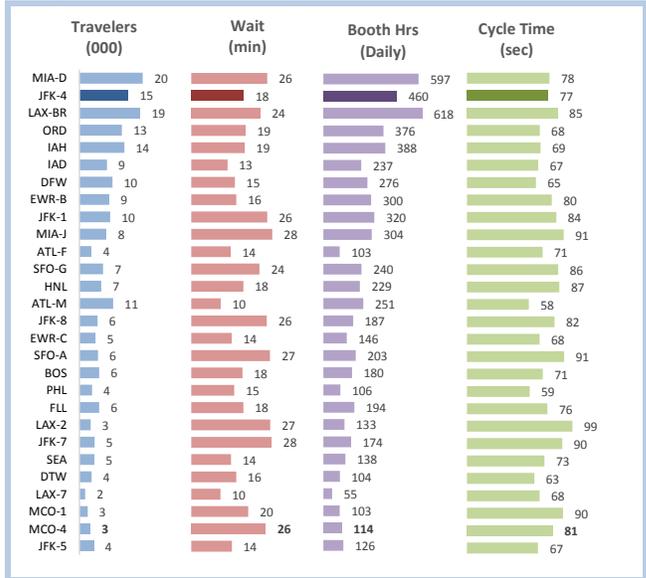


Key Metrics

	YTD 2016	YTD 2015	Change	% Change
Volume				
Average Daily Travelers	15,177	14,553	624	4%
Global Entry, APC, & MPC	52%	42%	10%	24%
Non-Automated	48%	58%	-10%	-17%
United States Citizens	44.6%	44.2%	+0.4%	1%
Non-immigrants	47.4%	47.1%	+0.3%	1%
Legal Permanent Residents	8.1%	8.7%	-0.6%	-7%
Average Daily Flights (#)	74	72	2	3%
Wait Time				
Average Primary Wait (m)	18.3	18.6	-0.4	-2%
% Travelers < 60 minutes	96%	95%	1%	1%
% Travelers > 120 mins	0.35%	0.43%	-0.08%	-18%
Primary Booth Hours				
Average Daily Booth Hours	460	465	-5	-1%
Efficiency				
Average Cycle Time (s)	76.6	80.7	-4.2	-5%
Max Hourly Throughput / booth	47.0	44.6	2.4	5%
Average Utilization	70%	70%	0%	0%

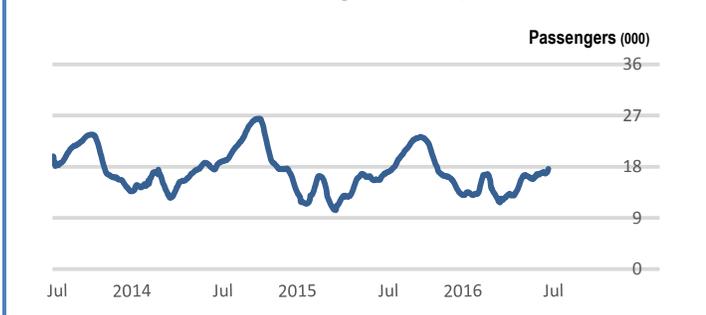
Compared to other major airports ...



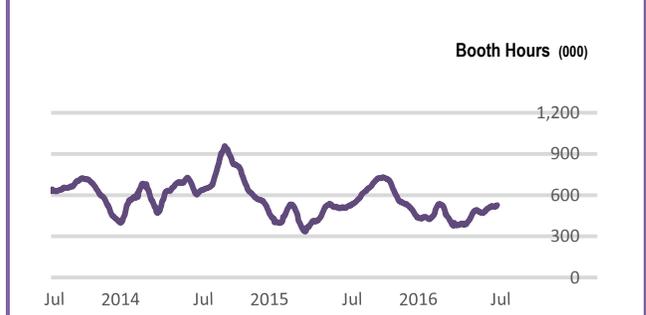
Automated technologies help reduce wait times

- Travel is up at JFK (Terminal 4).** Traveler volume increased 4% compared to last year. 52% of passengers use automated solutions like Global Entry and APC up from 42% last year.
- Booth hours slightly decreased.** Booth hours have decreased compared to a year ago, from 465 hours to 460 hours.
- Wait time slightly decreased.** Year to date, average wait is down by 2% compared to a year ago, from 18.6 minutes to 18.3 minutes. 96% of passengers are being processed in under 60 minutes.
- Cycle time is 4.2 seconds faster.** Global Entry, APC, and MPC have combined to reduce the average cycle time. The faster cycle time allows for 2.4 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. MPC recently has been introduced.

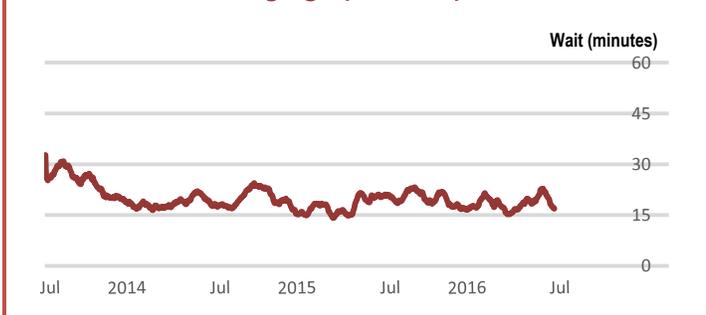
Traveler Volume ... modest growth compared to last year



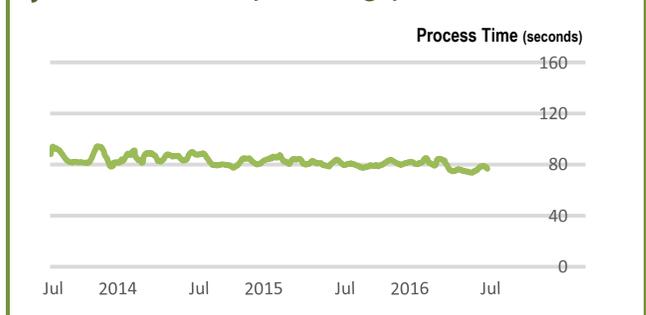
Booth Hours ... 1% fewer booth hours than last year



Wait Time ... increasing slightly since early 2015

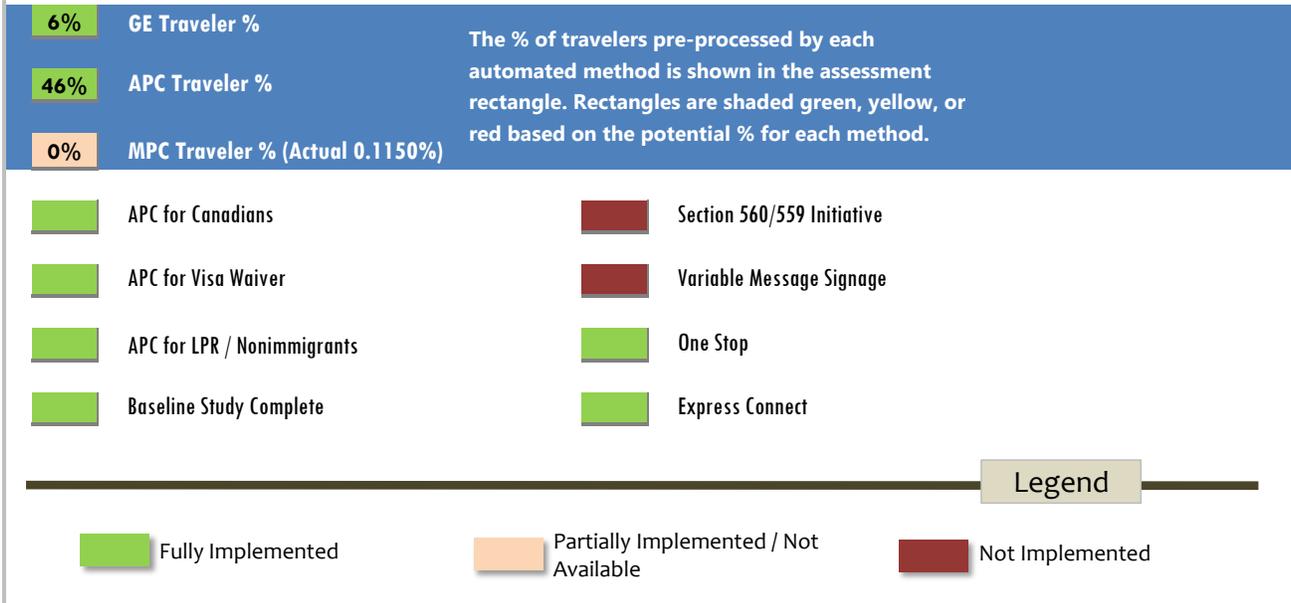


Cycle Time ... steadily decreasing cycle times



Best Practice Inventory

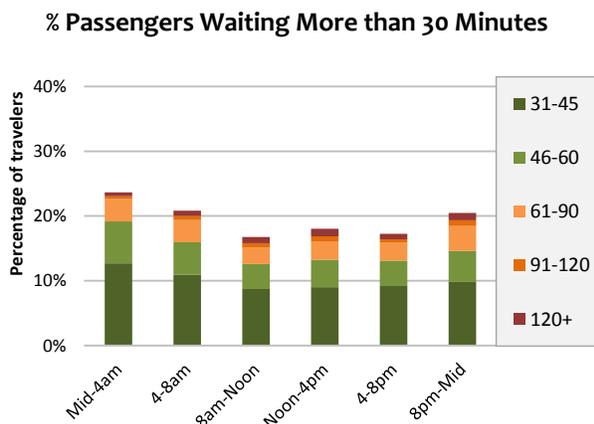
JFK-4 Best Practice Assessment: JFK-4 has implemented many of the available best practices such as Global Entry, Automated Passport Control, One Stop, and Express Connect. MPC has recently been implemented. Today, 52% of passengers are processed by GE and APC kiosks. APC is available at JFK-4 not only 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.

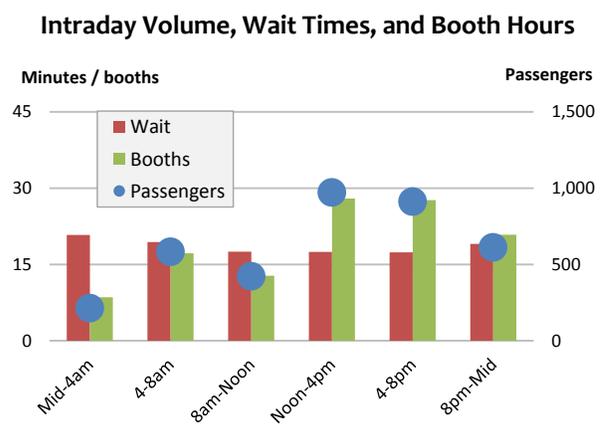
19% of passengers wait more than 30 minutes

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, 24% of passengers wait more than 30 minutes.



JFK-4 matches booth hours well to traffic

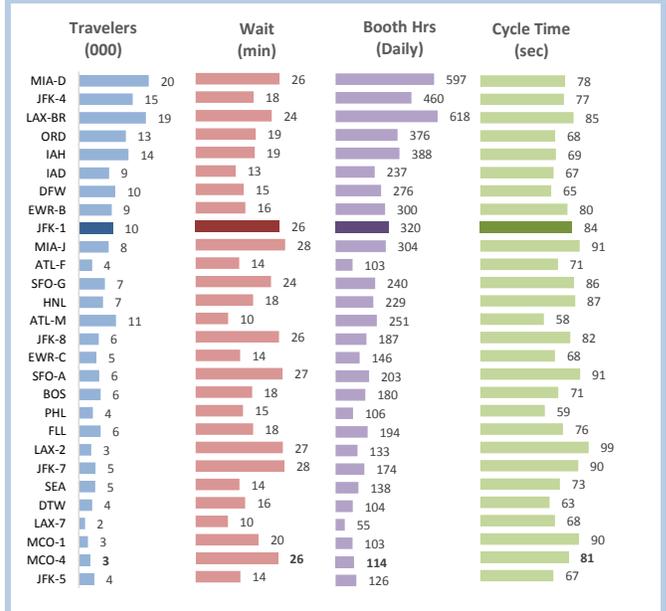
Average wait is fairly consistent throughout the day. Waits are higher from Midnight to 4am during the lower volume period. A couple extra booths could greatly reduce waits during this time period and also reduce the average wait.



Key Metrics

	YTD 2016	YTD 2015	Change	% Change
Volume				
Average Daily Travelers	9,556	8,920	636	7%
Global Entry, APC, & MPC	38%	28%	10%	36%
Non-Automated	62%	72%	-10%	-14%
United States Citizens	32.5%	31.1%	+1.5%	5%
Non-immigrants	59.4%	61.1%	-1.7%	-3%
Legal Permanent Residents	8.0%	7.8%	+0.2%	3%
Average Daily Flights (#)	42	39	3	8%
Wait Time				
Average Primary Wait (m)	26.4	28.1	-1.6	-6%
% Travelers < 60 minutes	91%	90%	1%	2%
% Travelers > 120 mins	1.17%	1.62%	-0.44%	-27%
Primary Booth Hours				
Average Daily Booth Hours	320	313	7	2%
Efficiency				
Average Cycle Time (s)	84.0	87.0	-3.0	-3%
Max Hourly Throughput / booth	42.9	41.4	1.5	4%
Average Utilization	70%	69%	1%	1%

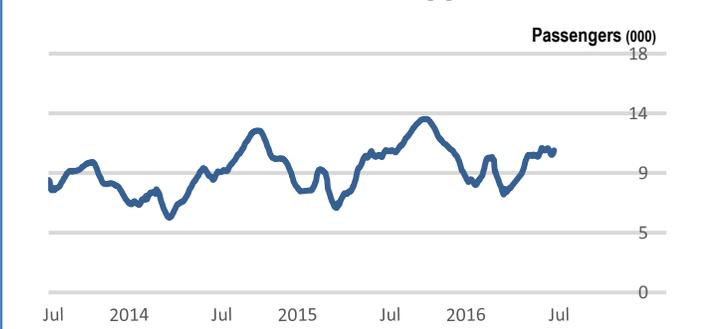
Compared to other major airports ...



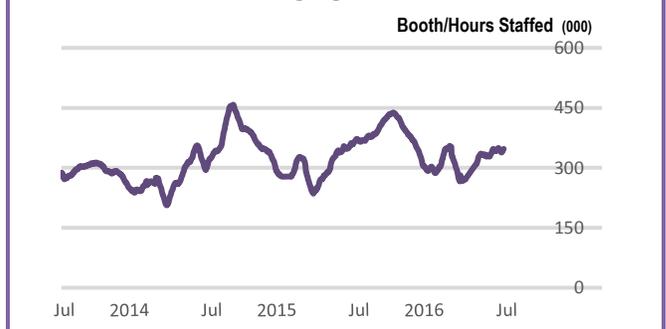
Traveler volume increased more than booth hours

- Travel is up significantly at JFK (Terminal 1).** Traveler volume increased 7% compared to last year. 38% of passengers use automated solutions like Global Entry and APC, up from 28% last year.
- More booths open to meet demand.** Booth hours increased 2% compared to a year ago. Additional booths may be required during non-peak hours.
- Wait times decreased.** Year to date, average wait is down by 6%, from 28.1 minutes last year to 26.4 minutes this year. The percentage of travelers waiting less than 60 minutes increased to 91% from 90%.
- Efficient processing.** The average cycle time is 3 seconds faster than last year, allowing for an additional 1.5 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.

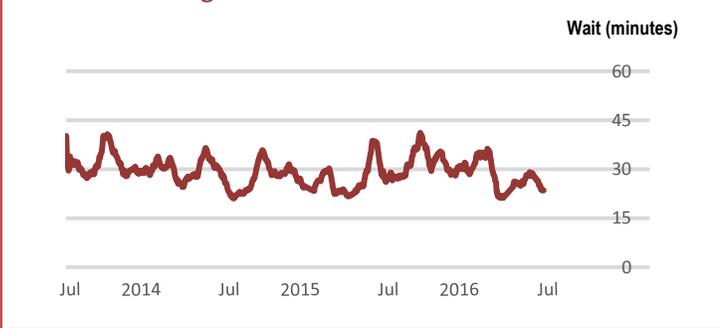
Traveler Volume ... continued strong growth



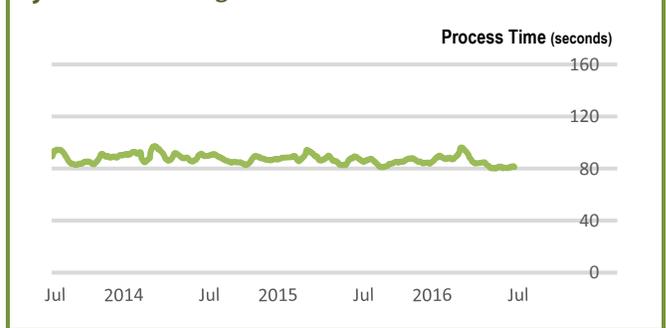
Booth Hours ... trending higher



Wait Time ... slight downward trend

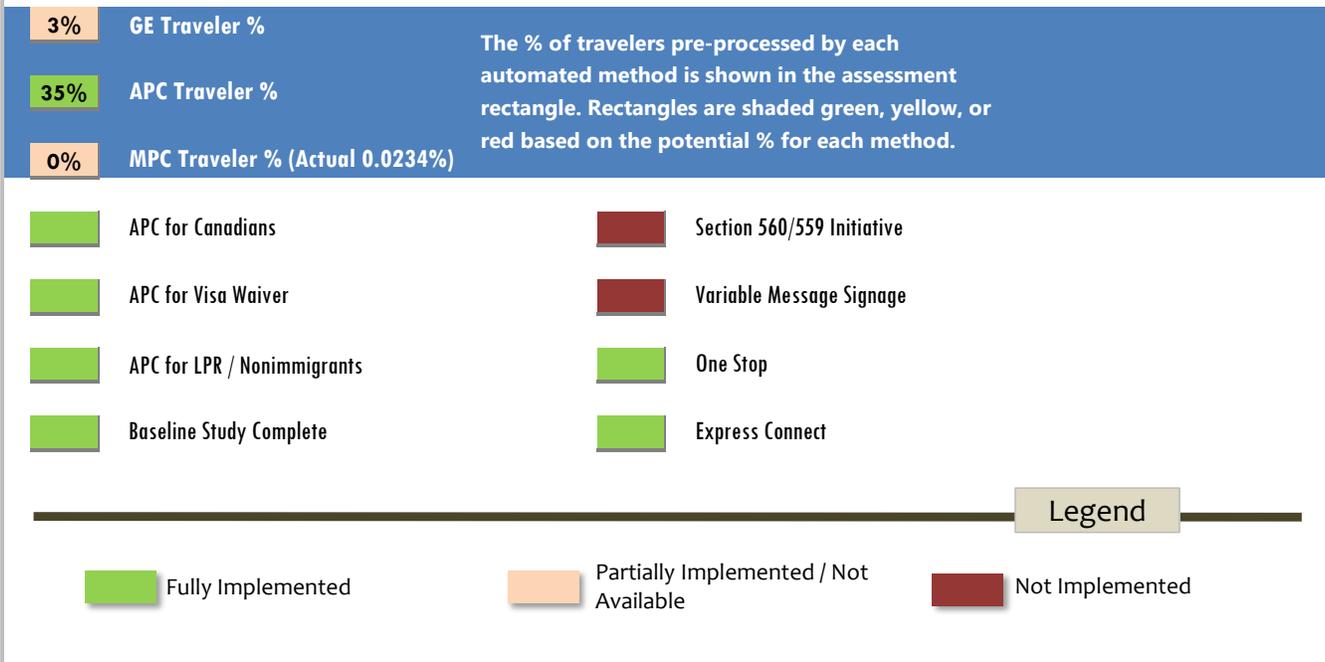


Cycle Time ... slight downward trend



Best Practice Inventory

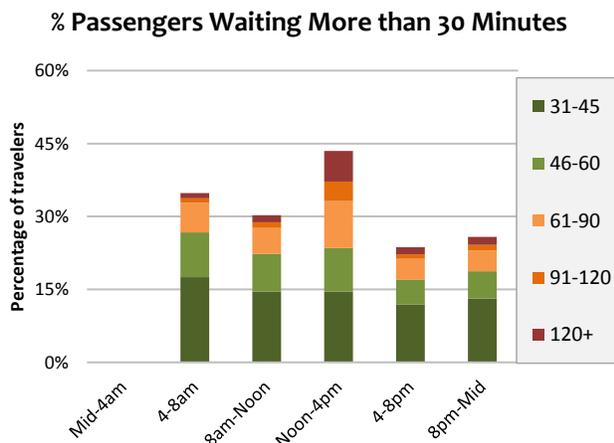
JFK Terminal 1 Best Practice Assessment: JFK Terminal 1 has implemented many of the available best practices. Most notably, 38% of JFK-1's passengers are now processed by Global Entry and APC, up from 28% last year. MPC has recently been implemented. APC is available at JFK Terminal 1 not only to US Citizens, but also Canadians, Visa Waiver country travelers, and LPRs.



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.

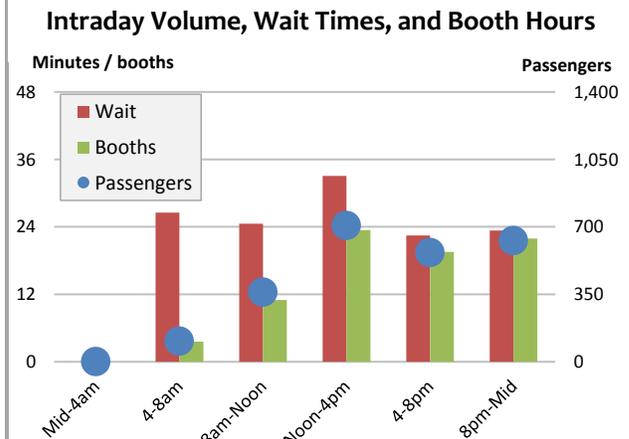
32% of passengers wait more than 30 minutes

Year to date, approximately 11% of JFK Terminal 1 passengers wait more than 1 hour, approximately 32% of passengers wait more than 30 minutes. Between the hours of Noon to 4pm, 44% of passengers wait more than 30 minutes.



Waits may be reduced in off-peak hours

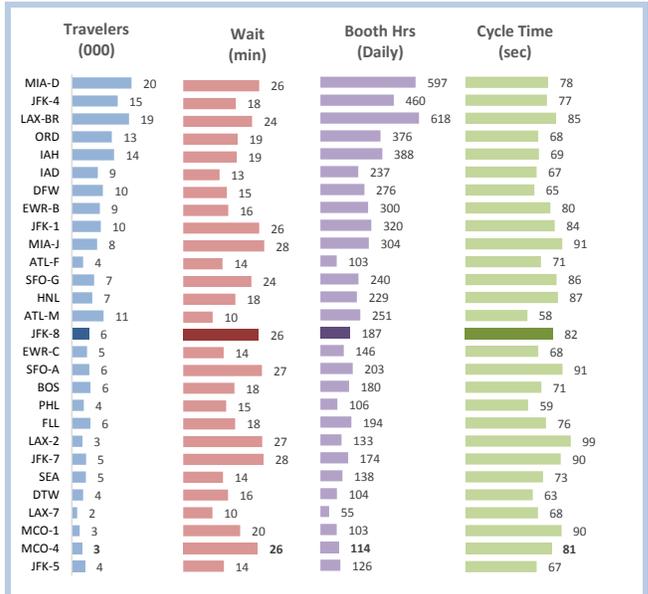
Over 700 passengers (on average) arrive every hour between Noon and 4pm. By opening 23 booths during this time period, the average wait is 33 minutes. Opening additional booths may be required from 4am to Noon to reduce average waits leading into peak hours.



Key Metrics

	YTD 2016	YTD 2015	Change	% Change
Volume				
Average Daily Travelers	5,621	5,507	114	2%
Global Entry, APC, & MPC	39%	5%	34%	680%
Non-Automated	61%	95%	-34%	-36%
United States Citizens	37.2%	36.4%	+0.7%	2%
Non-immigrants	56.9%	57.7%	-0.8%	-1%
Legal Permanent Residents	5.9%	5.8%	+0.0%	1%
Average Daily Flights (#)	28	28	1	2%
Wait Time				
Average Primary Wait (m)	26.3	26.1	0.1	1%
% Travelers < 60 minutes	92%	91%	1%	1%
% Travelers > 120 mins	0.56%	0.46%	+0.10%	22%
Primary Booth Hours				
Average Daily Booth Hours	187	191	-4	-2%
Efficiency				
Average Cycle Time (s)	82.3	85.4	-3.1	-4%
Max Hourly Throughput / booth	43.8	42.1	1.6	4%
Average Utilization	69%	69%	0%	0%

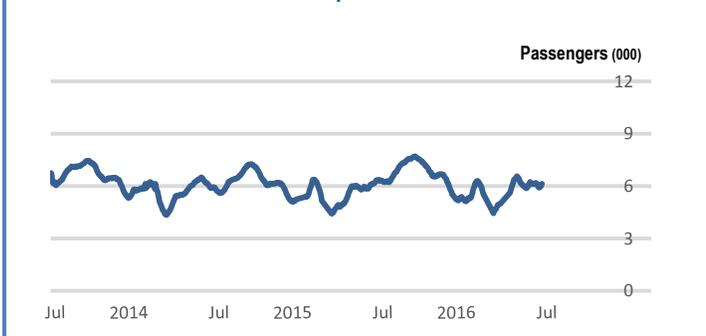
Compared to other major airports ...



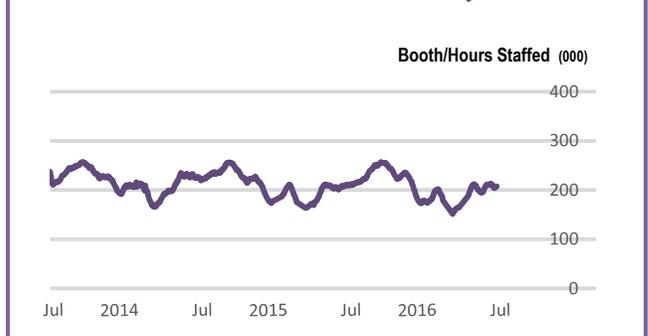
Fewer booth hours and long off-peak waits result in increased wait times

- Travel is up slightly at JFK Terminal 8.** Traveler volume (year to date) has increased 2% compared to last year. Today, 39% 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 2%.** JFK-8 booth hours have decreased 2% from 191 last year to 187 this year. The decrease in booth hours has contributed to an increase in wait time, despite improvement in cycle time. The timing of booth openings can be improved to better match arrivals.
- Cycle time 3.1 seconds faster.** Cycle time is 4% (3.1 seconds) faster than last year, allowing for an additional 1.6 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).
- Wait times increased slightly.** Wait time at JFK-8 is 0.1 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.

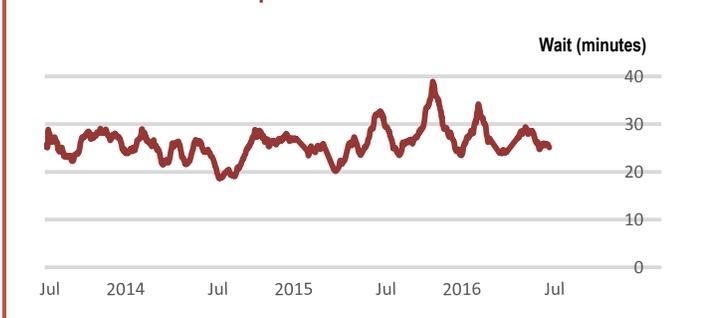
Traveler Volume ... recent up trend



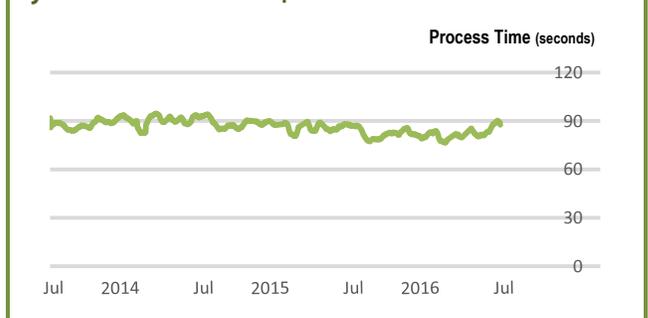
Booth hours ... 2% fewer booths than last year



Wait Time ... recent upward trend

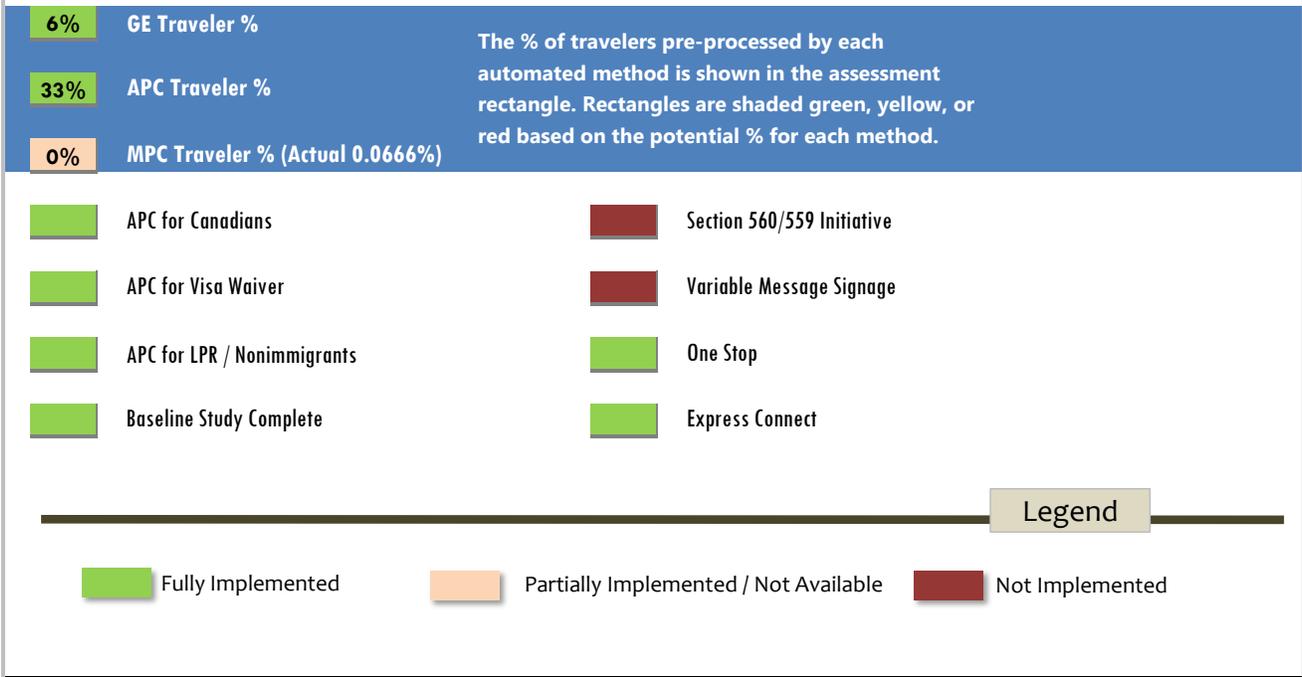


Cycle Time ... recent improvement



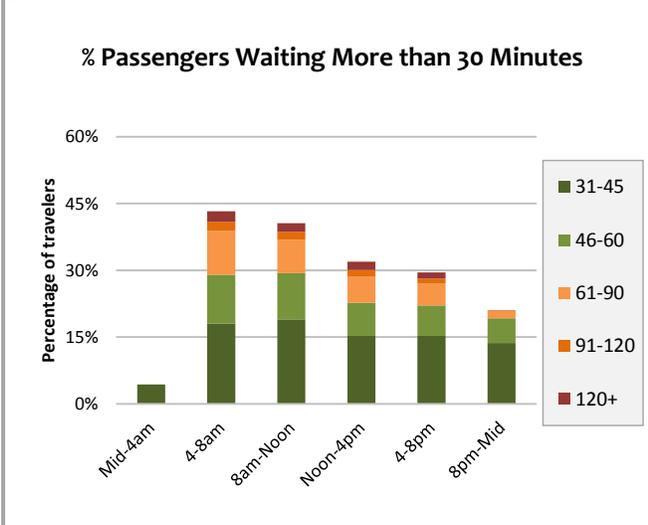
Best Practice Inventory

JFK Best Practice Assessment: JFK-8 has implemented many of the available best practices. 39% 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.

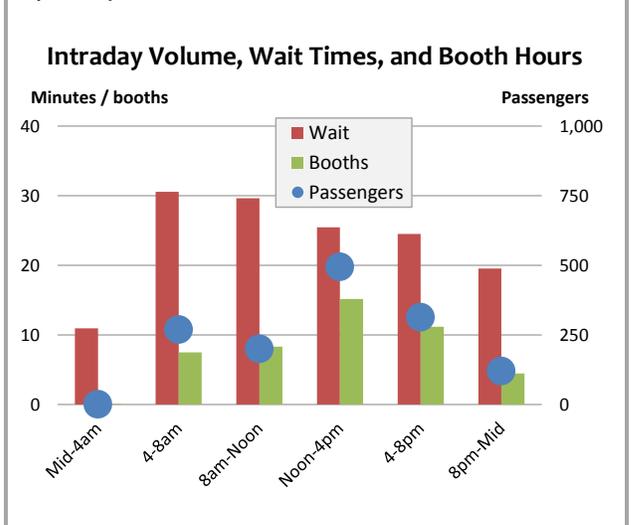


Many innovative practices, technologies, and programs are available to make international air passenger processing more efficient and reduce congestion at airports. If all practices are implemented, an airport may reduce wait times as much as 50 percent compared to not implementing any best practices. 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 9% 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, 43% of passengers wait more than 30 minutes.



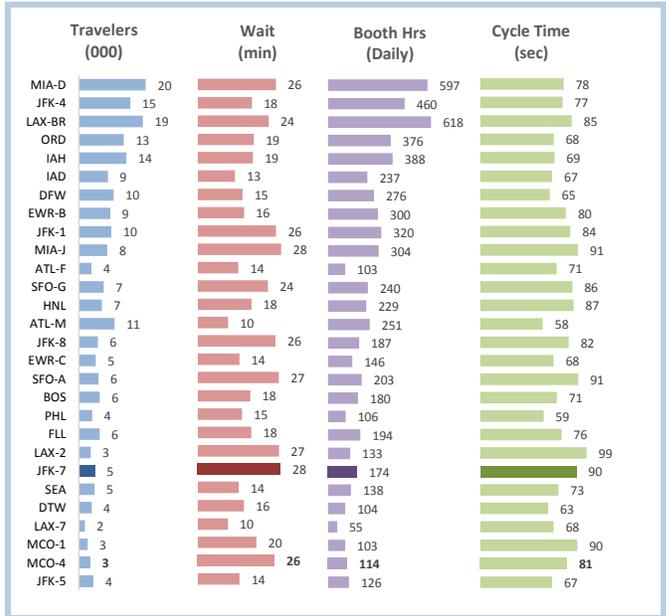
Waits are longer during off peak hours
 JFK-8 is busiest between Noon-4pm (490 passengers arrive per hour) and waits are 25 minutes during this time. Wait times during non-peak hours are longer and could be improved by opening more booths, especially between 4am and Noon.



Key Metrics

	YTD 2016	YTD 2015	Change	% Change
Volume				
Average Daily Travelers	4,719	4,330	388	9%
Global Entry, APC, & MPC	5%	4%	1%	25%
Non-Automated	95%	96%	-1%	-1%
United States Citizens	26.9%	26.8%	+0.0%	0%
Non-immigrants	67.4%	67.1%	+0.3%	1%
Legal Permanent Residents	5.7%	6.1%	-0.4%	-6%
Average Daily Flights (#)	21	19	2	8%
Wait Time				
Average Primary Wait (m)	27.9	25.4	2.5	10%
% Travelers < 60 minutes	90%	92%	-3%	-3%
% Travelers > 120 mins	0.61%	0.29%	+0.3%	109%
Primary Booth Hours				
Average Daily Booth Hours	174	161	14	8%
Efficiency				
Average Cycle Time (s)	89.6	88.8	0.8	1%
Max Hourly Throughput / booth	40.2	40.5	-0.4	-1%
Average Utilization	67%	67%	1%	1%

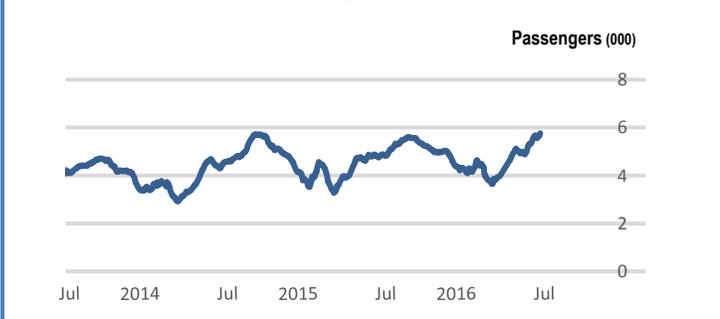
Compared to other major airports ...



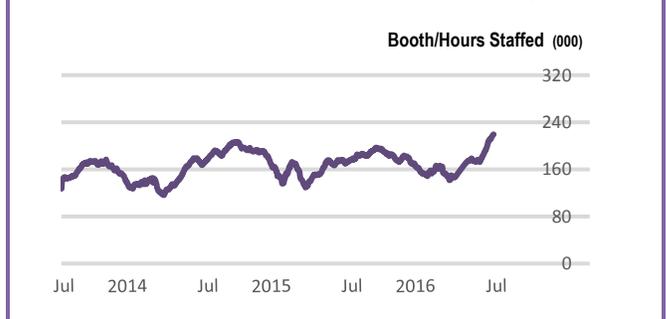
Automated technologies are needed to increase processing efficiency and keep pace with volume

- Travel is up at JFK-7.** Traveler volume at JFK-7 (year to date) has increased 9% 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 174 per day compared to last year (161 booth hours). More booths or faster processing are needed to keep up with traveler volume (up 9%), as shown by 10% longer waits.
- Slower processing.** Unlike the other JFK terminals, cycle time at JFK-7 increased. Average cycle time has increased by 0.8 seconds. The increase in nonimmigrant share (67.4% this year) may prevent improvements in cycle time until APC is introduced.
- Wait times increased by 10%.** Slower processing and suboptimal staffing to traffic have led to an increase in wait time. The average wait time increased by 10%, from 25.4 minutes last year to 27.9 minutes this year. The percentage of travelers waiting less than 60 minutes decreased to 90% from 92%.

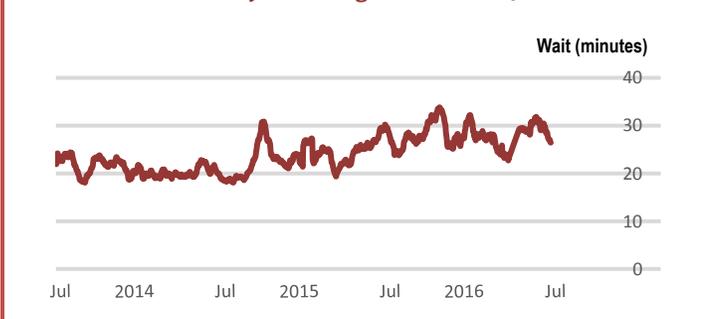
Traveler Volume ... steady upward trend



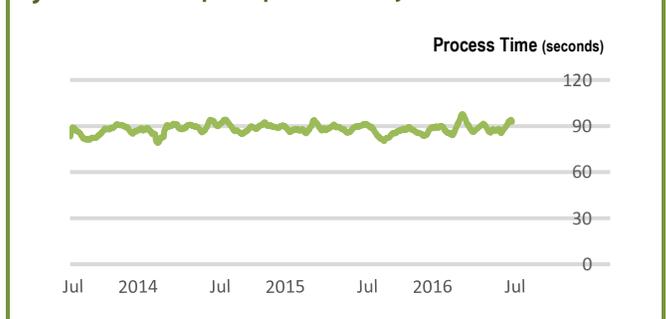
Booth Hours ... 8% more booth hours than last year



Wait Time ... steadily increasing since late 2014

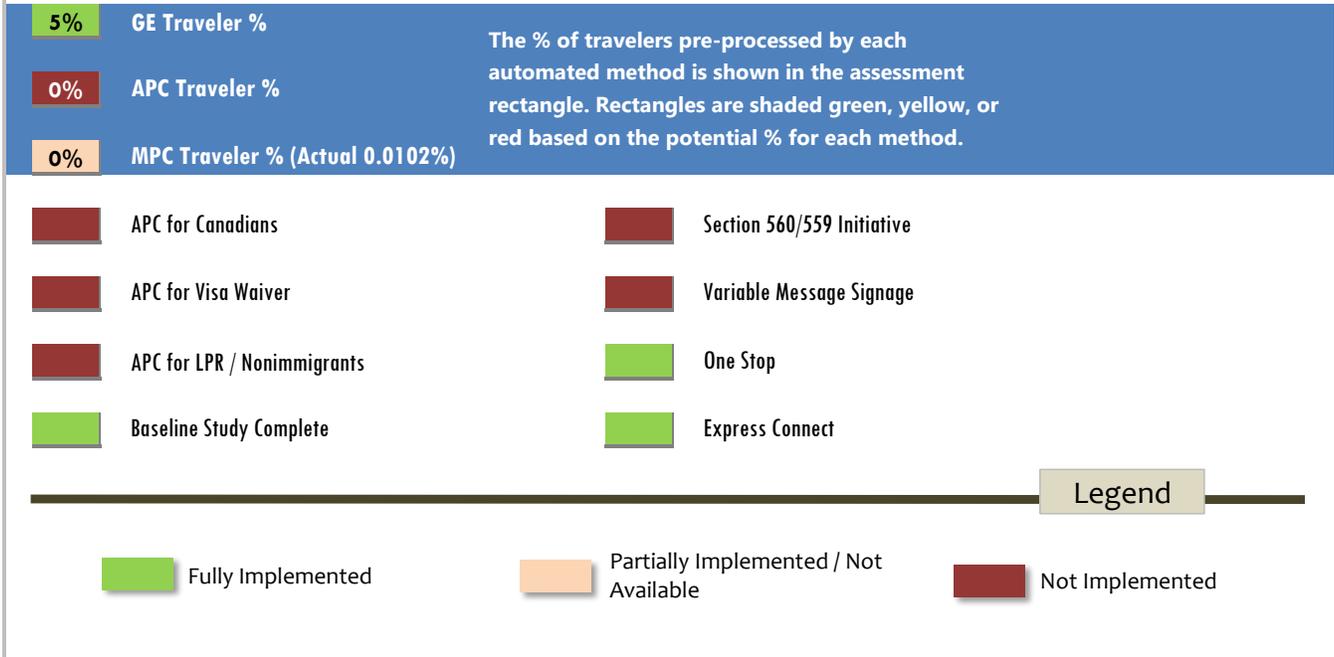


Cycle Time ... up compared to last year



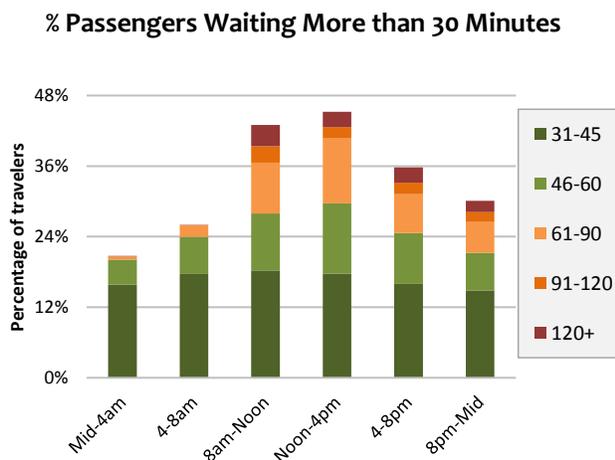
Best Practice Inventory

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

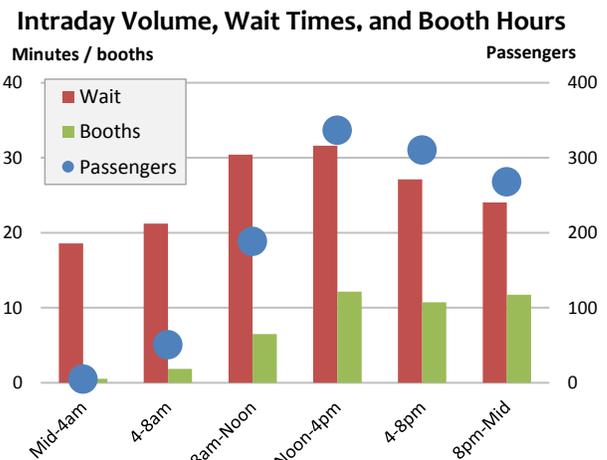


Many innovative practices, technologies, and programs are available to make international air passenger processing more efficient and reduce congestion at airports. If all practices are implemented, an airport may reduce wait times as much as 50 percent compared to not implementing any best practices.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

38% of passengers wait more than 30 minutes
 Year to date, approximately 12% JFK of Terminal 7 passengers wait more than 1 hour. Between the hours of Noon to 4pm, 45% of passengers wait more than 30 minutes.



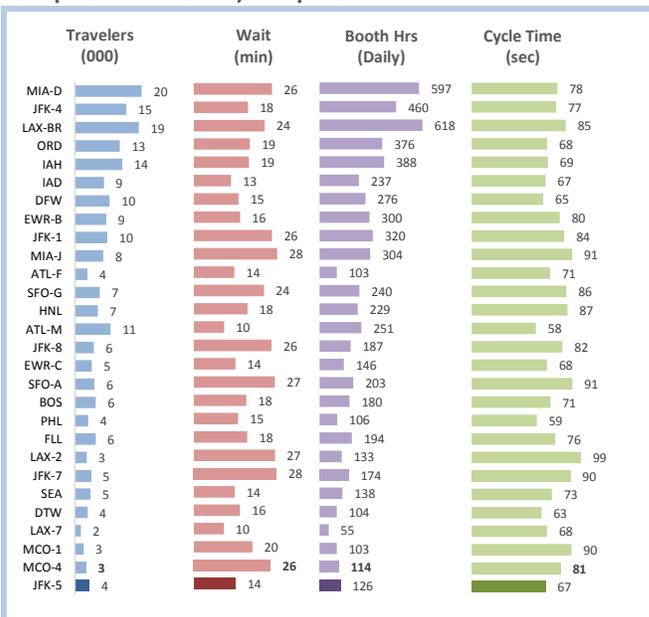
JFK-7 could improve waits in off-peak hours
 Passenger volume is highest between Noon and 4pm (over 330 passengers/hour). By opening 12 booths, wait times are 32 minutes. Opening additional booths may be required from 4am to Noon to reduce average waits leading into peak hours.



Key Metrics

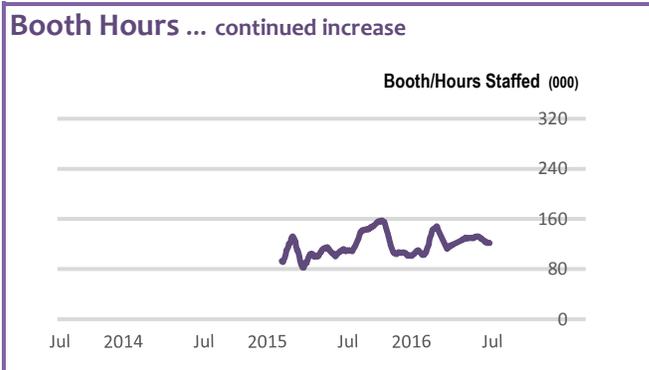
	YTD 2016	YTD 2015	Change	% Change
Volume				
Average Daily Travelers	4,382	3,513	869	25%
Global Entry, APC, & MPC	56%	42%	14%	33%
Non-Automated	44%	58%	-14%	-24%
United States Citizens	70.1%	72.4%	-2.3%	-3%
Non-immigrants	16.3%	14.4%	1.9%	13%
Legal Permanent Residents	13.7%	13.2%	0.4%	3%
Average Daily Flights (#)	28	24	3	14%
Wait Time				
Average Primary Wait (m)	14.1	10	4.0	39%
% Travelers < 60 minutes	98%	99%	-1%	-1%
% Travelers > 120 mins	0.15%	0.01%	0.1%	1461%
Primary Booth Hours				
Average Daily Booth Hours	126	107	19	18%
Efficiency				
Average Cycle Time (s)	66.9	69.5	-2.6	-4%
Max Hourly Throughput / booth	53.8	51.8	2.0	4%
Average Utilization	65%	64%	1%	2%

Compared to other major airports ...



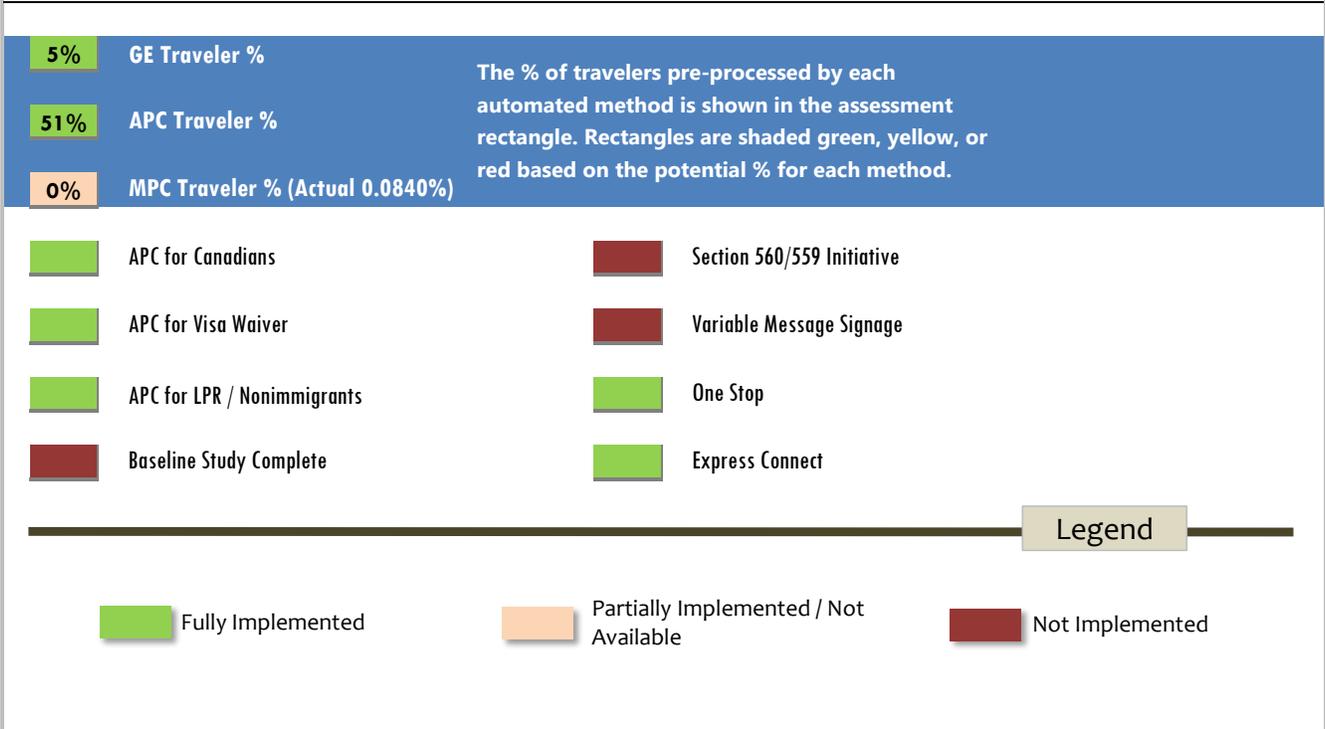
Booth hour increases have not kept pace with volume

- Travel is up significantly at JFK-5.** Traveler volume at JFK-5 has increased 25% compared to last year. Today, 56% of JFK-5's passengers are confirmed with Global Entry and APC, up from 42% last year.
- Booth hours increased.** Booth hours increased by 18% compared to a year ago from 107 booth hours to 126 booth hours, but have not kept pace with traveler volume (up 25%), especially in off peak hours when waits are highest. Additional booths may be required during non-peak hours at JFK-5.
- Efficient processing.** The average JFK-5 cycle time is 2.6 seconds faster (53.8 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 39% compared to a year ago, from 10 minutes to 14.1 minutes because of the traffic growth.



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.

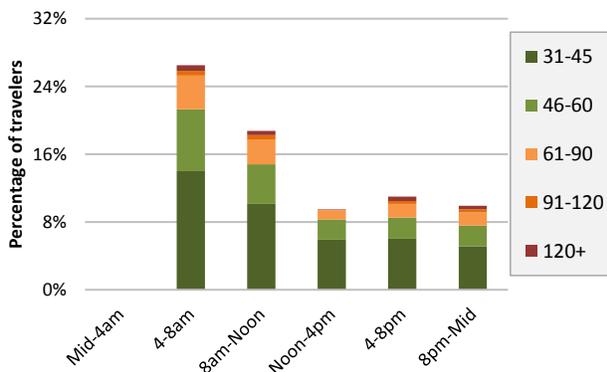


Many innovative practices, technologies, and programs are available to make international air passenger processing more efficient and reduce congestion at airports. If all practices are implemented, an airport may reduce wait times as much as 50 percent compared to not implementing any best practices.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

13% of passengers wait more than 30 minutes

While very few JFK Terminal 5 passengers wait more than 1 hour (about 3%), approximately 13% of passengers wait more than 30 minutes. Between the hours of 4am to 8am, 26% of passengers wait more than 30 minutes.

% Passengers Waiting More than 30 Minutes



Waits exceed the average during off-peak

Passenger volume is highest between 4pm and 8pm (478 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 Noon (off-peak hours) when waits are higher.

Intraday Volume, Wait Times, and Booth Hours

