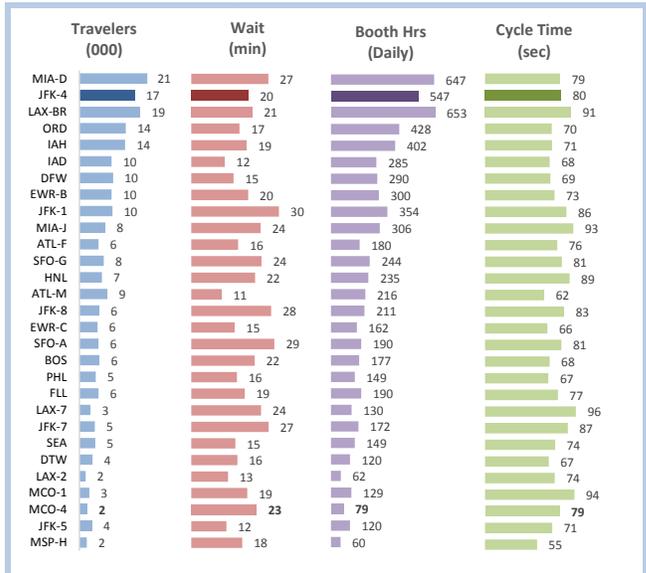


### Key Metrics

Volume	YTD 2015	YTD 2014	Change	% Change
Average Daily Travelers	17,188	19,187	-1,999	-10%
Global Entry, APC, & MPC	43%	41%	2%	5%
Non-Automated	57%	59%	-2%	-3%
United States Citizens	45.0%	48.7%	-3.6%	-7%
Non-immigrants	47.2%	41.7%	+5.5%	13%
Legal Permanent Residents	7.8%	9.7%	-1.9%	-20%
Average Daily Flights (#)	78	101	-23	-23%
Wait Time				
Average Primary Wait (m)	19.8	19.9	-0.2	-1%
% Travelers < 60 minutes	94%	95%	-1%	-1%
% Travelers > 120 mins	0.50%	0.34%	+0.16%	47%
Primary Booth Hours				
Average Daily Booth Hours	547	695	-148	-21%
Efficiency				
Average Cycle Time (s)	80.2	83.6	-3.3	-4%
Max Hourly Throughput / booth	44.9	43.1	1.8	4%
Average Utilization	70%	64%	6%	9%

### Compared to other major airports ...



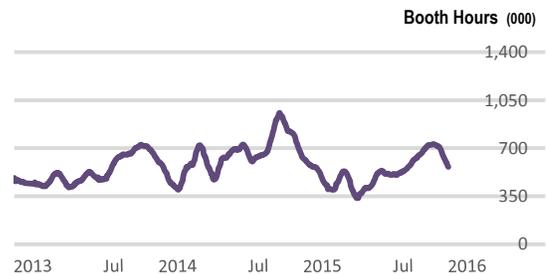
### Increased efficiency slightly decreases average wait time

- Travel is down significantly at JFK (Terminal 4).** Traveler volume decreased 10% compared to last year, but this decrease in traffic is offset by gains at Terminal 1 and Terminal 7.
- Booth hours down significantly.** Booth hours decreased 21% compared to a year ago, from 695 hours to 547 hours.
- Slightly decreased waits.** Year to date, average wait is down from 19.9 minutes last year to 19.8 minutes this year. 94% of passengers are being processed in under 60 minutes.
- Cycle time is 3.3 seconds faster.** Global Entry and APC have combined to reduce the average cycle time. The faster cycle time allows for nearly 2 passengers to be processed per booth, per hour.

### Traveler Volume ... down compared to last year



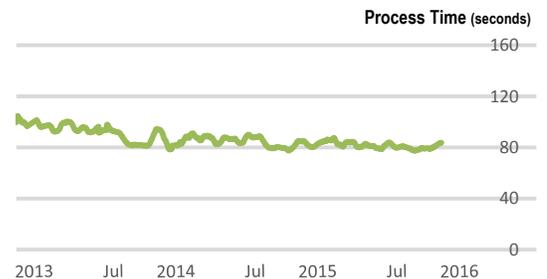
### Booth Hours ... 21% fewer booths hours than last year



### Wait Time ... increasing slightly since early 2015

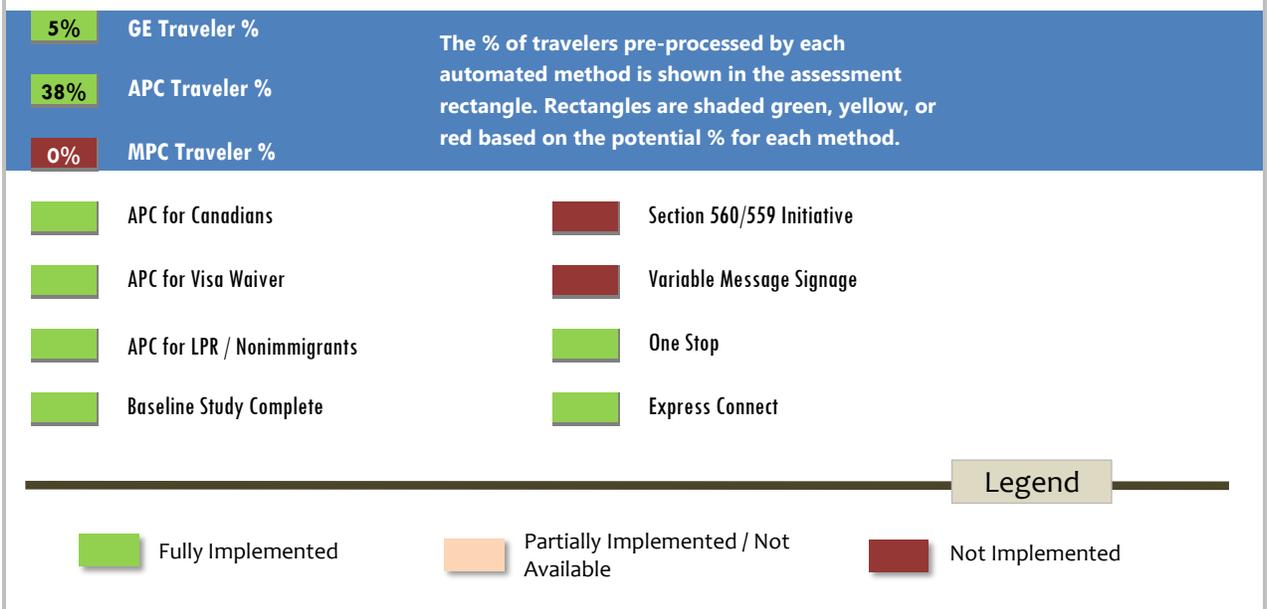


### Cycle Time ... steadily decreasing cycle times

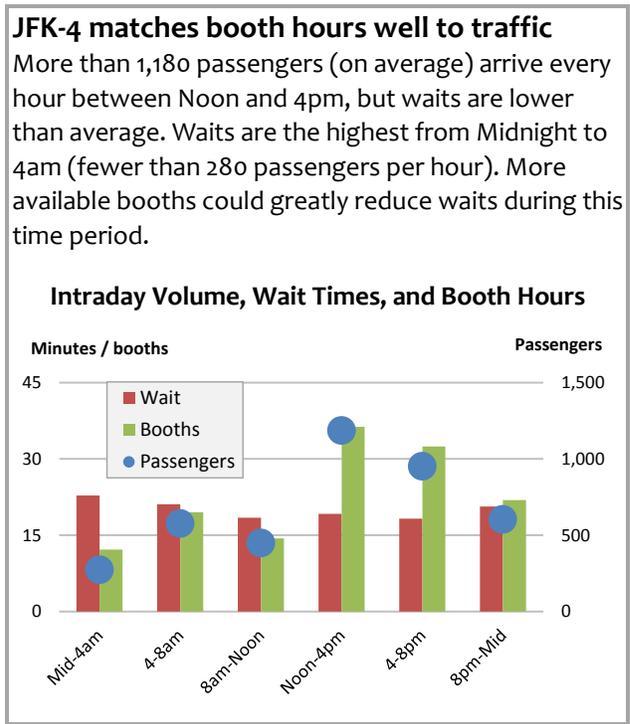
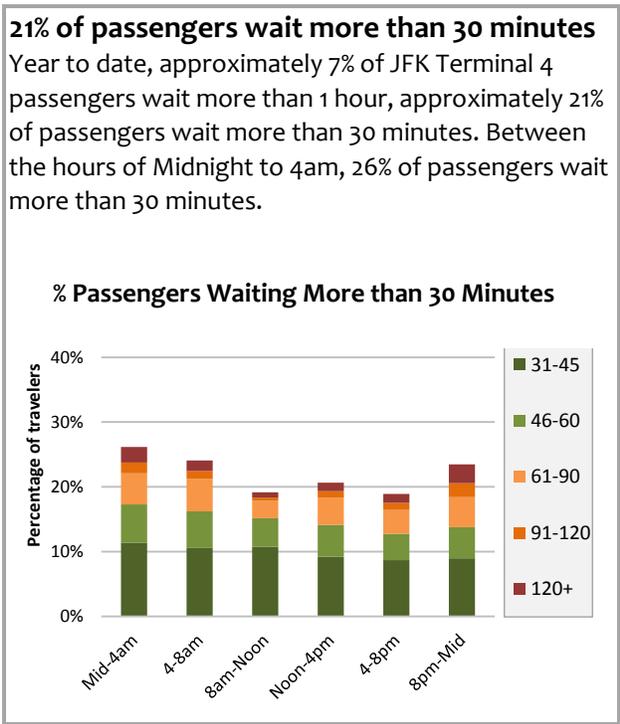


## Best Practice Inventory

**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.



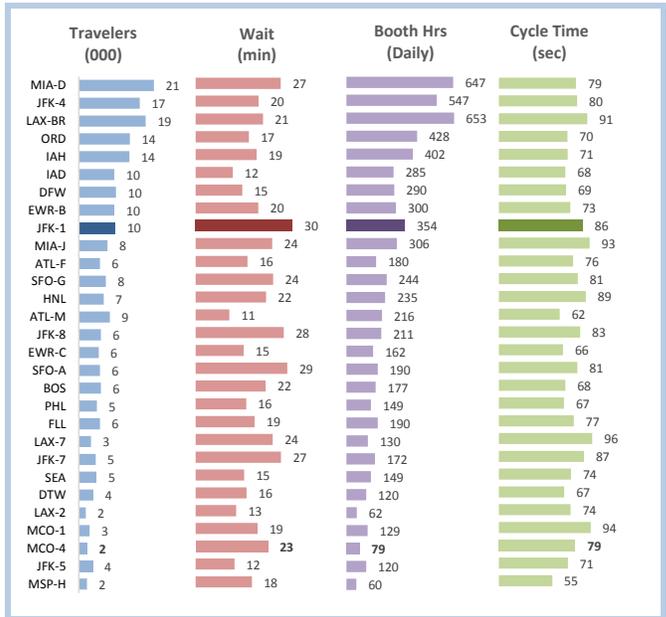
Many innovative practices, technologies, and programs are available to make international air passenger processing more efficient and reduce congestion at airports. If all practices are implemented, an airport may reduce wait times as much as 50 percent compared to not implementing any best practices.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



**Key Metrics**

	YTD 2015	YTD 2014	Change	% Change
<b>Volume</b>				
Average Daily Travelers	10,295	9,101	1,194	13%
Global Entry, APC, & MPC	31%	21%	10%	48%
Non-Automated	69%	79%	-10%	-13%
United States Citizens	32.8%	33.5%	-0.6%	-2%
Non-immigrants	59.8%	58.4%	+1.4%	2%
Legal Permanent Residents	7.4%	8.2%	-0.8%	-10%
Average Daily Flights (#)	41	38	3	7%
<b>Wait Time</b>				
Average Primary Wait (m)	30.4	28.7	1.7	6%
% Travelers < 60 minutes	87%	89%	-2%	-3%
% Travelers > 120 mins	2.19%	0.67%	+1.52%	226%
<b>Primary Booth Hours</b>				
Average Daily Booth Hours	354	334	20	6%
<b>Efficiency</b>				
Average Cycle Time (s)	85.9	87.9	-2.0	-2%
Max Hourly Throughput / booth	41.9	40.9	1.0	2%
Average Utilization	69%	66%	3%	4%

Compared to other major airports ...



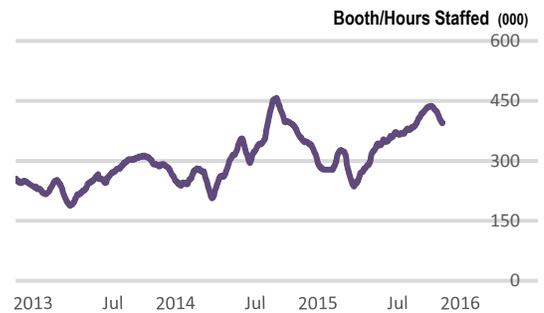
**Increased booth hours can't offset increased volume**

- **Travel is up significantly at JFK (Terminal 1).** Traveler volume increased 13% compared to last year. 31% of passengers use automated solutions like Global Entry and APC, up from 21% last year.
- **More booths open to meet demand.** Booth hours increased 6% compared to a year ago, but have not kept pace with traveler volume (up 13%). However, additional booths may be required during peak hours.
- **Wait times slowly on the rise.** Year to date, average wait is up from 28.7 minutes to 30.4 minutes. Terminal 1 has the longest average wait time in the country, especially during peak hours. This is likely due to the high proportion of non-immigrant travelers (60%), which is up 1.4% compared to last year and higher volume.
- **Cycle time is 2 seconds faster.** Global Entry and APC growth have combined to reduce average cycle time. Average cycle time is 2 seconds faster than last year, allowing for an additional 1 passenger to be processed per hour per booth.

**Traveler Volume ... continued strong growth**



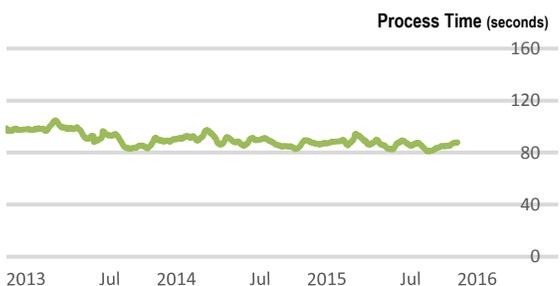
**Booth Hours ... trending higher**



**Wait Time ... recent upward trend**



**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, 31% of JFK-1's passengers are now processed by Global Entry and APC, up from 21% 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.

<b>3%</b>	<b>GE Traveler %</b>	The % of travelers pre-processed by each automated method is shown in the assessment rectangle. Rectangles are shaded green, yellow, or red based on the potential % for each method.
<b>28%</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

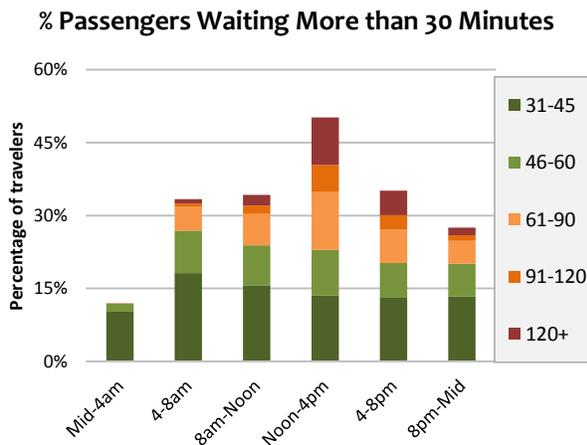
Legend

	Fully Implemented		Partially Implemented / Not Available		Not Implemented
--	-------------------	--	---------------------------------------	--	-----------------

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 rectangle" 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.

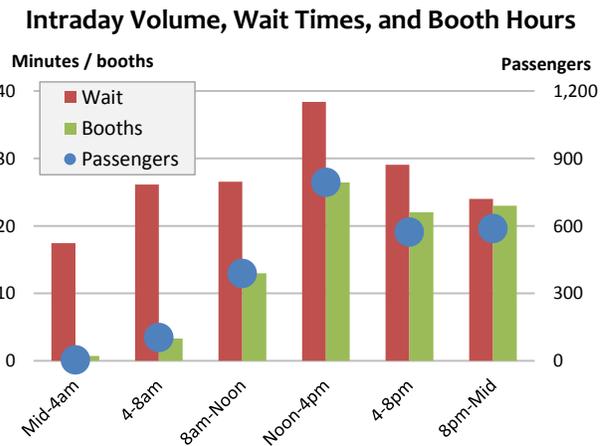
### 38% of passengers wait more than 30 minutes

Year to date, approximately 16% of JFK Terminal 1 passengers wait more than 1 hour, approximately 38% of passengers wait more than 30 minutes. Between the hours of Noon to 4pm, 50% of passengers wait more than 30 minutes.



### Waits are the highest during peak hours

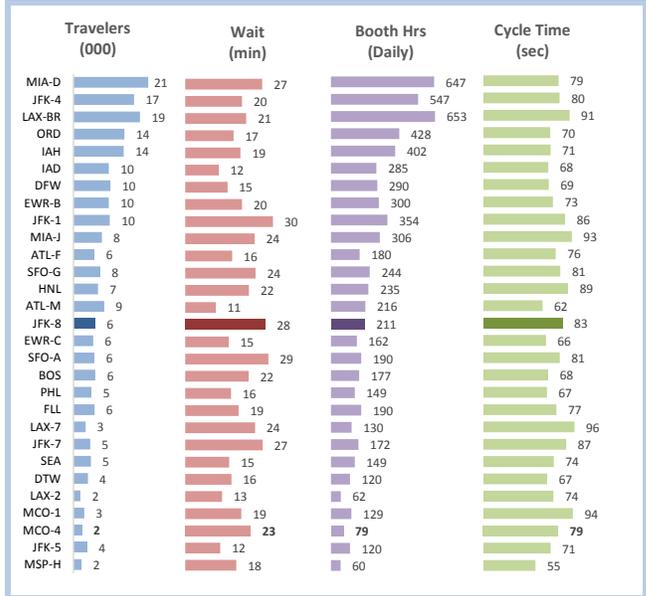
Nearly 800 passengers (on average) arrive every hour between Noon and 4pm. By opening only 26 booths during this time period, the average wait is 38 minutes. Opening additional booths may be required from 4am to Noon to reduce average waits leading into peak hours.



### Key Metrics

	YTD 2015	YTD 2014	Change	% Change
<b>Volume</b>				
Average Daily Travelers	6,196	6,046	149	2%
Global Entry, APC, & MPC	19%	3%	16%	533%
Non-Automated	81%	97%	-16%	-16%
United States Citizens	36.4%	34.4%	+2.0%	6%
Non-immigrants	58.3%	60.0%	-1.6%	-3%
Legal Permanent Residents	5.3%	5.6%	-0.4%	-7%
Average Daily Flights (#)	29	30	-2	-5%
<b>Wait Time</b>				
Average Primary Wait (m)	27.7	23.9	3.8	16%
% Travelers < 60 minutes	89%	94%	-5%	-5%
% Travelers > 120 mins	0.85%	0.29%	+0.56%	195%
<b>Primary Booth Hours</b>				
Average Daily Booth Hours	211	220	-9	-4%
<b>Efficiency</b>				
Average Cycle Time (s)	83.4	89.2	-5.9	-7%
Max Hourly Throughput / booth	43.2	40.3	2.8	7%
Average Utilization	68%	68%	0%	0%

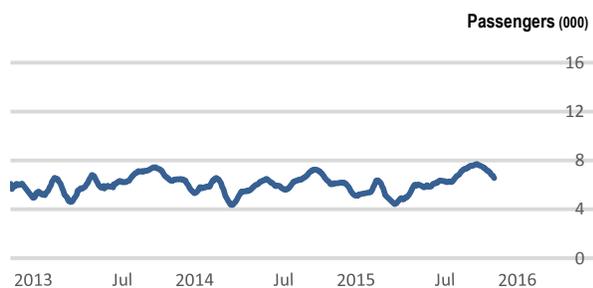
### Compared to other major airports ...



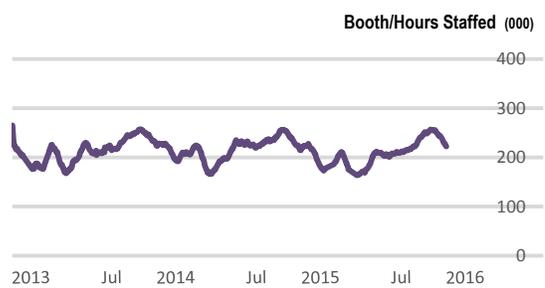
### Fewer booth hours increased wait times

- **Travel increased slightly.** Traveler volume (year to date) has increased 2% compared to last year. Today, 19% of JFK-8's passengers are confirmed with automated solutions like Global Entry and APC.
- **Booth hours decreased by 4%.** JFK-8 booth hours have decreased 4% from 220 last year to 211 this year. The decrease in booth hours has led to an increase in wait time, despite improvement in cycle time.
- **Cycle time nearly 6 seconds faster.** Cycle time is 7% (5.9 seconds) faster than last year, allowing for an additional 2.8 passengers to be processed per hour, per booth. Although there was a 5.9 seconds improvement this year, cycle time will further improve as APC transactions increase.
- **Wait times increased 16%.** Wait time at JFK-8 is 3.8 minutes longer compared to last year. Wait times at JFK-8 are some of the highest in the country.

### Traveler Volume ... recent upward trend



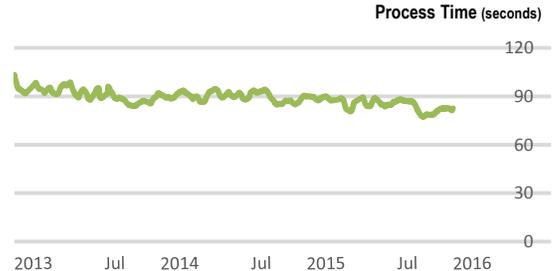
### Booth hours ... 4% fewer booths than last year



### 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. 19% 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.

<b>5%</b>	<b>GE Traveler %</b>	The % of travelers pre-processed by each automated method is shown in the assessment rectangle. Rectangles are shaded green, yellow, or red based on the potential % for each method.
<b>14%</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

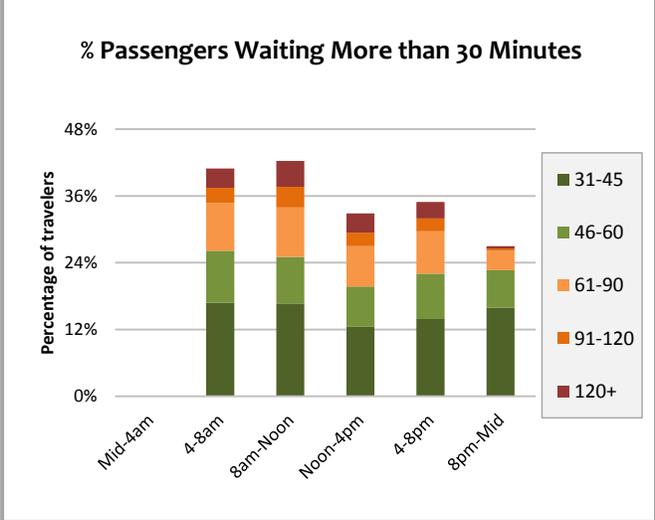
Legend

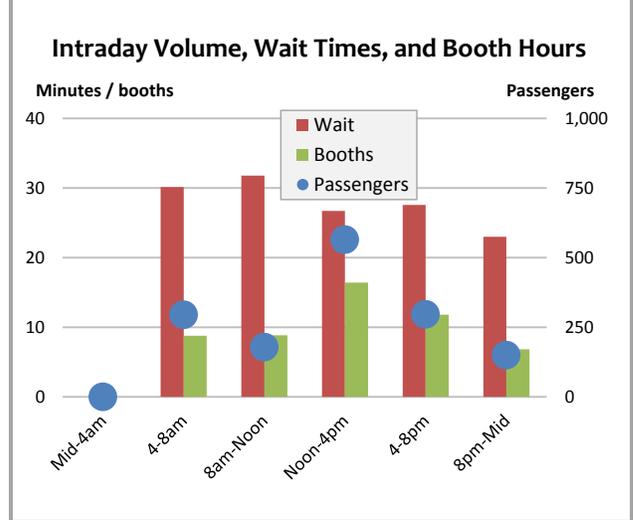
	Fully Implemented		Partially Implemented / Not Available		Not Implemented
--	-------------------	--	---------------------------------------	--	-----------------

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 rectangle" 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 8 passengers wait more than 1 hour, approximately 35% of passengers wait more than 30 minutes. Between the hours of 8am to Noon, 42% of passengers wait more than 30 minutes.



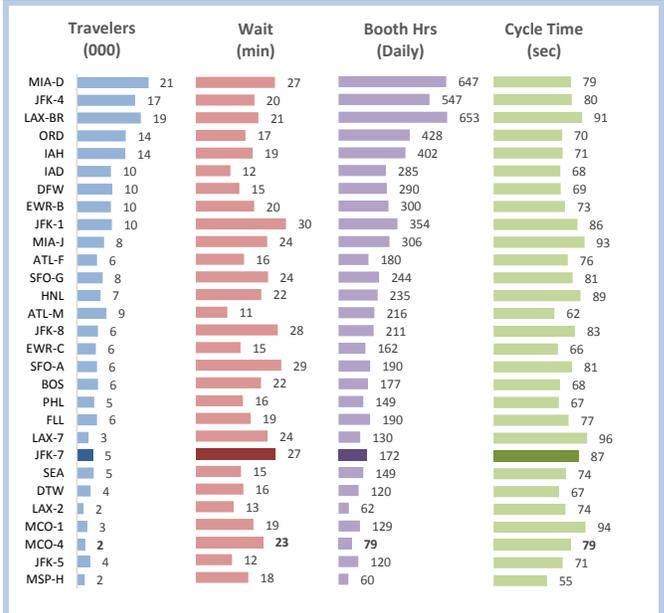
**Waits are longer during off peak hours**  
 JFK-8 is busiest between Noon-4pm (more than 560 passengers arrive per hour) and waits are 27 minutes during this time. Wait times during non-peak hours are longer and could be improved by opening more booths, especially between 4am and Noon.



### Key Metrics

	YTD 2015	YTD 2014	Change	% Change
<b>Volume</b>				
Average Daily Travelers	4,773	4,475	298	7%
Global Entry, APC, & MPC	4%	3%	1%	33%
Non-Automated	96%	97%	-1%	-1%
United States Citizens	27.6%	28.7%	-1.2%	-4%
Non-immigrants	66.8%	65.0%	+1.8%	3%
Legal Permanent Residents	5.6%	6.2%	-0.6%	-10%
Average Daily Flights (#)	20	20	-1	-3%
<b>Wait Time</b>				
Average Primary Wait (m)	26.9	21.6	5.3	24%
% Travelers < 60 minutes	91%	97%	-6%	-6%
% Travelers > 120 mins	0.52%	0.24%	+0.3%	117%
<b>Primary Booth Hours</b>				
Average Daily Booth Hours	172	171	2	1%
<b>Efficiency</b>				
Average Cycle Time (s)	87.2	89.3	-2.1	-2%
Max Hourly Throughput / booth	41.3	40.3	1.0	2%
Average Utilization	67%	65%	2%	3%

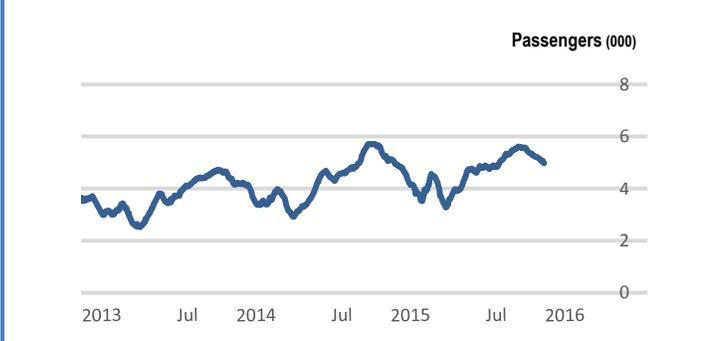
### Compared to other major airports ...



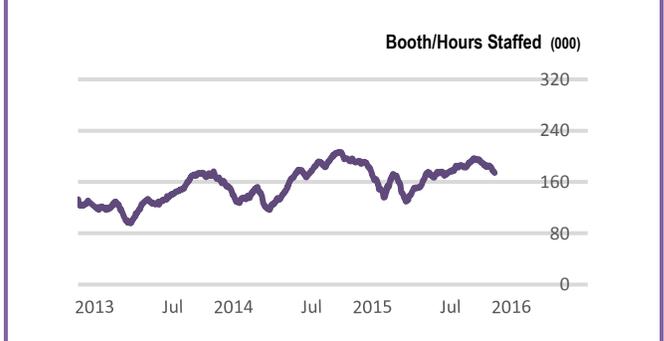
### More booths needed to offset increased traveler volume

- **Travel is up at JFK-7.** Traveler volume at JFK-7 (year to date) has increased 7% 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 1% (171 hours last year to 172 hours this year), but have not kept up with traveler volume (up 8%), as shown by 24% longer waits.
- **Faster processing.** Average cycle time and max throughput have improved by 2.1 second (2%) since last year. The increase in nonimmigrant share (66.8% this year) may prevent improvements in cycle time until APC is introduced.
- **Wait times increased by 24%.** Increased average daily travelers and suboptimal staffing to traffic have led to an increase in wait time. The average wait time increased by 24%, from 21.6 minutes last year to 26.9 minutes this year. The percentage of travelers waiting less than 60 minutes decreased to 91%.

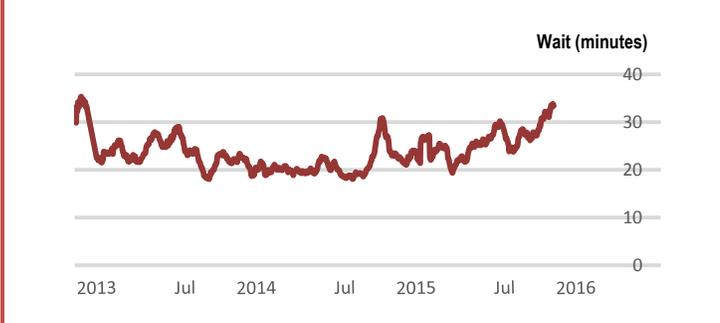
### Traveler Volume ... steady upward trend



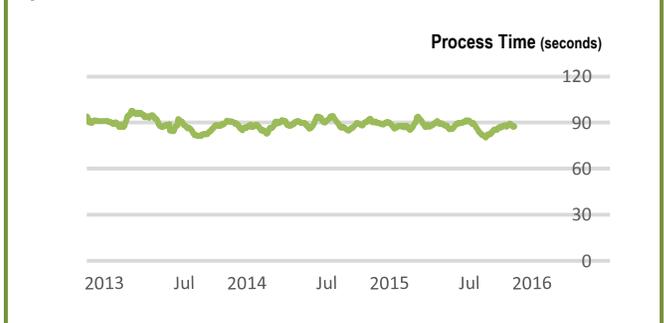
### Booth Hours ... 1% more booths than last year



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

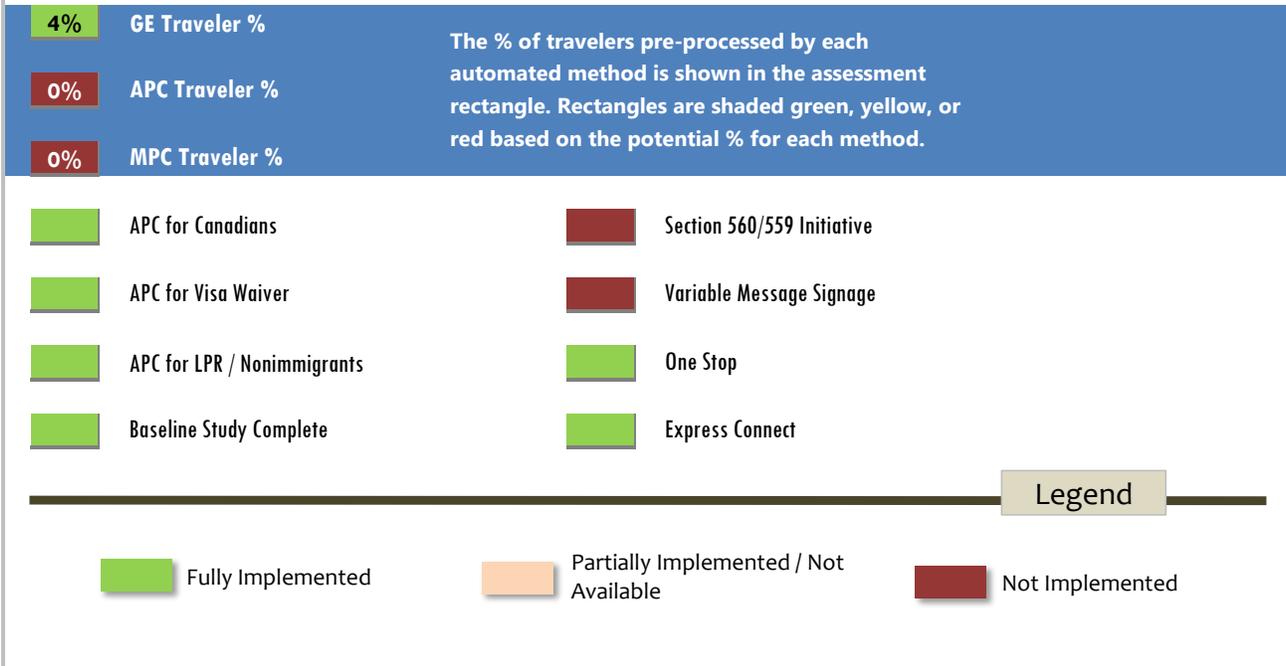


### Cycle Time ... holding steady



## Best Practice Inventory

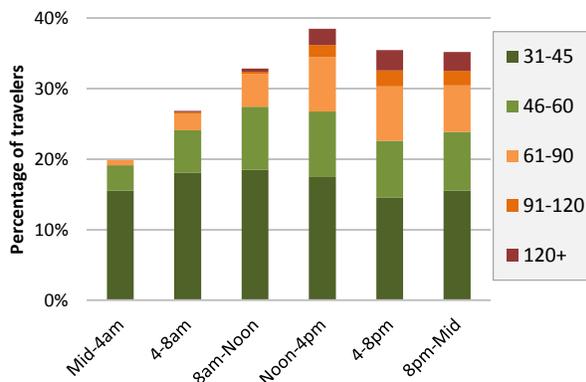
**JFK Best Practice Assessment:** JFK-7 has yet to implement some of the available best practices. 4% of travelers use GE, and APC has not yet been implemented. These practices need to be applied to reduce cycle times, as seen at other terminals across the country.



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 rectangle" 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.

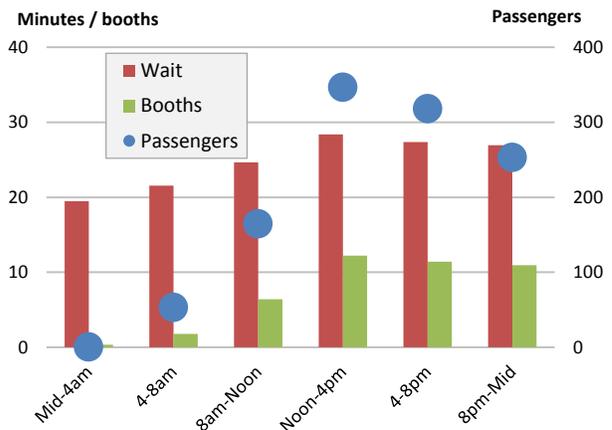
**35% of passengers wait more than 30 minutes**  
 Year to date, approximately 11% JFK of Terminal 7 passengers wait more than 1 hour. Between the hours of Noon to 4pm, 38% of passengers wait more than 30 minutes.

**% Passengers Waiting More than 30 Minutes**



**JFK-7 has higher waits during off-peak periods**  
 Passenger volume is highest between Noon and 8pm (332 passengers/hour), but with 12 booths open during this time, wait times are not much higher than average waits. Wait times can be improved in off-peak hours (4am-Noon) by opening a couple extra booths.

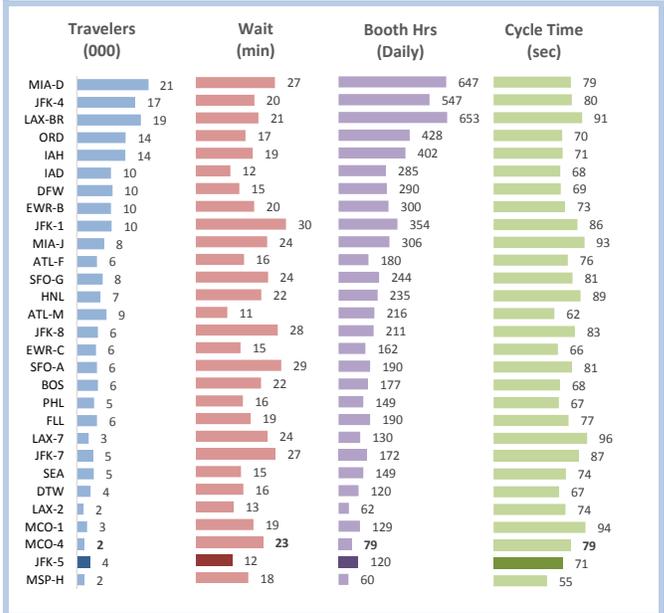
**Intraday Volume, Wait Times, and Booth Hours**



### Key Metrics

	YTD 2015	YTD 2014	Change	% Change
<b>Volume</b>				
Average Daily Travelers	3,934	0	3,934	0%
Global Entry, APC, & MPC	50%	0%	50%	0%
Non-Automated	50%	0%	50%	0%
United States Citizens	69.3%	0.0%	69.3%	0%
Non-immigrants	17.7%	0.0%	17.7%	0%
Legal Permanent Residents	13.0%	0.0%	13.0%	0%
Average Daily Flights (#)	26	0	26	0%
<b>Wait Time</b>				
Average Primary Wait (m)	12.2	0	12.2	0%
% Travelers < 60 minutes	98%	0%	98%	0%
% Travelers > 120 mins	0.06%	0.00%	0.1%	0%
<b>Primary Booth Hours</b>				
Average Daily Booth Hours	120	0	120	0%
<b>Efficiency</b>				
Average Cycle Time (s)	70.8	0.0	70.8	0%
Max Hourly Throughput / booth	50.9	0.0	50.9	0%
Average Utilization	65%	0%	65%	0%

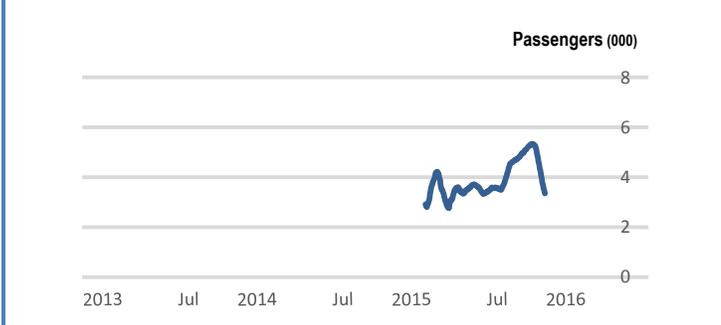
### Compared to other major airports ...



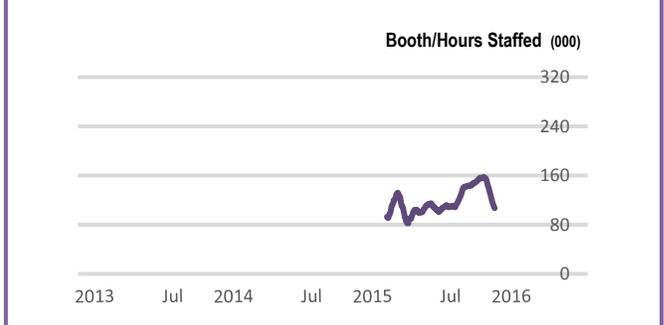
### Automated processing shortens wait times

- **3,934 average daily travelers.** Traveler volume at JFK-5 (year to date) is 3,934. Today, 50% of JFK-5's passengers are confirmed with Global Entry and APC.
- **120 booth hours per day.** JFK-5 staffs an average of 120 booth hours daily to process travelers.
- **Efficient processing.** The average JFK-5 cycle time is 70.8 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 (12.2 minutes).

### Traveler Volume ... increasing throughout the year



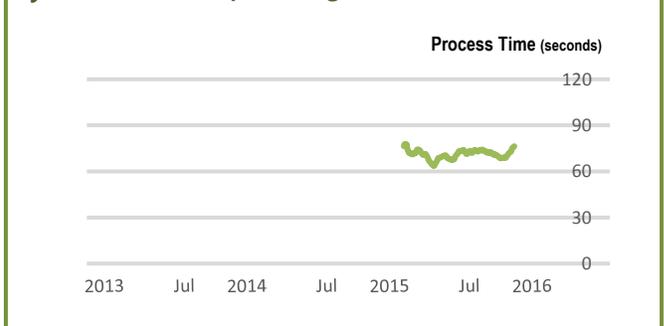
### Booth Hours ... increasing throughout the year



### Wait Time ... short waits, but increasing

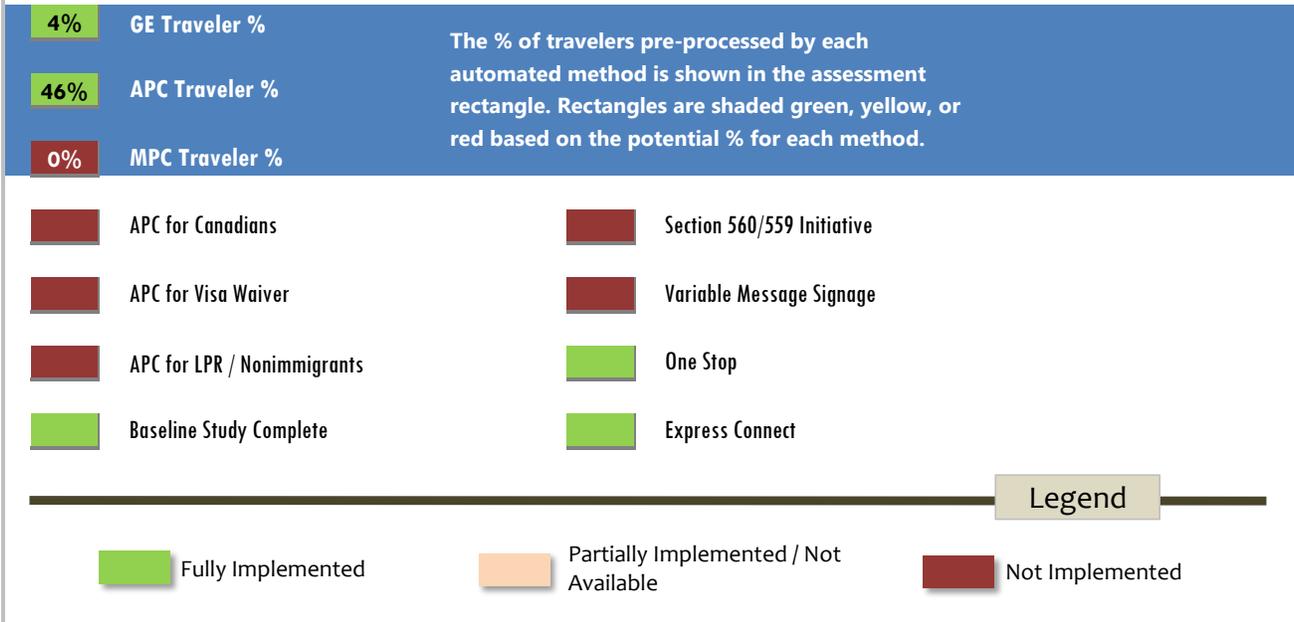


### Cycle Time ... fast processing



### Best Practice Inventory

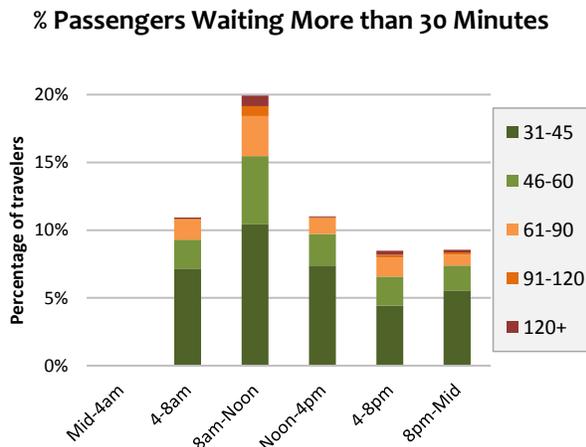
**JFK Best Practice Assessment:** JFK-5 has implemented many of the available best practices. Most notably, 50% of travelers use GE, and APC. APC is available at JFK Terminal 5 not only to US Citizens, but also Canadians, Visa Waiver country travelers, and Lawful Permanent Residents.



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 rectangle" 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.

#### 10% of passengers wait more than 30 minutes

While very few JFK Terminal 5 passengers wait more than 1 hour (about 2%), approximately 10% of passengers wait more than 30 minutes. Between the hours of 8am to Noon, 20% of passengers wait more than 30 minutes.



#### Waits exceed the average during off-peak

Passenger volume is highest between 4pm and 8pm (382 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.

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

