
From: McElroy, Paul E. - Managing Director CEO <McElPE@jea.com>
Sent: Friday, December 22, 2017 4:47 PM
To: Bryan Elmore
Cc: Charleroy, Melissa M. - Executive Assistant
Subject: Re: Introduction - Bryan Elmore at Pacolet Milliken

Brian, thank you for your interest in JEA. Over the next 60 days, as charged by our Board, we will be preparing the appropriate analysis and report for them to debate the value of privatization. If they recommend and approve moving towards some form of privatization we will engage the appropriate resources to assist us in running an open and transparent RFI and RFP process. I will be sure to include your name and your firm's name on any prospect list we may develop. Again, thank you for your interest in JEA and happy holidays.

Paul

Paul E. McElroy
Managing Director and CEO
JEA

Sent from my iPad

On Dec 18, 2017, at 5:18 PM, Bryan Elmore <Bryan.Elmore@pacoletmilliken.com> wrote:

[External Email - Exercise caution. DO NOT open attachments or click links from unknown senders or unexpected email.]

Paul,

Mike Gallagher, a former colleague of mine at Sempra Energy, suggested I introduce myself to you. I worked with Mike out of the Greenville office focusing on coal to natural gas conversions and remember some of our discussions with JEA in regards to LNG. Now I lead the business development efforts for Pacolet Milliken, a South Carolina investment firm specializing in energy and infrastructure assets. Our holdings include Lockhart Power, a 103 year-old electric utility and Ni America, a private water and wastewater utility serving South Carolina and Florida.

Obviously, I have been following the developments in Jacksonville in regards to the potential privatization of JEA. I understand that this is a subject that confronts many respected and well-run municipal-owned utilities and will likely reach a decision to remain public. However, I would like to add Pacolet Milliken's name to any list you may be compiling of potential private partners. We would certainly be interested in talking with you, even if it focused exclusively on the water and wastewater assets.

Lastly, your online bio mentions your past experience at Bombardier Capital. I served a term at Bombardier / BRP as the Sea-Doo product manager in the early 2000's. We may have even met at a Club Sea-Doo or another event.

Thank you for your time,

Bryan N. Elmore

Director, Energy Project Development
Pacolet Milliken Enterprises, Inc.
550 South Main Street | Suite 601

Greenville, SC 29601

Bryan.Elmore@PacoletMilliken.com

321.266.6010