

Victor Lam

Acting Chief Information Officer, City of Lakewood, Washington

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Professional Summary

Chief Information Officer (CIO) and enterprise IT leader with 18+ years modernizing infrastructure, cybersecurity, and service operations across the public sector and global enterprises. Currently Acting CIO for the City of Lakewood, Washington, leading citywide IT strategy, enterprise architecture, Zero Trust identity, and resilient hybrid infrastructure. Known for turning operating data into defensible investment decisions: 99% SLA compliance, 70% fewer help desk tickets, and hardware and software spend cut in half.

Experience

City of Lakewood, Washington

Mar 2026 – Present

Acting Chief Information Officer / IT Manager | Lakewood, WA

Lead citywide IT strategy, infrastructure modernization, and cybersecurity across City Hall, Police, Public Works, Parks, and public-facing services.

Strategy and leadership

- Drive strategic planning, enterprise architecture, unified technology standards, and project portfolio delivery that align every investment to cost efficiency, operational fit, and regulatory compliance.
- Implement data-driven governance for assets, service desk operations, and licensing to support transparent, defensible budget decisions.
- Established program and portfolio management practices for citywide technology investments.
- Introduced data governance standards for assets, licensing, and service operations.
- Led org design and role leveling for IT functions supporting Police, Parks, and Public Works.

Security and infrastructure

- Oversee the City's cybersecurity and compliance program, including access management, monitoring, and data protection.
- Lead the City's identity and access modernization, guided by Zero Trust principles.
- Manage on-premises and cloud infrastructure for high performance, reliability, and secure connectivity across all departments.
- Reduce virtualization and licensing costs through platform consolidation while improving disaster-recovery resilience for critical systems.

FRS Clipper

Nov 2025 – Feb 2026

IT Consultant | Seattle, WA

Delivered strategic IT consulting for a Seattle-based passenger ferry and travel operator, advising leadership on operations, infrastructure modernization, and security.

Strategy and leadership

- Led the integration of U.S. operations with the parent company in Flensburg, Germany, ensuring seamless connectivity and alignment with global standards.
- Collaborated with international IT teams and a German developer to keep cross-border projects on schedule and meeting quality expectations.
- Evaluated software, vendor services, and support workflows, developing ITIL-based migration plans with prioritized recommendations for reliability, security, and efficiency.

Security and infrastructure

- Rebuilt core infrastructure: Active Directory and domain structure, VMware hosts, file and print services with redesigned shared storage and permissions, and the network (VLANs, routing, firewall policies, segmentation).
- Strengthened identity, access, and security controls aligned with Zero Trust principles.

Operations and service delivery

- Provided hands-on technical support and training to Seattle IT staff, improving local capabilities and day-to-day service stability.
- Streamlined support workflows and processes to reduce friction and increase reliability across U.S. operations.

PinkkaMii LLC

May 2025 – Present

Founder and IT Consultant | Seattle, WA

Independent practice building AI-driven security tools and software products, and advising small businesses on IT.

Strategy and leadership

- Built and launched W1IT.com, an IT consulting and managed services brand for network architecture, design, and security assessments.
- Advise small businesses on cloud infrastructure, security, and IT operations.

Security and infrastructure

- Built an LLM-based threat-prediction model for a NOC dashboard that correlates Checkmk monitoring and SIEM events to surface emerging threats in real time.
- Applied AI and machine learning to scale security monitoring and to measure security posture and risk with repeatable, automated assessments.

Engineering and products

- Launched Taskin.app and shipped native macOS apps in Swift and SwiftUI, including ScreenGrabber, Contact SyncMate, and Pixel Color Pick (Mac App Store), plus DeepTicker for iOS.

Alibaba Group (U.S.) Inc.

May 2018 – Apr 2025

IT Manager | Bellevue, WA

Led Americas IT service operations for 1,000+ users and global asset, procurement, and ITSM programs.

Strategy and leadership

- Halved procurement spend through predictive modeling built with Finance, reaching 95% forecast accuracy and shrinking the inventory footprint.
- Reduced vendor costs 30% through contract management, SLA enforcement, performance monitoring, and negotiation.
- Built predictive executive dashboards in SQL, Python, Tableau, and Power BI for KPIs, SLA adherence, and total cost of ownership.
- Directed portfolio prioritization and multi-year infrastructure planning.
- Built data governance models for CMDB accuracy and procurement forecasting.
- Mentored Tier 1–3 global teams using competency frameworks and structured progression, building escalation discipline and technical excellence.

Security and infrastructure

- Directed global asset lifecycle programs under IT and cybersecurity policy, with 100% audit accuracy and zero loss; RFID and BLE automation cut reconciliation time 95% and kept the CMDB accurate in real time.
- Ran infrastructure refresh cycles for AV, executive meeting rooms, and collaboration tools, and managed executive incident response and root-cause analysis.

Operations and service delivery

- Achieved 99.9%+ user satisfaction and 99% SLA compliance across Windows, macOS, VDI, and mobile through structured escalation and proactive support.
- Rebuilt global ticketing on ITIL and standardized ITSM platforms (ServiceNow, Jira, Freshworks, HP Service Manager, SCSM), refining SLA and KPI frameworks to reduce incident recurrence.
- Cut help desk volume 70% with SOPs, governance libraries, and self-service portals, plus automation and AI chatbots for self-healing workflows.

Beyondsoft Consulting Inc.

Jun 2016 – May 2018

Senior IT Manager | Bellevue, WA

Led IT for a fast-growing consulting firm across multi-state offices and 5+ acquisitions.

Strategy and leadership

- Designed foundational enterprise architecture and data governance standards, with IT policies and support procedures taken from first draft to company-wide adoption.
- Built the IT organization from 30 to 500+ users using org design and role leveling.
- Developed infrastructure roadmaps aligned with business goals, improving performance and disaster resilience across data center and remote offices.
- Led IT due diligence and service readiness for 5+ M&A integrations, with compliant onboarding, asset continuity, and alignment to parent-company standards.

Security and infrastructure

- Championed a cloud-first strategy on VMware, Azure, and AWS, increasing scalability and reducing infrastructure overhead across hybrid environments.
- Implemented ISO, SOX, SOC, and HIPAA controls and disaster recovery and continuity frameworks, keeping the company audit-ready.

Operations and service delivery

- Reengineered IT and asset workflows and established monitoring and performance metrics, improving transparency, budget control, and asset visibility.
- Directed cross-functional teams delivering infrastructure upgrades, asset lifecycle programs, and continuity projects on time and in scope.

HTC America Inc.

Apr 2007 – Jun 2016

Senior IT Manager | Seattle, WA

Rose from MIS Engineer to Senior IT Manager (2013–2016), directing North American IT operations across service desk, network, and systems administration.

Strategy and leadership

- Aligned regional infrastructure with global SAP deployments and managed CRM integration with external business partners.
- Delivered software and infrastructure projects on time and in scope, including a Cisco Call Manager 4.0 to 9.0 migration and Expressway videoconferencing.

Security and infrastructure

- Established and ran a U.S. colocation data center, delivering upgrade and migration projects with 100% uptime and zero business disruption.
- Led hybrid modernization from on-premises to VMware and Azure, improving scalability, performance, and resilience.
- Wrote enterprise IT policies and disaster recovery and continuity plans that supported ISO certification and audit readiness.

Engineering and products

- Designed APIs and tuned SQL performance, reducing database latency and improving reporting accuracy.
- Built an enterprise SharePoint 2010 platform, EDI and encrypted data exchange (VB.NET, XML, SFTP, PGP), and SQL Server reporting automation.

AxionTech.com and Directron.com

2006 – 2007

Software Developer and Technical Support | Houston, TX

Software Developer at AxionTech.com (APIs, SQL optimization, software delivery) and technical support at Directron.com (systems consulting and network installation).

Core Skills

Leadership and strategy	IT strategy and multi-year roadmaps Program and portfolio management Capital planning and prioritization Project governance and PMO alignment People leadership and org design Procurement strategy and vendor management
Enterprise architecture and governance	Enterprise and solution architecture Technology standards and IT governance Data governance IT financial management
Security and risk	Cybersecurity architecture Identity and access management and Zero Trust SIEM, monitoring, and threat detection ISO, SOX, SOC, HIPAA controls Risk assessment and audit readiness
Infrastructure and resilience	Hybrid cloud: AWS, Azure, VMware Microsoft 365 and Entra ID Network architecture Business continuity and disaster recovery
Service delivery and operations	ITIL service design ServiceNow, Jira, Freshworks Asset lifecycle and CMDB KPI and SLA dashboards
Engineering and development	AI, ML, and LLM integration React and Node.js Swift and SwiftUI SQL and Python

Education

M.S., Computer Information Technology Systems	University of Houston
B.S., Computer Science, minor in Management	Dallas Baptist University
Full-Stack Coding Boot Camp	University of Washington