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EXPERIENCE

2003 – Present

Energy Consultant

Provide consulting services for large commercial and industrial electricity consumers looking to secure cost-effective electricity supply on both a short-term and long-term basis. Assist customers in understanding and managing the risks associated with the nodal market structure in Texas and other aspects of electricity supply and delivery.

- i Developed the strategy for securing a long-term energy partnership and successfully negotiated the necessary contracts and agreements for the Texas Association of School Boards Energy Cooperative.

2003 – 2005 Direct Energy, Dallas, TX

Vice President, Commercial Sales

March 2005 – September 2005

Headed the Direct Energy Commercial and Industrial sales organization with responsibility for all retail electricity sales to non-residential customers in Texas with P&L responsibility. Oversaw sales efforts in five regions that included more than 50 Account Executives and a Third Party Sales group (Associations/Brokers/Consultants). Managed a multi-million dollar marketing and sponsorship budget. Provided direction for pricing and service to incumbent customers being served under the regulated Price to Beat. Member of executive leadership team.

- i Provided strong leadership in various areas that resulted in improved effectiveness of the existing sales organization and more than a 100% increase in sales, year over year.
- i Integrated two separate sales organizations with divergent goals and compensation programs in under 30 days.

Director, Product Structuring (Controls & Reporting)

April 2003 – March 2005

Managed all activities necessary for contracting with large commercial and industrial customers for retail electricity supply in Texas, including pricing, product development, and sales reporting. Developed all contract provisions and provided direction to legal staff during contract negotiations on non-standard language. Trained sales personnel on product structuring and presentation strategy in conjunction with current market conditions. Interacted directly with certain very large customers on custom electricity pricing to meet specific needs.

- i Developed and implemented all systems and processes necessary for commercial and industrial retail electricity sales including interfaces with wholesales energy procurement and back office operations in less than 6 months. These processes and systems are now the standard for Direct Energy throughout the US and have resulted in exceptional customer satisfaction levels and unprecedented internal data controls.
- i Provided leadership and direction in all hiring decisions and building a cohesive and effective team.

2002 – 2003 TXU Energy, Dallas, TX

Director, Retail Commodity Management

January 2002 – April 2003

Supported various efforts in contracting with large commercial and industrial customers for retail electricity supply in Texas. Provided direction and guidance to sales personnel on product structuring and presentation strategy in conjunction with current market conditions. Interacted directly with certain strategic and large customers on custom electricity pricing to meet specific needs. Developed standard contract provisions and responded to legal staff during contract negotiations on non-standard language. Acted as single point of contact for all sales personnel on pricing of retail electric commodity through TXU Trading organization.

- i Led development process for five new structured power products for industrial and commercial customers. These products contributed at least \$3M in gross margin to TXU Energy during the first year.
- i Developed and compiled Business Rules to guide sales personnel through commodity pricing and contracting for retail electricity delivery in order to minimize TXU Energy's operational and commodity risk.

- i Represented TXU in negotiations regarding liquidation of electricity supply agreement resulting in recovery of more than \$1 M and avoided need for legal intervention.

1997 – 2001 Enron, Houston, TX

General Manager, Sales and Account Management

February 1998 – December 2001

Managed large industrial and manufacturing outsourcing accounts including electricity and natural gas supply, risk management products and energy efficiency projects. Identified key strategic opportunities for customers to benefit from Enron's value-added programs and services. Expanded, renegotiated and/or restructured existing, long-term agreements.

- i Significantly expanded existing relationship with large commercial printer. Managed team responsible for implementation of the agreement and subsequently negotiated additional terms and conditions that resulted in more than \$20 MM in incremental margin.
- i Closed several transactions in 2001, including risk management, fixed price swaps and new services, which resulted in more than \$15 MM in additional margin from existing customers.

Director, Government and Regulatory Affairs

February 1997 – February 1998

Represented Enron during electricity restructuring proceedings in California following the passage of state Assembly Bill 1890 that deregulated the state electric system. Advocated before the state legislature and California Public Utilities Commission including testifying and preparing written positions. Worked to build consensus for pro-competition policies among industry stakeholder groups. Handled media interviews and spoke in numerous other public forums. Supported sales and marketing activities.

- i Successfully advocated for AB1890 "clean-up" legislation that made for a better electricity marketplace.
- i Realized approval of CPUC decisions allowing for competitive billing and metering services.

1986 – 1997 Los Angeles Department of Water and Power, Los Angeles, CA

Director, Government and Regulatory Affairs

January 1996 – February 1997

Represented the Los Angeles Department of Water and Power during negotiations of AB1890 and related state electric restructuring legislation. Developed policies and implementation plans to prepare the country's largest municipal utility for the newly emerging competitive market.

- i Successfully advocated for language in AB1890 that allowed LADWP and the Los Angeles City Council to maintain control of the transmission assets owned by the city and the timing for deregulation within the service territory.
- i Testified before FERC on various issues associated with industry restructuring and the impacts on municipal utilities.

Assistant Director, Bulk Power System Operations

June 1995 – January 1996

Responsibilities included oversight of \$250 MM budget and personnel matters for 350-person organization.

Environmental Manager

October 1991 – June 1995

Electrical Engineer

June 1986 – October 1991

EDUCATION

1993 University of Southern California – Master of Science, Environmental Engineering

1986 Rensselaer Polytechnic Institute – Bachelor of Science, Electric Power Engineering