

2026 PJM Five-Year Strategy Development

PJM Members Committee December 17, 2025

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PJM Management periodically develops a corporate strategy that includes a 3- to 5-year roadmap of initiatives to support strategic objectives

- Discussed <u>strategy development process</u> at 2025 Annual Meeting
- Project placed on hiatus
- Will resume January 2026



- PJM is advancing a strategy development process, and stakeholder input is crucial.
- Focus on the future of the industry, rather than on PJM's current state.
- Our mission is always the same to keep the lights on but strategy helps us focus and prioritize our collective work together.
- Once a strategic action plan has been finalized, clearly communicate which items on the plan are high priorities that will need to be addressed within a designated time frame.



Proposed Timeline for Stakeholder Engagement

Jan. 16 Project Kickoff

Jan -April

Phase 1 Visioning & Scoping

- Objective: Identify Key Trends and Define vision and future scenarios.
- Environmental scan to inform scope
- Conduct stakeholders interviews (member and non-member, Feb – early Mar)

May - Jun

Phase 2 Strategic Objective Setting & Action Planning

Objective: Identify Key
 Strategic Initiatives for prioritization and sequencing

Jan 16 - Jul. 31

Board Engagement

Ultimately seek
 Board endorsement

JAN.

FEB.

MAR.

APR.

MAY

JUN.

JUL.

AUG.

2026

Dec. 17, 2025

Strategy Introduction at Dec MC

 Share plan/timeline for strategy refresh.

~March 23–April 3

Phase 1 Stakeholder Feedback

- Share vision and scenarios with stakeholders for feedback.
- Post survey with targeted questions for any interested stakeholders to fill out.

May 11

Phase 2 Stakeholder Feedback

 Share strategic objectives with stakeholders for feedback.

Aug. 19

Strategy Presentation at MC

- Provide overview of updated strategy.
- Include road map for key initiatives (note associated priority levels and deadlines).