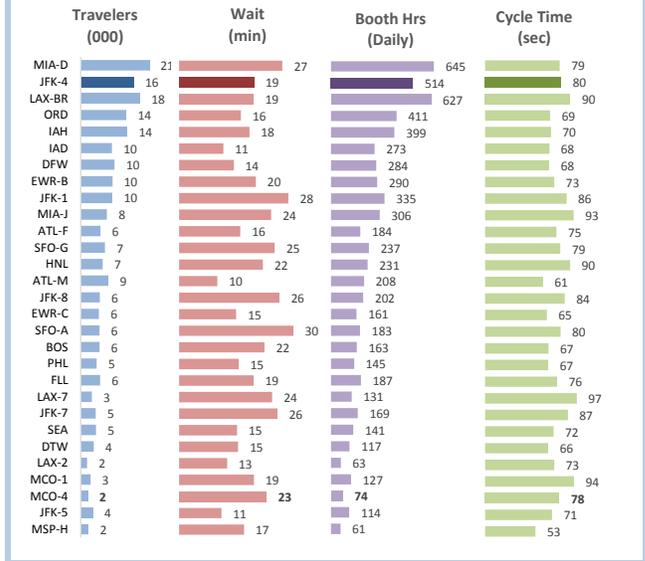


**Key Metrics**

	YTD 2015	YTD 2014	Change	% Change
<b>Volume</b>				
Average Daily Travelers	16,180	18,041	-1,862	-10%
Global Entry, APC, & MPC	43%	41%	2%	5%
Non-Automated	57%	59%	-2%	-3%
United States Citizens	44.7%	48.4%	-3.8%	-8%
Non-immigrants	47.5%	41.7%	+5.8%	14%
Legal Permanent Residents	7.8%	9.8%	-2.0%	-21%
Average Daily Flights (#)	75	98	-23	-24%
<b>Wait Time</b>				
Average Primary Wait (m)	19.5	18.8	0.6	3%
% Travelers < 60 minutes	94%	96%	-2%	-2%
% Travelers > 120 mins	0.44%	0.26%	+0.18%	70%
<b>Primary Booth Hours</b>				
Average Daily Booth Hours	514	683	-169	-25%
<b>Efficiency</b>				
Average Cycle Time (s)	80.2	84.7	-4.6	-5%
Max Hourly Throughput / booth	44.9	42.5	2.4	6%
Average Utilization	70%	62%	8%	13%

Compared to other major airports ...



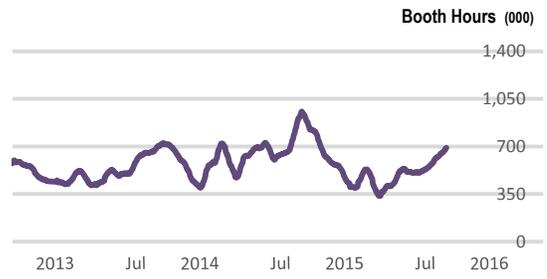
**Reduced traffic, but less booth hours increase average wait time**

- **Travel is down significantly at JFK (Terminal 4).** Traveler volume decreased 10% compared to last year, but this increase in traffic is offset by gains at Terminal 1 and 7.
- **Booth hours down significantly.** Booth hours decreased 25% compared to a year ago, from 683 hours to 514 hours.
- **Slightly increased waits.** Year to date, average wait is up from 18.8 minutes last year to 19.5 minutes this year. The decrease in booth hours has led to a slight increase in average wait time.
- **Cycle time is 4.6 seconds faster.** Global Entry and APC have combined to reduce the average cycle time. The faster cycle time allows for an additional 2.4 passengers to be processed per hour at each booth.

Traveler Volume ... recent decline



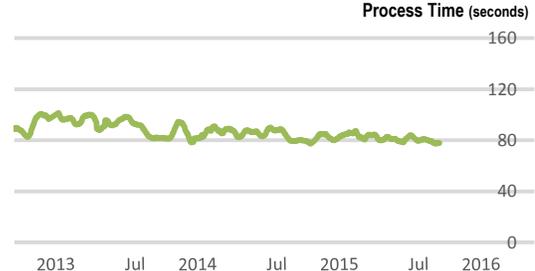
Booth Hours ... 25% fewer booths hours than last year



Wait Time ... slightly trending up

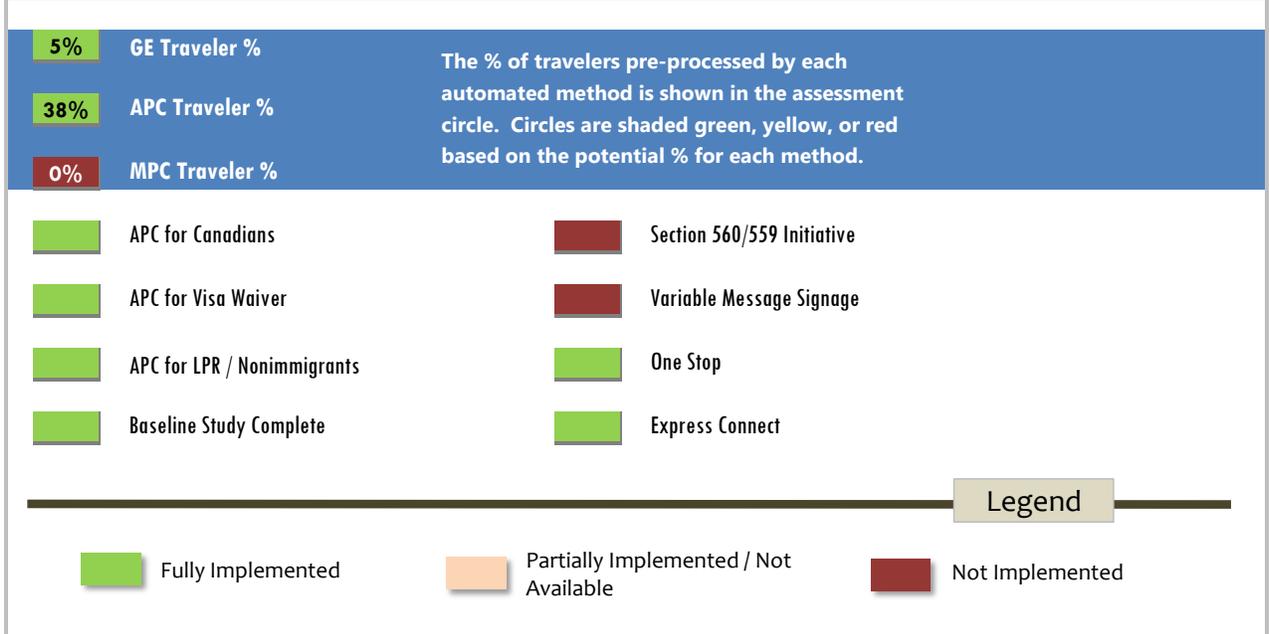


Cycle Time ... steadily decreasing cycle times



## Best Practice Inventory

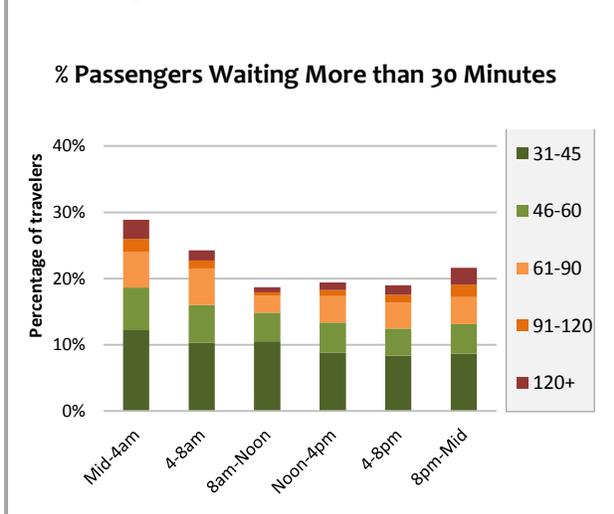
**JFK-4 Best Practice Assessment:** JFK-4 has implemented many of the available best practices such as Global Entry, Automated Passport Control, One Stop, and Express Connect. Today, 43% of passengers are processed by GE and APC kiosks. APC is available at JFK-4 not only to US Citizens, but also Canadians, 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 circle" 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.

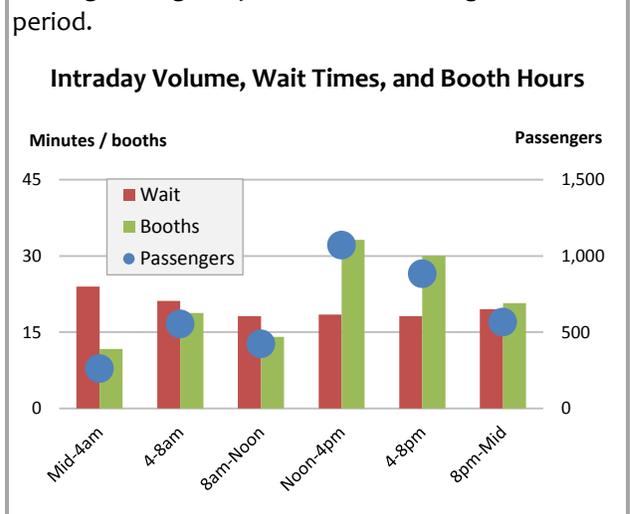
### 21% of passengers wait more than 30 minutes

Year to date, approximately 7% of JFK Terminal 4 passengers wait more than 1 hour, approximately 21% of passengers wait more than 30 minutes. Between the hours of Midnight to 4am, 29% of passengers wait more than 30 minutes.



### Staffing could improve during off-peak

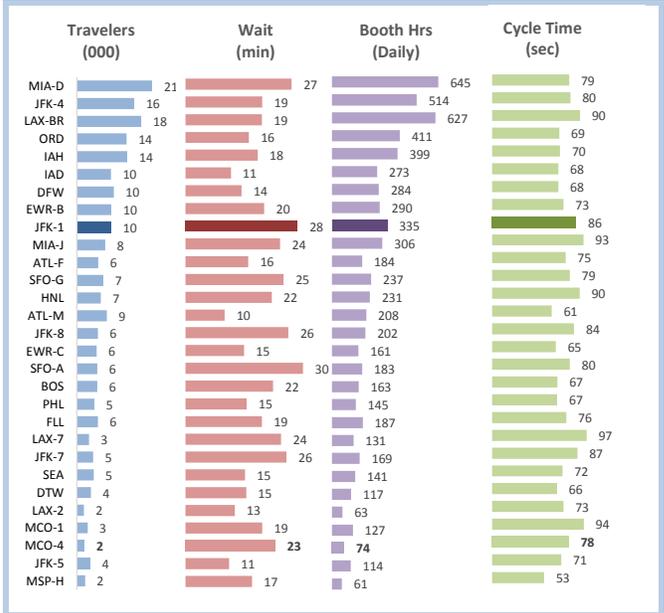
More than 1,000 passengers (on average) arrive every hour between Noon and 4pm, but waits are lower than average. Waits are the highest from Midnight to 4am (fewer than 270 passengers per hour). More staffing could greatly reduce waits during this time period.



### Key Metrics

	YTD 2015	YTD 2014	Change	% Change
<b>Volume</b>				
Average Daily Travelers	9,694	8,458	1,236	15%
Global Entry, APC, & MPC	30%	19%	11%	58%
Non-Automated	70%	81%	-11%	-14%
United States Citizens	31.5%	32.7%	-1.2%	-4%
Non-immigrants	61.3%	59.1%	+2.1%	4%
Legal Permanent Residents	7.2%	8.2%	-1.0%	-12%
Average Daily Flights (#)	39	37	3	7%
<b>Wait Time</b>				
Average Primary Wait (m)	28.4	27.7	0.7	3%
% Travelers < 60 minutes	89%	91%	-2%	-2%
% Travelers > 120 mins	1.46%	0.48%	+0.97%	200%
<b>Primary Booth Hours</b>				
Average Daily Booth Hours	335	321	15	5%
<b>Efficiency</b>				
Average Cycle Time (s)	85.9	88.8	-2.9	-3%
Max Hourly Throughput / booth	41.9	40.5	1.3	3%
Average Utilization	69%	65%	4%	6%

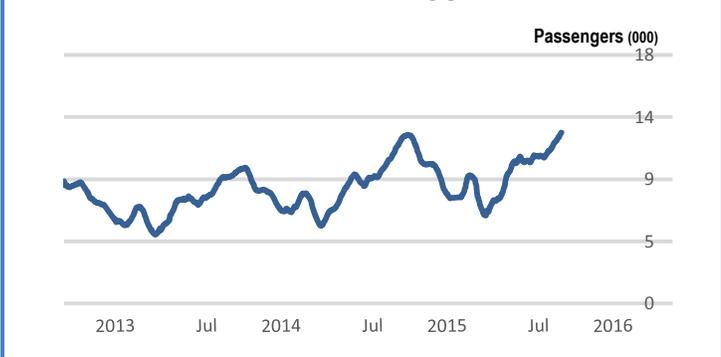
### Compared to other major airports ...



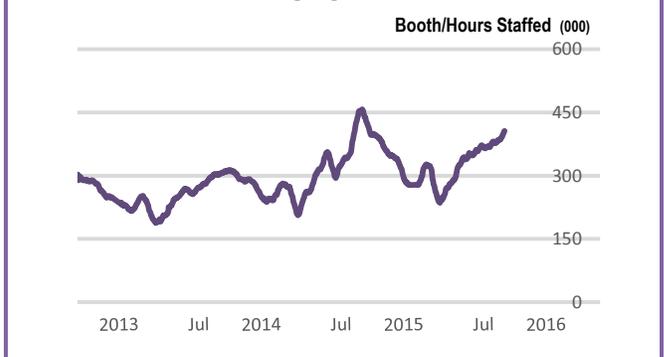
### Increased booth hours can't offset increased volume

- Travel is up significantly at JFK (Terminal 1).** Traveler volume increased 15% compared to last year. 30% of passengers use automated solutions like Global Entry and APC, up from 19% last year.
- More booths open to meet demand.** Booth hours increased 5% compared to a year ago, but have not kept up with traveler volume (up 15%). However, additional booths may be required during peak hours.
- Wait times still high, but have been decreasing since 2013.** Year to date, average wait is slight up from 27.7 minutes to 28.4 minutes. However, Terminal 1 still has the second longest average wait time in the country (the first longest is SFO-A), especially during peak hours. This is likely due to the high proportion of non-immigrant travelers (61.3%), which is up 2% compared to last year.
- Cycle time is 2.9 seconds faster.** Global Entry and APC growth have combined to reduce average cycle time. Average cycle time is 2.9 seconds faster than last year, allowing for an additional 1.3 passengers to be processed per hour per booth.

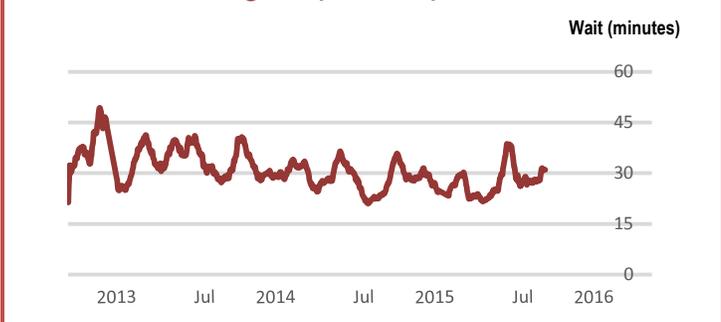
### Traveler Volume ... continued strong growth



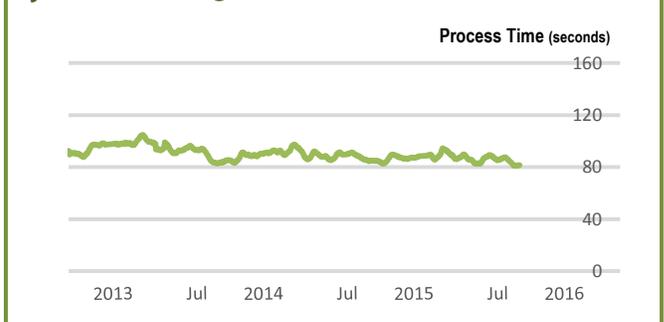
### Booth Hours ... trending higher



### Wait Time ... holding steady since early 2015

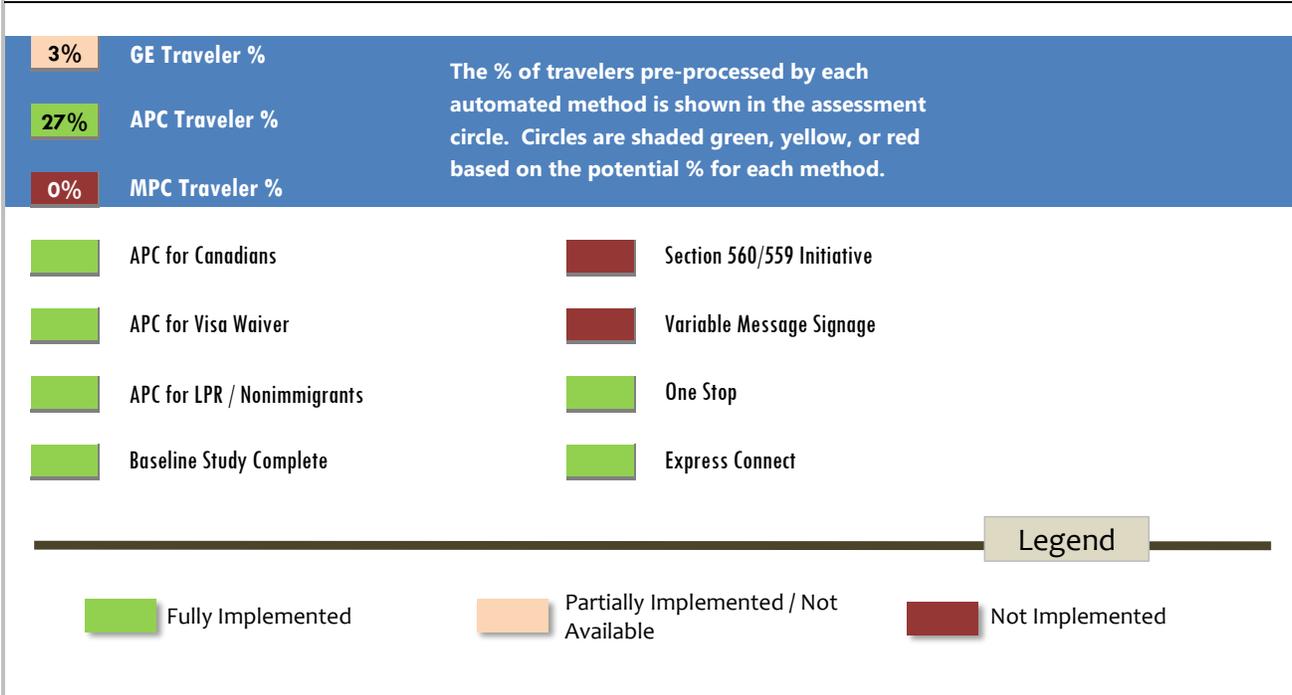


### Cycle Time ... slight downward trend



## Best Practice Inventory

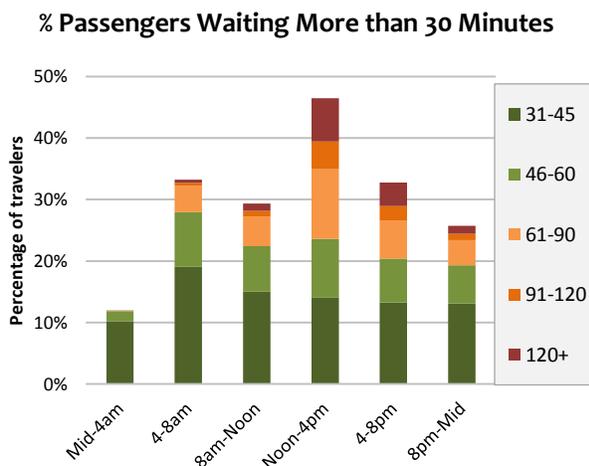
**JFK Terminal 1 Best Practice Assessment:** JFK Terminal 1 has implemented many of the available best practices. Most notably, 30% of JFK-1's passengers are now processed by Global Entry and APC, up from 19% last year. APC is available at JFK Terminal 1 not only to US Citizens, but also Canadians, Visa 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 circle" 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.

### 35% of passengers wait more than 30 minutes

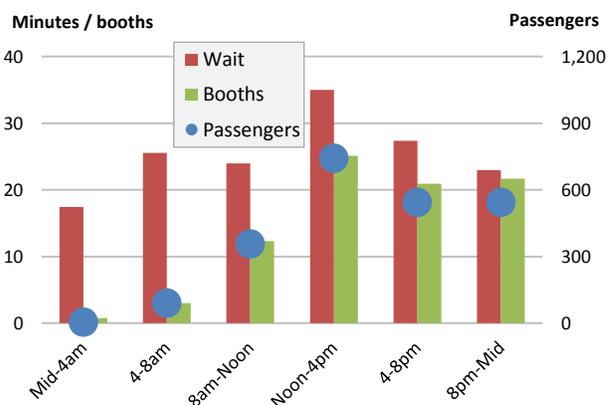
Year to date, approximately 13% of JFK Terminal 1 passengers wait more than 1 hour, approximately 35% of passengers wait more than 30 minutes. Between the hours of Noon to 4pm, 46% of passengers wait more than 30 minutes.



### Additional staff needed to reduce wait time

More than 740 passengers (on average) arrive every hour between Noon and 4pm. By opening only 25 booths during this time period, the average wait is 35 minutes. Additional staff may be required from 4am to Noon to reduce average waits leading into peak hours.

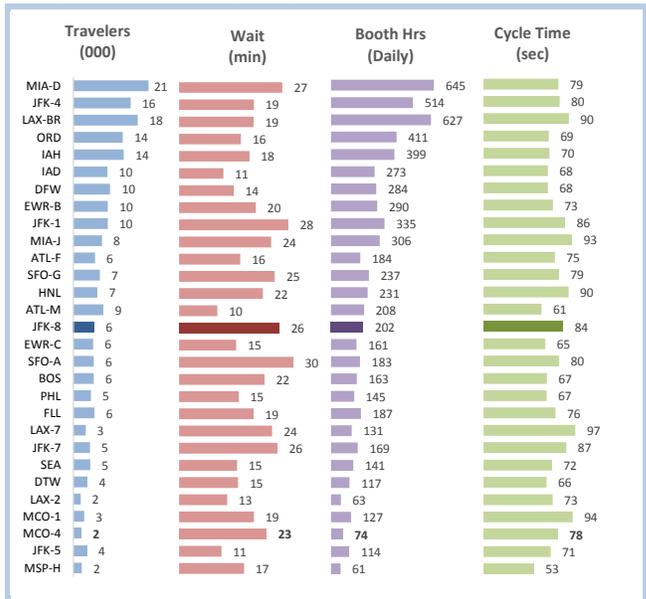
#### Intraday Volume, Wait Times, and Booth Hours



### Key Metrics

	YTD 2015	YTD 2014	Change	% Change
<b>Volume</b>				
Average Daily Travelers	5,907	5,865	43	1%
Global Entry, APC, & MPC	13%	3%	10%	333%
Non-Automated	87%	97%	-10%	-10%
United States Citizens	36.6%	34.1%	+2.5%	7%
Non-immigrants	58.1%	60.1%	-2.0%	-3%
Legal Permanent Residents	5.3%	5.8%	-0.4%	-7%
Average Daily Flights (#)	28	31	-3	-8%
<b>Wait Time</b>				
Average Primary Wait (m)	26.1	23.0	3.0	13%
% Travelers < 60 minutes	91%	95%	-4%	-4%
% Travelers > 120 mins	0.45%	0.21%	+0.24%	118%
<b>Primary Booth Hours</b>				
Average Daily Booth Hours	202	215	-14	-6%
<b>Efficiency</b>				
Average Cycle Time (s)	84.0	89.7	-5.8	-6%
Max Hourly Throughput / booth	42.9	40.1	2.8	7%
Average Utilization	68%	68%	0%	1%

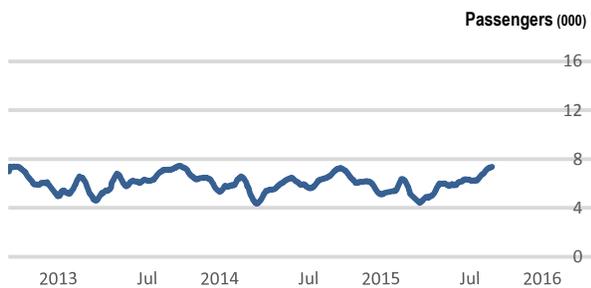
### Compared to other major airports ...



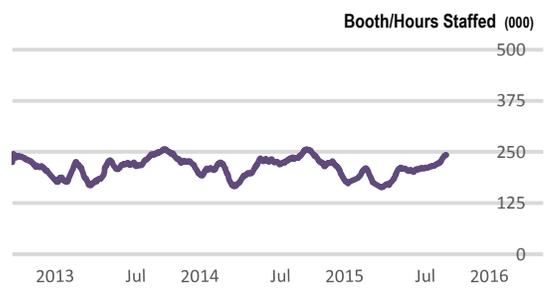
### Fewer booth hours increased wait times

- Travel increased slightly.** Traveler volume (year to date) has increased 1% compared to last year. Today, 13% 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 215 last year to 202 this year. The decrease in booth hours has led to an increase in wait time, despite improvement in cycle time.
- Processing 6 seconds faster.** Cycle time is 6 (5.8 seconds) faster than last year, allowing for an additional 2.8 passengers to be processed per hour per booth. Although there was a 6 second improvement this year, cycle time will further improve as APC transaction
- Wait times increased 13%.** Wait time at JFK-8 is 3 minutes longer compared to last year. Wait times at JFK-8 are some of the highest in the country.

### Traveler Volume ... recent upward trend



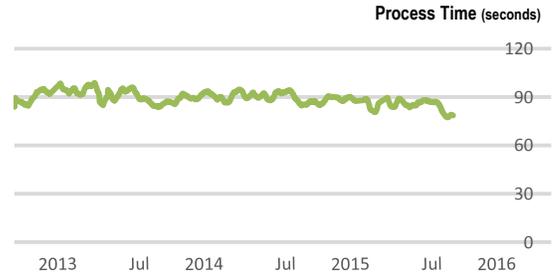
### Booth hours ... 6% fewer booths



### Wait Time ... recent upward trend



### Cycle Time ... recent slight decrease



### Best Practice Inventory

**JFK Best Practice Assessment:** JFK-8 has implemented many of the available best practices. 13% of travelers use GE and APC. As more travelers begin to utilize APC, the operation improvement will be shown in the near future. APC is available at JFK Terminal 8 not only to US Citizens, but also Canadians, Visa Waiver country travelers, and Lawful Permanent Residents.

<b>5%</b>	<b>GE Traveler %</b>	The % of travelers pre-processed by each automated method is shown in the assessment circle. Circles are shaded green, yellow, or red based on the potential % for each method.
<b>8%</b>	<b>APC Traveler %</b>	
<b>0%</b>	<b>MPC Traveler %</b>	

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

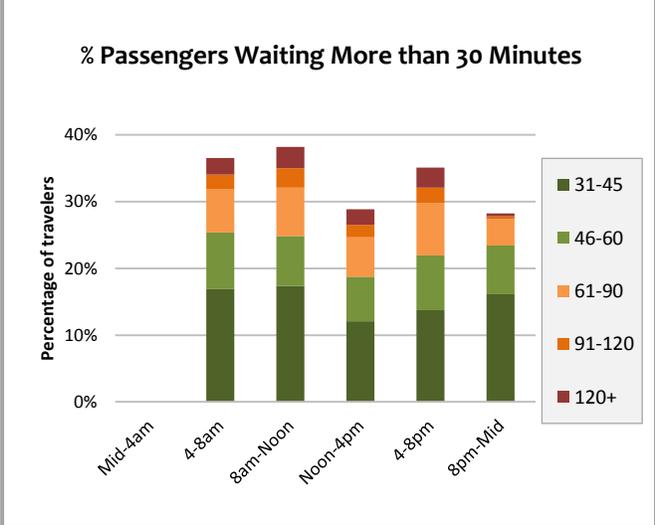
  

**Legend**

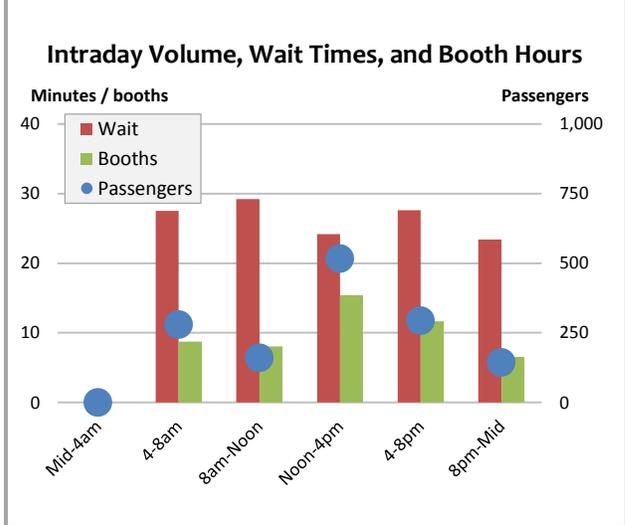
	Fully Implemented		Partially Implemented / Not Available		Not Implemented
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Many innovative practices, technologies, and programs are available to make international air passenger processing more efficient and reduce congestion at airports. If all practices are implemented, an airport may reduce wait times as much as 50 percent compared to not implementing any best practices. A green "assessment circle" 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 11% of JFK Terminal 8 passengers wait more than 1 hour, approximately 33% of passengers wait more than 30 minutes. Between the hours of 8am to Noon, 38% of passengers wait more than 30 minutes.



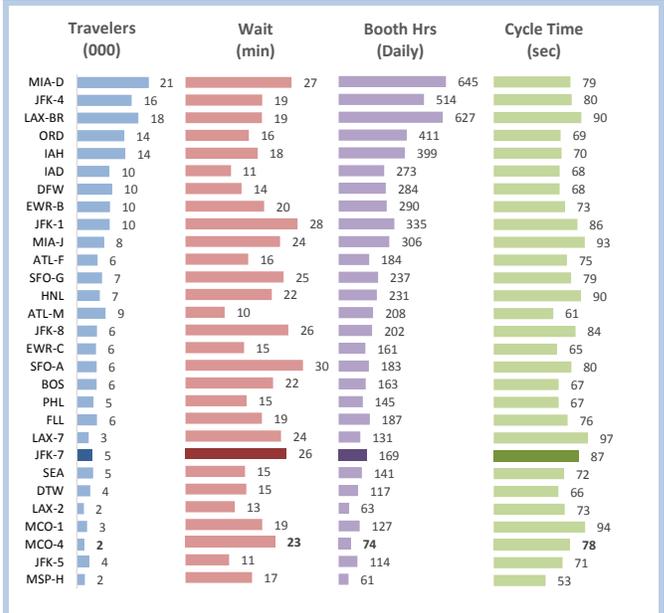
**Need more booths during off peak hours**  
 JFK-8 is busiest between Noon-4pm (more than 500 passengers arrive per hour) and waits are 24 minutes during this time. Wait times during non-peak hours are longer and could be improved by opening more booths, especially between 4am and Noon.



### Key Metrics

	YTD 2015	YTD 2014	Change	% Change
<b>Volume</b>				
Average Daily Travelers	4,644	4,200	443	11%
Global Entry, APC, & MPC	4%	3%	1%	33%
Non-Automated	96%	97%	-1%	-1%
United States Citizens	27.7%	29.5%	-1.8%	-6%
Non-immigrants	66.6%	64.2%	+2.4%	4%
Legal Permanent Residents	5.7%	6.3%	-0.6%	-10%
Average Daily Flights (#)	19	20	0	-1%
<b>Wait Time</b>				
Average Primary Wait (m)	25.6	20.0	5.6	28%
% Travelers < 60 minutes	92%	98%	-6%	-6%
% Travelers > 120 mins	0.35%	0.04%	+0.3%	839%
<b>Primary Booth Hours</b>				
Average Daily Booth Hours	169	163	6	4%
<b>Efficiency</b>				
Average Cycle Time (s)	87.3	89.1	-1.8	-2%
Max Hourly Throughput / booth	41.2	40.4	0.8	2%
Average Utilization	67%	64%	3%	4%

### Compared to other major airports ...



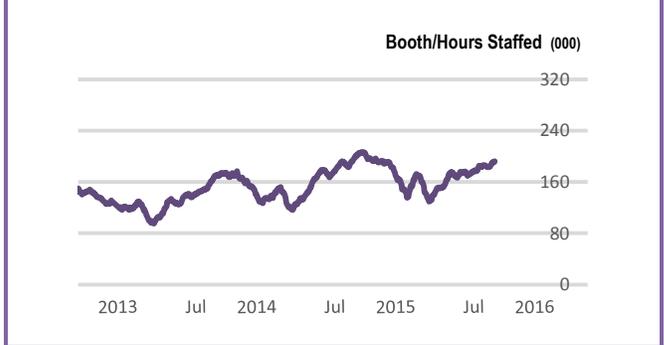
### More booths have not been able to offset increased traveler volume

- **Travel is up at JFK-7.** Traveler volume at JFK-7 (year to date) has increased 11% compared to last year. Today, only 4% of JFK-7's passengers are confirmed with Global Entry, up from 3% last year. JFK-7 is yet to introduce APC.
- **More booths open to meet demand.** Booth hours have increased 4% (163 hours last year to 169 hours this year), but have not kept up with traveler volume (up 11%), as shown by 28% longer waits.
- **Faster processing.** Average cycle time and max throughput have improved by 2% since last year. The increase in nonimmigrant share (67% this year) may prevent improvements in cycle time, until APC is introduced.
- **Wait times increased by 28%.** Increased average daily travelers and suboptimal staffing to traffic have led to an increase in wait time. The average wait time increased by 28%, from 20 minutes last year to 25.6 minutes this year. The percentage of travelers waiting less than 60 minutes decreased to 92%.

### Traveler Volume ... steady upward trend



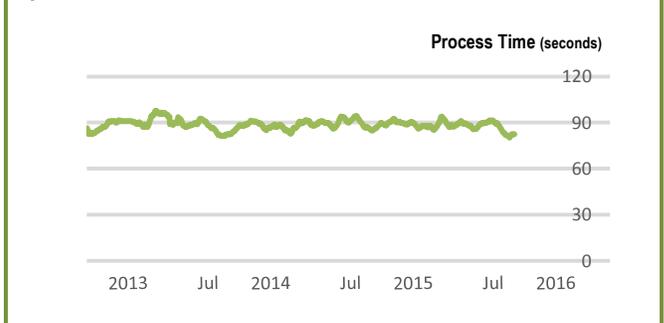
### Booth Hours ... trending higher



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

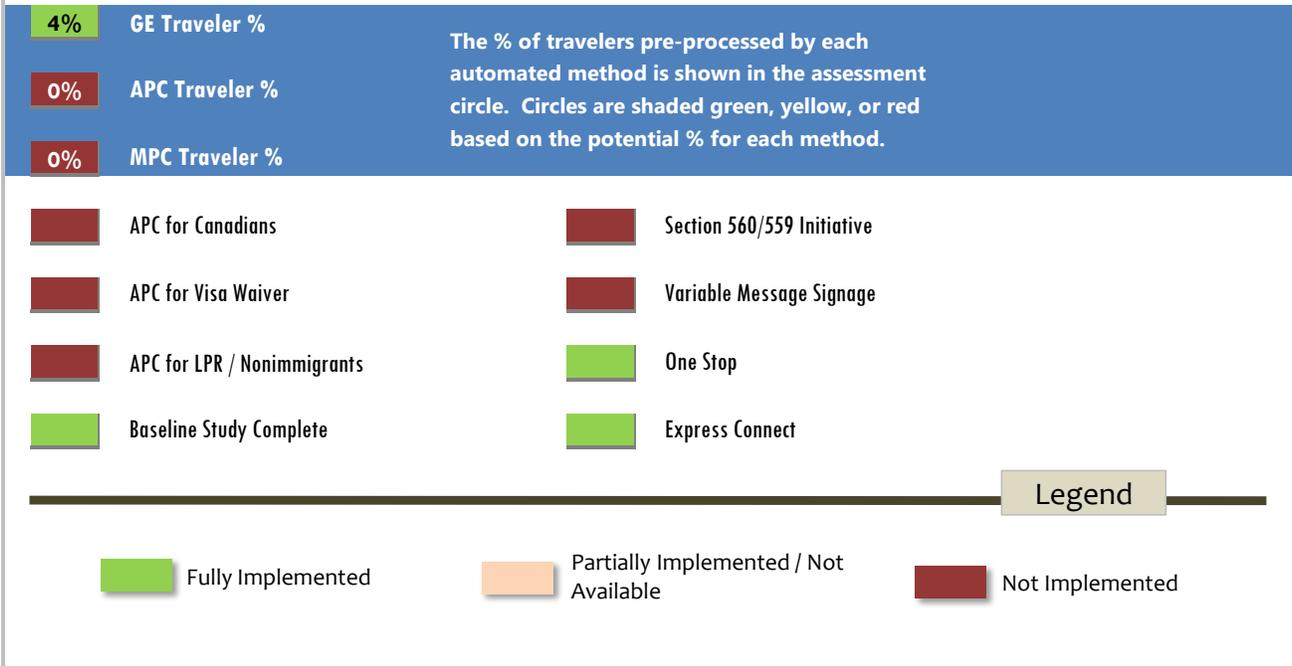


### Cycle Time ... holding steady



## Best Practice Inventory

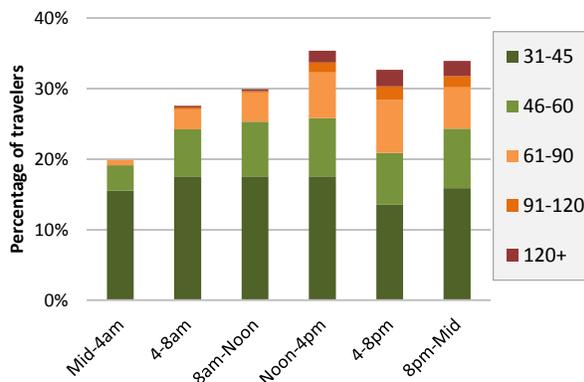
**JFK Best Practice Assessment:** JFK-7 has yet to implement some of the available best practices. 4% of travelers use GE, and APC has not yet been implemented. These practices need to be applied to reduce cycle times, as seen at other terminals across the country.



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 circle" 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 9% JFK of Terminal 7 passengers wait more than 1 hour. Between the hours of Noon to 4pm, 35% of passengers wait more than 30 minutes.

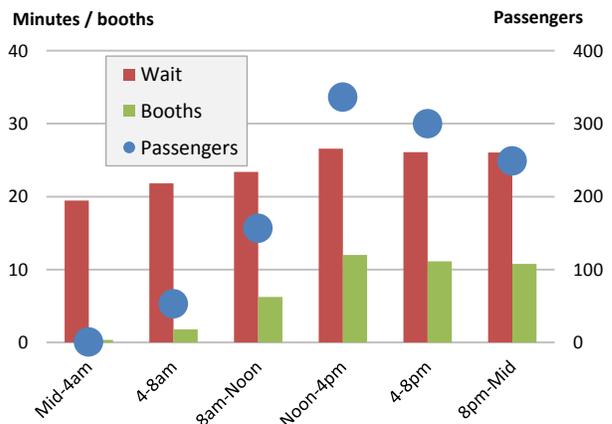
**% Passengers Waiting More than 30 Minutes**



### JFK-7 can improve off-peak staffing

Passenger volume is highest between Noon and 8pm (318 passengers/hour), but with 11 booths open during this time, wait times are not much higher than the average. Wait times can be improved in off-peak hours (4am-Noon) by staffing a couple extra booths.

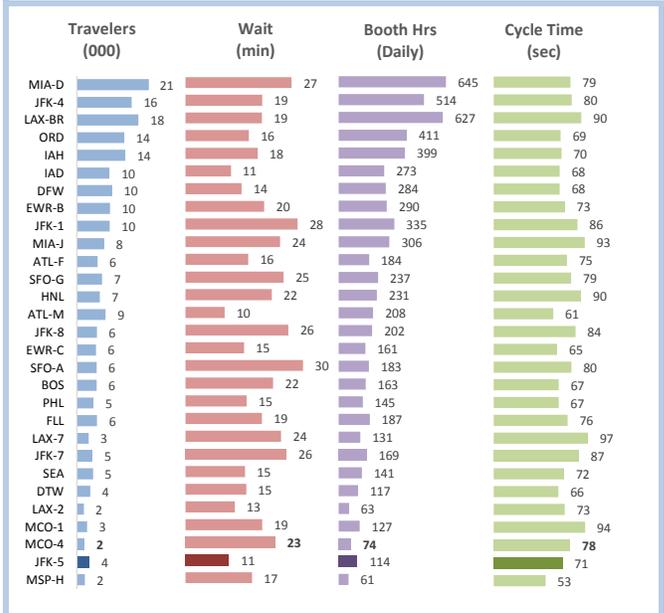
**Intraday Volume, Wait Times, and Booth Hours**



### Key Metrics

	YTD 2015	YTD 2014	Change	% Change
<b>Volume</b>				
Average Daily Travelers	3,760	0	3,760	0%
Global Entry, APC, & MPC	51%	0%	51%	0%
Non-Automated	49%	0%	49%	0%
United States Citizens	70.0%	0.0%	70.0%	0%
Non-immigrants	17.4%	0.0%	17.4%	0%
Legal Permanent Residents	12.7%	0.0%	12.7%	0%
Average Daily Flights (#)	25	0	25	0%
<b>Wait Time</b>				
Average Primary Wait (m)	11.0	0	11.0	0%
% Travelers < 60 minutes	99%	0%	99%	0%
% Travelers > 120 mins	0.01%	0.00%	0.0%	0%
<b>Primary Booth Hours</b>				
Average Daily Booth Hours	114	0	114	0%
<b>Efficiency</b>				
Average Cycle Time (s)	70.7	0.0	70.7	0%
Max Hourly Throughput / booth	50.9	0.0	50.9	0%
Average Utilization	65%	0%	65%	0%

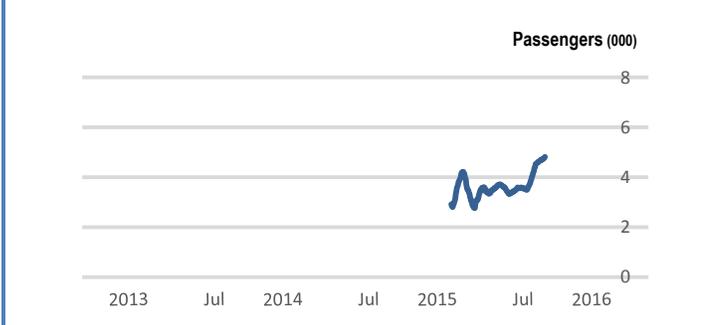
### Compared to other major airports ...



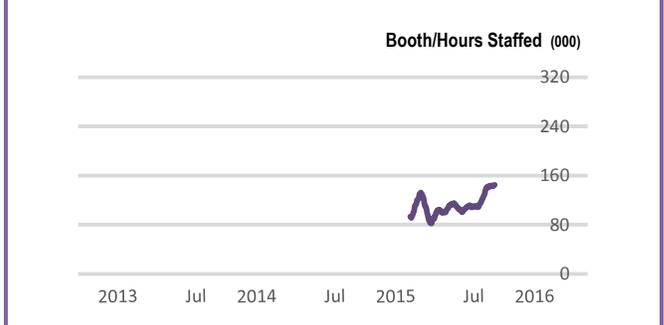
### Automated processing shorten wait times

- **3,760 average daily travelers.** Traveler volume at JFK-5 (year to date) is 3,760. Today, 51% of JFK-5's passengers are confirmed with Global Entry and APC.
- **More than 110 booth hours per day.** JFK-5 staffs an average of 114 booth hours daily to process travelers.
- **Efficient processing.** The average JFK-5 cycle time is 70.7 seconds (50.9 passengers per hour per booth, with an average utilization per booth of 65%). This makes JFK-5 the most efficient of JFK's terminals.
- **Lowest wait time nationally.** Year to date, JFK-5 wait times are among the lowest in the country (11 minutes).

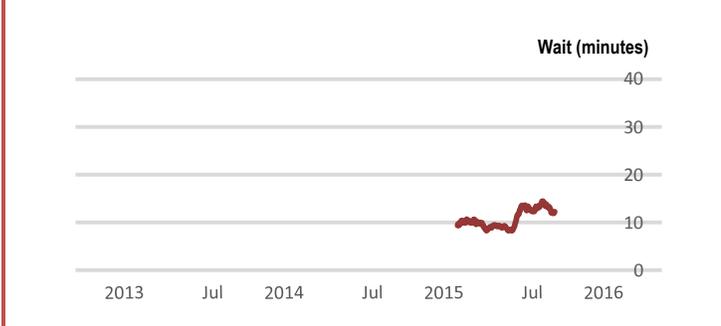
### Traveler Volume ... 3,760 per day



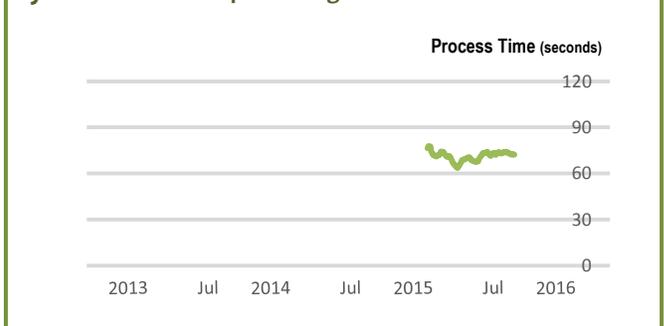
### Booth Hours ... 114 per day



### Wait Time ... low wait times

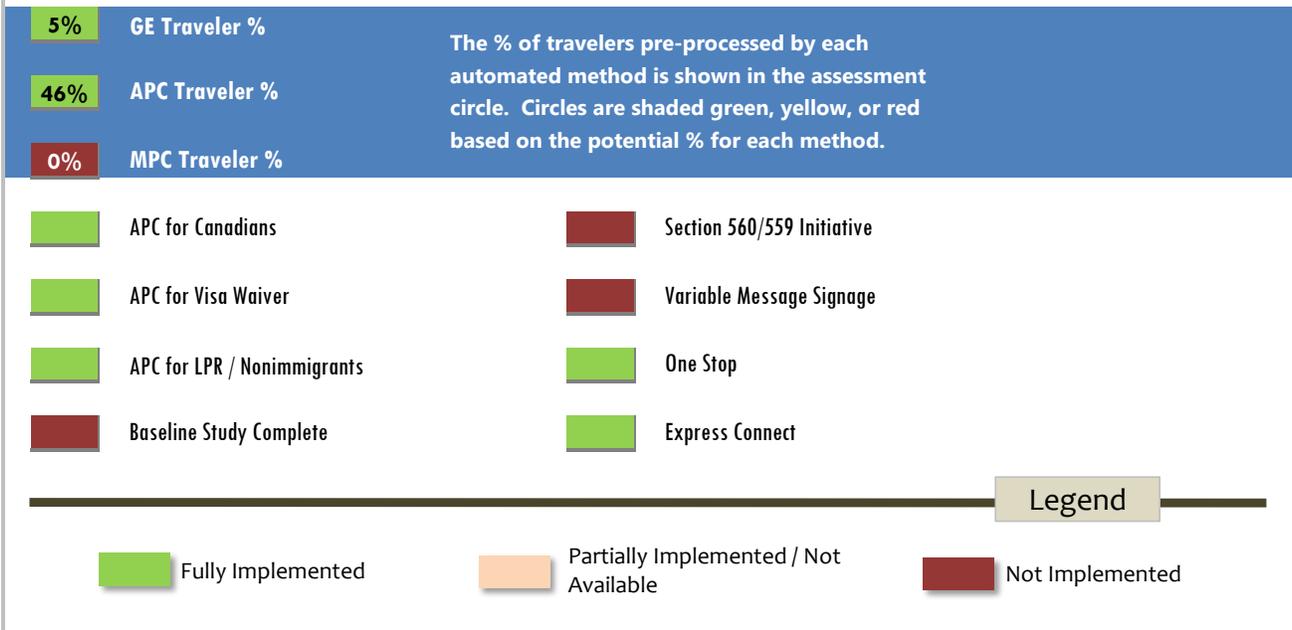


### Cycle Time ... fast processing



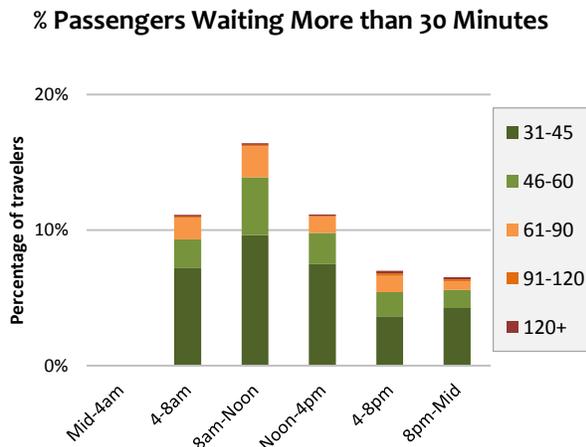
## Best Practice Inventory

**JFK Best Practice Assessment:** JFK-5 has implemented many of the available best practices. Most notably, 51% 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 circle" 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.

**9% of passengers wait more than 30 minutes**  
 While very few JFK Terminal 5 passengers wait more than 1 hour (about 1%), approximately 9% of passengers wait more than 30 minutes. Between the hours of 8am to Noon, 16% of passengers wait more than 30 minutes.



**JFK-5 can improve off-peak staffing**  
 Passenger volume is highest between 4pm and 8pm (385 passengers/hour), yet with 10 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 exceed the average.

