

Japanese clients has helped it with new Korean clients. "The Koreans liked our marketing—strong but not aggressive. But they also liked that we were patient with clients while managing projects aggressively," Gray says. The firm has used this experience to win several projects for parts suppliers for the Hyundai assembly plant in Alabama.

One indication that the manufacturing market is still alive is that Turner Construction has decided to become more active in that market. "We've looked at all the statistics and projections, but we believe that there are great opportunities in the industrial market," says Makes. Turner has two subsidiaries, Turner Universal and The Lathrop Co., that are active in the manufacturing and industrial sectors. "We plan to take their experience and combine it with our other offices to expand our presence," he says.

#### Heavy Lifting

The heavy-civil markets generally are active. "We have offices in lots of places throughout the Southeast, Midwest and Southwest and most are doing well," says Steve Swatek, senior vice president of Garney Holdings. "The market for water and wastewater treatment plants is good throughout the Midwest and Rocky Mountain region, particularly in Phoenix, Colorado and the Kansas City area. Our [water-and-sewer] line work is particularly good in Florida and in the Nashville area, he says. "The one area that seems to have fallen off is Texas."

Many contractors in the infrastructure market are concerned about maintaining levels of federal funding in the water and wastewater markets. Swatek has not seen any major problems. "I haven't noticed a drop-off in our markets," he says. "There have been the occasional cutbacks, but the [U.S. Environmental Protection Agency] keeps coming up with new mandates that keep the market healthy."

The transportation market continues to be one of the biggest for contractors, despite the lack of a federal transportation reauthorization bill. Some states

## The Top 50 Domestic Heavy Contractors

| RANK | FIRM                               | TOTAL   | TRANSP. <sup>1</sup> | SEWER <sup>1</sup> | WATER <sup>1</sup> | HAZ. WASTE <sup>1</sup> |
|------|------------------------------------|---------|----------------------|--------------------|--------------------|-------------------------|
| 1    | BECHTEL                            | 3,713.0 | 0                    | 0                  | 0                  | 53                      |
| 2    | KIEWIT CORP.                       | 2,131.8 | 64                   | 2                  | 8                  | 0                       |
| 3    | APAC                               | 1,958.0 | 100                  | 0                  | 0                  | 0                       |
| 4    | SKANSKA USA INC.                   | 1,532.5 | 23                   | 4                  | 1                  | 0                       |
| 5    | GRANITE CONSTRUCTION INC.          | 1,368.8 | 62                   | 0                  | 2                  | 0                       |
| 6    | THE WALSH GROUP                    | 1,215.1 | 39                   | 9                  | 14                 | 0                       |
| 7    | WASHINGTON GROUP INTERNATIONAL     | 1,155.8 | 18                   | 0                  | 1                  | 39                      |
| 8    | FLUOR CORP.                        | 1,034.5 | 5                    | 0                  | 0                  | 27                      |
| 9    | THE LANE CONSTRUCTION CORP.        | 785.0   | 100                  | 0                  | 0                  | 0                       |
| 10   | THE SHAW GROUP INC.                | 694.4   | 1                    | 3                  | 2                  | 34                      |
| 11   | AUSTIN INDUSTRIES                  | 658.3   | 54                   | 0                  | 0                  | 0                       |
| 12   | BALFOUR BEATTY INC.                | 512.0   | 80                   | 10                 | 4                  | 0                       |
| 13   | JACOBS                             | 465.9   | 15                   | 1                  | 1                  | 12                      |
| 14   | THE HUBBARD GROUP                  | 427.7   | 97                   | 3                  | 0                  | 0                       |
| 15   | INSITUFORM TECHNOLOGIES INC.       | 426.0   | 0                    | 87                 | 0                  | 0                       |
| 16   | PARSONS                            | 421.3   | 52                   | 0                  | 0                  | 0                       |
| 17   | CLARK CONSTRUCTION GROUP LLC       | 411.6   | 14                   | 0                  | 0                  | 0                       |
| 18   | WILLIAMS BROTHERS CONSTRUCTION     | 401.6   | 100                  | 0                  | 0                  | 0                       |
| 19   | AMES CONSTRUCTION INC.             | 383.2   | 71                   | 2                  | 4                  | 0                       |
| 20   | AMERICAN INFRASTRUCTURE INC.       | 362.3   | 75                   | 20                 | 6                  | 0                       |
| 21   | TIC HOLDINGS INC.                  | 360.8   | 4                    | 18                 | 11                 | 0                       |
| 22   | FLATIRON CONSTRUCTION CORP.        | 356.3   | 100                  | 0                  | 0                  | 0                       |
| 23   | VECELLJO GROUP INC.                | 335.0   | 100                  | 0                  | 0                  | 0                       |
| 24   | EDWARD KRAEMER & SONS INC.         | 332.0   | 98                   | 0                  | 0                  | 0                       |
| 25   | KOKOSING CONSTRUCTION CO.          | 321.2   | 44                   | 13                 | 1                  | 0                       |
| 26   | HEISEL PHELPS CONSTRUCTION CO.     | 320.8   | 16                   | 0                  | 0                  | 0                       |
| 27   | TUTOR-SALIBA CORP.                 | 309.0   | 88                   | 0                  | 0                  | 0                       |
| 28   | ZACHRY CONSTRUCTION CORP.          | 302.1   | 32                   | 0                  | 0                  | 0                       |
| 29   | NEW ENTERPRISE STONE & LIME        | 274.4   | 96                   | 0                  | 0                  | 0                       |
| 30   | GREAT LAKES DREDGE & DOCK CORP.    | 251.0   | 87                   | 0                  | 0                  | 0                       |
| 31   | HUNT CONSTRUCTION GROUP            | 248.0   | 16                   | 0                  | 0                  | 0                       |
| 32   | HERZOG CONTRACTING CORP.           | 245.0   | 99                   | 1                  | 0                  | 0                       |
| 33   | CH2M HILL COS. LTD.                | 240.0   | 4                    | 6                  | 20                 | 28                      |
| 34   | AMERICAN BRIDGE CO.                | 233.0   | 91                   | 0                  | 0                  | 0                       |
| 35   | FRED WEBER INC.                    | 233.4   | 100                  | 0                  | 0                  | 0                       |
| 36   | CLARKSON CONSTRUCTION CO.          | 229.0   | 100                  | 0                  | 0                  | 0                       |
| 37   | EARTH TECH INC.                    | 218.0   | 0                    | 42                 | 7                  | 35                      |
| 38   | GARNEY HOLDING CO.                 | 215.4   | 0                    | 22                 | 78                 | 0                       |
| 39   | WEEKS MARINE INC.                  | 212.1   | 93                   | 0                  | 0                  | 0                       |
| 40   | THE WHITING-TURNER CONTRACTING CO. | 211.0   | 6                    | 1                  | 1                  | 0                       |
| 41   | CB&I                               | 209.0   | 0                    | 2                  | 19                 | 0                       |
| 42   | THE TURNER CORP.                   | 207.6   | 3                    | 0                  | 0                  | 0                       |
| 43   | MWH                                | 207.5   | 0                    | 19                 | 45                 | 36                      |
| 44   | ANGELO IAPRATO COS.                | 206.8   | 82                   | 7                  | 0                  | 0                       |
| 45   | WALBRIDGE ALDINGER                 | 205.0   | 6                    | 15                 | 1                  | 0                       |
| 46   | BARNARD CONSTRUCTION CO. INC.      | 201.8   | 0                    | 1                  | 98                 | 0                       |
| 47   | CARDI CORP.                        | 200.0   | 100                  | 0                  | 0                  | 0                       |
| 48   | PCL CONSTRUCTION ENTERPRISES       | 200.0   | 16                   | 8                  | 2                  | 0                       |
| 49   | P.J. DICK-TRUMBULL-LINDY           | 199.0   | 45                   | 1                  | 0                  | 0                       |
| 50   | THE CONTI COS.                     | 198.8   | 41                   | 6                  | 5                  | 41                      |

<sup>1</sup>2003 REVENUE IN \$ MIL. 1=PERCENT OF TOTAL DOMESTIC CONTRACTING REVENUE RANKED BY DOMESTIC REVENUE, INCLUDING CM AT-RISK. INCLUDES TRANSPORTATION, SEWERAGE, HAZARDOUS WASTE AND WATER SUPPLY. EXCLUDES POWERPLANTS.