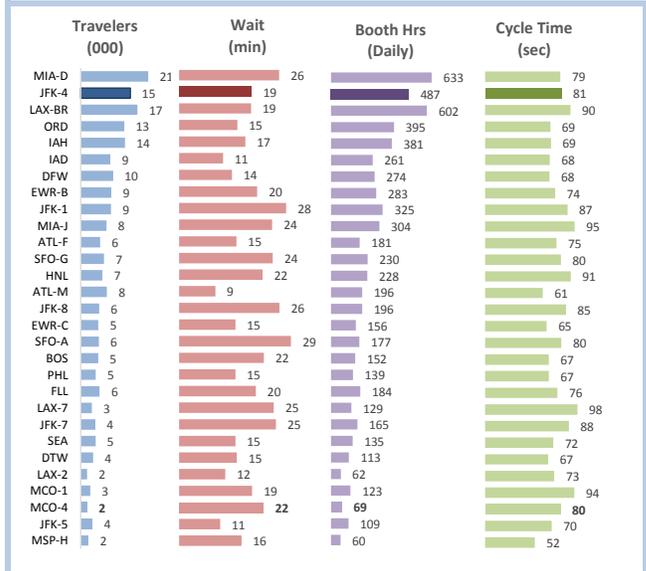


### Key Metrics

	YTD 2015	YTD 2014	Change	% Change
<b>Volume</b>				
Average Daily Travelers	15,254	17,158	-1,904	-11%
Global Entry, APC, & MPC	43%	41%	2%	5%
Non-Automated	57%	59%	-2%	-3%
United States Citizens	44.4%	48.2%	-3.9%	-8%
Non-immigrants	47.5%	41.4%	+6.1%	15%
Legal Permanent Residents	8.2%	10.4%	-2.2%	-21%
Average Daily Flights (#)	75	94	-19	-20%
<b>Wait Time</b>				
Average Primary Wait (m)	18.8	18.6	0.2	1%
% Travelers < 60 minutes	95%	96%	-1%	-1%
% Travelers > 120 mins	0.41%	0.27%	+0.14%	50%
<b>Primary Booth Hours</b>				
Average Daily Booth Hours	487	642	-155	-24%
<b>Efficiency</b>				
Average Cycle Time (s)	80.7	85.9	-5.2	-6%
Max Hourly Throughput / booth	44.6	41.9	2.7	6%
Average Utilization	70%	64%	6%	10%

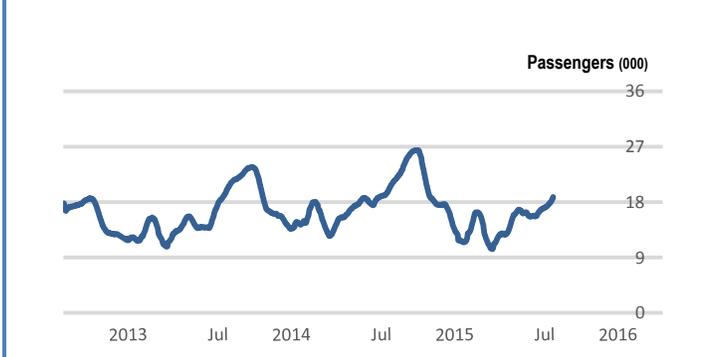
### Compared to other major airports ...



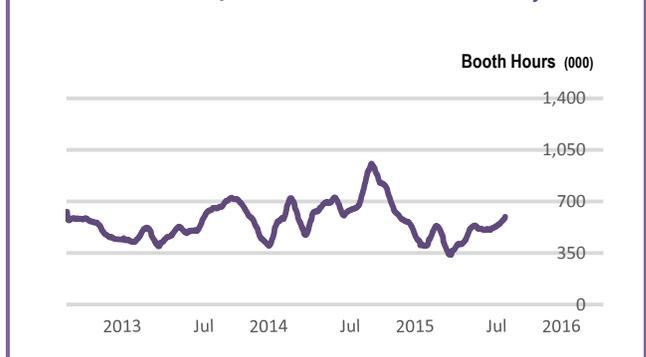
### Reduced Traffic, but less booth hours increased average wait time

- **Travel is down significantly at JFK (Terminal 4).** Traveler volume decreased 11% compared to last year, but this traffic is offset by gains at Terminal 1 and 7.
- **Booth hours down significantly.** Booth hours decreased 24% compared to a year ago, from 642 hours to 487 hours.
- **Slightly increased waits.** Year to date, average wait is up from 18.6 minutes last year to 18.8 minutes this year. The decrease in booth hours has led to a slight increase in average wait time.
- **Cycle time is 5 seconds faster.** Global Entry and APC have combined to reduce the average cycle time. The faster cycle time allows for an additional 2.7 passengers to be processed per hour at each booth.

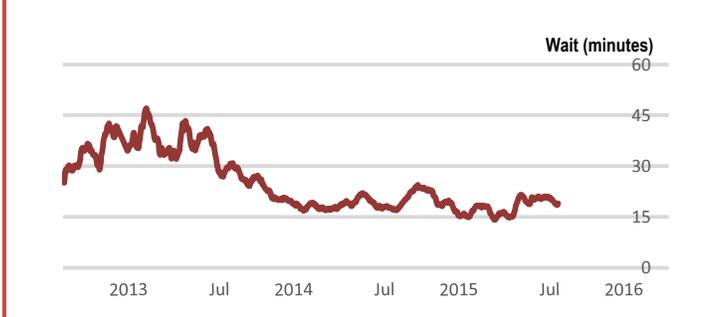
#### Traveler Volume ... recent decline



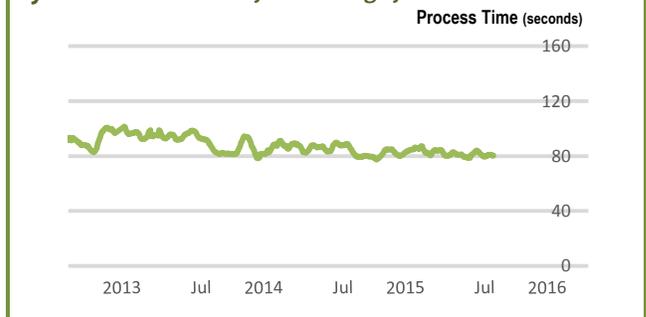
#### Booth Hours ... 24% fewer booth hours than last year



#### Wait Time ... continued decreased wait times

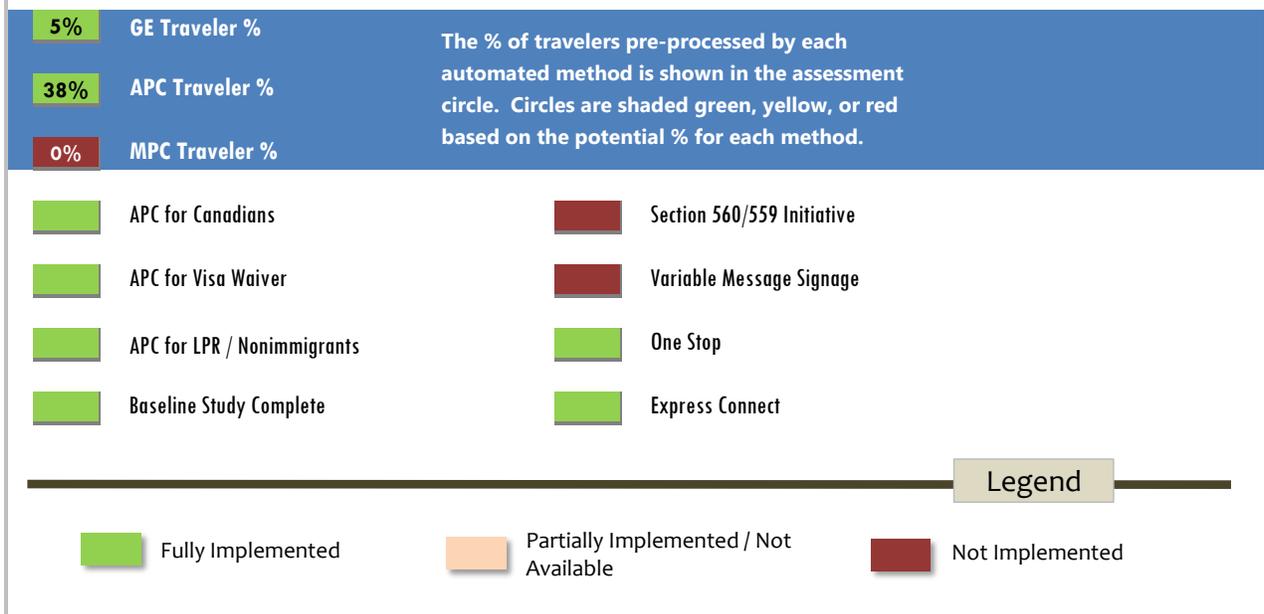


#### Cycle Time ... steadily decreasing cycle times



## Best Practice Inventory

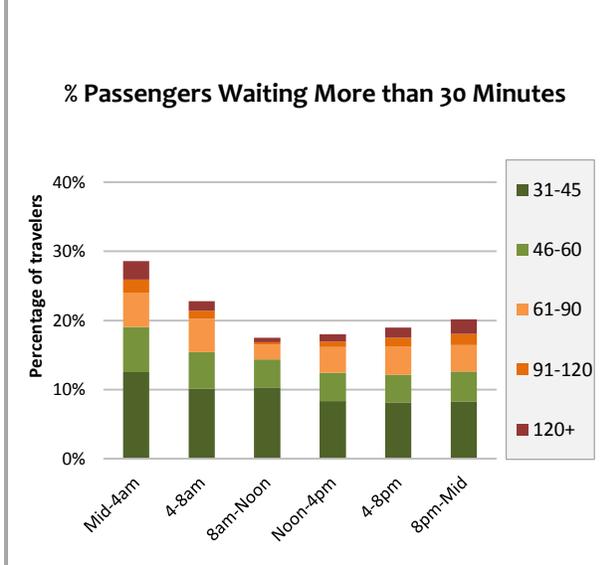
JFK-4 has implemented many of the available best practices such as Global Entry (GE), Automated Passport Control (APC), One Stop, and Express Connect. Today, 43% of passengers are processed by GE and APC kiosks. APC is available at JFK-4 not only to US Citizens, but also Canadians, Visa Waiver country 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.

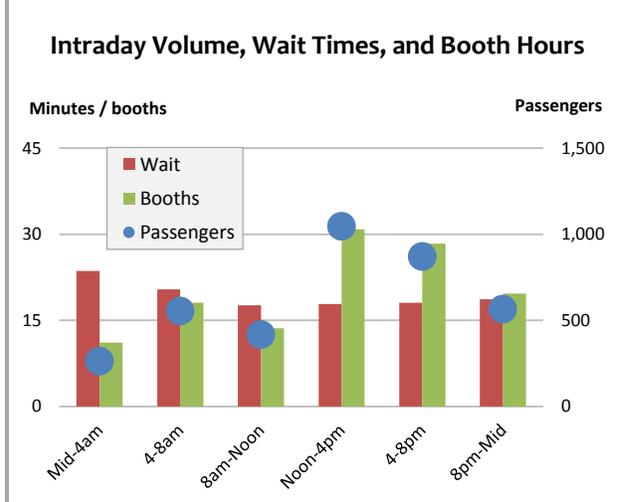
### 20% of passengers wait more than 30 minutes

Year to date, approximately 6% of JFK Terminal 4 passengers wait more than 1 hour. Between the hours of Midnight to 4am, 29% of passengers wait more than 30 minutes.



### Staffing could improve during off-peak

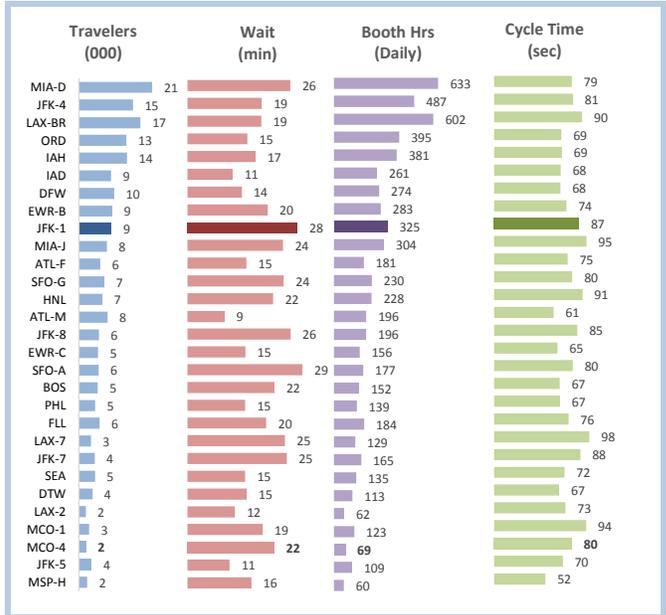
More than 1,000 passengers (on average) arrive every hour between Noon and 4pm, but waits are lower than the average. Waits are the highest from Midnight to 4am (fewer than 270 passengers per hour). More staffing could greatly reduce waits during this time period.



### Key Metrics

	YTD 2015	YTD 2014	Change	% Change
<b>Volume</b>				
Average Daily Travelers	9,281	8,053	1,228	15%
Global Entry, APC, & MPC	29%	18%	11%	61%
Non-Automated	71%	82%	-11%	-13%
United States Citizens	31.2%	32.2%	-1.0%	-3%
Non-immigrants	61.3%	59.2%	+2.1%	3%
Legal Permanent Residents	7.5%	8.6%	-1.1%	-12%
Average Daily Flights (#)	40	36	4	11%
<b>Wait Time</b>				
Average Primary Wait (m)	27.9	28.4	-0.6	-2%
% Travelers < 60 minutes	90%	90%	0%	0%
% Travelers > 120 mins	1.48%	0.56%	+0.92%	164%
<b>Primary Booth Hours</b>				
Average Daily Booth Hours	325	298	27	9%
<b>Efficiency</b>				
Average Cycle Time (s)	86.9	89.6	-2.7	-3%
Max Hourly Throughput / booth	41.4	40.2	1.2	3%
Average Utilization	69%	67%	2%	2%

### Compared to other major airports ...



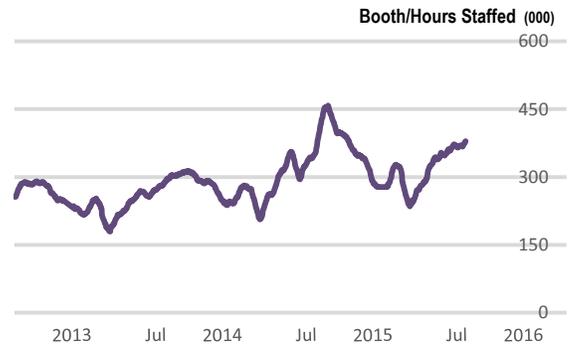
### Increased booth staffing and automated processing reduced wait times

- **Travel is up significantly at JFK (Terminal 1).** Traveler volume increased 15% compared to last year. 29% of passengers use automated solutions like Global Entry and APC, up from 18% last year.
- **More booths open to meet demand.** Booth hours increased 9% compared to a year ago. 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 down from 28.4 minutes to 27.9 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 3% compared to last year.
- **Cycle time is 2.7 seconds faster.** Global Entry and APC growth have combined to reduce average cycle time. Average cycle time is 2.7 seconds faster than last year, allowing for an additional 1.2 passengers to be processed per hour per booth.

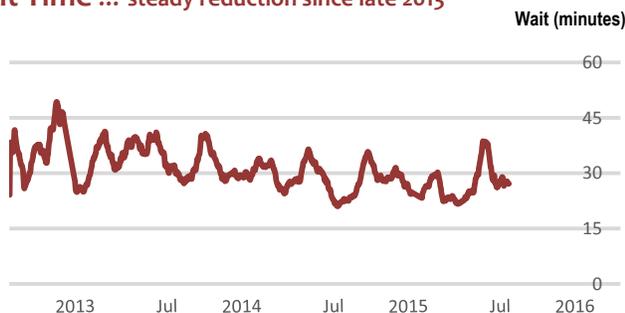
### Traveler Volume ... continued strong growth



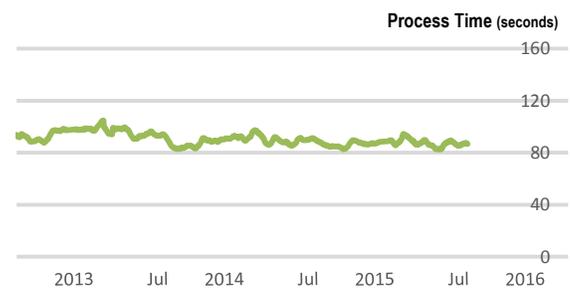
### Booth Hours ... trending higher



### Wait Time ... steady reduction since late 2013

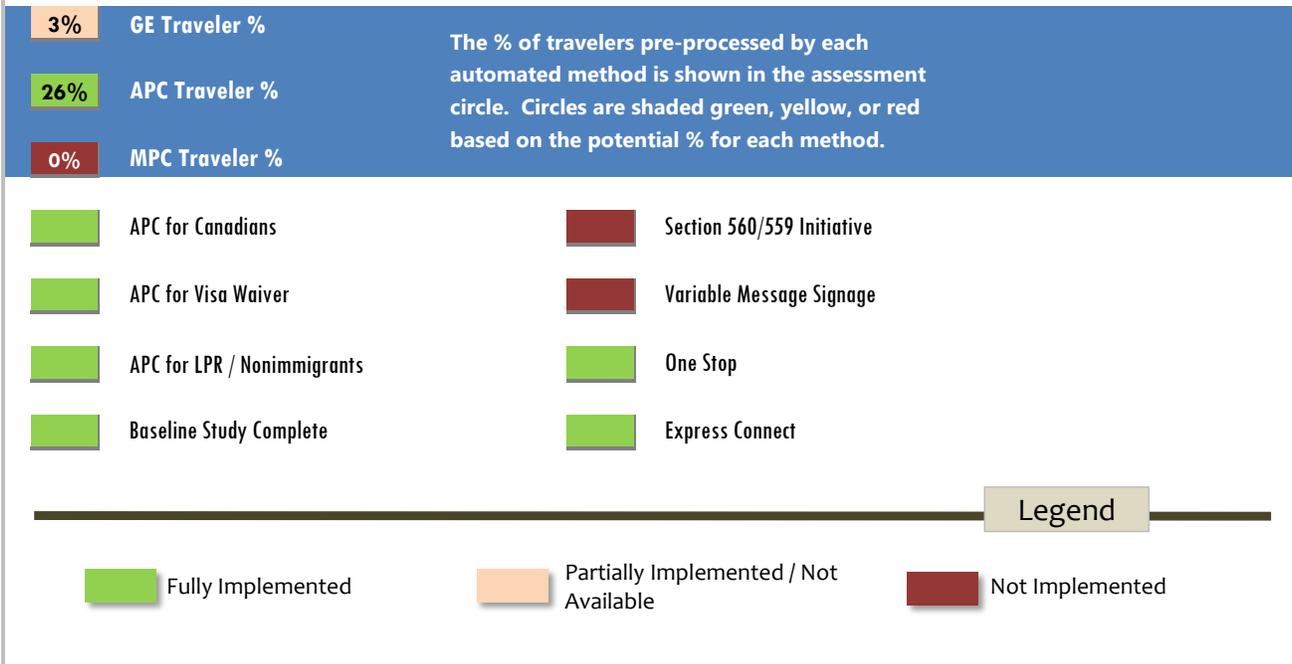


### Cycle Time ... slight downward trend



## Best Practice Inventory

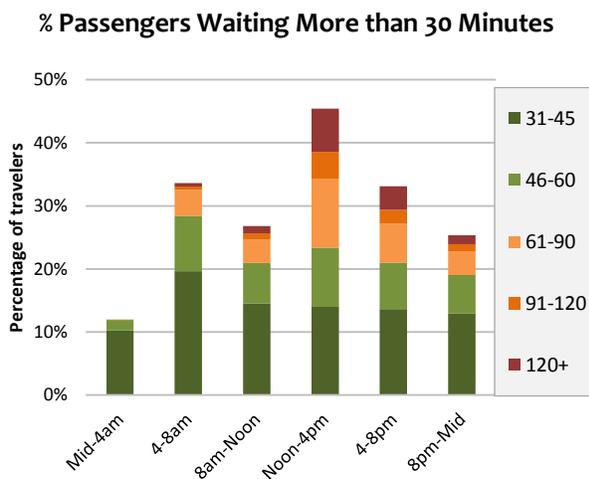
**JFK Terminal 1 Best Practice Assessment:** JFK Terminal 1 has implemented many of the available best practices. Most notably, 29% of JFK-1's passengers are now processed by Global Entry and APC, up from 18% last year. APC is available at JFK Terminal 1 not only to US Citizens, but also Canadians, Visa 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.

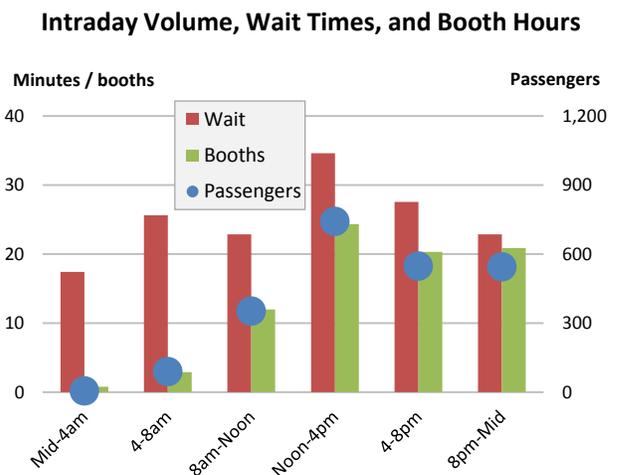
### 34% of passengers wait more than 30 minutes

Year to date, approximately 13% JFK Terminal 1 passengers wait more than 1 hour. Between the hours of Noon to 4pm, 45% of passengers wait more than 30 minutes.



### Additional staff needed to reduce wait time

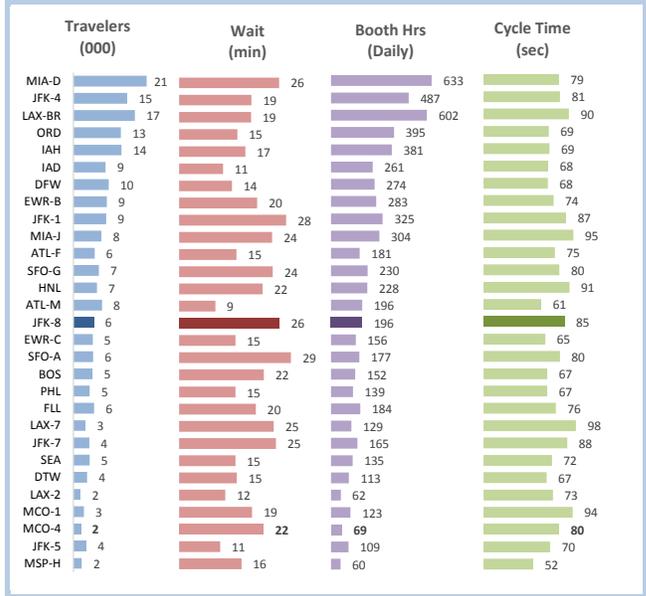
More than 740 passengers (on average) arrive every hour between Noon and 4pm. By opening only 24 booths during this time period, the average wait is 35 minutes. Additional staff may be required from 4am to Noon to reduce averages leading into peak hours.



### Key Metrics

	YTD 2015	YTD 2014	Change	% Change
<b>Volume</b>				
Average Daily Travelers	5,674	5,741	-67	-1%
Global Entry, APC, & MPC	8%	3%	5%	167%
Non-Automated	92%	97%	-5%	-5%
United States Citizens	36.3%	33.2%	+3.1%	9%
Non-immigrants	58.1%	60.8%	-2.7%	-4%
Legal Permanent Residents	5.6%	6.0%	-0.4%	-6%
Average Daily Flights (#)	28	30	-2	-6%
<b>Wait Time</b>				
Average Primary Wait (m)	26.1	23.5	2.6	11%
% Travelers < 60 minutes	91%	95%	-4%	-4%
% Travelers > 120 mins	0.42%	0.22%	+0.20%	94%
<b>Primary Booth Hours</b>				
Average Daily Booth Hours	196	211	-15	-7%
<b>Efficiency</b>				
Average Cycle Time (s)	85.3	90.5	-5.3	-6%
Max Hourly Throughput / booth	42.2	39.8	2.5	6%
Average Utilization	69%	68%	0%	0%

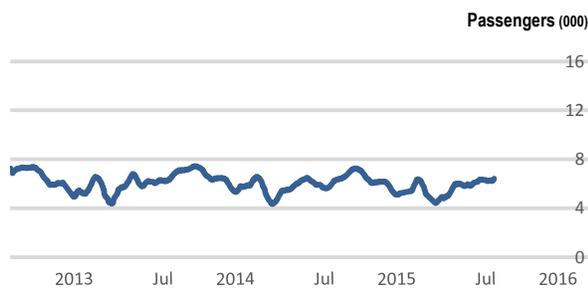
### Compared to other major airports ...



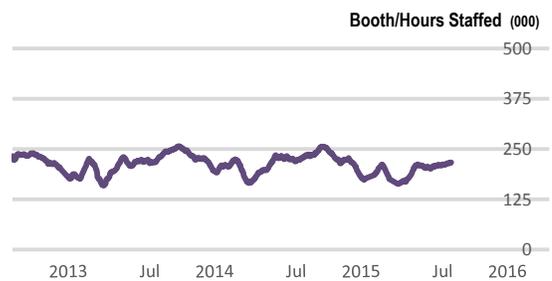
### Fewer booth hours increased wait times

- Travel down slightly.** Traveler volume (year to date) has decreased 1% compared to last year. Today, only 8% of JFK-8's passengers are confirmed with automated solutions like Global Entry and APC.
- Booth hours decreased by 7%.** JFK-8 booth hours have decreased 7% from 211 last year to 196 this year. The decrease in booth hours has led to an increase in wait time, despite the slight decrease in traffic, and improvement in cycle time.
- Processing 5 seconds faster.** Cycle time is 6% (5 seconds) faster than last year, allowing for an additional 2.5 passengers to be processed per hour per booth. Although there was a 5 second improvement this year, cycle time will further improve as APC and MPC transaction increase.
- Wait times increased 11%.** Wait time at JFK-8 is 2.6 minutes longer compared to last year. Wait times at JFK-8 are some of the highest in the country.

### Traveler Volume ... slight decrease since 2014



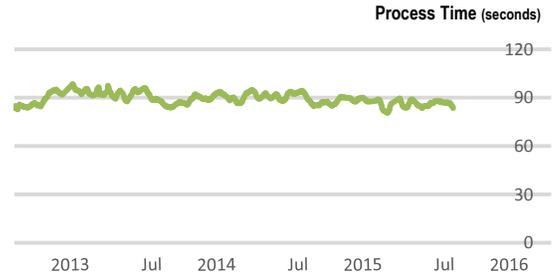
### Booth hours ... 7% fewer booths



### Wait Time ... recent upward trend

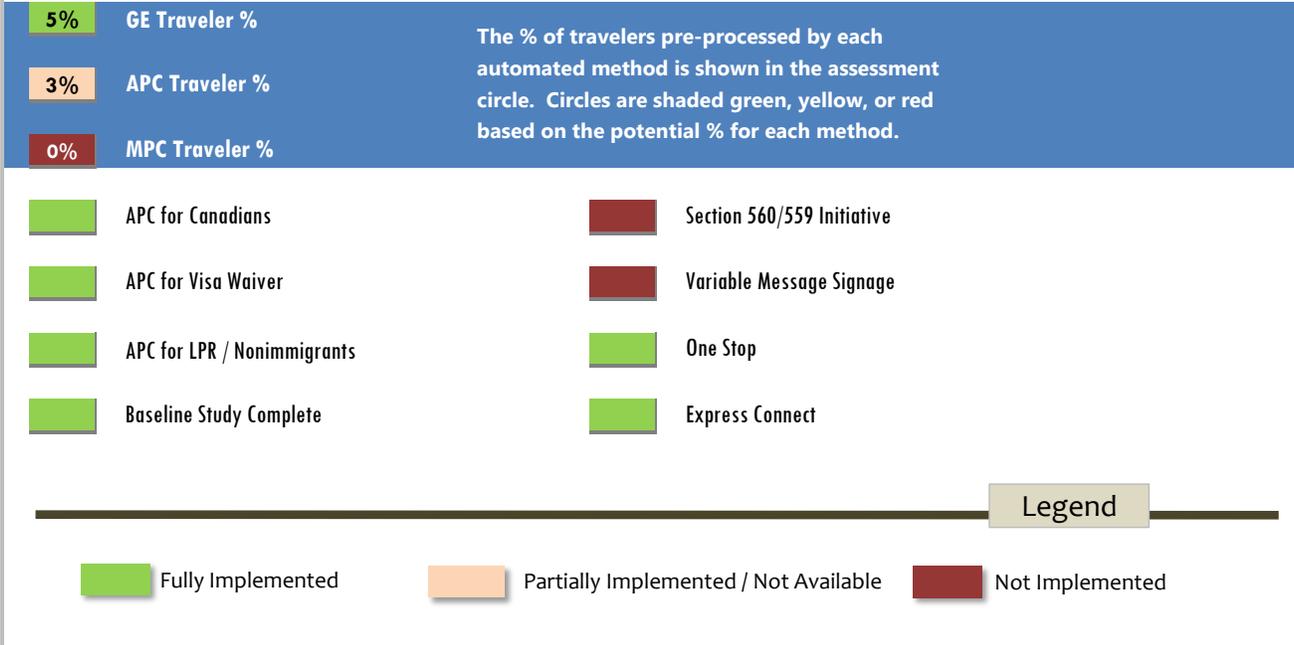


### Cycle Time ... recent slight decrease



## Best Practice Inventory

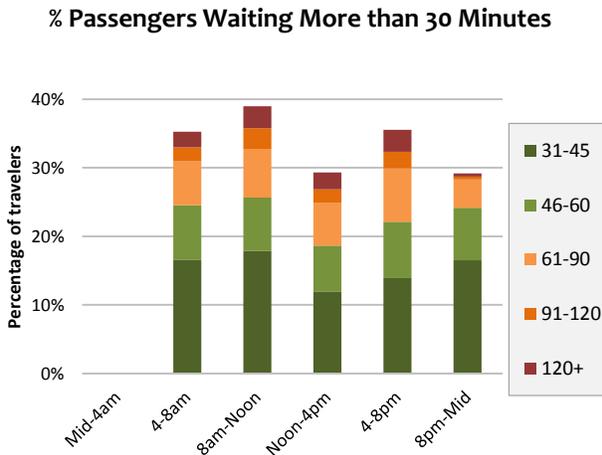
**JFK Best Practice Assessment:** JFK-8 has implemented many of the available best practices. 8% of travelers use GE and APC. As more travelers begin to utilize APC, the operation improvement will be showed in the near future. APC is available at JFK Terminal 8 not only to US Citizens, but also Canadians,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



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.

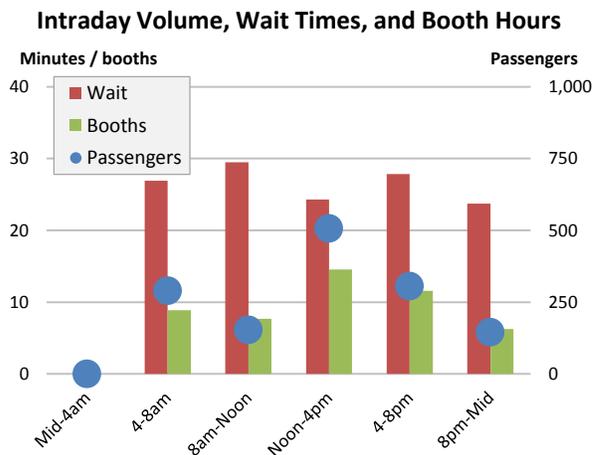
### 33% of passengers wait more than 30 minutes

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



### Need more booths during off peak hours

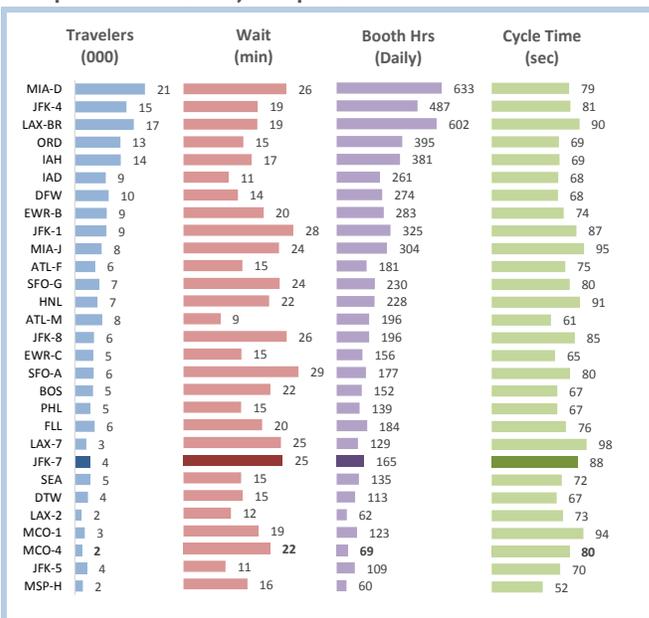
JFK-8 is busiest between Noon-4pm (more than 500 passengers arrive per hour) and waits are 24 minutes during this time. Wait times during non-peak hours are longer and could be improved by opening more booths, especially between 4am and Noon.



### Key Metrics

	YTD 2015	YTD 2014	Change	% Change
<b>Volume</b>				
Average Daily Travelers	4,490	4,024	466	12%
Global Entry, APC, & MPC	4%	3%	1%	33%
Non-Automated	96%	97%	-1%	-1%
United States Citizens	27.2%	28.8%	-1.6%	-6%
Non-immigrants	66.9%	64.7%	+2.2%	3%
Legal Permanent Residents	5.9%	6.4%	-0.6%	-9%
Average Daily Flights (#)	20	19	0	2%
<b>Wait Time</b>				
Average Primary Wait (m)	25.2	20.0	5.2	26%
% Travelers < 60 minutes	93%	98%	-5%	-5%
% Travelers > 120 mins	0.26%	0.04%	+0.2%	632%
<b>Primary Booth Hours</b>				
Average Daily Booth Hours	165	158	8	5%
<b>Efficiency</b>				
Average Cycle Time (s)	88.3	89.9	-1.6	-2%
Max Hourly Throughput / booth	40.8	40.1	0.7	2%
Average Utilization	67%	64%	3%	5%

### Compared to other major airports ...



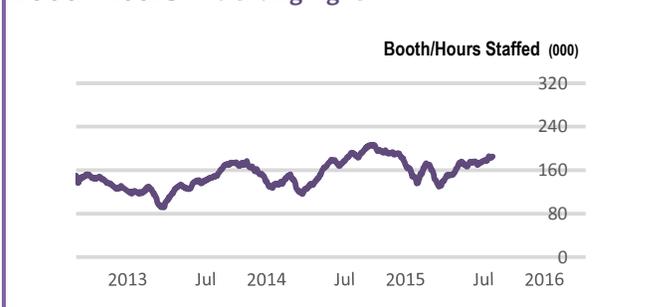
### More booths have not been able to offset increased traveler volume

- Travel is up at JFK-7.** Traveler volume at JFK-7 (year to date) has increased 12% 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 5% (158 hours last year to 165 hours this year), but have not kept up with traveler volume (up 12%), as shown by 26% longer waits.
- Slow 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 26%.** Increased average daily travelers and suboptimal staffing to traffic have led to an increase in wait time. The average wait time increased by 26%, from 20 minutes last year to 25 minutes this year. The percentage of travelers waiting less than 60 minutes decreased to 93%.

### Traveler Volume ... steady upward trend



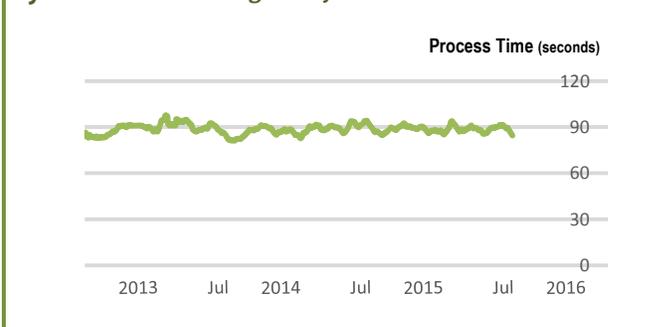
### Booth Hours ... trending higher



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

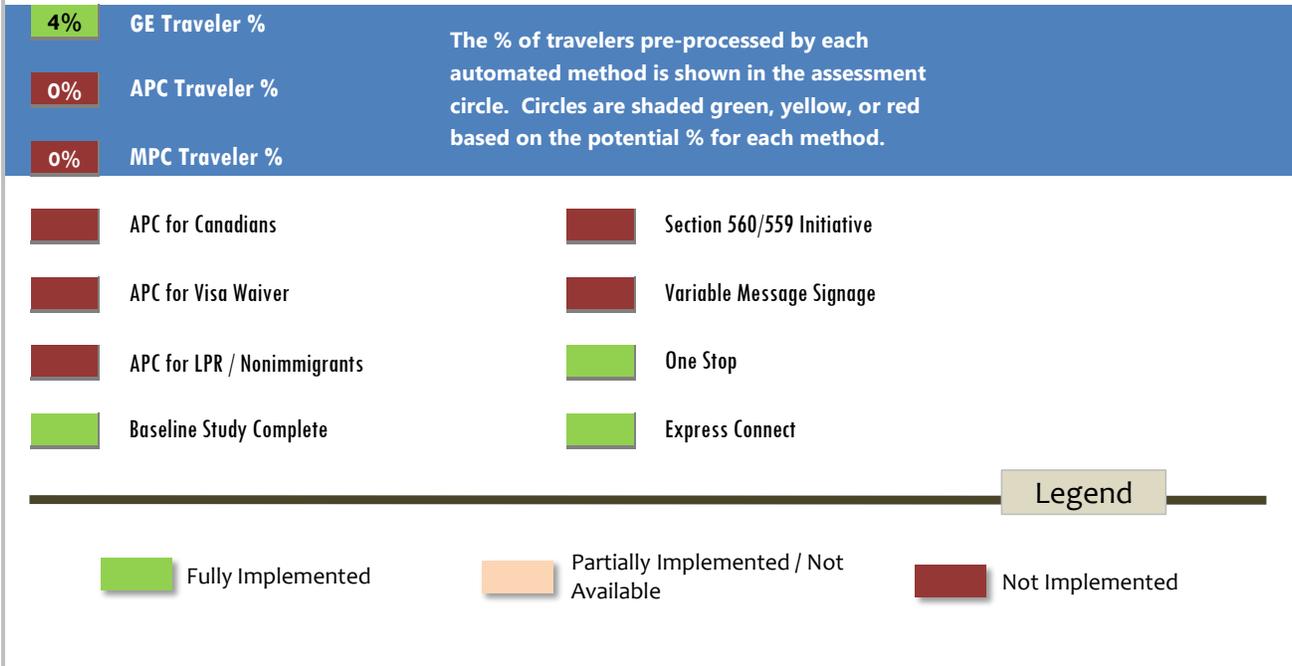


### Cycle Time ... holding steady



## 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.

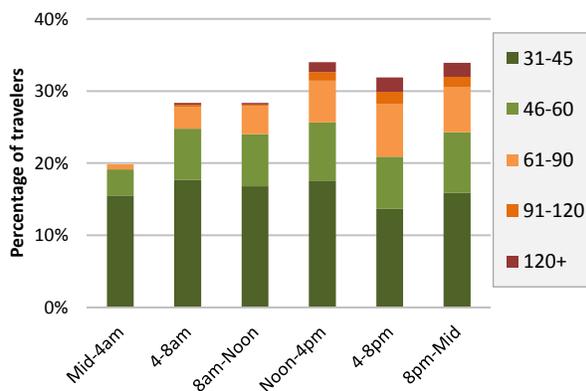


Many innovative practices, technologies, and programs are available to make international air passenger processing more efficient and reduce congestion at airports. If all practices are implemented, an airport may reduce wait times as much as 50 percent compared to not implementing any best practices.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

### 32% of passengers wait more than 30 minutes

Year to date, approximately 9% JFK of Terminal 7 passengers wait more than 1 hour. During multiple time periods, 34% of passengers wait more than 30 minutes.

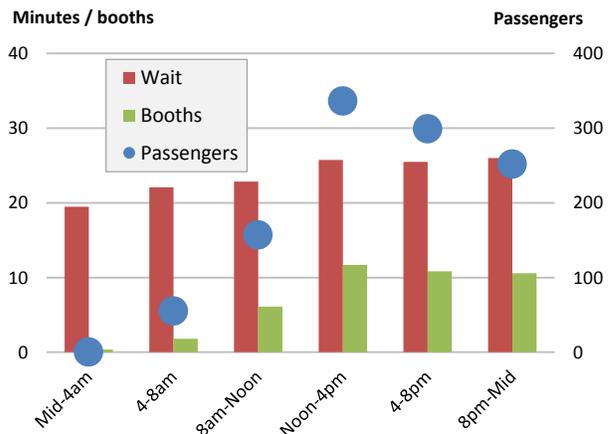
**% Passengers Waiting More than 30 Minutes**



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

Passenger volume is highest between Noon and 8pm (306 passengers/hour), but with 11 booths open during this time, wait times are not much higher than average. Wait times can be improved in off peak hours (4am-Noon) by staffing a couple extra booths.

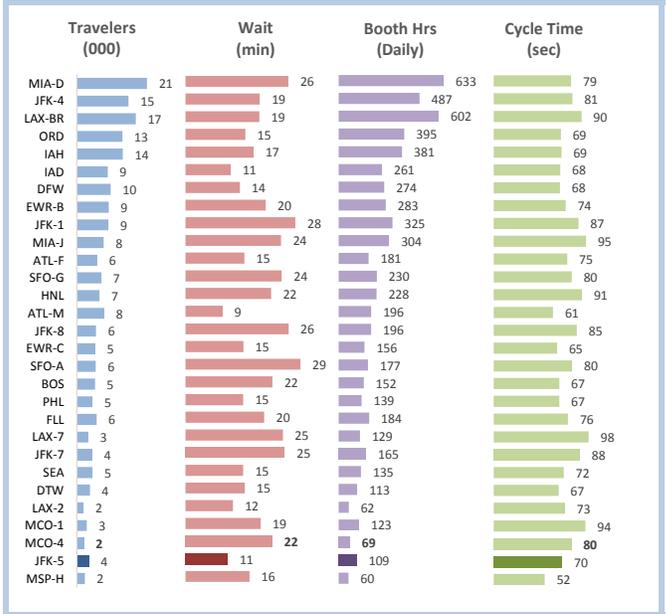
**Intraday Volume, Wait Times, and Booth Hours**



### Key Metrics

	YTD 2015	YTD 2014	Change	% Change
<b>Volume</b>				
Average Daily Travelers	3,589	0	3,589	0%
Global Entry, APC, & MPC	51%	0%	51%	0%
Non-Automated	49%	0%	49%	0%
United States Citizens	71.1%	0.0%	71.1%	0%
Non-immigrants	15.9%	0.0%	15.9%	0%
Legal Permanent Residents	13.0%	0.0%	13.0%	0%
Average Daily Flights (#)	25	0	25	0%
<b>Wait Time</b>				
Average Primary Wait (m)	10.7	0	10.7	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	109	0	109	0%
<b>Efficiency</b>				
Average Cycle Time (s)	70.3	0.0	70.3	0%
Max Hourly Throughput / booth	51.2	0.0	51.2	0%
Average Utilization	64%	0%	64%	0%

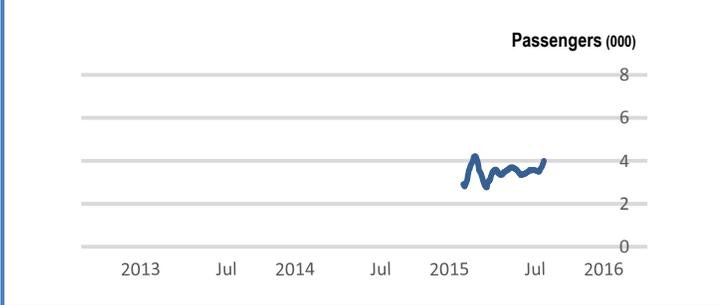
### Compared to other major airports ...



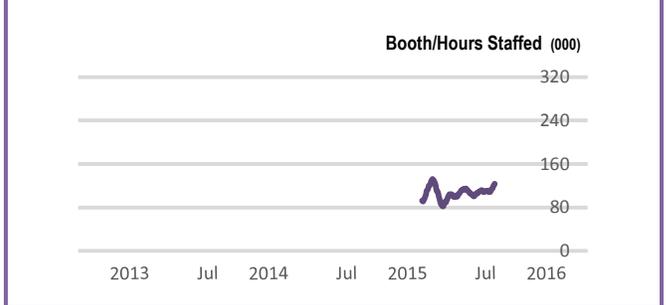
### Automated Processing Shorten Wait Times

- **3,500 average daily travelers.** Traveler volume at JFK-5 (year to date) is 3,589. Today, 51% of JFK-5's passengers are confirmed with Global Entry and APC.
- **More than 100 booth hours per day.** JFK-5 staffs an average of 109 booth hours daily to process travelers.
- **Efficient processing.** The average JFK-5 cycle time is 70.3 seconds (51.2 passengers per hour per booth, with an average utilization per booth of 64%). This makes JFK-5 the most efficient of JFK's terminals.
- **Lowest wait time nationally.** Year to date, JFK-5 wait times are among the lowest in the country (11 minutes).

#### Traveler Volume ... 3,500 per day



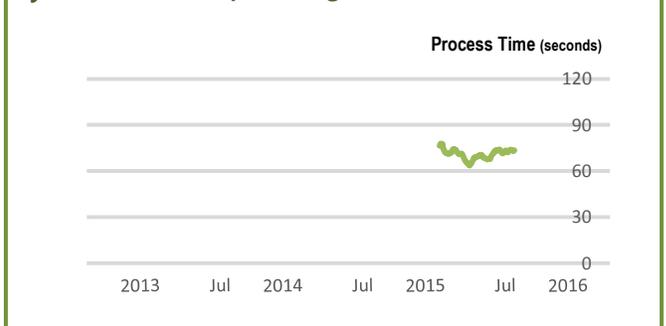
#### Booth Hours ... 109 per day



#### Wait Time ... low wait times

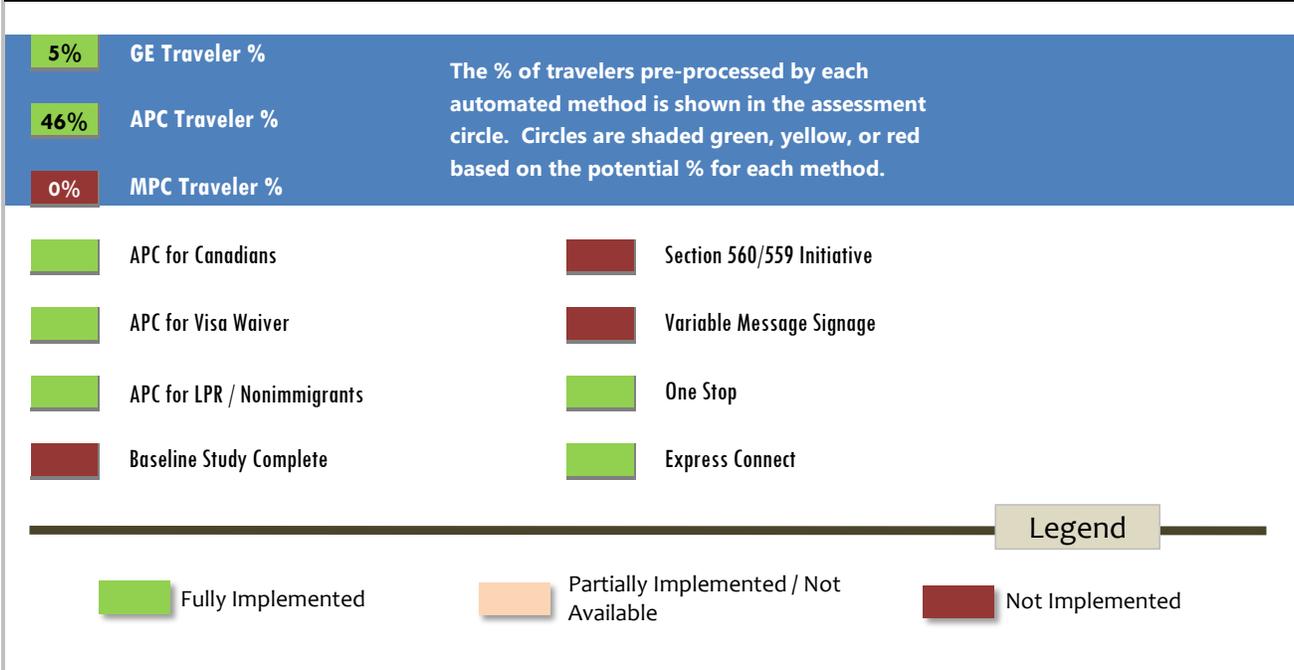


#### Cycle Time ... fast processing



## Best Practice Inventory

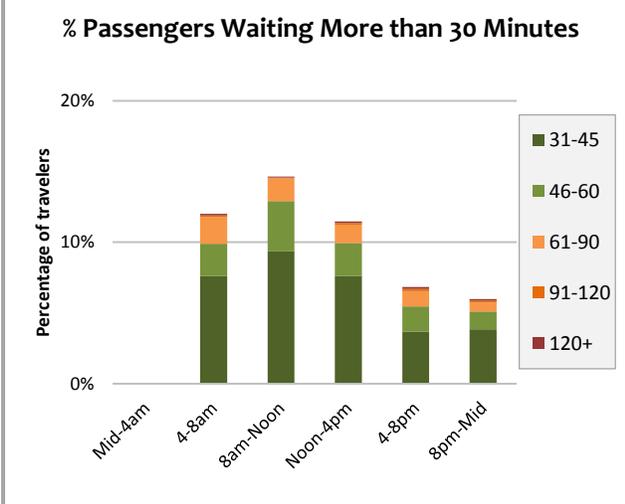
**JFK Best Practice Assessment:** JFK-5 has implemented many of the available best practices. Most notably, 51% of travelers use GE, and APC. APC is available at JFK Terminal 1 not only to US Citizens, but also Canadians, Visa Waiver country travelers, and Lawful Permanent Residents.



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.

### 8% of passengers wait more than 30 minutes

While very few JFK Terminal 5 passengers wait more than 1 hour (about 1%), approximately 8% wait more than 30 minutes. Between the hours of 8am to Noon, 15% of passengers wait more than 30 minutes.



### JFK-5 can improve off-peak staffing

Passenger volume is highest between 4pm and 8pm (402 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.

