

Record Request No. 4

Request:

- (a) Does The Narragansett Electric Company have any employees who dedicate all or a portion of time through their job duties to government relations?
- (b) Please provide job descriptions for individuals identified in RR-4(a).
- (c) Please indicate whether the salary, benefits, and time related to lobbying activities by employees are charged to The Narragansett Electric Company either directly or through the Service Company.

Response:

- (a) Yes. The Company has a Director of Government Relations who dedicates the majority of time through his job duties to government relations. National Grid USA Service Company, Inc. also has five employees in Federal Affairs who allocate a portion of their time to the Company: a Vice President of Federal Affairs, his Executive Assistant, two Directors of Federal Government Relations, and a Lead Program Manager.
- (b) Please see Attachment RR PUC 4-1 for the Director of Government Relations job description.

Please see Attachment RR PUC 4-2 for the Vice President of Federal Affairs job description.

Please see Attachment RR PUC 4-3 for the Director of Federal Government Relations job description.

Job descriptions for the Executive Assistant and the Lead Program Manager of Federal Affairs are not readily available at this time.

- (c) There are three primary orders to which the six aforementioned employees charged their time to the Company during the test year ended June 30, 2017: *Government Relations-all RI companies-salaries*, *Federal Affairs-all companies*, and *Fed Affairs-all companies-conduct lobbying*. While preparing the response to this record request, the Company discovered that only the *Fed Affairs-all companies-conduct lobbying* order settled to Federal Energy Regulatory Commission (FERC) account 426.4, expenditures for certain civic, political, and related activities, and was excluded from the Company's cost of service. The *Government Relations-all RI companies-salaries* and *Federal Affairs-all*

The Narragansett Electric Company
d/b/a National Grid
RIPUC Docket Nos. 4770/4780
Responses to Record Requests
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On June 14, 2018

companies orders settled to FERC account 920, administrative and general salaries, and therefore were included in the cost of service. In addition, the cost of service also includes all payroll tax, workers' compensation, 401(k) thrift, health insurance, group life, and other benefits associated with those three orders. Costs associated with lobbying and other civic or political related activities should be borne by shareholders and therefore excluded from the cost of service. The employees in these departments also perform non-lobbying job functions; however, to ensure that customers do not bear the burden of any politically-driven costs, the Company will remove all Rhode Island Government Relations and Federal Affairs labor from its revenue requirement. Therefore, the Company will reduce its rate year ending August 31, 2019 revenue requirement by approximately \$234,539 in the compliance filing accordingly, reflecting a decrease of \$208,815 to Narragansett Electric and a decrease of \$25,724 to Narragansett Gas.

Furthermore, in the preparation of its response to this record request, the Company discovered that Rhode Island Government Relations' and Federal Affairs' consultancy invoices were also settling to FERC account 923, outside services employed, and included in the cost of service. The Company will remove these costs from the cost of service, thereby reducing its rate year ending August 31, 2019 revenue requirement by an additional \$135,768 in the compliance filing accordingly, reflecting a decrease of \$108,257 to Narragansett Electric and a decrease of \$27,511 to Narragansett Gas.

The adjustments to the revenue requirements for the three rate years of the multi-year rate plan provided in the Settlement Agreement filed with the Public Utilities Commission in this proceeding, which will be reflected in the Company's compliance filing, are summarized in the table below.

	Narragansett Electric	Narragansett Gas	Total RI
Salary and Benefits:			
Rate Year 1	(\$208,815)	(\$25,724)	(\$234,539)
Rate Year 2	(\$2,896)	(\$398)	(\$3,294)
Rate Year 3	(\$6,632)	(\$836)	(\$7,468)
Consultants:			
Rate Year 1	(\$108,257)	(\$27,511)	(\$135,768)
Rate Year 2	(\$1,298)	(\$159)	(\$1,457)
Rate Year 3	(\$2,474)	(\$631)	(\$3,105)

Role Outline	
Region	US
Function	Corporate Affairs
Sub-Function	US Government Relations
Department	
Band	C
Location	US
Job Title	Director of Government Relations (applies to roles in MA, RI and NY)
Reports to	Director of Corporate Affairs

Job Purpose:

Manage and direct government relations within the state at senior levels, managing the interface with relevant stakeholders, driving and managing strategic relationships, and managing the government relations team.

Key Accountabilities:

- Lead proactive strategies and anticipation of key stakeholder relationships, contact points, trends and messaging in order to improve reputation as an industry leader in energy and the environment, a concerned corporate citizen and a socially conscious organisation with community values and interests locally and nationally.
- Develop key campaign strategies, policies and community initiatives to promote and defend National Grid interests to the relevant jurisdiction, supporting the organisation internally to manage and relate to stakeholders effectively and proactively.
- As a senior member of the US Government Relations team, contribute to the development of strategy and policy at a national and company-wide level, working within the strategic brand and communications model.
- Develop an increasingly effective and consistent approach to stakeholder relationships and messaging, focusing on complex and critical issues within the state.
- Proactively build and maintain internal and external networks in order to absorb and promote professional best practice for government relations.
- Manage relationships directly with, and with key individuals within, Executive and Legislative branches of state and local governments and federal bodies as the company's primary senior lobbyist in order to further National Grid reputation and interests.
- Track, monitor and influence government actions that impact National Grid's business plan and policies at the state, local and federal levels.
- Provide professional advice and guidance to senior Executives within and beyond Corporate Affairs on governmental/political issues, as well as briefing and supporting more widely on trends, issues and messages.
- Manage reputation and interests with industry bodies and business associations, lobby groups, environmental groups and other stakeholders in the state, in order to further National Grid reputation and interests.
- Recruit, motivate and develop a small professional government relations team in order to inspire commitment and engagement and improve long term management of key stakeholders.

Knowledge & Experience Requirements:

- Significant experience within the State and local government policy context as an industry-leading stakeholder management practitioner, particularly at a senior level on sensitive and critical issues.
- Educated to degree/postgraduate degree level in a relevant discipline (business, law, policy, marketing, economics etc), ideally with demonstrable professional development
- Significant knowledge of the issues and the process of policy development and promotion within a regulated, multi-stakeholder environment.
- In depth experience of working and influencing in a large complex organisation, working in a collaborative manner to address and plan stakeholder engagement.
- Understanding of the environment and key external industry and non-industry stakeholders which relate to and impact on the utilities sector (governmental, regulatory, communities, agencies, industry bodies).
- Able to manage and explain complex, competing issues working with and through others – maintaining alignment with National Grid strategic direction and aims.

Capability Requirements:

- High levels of networking, influencing and negotiation with a range of external stakeholders (individuals, bodies, agencies and groups).
- Actively builds and maintains a network of internal relationships at senior levels in the business.
- Strategic thinker with ability to contribute to key policy decisions by interpreting internal and external trends and changes, as well as the ability to grasp and explain complex issues and priorities.
- Ability to communicate to a high level, highly articulate.
- A determined and proactive leader and influencer.

Job Dimensions:

- Employees: 2-4 Direct Reports
- External interface with stakeholders across the state

Role Outline	
Line of Business	National Grid US
Business Unit	Corporate Affairs
Department	US Government Relations
Team	US Government Relations
Grade	Band B
Location	Washington, D.C.
Job Title	Vice President, US Government Relations
Reports to	Group Director, Corporate Affairs

Job Purpose: This role is charged with developing strategic advice to the Company on federal and state legislation and policy on electric and gas matters. The leader in this position will manage federal and state government relations teams to: maintain and nurture relationships with federal and state government stakeholders; monitor legislative activities; assist in the establishment of corporate strategies, policies and plans, which align with government laws, regulations and standards; leads analysis of proposed legislative actions to determine the potential impact on the Company; and develop appropriate responses. The leader will also manage a team developing environment and sustainability policy.

Key Accountabilities:

- Advise the UK, US and NGV senior leadership team on key legislative matters and political environment
- Lead advocacy activities on behalf of the Company before Congress and the Administration including EPA, DOE, CEQ, DOI and other relevant agencies
- Lead advocacy activities on behalf of the Company before the Governor offices and state legislatures including relevant state agencies in the states we operate in
- Work closely with the VP of Strategic Communications to ensure alignment of policy positions and internal/external messages to key stakeholders
- Work closely with the VP of NGV Corporate Affairs to ensure alignment of policy positions between regulated and unregulated businesses
- Work closely with the Director of FERC Relations to ensure alignment of Company's positions on regulatory positions, pending matters before the Commission and legislative priorities
- Work closely with the Jurisdictions local government and community relations teams
- Lead marketing/branding activities in Washington, DC to establish the Company as a thought leader
- Work with leading industry trade associations EEI, AGA and INGAA to ensure their positions reflect the Company's priorities
- Maintain and develop relationships with the British Embassy and British-American business organizations
- Recruit and develop talent ; Manage department budget

Knowledge & Experience Required:

- Experience in federal and/or state government matters
- Experience in managing a budget and a legislative and/or regulatory team(s)
- Strong working knowledge of the utility industry and related issues
- Excellent written and oral communication skills including public speaking; strong interpersonal skills
- Demonstrated ability to analyze and prioritize a broad range of legislative and policy issues coupled with strong decision-making skills

Qualifications Required:

- At least twelve (12) years of work experience with industry and government in an regulated environment
- Six (6)+ years of direct government or regulatory experience
- Bachelors and/or Master's Degree (law degree a plus), or equivalent years additional experience in a related field preferred
- Electric or gas utility experience preferred

Job Dimensions:

- Manage and develop team of thirteen (13)+ Directors, Managers and Analysts (9 Direct Reports)
- Company lead on all federal and state legislative and policy advocacy for all relevant gas and electricity matters
- Reports to Group Director of Corporate Affairs

Role Outline	
Region	US
Function	Corporate Affairs
Sub-Function	Government Relations
Department	Federal Affairs
Band	C
Location	Washington DC
Job Title	Director, Federal Government Relations
Reports to	VP, Federal Affairs

Job Purpose:

To develop and manage National Grid's external relationships to advance the company's positions on energy and environmental issues while facilitating the development of company public policy positions on key issues and identifying strategic opportunities for the company at the legislative or regulatory level.

Key Accountabilities:

- Directs National Grid's policies and objectives involving federal government affairs.
- Assists Vice President in implementing proactive federal legislative and regulatory agenda related to energy and environmental issues
- Leads analysis of proposed legislative actions and determines the potential impact on the organization.
- Monitors legislative and regulatory activities and develops company positions.
- Develop and manage emerging energy and environmental policies in order to ensure they are in line with strategic business objectives.
- Proactively build and maintain internal and external networks in order to penetrate, absorb and interact, as needed, to advance the company's position on energy and environmental issues.
- Evaluate policy and regulatory legislation in order to determine probable impact on National Grid.
- Manage the overall business relationship with key customers in order to design and ensure win/win solutions for all.
- Manage the overall business relationship with regulators in order to ensure National Grid operates in line with regulatory requirements.
- Make informed, authoritative professional recommendations on energy and environmental issues in order to improve business performance in the medium and longer term.
- Support and manage aspects of the company's overall strategic political activities. Assist in managing and coordinating the activities of the company's political action committee, including budget, expenditures and overall strategy.
- Provide support to internal client departments and inform clients about public policy developments at the federal level. Educate clients about the political process and constraints to provide realistic assessment of potential outcomes.

- Develop and manage the company's strategic Federal policy agenda and work directly with various broad-based coalitions to further it.

Knowledge & Experience Requirements:

- Bachelors degree in political science, economics, environmental sciences, business, engineering, legal or a related field. Masters or Law degree or equivalent preferred.
- Familiar with a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. A wide degree of creativity and latitude is expected.
- Demonstrates the ability to translate National Grid policies into processes and procedures and peel back multiple layers of a problem and balance the value of different solutions; understands how best to utilize them in order to drive greater performance, taking into account the wider business context.
- Consistently adapts the content / style of a message, based on an understanding of the climate and culture of a particular group and what will produce the best response.
- Is visionary in understanding the issues which National Grid is facing today with the ability to make complex ideas or situations clear, simple and easy to understand.

Capabilities:

- Experience within government affairs, public policy, communications or strategic planning and demonstrates deep understanding of the issues impacting the energy industry sector.
- Is recognized as a credible and knowledgeable expert on energy, environmental issues and public policy development and builds collaborative networks across multiple geographies and sites.
- Ability to develop/maintain strong relationships with key stakeholders.
- Experience of managing political and regulatory relationships and demonstrates the ability to build an independent opinion of the company's needs, problems and/or opportunities and design appropriate solutions.
- Demonstrates strong negotiating and influencing skills with the ability to make persuasive presentations to small and large audiences.

Job Dimensions:

- Leads and directs the work of others
- May have management responsibilities of staff

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This Job Description applies to the following positions	
Job Description	11509
Applies to	CA-2A-3A-4A Director, Federal Government Relations