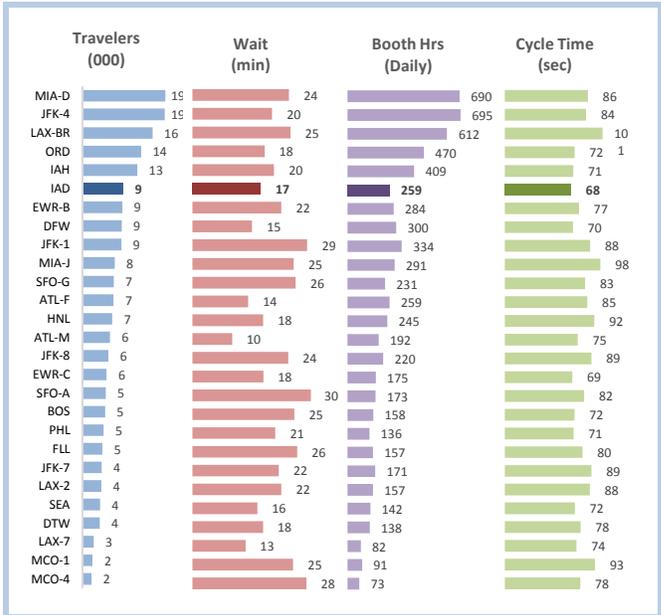


### Key Metrics

Volume	YTD 2014	YTD 2013	Change %	Change
Average Daily Travelers	9,487	9,204	283	3%
Global Entry & APC	6%	3%	3%	74%
Non-Automated	94%	97%	-3%	-3%
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 (#)	50	50	-1	-1%
Wait Time				
Average Primary Wait (m)	17.1	17.4	-0.3	-2%
% Travelers < 60 minutes	95%	96%	0%	0%
% Travelers > 120 mins	0.14%	0.20%	-0.06%	-29%
Primary Booth Hours				
Average Daily Booth Hours	259	265	-5	-2%
Efficiency				
Average Cycle Time (s)	68.3	72.5	-4.2	-6%
Max Hourly Throughput / booth	52.7	49.6	3.1	6%
Average Utilization	69%	70%	-1%	-1%

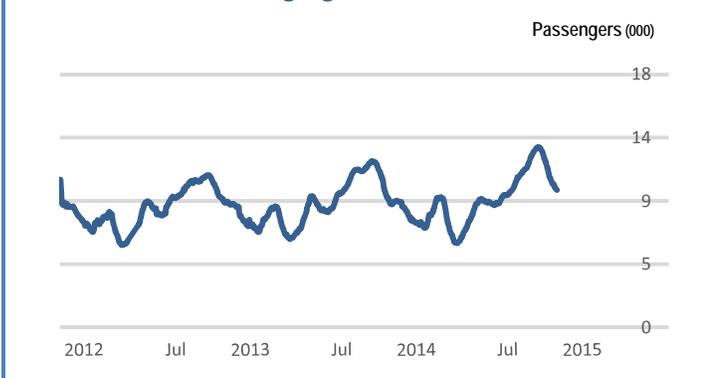
### Compared to other major airports ...



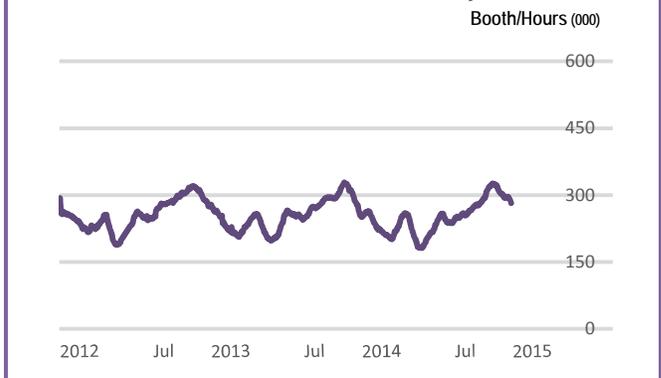
### Increased volume and decreased booth staffing results in longer waits

- **Travel is up slightly at Dulles (Main Terminal).** Traveler volume at Dulles increased 3% compared to last year. 6% of IAD passengers are processed by Global Entry, but none yet by APC.
- **Booth hours slightly down.** Booth hours at Dulles has decreased 2% compared to a year ago, from 265 hours last year to 259 hours this year.
- **Wait times have decreased minimally since September 2013.** Year to date, IAD Main Terminal's average wait is down slightly (from 17.4 minutes last year to 17.1 minutes this year).
- **Cycle time is over 4 seconds faster, year to date.** Expanded use of Global Entry contributed to average cycle time reductions. Average cycle time (68.3 seconds) is down from 72.5 seconds a year ago, leading to an increase in max hourly throughput.

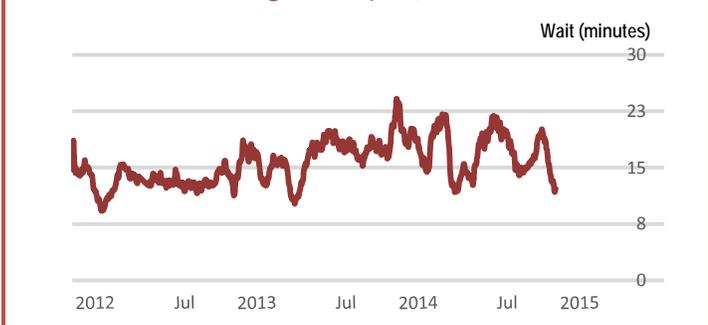
#### Traveler Volume ... slight growth



#### Booth hours ... 2% fewer booths than last year



#### Wait Time ... increasing since July 2013

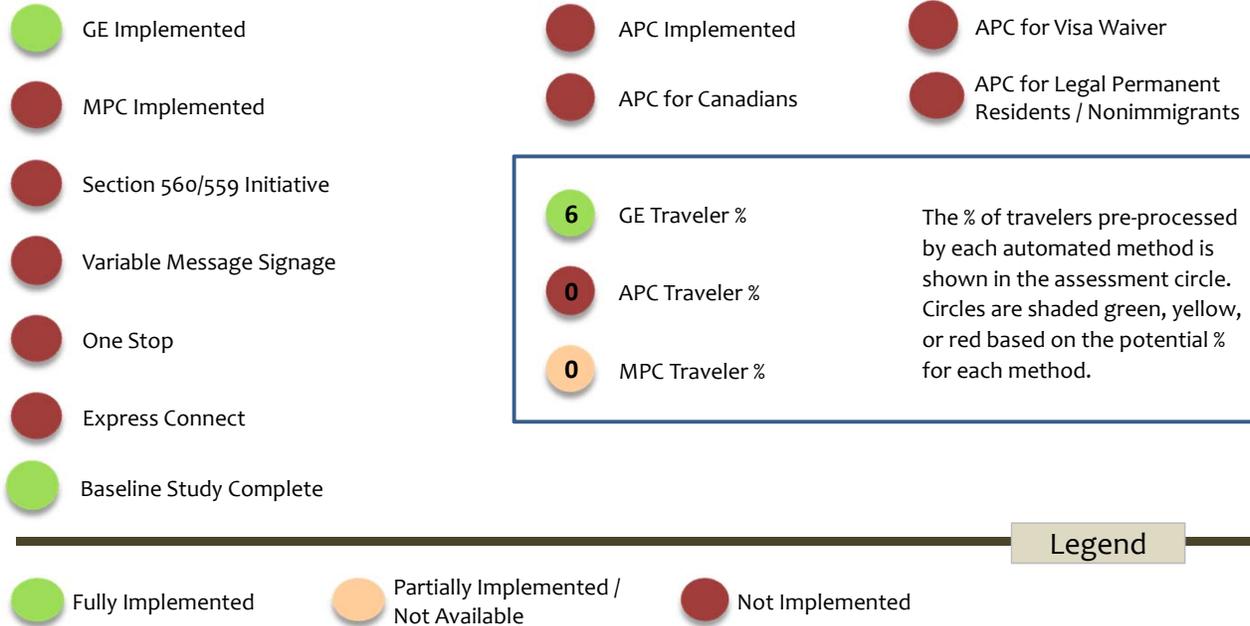


#### Cycle Time ... steadily decreasing cycle times



## Best Practice Inventory

**IAD Main Terminal Best Practice Assessment:** IAD's Main Terminal has implemented only two of the available best practices. Most notably, there has been a 3% increase in passengers now processed by Global Entry. IAD should be able to reverse its increasing wait time by implementing available best practices.

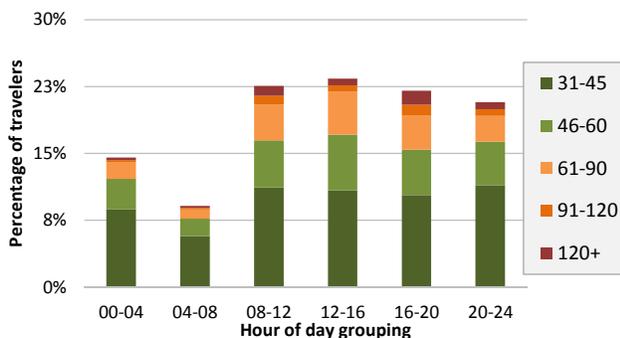


Many innovative practices, technologies, and programs are available to make international air passenger processing more efficient and reduce congestion and wait times at airports. If all of the best practices are implemented, an airport could reduce its wait times as much as 50 percent compared to not 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.

### 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.

**% Passengers Waiting More than 30 Minutes**



### IAD can improve off-peak staffing.

Five times as many passengers arrive between 12pm - 4pm than any other time during the day. Yet, wait times during this period is similar to wait times between 8am - 12pm and 4pm - 8pm. A few more booths during off-peak would significantly reduce wait times.

**Intraday Volume, Wait Times, and Booth Hours**

