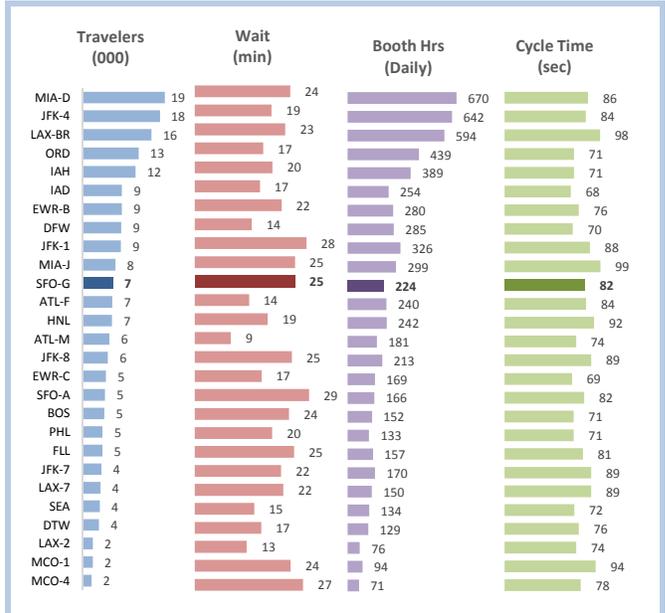


### Key Metrics

	YTD 2014	YTD 2013	Change	% Change
<b>Volume</b>				
Average Daily Travelers	7,029	6,788	242	4%
Global Entry & APC	3%	2%	1%	36%
Non-Automated	97%	98%	-1%	-1%
United States Citizens	45.6%	46.3%	-0.7%	-2%
Non-immigrants	52.4%	51.2%	+1.2%	2%
Legal Permanent Residents	2.0%	2.5%	-0.5%	-19%
Average Daily Flights (#)	29	26	3	12%
<b>Wait Time</b>				
Average Primary Wait (m)	25.4	25.9	-0.5	-2%
% Travelers < 60 minutes	93%	93%	1%	1%
% Travelers > 120 mins	0.07%	0.19%	-0.12%	-63%
<b>Primary Booth Hours</b>				
Average Daily Booth Hours	224	204	20	10%
<b>Efficiency</b>				
Average Cycle Time (s)	82.5	77.9	4.6	6%
Max Hourly Throughput / booth	43.6	46.2	-2.6	-6%
Average Utilization	72%	72%	0%	0%

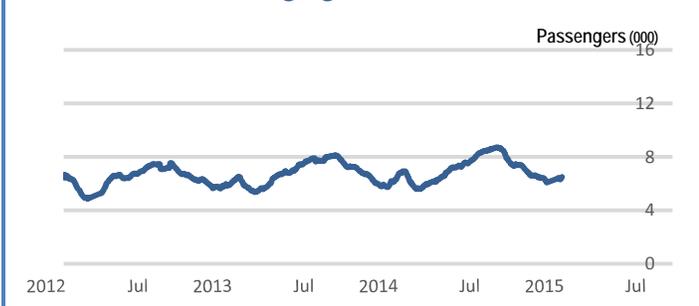
### Compared to other major airports ...



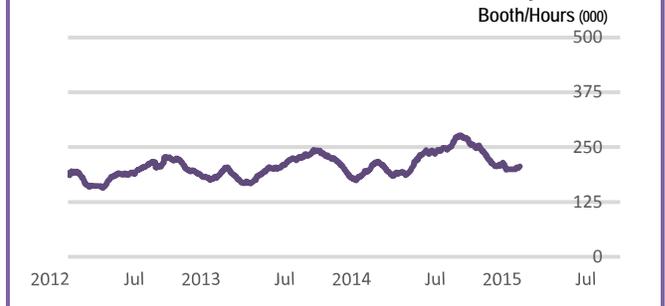
### Increased booth staffing prevents higher waits

- **Travel volume is up at San Francisco (Terminal G).** Traveler volume increased 4% compared to last year. Compared to last year, there is a 1% increase in passengers that are pre-processed with automated solutions such as 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.
- **Wait slightly reduced.** Year to date, average wait times are down by 0.5 minutes (2%) compared to last year.
- **Cycle time increased 6%, year to date.** The introduction of APC and other practices could reduce SFO average cycle time in the future. Average cycle time (82.5 seconds) is up from 77.9 seconds a year ago. Booth utilization is the same.

### Traveler Volume ... slight growth



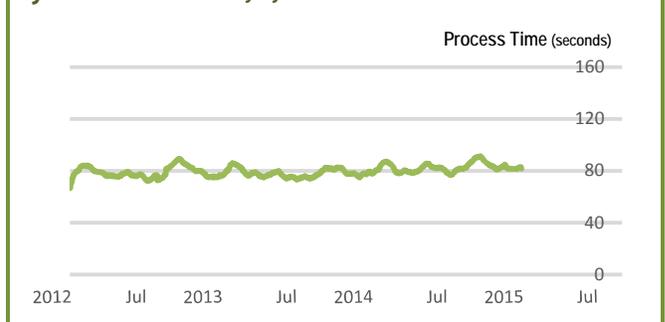
### Booth Hours ... 10% more booth hours than last year



### Wait Time ... less volatile in 2014

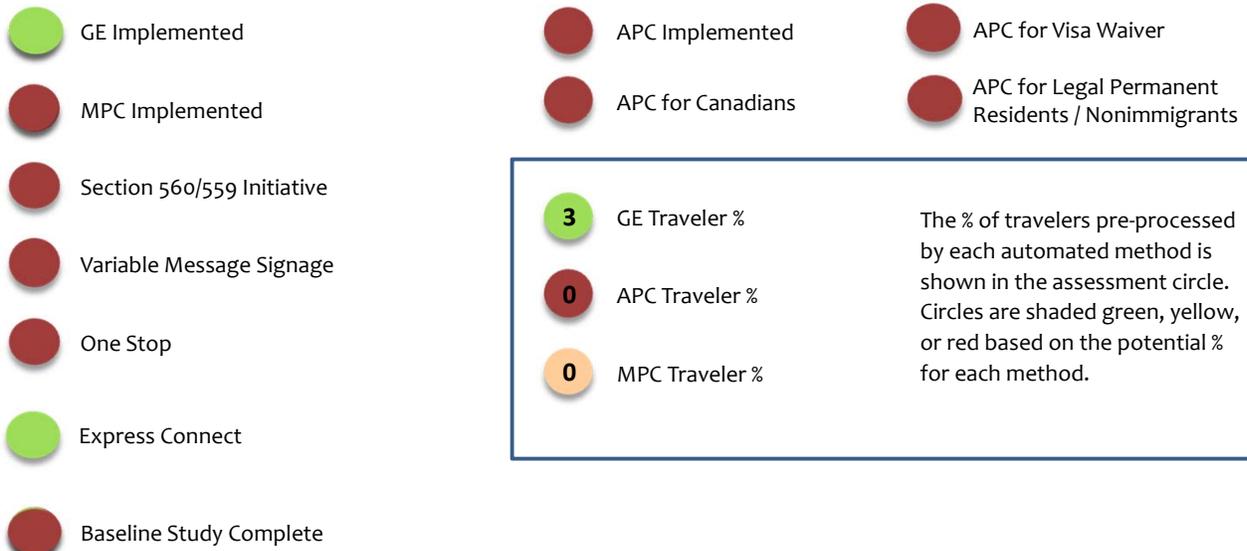


### Cycle Time ... steady cycle times



## Best Practice Inventory

**SFO Terminal G Best Practice Assessment:** SFO Terminal G has implemented a few of the available best practices. There has been a 1% increase in passengers processed by Global Entry. SFO can do much more to reduce its high wait times by participating in more best practices.

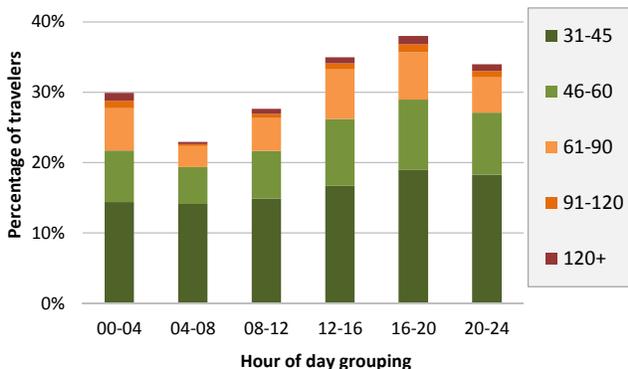


Many innovative practices, technologies, and programs are available to make international air passenger processing more efficient and reduce congestion and wait times at airports. If all of the best practices are implemented, an airport could reduce its wait times as much as 50 percent compared to not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

### 32% of passengers wait more than 30 minutes

On average, approximately 32% of passengers wait more than 30 minutes. Between the peak hours of 8 am and 12 pm, 28% of SFO Terminal G passengers waited more than 30 minutes. However, passengers arriving in the afternoon experience the longest wait times.

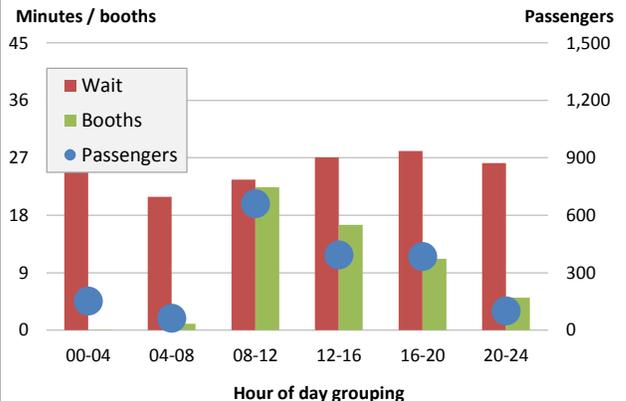
**% Passengers Waiting More than 30 Minutes**



### Better off-peak staffing is needed

Hourly passenger volume drops from 650 passengers (8am-12pm) to just under 400 (12pm - 4pm), however average wait times increases from 24 minutes to 27 minutes. Average booth staffing drops from 22 to just 17 during the same time span.

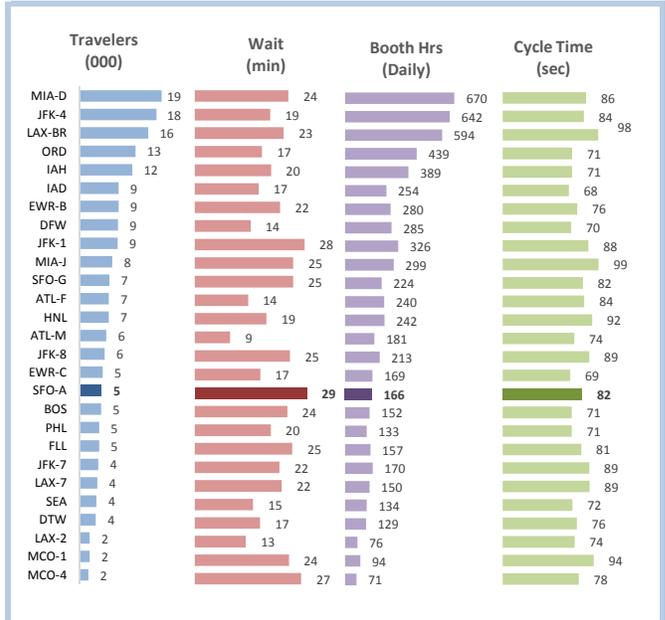
**Intraday Volume, Wait Times, and Booth Hours**



### Key Metrics

	YTD 2014	YTD 2013	Change %	Change
<b>Volume</b>				
Average Daily Travelers	5,201	5,059	142	3%
Global Entry & APC	4%	2%	2%	93%
Non-Automated	96%	98%	-2%	-2%
United States Citizens	43.9%	43.3%	+0.6%	1%
Non-immigrants	52.1%	53.2%	-1.2%	-2%
Legal Permanent Residents	4.0%	3.5%	+0.5%	15%
Average Daily Flights (#)	31	24	7	30%
<b>Wait Time</b>				
Average Primary Wait (m)	29.0	30.7	-1.7	-6%
% Travelers < 60 minutes	91%	89%	2%	2%
% Travelers > 120 mins	0.13%	0.34%	-0.21%	-62%
<b>Primary Booth Hours</b>				
Average Daily Booth Hours	166	164	2	1%
<b>Efficiency</b>				
Average Cycle Time (s)	81.8	82.8	-0.9	-1%
Max Hourly Throughput / booth	44.0	43.5	0.5	1%
Average Utilization	71%	71%	0%	0%

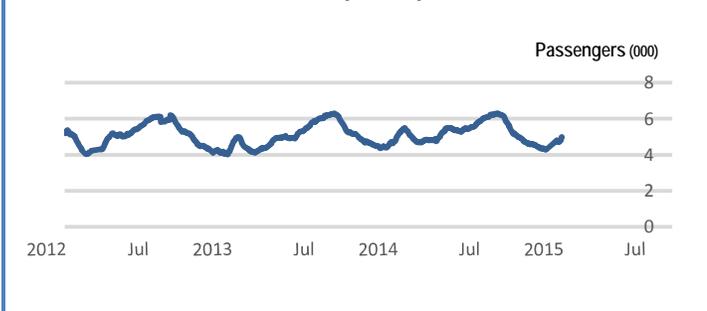
### Compared to other major airports ...



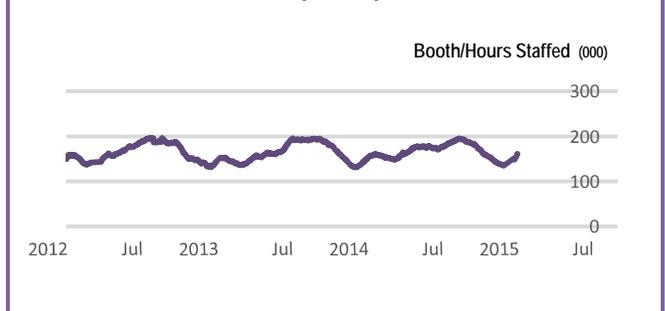
### Increased booth staffing slightly decreases long waits

- 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 2% 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 164 hours last year to 166 hours this year.
- Cycle time decreases while throughput increases.** Average cycle time decreased slightly (0.9 seconds) this past year, allowing for almost 1 additional passenger to be processed per booth per hour.
- Wait times decreased by 6%.** Average wait time has decreased by an average of 1.7 minutes, a 6% decline from last year.

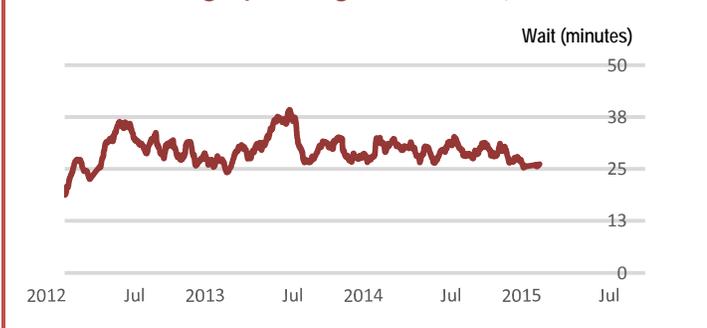
### Traveler Volume ... relatively steady



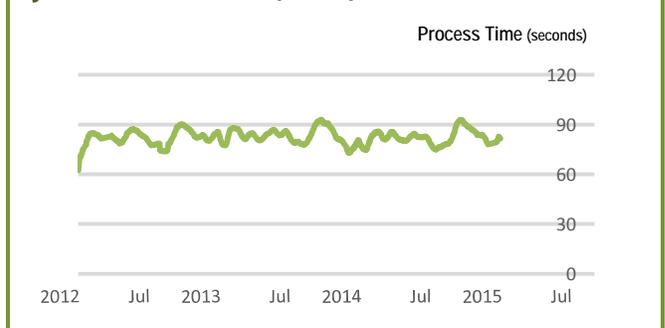
### Booth Hours ... relatively steady



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

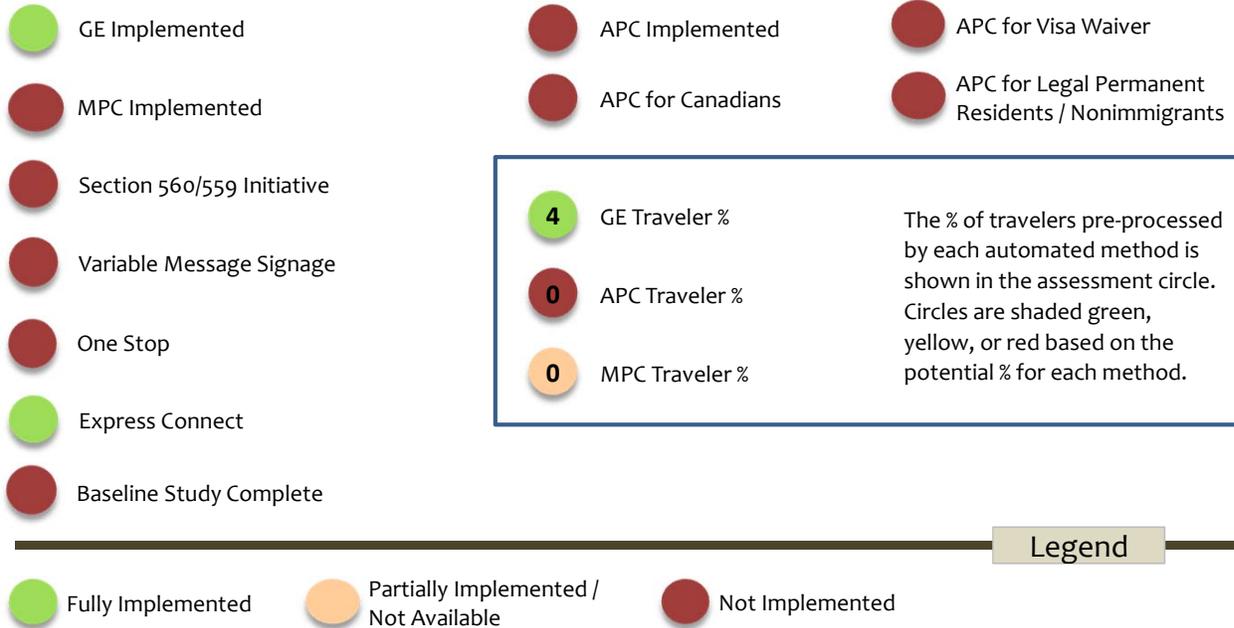


### Cycle Time ... relatively steady



## 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.

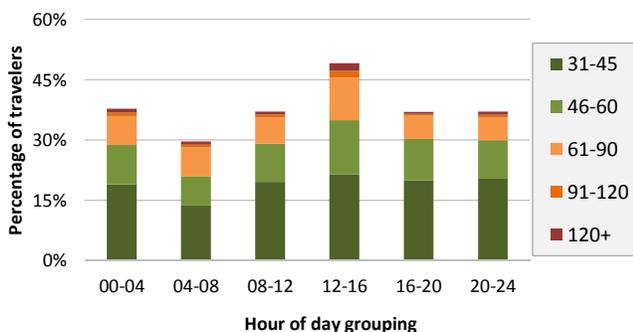


Many innovative practices, technologies, and programs are available to make international air passenger processing more efficient and reduce congestion and wait times at airports. If all of the best practices are implemented, an airport could reduce its wait times as much as 50 percent compared to not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

### 41% of passengers wait more than 30 minutes

41% of passengers at SFO-A wait more than 30 minutes and 10% wait longer than 60 minutes. At SFO-A's busiest time (12pm-4pm), 49% of passengers wait more than 30 minutes.

% Passengers Waiting More than 30 Minutes



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

SFO-A is busiest between 12pm-4pm, when nearly 400 passengers arrive per hour. Although more booths (16) are opened during this time, wait time continues to be high. This suggests additional booths may need to be staffed during peak hours.

Intraday Volume, Wait Times, and Booth Hours

