

Dear Colleague:

As President Clinton said in his 1998 State of the Union address, "A society rooted in responsibility must first promote the value of work, not welfare." In order for families to transition from welfare to work successfully, the Federal Government, States, communities, businesses, and non-profit agencies must work together to create opportunities and remove barriers. Your involvement is crucial to overcoming one of the biggest challenges facing those transitioning from welfare to work: finding reliable, affordable, and efficient transportation to jobs, training, and support services such as child care.

President Clinton recognizes the challenge this poses to job seekers, and has asked us to create new strategies to help them get to where the jobs are. As he has said, "Each and every one of us has to fulfill our responsibility, indeed, our moral obligation, to make sure that people who now must work, *can* work."

In February, the President wrote a letter to the Nation's Governors highlighting the critical role of transportation and urging them to use existing funds for transportation services wherever possible. To encourage each State and community to take full advantage of current resources, the U.S. Departments of Health and Human Services, Labor, and Transportation are working closely together on this issue and are jointly issuing the written guidance enclosed with this letter.

The guidance encourages coordination among transportation, workforce development, and social service providers to ensure the most efficient use of Federal funds. Such partnerships are an excellent way to create new, more effective transportation alternatives and to enable businesses to get the workers they need while stimulating local economies. We know some of you are already engaged in such partnerships and applaud these efforts, many of which are described in a recent publication by the Department of Transportation and the Community Transportation Association of America entitled *Access To Jobs, A Guide to Innovative Practices in Welfare-to-Work Transportation*. This publication is available on the Internet at <http://www.ctaa.org/welfare>.

We are confident that with adequate attention to, and investment in, transportation and other support services, welfare recipients will have the resources they need to find and keep jobs. We greatly appreciate your help in making welfare reform a success.

Rodney E. Slater  
Secretary of Transportation

Donna E. Shalala  
Secretary of Health and  
Human Services

Alexis M. Herman  
Secretary of Labor