

Ronald C. Warrington

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Mr. Warrington's practice area centers around the emerging competitive electricity market. He has advised some of North America's largest independent power marketers and utilities on strategy, competitive market opportunities and regulation as well as risk management and finance.

ENERGY AND ENVIRONMENTAL ECONOMICS, INC.

San Francisco, CA

Senior Partner

1996 - Present

Mr. Warrington developed, with his colleagues, the RFP methodology and auction technology that forms the foundation of the firm's supply procurement services. Over the most recent years he has worked with Utilities, Energy Service Providers, and Customers as they have negotiated contracts, developed strategies and created products addressing competitive wholesale and retail markets. He counseled Ontario's largest electricity customer (over 250 MWs) on their energy strategy and energy procurement approach. For this and other clients he developed a comprehensive portfolio risk management approach that leverages E3's RFP and contract design methodology.

Mr. Warrington's supply procurement clients have included Pacific Bell/SBC Communications, the Shorenstein Company, Newmarket Hydro, Ontario Power Generation, Upper Canada Energy Alliance, Falconbridge Limited, Noranda Inc., and C3 Communications, among others.

COMMUNICATIONS CENTRAL, INC.

Atlanta, GA

Board of Directors

1993 – 1998

Part of the management team prior to the Initial Public Offering. CCI (NASDAQ: CCIX) is the surviving company of a merger with U.S. Public Communications (see below). At over \$100 million in revenues, it was among the nation's three largest independent providers of public communications equipment and services. Mr. Warrington together with another board member were largely responsible for a change in management and strategy which drove the stock from a low of \$4.50/share to its February 1998 acquisition price of \$10.65 per share in less than two years.

INDEX GROUP (COMPUTER SCIENCE CORPORATION)

Cambridge, MA

Senior Consultant

1993 – 1995

Advisor to Fortune 500 clients on strategy, marketing, new business development, customer service, business process reengineering, and change management issues within their organizations

- Lead client team which initiated, evaluated and developed multi-million dollar financial business plan for leading New York investment bank in the second mortgage market
- Analyzed sales initiation to delivery process, created new strategic vision, and developed \$60 million business case for an international chemical company. Led client team through detailed redesign and implementation of new business process
- Managed a client team which analyzed and evaluated the customer technical service processes of four major lines of business in five world markets for a complex multinational telecommunications equipment supplier
- Developed a strategic vision and recommended methods of improving customer satisfaction and reducing costs and response time for customer service organizations
- Index company expert on best practices in new product and business development which grew into a primary practice area of the firm

U.S. PUBLIC COMMUNICATIONS, INC.

Birmingham, AL

President and Chief Operating Officer

1990-1991

Invested in company during start-up phase, joined as President & COO in 1990. Sales grew from \$900K in 1988 to \$11 million by 1991. Merged the company in 1992-93 with Communications Central, Inc. to form one of the 3 largest independent public communications companies in North America.

- Managed daily operations of line managers and employees in 14 states for the region's second largest independent public communications company.
- Planned and implemented an asset redeployment schedule, improving revenue by almost \$1 million.
- Achieved and sustained a \$400k reduction in annual operating expenses.
- Implemented new management information system monitoring coin and long distance usage

WDC, INC

Birmingham, AL

President

1987-1990

Responsible for daily management and operations of over \$31 million in investments, joint ventures, and going concerns. Responsible for restructuring \$6 million in troubled assets (investments by management prior to joining the firm). Extensive experience with emerging business finance, management, investment and development.

- Developed an \$8 million entertainment complex on the Gulf Coast. Managed and oversaw operations of company with 195 seasonal employees and operating cash flow in excess of \$1 million
- Formed TeleLeasing, Inc. in 1988 a telecommunications leasing company with over \$6 million in total assets by 1991. Developed systems used to monitor over 2,300 leased terminals
- Negotiated purchase and subsequent sale of \$7.8 million office warehouse facility
- Managed 238 acre site development which sold out six months ahead of plan

CHASE MANHATTAN BANK, N.A

NEW YORK, NY

Relationship Manager (Bank Officer)

1983-1987

Managed portfolio of clients with over \$250 million in loan commitments. Also worked in the Financial Analysis/Workout Division as part of lead bank team for restructurings valued in excess of \$690 million. Handled a multi-million dollar equity securities portfolio, making senior level recommendations regarding holds and sells.

Education**HARVARD GRADUATE SCHOOL OF BUSINESS ADMINISTRATION**

Boston, MA

*Master in Business Administration***CHASE MANHATTAN BANK, N.A.**

New York, NY

*Executive (credit) Development Program***UNIVERSITY OF CALIFORNIA AT BERKELEY**

Berkeley, CA

Bachelor of Arts in Economics

Subsequently obtained a certificate of proficiency in French at the EuroCentre Language Institute, Paris, France.