
PROFESSIONAL PROFILE

Entrepreneurial leader and tactical change agent offering 20+ years of optimizing businesses through financial leadership, game-changing process improvements, and strategic planning; proven ability to drive results and turn around failing operations.

Focused and influential visionary committed to continuously improving business operations, forging iron-clad relationships with strategic partners, and fostering conducive workplace cultures that breed success and profitability.

Prolific business builder and collaborative executive with combination of professional drive, business acumen, and common-sense approach; industrious powerhouse who develops future leaders and positions organizations to achieve sustainable growth.

AREAS OF EXPERTISE

- Executive Leadership
- Strategic Business Planning
- Energy Industry
- P&L Management
- Investments & Financing
- Deal Structuring
- Mergers & Acquisitions
- Turnaround Specialist
- Bankruptcy Restructuring
- Capital Markets

EDUCATION

J.D.

Harvard University

M.B.A.

West Virginia College of Graduate Studies

B.S., Engineer of Mines

West Virginia University

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CAREER ACHIEVEMENTS

- Earned reputation throughout career for ability to deliver uncommon and exceptional results using rare combination of business acumen, determination, innovation, financial savvy, and leadership talents.
- Consistently demonstrated executive leadership skills while building and overseeing The Elk Run Group; combined five independent coal companies and took enterprise from zero to \$40M in revenue by turning around acquisition's operations and meeting all legal challenges from United Mine Workers of America.
- Managed business critical projects for Midwest Energy Development company, including acquiring 1B tons of medium medium-sulfur coal in Southern Illinois, creating strategic roadmaps, developing mine plan, and conducting feasibility study.
- Quarterbacked final negotiations for A.T. Massey Coal Company to complete acquisition requiring \$135M authorization; conducted in-depth review of leading American coal company for possible acquisition requiring authorization for \$200M+ in expenditures.
- Created strategic plan for Asian American Coal, Inc. focused on energy development in China which led to winning \$63M in IFC financing and \$75M Rothschild private equity offering; identified high value projects, acquired 5B tons of super compliance coal reserves and 24 TCF coalbed methane reserves, and won \$2B contract backlog.
- Became sought after energy industry and corporate bankruptcy SME and independent expert for unsecured creditors' official committees; served as expert witness during two largest fuel supply agreement litigations (both led to \$300M settlements).

PROFESSIONAL EXPERIENCE

Managing Director

January 1999 to Present

Blackacre LLC – Richmond, Virginia

Leverage entrepreneurial spirit, expertise across energy industry and bankruptcy reorganizations, and creative problem-solving skills to provide strategic advice to commercial and investment banks. Serve clients by conducting loan workouts, supporting litigation and arbitration, and representing landowners during negotiations with coal companies. Counsel clients on restructuring and Federal bankruptcy proceedings.

Key Contributions:

- Applied financial expertise to locate value for clients in unencumbered assets, analyze debtor business plans, and evaluate corporate businesses.
- Hand-selected as Independent Expert during coal industry reorganizations worth combined \$30B for Patriot Coal, Alpha Natural Resources, Arch Coal and Peabody Coal.
- Built and maintained solid relationships with international clientele, including Goldman Sachs, General Dynamics, Standard Bank - South Africa, West LB - Germany, AEP, AES, AEI, Reliant Energy, Power4Georgians LLC, and Public Service of Indiana.

PROFESSIONAL EXPERIENCE, CONTINUED

Chief Operating Officer

January 1994 to January 1999

Zeigler Coal Holding Company – Fairview Heights, Illinois

Orchestrated day-to-day operations for \$1B coal company with +2K team members and \$700M in annual P&L. Supervised executive team, including company presidents and VP of Operations. Architected and implemented strategic plan that maintained consistent growth. Served as IPO team member for \$800M offering and played key role during \$750M revolver financing.

Key Contributions:

- Spearheaded implementation of various process improvements, including five-year management training program, succession planning initiatives, and project to rationalize 13 mining complexes which boosted cash flow by 51%.
- Championed Individual Safety Responsibility (ISR) program that cut lost time accidents by 50% while also governing seven Systems Improvement Groups that slashed \$10M in costs, sparked revenue growth, and enhanced overall productivity.

PUBLIC & PRIVATE BOARD OF DIRECTORS EXPERIENCE

Chairman, Compensation Committee

Alpha Natural Resources (NAR)

Board Member

EnvirogenX | Carbones de la Guajira (VZ) | WV School of Mines Board of Advisors | University of Charleston Board of Trustees

Member, Audit Committee

James River Coal Company (JRCC)

CEO & Board Member

Asia American Coal Company (PRC)

President & Board Member

Numerous Zeigler Coal Holding Company Subsidiaries (ZCHC) | Numerous A.T. Massey Subsidiaries (MEE)

EARLIER EXPERIENCE

Senior Vice President of Operations • Mapco Coal, Inc. – Lexington, Kentucky**Various Executive Roles | Head of Mergers & Acquisitions Group** • A.T. Massey Coal Company, Inc. – Central West Virginia**President** • The Elk Run Group – Central West Virginia

HONORS & ASSOCIATIONS

WVU School of Mines Distinguished Engineer of Mines • West Virginia University**Board of Supervisors** • College of Engineering and Mineral Resources**Outstanding Mining Engineer of the Year** • Society of Mining Engineers, AIME**Former President** • West Virginia Coal Mining Institute**Member** • American Institute of Mining Engineers