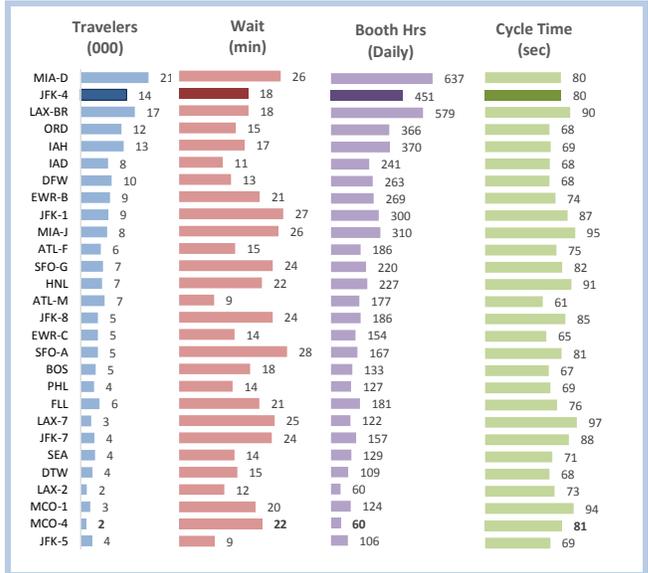


Key Metrics

	YTD 2015	YTD 2014	Change	% Change
Volume				
Average Daily Travelers	14,113	16,197	-2,084	-13%
Global Entry, APC, & MPC	44%	42%	2%	5%
Non-Automated	56%	58%	-2%	-3%
United States Citizens	45.1%	49.2%	-4.1%	-8%
Non-immigrants	45.6%	39.1%	+6.5%	17%
Legal Permanent Residents	9.3%	11.7%	-2.5%	-21%
Average Daily Flights (#)	71	90	-19	-21%
Wait Time				
Average Primary Wait (m)	17.9	19.0	-1.1	-6%
% Travelers < 60 minutes	95%	95%	0%	0%
% Travelers > 120 mins	0.44%	0.32%	+0.12%	37%
Primary Booth Hours				
Average Daily Booth Hours	451	641	-190	-30%
Efficiency				
Average Cycle Time (s)	80.5	85.4	-4.9	-6%
Max Hourly Throughput / booth	44.7	42.2	2.6	6%
Average Utilization	70%	60%	10%	17%

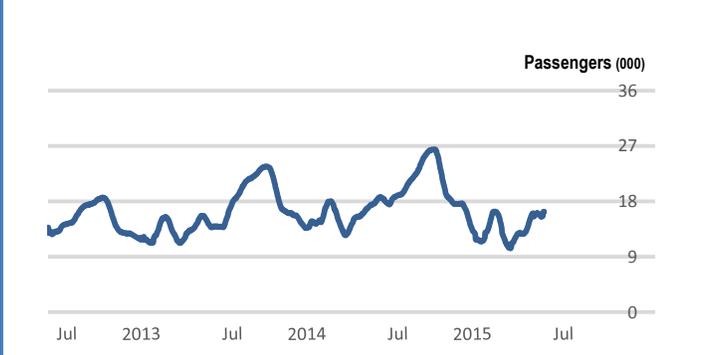
Compared to other major airports ...



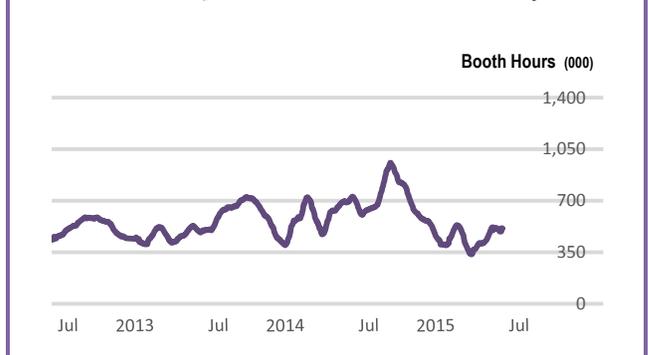
Fewer booth hours, decrease in average wait time

- **Travel is down significantly at JFK (Terminal 4).** Traveler volume decreased 13% compared to last year. 44% of passengers use automated solutions like Global Entry and APC. This is compared to 42% last year.
- **Booth hours down significantly.** Booth hours decreased 30% compared to a year ago, from 641 hours to 451 hours.
- **Slightly reduced waits.** Year to date, average wait is down from 19 minutes last year to 18 minutes this year. Despite fewer booths, reduced cycle time and traffic volume have helped reduce wait times.
- **Cycle time is almost 5 seconds faster.** APC and Global Entry have likely combined to reduce the average cycle time. The faster cycle time allows for an additional 2.6 passengers to be processed per hour at each booth.

Traveler Volume ... recent decline



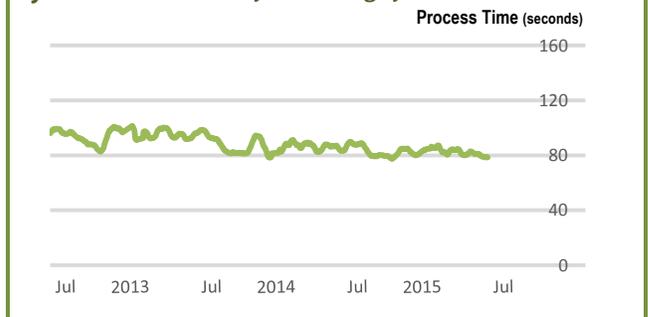
Booth Hours ... 30% fewer booth hours than last year



Wait Time ... continued decreased wait times

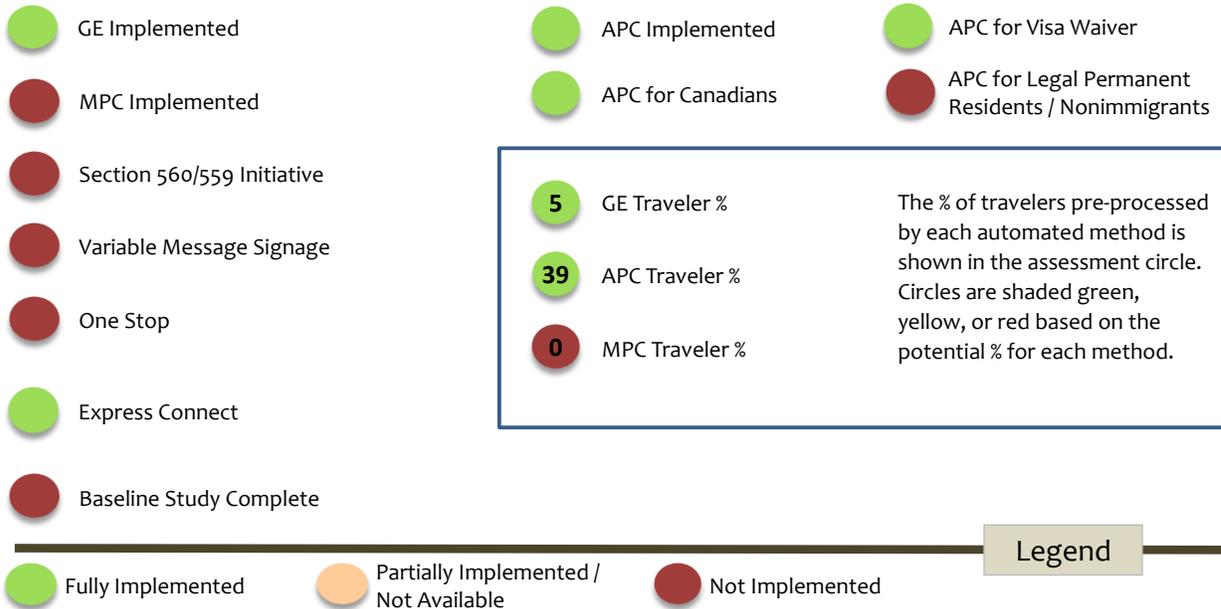


Cycle Time ... steadily decreasing cycle times



Best Practice Inventory

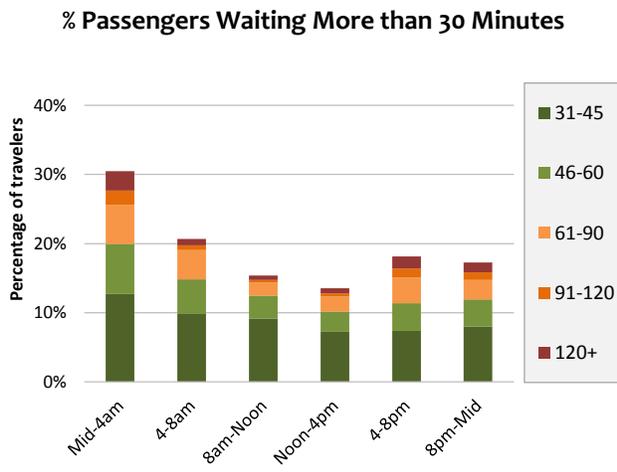
JFK-4 has implemented many of the available best practices such as Global Entry (GE), Automated Passport Control (APC), and Express Connect. Today, 44% of passengers are processed by GE and APC kiosks. APC is available at JFK-4 not only to US Citizens, but also Canadians and Visa Waiver country travelers.



Many innovative practices, technologies, and programs are available to make international air passenger processing more efficient and reduce congestion 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.

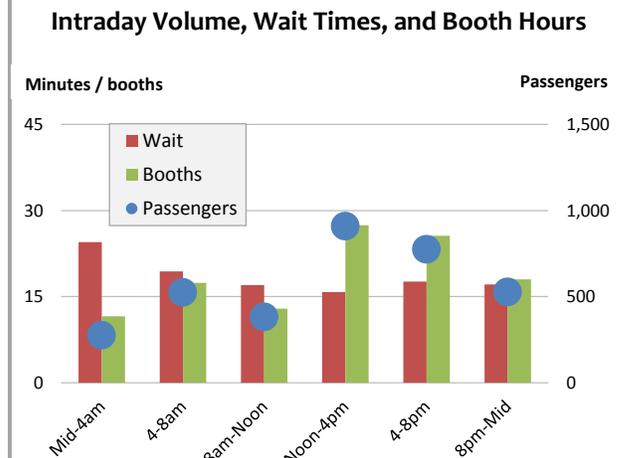
18% of passengers wait more than 30 minutes

Year to date, approximately 5% 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

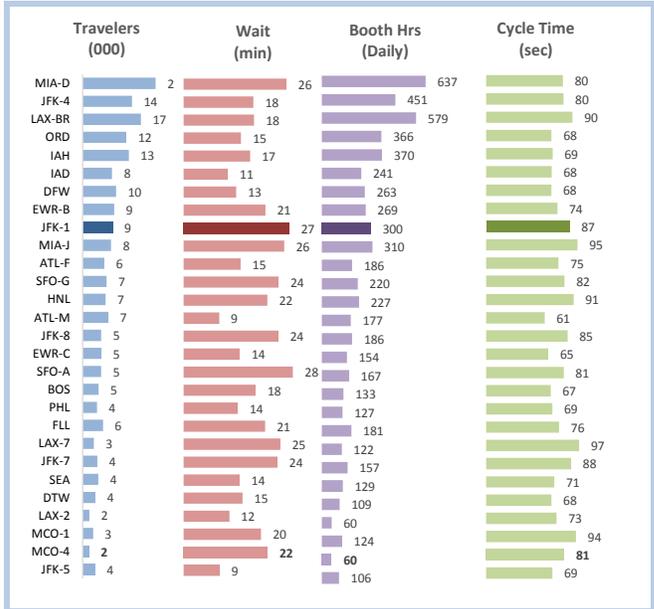
More than 900 passengers (on average) arrive every hour between Noon and 4pm. However, average waits are the highest from Midnight-4am (fewer than 300 passengers per hour). Slightly more staffing could greatly reduce waits during this time period.



Key Metrics

	YTD 2015	YTD 2014	Change	% Change
Volume				
Average Daily Travelers	8,518	7,498	1,020	14%
Global Entry, APC, & MPC	30%	17%	13%	76%
Non-Automated	70%	83%	-13%	-16%
United States Citizens	31.8%	32.7%	-0.9%	-3%
Non-immigrants	60.0%	57.8%	+2.2%	4%
Legal Permanent Residents	8.2%	9.5%	-1.3%	-14%
Average Daily Flights (#)	37	34	4	11%
Wait Time				
Average Primary Wait (m)	27.1	30.6	-3.5	-11%
% Travelers < 60 minutes	91%	88%	3%	3%
% Travelers > 120 mins	1.21%	0.63%	+0.58%	93%
Primary Booth Hours				
Average Daily Booth Hours	300	282	18	7%
Efficiency				
Average Cycle Time (s)	86.9	89.3	-2.4	-3%
Max Hourly Throughput / booth	41.4	40.3	1.1	3%
Average Utilization	69%	66%	3%	4%

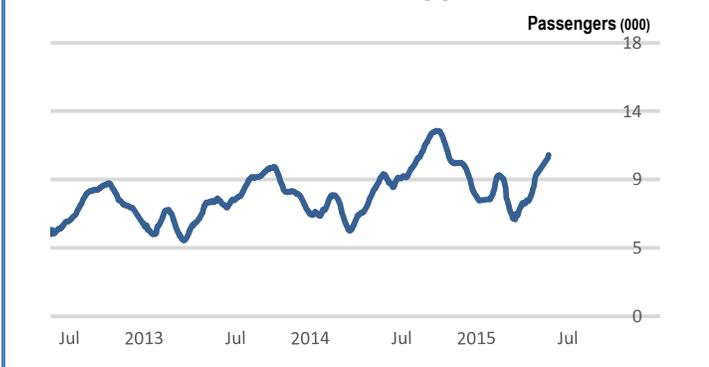
Compared to other major airports ...



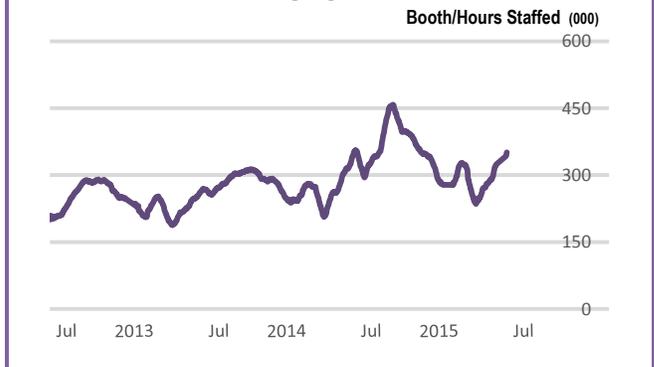
Increased booth staffing and automated processing help shorten wait times

- **Travel is up significantly at JFK (Terminal 1).** Traveler volume increased 14% compared to last year. 30% of passengers use automated solutions like Global Entry and APC, up from 17% last year.
- **More booths open to meet demand.** Booth hours increased 7% compared to a year ago. However, additional booths may be required during peak hours.
- **Wait times still high, but have been decreasing in 2015.** Year to date, average wait is down 3.5 minutes to just under 30 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 (60%), which is up 2.2% compared to last year.
- **Cycle time is 2.4 seconds faster.** APC and Global Entry growth have likely combined to reduce average cycle time. Average cycle time is 2.4 seconds faster than last year, allowing for an additional 1.1 passengers to be processed per hour per booth.

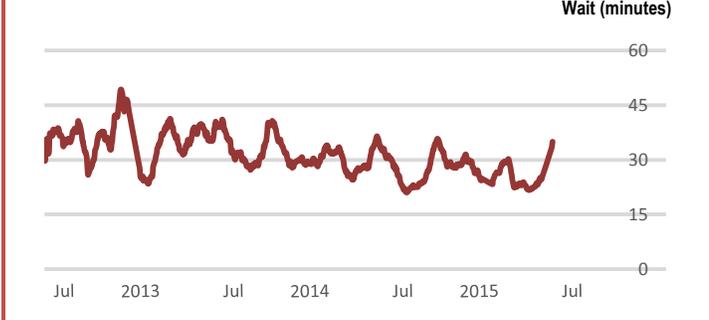
Traveler Volume ... continued strong growth



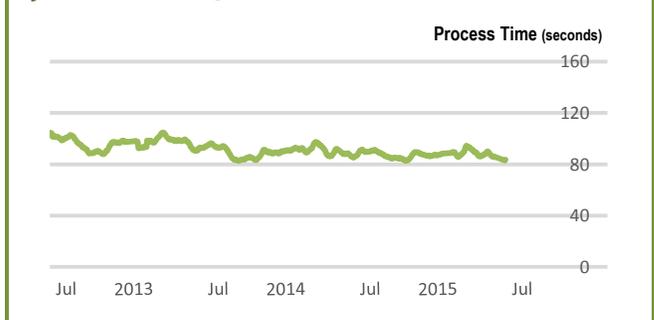
Booth Hours ... trending higher



Wait Time ... steady reduction since late 2012

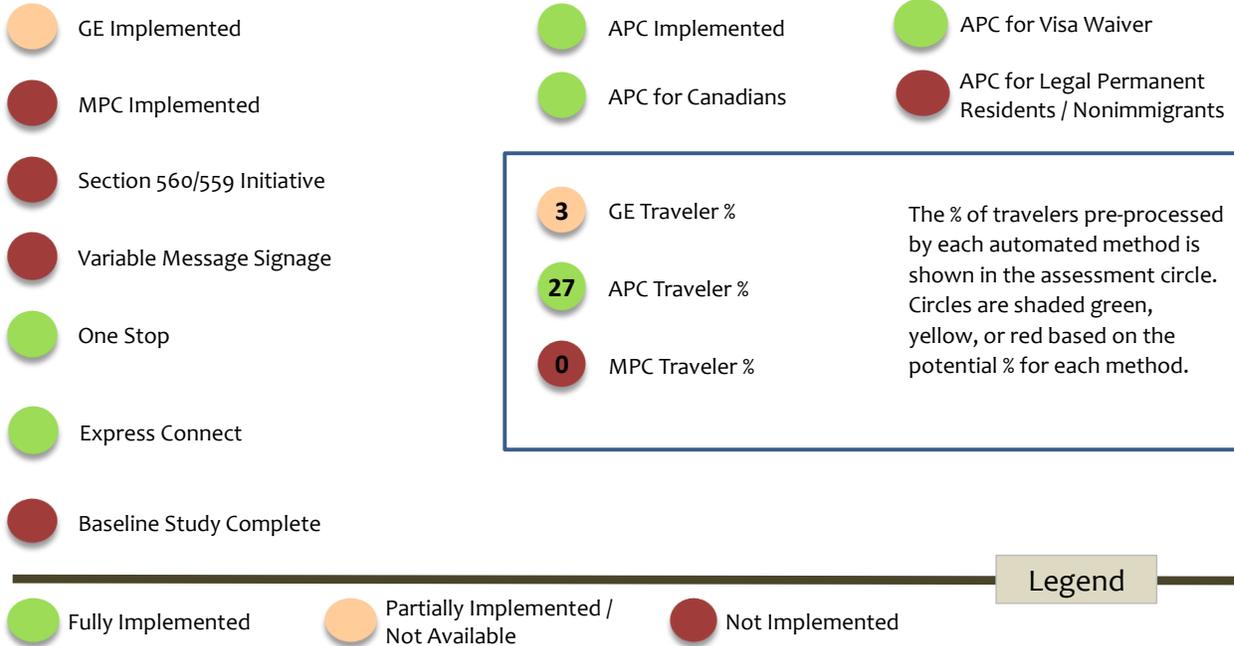


Cycle Time ... slightly downward trend



Best Practice Inventory

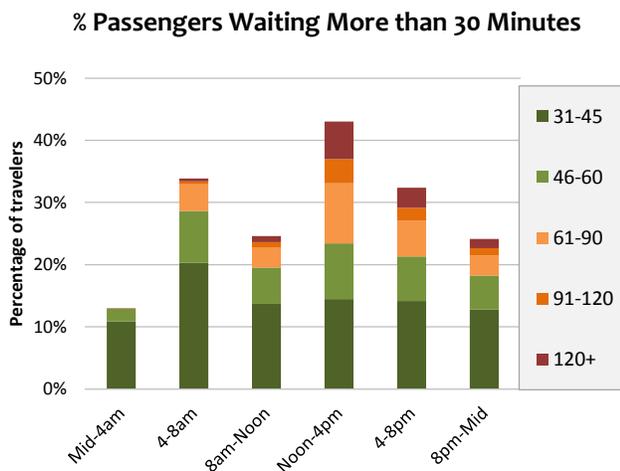
JFK Terminal 1 Best Practice Assessment: JFK Terminal 1 has implemented many of the available best practices. Most notably, 30% of JFK-1's passengers are now processed by Global Entry and APC, up from 17% last year. APC is available at JFK Terminal 1 not only to US Citizens, but also Canadians and Visa Waiver country travelers.



Many innovative practices, technologies, and programs are available to make international air passenger processing more efficient and reduce congestion 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.

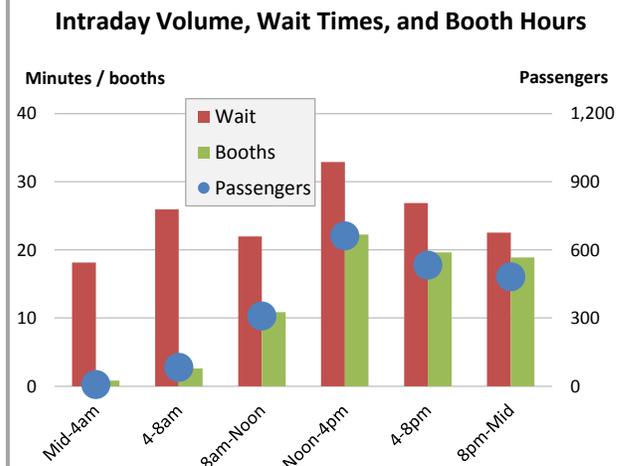
33% of passengers wait more than 30 minutes

Year to date, approximately 11% JFK Terminal 1 passengers wait more than 1 hour. Between the hours of Noon to 4pm, 43% of passengers wait more than 30 minutes.



Additional staff needed to reduce wait time

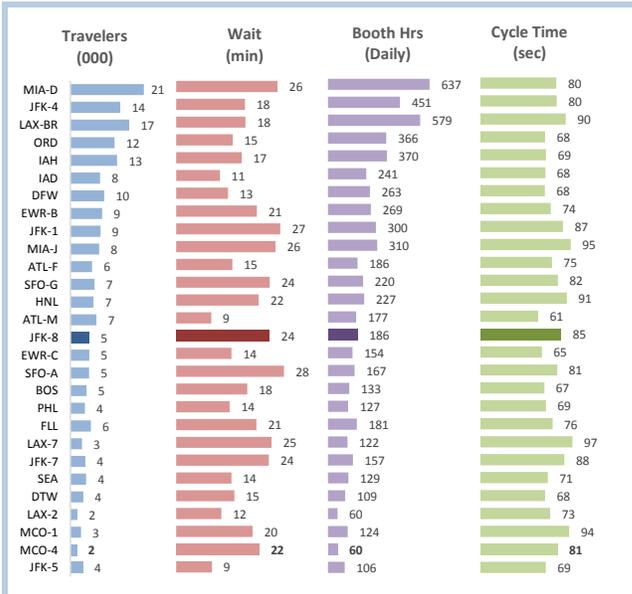
More than 660 passengers (on average) arrive every hour between Noon and 4pm. By opening only 22 booths during this time period, the average passenger waits 33 minutes. Additional staff may be required from 8am-Noon to reduce wait times leading into peak hours.



Key Metrics

	YTD 2015	YTD 2014	Change	% Change
Volume				
Average Daily Travelers	5,312	5,638	-326	-6%
Global Entry, APC, & MPC	5%	3%	2%	67%
Non-Automated	95%	97%	-2%	-2%
United States Citizens	37.8%	33.8%	+4.0%	12%
Non-immigrants	56.0%	59.7%	-3.7%	-6%
Legal Permanent Residents	6.2%	6.5%	-0.3%	-5%
Average Daily Flights (#)	27	31	-4	-11%
Wait Time				
Average Primary Wait (m)	24.3	24.4	-0.1	0%
% Travelers < 60 minutes	93%	94%	-1%	-1%
% Travelers > 120 mins	0.31%	0.25%	+0.06%	23%
Primary Booth Hours				
Average Daily Booth Hours	186	203	-17	-8%
Efficiency				
Average Cycle Time (s)	84.9	89.8	-4.9	-5%
Max Hourly Throughput / booth	42.4	40.1	2.3	6%
Average Utilization	67%	69%	-2%	-3%

Compared to other major airports ...



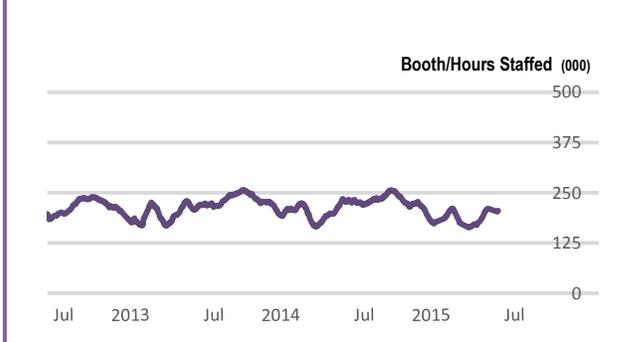
Fewer booth hours offset by less travelers

- Travel down slightly.** Traveler volume (year to date) has decreased 6% 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 has 8% fewer booth hours to match the 6% decrease in traveler volume. The decrease in booth hours has not led to an increase in wait time.
- Processing 5 seconds faster.** Cycle time is 5 (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 are virtually unchanged.** Wait time at JFK-8 dropped 0.1 minutes compared to last year. Wait times at JFK-8 are some of the highest in the country.

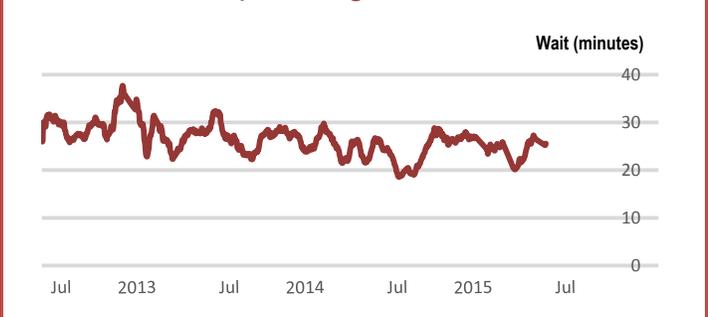
Traveler Volume ... slight decrease since 2014



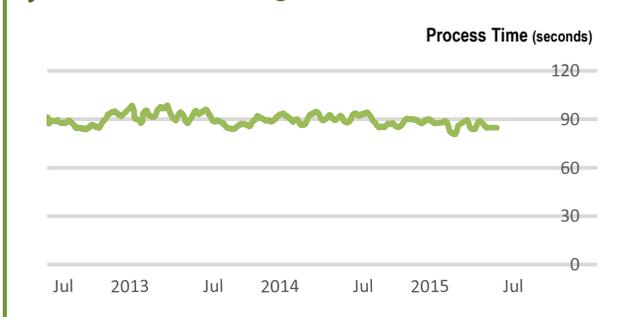
Booth hours ... 8% fewer booths



Wait Time ... steadily decreasing wait times

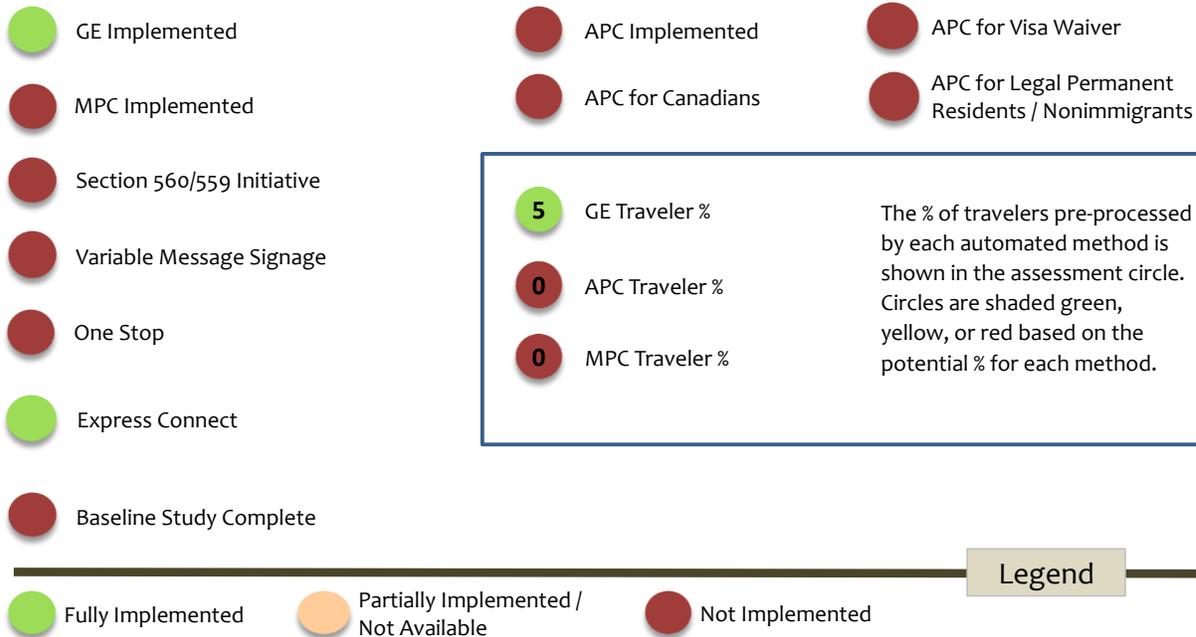


Cycle Time ... recent slight decrease



Best Practice Inventory

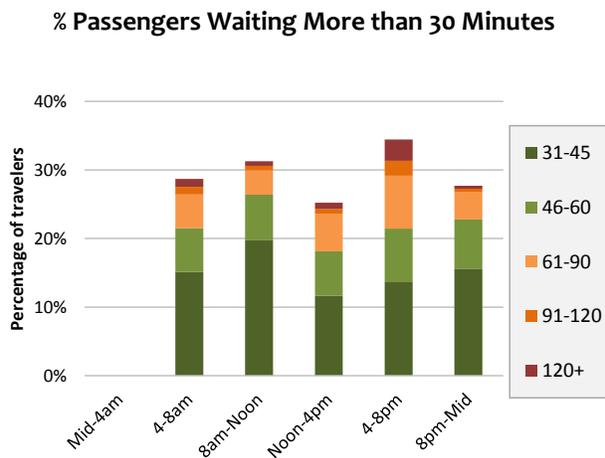
JFK Best Practice Assessment: JFK-8 has yet to implement many of the available best practices, and a baseline study is recommended. 5% of travelers use GE, and APC has not yet been implemented. These practices need to be applied to reduce cycle times, as seen at other terminals across the country.



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.

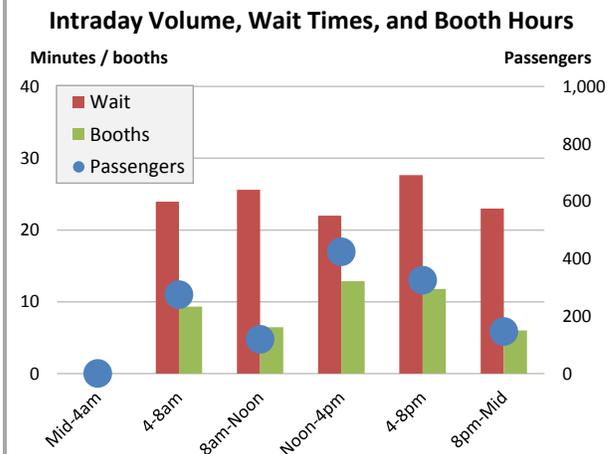
29% of passengers wait more than 30 minutes

Year to date, approximately 8% of Terminal 8 passengers wait more than 1 hour. Between the hours of 4pm to 8pm, 34% of passengers wait more than 30 minutes.



Need more booths during off peak hours

JFK-8 is busiest between Noon-4pm, when more than 420 passengers arrive per hour. Despite this, the waits are 22 minutes during this time. Wait times during non-peak hours could be improved by opening more booths between 4am-Noon.



Key Metrics

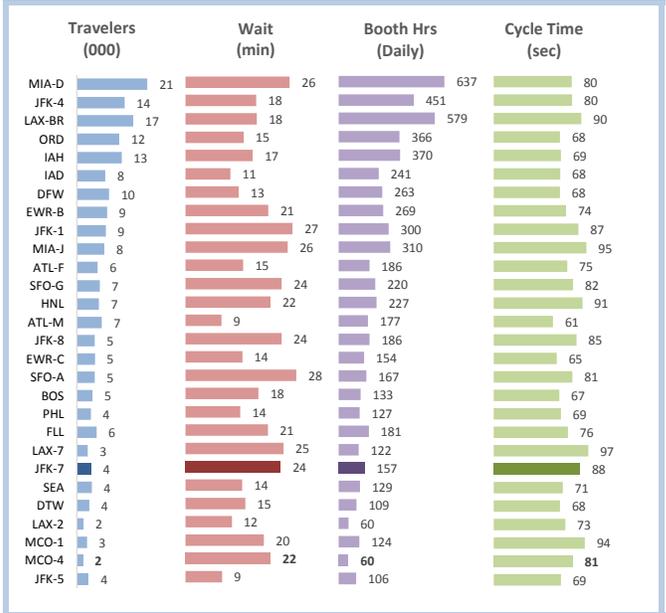
Volume	YTD 2015	YTD 2014	Change	% Change
Average Daily Travelers	4,203	3,738	464	12%
Global Entry, APC, & MPC	4%	3%	1%	33%
Non-Automated	96%	97%	-1%	-1%
United States Citizens	27.7%	29.3%	-1.6%	-6%
Non-immigrants	66.0%	63.8%	+2.3%	4%
Legal Permanent Residents	6.3%	7.0%	-0.7%	-10%
Average Daily Flights (#)	19	19	0	2%

Wait Time	YTD 2015	YTD 2014	Change	% Change
Average Primary Wait (m)	24.1	20.4	3.7	18%
% Travelers < 60 minutes	94%	98%	-4%	-4%
% Travelers > 120 mins	0.25%	0.04%	+0.2%	452%

Primary Booth Hours	YTD 2015	YTD 2014	Change	% Change
Average Daily Booth Hours	157	146	11	8%

Efficiency	YTD 2015	YTD 2014	Change	% Change
Average Cycle Time (s)	88.4	88.7	-0.3	0%
Max Hourly Throughput / booth	40.7	40.6	0.1	0%
Average Utilization	66%	63%	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 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 8% (146 hours last year to 157 hours this year), but have not kept up with traveler volume (up 12%).
- **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 (66% this year) may prevent improvements in cycle time.
- **Wait times increased by 18%.** Increased average daily travelers has led to an increase in wait time. The average wait time increased by 18%, from 20.4 minutes last year to 24.1 minutes this year. Further, only 94% of travelers wait less than 60 minutes.

Traveler Volume ... steady upward trend



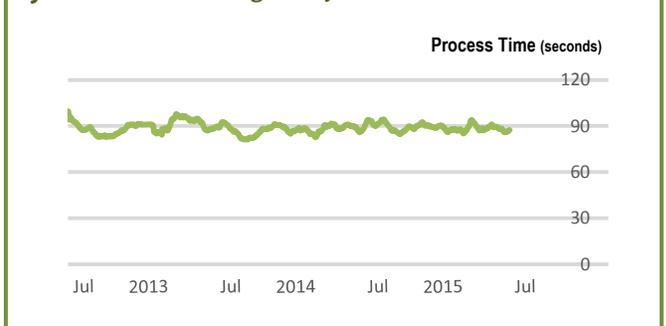
Booth Hours ... trending higher



Wait Time ... downward trend, with recent upturn

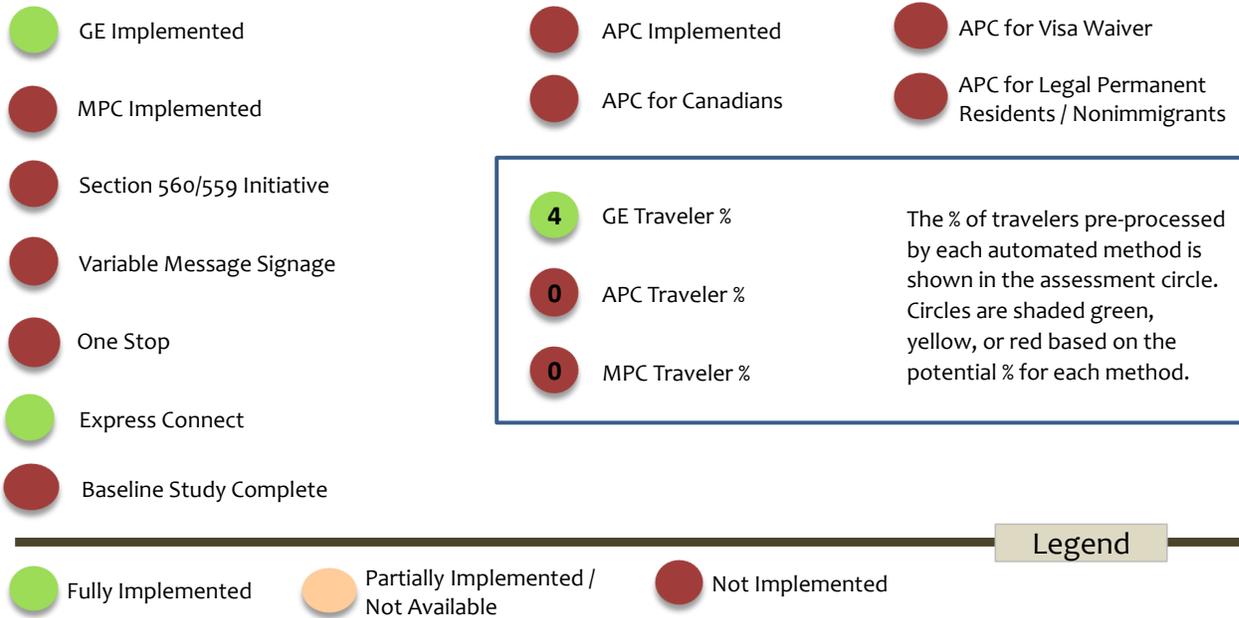


Cycle Time ... holding steady



Best Practice Inventory

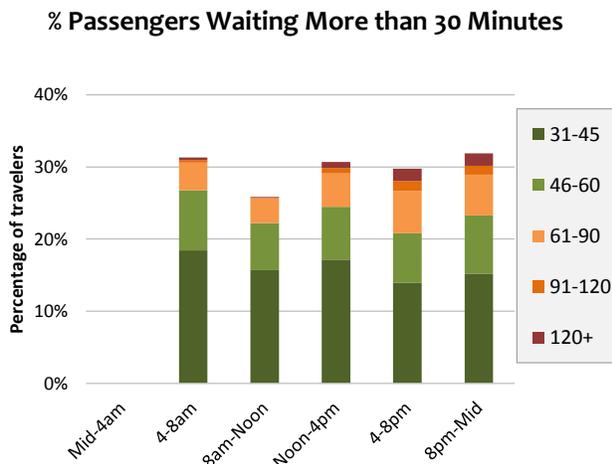
JFK Best Practice Assessment: JFK-7 has yet to implement many of the available best practices, and a baseline study is recommended. 4% of travelers use GE, and APC has not yet been implemented. These practices need to be applied to reduce cycle times, as seen at other terminals across the country.



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.

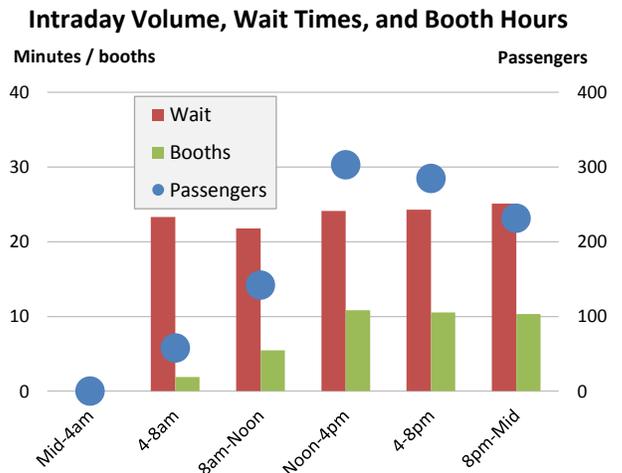
30% of passengers wait more than 30 minutes

Year to date, approximately 7% JFK of Terminal 7 passengers wait more than 1 hour. Between the hours of 8pm to Midnight, 32% of passengers wait more than 30 minutes.



JFK-7 can improve off-peak staffing

Passenger volume is highest between Noon and 8pm (294 passengers/hour), but with 11 booths open during this time, wait times are the same as the overall average wait time for the day. More booths may be needed from 4am to Noon (off-peak hours).



Key Metrics

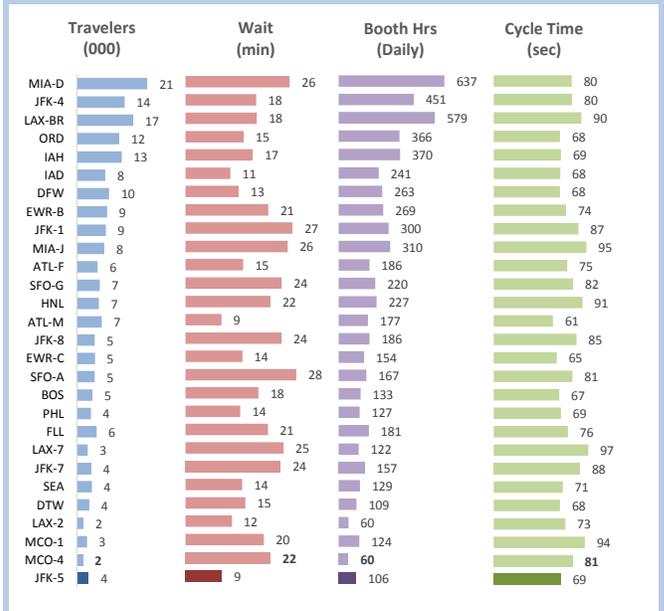
Volume	YTD 2015	YTD 2014	Change	% Change
Average Daily Travelers	3,505	0	3,505	0%
Global Entry, APC, & MPC	52%	0%	52%	0%
Non-Automated	48%	0%	48%	0%
United States Citizens	73.5%	0.0%	73.5%	0%
Non-immigrants	13.2%	0.0%	13.2%	0%
Legal Permanent Residents	13.3%	0.0%	13.3%	0%
Average Daily Flights (#)	25	0	25	0%

Wait Time	YTD 2015	YTD 2014	Change	% Change
Average Primary Wait (m)	9.3	0	9.3	0%
% Travelers < 60 minutes	99%	0%	99%	0%
% Travelers > 120 mins	0.01%	0.00%	0.0%	0%

Primary Booth Hours	YTD 2015	YTD 2014	Change	% Change
Average Daily Booth Hours	106	0	106	0%

Efficiency	YTD 2015	YTD 2014	Change	% Change
Average Cycle Time (s)	68.8	0.0	68.8	0%
Max Hourly Throughput / booth	52.3	0.0	52.3	0%
Average Utilization	63%	0%	63%	0%

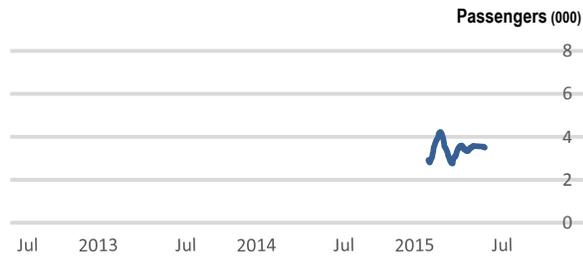
Compared to other major airports ...



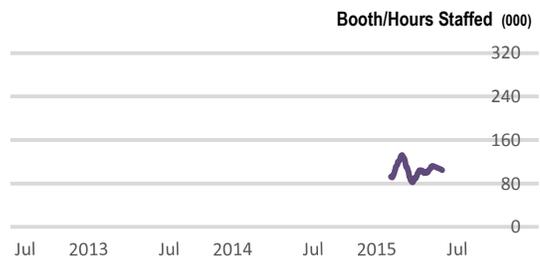
Automated Processing Shorten Wait Times

- **3,500 average daily travelers.** Traveler volume at JFK-5 (year to date) is 3,505. 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 106 booth hours daily to process travelers.
- **Efficient processing.** The average JFK-5 cycle time is 68.8 seconds (52.3 passengers per hour per booth, with an average utilization per booth of 63%). This makes JFK-5 the most efficient of JFK's terminals.
- **Lowest wait time nationally.** Year to date, 9 minutes average of JFK-5 wait times are correctly lowest in the country.

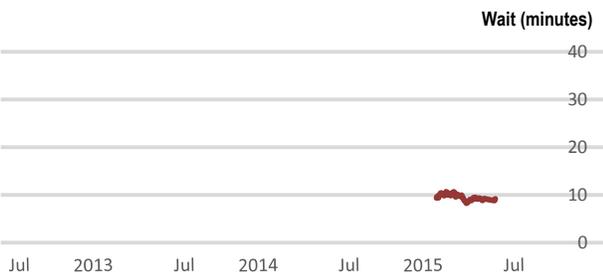
Traveler Volume ... 3,500 per day initially



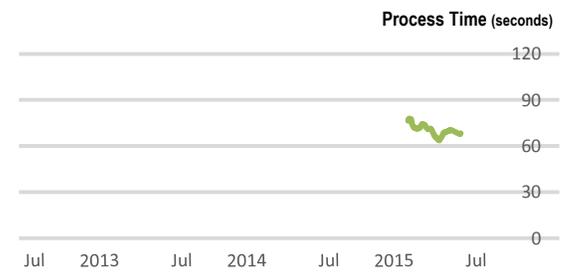
Booth Hours ... 106 per day initially



Wait Time ... low waits initially

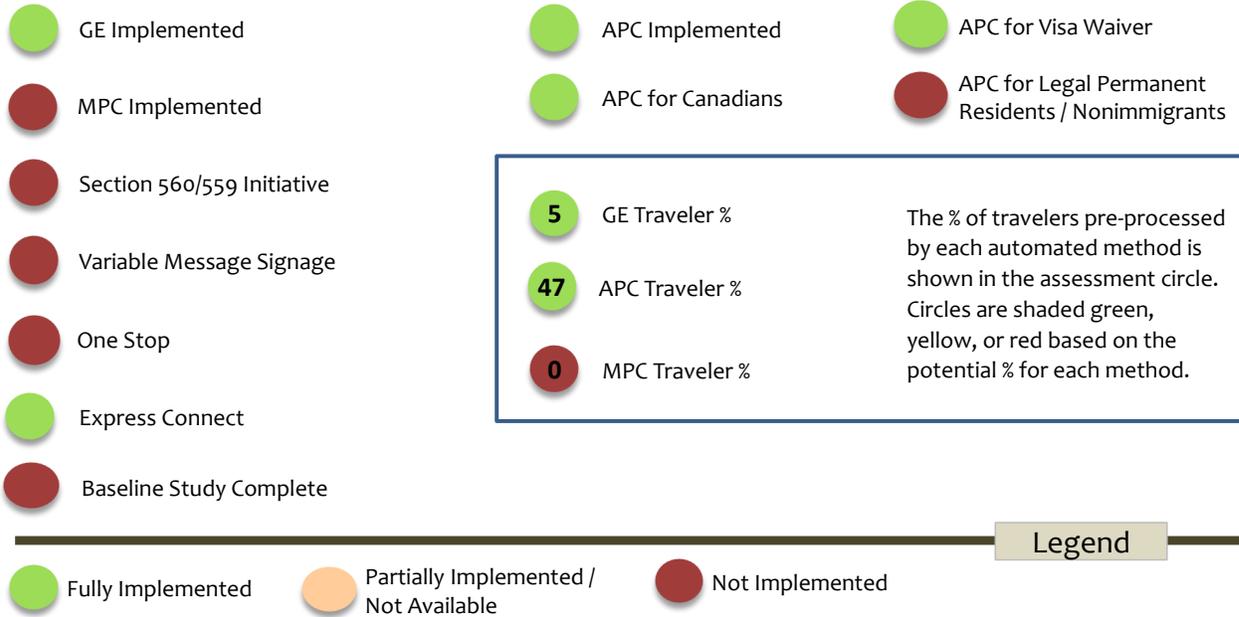


Cycle Time ... fast processing initially



Best Practice Inventory

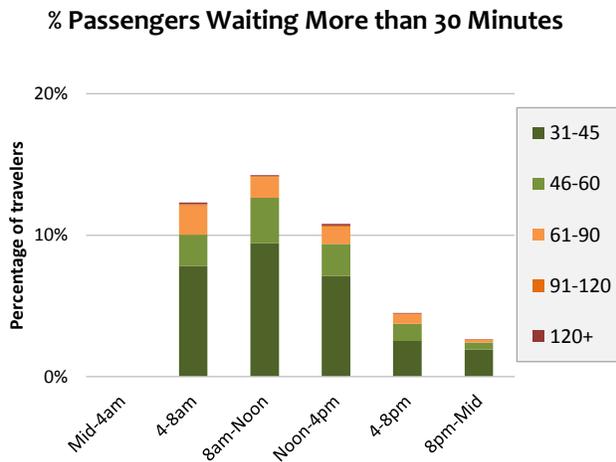
JFK Best Practice Assessment: JFK-5 has implemented many of the available best practices. Most notably, 52% of travelers use GE, and APC. APC is available at JFK Terminal 1 not only to US Citizens, but also Canadians and Visa Waiver country travelers.



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6% of passengers wait more than 30 minutes

While very few JFK Terminal 5i passengers wait more than 1 hour (about 1%), approximately 6% wait more than 30 minutes. Between the hours of 8am to Noon, 14% of passengers wait more than 30 minutes.



JFK-5 can improve off-peak staffing

Passenger volume is highest between 4pm and 8pm (383 passengers/hour), yet with 10 booths open during this time, wait times are lower than average. More booths may be needed from 4am to 4pm (off-peak hours) when waits exceed average.

