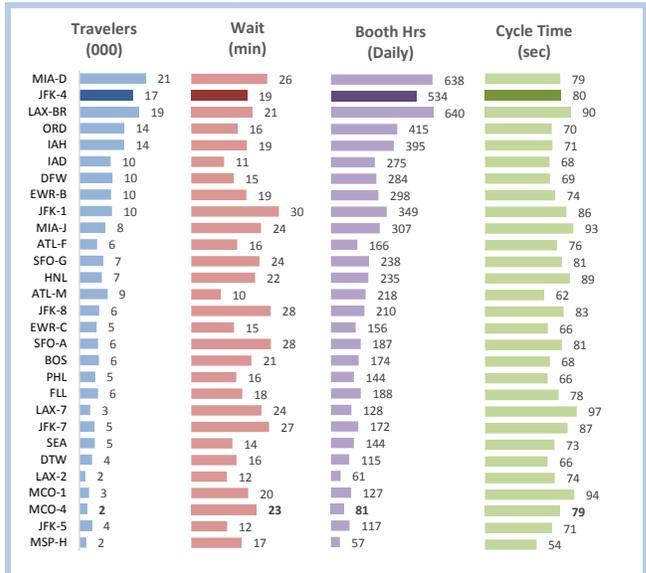


Key Metrics

Volume	YTD 2015	YTD 2014	Change	% Change
Average Daily Travelers	16,715	18,456	-1,741	-9%
Global Entry, APC, & MPC	43%	42%	1%	2%
Non-Automated	57%	58%	-1%	-2%
United States Citizens	44.3%	47.9%	-3.6%	-8%
Non-immigrants	48.2%	42.8%	+5.4%	13%
Legal Permanent Residents	7.5%	9.3%	-1.8%	-19%
Average Daily Flights (#)	76	99	-22	-22%
Wait Time				
Average Primary Wait (m)	19.4	19.6	-0.3	-1%
% Travelers < 60 minutes	95%	95%	-1%	-1%
% Travelers > 120 mins	0.44%	0.37%	+0.07%	20%
Primary Booth Hours				
Average Daily Booth Hours	534	659	-124	-19%
Efficiency				
Average Cycle Time (s)	80.3	83.4	-3.1	-4%
Max Hourly Throughput / booth	44.8	43.2	1.7	4%
Average Utilization	70%	65%	5%	8%

Compared to other major airports ...



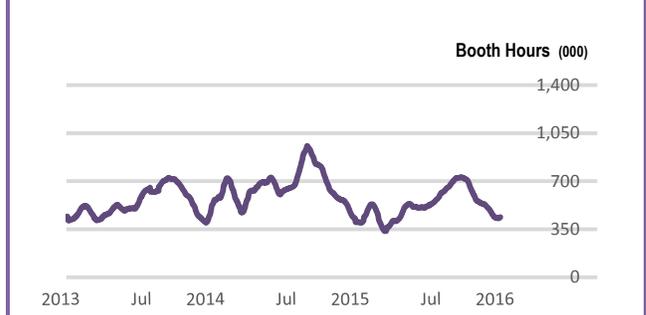
Increased efficiency decreases average wait time

- Travel is down significantly at JFK (Terminal 4).** Traveler volume decreased 9% 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 19% compared to a year ago, from 659 hours to 534 hours.
- Slightly decreased waits.** Year to date, average wait is down from 19.6 minutes last year to 19.4 minutes this year. 95% of passengers are being processed in under 60 minutes.
- Cycle time is 3.1 seconds faster.** Global Entry and APC have combined to reduce the average cycle time. The faster cycle time allows for nearly 2 additional passengers to be processed per booth, per hour.

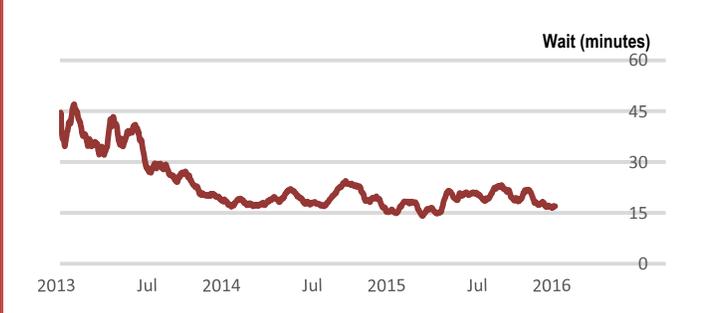
Traveler Volume ... down compared to last year



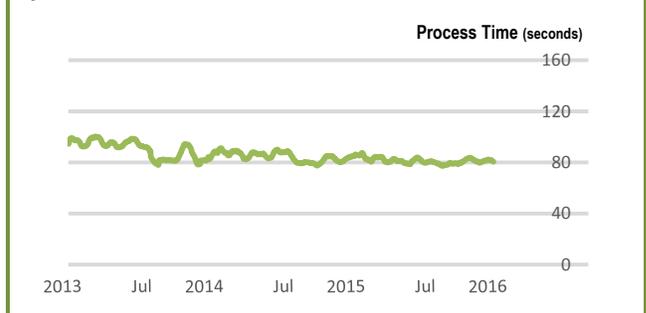
Booth Hours ... 19% fewer booths hours than last year



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.

5%	GE Traveler %	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.
38%	APC Traveler %	
0%	MPC Traveler %	

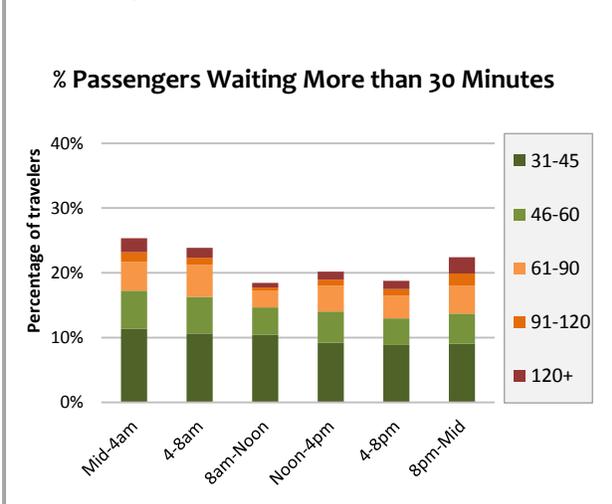
	APC for Canadians		Section 560/559 Initiative
	APC for Visa Waiver		Variable Message Signage
	APC for LPR / Nonimmigrants		One Stop
	Baseline Study Complete		Express Connect

Legend

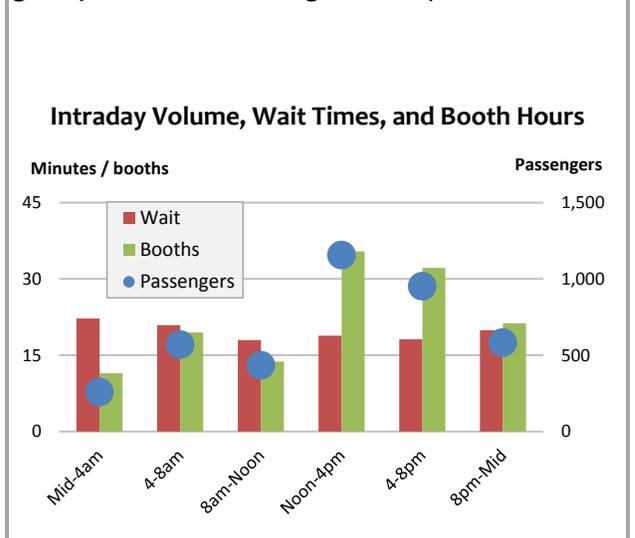
	Fully Implemented		Partially Implemented / Not Available		Not Implemented
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Many innovative practices, technologies, and programs are available to make international air passenger processing more efficient and reduce congestion at airports. If all practices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

21% of passengers wait more than 30 minutes
 Year to date, approximately 7% of JFK Terminal 4 passengers wait more than 1 hour, approximately 21% of passengers wait more than 30 minutes. Between the hours of Midnight to 4am, 25% of passengers wait more than 30 minutes.



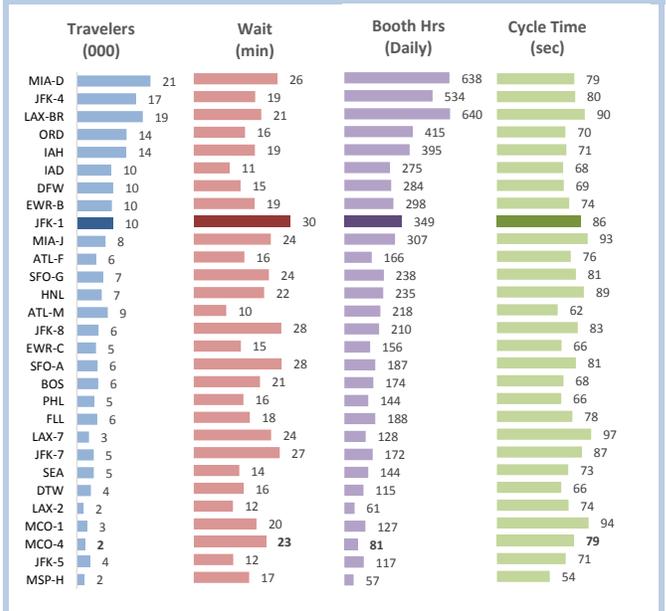
JFK-4 matches booth hours well to traffic
 Average wait is fairly consistent throughout the day. Waits are the highest from Midnight to 4am during the lower volume period. An extra booth or two could greatly reduce waits during this time period.



Key Metrics

	YTD 2015	YTD 2014	Change	% Change
Volume				
Average Daily Travelers	10,173	9,028	1,145	13%
Global Entry, APC, & MPC	31%	21%	10%	48%
Non-Automated	69%	79%	-10%	-13%
United States Citizens	32.7%	32.9%	-0.2%	-1%
Non-immigrants	60.0%	59.1%	+0.8%	1%
Legal Permanent Residents	7.3%	8.0%	-0.6%	-8%
Average Daily Flights (#)	41	38	3	8%
Wait Time				
Average Primary Wait (m)	30.4	28.6	1.8	6%
% Travelers < 60 minutes	87%	89%	-2%	-3%
% Travelers > 120 mins	2.21%	0.70%	+1.51%	216%
Primary Booth Hours				
Average Daily Booth Hours	349	329	20	6%
Efficiency				
Average Cycle Time (s)	85.9	87.9	-1.9	-2%
Max Hourly Throughput / booth	41.9	41.0	0.9	2%
Average Utilization	70%	67%	3%	4%

Compared to other major airports ...



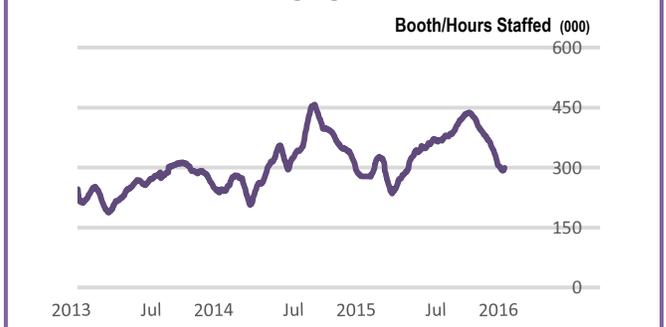
Increased booth hours can't offset increased traveler volume

- **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%). Additional booths may be required during peak and non-peak hours.
- **Wait times increased 6%.** Year to date, average wait is up from 28.6 minutes to 30.4 minutes. Terminal 1 has the longest average wait time in the country, especially during peak hours. The increase is likely due to not matching booth hours (+6%) to travel volume (+13%).
- **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.

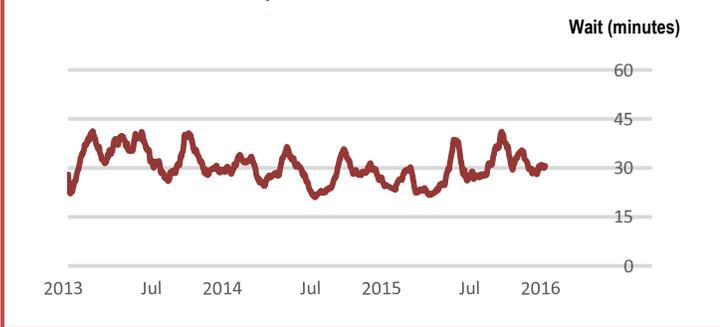
Traveler Volume ... continued strong growth



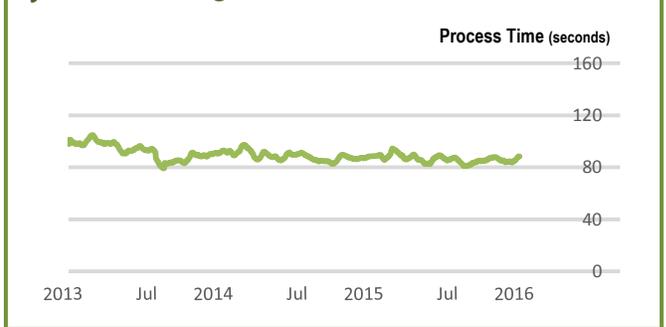
Booth Hours ... trending higher



Wait Time ... recent upward trend

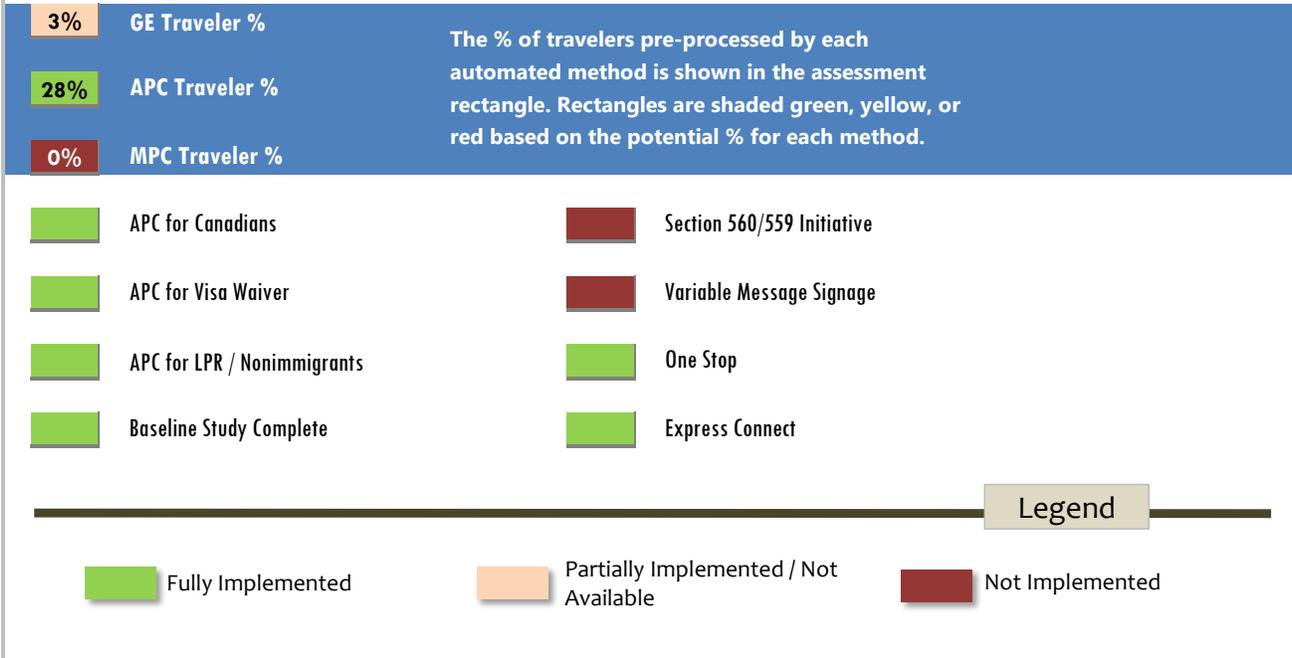


Cycle Time ... slight downward trend



Best Practice Inventory

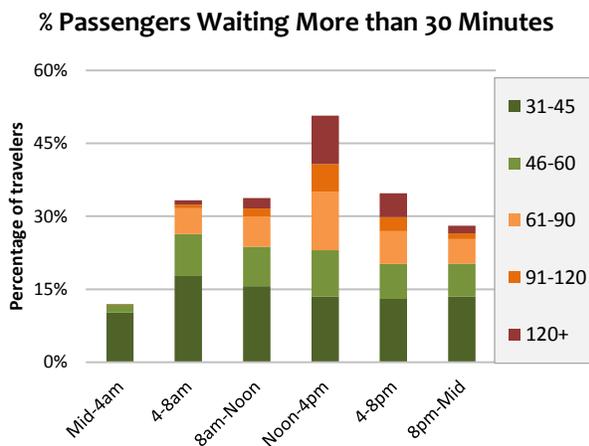
JFK Terminal 1 Best Practice Assessment: JFK Terminal 1 has implemented many of the available best practices. Most notably, 31% of JFK-1's passengers are now processed by Global Entry and APC, up from 21% last year. APC is available at JFK Terminal 1 not only to US Citizens, but also Canadians, Visa Waiver country travelers, and Lawful Permanent Residents.



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.

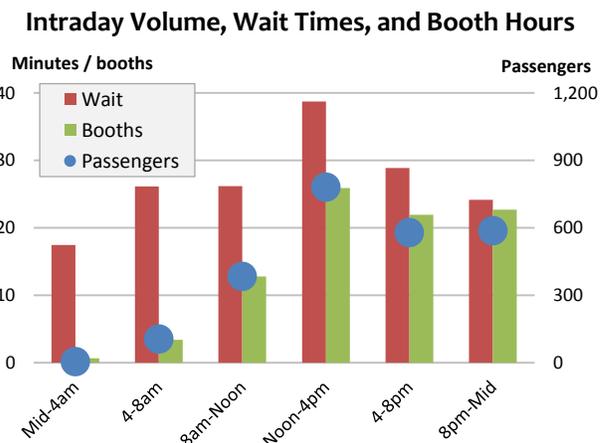
38% of passengers wait more than 30 minutes

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, 51% of passengers wait more than 30 minutes.



Waits are the highest during peak hours

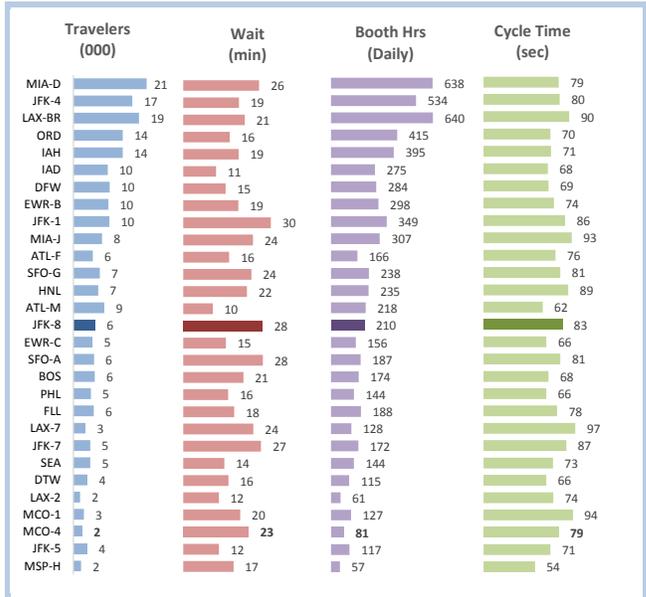
780 passengers (on average) arrive every hour between Noon and 4pm. By opening only 26 booths during this time period, the average wait is 39 minutes. Opening additional booths may be required from 4am to Noon to reduce average waits leading into peak hours.



Key Metrics

	YTD 2015	YTD 2014	Change	% Change
Volume				
Average Daily Travelers	6,148	5,957	191	3%
Global Entry, APC, & MPC	21%	3%	18%	600%
Non-Automated	79%	97%	-18%	-19%
United States Citizens	35.6%	33.9%	+1.7%	5%
Non-immigrants	59.2%	60.6%	-1.4%	-2%
Legal Permanent Residents	5.2%	5.5%	-0.3%	-6%
Average Daily Flights (#)	29	30	-1	-4%
Wait Time				
Average Primary Wait (m)	27.6	24.6	3.0	12%
% Travelers < 60 minutes	90%	94%	-4%	-4%
% Travelers > 120 mins	0.78%	0.31%	+0.47%	149%
Primary Booth Hours				
Average Daily Booth Hours	210	215	-6	-3%
Efficiency				
Average Cycle Time (s)	83.1	89.1	-6.0	-7%
Max Hourly Throughput / booth	43.3	40.4	2.9	7%
Average Utilization	68%	69%	-1%	-1%

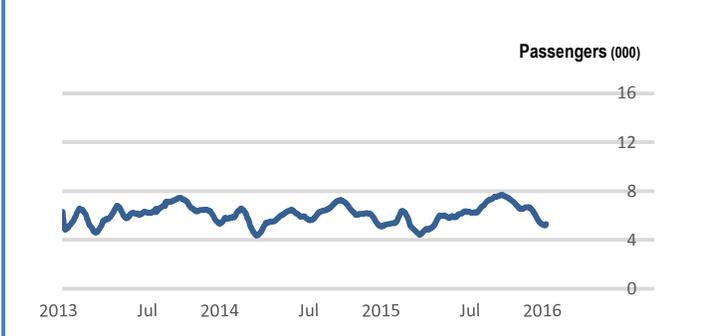
Compared to other major airports ...



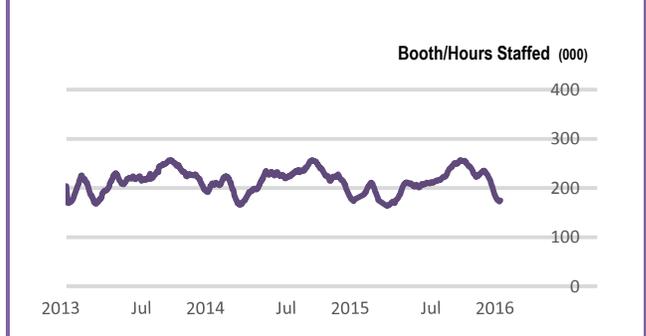
Long off-peak waits results in increased wait times

- Travel increased slightly.** Traveler volume (year to date) has increased 3% compared to last year. Today, 21% of JFK-8's passengers are confirmed with automated solutions like Global Entry and APC.
- Booth hours decreased by 3%.** JFK-8 booth hours have decreased 3% from 215 last year to 210 this year. The decrease in booth hours has contributed to an increase in wait time, despite improvement in cycle time.
- Cycle time 6 seconds faster.** Cycle time is 7% (6 seconds) faster than last year, allowing for an additional 2.9 passengers to be processed per hour, per booth. Although there was a 6 seconds improvement this year, cycle time will further improve as APC transactions increase.
- Wait times increased 12%.** Wait time at JFK-8 is 3 minutes longer compared to last year. Wait time at JFK-8 is the 2nd highest in the country. Despite such significant in cycle time, JFK-8 needs to better match booths to arrivals to reduce waits.

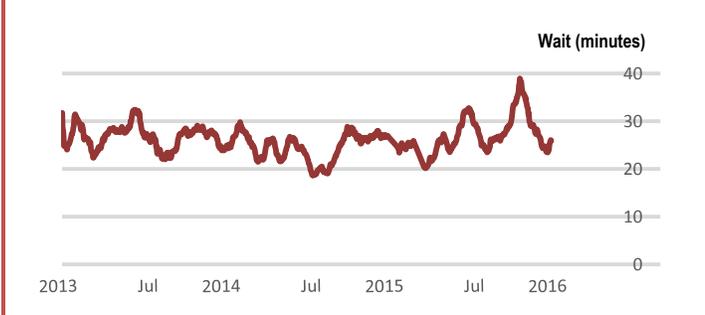
Traveler Volume ... recent upward trend



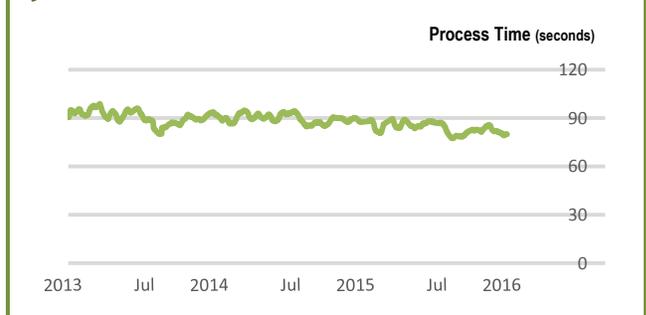
Booth hours ... 3% fewer booths than last year



Wait Time ... recent upward trend

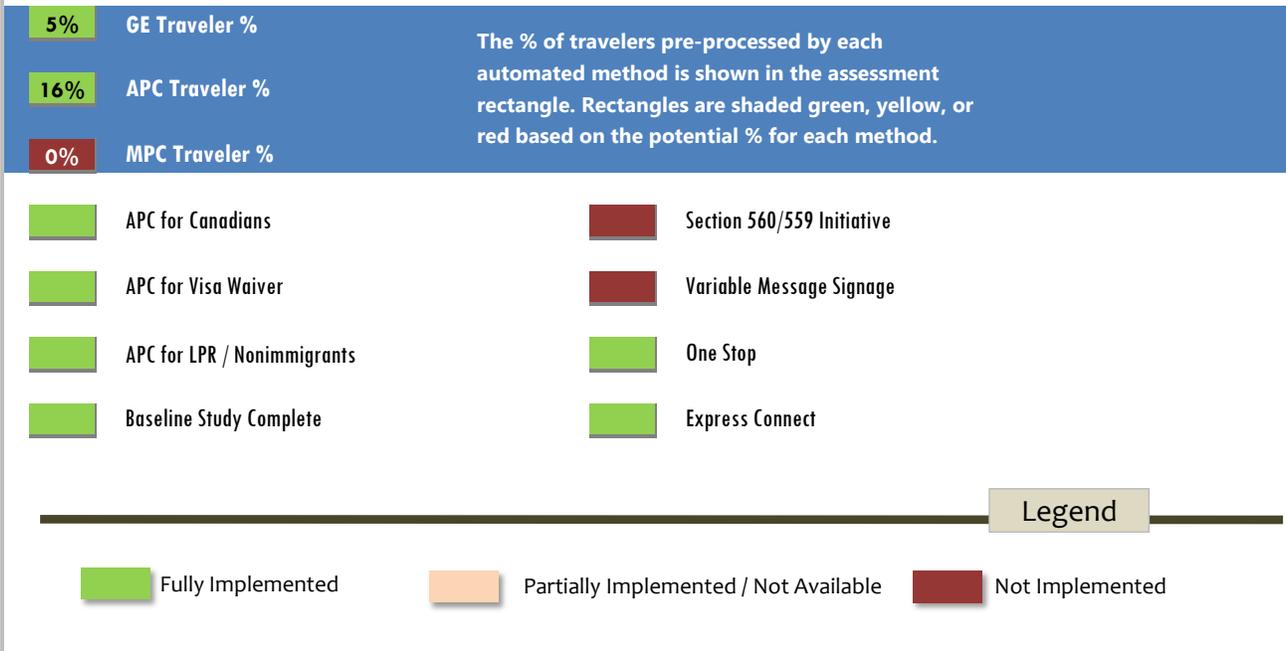


Cycle Time ... recent improvement



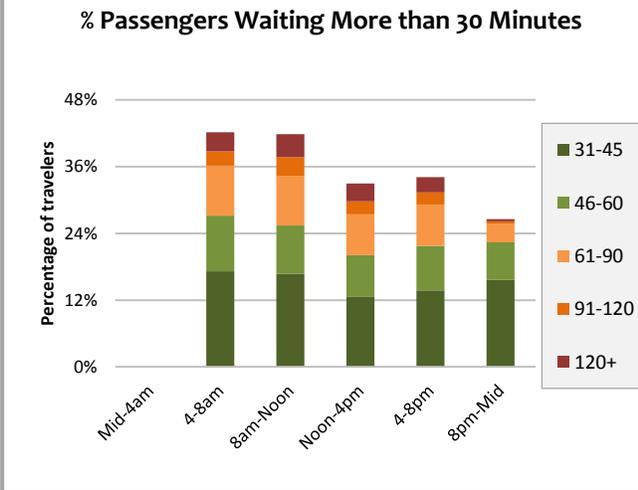
Best Practice Inventory

JFK Best Practice Assessment: JFK-8 has implemented many of the available best practices. 21% 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.

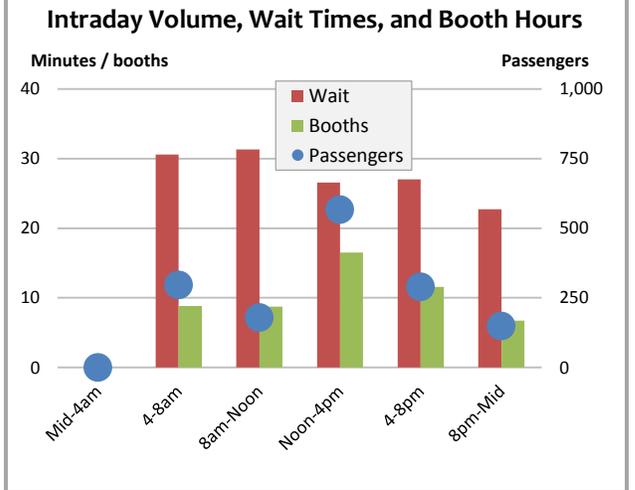


Many innovative practices, technologies, and programs are available to make international air passenger processing more efficient and reduce congestion at airports. If all practices are implemented, an airport may reduce wait times as much as 50 percent compared to not implementing any best practices. A Green "assessment 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. During multiple time periods, 42% of passengers wait more than 30 minutes



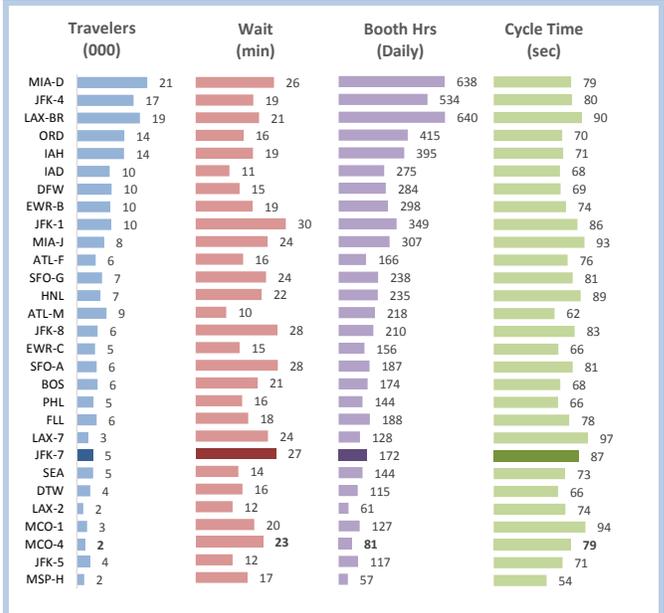
Waits are longer during off peak hours
 JFK-8 is busiest between Noon-4pm (more than 560 passengers arrive per hour) and waits are 27 minutes during this time. Wait times during non-peak hours are longer and could be improved by opening more booths, especially between 4am and Noon.



Key Metrics

	YTD 2015	YTD 2014	Change	% Change
Volume				
Average Daily Travelers	4,751	4,454	297	7%
Global Entry, APC, & MPC	4%	3%	1%	33%
Non-Automated	96%	97%	-1%	-1%
United States Citizens				
Non-immigrants	27.3%	27.9%	-0.6%	-2%
Legal Permanent Residents	67.2%	66.1%	+1.1%	2%
Average Daily Flights (#)				
	20	20	0	-2%
Wait Time				
Average Primary Wait (m)	27.1	21.8	5.3	24%
% Travelers < 60 minutes	91%	96%	-5%	-6%
% Travelers > 120 mins	0.54%	0.24%	+0.3%	124%
Primary Booth Hours				
Average Daily Booth Hours	172	171	1	0%
Efficiency				
Average Cycle Time (s)	87.1	89.2	-2.1	-2%
Max Hourly Throughput / booth	41.3	40.4	0.9	2%
Average Utilization	67%	65%	2%	4%

Compared to other major airports ...



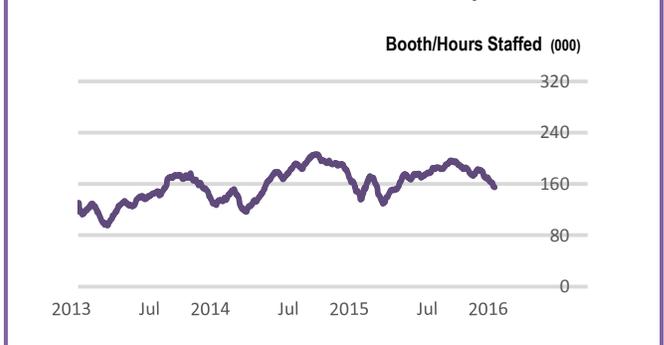
More booths needed to offset increased traveler volume

- 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 has yet to introduce APC.
- Booth hours unchanged.** Booth hours are unchanged compared to last year (171 booth hours). More booths or faster processing are needed to keep up with traveler volume (up 7%), as shown by 24% longer waits.
- Faster processing.** Average cycle time and max throughput have improved by 2.1 seconds (2%) since last year. The increase in nonimmigrant share (67.2% 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 21.8 minutes last year to 27.1 minutes this year. The percentage of travelers waiting less than 60 minutes decreased to 91% from 96%.

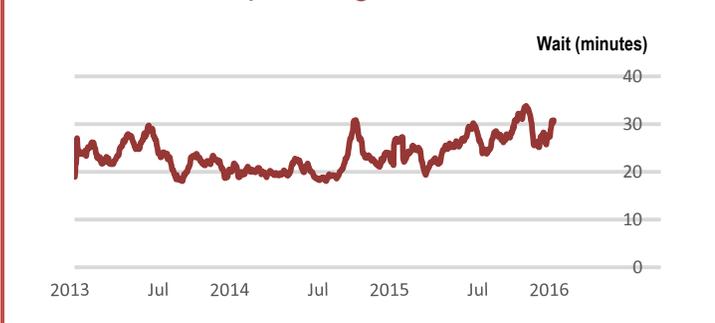
Traveler Volume ... steady upward trend



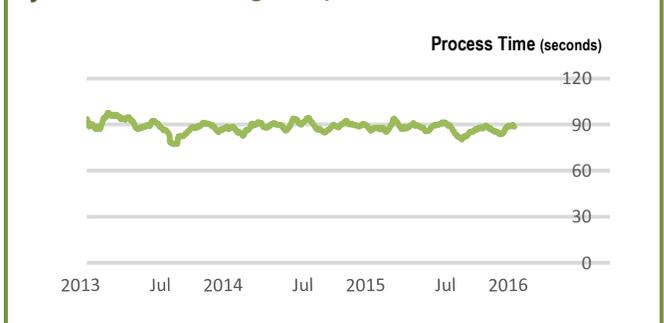
Booth Hours ... same booth hours as last year



Wait Time ... steadily increasing since late 2014

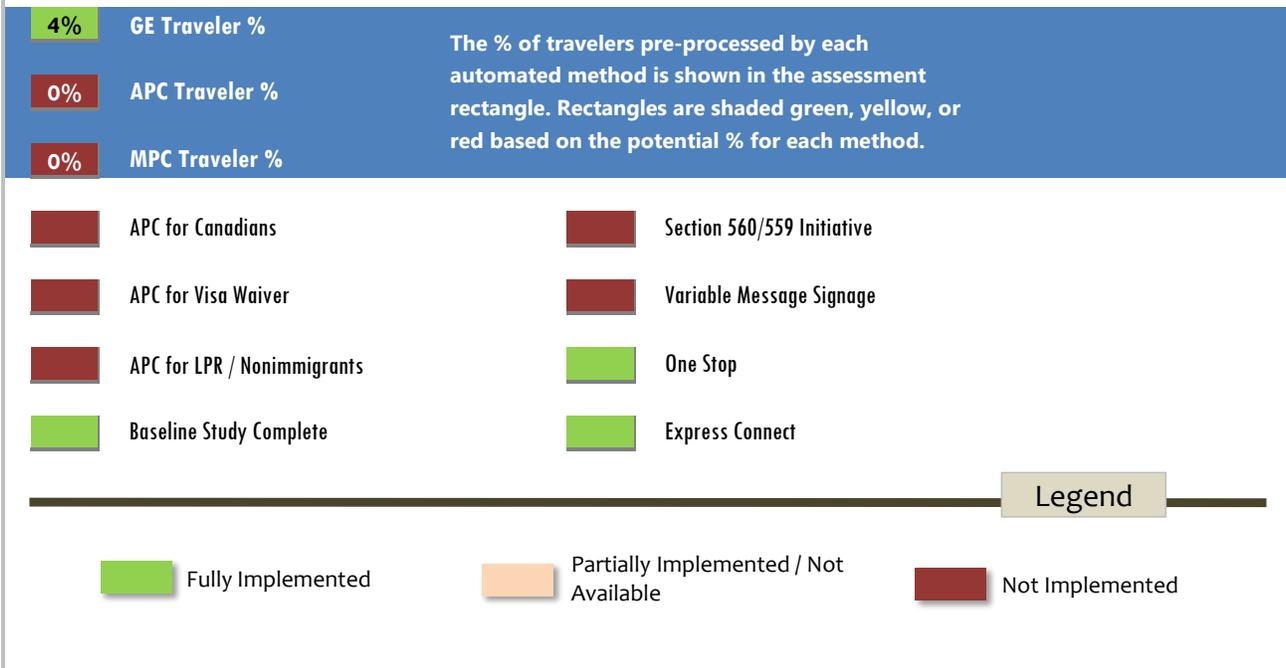


Cycle Time ... holding steady



Best Practice Inventory

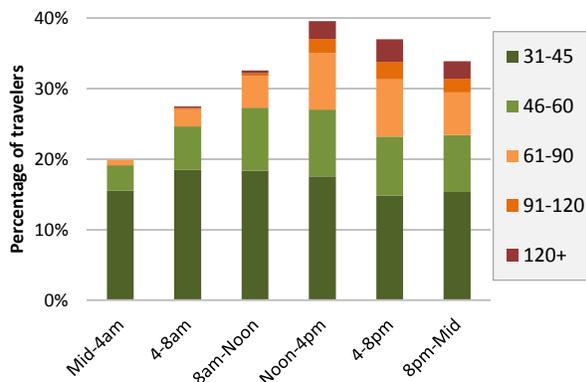
JFK Best Practice Assessment: JFK-7 has yet to implement some of the available best practices. 4% of travelers use GE, and APC has not yet been implemented. These practices need to be applied to reduce cycle times, as seen at other terminals across the country.



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.

36% 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, 40% of passengers wait more than 30 minutes.

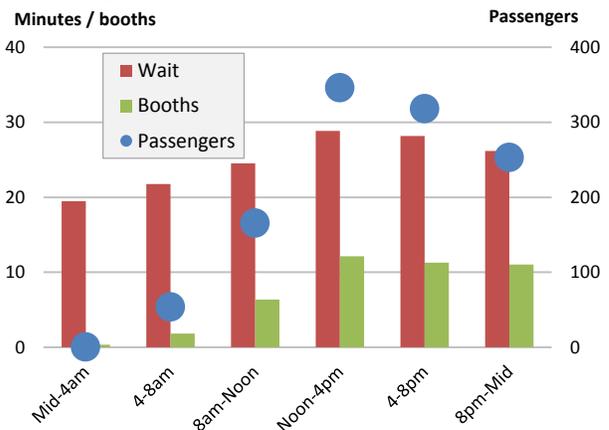
% Passengers Waiting More than 30 Minutes



JFK-7 has longest waits during peak hours

Passenger volume is highest between Noon and 8pm (332 passengers/hour). By opening only 12 booths, wait times are higher than average during this period. Wait times during non-peak hours (4am-Noon) can be improved by opening a couple extra booths.

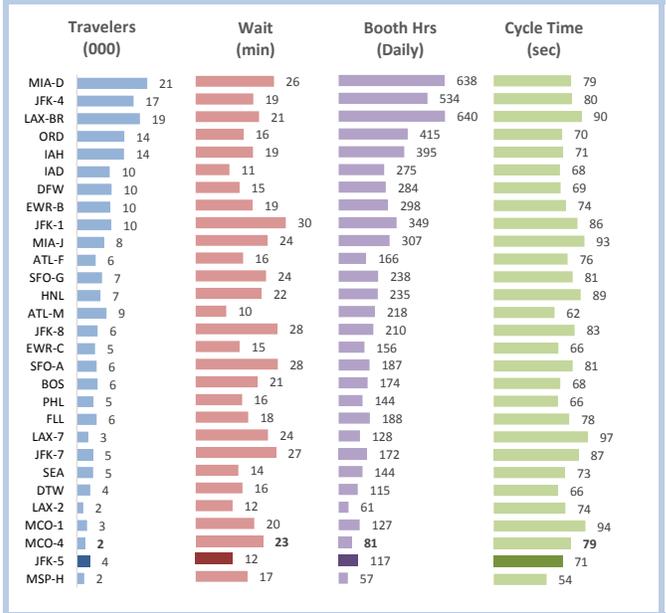
Intraday Volume, Wait Times, and Booth Hours



Key Metrics

	YTD 2015	YTD 2014	Change	% Change
Volume				
Average Daily Travelers	3,854	2,688	1,166	43%
Global Entry, APC, & MPC	50%	2%	48%	2400%
Non-Automated	50%	98%	-48%	-49%
United States Citizens	68.7%	69.1%	-0.3%	0%
Non-immigrants	18.4%	20.4%	-1.9%	-10%
Legal Permanent Residents	12.8%	10.6%	2.3%	21%
Average Daily Flights (#)	26	24	1	6%
Wait Time				
Average Primary Wait (m)	12.4	10	2.7	27%
% Travelers < 60 minutes	98%	99%	-1%	-1%
% Travelers > 120 mins	0.05%	0.02%	0.0%	151%
Primary Booth Hours				
Average Daily Booth Hours	117	86	31	36%
Efficiency				
Average Cycle Time (s)	70.5	72.6	-2.0	-3%
Max Hourly Throughput / booth	51.0	49.6	1.4	3%
Average Utilization	65%	63%	2%	3%

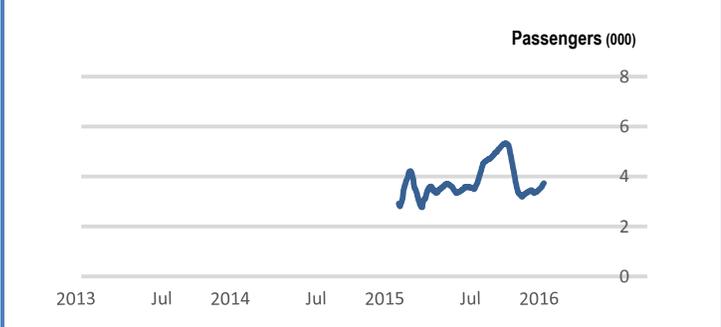
Compared to other major airports ...



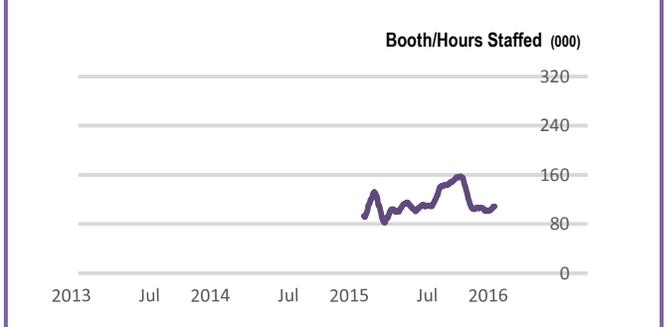
Need more booths to offset increased traveler volume

- Travel is up at JFK-5.** Traveler volume at JFK-5 has increased 43% compared to last year (JFK terminal 5 operated on 11/5/2014). Today, 50% of JFK-5's passengers are confirmed with Global Entry and APC, up from 2% last year.
- Booth hours significantly increased.** Booth hours increased by 36% compared to a year ago from 86 booth hours to 117 booth hours, but have not kept pace with traveler volume (up 43%).
- Efficient processing.** The average JFK-5 cycle time is 2 seconds faster (51 passengers per hour, per booth, with an average utilization per booth of 65%). This makes JFK-5 the most efficient of JFK's terminals.
- Wait times have increased compared to last year.** JFK-5 wait times increased from 10 minutes last year to 12 minutes this year, a 27% increase.

Traveler Volume ... increasing throughout the year



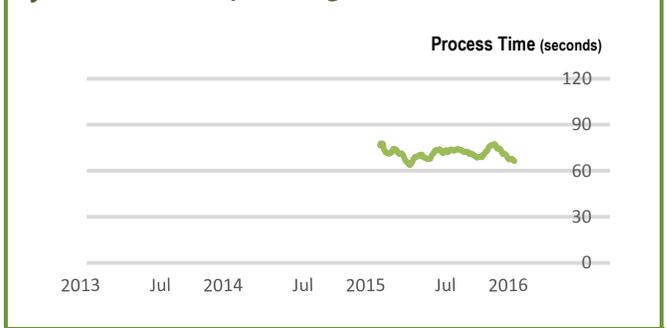
Booth Hours ... increasing throughout the year



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.

4%	GE Traveler %	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.
46%	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

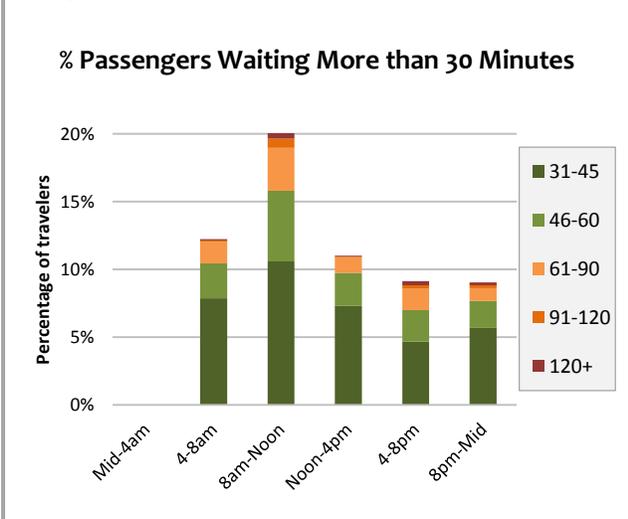
Legend

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 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.

11% of passengers wait more than 30 minutes

While very few JFK Terminal 5 passengers wait more than 1 hour (about 2%), approximately 11% 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 (378 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.

