



STATE OF CONNECTICUT
DEPARTMENT OF TRANSPORTATION



2800 BERLIN TURNPIKE, P.O. BOX 317546
NEWINGTON, CONNECTICUT 06131-7546

Phone: (860) 594-2178

April 22, 2019

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Mr. Francis Pickering
Western Connecticut 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 April 22, 2019.

Your plan will expire on **April 30, 2021** and your next update will be due by March 1, 2021.

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 (860) 594-2178 or Phylisha.Coles@ct.gov.

Sincerely,

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