



STATE OF CONNECTICUT
DEPARTMENT OF TRANSPORTATION



2800 BERLIN TURNPIKE, P.O. BOX 317546
NEWINGTON, CONNECTICUT 06131-7546
Phone: (860) 594-2167

April 1, 2016

Mr. Francis Pickering
Western Connecticut Council of Governments
888 Washington Blvd, 3rd Floor
Stamford, CT 06901

Dear Mr. Pickering,

Please be advised that your firm's Affirmative Action Plan has been approved effective April 1, 2016.

Your plan will expire on **April 30, 2017** and your next update will be due prior to this date.

When updating your Program, you must include documentation to substantiate your efforts as an equal opportunity employer. As hiring opportunities occur, you must maintain copies of letters to minority and female organizations requesting specific referrals, copies of advertisements placed with minority media and any other information available to demonstrate that an equal opportunity was provided during the next update period. This information will be requested in your update.

We look forward to your continued effort to provide equal access to employment opportunities in your firm. If you have any questions, please contact me at the number listed above.

Sincerely,

A handwritten signature in cursive script, appearing to read "Albert Cobbina".

Albert Cobbina
E.E.O. Specialist