

APPENDICES

Appendix 1: USCIS Facilities Visited

Number	Date Visited	Facility
1	9/11/2003	Administrative Appeals Unit
2	9/16/2003	New York District Office
3	9/18/2003	Miami Asylum Office
4	9/18/2003	Miami District Office
5	9/19/2003	Orlando Application Support Center
6	9/19/2003	Orlando Sub-Office
7	9/23/2003	Los Angeles Applicant Support Center
8	9/23/2003	Los Angeles District Office
9	9/24/2003	California Service Center
10	9/24/2003	Western Region Office
11	9/25/2003	Central Region Office
12	9/25/2003	Dallas District Office
13	9/26/2003	Texas Service Center
14	10/15/2003	San Antonio Application Support Center
15	10/15/2003	San Antonio District Office
16	11/6/2003	Detroit Applicant Support Center
17	11/6/2003	Detroit District Office
18	11/7/2003	Chicago Asylum Office
19	11/7/2003	Chicago District Office
20	12/12/2003	Washington D.C. District Office
21	12/23/2003	Baltimore District Office
22	1/15/2004	San Juan Applicant Support Center
23	1/15/2004	San Juan District Office
24	1/21/2004	Phoenix District Office
26	2/11/2004	Kansas City District Office
27	2/12/2004	Missouri Service Center
28	2/13/2004	National Records Center
29	3/23/2004	New York District Office
30	3/30/2004	Dallas District Office
31	3/31/2004	Central Region Office
32	3/31/2004	Texas Service Center
33	4/13/2004	Western Region Office
34	4/13/2004	California Service Center
35	4/14/2004	Los Angeles District Office
36	4/15/2004	San Diego District Office
37	5/3/2004	Chicago District Office
38	5/3/2004	Chicago Lockbox
39	5/4/2004	Chicago Asylum Office

40	5/14/2004	Tampa Sub-Office
42	7/16/2004	New York District Office
43	7/21/2004	Atlanta District Office
44	7/22/2004	USCIS Academy at the Federal Law Enforcement Training Center (FLETC)
45	7/26/2004	Vermont Service Center
46	7/28/2004	Eastern Region Office
47	7/28/2004	Eastern Forms Center
48	7/29/2004	Nebraska Service Center
49	7/31/2004	Omaha District Office
50	9/20/2004	San Jose Sub-Office
51	9/20/2004	San Francisco District Office
52	9/21/2004	Anchorage District Office
53	9/23/2004	Seattle District Office
54	9/29/2004	Corbin Card Production Facility
55	9/29/2004	Pearson Contract Corbin Call Center
56	9/30/2004	Louisville Sub-Office
57	10/12/2004	Buffalo District Office
58	10/13/2004	Cleveland District Office
59	10/14/2004	Detroit District Office
60	10/15/2004	Chicago District Office
61	10/28/2004	Tampa Sub-Office
63	11/3/2004	Central Region Office
64	11/4/2004	Dallas District Office
65	12/9/2004	Philadelphia District Office
66	12/10/2004	Newark District Office
67	1/4/2005	Central Region Office
68	1/4/2005	Dallas District Office
69	1/5/2005	Dallas District Office
70	2/22/2005	Norfolk Sub-Office
71	2/24/2005	Washington D.C. District Office
72	2/28/2005	National Benefits Center
73	3/1/2005	National Benefits Center
74	3/2/2005	National Records Center
75	3/3/2005	Seattle District Office
76	3/21/2005	Dallas District Office
77	3/21/2005	Central Region Office
78	3/21/2005	Texas Service Center
79	3/22/2005	Texas Service Center
80	3/23/2005	Western Region Office
81	3/23/2005	California Service Center
82	3/24/2005	California Service Center
83	4/4/2005	Chicago Lockbox

84	4/5/2005	Vermont Service Center
85	4/6/2005	Vermont Service Center
86	4/7/2005	Eastern Region Office
87	8/8/2005	Phoenix District Office
88	8/8/2005	Phoenix Call Center
89	8/9/2005	Los Angeles District Office
90	8/9/2005	Los Angeles Call Center
91	8/10/2005	Los Angeles Lockbox
92	8/10/2005	Los Angeles Asylum Office
93	8/11/2005	San Diego District Office
94	8/11/2005	Chula Vista Satellite Office
95	8/24/2005	Boston District Office
96	8/29/2005	El Paso District Office
97	8/31/2005	Houston District Office
98	9/1/2005	Dallas District Office
99	9/2/2005	Texas Service Center
100	9/26/2005	Orlando Sub-Office
101	9/27/2005	Miami District Office
102	10/25/2005	California Service Center
103	10/26/2005	California Service Center
104	11/15/2005	Hartford Sub-Office
105	11/17/2005	Chicago Lockbox
106	11/18/2005	National Benefits Center
107	11/20/2005	National Records Center
108	1/30/2006	Charlotte Sub-Office
109	1/31/2006	Atlanta District Office
110	1/31/2006	Atlanta Application Support Center
111	2/1/2006	Jacksonville Sub-Office
112	2/2/2006	West Palm Beach Sub-Office
113	3/1/2006	Pittsburgh Sub-Office
114	3/13/2006	Los Angeles District Office
115	3/15/2006	California Service Center
116	3/16/2006	Chula Vista Satellite Office
117	3/28/2006	New York District Office
118	3/29/2006	New York Tier II Call Center
119	4/18/2006	Portland, ME District Office
120	4/19/2006	Vermont Service Center
121	4/20/2006	St. Albans Sub-Office
122	4/20/2006	Field Support Center, Office of Procurement (Williston, VT)
123	4/21/2006	Eastern Region Office
124	4/21/2006	Eastern Forms Center
125	5/12/2006	Orlando Sub-Office

Appendix 2: Ombudsman Outreach Poster



Need help resolving problems with USCIS?

*Do you have a recommendation or a suggestion
to improve the immigration benefits process?*

We want to hear from you!

**Contact the
Citizenship & Immigration Services
Ombudsman!**

E-mail: cisombudsman@dhs.gov

Internet: www.dhs.gov/cisombudsman



**Homeland
Security**

CITIZENSHIP & IMMIGRATION SERVICES OMBUDSMAN
The CIS Ombudsman is a Homeland Security office that is not part of USCIS.

OMB #####



*Necesita ayuda resolviendo sus problemas con
El Servicio de Inmigración y Ciudadanía (USCIS)?*

*Tiene alguna recomendación o sugerencia para mejorar
el sistema de beneficios de inmigración?*

Queremos saber de usted!

**Contacte al
Ombudsman del Servicio de Inmigración y
Ciudadanía!**

Correo electrónico: cisombudsman@dhs.gov

Internet: www.dhs.gov/cisombudsman



Homeland
Security

Ombudsman del Servicio de Inmigración y Ciudadanía

El Ombudsman del SIC es una oficina del Departamento de Seguridad Nacional y no hace parte de USCIS.

OMB #####

Appendix 3: Explanation for Figure 5

This Appendix explains the methodology and calculations used to compare EAD issuance from the DORA pilot program as projected nationwide during the period May 2004 to February 2006.

A. National Current

These figures represent current national data for the period May 2004 to February 2006.

1. Green Card Application (I-485) Receipts (924,092)

This figure is the number of green card receipts for newly filed applications accepted for processing. This figure is from the USCIS PAS program.

2. EAD Receipts for Green Card Applicants (2,094,303)

This figure is the estimated number of total applications for EADs based on an applicant with a pending green card application. The Ombudsman considered the total number of EAD receipts reported by USCIS for this period.

While USCIS does not specify the number of EADs based on pending green card applications in PAS, it does provide data for other application types for which EADs are issued. The Ombudsman averaged the number of other application types for which USCIS issues EADs for the previous five fiscal years for each of these application types based upon PAS data using two different methodologies with PAS data: (1) completions plus the number of applications pending at the end of the period (end pending) for these application types; and (2) applications pending at the beginning of the year (begin pending) plus receipts for these application types. For the first method, the average was approximately 69 percent of the EADs issued for green card cases (31 percent for non-green card cases), whereas the second method resulted in approximately 67 percent (33 percent for non-green card cases). The Ombudsman used an average of these two figures, *i.e.*, 68 percent, and multiplied it by EAD receipts for the period to obtain the approximate number of EAD receipts attributable to applicants with pending green card applications.

3. EAD Approvals for Green Card Applicants (1,805,707)

This figure is the number of estimated EADs issued based on pending green card applications during the period. Again, while USCIS does not specify the exact number of EADs issued to applicants with pending green card applications, the Ombudsman has estimated this number based upon the available data for other application types for which EADs are issued. Using the same methodology for obtaining the number of EAD receipts attributable to green card applicants (68 percent on average based upon the last five fiscal years from 2,655,451 approved EAD applications), the Ombudsman estimates this number to be 1,805,707.

4. Denial Rate for Green Card Applicants (18.03 percent)

This figure is the denial rate for green card applications during the period.

5. Estimated EAD Approvals Ultimately Denied A Green Card (325,569)

This figure represents the estimated number of EADs issued to individuals whose green card applications were denied during the period. This calculation is as follows: USCIS green card denial rate (18.03 percent) * estimated number of EADs issued to green card applicants (1,805,707) = 325,569. This figure represents green card applicants who received an EAD but who were ultimately denied a green card.

B. DORA National Projected

These figures represent projected USCIS EAD receipt and approval figures if the DORA pilot program were implemented nationally over the same time period.

1. Green Card Application (I-485) Receipts (924,092)

This figure is the total number of green card receipts from the USCIS PAS program. This figure will be used to project the success of the DORA program on a national scale.

2. Estimated EAD Receipts for Green Card Applicants (913,493)

This figure represents the estimated number of EAD applications that would have been received if DORA were implemented nationally. This calculation is as follows: (actual number of EAD receipts from DORA (6,339) / the total green card applications received during the period (14,533)) * estimated national green card application-based EAD receipts (2,094,303) = 913,493.

3. EAD Approvals for Green Card Applicants (148,409)

This figure represents the estimated number of EADs that would have been issued based on an applicant's pending green card application. This calculation is as follows: DORA EAD issuance rate (EADs issued under DORA (2,334) / DORA applications sent to the Chicago Lockbox (14,553)) * the actual green card application receipts as reported by USCIS PAS (924,092) = 148,409.

4. Denial Rate After 90 Days to Green Card Applicants (2.27 percent)

This figure represents green card applications denied under DORA compared with the DORA pilot program case completions using DORA pilot program statistics. This calculation is as follows: green card applications denied under DORA after 90 days (282) / DORA pilot program case completions (12,417) = 2.27 percent.

5. Estimated EAD Approvals Ultimately Denied A Green Card (3,369)

This figure is estimated EADs that would be issued nationally to individuals who are ultimately denied green card, *i.e.*, individuals who would receive an immigration benefit who should not have received one. This calculation is as follows: DORA green card denial rate (2.27 percent) * estimated EAD approvals under a national DORA program (148,409) = 3,369.

Appendix 4: Key Forms Utilized in Green Card Application Processing

Figure 11: Key Forms Utilized in Green Card Application Processing – Historical Annual Receipt Totals (FY 95- FY 05)

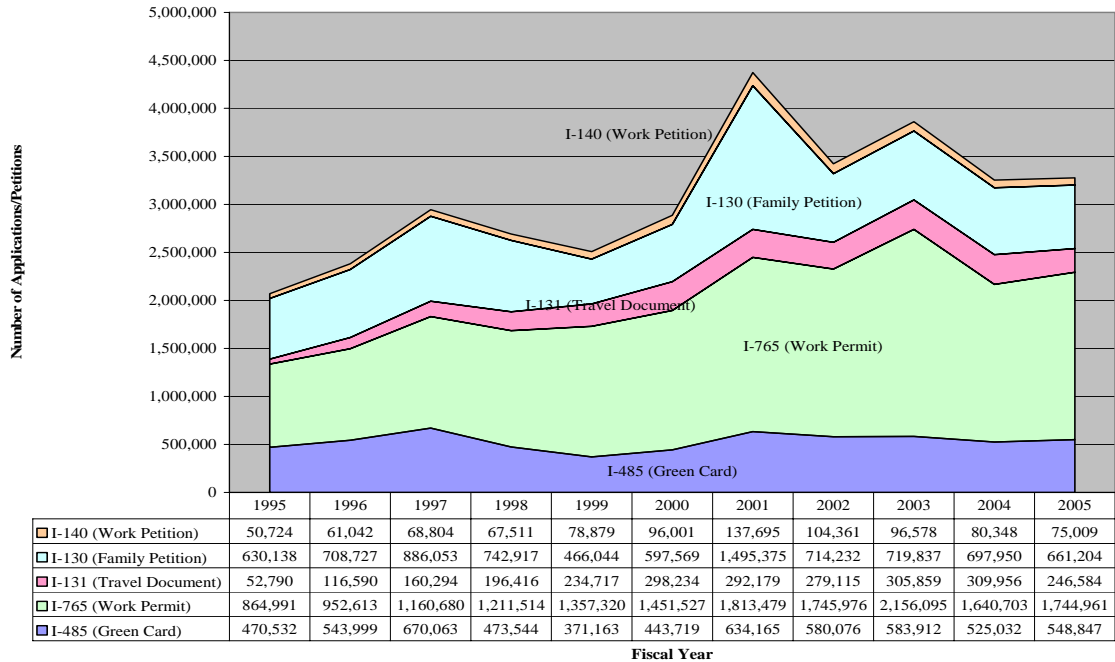


Figure 12: Key Forms Utilized in Green Card Application Processing – Historical Monthly Receipt Totals (2002 – 2006)

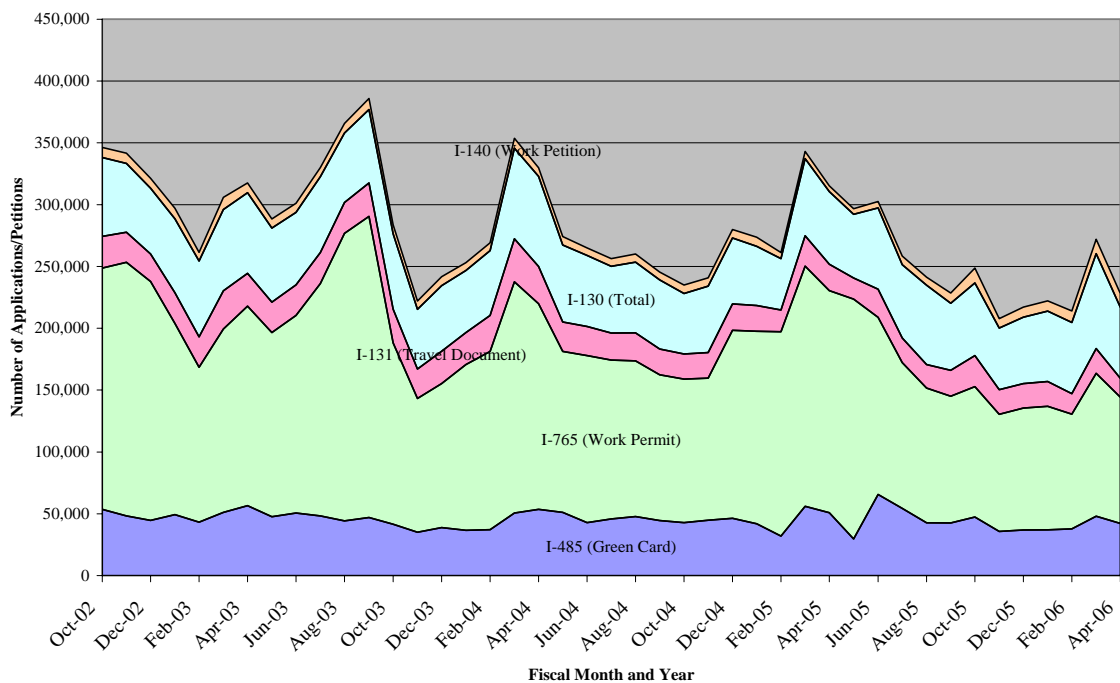


Figure 13: Key Forms Utilized in Green Card Application Processing – Historical End of Year Pending Totals (FY 95- April 2006)

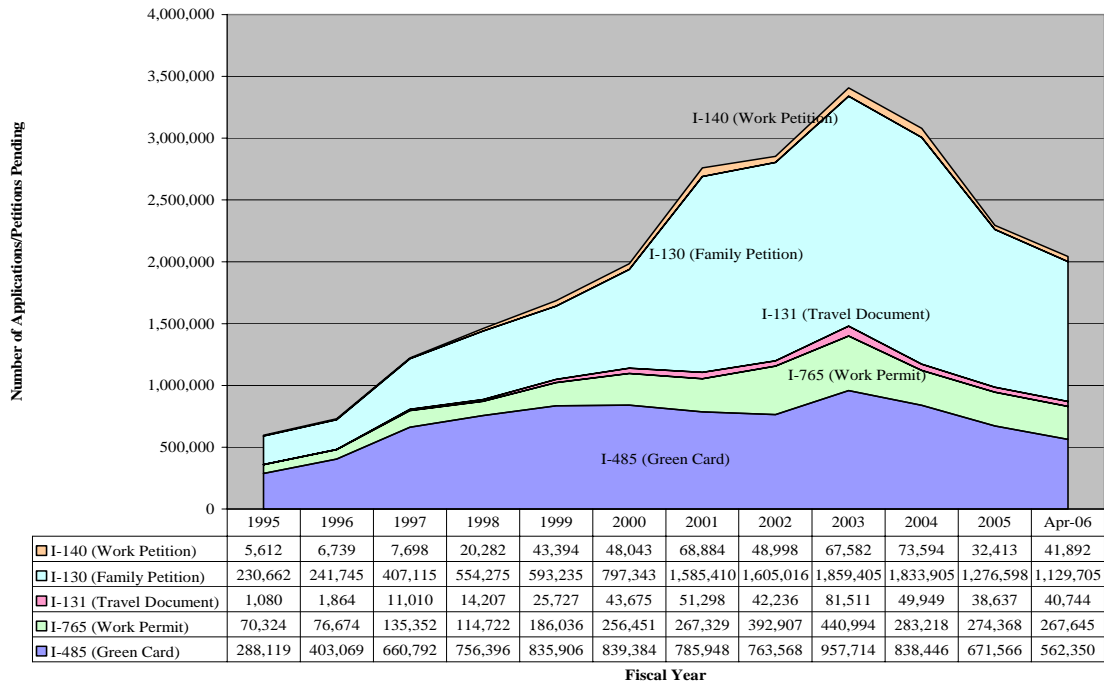
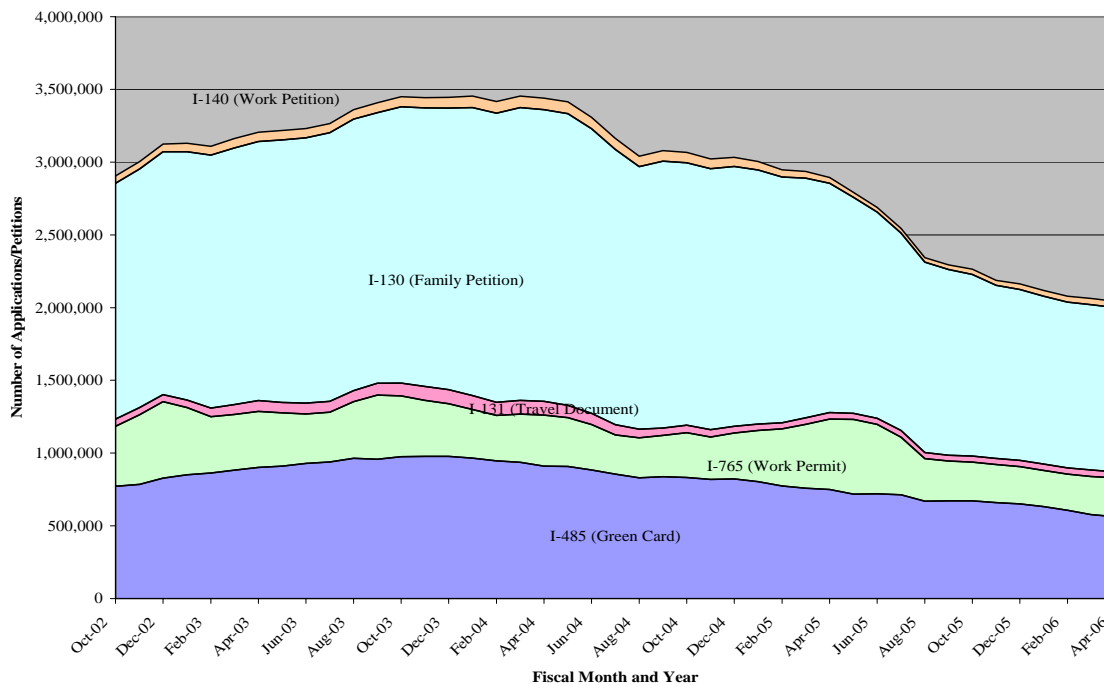


Figure 14: Key Forms Utilized in Green Card Application Processing – Historical End of Month Pending Totals (2002 – 2006)



Appendix 5: Homeland Security Act Excerpts**Homeland Security Act Sections 451, 452, and 453
(6 U.S.C. §§ 271, 272, and 273)****SEC. 451. ESTABLISHMENT OF BUREAU OF CITIZENSHIP AND IMMIGRATION SERVICES.**

(a) ESTABLISHMENT OF BUREAU-

- (1) IN GENERAL- There shall be in the Department a bureau to be known as the 'Bureau of Citizenship and Immigration Services'.
- (2) DIRECTOR- The head of the Bureau of Citizenship and Immigration Services shall be the Director of the Bureau of Citizenship and Immigration Services, who--
 - (A) shall report directly to the Deputy Secretary;
 - (B) shall have a minimum of 5 years of management experience; and
 - (C) shall be paid at the same level as the Assistant Secretary of the Bureau of Border Security.
- (3) FUNCTIONS- The Director of the Bureau of Citizenship and Immigration Services--
 - (A) shall establish the policies for performing such functions as are transferred to the Director by this section or this Act or otherwise vested in the Director by law;
 - (B) shall oversee the administration of such policies;
 - (C) shall advise the Deputy Secretary with respect to any policy or operation of the Bureau of Citizenship and Immigration Services that may affect the Bureau of Border Security of the Department, including potentially conflicting policies or operations;
 - (D) shall establish national immigration services policies and priorities;
 - (E) shall meet regularly with the Ombudsman described in section 452 to correct serious service problems identified by the Ombudsman; and
 - (F) shall establish procedures requiring a formal response to any recommendations submitted in the Ombudsman's annual report to Congress within 3 months after its submission to Congress.
- (4) MANAGERIAL ROTATION PROGRAM-
 - (A) IN GENERAL- Not later than 1 year after the effective date specified in section 455, the Director of the Bureau of Citizenship and Immigration Services shall design and implement a managerial rotation program under which employees of such bureau holding positions involving supervisory or managerial responsibility and classified, in accordance with chapter 51 of title 5, United States Code, as a GS-14 or above, shall--
 - (i) gain some experience in all the major functions performed by such bureau; and
 - (ii) work in at least one field office and one service center of such bureau.

- (B) REPORT- Not later than 2 years after the effective date specified in section 455, the Secretary shall submit a report to Congress on the implementation of such program.
- (5) PILOT INITIATIVES FOR BACKLOG ELIMINATION- The Director of the Bureau of Citizenship and Immigration Services is authorized to implement innovative pilot initiatives to eliminate any remaining backlog in the processing of immigration benefit applications, and to prevent any backlog in the processing of such applications from recurring, in accordance with section 204(a) of the Immigration Services and Infrastructure Improvements Act of 2000 (8 U.S.C. 1573(a)). Such initiatives may include measures such as increasing personnel, transferring personnel to focus on areas with the largest potential for backlog, and streamlining paperwork.
- (b) TRANSFER OF FUNCTIONS FROM COMMISSIONER- In accordance with title XV (relating to transition provisions), there are transferred from the Commissioner of Immigration and Naturalization to the Director of the Bureau of Citizenship and Immigration Services the following functions, and all personnel, infrastructure, and funding provided to the Commissioner in support of such functions immediately before the effective date specified in section 455:
 - (1) Adjudications of immigrant visa petitions.
 - (2) Adjudications of naturalization petitions.
 - (3) Adjudications of asylum and refugee applications.
 - (4) Adjudications performed at service centers.
 - (5) All other adjudications performed by the Immigration and Naturalization Service immediately before the effective date specified in section 455.
- (c) CHIEF OF POLICY AND STRATEGY -
 - (1) IN GENERAL- There shall be a position of Chief of Policy and Strategy for the Bureau of Citizenship and Immigration Services.
 - (2) FUNCTIONS- In consultation with Bureau of Citizenship and Immigration Services personnel in field offices, the Chief of Policy and Strategy shall be responsible for--
 - (A) making policy recommendations and performing policy research and analysis on immigration services issues; and
 - (B) coordinating immigration policy issues with the Chief of Policy and Strategy for the Bureau of Border Security of the Department.
- (d) LEGAL ADVISOR-
 - (1) IN GENERAL- There shall be a principal legal advisor to the Director of the Bureau of Citizenship and Immigration Services.
 - (2) FUNCTIONS- The legal advisor shall be responsible for--
 - (A) providing specialized legal advice, opinions, determinations, regulations, and any other assistance to the Director of the Bureau of Citizenship and Immigration Services with respect to legal matters affecting the Bureau of Citizenship and Immigration Services; and
 - (B) representing the Bureau of Citizenship and Immigration Services in visa petition appeal proceedings before the Executive Office for Immigration Review.

(e) BUDGET OFFICER-

(1) IN GENERAL- There shall be a Budget Officer for the Bureau of Citizenship and Immigration Services.

(2) FUNCTIONS-

(A) IN GENERAL- The Budget Officer shall be responsible for--

- (i) formulating and executing the budget of the Bureau of Citizenship and Immigration Services;
- (i) financial management of the Bureau of Citizenship and Immigration Services; and
- (ii) collecting all payments, fines, and other debts for the Bureau of Citizenship and Immigration Services.

(f) CHIEF OF OFFICE OF CITIZENSHIP-

(1) IN GENERAL- There shall be a position of Chief of the Office of Citizenship for the Bureau of Citizenship and Immigration Services.

(2) FUNCTIONS- The Chief of the Office of Citizenship for the Bureau of Citizenship and Immigration Services shall be responsible for promoting instruction and training on citizenship responsibilities for aliens interested in becoming naturalized citizens of the United States, including the development of educational materials.

SEC. 452. CITIZENSHIP AND IMMIGRATION SERVICES OMBUDSMAN.

(a) IN GENERAL- Within the Department, there shall be a position of Citizenship and Immigration Services Ombudsman (in this section referred to as the 'Ombudsman'). The Ombudsman shall report directly to the Deputy Secretary. The Ombudsman shall have a background in customer service as well as immigration law.

(b) FUNCTIONS- It shall be the function of the Ombudsman—

- (1) to assist individuals and employers in resolving problems with the Bureau of Citizenship and Immigration Services;
- (2) to identify areas in which individuals and employers have problems in dealing with the Bureau of Citizenship and Immigration Services; and
- (3) to the extent possible, to propose changes in the administrative practices of the Bureau of Citizenship and Immigration Services to mitigate problems identified under paragraph (2).

(c) ANNUAL REPORTS-

(1) OBJECTIVES- Not later than June 30 of each calendar year, the Ombudsman shall report to the Committee on the Judiciary of the House of Representatives and the Senate on the objectives of the Office of the Ombudsman for the fiscal year beginning in such calendar year. Any such report shall contain full and substantive analysis, in addition to statistical information, and--

(A) shall identify the recommendations the Office of the Ombudsman has made on improving services and responsiveness of the Bureau of Citizenship and Immigration Services;

- (B) shall contain a summary of the most pervasive and serious problems encountered by individuals and employers, including a description of the nature of such problems;
 - (C) shall contain an inventory of the items described in subparagraphs (A) and (B) for which action has been taken and the result of such action;
 - (D) shall contain an inventory of the items described in subparagraphs (A) and (B) for which action remains to be completed and the period during which each item has remained on such inventory;
 - (E) shall contain an inventory of the items described in subparagraphs (A) and (B) for which no action has been taken, the period during which each item has remained on such inventory, the reasons for the inaction, and shall identify any official of the Bureau of Citizenship and Immigration Services who is responsible for such inaction;
 - (F) shall contain recommendations for such administrative action as may be appropriate to resolve problems encountered by individuals and employers, including problems created by excessive backlogs in the adjudication and processing of immigration benefit petitions and applications; and
 - (G) shall include such other information as the Ombudsman may deem advisable.
- (2) **REPORT TO BE SUBMITTED DIRECTLY-** Each report required under this subsection shall be provided directly to the committees described in paragraph (1) without any prior comment or amendment from the Secretary, Deputy Secretary, Director of the Bureau of Citizenship and Immigration Services, or any other officer or employee of the Department or the Office of Management and Budget.
- (d) **OTHER RESPONSIBILITIES-** The Ombudsman—
- (1) shall monitor the coverage and geographic allocation of local offices of the Ombudsman;
 - (2) shall develop guidance to be distributed to all officers and employees of the Bureau of Citizenship and Immigration Services outlining the criteria for referral of inquiries to local offices of the Ombudsman;
 - (3) shall ensure that the local telephone number for each local office of the Ombudsman is published and available to individuals and employers served by the office; and
 - (4) shall meet regularly with the Director of the Bureau of Citizenship and Immigration Services to identify serious service problems and to present recommendations for such administrative action as may be appropriate to resolve problems encountered by individuals and employers.
- (e) **PERSONNEL ACTIONS-**
- (1) **IN GENERAL-** The Ombudsman shall have the responsibility and authority--
 - (A) to appoint local ombudsmen and make available at least 1 such ombudsman for each State; and
 - (B) to evaluate and take personnel actions (including dismissal) with respect to any employee of any local office of the Ombudsman.
 - (2) **CONSULTATION-** The Ombudsman may consult with the appropriate supervisory personnel of the Bureau of Citizenship and Immigration Services in carrying out the Ombudsman's responsibilities under this subsection.
- (f) **RESPONSIBILITIES OF BUREAU OF CITIZENSHIP AND IMMIGRATION SERVICES-** The Director of the Bureau of Citizenship and Immigration Services shall establish procedures requiring a

formal response to all recommendations submitted to such director by the Ombudsman within 3 months after submission to such director.

(g) OPERATION OF LOCAL OFFICES-

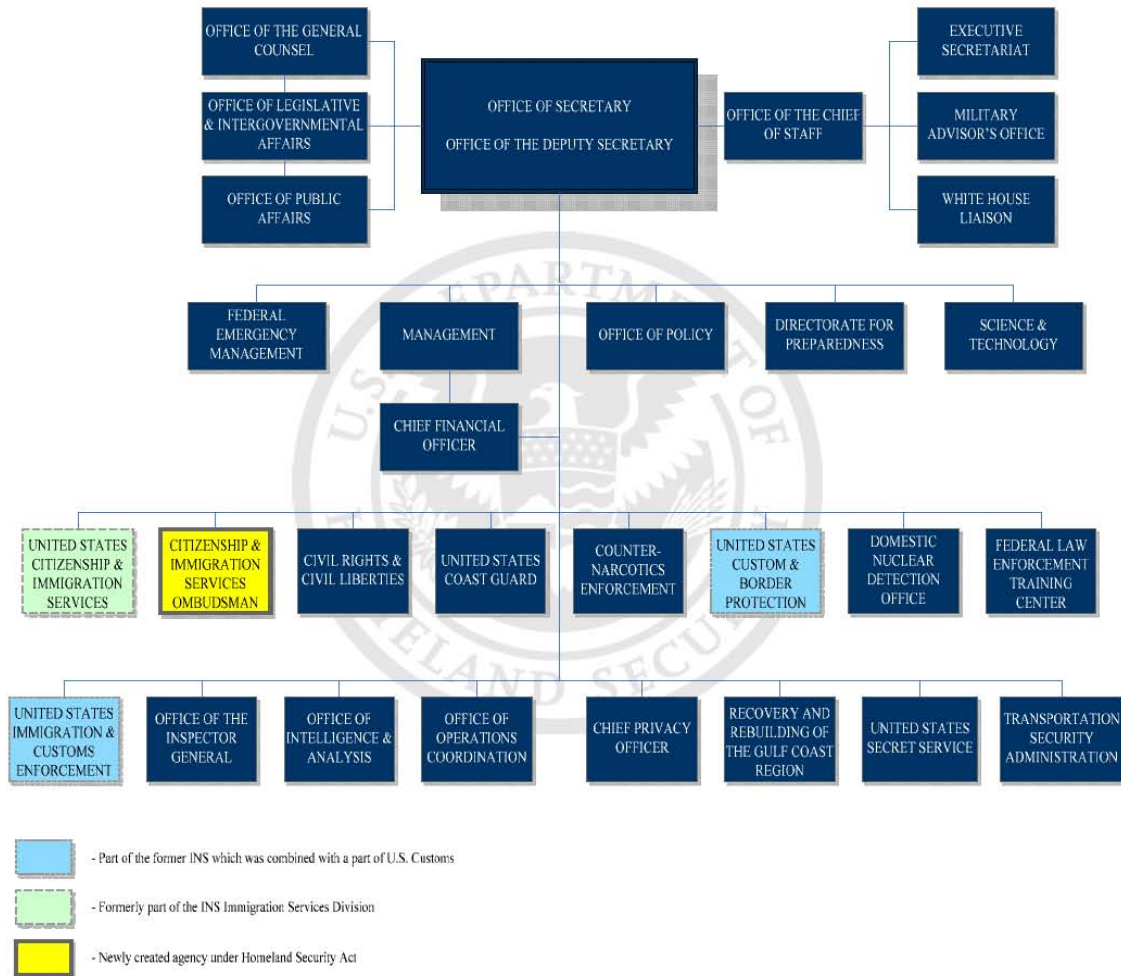
- (1) IN GENERAL- Each local ombudsman--
 - (A) shall report to the Ombudsman or the delegate thereof;
 - (B) may consult with the appropriate supervisory personnel of the Bureau of Citizenship and Immigration Services regarding the daily operation of the local office of such ombudsman;
 - (C) shall, at the initial meeting with any individual or employer seeking the assistance of such local office, notify such individual or employer that the local offices of the Ombudsman operate independently of any other component of the Department and report directly to Congress through the Ombudsman; and
 - (D) at the local ombudsman's discretion, may determine not to disclose to the Bureau of Citizenship and Immigration Services contact with, or information provided by, such individual or employer.
- (2) MAINTENANCE OF INDEPENDENT COMMUNICATIONS- Each local office of the Ombudsman shall maintain a phone, facsimile, and other means of electronic communication access, and a post office address, that is separate from those maintained by the Bureau of Citizenship and Immigration Services, or any component of the Bureau of Citizenship and Immigration Services.

SEC. 453. PROFESSIONAL RESPONSIBILITY AND QUALITY REVIEW.

- (a) IN GENERAL.—The Director of the Bureau of Citizenship and Immigration Services shall be responsible for—
 - (1) conducting investigations of noncriminal allegations of misconduct, corruption, and fraud involving any employee of the Bureau of Citizenship and Immigration Services that are not subject to investigation by the Inspector General for the Department;
 - (2) inspecting the operations of the Bureau of Citizenship and Immigration Services and providing assessments of the quality of the operations of such bureau as a whole and each of its components; and
 - (3) providing an analysis of the management of the Bureau of Citizenship and Immigration Services.
- (b) SPECIAL CONSIDERATIONS.—In providing assessments in accordance with subsection (a)(2) with respect to a decision of the Bureau of Citizenship and Immigration Services, or any of its components, consideration shall be given to— H. R. 5005—66
 - (1) the accuracy of the findings of fact and conclusions of law used in rendering the decision;
 - (2) any fraud or misrepresentation associated with the decision; and
 - (3) the efficiency with which the decision was rendered.

Appendix 6: DHS Organization Chart

Department of Homeland Security Organization Chart



<h2 style="margin: 0;">Homeland Security</h2>	<p style="margin: 0;"><i>Office of the Citizenship and Immigration Services Ombudsman</i> U.S. Department of Homeland Security Mail Stop 1225 Washington, DC 20528-1225</p>
---	---

Appendix 7: Biography of Prakash Khatri, Ombudsman

Prakash Khatri was appointed as the first Department of Homeland Security (DHS), Citizenship and Immigration Services Ombudsman in July 2003 by Secretary Tom Ridge. The Ombudsman assists individuals and employers who experience problems with United States Citizenship and Immigration Services (USCIS). He also identifies systemic problems with USCIS processes and recommends solutions. Mr. Khatri has provided executive leadership, vision, and direction to this office from its inception as a one-person entity to its current status as a team of 30 professionals and administrative staff.

As the Ombudsman, Mr. Khatri has made numerous recommendations to the Director of USCIS for changes to the immigration benefits process based on data collected through various outreach activities including: traveling to over 120 USCIS and other DHS facilities, meeting with DHS immigration officials, and conferring with countless private individuals and community based organizations. Mr. Khatri also meets with federal and state government leaders as well as stakeholder organizations to learn of the difficulties they experience with USCIS. In addition, Mr. Khatri has served as an advisor on numerous DHS immigration reform initiatives and acted in a key leadership role for the DHS Second Stage Review's Immigration Policy Team.

Mr. Khatri earned his B.A. from Stetson University (1981) and J.D. from Stetson University College of Law (1983). Mr. Khatri was admitted to the Florida State Bar in 1984, and at the age of 22 was the youngest attorney in the state's history. He was among the first 35 members of the Florida Bar to pass the Immigration and Nationality Board Certification examination. Mr. Khatri subsequently served on the Florida Bar Immigration and Nationality Board Certification Committee where he developed and evaluated board certification exams.

In private practice, Mr. Khatri spent almost two decades representing individuals and businesses from more than 100 countries in the area of immigration law providing strategic planning and visa processing advice to corporate clients. He also conducted immigration seminars in Taiwan, India, and South Africa.

Mr. Khatri also worked for five years as Manager of Immigration and Visa Processing for Walt Disney World in Florida. While working for Disney, Mr. Khatri traveled to U.S. consular posts in more than 18 countries. At Disney, he developed and implemented an automated high-volume visa processing system and other innovations that reduced unnecessary paperwork and improved efficiencies related to handling employee visa applications.

In addition to serving as a former President of the Central Florida Chapter of the American Immigration Lawyers Association, Mr. Khatri also is a past President of the Asian-Pacific American Heritage Council of Central Florida.