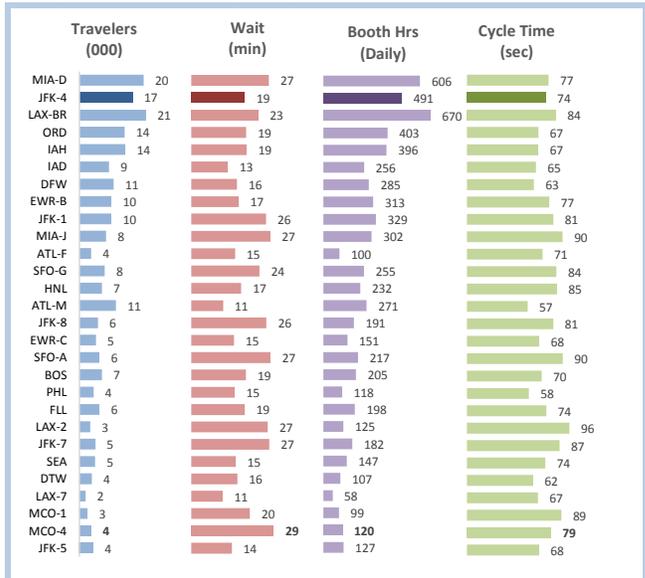


### Key Metrics

	YTD 2016	YTD 2015	Change	% Change
<b>Volume</b>				
Average Daily Travelers	16,526	16,103	422	3%
Global Entry, APC, & MPC	54%	42%	12%	29%
Non-Automated	46%	58%	-12%	-21%
United States Citizens	45.8%	44.7%	+1.1%	2%
Non-immigrants	46.9%	47.5%	-0.6%	-1%
Legal Permanent Residents	7.3%	7.8%	-0.5%	-6%
Average Daily Flights (#)	80	78	3	3%
<b>Wait Time</b>				
Average Primary Wait (m)	18.6	19.5	-0.8	-4%
% Travelers < 60 minutes	96%	94%	2%	2%
% Travelers > 120 mins	0.39%	0.44%	-0.05%	-11%
<b>Primary Booth Hours</b>				
Average Daily Booth Hours	491	512	-20	-4%
<b>Efficiency</b>				
Average Cycle Time (s)	74.1	80.2	-6.1	-8%
Max Hourly Throughput / booth	48.6	44.9	3.7	8%
Average Utilization	69%	70%	-1%	-1%

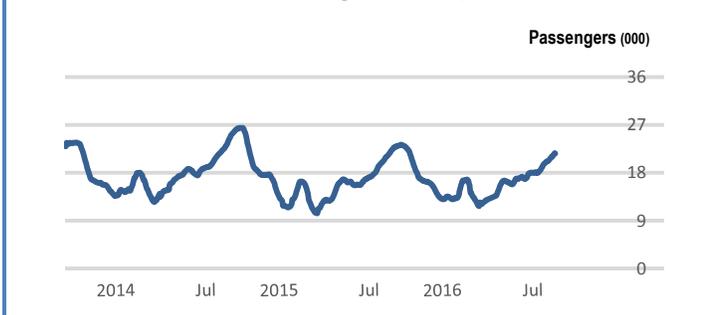
### Compared to other major airports ...



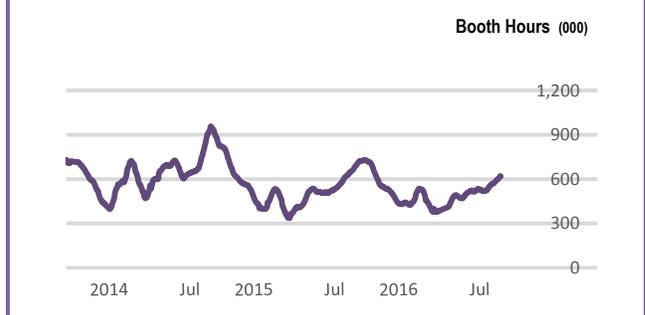
### Automated technologies help reduce wait times, despite increased volume and fewer booth hours

- Travel is up at JFK (Terminal 4).** Traveler volume increased 3% compared to last year. 54% of passengers use automated solutions like Global Entry and APC, up from 42% last year. MPC has recently been introduced.
- Booth hours decreased.** Booth hours have decreased by 4% compared to a year ago, from 512 hours to 491 hours.
- Wait time decreased.** Year to date, average wait is down by 4% compared to a year ago, from 19.5 minutes to 18.6 minutes. 96% of passengers are being processed in under 60 minutes.
- Cycle time is 6.1 seconds faster.** Global Entry, APC, and MPC have combined to reduce average cycle time. The faster cycle time allows for 3.7 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.

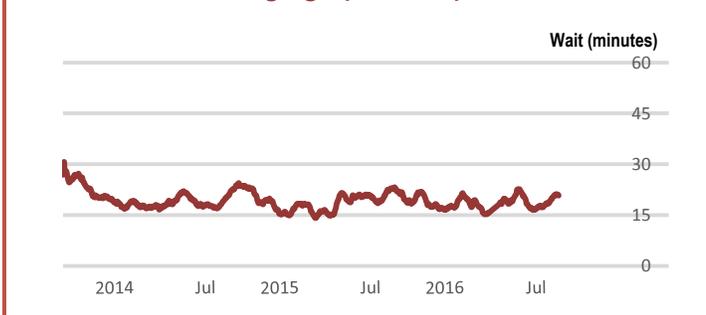
### Traveler Volume ... modest growth compared to last year



### Booth Hours ... 4% fewer booth hours than last year



### Wait Time ... increasing slightly since early 2015

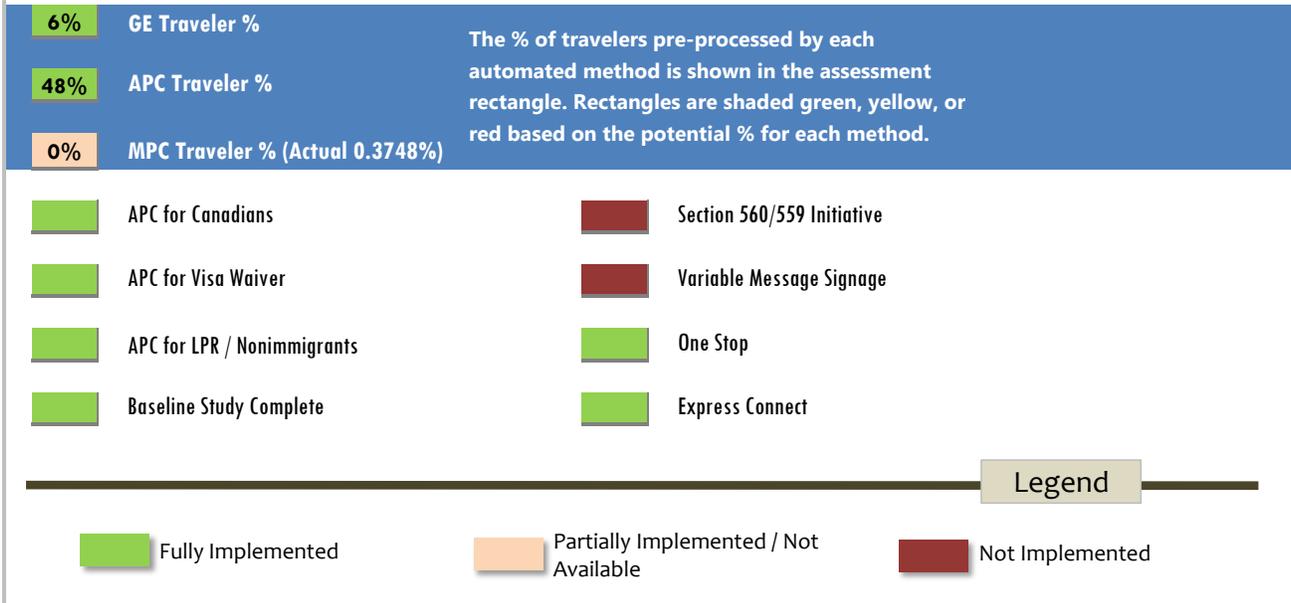


### Cycle Time ... steadily decreasing cycle times



## Best Practice Inventory

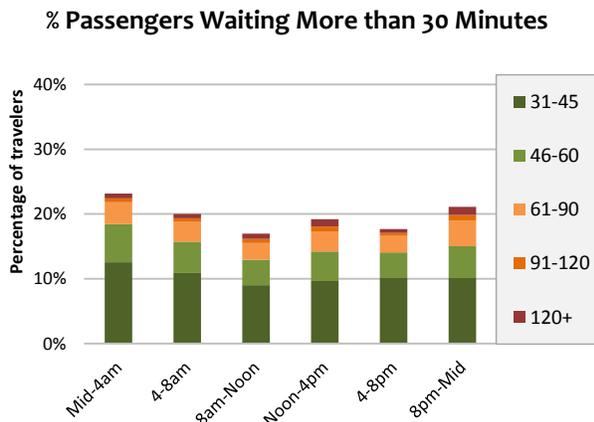
**JFK-4 Best Practice Assessment:** JFK-4 has implemented many of the available best practices such as Global Entry, Automated Passport Control, One Stop, and Express Connect. MPC has recently been implemented. Today, 54% of passengers are processed by GE and APC kiosks. APC is available at JFK-4 not only to US Citizens, but also Canadians, Visa Waiver country travelers, and LPRs.



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.

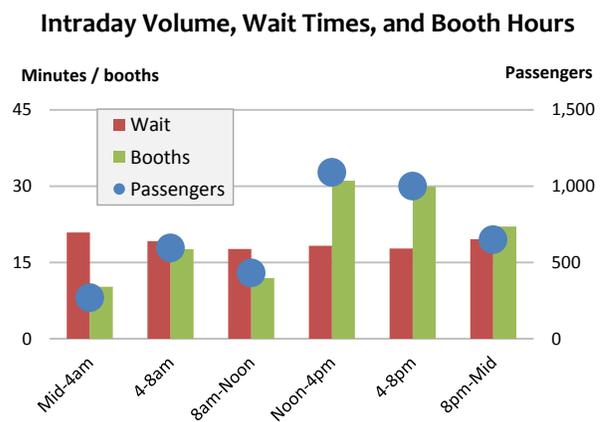
### 19% of passengers wait more than 30 minutes

Year to date, approximately 5% of JFK Terminal 4 passengers wait more than 1 hour, approximately 19% of passengers wait more than 30 minutes. Between the hours of Midnight to 4am, 23% of passengers wait more than 30 minutes.



### JFK-4 matches booth hours well to traffic

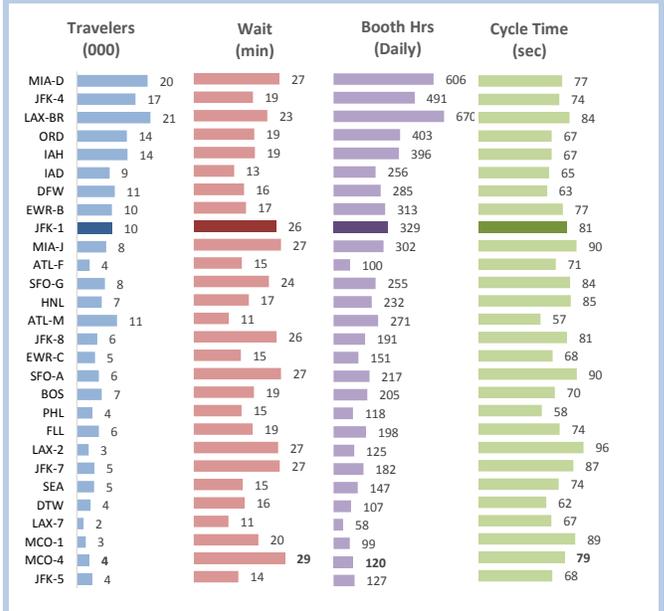
Average wait is very consistent throughout the day. Waits are a bit higher from Midnight to 4am during the lower volume period.



### Key Metrics

	YTD 2016	YTD 2015	Change	% Change
<b>Volume</b>				
Average Daily Travelers	9,976	9,650	327	3%
Global Entry, APC, & MPC	40%	29%	11%	38%
Non-Automated	60%	71%	-11%	-15%
United States Citizens	32.9%	31.5%	+1.4%	4%
Non-immigrants	59.7%	61.3%	-1.6%	-3%
Legal Permanent Residents	7.4%	7.2%	+0.2%	3%
Average Daily Flights (#)	43	41	3	7%
<b>Wait Time</b>				
Average Primary Wait (m)	26.0	28.4	-2.4	-9%
% Travelers < 60 minutes	91%	89%	2%	3%
% Travelers > 120 mins	1.06%	1.46%	-0.39%	-27%
<b>Primary Booth Hours</b>				
Average Daily Booth Hours	329	334	-5	-1%
<b>Efficiency</b>				
Average Cycle Time (s)	81.2	85.9	-4.7	-5%
Max Hourly Throughput / booth	44.3	41.9	2.4	6%
Average Utilization	68%	69%	-1%	-1%

### Compared to other major airports ...



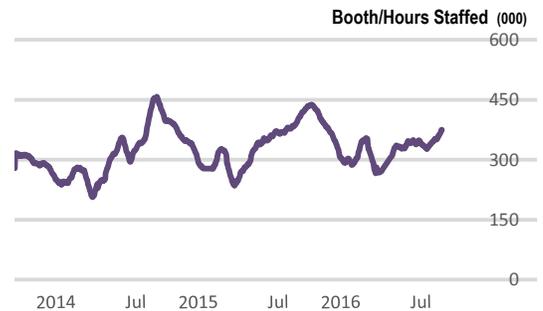
### Automation helps to reduce wait time

- Travel is up at JFK (Terminal 1).** Traveler volume slightly increased 3% compared to last year. 40% of passengers use automated solutions like Global Entry and APC, up from 29% last year. MPC has recently been introduced.
- Booth hours slightly decreased.** Booth hours decreased by 1% compared to a year ago. Additional booth hours may be required during non-peak hours.
- Wait times decreased.** Year to date, average wait is down by 9%, from 28.4 minutes last year to 26 minutes this year. The percentage of travelers waiting less than 60 minutes increased to 91% from 89%.
- Efficient processing.** The average cycle time is 4.7 seconds faster than last year, allowing for an additional 2.4 passengers to be processed per hour, per booth. JFK-1 has one of the longest cycle times in the nation and could be improved by applying APC to non-immigrants.

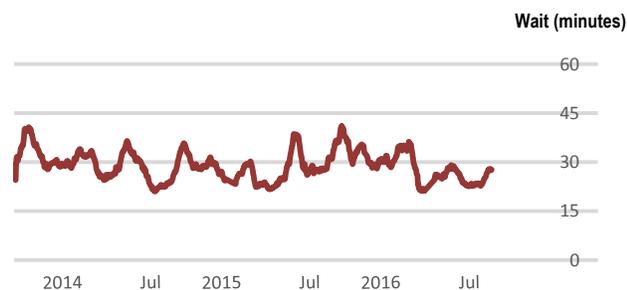
### Traveler Volume ... continued strong growth



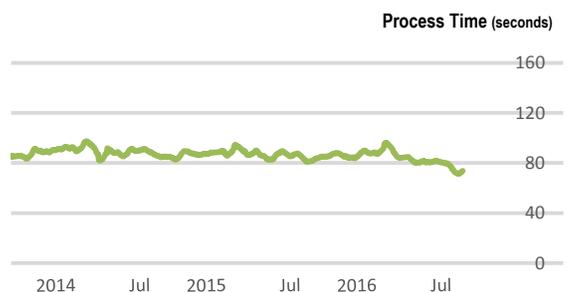
### Booth Hours ... trending higher



### Wait Time ... slight downward 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, 40% of JFK-1's passengers are now processed by Global Entry and APC, up from 29% last year. MPC has recently been implemented. APC is available at JFK Terminal 1 not only to US Citizens, but also Canadians, Visa Waiver country travelers, and LPRs.

<b>3%</b>	<b>GE Traveler %</b>	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.
<b>37%</b>	<b>APC Traveler %</b>	
<b>0%</b>	<b>MPC Traveler % (Actual 0.0656%)</b>	

 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

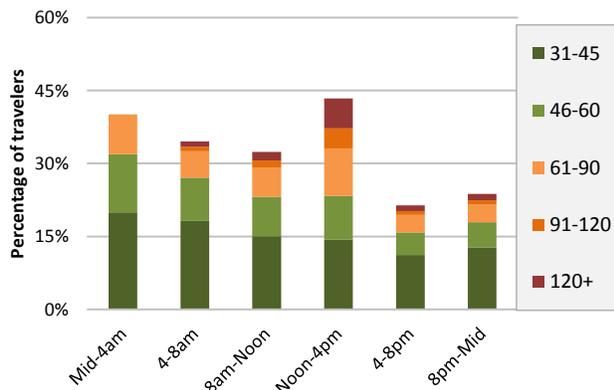
 Fully Implemented	 Partially Implemented / Not Available	 Not Implemented
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Many innovative practices, technologies, and programs are available to make international air passenger processing more efficient and reduce congestion at airports. If all practices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

#### 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, 43% of passengers wait more than 30 minutes.

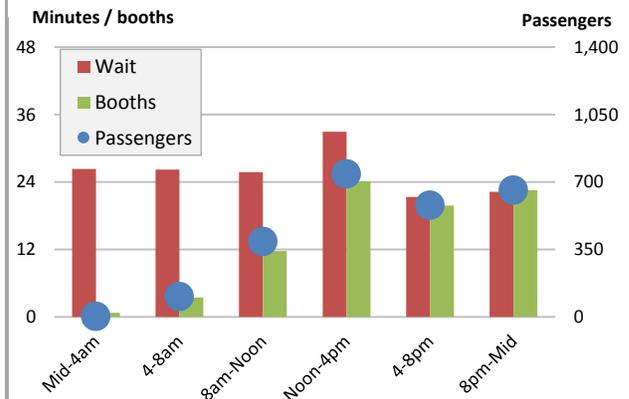
**% Passengers Waiting More than 30 Minutes**



#### JFK 1 matches booth hours well to traffic

passengers (on average) arrive every hour between Noon and 4pm. By opening 24 booths during this time period, the average wait is 33 minutes. All other periods with less traffic maintain a short wait time.

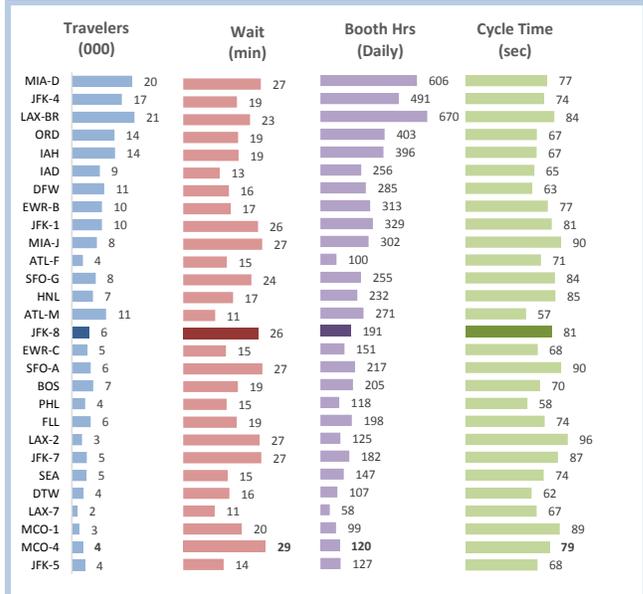
**Intraday Volume, Wait Times, and Booth Hours**



### Key Metrics

	YTD 2016	YTD 2015	Change	% Change
<b>Volume</b>				
Average Daily Travelers	5,764	5,879	-116	-2%
Global Entry, APC, & MPC	41%	13%	28%	215%
Non-Automated	59%	87%	-28%	-32%
United States Citizens	37.9%	36.6%	+1.4%	4%
Non-immigrants	56.6%	58.1%	-1.5%	-3%
Legal Permanent Residents	5.4%	5.3%	+0.1%	2%
Average Daily Flights (#)	30	29	1	2%
<b>Wait Time</b>				
Average Primary Wait (m)	26.1	26.1	0.0	0%
% Travelers < 60 minutes	93%	91%	2%	2%
% Travelers > 120 mins	0.61%	0.45%	+0.16%	37%
<b>Primary Booth Hours</b>				
Average Daily Booth Hours	191	201	-10	-5%
<b>Efficiency</b>				
Average Cycle Time (s)	81.2	84.0	-2.8	-3%
Max Hourly Throughput / booth	44.3	42.9	1.5	3%
Average Utilization	68%	68%	0%	0%

### Compared to other major airports ...



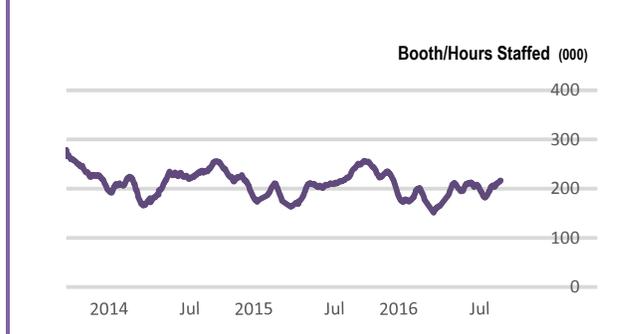
### Booth hours fewer than traffic

- Travel is down at JFK Terminal 8.** Traveler volume slightly decreased compared to last year. Today, 41% of JFK-8's passengers are confirmed with automated solutions like Global Entry and APC, compared to 13% last year. MPC has recently been introduced.
- Booth hours decreased by 5%.** JFK-8 booth hours have decreased 5% from 201 last year to 191 this year. Since traffic decreased 2%, JFK 8 missed an opportunity to reduce waits by maintaining booth levels.
- Cycle time 2.8 seconds faster.** Cycle time is 3% (2.8 seconds) faster than last year, allowing for an additional 1.5 passengers to be processed per hour, per booth.
- Wait times unchanged.** Wait time at JFK-8 is unchanged 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.

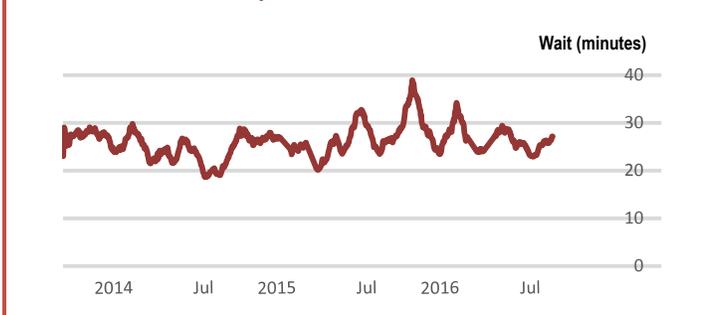
### Traveler Volume ... recent up trend



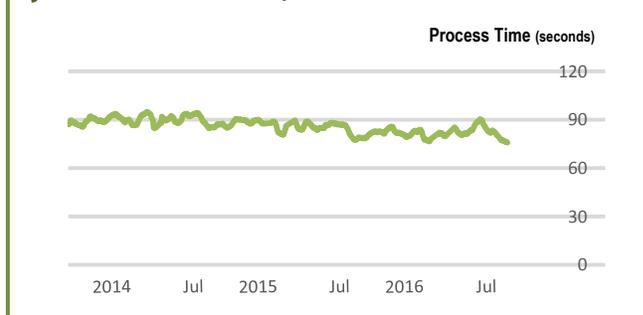
### Booth hours ... 5% fewer booths than last year



### 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. 41% of travelers use GE and APC. MPC has recently been implemented. APC is available at JFK Terminal 8 not only to US Citizens, but also Canadians, Visa Waiver country travelers, and Lawful Permanent Residents.

<b>6%</b>	<b>GE Traveler %</b>	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.
<b>35%</b>	<b>APC Traveler %</b>	
<b>0%</b>	<b>MPC Traveler % (Actual 0.2883%)</b>	

	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

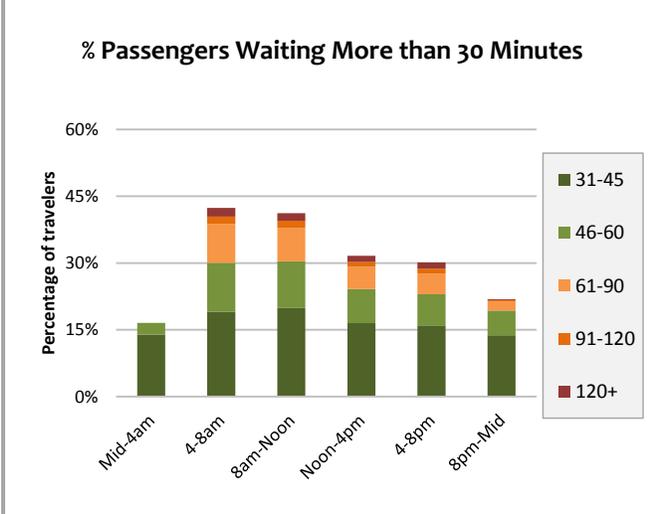
Legend

	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.

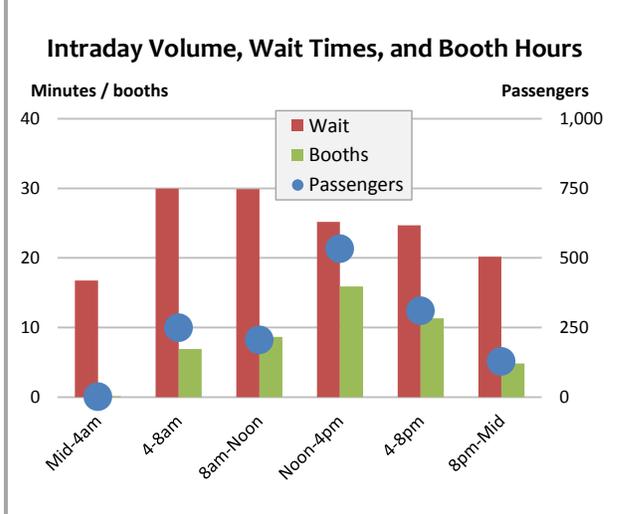
### 34% of passengers wait more than 30 minutes

Year to date, approximately 8% 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, 42% of passengers wait more than 30 minutes.



### Waits are longer during off peak hours

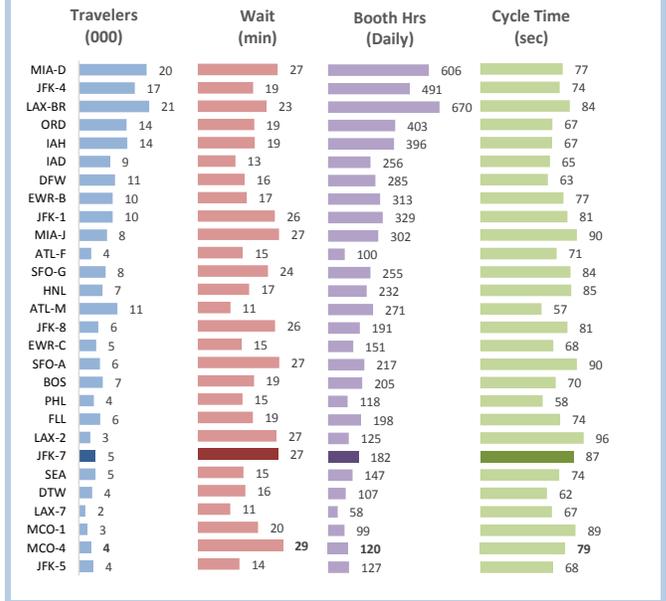
JFK-8 is busiest between Noon-4pm (533 passengers arrive per hour) and waits are 25 minutes during this time. Wait times during non-peak hours are longer and could be improved by opening a few more booths, especially between 4am and Noon.



### Key Metrics

	YTD 2016	YTD 2015	Change	% Change
<b>Volume</b>				
Average Daily Travelers	4,977	4,622	356	8%
Global Entry, APC, & MPC	8%	4%	4%	100%
Non-Automated	92%	96%	-4%	-4%
United States Citizens	28.4%	27.7%	+0.7%	3%
Non-immigrants	66.1%	66.6%	-0.5%	-1%
Legal Permanent Residents	5.5%	5.7%	-0.2%	-4%
Average Daily Flights (#)	22	20	2	10%
<b>Wait Time</b>				
Average Primary Wait (m)	27.1	25.6	1.5	6%
% Travelers < 60 minutes	91%	92%	-1%	-1%
% Travelers > 120 mins	0.48%	0.35%	+0.1%	37%
<b>Primary Booth Hours</b>				
Average Daily Booth Hours	182	168	14	8%
<b>Efficiency</b>				
Average Cycle Time (s)	87.1	87.3	-0.2	0%
Max Hourly Throughput / booth	41.3	41.2	0.1	0%
Average Utilization	66%	67%	0%	-1%

### Compared to other major airports ...



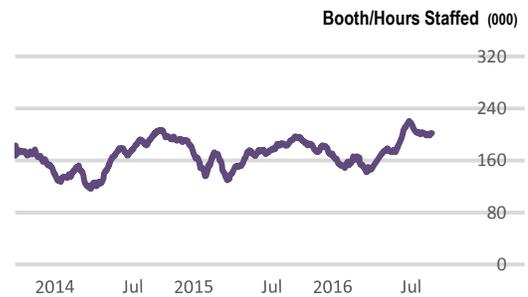
### Automated technologies are needed to reduce waits at JFK-7

- Travel is up at JFK-7.** Traveler volume at JFK-7 (year to date) has increased 8% compared to last year. Today, only 8% of JFK-7's passengers are confirmed with Global Entry and APC, up from 4% last year. JFK-7 has recently introduced APC and MPC.
- Booth hours increased.** Booth hours have increased to 182 per day compared to last year (168 booth hours). This 8% increase has not been able to keep up with traveler volume (up 8%), as shown by 6% longer waits.
- Slower processing.** Average cycle time is unchanged. 66.1% of nonimmigrant share may prevent dramatic improvements in cycle time. The introduction of APC and MPC should improve efficiency.
- Wait times increased by 6%.** Slower processing and more traffic have led to increase wait times. The average wait time increased from 25.6 minutes last year to 27.1 minutes this year. The percentage of travelers waiting less than 60 minutes decreased to 92% from 91%.

### Traveler Volume ... steady upward trend



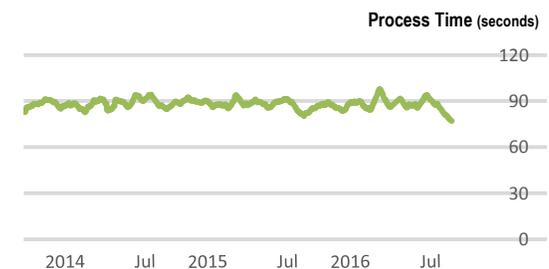
### Booth Hours ... 8% more booth hours than last year



### Wait Time ... steadily increasing since late 2014

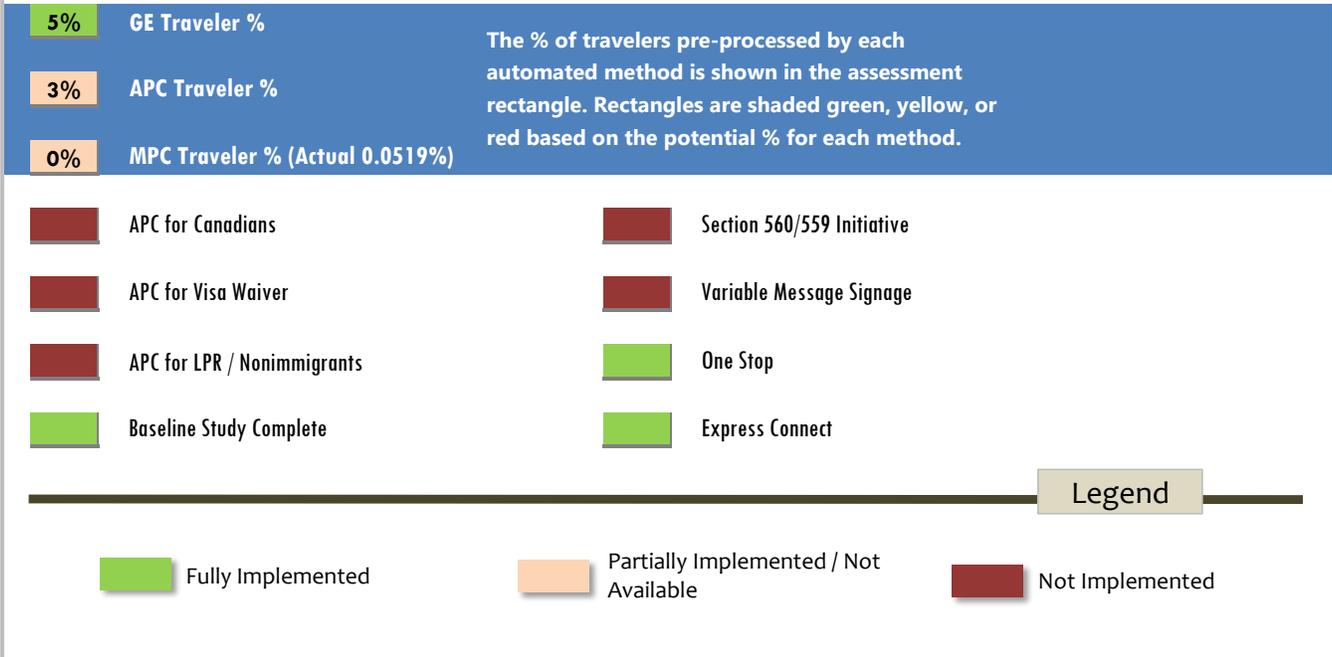


### Cycle Time ... up compared to last year



## Best Practice Inventory

**JFK Best Practice Assessment:** JFK-7 has yet to implement some of the available best practices. 8% of travelers use GE and APC. MPC and APC have recently been implemented. These practices need to be applied to reduce cycle times, as seen at other terminals across the country.

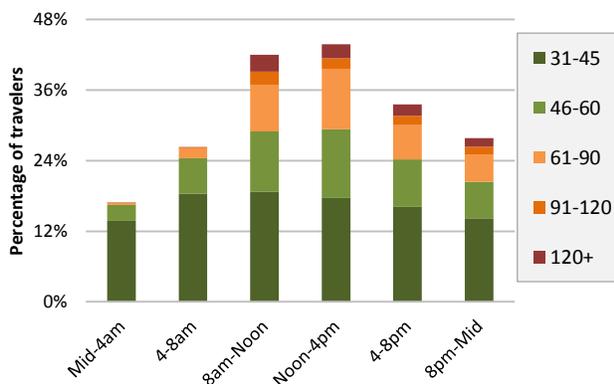


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### 36% of passengers wait more than 30 minutes

Year to date, approximately 11% JFK of Terminal 7 passengers wait more than 1 hour. Between the hours of Noon to 4pm, 44% of passengers wait more than 30 minutes.

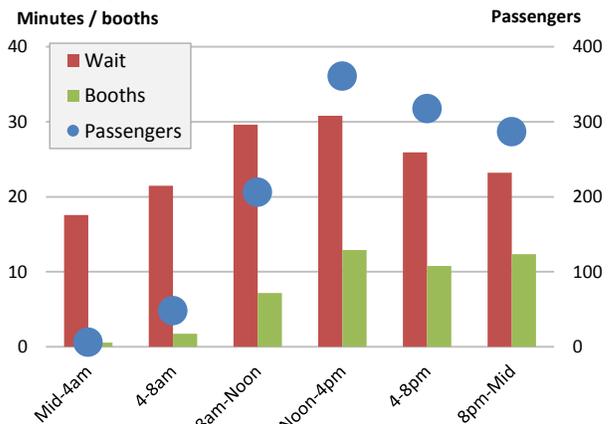
**% Passengers Waiting More than 30 Minutes**



### JFK-7 staffs well to traffic

Passenger volume is highest between Noon and 4pm (350 passengers/hour). By opening 13 booths, wait times are 31 minutes. Wait times are shorter during other periods when less traffic arrives. With very light traffic from midnight to Noon, an extra booth or two could great reduce off-peak waits.

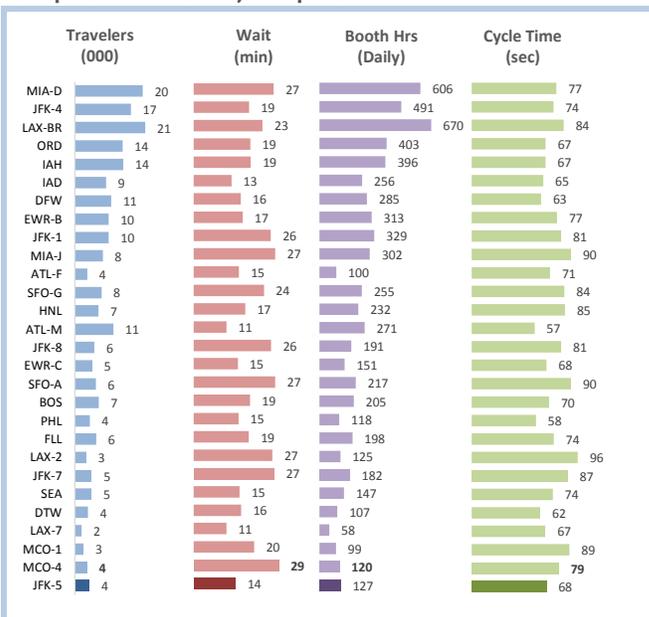
**Intraday Volume, Wait Times, and Booth Hours**



### Key Metrics

	YTD 2016	YTD 2015	Change	% Change
<b>Volume</b>				
Average Daily Travelers	4,347	3,742	605	16%
Global Entry, APC, & MPC	56%	43%	13%	30%
Non-Automated	44%	57%	-13%	-23%
United States Citizens	68.5%	70.0%	-1.5%	-2%
Non-immigrants	18.7%	17.4%	1.3%	8%
Legal Permanent Residents	12.8%	12.7%	0.1%	1%
Average Daily Flights (#)	28	26	2	9%
<b>Wait Time</b>				
Average Primary Wait (m)	14.1	11	3.1	28%
% Travelers < 60 minutes	98%	99%	-1%	-1%
% Travelers > 120 mins	0.12%	0.01%	0.1%	940%
<b>Primary Booth Hours</b>				
Average Daily Booth Hours	127	114	13	11%
<b>Efficiency</b>				
Average Cycle Time (s)	67.8	70.7	-2.9	-4%
Max Hourly Throughput / booth	53.1	50.9	2.2	4%
Average Utilization	65%	65%	0%	0%

### Compared to other major airports ...



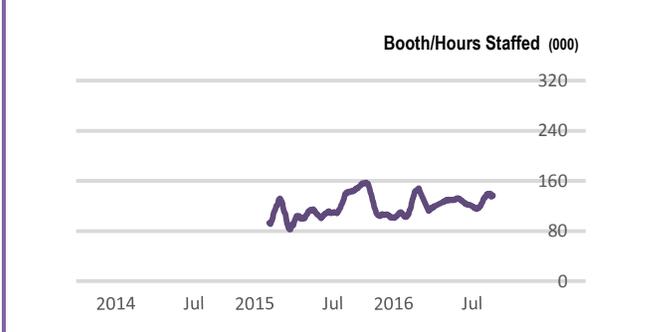
### Booth hours and efficiencies have not kept pace with volume growth

- Travel is up significantly at JFK-5.** Traveler volume at JFK-5 has increased 16% compared to last year. Today, 56% of JFK-5's passengers are confirmed with Global Entry and APC, up from 43% last year. MPC has been recently introduced.
- Booth hours increased.** Booth hours increased by 11% compared to a year ago from 114 booth hours to 127 booth hours, but have not kept pace with traveler volume (up 16%), especially in off peak hours when waits are highest. However, JFK-5 still has the shortest wait of any JFK terminal.
- Efficient processing.** Cycle time is 2.9 seconds faster (53.1 passengers per hour, per booth, with an average utilization per booth of 65%). This makes JFK-5 the most efficient of JFK's terminals.
- Wait times have increased compared to last year.** Year to date, average wait is up by 28% compared to a year ago, from 11 minutes to 14.1 minutes due to traffic growth.

### Traveler Volume ... continued growth



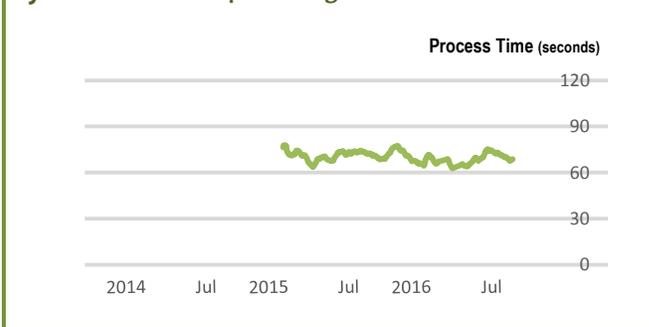
### Booth Hours ... continued increase



### 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, 56% of travelers use GE and APC. MPC has recently been implemented. APC is available at JFK Terminal 5 not only to US Citizens, but also Canadians, Visa Waiver country travelers, and Lawful Permanent Residents.

<b>5%</b>	<b>GE Traveler %</b>	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.
<b>51%</b>	<b>APC Traveler %</b>	
<b>0%</b>	<b>MPC Traveler % (Actual 0.2716%)</b>	

 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

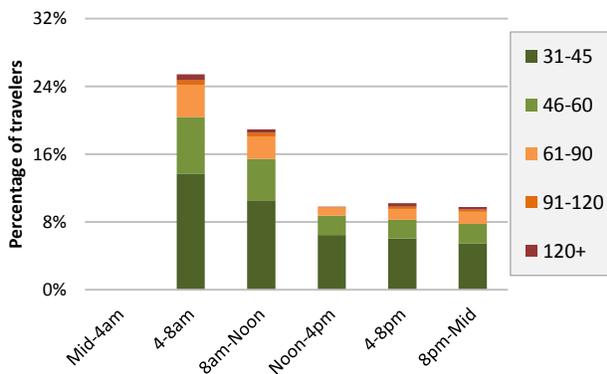
 Fully Implemented	 Partially Implemented / Not Available	 Not Implemented
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### 12% of passengers wait more than 30 minutes

While very few JFK Terminal 5 passengers wait more than 1 hour (about 2%), approximately 12% of passengers wait more than 30 minutes. Between the hours of 4am to 8am, 25% of passengers wait more than 30 minutes.

**% Passengers Waiting More than 30 Minutes**



### Short waits during busiest times

Passenger volume is highest between 4pm and 8pm (458 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.

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

