

JULIE FARNAM

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Proactive and decisive leader with a nearly 20-year record of continuous achievements and contributions for complex, high-profile, and sensitive initiatives mandated by the Department of Homeland Security (DHS), the White House, Congress, and others. Demonstrated ability to **develop and implement critical process and policy enhancements**, including projects **involving reinvigorating struggling organizations and the protection of the United States**.

Hold an **MA Degree in Intercultural Relations with expert knowledge** in Federal laws, rules, regulations, and procedures pertaining to anti-terrorism, immigration, and intelligence. **Exceptional relationship building and partnering with high-profile individuals**, and interpersonal, collaboration, writing, presentation, and listening skills. **Published author** and creator of briefings and trainings for domestic and international delegations.

Executive Competencies include:

**Policy & Program Development | Strategic Negotiations | Performance Management | Quality Management
Strategic Planning | Staffing, Training & Development | Strategic Initiative Development & Execution
Risk Mitigation | Budgeting & Forecasting | Continuous Process Improvements | Project Management**

POLITICAL ACTIVITY

Policy Advisor, Pete Buttigieg Presidential Campaign (08/2019-03/2020): Selected to join a team to draft a comprehensive immigration policy for a presidential candidate. Served as a subject matter expert on certain proposals. **Led a team to develop a policy related to creating a pathway to citizenship**.

Chair, Arlington Democrats Women's Caucus: Served as the first chair of the Women's Caucus for the Arlington, VA Democrats. **Drafted a mission statement and caucus objectives**. Established a strong social media presence to promote caucus activities and information of interest to caucus members. **Led monthly caucus meetings**. Coordinated events and work with caucus members to **inform policy discussions**. **Mobilized the community** to support Democratic women in local, state, and national elections.

Democratic Precinct Captain, Oakridge Precinct, Arlington, VA: **Led the development** of a precinct captain guide for all Arlington, VA precinct captains. **Recruited volunteers** to assist with promoting democratic interests. Greet voters at the Oakridge polling location and promote Democratic candidates on the ballot.

Arlington Democrats/Virginia MilVets Caucus: Founding member of the MilVets Caucus for the Arlington Democrats. **Conduct outreach on behalf of military members, veterans, their families, and their friends** in Arlington County. Maintain all social media postings and craft communication materials on behalf of the caucus.

Beyond Arlington Participant: **Wrote postcards in conjunction with the Georgia NAACP** to promote voter registration. **Canvased** on behalf of Dan Helmer in his successful campaign for the Virginia House of Delegates. Wrote 100 postcards for Democratic candidate Sheila Bynum-Coleman during her campaign for the Virginia House of Delegates.

PROFESSIONAL EXPERIENCE & SELECT ACCOMPLISHMENTS

PANDORUS INTELLIGENCE, LLC – Arlington, VA | 05/2023-Present

Owner/CEO (05/2023 – Present): Pandorus Intelligence, LLC specializes in **open-source intelligence and online investigations**. Aid attorneys, private investigators, employers, and others with **background checks, asset identification**, identification of associates, an **inventory of social media holdings** of targets, and **county condition reports and threat assessments**. Assist companies with **criminal history checks** and driving record checks for new employees. **Administer training** on various topics in the field of intelligence.

UNITED STATES CAPITOL POLICE | 10/2020-06/2023

Assistant Director, Intelligence and Interagency Coordination (Senior Executive)

(11/2017-06/2023): Improved intelligence capabilities **during a volatile and highly intense period**, overseeing intelligence collection during the Supreme Court Justice confirmation process, the presidential election, multiple high-profile marches on Capitol Hill, and other events. **Appropriately and accurately conveyed intelligence** information warning of the potential for violent conflict in advance of the riot that occurred on January 6, 2021. **Motivated an underperforming team** to improve the quality of information provided to U.S. Capitol Police personnel and members of Congress. **Grew the team by 235%** to better support the Capitol Police's mission. Administered a **~\$3M budget** to ensure operational success of the team.

- **Monitored domestic extremist groups** to anticipate their actions and plans to engage in violence and disrupt democratic institutions. Developed briefing documents profiling domestic extremist groups.
- **Established a process to systematically conduct open source and social media research** on cases involving threats against members of Congress, allowing the team to vet approximately 20,000 cases in a 2 ½-year period.
- Oversaw the drafting of **several intelligence assessments** to include tactics used by violent protesters, the two MAGA marches, a threat assessment on the joint session of Congress, and the inauguration, among others.

U.S. CITIZENSHIP and IMMIGRATION SERVICES, FRAUD DETECTION and NATIONAL SECURITY DIRECTORATE, DC | 11/2017-10/2020

Chief, Immigration Vetting Division (11/2017-10/2020): **Provided leadership** to six teams in two locations for vetting immigration cases with identified or suspected national security concerns. **Inspired team to increase productivity over the previous fiscal year**. Led Agency initiatives to detect trends pertaining to transnational criminal organizations and coordinated cross-component training to identify gang members.

- **Led Division in vetting 9,403 immigration cases for national security concerns** and provided intelligence reports to the field documenting findings, **increased watchlisting activities 300%** over previous fiscal year, and **wrote 1,800+ high profile immigration case reports**.
- **Reinvigorated organizational development initiatives**, including addressing low morale related to previous inattentive management, inadequate promotion opportunities, and performance concerns.
- **Recruited a diverse group of well-qualified, highly motivated employees**. The 54 federal employees on staff include **nearly 40% in a minority category, while 72% are veterans**.
- **Established strategic plan** to address the Division's deficiencies in training and knowledge, **resulting in development of three guidance documents and 120+ hours of training opportunities**, including technical training, leadership development, and soft skills training.

Acting Deputy Associate Director (Senior Executive) (12/2019-03/2020): **Led directorate** for matters relating to anti-fraud initiatives, intelligence, and national security in effort to ensure integrity of the immigration system and the safety of the United States. Oversaw multiple divisions consisting of more than 300 employees. Served as the Agency's primary point for law enforcement partners and the intelligence community.

- **Provided an avenue to empower employees in communicating with management**, to hear the employees' thoughts and to give feedback, to **improve low scoring-related questions on the Federal Employee Viewpoint Survey over the FY19 scores**.
- **Ensured collaboration for five operational Divisions within the directorate and coordinated effort in divisional areas with overlap** by instituting information sharing processes.
- **Positioned the directorate for future success** by building relationships with other components within the Agency, partnering on areas of mutual interest, and by identifying new opportunities and addressing concerns prior to formal concurrence-seeking actions.

U.S. CITIZENSHIP and IMMIGRATION SERVICES FIELD OPERATIONS - Washington, DC | 02/2017-11/2017

Senior Advisor (07/2015 – 11/2017): **Promoted to Senior Advisor supporting Senior Executive Service Directorate leadership**. **Represented USCIS at high-level meetings within the Agency**, Department, other Federal agencies, and the **White House**. Briefed senior officials on matters with national impact or controversy. **Administration advisor** on

immigration law enforcement. **Led meetings** to develop expansive network, accountability collaborations, and policy and resource needs. Confidential advisor to the Associate Director, Field Operations Directorate.

- **Built strategic relationships with Haitian government officials to facilitate and influence the processing of intercountry adoptions.** During travels to Haiti, collaborated with the Department of State and multinational government executives, developing best practices in often unstable political environments. Accompanied members of Congress to Haiti to explore adoption and human trafficking issues.
- **Led a highly-regarded, first arrangement of its kind,** crafting of a **Memorandum of Agreement** between two agencies to provide immigration services at U.S. Department of Agriculture (USDA) facilities. Agreement was signed by both the Secretary of Homeland Security and the Secretary of USDA. Partnered with USDA offices in finding solutions to potential challenges resulting in utilization of five USDA locations for immigration services.
- **Co-authored the Associate Director's testimony and oral statement to the Senate Committee on the Judiciary, resolving embarrassment** to the Department of Homeland Security's (DHS) Secretary and USCIS Director.
- **Led a task force of five different federal agencies within two Departments** to assess the fiancé(e) visa process. Created a long-term strategy and vision for improving the process integrity in an effort to reduce terrorism in the United States. Submitted five recommendations for inclusion in a report to the White House.
- Oversaw Field Operation responses to **Freedom of Information Act requests.**

**OFFICE of the DIRECTOR for U.S. CITIZENSHIP and
IMMIGRATION SERVICES – Washington, D.C. | 07/2016-08/2017**

Senior Advisor (02/2017 – 08/2017): **Led U.S. Citizenship and Immigration Services'** efforts to inform efforts to implement Executive Orders. Oversaw 14 working groups, led Division Chiefs, Supervisory Adjudication Officers, and Special Assistants, to examine and revise Agency policies, pilot new initiatives, modify regulations, and execute novel proposals. Ensured mandated reports and proposals were delivered to Department leadership.

- **Led Agency effort to identify enhanced vetting techniques. Submitted 38 recommendations to the White House,** including improved in-person interviewing techniques of individuals seeking an immigration benefit, additional background checks for applicants, person-centric biometric tracking of identities, and increased collaboration with the Intelligence Community. Provided status reports on implementation.
- **Presented and contributed 31 ideas** for developing an Agency reorganization plan **for submission to the White House,** some of which have already been implemented.
- **Achieved 20 new policy initiatives to be included in new fee rule impacting the Agency funding and resources.** Collaborated with Agency leaders for ideas, briefed leadership to obtain decisions on policy initiatives to be pursued and worked with the Chief Financial Officer and others in drafting the proposed new fee rule.
- **Fostered teamwork within 14 groups** by identifying and leveraging individuals' strengths to benefit programs. Guided and **mentored working group leads to resolve conflicts,** held regular team meetings to discuss opportunities and progress. Ensured working groups included different internal/external components to **influence the diversity of perspectives.** Managed and resolved intra- and inter-Agency challenges.
- **Represented the Agency at White House meetings and on DHS Executive Order Task Force.** Set Agency goals for the implementation of Executive Orders and communicated the vision to Agency leadership.

**OFFICE of the DIRECTOR for U.S. CITIZENSHIP and
IMMIGRATION SERVICES – Washington, D.C. | 07/2016-08/2017**

Component Action Officer: **Selected as one of two USCIS senior professionals** to lead transition efforts for a new Administration in this fast-paced, high pressure environment. Briefed Agency, Departmental officials, and transition team members on relevant information for the new presidential administration. Maintained heightened awareness of external requirements and communicated with top officials at USCIS and the Department of Homeland Security. Served as communications lead for the Agency to inform Administration officials of issues affecting policies, long-term/short-term programs, and initiatives.

- **Fulfilled multiple information requests, including ~200 pages of documentation within 24-hours.** Gained agency concurrence, clearance from counsel and leadership approval through communications with various offices.
- **Created the first integrated electronic briefing book,** including issue papers on topics of national interest/importance, an Agency operations summary, and legislative priorities. **Transformed operations to a compressive electronic format,** and **to prepare USCIS political appointees** for Senate confirmation hearings.
- **Collaborated with the Deputy Director of USCIS during the presidential transition.** Served as Agency's lead representative to the Presidential Transition Office at DHS. **Ensured members** of the President-elect's transition team **were expertly briefed on Agency matters of interest and operations.**

**U.S. CITIZENSHIP and IMMIGRATION SERVICES,
FIELD OPERATIONS - Washington, DC | 05/2010-02/2015**

Acting Supervisory Chief of Staff (10/2014 – 02/2015): Led 8-person staff charged with setting up a new service center in Arlington, Virginia, to process an executive action mandated workload. Managed high-level initiatives, including ensuring Field Operations provided key input into Agency plans and policies. Guided staff in **White House mandated hiring of over 1,000 employees** to complete a work surge, created and **managed a multi-million-dollar budget**, and developed new technology for adjudicating applications.

- **Received praise from executive leadership** “as the most cohesive and productive time from this work unit.”
- **Met White House established program timeframes for recruiting and directing hiring team to onboard hundreds of personnel in 90 days. Ensured diversity in hiring process** by leveraging underutilized staffing programs, including Veterans Recruitment Appointment.
- **Coordinated team in developing strategies and policies to implement new workload and management of millions of requests within six months.** Led planning for **1,000-person facility**, including directing space management requirements for **distributing staff in a new 11 floor building.**
- **Coordinated with seven Agency components to develop new IT capabilities**, including a new internal case management system for the applications and a new online filling system, operational policies, security measures, customer tools, records organization, mail management, and contract support.
- **Developed budgets, determined cost-benefit ratios, and monitored expenses and operating cost projections.** Worked with budget analyst to establish a budget for proposed Center with **~\$170M annual operating cost.**
- **Realigned team to optimize strengths, capacity, and opportunities** for available training and associated funding.

Special Assistant (05/2013 – 07/2015), **Special Assistant/Instructor** (05/2010 – 05/2013): **Oversaw high-visibility and long-term initiatives while serving in leadership roles. Led inter-agency and inter-departmental meetings** to advance innovative policy initiatives. Provided direct support to the Associate Director and Deputy Associate Director in Field Operations. Briefed Congressional staffers and international delegations visiting the Agency.

- **Influenced and drove significant culture change** to the Agency by implementing initiatives to effect remote and underserved immigrant communities nationwide. Despite pushback, **gained support for thousands of customers.**
- **Change agent in negotiating with unions** to implement initiatives and **ensuring customers received services and officers’ rights were considered and preserved.**
- **Reduced Agency risk** by improving fraud detection and adjudication consistency.
- **Transformed the Congressionally mandated SIJ program, with national impact by proposing centralized office.**
- **Recipient of the prestigious “Heritage Award” from USCIS for contributions to the Boston Marathon investigation.** Award is the second highest award granted in the agency and is given for “substantial and distinguished contributions to USCIS and its mission.”
- **Developed online training course (still used), delivering training to hundreds, including DHS HQ employees.**
- **Wrote “Immigration Options for Victims of Crimes,” brochure translated into three languages.**

EARLY CAREER EXPERIENCE

U.S. CITIZENSHIP and IMMIGRATION SERVICES - Washington, DC | 03/2008 – 05/2010

Management and Program Analyst: **Oversaw Agency response to CIS Ombudsman’s Annual Report to Congress.**

- **Drafted a speech for then-Department of Homeland Security Secretary** (Janet Napolitano) highlighting the Agency’s participation in key veterans’ naturalization efforts.
- **Penned “Improving the Processing of ‘Schedule A’ Nurse Visas,” the Agency response** to the CIS Ombudsman’s Formal Recommendation 36, Coordinated with Agency components.

HOMELAND SECURITY INVESTIGATIONS, Boston, MA | 9/2006 – 03/2008

Investigative Assistant: Conducted criminal investigations pertaining to **human rights violators and terrorism**, under the supervision of criminal investigators.

- **Served as sole Equitable Sharing Coordinator for the New England Region**, distributing seized property to Agency partners.
- **Responded to Congressional inquiries received by 12 offices**, for Immigration and Customs Enforcement Homeland Security Investigations.
- Assisted with the processing and release of records under the **Freedom of Information Act.**

U.S. CITIZENSHIP and IMMIGRATION SERVICES - Boston, MA | 09/2005-09/2006

Immigration Information Officer: Graduated first in Officer Basic Training Program and class president.

INTERNATIONAL RESCUE COMMITTEE - Boston, MA | 10/2003-09/2005

Volunteer: Assisted recently resettled refugees and other immigrants with the completion and processing of their immigration applications and petitions. **Developed a case management system** to track submitted applications.

COMMUNITY LEADERSHIP AND PUBLICATIONS

Authored – Domestic Darkness: An Insider’s Account of the January 6 Insurrection, and the Future of Right-Wing Extremism | Ig Publishing, 2024 (Amazon bestseller, January 2024)

Arlington Ridge Civic Association Board Member: Serve as a liaison for the neighborhood.

Site Plan Review Committee Member: Review specific development projects in Arlington County along with other community members.

Animal Welfare League of Arlington Volunteer: Foster kittens, distribute pet food at food banks, and deliver pet food to homebound residents in Arlington.

President, Alumni Council, Lesley University: Led group of alumni (30 nationwide volunteers) in creating a strategic vision and policies. Fostering team commitment to affect positive change and contributions to the community.

Authored - U.S. Immigration Laws Under the Threat of Terrorism | Algora Publishing, 2006

EDUCATION & EXECUTIVE DEVELOPMENT

Women in Politics Program, AMERICAN UNIVERSITY – 2022-2023, Washington, DC

Department of Homeland Security **Senior Executive Service** Candidate Development Program | 09/2019-08/2020

Master of Art (MA) Degree in Intercultural Relations, LESLEY UNIVERSITY - Cambridge, MA

Bachelor of Art (BA) Degree in Sociology - *cum laude*, SIMMONS COLLEGE - Boston, MA

TESOL/CELTA Certificate – School for International Training – Brattleboro, VT