

ENR THE TOP 100

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NUMBER 58



BUCKEYE POUR

Messer Construction Co. is the CM-at-Risk on the Campus Partners-WOSU Public Media New Headquarters adjacent to Ohio State University in Columbus.

PHOTO COURTESY OF MESSER CONSTRUCTION CO.

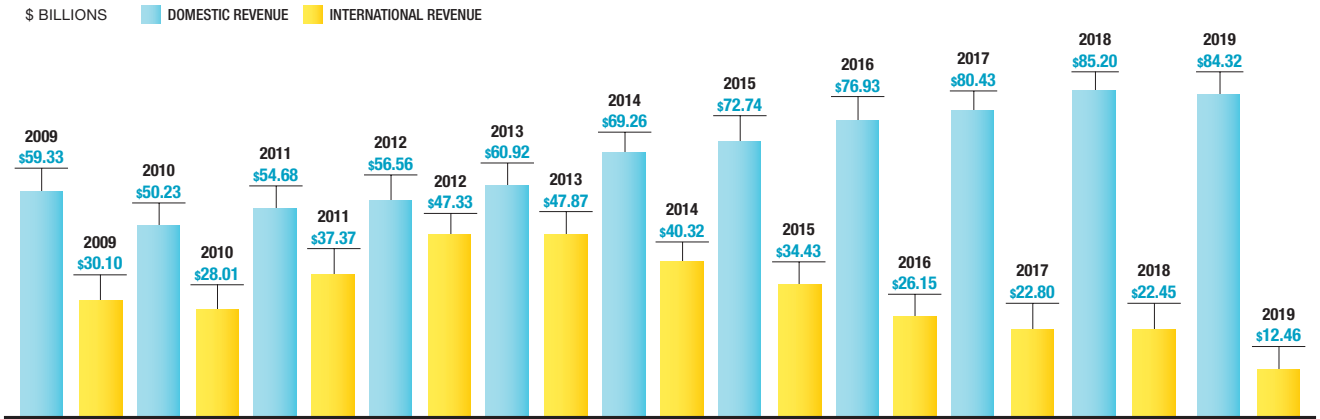
PROJECT DELIVERY FIRMS

Looking to the Post-Crisis Future

The market has been hit by the COVID-19 pandemic, but many firms say CM-at-Risk and Design-Build will aid in recovery. By Gary J. Tulacz



Domestic Design-Build Plateaus



SOURCE: ENR

The COVID-19 pandemic has caused a major disruption in what had been a thriving construction market. And like most of the industry, firms providing alternative project delivery services have been hit. But like all market downturns, the current crisis will end. Many firms delivering design-build and construction management-at-risk services believe pent-up demand will benefit them first.

The 2019 boom can be seen from the results in the ENR Top 100 Construction Management-at-Risk (CMAR) and the Top 100 Design-Build (DB) Firms lists. For the Top 100 CMAR list, the group generated \$151.91 billion in revenue from CMAR projects in 2019, up 6.2% from \$143.05 billion in 2018.

Interestingly, 2019 revenue numbers for domestic projects among the Top 100 CMAR rose \$144.84 billion, a gain of 8.7% over the previous year. This more than makes up for the 27.4% drop in revenue from international CMAR projects, which fell to \$7.08 billion in 2019 from \$9.75 billion in 2018.

The revenue totals for surveyed design-build firms, however, are more problematic. This year, the Top 100 Design-Build Firms, as a group, generated \$96.78 billion in revenue from design-build projects in 2019, a decline of 10.1% from \$107.66 billion in 2018.

However, this decline is misleading. Fluor Corp., which was No. 2 on the Top 100 Design-Build Firms list last year with \$10.96 billion in design-build revenue, did not participate in this year's survey. It is undergoing an internal audit and has not released its financials to the public yet. Further, Jacobs, which was No. 3 on the list last year with \$6.94 billion in design-build revenue, saw its design-build numbers plummet to \$651.9 million. Jacobs last year sold its Energy, Chemicals and Resources division, which specializes in engineer-pro-



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Lisa Washington, CEO, Design-Build Institute of America

cure-construct projects in the energy market, to Australia's Worley (which did not participate in this survey) for \$3.3 billion, as Jacobs is focusing on government service-oriented lines.

If Fluor's and Jacobs' design-build revenue both were removed in comparing the ranking to the previous year, there would have been an overall 7.1% increase in design-build revenue.

COVID-19 Fallout

While the market for alternative project delivery had been growing strong, the industry now faces an uncertain future. The COVID-19 pandemic has caused huge disruptions in markets and processes, including those providing alternative project delivery.

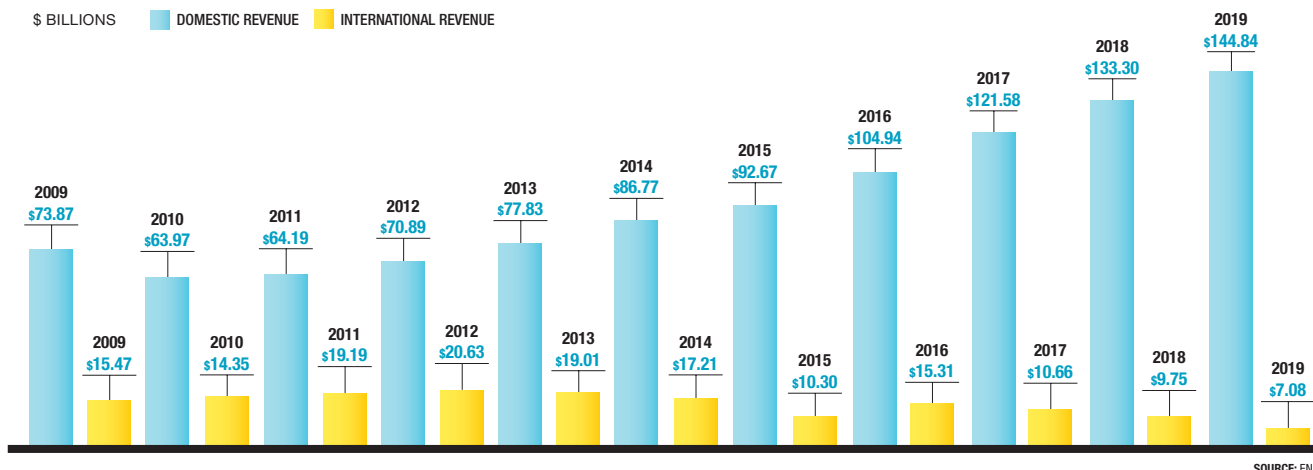
The scope of the disruptions can be seen from the results of a survey released May 21 by the Design-Build Institute of America, Washington, D.C. DBIA sent out the survey to its members in May and received 316 responses.

The survey shows over 60% of respondents experienced owner-directed project delays or stoppages and 39% experienced supply-chain issues (see p. 42). Another major issue was a shortage of government personnel. Many firms have expressed frustration that permitting and site inspections have been delayed because government officials were not available.

Not every type of firm is experiencing the direct impact of the coronavirus crisis equally. “We found that our architect members are being hit hard as new projects are being put on hold. On the other hand, contractors are able to continue operations, even with local restrictions,” says Lisa Washington, DBIA's CEO.

However, Washington points out that design-build

Domestic CM-at-Risk Rises



SOURCE: ENR

is playing a role in dealing with the crisis. Many state and local governments have been assembling teams of designers and contractors to erect emergency medical facilities to cope with the influx of COVID-19 victims. “These arrangements may not be using textbook design-build contracts, but they are using classic design-build principals and techniques to deliver projects quickly and efficiently,” she says.

Many firms believe that alternative delivery firms will be the key to market recovery. “With disrupted global supply chains, travel restrictions and an influx of new norms at project sites, working with an integrated design-build/EPC firm ... can provide a successful outcome on projects, even in today’s environment,” says Matt Ralston, senior vice president at Burns & McDonnell.

Many large firms agree an integrated approach will be needed to deal with the current crisis. “For the urgent COVID-19-related projects, we’re seeing a return to awarding projects using increasingly integrated delivery types based on trusted relationships who bring confidence in their ability to quickly execute a project,” says Vince Dipofi, CEO of SSOE, a Toledo, Ohio-based engineering firm that has begun to venture into contracting. He believes this is a trend that must continue when the market returns to a “new normal” in order for the industry to see the productivity gains necessary to deliver value to clients.

Public Agencies Feel the Strain

The pandemic has put a particular strain on state and local governments. The national unemployment rate has skyrocketed to 14.7% in April, from 4.4% in March and 3.5% in February. Further, businesses have been forced to close due to state and local quarantine orders.



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This has put a strain on state and local revenue receipts. Also, governments have been required to move resources away from construction to other priorities needed to fight the pandemic.

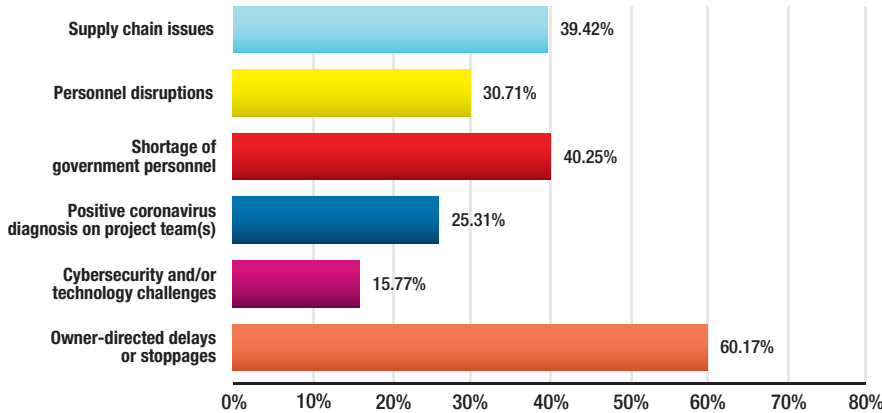
All these factors may accelerate the use of alternative project delivery in public infrastructure work. Many firms working in the infrastructure markets had already noted the increase of these delivery methods. “Integrated project delivery of capital projects using progressive design-build or CMAR continues to increase in numbers,” says Lou Carella, executive vice president of Walnut Creek, Calif.-based Carollo Engineers, one of the nation’s largest engineering firms in the water sector. He says the biggest drivers for integrated project delivery of capital projects continue to be a single point of responsibility, lowering risk and earlier cost certainty of construction costs.

Another engineering firm in the infrastructure sector observing the increased use of alternative project delivery is Watertown, Mass.-based VHB. “We are seeing more and more of our clients turn to alternative delivery, particularly design-build, to deliver both large and small projects,” says Steve McElligott, the firm’s transportation market leader. “DOTs are predominantly looking towards alternative delivery to accelerate projects and transfer risk to the contracting community.”

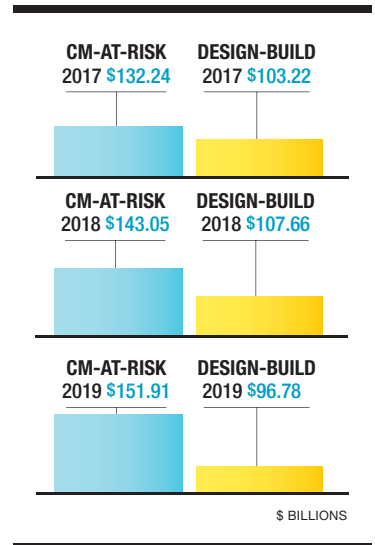
The shift is causing some engineering firms to act as consultants on project delivery. DOTs “that would typically enter into a traditional delivery mode of design-bid-build are shifting to alternative delivery mechanisms, such as design-build, public-private partnerships (P3s) and construction manager/general contractor,” says Lou Cornell, CEO of WSP USA. The

DBIA Survey Measures Disruptions

HAVE YOU EXPERIENCED PROJECT DISRUPTIONS DUE TO ANY OF THE FOLLOWING?



SOURCE: DESIGN-BUILD INSTITUTE OF AMERICA, MAY 2020.



SOURCE: ENR

shift by DOTs to alternative project delivery is mainly driven by funding and schedule constraints, the need to manage risk and to “bundle projects together for more effective execution and delivery,” he adds.

Cornell says that the number of choices has many DOTs looking for help in how to administer their projects. “Clients are now coming to us looking for solutions rather than purely design or construction services as they are facing greater challenges with their ultimate clients or recipients, and the work is therefore being packaged differently,” he says.

Some firms worry that many owners, particularly in the public sector, are unfamiliar with the design-build process and expect it to be no different from past systems. “We are concerned that clients are utilizing procurement methods like design-build where they may not truly appreciate the cost to the contractor or designer and issue repeated changes throughout the procurement,” says Kumar Buvanendaran, CEO of engineering firm PRIME AE Group Inc., Baltimore.

However, DBIA’s Washington says that owners need to understand how they want their projects handled and what best meets their needs. She notes that DBIA has developed a database of over 300 successful design-build projects that is available to the public on the DBIA website. The database can be sorted by market sector, procurement method, contract format, how the design-build teams is structured and by region. “This gives owners a chance to review how design-build works and the steps required for a successful project,” she says.

P3 Concerns

There is a growing sense that, in the troubled economic times ahead, private financing of public projects through



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public-private partnerships may be necessary to aid cash-strapped public agencies.

While many in the industry believe P3s may aid in getting projects off the ground, their adoption has been slow. “While there has been a lot of chatter in the water industry of P3 opportunities and interest, there are not a lot of examples of successful delivery of P3 projects,” says Carella of Carollo Engineers.

One of the problems is the level of risk associated with P3 projects. “We are seeing a change in appetite for P3 delivery due to the risks P3 consortiums are being asked to absorb, which are sometimes unknown,” says Mark Dvorak, president of Chicago-based engineer-architect EXP. He says some clients are moving away from P3 delivery and returning to more traditional delivery and design/build as a reaction to unanticipated project delays and cost escalation.

For example, Denver International Airport last year terminated its \$1.8-billion P3 agreement with Great Hall Partners, a consortium led by Ferrovial Airports with partners Saunders/JLC Infrastructure (ENR, Aug. 19/26, 2019, pg. 12). The relationship, centering on the \$650-million terminal renovation, ended up in squabbles over change orders, micro-management and cost escalation. The decision sent shock waves through the industry over the use of P3s.

“Design-build is generally inherent in delivering a P3 project. But design-build is not the same as P3,” says Washington. She warns firms that using design-build on a P3 is a different contractual structure. However, she says the heart of most P3s is a cost-certain, schedule-certain design-build contract for the initial design and construction of the asset. ■

SUNDT is the design-builder on the \$340-million Rancho Los Amigos South Campus for the Los Angeles County Dept. of Public Works.

The Top 100 Design-Build Firms

RANK 2020	2019	FIRM	TOTAL REV. (\$ MIL.)	INT'L REVENUE	RANK 2020	2019	FIRM	TOTAL REV. (\$ MIL.)	INT'L REVENUE
1	1	BECHTEL, Reston, Va.	11,110.0	2,043.0	51	31	DUKE CONSTRUCTION, Indianapolis, Ind.	493.3	0.0
2	4	MCDERMOTT INTERNATIONAL, Houston, Texas	8,433.0	4,007.0	52	46	DENNIS GROUP, Springfield, Mass.	488.3	17.8
3	5	KIEWIT CORP., Omaha, Neb.	6,127.9	721.7	53	**	ALBERICI-FLINTCO, St. Louis, Mo.	466.5	0.0
4	10	HENSEL PHELPS, Greeley, Colo.	3,008.5	0.0	54	75	IPS-INTEGRATED PROJECT SERVICES LLC, Blue Bell, Pa.	450.4	56.5
5	7	CLAYCO, Chicago, Ill.	2,945.0	0.0	55	**	JAMES MCHUGH CONSTRUCTION CO., Chicago, Ill.	449.2	0.0
6	6	BURNS & MCDONNELL, Kansas City, Mo.	2,741.0	108.2	56	53	LENLEASE, New York, N.Y.	439.9	0.0
7	16	ARCO CONSTRUCTION COS., St. Louis, Mo.	2,253.6	2.5	57	**	FINFROCK, Apopka, Fla.	433.9	0.0
8	11	SKANSKA USA, New York, N.Y.	2,205.8	0.0	58	55	THE OPUS GROUP, Minnetonka, Minn.	421.8	0.0
9	12	BLACK & VEATCH, Overland Park, Kan.	1,980.9	435.1	59	47	SAULSBURY, Odessa, Texas	414.0	0.0
10	15	WOOD, Houston, Texas	1,878.5	0.0	60	**	C. OVERAA & CO., Richmond, Calif.	410.8	0.0
11	19	MORTENSON, Minneapolis, Minn.	1,825.5	0.0	61	62	CHOATE CONSTRUCTION CO., Atlanta, Ga.	394.9	0.0
12	9	SWINERTON, San Francisco, Calif.	1,763.0	0.0	62	99	CRB, Kansas City, Mo.	372.0	0.0
13	13	THE WALSH GROUP, Chicago, Ill.	1,719.0	26.9	63	50	MWH CONSTRUCTORS INC., Broomfield, Colo.	363.5	311.7
14	22	THE TURNER CORP., New York, N.Y.	1,700.9	2.8	64	20	HOFFMAN CONSTRUCTION, Portland, Ore.	361.0	0.0
15	18	MCCARTHY HOLDINGS INC., St. Louis, Mo.	1,582.2	0.0	65	89	ELECTRICAL CONSULTANTS INC., Billings, Mont.	356.0	0.0
16	14	DRAGADOS, New York, N.Y.	1,561.0	837.0	66	59	GARNEY HOLDING CO., Kansas City, Mo.	342.7	0.0
17	21	CLARK GROUP, Bethesda, Md.	1,512.6	0.0	67	65	H&M CO. INC., Jackson, Tenn.	334.6	0.0
18	24	MATRIX SERVICE CO., Tulsa, Okla.	1,414.4	80.6	68	64	THE YATES COS. INC., Philadelphia, Miss.	330.0	0.0
19	26	PCL CONSTRUCTION, Denver, Colo.	1,278.0	778.6	69	63	TRAYLOR BROS. INC., Evansville, Ind.	325.6	0.0
20	**	THE CONLAN CO., Marietta, Ga.	1,263.6	0.0	70	23	AECOM, Los Angeles, Calif.	321.8	0.0
21	97	AMES CONSTRUCTION INC., Burnsville, Minn.	1,249.0	0.0	71	61	THE BECK GROUP, Dallas, Texas	319.1	0.0
22	8	KBR INC., Houston, Texas	1,220.0	852.0	72	60	KLINGER COS. INC., Sioux City, Iowa	310.0	0.0
23	28	RYAN COS. US INC., Minneapolis, Minn.	1,174.0	0.0	73	66	BARTON MALOW HOLDINGS LLC, Southfield, Mich.	292.6	0.0
24	33	ALSTON CONSTRUCTION, Atlanta, Ga.	1,010.0	0.0	74	**	HOLT CONSTRUCTION CORP., Pearl River, N.Y.	290.0	0.0
25	34	DEVCON CONSTRUCTION INC., Milpitas, Calif.	1,010.0	0.0	75	54	AUSTIN INDUSTRIES, Dallas, Texas	289.2	0.0
26	27	GRAY CONSTRUCTION, Lexington, Ky.	972.3	153.2	76	76	DEPCOM POWER, Scottsdale, Ariz.	275.0	0.0
27	32	LANE INDUSTRIES INC., Cheshire, Conn.	934.5	0.0	77	73	THE HAGERMAN GROUP, Fort Wayne, Ind.	275.0	0.0
28	30	HASKELL, Jacksonville, Fla.	931.5	45.8	78	93	CONSIGLI CONSTRUCTION CO. INC., Milford, Mass.	267.0	0.0
29	38	INFRASTRUCTURE AND ENERGY ALTS., Indianapolis, Ind.	929.4	0.0	79	95	SOUTHLAND HOLDINGS LLC, Roanoke, Texas	257.0	0.0
30	25	ZACHRY GROUP, San Antonio, Texas	922.9	0.0	80	88	ADOLFSON & PETERSON CONSTRUCTION, Minneapolis, Minn.	252.0	0.0
31	37	JE DUNN CONSTRUCTION GROUP, Kansas City, Mo.	901.7	0.0	81	**	PARIC HOLDINGS, St. Louis, Mo.	247.9	0.0
32	42	STO BUILDING GROUP INC., New York, N.Y.	871.8	251.8	82	91	STERLING CONSTRUCTION CO. INC., The Woodlands, Texas	246.3	0.0
33	44	GILBANE BUILDING CO., Providence, R.I.	790.0	225.5	83	81	CADDELL CONSTRUCTION CO. (DE) LLC, Montgomery, Ala.	237.2	186.0
34	52	SUNDT CONSTRUCTION INC., Tempe, Ariz.	750.2	0.0	84	71	AEGION CORP., Chesterfield, Mo.	235.8	79.9
35	**	TEICHERT CONSTRUCTION, Sacramento, Calif.	736.0	0.0	85	82	FAGEN INC., Granite Falls, Minn.	235.0	0.0
36	45	STELLAR, Jacksonville, Fla.	670.0	4.0	86	70	PRIMUS BUILDERS INC., Woodstock, Ga.	234.6	0.0
37	3	JACOBS, Dallas, Texas	651.9	31.3	87	68	OHL USA INC., College Point, N.Y.	232.8	0.0
38	48	TUTOR PERINI CORP., Sylmar, Calif.	651.9	112.2	88	86	THE KORTE CO., Highland, Ill.	220.3	0.0
39	39	FERROVIAL AGROMAN US CORP., Austin, Texas	640.8	0.0	89	**	BBL CONSTRUCTION SERVICES LLC, Albany, N.Y.	212.9	0.0
40	51	BL HARBERT INTERNATIONAL, Birmingham, Ala.	633.6	618.2	90	**	INTERSTATE HIGHWAY CONSTRUCTION, Centennial, Colo.	210.0	0.0
41	57	FCL BUILDERS LLC, Itasca, Ill.	603.0	0.0	91	80	C.D. SMITH CONSTRUCTION, Fond du Lac, Wis.	210.0	0.0
42	**	BRINKMANN CONSTRUCTORS, Chesterfield, Mo.	600.0	0.0	92	**	TERMINAL CONSTRUCTION CORP., Wood-Ridge, N.J.	210.0	0.0
43	49	THE WHITING-TURNER CONTRACTING CO., Baltimore, Md.	594.6	0.0	93	**	THE WEITZ CO. & AFFILIATES, Des Moines, Iowa	202.0	51.2
44	43	PARSONS, Centreville, Va.	591.5	151.8	94	**	BERNARDS, San Fernando, Calif.	201.8	0.0
45	72	FLATIRON CONSTRUCTION, Broomfield, Colo.	588.0	0.0	95	**	OLTMANS CONSTRUCTION CO., Whittier, Calif.	200.0	0.0
46	35	BALFOUR BEATTY US, Dallas, Texas	582.5	0.0	96	**	HARPER CONSTRUCTION CO. INC., San Diego, Calif.	196.8	0.0
47	29	WEBCOR, San Francisco, Calif.	574.3	0.0	97	**	THE KOKOSING GROUP OF COS., Westerville, Ohio	192.1	0.0
48	56	WALBRIDGE, Detroit, Mich.	563.1	85.6	98	**	EMJ CORP., Chattanooga, Tenn.	183.7	183.7
49	**	BARNARD CONSTRUCTION CO. INC., Bozeman, Mont.	562.4	0.0	99	**	EUROVIA USA (FKA THE HUBBARD GROUP), Winter Park, Fla.	183.4	0.0
50	36	DPR CONSTRUCTION, Redwood City, Calif.	496.4	0.0	100	87	HERZOG, St. Joseph, Mo.	178.5	0.0

COMPANIES ARE RANKED IN \$ MILLIONS BASED ON 2019 REVENUE FROM DESIGN-BUILD CONTRACTS WHERE THE PROJECT IS DESIGNED BY EMPLOYEES OF THE FIRM OR JOINT-VENTURE PARTNER AND BUILT BY ITS OWN FORCE OR SUBCONTRACTORS UNDER ITS SUPERVISION. **NOT RANKED IN 2019 AMONG THE TOP DESIGN-BUILD FIRMS.

Construction Management-at-Risk Firms

RANK 2020	2019	FIRM	TOTAL REV. (\$ MIL.)	INT'L REVENUE
1	1	THE TURNER CORP. , New York, N.Y.	12,963.3	616.5
2	3	THE WHITING-TURNER CONTRACTING CO. , Baltimore, Md.	7,611.3	0.0
3	2	AECOM , Los Angeles, Calif.	6,432.8	45.8
4	7	STO BUILDING GROUP INC. , New York, N.Y.	6,324.2	503.7
5	4	DPR CONSTRUCTION , Redwood City, Calif.	5,519.1	146.3
6	5	GILBANE BUILDING CO. , Providence, R.I.	5,396.4	138.2
7	11	HOLDER CONSTRUCTION , Atlanta, Ga.	4,422.0	0.0
8	9	SUFFOLK CONSTRUCTION CO. INC. , Boston, Mass.	3,661.9	0.0
9	13	SKANSKA USA , New York, N.Y.	3,656.4	0.0
10	10	BALFOUR BEATTY US , Dallas, Texas	3,646.0	0.0
11	12	CLARK GROUP , Bethesda, Md.	3,556.8	0.0
12	6	BECHTEL , Reston, Va.	3,373.0	3,373.0
13	14	JE DUNN CONSTRUCTION GROUP , Kansas City, Mo.	3,142.2	0.0
14	8	PCL CONSTRUCTION , Denver, Colo.	3,137.1	1,723.9
15	18	MCCARTHY HOLDINGS INC. , St. Louis, Mo.	3,000.2	0.0
16	17	SWINERTON , San Francisco, Calif.	2,783.0	0.0
17	16	LENLEASE , New York, N.Y.	2,592.2	0.0
18	15	MORTENSON , Minneapolis, Minn.	2,584.5	0.0
19	20	HITT CONTRACTING INC. , Falls Church, Va.	2,317.9	0.0
20	21	HENSEL PHELPS , Greeley, Colo.	2,076.9	0.0
21	25	HATHAWAY DINWIDDIE CONSTR. CO. , San Francisco, Calif.	2,041.0	0.0
22	59	HOFFMAN CONSTRUCTION , Portland, Ore.	1,791.0	0.0
23	31	WEBCOR , San Francisco, Calif.	1,551.0	0.0
24	28	CONSIGLI CONSTRUCTION CO. INC. , Milford, Mass.	1,493.0	0.0
25	24	BARTON MALOW HOLDINGS LLC , Southfield, Mich.	1,459.2	25.9
26	27	J.T. MAGEN & CO. INC. , New York, N.Y.	1,379.3	0.0
27	46	MANHATTAN CONSTRUCTION GROUP , Tulsa, Okla.	1,361.3	0.0
28	36	OKLAND CORP. , Salt Lake City, Utah	1,296.6	0.0
29	34	ALBERICI-FLINTCO , St. Louis, Mo.	1,286.8	233.2
30	33	FORTIS CONSTRUCTION INC. , Portland, Ore.	1,285.3	120.4
31	43	MOSS , Fort Lauderdale, Fla.	1,256.6	0.0
32	37	DAVID E. HARVEY BUILDERS INC. , Houston, Texas	1,244.0	0.0
33	29	AUSTIN INDUSTRIES , Dallas, Texas	1,189.8	0.0
34	38	HUNTER ROBERTS CONSTRUCTION GROUP , New York, N.Y.	1,165.0	0.0
35	39	CHINA CONSTRUCTION AMERICA/PLAZA , Jersey City, N.J.	1,145.2	0.0
36	35	BIG-D CONSTRUCTION , Salt Lake City, Utah	1,122.0	0.0
37	51	KIEWIT CORP. , Omaha, Neb.	1,080.9	23.5
38	65	THE WALSH GROUP , Chicago, Ill.	1,061.7	12.4
39	40	ROBINS & MORTON , Birmingham, Ala.	1,060.9	0.0
40	48	CLUNE CONSTRUCTION , Chicago, Ill.	1,053.0	0.0
41	42	PEPPER CONSTRUCTION , Chicago, Ill.	1,021.8	0.0
42	45	ADOLFSON & PETERSON CONSTR. , Minneapolis, Minn.	1,006.0	0.0
43	70	TRUEBECK CONSTRUCTION , San Mateo, Calif.	970.0	0.0
44	49	HOAR CONSTRUCTION , Birmingham, Ala.	946.6	0.0
45	44	VCC LLC , The Colony, Texas	945.0	0.0
46	**	NABHOLZ CONSTRUCTION CORP. , Conway, Ark.	932.0	0.0
47	62	COASTAL CONSTRUCTION GROUP , Miami, Fla.	923.7	0.0
48	74	GLY CONSTRUCTION , Bellevue, Wash.	914.9	0.0
49	78	THE PENTA BUILDING GROUP , Las Vegas, Nev.	913.6	0.0
50	52	POWER CONSTRUCTION CO. LLC , Chicago, Ill.	888.0	0.0

RANK 2020	2019	FIRM	TOTAL REV. (\$ MIL.)	INT'L REVENUE
51	50	AVALONBAY COMMUNITIES INC. , Arlington, Va.	852.2	0.0
52	73	WALBRIDGE , Detroit, Mich.	817.6	21.2
53	41	O'NEIL INDUSTRIES INC. , Chicago, Ill.	817.4	0.0
54	54	THE CHRISTMAN CO. , Lansing, Mich.	809.3	0.0
55	**	SUNDT CONSTRUCTION INC. , Tempe, Ariz.	806.2	0.0
56	32	LEVEL 10 CONSTRUCTION , Sunnyvale, Calif.	769.6	0.0
57	47	CORE CONSTRUCTION GROUP , Frisco, Texas	763.7	0.0
58	55	MESSER CONSTRUCTION CO. , Cincinnati, Ohio	740.0	0.0
59	57	THE YATES COS. INC. , Philadelphia, Miss.	734.0	0.0
60	63	MCGOUGH , St. Paul, Minn.	730.0	0.0
61	58	LEE LEWIS CONSTRUCTION, INC. , Lubbock, Texas	710.0	0.0
62	**	HANOVER CO. , Houston, Texas	669.0	0.0
63	81	THE PIKE COS. LTD. , Rochester, N.Y.	653.0	0.0
64	60	ANDERSEN CONSTRUCTION , Portland, Ore.	639.0	0.0
65	**	TELLEPSEN , Houston, Texas	620.9	0.0
66	61	KRAUS-ANDERSON CONSTRUCTION CO. , Minneapolis, Minn.	618.0	0.0
67	67	BARTLETT COCKE GENERAL CONTR. , San Antonio, Texas	585.2	0.0
68	66	JACOBSEN CONSTRUCTION CO. INC. , West Valley City, Utah	561.3	0.0
69	82	LECHASE CONSTRUCTION SERVICES LLC , Rochester, N.Y.	549.8	0.0
70	89	BNBUILDERS INC. , Seattle, Wash.	545.0	0.0
71	90	IMC CONSTRUCTION , Malvern, Pa.	537.0	0.0
72	97	POGUE CONSTRUCTION CO. LP , McKinney, Texas	535.5	0.0
73	77	DIMEO CONSTRUCTION CO. , Providence, R.I.	531.8	0.0
74	26	INFRASTRUCTURE AND ENERGY ALTS. , Indianapolis, Ind.	530.3	0.0
75	83	CHOATE CONSTRUCTION CO. , Atlanta, Ga.	521.8	0.0
76	69	J.H. FINDORFF & SON INC. , Madison, Wis.	510.0	0.0
77	88	THE WEITZ CO. & AFFILIATES , Des Moines, Iowa	506.7	0.0
78	91	MCCOWNGORDON CONSTRUCTION , Kansas City, Mo.	500.5	0.0
79	**	LEE KENNEDY CO. , Quincy, Mass.	498.0	0.0
80	71	THE BOLDT CO. , Appleton, Wis.	493.5	0.0
81	76	SAUNDERS CONSTRUCTION INC. , Englewood, Colo.	490.1	0.0
82	**	MARTIN-HARRIS CONSTRUCTION LLC , Las Vegas, Nev.	488.3	0.0
83	86	RODGERS BUILDERS INC. , Charlotte, N.C.	481.9	0.0
84	56	KITCHELL CORP. , Phoenix, Ariz.	479.0	0.0
85	**	FCI CONSTRUCTORS INC. , Grand Junction, Colo.	477.3	0.0
86	**	CHARLES PANKOW BUILDERS LTD. , Pasadena, Calif.	450.0	0.0
87	100	APTIM , Baton Rouge, La.	440.5	93.8
88	**	W.M. JORDAN CO. , Newport News, Va.	436.0	0.0
89	79	CLANCY & THEYS CONSTRUCTION , Raleigh, N.C.	432.7	0.0
90	**	THE MCSHANE COS. , Rosemont, Ill.	429.8	0.0
91	**	KAUFMAN LYNN CONSTRUCTION , Delray Beach, Fla.	428.0	0.0
92	**	GARNEY HOLDING CO. , Kansas City, Mo.	426.6	0.0
93	68	GE JOHNSON , Colorado Springs, Colo.	422.3	0.0
94	**	SKYLINE CONSTRUCTION , San Francisco, Calif.	422.0	0.0
95	**	SHAW CONSTRUCTION , Denver, Colo.	415.9	0.0
96	**	WOHLSEN CONSTRUCTION CO. , Lancaster, Pa.	415.7	0.0
97	**	CATAMOUNT CONSTRUCTORS INC. , Lakewood, Colo.	414.8	0.0
98	**	SKENDER , Chicago, Ill.	410.0	0.0
99	94	BOZZUTO CONSTRUCTION CO. , Greenbelt, Md.	407.4	0.0
100	64	ROGERS-O'BRIEN CONSTRUCTION , Dallas, Texas	406.0	0.0

BASED ON 2019 REVENUE IN \$ MILLIONS FROM "AT RISK" CONSTRUCTION MANAGEMENT OR PROJECT AND PROGRAM CONTRACTS IN WHICH A FIRM IS EXPOSED TO FINANCIAL RESPONSIBILITIES AND RISK SIMILAR TO THOSE OF A GENERAL CONTRACTOR
 **NOT RANKED IN 2019 AMONG THE TOP 100 CM FIRMS-AT-RISK.