calif.	EC	1,581.5	568.0
5	7	CBRE GROUP INC. , Los Angeles, Calif.	AE	1,291.4	768.7
6	5	JLL , Chicago, Ill.	CM	972.5	425.1
7	10	WSP USA , New York, N.Y.	E	795.3	0.0
8	8	HILL INTERNATIONAL INC. , Philadelphia, Pa.	CM	540.0	315.0
9	**	SNC-LAVALIN INC. , Bothell, Wash.	EC	474.8	30.4
10	15	THE LIRO GROUP , Syosset, N.Y.	EA	240.8	0.0
11	12	LOUIS BERGER , Morristown, N.J.	EA	236.0	161.0
12	19	ARCADIS NORTH AMERICA , Highlands Ranch, Colo.	EA	217.0	0.0
13	13	HDR , Omaha, Neb.	EA	210.6	1.9
14	21	GILBANE BUILDING CO. , Providence, R.I.	C	177.7	4.5
15	20	BURNS & MCDONNELL , Kansas City, Mo.	EAC	177.4	0.0
16	**	RUDOLPH LIBBE COS. INC. , Walbridge, Ohio	EC	146.9	0.0
17	**	ATLAS TECHNICAL CONSULTANTS , Austin, Texas	E	141.0	0.0
18	16	BLACK & VEATCH , Overland Park, Kan.	EC	137.8	66.4
19	24	HASKELL , Jacksonville, Fla.	EA	137.2	17.8
20	22	CUMMING , Los Angeles, Calif.	CM	135.9	18.0
21	17	THE TURNER CORP. , New York, N.Y.	EC	127.0	51.3
22	23	CDM SMITH , Boston, Mass.	EA	122.8	13.9
23	25	KLEINFELDER , San Diego, Calif.	EA	109.3	10.4
24	14	LENLEASE , New York, N.Y.	C	107.6	0.0
25	29	RS&H INC. , Jacksonville, Fla.	EA	100.0	0.0
26	27	TURNER & TOWNSEND , New York, N.Y.	CM	99.1	0.0
27	26	MICHAEL BAKER INTERNATIONAL , Pittsburgh, Pa.	EA	95.7	14.8
28	43	VANIR CONSTR. MGMT. INC. , Sacramento, Calif.	CM	88.7	0.0
29	**	LEIDOS , Reston, Va.	E	84.4	5.1
30	28	CAROLLO ENGINEERS , Walnut Creek, Calif.	E	81.2	0.0
31	30	THE VERTEX COS. INC. , Weymouth, Mass.	CM	64.8	16.5
32	36	KITCHELL CORP. , Phoenix, Ariz.	EC	51.0	0.0
33	**	KRAUS-ANDERSON CONSTR. , Minneapolis, Minn.	C	48.0	0.0
34	38	PMA CONSULTANTS LLC , Detroit, Mich.	CM	46.2	2.0
35	33	MCDONOUGH BOLYARD PECK INC. , Fairfax, Va.	CM	44.6	1.2
36	96	WOOD PLC , Houston, Texas	EC	43.7	7.1
37	39	MARK G. ANDERSON CONSULT. , Washington, D.C.	CM	42.0	2.6
38	42	URBAN ENGINEERS INC. , Philadelphia, Pa.	E	41.1	0.0
39	**	SEVAN MULTI-SITE SOLUTIONS LLC , Downers Grove, Ill.	A	40.7	0.0
40	45	VALI COOPER & ASSOCIATES INC. , Emeryville, Calif.	CM	38.7	0.0
41	66	EISMAN & RUSSO INC. , Jacksonville, Fla.	CM	37.1	0.0
42	46	TARGET ENGINEERING GROUP , Coral Gables, Fla.	CM	36.8	0.0
43	44	LEA+ELLIOTT INC. , Grand Prairie, Texas	EA	35.0	0.0
44	99	LECHASE CONSTRUCTION SERVICES , Rochester, N.Y.	C	35.0	0.0
45	34	CARDNO INC. , Lone Tree, Colo.	ENV	33.7	33.7
46	32	MARKON SOLUTIONS , Falls Church, Va.	CM	33.1	4.1
47	75	STANTEC INC. , Irvine, Calif.	EAL	32.9	0.0
48	70	CORDOBA CORP. , Los Angeles, Calif.	E	32.4	0.0
49	57	BRAILSFORD & DUNLAVEY INC. , Washington, D.C.	CM	31.6	0.0
50	49	HARRIS & ASSOCIATES INC. , Concord, Calif.	E	29.7	0.0

RANK 2018	2017	FIRM	FIRM TYPE	2017 REVENUE IN \$ MIL.	
				TOTAL REV. (\$ MIL.)	INT'L REVENUE
51	60	METRIC ENGINEERING INC. , Miami, Fla.	E	29.4	0.0
52	47	PROJECT TIME & COST LLC , Atlanta, Ga.	CM	28.4	4.2
53	52	BOSWELL ENGINEERING INC. , South Hackensack, N.J.	E	26.5	0.0
54	55	ALPHA CORP. , Dulles, Va.	CM	26.0	0.0
55	69	CSA GROUP , New York, N.Y.	EA	25.2	1.6
56	**	KS ENGINEERS PC , Newark, N.J.	E	25.0	0.0
57	**	DESIGN SYSTEMS INC. , Farmington Hills, Mich.	E	24.7	1.8
58	59	ON-BOARD ENGINEERING , East Windsor, N.J.	E	24.4	0.0
59	80	SKANSKA , New York, N.Y.	C	24.3	0.0
60	58	FREESE AND NICHOLS INC. , Fort Worth, Texas	EA	23.0	0.0
61	37	TECTONIC ENG'G & SURVEYING , Forest Hills, N.Y.	E	22.5	0.0
62	63	GAFCON INC. , San Diego, Calif.	CM	22.3	0.0
63	74	MCKISSACK & MCKISSACK , Washington, D.C.	A	22.0	0.0
64	**	THE WEITZ CO. & AFFILIATES , Des Moines, Iowa	EC	21.9	0.0
65	56	ATCS PLC , Herndon, Va.	E	20.9	0.0
66	67	HOAR PROGRAM MANAGEMENT , Birmingham, Ala.	CM	20.1	0.0
67	62	DANNENBAUM ENGINEERING CORP. , Houston, Texas	E	20.1	0.0
68	**	BMWV CONSTRUCTORS INC. , Indianapolis, Ind.	C	20.0	0.0
69	72	TETRA TECH INC. , Pasadena, Calif.	E	20.0	20.0
70	53	HGA , Ruston, La.	E	19.8	0.0
71	76	SAVIN ENGINEERS PC , Pleasantville, N.Y.	CM	19.2	0.0
72	61	CHANEN CONSTRUCTION CO. INC. , Phoenix, Ariz.	C	19.2	0.0
73	51	BALFOUR BEATTY US , Dallas, Texas	C	19.0	0.0
74	35	MORTENSON , Minneapolis, Minn.	C	18.7	0.0
75	79	JAMES R. VANNOY & SONS CONSTR. , Jefferson, N.C.	C	18.0	0.0
76	89	HENDERSON ENGINEERS , Lenexa, Kan.	E	17.6	0.0
77	73	ELECTRICAL CONSULTANTS INC. , Billings, Mont.	E	17.5	0.0
78	77	POWER ENGINEERS INC. , Hailey, Idaho	E	17.2	0.0
79	**	HARGROVE ENGRS. + CONSTRUCTORS , Mobile, Ala.	E	16.3	0.0
80	82	C2G INTERNATIONAL LLC , Aliso Viejo, Calif.	CM	16.0	2.9
81	**	ARDURRA - KING , Tampa, Fla.	E	15.1	0.0
82	**	KENNEDY/JENKS CONSULTANTS , San Francisco, Calif.	E	15.0	0.0
83	**	DELLBROOK JKS , Quincy, Mass.	C	15.0	0.0
84	78	SWINERTON , San Francisco, Calif.	C	14.9	0.0
85	97	BERNARDS , San Fernando, Calif.	C	14.6	0.0
86	**	SUNRISE ENGINEERING INC. , Fillmore, Utah	E	14.5	0.0
87	**	COTTER CONSULTING INC. , Chicago, Ill.	CM	14.5	0.0
88	**	PSOMAS , Los Angeles, Calif.	E	14.0	0.0
89	83	OAC SERVICES INC. , Seattle, Wash.	CM	13.8	0.0
90	**	PROCON CONSULTING LLC , Arlington, Va.	CM	13.4	0.0
91	95	HORROCKS ENGINEERS , Pleasant Grove, Utah	E	13.3	0.0
92	**	COMMERCIAL CONTRACTING CORP. , Auburn Hills, Mich.	C	13.0	0.0
93	**	CRB , Kansas City, Mo.	C	12.9	0.0
94	**	LEO A DALY , Omaha, Neb.	AE	12.1	0.0
95	88	CAMPUS CONSTR. MGMT. GROUP , Pittsford, N.Y.	CM	12.1	0.0
96	**	AFG GROUP INC. , Herndon, Va.	CM	11.8	0.0
97	**	LJA ENGINEERING INC. , Houston, Texas	E	11.6	0.0
98	84	MOCA SYSTEMS INC. , Boston, Mass.	CM	11.5	0.0
99	86	CPH INC. , Sanford, Fla.	EC	11.4	0.0
100	94	CPM , San Juan, P.R.	CM	11.1	0.0

COMPANIES ARE RANKED BASED ON TOTAL 2017 REVENUE IN \$ MILLIONS FOR CONSTRUCTION-MANAGEMENT OR PROJECT/PROGRAM-MANAGEMENT SERVICES PERFORMED AS A PROFESSIONAL SERVICE FOR A FEE. **=NOT RANKED IN 2017 AMONG THE TOP 100 CIMS. KEY TO TYPE OF FIRM: A=ARCHITECT; C=CONTRACTOR; CM=CONSTRUCTION MANAGEMENT FIRM; E=ENGINEER; EC=ENGINEER-CONTRACTOR; ENV=ENVIRONMENTAL FIRM. OTHER COMBINATIONS ARE POSSIBLE.