

John O. Leana

44 Montgomery Street, Suite 1500, San Francisco, CA 94104
john.leana@ethree.com

415.391.5100, ext. 400

ENERGY AND ENVIRONMENTAL ECONOMICS, INC.

San Francisco, CA

Senior Director

Mr. Leana recently joined E3 as the Director of our New York Office. He is a senior-level electric industry professional with broad utility management experience and a proven track record of achievement with over 25 years of strategic and operational experience in utility meter-to-cash operations, finance, electric supply and delivery planning, corporate planning, executive management support, and large transformation projects. Mr. Leana's strengths include strategy development, external relations, managing and developing teams and people, performance and cost management, project management, and management of major change initiatives. He is a passionate leader who achieves strong business results.

NATIONAL GRID

Director, NY Energy Policy

2013 – 2018

Led energy policy efforts for the NY business including leading the NY REV proceeding with responsibilities for cross functional team management, internal policy position facilitation and support, joint utility representation, external stakeholder engagement and internal executive communication support.

- Development of the company's future electric business vision and related policy positions in the NY REV proceeding
- Joint Utility Representative and Supplemental DSIP filing leader
- AMI business case development and filing

Director, NY Strategy and Performance Management

2011 – 2013

Responsible for supporting the NY President in leading the regulated businesses including; interfacing with internal function leaders to deliver positive financial results and regulatory outcomes consistent with targets, strong operational performance, attainment of capital investment plan and positive external and media relations.

- Improved NY financial performance and stakeholder relationships
- Led development of first-generation SLAs
- Developed new Jurisdiction model governance processes and reporting

Director, Meter Data Services

2007 – 2011

Responsible for collection, management and reporting of interval and non-interval electric and gas meter data to support retail billing, wholesale market energy and capacity settlement, and load research.

- Managed four departments with over 50 staff members
- Consolidated functions to Syracuse and re-staffed organization
- Developed systems consolidations roadmap and initiated system consolidation
- Achieved significant improvement in quality performance and employee engagement

Executive Assistant to National Grid USA CEO

2006

Served as chief of staff and strategy advisor to U.S. business CEO

- Responsible for executive team business cycle planning and coordination
- Refined U.S. operational strategy and identify strategic initiatives
- Responsible for internal and external CEO communications

Program Manager, U.S. Business Review

2006

Led the management of a project to streamline and improve the performance of the U.S. gas and electric distribution delivery business following prior merger activities. The project covered all aspects of the U.S. Business including operations, planning and engineering, regulatory, customer service and shared services.

- Delivered a plan to achieve a \$190 million dollars of annual value representing 15% of total U.S. business expense and capital spending
- Developed and executed an internal communication plan to build employee understanding and support for the required business changes

Director, Distribution Finance

2005

Responsible for the management of two departments and professional staff to support expense and capital budgeting/cost management for the NY and NE divisions.

- Direct liaison to NY and NE presidents with billion dollars plus budget
- Developed consistent regional practices and strengthened staff capabilities
- Led company-wide business planning process that identified the company's future financial performance gap and the need for immediate action which I was assigned to manage

Director, Credit and Collections

2002 – 2005

Led the transformation of the Credit and Collections function following the merger of Niagara Mohawk and National Grid USA. Managed four departments and 120 staff with responsibility for \$600 million in domestic and commercial receivables and \$100 million of gross write-off. Responsible for collection policies and practices development and execution oversight, portfolio management, back-office collection transactions, and revenue protection.

- Reduced bad debt over a three-year period by 30% or \$25 million
- Implemented best practice sharing between the NY and NE divisions and consolidated business functions including collection agencies and revenue protection
- Led innovative nine-month regulatory case to implement residential security deposits in NY

Merger Integration Team Leader of Operations & Supply Chain

2000 – 2002

Niagara Mohawk merger integration leader of the distribution operations and supply chain functions of Niagara Mohawk's merger with National Grid USA. Responsible for managing the activities of six sub-teams to establish the practices and organizational structure of the merged company.

- Led recommendation presentations to executive management
- Established implementation plans to capture \$5 million in supply chain expense savings and \$24 million in procurement savings representing about 15% of total merger savings
- Initiated and managed early implementation activities

NIAGARA MOHAWK

Manager Performance Measurement, Distribution Finance

1999 – 2002

Organized and staffed new department to develop and institute improved performance management practices.

- Designed and implemented activity-based accounting practices for all O&M activities in field operations and distribution design. Established productivity measures for capital work categories including small scale project work. Designed and implemented a state-of-the-art data base to provide performance metric reporting.
- Implemented a new asset management approach called asset segmentation and co-authored an article on asset management practices with Accenture Consulting.

Lead Analyst, Corporate Strategic Planning Department

1992 – 1998

Senior level strategic planner with responsibility for directing and developing junior staff. Responsible for electric policy research, analysis and executive support covering: transmission open access, renewables/distributed generation, electric commodity prices, stranded costs, and municipalization.

- Led corporate-wide team and regulatory proceeding to develop and implement an exit fee tariff to protect recovery of 6 billion dollars of stranded generation costs
- Led the evaluation of the economics of the energy services business as part of the company's retail strategy study
- Key participant on DOE national research project on distributed generation; panelist and presenter at industry conferences
- Supported the development of the company's generation disposition strategy and unregulated generator buy-out
- Lead company representative at joint utility industry meetings and hearings of the New York Competitive Opportunities restructuring proceeding establishing and defending the company's position on critical market restructuring issues

Transmission Planner, Transmission Planning Department

1988 – 1992

Responsible for eastern division, New York transmission studies and operations support. Performed technical evaluation of transmission system adequacy and managed multi-disciplined project teams in the development of short and long-term transmission plans.

- Successfully managed eastern division transmission studies during the difficult period following the summer of 1988 rolling brown-outs and two of the company's largest unregulated generation interconnection projects

Education and Training

National Grid Developing Futures Leaders Program

2006

Oswego State University

Oswego, NY

M.S., Business Administration

1998

Clarkson University

Potsdam, NY

M.S., Electrical Engineering

1989

Clarkson University

Potsdam, NY

B.S., Electrical Engineering

1988