



## CARLOS D. TORRES

INDEPENDENT CONSULTANT

Carlos D. Torres has over 35 years of broad Utility leadership experience first as an executive for Consolidated Edison of New York, Incorporated (Con Ed) and then as an independent consultant. As an independent consultant, he has worked on several strategic and operational consulting engagements including being assigned by the Governor of Puerto Rico as the Power Restoration Coordinator for the restoration of Puerto Rico Electric Power Authority's transmission and distribution electric systems following Hurricanes Maria and Irma, development and implementation of a Business Continuity (or Continuity of Operations) Plan for EEI, evaluating/assessment of SCE's plans and procedure implementations during their annual full-scale exercise and working on a team in developing and delivering a storm preparedness and resiliency workshop for island territories. At Con Ed (and Orange & Rockland Utilities), he served as the Vice President of Emergency Preparedness & Business Resiliency (EP&BR). During his over 32-year career at Con Ed, he also held numerous leadership and operational positions in electric, natural gas, steam, and construction operations throughout the company. In his role as Vice President of EP&BR, he was responsible for planning, implementing, and overseeing the company's emergency and crisis management, business continuity and pandemic planning activities. He was responsible for all aspects of designing, exercising, testing, and executing the Incident Command System (ICS). He served as incident commander for many responses as well as the Incident Management Assist Team (IMAT) member for the companies Incident Commanders during major, full-scale events and crises (role of the VP of EP&BR). He oversaw Con Edison's response to numerous weather events, including major storms (e.g., Superstorm Sandy and Hurricane Irene), and emergencies such as the 9/11 attacks and the 2003 Northeast Blackout. As the company's lead emergency response liaison, he worked closely with federal, state, and local agencies from both the response, coordination as well as from the emergency planning perspective through drilling and exercising (both joint, individually or observation/evaluation).

### PRIMARY EXPERTISE

- Strategic & Operational Planning
- Emergency Management/Preparedness
- Business Resiliency
- Public-Private coordination
- Organizational design and Change Management
- Electric, Gas and Steam System Operations
- Construction Operations (includes power plant, substations, and manufacturing shop operations)
- Storm hardening and grid modernization
- Labor relations
- Operational excellence and performance/process improvement

### CLIENTS

- Edison Electric Institute (EEI)
- Southern California Edison (SCE)
- LUMA Energy
- Other consulting firms (in a sub-contractor role/function)

### QUALIFICATIONS

- Over 35 years as a Utilities professional, senior executive, and consultant
- BS Mechanical Engineering
- MS in Engineering Management (focused on Project Management)
- Various former and current Board Member and Senior Advisor positions held

### EXPERIENCE SUMMARY

- Carlos was one of the few people at Con Ed to have worked in all three commodities (electric, natural gas and steam transmission/distribution systems) during his tenure there

- Carlos was responsible for the implementation and continuous improvement of the ICS leading and supporting the enterprise through not only major storm restorations and other electric/gas/steam system events, but also a labor contingencies (strikes) and business continuity/pandemic events. This involved both drilling/exercising for such events as well as response to actual events
- As the continuous improvement leader in the application of ICS in the utility industry, Carlos has worked on numerous exercises with federal agencies such as GridEx and Clear Path exercises for all types of events including major storm restoration, earthquake/tsunami events, cyber events, and physical attacks
- Following Superstorm Sandy, Con Ed implemented the Post Sandy Enhancement Plan and Carlos was a key implementor/driver of the many identified action items from the Plan which resulted in the development and/or improvement of resiliency efforts both from an operational, planning and response perspective
- Carlos also worked with various federal, state, and local agencies as part of climate adaption efforts (i.e., New York City Panel on Climate Change or NPCC) and working closely with state and local agencies in developing, planning, and coordinating resiliency mitigation and response efforts around climate change impacts
- As Con Ed's representative on EEI's National Emergency Response Committee, Carlos was deeply involved in redesigning the mutual assistance system following Hurricane Sandy to what is today called *The National Response Event*. This includes the development of the annual tabletop and functional exercises held with all public and private partners
- Upon his retirement from Con Ed in October 2017, Carlos was part of an EEI team that responded to Puerto Rico following Hurricane Maria which resulted in him being designated by the Governor of Puerto Rico to lead the power restoration effort as the Power Restoration Coordinator. Working under a Unified Command Structure he coordinated closely with the Puerto Rico Electric Power Authority (PREPA), FEMA, the U.S. Army Corps of Engineers, and the responding companies from the electric industry working to restore the electric transmission and distribution systems to the island and its almost 1.5 million customers. He successfully completed the mission in June 2018
- In 2019, Carlos led in the development and implementation of EEI's first business continuity (continuity of operations) plan.
- In 2020, worked with several consulting firms on various projects ranging from developing and delivering a storm preparedness and resiliency workshop for island territories and reviewing a utility company's emergency plan and associated training/exercise programs. Carlos also supported several after-action reviews following major storm events.