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15 Attorneys for Plaintiffs (continued on next page)

16 **UNITED STATES DISTRICT COURT**
17 **CENTRAL DISTRICT OF CALIFORNIA**
18 **EASTERN DIVISION – RIVERSIDE**

19 FAOUR ABDALLAH FRAIHAT, *et al.*,

20 Plaintiffs,

21 v.

22 U.S. IMMIGRATION AND CUSTOMS
23 ENFORCEMENT, *et al.*,

24 Defendants.

Case No.: 19-cv-01546-JGB(SHKx)

Corrected

**Declaration of Andrew Lorenzen-
Strait in Support of Motion for
Preliminary Injunction and Class
Certification**

Date: March 24, 2020

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*Admitted Pro Hac Vice

**Pro Hac Vice Application Forthcoming

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DECLARATION OF ANDREW LORENZEN-STRAIT

I, Andrew Lorenzen-Strait, hereby declare:

1. I am currently the Executive Director for Health and Wellness at Lutheran Social Services of the National Capital Area where I oversee migrant support services, including programming in behavioral health. Prior to that, from May 2019 to January 2020, I served as the Director of Children and Family Services at Lutheran Immigration and Refugee Services.
2. From 2008 to May 2019, I served in various roles at U.S. Immigration and Customs Enforcement (“ICE”). Most recently, I was the Deputy Assistant Director for Custody Programs in ICE, Office of Enforcement and Removal Operations (“ERO”). I served in this capacity for over six years, from April 2013 to May 2019, under both Democratic and Republican White House administrations. As Deputy Assistant Director, I oversaw health and welfare programs and services in immigration detention, including innovative programs to serve vulnerable populations. Among my relevant responsibilities included overseeing field level enforcement decisions in cases involving parents and primary caretakers, and monitoring compliance with ERO processes and standards. I also served in other capacities within ICE for over five years prior to that leadership position. Attached as Exhibit A is a copy of my curriculum vitae.
3. I submit this declaration to explain how ICE has exercised and still exercises discretion for purposes of releasing both individuals with serious medical conditions and individuals who are vulnerable to medical harm. Exercising prosecutorial discretion over detention was not only common, it was and continues to be an integral aspect of ICE’s enforcement practices.
4. During my time at ICE, the agency’s policy and practice was to limit the detention of noncitizens with special vulnerabilities.¹ This group includes individuals who are known to be suffering from serious physical or mental illness, who have disabilities, who are

¹ See, e.g., U.S. Immigration and Customs Enforcement, “Detention Reform,” (last updated July 24, 2018), <https://www.ice.gov/detention-reform#tab1> (referencing use of risk classification assessment tools that “require[] ICE officers to determine whether there is any special vulnerability that may impact custody and classification determinations”); ICE Enforcement and Removal Operations, “Directive 11071.1: Assessment and Accommodations for Detainees with Disabilities” (Dec. 15, 2016), at 9 (providing for release as an option for detainees with disabilities); Doris Meissner, “Exercising Prosecutorial Discretion,” Immigration and Naturalization Services (Nov. 17, 2000), at 11 (citing “aliens with a serious health concern” as a trigger for the favorable exercise of discretion); see also *Franco-Gonzalez v. Holder*, 767 F. Supp. 2d 1034, 1061 (C.D. Cal. 2010) (providing for release of individuals with severe mental illnesses unless government could show that ongoing detention is justified).

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elderly, pregnant, or nursing, who demonstrate that they are primary caretakers, who are LGBTI, or whose detention was not in the public interest.²

5. ICE exercises its release authority frequently for detainees with serious medical conditions. For instance, pregnant women never give birth in ICE custody because it is common for ICE to release them beforehand.
6. When I was at ICE, some of the medical conditions that constitute serious physical illness included any terminal illness, any condition that required imminent care to prevent deterioration, and any condition that precluded the individual from being housed, such as cancer requiring chemotherapy or leukemia.
7. In addition, under ICE policies, individuals who did not yet have a serious physical illness, but were *vulnerable* to medical harm were considered for release. When deciding whether to release medically-vulnerable detainees from custody, ICE's determinations considered whether they have any physical or mental condition would make them more susceptible to medical harm while in ICE custody. This could include individuals who were very old, toward the end of their life.
8. Under this rubric, ICE would have considered individuals at high risk of suffering complications and/or death if they were to contract a highly infectious and incurable disease such as COVID-19 to be detainees with special vulnerabilities, eligible for release from detention. When confronted with an infection disease, ICE would have consulted guidelines from the Center for Disease Control and other medical experts to identify individuals who are at high risk and should be considered for release.
9. Upon learning that a detainee had a special vulnerability, ICE was required to monitor the detainee's case and consider options as soon as practicable, including transfer to another detention facility with appropriate medical capabilities, or to an off-site treatment facility, or release where appropriate medical care was not available in custody.
10. ICE's policy and practice of releasing individuals with special vulnerabilities from immigration detention was authorized under a range of statutory and regulatory provisions, including INA §§ 212(d)(5), 235(b), 236, 241, and 8 C.F.R. §§ 1.1(q), 212.5, 235.3, 236.2(b).
11. Even individuals held under mandatory detention, pursuant to the Immigration and Nationality Act ("INA") § 236(c), were released pursuant to ICE's guidelines and policies, particularly where the nature of their illness could impose substantial health care

² Jeh Charles Johnson, "Policies for the Apprehension, Detention and Removal of Undocumented Immigrants," U.S. Department of Homeland Security (Nov. 20, 2014), *available at* https://www.dhs.gov/sites/default/files/publications/14_1120_memo_prosecutorial_discretion.pdf, at 5.

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costs or the humanitarian equities mitigating against detention were particularly compelling.

12. ICE's policy and practice regarding individuals with special vulnerabilities was reflected in a memorandum from Jeh C. Johnson, Secretary of the Department of Homeland Security, in 2014 ("Johnson memo").³ ICE has also issued other guidance for exercising prosecutorial discretion in detention decisions, including a memorandum issued by John P. Torres, Director of ICE, in 2006 regarding ICE's exercise of discretion in cases of extreme or severe medical concern ("Torres memo"),⁴ and a memorandum from John Morton, Director of ICE, in 2011 ("Morton memo") regarding the exercise of prosecutorial discretion in ICE's enforcement priorities, including detention.⁵ The Johnson memo is attached as Exhibit B, the Torres memo is attached as Exhibit C, and the Morton memo is attached as Exhibit D.
13. Although the Johnson, Torres and Morton memoranda have been rescinded by the current administration, the statutory and regulatory bases for the use of prosecutorial discretion in ICE's custodial determinations remains unchanged.
14. In fact, as stated above, ICE's enforcement priorities have always been shaped by the necessary use of prosecutorial discretion with respect to immigration detention.
15. Moreover, ICE has a range of highly effective tools at its disposal to ensure that individuals report for court hearings and other appointments, including conditions of supervision. For example, ICE's conditional supervision program, called ISAP (Intensive Supervision Appearance Program), relies on the use of electronic ankle monitors, biometric voice recognition software, unannounced home visits, employer verification, and in-person reporting to supervise participants. A government-contracted evaluation of this program reported a 99% attendance rate at all immigration court hearings and a 95% attendance rate at final hearings.⁶

³ See *id.*

⁴ John P. Torres, "Discretion in Cases of Extreme or Severe Medical Concern," U.S. Immigration & Customs Enforcement (Dec. 11, 2006), *available at* https://www.ice.gov/doclib/foia/dro_policy_memos/discretionincasesofextremeorseveremedicalconcerndec112006.pdf.

⁵ John Morton, "Exercising Prosecutorial Discretion Consistent with the Civil Immigration Enforcement Priorities of the Agency for the Apprehension, Detention, and Removal of Aliens," U.S. Immigration and Customs Enforcement (June 17, 2011), *available at* <https://www.ice.gov/doclib/secure-communities/pdf/prosecutorial-discretion-memo.pdf>.

⁶ U.S. Gov't Accountability Office, GAO-15-26, *Alternatives to Detention: Improved Data Collection and Analyses Needed to Better Assess Program Effectiveness* 10-11 (Nov. 2014), *available at* <https://www.gao.gov/assets/670/666911.pdf>.

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16. The COVID-19 virus represents an unprecedented risk to detainee health and safety that should prompt officials to examine the custodial status of all those most at risk. Such an examination would result in their immediate release.

I, Andrew Lorenzen-Strait, swear under the penalty of perjury pursuant to 28 U.S.C. § 1746, that the foregoing declaration is true and correct to the best of my knowledge and belief.

Executed on this 23rd day in March, 2020 at Davidsonville, Maryland.

DocuSigned by:

EB8EA50B1F4D48A...

Andrew Lorenzen-Strait

EXHIBIT A

ANDREW R. LORENZEN-STRAIT

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SUMMARY OF SKILLS

A dedicated advocate who is passionate about transforming communities with a mission-driven organization who seeks to better the lives of marginalized populations. An advanced degree holder, Juris Doctorate, specialized in child advocacy. Currently responsible for the strategic management and leadership of the Children and Family Services department within the Lutheran Immigration and Refugee Service. Formerly the Deputy Assistant Director for U.S. Immigration and Customs Enforcement, entrusted to deliver health and welfare programs and services for detained migrants, including families and children, in Federal immigration detention. Dynamic and accomplished individual with over a decade of professional experience in leading teams to create, coordinate, and implement innovative custody policies and programs that promote the safety and welfare of families, and other vulnerable populations. Demonstrated experience leading and managing large and diverse organization focused on high priority initiatives for improving organizational outcomes that have a direct interest in affecting educational programs for those in care and custody of the U.S. government. Principled and effective communicator with the ability to engage, motivate, and build cooperative relationships between government actors and a wide array of stakeholders. A proven and resilient leader with strong analytical to absorb and integrate large amounts of information and quickly identify solutions and remedies to overcome obstacles. A proud volunteer Maryland Court-Appointed Special Advocate for youth in the state's dependency system.

KEY PROFESSIONAL EXPERIENCE

Lutheran Immigration and Refugee Service (LIRS)

Director – Children and Family Services

June 2019 to Present

- Managed the day-to-day operations and provided strategic leadership to the Children and Family Services LIRS programs department.
- Responsible for the for the implementation and oversight of programs with over 100 partners in 39 states across the country who provide child welfare services to refugee and migrant children who are unaccompanied or separated from family.
- Create and manage a multi-million-dollar budget for the department.
- Responsible for LIRS' for transitional and long-term foster care and family reunification programs and services, inclusive of the Unaccompanied Refugee Minor or URM program.
- Hire, train, and develop staff to fulfill the functions of the department including evaluation, training, technical assistance, program management, and coordination.
- Devise and oversee strategic and performance-based work plans for team members. Mentor and manage performance as necessary.
- Secure and maintain a diverse array of funding for the department by assisting with identification of funding sources, writing grants, and reporting.
- Service as the primary LIRS subject matter expert in Children and Family Services and represent LIRS internally and externally.

U.S. Immigration and Customs Enforcement (ICE), Office of Enforcement and Removal Operations (ERO)

Deputy Assistant Director for Custody Programs (GS-15)

April 2013 to May 2019

- Direct operational oversight over innovated programs in areas that promote the health, safety, and welfare of vulnerable populations, including youth and families. These operational programs include, but are not limited to; mental health care; parental interests; religious accommodation; sexual assault and abuse prevention and intervention; lesbian, gay, bi-sexual, transgender, and intersex (LGBTI) care; language access; and family case management. Formal coordinator of care between detained parents and children in the care of Health and Human Services.
- Responsible for supporting and strengthening ERO's immigration custody operations by providing objective policy and program development, analysis, and monitoring that seek to improve detention and effectively integrate the agency's detention reform goals.
- Created and managed a new operational division within ICE ERO, the Custody Programs Division. The Custody Programs Division (CPD) creates and coordinates innovative policies and programs that promote the safety and welfare of those encountering the agency's immigration enforcement activities while ensuring effective adherence to the ERO mission. Responsible for the creation and management of CPD's two organizational units, both of which seek to continuously improve detention and effectively integrate ICE's detention reform goals.
- Develop and implement strategic systems and collect, analyze, and evaluate internal and external information to promote and improve compliance with ERO practices, processes, and standards.
- Effective management of over 100 individuals (federal employees, contractors, detailers, and interns). Lead the administrative and human resource management functions, to include budget formulation and execution functions, as well as ensuring staff

compliance with ERO's training requirements. Establish guidelines and performance expectations for employees, which are communicated through the formal employee performance management system, including performance work plans. Meet weekly with senior division leaders to assist them in achieving division goals and promote a workforce that values diversity, respect and professional development.

- Serve as the National ICE Parental Rights Coordinator. Oversee and evaluate implementation of immigration enforcement policies and practices as they apply to parents; particularly parents involved or at risk of becoming involved in the child welfare system. Responsible for the effective oversight of field level enforcement decisions and providing direction to ERO's 24 field offices on cases involving parents and primary caretakers.
- Maintain oversight of the use of segregation in ICE detention facilities (numbering over 250) to ensure compliance with law and policy (immigration detention standards).
- Responsible for the ERO prevention of sexual assault program in all ICE detention facilities. Promote adherence to the U.S. Department of Homeland Security (DHS) regulation titled, "Standards to Prevent, Detect, and Respond to Sexual Abuse and Assault in Confinement Facilities," 79 Fed. Reg. 13100 (Mar. 7, 2014), i.e. DHS Prison Rape Elimination Act (PREA) Standards.
- Manage the agency's Detention Reporting and Information Line (DRIL), a toll-free service that allows agency stakeholders to communicate directly with ERO to answer questions and resolve concerns.
- Serve as the ERO subject matter expert and Operations Coordinator for the care of LGBTI detainees.
- Principal liaison with civil society stakeholders, to include faith-based organizations, non-profit organizations, and quasi-governmental organizations.

Key Achievements

- Initiated and led a multi-year, multi-million-dollar new alternative to detention program for over 800 immigrant families, titled the ICE ERO Family Case Management Program (FCMP), which tests whether providing access to holistic community-based services for eligible families and juveniles released from ICE custody can serve to mitigate flight risk and promote compliance with immigration obligations.
- Pioneered an innovative working group that reviewed existing policies and best practices for the care and treatment of transgender individuals in confinement. Responsible for the drafting and implementation of the June 2015 *ERO Transgender Care Memorandum*. The Transgender Care Memorandum contains guidance in multiple areas of the ICE detention lifecycle to better serve transgender individuals. Serve as ERO's LGBTI Coordinator and lead a team, to include 24 field LGBTI liaisons, which effectively monitors the arrest, processing, and detention of transgender individuals in ICE custody.
- Led the agency in developing and issuing the *Use of Segregation for ICE Detainees* directive. This directive established new policy for field tracking and headquarters review of instances where ERO field office staff assigned an ICE detainee into segregated housing. Responsible for ensuring consistent and appropriate use of segregation, particularly for detainees with special vulnerabilities. In support of this endeavor, led ICE in the creation a SharePoint-based system, the Segregation Review Management System (SRMS), to input, track, review, comment on, and analyze segregation cases. The creation of the system resulted in significant quality improvements in work procedures that improved ERO operations and better ensures the safety, health, and welfare of detainees and ICE personnel.
- Created an ERO dedicated Sexual Abuse and Assault Prevention and Intervention (SAAPI) program from the ground up that demonstrates exceptionally outstanding contributions and dedication to the ICE/ERO mission. Responsible for issuing and providing effective oversight of *Sexual Abuse and Assault Prevention and Intervention*, an ICE directive. Led effective implementation of the directive by ensuring training and technical assistance to ERO officers in all 24 field offices and key facility first responders to better prevent, respond and report sexual abuse and assault. Led a team to create a SAAPI case management system to track the life cycle of all sexual abuse and assault allegations for the agency. Due to the comprehensive systems development and field training, ERO has seen a significant increase in the reporting of sexual abuse and assault allegations.
- Responsible for the expansion of the ERO legal access and educational initiatives. Led an agency-wide effort to facilitate meaningful access to legal and educational resources and representation for individuals for detainees held in ERO custody. This included increasing the availability of, and access to, self-help legal resources, including user-friendly enhancements to an electronic legal research system currently available to individuals detained in ERO custody. Responsible for facilitating expanded availability of, and access to, Know Your Rights presentations and various legal aid programs conducted through the United States Department of Justice, Executive Office for Immigration Review (EOIR), Office of Legal Access Programs (OLAP). Enhanced educational opportunities for adults and juveniles detained in Family Residential Centers.
- Created and manage the ICE national religious access program that ensures religious practice accommodations are provided to all those held in adult immigration facilities. Initiated national tracking of all religious accommodation complaints and inquiries from the Detention Reporting and Information Hotline (DRIL), Joint Intake Center (JIC), Office for Civil Rights and Civil Liberties (CRCL), and various external stakeholders. This tracking and subsequent analysis has allowed ICE to see trends across facilities, identify specific issues, and develop strategic responses. Developed an overview training deck on religious practice accommodation, which combines knowledge from the national survey, national standards, site visit assessments, current law, and trends in complaints. This training, which is continually updated, has been delivered to ICE oversight entities responsible for monitoring facilities. Pro-actively conducted outreach to and established relationships with several faith-based

Resume – Andrew R. Lorenzen-Strait

organizations and subject matter experts in religious accommodation in prisons. Relationships with these key stakeholders enables ERO to quickly request and receive assistance, gather information pertaining specific religious obligations, and locate faith leaders who are able to assist with religious programming.

Public Advocate (GS-15) ~ ERO

February 2012 to April 2013

- Served as the agency's first and only Public Advocate.
- Serve as a dedicated ICE point of contact for individuals, including those in immigration proceedings, NGOs, and other community and advocacy groups, who have concerns, questions, recommendations or important issues they would like to raise.
- Managed the Office of the Public Advocate which included Federal employees, contractors, and detailers. Performed the administrative and human resource management functions for the Office of the Public Advocate, to include: budget formulation and execution; establishing and maintaining employee work performance plans; employee time and attendance; and employee training.
- Assisted individuals and community stakeholders in resolving complaints and concerns with agency policies and operations, particularly those related to the use of ICE enforcement involving U.S. citizens.
- Proposed and facilitated changes and recommendations to fix community-identified problems and concerns.
- Alerted agency leadership to community stakeholder concerns with current or proposed agency policies and/or operations.
- Maintained a collaborative and transparent dialogue with community stakeholders on the agency's mission and core values.

Key Achievements

- Conducted a robust outreach campaign to inform stakeholders on ERO's values and mission that included hosting or coordinating over 100 engagement events bringing together agency stakeholders, field leadership and headquarters personnel to address community concerns, including:
 - 14 local stakeholder roundtables in cities throughout the country.
 - 5 White House Hispanic Community Action Summits.
 - 8 national NGO working/advisory group meetings.
 - 70 field outreach events.
- Responsible for the creation of ICE's DRIL telephone line (i.e. helpline). This is a toll-free service that provides a direct channel for agency stakeholders to communicate directly with ERO to answer questions and resolve concerns. Since it launched in September 2012, the DRIL has resolved more than 2,000 case assistance calls monthly on average.
- Established and continue to manage ERO's Custody Assistance and Inquiry Resolution System (ERO-CAIRS). ERO-CAIRS and the file sharing portions of this site are used to track, store, and manage the data and processes associated with over 600 calls received daily by ICE DRIL.
- Developed the first-ever comprehensive *Outreach Guide* for ERO's 24 dedicated outreach liaisons. It assists them in establishing relationships with local stakeholders, gathering information about community concerns and perspectives, and addressing those concerns in a more uniform and efficient manner.
- Developed a centralized database of NGOs, faith-based organizations and advocacy groups organized by issue areas and by area of responsibility. This database assists ICE/ERO in establishing a list of external stakeholders for each field office, and eases the burden of organizing public outreach and engagement events.

Senior Advisor for Custody (GS-15) ~ ERO

September 2011 to February 2012

- Advised ICE/ERO senior leaders on detention: standards, compliance/inspections tools, and detainee classification procedures used in ICE detention facilities.
- Developed, coordinated, analyzed, and finalized detention operational policy directives and other policy-related documents in accordance with formal ICE processes and structures.
- Maintained an active and comprehensive understanding of ICE detention policy, procedures, rules and regulations.
- Possessed an advanced knowledge of civil immigration detention standards and compliance measures in order to effectively communicate to both ICE senior leaders and external stakeholders on detention facility operations and management.
- Served as a lead member on ICE's internal civil detention reform working groups.
- Served as a lead technical advisor on policies and procedures meant to improve the agency's detention compliance mechanisms.
- Provided ICE senior leadership with weekly reports and briefings on any tensions, issues, and/or crises involving the implementation of ICE initiatives with NGO and community stakeholders.

Key Achievements

- Partnered with a group of key senior ICE leaders to design a new automated risk-based custody intake process to ensure consistent nationwide decision making about who is detained, released, or granted bond, taking into account public safety and risk of flight factors. Ensured that this intake process took into consideration special vulnerabilities to include: disability,

advanced age, pregnancy, nursing, sole caretaking responsibilities, mental health issues, and whether the individual is a victim of torture, persecution, abuse or trafficking.

- Led the agency in developing a new set of detention standard that substantially improved conditions of confinement and ensured enhanced medical care, religious programming, recreation and visitation for over 400,000 individuals detained annually (i.e., Performance-Based National Standards of 2011).
- Launched an Online Detainee Locator System, translated into nine languages, which allows families, counsel and friends to locate detainees.

Chief Public Engagement Officer (GS-14) ~ Office of State, Local, and Tribal Coordination July 2010 to September 2011

- Managed the public engagement portfolio for the agency, as the team lead of 4 staff members.
- Maintained and enhanced senior-level partnerships with the division's stakeholder portfolio, which includes: non-governmental organizations (NGOs); quasi-governmental entities (e.g. United Nations High Commissioner for Refugees (UNHCR) and the Organization of American States (OAS)); faith-based organizations, members of academia, law practitioners and associations; the private sector; and the public.
- Promoted the division's engagement goals internally and externally in order to ensure: (1) greater operational efficiency; (2) improved credibility with the public; (3) early warning of potential issues and community concerns; and (4) better understanding of the community's needs.
- Coordinated the agency's engagement activities on immigration detention policies, procedures, rules and regulations.
- Attended and spoke at internal and external stakeholder trainings, national conferences, and seminars.
- Led special events or roundtable meetings on ICE priority issues.
- Managed the operation of field outreach activities (i.e., 287(g) steering committees, and regional community relations officers).

Awards and Accolades: Director's Meritouris Service Award ~ June 2011 (*Civil Detention Reform*)
Exceptional Performance Award ~ May 2011

Special Assistant (GS-14) ~ Office of Policy May 2009 to July 2010

- Served as the lead Policy Analyst/Advisor on policy issues pertaining to immigration enforcement.
- Maintained an active and comprehensive understanding of ICE policy, procedures, rules and regulations so as to communicate intelligently and informatively about issues of concerns to stakeholders.
- Advised and helped author ICE's Immigration Detention Standards, to include the National Detention Standards (NDS), Performance-Based National Detention Standards of 2008 (PBNDS 2008), and Family Residential Standards.
- Served as a lead member on one of ICE's civil detention reform working group and helped author the PBNDS 2010.
- Advised and assisted the ICE Policy Director on the office's budget development, analysis and execution, to include submitting cost estimates for new positions and authoring budget proposals for future office projects.
- Provided ICE senior leadership with weekly reports and briefings on any tensions, issues, and/or crises involving the implementation of ICE initiatives with NGO and community stakeholders.
- Represented the agency at intra-department and inter-agency community outreach meetings.
- Directed or conducted mediation and conciliation sessions with disputing parties, applying dispute resolution techniques when addressing civic, labor, education, religious, ethnic, racial, and other groups, businesses, or government entities.

Awards and Accolades: Assistant Secretary's International Achievement Award ~ June 2010 (*Authored agency's Revised Parole Policy Directive – issued December 2009*)
Assistant Secretary's ICE Core Value Award (*ICE Policy Manual*) ~ June 2010
Exceptional Performance Award ~ October 2008

Detention and Removal Policy Advisor (GS-14) ~ Office of Policy March 2008 to May 2009

- Served as the team lead Policy Analyst/Advisor on policy issues pertaining to immigration detention and removal laws, policies, programs and procedures.
- Advised the ICE Policy Director on detention standards, detention assessment/inspections tools, and detainee classification procedures in ICE detention facilities.
- Developed, coordinated, analyzed and finalized operational policy directives and other policy-related documents in accordance with formal ICE processes and structures.
- Evaluated ICE programs and procedures to improve enforcement and detention program effectiveness and efficiency.
- Strengthened ICE Office of Policy's Immigration Division by attaining and displaying comprehensive knowledge of: (1) the theories, practices and principles of U.S. Immigration Policy; and (2) the procedures, programs and functions of the agency and other DHS components especially as they impact detention and removal operations.
- Served as the Acting Outreach Coordinator from May 2008 to May 2009.

VOLUNTEER EXPERIENCE

County of Prince George's Maryland

Court-Appointed Special Advocate or CASA (Pro Bono)

Oct. 2017 to Present

- Serve as a CASA for complex cases, to include medically fragile children and LGBTQ children.

State of Maryland

Family Law Attorney (Pro Bono) ~ Community Legal Services of Prince George's County Inc.

June 2005 to June 2008

- Provided legal guidance and representation to clients in the areas of: adoption, family law, tort defense, and contracts.
- Drafted and negotiated complex settlement agreements for quick and equitable disposition of cases.
- Independently drafted complex legal memoranda, briefs, and court motions.
- Counseled *pro se* litigants on their legal rights and obligations and suggest appropriate course of action.

Awards and Accolades: 2007 Maryland Attorney of the Year for Pro Bono Service ~ June 2007

PREVIOUS PROFESSIONAL EXPERIENCE

United States Secret Service (USSS)

Senior Policy Advisor and Project Leader ~ Management and Organization Division

Oct. 2006 to March 2008

- Served as Project Leader on Director's Action Group initiated program evaluations, recent evaluations to include the Secret Service Employment Program and the Office Inspection Program.
- Evaluated the policies, objectives and strategies of existing programs to improve program: 1) effectiveness (to include cost-effectiveness); 2) efficiency; 3) applicability to the policies contained within the agency's strategic plan; and 4) return on agency investment.
- Developed the U.S. Secret Service Strategic Plan (FY 08' – FY 12') and served as technical advisor on the agency's improvement of the office inspection and compliance process.

Awards and Accolades: Exceptional Performance Award ~ October 2007

"On the Spot" Performance Award ~ March 2007

PRESIDENTIAL MANAGEMENT FELLOWSHIP

Drug Enforcement Administration (DEA)

Policy Analyst ~ DEA - Office of the Chief of International Programs

Sept. 2005 to Oct. 2006

- Managed and conducted internal evaluations to ensure integrity and effectiveness of agency international narcotics policies.
- Reviewed and reported on pending drug legislation affecting international operations.
- Performed comprehensive legal and policy analysis on counter-narcotics policies and operations worldwide, to include the tracking and review of germane international legal agreements.
- Developed and utilized complex methodologies to measure effectiveness of international enforcement programs.
- Assisted in the planning and development of the agency's foreign operations budget totaling more than \$400 million.
- Formulated and revised personnel, infrastructure, and fiscal policy affecting DEA employees in 60 countries.

Presidential Management Fellow (PMF) ~ Office of International Programs

Sept. 2004 to Sept. 2005

- Served as policy advisor for DEA's counter-narcotics initiative within Afghanistan.
- Reviewed and reported on foreign program activities in AOR for conformance with federal drug policy.
- Developed and authored regional drug strategy reports to conform to the National Drug Control Strategy.
- Examined Mutual Legal Assistance Treaties, Extradition Treaties, and germane international conventions for AOR.
- Authored briefings and position papers on AOR drug threat situation for incoming U.S. Ambassadors.

Congressional Liaison (PMF) ~ Office of Congressional Affairs

Sept. 2003 to Feb. 2004

- Prepared testimony and written documents for Congressional hearing and other legislative matters with potential impact on the strategic priorities of DEA.
- Reviewed Freedom of Information Act requests and authored appropriate agency response.
- Represented agency priorities to members of Congress and staff in furtherance of DEA's objectives and mission.

Awards and Accolades: Exceptional Performance Awards ~ December 2005 and September 2006

United States Senate

Health and Social Policy Legislative Fellow/PMF ~ Senator Debbie Stabenow (D-MI)

Feb. 2004 to Aug. 2004

- Drafted and monitored legislation, prepared briefings, and met with constituent/interest group representatives relating to various health & social policy areas, i.e.: education, TANF, Medicare/Medicaid, and prescription drug reform. Advised the Senator on Special Committee on Aging, areas included: Social Security reform, drug discount cards, issues concerning long

term care health insurance, and prescription drug abuse. Coordinated FY 2005 Health, Education and Labor Appropriation requests.

ADDITIONAL EXPERIENCE

Certified Law Clerk ~ <u>United States Attorney's Office</u>	May 2002 to July 2002
Judicial Clerk ~ <u>Hon. Justice Bedsworth, California Court of Appeal</u>	Jan. 2002 to April 2002
Law Clerk ~ <u>Los Angeles District Attorney - Family Violence Division</u>	May 2001 to Aug. 2001

PUBLIC SERVICE

Volunteer Park Ranger ~ <u>National Park Service, Arlington House, Robert E. Lee Memorial</u>	Oct. 2005 to Oct. 2012
Child Mentor ~ <u>Northern Virginia Aids Ministry</u>	Oct. 2003 to Jan. 2005
Volunteer Coordinator ~ <u>National World War II Memorial</u>	Oct. 2003 to May 2004
White House Intern ~ <u>Office of the First Lady and the White House Millennium Council</u>	Aug. 1998 to Jan. 1999

EDUCATION, TRAINING & CERTIFICATIONS

Juris Doctorate with Emphasis in Child Advocacy ~ <u>Whittier Law School, Top Tier Graduate</u>	May 2003
▪ Child Advocacy Fellow ~ Center for Children's Rights and Dean's List recipient 2001-2003	
Bachelor of Arts ~ <u>University of California at Irvine, Cum Laude</u>	June 2000
Evaluation Training and Cost-Benefit and Cost-Effectiveness Analysis ~ <u>The Evaluator's Institute</u>	July 2007
Certificate, Legislative Studies ~ <u>Georgetown University, Government Affairs Institute</u>	May 2004
Certificate, Juvenile and Family Law ~ <u>Whittier Law School</u>	May 2003
Certificate, National Security Leadership and Decision-Making ~ <u>U.S. National Defense University</u>	September 2008

PROFESSIONAL LICENSES & MEMBERSHIPS

Licensed, Maryland State Bar
Member, Maryland State Bar Association and American Bar Association
Member, United States Supreme Court Bar