

GORDON L. GILLETTE

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Passionate leader experienced in negotiating complex business environments, solving problems, and inspiring diverse team in highly demanding environments

Respected senior executive educated in engineering and management with extensive and progressive leadership in general business, operations, corporate finance, regulatory, and governmental affairs in energy related businesses in United States, Canada and Latin America.

PROFESSIONAL EXPERIENCE

Tampa Tank/Florida Structural Steel

Private company in the Engineering, Procurement, and Construction (EPC) business providing finished industrial steel products to the world-wide market based in Tampa, FL.

Director (6/2017-present)

- Newly elected to the Board of Directors.

Early Learning Coalition of Hillsborough County

Second largest of 31 non-profit Coalitions covering the state of Florida created in 2001 by the Florida legislature for providing subsidized quality childcare for low income families and offering prekindergarten education to all four year-olds.

CEO (3/2017-present)

- Reorganized the company. Focused on upgrading the management team and establishing greater communication and collaboration in the early learning community of Hillsborough County, FL.

TECO ENERGY, INC.

TECO Energy (TE) formerly comprised of: Tampa Electric - vertically integrated electric utility serving west central Florida, Peoples Gas - natural gas local distribution company (LDC) serving all the major metropolitan areas of Florida, and New Mexico Gas Company - LDC serving New Mexico.

CEO, President, and Director, Tampa Electric and Florida Operations (part of the Emera, Inc. family of companies) (2016 – 11/2017)

- Led implementation of broad strategy for Florida Operations including solar, repowering of coal generation, AMI, regional pooling, transmission and solar projects with municipal and cooperative utilities, behind the meter strategies, combined with significant growth of the gas LDC business.
- Negotiated comprehensive regulatory stipulation for the period 2018-2021 for Tampa Electric, paving the way for 600 MW solar investment and immediate earnings growth.
- Part of Emera, Inc. senior team, working on significant transmission, renewables, gas transportation, energy trading and gas expansion projects in Canada, the Northeastern and Southeastern US, New Mexico and the Caribbean.
- Participated in seamless merger deal and integration between Emera, Inc. and TECO Energy, Inc.

President, Tampa Electric Company & Peoples Gas (TECO Energy's Florida Operations) (2009 – 2016)

- Led full integration of electric and gas operations and numerous growth oriented expansions, including the highly successful Polk Power Station 2 project, which included 450 MW HRSG/steam turbine expansion of four existing combustion turbines and 55 miles of associated transmission.
- Led company to regulatory deal that increased base rates by \$180M over five-year period, from 2013-2017, while keeping overall rates (including fuel) below historical levels.

- Led company through implementation of SAP ERP and CRM systems.
- Grew Florida Operations net income at 7.9% since 2009 with rate base additions and regulatory management.

Executive VP and CFO, TECO Energy; President, TECO Guatemala (2004 – 2009)

- Returned TECO Energy and Tampa Electric to strong credit position after challenging time in IPP business.
- Led TECO Guatemala through most prosperous years.

Senior VP, Finance and CFO, TECO Energy (2001 – 2004)

- Active in debt and equity capital markets and working with ratings agencies and investors.
- Identified need and led exit from unsuccessful independent power investments.

VP, Finance and CFO, TECO Energy (1998 – 2001)

- Spearheaded financing program for regulated and unregulated businesses, including bulk shipping, coal mining, power generation and natural gas production.
- Involved in all aspects of TECO Energy's regulated and unregulated businesses.

VP, Regulatory Affairs, TECO Energy (1997 – 1998)

- Oversaw regulatory and fuels management aspects of acquisition of Peoples Gas System, while managing other regulatory matters for Tampa Electric and TECO Energy. Initiated efforts for expansion of natural gas service to southwest Florida.

VP, Regulatory and Business Strategy, Tampa Electric Company (1996 – 1997)

- Participated in efforts towards entering gas business with acquisition of Peoples Gas and West Florida Natural Gas and other strategic initiatives.

VP, Regulatory, Tampa Electric Company (1994 – 1996)

- Led completion of a landmark regulatory stipulation to bring plant into rate base without raising rates.

Relevant Experience Prior to 1994:

Worked in a variety of roles in regulated and unregulated operations of TECO Energy with focus on generation planning, power sale agreements, natural gas, gas transmission, transmission, open access transmission tariffs, demand side management, cogeneration and environmental permitting and compliance.

Director, Project Services, TECO Power Services

Manager, Project Services, TECO Power Services

Manager, Bulk Power Marketing and Generation Planning, Tampa Electric Company

Manager, Generation Planning, Tampa Electric Company

Engineer, Various Positions, Tampa Electric Company

INDUSTRY ORGANIZATIONS

Past Board Member, American Gas Association

Past Board Member, Past Board Chair, Southeastern Electric Exchange

Past Board Member, Past Board Chair, Florida Electric Power Coordinating Group

Past Board Member, Past Board Chair, Florida Reliability Coordinating Council

Past Board Member, Past Board Chair, Tampa Hillsborough Economic Development Corporation

Past Co-Chair, Corporate Headquarters Task Force, Tampa Hillsborough EDC

Past Board Member, Enterprise Florida Incorporated

Past Board Member, Florida Chamber of Commerce

EDUCATION

Completed core and other courses in Industrial Engineering doctoral program, University of South Florida
Graduate, Harvard Advanced Management Program (AMP 173)
Master of Science in Engineering Management, University of South Florida
Bachelor of Science in Mechanical Engineering, University of South Florida

COMMUNITY INVOLVEMENT

Board Member, Past Chairman, University of South Florida Foundation, Chair, Development Committee and Co-chair
\$1 B Unstoppable Capital Campaign for the USF Foundation
Board Member, Straz Center for the Performing Arts
Board Member, Past Chairman, Hillsborough Education Foundation
Board Member, Tampa General Hospital Foundation
Past Board Member, Positive Coaching Alliance
Past Board Member, Tampa Museum of Art
Past Chair, Leadership Council, Consortium Florida of Education Foundations
Past Board President, Children's Museum of Tampa

LICENSES AND RECOGNITION

Registered Professional Engineer, State of Florida
University of South Florida College of Engineering Lifetime Achievement Award 2017
University of South Florida Distinguished Alumnus 2016

