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*A journey of 28 miles begins with a single step...*
Dear Friend:

Call us impatient, if you must. Though transportation in the I-94 corridor is a perennial topic of study, we were tired of waiting. On the University of Michigan campus, we saw students spending hundreds of dollars per year to get to the airport. At the airport, we heard disappointment among new students that there was no transit option to Ann Arbor. As a proactive student body and a responsive student government, we thought of no good reason that these needs should continue to go unmet. Rather than hoping for a future solution to an immediate problem, we took matters into our own hands.

When we set out to provide convenient, low-priced transportation to the airport, critics lined up to tell us why it wouldn’t work. They insisted that there was no demand, they warned of financial doom, they foresaw insurmountable operational hurdles. We acknowledged these concerns, but in them we saw an opportunity. Equipped only with determination and open minds, we took a unique chance to redefine the precedent for airport transportation.

To be sure, breaking the status quo was no small task. Before the first bus even hit the streets, we had to develop totally original methods for planning, marketing, operating and funding. As we grew, we gathered extensive feedback from everyone involved. Five years into our journey, we continue to implement new innovations. In 2006, we offered Fall Break service for the first time. We now schedule buses at 20-minute intervals during peak times. We have added standby buses to absorb surges in demand. With a fresh client base every fall, we’re constantly looking for ways to remain competitive and reliable. Dozens of ideas, 918 bus trips, and 33,000 rides after taking on the challenge, airBus has become the leading name in campus-to-airport transportation.
This document, above all, is an account of the present. We choose to publish it now because most of our systems and procedures have reached sustainability. We’re pleased to be moving forward with a proven set of tools and partners, but the process of fine-tuning airBus is not complete. Most urgently, we lack dedicated funding. airBus is absolutely rare among transit systems in that fare income covers all costs. As we expand travel options to meet customer demands, additional funding may become necessary. Though Michigan Student Assembly (MSA) has demonstrated its support in terms of materials and resources, there exists no formal, year-to-year funding mechanism for airBus. Unlike our private-sector predecessors, though, our responsibility is to the student body: MSA is not likely to let a popular student service falter should it require a small public investment.

Proving the value of publicly coordinated transportation has been our privilege. We plan to keep up the effort as long as necessary. We do envision that, in the near future, a serious and comprehensive regional transit system will replace our introductory model. As with most successful transportation projects, airBus is not a product of genius. It’s the result of dedication and common sense. It’s what happened when we stopped listening to reasons it couldn’t work and started finding ways it could.

Sincerely,

Neil Greenberg
Co-Founder

Josh Kersey
Chief MSA Liaison
What We Do

dAirBus is a convenient, low-cost transportation option between the University of Michigan Ann Arbor campus and Detroit Metro Airport. At present, we offer bus trips to Metro Airport immediately before U-M breaks and trips to Ann Arbor as breaks end.

dAirBus runs full-size, over-the-road motorcoaches on a fixed route. We pick up and drop off at designated locations and we operate on a schedule. For Eastbound rides – to Metro Airport – our customers can pre-purchase tickets for the trip of their choice. We also set aside a few seats on each trip for non-reserved “walk-on” customers, whom we accommodate on a first-come, first-served basis. For Westbound rides – to Ann Arbor – we do not accept reservations: customers simply show up as soon as they claim their bags and hop on board.
airBus is an independent, non-profit service. We are not a formal student group nor are we a private business. Since the beginning, Michigan Student Assembly (MSA) has supported airBus with resources ranging from office space to marketing materials to focus groups.

The day-to-day business of airBus is planning, marketing and organizing. Because our entire operation takes place on about 20 days per year, it is not practical to purchase our own vehicles or employ our own drivers. We contract with various University departments and external vendors to operate key elements of our service. The decision to contract is purely practical; it is not for ideological or financial reasons.

The product of airBus is transportation on the street. It is the tireless, untold efforts of our people which make that product roll. The following sections tell the story of the challenges we have met, the partners we have made and the ways we have grown.
Where Our Customers Call Home

- **Sam**
  Beaverton, OR

- **Mallory**
  Dallas, TX

- **Rita**
  Troy, MI

- **Vikas**
  Holmdel, NJ

- **Lauren**
  Atlanta, GA
When It Took Shape

1990s
Private operators run daily shuttle service from Metro Airport to various locations, including Ann Arbor.

Winter 2001
A group of undergraduate U-M students establish DTWBus. The service provides about 250 rides for Spring Break, but ceases due to lack of funding.

Spring 2002
MSA funds a free post-semester shuttle service to Metro Airport using U-M campus buses. Usage is low, totaling approximately 100 rides.

Fall 2000
MSA conducts its first serious study of airport transportation for students. Results find widespread dissatisfaction.

Summer 2001
The primary private transportation operator discontinues all airport shuttle service. Cabs become the only transportation option.

Fall 2002
A planning group convenes to reconsider airport transportation. MSA reps and student volunteers chart the details of a new operation. airBus is born.
Fall 2003
Ticket sales transferred to MUTO; SFO student account charge agreement takes effect.

Fall 2005
RFQ/RFP process brings a new operations contractor.

Fall 2006
Fall Break service introduced.

Spring 2005
First “department directors” hired to lead management activities.

Winter 2006
Fare structure simplified and finalized.

Winter 2007
Westbound Standby Buses introduced to accommodate sudden rushes in customer volume.
Why We Succeed

Six central tenets – three regarding our market presence and three internal to our organization – guide all of our decisions. During our early years and throughout our growth, we have remained firmly committed to these principles. Continued growth will proceed with these tenets at the core.

Marketplace Tenets

Visibility
Planning bus trips is the easy part. Letting everybody know what’s out there is the real challenge. We aggressively market our service using posters, quartersheets, bus signs, Facebook announcements, targeted emails, and most importantly, word-of-mouth. Our marketing materials feature useful information and crisp graphics.

Personality
We like to remind our customers that airBus is a service coordinated by students. It’s refreshing to see customers recognize airBus staff members from a class or a campus activity. Among the traits of our friendly personality: we make every attempt to accommodate last-minute changes, we gladly assist customers with their bags, and we never use the word policy.

Feedback
Nobody knows our customers’ travel needs better than our customers themselves. Through surveys and casual conversation, we turn to our customers for ideas on making airBus the best service it can be. Ideas such as Mcard fare payment, bag sorting by airline, and improved crowd management are direct responses to customer suggestions.
Organizational Tenets

Morale
We insist on a supportive, enjoyable work environment for all of our direct and contracted staff members. We encourage everyone throughout the organization to voice their observations, opinions and ideas.

Detail
We closely observe all aspects of our operation. We don’t mess around with people’s transportation and we don’t let minor problems snowball into major issues. We take every measure to ensure accuracy of schedules, adequacy of equipment and availability of information.

Change
We eagerly implement changes whenever conditions so warrant. When it comes time to adjust our procedures in the name of quality, we gather the facts, evaluate the options and take action right away.
**Who’s Involved**

**MSA Communications**
Members of MSA’s Communications Committee spread the word about airBus all over campus. Thanks to their efforts, customers know when it’s time to check for the latest airBus schedules.

**Management Staff**
Team leaders from Operations, Administration and Service Development keep things moving behind the scenes. On days of operation, management staff joins front-line staff on the street.

**Proctors and Field Staff**
Our front-line staff members interact with customers on days of operation. They collect fares, provide information, and maintain a smooth operating environment.

**Customers**
Our customers come from 50 states and 58 countries. Approximately 35 percent of out-of-state students use airBus regularly; better than 11 percent of all U-M students ride airBus at least once during the year.
Bus Operators
In addition to driving safely, bus operators load bags, answer questions, and help customers find their airlines. Bus operators also provide valuable input on scheduling and operations.

Ticket Sellers
Ticket sellers provide customers with detailed bus schedules and tickets for their trip. They also address inquiries about bus stops, return trips, and other basic issues.

Administrative Partners
Representatives from other University departments issue our checks, secure our data, and bill our walk-on customers. These crucial support services allow us to focus on effective transportation.

Vendors
We purchase services ranging from bus trips to reserved parking spaces to ticket cutting. We are in regular contact with our vendors to ensure that they are attuned to our constantly growing volumes.
How We Do It

Our service runs on a handful of days, but it takes weeks of planning before we are ready to move thousands of customers. We start with basic ideas about service levels and operational improvements. As we approach service days, we involve more stakeholders to put the details in place.

- **6 Weeks Before**
  - Identify Lessons from Last Season

- **5 Weeks Before**
  - Review Ideas for Scheduling, Staffing and Operations

- **4 Weeks Before**
  - Release Public Schedule and Update Website

- **3 Weeks Before**
  - Tickets Go On Sale
How We Do It

Train Proctors and Field Staff 2 Weeks Before

Review Final Details with Operations Contractor 1 Week Before

Post Bus Stops and Confirm All Assignments 3 Days Before

Oversee Operations, Thwart Problems and Mingle with Customers Days of Service
Expanding Capacity

A new contractor helps us meet surging demand.

In the early seasons, airBus was a fairly simple job for any charter bus company. We required a bus or two at a time, our hours of service didn’t expand much beyond the business day, and our own staff was available to oversee every step of the process. In this era, finding a contractor to operate our trips was as easy as looking in the phone book.

As demand for our services increased, we quickly realized that airBus is not a standard charter movement. While we had a good relationship with our initial contractor, our needs began to exceed their capacity. To keep pace with our own growth, we identified over 20 essential capabilities of any new contractor. In 2005, we compiled this checklist into an extensive Request for Qualifications (RFQ) document. We contacted 12 charter companies, large and small, with the RFQ. The five most qualified firms received a formal Request for Proposals to submit price quotes.

After a two-month selection process, we chose one of Michigan’s oldest and most respected charter bus firms to operate our trips. Since assuming operation of airBus service in November 2005, our new contractor has proven extremely flexible and responsive. As airBus evolves, we will work closely with current and future contractors to determine the best operational strategies.
Until 2005, the task of running airBus existed mostly on paper: once the trips were set and the tickets sold, smooth operation of the buses was up to the contractor. In times of heavy patronage or inclement weather, this approach fell apart. With more buses on the road and more customers expecting the reliable service which we promise, it became critical to integrate our Ann Arbor-based staff into the operational loop.

As part of our RFQ process, we required that any new contractor provide our operations staff with a real-time method to contact bus operators. Our current contractor extends us use of their mobile communications system whenever buses are in service. This has enabled us to be in the know on traffic standstills, curbside congestion at Metro Airport, and a variety of other live conditions. When necessary, our staff can contact dispatchers and bus operators to reshuffle bus assignments on the fly, thus minimizing or avoiding delays for our customers.

As the second part of our “in the know” initiative, we put staff members in the field to inform waiting customers of any significant delays. Regardless of the news, we feel that it’s better to keep customers posted than to leave them, quite literally, in the cold. Our field staff also acts as a friendly face of airBus, answering questions and offering travel tips.
As one of the world’s 20 busiest airports, Detroit Metropolitan Wayne County Airport (“Metro Airport”) hums with activity around the clock – with as much action at the curb as on the airfield. As airBus operates during the heaviest travel days of the year, we take our airport protocol very seriously. Eastbound trips are straightforward: our buses drop off at LC Smith Terminal, then at McNamara Terminal, and then leave airport grounds. On Westbound days, we compete with hotel shuttles, rental car buses, and motorists as we try to pick up. Because our customers arrive on many different airlines, we designate one common spot at each terminal as a pick-up point.

In 2005, we approached Metro Airport Landside Services to discuss how we could help them and how they could help us. We explained that our buses depart at a fixed time, as opposed to other charter buses, which often take up precious curbside space as they wait for their entire group. Landside suggested a suitable spot at LC Smith, and, considering our un-charterlike dwell times, promoted us to a better location at McNamara. We collaborate with Landside Services and Airport Police to operate all trips uniformly and keep delays to a minimum.

We are currently working with Wayne County Airport Authority to refresh our curbside procedures and update the vehicle permitting process. We look forward to strengthening this relationship as Metro Airport’s new North Terminal nears completion.
Extending Information

Customers rely on our improved website for quick, easy trip planning.

A first-stop for information on the next break’s airBus, our website is a key facet of customer service. All marketing materials refer customers to the website. In many instances, customers spend a few minutes at the website to plan all the details of their trip, and come to purchase their ticket knowing exactly which bus they’d like to ride. To accommodate customers who wish to plan their flights with airBus times in mind, we aim to publish schedule information several weeks before tickets go on sale.

Despite the obvious importance of the website, it had long taken a back seat to other priorities. Prior to 2006, the site suffered from inconsistent formatting and scattered, sometimes inaccurate information. We debuted a revamped website for Spring Break 2006. Developed in-house, the new site presents a clean, colorful design along with thorough, constantly updated content. A logical layout lets users easily navigate the site’s five main sections: schedules by season, fares, bus stops, frequently asked questions, and resources. Two especially useful features are the schedules, which users can view in their web browser or download in PDF format, and the FAQ, which gains new questions all the time.

In coming years, we plan to increase reliance on our website as a forum for news, announcements, promotions, and upcoming schedules.
Exploring Options
Testing different fare scenarios leads to financial stability.

One central mandate drives our existence: reasonably priced transportation. With no real precedent for scheduled, fixed-route service to the airport, we faced the challenge of developing a fare structure affordable enough to attract customers, but realistic enough to cover costs. For Thanksgiving Break 2002, our first season, we charged $9.00 for a reserved one-way ride; customers could purchase an available $5.00 top-up to make it a round-trip ticket. We also welcomed non-reserved customers to ride for $10.00 each way. To our delight, this fare structure produced near-perfect results.

Encouraged by the proof that our basic model was feasible, we began to experiment with other fare options. First, we eliminated prepaid Westbound fares for operational reasons. Then, we tested various combinations of reserved versus non-reserved fares, one-way base prices versus round-trip discounts, and cash payment versus electronic payment. By 2004, we had established a financially sound fare system. However, the long list of exceptions, conditions and superfluous options made fare payment a confusing ordeal.

Going into the 2005-2006 year, we set out to overhaul the fare structure completely. We built the new fares around three goals: meet all direct costs, preserve low prices, and simplify fare options. Now, customers can purchase reserved tickets for Eastbound trips for $7.00. Eastbound non-reserved rides and all Westbound rides cost $10.00. Over a year into this arrangement, our customers perceive a lower fare while our revenue has in fact risen.

Since 2002, airBus has saved the student body an estimated $1,176,530 in cab fares.
For as much as we focus on what customers pay, we have given equal attention to how they pay. Early on, airBus dealt exclusively in cash. For presale tickets, we’d send a volunteer to set up a table in a residence hall or a class building. On days of operation, we’d rely on yet more volunteers to collect cash fares on the buses. We recognized that loosely controlled cash-handling was not a viable practice.

Our first move was to outsource reserved (presale) ticket sales to the Michigan Union Ticket Office (MUTO). For a nominal service fee, invisible to our customers, MUTO has greatly improved the sales process. We then gained the support of Student Financial Operations (SFO) to charge non-reserved airBus fares to student accounts. Thanks to these two agreements, we converted all cash-handling into interdepartmental funds transfers.

Charging student accounts came with its own complexities. In the first phase of SFO charges, we used an intricate system of matching ticket numbers to UMID numbers to charge the proper accounts. Though this arrangement minimized effort on the customer’s end, it created massive amounts of paperwork and data entry for our staff. In 2005, with the cooperation of the Mcard Office and the Rec Sports department, we phased in hand-held magnetic stripe readers. A reader application customized for airBus lets us swipe the Mcards of non-reserved customers as they board. Use of the readers has increased precision, enhanced security and dramatically reduced transaction time.

In 2005, the introduction of magnetic stripe readers allowed us to cut down on data processing time while speeding boarding for our customers.
Examing Performance

Custom-developed applications help us plan and analyze our service.

airBus fogs the line between charter service and transit service. Though we contract with charter providers and use over-the-road coaches, the rest of our operation more closely resembles an urban transit system. Rather than teaching our contractors the fine points of transit scheduling, our own staff creates trips and vehicle assignments. We turn the finished product over to the contractor in the form of highly detailed instructions for each vehicle — precisely the orders to which charter operators are accustomed.

For the first few airBus seasons, scheduling was simple: we’d highlight times on a public timetable to show operators their trips. As we increased service levels, scheduling turned into a more involved undertaking. Building trips manually, copying and pasting between different formats, and clearly communicating the proper movements all became tedious, error-prone activities.

In 2005, our staff developed a purpose-built spreadsheet application to streamline the entire process. This application, known as airBus Integrated Scheduling Solutions (aBISS), allows us to perform all scheduling tasks efficiently and accurately. aBISS includes interfaces to tweak point-to-point run times, test different trip scenarios, hook trips together into vehicle assignments, assign proctors to trips, plus a wide array of other technical functions. With just a few clicks, we are able to print instructions for individual bus operators, “play by plays” for proctors, and headway sheets for our operations staff. Furthermore, aBISS determines a season's expenses based on the schedule we create. A journal feature lets us input each trip's performance after the season, providing an instant calculation of the bottom line. aBISS has become an extremely powerful tool in analyzing ridership and managing costs.

Since 2002, over 98 percent of airBus trips have operated on-time.
Establishing Procedures

Pre-arranged staff assignments simplify operations.

We have made great strides in sharing certain administrative functions with other, better equipped University departments. Nonetheless, there remain tasks so specific to airBus that we maintain our own staff. The majority of our directly employed staff is proctors – airBus representatives who collect tickets, process non-reserved fares, answer questions, and manage capacity at the trip level.

In 2004, we made the transition from a volunteer proctor force to a paid staff. During this first year, proctors arranged their own shifts by choosing whichever trips fit their schedule. While this system offered maximum flexibility, it resulted in complicated assignments, need for constant oversight, and leftover fragments of undesirable work.

Effective Spring Break 2005, we began to pre-assemble proctor assignments. Using aBISS, our operations managers string together consecutive trips into two- to five-hour runs. We then prepare proctor kits containing instructions for each run. Proctors pick whole runs based on their availability and preference. This procedural change has enabled a cleaner, easier-to-manage operation. At a glance, we can accurately predict staffing costs, we can identify which proctor runs match with which trips, we can see who is assigned to each run, and, if conditions demand, we can seamlessly reconfigure runs. As we continue with this system, we are soliciting proctors’ input on optimal run characteristics.

At our three stops on campus and our two stops at Metro Airport, airBus proctors collect fares and assist customers.
Ensuring the Future

Clearly defined responsibilities keep us moving forward.

It took two years of running airBus before we fully understood what it took to run airBus. When making copies and crunching a few numbers comprised the bulk of planning work, it seemed reasonable to package airBus as a side project for one person. But, as other aspects of airBus grew, so did our administrative needs.

By 2004, coordinating airBus had morphed into three distinct management endeavors: planning, operations, and finance. First, we produced “just add water” guidelines so that any new staff member could implement the basic steps. Then, rather than overwhelming one person's workload, we formally created three paid, part-time positions to take on each set of responsibilities.

The management team attends weekly meetings to trade ideas and move forward with next-steps.

Since students make up most of our staff, we don’t expect anyone to come with extensive professional experience. Instead, we seek out sharp, enthusiastic individuals who are willing to apply their own analytical skills and learn new ones. After just one season, our novice staff can offer expert observations and suggestions about the operation. On a college campus, the turnover rate is inherently high, so the quest to find and teach new leaders is ongoing. Still, we’re confident that the unique, rewarding nature of organizing airBus will attract future leaders for years to come.
Michigan Student Assembly

MSA Treasurer

MSA Administrative Coordinator

**airbus**

**University of Michigan Student Body**

- **Service Development**
  - Scheduling and Research
  - Performance Analysis
  - Contractor Qualification Development
  - Graphic Design
  - Website

- **Operations**
  - Proctor and Field Services
  - Live Service Oversight
  - Interface with Key Contractors
  - Location Preparation
  - Payroll Coordination

- **Administration**
  - Ticketing and Reservations
  - Customer Information
  - Interface with other University Departments
  - Marketing Coordination
  - Financial Management

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*airBus employs over 30 students as proctors, field supervisors, and administrators.*
### Ridership

<table>
<thead>
<tr>
<th>Year</th>
<th>Fall</th>
<th>Thanksgiving</th>
<th>Winter</th>
<th>Spring</th>
<th>Annual</th>
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<tr>
<td>2002-2003</td>
<td>419</td>
<td>968</td>
<td>1,276</td>
<td></td>
<td>2,663</td>
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<tr>
<td>2003-2004</td>
<td>989</td>
<td>1,556</td>
<td>1,788</td>
<td></td>
<td>4,333</td>
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<tr>
<td>2004-2005</td>
<td>1,403</td>
<td>2,485</td>
<td>2,671</td>
<td></td>
<td>6,559</td>
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<tr>
<td>2005-2006</td>
<td>1,980</td>
<td>3,374</td>
<td>2,796</td>
<td></td>
<td>8,150</td>
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<tr>
<td>2006-2007</td>
<td>883</td>
<td>2,310</td>
<td>4,682</td>
<td>3,784</td>
<td>11,659</td>
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</table>

Ticket Sales Journals and Magstripe Swipe Reports provide us with accurate, trip-level ridership data. aBISS, our scheduling and financial management application, generates archives and seasonal ridership reports.
The dollar figures shown here represent our 2006-2007 year. The percentage breakdowns of how we expend our budget and how we generate our revenues are also based on 2006-2007 numbers; these percentages have remained consistent over the entire life of airBus.

### Expenses

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<th>Fall</th>
<th>Thanksgiving</th>
<th>Winter</th>
<th>Spring</th>
<th>Annual</th>
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<tr>
<td>Scheduled Trips</td>
<td>5,256.00</td>
<td>10,386.00</td>
<td>27,000.00</td>
<td>20,550.00</td>
<td>63,192.00</td>
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<tr>
<td>Unscheduled Trips</td>
<td>0.00</td>
<td>872.00</td>
<td>1,112.00</td>
<td>275.00</td>
<td>2,259.00</td>
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<tr>
<td>Administrative Staff</td>
<td>720.00</td>
<td>1,560.00</td>
<td>3,900.00</td>
<td>2,940.00</td>
<td>9,120.00</td>
</tr>
<tr>
<td>Hourly Staff</td>
<td>543.00</td>
<td>823.90</td>
<td>2,439.80</td>
<td>1,688.50</td>
<td>5,495.20</td>
</tr>
<tr>
<td>Site Fees</td>
<td>870.00</td>
<td>690.00</td>
<td>1,830.00</td>
<td>1,560.00</td>
<td>4,950.00</td>
</tr>
<tr>
<td>Other</td>
<td>195.00</td>
<td>205.00</td>
<td>325.00</td>
<td>225.00</td>
<td>950.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>7,584.00</td>
<td>14,536.90</td>
<td>36,606.80</td>
<td>27,238.50</td>
<td>85,966.20</td>
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### Revenues

<table>
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<tr>
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<th>Thanksgiving</th>
<th>Winter</th>
<th>Spring</th>
<th>Annual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reserved Sales</td>
<td>2,172.00</td>
<td>7,560.00</td>
<td>13,926.00</td>
<td>11,910.00</td>
<td>35,568.00</td>
</tr>
<tr>
<td>Walk-On Sales</td>
<td>1,700.00</td>
<td>11,800.00</td>
<td>22,610.00</td>
<td>17,990.00</td>
<td>54,100.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>3,872.00</td>
<td>19,360.00</td>
<td>36,536.00</td>
<td>29,900.00</td>
<td>89,668.00</td>
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</table>

- **Scheduled Trips**: 73.5%
- **Unscheduled Trips**: 2.6%
- **Administrative Staff**: 10.6%
- **Hourly Staff**: 6.4%
- **Site Fees**: 5.8%
- **Other**: 1.1%

- **Reserved Sales**: 39.7%
- **Walk-On Sales**: 60.3%
The airBus Team

In addition to our front-line staff members, the following groups and individuals have provided immeasurable support and leadership.

2006-2007 Management Team

Neil Greenberg
Service Development

Chris Cunningham
Operations

Jen Tuttle
Administration

Josh Kersey
Chief MSA Liaison

Anika Awai-Williams
MSA Administrative Coordinator

...and other past and present friends of airBus:


Operating surplus from the 2006-2007 year made possible the production of this report.

Alissa Ampezzan
Graphic Design

Ben Falik, Cristina Mezuk, Wendy Yang
Photography

For additional information about airBus, please contact Neil Greenberg at 248.379.1940.

airBus – Michigan Student Assembly
530 South State Street
Ann Arbor, MI 48109
www.msa.umich.edu/airbus

May 2007
### Thursday February 22

<table>
<thead>
<tr>
<th>Trip Number</th>
<th>Leave Bursley</th>
<th>Leave The Hill</th>
<th>Leave State St</th>
<th>Arrive Metro</th>
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<tr>
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<tr>
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<td>1:20p</td>
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</tr>
<tr>
<td>503</td>
<td>1:45p</td>
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<tr>
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