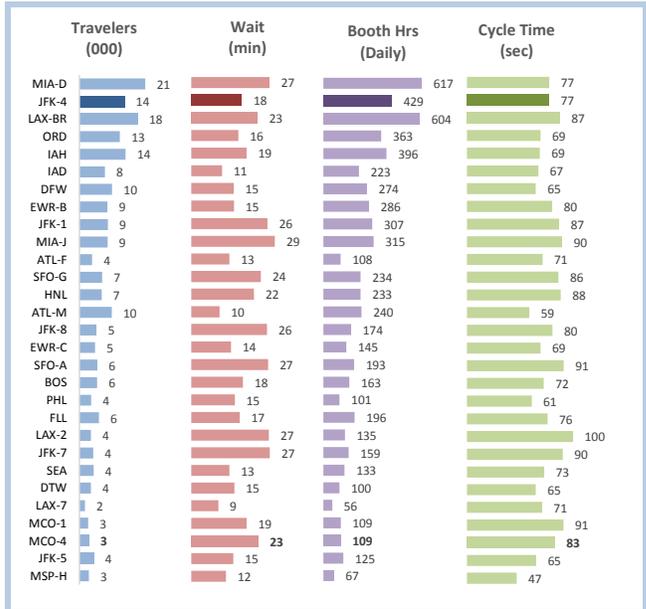


Key Metrics

	YTD 2016	YTD 2015	Change	% Change
Volume				
Average Daily Travelers	14,011	13,422	590	4%
Global Entry, APC, & MPC	51%	43%	8%	19%
Non-Automated	49%	57%	-8%	-14%
United States Citizens	45.8%	45.7%	+0.1%	0%
Non-immigrants	45.3%	44.6%	+0.7%	2%
Legal Permanent Residents	8.8%	9.7%	-0.9%	-9%
Average Daily Flights (#)	70	69	2	2%
Wait Time				
Average Primary Wait (m)	17.6	17.3	0.3	2%
% Travelers < 60 minutes	96%	96%	0%	0%
% Travelers > 120 mins	0.32%	0.40%	-0.08%	-19%
Primary Booth Hours				
Average Daily Booth Hours	429	431	-1	0%
Efficiency				
Average Cycle Time (s)	77.4	81.1	-3.7	-5%
Max Hourly Throughput / booth	46.5	44.4	2.1	5%
Average Utilization	70%	70%	0%	0%

Compared to other major airports ...



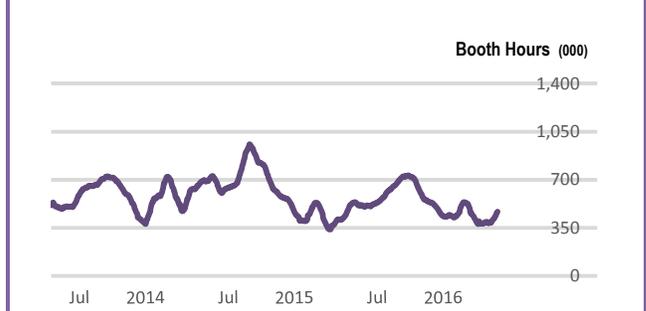
More booth hours needed to improve wait times

- Travel is up at JFK (Terminal 4).** Traveler volume increased 4% compared to last year. 51% of passengers use automated solutions like Global Entry and APC, up from 43% last year.
- Booth hours unchanged.** Booth hours are virtually unchanged compared to a year ago, from 431 hours to 429 hours.
- Wait time slightly increased.** Year to date, average wait is up by 2% compared to a year ago, from 17.3 minutes to 17.6 minutes. 96% of passengers are being processed in under 60 minutes.
- Cycle time is 3.7 seconds faster.** Global Entry and APC have combined to reduce the average cycle time. The faster cycle time allows for 2.1 additional passengers to be processed per booth, per hour. APC technology applied to non-immigrants could be a solution to further reduce average cycle time.

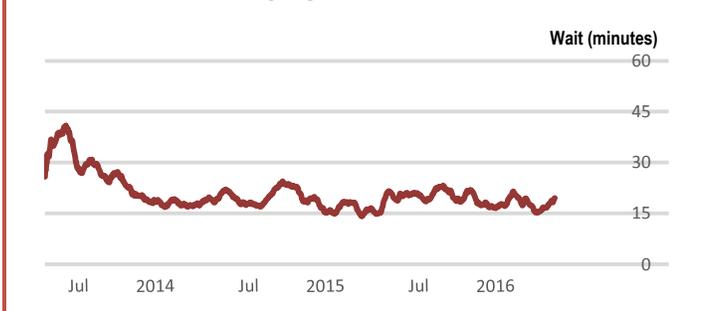
Traveler Volume ... modest growth compared to last year



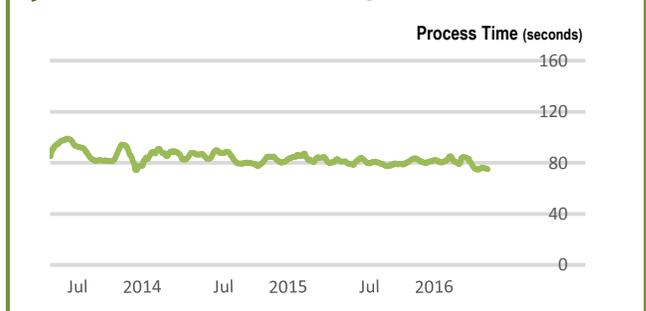
Booth Hours ... unchanged booths compared to last year



Wait Time ... increasing slightly since early 2015

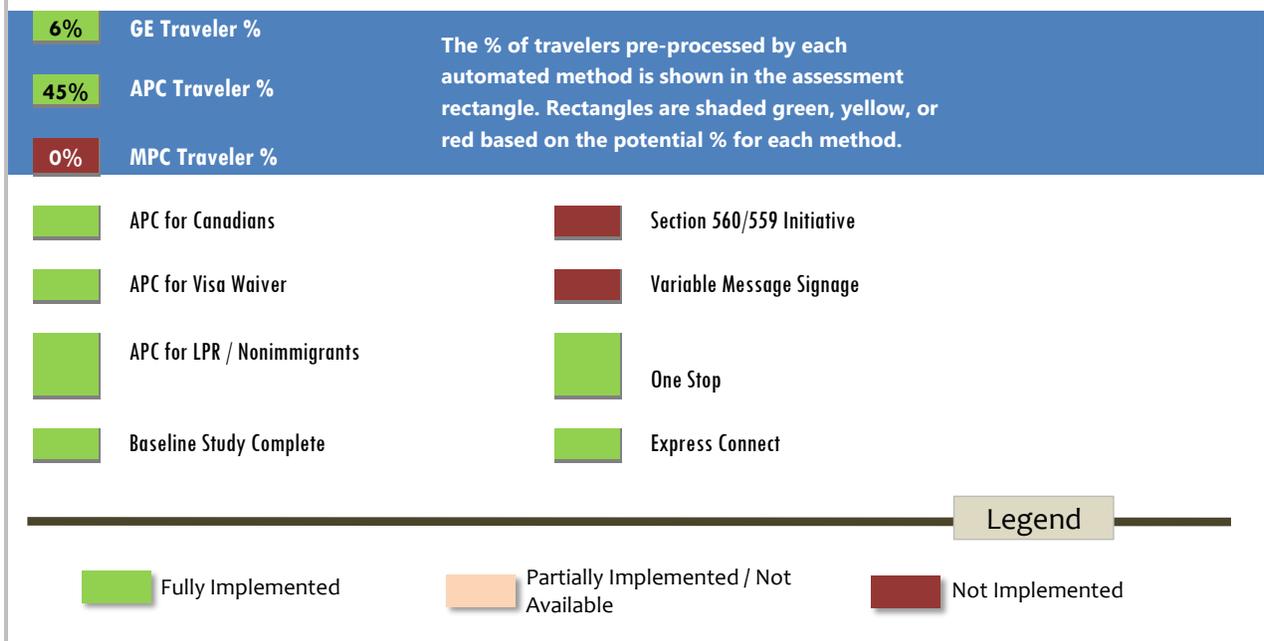


Cycle Time ... steadily decreasing cycle times



Best Practice Inventory

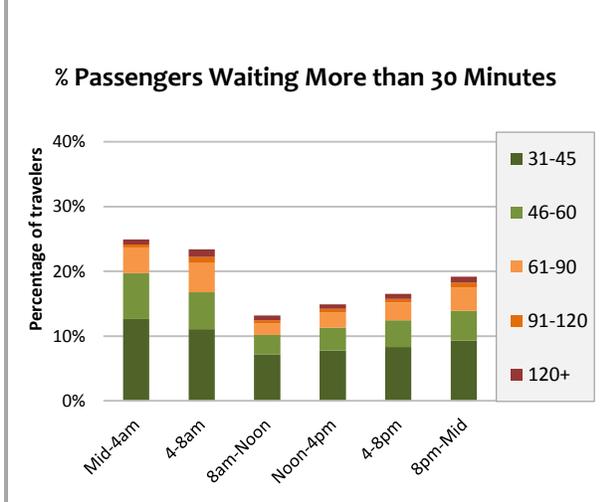
JFK-4 Best Practice Assessment: JFK-4 has implemented many of the available best practices such as Global Entry, Automated Passport Control, One Stop, and Express Connect. Today, 51% of passengers are processed by GE and APC kiosks. APC is available at JFK-4 not only to US Citizens, but also Canadians, Visa Waiver country travelers, and Lawful Permanent Residents.



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.

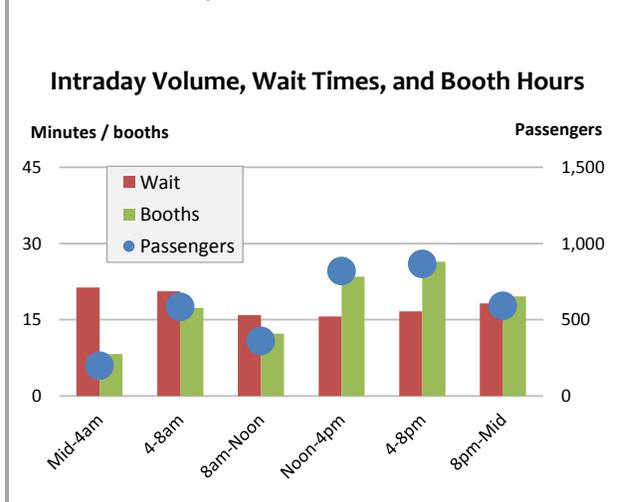
18% of passengers wait more than 30 minutes

Year to date, approximately 5% of JFK Terminal 4 passengers wait more than 1 hour, approximately 18% of passengers wait more than 30 minutes. Between the hours of Midnight to 4am, 25% of passengers wait more than 30 minutes.



JFK-4 matches booth hours well to traffic

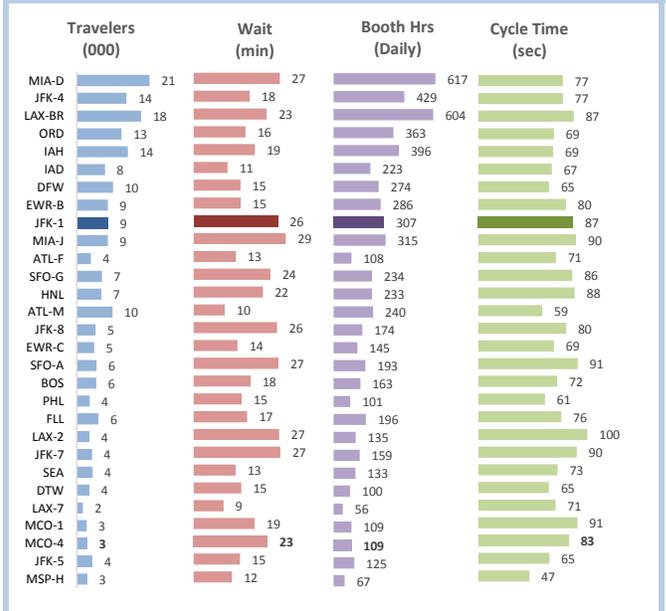
Average wait is fairly consistent throughout the day. Waits are higher from Midnight to 4am during the lower volume period. A couple extra booths could greatly reduce waits during this time period and also reduce the average wait.



Key Metrics

	YTD 2016	YTD 2015	Change	% Change
Volume				
Average Daily Travelers	8,849	7,933	917	12%
Global Entry, APC, & MPC	36%	27%	9%	33%
Non-Automated	64%	73%	-9%	-12%
United States Citizens	33.7%	32.3%	+1.5%	5%
Non-immigrants	57.5%	59.1%	-1.5%	-3%
Legal Permanent Residents	8.7%	8.7%	+0.1%	1%
Average Daily Flights (#)	40	35	5	13%
Wait Time				
Average Primary Wait (m)	26.5	24.9	1.6	6%
% Travelers < 60 minutes	91%	93%	-2%	-2%
% Travelers > 120 mins	1.39%	0.52%	+0.88%	170%
Primary Booth Hours				
Average Daily Booth Hours	307	286	21	7%
Efficiency				
Average Cycle Time (s)	86.7	88.3	-1.6	-2%
Max Hourly Throughput / booth	41.5	40.8	0.7	2%
Average Utilization	69%	68%	1%	2%

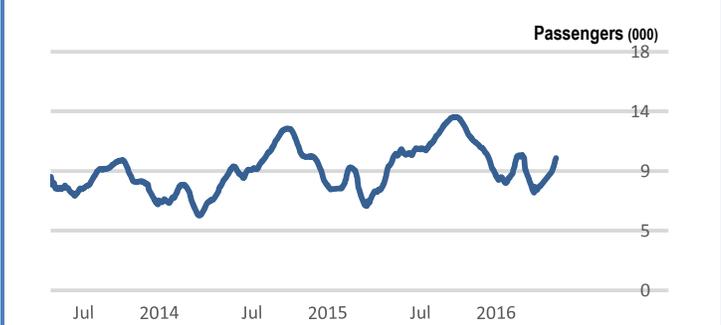
Compared to other major airports ...



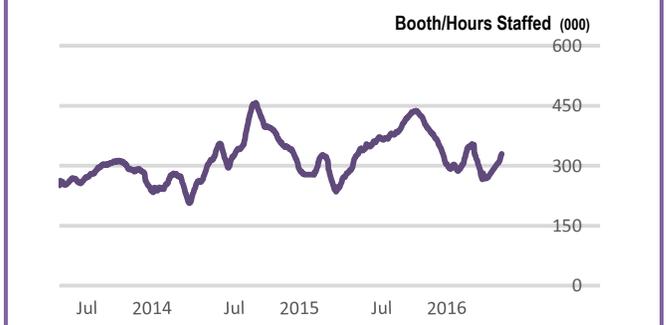
Traveler volume increased more than booth hours

- Travel is up significantly at JFK (Terminal 1).** Traveler volume increased 12% compared to last year. 36% of passengers use automated solutions like Global Entry and APC, up from 27% last year.
- More booths open to meet demand.** Booth hours increased 7% compared to a year ago, but have not kept pace with traveler volume (up 12%). Additional booths may be required during peak and non-peak hours.
- Wait times increased 6%.** Year to date, average wait is up from 24.9 minutes to 26.5 minutes. Reduced waits may be possible by staffing additional booths during non-peak hours (4am to Noon).
- Efficient processing.** The average cycle time is 1.6 seconds faster than last year, allowing for an additional 0.7 passengers to be processed per hour, per booth. JFK-1 has one of the highest cycle times in the nation and could be improved by applying APC to non-immigrants.

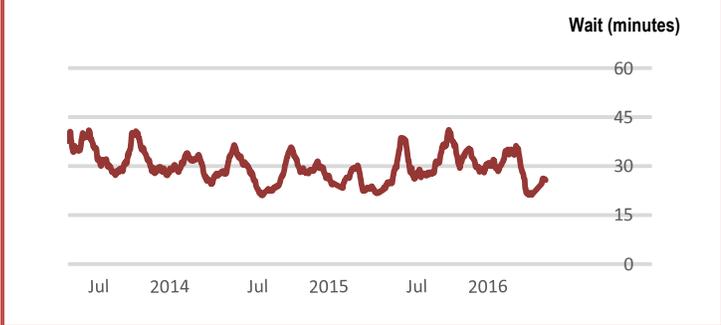
Traveler Volume ... continued strong growth



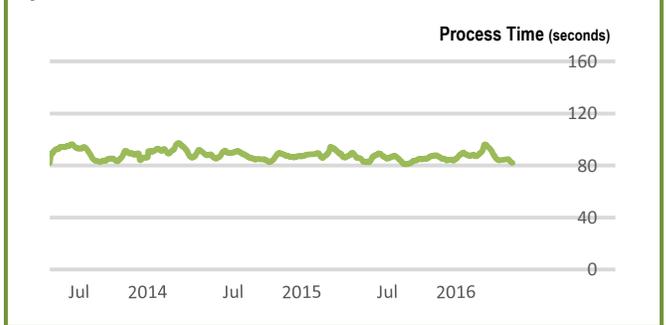
Booth Hours ... trending higher



Wait Time ... recent upward trend

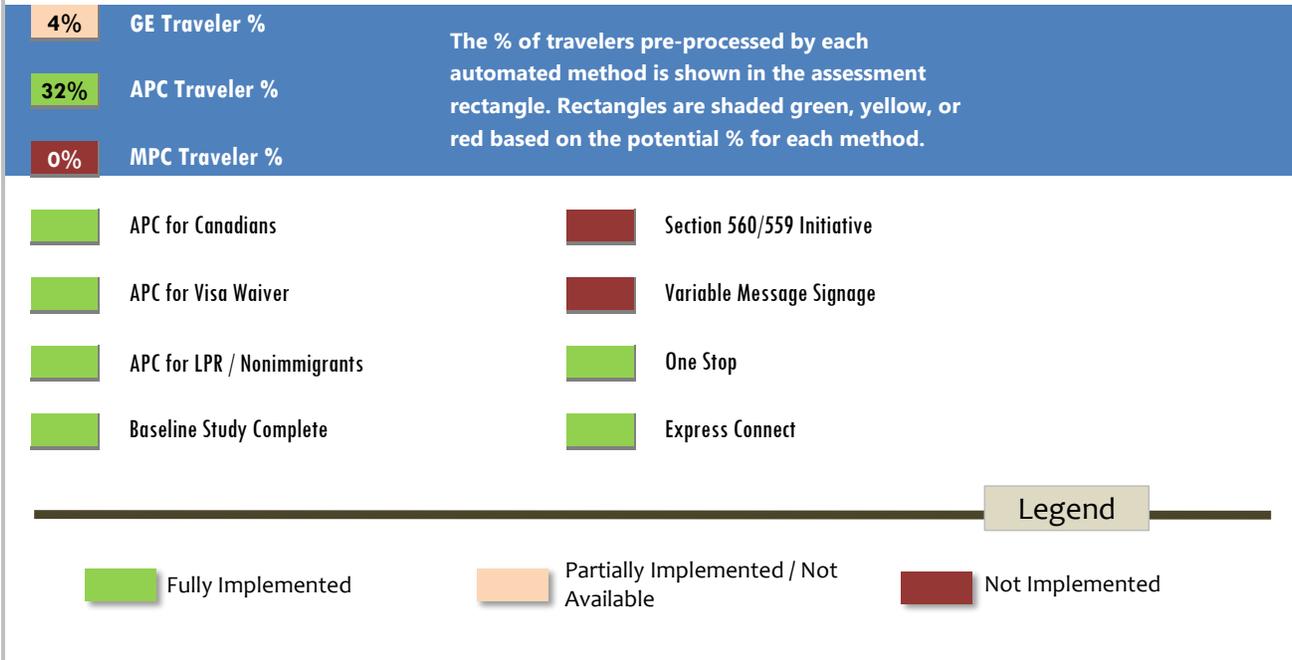


Cycle Time ... slight downward trend



Best Practice Inventory

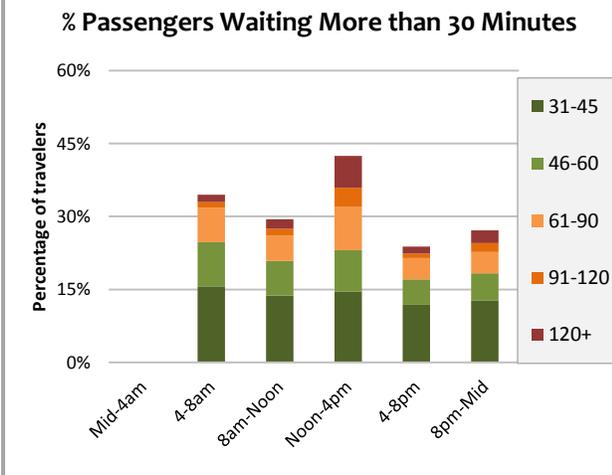
JFK Terminal 1 Best Practice Assessment: JFK Terminal 1 has implemented many of the available best practices. Most notably, 36% of JFK-1's passengers are now processed by Global Entry and APC, up from 27% last year. APC is available at JFK Terminal 1 not only to US Citizens, but also Canadians, Visa Waiver country travelers, and Lawful Permanent Residents.



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.

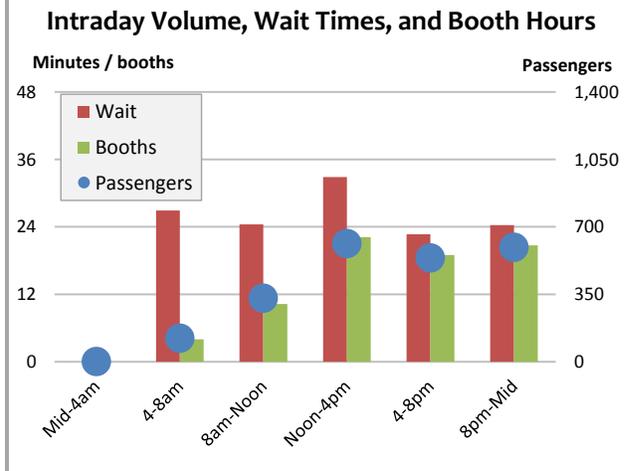
31% of passengers wait more than 30 minutes

Year to date, approximately 11% of JFK Terminal 1 passengers wait more than 1 hour, approximately 31% of passengers wait more than 30 minutes. Between the hours of Noon to 4pm, 42% of passengers wait more than 30 minutes.



Waits may be reduced in off-peak hours

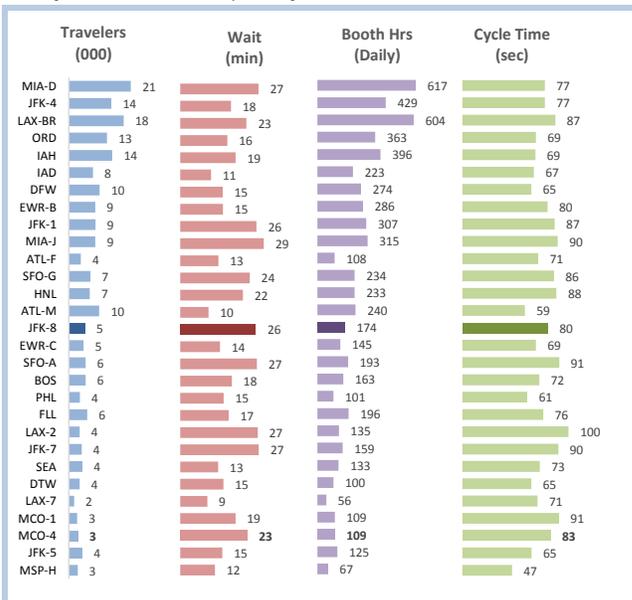
Over 610 passengers (on average) arrive every hour between Noon and 4pm. By opening only 22 booths during this time period, the average wait is 33 minutes. Opening additional booths may be required from 4am to Noon to reduce average waits leading into peak hours.



Key Metrics

	YTD 2016	YTD 2015	Change	% Change
Volume				
Average Daily Travelers	5,299	5,140	159	3%
Global Entry, APC, & MPC	40%	5%	35%	700%
Non-Automated	60%	95%	-35%	-37%
United States Citizens	38.7%	38.7%	-0.0%	0%
Non-immigrants	54.9%	54.9%	+0.1%	0%
Legal Permanent Residents	6.4%	6.4%	-0.1%	-1%
Average Daily Flights (#)	27	27	0	1%
Wait Time				
Average Primary Wait (m)	26.3	24.1	2.2	9%
% Travelers < 60 minutes	91%	93%	-2%	-2%
% Travelers > 120 mins	0.50%	0.35%	+0.15%	42%
Primary Booth Hours				
Average Daily Booth Hours	174	180	-5	-3%
Efficiency				
Average Cycle Time (s)	80.3	85.0	-4.6	-5%
Max Hourly Throughput / booth	44.8	42.4	2.4	6%
Average Utilization	68%	68%	0%	1%

Compared to other major airports ...



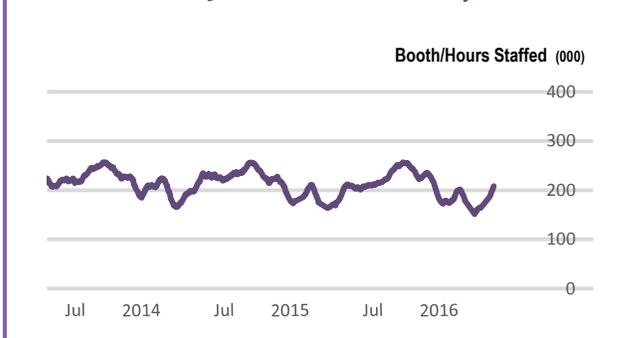
Long off-peak waits result in increased wait times

- **Travel is up slightly at JFK Terminal 8.** Traveler volume (year to date) has increased 3% compared to last year. Today, 40% of JFK-8's passengers are confirmed with automated solutions like Global Entry and APC, compared to just 5% last year.
- **Booth hours decreased by 3%.** JFK-8 booth hours have decreased 3% from 180 last year to 174 this year. The decrease in booth hours has contributed to an increase in wait time, despite improvement in cycle time.
- **Cycle time 4.6 seconds faster.** Cycle time is 5% (4.6 seconds) faster than last year, allowing for an additional 2.4 passengers to be processed per hour, per booth. The decrease in cycle time may partially be a result of reducing booth hours (which over utilizes open booths and can cause longer waits). Although there was a 4.6 second improvement this year, cycle time will further improve if APC can be applied to non-immigrants.
- **Wait times increased 9%.** Wait time at JFK-8 is 2.2 minutes longer compared to last year. Waits are longest from 4am to Noon when there are fewer travelers at JFK-8. A few extra booths open during this time period could greatly reduce waits.

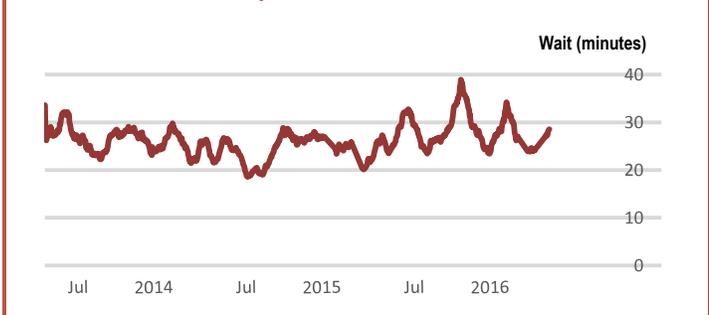
Traveler Volume ... recent up trend



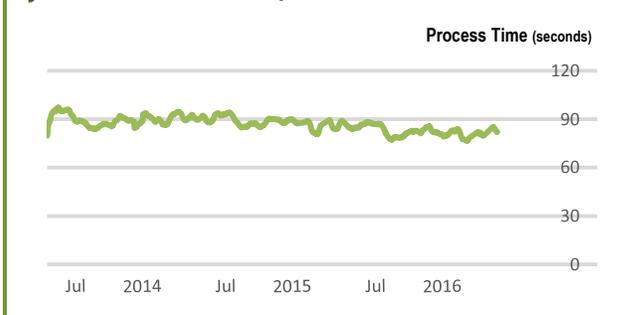
Booth hours ... 3% fewer booths than last year



Wait Time ... recent upward trend



Cycle Time ... recent improvement



Best Practice Inventory

JFK Best Practice Assessment: JFK-8 has implemented many of the available best practices. 40% of travelers use GE and APC. APC is available at JFK Terminal 8 not only to US Citizens, but also Canadians, Visa Waiver country travelers, and Lawful Permanent Residents.

6%	GE Traveler %	The % of travelers pre-processed by each automated method is shown in the assessment rectangle. Rectangles are shaded green, yellow, or red based on the potential % for each method.
34%	APC Traveler %	
0%	MPC Traveler %	

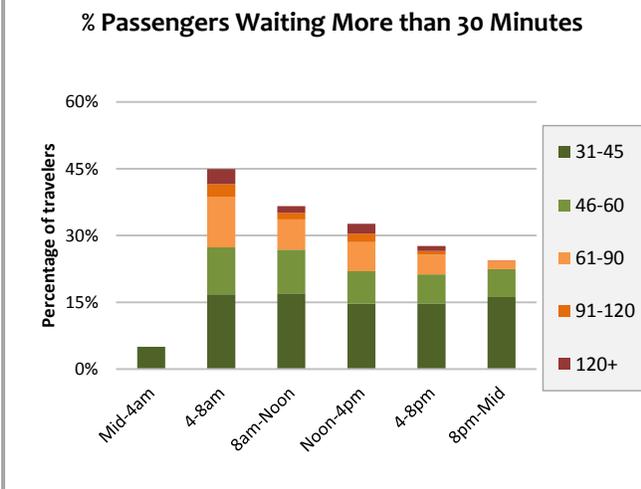
	APC for Canadians		Section 560/559 Initiative
	APC for Visa Waiver		Variable Message Signage
	APC for LPR / Nonimmigrants		One Stop
	Baseline Study Complete		Express Connect

Legend

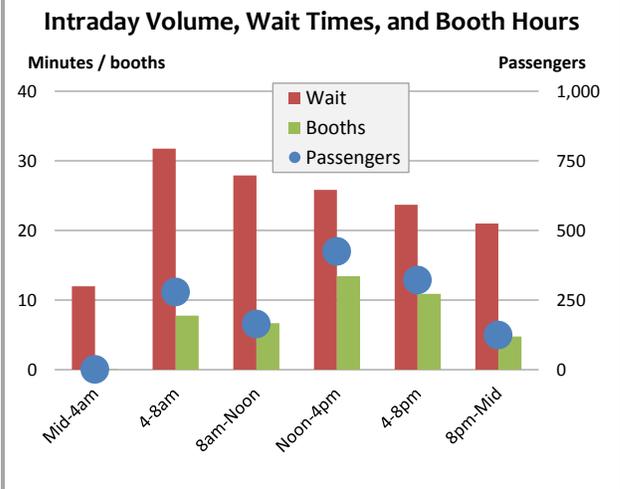
	Fully Implemented		Partially Implemented / Not Available		Not Implemented
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Many innovative practices, technologies, and programs are available to make international air passenger processing more efficient and reduce congestion at airports. If all practices 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.

34% of passengers wait more than 30 minutes
 Year to date, approximately 10% of JFK Terminal 8 passengers wait more than 1 hour, approximately 34% of passengers wait more than 30 minutes. Between the hours of 4am to 8am, 45% of passengers wait more than 30 minutes.



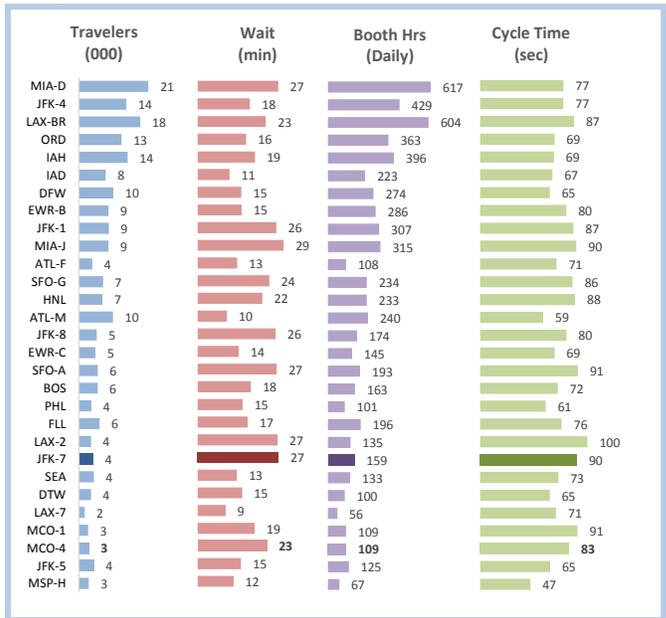
Waits are longer during off peak hours
 JFK-8 is busiest between Noon-4pm (425 passengers arrive per hour) and waits are 26 minutes during this time. Wait times during non-peak hours are longer and could be improved by opening more booths, especially between 4am and Noon.



Key Metrics

	YTD 2016	YTD 2015	Change	% Change
Volume				
Average Daily Travelers	4,268	4,025	244	6%
Global Entry, APC, & MPC	5%	4%	1%	25%
Non-Automated	95%	96%	-1%	-1%
United States Citizens	27.8%	28.6%	-0.9%	-3%
Non-immigrants	66.1%	65.0%	+1.1%	2%
Legal Permanent Residents	6.1%	6.4%	-0.3%	-4%
Average Daily Flights (#)	20	18	1	7%
Wait Time				
Average Primary Wait (m)	27.3	23.4	3.8	16%
% Travelers < 60 minutes	90%	94%	-4%	-4%
% Travelers > 120 mins	0.50%	0.11%	+0.4%	361%
Primary Booth Hours				
Average Daily Booth Hours	159	152	7	4%
Efficiency				
Average Cycle Time (s)	90.1	88.9	1.2	1%
Max Hourly Throughput / booth	40.0	40.5	-0.5	-1%
Average Utilization	67%	65%	2%	3%

Compared to other major airports ...



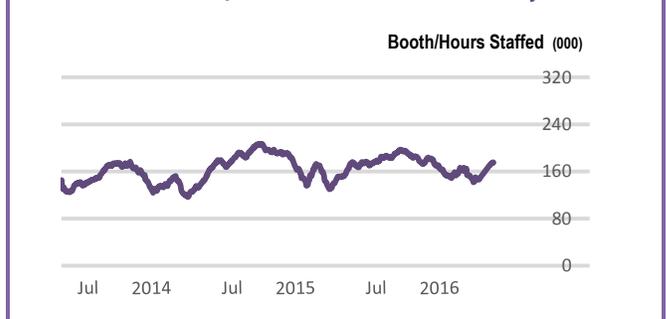
Automated technologies are needed to increase processing efficiency and keep pace with volume

- Travel is up at JFK-7.** Traveler volume at JFK-7 (year to date) has increased 6% compared to last year. Today, only 5% of JFK-7's passengers are confirmed with Global Entry, up from 4% last year. JFK-7 has yet to introduce APC.
- Booth hours increased.** Booth hours are increased to 159 booth hours compared to last year (152 booth hours). More booths or faster processing are needed to keep up with traveler volume (up 6%), as shown by 16% longer waits.
- Slower processing.** Unlike the other JFK terminal cycle time at JFK-7 increased. Average cycle time has increased by 1.2 seconds. The increase in nonimmigrant share (66.1% this year) may prevent improvements in cycle time until APC is introduced.
- Wait times increased by 16%.** Slower processing and suboptimal staffing to traffic have led to an increase in wait time. The average wait time increased by 16%, from 23.4 minutes last year to 27.3 minutes this year. The percentage of travelers waiting less than 60 minutes decreased to 94% from 90%.

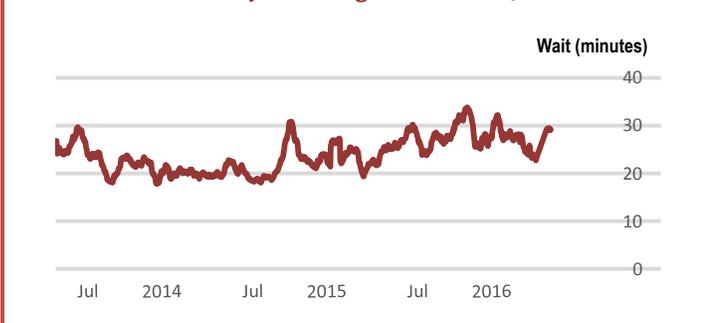
Traveler Volume ... steady upward trend



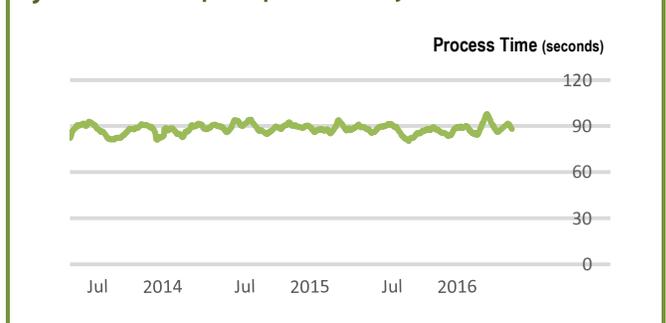
Booth Hours ... 4% more booth hours than last year



Wait Time ... steadily increasing since late 2014



Cycle Time ... up compared to last year



Best Practice Inventory

JFK Best Practice Assessment: JFK-7 has yet to implement some of the available best practices. 5% of travelers use GE, and APC has not yet been implemented. These practices need to be applied to reduce cycle times, as seen at other terminals across the country.

5%	GE Traveler %	The % of travelers pre-processed by each automated method is shown in the assessment rectangle. Rectangles are shaded green, yellow, or red based on the potential % for each method.
0%	APC Traveler %	
0%	MPC Traveler %	

	APC for Canadians		Section 560/559 Initiative
	APC for Visa Waiver		Variable Message Signage
	APC for LPR / Nonimmigrants		One Stop
	Baseline Study Complete		Express Connect

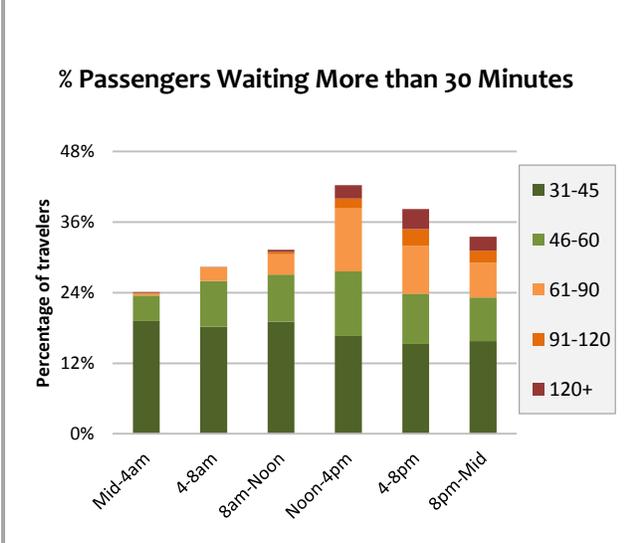
Legend

	Fully Implemented		Partially Implemented / Not Available		Not Implemented
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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.

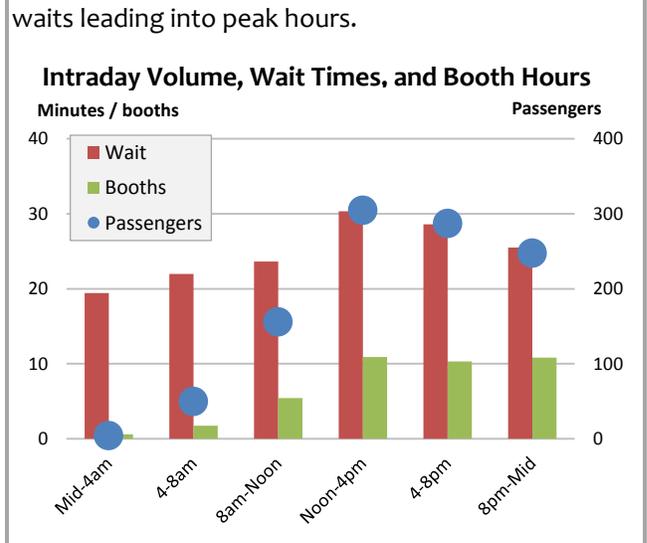
37% of passengers wait more than 30 minutes

Year to date, approximately 11% JFK of Terminal 7 passengers wait more than 1 hour. Between the hours of Noon to 4pm, 42% of passengers wait more than 30 minutes.



JFK-7 could improve waits in off-peak hours

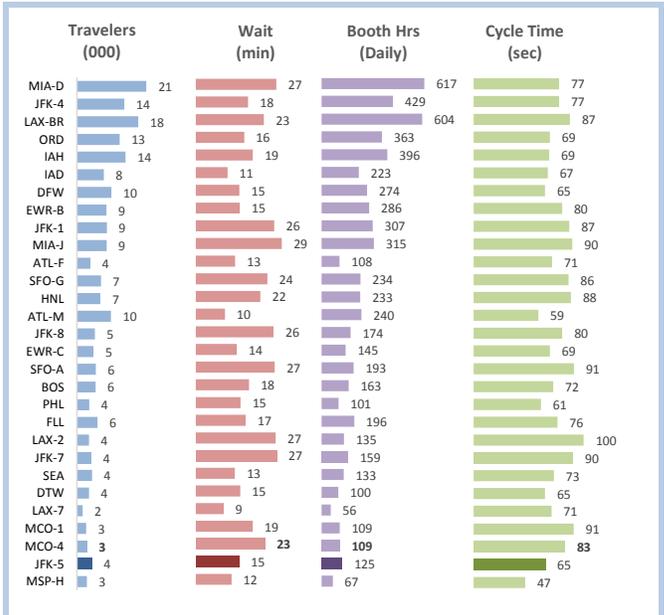
Passenger volume is highest between Noon and 8pm (over 290 passengers/hour). By opening 11 booths, wait times are 29 minutes. Opening additional booths may be required from 4am to Noon to reduce average waits leading into peak hours.



Key Metrics

	YTD 2016	YTD 2015	Change	% Change
Volume				
Average Daily Travelers	4,424	3,496	928	27%
Global Entry, APC, & MPC	57%	41%	16%	39%
Non-Automated	43%	59%	-16%	-27%
United States Citizens	70.7%	73.7%	-3.0%	-4%
Non-immigrants	15.1%	12.9%	2.2%	17%
Legal Permanent Residents	14.2%	13.4%	0.8%	6%
Average Daily Flights (#)	28	25	3	12%
Wait Time				
Average Primary Wait (m)	14.6	9	5.2	55%
% Travelers < 60 minutes	97%	99%	-2%	-2%
% Travelers > 120 mins	0.14%	0.01%	0.1%	1545%
Primary Booth Hours				
Average Daily Booth Hours	125	105	20	19%
Efficiency				
Average Cycle Time (s)	65.0	68.9	-3.9	-6%
Max Hourly Throughput / booth	55.4	52.2	3.1	6%
Average Utilization	64%	64%	0%	1%

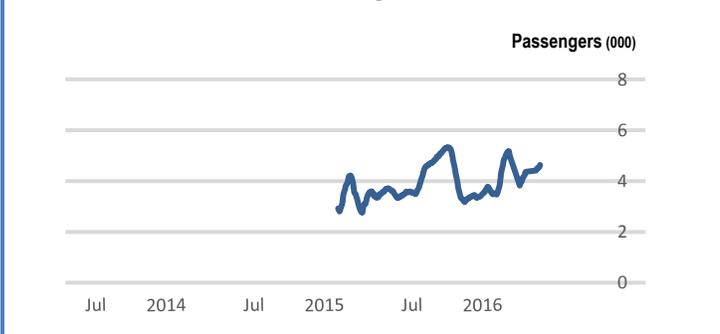
Compared to other major airports ...



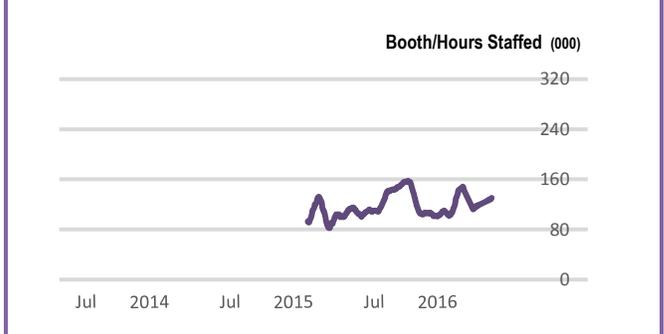
Booth hour increases have not kept pace with volume

- **Travel is up significantly at JFK-5.** Traveler volume at JFK-5 has increased 27% compared to last year. Today, 57% of JFK-5's passengers are confirmed with Global Entry and APC, up from 41% last year.
- **Booth hours increased.** Booth hours increased by 19% compared to a year ago from 105 booth hours to 125 booth hours, but have not kept pace with traveler volume (up 27%), especially in off peak hours when waits are highest. JFK-5 has only 11 booths with 4,400 passengers per day, this terminal needs more booths.
- **Efficient processing.** The average JFK-5 cycle time is 3.9 seconds faster (55.4 passengers per hour, per booth, with an average utilization per booth of 64%). This makes JFK-5 the most efficient of JFK's terminals.
- **Wait times have increased compared to last year.** JFK-5 wait times increased from 9 minutes last year to 14.6 minutes this year.

Traveler Volume ... continued growth



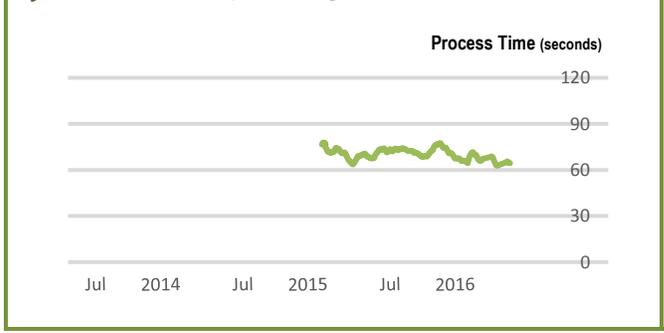
Booth Hours ... continued increase



Wait Time ... short waits, but increasing



Cycle Time ... fast processing



Best Practice Inventory

JFK Best Practice Assessment: JFK-5 has implemented many of the available best practices. Most notably, 57% of travelers use GE, and APC. APC is available at JFK Terminal 5 not only to US Citizens, but also Canadians, Visa Waiver country travelers, and Lawful Permanent Residents.

6%	GE Traveler %	The % of travelers pre-processed by each automated method is shown in the assessment rectangle. Rectangles are shaded green, yellow, or red based on the potential % for each method.
51%	APC Traveler %	
0%	MPC Traveler %	

	APC for Canadians		Section 560/559 Initiative
	APC for Visa Waiver		Variable Message Signage
	APC for LPR / Nonimmigrants		One Stop
	Baseline Study Complete		Express Connect

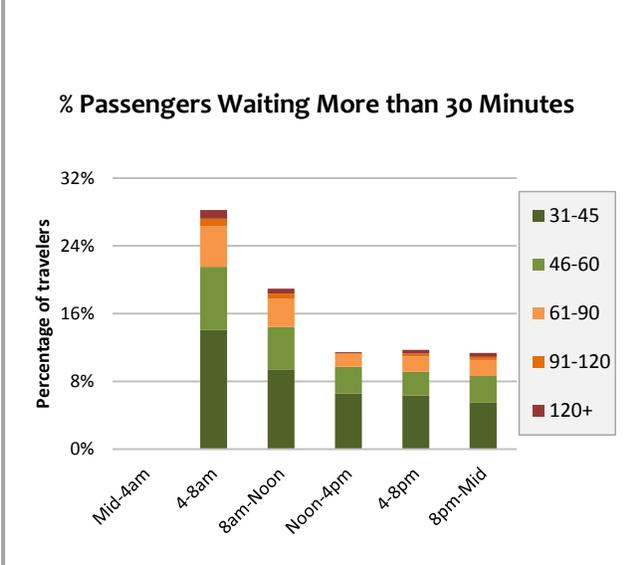
Legend

	Fully Implemented		Partially Implemented / Not Available		Not Implemented
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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.

14% of passengers wait more than 30 minutes

Year to date, approximately 3% JFK of Terminal 5 passengers wait more than 1 hour. Between the hours of 4am to 8am, 28% of passengers wait more than 30 minutes.



Waits exceed the average during off-peak

Passenger volume is highest between 4pm and 8pm (480 passengers/hour), yet with 11 booths open during this time, wait times are lower than the average. More booths may be needed from 4am to Noon (off-peak hours) when waits are higher.

