

John O. Leana

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ENERGY AND ENVIRONMENTAL ECONOMICS, INC.

Senior Director

2018 – present

Mr. Leana joined E3 in 2018 and leads E3's grid modernization practice area and supports east coast business development. Under his leadership, E3's grid modernization practice focuses on assisting clients in navigating and shaping changes to electric distribution regulation, planning, operations, and markets brought about by increasing policy and market interest in distributed energy resources (DER) and electrification.

Mr. Leana brings over two decades of experience working in the electric utility sector across multiple functions managing business strategy, operations, large scale projects, and regulatory issues at National Grid. Mr. Leana has a broad understanding of utility operations having led various operational areas, business consolidations and merger areas. He also has a deep understanding of utility industry structure and regulation, and its evolution over the years having played a leading role in major industry restructuring in New York. In his last role at National Grid, he led business strategy and energy policy efforts for the NY business including leading the NY REV proceeding that established the regulatory framework and utilities' role as the distributed system platform provider for distributed energy resource integration.

Recent E3, work includes:

- **Nova Scotia Power (2023-2024)**. Assessed alternative regulatory models, prepared stakeholder engagement materials, and developed an implementation roadmap
- **National Grid Massachusetts, Electric Sector Modernization Plan (2023)**. Electric Sector Modernization Plan filing benefit-cost analysis and performance metrics support
- **Fortis Alberta Testimony (2020, 2023)**. Assisted in the development of E3 expert testimony for Fortis Alberta that identified the common steps that distribution utilities can take today to prepare for the future integration of DERs and that will benefit the distribution system and consumers as DER penetration grows
- **Midcontinent Independent System Operator (MISO), FERC 2222 implementation (2023)**. Assessed MISO implementation plan against other ISOs and best practices.
- **National Grid, Grid Modernization Plans (2018 - 2022)**. Supported stakeholder collaboratives, business case regulatory filings, and testimony in New York, Rhode Island, and Massachusetts to advance National Grid's grid modernization and smart metering investment plans.
- Strategic assessment of North America distribution business development investment opportunities for large multi-national energy company (2022)
- **Salt River Project Integrated System Planning (2019 - 2022)**. Supported the development and implementation of an integrated system planning framework through an extensive internal and external stakeholder engagement process
- **Confidential U.S. Automaker (2022)**. Prepared U.S. distribution system readiness assessment to support electric vehicle to grid integration on a state-by-state

- **Xcel Energy, Performance Incentive Mechanisms (2019 - 2020).** Developed decarbonization performance incentive mechanisms and testimony.

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 filings in New York and Rhode Island

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 service level agreements
- 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 one location and re-staffed organization
- Developed systems consolidations roadmap and initiated system consolidation
- Achieved significant improvement in quality performance and employee engagement
- Successfully litigated NYISO wholesale settlement case before FERC

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
M.S., Business Administration

Oswego, NY
1998

Clarkson University
M.S., Electrical Engineering

Potsdam, NY
1989

Clarkson University
B.S., Electrical Engineering

Potsdam, NY
1988