

**COMMITTEE ON NATURAL RESOURCES**  
**114<sup>th</sup> Congress Disclosure Form**  
**As required by and provided for in House Rule XI, clause 2(g)(5)**

*“Exploring Energy Challenges and Opportunities Facing Puerto Rico”*

January 12, 2016

**For Individuals:**

Name:  
Address:  
Email Address:  
Phone Number:

\* \* \* \* \*

**For Witnesses Representing Organizations:**

Name: **Carlos Rivera Velez**  
Name of Organization(s) You are Representing at the Hearing: **PR Coalition of the Private Sector**  
Business Address: **San Juan, Puerto Rico**  
Business Email Address: [REDACTED]  
Business Phone Number: [REDACTED]

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**For Nongovernment Witnesses ONLY:**

1. Please attach/include current curriculum vitae or resume. **See attached**
2. Please list any federal grants or contracts (including subgrants or subcontracts) related to the subject matter of the hearing that were received in the current year and previous two calendar years by you or the organization(s) you represent at this hearing, including the source and amount of each grant or contract.

**N/A**

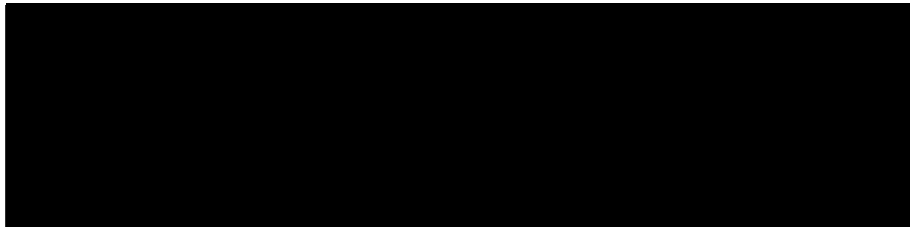
3. Please list any contracts or payments originating with a foreign government related to the subject matter of the hearing that were received in the current year and previous two calendar years by you or the organization(s) you represent at this hearing, including the amount and country of origin of each contract or payment.

**N/A**

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# Resume

**CARLOS RIVERA VÉLEZ, PE, PhD**



## **PROFESSIONAL OBJECTIVE:**

Create continuous and incremental shareholder value by leading a strong and global business entity into operational and financial excellence while advancing its associates professionally, intellectually, and personally.

## **SKILLS HIGHLIGHT:**

- Leadership through inspiration and service
- Critical and strategic thinking
- Effective communicator with a lot of charisma
- Appreciates diversity
- Credibility builder and natural motivator, strong performance driver
- Successful plant management track record with minimum supervision and infinite continuous improvement mindset
- Multi-plant and international experience
- Results-oriented mindset through practical performance measurement
- Always ready compliance mindset and execution, strong experience turning around non-compliant operations into flawless execution and benchmark
- Very strong and balanced people skills, high performance team development
- Proven lean process improvement strategic and tactical skills: manufacturing processes, organizations, infrastructure, and systems
- People developer
- Extensive corporate social responsibility experience, employees and community
- Winning attitude in every aspect of the business

## ACADEMIC PREPARATION:

**PhD History of Puerto Rico and the Caribbean**, Centro de Estudios Avanzados de Puerto Rico y el Caribe, 2014

**Strategic Planning Development Program for Senior Executives**, Harvard Business School, 2011

**Masters in Technology Management**, Wharton Business School and Penn Engineering, University of Pennsylvania, Philadelphia, 2002

**Executive Development Program**, Wharton Business School, University of Pennsylvania, Philadelphia, 1995

**B.S. Electrical/Computer Engineering**, Recinto Universitario de Mayagüez, University of Puerto Rico, 1986

## PROFESSIONAL EXPERIENCE/KEY ACHIEVEMENTS:

**President**, Foundation Global Group, San Juan, Puerto Rico, 2015 – present

- *New entrepreneurship venture umbrella focused on diverse business developments: manufacturing, farming, tourism, book publishing, restaurants, graphic design, gourmet products, imports and exports.*

**Vice President of Manufacturing and General Manager**, Edwards Lifesciences Technology Sarl, Añasco, Puerto Rico, August 2009-present, Reporting to: Corporate VP Critical Care

- *Directly responsible for the global product supply of approximately 1000 hemodynamic monitoring medical devices and related products representing \$400M in global sales.*
- *Directly responsible for a budget of \$80M and 1,100 team players.*
- *Directly responsible for the site transformation into a world class manufacturing facility and a great and balanced people workplace. Last three years performance:*
  - *33% scrap reduction*
  - *Average 97% LIFR*
  - *95% CAPAs on time and effective*
  - *4-5% Annual Cost Improvements (not volume driven), mainly indirect OH*
  - *300% improvement on accidents and OSHA recordables*
  - *Lean transformation in major lines*
  - *OHSAS/ISO certified*
  - *HPR facility designation*
  - *Many direct report growth assignments*

- *Directly responsible for a vertically integrated campus of 500,000 sq.ft., including a separate product sterilization plant for internal and external services. The following technologies are represented at the site:*
  - *Plastics Extrusion*
  - *Liquid Injection Molding*
  - *Compression Molding*
  - *Cryo-Polishing*
  - *Flexible Manufacturing Catheter Assembly Lines*
  - *Electronic Assembly Lines*
  - *Automated Packaging*
  - *ETO Sterilization (separate plant and business)*

**Director Operations**, Cordis LLC, Johnson & Johnson, San Germán, Puerto Rico, October 2008-July 2009, Reporting to: VP Ops & General Manager

- *Directly responsible for the global product supply of the \$1.0B Cypher Drug Eluting Stent business.*
- *Directly responsible for a controllable expenses budget of approximately \$20M and a team of approximately 600 people: 480 operators, 4 managers, 1 executive assistant, 22 supervisors, 15 engineers, 1 scientist, 40 technicians, and 24 salary non-exempt and clerks.*
- *20% reductions quarter (Q4 '08) to quarter (Q1 '09) in quality non-conformances, 100% attainment in CAPA, internal audits, and quality system non-conformances effective closings.*
- *Achieved 1% yield growth average in all product family yield gates already at historical highs ranging from 93.2% to 99.5%. Significant average growth in OEE and Lean efficiencies as well.*
- *Right sized the organization to the current business needs by approximately 80 hourly employees and 10 exempts since October 2008, mainly through productivity terminations, job consolidations, and attrition.*
- *New people caring and value initiatives established:*
  - *Implemented 340 ideas from a target of 90 YTD.*
  - *Certified three lean champion, four six sigma green belts, and one six sigma black belt.*
  - *Leading/co-leading 6 out of 9 Credo teams (education, community, donations, environmental, rewards and recognition, ideas and innovation, employee activities).*
  - *Doubled the amounts of kaizens led and completed YTD; 10 versus a target of 5.*

- *Implemented new communication channels and established an open door policy: quarterly communications meetings, monthly operator forums at every shift, individual and departmental meetings, suggestions box*
- *Established new Operations Flexibility programs for professionals, operators, and technicians.*
- *Delivered \$1.3M in productivity projects, \$600K above targets end of Q1.*
- *16% positive variance in spending vs. budget, 10% vs. forecast (Q1) while producing 7% more units.*
- *Achieved 100% LIFR YTD.*
- *Achieved Industry Week Magazine Top Ten Best Plants Award..*
- *Active member of J & J Puerto Rico Campus Innovation Committee.*
- *Current chair of the Puerto Rico Campus Contributions Committee; developed a portfolio of \$600K in 2008 charities and proposed \$500K for 2009.*
- *Previously mentored EHS Manager promoted to WW EHS Director for the Corporation.*

**Director Engineering and Technical Services, Cordis LLC, Johnson & Johnson, San Germán, Puerto Rico, September 2005-2008, Reporting to: VP Operations (2005-2007), Site General Manager (2008)**

- *Managed budget of approximately \$14M and the leadership and development of 5 managers and 230 professional and technicians.*
- *Restructured the engineering organization into an empowered, results oriented, and regulatory compliant team in charge of manufacturing systems, quality systems, calibrations and maintenance, project engineering, project engineering, EHS, facilities, and manufacturing process engineering. Hired seasoned professionals and downsized as required by the business. Eliminated approximately 45 positions as a result of the implementation of an intensive lean program, and a continuous productivity improvement culture.*
- *Architect and leader of two major global initiatives: manufacturing equipment excellence and manufacturing systems strategy.*
- *Turned-around the Calibrations and Maintenance organizations from poor to flawless performers from the regulatory (FDA, ISO, TGA) standpoint. Successfully hosted several audits a year with no findings.*
- *Turned-around the Facilities department into a reliable one, equipment and people-wise. Created Facilities Excellence initiative in order to improve poor infrastructure and people, regular and contracted, and operating performance.*
- *Created new quality systems organization under departmental structure. Completely turnaround the execution of CAPA, Internal Audit, Quality Non-Conformances, Non-Product Non-conformances, and critical Investigations into a flawless credible one.*
- *Achieved J & J Gold level (maximum performance level) in the Manufacturing Equipment Excellence (MEE) initiative with highest score in J*

- & J globally and achieved in record 33 months from typical 60 months. More than \$19M in savings achieved in three year timeframe.*
- *Implemented OEE in manufacturing achieving an 80% productivity improvement in 2007 without any capital investment.*
  - *Improved drug-device product yields from the high 70% into the 90%.*
  - *Successfully implemented Manufacturing Enterprise System 1.2 and 1.3 platforms into the manufacturing process in a 16-month period. Also introduced internal software development at significant cost savings for the company. Develop first in-house developed man-machine software interface.*
  - *Delivered \$47M in productivity savings.*
  - *Certified two managers as black belts. Certified more than 30% black belts in the engineering organization in a 18-month timeframe.*
  - *Developed comprehensive energy and resources conservation program actually considered a benchmark for J & J Puerto Rico with approximately \$1.0M in savings.*
  - *Developed developmental plans for each professional in the engineering organization and kicked-off new engineering curriculum. Mentored individuals in a private basis, including managers and professionals.*
  - *Implemented a strong and permanent communications programs at the individual and department level as a mean to improve the communications flow. Involved operators and technicians in key professional activities.*
  - *Established first surgery visits and customer visits program at Cordis Puerto Rico.*
  - *Significantly raised the bar for EHS with significant achievements: LDWC = 0 for the last two years; OSHA recordable at 0.29 and 0.22 YTD correspondingly, way below industry standard of 2.6. Achieved two distinguished Safety awards from PRMA in 2008.*
  - *Established collaboration technical forums with the Juarez, Belgium, and Italy plants as to share and implement best practices. Successfully organized benchmark trips.*
  - *Appointed J & J Credo Champion for the site. Restructured efforts created 8 teams and recruited 200 volunteers in order to develop an assertive employee, community, and environment social responsibility programs. Turned around people's perception on Credo initiatives at the site with 104 employee and community activities in a year timeframe and an 86% satisfaction index. Program was benchmark for Puerto Rico and several J & J newsletter articles.*
  - *Awarded Best Business Continuity Plan (BCP) in J & J for two years in a row, 2007 and 2008.*
  - *Awarded Best Plant in Hurricane Preparedness and Infrastructure in J & J.*
  - *Appointed J & J Contributions Committee chairperson for the Puerto Rico J & J campus.*

**Acrylic Plant Manager – Director Manufacturing Operations,** Advanced Medical Optics Inc., Irvine, CA and Añasco, Puerto Rico, 2004 – September 2005, Reporting to: VP Operations

- *Established pilot laboratory at the plant to support Corporate R & D activity. Achieved 100% delivery on engineering test and validation requests.*
- *Successfully transferred and validated our first fast track lens product and its corresponding processes (Tecnis).*
- *Successfully managed three capital projects totaling over \$1M on time and per budget.*
- *Lead with success a 40% capacity expansion of the Acrylic manufacturing business.*
- *Directly responsible for a budget of \$19M and the leadership and development of 320 associates.*
- *Solid process yields achieved in all manufacturing lines.*

**Acting Corporate Operations Engineering Director,** Advanced Medical Optics Inc., Santa Ana, California, 2004, Reporting to: Corporate Chief Operating Officer

- *Successfully lead the transfer of the new Acrylic multi-focal intraocular product family and processes from R & D into the Añasco facility.*
- *Successfully developed the strategy to introduce the next generation of lenses (Tecnis) in a fast track mode and started its technology transfer.*
- *Performed sustaining engineering functions for the three surgical business divisions and lead key customer complaints investigations.*

**Director Strategic Planning and Lean Programs,** Advanced Medical Optics Inc., Irvine, CA and Añasco, Puerto Rico, 2003 – 2004, Reporting to: VP Operations

- *Successfully strategized and lead an 18 month, 12% budget to budget, cost reduction by implementing lean and demand flow technology process improvement techniques at each one of the three surgical plants.*

**Silicone Plant Manager – Director Manufacturing Operations,** Advanced Medical Optics Inc., Añasco, Puerto Rico, 1997 – 2002, Reporting to: VP Operations

- *Directly responsible for a budget of \$17M and the leadership and development of 280 associates.*
- *Improved overall process yield from the low 60s to the low 90% consistently.*
- *Averaged 99% customer service level during this period of responsibility.*
- *Developed the Silicone team into a high performance, self-directed team.*
- *Increased the plant capacity by 70% through capital investments and process improvements.*



**Engineering Manager**, Allergan Surgical Products Inc., Añasco, Puerto Rico, 1993 – 1997, Reporting to: General Manager

- *Started a new department with 3 engineers and develop it into an organization of 9 engineers, 2 engineering technicians, and 2 process analysts at steady state.*
- *Successfully transferred and validated 9 new products with its corresponding processes.*
- *Provided technical services and process improvement support to the operations.*

## **PROFESSIONAL CERTIFICATIONS**

- OZ Principle Self and Cultural Tracks
- Demand Flow Lean Champion
- J & J Six Sigma Black Belt
- Professional Licensed Engineer

## **PROFESSIONAL MEMBERSHIP AND COMMUNITY SERVICE:**

- **Chairman of the Board**, Puerto Rico Manufacturers Association, 2014-present
- **VicePresident**, Puerto Rico Manufacturers Association, 2012-2014
- **Editing Board Member**, Revista Praxis Fae, University of Puerto Rico, 2012-present
- **Board of Trustees Member**, Centro de Estudios Avanzados de Puerto Rico y el Caribe, San Juan, 2012-present
- **Founder and President**, Academia de la Historia de San Germán, 2014 - present
- **VicePresident Foreign Sector**, Puerto Rico Manufacturers Association, 2011-2012
- **Regional Director**, Puerto Rico Manufacturers Association West, 2010-2011
- **Founder and Chairman**, Anasco Industrial General Manager's Council, 2009-2014
- **Founder and Former Chairman of the Board**, Museo de la Historia de San Germán, 2009-2014
- **Advisory Board Member**, Mentas Puertorriqueñas en Acción, 2012-present
- **Board Member**, UPR RUM R & D Council, 2014 – present.
- **Board Member**, Puerto Rico Tecno Economic Corridor (PRTEC), 2010-11.
- **Board Member, Chair Education Committee**, Medical Device Cluster, 2010
- **Board Member**, Edwards Charity Foundation, 2010-2014.
- **Former President**, Johnson & Johnson Puerto Rico Contributions Charity Committee, 2008-2009
- **Former Member**, J & J Puerto Rico Campus Innovation Team, 2009
- **Former Board Member**, State Board to the Secretary of Education for Technical Education, 2005- 2008
- **Former Member**, Puerto Rico Donations Council, Johnson & Johnson, 2006-2007
- **Former Chair**, Cordis LLC J & J Credo Committee, 2007-2008



- **Former Chairperson**, Education Committee Puerto Rico Manufacturers Association, 2002-2005
- **Member**, South Western Industrial Association
- **Member**, Puerto Rico Medical Device Cluster
- **Member**, Colegio de Ingenieros y Agrimensores de Puerto Rico
- **Member**, Tau Beta Pi Engineering Honor Society
- **Member**, Wharton and Penn Alumni Associations

## **RELEVANT HONORS AND AWARDS:**

- Puerto Rico Industrial Top Executive of the Year, Puerto Rico Manufacturers Association, 2014
- Industrial Top Executive of the Year, West Region, Puerto Rico Manufacturers Association, 2014
- Puerto Rico Industrial Top Executive of the Year, South Western Industrial Association, 2012
- Edwards CEO Global Award for Building Communities, 2011
- Honorary Mention, Edwards CEO Global Award for Trusted Partner, 2010
- Puerto Rico Manufacturing Leader of the Year, Sociedad de Ejecutivos de Ventas y Mercadeo, 2010
- Industry Week Magazine Ten Best Plants in North America Award, Cordis LLC Manufacturing Operations, 2009
- J & J Team Excellence Award – Industry Week Best Plant Achievement -2009
- J & J Team Excellence Award – Credo Team Achievements – 2008
- J & J Team Excellence Award – MEE Gold Achievement
- J & J Team Excellence Award – Black Belt Project Achievements -2007
- J & J Leader of the Quarter, Q3'2008
- Cordis LLC Standard Of Leadership Award, 2007
- Advanced Medical Optics Award for Excellence, 2005
- Manufacturing Manager of the Year, PRMA, 2004
- Manager of the Year, South Western Industrial Association, 2002
- Distinguished Young Citizen of Sabana Grande, 2002
- Allergan Award for Excellence, 1993, 1995
- Summa Cum Laude, Phd, History of Puerto Rico and the Caribbean, 2014
- Summa Cum Laude, Master in Technology Management, 2002
- Magna Cum Laude, Computer Engineering, 1986