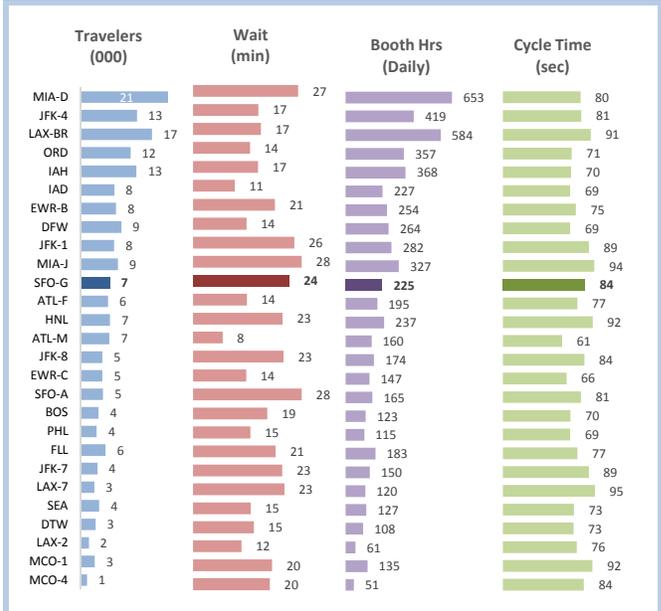


### Key Metrics

	YTD 2015	YTD 2014	Change	% Change
<b>Volume</b>				
Average Daily Travelers	6,729	6,238	491	8%
Global Entry & APC	3%	3%	0%	8%
Non-Automated	97%	97%	-0%	0%
United States Citizens	43%	43.3%	-0.5%	-1%
Non-immigrants	50%	48.7%	+1.3%	3%
Legal Permanent Residents	7.2%	8.1%	-0.8%	-10%
Average Daily Flights (#)	32	28	4	14%
<b>Wait Time</b>				
Average Primary Wait (m)	24.4	27.8	-3.3	-12%
% Travelers < 60 minutes	94%	91%	3%	3%
% Travelers > 120 mins	0.06%	0.19%	-0.13%	-69%
<b>Primary Booth Hours</b>				
Average Daily Booth Hours	225	204	21	10%
<b>Efficiency</b>				
Average Cycle Time (s)	84.4	82.4	2.0	2%
Max Hourly Throughput / booth	42.6	43.7	-1.0	-2%
Average Utilization	70%	70%	0%	0%

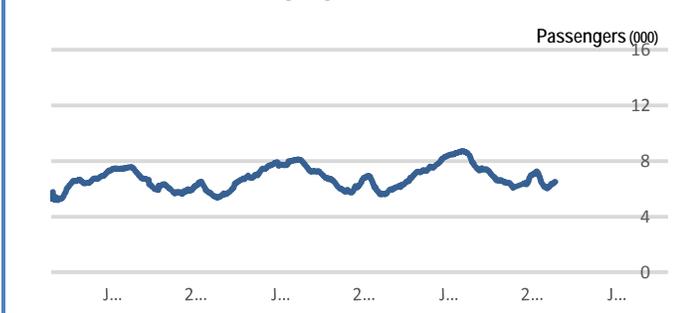
### Compared to other major airports ...



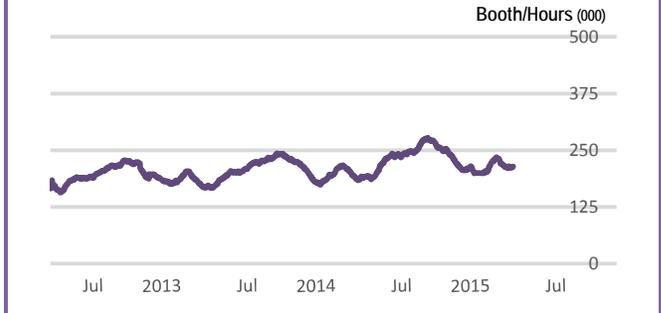
### Increased booth staffing outpaces increased volume

- **Travel volume is up at San Francisco (Terminal G).** Traveler volume increased 8% year to date. Compared to last year, there has been no increase in passengers that are pre-processed with Global Entry.
- **More booths open to meet demand.** Booth hours have increased 10% compared to a year ago. This increase has offset the increase in traveler volume.
- **Waits have been reduced.** Year to date, average wait times are down by 3.4 minutes (12%) compared to last year. The reduction in wait times is likely due to the increase in booth hours.
- **Cycle time increased 2%.** The introduction of APC and other practices could reduce SFO average cycle time in the future. Average cycle time (84.4 seconds) is up from 82.4 seconds a year ago. Booth utilization remains unchanged from last year.

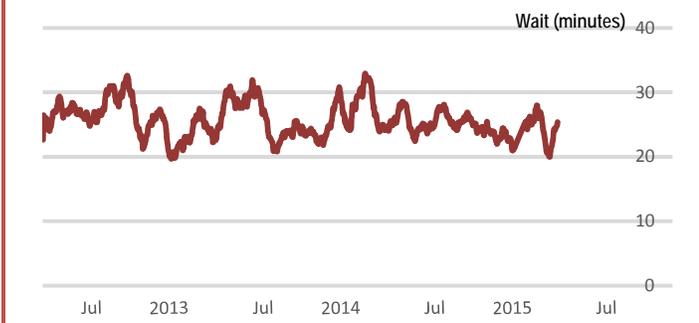
#### Traveler Volume ... slight growth



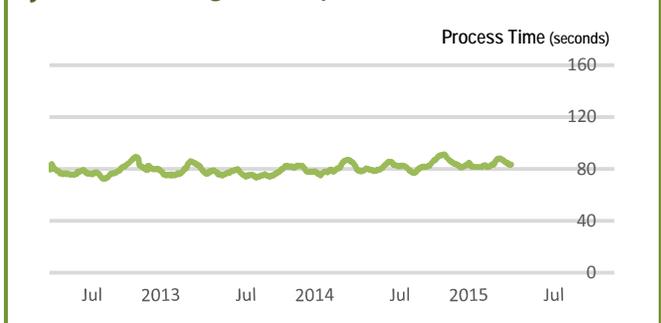
#### Booth Hours ... 10% more booth hours than last year



#### Wait Time ... recent trend down

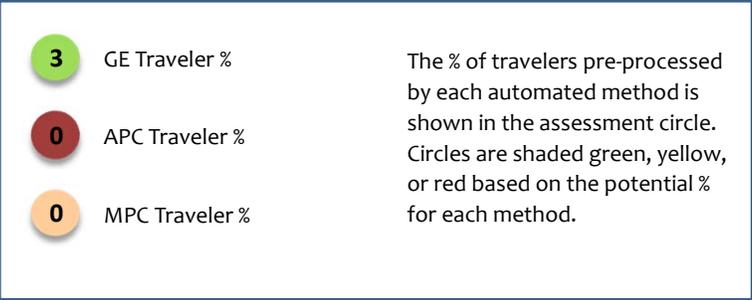
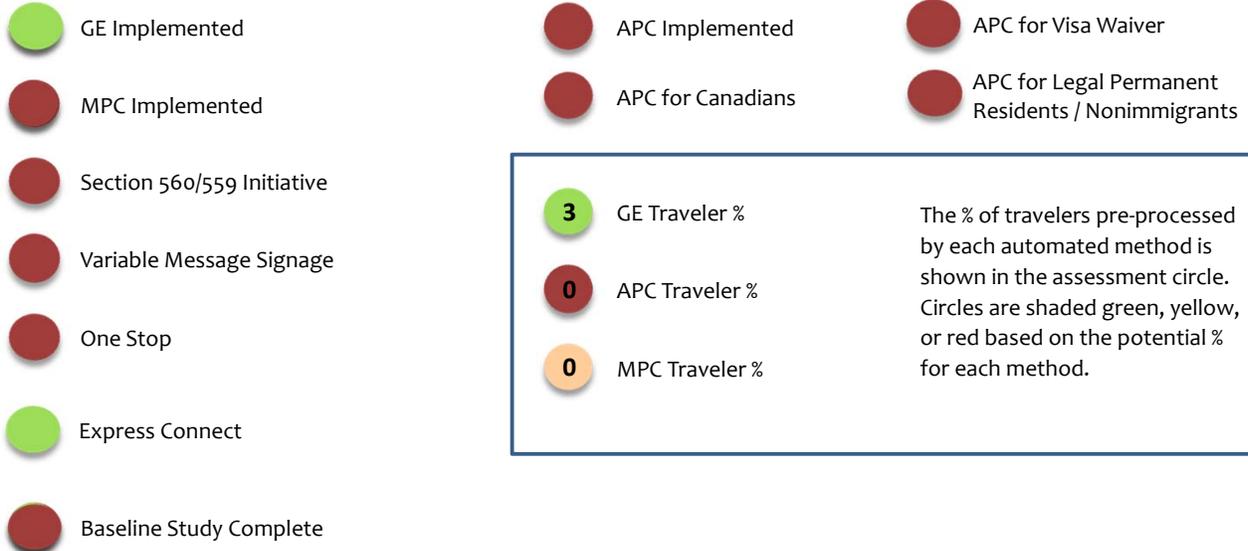


#### Cycle Time ... slight trend upward



## Best Practice Inventory

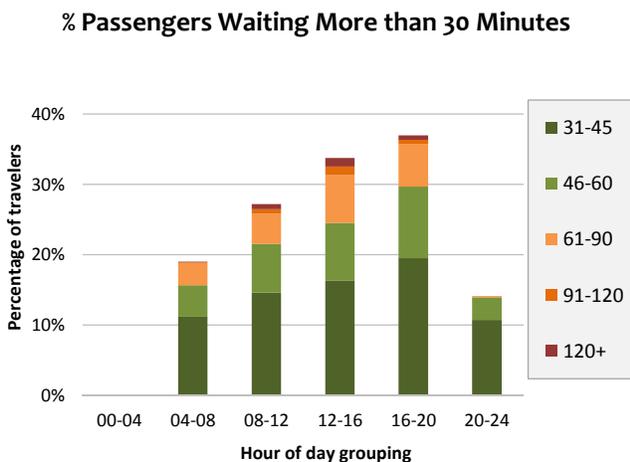
**SFO Terminal G Best Practice Assessment:** SFO Terminal G has implemented a few of the available best practices. There has been no increase in passengers processed by Global Entry. SFO can do much more to reduce its high wait times by participating in more best practices - especially APC.



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.

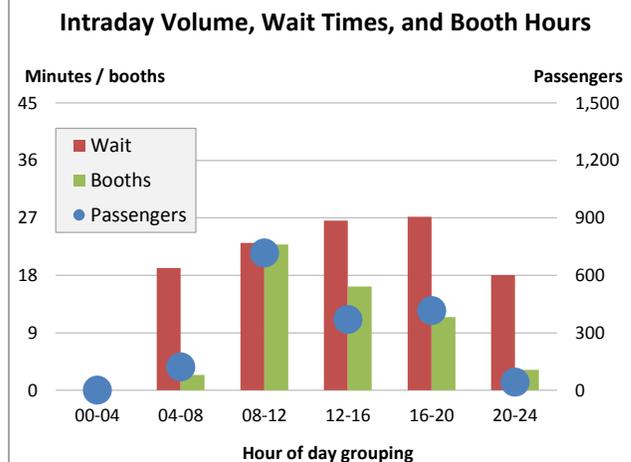
### 27% of passengers wait more than 30 minutes

On average, approximately 30% of passengers wait more than 30 minutes. Between the peak hours of 8 am and 12 pm, 30% of SFO Terminal G passengers waited more than 30 minutes. However, passengers arriving in the afternoon experience the longest wait times.



### Better off-peak staffing is needed

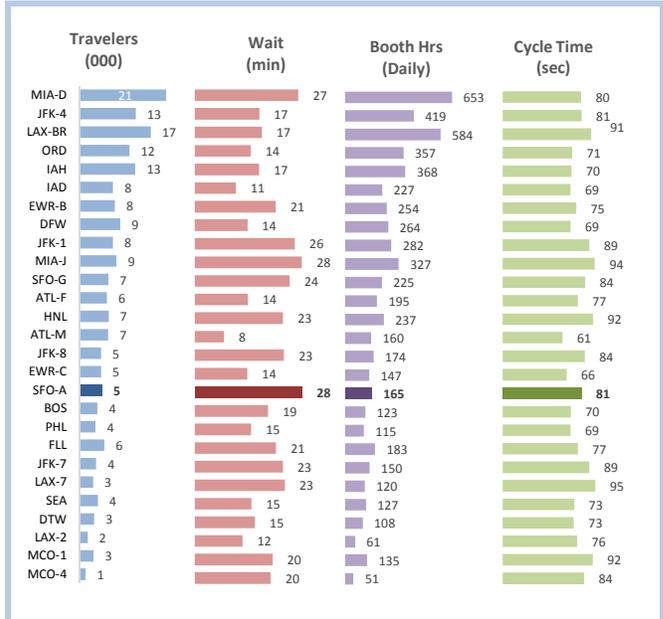
Hourly passenger volume drops from 715 passengers (8am - 12pm) to 370 (12pm - 4pm); however average wait times increase from 23 minutes to 27 minutes. More booths should be open from 12pm to 4pm.



### Key Metrics

	YTD 2015	YTD 2014	Change	% Change
<b>Volume</b>				
Average Daily Travelers	5,221	5,090	130	3%
Global Entry & APC	4%	3%	1%	32%
Non-Automated	96%	97%	-1%	-1%
United States Citizens	45%	45.9%	-0.6%	-1%
Non-immigrants	46%	43.8%	+1.8%	4%
Legal Permanent Residents	9.1%	10.3%	-1.1%	-11%
Average Daily Flights (#)	36	31	6	19%
<b>Wait Time</b>				
Average Primary Wait (m)	27.6	30.5	-2.9	-9%
% Travelers < 60 minutes	93%	90%	3%	3%
% Travelers > 120 mins	0.03%	0.05%	-0.02%	-32%
<b>Primary Booth Hours</b>				
Average Daily Booth Hours	165	157	8	5%
<b>Efficiency</b>				
Average Cycle Time (s)	80.6	80.6	0.0	0%
Max Hourly Throughput / booth	44.7	44.7	0.0	0%
Average Utilization	71%	73%	-2%	-2%

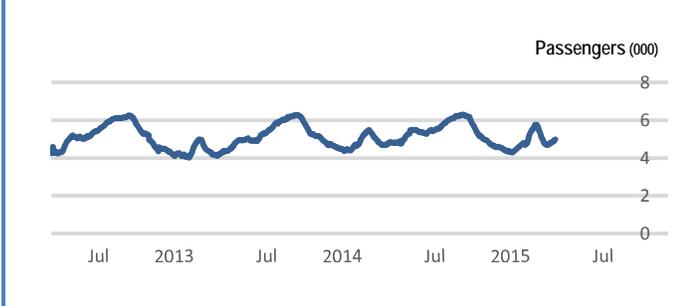
### Compared to other major airports ....



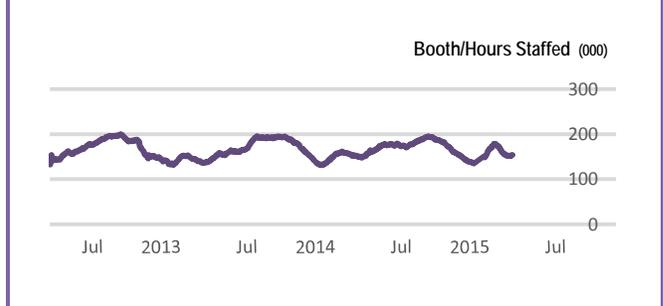
### Increased booth staffing helps decrease long waits

- Travel is up at SFO, Terminal A.** Traveler volume (year to date) has increased 3% compared to last year. Today, only 4% of passengers are pre-processed with Global Entry and APC, up from 3% last year.
- Booth hours increase to meet passenger demand.** Slightly more booths are being staffed compared to last year. The number of daily booth hours has increased from 157 hours last year to 165 hours this year.
- Cycle time and throughput remain unchanged.** Average cycle time and max throughput remained the same at 80.6 seconds and 44.7 passengers per hour, respectively. These metrics could be improved with the implementation of APC kiosks.
- Wait times decreased by 9%.** Average wait time has decreased by an average of 2.9 minutes, a 9% decline from last year. Increased booth staffing has likely led to a decrease in wait time.

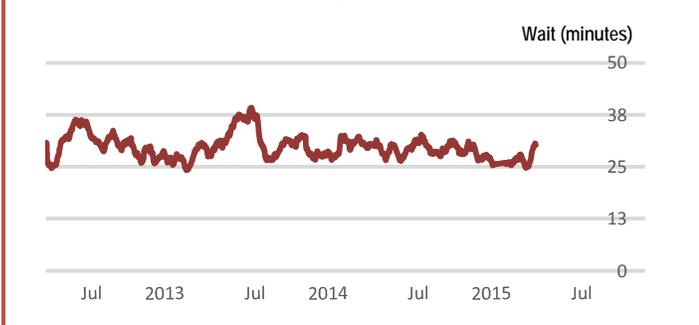
### Traveler Volume ... relatively steady



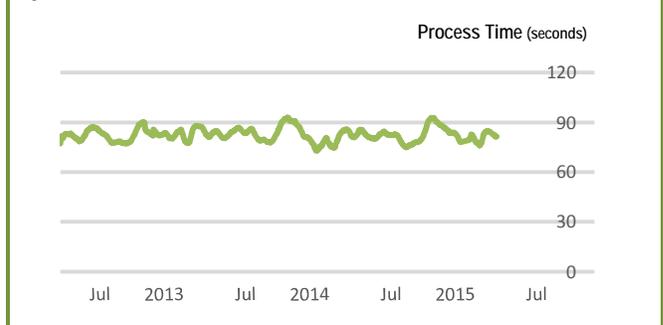
### Booth Hours ... relatively steady



### Wait Time ... slightly trending down since 2013

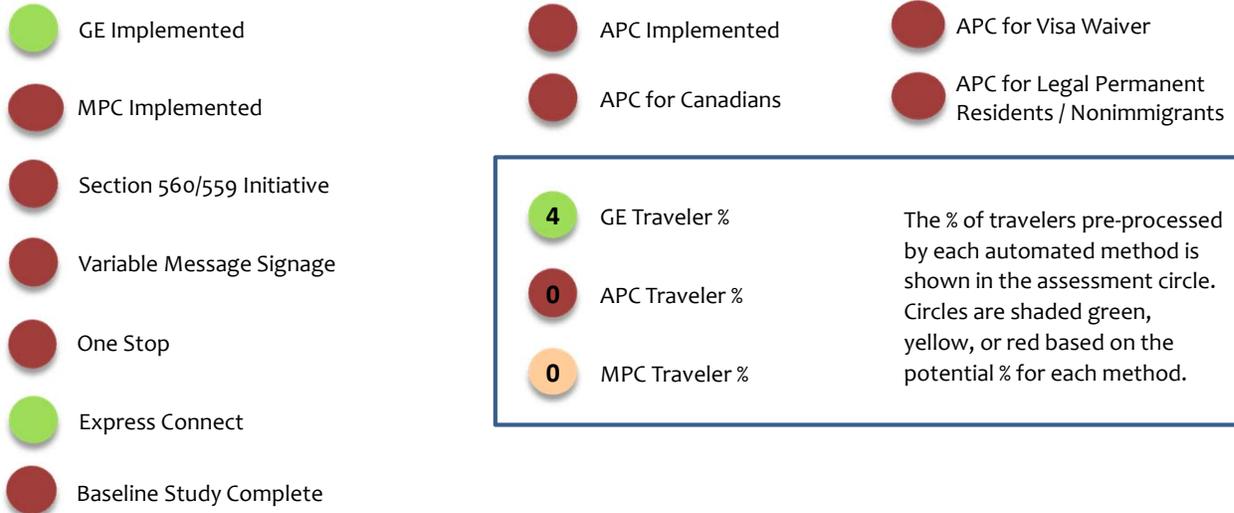


### Cycle Time ... relatively steady



## Best Practice Inventory

**SFO Best Practice Assessment:** SFO has not implemented many of the available best practices. Only 4% of travelers are processed using Global Entry, and APC is not available to travelers for automated processing. Wait times could improve with the implementation of more best practices.



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.

### 38% of passengers wait more than 30 minutes

38% of passengers at SFO-A wait more than 30 minutes and 7% wait longer than 60 minutes. At SFO-A's busiest time (12pm - 4pm), 44% of passengers wait more than 30 minutes.



### SFO-A wait times high during peak traffic

SFO-A is busiest between 12pm - 4pm, when over 400 passengers arrive per hour. Although more booths (14) are opened during this time, wait time continues to be high. This suggests additional booths may need to be staffed during peak hours.

