



Anna Rodriguez

Policy Attorney III

☎ (210) 555-6724 ✉ anna.rodriguez@example.com

🌐 [linkedin.com/example/annarodriguez](https://www.linkedin.com/example/annarodriguez) 📍 San Antonio, TX 78205

STRENGTHS

- 👤 **Child Welfare Counsel**
Advised program leaders through sensitive case questions, funding concerns, and policy choices, earning trust when facts were difficult.
- ♥️ **Legal Writing**
Turned dense federal and Texas requirements into clear memoranda, procedures, and guidance that teams could use.
- 👥 **Policy Leadership**
Led policy reviews across legal and operational groups, and became a steady resource during urgent decisions.
- 📋 **Legislative Analysis**
Tracked proposed bills, explained operational effects, and shaped statutory language for counsel and policy stakeholders.
- ♿️ **Accessibility Review**
Checked public legal content against accessibility standards, improving structure and readability for broader community access.

SKILLS

Child Welfare Law

Administrative Law Public Policy

Legal Research Legal Writing

Statutory Analysis

Administrative Rules

Policy Drafting

Memoranda of Understanding

SUMMARY

Policy attorney with 10 years of post JD experience advising Texas public agencies and nonprofit child and family service organizations. Provides practical counsel on child welfare law, administrative law, public policy, regulatory compliance, federal funding, ethics, information sharing, agency operations, and legislative matters. Drafts defensible policies, administrative rules, procedures, **Memoranda of Understanding**, legal memoranda, statutory revisions, and program guidance for executive and operational audiences. Reviews appealed investigation dispositions, adoption assistance matters, **permanency care assistance** agreed orders, and other administrative matters for legal sufficiency. Licensed in Texas and in good standing with the **State Bar of Texas**. Produces accessible public documents aligned with **WCAG 2.1 AA** and Section 508 while coordinating effectively with attorneys, program leaders, legislative stakeholders, and executive reviewers.

EXPERIENCE

Senior Policy Counsel

Lone Star Child Advocacy Network 📅 January 2023 - Present 📍 San Antonio, Texas

Directs legal analysis for statewide child and family service initiatives. Advises program executives on child welfare statutes, **administrative rules**, funding conditions, privacy, information sharing, ethics, legislative proposals, and accessible public content. Leads policy drafting, **legal sufficiency review**, legislative analysis, and cross functional counsel for sensitive program decisions.

- Advised executives on child welfare statutes, funding conditions, privacy, and **information sharing** risks.
- Converted federal and Texas requirements into policy manuals, **procedures**, agreements, and operational guidance.
- Reviewed contested benefit matters and investigation dispositions, identifying evidentiary and procedural issues for appeals.
- Prepared legislative impact analyses and statutory responses, giving government relations teams clear legal positions.
- Counseled leaders on ethics, records disclosure, and compliance before high risk implementation decisions.
- Reviewed public documents against **WCAG 2.1 AA** and **Section 508** accessibility expectations.

Policy Counsel

Hill Country Administrative Law Center 📅 July 2020 - December 2022 📍 Austin, Texas

Advised public sector and human services clients on **administrative law**, rulemaking, statutory authority, child welfare requirements, and program compliance. Managed concurrent assignments involving **legal research**, formal memoranda, agreements, hearing preparation, legislative analysis, and executive review under demanding deadlines.

- Advised **public sector** clients on rulemaking, statutory authority, and compliance affecting vulnerable families.
- Researched funding, confidentiality, due process, and eligibility issues for formal **legal memoranda**.
- Drafted administrative rules, **Memoranda of Understanding**, **policies**, and procedures within legal constraints.
- Prepared witness guidance and hearing materials supported by governing authorities and complete records.
- Analyzed proposed bills and drafted alternative statutory language for counsel and policy stakeholders.
- Coordinated independent assignments with attorneys, program specialists, and executive reviewers under short deadlines.

Staff Attorney

Central Texas Family Services 📅 September 2018 - June 2020 📍 Waco, Texas

Legal Memoranda

Administrative Appeals

Legal Sufficiency Review

Legislative Analysis

Statutory Revision

Regulatory Compliance

LANGUAGES

English Native

Spanish Intermediate

MY CAREER



● Senior Policy Counsel at Lone Star Child Advocacy Network (3.8 Years)

● Policy Counsel at Hill Country Administrative Law Center (2.4 Years)

● Staff Attorney at Central Texas Family Services (1.8 Years)

● Associate Attorney at Bexar Public Law Group (2 Years)

Provided legal research and counsel for child welfare service delivery, benefits, permanency planning, confidentiality, and administrative process. Supported multidisciplinary teams through funding analysis, investigation review, agreements, legislative monitoring, staff guidance, and plain language legal training.

- Advised multidisciplinary teams on benefits, permanency planning, confidentiality, and administrative process.
- Explained **federal funding** requirements and Texas rules through concise options for program leaders.
- Reviewed investigation records for procedural completeness and evidentiary support before administrative review.
- Drafted partnership agreements clarifying responsibilities, data sharing terms, and **compliance** obligations.
- Summarized legislative and regulatory changes for attorneys and operational leadership.
- Created accessible legal training materials that preserved accuracy through plain language explanations.

Associate Attorney

Bexar Public Law Group 📅 August 2016 - August 2018 📍 San Antonio, Texas

Built public law experience through research, statutory interpretation, memorandum drafting, administrative case support, agreement review, and deadline management for governmental and nonprofit clients. Prepared citation supported work products under attorney supervision while developing sound judgment across public sector matters.

- Researched Texas statutes, administrative regulations, **ethics**, and open government issues for counsel.
- Drafted memoranda, client advisories, policy language, and administrative filing sections from controlling authority.
- Organized appeal records and identified procedural issues involving agency authority and review standards.
- Reviewed interorganizational agreements for **public sector** terms and operational responsibility allocation.
- Tracked concurrent deadlines and validated authorities before submitting polished work products.
- Supported administrative case strategy through focused research and reliable record analysis.

PROJECTS

State Child Welfare Policy Modernization 📅 2023

Led a statewide policy modernization effort connecting child welfare statutes, administrative rules, funding conditions, privacy requirements, and operational guidance. Produced usable materials for program leaders and service teams.

Administrative Appeals Review Framework 📅 2022

Created a structured review approach for contested investigations and benefit matters. Clarified evidentiary questions, procedural standards, legal sufficiency checks, and documentation needs for administrative decisions.

Accessible Public Legal Content Program 📅 2021

Reviewed public facing legal and policy materials for WCAG 2.1 AA and Section 508 alignment. Improved document structure, plain language, and access for public audiences.

LEADERSHIP & AWARDS

- Recognized by program executives for clear counsel on sensitive child welfare and funding questions.
- Selected by legal leadership to prepare legislative analysis and hearing support for high visibility matters.
- Trusted as a senior reviewer for policies, agreements, and legal memoranda requiring sound judgment.

EDUCATION

Juris Doctor

St. Mary's University School of Law 🎓 GPA: 0 📅 2016 📍 San Antonio, Texas

Coursework: *Administrative Law, Child Welfare Law, Legal Research, Statutory Interpretation*

Bachelor's Degree in Political Science

Texas State University 🎓 GPA: 0 📅 2013 📍 San Marcos, Texas

Coursework: *Public Policy, American Government, Ethics, Constitutional Law*

CERTIFICATIONS

- State Bar of Texas Attorney License 📅 2016
- Texas Attorney License, Active and in Good Standing 📅 2016

TECHNICAL SKILLS

- **Child Welfare Law:** Federal child welfare law, Texas child welfare law, permanency care assistance
- **Administrative Law:** Administrative rules, agency authority, due process
- **Legal Research:** Westlaw, statutory research, regulatory research
- **Legal Writing:** Legal memoranda, formal opinions, policy guidance
- **Policy Development:** Policy manuals, procedures, program documents
- **Agreements:** Memoranda of Understanding, interagency agreements, data sharing terms
- **Legislative Practice:** Bill analysis, statutory revisions, legislative hearings
- **Administrative Appeals:** Appealed dispositions, agreed orders, legal sufficiency review
- **Compliance:** Federal requirements, state requirements, regulatory compliance
- **Accessibility:** WCAG 2.1 AA, Section 508, Adobe PDF Accessibility
- **Public Agency Law:** Government operations, public policy, agency procedures
- **Information Governance:** Privacy, records disclosure, information sharing
- **Funding Programs:** Federal funding streams, eligibility rules, funding conditions

PROFESSIONAL AFFILIATIONS

- State Bar of Texas, active member in good standing.
- Texas public law and child welfare policy professional network participant.

ADDITIONAL INFORMATION

Work Status : Authorized to work in United States. No sponsorship required.

REFERENCES

AVAILABLE ON REQUEST