

ENR THE TOP PROFESSIONAL SERVICES FIRMS

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BAYVIEW Project Management Advisors Inc. is construction manager for One Steuart Lane, a 20-story luxury condominium tower in San Francisco currently under construction.



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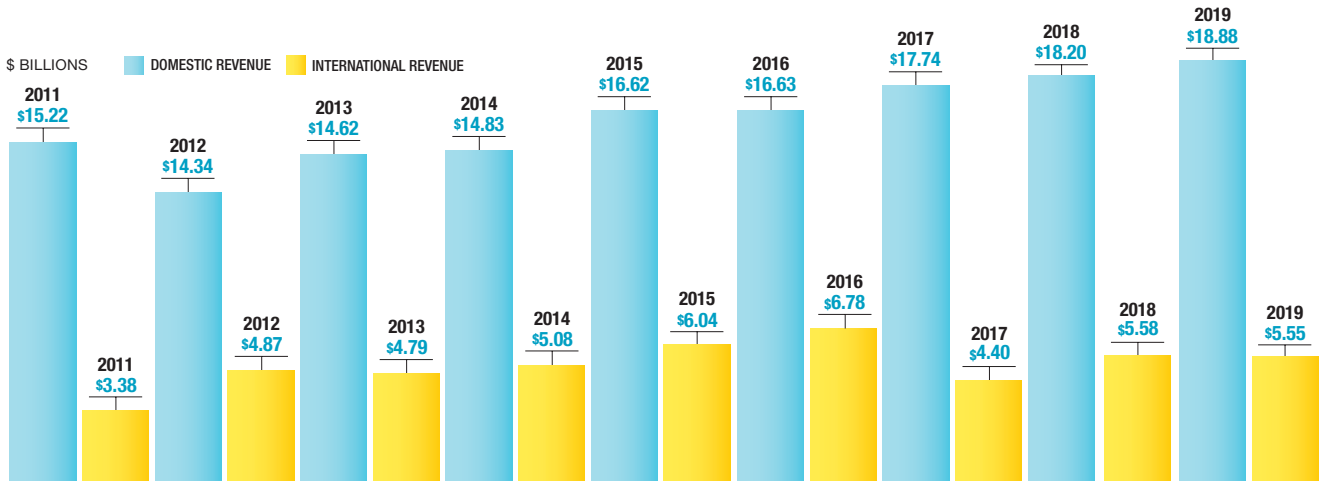
NUMBER 51 CM FIRM

Planning for Post-Crisis Future

Professional services firms have been affected by COVID-19, but clients are now relying on them to advise on what comes next. By Gary J. Tulacz



Domestic CM-PM Fees Rise



SOURCE: ENR

As the nation struggles to cope with the disruptions caused by the COVID-19 pandemic, construction firms of all types have been thrown off balance. Firms delivering professional services to the industry have been just as affected. But there is one major difference with this group when compared to designers and contractors. Clients increasingly are calling on professional services firms with the pressing question: “What do we do now?”

Owners had already been steadily increasing the use of professional services firms to help plan and deliver projects in the most efficient and cost-effective way possible. The growing interest can be seen in the results of this year’s ENR Top 100 Construction Management-for-Fee and Top 50 Program Management Firms list. Revenue for the CM-PM group was up 2.7%, to \$24.43 billion in 2019 from \$23.78 billion in 2018. Domestic revenue from their work was stronger, rising 3.8%, to \$18.88 billion; but CM-PM revenue from projects and programs abroad fell 0.6%, to \$5.54 billion in 2019.

Over the past few years, CM-PM firms have seen their roles evolving. General project management is giving way to more complex planning, financing and cost estimating as owners’ programs grow larger and more involved. “The role of the agency CM or PM has an increasing focus on project planning, team coordination and facilitation during project development and the design phase,” says Steven Whitehead, president of Vanir Construction Management.

Part of this trend results from owners reducing internal project staff during times of economic uncertainty, says Roger McCarron, CEO of Project Management Advisors Inc. “But there has also been a



“COVID-19 is the ultimate megaproject. A third-party PM specialist, if prepared, can assist you in contingency planning and evaluating alternatives for projects to continue or pause.”

Shawn Mahoney, CEO of OAC Services, Inc.

growing trend of owners who are looking for expertise beyond that which their core internal resources can provide,” he says.

Professional services firms have become particularly active in the high-tech arena. McCarron says large development programs are common among owners in that sector as internal restructurings have resulted in more and more disparate information management and reporting practices, both among internal and outsourced teams.

On the private side, where firms are experiencing more financial pressure, some firms are finding that owners are turning more toward professional services firms “to advance capital projects as the third-party model provides them more flexibility around internal resources required as their capital spending varies,” says Jonathan Winikur, executive managing director at Colliers International.

Despite the surge in interest in professional services, some firms are finding increasing pressure on their fees. “Certain agencies are placing more emphasis on cost as an evaluation criteria for selecting professional services,” says Paul Bews, division director for Ghirardelli Associates. For example, the Los Angeles County Metropolitan Transportation Authority has a policy to assign 20% of proposal evaluation criteria to price. He says agencies are looking for greater cost certainty by negotiating fixed-price costs for professional services, rather than paying by the billable hour.

Coronavirus Hits

Like all industry firms, professional services firms have felt the impact of COVID-19. But, in states where construction was deemed essential and not subject to

closures, most work proceeded as “business as usual,” says Andrea Rutledge, CEO of the Construction Management Association of America, McLean, Va. Some projects have actually been accelerated, particularly in transportation, as traffic flows have declined. “In normal times, the last thing you need is a road closure on I-66 around the Beltway in Washington, D.C., but now it is not a problem,” she says.

Rutledge says that CMAA members have been pleasantly surprised at how generous industry firms have been to share best practices in safely dealing with the pandemic. She also is happy with how transparent industry firms and owners have been in dealing with the impact of the virus.

Most firms have been hit by COVID-19. “There have been delays to outright cancellations of about 10% of our backlog, but we anticipate there may be further delays and cuts when clients have a better idea of the loss of revenue to fund their capital programs,” says Blake Peck, CEO of McDonough Bolyard Peck.

Many private sector clients are pausing to see what happens as a result of the crisis. For example, “venture capital spending has started to slow as market impacts are uncertain,” says Shawn Mahoney, CEO of OAC Services Inc. This will affect private sector projects as new startups will run out of money before they determine the size of large facility build-outs, he says.

Further, owners who were on the “edge” financially are being displaced or are reorganizing to find what the new normal will mean for their markets. “They are seeking out experienced third-party professional services of all kinds to assist in navigating through the rough and uncertain conditions we find ourselves in,” says Yehudi Gaffen, CEO of Gafcon Inc.

Mahoney notes that many owners that have been hit hard by the coronavirus have furloughed and laid off their in-house design and construction resources. “As those markets re-emerge, they will likely need to engage third-party professional services,” he says.

Dealing With the ‘New Abnormal’

With projects stopping in many jurisdictions and the economic uncertainty as the market begins to come out of the crisis, owners now are in a quandary as to how to proceed. Increasingly, professional services firms are being tasked to assist.

“Our clients have leaned heavily on us as they navigate the uncharted waters of the ‘new abnormal’ to develop the proper protocols and procedures, whether to keep construction proceeding safely or shuttering projects in compliance with local mandates,” says Peck of MBP. He says MBP also is leading efforts to quantify COVID-19 impacts and how to mitigate or

The Top 20 Firms in Combined Design and CM-PM Professional Services Revenue

RANK 2020	FIRM	2019 REVENUE IN \$ MIL.		
		DESIGN REVENUE	CM/PM-FOR-FEE REVENUE	TOTAL REVENUE
1	JACOBS, Dallas, Texas	\$9,676.8	\$3,061.0	\$12,737.8
2	AECOM, Los Angeles, Calif.	\$7,967.5	\$4,118.1	\$12,085.6
3	BECHTEL, Reston, Va.	\$1,037.0	\$3,227.0	\$4,264.0
4	PARSONS, Centreville, Va.	\$1,510.3	\$2,396.5	\$3,906.8
5	KBR INC., Houston, Texas	\$3,331.0	\$-	\$3,331.0
6	TETRA TECH INC., Pasadena, Calif.	\$3,179.0	\$40.0	\$3,219.0
7	JLL, Chicago, Ill.	\$-	\$3,085.2	\$3,085.2
8	WOOD, Houston, Texas	\$2,680.6	\$293.9	\$2,974.5
9	HDR, Omaha, Neb.	\$2,325.6	\$270.5	\$2,596.1
10	WSP USA, New York, N.Y.	\$1,984.3	\$243.3	\$2,227.6
11	STANTEC INC, Irvine, Calif.	\$1,881.0	\$145.2	\$2,026.2
12	BURNS & MCDONNELL, Kansas City, Mo.	\$1,795.9	\$112.9	\$1,908.8
13	ARCADIS NORTH AMERICA/CALLISON RTKL, Highlands Ranch, Colo.	\$1,492.0	\$302.0	\$1,794.0
14	CBRE, Los Angeles, Calif.	\$-	\$1,747.7	\$1,747.7
15	BLACK & VEATCH, Overland Park, Kan.	\$1,510.6	\$102.9	\$1,613.5
16	GENSLER, Los Angeles, Calif.	\$1,523.1	\$-	\$1,523.1
17	SNC-LAVALIN INC., Tampa, Fla.	\$1,143.9	\$378.9	\$1,522.8
18	HNTB COS., Kansas City, Mo.	\$1,414.9	\$-	\$1,414.9
19	INTERTEK-PSI, Arlington Heights, Ill.	\$1,395.6	\$-	\$1,395.6
20	KIMLEY-HORN, Raleigh, N.C.	\$1,120.6	\$-	\$1,120.6

The Top 20 Firms in Combined Industry Revenue

RANK 2020	FIRM	2019 REVENUE IN \$ MIL.			
		CONTRACTING REVENUE	DESIGN REVENUE	CM/PM-FOR-FEE REVENUE	TOTAL REVENUE
1	AECOM, Los Angeles, Calif.	\$9,880.5	\$7,967.5	\$4,118.1	\$22,625.0
2	BECHTEL, Reston, Va.	\$15,891.0	\$1,037.0	\$3,227.0	\$20,624.0
3	THE TURNER CORP., New York, N.Y.	\$14,664.1	\$-	\$130.5	\$14,837.7
4	JACOBS, Dallas, Texas	\$-	\$9,676.8	\$3,061.0	\$12,990.0
5	KIEWIT CORP., Omaha, Neb.	\$9,390.5	\$791.3	\$-	\$10,181.8
6	THE WHITING-TURNER CONTRACTING CO.,	\$9,828.0	\$-	\$-	\$9,828.0
7	MCDERMOTT INTERNATIONAL, Houston, Texas	\$8,433.0	\$-	\$-	\$8,433.0
8	STO BUILDING GROUP INC., New York, N.Y.	\$7,888.0	\$-	\$5.2	\$7,893.2
9	SKANSKA USA, New York, N.Y.	\$7,255.8	\$-	\$33.4	\$7,289.2
10	PCL CONSTRUCTION, Denver, Colo.	\$6,321.2	\$-	\$-	\$6,321.2
11	GILBANE BUILDING CO., Providence, R.I.	\$6,206.6	\$-	\$93.7	\$6,304.8
12	CLARK GROUP, Bethesda, Md.	\$6,058.5	\$-	\$-	\$6,058.5
13	DPR CONSTRUCTION, Redwood City, Calif.	\$6,015.5	\$-	\$-	\$6,015.5
14	HENSEL PHELPS, Greeley, Colo.	\$5,729.4	\$-	\$-	\$5,729.4
15	WOOD, Houston, Texas	\$2,698.8	\$2,680.6	\$293.9	\$5,717.9
16	KBR INC., Houston, Texas	\$2,309.0	\$3,331.0	\$-	\$5,640.0
17	TUTOR PERINI CORP., Sylmar, Calif.	\$5,548.6	\$-	\$-	\$5,548.6
18	PARSONS, Centreville, Va.	\$653.1	\$1,510.3	\$2,396.5	\$5,138.4
19	MORTENSON, Minneapolis, Minn.	\$5,032.4	\$-	\$13.8	\$5,046.3
20	THE WALSH GROUP, Chicago, Ill.	\$4,959.5	\$-	\$-	\$4,959.5

The Top 50 Program Management Firms

RANK 2020	FIRM	2019 REVENUE IN \$ MIL.		
		DOMESTIC REVENUE	INT'L REVENUE	TOTAL REVENUE
1	AECOM , Los Angeles, Calif.	3,459.2	658.9	4,118.1
2	JLL , Chicago, Ill.	1,530.3	1,555.0	3,085.2
3	JACOBS , Dallas, Texas	2,573.9	252.2	2,826.1
4	PARSONS , Centreville, Va.	1,606.5	247.2	1,853.8
5	CBRE , Los Angeles, Calif.	500.3	988.9	1,489.2
6	BECHTEL , Reston, Va.	890.0	81.0	971.0
7	SNC-LAVALIN INC. , Tampa, Fla.	311.2	0.0	311.2
8	HDR , Omaha, Neb.	269.0	1.5	270.5
9	WSP USA , New York, N.Y.	243.3	0.0	243.3
10	CDM SMITH , Boston, Mass.	73.2	40.3	113.5
11	BURNS & MCDONNELL , Kansas City, Mo.	102.5	10.4	112.9
12	ARCADIS NORTH AMERICA/ CALLISON RTKL , Highlands Ranch, Colo.	105.0	0.0	105.0
13	TURNER & TOWNSEND , New York, N.Y.	90.7	0.0	90.7
14	KLEINFELDER , San Diego, Calif.	68.6	5.4	74.0
15	ANSER ADVISORY , Orlando, Fla.	68.9	0.0	68.9
16	SEVAN MULTI-SITE SOLUTIONS LLC , Downer Grove, Ill.	61.0	0.2	61.2
17	GILBANE BUILDING CO. , Providence, R.I.	50.2	0.1	50.3
18	APTIM , Baton Rouge, La.	31.5	17.6	49.1
19	MG2 , Seattle, Wash.	39.0	8.5	47.5
20	BLACK & VEATCH , Overland Park, Kan.	32.2	12.0	44.2
21	STANTEC INC. , Irvine, Calif.	44.0	0.0	44.0
22	HPM , Birmingham, Ala.	42.7	0.1	42.8
23	SACHSE CONSTRUCTION AND DEVELOPMENT CO. LLC , Detroit, Mich.	0.0	40.0	40.0
24	TETRA TECH INC. , Pasadena, Calif.	20.0	20.0	40.0
25	NEWMARK KNIGHT FRANK , New York, N.Y.	39.1	0.0	39.1
26	VANIR CONSTRUCTION MANAGEMENT INC. , Sacramento, Calif.	37.6	0.0	37.6
27	HILL INTERNATIONAL INC. , Philadelphia, Pa.	27.8	7.9	35.7
28	CSA GROUP , New York, N.Y.	31.4	2.8	34.2
29	LEA+ELLIOTT INC. , Grand Prairie, Texas	34.0	0.0	34.0
30	DESIGN SYSTEMS INC. , Farmington Hills, Mich.	33.0	0.2	33.2
31	MCDONOUGH BOLYARD PECK INC. (MBP) , Fairfax, Va.	31.3	1.1	32.4
32	BRAILSFORD & DUNLAVEY INC. , Washington, D.C.	31.2	0.0	31.2
33	CAROLLO ENGINEERS INC. , Walnut Creek, Calif.	30.0	0.0	30.0
34	CORDOBA CORP. , Los Angeles, Calif.	27.7	0.0	27.7
35	CARDNO INC. , Lone Tree, Colo.	0.0	25.8	25.8
36	PMA CONSULTANTS LLC , Detroit, Mich.	25.3	0.0	25.3
37	ON-BOARD ENGINEERING CORP. , East Windsor, N.J.	25.0	0.0	25.0
38	KITCHELL CORP. , Phoenix, Ariz.	25.0	0.0	25.0
39	MARKON SOLUTIONS , Falls Church, Va.	22.6	1.5	24.0
40	LABELLA ASSOCIATES, D.P.C. , Rochester, N.Y.	24.0	0.0	24.0
41	MCKISSACK & MCKISSACK OF WASHINGTON INC. , Washington, D.C.	24.0	0.0	24.0
42	GAFCON INC. , San Diego, Calif.	23.2	0.0	23.2
43	ALPHA CORP. , Dulles, Va.	21.9	1.2	23.1
44	ATLAS TECHNICAL CONSULTANTS , Austin, Texas	23.0	0.0	23.0
45	SKANSKA USA , New York, N.Y.	22.7	0.0	22.7
46	PFES LLC , Western Springs, Ill.	21.8	0.0	21.8
47	HUNT, GUILLOT & ASSOCIATES LLC , Ruston, La.	18.2	1.4	19.6
48	JAMES R. VANNOY & SONS CONSTRUCTION CO. INC. , Jefferson, N.C.	18.0	0.0	18.0
49	GREELEY AND HANSEN , Chicago, Ill.	17.9	0.0	17.9
50	THE WEITZ CO. & AFFILIATES , Des Moines, Iowa	16.6	0.0	16.6

best address them with the construction team.

Professional services firms are becoming critical for owners to move forward. “COVID-19 is the ultimate megaproject. A third-party PM specialist, if prepared, can assist you in contingency planning and evaluating alternatives for projects to continue or pause. Any delays or claims can be tedious and messy affairs if not handled properly,” says Mahoney of OAC.

While COVID-19 has been an unprecedented event for the industry, professional services firms have applied lessons learned from past calamities. “Typically, on the tail end of a recession or crisis similar to the current COVID-19 crisis, we see an increase in both agency CM and program management services,” says Andrew Demming, senior director at Gardiner & Theobald.

As in the aftermath of a recession, many owners have reduced their internal staff to reduce overhead and will choose to outsource. “We also see an increase in this role as owners generally need assistance to rethink their projects,” Demming says. Professional services firms are a natural fit to provide professional advice and guidance on project alternatives, their budget and schedule impacts and then implementation of the changes into the design, permit or process, he says.

Dispute resolution is another area many firms see expanding in the upcoming months and years. “Our dispute resolution group has seen an increase in the level of claims support, to fairly resolve COVID-19 related cost and schedule impacts,” says Derek Hutchison, president of Cumming.

OAC Services has also noticed an uptick in dispute resolution work. “We’re seeing this now with force majeure claims and supply chain delays,” says Mahoney. Third-party professional services firms are trained to be able to find and provide solutions for the owner and all parties involved to prevent conflicts, he adds.

PMA’s McCarron has already seen potential disputes, adding that “minimizing disputes on cost and schedule issues will require a great deal of proactive communication and analysis.” He says that if owners have not already engaged in such constructive evaluation and communication, they and the construction team will face a long and potentially costly road ahead in getting all disputes completely resolved.

For CMAA, Rutledge notes that travel restrictions and stay-at-home orders have forced it to cancel its live CM courses. Instead of holding three-day, in-person training sessions at test centers, it will now conduct five days of online training aimed toward eventual certification as a CMAA Professional Construction Manager. “We are seeing increasing interest in the CMAA certification as people understand how important CM will be as the market recovers,” Rutledge says. ■

ANSER ADVISORY on May 5 acquired Columbus, Ohio-based CM firm H.R. Gray from Haskell, a Jacksonville, Fla.-based design-build firm.

Construction Management/PM-for-Fee Firms

RANK 2020	2019	FIRM	FIRM TYPE	2019 REVENUE IN \$ MIL.	
				TOTAL REV. (\$ MIL.)	INT'L REVENUE
1	2	AECOM, Los Angeles, Calif.	EA	4,118.1	658.9
2	1	BECHTEL, Reston, Va.	EC	3,227.0	469.0
3	4	JLL, Chicago, Ill.	CM	3,085.2	1,555.0
4	3	JACOBS, Dallas, Texas	EA	3,061.0	252.2
5	5	PARSONS, Centreville, Va.	EC	2,396.5	578.5
6	6	CBRE, Los Angeles, Calif.	CM	1,747.7	1,093.8
7	9	SNC-LAVALIN INC., Tampa, Fla.	EC	378.9	0.0
8	8	HILL INTERNATIONAL INC., Philadelphia, Pa.	CM	376.4	182.5
9	10	ARCADIS/CALLISON RTKL, Highlands Ranch, Colo.	EA	302.0	0.0
10	38	WOOD, Houston, Texas	EC	293.9	44.6
11	**	COLLIERS INTERNATIONAL GROUP INC., Encino, Calif.	CM	282.9	242.1
12	16	HDR, Omaha, Neb.	EA	270.5	1.5
13	12	ATLAS TECHNICAL CONSULTANTS, Austin, Texas	CM	246.6	0.0
14	**	GARDINER & THEOBALD INC., New York, N.Y.	CM	243.7	185.9
15	7	WSP USA, New York, N.Y.	E	243.3	0.0
16	11	THE LIRO GROUP, Syosset, N.Y.	EA	230.1	0.0
17	13	CUMMING, Los Angeles, Calif.	CM	200.6	14.2
18	17	TURNER & TOWNSEND, New York, N.Y.	CM	155.3	0.0
19	28	STANTEC INC., Irvine, Calif.	EA	145.2	0.0
20	47	ANSER ADVISORY, Orlando, Fla.	CM	137.9	0.0
21	14	THE TURNER CORP., New York, N.Y.	C	130.5	43.1
22	19	KLEINFELDER, San Diego, Calif.	EA	114.6	5.4
23	71	LENLEASE, New York, N.Y.	C	114.2	0.0
24	21	CDM SMITH, Boston, Mass.	EC	113.5	40.3
25	18	BURNS & MCDONNELL, Kansas City, Mo.	EC	112.9	10.4
26	15	BLACK & VEATCH, Overland Park, Kan.	EC	102.9	25.6
27	20	MWH CONSTRUCTORS INC., Broomfield, Colo.	C	100.8	0.0
28	25	GILBANE BUILDING CO., Providence, R.I.	C	93.7	4.6
29	22	MICHAEL BAKER INTERNATIONAL, Pittsburgh, Pa.	EA	92.9	0.0
30	26	CAROLLO ENGINEERS INC., Walnut Creek, Calif.	E	92.0	0.0
31	24	VANIR CONSTRUCTION MGMT., Sacramento, Calif.	CM	91.9	0.0
32	23	KITCHELL CORP., Phoenix, Ariz.	C	67.0	0.0
33	34	CORDOBA CORP., Los Angeles, Calif.	E	63.7	0.0
34	31	SEVAN MULTI-SITE SOLUTIONS, Downer Grove, Ill.	CM	61.2	0.0
35	27	THE VERTEX COS. INC., Weymouth, Mass.	CM	59.2	1.7
36	76	SACHSE CONSTRUCTION & DEVELOP., Detroit, Mich.	C	58.0	40.0
37	40	MARK G. ANDERSON CONSULTANTS, Washington, D.C.	CM	51.2	4.8
38	35	KRAUS-ANDERSON CONSTR., Minneapolis, Minn.	C	50.0	0.0
39	**	APTIM, Baton Rouge, La.	EC	49.1	17.6
40	36	MCDONOUGH BOLYARD PECK INC. (MBP), Fairfax, Va.	CM	47.9	1.1
41	32	MG2, Seattle, Wash.	A	47.5	8.5
42	37	PMA CONSULTANTS LLC, Detroit, Mich.	CM	47.3	0.0
43	66	HPM, Birmingham, Ala.	CM	42.8	0.0
44	39	BOWERS + KUBOTA CONSULTING, Waipahu, Hawaii	EA	41.8	0.0
45	**	CHINA CONSTRUCTION AMERICA, Jersey City, N.J.	C	40.0	0.0
46	**	HUNTER ROBERTS CONSTRUCTION, New York, N.Y.	C	40.0	0.0
47	77	TETRA TECH INC., Pasadena, Calif.	E	40.0	20.0
48	43	NEWMARK KNIGHT FRANK, New York, N.Y.	CM	39.1	0.0
49	**	TECTONIC ENG'G CONSULTANTS., Mountaintown, N.Y.	E	39.0	0.0
50	53	EISMAN & RUSSO INC., Jacksonville, Fla.	CM	38.2	0.0

RANK 2020	2019	FIRM	FIRM TYPE	2019 REVENUE IN \$ MIL.	
				TOTAL REV. (\$ MIL.)	INT'L REVENUE
51	**	PROJECT MANAGEMENT ADVISORS INC., Chicago, Ill.	CM	37.9	1.0
52	62	GREENMAN-PEDERSEN INC. (GPI), Babylon, N.Y.	E	37.8	0.0
53	51	OAC SERVICES INC., Seattle, Wash.	EA	35.0	0.0
54	55	GHIRARDELLI ASSOCIATES INC., San Jose, Calif.	CM	34.7	0.0
55	60	PSOMAS, Los Angeles, Calif.	E	34.5	0.0
56	49	CSA GROUP, New York, N.Y.	EA	34.2	2.8
57	42	LEA+ELLIOTT INC., Grand Prairie, Texas	EA	34.0	0.0
58	29	MARKON SOLUTIONS, Falls Church, Va.	CM	33.7	3.1
59	**	SKANSKA USA, New York, N.Y.	C	33.4	0.0
60	70	DESIGN SYSTEMS INC., Farmington Hills, Mich.	E	33.2	0.0
61	54	BRAILSFORD & DUNLAVEY INC., Washington, D.C.	CM	31.2	0.0
62	45	HARRIS & ASSOCIATES INC., Concord, Calif.	E	31.2	0.0
63	**	LABELLA ASSOCIATES DPC, Rochester, N.Y.	EA	30.0	0.0
64	**	IPS-INTEGRATED PROJECT SERVICES, Blue Bell, Pa.	EA	28.7	0.0
65	56	BOSWELL ENGINEERING INC., South Hackensack, N.J.	E	28.6	0.0
66	41	CALIBURN INTERNATIONAL, Reston, Va.	CM	27.2	1.4
67	**	CLARK CONSTRUCTION CO., Lansing, Mich.	C	27.0	0.0
68	**	PAXON ENERGY & INFRA., Pleasanton, Calif.	E	26.0	0.0
69	50	GAFCON INC., San Diego, Calif.	CM	25.9	0.0
70	52	CARDNO INC., Lone Tree, Colo.	ENV	25.8	25.8
71	65	ON-BOARD ENGINEERING CORP., East Windsor, N.J.	EC	25.0	0.0
72	75	KS ENGINEERS PC, Newark, N.J.	E	25.0	0.0
73	**	BCC ENGINEERING INC., Miami, Fla.	E	24.7	1.0
74	**	SAVIN ENGINEERS PC, Pleasantville, N.Y.	E	24.0	0.0
75	48	MCKISSACK & MCKISSACK (WASH.), Washington, D.C.	A	24.0	0.0
76	61	ALPHA CORP., Dulles, Va.	CM	23.3	1.2
77	46	METRIC ENGINEERING INC., Miami, Fla.	E	22.4	0.0
78	**	PFES LLC, Western Springs, Ill.	CM	21.8	0.0
79	86	AFG GROUP INC., Herndon, Va.	CM	20.7	0.0
80	**	GREELEY AND HANSEN, Chicago, Ill.	E	20.7	0.0
81	58	HARGROVE ENGRS. + CONSTRUCTORS, Mobile, Ala.	EC	20.4	0.0
82	64	HUNT, GUILLOT & ASSOCIATES LLC, Ruston, La.	E	19.6	1.4
83	91	O&G INDUSTRIES INC., Torrington, Conn.	C	18.8	0.0
84	**	BROADDUS & ASSOCIATES, Austin, Texas	CM	18.5	0.0
85	**	OTAK INC., Portland, Ore.	EA	18.2	3.4
86	88	SWINERTON, San Francisco, Calif.	C	18.1	0.0
87	69	THE WEITZ CO. & AFFILIATES, Des Moines, Iowa	EC	18.1	0.0
88	**	SKENDER, Chicago, Ill.	C	18.0	0.0
89	93	JAMES R. VANNOY & SONS CONSTR., Jefferson, N.C.	C	18.0	0.0
90	**	AOA, Winter Park, Fla.	CM	18.0	1.5
91	82	CPM, Guaynabo, P.R.	CM	17.3	1.5
92	67	COTTER CONSULTING INC., Chicago, Ill.	CM	16.5	0.0
93	33	LECHASE CONSTRUCTION SERVICES, Rochester, N.Y.	C	16.4	0.0
94	99	O'CONNOR CONSTRUCTION MGMT., Irvine, Calif.	CM	15.9	0.0
95	**	GROUP PMX LLC, New York, N.Y.	CM	15.9	0.0
96	95	CRB, Kansas City, Mo.	EC	15.8	0.0
97	92	MOCA SYSTEMS INC., Boston, Mass.	AE	15.7	0.0
98	**	SHIEL SEXTON CO. INC., Indianapolis, Ind.	C	15.4	0.0
99	94	CRAWFORD CONSULT. SERVICES, East Pittsburgh, Pa.	CM	15.3	0.0
100	87	CHANEN CONSTRUCTION CO. INC., Phoenix, Ariz.	C	15.1	0.0

COMPANIES ARE RANKED BASED ON TOTAL 2019 REVENUE IN \$ MILLIONS FOR CONSTRUCTION-MANAGEMENT OR PROJECT/PROGRAM-MANAGEMENT SERVICES PERFORMED AS A PROFESSIONAL SERVICE FOR A FEE. **=NOT RANKED IN 2019 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.