



March 30, 2009

MC Alliances

To Whom It May Concern,

Merco, Inc. and Calibre Engineering, Inc. are firm believers in supporting the local business community and furthering the success of small businesses within these communities.

Therefore, Merco, Inc. and Calibre Engineering, Inc. have created a joint venture partnership called MC Alliances. The goal of the MC Alliances is to manage and coordinate a team of firms that will pursue various engineering, consulting and construction projects. As one unified group, we will be able to provide a better product, service, and capacities to the various agencies than as individual firms. This partnership intends to pursue projects with RTD, CDOT, local agencies and the federal government. These agencies have expressed an interest in the creation of this coalition with MC Alliances as the managing entity as it will provide a single point of contact, offer a wide variety of local technical expertise, provide capacity, and help meet their various project goals. The participants within this group are aware that their participation is not an exclusive agreement and that all participants may continue to pursue projects with other firms. However, the MC Alliances has requested a strong commitment from each member to support the collective group.

The MC Alliances group is a dynamic group of firms. We expect the group to grow in size and participation as we pursue different opportunities. Some of the participants are as follows:

MC Alliances Participants:

- **Merco, Inc.** – Environmental Engineering, Transportation Engineering
- **Calibre Engineering, Inc.** – Civil Engineering, Roadway/Highway Design, Utilities Design, Drainage, Telecommunications, and Surveying
- **Meheen Engineering Co.** – Structural Engineering (Bridges, Box Culverts, Walls)
- **Coover-Clark & Associates** – Architecture and Landscape
- **Abo Group** – Architecture
- **Meuren Design Group** – Landscape Architecture
- **Kumar & Associates** – Geotechnical Engineering, Environmental and Materials Testing
- **Geocal Inc.** – Geotechnical Engineering, Environmental and Materials Testing



- **Geomatic Science, Inc.** – Geographic Information Systems, Internet Information Systems
- **Goodbee & Associates** – Utility Locates and Coordination
- **Clanton & Associates** – Lighting Design
- **CDR** – Public Relations management
- **Two Hundred** – Graphics and Visual Aides
- **Colon-Collawn Construction** – Contractor
- **NAVJOY Consulting Services, Inc.** – Traffic Engineering, ITS, and Planning

Please contact us should you have any further questions.

Sincerely
MERCO, INC.

A handwritten signature in black ink that reads 'M. A. Bonakdar'. The signature is fluid and cursive, with a large loop at the end.

Moe Bonakdar, P.E.
President
303-274-9686

CALIBRE ENGINEERING, INC.

A handwritten signature in black ink that reads 'Gregory V. Murphy'. The signature is cursive and somewhat stylized.

Gregory V. Murphy, P.E.
President
303-730-0434

CC: Moe Bonakdar; Merco, Inc.