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HORIZONS

Montgomery Cardiovascular Opens for Business

On August 3, 2007, Montgomery Cardiovascular Associates was completed, making it the largest medical Design-Build facility that Marshall has done. The staff at Montgomery Cardiovascular Associates includes Dr. Wynne Crawford, Dr. Paul Moore, Dr. John Finklea, Dr. Forrest Flemming, Dr. David George, Dr. R. Eric Crum, Dr. Beverly Stoudemire-Howlett, Dr. Darryl Hamilton, Dr. Jose Escobar, Dr. Tamjeed Arshad, and Dr. Iliana Arellano. The official move-in date was August 3, and Montgomery Cardio opened for business on August 6.

Marshall Design-Build was responsible for all design, engineering, equipment rough-in and hook-up, as well as interior design and turn-key construction.

MCA's new building features exam rooms and an X-ray room on the first floor which include wireless access for digital EKG. On the second floor you can find an Echo Machine room, PaceArt, device room, treadmills and a Nuclear room with state-of-the-art equipment. The third floor includes a CT Scan Machine room.

Marshall is very proud of the team that helped make this building possible: Project Manager Andy Davidson, Project Support Mandy Dennis, architect Doug McNab, Site Manager James Paige, and all of the staff at Montgomery Cardiovascular Associates.



PARTNER NEWS

Marshall Team Members on Missions Around the World

On July 27, 2007, Project Specialist Jimmy Wilson took a trip with Frazer United Methodist Church's mission team to Chimbote, Peru. The main purpose of the trip was to conduct Vacation Bible School at three local churches and to complete construction on the second floor of a Christian school. When the group first arrived in Chimbote, they visited three homes. The first home belonged to a couple in their mid 80s. The husband was blind and his wife needed an operation to remove a growth in her neck. The group took up a collection to pay for the wife to have her operation. Jimmy noted that the husband, in giving thanks, wrote a song for the team that he performed in church by tapping out the lyrics with his cane. The second house the team visited belonged to a single mother with three teenage daughters. The house was made entirely of bamboo with a dirt floor. The group prayed with the mother for support.

Jimmy and his team were also invited to a coming-of-age ceremony for a young woman who was turning fifteen. The ceremony was a formal christening at a local church. After the ceremony, the group was invited to her family's home for a huge celebration. The only downside of the trip was a bug that afflicted six of the group members. However, this was a small price to pay in exchange for the peace that was bestowed on many individuals. The team did get a free day in Lima, Peru. Most of this day was spent shopping and sightseeing, where team members could view the Pacific Ocean from atop high cliffs. Jimmy noted that he was equally impacted by all he learned from his visit.

On July 16, 2007, John Marshall traveled to Sophia, Bulgaria, with a group of volunteers from Young Meadows Presbyterian Church. The purpose of the trip was to help assist Bulgarians in land transactions.



COMINGS & GOINGS

Marshall would like to welcome to our team:

- **Lauren Marshall**, who has recently joined Marshall in Office Support.
- **Andy Kelley**, who recently joined Marshall as a Site Manager.
- **Ben Cason**, who joins Marshall as an Assistant Site Manager.
- **Maggie Duncan**, who joins Marshall as Project Support.
- **Michael Maynard**, who joins Marshall as a laborer.
- **Ralph Comer**, who joins Marshall as a laborer.
- **Nick Henninger**, who joins Marshall as a laborer.
- **Kris Patel**, who joins Marshall as a laborer.

WHAT'S GOING ON IN THE INDUSTRY

TOP CITIES FOR BUSINESS ATTRACTION

By Bill King, Chief Editor
Expansion Management Magazine, May/June 2007

Expansion Management and the National Policy Research Council looked at the facility relocation activity of 19 million companies during the past eight years to determine the most popular destinations for relocating businesses. Last year, Expansion Management teamed up with the National Policy Research Council and its interactive database of 19 million companies. The NPRC is a non-partisan think tank based in Washington, D.C., that is dedicated to serving state and local policy-makers.

The question was: When businesses expanded or relocated a facility from one city to another, what were the most popular destinations? In simpler terms, which cities were the most successful in

expanding their local economy by attracting outside companies to locate there?

How the Rankings Were Calculated

Relocation Rate: Number of business establishments (headquarters, subsidiaries, independents) that relocated to another market during the most recent eight-year period and still survive today, as a percent of all business establishments in the market.

New Branch Rate: Number of branches opened during the most recent eight-year period and still survive today, as a percent of all business establishments in the market. The methodology assumes that the capture rate is the same for

branches as it is for non-branches.

All geographic areas of particular classification, such as large- and mid-size metro areas, are ranked based on both of the above measures. They are then assigned proportionately a scaled score from 100 to 0, with 100 assigned to the top-ranked place and 0 to the bottom-ranked place, and calculating the relative positions of all places in between. This yields a relocation index and a new branch index.

A combined index is then calculated by simply averaging the relocation and new branch indices. This combined-index value is used to produce the final overall ranking.

Top Large Metros for Recruitment & Attraction

1. Phoenix-Mesa, AZ
2. Charlotte-Gastonia-Rock Hill, NC
3. Austin-San Marcos, TX
4. Las Vegas, NV
5. Fort Myers-Cape Coral, FL
6. Greenville-Spartanburg-Anderson, SC
7. Norfolk-Virginia Beach-Newport News, VA
8. Richmond-Petersburg, VA
9. Sacramento-Yolo, CA
10. Raleigh-Durham-Chapel Hill, NC
11. Indianapolis, IN
12. Kansas City, MO - KS
13. Memphis, TN
14. San Antonio, TX
15. Sarasota-Bradenton, FL
16. Nashville, TN
17. Albany-Schenectady-Troy, NY
18. Pittsburgh, PA
19. West Palm Beach-Boca Raton, FL
20. Washington, D.C.-Baltimore, MD

SOURCE: National Policy Research Council Proprietary Database

Top Mid-Size Metros for Recruitment & Attraction

1. Canton-Massillon, OH
2. Huntsville, AL
3. Fayetteville-Springdale-Rogers, AR
4. Harrisburg-Lebanon-Carlisle, PA
5. Tucson, AZ
6. Flagstaff, AZ
7. Biloxi-Gulfport-Pascagoula, MS
8. Allentown-Bethlehem-Easton, PA
9. Wilmington, NC
10. Stockton-Lodi, CA
11. Albuquerque, NM
12. Springfield, MO
13. Charleston-North Charleston, SC
14. Columbia, SC
15. Wichita, KS
16. Des Moines, IA
17. Baton Rouge, LA
18. Colorado Springs, CO
19. Omaha, NE
20. Mobile, AL

SOURCE: National Policy Research Council Proprietary Database

Top Small Metros for Recruitment & Attraction

1. St. Joseph, MO
2. State College, PA
3. AUBURN-OPELIKA, AL
4. Sioux Falls, SD
5. Jackson, TN
6. Lafayette, IN
7. Yuma, AZ
8. Charleston, WV
9. MONTGOMERY, AL
10. Dover, DE
11. Gadsden, AL
12. Clarksville-Hopkinsville, TN
13. Lynchburg, VA
14. Parkersburg-Marietta, WV-OH
15. Anniston, AL
16. Myrtle Beach, SC
17. Wheeling, WV
18. Punta Gorda, FL
19. Hattiesburg, MS
20. Enid, OK

SOURCE: National Policy Research Council Proprietary Database

PROJECT SPOTLIGHT

STRONG WINDS FAIL TO STOP MARSHALL DESIGN-BUILD

Montgomery - While KwangSung America Corp.'s Facility was under construction, strong winds destroyed the new office, manufacturing and warehouse building.

But Montgomery-based Marshall Design-Build, which designed the building and is constructing the facility, restored the plant in less than 30 days. Officials estimated a minimum of six to eight weeks to repair the damage.

Marshall oversaw an operation requiring 100 tons of new steel to be fabricated, delivered and erected on site for the 67,000-square-foot facility in Dadeville.

KwangSung officials joined management and team members from Marshall Design-Build at the site of the rebuilt structure to celebrate the achievement. Joining them were representatives from steel manufacturer Varco-Pruden and steel framers BMC.

"This is really unprecedented" said Marshall Design-Build's Mark Saunders, project manager for the KwangSung facility. "It took extraordinary effort to get this much steel fabricated, shipped and put together in such a short amount of time."

Saunders said the facility is now back on track for completion in the fall of 2007.



BEFORE



AFTER

PEOPLE, PLACES & THINGS

Marshall Design-Build is proud to announce the activities of several of our employees' family members...

HONORS

Everett Marshall, William and Joyce Marshall's son, and husband of **Lauren Marshall**, graduated from the University of Alabama at Birmingham with his Doctorate of Optometry Degree in May. He is currently practicing at Primary Eye Care Associates in Montgomery.

EXPECTING

Mike Bumgardner, Marshall Design-Build Project Manager, is expecting his first grandchild in September!

ANDY AND ALICIA DAVIDSON'S CRUISE TO MEXICO

From June 23rd through 29th, **Andy and Alicia Davidson** vacationed on a Carnival Cruise to Cozumel, Mexico.

They were able to rest, relax, and even go on a scuba diving excursion! The Davidson's are very thankful to Marshall Design-Build for sending them on their cruise, and Marshall appreciates Andy for all of his hard work and dedication to projects



Andy and Alicia Davidson

THE DEBARDELABENS CRUISE TO MEXICO

by Cindy DeBardelaben

It seemed a bit strange at first, because we left our four children behind, which we've only done a few times in the past. But, in celebration of our 22nd anniversary, we declared it our second honeymoon!

We traveled to Mobile, where we boarded the Carnival "Holiday" cruise ship and set sail for Cozumel. After touring the ship, we went on the deck and watched as we passed through the channel of Mobile Bay. It was interesting to see the oil wells and the old lighthouse as we watched land fade into the distance. After an amazing dinner, Ken jumped right into the fun when he was chosen to be a contestant in one of the ship's team competitions. I, along with our new friends and dinner companions, laughed very hard as Ken and his teammates quickly "sewed" themselves together, and won the competition. We were off to a great start and Ken was already "hooked" on cruising!

Our cabin was comfy and cozy, and sleep came easily with the gentle rock of the ship. So on our second day, we did a lot of that! However, we did manage to make it to all the meals! And we did see the nightly show, which was fantastic!

We docked in Cozumel on the third day. We had thought about booking a shore excursion, but with all the

shopping and restaurants nearby we figured we could find something to do. Well, we did - we rented a moped, and although Ken said I wouldn't make such a great "biker chick," we had a great time exploring the island.

Our fourth day was by far the best of the best! We docked at Calica, a port just outside Playa del Carmen. On good advice, we booked a shore excursion to an ecological park called Excarat.

It was the most amazing place we have ever been! With an underground crystal river to swim, hammocks on the gorgeous beach, and exotic wildlife everywhere; it was truly and experience in paradise. We tried to see everything, but it was impossible.

Back on the boat, we settled in for our cruise home. It was smooth sailing all the way. We were grateful for the great weather and calm seas - thank you again, God and the Marshall family. Your generosity is such a blessing to us.



Ken and Cindy DeBardelaben

PROJECTS

DESIGN PHASE:

- 6,500 sq. ft. surgeon's office
- 4,800 sq. ft. bank building
- 4,800 sq. ft. office warehouse
- 14,400 sq. ft. office warehouse
- 16,000 sq. ft. shopping center build out
- 6,000 sq. ft. doctor's office
- 6,500 sq. ft. church sanctuary
- 8,500 sq. ft. office/food warehouse
- 30,000 sq. ft. automotive dealership
- 100,000 sq. ft. industrial plant
- 3,500 sq. ft. medical facility renovation
- 35,000 sq. ft. automotive dealership
- 22,000 sq. ft. wholesale warehouse

CONSTRUCTION PHASE:

- 66,000 sq. ft. Kwang Sung - automotive/manufacturing
- 50,000 sq. ft. Taylor Road Baptist Church
- 55,000 sq. ft. First Baptist Church Opelika
- 5,100 sq. ft. Dr. Joni Price
- 15,000 sq. ft. Mulder Church
- 5,091 sq. ft. Dr. Welch Veterinary Clinic
- 25,800 sq. ft. River Bank and Trust
- 32,000 sq. ft. PlainsView Condominiums
- 20,000 sq. ft. Grandview Baptist Church

RECENTLY COMPLETED:

- 13,635 sq. ft. Marshall Hodges - retail/lease building
- 8,000 sq. ft. Dr. Kendall Dunn's office/lease Space
- 7,146 sq. ft. Dr.'s Frye and Bargainer
- 21,000 sq. ft. Montgomery Cardiovascular Associates
- 50,000 sq. ft. TWB Automotive
- 10,000 sq. ft. North Ridge Baptist Church, Tuscaloosa, AL
- 2,500 sq. ft. Teely Electric - office/warehouse
- 50,000 sq. ft. TWB Automotive - manufacturing