



# Case Study



## Client Profile

The TSA is a component of the Department of Homeland Security and is responsible for security of the nation's transportation systems. With state, local and regional partners, the TSA oversees security for highways, railroads, buses, mass transit systems, ports, and 450 U.S. airports. Some airports, including San Francisco International Airport and Sioux Falls Regional Airport, utilizes private security under contract with TSA for screening of baggage and passengers. As of March 2007, the TSA employs around 43,000 transportation security officers (down from a high of nearly 60,000 in 2003), commonly referred to as "TSOs", formerly referred to as screeners.

## Executive Summary

The Secretary of the Department of Homeland Security (DHS) has directed the Border and Transportation Security (BTS) Directorates to field a solution for collecting biographic and biometric information for non-immigrant visa holders entering and departing at U.S. airports/seaports with International departure as part of the United States Visitor and Immigration Status Indicator Technology (US-VISIT) program. The objective of the US-VISIT Exit program is to ensure that the visitors to the U.S. properly depart the country in compliance with their immigration admission status. In order to accomplish this objective, the US-VISIT Exit program has been established nationally at all airport/seaport locations with international departures. Working and coordinating with TSA, port authorities, airlines and CBP, the US-VISIT-Exit program will deploy self-service touch screen workstations in sixty-six major U.S. airports and twelve major seaports with international departures for the non-immigrant visa holders to report departure data from the U.S. by capturing their travel document biographical information and their two index fingerprints.

The scope of work that DYONYX performed on this project included development of enterprise architecture, organizational change management, operations, staffing, customer service to users of the US-VISIT Exit system, operations and maintenance support of 700 US-VISIT departure workstations, and data entry and collection operations at thirteen (13) U.S. airports and seaports with international departures where departure workstations are present. DYONYX developed proven methodologies that were vital elements of the program's success. We implemented a comprehensive strategy to incorporate the implementation of best practices including the monitoring of the daily flight boards; the verification of transactional uploads; execution of back-up export and transport of Data.

## Operations

DYONYX provided comprehensive program management oversight of the U.S. VISIT Exit program and manages the day-to-day operations. We organized, directed, and coordinated planning and execution of all project activities, and review the work of subordinates to ensure that the schedule, standards, and reporting responsibilities are satisfactorily achieved. Our Program Manager ensured that all work on this task complies with contract terms and conditions, and provides input for the monthly status and financial reports.

DYONYX workstation technicians provided preventive maintenance on auxiliary equipment directly associated with the workstations, which includes but is not limited to cleaning the fingerprint scanners, touch-screen monitors, and general maintenance of the workstations. We ensured installation of security certificates and software upgrades (Windows and US-VISIT custom software) in accordance with the documented procedures,



including security patches, and updates to anti-virus signature files. We were responsible for contacting the IT technical maintenance support contractor to report hardware or software problems or failures with the US-VISIT Exit workstation within five (5) minutes of the identification of the failure or problem.

#### Organizational Change Management

When fully implemented, DYONYX will provide approximately 650 bi-lingual and multi-lingual technical staff at approximately sixty-six major airports and seaports. Currently, we have fully implemented the program at thirteen major airports and employ 420 personnel in this activity. Our efforts have included defining the staffing requirements for each location through analysis, recruitment, and deployment. We conducted criminal records checks and credit checks on each applicant. The background check included local, state, and federal records. Each applicant had to meet the minimum requirement of no criminal record; and, demonstrate reliability through the credit report.

#### Airline Security

To aid in the process of airline security, DYONYX provided customer service support to assist non-immigrant visa holders with the use of the US-VISIT Departure Workstation. We answered US-VISIT related questions including visa requirements, the Exit process, and questions concerning the proper use of the workstation, provided preventive maintenance, reported technical problems, and enhanced the traveler experience in complying with the US-VISIT Exit departure requirements. We assisted non-immigrant visa holders with the proper use of the US-VISIT Exit system, including how to submit biographical and biometrical data using the embedded document reader (3M-IT Pax Reader) and fingerprint scanner (Cross Match Model 300 Verifier). We also provided information about the US-VISIT program, and answered general questions about the US-VISIT Exit process, when necessary. DYONYX workstation technicians also provided manual data entry support for travelers using the US-VISIT workstation, if the document reader could not read travel documents.

#### Vetting and Matching

DYONYX provided support for visitors' biometrics (digital fingerscans and photographs) which were checked against a database of known criminals and suspected terrorists. At selected locations, and when required by the government, DYONYX was responsible for exporting/transferring the biographic and biometric data securely stored locally on the exit workstation to an electronic media (e.g., CD-ROM). DYONYX would then transport the electronic media to the nearest location in the airport or seaport with data connectivity to upload the data to the DHS network for completion of the data transfer using a VPN solution.

Repeatable processes are absolutely essential to ensure quality and consistency across the program. Our team developed standard operating procedures that cover the entire program from recruitment to daily operations.

#### Significant Project Achievements

1. Development of standard operating procedures for every aspect of the program.
2. Development of a very effective recruiting and screening process to identify and pre-qualify candidates.
3. Implementation of the pilot sites in a very effective and efficient manner to assist DHS in the proof-of-concept effort.
4. Fielding a crew that understands the program, promotes the program, and believes in the program as a vital element of the security of the United States.
5. Establishment of relationships within TSA, port authorities, airlines and CBP to develop an effective program for DHS.



**DYONYX LP**, is a privately held information technology and management consulting firm dedicated to helping clients across the nation improve their productivity and security and reduce their cost and risk through a proven set of methodologies, extensive experience, deep skills and world class service at reasonable rates. For more information contact:

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