

TERRENCE LUCKETT

2789 SE EAGLE DRIVE. PORT SAINT LUCIE, FLORIDA 34984

<https://www.linkedin.com/in/terrenceluckett/>

772-301-9762

terryluckett@comcast.net

SENIOR OPERATIONS MANAGEMENT PROFESSIONAL

Senior Operations Professional with 20+ years of diverse experience leading operations in manufacturing across multiple disciplines within a high-volume manufacturing environment. Track record of customer service & operations management excellence while leading teams of 20+ to streamline operations, optimize performance and continually monitor and enhance productivity. Recognized as an analytical problem solver dedicated in exceeding customer satisfaction and profit goals. Trained in Lean 6-Sigma focused on waste elimination and ergonomic improvements.

AREAS OF EXPERTISE

- Lean Manufacturing
- Employee Development
- Logistics Management
- Business Continuity Recovery
- Cost Control & P&L Responsibility
- Project Management
- Operations Management
- Safety Operations Oversight
- New Product Introductions
- Change Management
- Continuous Improvement
- Core Process Leadership
- Problem Resolution
- Strategic Planning
- Risk Management

PROFESSIONAL EXPERIENCE

EDWARDS VACUUM, HILLSBORO, OR.

05/2022 – PRESENT

US SERVICE OPERATIONS MANAGER

- RESPONSIBLE FOR \$1.5 MILLION IN REVENUE PER MONTH ACROSS ALL US DOMESTIC SERVICE SITES.
- Manage all aspects of Field and Onsite Service in the US Region through a network of Service Managers, Supervisors and Team Leaders.
- Foster a Safety-first culture within Service Operations
- Consistently achieve high levels of customer satisfaction and to identify opportunities to develop and promote Field and Onsite Service capabilities to meet evolving customer needs.
- Manage and reduce operational costs effectively and to ensure that commercial controls for service are in place.
- Collaborate with regional Sales and Remanufacturing operations teams to ensure that service capability and execution is aligned with broader business goals.
- Support operational decisions to meet financial targets to achieve regional and global division objectives.
- Drive improvement in EHS and Quality performance in Field and Onsite service operations through visible leadership and the management of appropriate controls.
- Act as a senior member of the North America VSS Service Management Team and contribute to the development of business strategies and supporting activities.
- Manage and minimize warranty and support costs of Edwards equipment.
- Manage Field and Onsite Service inventory effectively to support regional business objectives and customer-specific contractual commitments.
- Establish and monitor operational performance measures.

ENTEGRIS, HILLSBORO, OR.

06/2019 – 05/2022

SENIOR MANUFACTURING OPERATIONS MANAGER

- I provide Core Leadership for my team of 3 Supervisors and their teams 34 Operation Associates.
- I ensure all safety programs and procedures were followed by my teams 100% OSHA compliance.
- I developed & integrated “Lean” green to green improvements to increase tool availability.
- I led high-quality improvements to reduce pad stretching and divot reduction
- I oversee staffing of core personnel to maximize output capability.
- I integrated “leader standard work” for the daily/weekly/monthly into operations for my team.
- I made priority changes in maximizing pad throughput by dedicating module equipment per process
- I work daily with stakeholders & peers to assure upgrade requests and daily maintenance procedures are executed.
- I led & facilitated continuous improvement projects within my team.
- I led coordination for my teams technical & safety training
- I meet my responsibility for controlling my budget (OT management & discretionary spending) & P&L.

ASML AMERICA, HILLSBORO, OR.

08/2015 – 6/2019

SENIOR CUSTOMER SERVICE MANAGER

- Core Leadership for EUV Lithography Product Line.
- Built a team that managed service operations at Intel’s Hillsboro D1X Ronlar Acres Site.
 - Team consisted of 4 Group Leaders and 40 Customer Service Engineers
- Responsible for ensuring a safe, high quality and efficient customer service organization
- Successfully ramped install base of 3 EUV systems to 10 EUV systems within a 3-year period
- Established priorities for the customer service organization leading customer service engineers and system engineering teams.
- Successfully attained a multi-year parts & service contract for ASML’s 1st installed EUV tool worth \$1 million per year
- Monitored service performance real time to make priority changes as appropriate to meet and exceed customer expectations.
- Scheduled & integrated various factory upgrade requests into current system configurations.
- Coordinated with my international resources to ensure ASMLs continuous improvement needs were met and delivered.
- Responsible for maintaining a perfect safety record at Intel with zero recordable safety incidents
- Responsible for training coordination for my customer support engineers to meet all of Intel’s expectations
- Responsible for controlling budget (OT management & Travel) without any overages.

INTEL CORPORATION, HILLSBORO, OR.

02/2005 – 8/2015

SHIFT OPERATIONS MANAGER (DEC. 2014 – AUG. 2015)

- Core Process Leadership at the new Intel Mask Operations Factory
- Led the initial process qualification process with our sister factory in Santa Clara by coordinating and initiating all qualifications for the new factory.
- Ensured a safe, high quality and high velocity factory operation daily
- Staffed all technicians appropriately for efficient shift operations

- Established all shift priorities by working with customer service, engineering and planning teams
- Monitor factory performance real time & made priority shifts as appropriate to meet factory commits
- Integrated various factory downtime requests to create an efficient factory operation plan that improved throughput and cycle time.
- Coordinate with the Santa Clara Mask Operations to ensure Intel's mask needs are met and delivered
- Deal with unplanned staffing needs and other factory events

OPERATIONS MANAGER AFO'S DIE PREP OPERATIONS (JUN 2011 - DEC. 2014)

- Led 21 team members in a high-volume assembly and test manufacturing semiconductor facility
- Earned my "Lean/Six Sigma Green Belt for a "RIL" (Rapid Integrated Lean) project I facilitated
 - Project included major gains in "system tool efficiency" and "throughput" gains.
- Maximized productivity and quality while ensuring adherence to all safety goals daily
- Spearheaded operational improvements in collaboration with cross-functional teams
- Worked with organizational development to identify and implement training needs for personnel
- Executed leadership for ERT program, including planning safety fairs and annual evacuation drills
- Created area-specific budget details, including travel, training, employee relocation, and overtime
- Earned promotion to the next grade level of Shift Operations Manager for outstanding leadership and project management

SUBFAB FACILITIES GROUP LEADER - AFO CAMPUS (MAY 2008 - JUNE 2011)

- Selected to lead 16-member team of technicians to boost facility infrastructure of 3 factories
- Oversaw operation of facilities bulk chemical, gas delivery, vacuum & abatement and life safety systems
- Implemented business vision and leadership for developing & supporting programs to be executed consistently across 3 factory sites
- Ensured adherence to all company-wide policies & procedures in addition to leading managerial tasks such as office administration, documentation, reporting and problem resolution
- Reviewed and drafted all budget issues, including consumables spending, service contracts and any other discretionary & non-discretionary spending issues
- Recognized for leadership and earned promotion to Operations Manager

OPERATIONS MANAGER AFOS C4 OPERATIONS (FEB. 2005 - MAY 2008)

- Managed a 34-member team in high-volume manufacturing fabrication semiconductor facility
- Boosted productivity and overall quality assurance while ensuring safe operating conditions
- Identified processes in need of improvement and executed plans to resolve any waste or limitations
- Oversaw various projects while delegating duties and maintaining strong leadership with team
- Assisted with the execution of team training in a variety of topics including safety and processes
- Coordinated ERT program, including planning safety fairs and holding annual evacuation drills
- Conducted annual performance evaluations with personnel in addition to other administrative duties
- I was on Aloha Business Continuity Control Team. I assured all emergency backup plans were kept up to date by saving the plans BKMs on backup storage media and auditing those plans every 6 months.

Tokyo Electron America

August 1996 - May 2004

West Region Service Manager

- Managed a team of 3 service supervisors and 30 field service engineers across 6-state territory.
- Generated post-warranty revenue for TEA's Etch product line.
 - Successfully negotiated a multi-year service contract at Micron for parts & labor worth \$2 Million/Year over 3 years via TEA's Service Advantage Program
- Coordinated all aspects of after-service sales management for company's Etch product line.
- Ensured reliability metrics were met or exceeded.

- Oversaw customer and supplier relationships, holding monthly meetings with clients to review equipment reliability and other issues.
 - Developed and maintained service budget.
 - Directed training and development functions for field service engineers.
 - Conducted employee performance reviews.
 - Served on TEA's Hillsboro Safety Committee.
-

EDUCATION & TRAINING

Master of Science, Management in Science & Technology
Oregon Health and Science University, Portland, Or.

Bachelor of Science, Business Management, with Honors
University of Phoenix, Hillsboro, Or.

Associate of Applied Science, Electronic Engineering Technology
Kentucky College of Technology, Louisville, Ky.

USCG Merchant Mariner Credential Holder
USCG OUPV Licensed - 50 Ton Master

PROFESSIONAL DISTINCTIONS

- Completed "Jim Hurd New Venture Business Plan Presentation" 6 Month Capstone (OHSU)
 - Lean Six-Sigma Green Belt Project Training (Intel University)



Candidate Questionnaire

Candidate Name: Terrence F Lockett

Position: City Manager

1. Please list your previous jobs/positions going back at least 10 years, plus any previous jobs/positions beyond 10 years that is related to the position of City Manager. Please include the following:
 - a. Position start and end dates.
 - b. Position title and organization.
 - c. To whom you directly reported.
 - d. Ending salary.
 - e. Population of community served.
 - f. Total number of employees in the organization.
 - g. Number of employees supervised (directly and indirectly).
 - h. Total budget of the organization.

I have been a managerial leader since 1996 to present. All of my experience has been in the Semiconductor Industry in the roles of Service Manager, Operations Manager and Sr. Operations Manager. I have reported into Manufacturing Managers and VP's throughout my career. My current salary in my current role is \$175,000 per year. I currently have 12 direct reports consisting of service managers, training managers and safety professionals along with numerous project and program managers and some individual contributors. My number of indirect reports include ~125 engineers and project leaders reporting into my organization. My revenue generated from my team in 2024 was about \$14 million in service revenue and I have responsibility of my organizations P&L as I manage all the costs of the individual cost centers I manage throughout my responsibility in the United States. My accounts span a broad domestic scope of customers throughout the United States.

2. Why are you interested in pursuing this position? More than anything, I would love to serve my community in a positive responsible way. This role would serve a commitment



to maintaining public trust and confidence in local government, achieving equity and social justice for all in the community, affirming dignity for every citizen, and improving the quality of life for all.

3. How would you describe your management style? My management style is very collaborative. I prioritize communication, consensus building, and strategic decision-making while remaining accountable to my management, often requiring a balance between providing direction and empowering individual departments to operate efficiently.
4. Describe your approach to managing personnel issues such as hiring, discipline, ethical violations, labor relations, and performance evaluations. The best approach to managing a hiring process involves clearly defining job requirements, creating a strong employer brand, utilizing diverse recruitment channels like employee referrals, conducting thorough interviews, prioritizing candidate experience, and using an Applicant Tracking System (ATS) to streamline the process, all while ensuring a quick and efficient timeline. Managing the discipline process involves clearly outlining company policies regarding unacceptable employee behavior, conducting thorough investigations when issues arise, documenting every step of the process, applying disciplinary actions consistently and fairly, and providing opportunities for employees to improve their behavior through corrective measures, often following a progressive discipline approach. Managing ethical violations consists of several steps: Create a code of conduct, establish a formal code of conduct and reporting system. Set and monitor responsible goals. Enforce the code: Enforce the code of ethics and ensure compliance. Be transparent, embrace transparency as a core value. Foster integrity, Foster integrity in every aspect of the organization. Build a culture of accountability. Cultivate respect in the workplace. Ensure fairness in every decision. Manage ethics as a process-oriented activity that requires time and constant assessment. Focus on behavior, avoid problems. Be open and honest. Integrate ethics and accept there is going to be a learning curve.
5. How would you deal with city budget constraints and identify new revenue sources? To deal with a city's budget restraint's, I would focus on prioritizing spending based on community needs and explore revenue-generating options like increased fees or taxes, implement cost-saving measures across departments, leverage technology for efficiency, engage with the community for input, and carefully plan for future budget challenges



through financial forecasting and strategic budgeting; all while considering the impact of any changes on the city's residents and services provided.

6. How will you prioritize competing demands for resources within the city? A structured approach would suggest identifying critical needs through data analysis, establishing clear prioritization criteria based on factors like urgency, impact, cost-effectiveness, and community input, then allocating resources accordingly while considering long-term sustainability and potential future needs.
7. Describe a successful initiative you have led as a City Manager. In my career, I have mainly driven initiatives focussed on maximizing revenue by controlling costs but that is in the semiconductor industry. As a successful city manager I would implement initiatives focused on improving city infrastructure, enhancing community engagement, optimizing budget allocation, promoting economic development, and utilizing technology to streamline operations, all while prioritizing citizen needs and collaborating effectively with the city council.
8. Describe a time when you had to manage a crisis situation in a city setting. In my numerous roles in the semiconductor industry, I have worked with local emergency management agencies in my local community of Hillsboro, Oregon to address toxic gas alarm related situations at the semiconductor plants I have worked at. I also was responsible for Intel's business continuity plan for the Aloha, Oregon Factory Operations in case of a natural disaster. As the city manager of Ft. Pierce, an example of utilizing crisis management would be during a major natural disaster like a hurricane, where there would need to be a coordinated emergency response effort, communicate effectively with residents, manage resource allocation, and oversee recovery operations, all while navigating potential public panic and misinformation.
9. What steps do you take to ensure transparency and accountability in city operations. Key steps to ensure transparency & accountability in city Operations by a city manager would include: Sharing information, by making information available to the public about what the government is doing. Encouraging feedback by inviting people to share their thoughts on topics and initiatives, and to attend city council meetings. Respond to questions and concerns that people raise on social media. Make sure the roles and responsibilities of those in government are clear and publicly known. Set clear goals and objectives for the



city. Keep track of progress and report on it. Address issues and potential conflicts early on. Consider having the city subscribe to an integrity pledge, which is a commitment to acting with more integrity in local affairs.

10. Please describe your experience working with unions. When I have worked with a third-party union vendors in my pas, we have hired staffing agency's that specializes in unionized workers to fill temporary positions, outsourcing employee benefits administration to a union-focused provider, utilizing a third-party company to manage union contract negotiations, or contracting with a vendor to conduct union-specific training programs for managers; essentially, any situation where a company leverages an external entity to handle union-related activities or workforce management that requires adherence to union agreements.
11. Please describe your experience managing or overseeing a police department? What do you see as your role in guiding the police department? Although I have not directly managed or was in charge of overseeing a police department, I would consider the following priorities: Work with police department leadershi to provide quality services to citizens and ensure a safe community. Ensure efficient operations, including public safety, and ensure they operate efficiently and in line with city policies. Communicate clearly. To be effective communicators, both in person and in writing, to convey thoughts clearly, provide instructions, and coordinate between departments. Address citizen concerns: City managers address and respond to emergencies. Develop a long-term vision for the community that provides a framework for policy development and goal-setting. Managing budgets and finances. Manage staff, recruit, hire, and supervise the local government workforce, including key department heads.
12. How will you ensure that the city's services meet the needs of all its citizens? To ensure city services meet the needs of all citizens, a city should prioritize inclusive planning and engagement, actively gather feedback from diverse communities, consider accessibility for all abilities, allocate resources equitably across neighborhoods, and implement policies that address specific needs of vulnerable populations while regularly evaluating service delivery and adapting to changing demographics
13. What strategies will you use to build relationships with stakeholders in the community?
To build strong relationships with community stakeholders, key strategies should include



THE SUNRISE CITY

FORT PIERCE
CITY MANAGER'S OFFICE *Florida*

actively listening and understanding their needs, engaging in open and transparent communication, actively participating in community events, seeking feedback regularly, demonstrating responsiveness to concerns, building trust through consistent actions, and fostering collaboration through inclusive initiatives; essentially, making yourself present, accessible, and genuinely invested in the community's well-being.

14. What strategies would you implement to promote economic growth and job creation? To promote economic growth and job creation, key strategies should include fostering entrepreneurship and business innovation, investing in infrastructure, supporting local businesses, promoting education and skill development, encouraging technological advancement, diversifying industries, and facilitating access to capital for new ventures, particularly for small and medium-sized businesses.

15. Have any adverse or critical statements been made about you in print or online media reports, on social media, or any other related form? If an online search of you were completed, what would be found that you yourself would want to know about you if you were looking to hire yourself as a City Manager? I would welcome any background check of myself.