

WILLIAM F. LEACH JR.

CYBERSECURITY EXECUTIVE · VIRTUAL CISO · AUTHOR OF *The Assurance Gap*

bill.leach@tfmxts.com · williamleachjr.com · linkedin.com/in/william-leach-jr-590a6614 · Baton Rouge, Louisiana

AT A GLANCE

EXPERIENCE

40 years in technology and defense;
26+ in cybersecurity

CURRENT ROLES

Founder, Transformyx Technology
Services; Managing Director,
OneVision Consulting

EXECUTIVE SCOPE

IT budgets to \$8.2M · \$110M+
contract portfolio · teams of 400+

SECURITY CLEARANCE

Top Secret, held in U.S. Navy
service

MILITARY SERVICE

U.S. Navy, 1986–2006; retired as
Commanding Officer; service-
disabled veteran

CERTIFICATIONS

CISSP · ISC2 · since 2004

CRISC · ISACA

CGEIT · ISACA

PMP · PMI

CEH · EC-Council

CCSFP · HITRUST

CMMC CCP · Cyber AB

CSM · Scrum Alliance

EDUCATION

**M.S., Cybersecurity & Information
Assurance**
Regis University

**M.S., Data Science & Applied
Technology**
Southeastern Louisiana University

**B.S., Business Administration
(MIS)**
Auburn University

SECTORS SERVED

Banking and finance · Healthcare ·
Chemical and critical infrastructure ·
Defense and government · Managed
security services · Education ·
Automotive

Profile

Cybersecurity executive and practicing virtual CISO with 40 years in technology and defense, more than 26 of them in cybersecurity and information assurance. Former CISO and CIO of a publicly traded bank, CISO of a healthcare quality-improvement organization, VP of Cybersecurity at a national managed security services provider, and U.S. Navy Information Assurance Manager for 600+ reserve centers.

Founder of Transformyx Technology Services, LLC, a service-disabled veteran-owned small business; architect of the CyberCAAT cyber-GRC platform; and author of *The Assurance Gap* (2026), which introduces the independent Cyber Assurance Officer.

1,000+

security risk
assessments led

11

months to HITRUST
CSF certification, built
from scratch

\$3.4M

MSSP practice built,
serving 500+ MSP
clients

600+

Navy Reserve centers
under his information
assurance

Areas of expertise

- ◆ **Virtual CISO leadership**
Strategy, governance, policy
architecture and security program
design
- ◆ **Independent cyber assurance**
Verifying controls work as attested; the
Cyber Assurance Officer model
- ◆ **Compliance and exam readiness**
HITRUST CSF, HIPAA, FFIEC/FDIC,
CMMC, NIST SP 800-171, ISO 27001,
PCI DSS
- ◆ **Incident response**
Response plans, protocols and
executive tabletop exercises
- ◆ **Third-party and vendor risk**
FDIC third-party guidance; sourcing,
RFPs and negotiation
- ◆ **Security awareness**
SETA with 100% completion; phishing
incidents down 70%
- ◆ **Cyber insurance readiness**
Policy conditions and attestations tied
to operating evidence
- ◆ **Board and executive reporting**
Briefs CEOs, boards, regulators and
insurers in business terms
- ◆ **Risk assessment and gap analysis**
1,000+ assessments; corrective action
plans; 12-month roadmaps
- ◆ **Security operations**
SOC design and leadership,
vulnerability management, PTaaS, EDR
- ◆ **OT/ICS and critical infrastructure**
NIST-based frameworks under DHS and
U.S. Coast Guard requirements
- ◆ **Business continuity and DR**
20+ BC/DR plans; federal COOP plans;
tested DR for 34 branches
- ◆ **GRC automation**
CyberCAAT platform; automated
evidence for 500+ MSP clients
- ◆ **AI governance**
Control mapping to the NIST AI Risk
Management Framework

Representative engagements

Twelve programs led, most recent first, with outcomes as measured at the time.

PROGRAM	CLIENT	SCOPE	OUTCOME
vCISO and risk assessments 2024–present	Small and mid-sized organizations in healthcare, financial services, manufacturing, education and government	NIST CSF 2.0, NIST SP 800-171, CMMC, ISO/IEC 27001, HIPAA, PCI DSS	Scored baselines, corrective action plans and 12-month remediation roadmaps
ICS/OT security 2024–present	Shintech, PVC manufacturer (through OneVision Consulting)	NIST-based risk framework; DHS and U.S. Coast Guard requirements; vulnerability assessment	Risk framework implemented; incident response protocols set for chemical operations
Bank information security program 2022–2023	First Guaranty Bancshares, publicly traded bank holding company, 34 branches	FFIEC/FDIC guidance, GLBA Interagency Guidelines, PCI DSS; exam readiness; third-party risk	100% compliance across 840 endpoints; critical vulnerabilities down 90%; phishing incidents down 70%; incidents down 34%
Bank IT modernization 2022–2023	First Guaranty Bancshares, as CIO	27 banking applications; DevOps; enterprise architecture; DR and BCP for 34 branches	50+ processes automated; manual workload down 40%; service desk response times down 87%; satisfaction from under 50% to over 95%
MSSP practice build 2017–2022	Lockstep Technology Group (formerly Transformyx), national MSSP	Two SOCs; multi-tenant vulnerability management; penetration testing as a service; GRC automation	\$3.4M revenue; 500+ MSP clients; discovery up 60%; remediation time down 50%; compliance effort down 70%
De novo healthcare security program 2015–2017	eQHealth Solutions, healthcare quality-improvement organization	HITRUST CSF, HIPAA, SOC 2 Type II; DevSecOps; KPI/KRI dashboards	HITRUST CSF certification in 11 months; compliance sustained across 900+ controls
IT PMO and business intelligence 2013–2015	eQHealth Solutions	\$1.6M budget; 21 staff; four development squads	Project performance up 300%; client satisfaction up 40%; analytics processing time down 50%
IT sourcing and vendor risk 2011–2013	Amedisys, home health and hospice provider	\$110M+ IT contract portfolio; 8 RFPs; 100+ contracts	\$4M+ saved; \$12M+ in contracts negotiated
School network modernization 2006–2011	14 schools under the USAC E-rate program	Network infrastructure	\$2.4M in contracts delivered
Automotive infrastructure 2006–2011	Brian Harris and Ray Brandt auto groups	Infrastructure upgrades; network operations	Zero outages; customer satisfaction up 40%
Navy information assurance 2002–2005	Navy Reserve Forces Command; 600+ reserve centers	DoD information assurance policy; incident response; training	600+ risk assessments completed
University compliance and training	Louisiana State University; Tulane University	NIST SP 800-171 program and security end-user training (LSU); end-user training and system test and evaluation for certification and accreditation (Tulane)	Programs developed and delivered

Professional experience

Transformyx Technology Services, LLC

JAN 2024 – PRESENT

Founder and Managing Director · Virtual CISO

Baton Rouge, Louisiana · Service-disabled veteran-owned cybersecurity advisory firm

- Provides virtual CISO leadership, risk assessments, compliance programs and independent cyber assurance for small and mid-sized organizations.
- Establishes programs aligned to NIST CSF 2.0, NIST SP 800-171, CMMC, ISO/IEC 27001, HIPAA and PCI DSS, matched to each client's industry and regulators.
- Delivers risk assessments with gap analysis, corrective action plans and 12-month remediation roadmaps; policy architecture; tabletop exercises; attack-surface analysis.
- Designed and built CyberCAAT (C#, .NET 8, Blazor, Azure SQL): 201 unified controls across nine authoritative sources, 113 scheduled processes in 17 control domains, and posture scoring on a 200–850 scale.
- Integrates SentinelOne, Rapid7 and ManageEngine data to automate risk assessment, vulnerability tracking, incident management and executive reporting.
- Wrote and published *The Assurance Gap* (2026), which introduces the Cyber Assurance Officer operating model.

OneVision Consulting, LLC

MAR 2024 – PRESENT

Managing Director of Cybersecurity, Network and Infrastructure

Strategic consulting firm

- Leads cybersecurity, network and infrastructure services for industrial clients, including Shintech's PVC operations.
- Implemented NIST-based risk frameworks for ICS/OT environments under DHS and U.S. Coast Guard requirements for critical infrastructure.
- Conducted vulnerability assessments and established incident response protocols for chemical manufacturing.
- Delivers vCISO services, risk assessments, compliance consulting, ERP strategy, managed services and IT advisory; built partnerships with Sparkhound and Lockstep Technology Group.

First Guaranty Bancshares, Inc.

MAR 2022 – NOV 2023

Senior Vice President · Chief Information Security Officer, then Chief Information Officer

Publicly traded bank holding company, 34 branches

- Promoted from CISO to CIO within four months; led a \$1.8M security budget, then a 27-person IT organization with an \$8.2M budget.
- Rated Distinguished, the bank's highest performance rating, in the final annual review.
- Built and operated the Information Security Program under FDIC/FFIEC guidance and the Interagency Guidelines Establishing Information Security Standards.
- Led FDIC examination readiness, risk assessments and penetration testing; reported to executive management, the Board and regulators.
- Maintained 100% compliance across 840 endpoints with FFIEC/FDIC and PCI DSS standards; reached 98% compliance and cut incidents 34%.
- Deployed Rapid7 vulnerability management and penetration testing, cutting critical vulnerabilities 90%.
- Ran security awareness with 100% completion and a 70% drop in phishing incidents; owned third-party and affiliate risk oversight.
- Modernized 27 banking applications with AI, RPA and machine learning; automated 50+ processes, cutting manual work 40% and raising data accuracy 95%.
- Cut service desk response times 87% and lifted satisfaction from under 50% to over 95%; tested DR and BCP for all branches; set up a PMO for Agile and iPaaS.

Lockstep Technology Group (formerly Transformyx)

OCT 2017 – MAR 2022

Vice President of Cybersecurity

National managed security services provider

- Led a 7-person team on a \$1.2M budget; grew the MSSP practice to \$3.4M in revenue serving 500+ MSP clients.

- Built and led two security operations centers staffed by analysts, engineers, architects, supervisors and program managers.
- Oversaw 1,000+ risk assessments and 50+ penetration tests and vulnerability assessments; added vCISO services.
- Launched multi-tenant vulnerability management (discovery up 60%, remediation time down 50%) and penetration testing as a service, averaging 150 findings per client and reducing attack surface 40%.
- Architected automated compliance evidence for 500+ MSP clients, supporting their HITRUST and SOC 2 programs and cutting compliance effort 70%.

eQHealth Solutions

SEP 2013 – OCT 2017

Chief Information Security Officer, Executive Director (Apr 2015 – Oct 2017)

Healthcare quality-improvement and management services

- Built the security program from inception with a ~\$1M budget and a five-person team.
- Achieved HITRUST CSF certification in 11 months, addressing 700+ controls across DevSecOps, aligned with HIPAA.
- Architected the automated GRC framework that sustained HITRUST CSF and SOC 2 Type II compliance across 900+ controls.
- Built KPI and KRI dashboards in Tableau to reach HITRUST's Measured maturity level; embedded security and QA in 156 Agile sprints.

Executive Director, Project Management Office (Sep 2013 – Apr 2015)

- Founded the IT PMO (\$1.6M budget, 21 staff, four development squads), raising project performance 300%.
- Launched a business intelligence program: client satisfaction up 40%, processing time down 50%, 35% more analysis requests absorbed.

Amedisys, Inc.

DEC 2011 – SEP 2013

Director, Strategic IT Sourcing and Procurement

Home health and hospice provider

- Led IT sourcing, global operations, vendor risk management, ERP and procurement for a \$110M+ contract portfolio; team of four.
- Saved \$4M+ through contract optimization; ran 8 RFPs and negotiated \$12M+ in contracts; managed 100+ contracts and 20 proposals across 40 projects with the C-suite and legal counsel.

Transformyx

OCT 2006 – SEP 2011

Vice President of Operations

IT and managed services provider

- Directed operations and a 17-person team; upgraded infrastructure on time and under budget with zero outages.
- Won and delivered major automotive contracts, including the Brian Harris and Ray Brandt auto groups; customer satisfaction up 40%.
- Led \$2.4M in USAC E-rate contracts for 14 schools; ran network operations for 600+ websites and e-commerce platforms.
- Taught CISSP, CEH, CISM and CompTIA (Security+, Network+, A+) certification courses.

Military service

U.S. Navy and Navy Reserve, 1986–2006: 20 years, from electronic warfare technician to commanding officer.

Navy & Marine Corps Reserve Center (NMCRC) Baton Rouge

MAY 2005 – OCT 2006

Commanding Officer

- Commanded 300+ Navy Reserve personnel until retirement; directed training, administration and a center budget under DoD financial regulations.
- Prepared reservists for active-duty mobilization; coordinated joint training and readiness with active-duty and reserve units; mentored officers and enlisted personnel.

Information Assurance Manager (de facto CISO) and Security Manager

- Oversaw cybersecurity for 600+ Navy Reserve centers nationwide as Information Systems Security Manager and Information Assurance Manager, reporting to the CIO (N6).
- Conducted 600+ risk assessments enforcing DoD information assurance policy; ran incident response, threat detection, asset protection and cybersecurity training.

Guided-missile frigates

FROM 1986

Electronic Warfare Technician

- Began service aboard guided-missile frigates; a decade of electronic warfare work preceded the move into information assurance.

Honors

- Navy Commendation Medal (three awards)
- Navy Achievement Medal (two awards)

Qualifications

- Master Training Specialist
- NCIS Security Manager

Publications and intellectual property

The Assurance Gap: Why Cybersecurity Compliance Is Broken — and What It Takes to Fix It

Baton Rouge: Transformyx Technology Services, 2026 · Paperback ISBN 979-8-234-24281-5 · Kindle edition · 21 chapters, about 350 pages

- Written for executives, board members and security leaders; argues that cybersecurity's costliest failure is the absence of independent verification, not a shortage of tools.
 - Defines assurance by its three parties (an asserter, an independent verifier and a relying party) and sets out six pillars of cyber assurance.
 - Introduces the Cyber Assurance Officer: an independent function reporting outside the IT line, with an eight-clause charter, an assurance calendar and a 90-day assessment.
 - Draws on enforcement actions, court cases, insurance disputes and Defense Department history, each cited to its primary source.
- **In development:** *The Assurance Gap Executive Workbook* — worksheets for each chapter's closing question, a six-pillar self-assessment, the charter clauses, a twelve-month assurance calendar and a dated 90-day checklist.
 - **CyberCAAT cyber-GRC framework and platform:** 201 unified controls harmonized across nine authoritative sources; 113 scheduled processes in 17 control domains; posture scoring on a 200–850 scale. Maps NIST CSF 2.0, ISO/IEC 27001:2022 Annex A and CIS Controls v8.1 in one pass, plus NIST AI RMF, ISA/IEC 62443 and CMMC 2.0.
 - **Cyber Assurance Officer operating model:** separates Build and Maintain, Detect and Respond, and Assure, so the function that verifies controls is independent of both IT operations and security monitoring.
 - **Trademarks of Transformyx Technology Services, LLC:** CyberCAAT™, ComplyMatch™ and CyComply™.

Teaching and training

- **Certification instructor:** taught CISSP, CEH, CISM and CompTIA Security+, Network+ and A+ courses.
- **Navy training:** Master Training Specialist; directed training for 300+ reservists and cybersecurity training across 600+ reserve centers.
- **University programs:** security end-user training and a NIST SP 800-171 program for Louisiana State University; end-user training with system test and evaluation for certification and accreditation at Tulane University.
- **Security awareness:** a bank SETA program with 100% employee completion and a 70% reduction in phishing incidents.
- **Executive education:** tabletop exercises with decision-makers; advises boards and executive teams on the assurance gap.

Certifications

CISSP	Certified Information Systems Security Professional · ISC2 · held since 2004
CRISC	Certified in Risk and Information Systems Control · ISACA
CGEIT	Certified in the Governance of Enterprise IT · ISACA
PMP	Project Management Professional · Project Management Institute
CEH	Certified Ethical Hacker · EC-Council
CCSFP	HITRUST Certified CSF Practitioner · HITRUST
CMMC CCP	Certified CMMC Professional · Cyber AB
CSM	Certified ScrumMaster · Scrum Alliance

Frameworks and technical proficiencies

Security frameworks	NIST CSF 2.0 · NIST SP 800-53 · ISO/IEC 27001:2022 · CIS Controls v8.1 · MITRE ATT&CK · NIST AI RMF · ISA/IEC 62443
Federal and defense	NIST SP 800-171 · CMMC 2.0 · FISMA · DoD information assurance policy · COOP planning
Financial services	FFIEC guidance · FDIC examination · GLBA and Regulation P · Interagency Guidelines Establishing Information Security Standards · Bank Secrecy Act · SOX · PCI DSS
Healthcare	HIPAA · HITRUST CSF
Privacy and attestation	GDPR · SOC 2
Security operations tools	SIEM · IDS/IPS · EDR (SentinelOne) · vulnerability management (Rapid7) · ManageEngine · IPAM · BitLocker
Platforms	Microsoft Azure (SQL, Key Vault, Data Factory, App Service) · SQL Server · Active Directory · Windows Server · Microsoft 365 · SharePoint · Power BI · Tableau
Development	C# · .NET 8 · ASP.NET Core · Blazor · Entity Framework · SQL · Python · VBA · COBOL
Methods	Agile and Scrum · PMO · DevOps and DevSecOps · enterprise architecture · RPA and iPaaS

Firm information

Legal name	Transformyx Technology Services, LLC
Classification	Service-Disabled Veteran-Owned Small Business (SDVOSB)
Established	June 2008 · Baton Rouge, Louisiana
Principal	William F. Leach Jr., Founder and Managing Director
Services	Virtual CISO advisory; risk assessment and compliance; cybersecurity professional services, including policy architecture, tabletop exercises, attack-surface analysis and program maturation
Industries	Healthcare · financial services · automotive · industrial and critical infrastructure · education · state and federal government
Platform	CyberCAAT, delivered with vCISO oversight; engagements begin with a complimentary pre-assessment
Contact	bill.leach@tfmxts.com · tfmxts.com