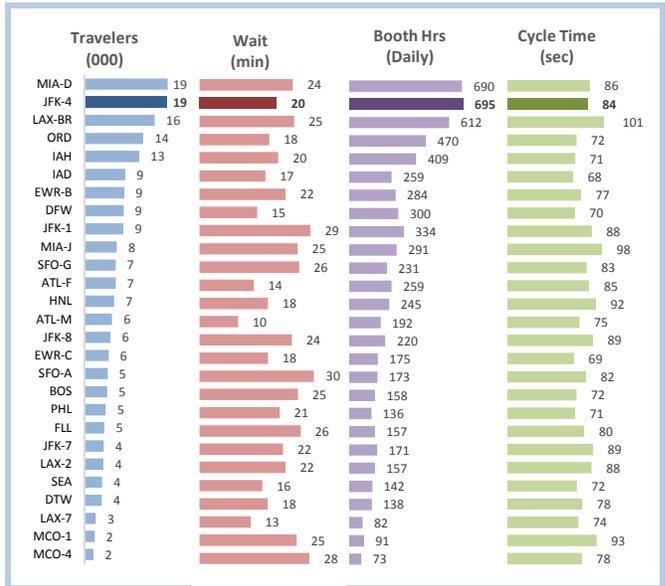


Key Metrics

	YTD 2014	YTD 2013	Change %	Change
Volume				
Average Daily Travelers	19,187	17,067	2,120	12%
Global Entry & APC	37%	2%	36%	2125%
Non-Automated	63%	98%	-36%	-36%
United States Citizens	48.7%	48.0%	+0.6%	1%
Non-immigrants	44.2%	44.9%	-0.7%	-1%
Legal Permanent Residents	7.1%	7.1%	+0.0%	0%
Average Daily Flights (#)	101	88	13	15%
Wait Time				
Average Primary Wait (m)	19.9	31.3	-11.4	-36%
% Travelers < 60 minutes	95%	88%	7%	8%
% Travelers > 120 mins	0.34%	1.50%	-1.16%	-77%
Primary Booth Hours				
Average Daily Booth Hours	695	570	125	22%
Efficiency				
Average Cycle Time (s)	83.6	89.8	-6.2	-7%
Max Hourly Throughput / booth	43.1	40.1	3.0	7%
Average Utilization	64%	75%	-11%	-14%

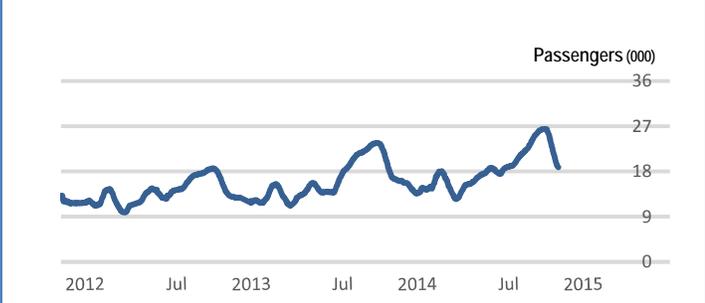
Compared to other major airports ...



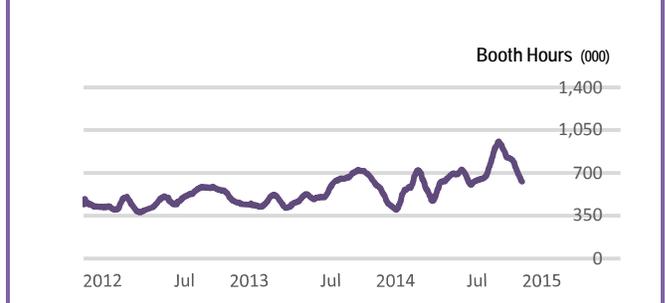
Growth in APC usage drastically reduces wait time

- Travel is up at JFK Terminal 4.** Traveler volume (year to date) has increased 12% compared to last year. Today, 37% of Terminal 4's passengers are pre-processed with automated solutions like Global Entry and APC. This is compared to just 2% last year.
- More booths are being staffed to meet increased demand.** Booth hours at JFK Terminal 4 have increased 22% compared to a year ago. This increase in staffing has more than offset the increase in traveler volume.
- Wait times down significantly since last year.** Year to date, average wait is down 11 minutes (from 31.3 minutes last year to 19.9 minutes this year). Further, more passengers are being processed in under 60 minutes: 95% this year compared to 88% last year.
- Cycle time is 6 seconds faster, year to date.** APC and Global Entry growth have likely combined to reduce the average cycle time by 6 seconds. The faster cycle time allows for an extra 3 passengers to be processed per hour at each booth.

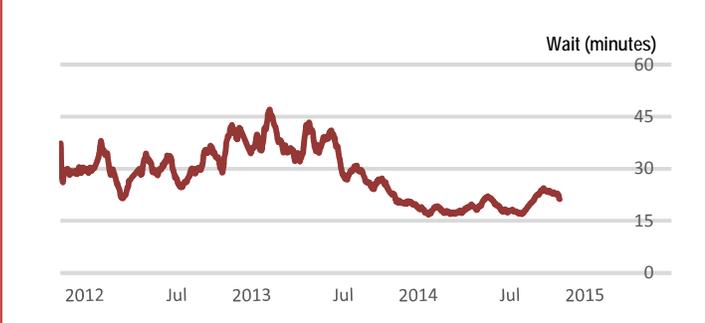
Traveler Volume ... peak travel up 50% since 2012



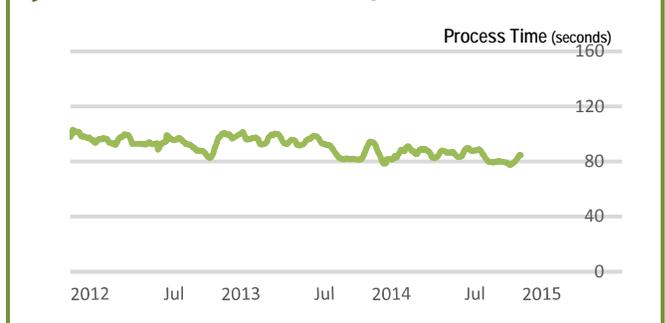
Booth Hours ... 22% more booths hours than last year



Wait Time ... much reduced since July 2013

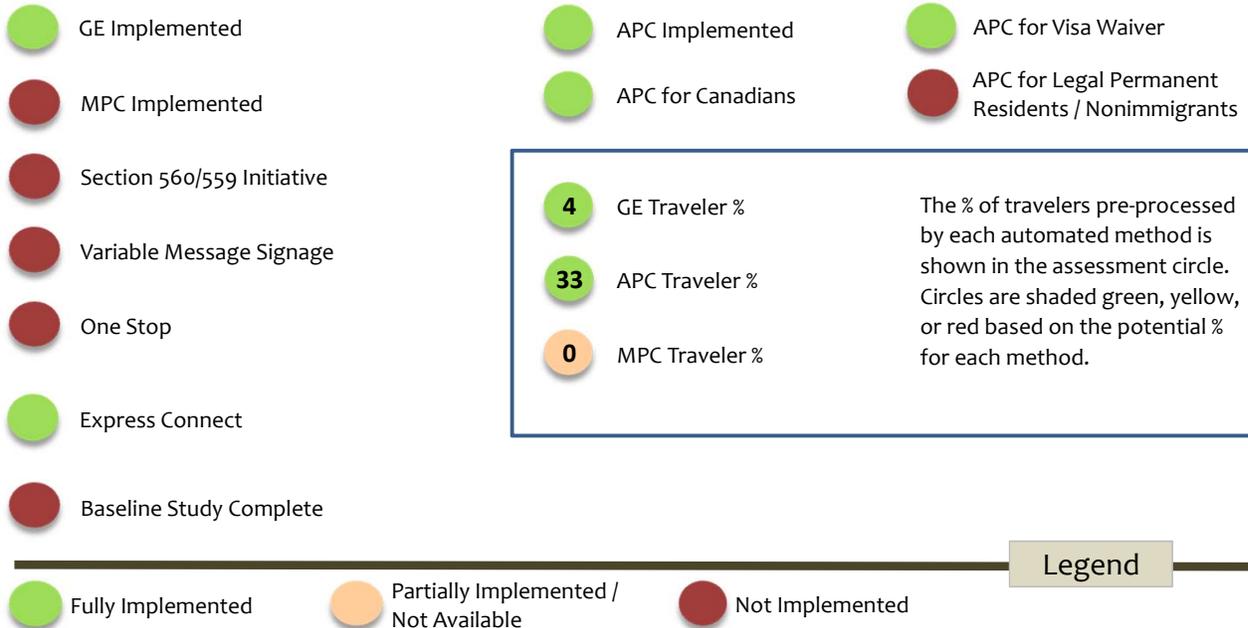


Cycle Time ... steadily decreasing cycle times



Best Practice Inventory

JFK Terminal 4 Best Practice Assessment: JFK Terminal 4 has implemented many of the available best practices. Most notably, more than 1 in 3 passengers is now processed by automated technologies like Global Entry and APC. APC is available at JFK Terminal 4 not only to US Citizens, but also Canadians and Visa Waiver country travelers.

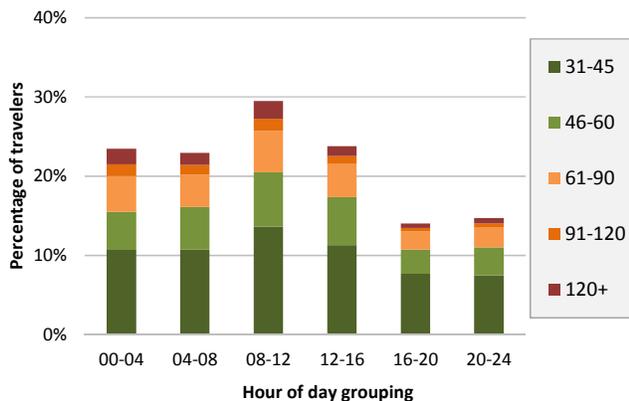


Many innovative practices, technologies, and programs are available to make international air passenger processing more efficient and reduce congestion and wait times at airports. If all of the best practices are implemented, an airport could reduce its wait times as much as 50 percent compared to not implementing any of the best practices. A green "assessment circle" indicates the best practice has been properly and fully implemented. Red means the best practice is not in place. Orange indicates implementation is not available, or has occurred but on a limited basis and achieves less than optimal results.

21% of passengers wait more than 30 minutes

While few JFK Terminal 4 passengers wait more than 1 hour (about 6%), approximately 21% wait more than 30 minutes. Between the hours of 8 am and 12 pm, almost 30% of passengers wait more than 30 minutes.

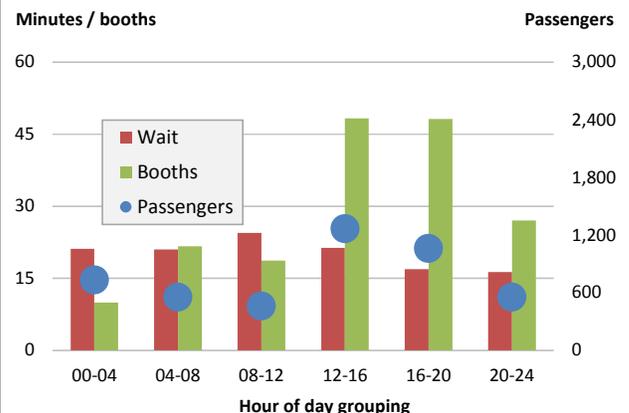
% Passengers Waiting More than 30 Minutes



Staffing could improve during off-peak

More than 1,200 passengers (on average) arrive every hour between 12 pm and 4 pm. However, average waits are highest from 8am-12pm (fewer than 500 passengers per hour). Slightly more staffing could greatly reduce waits during this time period.

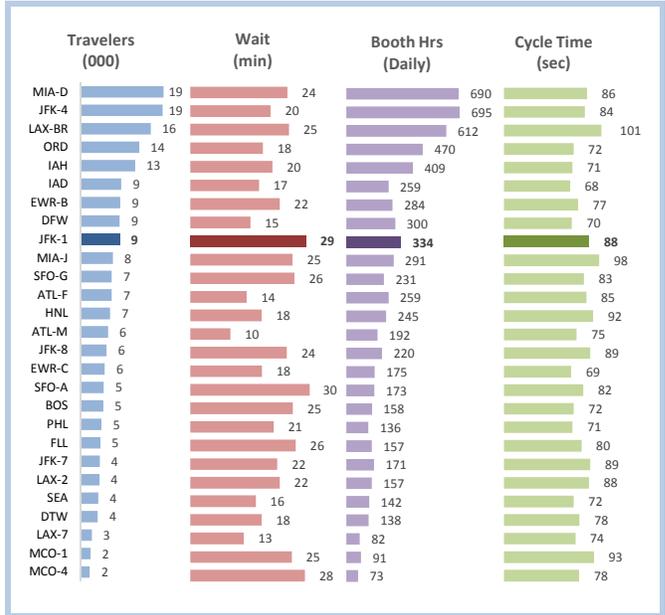
Intraday Volume, Wait Times, and Booth Hours



Key Metrics

Volume	YTD 2014	YTD 2013	Change %	Change
Average Daily Travelers	9,101	7,715	1,386	18%
Global Entry & APC	24%	2%	22%	1387%
Non-Automated	76%	98%	-22%	-22%
United States Citizens	32.8%	33.3%	-0.5%	-1%
Non-immigrants	61.5%	60.8%	+0.8%	1%
Legal Permanent Residents	5.7%	6.0%	-0.3%	-5%
Average Daily Flights (#)	38	33	5	14%
Wait Time				
Average Primary Wait (m)	28.7	35.0	-6.3	-18%
% Travelers < 60 minutes	89%	84%	5%	6%
% Travelers > 120 mins	0.67%	2.05%	-1.37%	-67%
Primary Booth Hours				
Average Daily Booth Hours	334	265	69	26%
Efficiency				
Average Cycle Time (s)	87.9	91.4	-3.4	-4%
Max Hourly Throughput / booth	40.9	39.4	1.5	4%
Average Utilization	66%	74%	-7%	-10%

Compared to other major airports ...



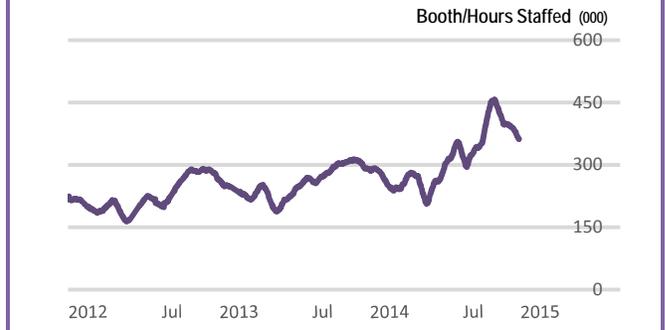
Increased booth staffing and automated processing shorten wait times

- **Travel is up significantly at JFK (Terminal 1).** Traveler volume increased 18% compared to last year. 24% of passengers use automated solutions like Global Entry and APC, up from 2% last year.
- **More booths open to meet demand.** Booth hours increased 26% compared to a year ago. However, additional booths may be required during peak hours.
- **Wait times still high, but have been decreasing since July 2013.** Year to date, average wait is down 6.3 minutes to just under 29 minutes. However, Terminal 1 still has one of the highest wait times in the country, especially during peak hours. This is likely due to the high proportion of non-immigrant travelers.
- **Cycle time is 4 seconds faster.** APC and Global Entry growth have likely combined to reduce average cycle time. Average cycle is 4 seconds faster than last year, allowing for an additional 2 passengers to be processed per hour per booth.

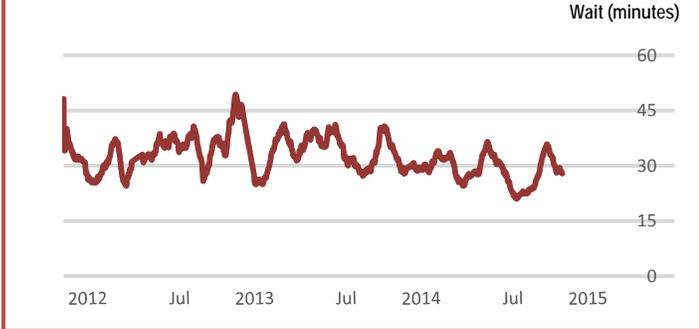
Traveler Volume ... continued strong growth



Booth Hours ... 26% more booths this year



Wait Time ... much reduced since late 2012

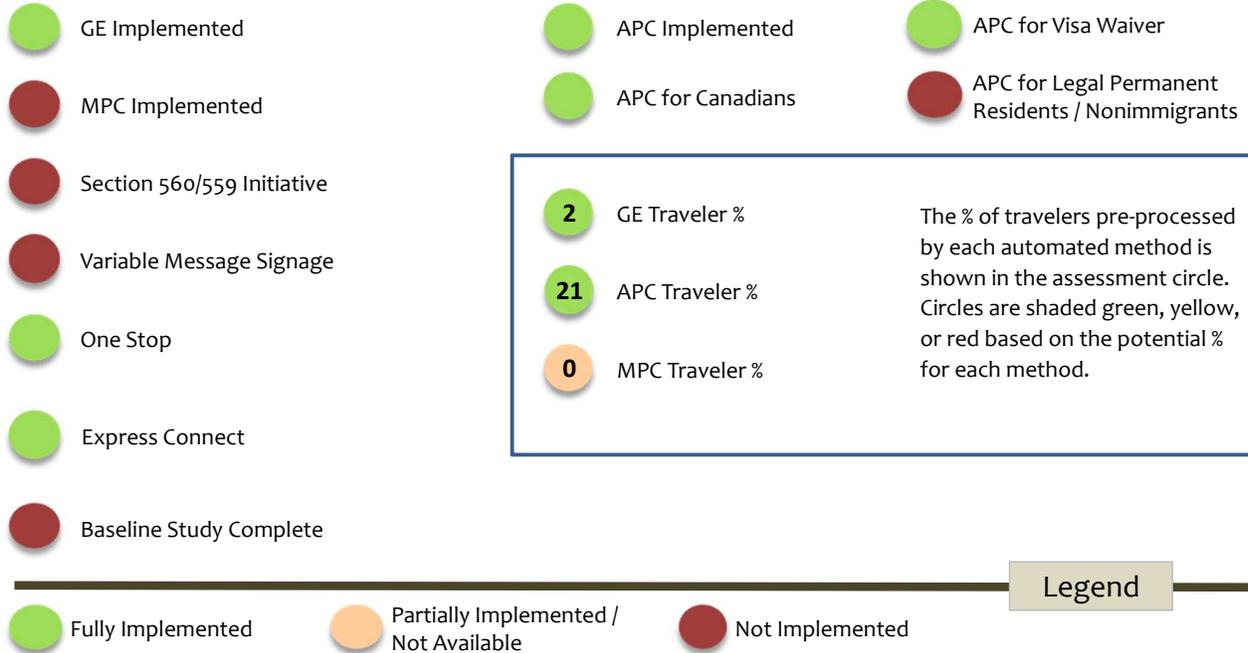


Cycle Time ... slightly decreasing cycle times



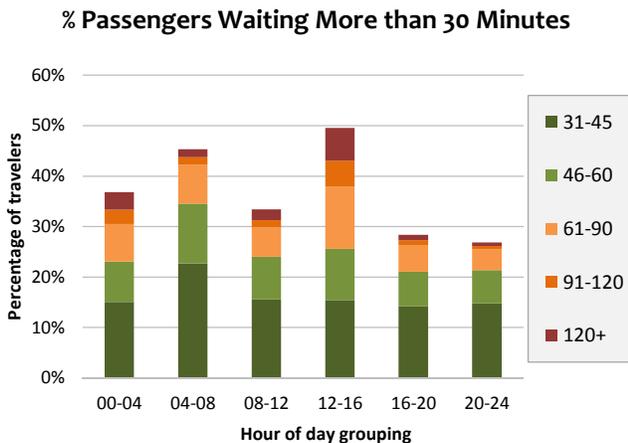
Best Practice Inventory

JFK Terminal 1 Best Practice Assessment: JFK Terminal 1 has implemented many of the available best practices. Most notably, 23% of JFK-1's passengers are now processed by Global Entry and APC, up from just 2% last year. APC is available at JFK Terminal 1 not only to US Citizens, but also Canadians and Visa Waiver country travelers.

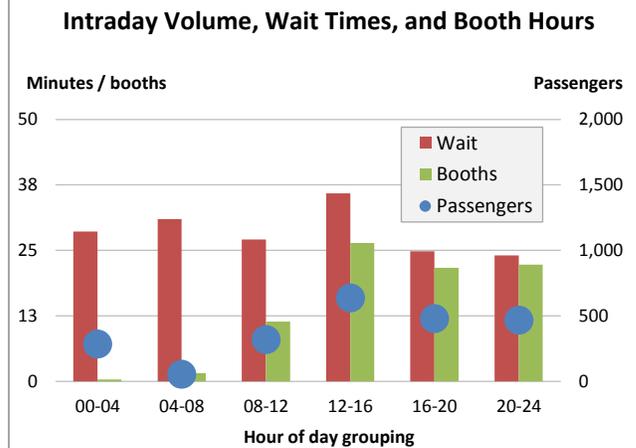


Many innovative practices, technologies, and programs are available to make international air passenger processing more efficient and reduce congestion and wait times at airports. If all of the best practices are implemented, an airport could reduce its wait times as much as 50 percent compared to not implementing any of the best practices. A green "assessment circle" indicates the best practice has been properly and fully implemented. Red means the best practice is not in place. Orange indicates implementation is not available, or has occurred but on a limited basis and achieves less than optimal results.

36% of passengers wait more than 30 minutes
Terminal 1 has one of the highest wait times in the country, with 36% of passengers waiting over 30 minutes. Further, 7% of passengers wait over 120 minutes between 12pm - 4pm. This wait time is highest among all major terminals.



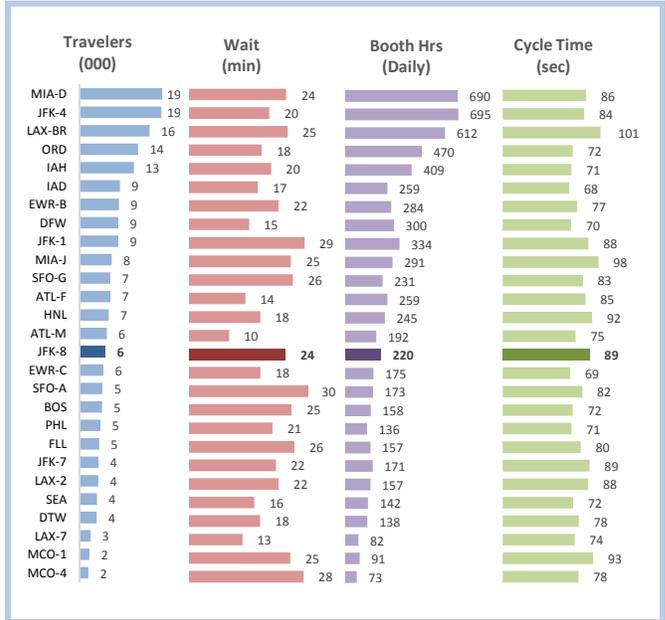
Additional staff required to reduce wait time
More than 600 passengers (on average) arrive every hour between 12 pm and 4 pm. By opening only 26 booths during this time period, the average passenger waits 36 minutes. Additional staff may be required from 8am - 12pm to reduce wait times leading into peak hours.



Key Metrics

	YTD 2014	YTD 2013	Change %	Change
Volume				
Average Daily Travelers	6,046	6,342	-29%	-5%
Global Entry & APC	3%	2%	1%	53%
Non-Automated	97%	98%	-1%	-1%
United States Citizens	34.2%	38.0%	-3.8%	-10%
Non-immigrants	62.1%	57.8%	+4.3%	7%
Legal Permanent Residents	3.7%	4.2%	-0.5%	-13%
Average Daily Flights (#)	30	32	-2%	-7%
Wait Time				
Average Primary Wait (m)	23.9	26.9	-3.0	-11%
% Travelers < 60 minutes	94%	91%	3%	4%
% Travelers > 120 mins	0.29%	0.50%	-0.21%	-42%
Primary Booth Hours				
Average Daily Booth Hours	220	221	-1%	-1%
Efficiency				
Average Cycle Time (s)	89.2	89.8	-0.6	-1%
Max Hourly Throughput / booth	40.3	40.1	0.3	1%
Average Utilization	68%	72%	-3%	-5%

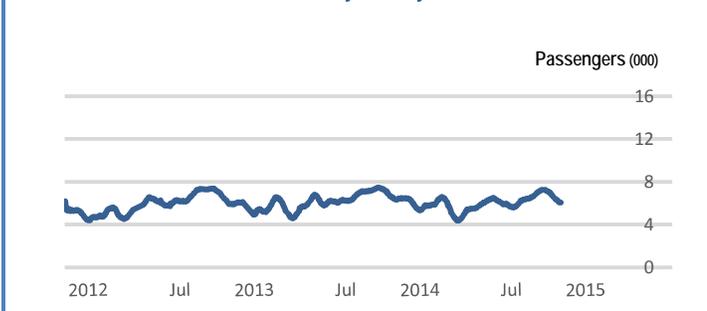
Compared to other major airports ...



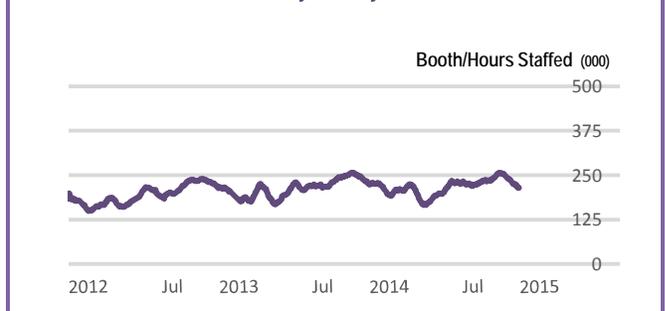
Decreased volume leads to shorter waits

- Travel is down slightly at JFK Terminal 8.** Traveler volume (year to date) has decreased 5% compared to last year. Today, only 3% of JFK-8's passengers are pre-processed with automated solutions like Global Entry and APC, up from 2% last year.
- More international travelers.** Over 62% of travelers processed were non-immigrants. This is up from 57% compared to this time last year.
- Cycle time and booth hours decreased slightly.** Booth staffing and average cycle time remain relatively the same, decreasing by 1 hour and 1 second, respectively.
- Wait times decreased by 11%.** Despite an increase in non-immigrant travelers, wait time has decreased by 3 minutes, from 27 minutes last year to 24 minutes this year. This might be due to the overall decrease in traffic and perhaps a better allocation of resources during busy periods.

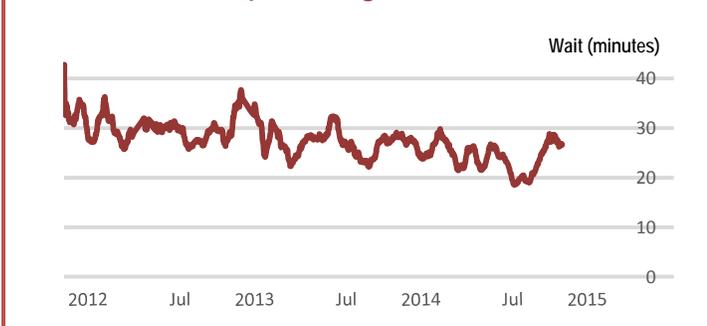
Traveler Volume ... relatively steady



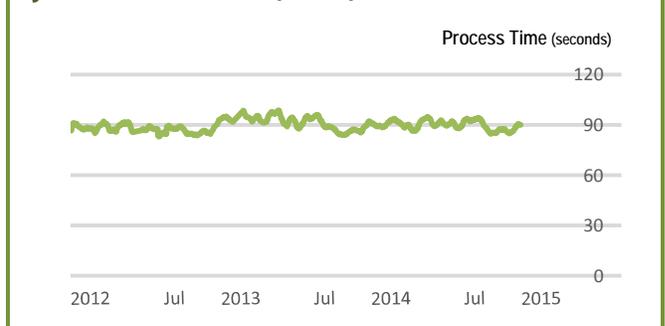
Booth hours ... relatively steady



Wait Time ... steadily decreasing wait times

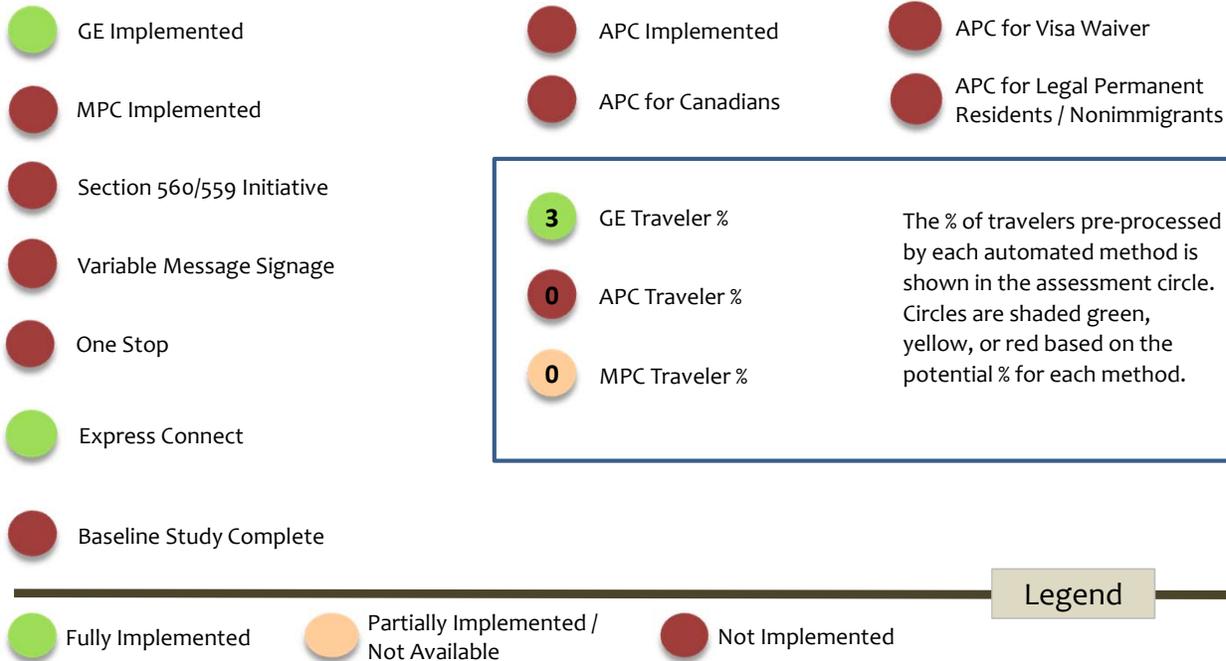


Cycle Time ... relatively steady



Best Practice Inventory

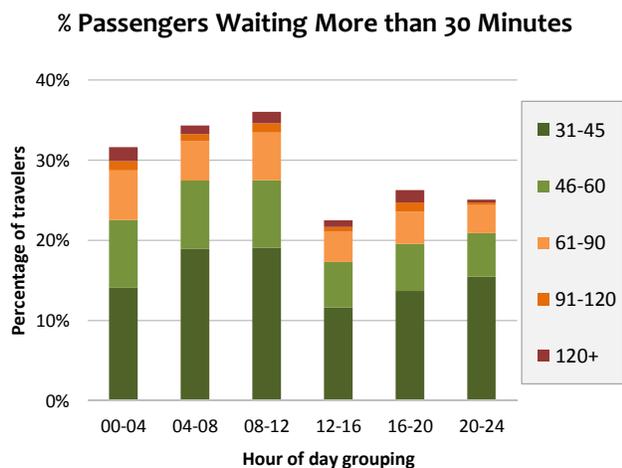
JFK Best Practice Assessment: JFK-8 has implemented GE but is yet to introduce APC. Most notably, Terminal 8 has only increased use of GE by 1%, leading to only marginal improvements in cycle time. JFK-8 could improve cycle times with the introduction of further practices, such as APC and Section 560.



Many innovative practices, technologies, and programs are available to make international air passenger processing more efficient and reduce congestion and wait times at airports. If all of the best practices are implemented, an airport could reduce its wait times as much as 50 percent compared to not implementing any of the best practices. A green "assessment circle" indicates the best practice has been properly and fully implemented. Red means the best practice is not in place. Orange indicates implementation is not available, or has occurred but on a limited basis and achieves less than optimal results.

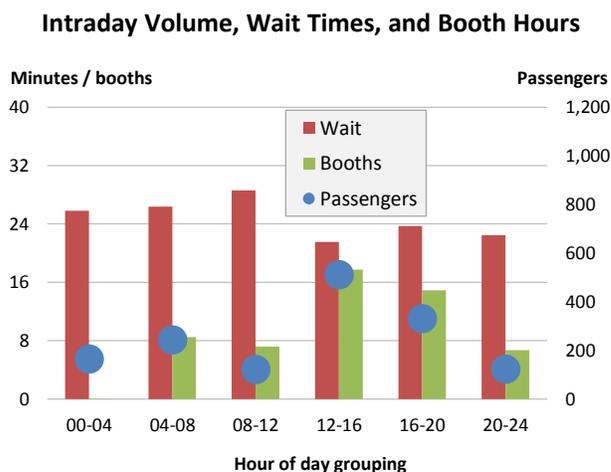
28% of passengers wait more than 30 minutes

While 28% of passengers at JFK-8 wait more than 30 minutes, only 6% wait longer than 60 minutes. At JFK-8's busiest time (12pm-4pm), 22% of passengers wait more than 30 minutes.



JFK-8 staffs well to peak traffic

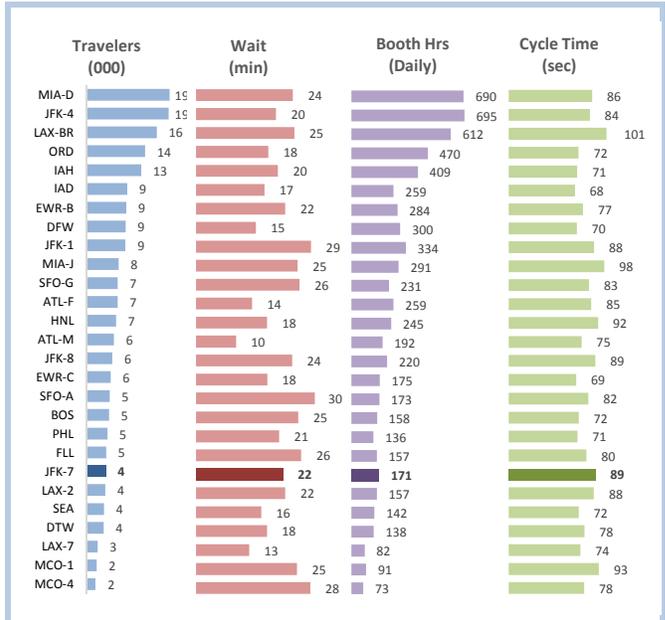
JFK-8 is busiest between 12pm-4pm, when over 500 passengers arrive per hour. Despite this, the wait time is at its lowest during this time, with average wait time around 22 minutes. Wait times during non-peak hours could be improved by opening more booths.



Key Metrics

	YTD 2014	YTD 2013	Change %	Change
Volume				
Average Daily Travelers	4,475	3,857	618	16%
Global Entry & APC	3%	2%	1%	41%
Non-Automated	97%	98%	-1%	-1%
United States Citizens	29.6%	30.3%	-0.8%	-3%
Non-immigrants	66.4%	65.8%	+0.5%	1%
Legal Permanent Residents	4.1%	3.9%	+0.2%	6%
Average Daily Flights (#)	20	17	3	16%
Wait Time				
Average Primary Wait (m)	21.6	23.7	-2.1	-9%
% Travelers < 60 minutes	97%	95%	2%	2%
% Travelers > 120 mins	0.24%	0.22%	+0.0%	10%
Primary Booth Hours				
Average Daily Booth Hours	171	142	29	20%
Efficiency				
Average Cycle Time (s)	89.3	88.7	0.6	1%
Max Hourly Throughput / booth	40.3	40.6	-0.3	-1%
Average Utilization	65%	67%	-2%	-3%

Compared to other major airports ...



More booths handle additional volume

- Travel is up at JFK-7.** Traveler volume at JFK-7 (year to date) has increased 16% compared to last year. Today, only 3% of JFK-7's passengers are pre-processed with Global Entry and APC, up from 2% last year.
- More booths open to meet demand.** Booth hours have increased to meet traveler volume demand, up 20% (142 hours last year to 171 hours this year).
- Staff efficiency steady** Average cycle time and max throughput remained steady, whereas these operational metrics have improved at other JFK terminals.
- Wait times decreased by 9%.** Increased booth staffing has led to a decrease in wait time. The average wait time decreased by 9%, from 23.7 minutes last year to 21.6 minutes this year.

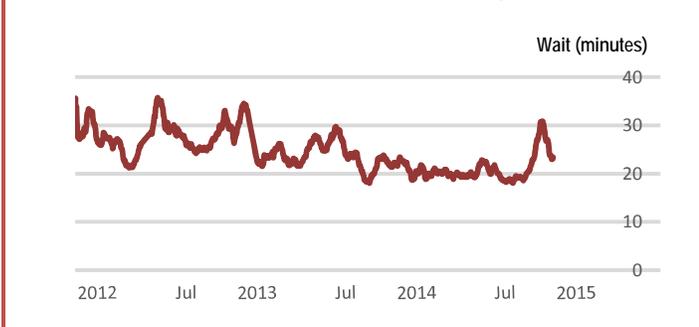
Traveler Volume ... big increase since last year



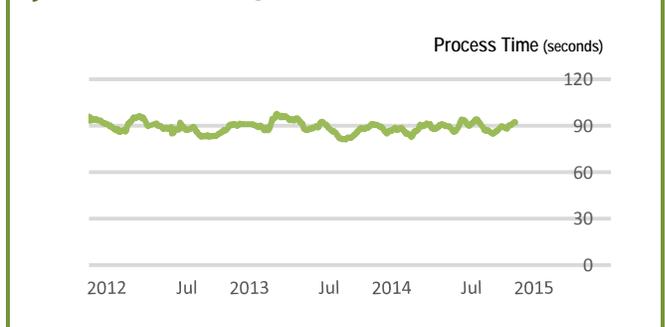
Booth Hours ... significant increase in 2014



Wait Time ... downward trend, with recent upturn

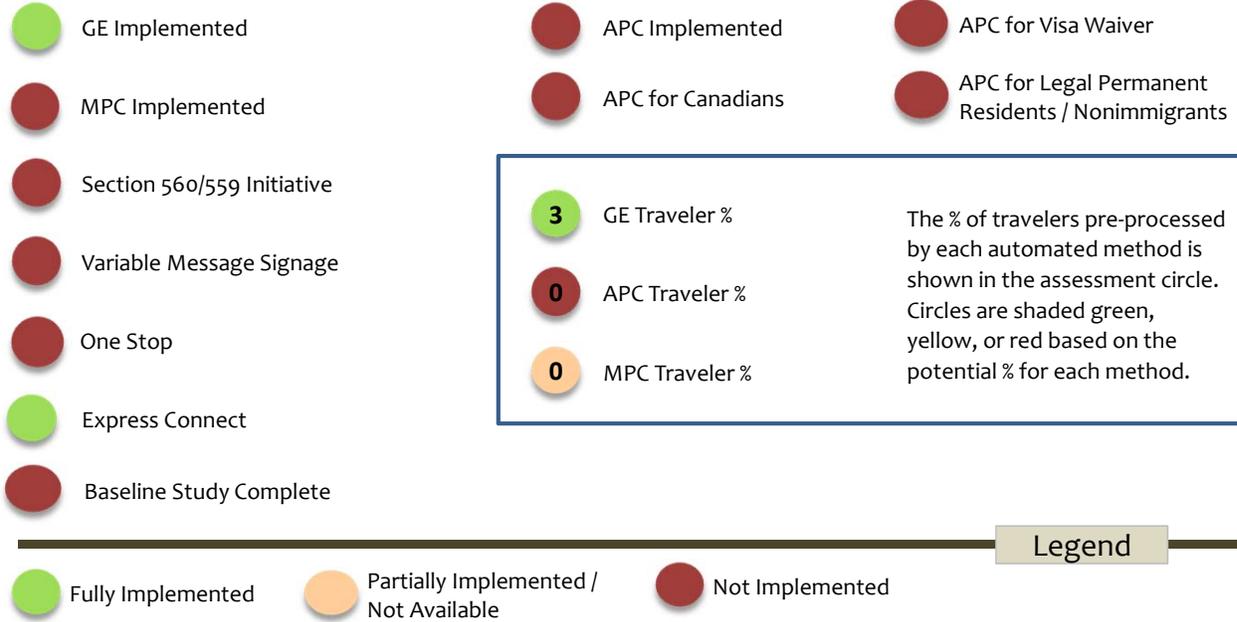


Cycle Time ... holding steady



Best Practice Inventory

JFK Best Practice Assessment: JFK has yet to implement many of the available best practices, and a baseline study is recommended. 3% 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.

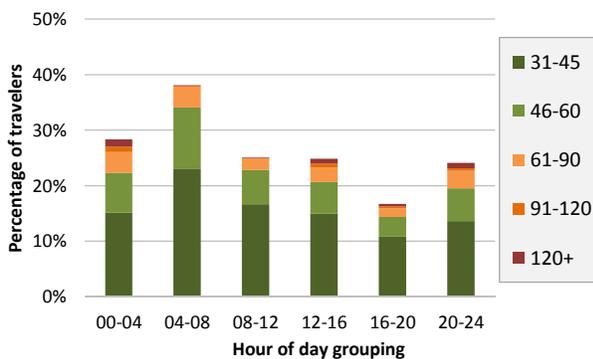


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24% of passengers wait more than 30 minutes

While 24% of passengers at JFK-7 wait more than 30 minutes, only 3% wait longer than 60 minutes. During the light traffic period from 4 - 8am, nearly 40% of travelers wait more than 30 minutes.

% Passengers Waiting More than 30 Minutes



Peak staffing at JFK-7 is sufficient

Passenger volume is highest between 12pm and 8pm (between 250-300 passengers/hour), but with 12 booths open during this time, wait times are held at or below the overall average wait time for the day.

Intraday Volume, Wait Times, and Booth Hours

