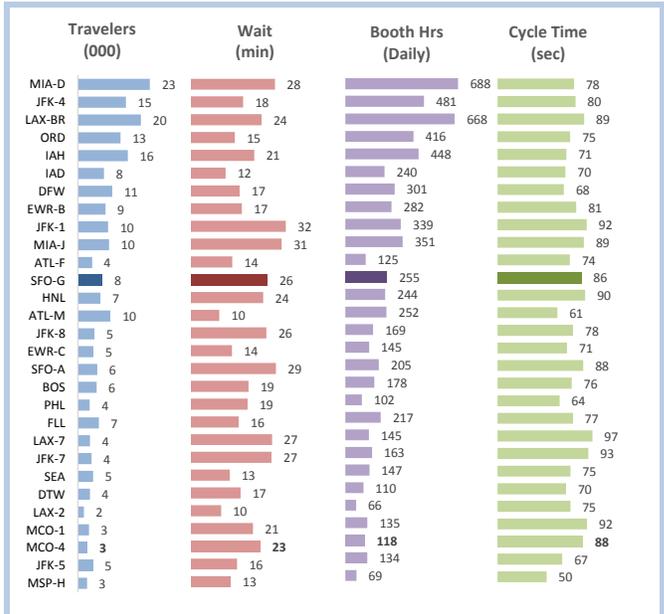


Key Metrics

	YTD 2016	YTD 2015	Change	% Change
Volume				
Average Daily Travelers	7,777	7,013	764	11%
Global Entry, APC, & MPC	43%	3%	40%	1333%
Non-Automated	57%	97%	-40%	-41%
United States Citizens	45.1%	44.0%	+1.1%	2%
Non-immigrants	47.1%	48.1%	-1.0%	-2%
Legal Permanent Residents	7.8%	7.9%	-0.1%	-1%
Average Daily Flights (#)	34	33	2	5%
Wait Time				
Average Primary Wait (m)	25.9	24.2	1.7	7%
% Travelers < 60 minutes	92%	95%	-4%	-4%
% Travelers > 120 mins	0.17%	0.03%	+0.14%	474%
Primary Booth Hours				
Average Daily Booth Hours	255	235	20	9%
Efficiency				
Average Cycle Time (s)	86.1	85.0	1.1	1%
Max Hourly Throughput / booth	41.8	42.3	-0.5	-1%
Average Utilization	73%	70%	2%	3%

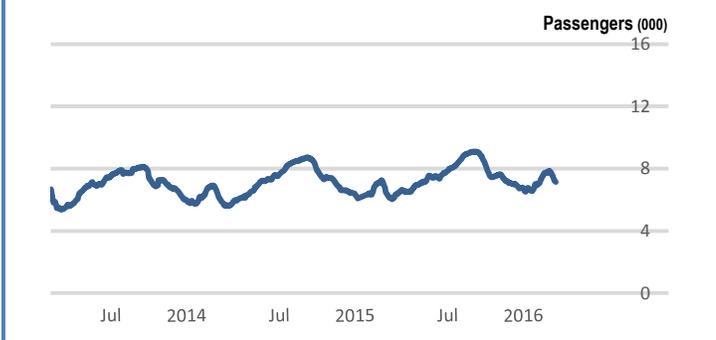
Compared to other major airports ...



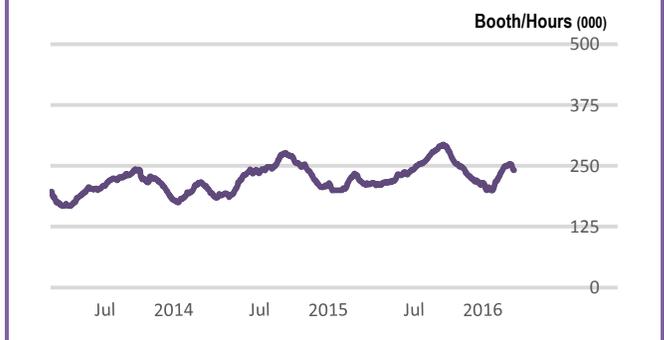
The increased booth staffing is not enough to offset the increase in traveler volume

- Travel volume is up at San Francisco (Terminal G).** Traveler volume increased 11% compared to last year. Compared to last year, there is a 40% increase in passengers that are confirmed with automated solutions such as Global Entry, APC, and MPC.
- More booths open to meet demand.** Booth hours have increased 9% compared to a year ago. This increase hasn't offset the increase in traveler volume.
- Waits increased.** Year to date, average wait times are up 1.7 minutes (7%) compared to last year. The increase in wait times is likely due to an insufficient increase in booth hours.
- Cycle time increased by 1%.** Average cycle time (86.1 seconds) is up from 85 seconds a year ago. Max hourly throughput is down slightly (1%). Slower processing despite the dramatic increase in APC usage (from 3% last year to 43% this year).

Traveler Volume ... slight growth



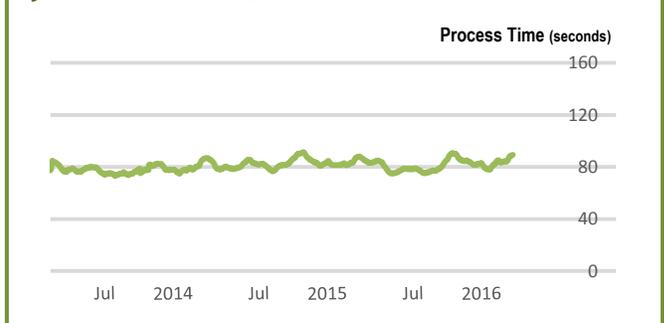
Booth Hours ... 9% more booth hours than last year



Wait Time ... slight downward trend

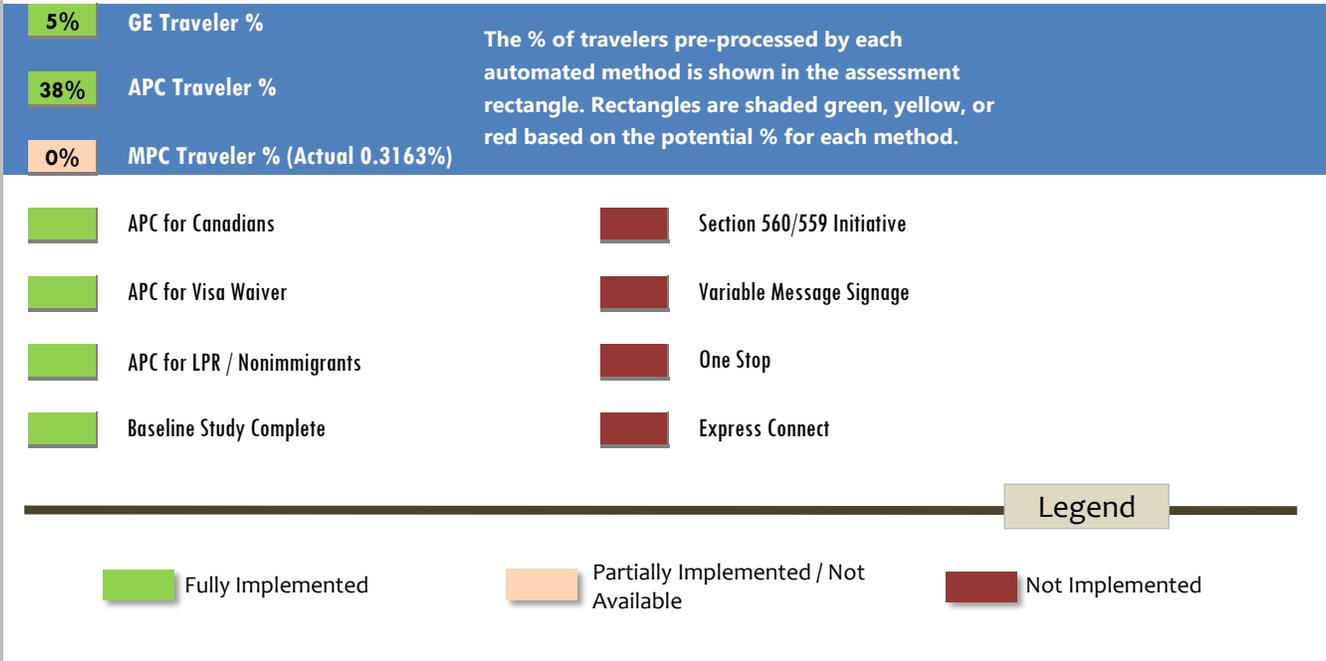


Cycle Time ... steady cycle time



Best Practice Inventory

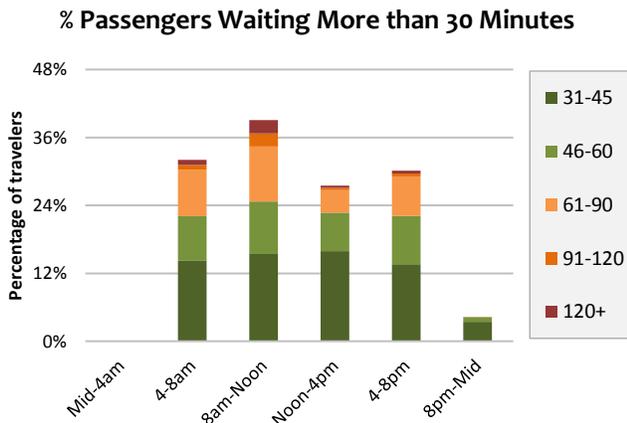
SFO Terminal G Best Practice Assessment: SFO-G has implemented some of the available best practices. Only 43% of travelers are now processed by automated technologies like Global Entry and APC, up from 3% last year. MPC was recently introduced. As more travelers begin to utilize the best practices, SFO-G will continue to show operational improvement.



Many innovative practices, technologies, and programs are available to make international air passenger processing more efficient and reduce congestion at airports. If all practices are implemented, an airport may reduce wait times as much as 50 percent compared to not implementing any best practices. A Green "assessment rectangle" indicates the practice is properly and fully implemented; Red means the practice is not in place; and Orange indicates implementation is limited and achieves less than intended results.

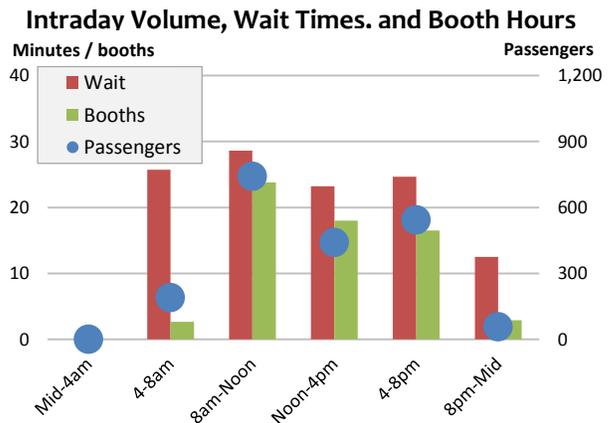
32% of passengers wait more than 30 minutes

Year to date, approximately 10% SFO of Terminal G passengers wait more than 1 hour, approximately 32% of passengers wait more than 30 minutes. Between the hours of 8am to Noon, 39% of passengers wait more than 30 minutes.



SFO-G staffs well to traffic

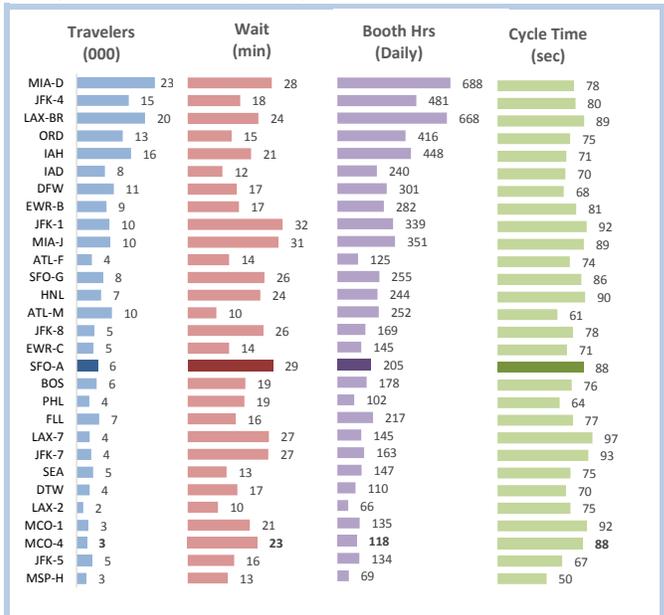
SFO-G peak travel is from 8am to Noon (741 passengers per hour) and average wait is 29 minutes which is higher than average. Waits are nearly as long in the non-peak hours from 4am to 8pm. Opening extra booths during this off-peak period may greatly reduce average wait leading into peak hours.



Key Metrics

Volume	YTD 2016	YTD 2015	Change	% Change
Average Daily Travelers	6,096	5,514	582	11%
Global Entry, APC, & MPC	41%	4%	37%	925%
Non-Automated	59%	96%	-37%	-39%
United States Citizens	44.5%	48.1%	-3.6%	-7%
Non-immigrants	46.1%	42.1%	+4.0%	10%
Legal Permanent Residents	9.4%	9.8%	-0.5%	-5%
Average Daily Flights (#)	27	38	-10	-27%
Wait Time				
Average Primary Wait (m)	28.7	26.2	2.5	10%
% Travelers < 60 minutes	91%	95%	-4%	-4%
% Travelers > 120 mins	0.39%	0.03%	+0.36%	1130%
Primary Booth Hours				
Average Daily Booth Hours	205	174	31	18%
Efficiency				
Average Cycle Time (s)	87.9	79.4	8.4	11%
Max Hourly Throughput / booth	41.0	45.3	-4.4	-10%
Average Utilization	72%	70%	3%	4%

Compared to other major airports ...



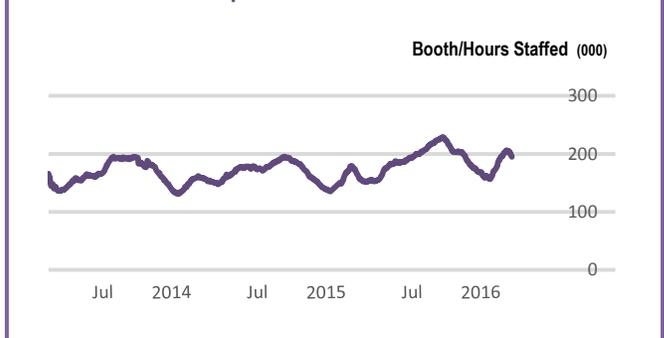
Slower processing increased the waits

- Travel is up at SFO, Terminal A.** Traveler volume (year to date) has increased 11% compared to last year. Today, 41% of passengers are confirmed with Global Entry, APC and MPC, up from 4% last year.
- More booth hours to meet traveler demand.** More booths are being staffed compared to last year, from 174 hours last year to 205 hours this year.
- Cycle time increased and throughput decreased.** Average cycle time has increased from 79.4 seconds last year to 87.9 seconds this year. Maximum hourly throughput has decreased 4.4 passengers per hour, per booth. Cycle time should have reduced with the growth of APC (from 4% last year to 41% this year).
- Wait times increased by 10%.** Average wait time has increased by an average of 2.5 minutes from 26.2 minute to 28.7 minutes, a 10% increase from last year.

Traveler Volume ... upward trend



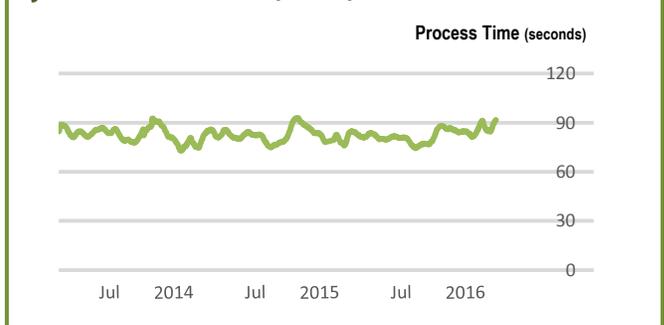
Booth Hours ... upward trend



Wait Time ... recent reducing

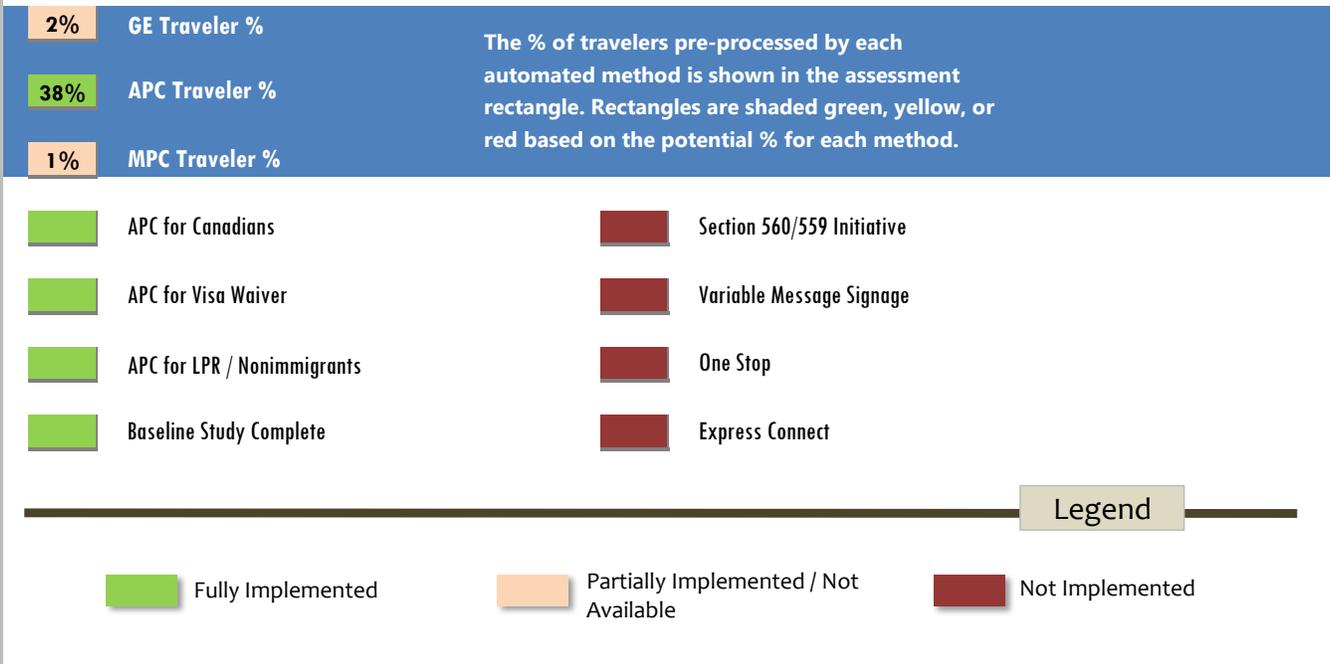


Cycle Time ... relatively steady



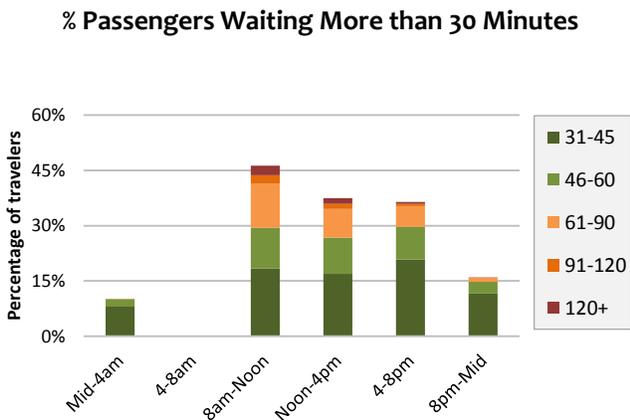
Best Practice Inventory

SFO Best Practice Assessment: SFO-A has implemented some of the available best practices. Only 41% of travelers are now processed by automated technologies like Global Entry and APC, up from 4% last year. MPC was recently been introduced. As more travelers begin to utilize the best practices, SFO-A will continue to show operational improvement.



Many innovative practices, technologies, and programs are available to make international air passenger processing more efficient and reduce congestion at airports. If all practices are implemented, an airport may reduce wait times as much as 50 percent compared to not implementing any best practices. A Green "assessment rectangle" indicates the practice is properly and fully implemented; Red means the practice is not in place; and Orange indicates implementation is limited and achieves less than intended results.

37% of passengers wait more than 30 minutes
 Year to date, approximately 10% SFO of Terminal A passengers wait more than 1 hour, approximately 37% of passengers wait more than 30 minutes. Between the hours of 8am to Noon, 46% of passengers wait more than 30 minutes.



More booths needed from 8am to Noon
 SFO-A is busiest between Noon and 4pm, when over 500 passengers arrive per hour. Although all 17 booths are opened during this time, wait times are higher than average. More booths between 8am and Noon may reduce the waits leading into peak hours.

