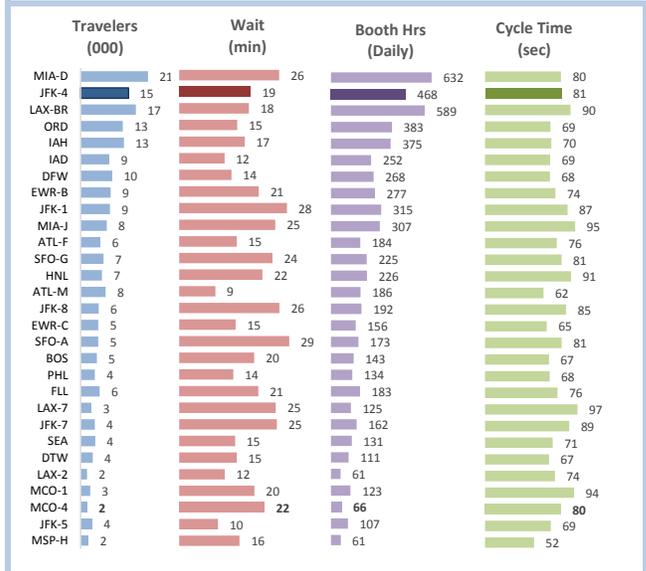


Key Metrics

	YTD 2015	YTD 2014	Change	% Change
Volume				
Average Daily Travelers	14,650	16,601	-1,950	-12%
Global Entry, APC, & MPC	43%	40%	3%	8%
Non-Automated	57%	60%	-3%	-5%
United States Citizens	44.2%	48.3%	-4.1%	-8%
Non-immigrants	47.1%	40.7%	+6.5%	16%
Legal Permanent Residents	8.7%	11.0%	-2.4%	-21%
Average Daily Flights (#)	73	91	-18	-20%
Wait Time				
Average Primary Wait (m)	18.6	18.9	-0.3	-2%
% Travelers < 60 minutes	95%	96%	-1%	-1%
% Travelers > 120 mins	0.43%	0.29%	+0.14%	50%
Primary Booth Hours				
Average Daily Booth Hours	468	637	-168	-26%
Efficiency				
Average Cycle Time (s)	80.7	86.0	-5.3	-6%
Max Hourly Throughput / booth	44.6	41.8	2.7	7%
Average Utilization	70%	62%	8%	13%

Compared to other major airports ...



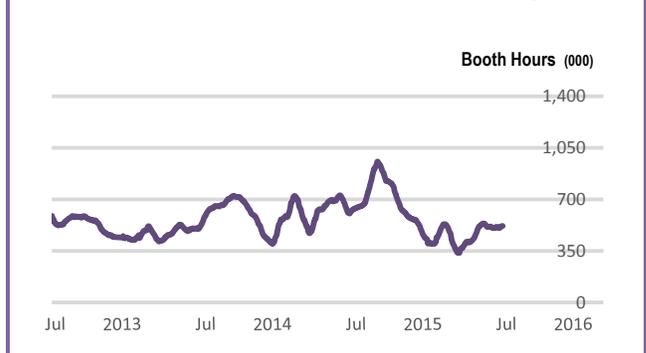
Reduced Traffic, fewer booth hours, decrease in average wait time

- Travel is down significantly at JFK (Terminal 4).** Traveler volume decreased 12% compared to last year, although traffic at all terminal has increased. 43% of passengers use automated solutions like Global Entry and APC. This is compared to 40% last year.
- Booth hours down significantly.** Booth hours decreased 26% compared to a year ago, from 637 hours to 468 hours.
- Slightly reduced waits.** Year to date, average wait is down from 18.9 minutes last year to 18.6 minutes this year. Despite 26% fewer booth hours, reduced cycle time and traffic volume have helped reduce wait times.
- Cycle time is 5 seconds faster.** APC and Global Entry 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.

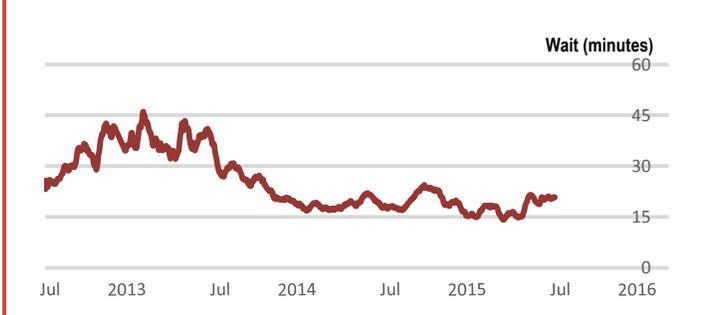
Traveler Volume ... recent decline



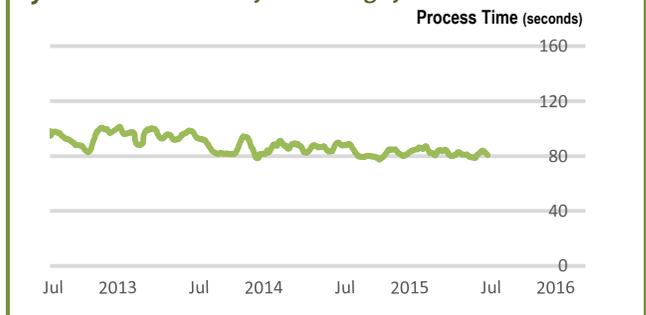
Booth Hours ... 26% fewer booths hours than last year



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.

5%	GE Traveler %	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.
38%	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

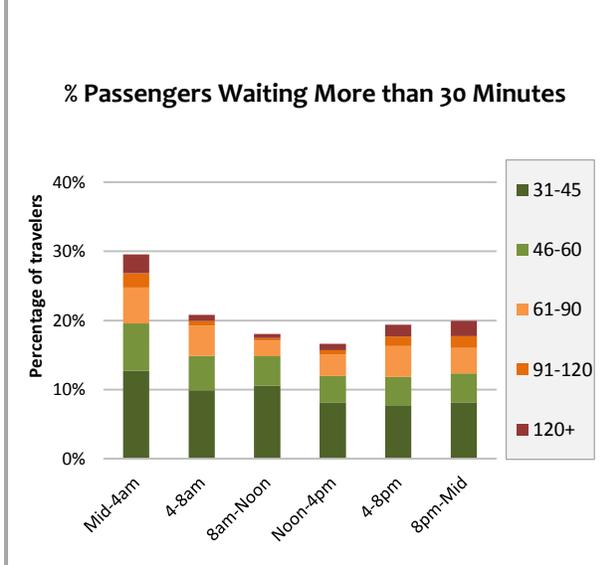
Legend

	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 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.

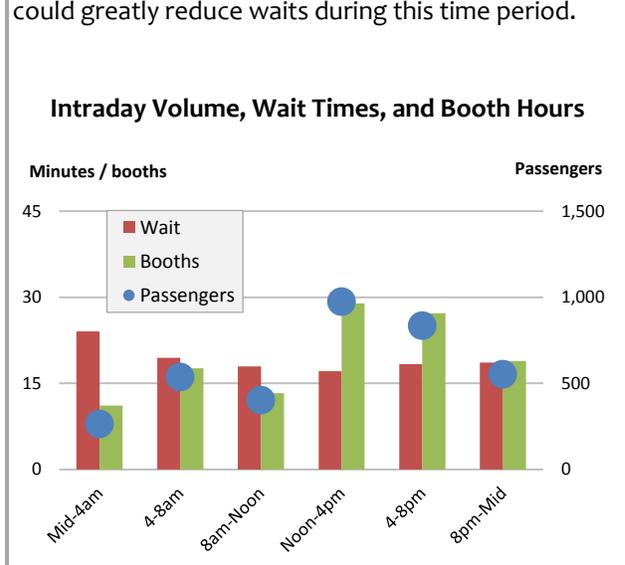
20% of passengers wait more than 30 minutes

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



Staffing could improve during off-peak

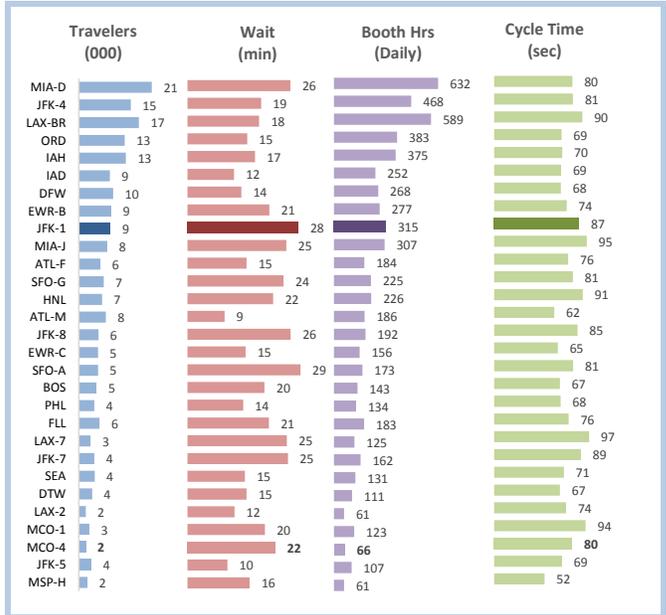
More than 970 passengers (on average) arrive every hour between Noon and 4pm. However, average waits are the highest from Midnight to 4am (fewer than 280 passengers per hour). Slightly more staffing could greatly reduce waits during this time period.



Key Metrics

	YTD 2015	YTD 2014	Change	% Change
Volume				
Average Daily Travelers	8,979	7,777	1,202	15%
Global Entry, APC, & MPC	29%	17%	12%	71%
Non-Automated	71%	83%	-12%	-14%
United States Citizens	31.1%	32.1%	-1.1%	-3%
Non-immigrants	61.1%	58.8%	+2.3%	4%
Legal Permanent Residents	7.8%	9.0%	-1.2%	-13%
Average Daily Flights (#)	39	35	4	11%
Wait Time				
Average Primary Wait (m)	28.1	30.1	-2.0	-7%
% Travelers < 60 minutes	90%	88%	1%	1%
% Travelers > 120 mins	1.62%	0.62%	+1.00%	160%
Primary Booth Hours				
Average Daily Booth Hours	315	288	27	9%
Efficiency				
Average Cycle Time (s)	87.0	89.6	-2.6	-3%
Max Hourly Throughput / booth	41.4	40.2	1.2	3%
Average Utilization	69%	67%	2%	2%

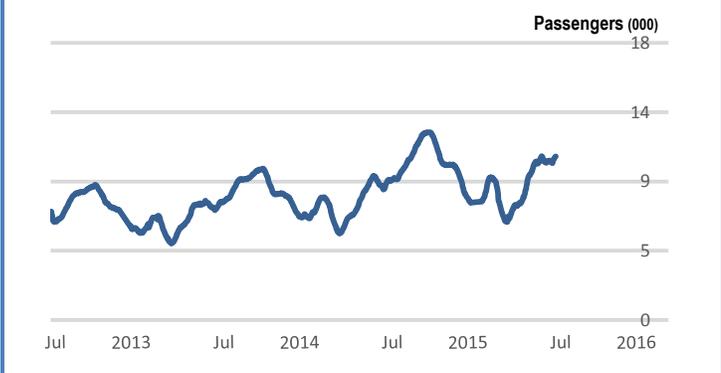
Compared to other major airports ...



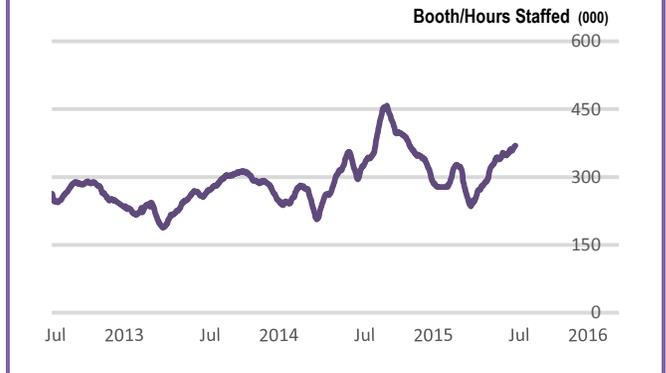
Increased booth staffing and automated processing help shorten wait times

- **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 17% 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 2 minutes to 28.1 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 (61.1%), which is up 2.3% compared to last year.
- **Cycle time is 2.6 seconds faster.** APC and Global Entry growth have likely combined to reduce average cycle time. Average cycle time is 2.6 seconds faster than last year, allowing for an additional 1.2 passengers to be processed per hour per booth.

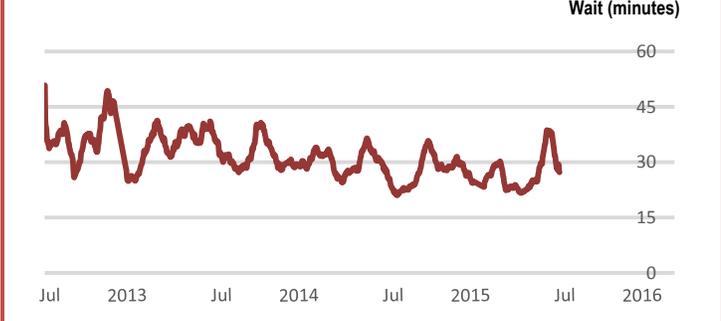
Traveler Volume ... continued strong growth



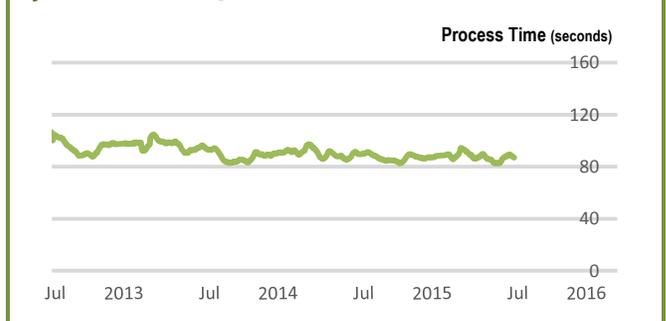
Booth Hours ... trending higher



Wait Time ... steady reduction since late 2012

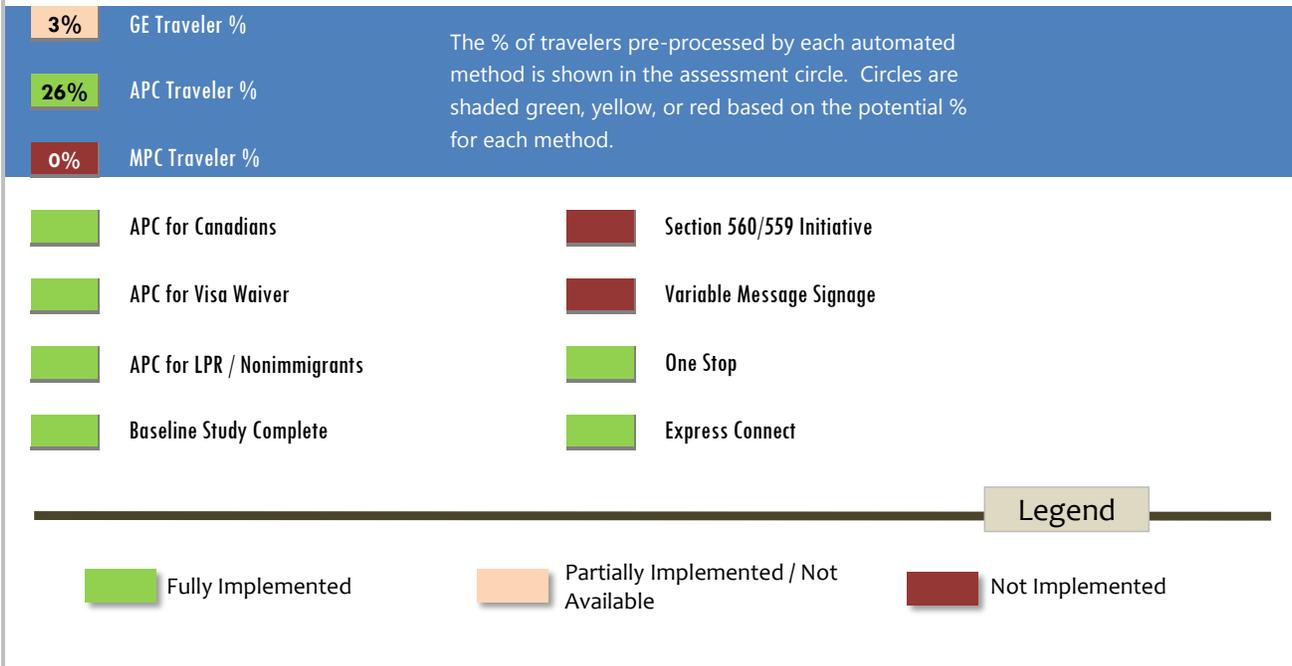


Cycle Time ... slight downward trend



Best Practice Inventory

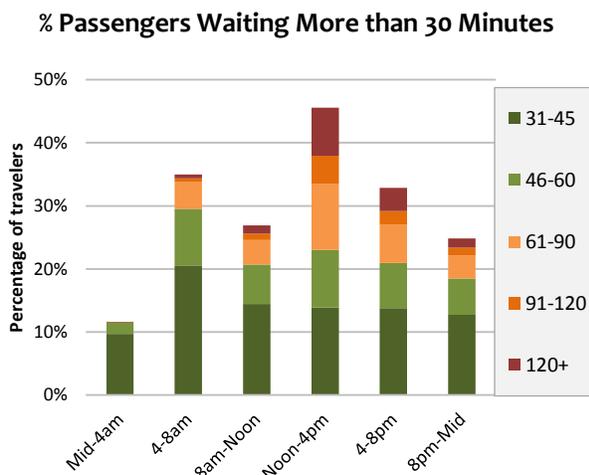
JFK Terminal 1 Best Practice Assessment: JFK Terminal 1 has implemented many of the available best practices. Most notably, 29% of JFK-1's passengers are now processed by Global Entry and APC, up from 17% last year. APC is available at JFK Terminal 1 not only to US Citizens, but also Canadians, Visa 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.

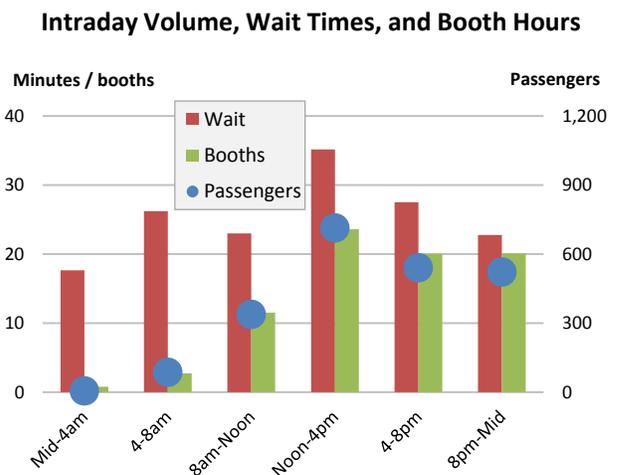
34% of passengers wait more than 30 minutes

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



Additional staff needed to reduce wait time

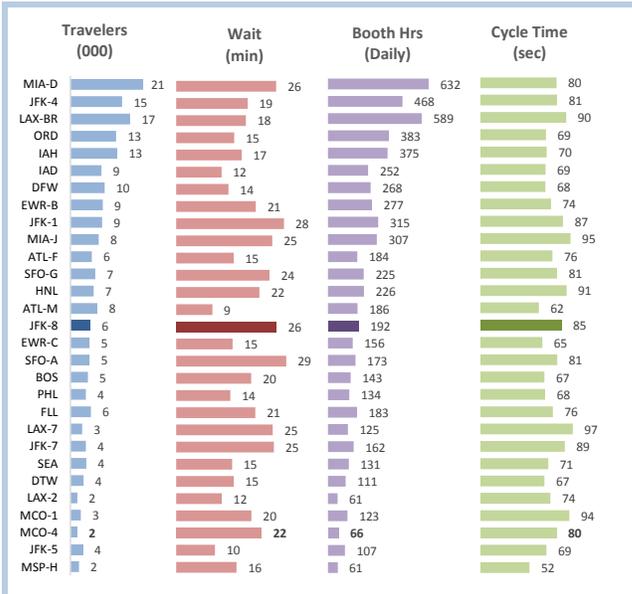
More than 700 passengers (on average) arrive every hour between Noon and 4pm. By opening only 24 booths during this time period, the average passenger waits 35 minutes. Additional staff may be required from 8am to Noon to reduce averages leading into peak hours.



Key Metrics

	YTD 2015	YTD 2014	Change	% Change
Volume				
Average Daily Travelers	5,544	5,708	-164	-3%
Global Entry, APC, & MPC	5%	3%	2%	67%
Non-Automated	95%	97%	-2%	-2%
United States Citizens	36.4%	32.8%	+3.7%	11%
Non-immigrants	57.7%	61.1%	-3.3%	-5%
Legal Permanent Residents	5.8%	6.2%	-0.3%	-5%
Average Daily Flights (#)	28	30	-2	-8%
Wait Time				
Average Primary Wait (m)	26.1	24.3	1.8	7%
% Travelers < 60 minutes	91%	95%	-3%	-4%
% Travelers > 120 mins	0.46%	0.24%	+0.22%	91%
Primary Booth Hours				
Average Daily Booth Hours	192	208	-16	-8%
Efficiency				
Average Cycle Time (s)	85.4	90.4	-5.0	-6%
Max Hourly Throughput / booth	42.1	39.8	2.3	6%
Average Utilization	69%	69%	-1%	-1%

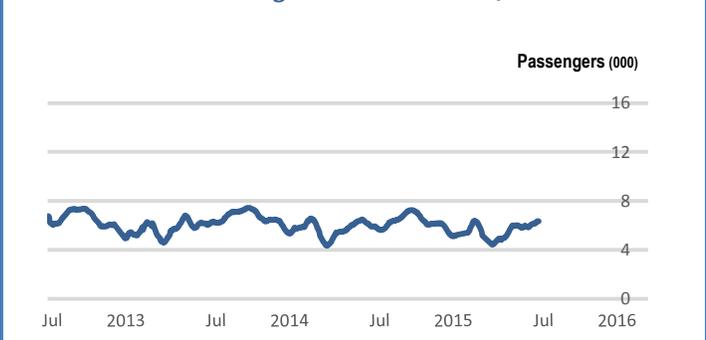
Compared to other major airports ...



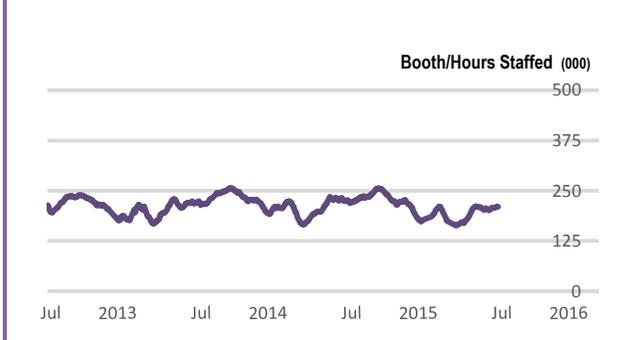
Fewer booth hours increased wait times

- Travel down slightly.** Traveler volume (year to date) has decreased 3% compared to last year. Today, only 5% of JFK-8's passengers are pre-processed with automated solutions like Global Entry.
- Booth hours decreased by 8%.** JFK-8 booth hours have decreased 8% from 208 last year to 192 this year. The decrease in booth hours has led to an increase in wait time, despite the slight decrease in traffic.
- Processing 5 seconds faster.** Cycle time is 6% (5 seconds) faster than last year. Although there was a 5 second improvement this year, cycle time could improve further by the introduction of APC and MPC.
- Wait times increased 7%.** Wait time at JFK-8 is 1.8 minutes longer compared to last year. Wait times at JFK-8 are some of the highest in the country.

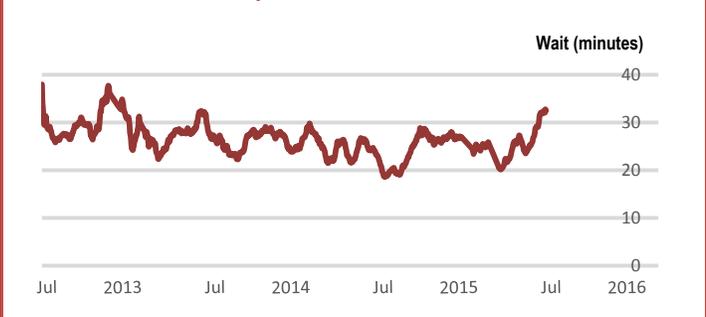
Traveler Volume ... slight decrease since 2014



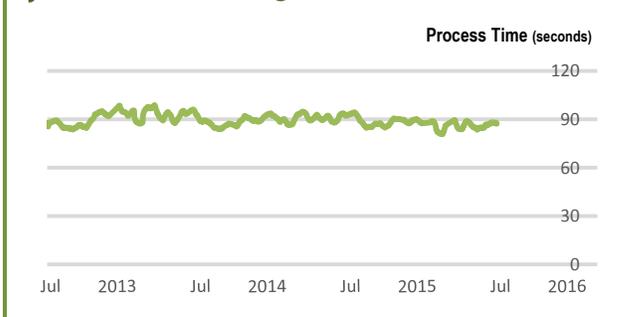
Booth hours ... 8% fewer booths



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, and a baseline study is recommended. 5% of travelers use GE, and APC has recently been implemented. As more travelers begin to utilize APC, the operation improvement will be showed in the near future.

5%	GE Traveler %	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.
0%	APC Traveler % (Actual 0.0007%)	
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

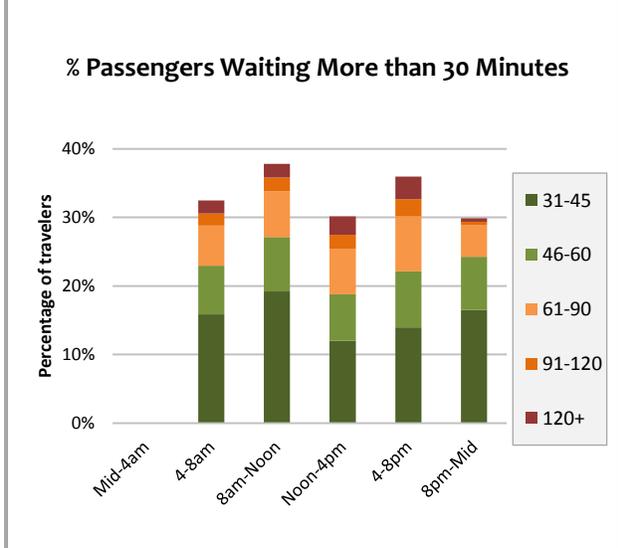
Legend

	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 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.

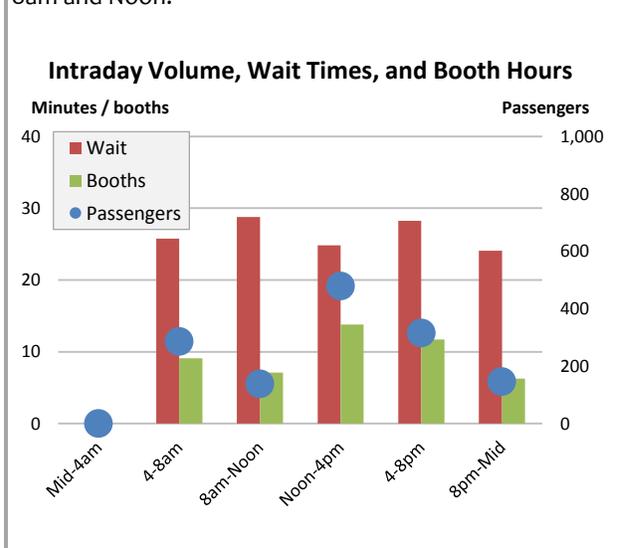
33% of passengers wait more than 30 minutes

Year to date, approximately 11% of JFK Terminal 8 passengers wait more than 1 hour. Between the hours of 8am to Noon, 38% of passengers wait more than 30 minutes.



Need more booths during off peak hours

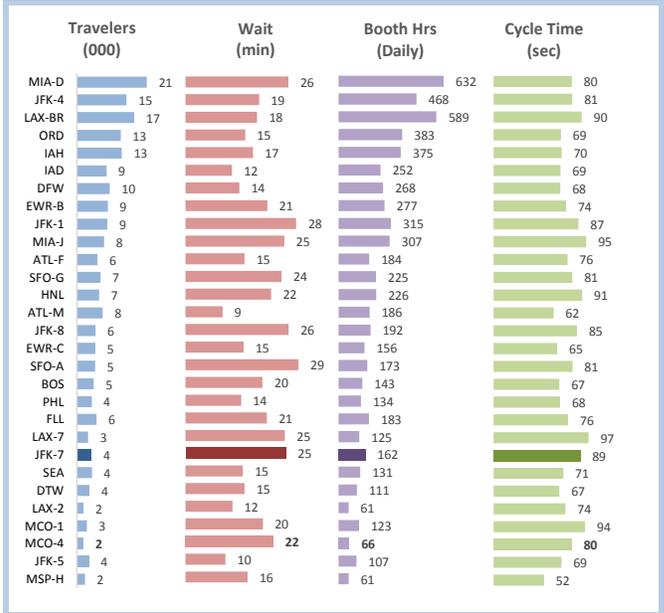
JFK-8 is busiest between Noon-4pm (nearly 480 passengers arrive per hour) and waits are 25 minutes during this time. Wait times during non-peak hours could be improved by opening more booths, especially between 8am and Noon.



Key Metrics

	YTD 2015	YTD 2014	Change	% Change
Volume				
Average Daily Travelers	4,359	3,884	475	12%
Global Entry, APC, & MPC	4%	3%	1%	33%
Non-Automated	96%	97%	-1%	-1%
United States Citizens	26.8%	28.6%	-1.7%	-6%
Non-immigrants	67.1%	64.8%	+2.3%	4%
Legal Permanent Residents	6.1%	6.7%	-0.6%	-9%
Average Daily Flights (#)	19	19	0	2%
Wait Time				
Average Primary Wait (m)	25.4	20.3	5.2	25%
% Travelers < 60 minutes	92%	98%	-5%	-6%
% Travelers > 120 mins	0.29%	0.04%	+0.3%	638%
Primary Booth Hours				
Average Daily Booth Hours	162	152	10	7%
Efficiency				
Average Cycle Time (s)	88.8	89.5	-0.6	-1%
Max Hourly Throughput / booth	40.5	40.2	0.3	1%
Average Utilization	67%	64%	3%	5%

Compared to other major airports ...



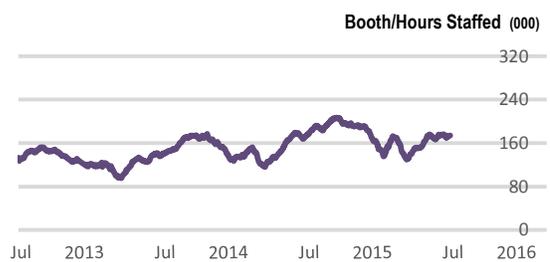
More booths have not been able to offset increased traveler volume

- 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 pre-processed 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 7% (152 hours last year to 162 hours this year), but have not kept up with traveler volume (up 12%), as shown by 25% longer waits.
- Slow processing.** Average cycle time and max throughput remained steady, whereas these operational metrics have improved at other JFK terminals. The increase in nonimmigrant share (67% this year) may prevent improvements in cycle time, until APC is introduced.
- Wait times increased by 25%.** Increased average daily travelers has led to an increase in wait time. The average wait time increased by 25%, from 20.3 minutes last year to 25.4 minutes this year. The percentage travelers waiting less than 60 minutes decreased to 92%.

Traveler Volume ... steady upward trend



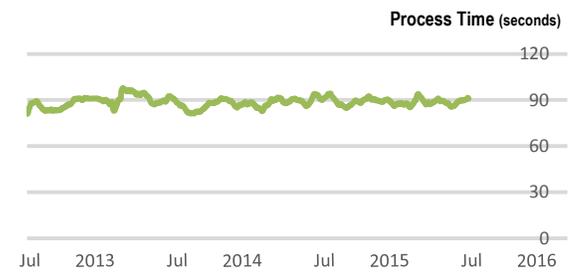
Booth Hours ... trending higher



Wait Time ... steadily increasing since late 2014



Cycle Time ... holding steady



Best Practice Inventory

JFK Best Practice Assessment: JFK-7 has yet to implement many of the available best practices, and a baseline study is recommended. 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.

4%	GE Traveler %	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.
0%	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

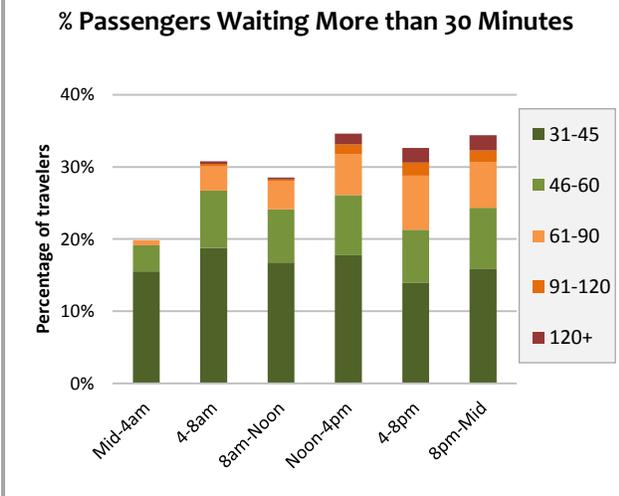
Legend

	Fully Implemented		Partially Implemented / Not Available		Not Implemented
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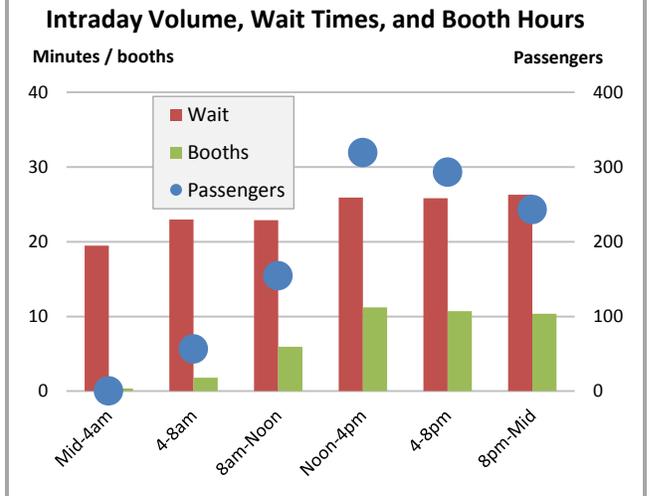
33% of passengers wait more than 30 minutes

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.



JFK-7 can improve off-peak staffing

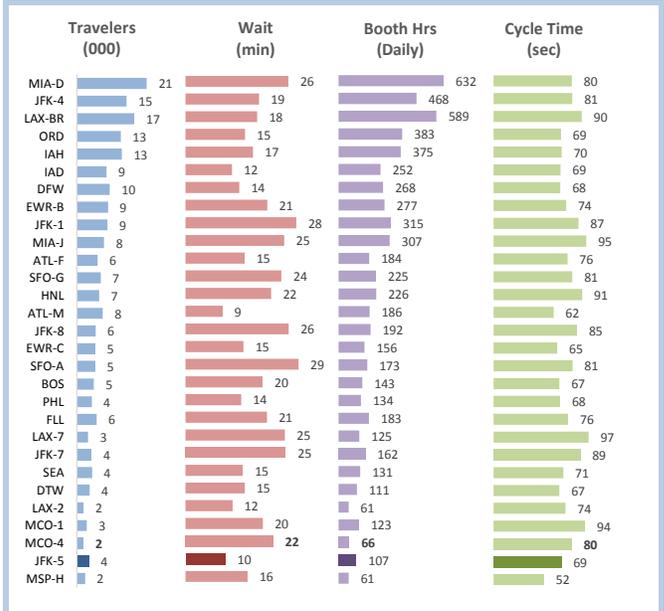
Passenger volume is highest between Noon and 8pm (306 passengers/hour), but with 11 booths open during this time, wait times are not much higher than average. Wait times can be improved in off peak hours (4am-Noon) by staffing a couple extra booths.



Key Metrics

	YTD 2015	YTD 2014	Change	% Change
Volume				
Average Daily Travelers	3,536	0	3,536	0%
Global Entry, APC, & MPC	52%	0%	52%	0%
Non-Automated	48%	0%	48%	0%
United States Citizens	72.4%	0.0%	72.4%	0%
Non-immigrants	14.4%	0.0%	14.4%	0%
Legal Permanent Residents	13.2%	0.0%	13.2%	0%
Average Daily Flights (#)	25	0	25	0%
Wait Time				
Average Primary Wait (m)	10.1	0	10.1	0%
% Travelers < 60 minutes	99%	0%	99%	0%
% Travelers > 120 mins	0.01%	0.00%	0.0%	0%
Primary Booth Hours				
Average Daily Booth Hours	107	0	107	0%
Efficiency				
Average Cycle Time (s)	69.5	0.0	69.5	0%
Max Hourly Throughput / booth	51.8	0.0	51.8	0%
Average Utilization	64%	0%	64%	0%

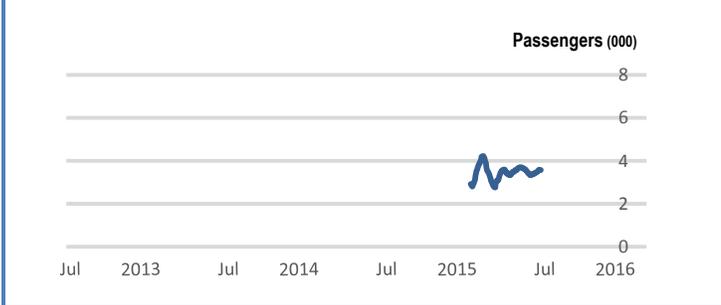
Compared to other major airports ...



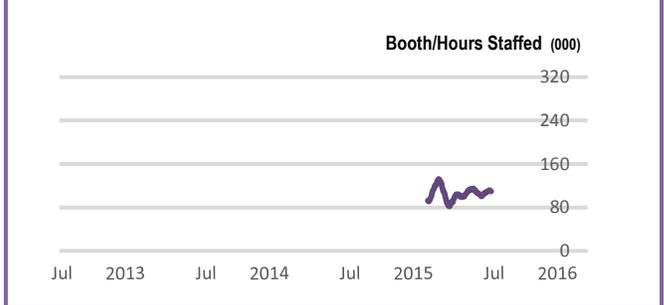
Automated Processing Shorten Wait Times

- **3,500 average daily travelers.** Traveler volume at JFK-5 (year to date) is 3,536. Today, 52% of JFK-5's passengers are pre-processed with Global Entry and APC.
- **More than 100 booth hours per day.** JFK-5 staffs an average of 107 booth hours daily to process travelers.
- **Efficient processing.** The average JFK-5 cycle time is 69.5 seconds (51.8 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 (10 minutes).

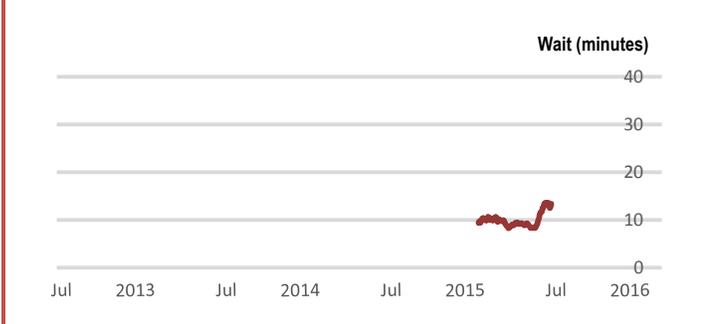
Traveler Volume ... 3,500 per day



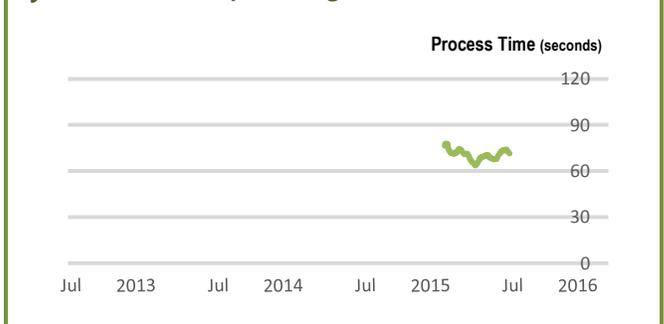
Booth Hours ... 107 per day



Wait Time ... low wait times

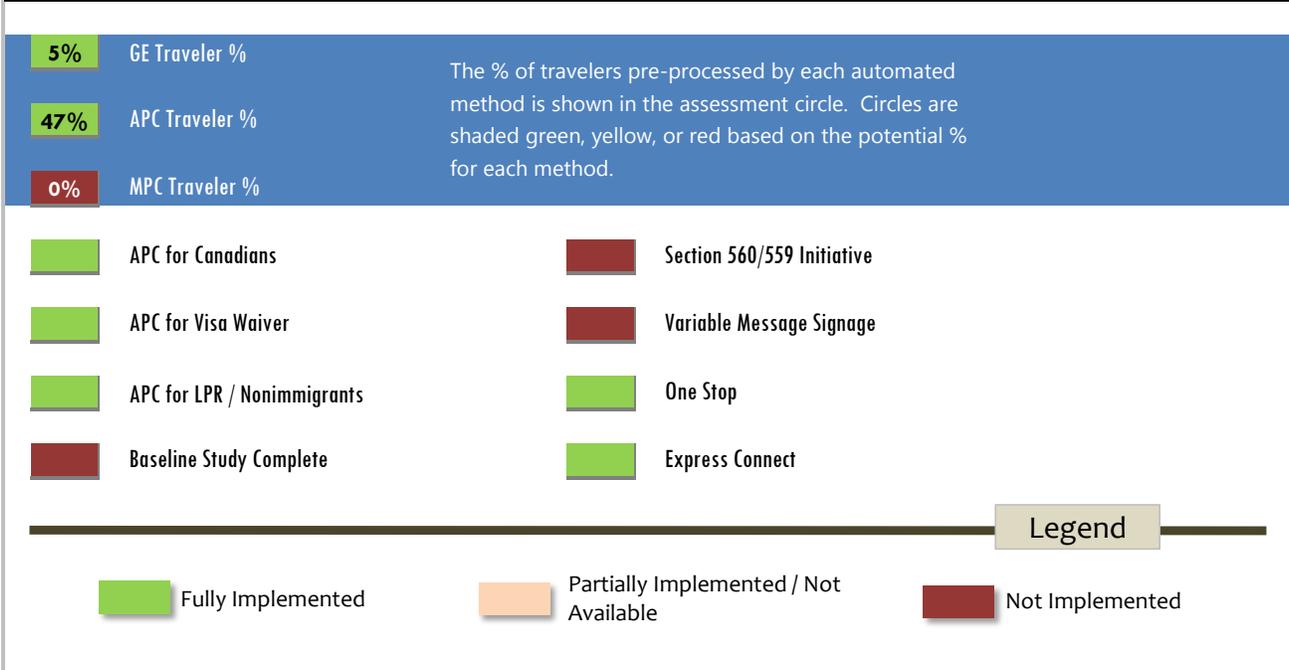


Cycle Time ... fast processing



Best Practice Inventory

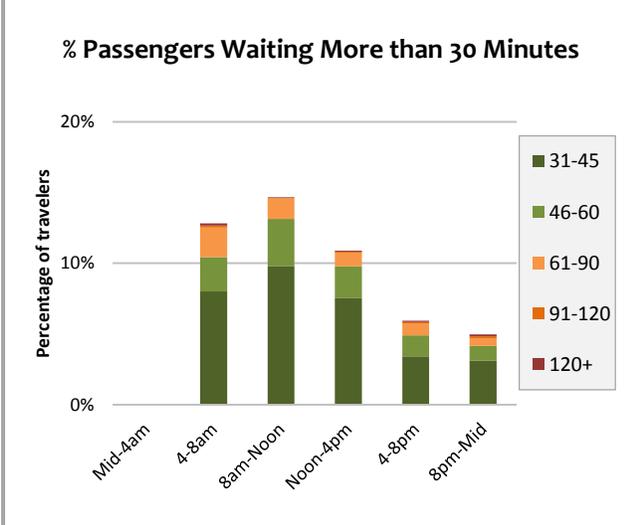
JFK Best Practice Assessment: JFK-5 has implemented many of the available best practices. Most notably, 52% of travelers use GE, and APC. APC is available at JFK Terminal 1 not only to US Citizens, but also Canadians, Visa Waiver country travelers, and Lawful Permanent Residents.



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 (399 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.

