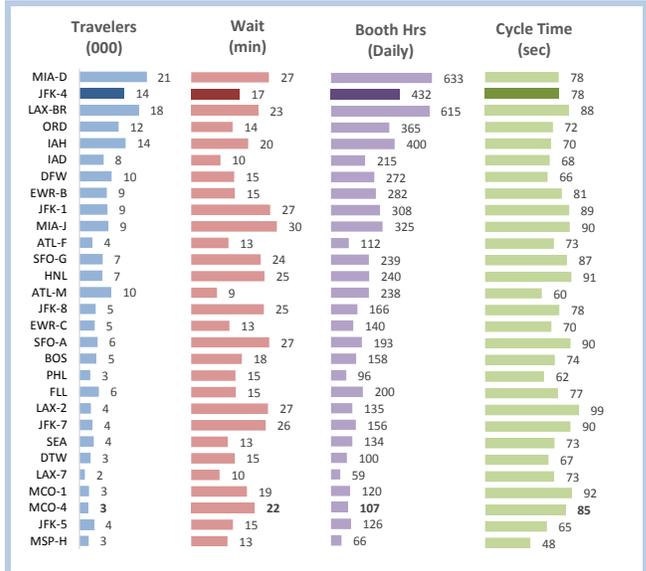


Key Metrics

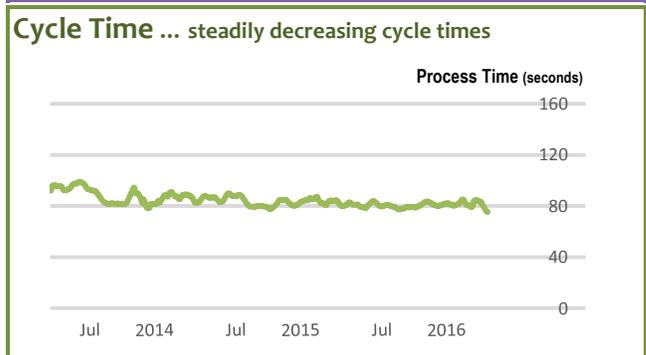
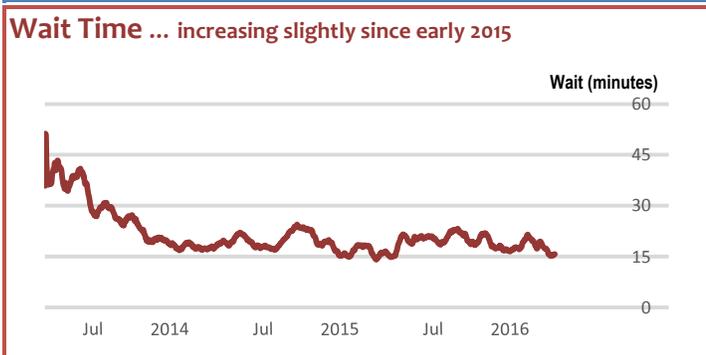
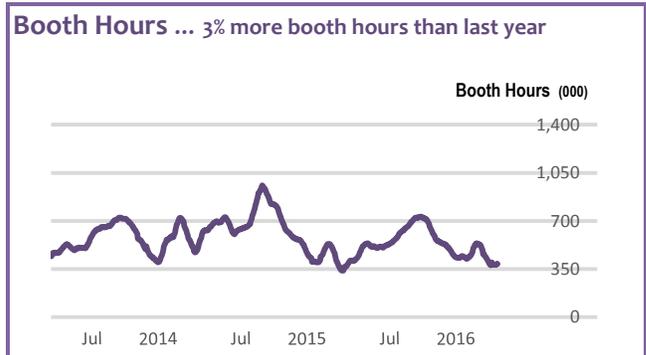
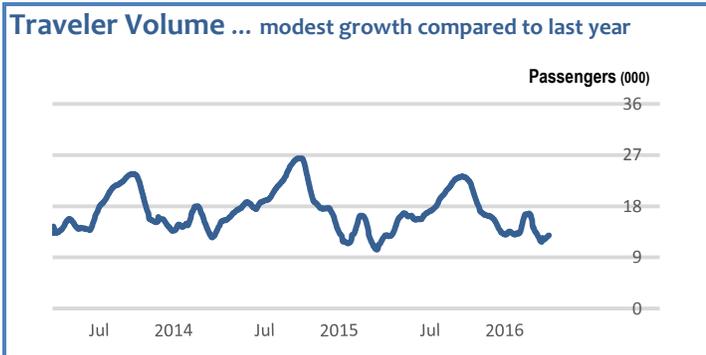
	YTD 2016	YTD 2015	Change	% Change
Volume				
Average Daily Travelers	13,932	13,132	800	6%
Global Entry, APC, & MPC	51%	43%	8%	19%
Non-Automated	49%	57%	-8%	-14%
United States Citizens	47.9%	47.0%	+0.9%	2%
Non-immigrants	42.8%	42.8%	+0.0%	0%
Legal Permanent Residents	9.3%	10.3%	-0.9%	-9%
Average Daily Flights (#)	72	69	2	3%
Wait Time				
Average Primary Wait (m)	16.8	16.6	0.1	1%
% Travelers < 60 minutes	97%	97%	0%	0%
% Travelers > 120 mins	0.32%	0.30%	+0.02%	7%
Primary Booth Hours				
Average Daily Booth Hours	432	419	13	3%
Efficiency				
Average Cycle Time (s)	78.3	80.8	-2.5	-3%
Max Hourly Throughput / booth	46.0	44.5	1.4	3%
Average Utilization	70%	70%	0%	0%

Compared to other major airports ...



Increased booth hours can't offset increased traveler volume

- Travel is up at JFK (Terminal 4).** Traveler volume increased 6% compared to last year. 51% of passengers use automated solutions like Global Entry and APC, up from 43% last year.
- Booth hours increased.** Booth hours increased 3% compared to a year ago, from 419 hours to 432 hours.
- Wait time slightly increased.** Year to date, average wait is up by 1% compared to a year ago, from 16.6 minutes to 16.8 minutes. 97% of passengers are being processed in under 60 minutes.
- Cycle time is 2.5 seconds faster.** Global Entry and APC have combined to reduce the average cycle time. The faster cycle time allows for 1.4 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.



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.

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.
45%	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

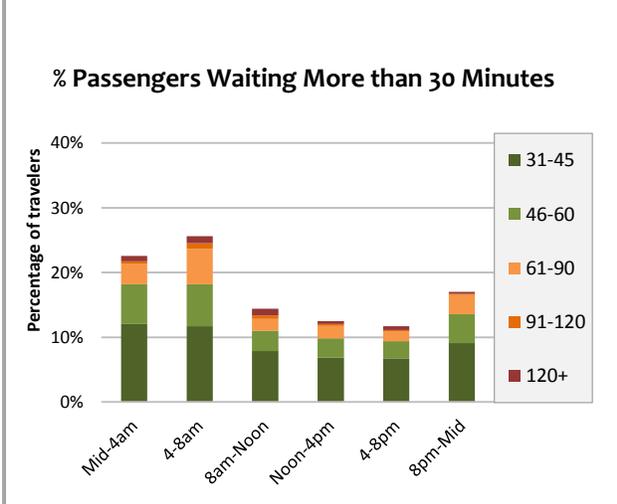
Legend

 Fully Implemented	 Partially Implemented / Not Available	 Not Implemented
-----------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------

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.

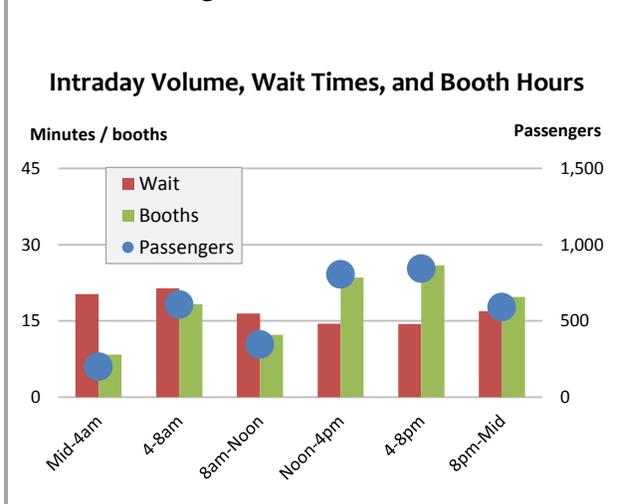
16% of passengers wait more than 30 minutes

Year to date, approximately 4% of JFK Terminal 4 passengers wait more than 1 hour, approximately 16% of passengers wait more than 30 minutes. Between the hours of 4am to 8am, 26% of passengers wait more than 30 minutes.



JFK-4 matches booth hours well to traffic

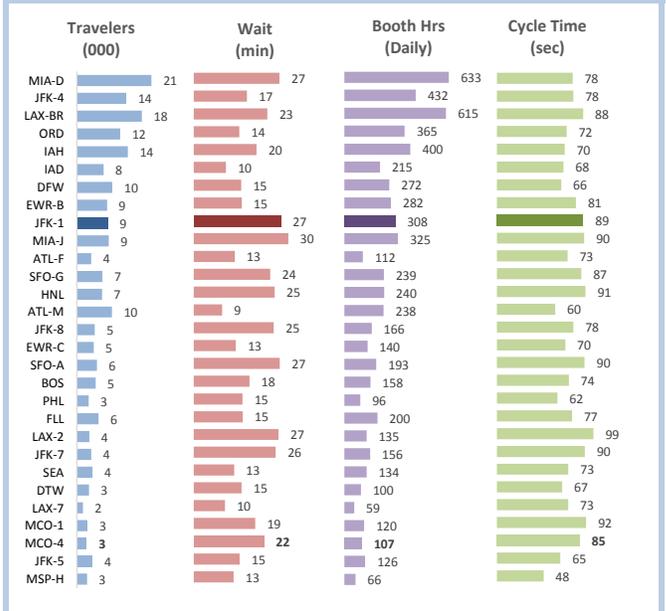
Average wait is fairly consistent throughout the day. Waits are higher from Midnight to 4am during the lower volume period. A couple extra booths during this time period could greatly reduce waits during this time period and also reduce the average wait.



Key Metrics

	YTD 2016	YTD 2015	Change	% Change
Volume				
Average Daily Travelers	8,752	7,789	963	12%
Global Entry, APC, & MPC	36%	26%	10%	38%
Non-Automated	64%	74%	-10%	-14%
United States Citizens	34.7%	32.8%	+1.8%	6%
Non-immigrants	56.3%	58.2%	-1.9%	-3%
Legal Permanent Residents	9.0%	8.9%	+0.1%	1%
Average Daily Flights (#)	40	35	5	14%
Wait Time				
Average Primary Wait (m)	27.5	25.8	1.7	7%
% Travelers < 60 minutes	90%	92%	-2%	-2%
% Travelers > 120 mins	1.73%	0.63%	+1.09%	172%
Primary Booth Hours				
Average Daily Booth Hours	308	282	26	9%
Efficiency				
Average Cycle Time (s)	88.7	88.8	-0.1	0%
Max Hourly Throughput / booth	40.6	40.5	0.1	0%
Average Utilization	70%	68%	2%	3%

Compared to other major airports ...



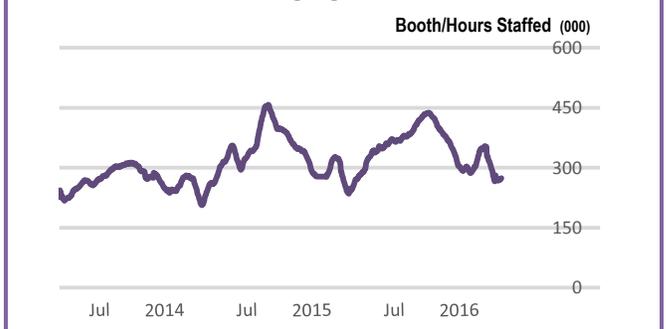
Traveler volume increased more than booth hours

- **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 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 7%.** Year to date, average wait is up from 25.8 minutes to 27.5 minutes. Terminal 1 has the second 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 and throughput virtually unchanged.** Average cycle time and throughput are unchanged compared to last year. JFK-1 has one of the highest cycle times in the nation and could be improved by applying APC to non-immigrants.

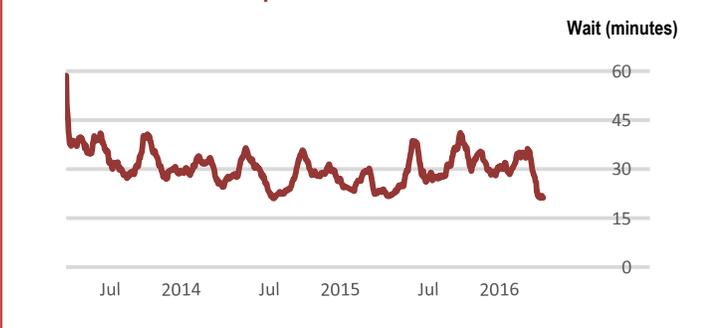
Traveler Volume ... continued strong growth



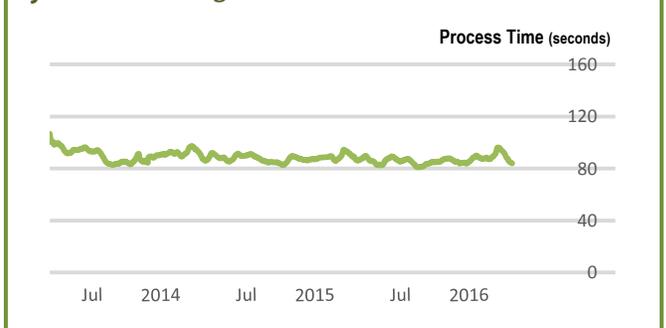
Booth Hours ... trending higher



Wait Time ... recent upward trend

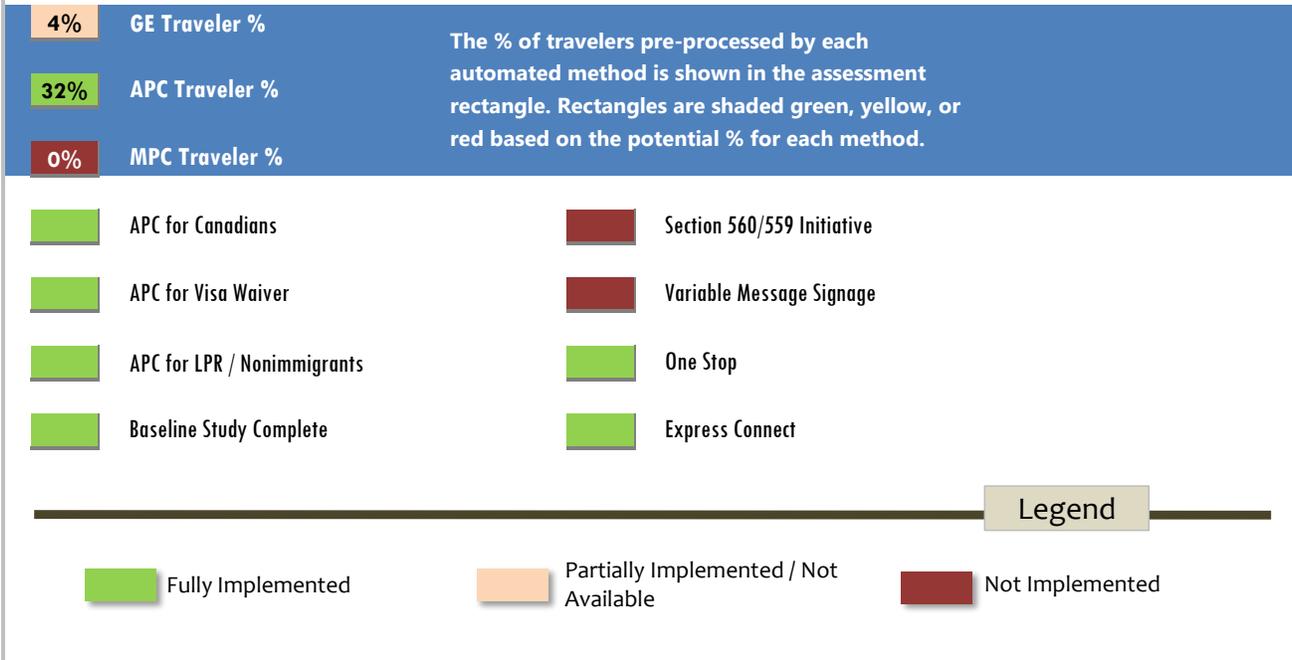


Cycle Time ... slight downward trend



Best Practice Inventory

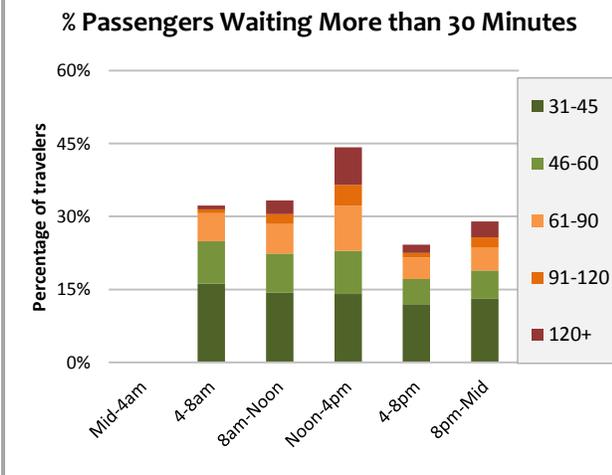
JFK Terminal 1 Best Practice Assessment: JFK Terminal 1 has implemented many of the available best practices. Most notably, 36% of JFK-1's passengers are now processed by Global Entry and APC, up from 26% last year. APC is available at JFK Terminal 1 not only to US Citizens, but also Canadians, Visa Waiver country travelers, and Lawful Permanent Residents.



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.

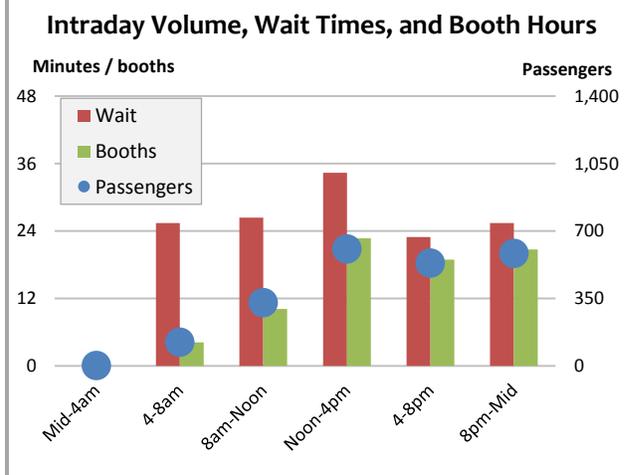
33% of passengers wait more than 30 minutes

Year to date, approximately 12% of JFK Terminal 1 passengers wait more than 1 hour, approximately 33% 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

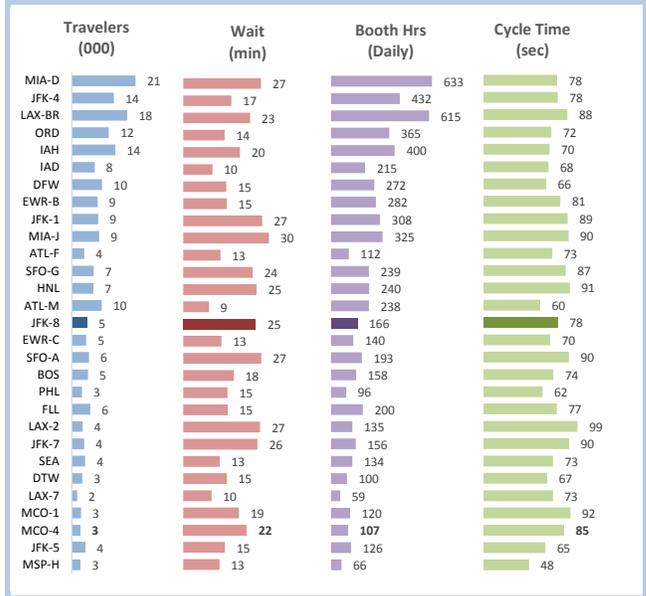
Over 600 passengers (on average) arrive every hour between Noon and 4pm. By opening only 23 booths during this time period, the average wait is 34 minutes. Opening additional booths may be required from 4am to Noon to reduce average waits leading into peak hours.



Key Metrics

	YTD 2016	YTD 2015	Change	% Change
Volume				
Average Daily Travelers	5,068	5,028	40	1%
Global Entry, APC, & MPC	40%	5%	35%	700%
Non-Automated	60%	95%	-35%	-37%
United States Citizens	40.6%	39.7%	+1.0%	2%
Non-immigrants	52.6%	53.5%	-1.0%	-2%
Legal Permanent Residents	6.8%	6.8%	-0.0%	0%
Average Daily Flights (#)	26	26	0	-1%
Wait Time				
Average Primary Wait (m)	25.2	23.0	2.2	10%
% Travelers < 60 minutes	92%	94%	-2%	-2%
% Travelers > 120 mins	0.44%	0.17%	+0.27%	157%
Primary Booth Hours				
Average Daily Booth Hours	166	174	-8	-5%
Efficiency				
Average Cycle Time (s)	78.4	84.0	-5.6	-7%
Max Hourly Throughput / booth	45.9	42.9	3.1	7%
Average Utilization	66%	67%	-1%	-1%

Compared to other major airports ...



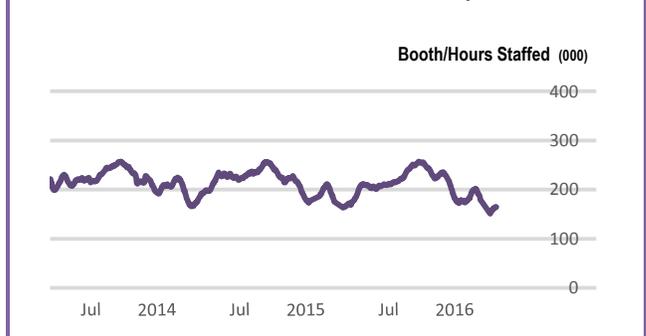
Long off-peak waits result in increased wait times

- Travel is up slightly at JFK Terminal 8.** Traveler volume (year to date) has increased 1% 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 5%.** JFK-8 booth hours have decreased 5% from 174 last year to 166 this year. The decrease in booth hours has contributed to an increase in wait time, despite improvement in cycle time.
- Cycle time 5.6 seconds faster.** Cycle time is 7% (5.6 seconds) faster than last year, allowing for an additional 3.1 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 5.6 seconds improvement this year, cycle time will further improve if APC could be applied to non-immigrants.
- Wait times increased 10%.** 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. A few extra booths open during this time period could greatly reduce waits.

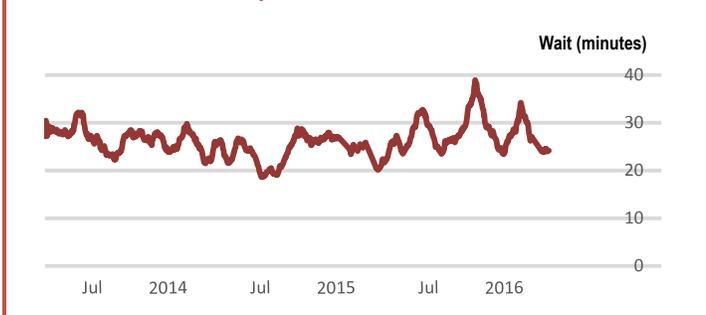
Traveler Volume ... recent down trend



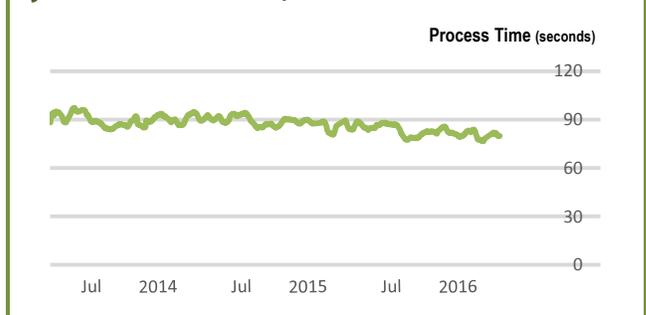
Booth hours ... 5% fewer booths than last year



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. 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 %	

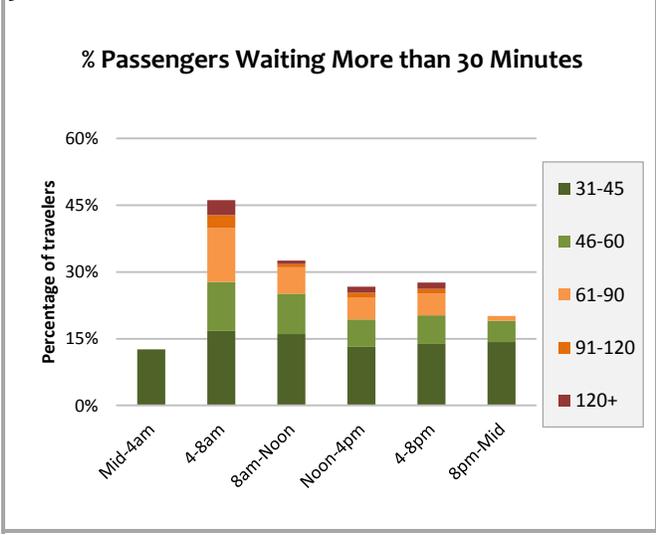
	APC for Canadians		Section 560/559 Initiative
	APC for Visa Waiver		Variable Message Signage
	APC for LPR / Nonimmigrants		One Stop
	Baseline Study Complete		Express Connect

Legend

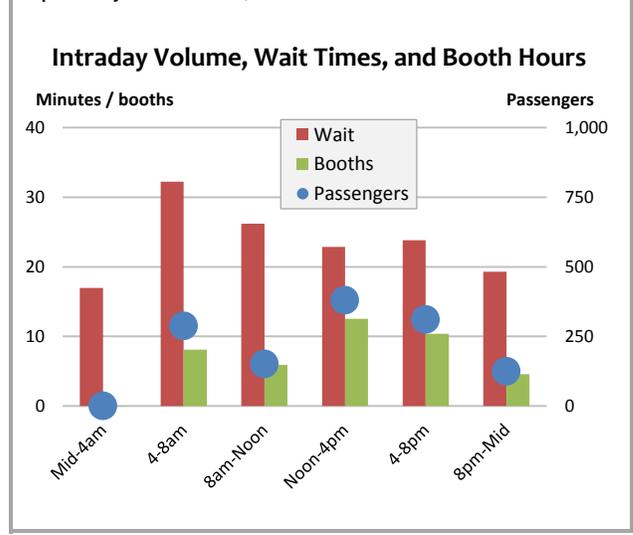
	Fully Implemented		Partially Implemented / Not Available		Not Implemented
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Many innovative practices, technologies, and programs are available to make international air passenger processing more efficient and reduce congestion at airports. If all practices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

32% of passengers wait more than 30 minutes
 Year to date, approximately 9% of JFK Terminal 8 passengers wait more than 1 hour, approximately 32% of passengers wait more than 30 minutes. Between the hours of 4am to 8am, 46% of passengers wait more than 30 minutes.



Waits are longer during off peak hours
 JFK-8 is busiest between Noon-4pm (380 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

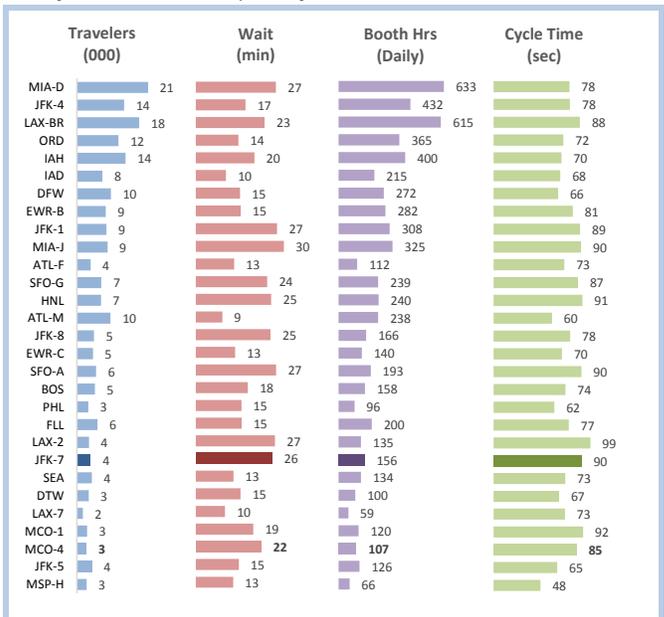
Volume	YTD 2016	YTD 2015	Change	% Change
Average Daily Travelers	4,097	3,898	199	5%
Global Entry, APC, & MPC	6%	4%	2%	50%
Non-Automated	94%	96%	-2%	-2%
United States Citizens	29.0%	29.7%	-0.7%	-2%
Non-immigrants	64.5%	63.8%	+0.7%	1%
Legal Permanent Residents	6.5%	6.5%	+0.0%	1%
Average Daily Flights (#)	19	18	1	7%

Wait Time	YTD 2016	YTD 2015	Change	% Change
Average Primary Wait (m)	25.8	22.7	3.1	14%
% Travelers < 60 minutes	92%	95%	-3%	-3%
% Travelers > 120 mins	0.37%	0.10%	+0.3%	266%

Primary Booth Hours	YTD 2016	YTD 2015	Change	% Change
Average Daily Booth Hours	156	150	6	4%

Efficiency	YTD 2016	YTD 2015	Change	% Change
Average Cycle Time (s)	90.2	88.6	1.6	2%
Max Hourly Throughput / booth	39.9	40.6	-0.7	-2%
Average Utilization	66%	64%	2%	3%

Compared to other major airports ...



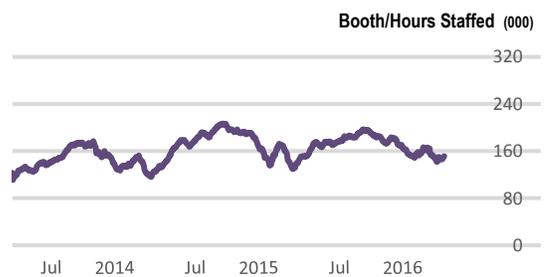
Automated technologies are needed to increase processing efficiency and keep pace with volume

- Travel is up at JFK-7.** Traveler volume at JFK-7 (year to date) has increased 5% 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 to 156 booth hours compared to last year (150 booth hours). More booths or faster processing are needed to keep up with traveler volume (up 5%), as shown by 14% longer waits.
- Slower processing.** Average cycle time has increased by 1.6 seconds, while max throughput has decreased by 0.7 travelers per booth, per hour since last year. The increase in nonimmigrant share (64.5% this year) may prevent improvements in cycle time until APC is introduced.
- Wait times increased by 14%.** Slower processing and suboptimal staffing to traffic have led to an increase in wait time. The average wait time increased by 14%, from 22.7 minutes last year to 25.8 minutes this year. The percentage of travelers waiting less than 60 minutes decreased to 92% from 95%.

Traveler Volume ... steady upward trend



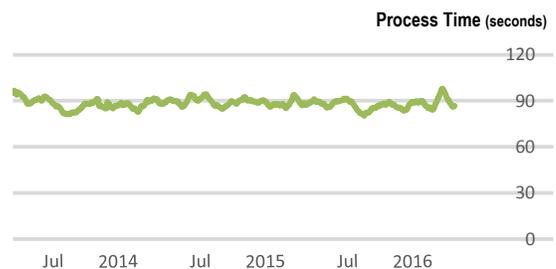
Booth Hours ... 4% more booth hours than last year



Wait Time ... steadily increasing since late 2014

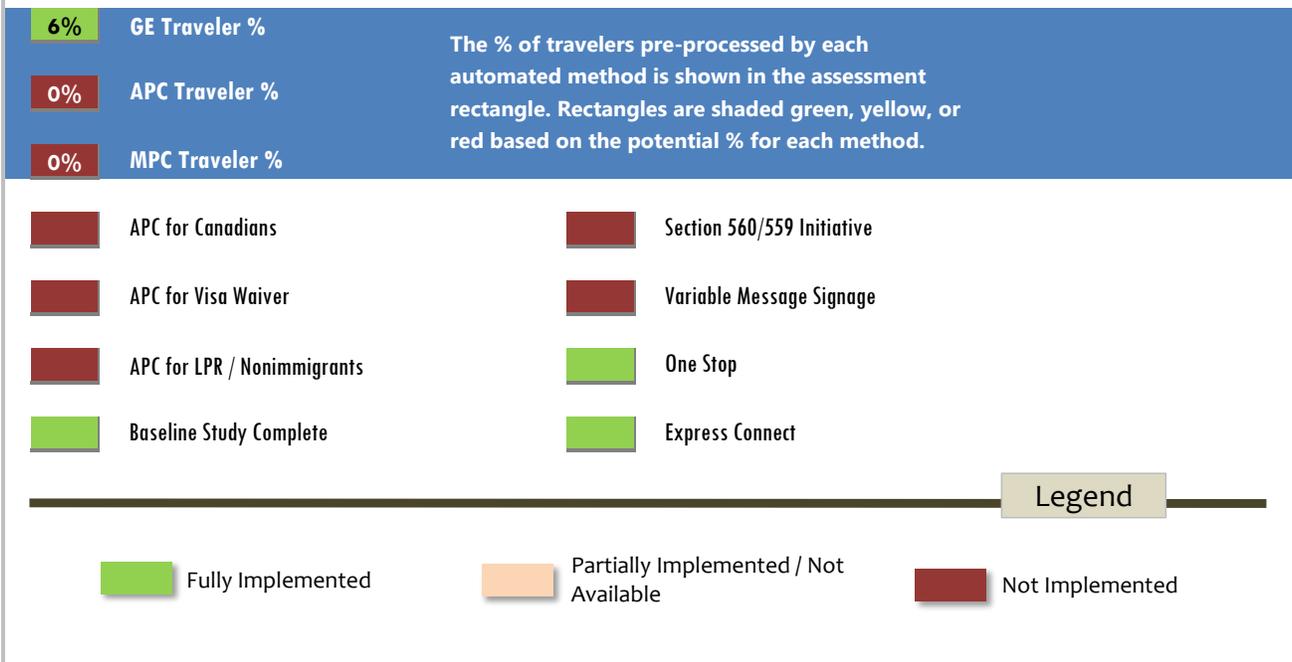


Cycle Time ... up compared to last year



Best Practice Inventory

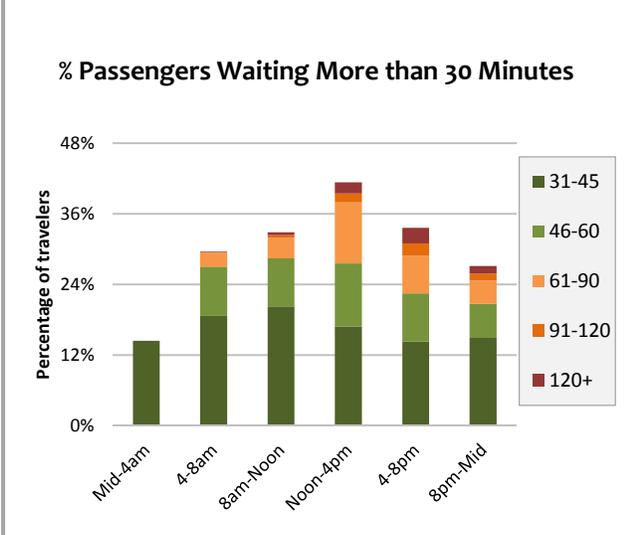
JFK Best Practice Assessment: JFK-7 has yet to implement some of the available best practices. 6% of travelers use GE, and APC has not yet been implemented. These practices need to be applied to reduce cycle times, as seen at other terminals across the country.



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.

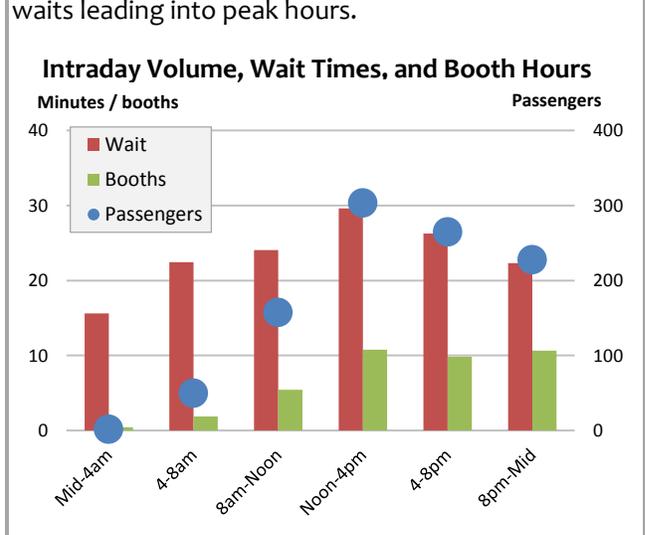
34% of passengers wait more than 30 minutes

Year to date, approximately 9% JFK of Terminal 7 passengers wait more than 1 hour. Between the hours of Noon to 4pm, 41% of passengers wait more than 30 minutes.



JFK-7 could improve waits in off-peak hours

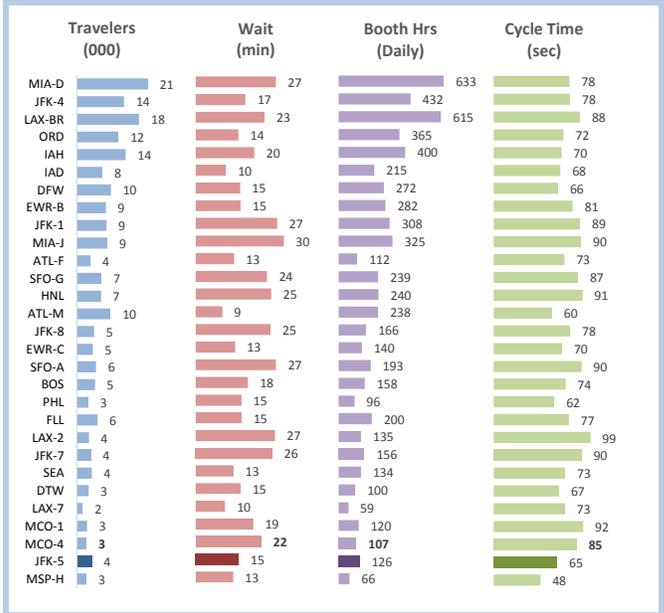
Passenger volume is highest between Noon and 8pm (nearly 290 passengers/hour). By opening 10 booths, wait times are 28 minutes. Opening additional booths may be required from 4am to Noon to reduce average waits leading into peak hours.



Key Metrics

	YTD 2016	YTD 2015	Change	% Change
Volume				
Average Daily Travelers	4,461	3,587	875	24%
Global Entry, APC, & MPC	57%	42%	15%	36%
Non-Automated	43%	58%	-15%	-26%
United States Citizens	71.2%	73.7%	-2.5%	-3%
Non-immigrants	13.8%	12.4%	1.4%	11%
Legal Permanent Residents	15.0%	13.8%	1.1%	8%
Average Daily Flights (#)	29	26	2	10%
Wait Time				
Average Primary Wait (m)	14.5	10	5.0	52%
% Travelers < 60 minutes	98%	99%	-1%	-1%
% Travelers > 120 mins	0.07%	0.01%	0.1%	515%
Primary Booth Hours				
Average Daily Booth Hours	126	108	18	17%
Efficiency				
Average Cycle Time (s)	65.2	69.1	-3.9	-6%
Max Hourly Throughput / booth	55.2	52.1	3.1	6%
Average Utilization	64%	64%	0%	1%

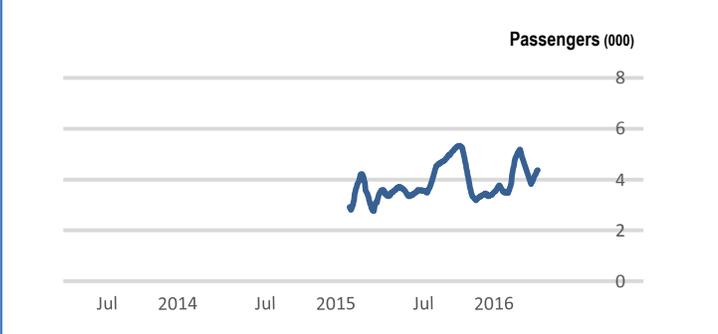
Compared to other major airports ...



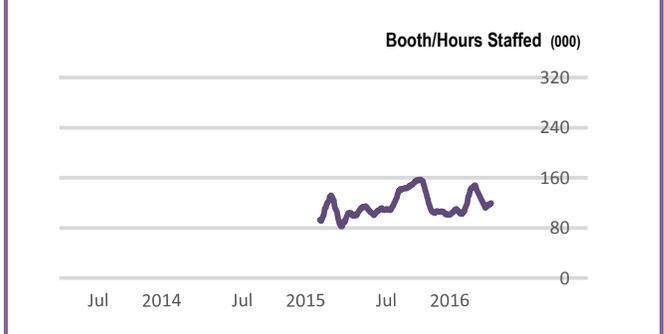
Off peak waits are higher than peak waits, JFK-5 needs more than its 10 booths

- Travel is up significantly at JFK-5.** Traveler volume at JFK-5 has increased 24% compared to last year. Today, 57% of JFK-5's passengers are confirmed with Global Entry and APC, up from 42% last year.
- Booth hours increased.** Booth hours increased by 17% compared to a year ago from 108 booth hours to 126 booth hours, but have not kept pace with traveler volume (up 24%), especially in off peak hours when waits are highest. JFK-5 has only 10 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 (55.2 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 10 minutes last year to 14.5 minutes this year.

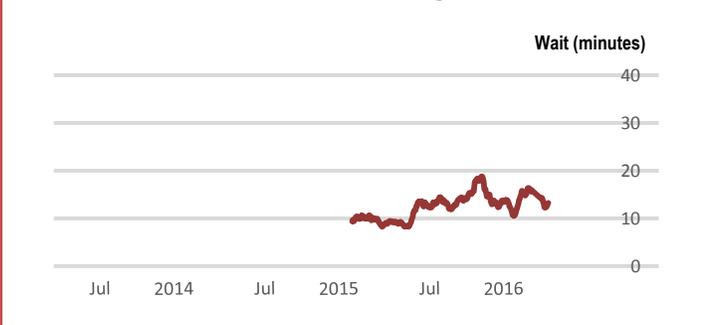
Traveler Volume ... continued growth



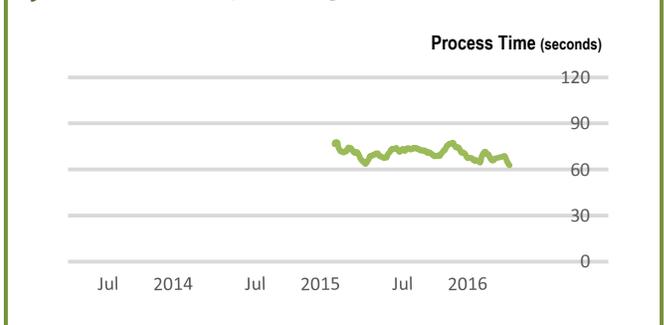
Booth Hours ... continued increase



Wait Time ... short waits, but increasing

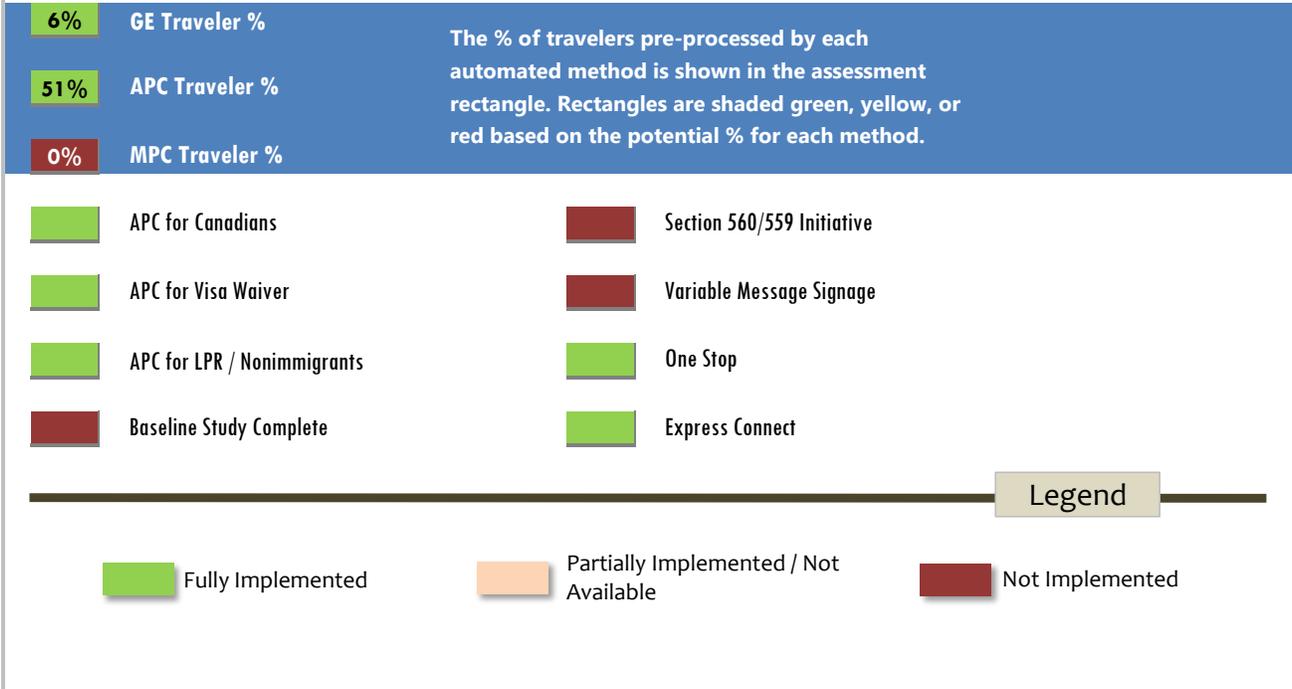


Cycle Time ... fast processing



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.

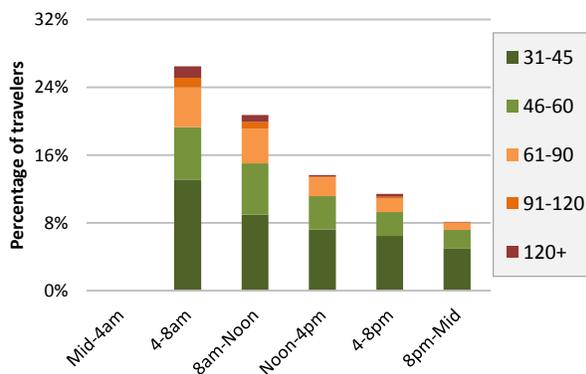


Many innovative practices, technologies, and programs are available to make international air passenger processing more efficient and reduce congestion at airports. If all practices are implemented, an airport may reduce wait times as much as 50 percent compared to not implementing any best practices. 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 (485 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

