



2026 PJM Five-Year Strategy Development

PJM Members Committee
February 19, 2026

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Chief Strategy Officer

Context of this effort

PJM is launching a strategy effort to chart its future direction, which will include:

- *Mapping key industry trends*
- *Identifying strategic scenarios*
- *Deciding on trade-offs to set the strategic vision*
- *Building a 5-year roadmap*

The Board of Managers will review the strategy in June 2026, and if approved, the strategy will be presented to the Members Committee in summer 2026

How we think about strategy

Build resilience across future scenarios, helping PJM plan for a wide range of possibilities – strategy should endure economic and political changes

Drive a long-term vision beyond the issues and activities PJM undertakes in the next year

Make clear choices, prioritizing areas and actions that will and will not be taken

Align the organization with a clear narrative and ambition, enabling PJM & stakeholders to work towards implementation

A comprehensive strategy can enable PJM to proactively position for future events

Proposed Timeline & Stakeholder Engagement



We will begin by comprehensively mapping trends...

...to prioritize and develop the scenarios that PJM's strategy must be tested against



What are the factors that **directly impact supply & demand** in PJM's market?



What other trends are **influencing the energy landscape** that PJM is part of?



What macro political, economic, social, and technological trends **could reshape the national environment** in which PJM operates?

- Of the **trends**, which ones should PJM prioritize **planning for**?
- What does the **confluence of trends** mean for PJM's **overall outlook**?
- What steps can PJM take to **manage 'black swan' risks** and **build an enduring strategy**?

Stakeholder Input is crucial

- Feedback on key trends
- Strategic scenarios for a 10-year horizon that PJM should consider
- How PJM's initiatives can support members' priorities

- Transmission Owners - Feb 26th 9 AM
- End Use Customers - Feb 26th 12:30 PM
- Generation Owner - Feb 26th 3 PM
- Electric Distributor - Feb 27th 8 AM
- Other Supplier - Feb 27th 10:30 AM
- OPSI & NGO – Being scheduled

Written feedback can be submitted at anytime to **Timothy.Burdis@pjm.com** or **Kevin.Hatch@pjm.com**

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POWER GRID**

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YOU CLICK!**



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