

## **OVERVIEW**

Francis (“Frank”) P. Gaffney is an innovative, dynamic leader, consistently successful in envisioning and executing strategic change through collaboration. As Chief Operating Officer for an electric utility, and as National Director for a highly regarded consulting firm, he managed highly successful operations and successfully launched new services/projects while building partnerships with key business decision makers. Throughout Mr. Gaffney’s career, he was recognized for his integrity, leadership, insights, strategic thinking, communication skills, well-rounded knowledge and expertise, and creativity.

Mr. Gaffney has over 30 years in the electric power industry. His expertise includes the following:

- Operations and Strategic Management
- Negotiation, contracting
- Project Development
- Transmission Access – FERC regulations, Open Access Transmission Tariff, NAESB Standards
- Transmission Planning – power flow, stability, short circuit, transmission expansion, development of 10-year capital plans
- Market Analysis, nodal/LMP, congestion assessments – security constrained economic dispatch and unit commitment analyses, locational marginal pricing analyses, zonal market analyses.
- NERC Reliability Standards
- Financing Due Diligence
- Expert Witness

## **PROJECT EXPERIENCE**

Mr. Gaffney has managed, and been a key content contributor, to the following types of projects.

### ***Transmission Access***

While with R. W. Beck, assisted many clients through the interconnection and transmission service request processes throughout the country. Also represented transmission providers by performing studies to help manage backlogs in their transmission queues.

### ***FERC Regulations, Open Access Transmission Tariff, NAESB Standards***

Expert in FERC regulations, the OATT, business practices, and NAESB standards. Advised and guided numerous clients through these processes throughout the country. Was involved in addressing new regulatory proceedings, such as Order 890 and Order 1000. Former Board member for the Transmission Access Policy Study Group, a trade association influencing on behalf of transmission dependent utilities.

### ***Transmission Planning***

Managed transmission planning and represented clients. Performed studies – power flow, stability, short circuit – to ensure the system is reliable. Proposed projects to improve reliability, including a joint, three party project to improve voltage stability and import capability into the Florida KEYS. Chaired the FRCC Planning Committee.

### ***Market Analysis, Nodal/LMP, Congestion Assessments***

While with R. W. Beck, Mr. Gaffney was responsible for numerous assessments involving Security Constrained Economic Dispatch (“SCED”) analyses. SCED analyses is a critical planning tool for evaluating transmission impacts associated with congestion differentials between load and resources, reliability curtailment risk, transmission service delivery risks, the benefits of new transmission facilities, and other market factors such as energy imbalance costs.

### ***Financing Due Diligence***

Led transmission assessments for dozens of generation asset financings to assess risks to the projects due to transmission interconnection, power purchase arrangements, market structure, and transmission service arrangements. Due diligence has included interconnection agreements, system impact and facilities studies, costs of transmission system upgrades, curtailment estimates, and potential impacts of regulatory changes in the market.

### ***NERC Reliability Standards***

While with R. W. Beck, Mr. Gaffney established a NERC reliability standards consulting practice that provided: advice and guidance for how to comply with the standards; mock audits and gap analyses; and establishing a compliance program. Mr. Gaffney then took a job with FMPA as their Regulatory Compliance Officer, establishing FMPA’s program and establishing member services providing those same services to FMPA’s members. Member of NERC’s Standards Committee and other efforts to influence NERC regulations.

### ***Project Development***

While with FMPA, Mr. Gaffney led the development for one of the largest solar projects sponsored by municipal electric utilities, a 223.5 MW project. Twelve (12) different municipal electric utilities are participating.

### ***Negotiations, Contracting***

While with FMPA, led negotiations of many contracts, including the solar project and transmission upgrade projects discussed above, renegotiating various contracts with maintenance service providers and pipeline providers, and negotiating power supply contracts.

### ***Expert Witness***

Mr. Gaffney has testified/provided affidavits as an expert witness in FERC and local proceedings on transmission and reliability issues.

## **PROFESSIONAL HISTORY**

Before joining nFront in 2018 as an Executive Consultant, Mr. Gaffney worked for:

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Florida Municipal Power Agency (2009 – 2018), a municipally owned joint action agency serving more than 30 municipal electric utilities.

- Chief Operating Officer
- Assistant General Manager, Regulatory Compliance Officer focused on NERC standards, NAESB standards and FERC regulations.

R. W. Beck, Inc. (1996 – 2009), a highly regarded, international engineering and management consulting firm of approximately 500 professionals (R.W. Beck was purchased by SAIC).

- Director and Owner, Transmission Market Services practice
- Vice President Sales
- National Director of Operations for a year 2000 subsidiary, TAVA/R. W. Beck
- Director of T&D engineering

Boston Edison (1987 – 1996), an investor owned utility, now part of Northeast Utilities.

- Manager of Transmission Planning
- Manager of Distribution Planning
- Substation engineer, protection and controls engineer, transmission planning engineer.

## ***EDUCATIONAL AND PERSONAL***

Mr. Gaffney has a Master of Engineering in Power Engineering from Rensselaer Polytechnic Institute, a B.S. from Northeastern University in Electrical Engineering, and completed course-work for a M.S. in Management from Lesley College.

Mr. Gaffney is married with dogs and was a professional opera singer (bass-baritone) for a few years.