



Agenda

Call to Order and Welcome

Rollcall Staff

Review of Agenda Staff

Approval of Minutes Staff

Presentations and Discussion

Finance Agency Cyber Project Michael Watson
Chief Information Security Officer

Julie Chatman
Deputy Chief Information Security
Officer for Finance

New Joint Subcommittee on Cyber Risk Michael Watson
Chief Information Security Officer

Legislative Update Joshua Heslinga
Director, Legal & Legislative Services

Application Modernization Progress Update Dan Lewis
Project Management (PM) Center of Excellence
Leader

Project Management Center of Excellence
Update Dan Lewis
PM Center of Excellence Leader

Public Comment

Other Business Staff

Adjourn



MEETING MINUTES

Call to Order and Welcome:

The meeting was called to order at 1:02 pm by Mr. Craft. Mr. Craft welcomed back the members and welcomed Commissioner Melis, designee of Secretary Slater.

Mr. Heslinga reviewed virtual meeting requirements including, but not limited to:

- The meeting was fully virtual, which was noticed on Friday, December 6.
- All meeting materials were available through the agenda link on the page for the meeting on the Virginia Regulatory Town Hall and posted in the chat. Necessary information for attending the meeting virtually was also available on Town Hall. Both were fully available to the public on Monday, December 9.
- The public had an opportunity to join this meeting virtually (as with all ITAC public meetings), and there was an opportunity to provide public comment during the customary times (virtually and by email), and there was an opportunity now for public attendees to notify the host through the chat of their desire to give public comment during the Public Comment period.
- No more than two members may be together in any one location unless that location is open to the public.
- For purposes of a quorum, members are considered absent during any portion of the meeting in which their audio-visual connection fails.

Presiding:

John Craft, Chair

Members

Chief Information Officer of the Commonwealth
Robert Osmond

Deputy Secretary of Administration Bradley
Phillips (designee of Secretary McDermid)

Commissioner Melis (designee of Secretary
Slater)

Delegate Joshua Thomas

Delegate Kannan Srinivasan

Delegate Marty Martinez

Delegate Michael Feggans

Senator Bill DeSteph

Senator Jennifer Boysko

Senator Saddam A. Salim

Anthony Gitalado

Dena Kozanas

Sam Nixon

James Kraemer

Members Not Present:

Robert Turner

Cherif Kane

Phea Ram

Adam Lee

Dr. Timothy Tillman

VITA Personnel Present

Amy Braden, Director, Security Governance,
Virginia IT Agency

Mike Watson, Deputy CIO & Chief Information
Security Officer, Virginia IT Agency

Joshua Heslinga, Director, Legal and Legislative
Services, Virginia IT Agency

Mylam Ly, Legal Compliance and Policy
Specialist, Virginia IT Agency

Patrick Disney, Coordinator, Virginia IT Agency

Review of Agenda

Ms. Ly provided an overview of the agenda.

Approval of Minutes

The August meeting minutes were displayed on the screen. Upon a motion by Mr. Kraemer, and seconded by Senator Boysko, the Council unanimously voted to adopt the meeting minutes.

Cybersecurity Governance

Amy Braden, Director of Security Governance at VITA presented on Cybersecurity Governance. Ms. Braden reviewed VITA's authority and scope focusing on key policies and standards for addressing cybersecurity. There were several questions from members. Topics covered included flexibility challenges in applying policies, opportunities for improvement, updates to cybersecurity standards and NIST alignment, and increased guidance, training, and engagement. Ms. Braden also discussed the collaborative review process and efforts to enhance compliance and adaptability across diverse agencies.

IT Planning and Modernization in the Executive Branch

Robert Osmond, Chief Information Officer of the Commonwealth, presented on IT Planning and Modernization in the Executive Branch and a Six-Year IT Modernization Plan. Mr. Osmond reviewed Virginia's current IT planning, which includes: 2023-2027 Technology Strategies, agency IT strategic plans, and the Recommended Technology Investment Projects (RTIPs) report. The RTIP Report provides an annual overview of Commonwealth IT investments for the General Assembly, ensuring transparency and alignment with business strategies while identifying opportunities for cost control and efficiency. Each agency is required to submit an IT strategic plan every two years, outlining critical needs for the next one to five years,

addressing funding, staffing and aging systems. Overall goals include driving better, faster decision making through data, cultivating statewide IT talent capability, and protecting Virginians through cybersecurity.

Mr. Osmond then went onto discuss a proposed six-year IT modernization plan, which aims to address technical debt, improve cybersecurity; and enhance system sustainability through a structured assessment and prioritization process. Agencies evaluate applications based on criteria such as criticality, cybersecurity vulnerabilities, and technical sustainability with modernization needs scored and ranked. The 70/20/10 budget model guides investment decisions. This approach integrates agency needs while ensuring alignment with Commonwealth strategies, adaptability, and the efficient use of resources for long-term IT transformation. Mr. Osmond discussed ITAC's proposed role of advising on, reviewing, and endorsing or recommending the final six-year IT modernization plan, which would fulfill and further existing ITAC statutory duties:

- Advising the CIO on strategies and priorities for information technology for executive branch agencies;
- Advising the CIO on information technology planning and projects;
- Advising the CIO on policies, standards, and guidelines for information technology and data of the Commonwealth;
- Advise the CIO on information technology budgeting, investments, and expenditures.

Public Comment Period

There were no public comments virtually or by email in advance of the meeting, and no member of the public spoke up in the meeting chat to ask to offer public comment.

Other Business

Mr. Craft opened the floor for other business. Ms. Ly discussed 2025 proposed meeting dates, which will be circulated for members' availability feedback after the meeting.

Adjourn

The Council adjourned the meeting at 2:12 pm.



VIRGINIA
IT AGENCY

Information Technology Advisory Council (ITAC) Meeting

VITA staff

April 24, 2025



Agenda

Approval of Minutes

Finance Agency Cyber Project & Discussion

New Joint Subcommittee on Cyber Risk & Discussion

Legislative Update

Application Modernization Progress Update

Project Management Center of Excellence Update

Public Comment

Other Business

Adjourn

Staff

Michael Watson, Chief Information Security Officer

Julie Chatman, Deputy Chief Information Security, Officer for Finance

Michael Watson, Chief Information Security Officer

Joshua Heslinga, Director, Legal & Legislative Services

Dan Lewis, Project Management (PM) Center of Excellence Leader

Dan Lewis, PM Center of Excellence Leader

Staff

Finance Cyber Risk Program

Michael Watson

Chief Information Security Officer

Julie Chatman

Deputy Chief Information Security
Officer for Finance

Project purpose and objectives

EY and VITA performed a cyber risk assessment across the Finance Agencies as they are considered crown jewel agencies due to their responsibility for controlling majority of Commonwealth financial assets.

Agencies assessed using the VA SEC501, NIST CSF and CIS Top 18 frameworks.

Agencies assessed 'Crown Jewels'

Department of Taxation (TAX)
Department of the Treasury (TRS)
Department of Accounts (DOA)
Alcohol and Beverage Control Authority (ABC)
Virginia Lottery (Lottery)
Virginia Retirement System (VRS)
Virginia529 (529)

Reasons for Agency selection

Financial assets managed

- In-scope agency systems reflect financial activity for most Commonwealth resources
- As of Feb., '24, in-scope agencies generated \$19.2b of revenue in 2024 (~40% of Exec branch revenues)

Critical operations

- Attack on agencies could lead to inability to collect, receipt and distribute revenues; issue payments; manage cash; process payroll; service debt

Citizen impact

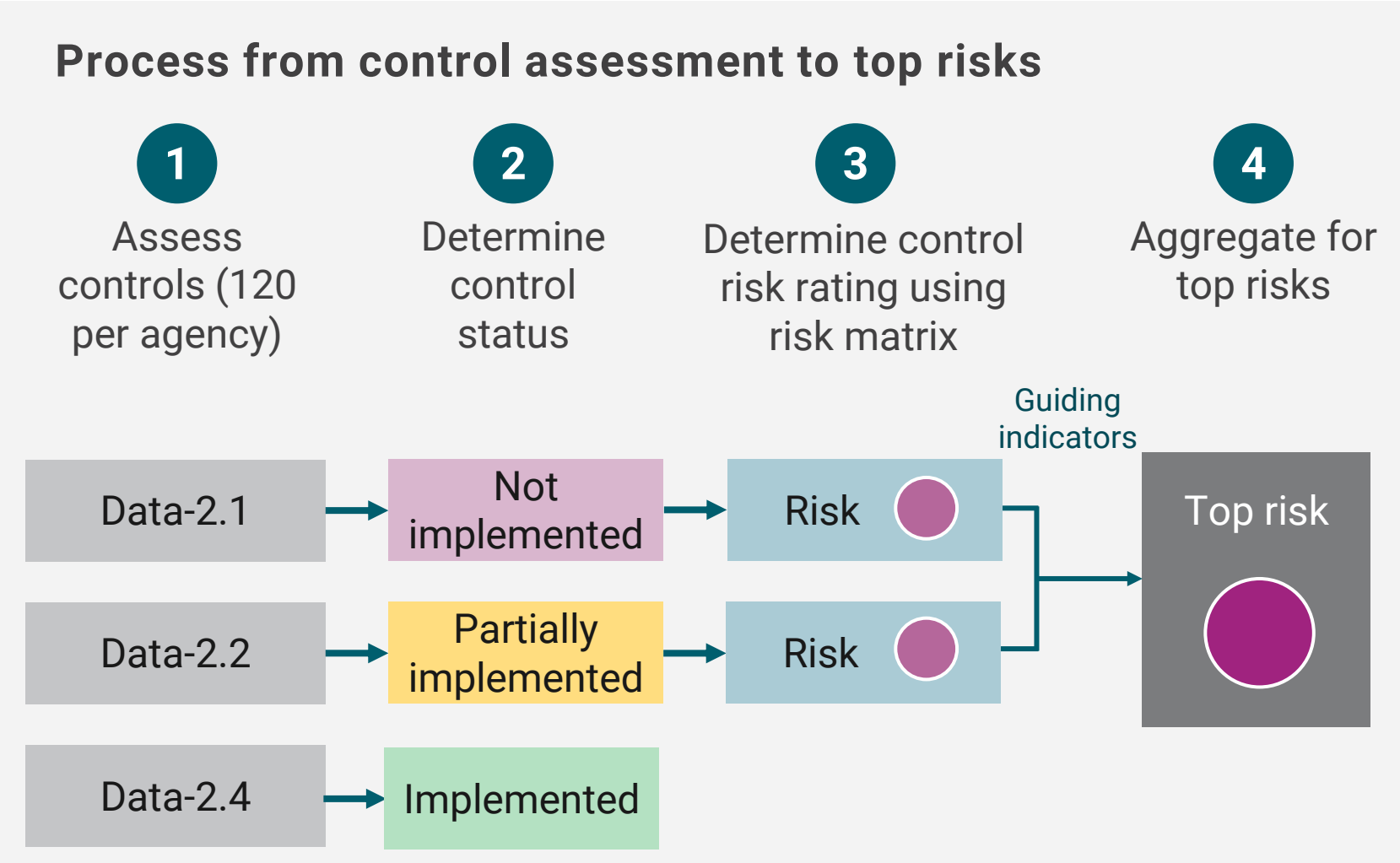
- Attack could disrupt cash flow and availability of critical citizen services
- Breach of citizen data (PII, account info) could lead to identity fraud or other harm

Assessment objectives

- Understand current security posture
- Identify top security gaps across agencies
- Develop recommendations for addressing gaps
- Establish dashboard for ongoing risk monitoring

Risk Environment Review

- Identify strategies to increase risk visibility
- Establish governance structure to increase risk accountability
- Cultivate risk metrics specific to the financial related agencies business profile
- Create common risk targets across agencies



Initial Program Steps To Improve Cybersecurity

Identify a dedicated cybersecurity leader for finance agencies



Governance



Policies

Establish common operating policies that reduce risk

Increase resources for agency cybersecurity risk programs



People



Risk management

Reduce risks through mitigation activities with the Finance Cyber Strategic Action Committee (CSAC)

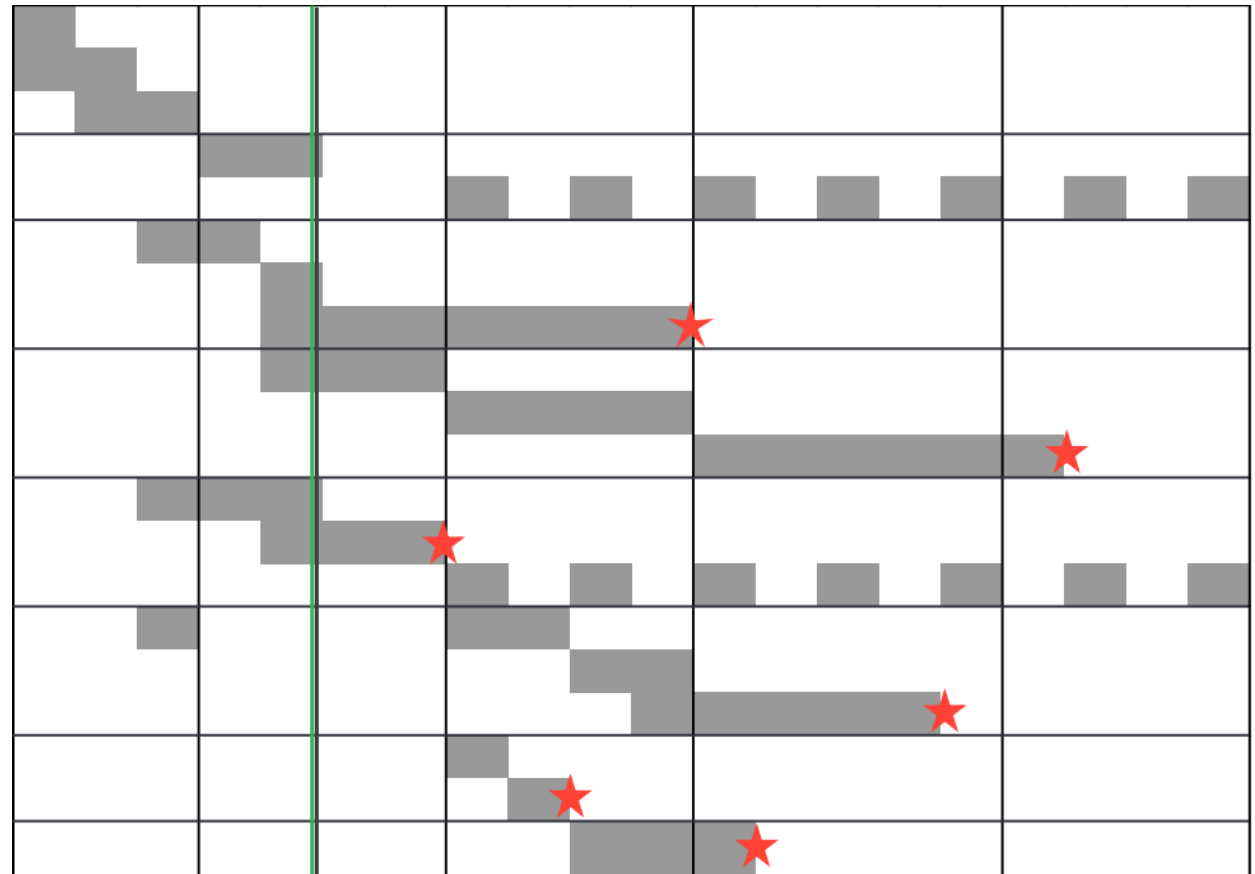
Next Stage in the Journey

Program Implementation and management

Data Security Policy and Project Implementation

Metrics and Dashboard Development

Vulnerability and Controls Compliance Governance Structure



Discussion:

What do critical systems and critical data mean?

How does your organization identify & prioritize them?

This effort is an attempt to group business areas with common risk profiles together. Using this approach as a model which other business areas in the Commonwealth do you feel would benefit from a common approach to managing risk? (i.e. who would you put up next)?

What would you consider your biggest areas of worry regarding the operation of Commonwealth business?

Questions?

New Joint Subcommittee on Cyber Risk

Michael Watson

Chief Information Security Officer



Overview

- A new joint subcommittee on cyber risk would be established by language that is in the budget pending final action by the Governor. See [Item 82\(D\)](#).
- Membership:
 - members designated by the Chairs of the House Appropriations and Senate Finance and Appropriations Committees,
 - the chairs and vice-chairs (or their designees) of the Joint Legislative Audit and Review Commission (JLARC) and the Joint Commission on Technology and Science (JCOTS), and
 - 2 legislative members of the Information Technology Advisory Council
- Other legislative or executive branch staff determined to be necessary participants, including JLARC staff conducting oversight of VITA, may attend.

Briefings

- The subcommittee will be briefed semi-annually, by VITA and the Virginia Fusion Center, in consultation with the Secretaries of Administration, Finance, and Public Safety & Homeland Security.
- Briefings are confidential.
- Potential briefing subjects:
 - Major security incidents and trends tied to issues
 - Identify risk areas within the Commonwealth
 - Risk trends at agencies
 - Vulnerabilities at critical systems
 - Recommendations
 - Cybersecurity threat landscape in state government

Discussion:

What information is provided in presentations to your board of directors (or other high level governance bodies) on the organization's cybersecurity risk management program?

(Legislators: Two of you will be on this committee. What do you want to know?)

Questions?

Legislative Update

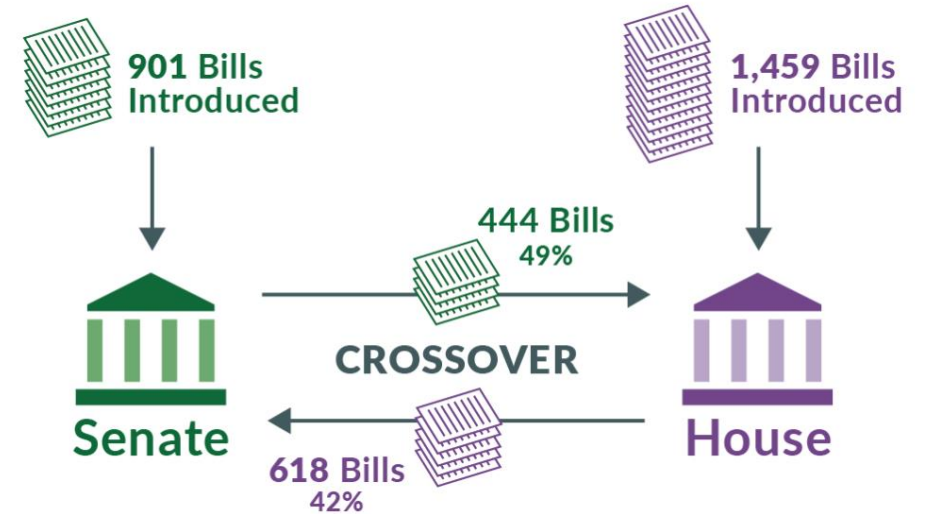
Joshua Heslinga

Director, Legal & Legislative Services

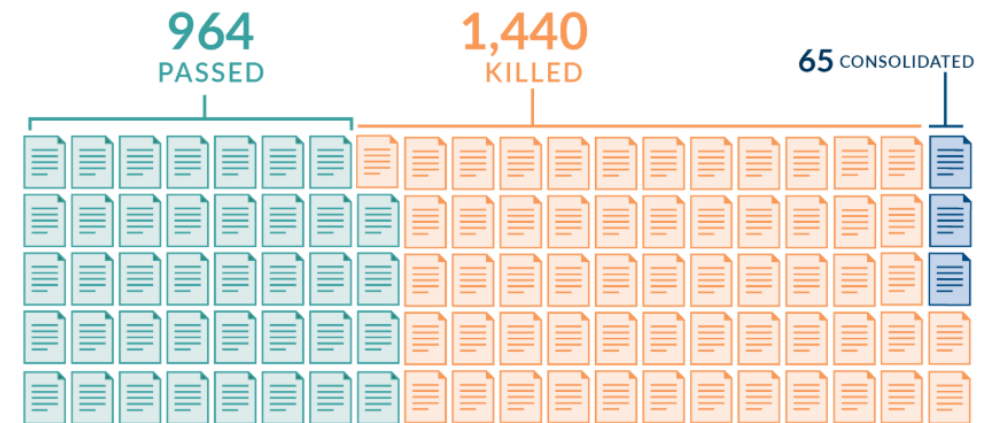


2025 Session - Overall

- 46 days on Session calendar (minus water-less ones)
- 2,360 bills introduced, 74 more than in long 2024 Session
 - 155 more Senate bills introduced than in 2024 but that didn't help: 15 fewer made it to the House
- 58% of passed bills had some opposition
- Governor acted on passed bills by March 24, proposing hundreds of amendments to budget and other bills
- GA reconvened on April 2 to consider the Governor's vetoes and amendments
- Final action from Governor on budget/bills by May 2
- Possible Special Session later this year (as in every year since 2018), centered on federal/economic effects



<https://www.vpap.org/visuals/visual/crossover-2025/>



<https://www.vpap.org/visuals/visual/fate-of-2025-legislation/>

Administrative / Organizational Changes

Office of Data Governance and Analytics (ODGA) fully integrating into VITA

- [HB1632](#) (Del. Hayes) and [SB1137](#) (Sen. Boysko) passed and signed by the Governor
- Chief Data Officer (CDO) will remain a gubernatorial appointee in the Secretary of Administration's Office; the rest of ODGA will become part of VITA
- This is administrative – no change to ODGA's roles and responsibilities
- Will ensure better support & coordination for ongoing services delivery going forward

Project Management Center of Excellence (PMCoE) at VITA

- Provides funding for VITA to provide greater project management support and resources for high-risk projects
- Funding in budget ([Item 81\(G\)](#)) starting July 1 (FY26)

Artificial Intelligence (AI)

Executive Order 30 (Jan. 18, 2024) remains the current state of policy and governance

- Directs compliance with policies, including required registry and approvals, for government AI uses – current and future
- See <https://www.vita.virginia.gov/artificial-intelligence/>
- *Note: **Executive Order 46** (Feb. 11, 2025) banned DeepSeek AI. (Being added to SEC528 policy, which details prohibited IT.)*

“High-risk” AI bills

- No public sector AI regulation legislation made it to the Governor. ([HB2046](#) did not get a vote on the Senate floor. [SB1214](#) left in House Appropriations.)
- Private sector high-risk AI regulation bill ([HB2094](#)) did pass, on party-line vote, but vetoed.

Procurement

Legislation to help with standard terms ([HB2150](#)) (Del. Carr)

- Passed unanimously & signed into law, effective July 1.
- Adds two operative provisions to the Virginia Public Procurement Act:
 - No term or provision is valid or enforceable to the extent that it is in conflict with Virginia law
 - Provisions that provide for law & courts other than Virginia (or federal, if applicable) are void and replaced with Virginia
- Applies to public contracts for IT goods and services only
- Designed to reduce risk & facilitate business. Does not stop anyone from agreeing to any contract.
- Some government entities must opt in by adopting this in procurement policies for it to apply to them (localities, political subdivisions [e.g., authorities], higher ed, independent agencies)

SWaM program

- [HB1922](#) (reenactment of 2024 [HB1404](#)) passed on party lines but vetoed.
- Executive Order 35 (2019) remains current state.

Accessibility

State IT accessibility law update

- [HB2541](#) (Del. Tran) passed & signed by the Governor
- Broadens the existing IT Access Act ([Title 2.2 Chapter 35](#)):
 - More government entities covered
 - All information and communications technology
 - Accessibility for all (not only people who are blind or visually impaired)
- Requirements of the updated state law are tied to federal requirements
 - Effective on same date as ADA Title II final rule (April 24, 2026 for state entities)
- Updated accessibility contract clause will be developed
- New reporting will be required from executive branch agencies starting this fall regarding technology that's not accessible and also does not fall within exceptions in federal regulations
- Agencies will be required to post name & contact info for a person to whom reports of barriers to digital accessibility may be reported. Procedures must exist to review & respond to such reports.

General Interest / Other

Social media and kids

- [SB854](#): Governor proposed amendment, Senate agreed but not House, so now pending final sign/veto
 - Would require commercially reasonable age verification & impose 1 hour per day limit for people <16 years old
 - Verifiable parental consent can increase or decrease the daily limit

Agencies on the move / bye bye Monroe

- Budget ([C-3.50 – New State Agency Building](#)) contains the next steps on the new state office building in Capital Square. DGS is in the lead; VITA will coordinate with DGS & support.

FOIA

- Highest profile bills failed:
 - [HB1763](#) (Del. Martinez) – limits on virtual meetings for advisory bodies
 - [SB876](#) (Sen. Ebbin) – votes on things not on agendas
 - [SB1029](#) (Sen. Roem) – limits and measures on fees (passed Senate 38-2, killed in the House without a recorded vote)
- One that passed: tweaks to FOIA officer training ([HB2152](#))

Questions?

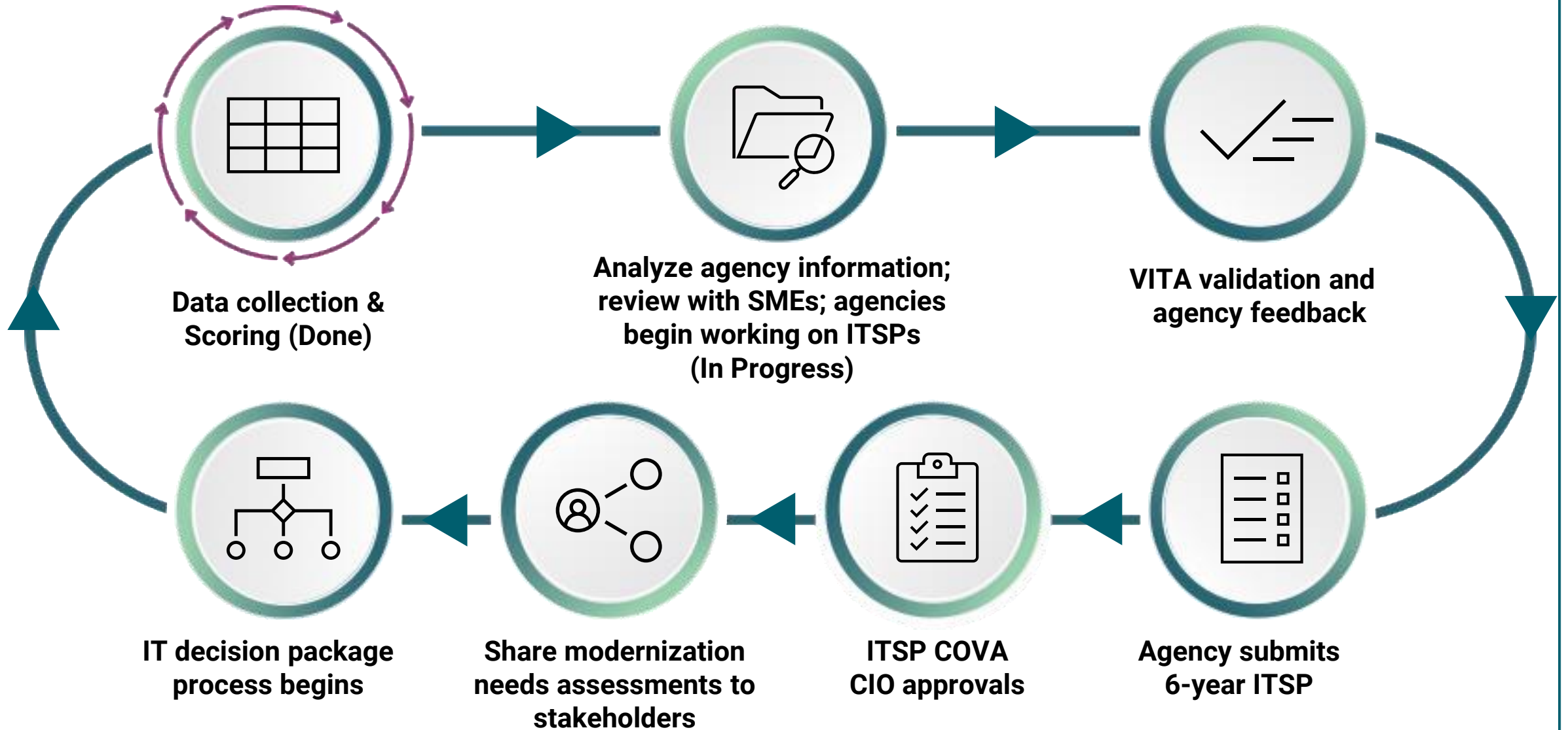
Application Modernization Progress Update

Dan Lewis

PM Center of Excellence Leader



Application Modernization Cycle



Application Modernization Status Update

2552
Applications
Reviewed and
Assessed

Migrate/Replatform

270

Eliminate

74

Tolerate/Keep

1687

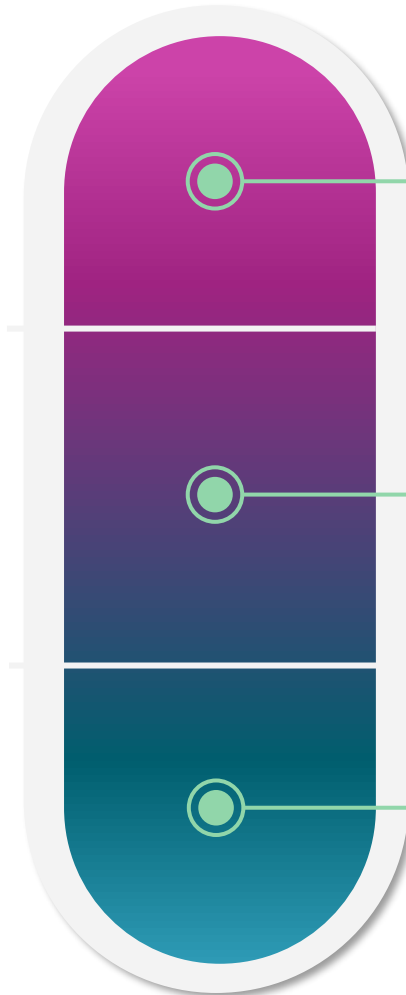
Invest/Improve

521

Source: Gartner TIME methodology

Core Application Assessment Scoring Results

2552
Total number
of apps



Acute need
344 applications must be urgently addressed

Impending need
521 applications will need to be addressed later (part of 6Y plan)

Maintain (Tolerate/Keep)
1687 applications are in good shape for now

Core Application Assessment Scoring Results



Acute need

Acute need: 344 applications must be urgently addressed by one of the following:

- 1. Rehost (Lift and Shift):** This rapid and cost-effective option involves directly migrating applications to the cloud infrastructure without significant architectural changes. Example: physical to cloud.
- 2. Relocate:** If you seek specific cloud features or multi-cloud flexibility, relocating applications to a different cloud platform might be ideal. Example: migrate from private to public cloud.
- 3. Replatform:** When existing architecture impedes application optimization, replatforming applications allows you to fully utilize cloud-native principles. Example: move to MS Power Platform.
- 4. Refactor:** For applications where future-proof agility is crucial, refactoring involves building them completely from scratch, embracing serverless technologies and microservices architecture.
- 5. Repurchase:** Instead of extensive replatforming, an agency can repurchase outdated applications for cost-effective cloud-native equivalents offering similar functionality. Buy versus Build.
- 6. Retire:** This cloud migration strategy targets outdated, underutilized, or incompatible applications.
- 7. Retain:** For stable and compliant applications, retaining them ensures operational continuity and minimizes disruption. The Maintain applications fall in this category.

Next Steps

April - May

Review analysis results; partner with agencies to incorporate into planning

July - August

Share app mod analysis with stakeholders – create cloud migration plans to address acute needs

May 14

IT strategic plan submission deadline – VITA to work with agencies to integrate their app mod initiatives into their plan

August – September

Budget decision package requests process to address unmet needs and the need for new enterprise capabilities

Discussion:

Now that we have identified the body of work, any suggestions on how we can best plan to get the work accomplished (especially for the acute needs)?

How should a large application modernization effort of this nature be best accomplished? Possible ideas:

- **Agency led efforts (since they are agency applications)**
- **Centralized modernization team as a delivery center (maybe in rural VA)**
- **Hybrid based on the 7R cloud modernization approach**

Questions?

Project Management Center of Excellence Update

Dan Lewis

PM Center of Excellence Leader



Enabling and empowering our agencies to achieve higher efficiency



Better planning

- Better requirements definition
- Vendor selection process enhancements
- Timely and measurable success criteria



Better contracts

- Risk management
- Handoff from contracts to delivery
- Better vendor management
- Enhanced deliverable and milestone requirements



Better project delivery

- Project delivery advisory
- Better training
- Better project manager staffing

VITA Engagement with Accenture



**Current state
assessment**



**Recommendations
for oversight and
governance
improvement**



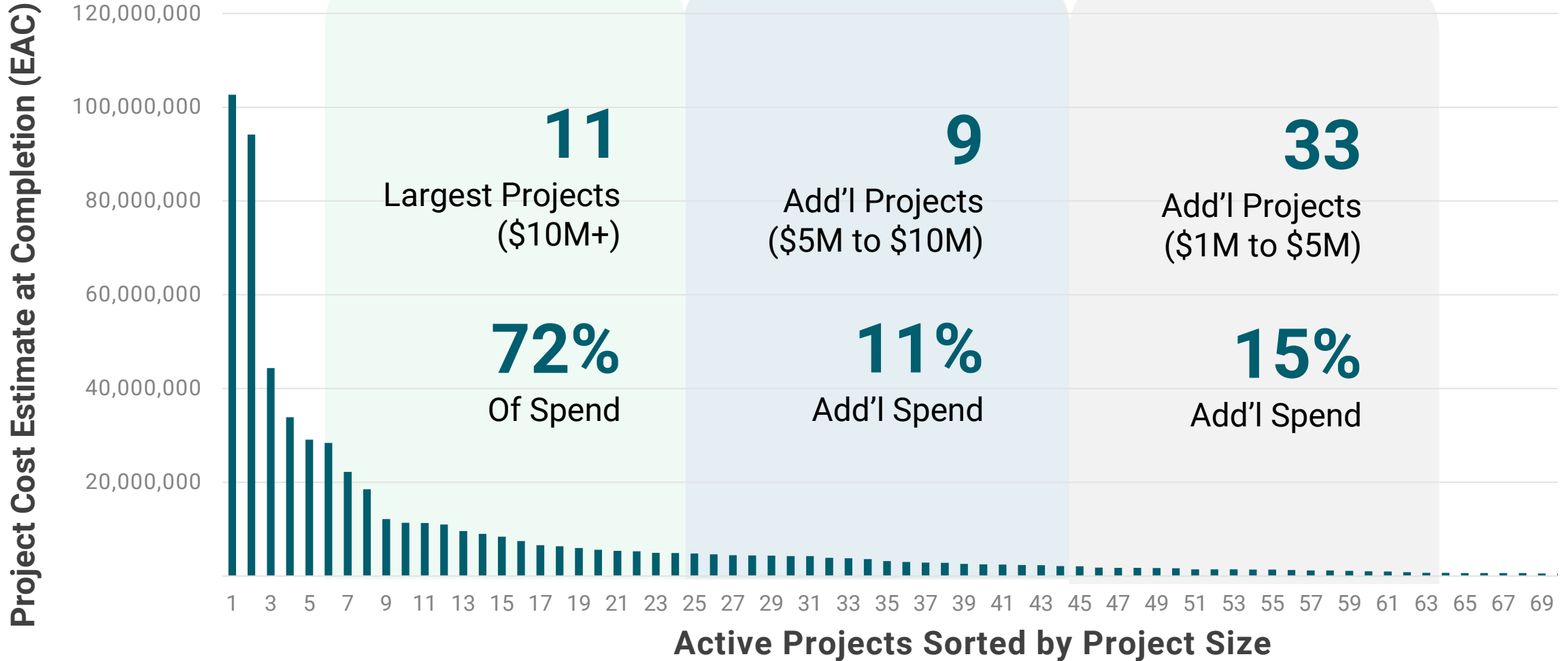
**Recommendations
for project
management center
of excellence
buildout (delivery)**

Active Project Portfolio Data

Project Estimate at Completion Analysis

*16 projects each with spend less than \$1M make up 2% of total active spend.

Sourced from February 2025 DPB File



Current state assessment

- **Timeline** January to February 2025
- **Inputs:** Internal and external interviews (agencies with the largest projects), survey, document review, and tool capability exploration, scan of comparable state models
- **Findings (high level)**
 - Strengths
 - Effective statutes (Thank you GA!)
 - Strong culture and relationship development
 - Training baseline program
 - Opportunities
 - Inconsistent project planning, contracting, and requirements gathering
 - Resource limitations (skills & staffing)
 - Inadequate metrics and reporting



Critical Functional Capability Improvements

Transforming the Commonwealth's IT projects delivery for impactful outcomes through significant capability development

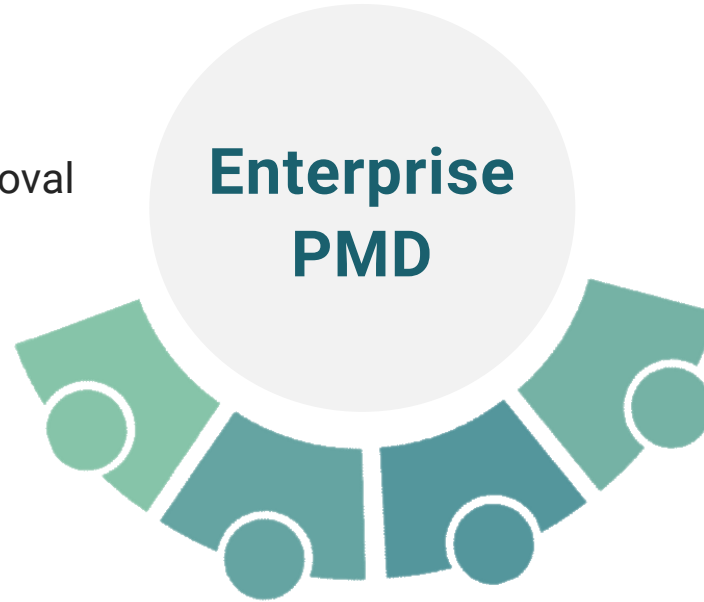
Existing Capability ✓
Needs Significant Improvement +
New Capability ++

Strategic Planning and Portfolio Management

- ✓ Statewide and Agency Strategic Planning
- ✓ Project and Procurement Intake and Approval
- + PM Metrics and Reporting
- + PPM Tool Enablement
- + Portfolio Management
- + Vendor Performance Management

Project Management Standards and Training

- ✓ Waterfall PM Standards
- ✓ PM Qualifications and Training Standards
- + PM Training (PMBOK & Agile Essentials + Competencies)
- ++ Agile Standards



PM Center of Excellence

- ++ Critical Program Assurance* (+\$10M / critical projects only)
- + Procurement Advisory
- + Project Planning Advisory
- + Project Delivery Advisory
- ++ Requirements Analysis and Definition Advisory
- ++ Project Manager/SME Resource Pool
- ✓ Procurement and Project Approval
- ✓ Project Oversight*

Project Oversight*

- ✓ Procurement and Project Approval
- ✓ Project Oversight *

**Includes Risk Management Activities*

Strategic Objectives and Proposed Initiatives

01

Maximize Critical Project Outcomes through Program Assurance

- Program Assurance Assessment

02

Level Up Workforce Capabilities

- Project Management Essentials Training
- IT Procurement Training
- Agile Essentials Training
- Project Management/SME Resource Pool

03

Improve Processes, Tools and Insights

- Project Management Metrics & Reporting
- PPM Tool Enablement
- Agile Project Management Standards
- Project Process Simplification

04

Lean In with Agencies to Ensure Success of their Most Critical Projects

- Risk Management
- Procurement Advisory
- Project Planning Advisory
- Project Delivery Advisory
- Requirements Analysis and Definition Advisory Services

05

Elevate Vendor Performance

- Vendor Management

06

Transform EPMD through Effective Program and Change Management

- PMD Impact and Communications
- Change Management

Next steps



FY 25 Q4

DEVELOP PMCoE assurance and advisory service frameworks, including risk management

FY 26 Q1

LAUNCH PMCoE and advisory services (included with the FY26 budget); improve processes and tools

FY 26 Q2

OPERATE COV project management workforce capability improvements

Discussion:

The PMCoE received strong support from both the Administration and the General Assembly (as mentioned in the Legislative Update). Any thoughts on how we can do better?

As we focus on the most value-adding suggestions, how would you suggest that we prioritize delivery of the PMCoE critical functionality?

Questions?