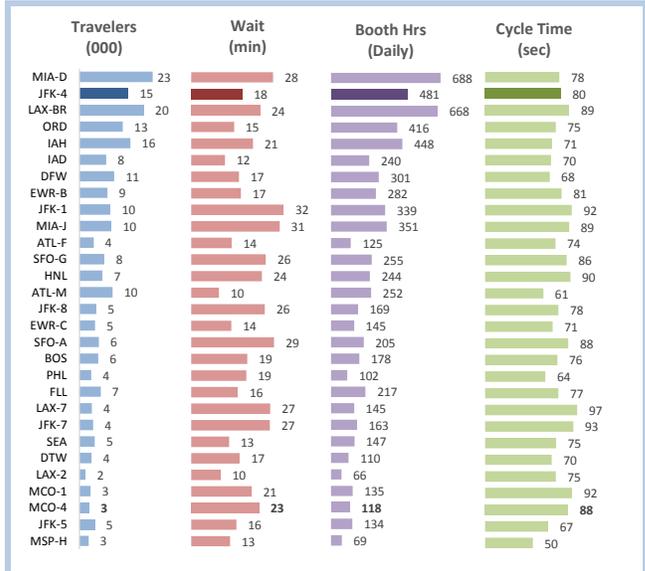


Key Metrics

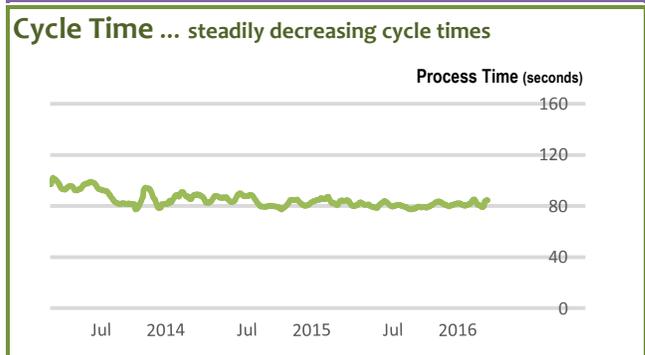
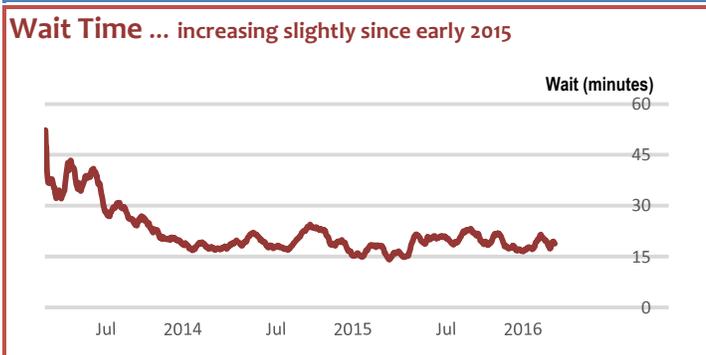
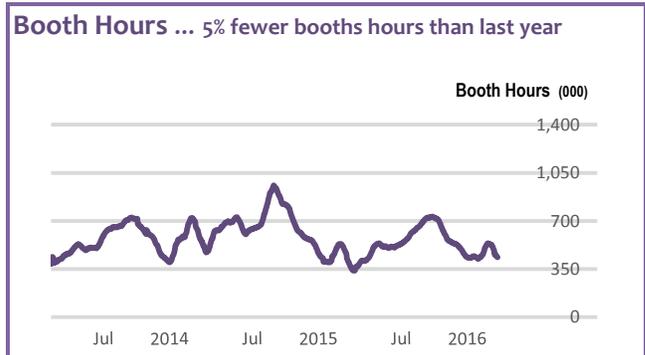
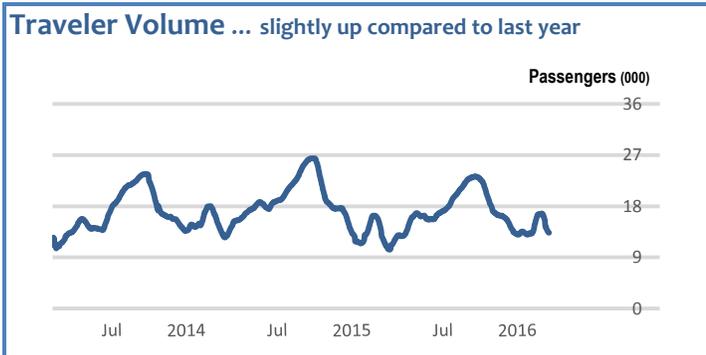
	YTD 2016	YTD 2015	Change	% Change
Volume				
Average Daily Travelers	15,214	14,324	891	6%
Global Entry, APC, & MPC	49%	44%	5%	11%
Non-Automated	51%	56%	-5%	-9%
United States Citizens	49.3%	48.2%	+1.1%	2%
Non-immigrants	40.5%	40.5%	+0.0%	0%
Legal Permanent Residents	10.1%	11.2%	-1.1%	-10%
Average Daily Flights (#)	74	72	2	3%
Wait Time				
Average Primary Wait (m)	17.7	17.2	0.5	3%
% Travelers < 60 minutes	96%	96%	0%	0%
% Travelers > 120 mins	0.51%	0.33%	+0.18%	56%
Primary Booth Hours				
Average Daily Booth Hours	481	457	24	5%
Efficiency				
Average Cycle Time (s)	79.9	81.1	-1.1	-1%
Max Hourly Throughput / booth	45.0	44.4	0.6	1%
Average Utilization	70%	71%	0%	0%

Compared to other major airports ...



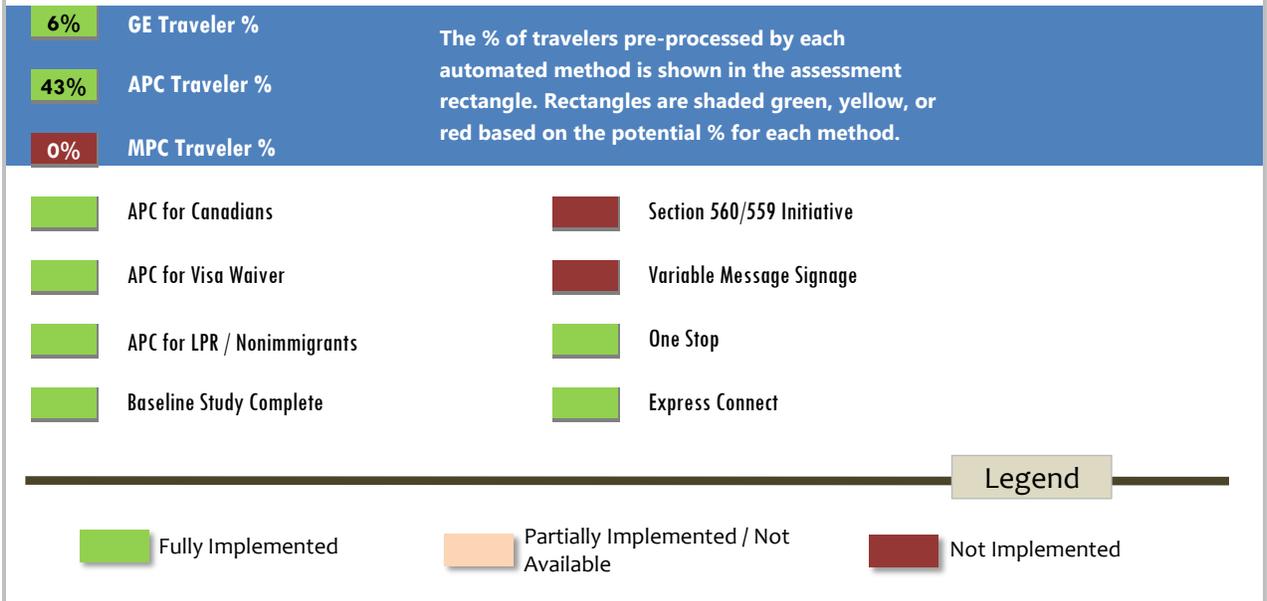
A slight increase in booth hours can help reduce wait times

- Travel is up at JFK (Terminal 4).** Traveler volume increased 6% compared to last year. 49% of passengers use automated solutions like Global Entry and APC, up from 44% last year.
- Booth hours increased.** Booth hours increased 5% compared to a year ago, from 457 hours to 481 hours.
- Wait time slightly increased.** Year to date, average wait is up by 3% compared to a year ago, from 17.2 hours to 17.7 hours. 96% of passengers are being processed in under 60 minutes.
- Cycle time is 1.1 seconds faster.** Global Entry and APC have combined to reduce the average cycle time. The faster cycle time allows for 0.6 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.



Best Practice Inventory

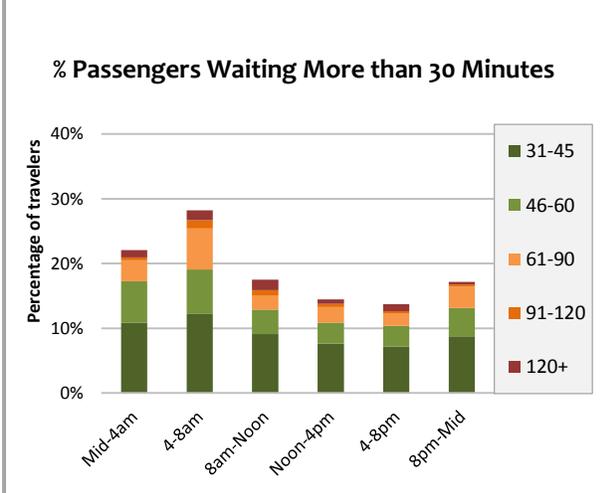
JFK-4 Best Practice Assessment: JFK-4 has implemented many of the available best practices such as Global Entry, Automated Passport Control, One Stop, and Express Connect. Today, 49% of passengers are processed by GE and APC kiosks. APC is available at JFK-4 not only to US Citizens, but also Canadians, 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.

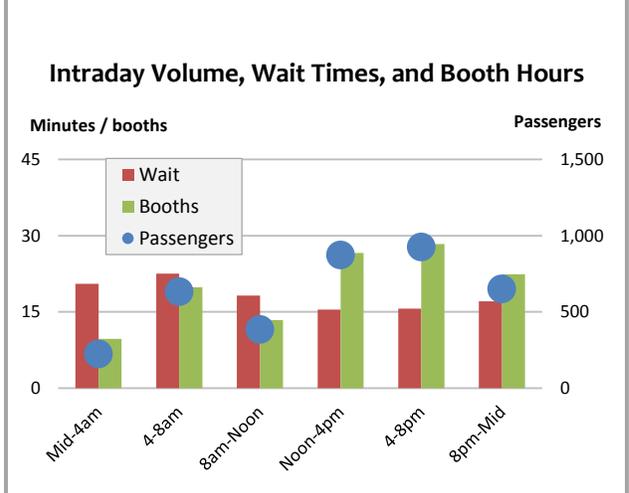
18% of passengers wait more than 30 minutes

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 4am to 8am, 28% of passengers wait more than 30 minutes.



JFK-4 matches booth hours well to traffic

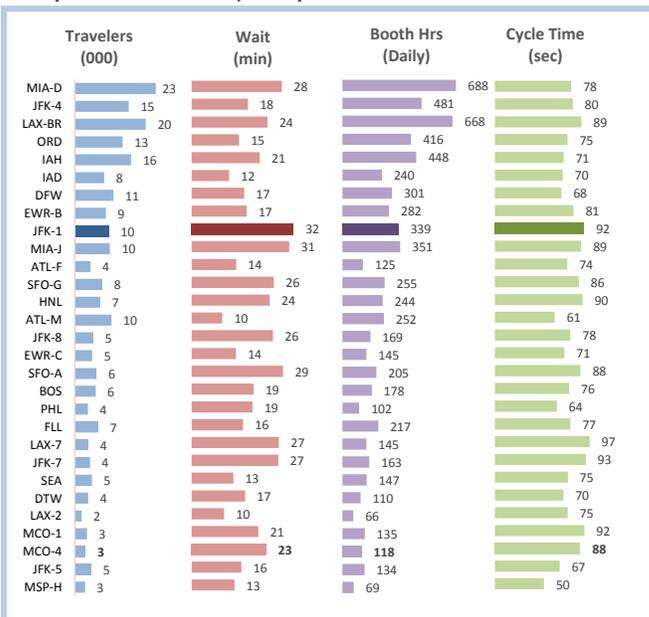
Average wait is fairly consistent throughout the day. Waits are the highest from Midnight to 4am during the lower volume period. A couple extra booths could greatly reduce waits during this time period and also reduce the average wait.



Key Metrics

	YTD 2016	YTD 2015	Change	% Change
Volume				
Average Daily Travelers	9,584	8,562	1,023	12%
Global Entry, APC, & MPC	35%	26%	9%	35%
Non-Automated	65%	74%	-9%	-12%
United States Citizens	35.9%	34.1%	+1.8%	5%
Non-immigrants	54.9%	56.6%	-1.6%	-3%
Legal Permanent Residents	9.2%	9.4%	-0.2%	-2%
Average Daily Flights (#)	41	36	5	13%
Wait Time				
Average Primary Wait (m)	32.1	27.8	4.3	15%
% Travelers < 60 minutes	85%	90%	-5%	-5%
% Travelers > 120 mins	2.96%	0.97%	+1.99%	205%
Primary Booth Hours				
Average Daily Booth Hours	339	310	29	9%
Efficiency				
Average Cycle Time (s)	91.6	90.3	1.3	1%
Max Hourly Throughput / booth	39.3	39.9	-0.6	-1%
Average Utilization	72%	69%	3%	4%

Compared to other major airports ...



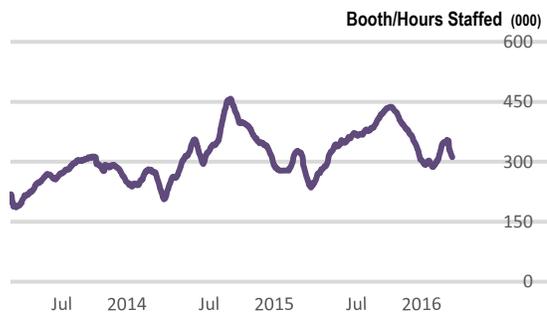
Increased booth hours can't offset increased traveler volume

- **Travel is up significantly at JFK (Terminal 1).** Traveler volume increased 12% compared to last year. 35% of passengers use automated solutions like Global Entry and APC, up from 26% last year.
- **More booths open to meet demand.** Booth hours increased 9% 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 15%.** Year to date, average wait is up from 27.8 minutes to 32.1 minutes. Terminal 1 has the longest average wait time in the country. Reduced waits may be possible by staffing additional booths during non-peak hours (4am to Noon).
- **Cycle time is 1.3 seconds slower.** Average cycle time is 1.3 seconds slower than last year, while max hourly throughput decreased by 0.6 passengers per booth, per hour. JFK-1 has one of the highest cycle time in the nation and could be improved by applying APC to non-immigrants.

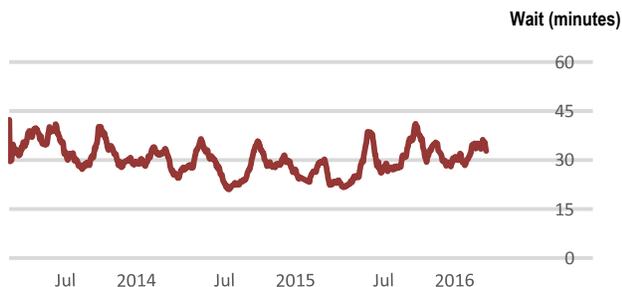
Traveler Volume ... continued strong growth



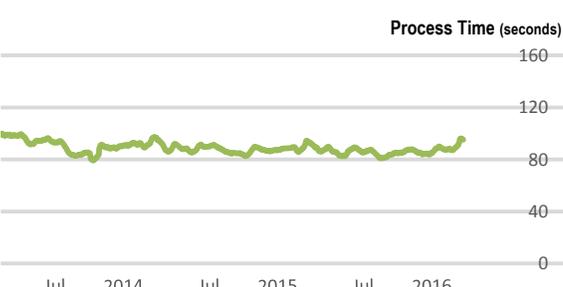
Booth Hours ... trending higher



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, 35% of JFK-1's passengers are now processed by Global Entry and APC, up from 26% 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.

3%	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.
32%	APC Traveler %	
0%	MPC Traveler %	

<ul style="list-style-type: none"> APC for Canadians APC for Visa Waiver APC for LPR / Nonimmigrants Baseline Study Complete 	<ul style="list-style-type: none"> Section 560/559 Initiative Variable Message Signage One Stop Express Connect
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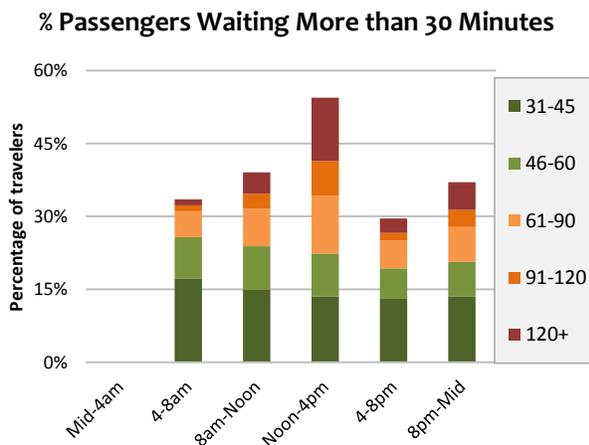
Legend

 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.

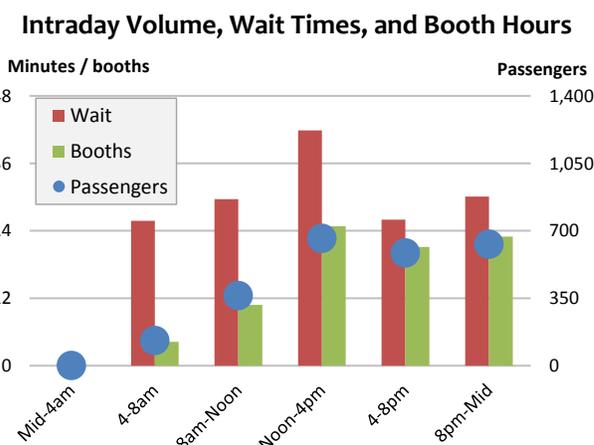
40% of passengers wait more than 30 minutes

Year to date, approximately 19% of JFK Terminal 1 passengers wait more than 1 hour, approximately 40% of passengers wait more than 30 minutes. Between the hours of Noon to 4pm, 54% of passengers wait more than 30 minutes.



Waits may be reduced in off-peak hours

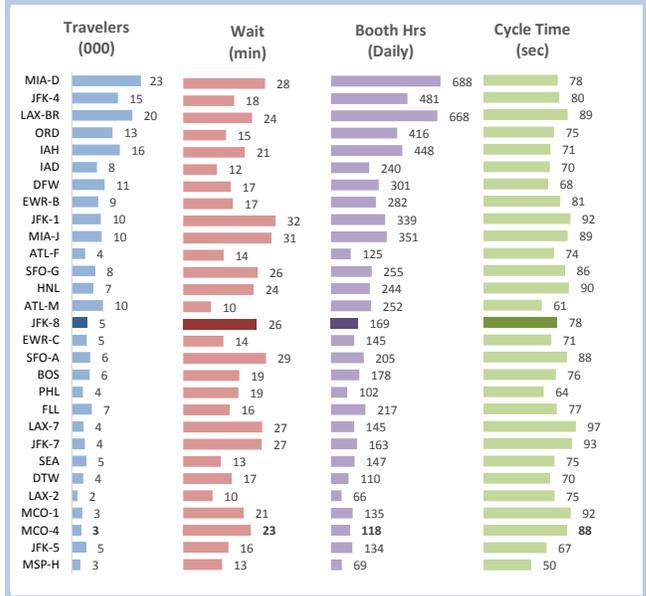
Nearly 660 passengers (on average) arrive every hour between Noon and 4pm. By opening only 25 booths during this time period, the average wait is 42 minutes. Opening additional booths may be required from 4am to Noon to reduce average waits leading into peak hours.



Key Metrics

	YTD 2016	YTD 2015	Change	% Change
Volume				
Average Daily Travelers	5,227	5,412	-186	-3%
Global Entry, APC, & MPC	41%	5%	36%	720%
Non-Automated	59%	95%	-36%	-38%
United States Citizens	42.5%	41.9%	+0.7%	2%
Non-immigrants	50.1%	50.8%	-0.7%	-1%
Legal Permanent Residents	7.4%	7.4%	-0.0%	0%
Average Daily Flights (#)	26	27	-1	-5%
Wait Time				
Average Primary Wait (m)	25.6	24.5	1.0	4%
% Travelers < 60 minutes	91%	93%	-2%	-2%
% Travelers > 120 mins	0.50%	0.27%	+0.24%	89%
Primary Booth Hours				
Average Daily Booth Hours	169	181	-12	-6%
Efficiency				
Average Cycle Time (s)	77.5	82.9	-5.4	-7%
Max Hourly Throughput / booth	46.5	43.4	3.0	7%
Average Utilization	66%	69%	-2%	-4%

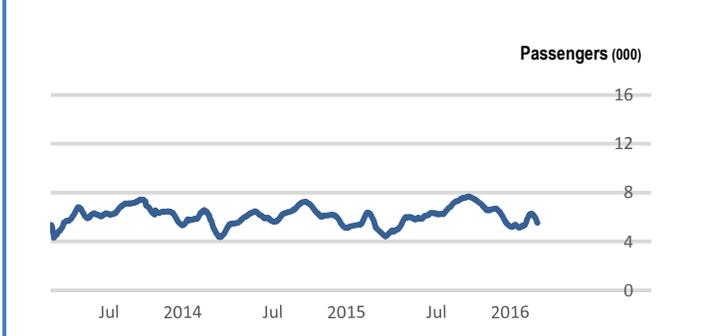
Compared to other major airports ...



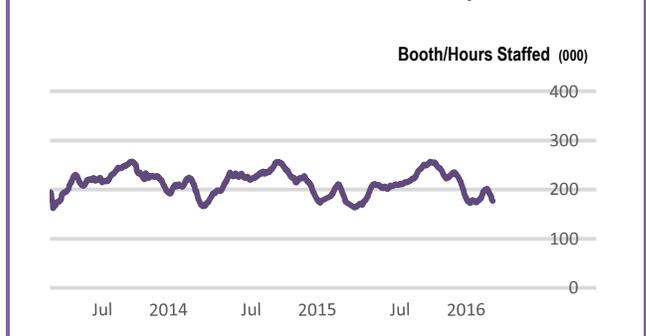
Long off-peak waits result in increased wait times

- Travel is down slightly at JFK Terminal 8.** Traveler volume (year to date) has decreased 3% compared to last year. Today, 41% of JFK-8's passengers are confirmed with automated solutions like Global Entry and APC.
- Booth hours decreased by 6%.** JFK-8 booth hours have decreased 6% from 181 last year to 169 this year. The decrease in booth hours has contributed to an increase in wait time, despite improvement in cycle time.
- Cycle time 5.4 seconds faster.** Cycle time is 7% (5.4 seconds) faster than last year, allowing for an additional 3 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 5.4 seconds improvement this year, cycle time will further improve if APC could be applied to non-immigrants.
- Wait times increased 4%.** Wait time at JFK-8 is 1 minute longer compared to last year. Waits are longest from 4am to Noon when there are fewer travelers at JFK. A few extra booths open during this time period could greatly reduce waits.

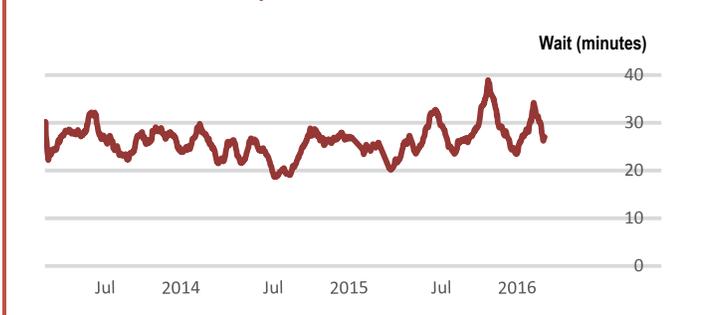
Traveler Volume ... recent down trend



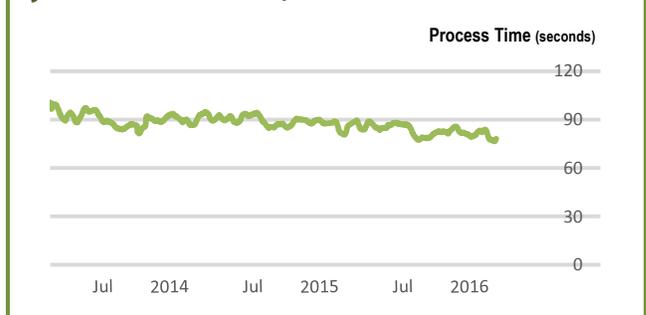
Booth hours ... 6% fewer booths than last year



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. 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.
35%	APC Traveler %	
0%	MPC Traveler %	

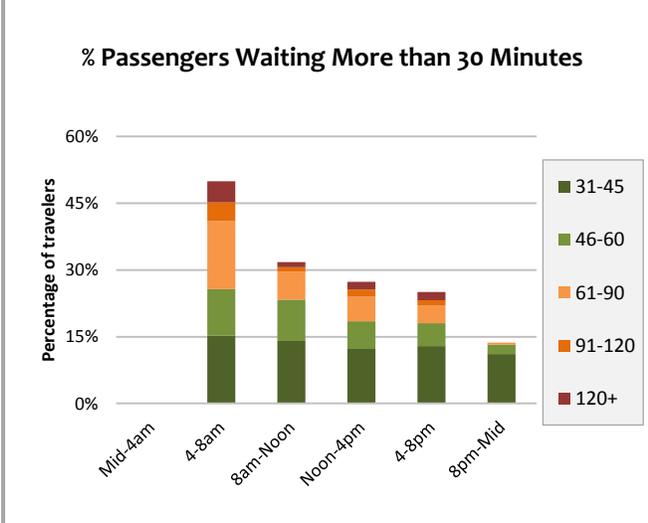
	APC for Canadians		Section 560/559 Initiative
	APC for Visa Waiver		Variable Message Signage
	APC for LPR / Nonimmigrants		One Stop
	Baseline Study Complete		Express Connect

Legend

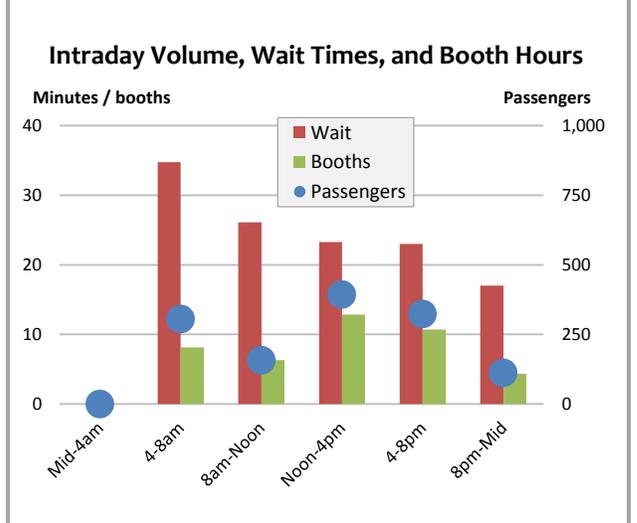
	Fully Implemented		Partially Implemented / Not Available		Not Implemented
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Many innovative practices, technologies, and programs are available to make international air passenger processing more efficient and reduce congestion at airports. If all practices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

31% of passengers wait more than 30 minutes
 Year to date, approximately 11% of JFK Terminal 8 passengers wait more than 1 hour, approximately 31% of passengers wait more than 30 minutes. Between the hours of 4am to 8am, 50% of passengers wait more than 30 minutes.



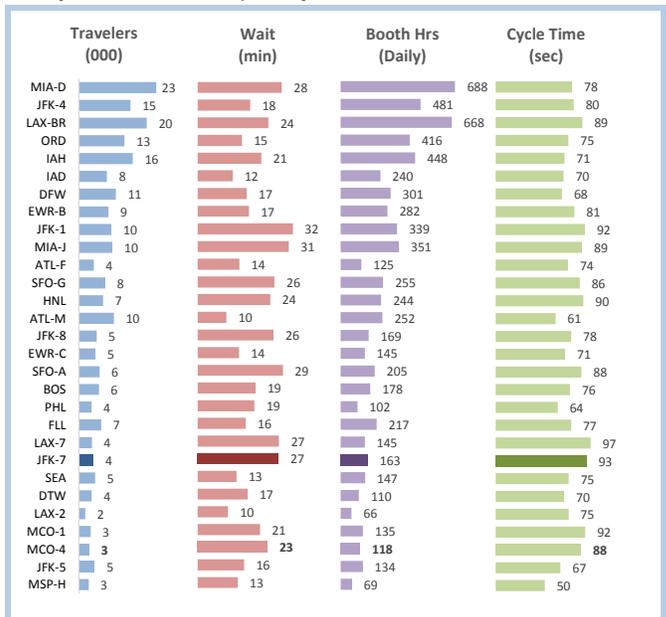
Waits are longer during off peak hours
 JFK-8 is busiest between Noon-4pm (more than 390 passengers arrive per hour) and waits are 23 minutes during this time. Wait times during non-peak hours are longer and could be improved by opening more booths, especially between 4am and Noon.



Key Metrics

	YTD 2016	YTD 2015	Change	% Change
Volume				
Average Daily Travelers	4,272	4,092	179	4%
Global Entry, APC, & MPC	6%	4%	2%	50%
Non-Automated	94%	96%	-2%	-2%
United States Citizens	31.7%	33.0%	-1.3%	-4%
Non-immigrants	61.2%	59.8%	+1.3%	2%
Legal Permanent Residents	7.1%	7.1%	-0.0%	0%
Average Daily Flights (#)	19	18	1	5%
Wait Time				
Average Primary Wait (m)	27.3	23.8	3.5	15%
% Travelers < 60 minutes	91%	94%	-3%	-3%
% Travelers > 120 mins	0.60%	0.17%	+0.4%	259%
Primary Booth Hours				
Average Daily Booth Hours	163	156	7	5%
Efficiency				
Average Cycle Time (s)	93.2	89.1	4.2	5%
Max Hourly Throughput / booth	38.6	40.4	-1.8	-4%
Average Utilization	68%	65%	3%	4%

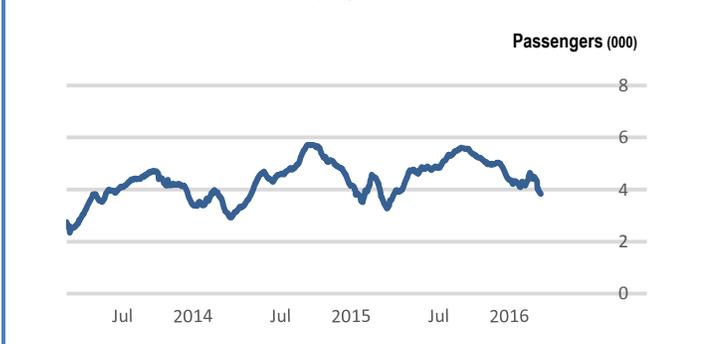
Compared to other major airports ...



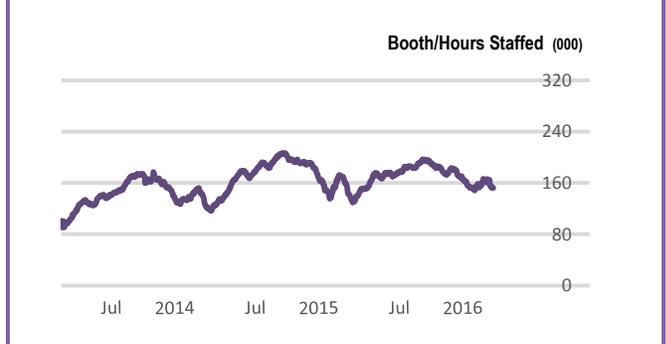
Automated technologies are needed to increase processing efficiency

- Travel is up at JFK-7.** Traveler volume at JFK-7 (year to date) has increased 4% compared to last year. Today, only 6% 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 compared to last year (156 booth hours). More booths or faster processing are needed to keep up with traveler volume (up 4%), as shown by 15% longer waits.
- Slower processing.** Average cycle time has increased by 4.2 seconds, while max throughput has decreased by 1.8 travelers per booth, per hour since last year. The increase in nonimmigrant share (61.2% this year) may prevent improvements in cycle time until APC is introduced.
- Wait times increased by 15%.** Slower processing and suboptimal staffing to traffic have led to an increase in wait time. The average wait time increased by 15%, from 23.8 minutes last year to 27.3 minutes this year. The percentage of travelers waiting less than 60 minutes decreased to 91% from 94%.

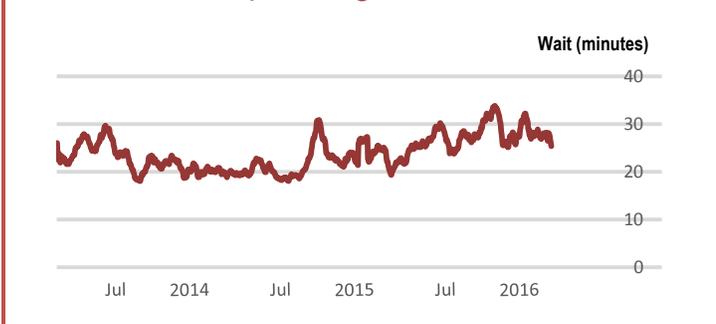
Traveler Volume ... steady upward trend



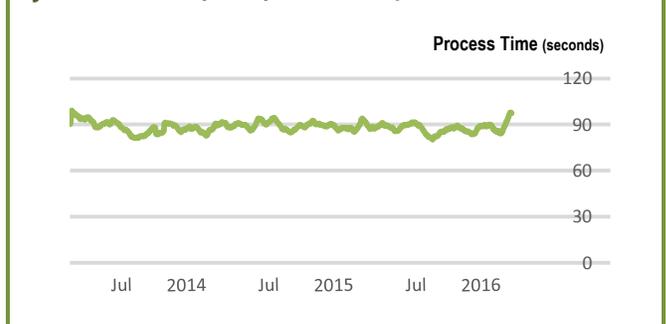
Booth Hours ... 5% more booth hours than last year



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. 6% 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.

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.
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

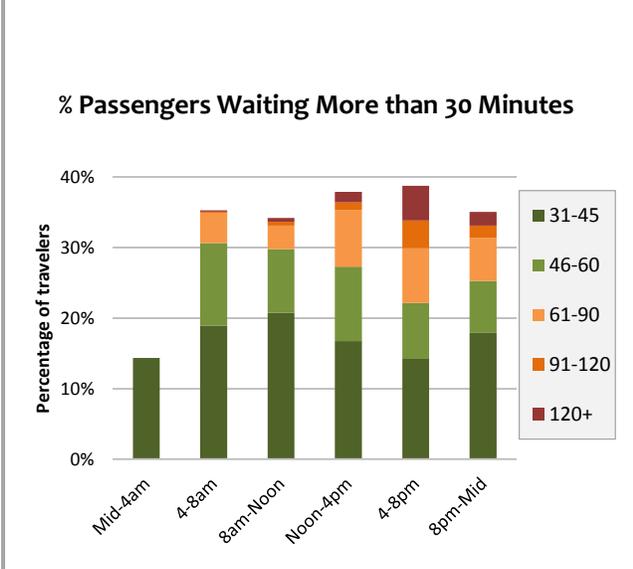
Legend

	Fully Implemented		Partially Implemented / Not Available		Not Implemented
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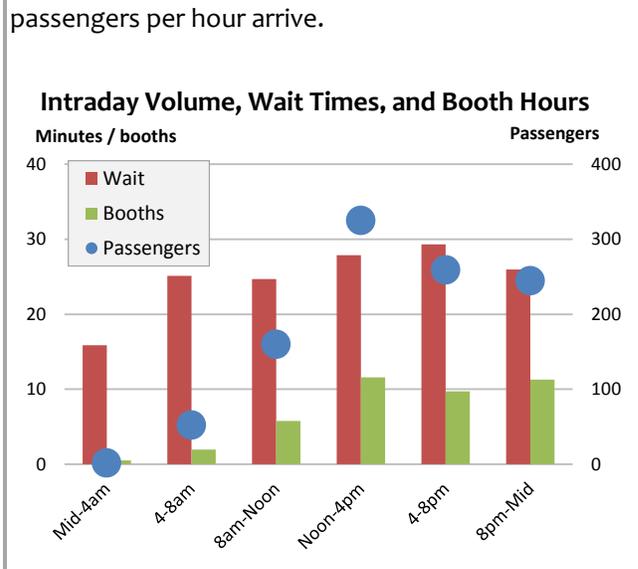
37% of passengers wait more than 30 minutes

Year to date, approximately 11% JFK of Terminal 7 passengers wait more than 1 hour. Between the hours of 4pm to 8pm, 39% of passengers wait more than 30 minutes.



JFK-7 could improve waits in off peak hours

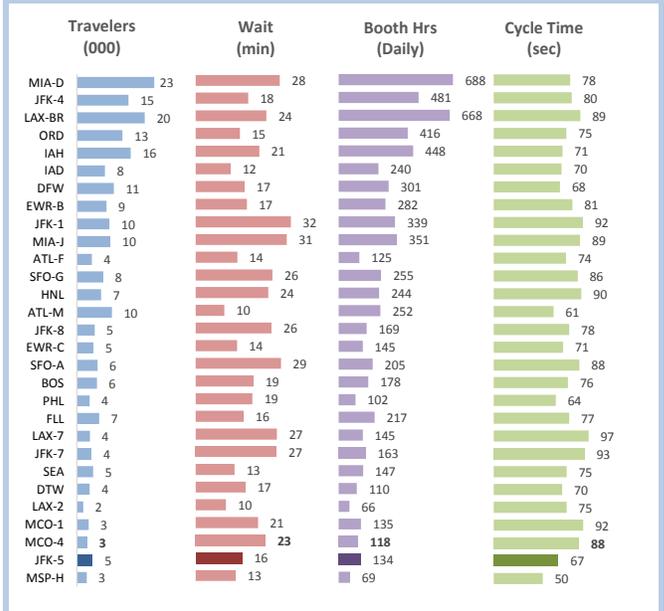
Passenger volume is highest between Noon and 8pm (nearly 330 passengers/hour). By opening 11 booths, wait times are 28 minutes. But waits are nearly as long (26 minutes) from 4am to 8am when only 50 passengers per hour arrive.



Key Metrics

	YTD 2016	YTD 2015	Change	% Change
Volume				
Average Daily Travelers	4,680	3,883	797	21%
Global Entry, APC, & MPC	57%	40%	17%	43%
Non-Automated	43%	60%	-17%	-28%
United States Citizens	70.1%	71.8%	-1.6%	-2%
Non-immigrants	13.0%	12.9%	0.1%	1%
Legal Permanent Residents	16.9%	15.4%	1.5%	10%
Average Daily Flights (#)	29	27	2	6%
Wait Time				
Average Primary Wait (m)	15.7	10	5.7	57%
% Travelers < 60 minutes	97%	98%	-2%	-2%
% Travelers > 120 mins	0.11%	0.01%	0.1%	896%
Primary Booth Hours				
Average Daily Booth Hours	134	120	13	11%
Efficiency				
Average Cycle Time (s)	66.5	71.6	-5.1	-7%
Max Hourly Throughput / booth	54.1	50.2	3.9	8%
Average Utilization	65%	64%	0%	1%

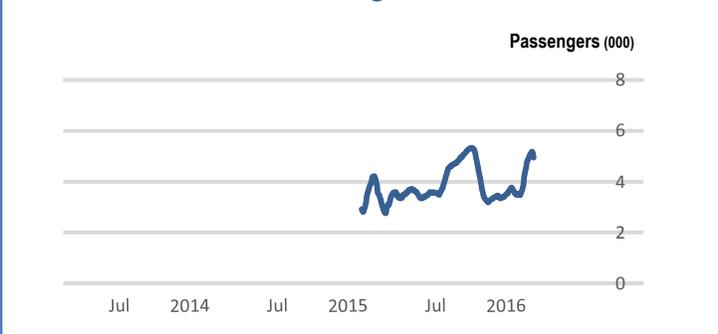
Compared to other major airports ...



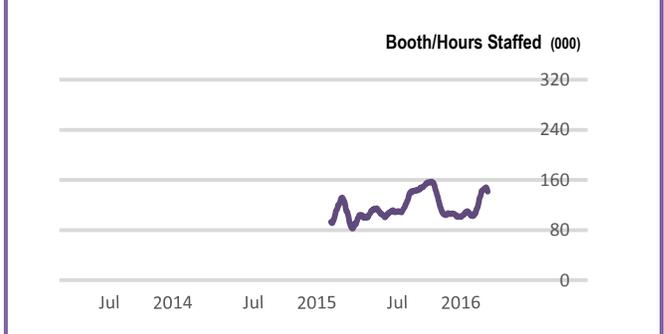
Off peak waits are higher than peak waits

- Travel is up significantly at JFK-5.** Traveler volume at JFK-5 has increased 21% compared to last year. Today, 57% of JFK-5's passengers are confirmed with Global Entry and APC, up from 40% last year.
- Booth hours increased.** Booth hours increased by 11% compared to a year ago from 120 booth hours to 134 booth hours, but have not kept pace with traveler volume (up 21%), especially in off peak hours when waits are highest.
- Efficient processing.** The average JFK-5 cycle time is 5.1 seconds faster (54.1 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.** JFK-5 wait times increased from 10 minutes last year to 15 minutes this year, a 57% increase.

Traveler Volume ... continued growth



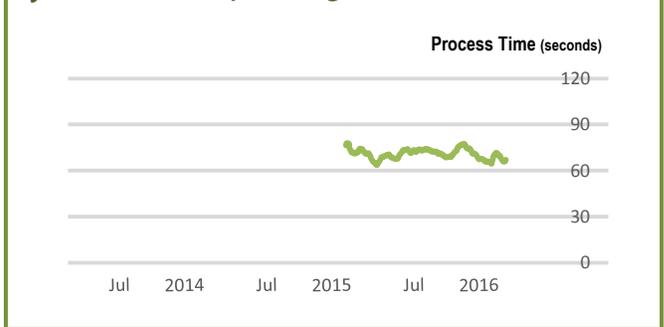
Booth Hours ... continued increase



Wait Time ... short waits, but increasing

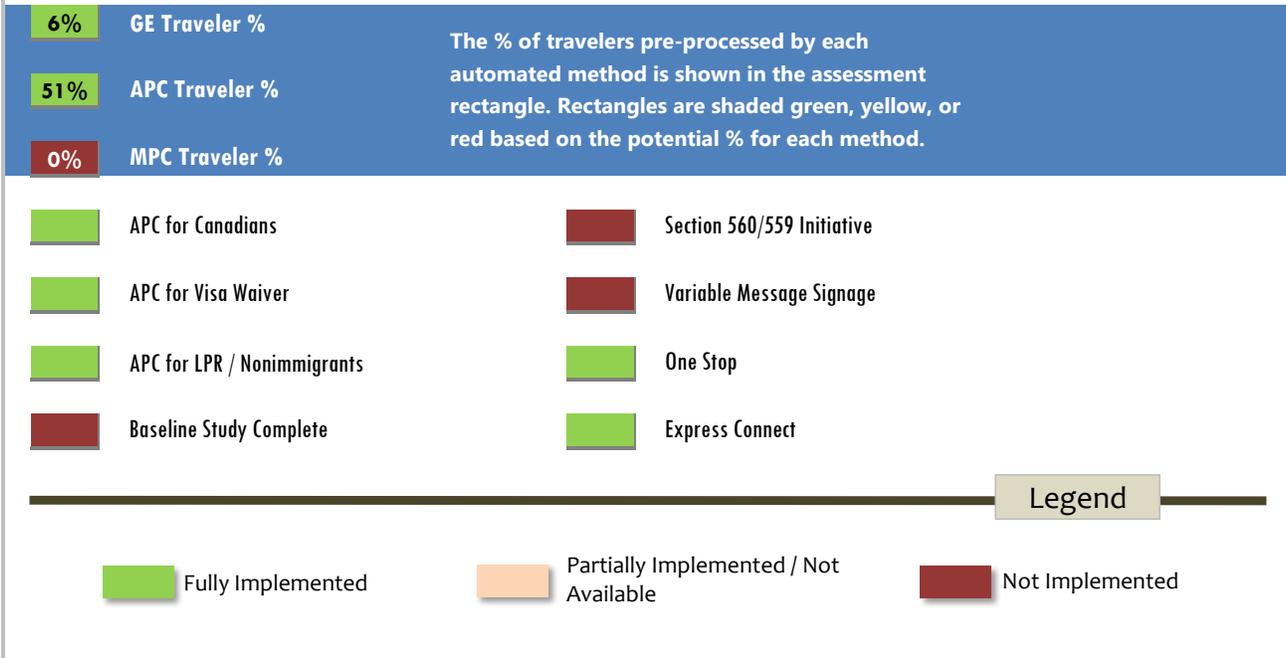


Cycle Time ... fast processing



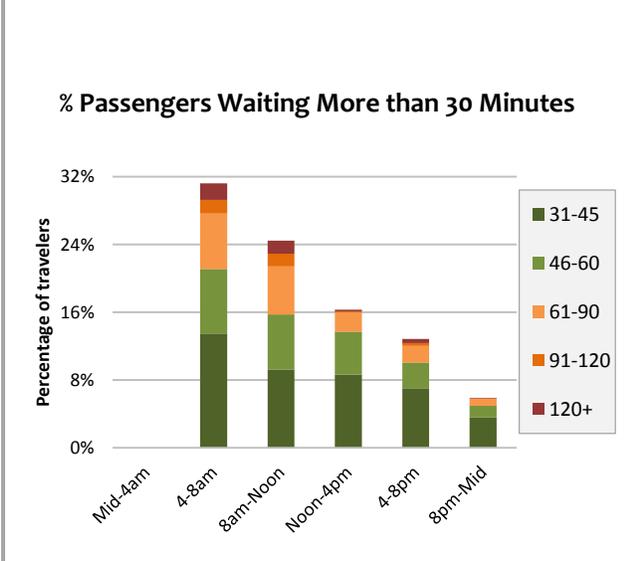
Best Practice Inventory

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.



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.

15% of passengers wait more than 30 minutes
 Year to date, approximately 4% JFK of Terminal 5 passengers wait more than 1 hour. Between the hours of 4am to 8am, 31% of passengers wait more than 30 minutes.



Waits exceed the average during off-peak
 Passenger volume is highest between 4pm and 8pm (490 passengers/hour), yet with 12 booths open during this time, wait times are lower than the average. More booths may be needed from 4am to 4pm (off-peak hours) when waits are higher.

