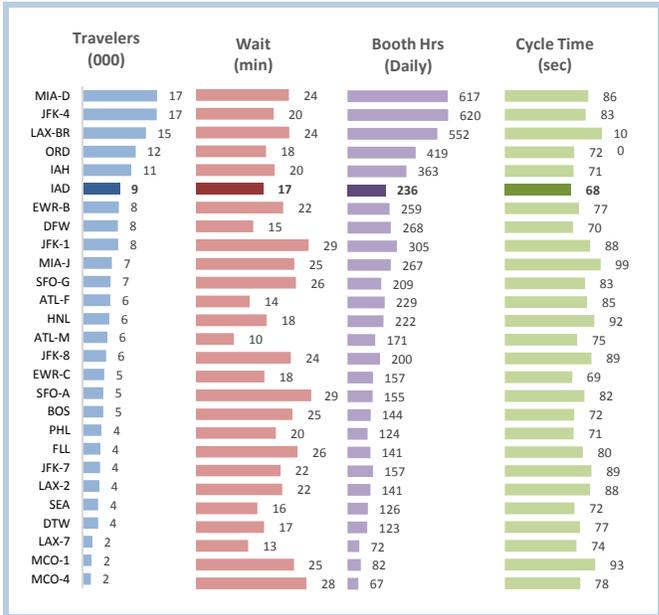


Key Metrics

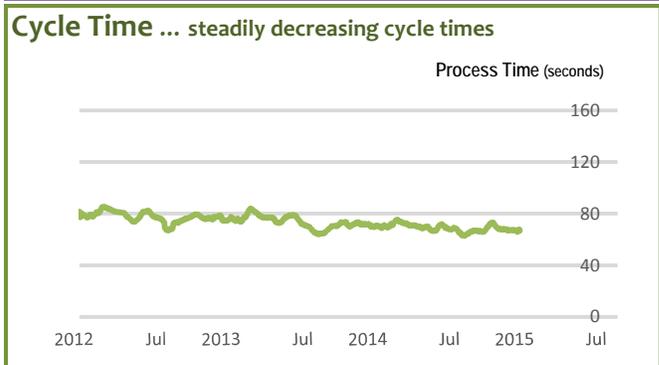
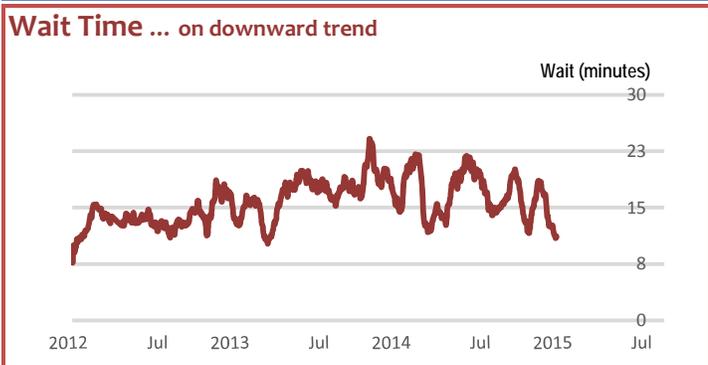
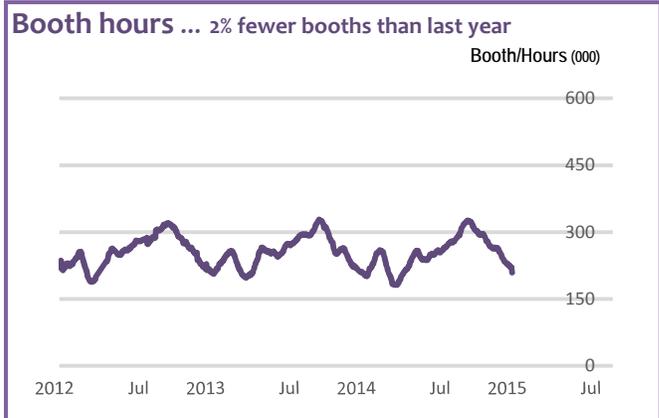
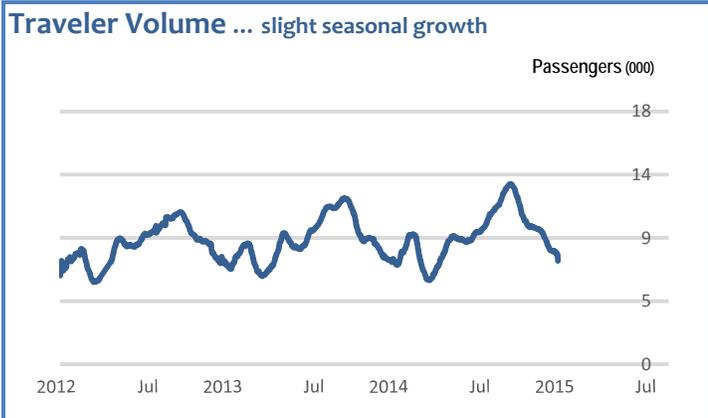
	YTD 2014	YTD 2013	Change %	Change
Volume				
Average Daily Travelers	8,609	8,312	297	4%
Global Entry & APC	7%	4%	3%	97%
Non-Automated	93%	96%	-3%	-4%
United States Citizens	52.6%	52.6%	+0.0%	0%
Non-immigrants	46.7%	46.7%	+0.0%	0%
Legal Permanent Residents	0.7%	0.8%	-0.1%	-7%
Average Daily Flights (#)	45	46	-1	-2%
Wait Time				
Average Primary Wait (m)	17.2	17.6	-0.4	-2%
% Travelers < 60 minutes	95%	95%	0%	0%
% Travelers > 120 mins	0.15%	0.22%	-0.06%	-29%
Primary Booth Hours				
Average Daily Booth Hours	236	239	-4	-2%
Efficiency				
Average Cycle Time (s)	68.3	72.5	-4.2	-6%
Max Hourly Throughput / booth	52.7	49.7	3.1	6%
Average Utilization	69%	70%	-1%	-1%

Compared to other major airports ...



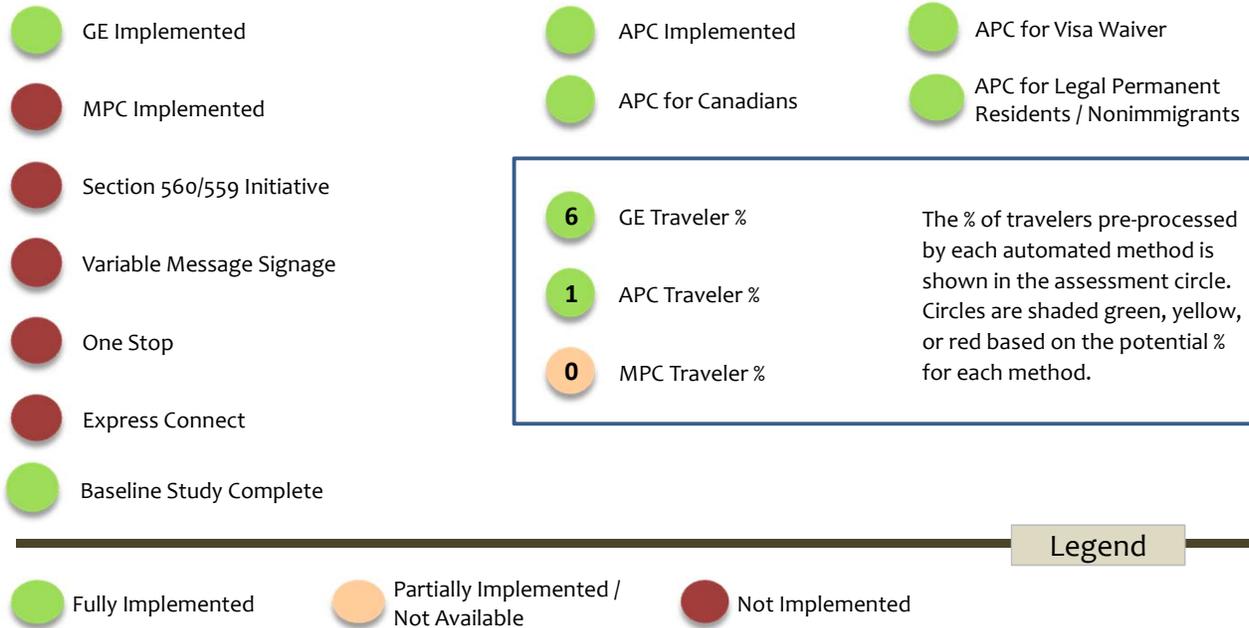
Introduction of APC improves cycle times, but booth staffing should not be reduced

- **Travel is up slightly at Dulles (Main Terminal).** Traveler volume at Dulles increased 4% compared to last year. 7% of IAD passengers are processed by Global Entry and APC.
- **Booth hours slightly down.** Booth hours at Dulles has decreased 2% compared to a year ago, from 239 hours last year to 236 hours this year.
- **Wait times have decreased minimally since November 2013.** Year to date, IAD Main Terminal's average wait is down slightly (from 17.6 minutes last year to 17.2 minutes this year).
- **Cycle time is over 4 seconds faster, year to date.** Expanded use of Global Entry and introduction of APC has contributed to average cycle time reductions. Average cycle time (68.3 seconds) is down from 72.5 seconds a year ago.



Best Practice Inventory

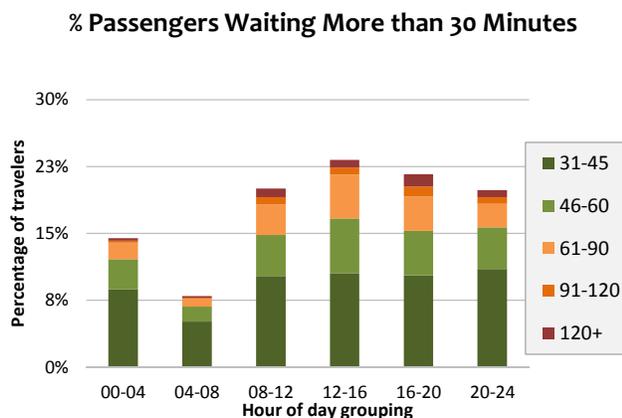
IAD Main Terminal Best Practice Assessment: IAD's Main Terminal has implemented many of the available best practices. Most notably, 7% of passengers are now processed by Global Entry or APC. IAD has recently introduced APC kiosks and should be able to continue to decrease its wait time and increase throughput as more passengers utilize APC.



Many innovative practices, technologies, and programs are available to make international air passenger processing more efficient and reduce congestion and wait times at airports. If all of the best practices are implemented, an airport could reduce its wait times as much as 50 percent compared to not implementing any of the best practices. A green "assessment circle" indicates the best practice has been properly and fully implemented. Red means the best practice is not in place. Orange indicates implementation is not available, or has occurred but on a limited basis and achieves less than optimal results.

20% of passengers wait more than 30 minutes

While very few of IAD Main Terminal's passengers wait more than 1 hour (about 5%), approximately 20% wait more than 30 minutes. Between the hours of 12 pm and 4 pm, 23% of Dulles Main Terminal passengers wait more than 30 minutes.



IAD can improve off-peak staffing.

Over 1,050 (on average) passengers arrive between 12 - 4 pm. Yet, wait times during this period are similar to wait times between 8am - 12pm and 4pm - 8pm. A few more booths during these hours would significantly reduce wait times.

