



STATE OF CONNECTICUT  
DEPARTMENT OF TRANSPORTATION



2800 BERLIN TURNPIKE, P.O. BOX 317546  
NEWINGTON, CONNECTICUT 06131-7546  
Phone: (860) 594-2178

March 07, 2017

Mr. Francis Pickering  
Western Conn Council of Governments  
1 Riverside Road  
Sandy Hook, CT 06482

Dear Contractor/Consultant:

Please be advised that your firm's Affirmative Action Plan has been approved effective March 07, 2017.

Your plan will expire on **April 30, 2019** 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 black ink, appearing to read "Phylisha Coles".

Phylisha Coles  
E.E.O. Specialist  
Office of Contract Compliance  
Bureau of Finance and Administration