

RON HUGHES: Thank you, Bill. I've gotta say, I stayed close to the hotel last night after hearing the chance of meeting a moose or getting shot by a hunter on drugs was so prevalent. I kept my wife close, we ate downstairs and we felt getting out in the country is probably not to our liking. You know, California is an unsafe place, but in some respects it may be safer. There are less moose.

Okay, on your desk there, you have some handouts. What I want to point your attention to is that some of you have a disk, I did not have enough of them there, but there are more. You can get a hold of me – Sorry, you can get a hold of me and I can get more disks to you. There is a little flyer that is just a snapshot about our program that we give out to both Spanish and English-speaking people. A little colored brochure that talks about the history of the AITs project and I can get more for you if you would like. Lastly is a little handout, white handout, there should be 5 on every table that just talks about bullet points of our project, and there are handouts is behind that.

Where we started from. Basically, in 1999 there was 2 of us, me and my assistant. We ran the typical dial-a-ride fixed route service. We had about 18 pullouts. We were attempting to put a vanpool into a farm worker environment where we had a pistachio grower saying "Ron, we can't use your bus, we can't use your dial-a-ride, but we've got these farm workers that need to get here and they struggle. A lot of them don't have licenses. Those that have cars really cannot afford to drive them, they are not safe." We worked with them, thought we had a project, and were beat up severely by the state Department of Labor with a 3-page Cease and Desist letter before I even got the project on the ground. So, that was my first foray into vanpools. If I had known what I know now, I would have gone home and stayed with the dial-a-ride fixed route buses, but I was frustrated in that farm workers in the valley cannot go to work like you and I. You would not believe that, but I will tell you a real quick story.

If you are Maria who lives in a farm worker community and you decide that you don't want to go with the Raiteros, who are basically people in vans who charge you a lot of money, make you buy groceries at the store when you cash your check, and may not give you your last check at the end of the pay period because what are you going to do if they don't pay you, then you will get a ride with somebody else. So, Maria and her friends decide to get together and Maria is going to take her minivan to work and they are all going to give her money for gas, which we all do and that's no big deal, carpooling. Well, Maria takes off and goes down the road. She does this for about a month and she gets stopped by a gentleman in a white suit and a tie and he is being assisted by the highway patrol. They pull her off to the side and they say, "Maria, how are you doing?" Maria says, "I am doing fine. We are going to work in my van. The riders pay me some money for gas." "Oh, you are collecting a fee?" "I collect money for gas." "Oh, I am sorry Maria, here's this package, you need to read that. You just violated the state Department of Labor laws." This all started with him saying we are doing a survey. Maria has just been charged with a criminal offense, \$10,000, up to three years in jail for illegally transporting farm workers to the field. That's typically settled with a \$700 fine. If that

criminal record stays on Maria's record, then she is unable to sponsor people from another country into the United States. True story.

To be compliant, Maria has to get a Farm Labor Contractor's License, post a \$20,000 bond in order to take these people to work and collect the money for gas. On an aside, I called the head of the department one day and said, "Do you mean that if I am in a motorcycle with a sidecar and I am carrying people to work, and that person in the sidecar gives me money for gas, that I am violating the law?" His response to me was, "That's the law. If you don't like it, change it." This is the head of the state Department of Labor in California.

So, Maria does all the stuff she has to do. She posts \$20,000 bond, gets in the vehicle, takes off to work and says, "We're okay guys. It's worth it because we need a job. It's either that or go on welfare." She is happily going along and about a month later, she gets pulled over by another gentleman in a white shirt and tie. She says, "I'm okay, I'm good." "No, no we are not the state Department of Labor, we are the U.S. Department of Labor and we have another set of questions to ask you. Maria, you can collect enough money to cover your cost, that's okay, we just have one question to ask your riders." They asked the riders how much they make. The riders all say, "We make minimum wage." Back to Maria. "I'm sorry Maria, but you can't collect money from them because under MSPA [Migrant and Seasonal Agricultural Worker Protection Act], which is the federal law governing transporting workers, they are not allowed to pay any money to cause them to make less than minimum wage for the hours they work." That's an \$8,000 fine. And you know where that goes, that goes to where Maria is going to work. In theory, the \$8,000 is \$5,000 penalty on the grower and \$3,000 to pay back the passengers who weren't supposed to pay in the first place because under MSPA they're held - they cannot pay any money for this transportation under MSPA.

Suffice it to say, Maria drives the van in the ditch, lights it on fire, collects the insurance, goes home and finds another way to get work. We have been in state court and we represented Maria, who was Adolfo actually, and we won. We have had personal experiences with drivers who have done the state thing. Fortunately, those happen maybe three or four times a year. There are not enough state inspectors to come out very often, but they feel that when they do come out, that it is enough of a deterrent to cause people to be worried. What it does it creates in the farm worker environment—the flip side of that, is it makes people charge large fees if they are going to take people to work. Where there's risk, there should be reward, and if I am going to take a large risk then I should get a reward. That creates a lot of problems in the Valley and in other states where people have problems.

So, that is why I am doing what I am doing. The frustration from that story caused me to say, "Okay, there's got to be a better way." So the journey started and it's been...we got our vans in 2002 and we have since expanded. We took 6½ years to get a letter from the federal Department of Labor. At one point, they said the letter is on the desk awaiting a signature and that letter arrived 1½ years later, with a signature of course but... True story. We are the only agency in the United States with a letter from the U.S. DOL

blessing our operation. I would like to say that the state responded, but the best I got out of the state was an e-mail from the lead legal counsel stating that our project, because it is a vanpool and because the drivers know when they get the van that they know what they are supposed to pay, therefore they are just paying us a fare they are not charging a fee, and therefore, the farm worker vans are okay in the state of California. We don't have to worry about our drivers being taken to court for that either.

We have expanded. We are now in ten counties in the Valley. We are fostering another ten counties that are trying to get a project up and running patterned after us. Our fleet is about, over 400 vehicles. We have over 350 on the road and they operate in the 10 counties. How we run this thing for individuals is, if you were to call me today and you were to go by the DMV and pick up your motor vehicle record, we can have you in a van within about four hours. We have clinics set up that are walk-in clinics, you would simply bring your MVR [Editor's note: motor vehicle record] in if you have two or less points, I am going to say your okay, good to go, no DUI or reckless driving in the past five years, then you will go to a clinic and get a Class B physical. If you pass that physical, then come back into the office, we go through about a 30 – 40 minute orientation with you and tell you what rules not to break and what rules you can break—what rules you can ignore, it's true. So we get you in a van, send you off and you are good to go, whether you are a farm worker or a non-farm worker.

I have to say, of the fleet of 300+ vans, we have about 140 of those today are farm workers and the rest of them are conventional vanpools, state employees, federal employees, college students, teachers, etc., and those vans are run like any vanpool out there. They get a bill once a month and they pay it on the 15th. If they don't pay it, I take the driver to small claims court and collect what they owe me. They split the cost among all the riders. If it works for them, great, if it doesn't work they turn the van in. The farm workers pay per person. It is \$25 per person for a week if they go less than 100 miles per week and it stair steps up based on distance traveled, and they collect by the day, so if they only work two days a week then they will collect \$10. We get payments each week. I have yet to have a bounced check from a farm worker. I get 18+ bounced checks a month from the correction officers, state employees, teachers, etc., [laughter] true story. I have never ever had a farm worker say, "I mailed it, I don't know why you didn't get it." I have had three of those from correction officers. I am a little biased. The farm workers are much easier to operate, they don't have—and going back really quick.

We drug tested farm workers for two years because, you know farm workers, they use drugs, they are those people. The correction officers, they are okay, they're state employees so they wouldn't use drugs, so we don't need to test them. Well, I personally know correction officers who use marijuana in their off hours and I know they are on drugs. In two years, we never found a farm worker who tested positive for drugs. I thought that was kind of a hypocrisy on my part, so we quit testing everybody. We should be testing the correction officers, quite honestly, but that's another issue we don't do.

The van is out on the road. We are monitoring; all vans have GPS and we actually are migrating to a satellite GPS, but right now we use repeaters. We are now going to go to a GPS where it uses cell towers—not cell towers, satellites. We monitor speed. We monitor where you are. We don't allow you to use the van except to and from work or incidental to go pick up... get gas, wash the van, etc. If you use it for other things, we basically pull the van from you. That's for insurance purposes. The insurance won't let us insure them if they want to run around town, so to keep our insurance rate, we just say to and from work. If you have an emergency, take it to the doctor's, we don't care as long as you are a licensed driver.

The driver, basically, all drivers have a pin that lets them get fuel. When they get fuel they put in the odometer. That is what we use to figure service by the staff member. I have a staff member that each week goes in there and looks at all the mileages generated through the ride express fuel card, and from that, we know when the van needs to be serviced. We conduct random ride-alongs. That's a fancy way to say that we jump in the van unannounced and we basically ask how things are going. This is the farm worker site. We have last week's payment sheet to see whether they recorded ten people; do we see ten in the van or do we see fifteen? If we see fifteen and everyone says hey, there were there 15 last week too, we pull the van because the driver has basically pocketed money. Or, if the people say we all pay the driver \$8 but our sheet shows we are getting \$5, then we pull the van. We pull maybe, maybe three vans a year. Because we don't have any warning. We basically pull it. We are out in a ten county area by the way.

[new para] We pull MVRs monthly. We basically use ADR, it's a firm we have that allows us to go out there and get your MVR the next day. Remember, I said you can go by the DMV but if you want to send me your driver's information, we'll have your driver's license the next day, report. Then once we have it, we pull that every month. They send us a sorted list. We have over 2000 approved drivers in our database and they send us a sorted list based on exceptions, which we know are people we need to look at. We do that on a monthly basis.

We service every 6,000 miles, major fluids change every 48,000, and 96,000, 90,000 miles. Our vans are going to run out about 400,000 miles, maybe 500,000 miles. We are at 250 now with the older vans and there is no quit in them; nobody is wanting to turn it in. All the service takes place on-site. We work with a contractor that has mobile repair services; we don't do it in-house, we do it all on the outside area. That cost has dropped from \$138 to \$88 a month per vehicle now, so the cost has come down. Staff response 24/7. We basically roll out to provide you service. We will come get you and take you home if you need. We use a fuel card towing feature to tow you if you get disabled someplace. That same card will allow me to basically repair your transmission and it will charge it on your fuel card. I can actually take care of your van without ever showing up and we can use the fuel card.

Interesting facts: when I started this project, it was \$4,200 per year per van for insurance and I had to beg to get that insurance, by the way, I

could not find insurance. I went to Lancer, my bus insurance and said, "Will you work with me guys?" They basically at first said no. Because we have known you for twelve years with the bus company and you have been a good guy, we will try you for a year, and if it does not work out then we are going to pull it. Okay, that's fine, just give me a year. Remember, I am telling them I want to insure farm workers going into the field. The first year, \$4,200 per vehicle. Last year, with people fighting me to sell me insurance, we were at \$1,350 per year for insurance. I now have \$10 million coverage. I now provide \$5,000 med pay per person, which is huge, because if a farm worker stumbles in my van I can send them to the doctors and pay up to \$5,000 without any claim being opened up, no questions asked. We have used that twice and that is primarily so the correction officers don't sue me. The correction officers who think they are entitled to a back x-ray when something goes wrong with them, and they have full insurance by the way, have sued me to get . . . because they should have gotten taken care of. So we have that now. Again, we are the only agency that has DOL approval for what we are doing.

With that, I want to just make once comment. This is a book I just finished reading, it's called *Wired to Care*. And I'm only going to say one thing about this book. It stresses walk in the shoes of your clients. If you can't have empathy for the people you serve, it's hard to be successful. Selling point here. Every successful company in here was basically able to put themselves in the place of people they serve. When you lose that ability, ~~then~~ you lose the ability to put service out there that really provides what the people need.

With that, I am going to show you a 10-minute video, which will basically give you empathy basically of what we are doing. This video was done and it basically picks up all the high points of our farm worker program. It was done in a round table forum, so people who see that would end up having that empathy. Thank you.

VIDEO:women have already begun their day. They most likely traveled in darkness dozens of miles from their homes to reach their destination. California's rich agricultural industry depends on the ability of these workers to safely and consistently arrive on time as often as seven days a week. Fertile fields of various crops and orchards span miles and miles of area not serviced by any form of public transportation. Working hard but earning little, few farm workers operate their own vehicle but that's no longer a problem thanks to the introduction of the Agricultural Industries Transportation Services Program known as AITS. [music]

[Ron Hughes speaking on video:] "I get asked often, what is unique about our project? What is unique is that it is the only one of its kind in the United States. It is the only project like this that has been blessed by the Federal Department of Labor. They have actually given us a letter stating our project under the operating parameters we have now is legal and as such it has the potential to do a lot of people a lot of good."

[Maria Rodriguez, AITS driver, speaking on video:] “I have been driving on the program AITS about three years. That is wonderful because I am able to take the people that they do not have vehicles to go to work.”

The road to success for AITS began long before its kick off celebration in April of 2002. At times the journey seemed destined for failure and yet after traveling miles and miles of difficult terrain, this innovative transportation program has arrived.

[Jeff Webster, Fresno County Rural Transit Agency, speaking on video:] “My involvement with AITS goes back to about 5 years ago when Governor Gray Davis was interested in addressing the needs of farm labor transportation.”

[Juan Aranbula, Member, California State Assembly, speaking on video:] “When Congressman Dooley first obtained some federal funds for this program, I was very supportive.”

[Annette Emery, Caltrans, speaking on video:] “I thought it was a brilliant idea but it took some doing to get people convinced.”

As with many brilliant ideas, a heralding event sparked the vision for AITS but the concept took time to ignite. On August 9, 1999, 13 farm workers died in a tragic accident involving an unsafe van with wooden benches in place of factory installed seats. At that time, farm labor vehicles were often modified to accommodate as many riders as possible. Following the accident, the California State Department of Transportation convened a public hearing in Fresno to gather information from as many sources as possible to determine a strategy for preventing future accidents.

[Jennifer Hernandez, California Rural Legal Assistance Foundation, speaking on video:] “As an advocate for farm workers in California, we are constantly faced with challenges particularly with the farm worker community.”

“We need stability in our communities. We need stability in our workforce and having adequate transportation is a very important part of that.”

The AITS project had the simple goal of providing qualified farm workers with the means to transport themselves and others to work in a shared ride vanpool vehicle.

“Our vanpools under federal law, we are basically a carpool. And under a carpool everybody can jointly put their money into the kitty and it’s called a carpool. The driver does not pay anything. The driver, because he is doing in-kind service, he is getting up in the morning and taking them to work, does not have to pay. But everybody else pays a proportional share and that carpool arrangement is legal.”

[Bill Chandler, Grower, Chandler Farms, speaking on video:] “As a farmer, I feel really confident and not afraid of breaking the law or allowing one of my employees, or looking the other way, that they are breaking the law in transporting these people.”

“All of a sudden, that employee now because of a safe, reliable form of transportation that may not have been able to afford that 40 or 50 minute commute can now make that commute and stay gainfully employed.”

“It has really given farm worker women the opportunity to come out of the traditional roles in agriculture where they are not only the pickers in the field but they are also taking ownership of establishing their own vanpools and taking control of situations which otherwise might compromise their own personal safety and well being. It is really exciting as an advocate that is constantly trying to champion the rights of farm worker women.”

“The workers don’t have to worry about getting to work. They have reliable transportation. Now, should that van for some reason not start in the morning and they give me a call at 5:00 or 4:00 in the morning, I’m out there with a replacement van so they know they’re going to get to work. They know that they’re going to arrive there safely. They know that I am not going to give them a van that is not in good condition. It’s in good condition.”

“I was spending a lot of money on my own car and sometimes, you know, I have a problem, something happens and then I get stranded on the road. With the van, that is easy because something happens I just call to the office and they take me another one.”

“Many people call the farm laborers unskilled, but they are very skilled. They just have a different level of skills. It takes a fine level of skill to be able to pick oranges, to be able to work in an organic carrots, to be able to pick tomatoes. The problem is that it is not a high paying job. So for a family unit that only has one vehicle, AITS allows that second individual or someone else in that family unit to work.”

“I believe that AITS or any sort of farm worker transportation is a good value because it is supporting a major industry in California. We do this all the time. We have companies coming in people go “You know what this is such a great company, let’s go and build them a sewer line and let’s build them a freeway interchange to go into their business.” I don’t see this as any different except that this is a business that goes all throughout the state and it keeps moving. So instead of having a sewer line or a road or new electrical lines going in, what you are doing is you are moving public transportation to meet the needs.”

“AITS actually is a public transit vehicle that gets ~~to~~ them where they are going in a cost-effective manner. The driver is a volunteer with a van that is always filled and if the van is not working, it is parked. In comparison to other more traditional bus services it is cost-effective, it works and basically is a good return for the dollars invested.”

“We were trying to figure out something that we could transport our workers to our farm or during the working day that would be safe for the employees as well as be economically feasible for me because of the high cost of insurance that they fit the bill just perfectly.”

“The AITS program is really a great option to create a healthier environment because it is cutting down a lot of pollution especially here in the Central Valley where we have some of the poorest air quality.”

“Here in the San Joaquin Valley one out of three families has a family member with a respiratory illness. One out of six children in the Valley suffers from asthma.”

“It is import to note the vehicles that Ron has been purchasing have all been considered low emission vehicles operating on unleaded fuels, and as such they are considered by the California Air Resources Board to be energy efficient and low in pollution qualities. So as we see more and more people, farm laborers, flock to these vanpool programs, we can show that they are pulling individuals out of their own cars going to and from the sites and reducing those emissions from single occupancy vehicles and having a much lighter footprint on our environment.”

“We go out of our way to ensure safety. The vehicle is inspected by the CHP as a courtesy inspection. Our staff every two months looks at the vehicles. We actually jump in the vehicle and do a ride along where we see who is in the vehicle what they are paying. Everything has a GPS. We know where it goes. We know how fast it goes and with that and the ability to service the vehicle remotely, we are top of it.”

[Sid Craighead, Avenal City/County, speaking on video:] “You can have a million dollar insurance policy on an accident but that is not going to bring a life back. This way, we try to be as careful as we can as we do monitor the vans. They are monitored for speed to make sure that they are not speeding. So, if they do speed, they get a warning. “You know what; we know that you are speeding.”

[Jeff Webster, Fresno County Rural Transit Agency, speaking on video:] “If someone reported the vehicles were being used inappropriately or the workers were stopping at a liquor store and purchasing liquor and possibly drinking that, he had the ability that when the vehicle was stopped to be able to turn off that vehicle and go out and pick it up to save the integrity of the program.”

[Ron Hughes speaking on video:] “There really is not anything that gets by us that we don’t catch. That is demonstrated by our insurance rate. Our insurance started at \$4000 per year per vehicle, it is down to \$900 now. We are going four million miles a year.”

“I participated in one of his ride-alongs early in the morning out to the Avenal area with a group of farm workers from the city of Huron. I was impressed that as they arrived at one of the local gas stations at 4:00 in the morning, they would line up with vehicle operators that they were familiar with. That operator knew where they needed to go that day and they took fifteen people out to that farm site and were ready to work when that farmer wanted to see them working at 6:00 a.m. It was a very congenial ride with those

individuals. None of them felt threatened, which is the problem with a lot of the contractors. All of us involved in that experience that day were impressed as to how each of our questions and thoughts were well thought out by Ron and detailed in his notebook with forms and procedures that left no question as to how this could work in other locations. We were lucky enough that day to have his attorney with us and he too had heard and watched this whole program evolve but he wasn't aware of just how meticulous all the details had been worked out."

To schedule a ride-along and receive a notebook of your own, please contact the AITS office. We can also provide you with an in-depth historical document detailing the history of the AITS project.

[Maria Rodriguez, AITS driver, speaking on video:] "We have everything. It's air conditioned, seat belts, everything. You know we can't complain and that's good."

To learn how to replicate this successful transportation program designed especially for farm workers, call the AITS office toll free at 866-655-5444. [video ends. music and clapping]

BILL OSBORNE: Do we have any questions about the agricultural vanpooling? We have one over here.

AUDIENCE MEMBER: Yeah Ron, you mentioned about drug and alcohol testing. Do they have a pre-employment, do they do random drug testing too with the drivers? And then I had another question about training; do you pay the drivers for training or is it all volunteer?

RON HUGHES: The drivers are all volunteers. There is no random pulling of drugs, they are not our employees. There are no drug tests taken. Training: there is no formal training. We do training in the spring where we invite them in for a training class but there is no formal training.

AUDIENCE MEMBER: Are the State Department of Labor just bureaucrats that are not wired to care or is there some pressure somewhere that's forcing them to be so stupid?

RON HUGHES: In an effort to protect farm-worker employees from the ills that they experienced through the system that's evolved over time, they've put laws into place. Those laws that had good intentions, they have unintended consequences and so that's what you're seeing and what I describe is still out there. I mean, those law, people are still stopped every day. We're okay and as far as I'm concerned, that was enough of a battle right now. As far as changing the laws in the broader context. I don't have that time. That may not answer your question, but they're trying to do a good job, it's just poor application.

AUDIENCE MEMBER: Do the agricultural companies contribute financially to your program at all?

RON HUGHES: No. We are working with them to do vouchers in the back side to where they would end up getting an employee tax credit and do the whole nine yards. That will be occurring in the next three months, but that would only go to pay the ride of the employees, it does not give us any more money on our side.

AUDIENCE MEMBER: It sounds like you're a private nonprofit; is that correct?

RON HUGHES: No we're a public transit agency.

AUDIENCE MEMBER: You're a public transit agency.

RON HUGHES: Yeah, it's weird, we operate transit in Kings County. I have no jurisdiction in the other ten counties other than they—I don't charge them anything, and they're glad for me to come in. We do a JPA [joint powers agreement] between the two of us and they're happy, I'm happy and I keep getting invited into other counties and I tell them, you can do what I'm doing, you're a public transit agency, I've got no magic wand or, other than, we've gotten big enough now where we're successful and nobody wants to copy us or say we do it wrong, you're big enough, there's no sense in us reinventing the wheel.

AUDIENCE MEMBER: And my second question then is maybe a little altered, but do you, it looks like you do advocacy and legal work. Is that under, so the county does it for you?

RON HUGHES: No I have good people CRLA [California Rural Legal Assistance] I have people working for me. We actually use a pro-bono attorney from CRLA to represent us in court. We were taken to court by the State Department of Labor. My county council was not versed in that, so we actually went outside and that was all free. When our drivers get cited it's not us it's our drivers. So we can simply walk away and say, you know, Adolfo that's your concern. You'd better get an attorney. But they've taken our van with the idea that they're okay. And Adolfo, who was cited, said "Ron, I could have turned off like everyone else and missed the inspection but I knew I was okay. I wanted to go through the inspection because I was okay." And in this case we had pulled out two of the seats out of the van to make it nine passenger thinking that was going to be okay because the day hauler law in California says if you have 10 to 15 seats, you have to have a special license. Well, I didn't understand that you had to have another farm contractor's license if you carry anybody going to the field and that's what nailed us there that time. So, there's a couple laws and we were able to win on that one and we used, Caltrans was supportive of it; at the end of the day we won.

AUDIENCE MEMBER: And my last question is; are the workers, or are the drivers unionized separate from just another—

RON HUGHES: No the drivers are volunteers, they're just an individual who has a license and has eight other people. They form a group. At the very beginning it was very hard because in the Hispanic environment the drivers are

always paid. Our drivers are not paid. They don't pay for the ride and a lot of them have said that they make more money now at the end of the day working all year long than driving their own vehicle that broke down on them and that was unreliable. So at the end of the day, they are worth more to their employer in our van than they're worth, than they were making money off the people they took to work.

AUDIENCE MEMBER: I'm wondering, do the drivers pay the full cost of running that van or is there a subsidy through the county?

RON HUGHES: The drivers, the vans were bought with the grant for the farm workers. The riders pay about a dollar a mile, which covers all of our operating cost. Now, I've been blessed with grants to buy the vans to this point. I have another program, I told you, my conventional vanpool program; those vans are paid for at the end of five years where all these purchased on day one and after five years they're paid for. I have the ability on those vans at five years and 70,000 miles to give those to the farm workers. So I literally have 30 to 40 vans a year now that are available to me to give to the farm workers. So, I've built a system internally that allows me to give them used vans forever. So, I haven't needed to because, again, I've been funded through grants. I'm arguing as a segue that vanpools ought to be considered a third leg of transit, we ought to get capital funding for vanpools at least and vanpools should be paid for as you would buying a brand new bus, but we should expect 100% of their revenue coming from, the operating revenue coming from the passengers, because they're going to work. So with that, you know, going forward, that's my goal.

AUDIENCE MEMBER: Can you talk for a minute about what CMAQ (Congestion Mitigation and Air Quality Improvement Program) does for you?

RON HUGHES: We utilize CMAQ, JARC only as subsidies for the passengers. We get a, we've got currently a \$300,000 JARC grant and that basically translates into a \$35 monthly voucher for the riders. That reduces their cost to us, it does not give us any more money, but it reduces the cost for a new rider in a van for one year. The same thing with CMAQ, we do the same thing with CMAQ. So simply it's just a piece of money out there that the rider can use for a year to try the van out. At the end of the year, that grant goes away.

BILL OSBOURNE: Okay thank you very much.