

# PJM Stakeholder Process Training



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### PJM Stakeholder Process Training

- Purpose of the Stakeholder Process
- PJM and Governing Documents
- Governance Structure,
   Membership and Sectors
- Stakeholder Process Overview
- Issue Initiation Process
- Mutual Gains Theory

- Consensus Based Issue Resolution (CBIR)
- Introduction to Decision-Making
- CBIR Process Illustration
- Alternative Processes and Procedures
- Engaging in PJM's Stakeholder Process
- Voting and Roster Manager Tool Demo





# PJM and Governing Documents

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# **Operating Agreement**



#### HIGHLIGHTS

- Sets up the corporation and operational rules
- Governance
- Contains interchange energy market rules, RTEP protocol

### **Of Particular Interest: SECTIONS: SCHEDULES Energy Market** Board **Members Committee** Components of Cost Officers Dispute Resolution **10** Office of the Interconnection RTEP Protocol Confidentiality Rules Members (section 18.17)



# Open Access Transmission Tariff



#### HIGHLIGHTS

- Based on pro forma
   FERC Tariff
- Rates, terms and conditions of service

Of Particular Interest:									
AF	RTICLES:	AT	ΓTACHMENTS:						
II	Point-to-Point Transmission Service	DD	RPM	M	Market Monitoring				
Ш	Network Integration Transmission Service	Н	Zonal Transmission Rates	Q	Credit Policy				
IV	Generation Deactivation	нн	PJM Settlements						
VI	New Service Requests	K	Appendix – Energy Market						
	II III IV	ARTICLES:  Point-to-Point Transmission Service  Network Integration Transmission Service	ARTICLES:  Point-to-Point Transmission Service  Network Integration Transmission Service  H  V Generation Deactivation  HH	ARTICLES:  Point-to-Point Transmission Service  Network Integration Transmission Service  H Zonal Transmission Rates  V Generation Deactivation  HH PJM Settlements	ARTICLES:  II Point-to-Point Transmission Service  DD RPM  M  Network Integration Transmission Service  H Zonal Transmission Q  IV Generation Deactivation  HH PJM Settlements				

SCHEDULES:

9 Administrative Service Fees



# Reliability Assurance Agreement



### HIGHLIGHTS

- "...ensure that adequate Capacity Resources... will be planned and made available to provide reliable service to loads...in a manner consistent with the development of a robust competitive marketplace"
- Creates obligations for Load Serving Entities (LSE)



#### Of Particular Interest:

#### **ARTICLE:**

**Determination of Capacity Obligation** 7

#### SCHEDULES

- Forecast Pool Req.
- 5 **Forced Outage Rates**
- DR/EE
- Fixed Resource Req. 8.1



# Consolidated Transmission Owners Agreement – CTOA



#### HIGHLIGHTS

- Establishes rights and commitments of PJM vis-à-vis TOs
- Facilitates the coordination of planning and operation
- Transfers certain planning and operating responsibilities to PJM







# HIGHLIGHTS

- Agreements between PJM and neighboring FERC jurisdictional utilities (e.g., MISO)
- Includes information and data sharing, coordination of power flows between regions, outage coordination, joint operating during emergencies, coordinated transmission planning, and congestion management, etc.



### Implementing Documents



Manuals (Energy, Ancillary Services and Capacity Markets, RTEP, Transmission Planning, Accounting & Billing, Admin., etc.)

- Most endorsed by MRC
- PJM responsibility
- M15 & M34 have different path

### NON-MANUAL DOCUMENTS

- Congestion Management Protocol
- Regional Practices Document



# PJM's Governing Documents

The OA is the Operating

Agreement and is a foundational document for PJM.



The OATT is also called the Tariff and contains the rates, terms and conditions of transmission service.

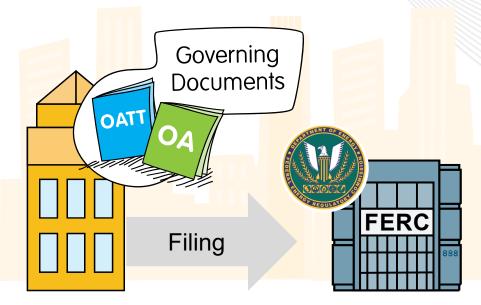


The Reliability Assurance
Agreement ensures that adequate
capacity resources will be planned
and made available.

The Consolidated
Transmission
Owners Agreement is
an agreement among the
transmission owners.

Joint Operating Agreements between PJM and each of our neighboring FERC-jurisdictional transmission-providing utilities to address cooperation and coordination





# Requires:

Public utilities to file with the Commission all rates and charges for any transmission or sale subject to the jurisdiction of the Commission.

That tariffs, rate schedules, service agreements and contracts relevant to services offered must be filed at FERC.

**Filing Entity** 

To approve the filings, the Commission must find that the rates are:

Just and reasonable

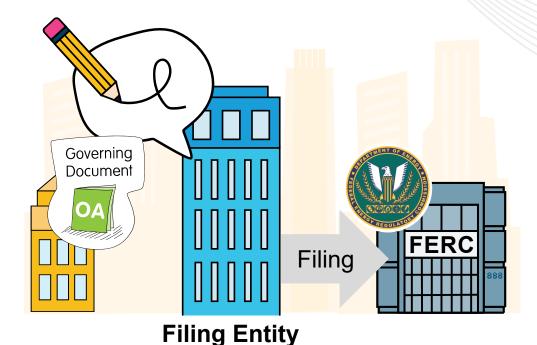


Not unduly discriminatory or preferential









**Allows** the Commission to modify rates upon its own initiative or upon motion or complaint by another party.

Requires that in order to modify or replace the filed rate, the proponent of a change to the filed rate must meet a dual burden of:

#### Establishing that:

First
The Current Rate
is unjust and unreasonable.

Second
The Alternative Rate
proposal is just and reasonable.

It is not sufficient to simply claim an alternative is superior to the current rate.





### Who Can File Under 205 & 206?

### Who can amend & under what FPA section:

	OA	TARIFF	RAA
Section 205	Requires 2/3 endorsement by Members Committee (MC) to amend under FPA 205	PJM can file without 2/3 endorsement of MC and any stakeholder process.  TOs have filing rights over certain aspects of the Tariff.	Only the PJM Board has the ability to approve filing proposed amendments.  PJM typically seeks endorsement through the stakeholder process.
Section 206	If 2/3 endorsement is not achieved:  PJM Board can authorize PJM to file.  Others can seek changes through filing a complaint.	Others can seek changes through filing a complaint.	Others can seek changes through filing a complaint.



### Examples of OA, Tariff and RAA Changes



Energy & Ancillary Services Markets

OA Schedule 1 and Tariff Attachment K Appendix

Capacity Market

Tariff Attachment DD and RAA

**Credit Policy**Tariff Attachment Q



Interconnection Process
Tariff Sections IV and VI





### Who Can File Under 205 & 206?

### Who can amend & under what FPA section:

	CTOA	JOAs
Section 205	Only parties to the CTOA	PJM can file without 2/3 endorsement of MC.  JOAs are agreements between PJM and other FERC-regulated entities.  Revisions to the JOAs are reviewed with stakeholders but are not voted upon.  Only PJM and the other parties may file revisions.
Section 206	Others can seek changes through filing a complaint.	Others can seek changes through filing a complaint.



# Governance Structure, Membership and Sectors

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### Independence and Governance Process

### Independent Board of Managers

Market Monitor



- Independent Board of Managers
- Stakeholder process provide balanced stakeholder input



# Typical Member Types by Sector

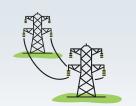
#### Generation **Owners**

Members owning/controlling generation within PJM's footprint:

- Generation affiliates of vertically integrated utilities
- Merchant generation owners
- End-use customers with generation and capacity exceeding load and obligation

#### **Transmission Owners**

Members owning transmission within PJM's footprint:



- Vertically integrated utilities
- Pure transmission owners
- Merchant transmission owners

#### **Electric Distributors**

Transmission-dependent utilities:

Municipal utilities
 Co-operatives



#### **End-Use Customers**

End-users within PJM's footprint:



- Large commercial & industrial customers
- Consumer advocates





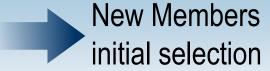
Members engaged in our markets that do not qualify in another sector:

- Curtailment service providers
- Financial product participants
- Wholesale power marketers
- Generation owners outside PJM
- Transmission owners outside PJM
- Competitive load serving entities
- Generation or transmission developers (before projects are in service)





1 Sector Selection



Existing Members sector recertification and change requests

2 Sector Usage

Committee
representation (Finance
Committee, Liaison Committee,
etc.)

Senior Standing Committee voting



# Membership Types

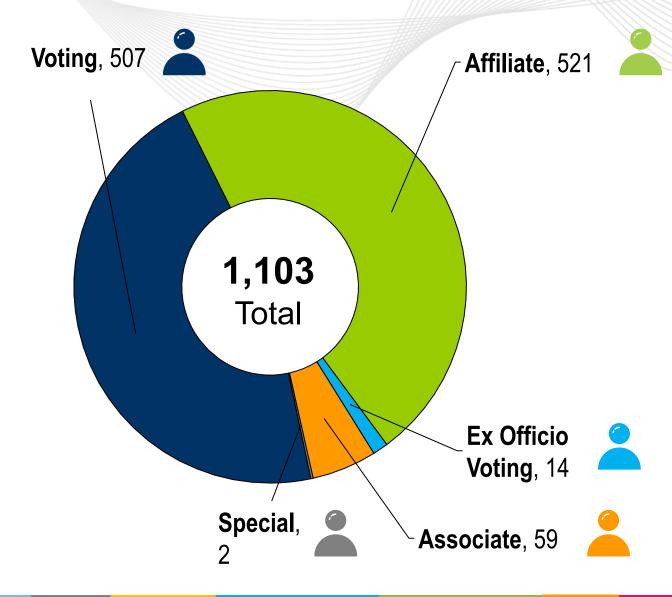
	Voting Affiliate Members		Ex Officio Voting Members	Associate Members	Special Members (Emergency Customer Load Reduction Program)		
Market Participation				×			
Voting Rights				×	X		

All can participate in PJM stakeholder activities and trainings.



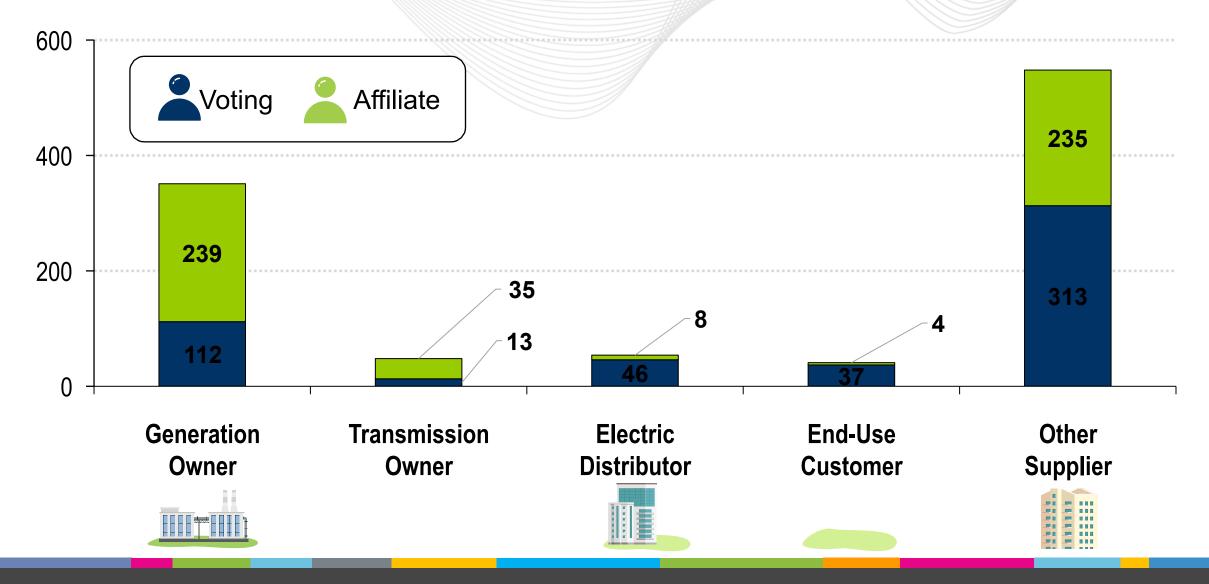
### Member Types

(as of October 16, 2025)



# Voting Status by Member Sector

(as of October 16, 2025)











# Stakeholder Process Overview

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### Stakeholders See M34 Section 4.1, 4.3 and 4.4

**IMM** 

**OPSI** 

Media

# State & Federal Regulators

**Industry Groups** 

**Members** 

PJM as a Non-member



#### **PJM** See M34, Section 4.2

#### Facilitator/Chair

- Neutral facilitation
- Responsible for process

# Secretary

Organization, logistics, procedure

#### **Advocates**

Advocating for PJM's positions

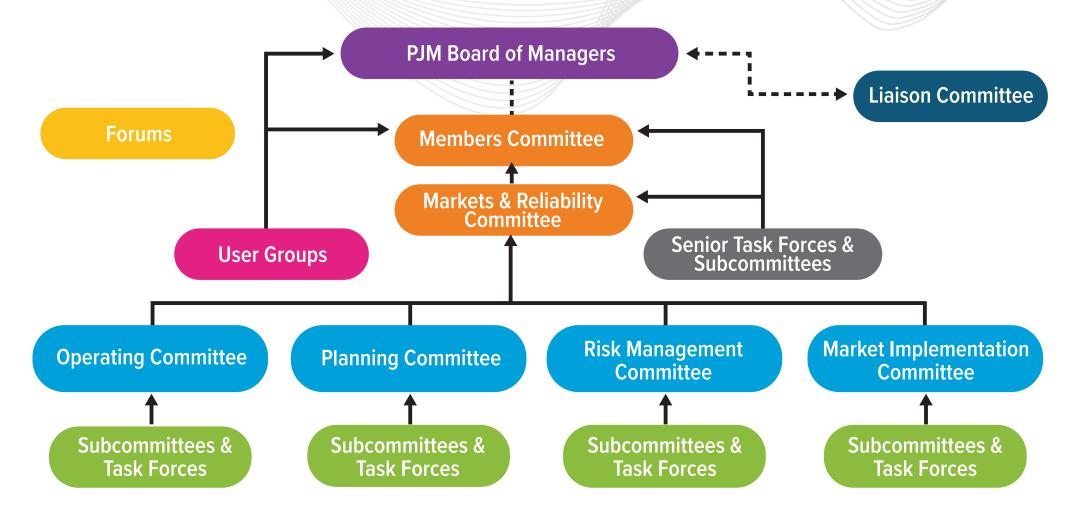
Subject Matter Experts
Providing expertise

PJM wears multi hats – diverse participant with different purposes





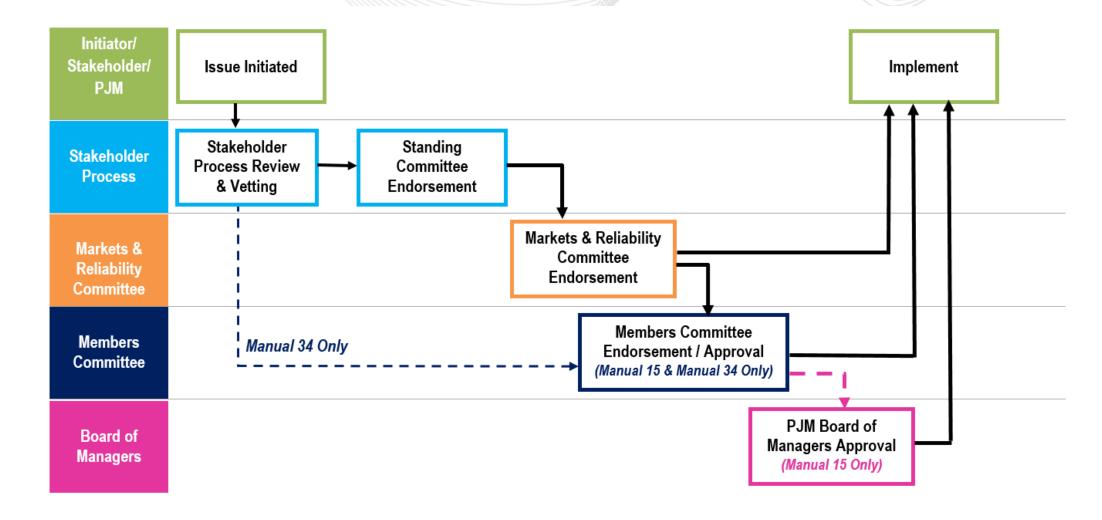
### Stakeholder Process Groups



Reference: Committee Structure Diagram

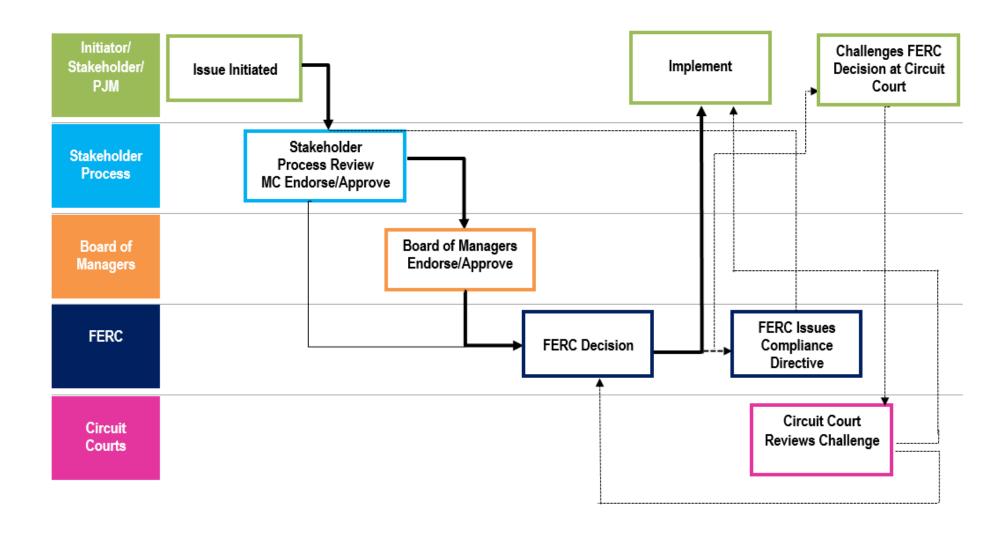


# Manual Change Process





# Governing Document Change Process





# **Issue Initiation Process**

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### Initiation of New Issues



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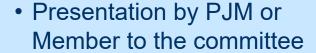
**External** 

How is the Issue Identified in the Stakeholder Process?

- FERC Order
- NERC or Reliability Council Standard

Letter written to PJM/Board

Internal



Board Letters to Members



Initial Screening

- Recommendation of which committee should review
- Issue place on committee meeting agenda and present to committee



**Ultimate Decision-Making** 

Committee
approves the issue
and assigns it to an
existing or new
stakeholder group
for work

Or

Committee decides to not take up the issue

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# Problem Statement/Charge/Charter

#### PROBLEM STATEMENT

#### ISSUE CHARGE

#### **CHARTER**

#### A clear statement of:

- The problem or issue
- The situation to be improved
- The opportunity to be seized
- Why it warrants consideration in the PJM stakeholder process

May serve as Charter for new (Senior) Task Forces. Captures logistical details for the intended work including:

- Objectives of the Stakeholder Group
- Expected overall duration of work
- Milestones and deadlines
- Administrative details
- Priority and timing of work
- Assignment of the issue
- Decision-making method
- Determination if Issue Charge will serve as Charter

New Charters are only required for the creation of new Standing Committees and Subcommittees. Charter updates may be required for work assigned to an existing Stakeholder Group.

#### Includes:

- Voting/polling authority
- Reporting requirements
  - Sunsetting requirements
  - Scope of the Stakeholder Group
  - Milestones and deadlines
  - Responsibilites and expected deliverables
  - Charge or purpose, goals, and objectives of the Stakeholder Group





#### **PARENT**

- Approves Issue Charge\*
- Approves Charter update (if neccessary)

- Approves modifications to Issue Charge/Charter
- Provides feedback





#### **ASSIGNED GROUP**

- Develops work plan
- Implements CBIR

#### **Reports:**

- Milestones
- Status of deliverables
- Key issues/sticking points
- Recommended Issue Charge/Charter updates



- Final outcomes
- Sunset request

<sup>\*</sup>This process will only proceed if the Issue Charge is approved by the appropriate stakeholder body.



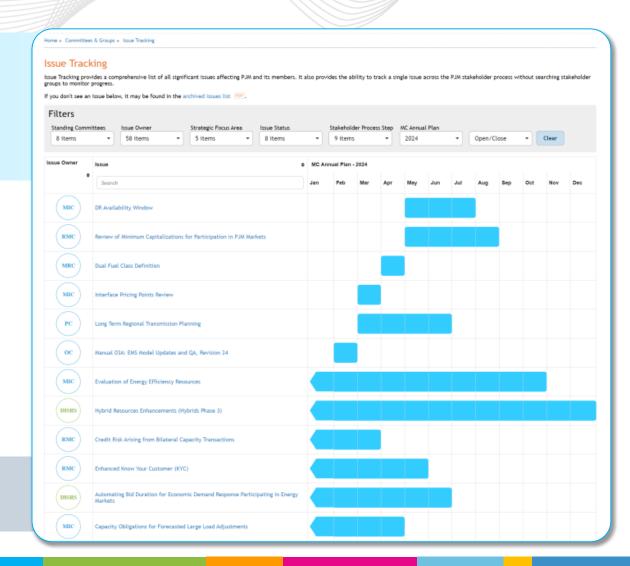
# **Annual Work Planning Process**

The objective of the annual plan is to document the work to be completed in the coming year

The annual plan should be used where prioritizing issues in the stakeholder process

The plan will include issues likely to result in proposals to the Members Committee for approval

Issues Tracking on pjm.com offers current, searchable updates





# **Issue Tracking Tool**



about pjm training

committees & groups



nome r committees	s & Groups F issue fracking														
stakeholder groups	cing rides a comprehensive list of all signi to monitor progress. issue below, it may be found in the			s. It also p	provides t	he ability	to track a	single iss	sue across	the PJM :	stakehold	er proces:	s without:	searching	
Filters															
Standing Committees Issue Owner Strategic Focus Area Issue Status					Stak	eholder P	rocess Step	o MC An	nual Plan						
MC,MIC,PJM ▼ 61 items ▼ 5 items ▼ 7 items			•	9 i	items ▼ 2025 ▼ Open/Close ▼						Clear				
Issue Owner	Issue		<b></b>	MC Anr	nual Plan	- 2025									
<b>\$</b>	Search			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	
MIC	Resource Scheduling Prior to the Day Ahead Energy Market														
MIC	DR Availability Window														

**Issue Tracking Tool** 

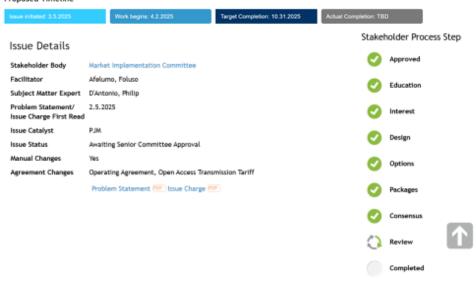
Home - Committees & Groups - Issue Tracking - Issue Details

#### **Issue Details**

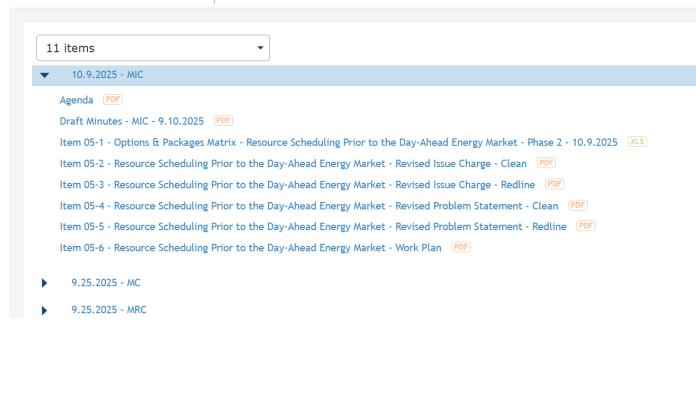
#### Resource Scheduling Prior to the Day Ahead Energy Market

PJM System Operators, at times, will schedule resources in advance of the Day-ahead Energy Market based on project conservative resource scheduling. The IMM has raised concerns about the lack of transparency regarding the process Ahead Energy Market. To address this concern, there is an opportunity to explore enhancements to the rules related to Day-Ahead Energy Market. The Issue Charge seeks to improve the existing process of offer capping of resources sche Market.

#### Proposed Timeline



#### Associated Materials | Governing Documents











# **Mutual Gains Theory**





Developed at the Consensus Building Institute, with Larry Susskind, MIT professor

Process Model
based on hundreds
of real-world cases
and experimental
findings

4 steps for negotiating better outcomes while protecting relationships and reputation

 Allows parties to improve their chances of creating an agreement superior to existing alternatives Central tenet –
parties typically have more
than one goal or concern in
mind and more than one
issue that can be addressed
in the agreement they reach

- Emphasizes careful analysis and good process management
- Mutual Gains approach is not the same as "Win-Win"

Reference: The Consensus Building Institute



#### Mutual Gains is the foundation of CBIR

#### **The Mutual Gains Approach**

The CBIR Approach



1 Prepare	Understand/identify interests and BATNAs of participants	-	1	Investigation & Education
2 Create Value	Explore possible solution options and develop solution package based on identified interest	-	2	Options & Proposals
Distribute Value (i.e., decide)	Weigh options and use objective criteria	•	3	Narrowing & Decision-Making
4 Follow Through	Including a means to monitor commitments and keep communication open	-	4	Reporting & Implementation

Reference: The Consensus Building Institute



## Consensus Based Issue Resolution (CBIR)



#### Stakeholder Process Overview

#### **Proposal Problem Report to Standing Decision-Making** Development Investigation Committee Review Issue Charge, Develop components for Winnow Report proposal(s) packages develop a work plan building a matrix in writing Educate and perform Develop options for Review final proposals Include matrices of joint fact-finding each component against interest criteria options and packages Identify and Develop packages from Use Tier 1 or Tier 2 explore interests the component options approach to decide

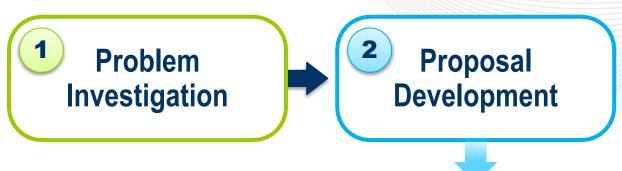


1 Problem Investigation



- Review Issue Charge, develop a work plan
- Educate and perform joint fact-finding
- Identify and explore interests





#### Brainstorm solution options and proposals using a two-step process

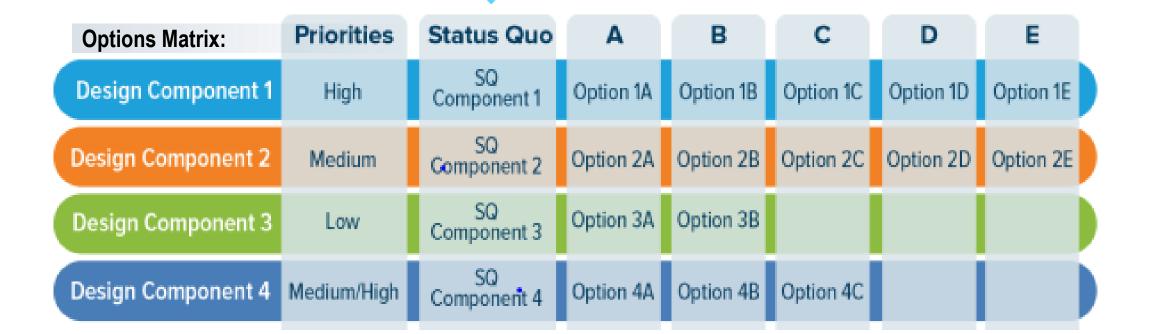
#### **Step 1: Options Matrix**

- Develop design components
- Identify priority level
- Propose solution options
- Evaluate and narrow options ("winnowing")









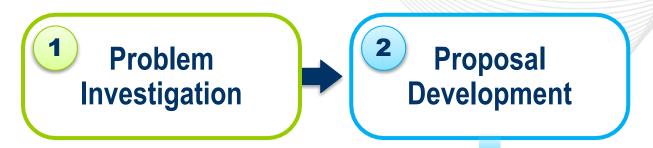




#### Step 2: Proposal Matrix

- Discuss development of proposals (packages)
- Use solution options to populate each package
- Identify similarities and differences
- Evaluate, consolidate and narrow packages, as best as possible





Proposal Matrix:	Priorities	Status Quo	Proposal A	Proposal B	Proposal C	Proposal D
Design Component 1	High	SQ Component 1	SQ Component 1	Option 1A	Option 1E	Option 1E
Design Component 2	Medium	SQ Component 2	Option 2C	Option 2B	Option 2D	Option 2D
Design Component 3	Low	SQ Component 3	SQ Component 3	Option 3B	Option 3A	Option 3B
Design Component 4	Medium/High	SQ Component 4	Option 4A	Option 4C	Option 4C	SQ Component 4





- Use polling and voting to narrow and gauge support for options and proposals
- Negotiate and build consensus
   Tier 1: Achieve consensus on a single proposal that all parties accept with no objections
  - **Tier 2:** Provide 2—3 alternatives when consensus is not obtained under the Tier 1 approach
- Vote at parent committee and up the committee hierarchy as needed



# Introduction to Decision-Making in the PJM Stakeholder Process



## Three Types of Decision-Making Methods





## Non-Voting Groups

Subcommittees & Task Forces*			
Decision-Making Methodology	<ul> <li>Non-binding polling may be used to gather stakeholder feedback</li> <li>Strive for consensus (Tier 1)</li> <li>If no consensus achieved, produce multiple proposals (Tier 2)</li> </ul>		
Who Can Respond	Voting Members and Affiliates   Ex Officio Voting Members   Non-members		
Threshold for Endorsement	<ul> <li>Tier 1: All members can live with the proposal</li> <li>Tier 2: At least 3 supporting voting members from 2 sectors</li> </ul>	Sector-Weighted Voting: No	
What moves up to the Parent Committee?	<ul> <li>All proposals meeting the threshold are forwarded to the parent committee</li> <li>If a consensus proposal cannot be forwarded to the parent committee, multiple proposals are narrowed down</li> </ul>		

<sup>\*</sup>Not including Senior Task Forces or Subcommittees reporting to the MRC



## Voting at Groups Reporting to the MRC

# Lower Level Standing Committees (PC/MIC/OC/RMC), Senior Task Forces, and Subcommittees

Decision-Making Methodology	<ul> <li>Strive for consensus (Tier 1)</li> <li>If no consensus achieved, vote on multiple options (Tier 2)</li> </ul>		
Who Can Vote	Voting Members and Affiliates   Ex Officio Voting Members		
Threshold for Endorsement	Two-step process for voting on proposals, which must exceed both:  - 50% (simple majority) support <u>AND</u> - 50% preference over status quo	Sector-Weighted Voting: No	
What moves up to the Parent Committee?	<ul> <li>All proposals that receive simple majority support and are preferred over the status quo by greater than 50% are forwarded to the MRC in rank order.</li> </ul>		



## Voting at Senior Standing Committees

Members Committee (MC) and Markets & Reliability Committee (MRC)			
Decision-Making Methodology	<ul> <li>Vote on main motion first</li> <li>If that does not pass, then vote in motion voting order until a motion passes or there are no more options to consider</li> </ul>		
Who Can Vote	Voting Members   Ex Officio Voting Members		
<ul> <li>Greater than 2/3<sup>rds</sup> threshold. Sector-Weighted Vote threshold = 3.335 / 5</li> <li>For a limited number of issues such as Charter approvals, Issue Charges, and elections, the threshold is ½, or a Sector Weighted Vote of 2.5 / 5</li> </ul>		Sector-Weighted Voting: Yes	
What moves up to the Parent Committee?	- The first motion voted on that receives MRC endorsement is forwarded to the MC as the main motion.		



## Sector-Weighted Vote Calculation Example

Sector	For	Against	Abstain	% in Favor (of those voting For or Against)
Electric Distributor Sector	8	2	4	0.800
<b>End-Use Customer Sector</b>	15	0	1	1.000
Generation Owner Sector	10	10	5	0.500
Other Supplier Sector	3	7	15	0.300
Transmission Owner Sector	12	2	0	0.857
Sum				3.457
Threshold		.667 x 5 Se	ctors = 3.335	



#### Standing Committee Voting Example

#### **Lower Level Standing Committee\***

Proposal 1 = 68%

Proposal 2 = 45%

Proposal 3 = 90%

**EXAMPLE** 

Proposals receiving over 50% for simple majority and preference over status quo are ranked and passed onto the MRC.

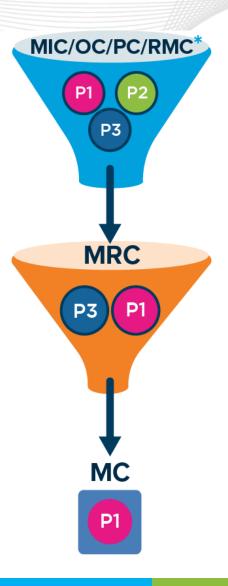
\*Includes Senior Task Forces and Subcommittees reporting to Sr. Standing Committees

#### **MC Vote**

Proposal 1 passes — \*4.12 EXAMPLE

The proposal receiving greater than 3.335 sector-weighted support passes at the MC.

\*Note: Under Truncated Voting rules, the MC stops voting once this threshold is reached.



#### **MRC Vote**

Proposal 3: (voted first) \*3.13

Proposal 1: \*4.25

Proposal 2: Not voted on

EXAMPLE

The first proposal receiving greater than 3.335 sector-weighted support is passed to the MC.

\*Note: Under Truncated Voting rules, the MRC stops voting once this threshold is reached.



#### Summary of Decision-Making Rules

- Sector-Weighted Voting
- 2/3<sup>rds</sup> threshold with truncated voting rules
- Voting only by PJM Voting and Ex Officio Members
- Two thresholds: 50% simple majority and preference over status quo
- Voting, Ex Officio and Affiliate Members are eligible to vote

**Operating Committee** 

Market Implementation Committee

**Planning Committee** 

**Senior Task Forces** 

Markets & Reliability
Committee

**Subcommittees** 

**Risk Management** 

Committee

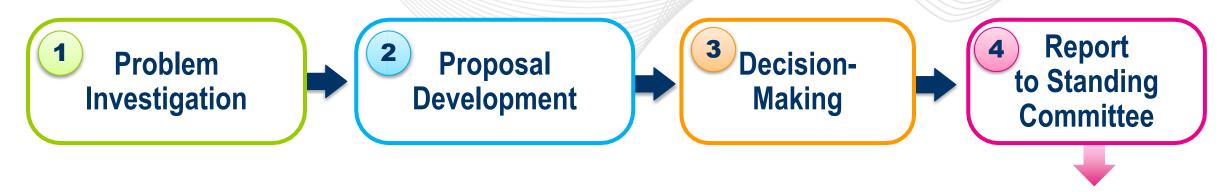
- Non-binding polling used instead of voting
- All stakeholders may participate in polling

**Subcommittees** 

**Members Committee** 

**Task Forces** 





- The task force or subcommittee is required to provide periodic updates and a final report to the parent committee
- Updates should include progress on milestones and deliverables
- The final report will detail all the of steps used in the evaluation process including the proposed solutions





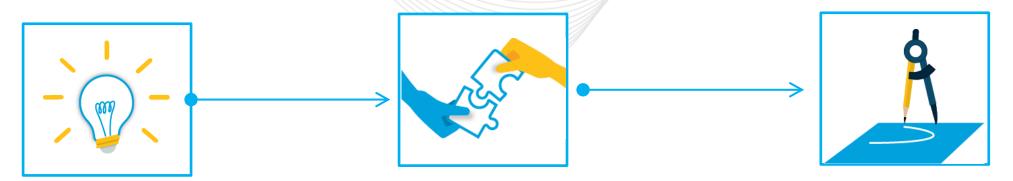




## **CBIR Process Illustration**



#### **CBIR Process Illustration**



The PJM Planning
Committee decides that
PJM and the members
should develop a recipe
for a cake to serve at a
special event.

The PJM Planning Committee reviews a Problem Statement and approves an Issue Charge, and since there is no preexisting group that handles cake recipes, establishes a new Cake Task Force (CTF).

PJM assigns a facilitator and secretary, identifies SMEs, coordinates logistics, schedules the first meeting, and off we go.



## Alternative Processes and Procedures



#### **Alternative Processes**



#### Enhanced Liaison Committee (ELC) -

formal process that creates coalitions to present to the PJM Board for decision



Quick Fix – brings the solution along with the problem for straightforward issues



(CIFP) – streamlined formal process, using the matrix, education, proposals, presentations to the Board and voting at the MC



CBIR Lite – follows CBIR process steps under a condensed timeline



User Groups – Stakeholder group formed by five or more voting members sharing a common interest; minority protection



#### Rules of Procedure: Stakeholder Meetings

- PJM stakeholder meetings follow the rules of procedure outlined in Manual 34.
- Any procedure not specified in Manual 34, is governed by Robert's Rules of Order.

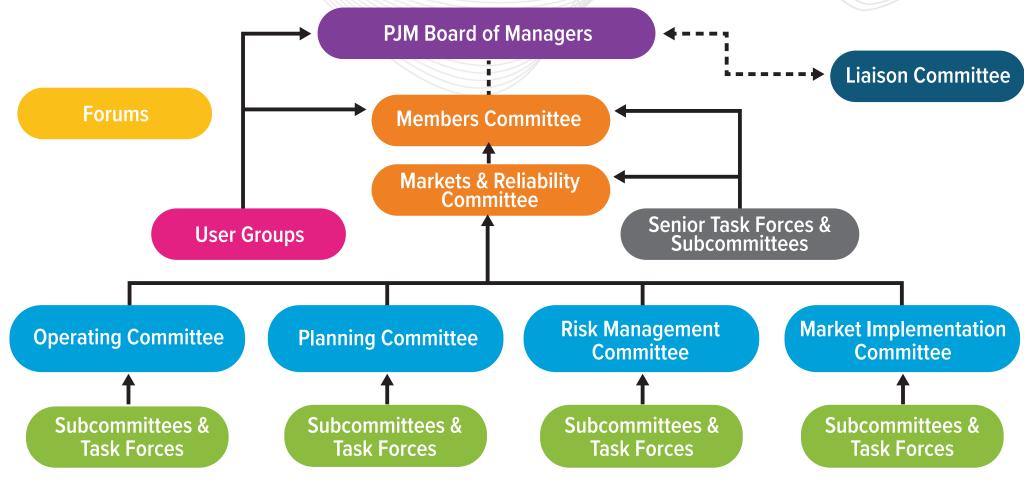




# Engaging in PJM's Stakeholder Process



#### PJM Stakeholder Process Structure



Access the detailed view on PJM.com > Committees & Groups > Committee Structure Diagram



#### PJM User Account Registration

#### Sign In

#### Find and review the

New User Registration Workflows Quick Guide on PJM.com > Markets & Operations > PJM Tools > Account Manager

Password

Log In

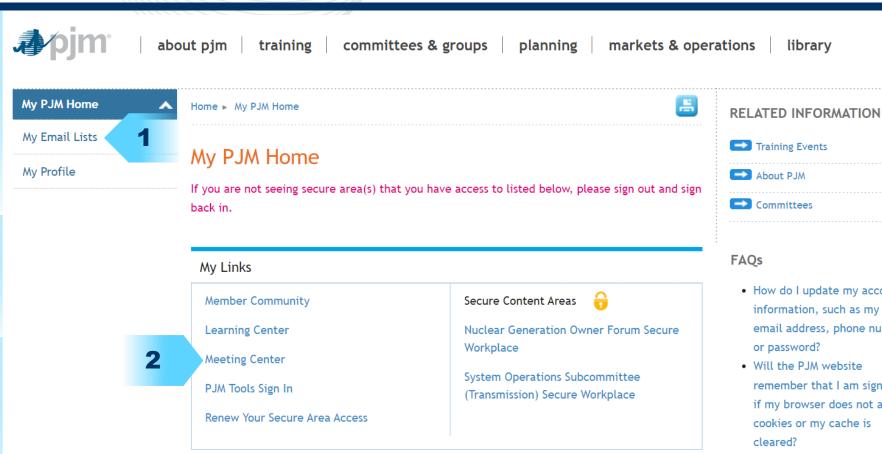
Forgot password | Register

Click Register

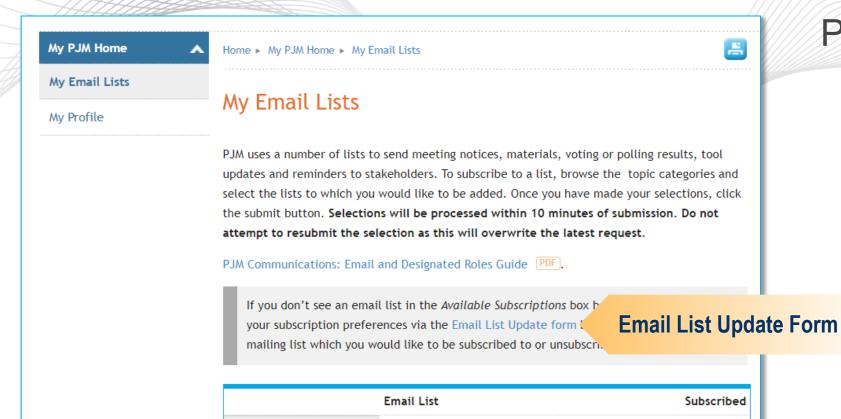


#### PJM Stakeholder Group Meeting Participation Steps

- Join email distribution lists to receive all future emails regarding this group.
- Register for meetings in Meeting Center.
- Join the roster for **groups** of interest (required for voting representatives).



- How do I update my account information, such as my name, email address, phone number or password?
- Will the PJM website remember that I am signed in if my browser does not allow cookies or my cache is cleared?



ARR FTR Market Task Force

Capacity Capability Senior Task Force

Deactivation Enhancements Senior Task Force

Electric Gas Coordination Senior Task Force

Modeling Generation Senior Task Force

Resource Adequacy Senior Task Force

Committees

Forums

Communications

Subcommittees

Task Forces

User Groups

#### PJM Stakeholder Group **Email List Subscription**

Clean Attribute Procurement Senior Task Force

**V** 

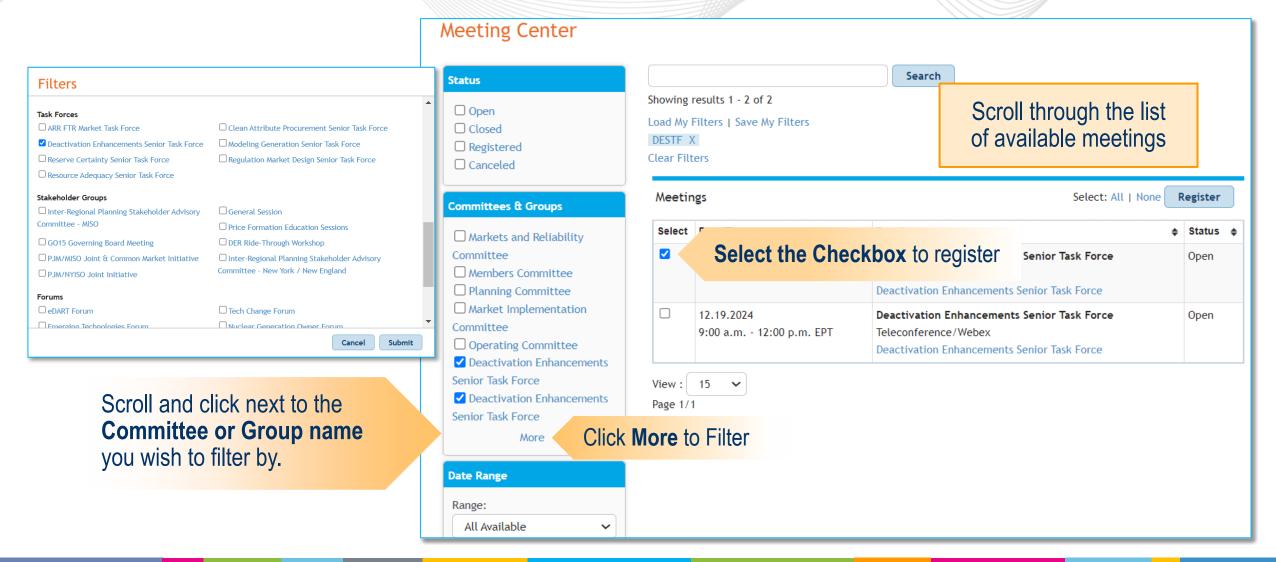
Click Submit

Select **DESTF** 

Select Task Forces



## PJM Stakeholder Group Meeting Registration

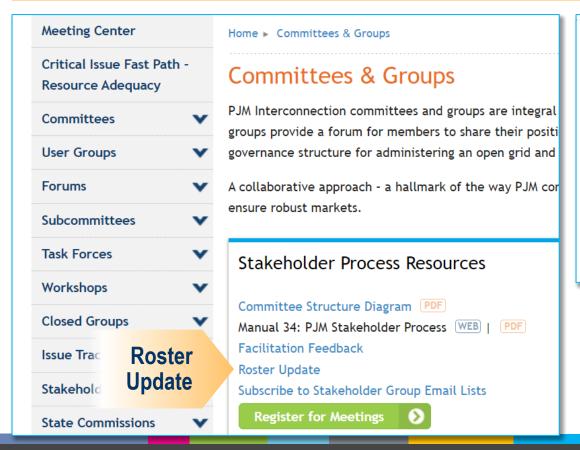




## PJM Stakeholder Group Roster Update Form

Update roster members directly via Roster Managers or by accessing the Roster Update Form on PJM.com > Committees & Groups > Roster Update Form

Each member company can name up to four representatives, including one primary and three alternates.



Home ► Committees & Groups ► Committees ► Roster Update Form

#### Roster Update Form

Roster update requests must be made through the Roster Request form in PJN Application. This includes requests to add or remove yourself from PJM stakel rosters. Your request will be directed to your company's Roster Manager. Four are permitted on each committee roster. If a committee, subcommittee or ta available for selection, please contact the secretary or facilitator and reques to that groups roster. Secretary and facilitator contact information, can be fo each group's webpage.

To manage your email lists subscriptions, visit the My Email Lists page.

Reference the

Voting Tool

Webpage

on PJM.com >

Markets & Operations

> PJM Tools > Voting

- Individuals authorized to vote on behalf of the member company must be included on the roster.
- Rosters also provide contact information for other involved stakeholders.



#### PJM Stakeholder Process Resources

Stakeholder Process Forum PJM Learning Center

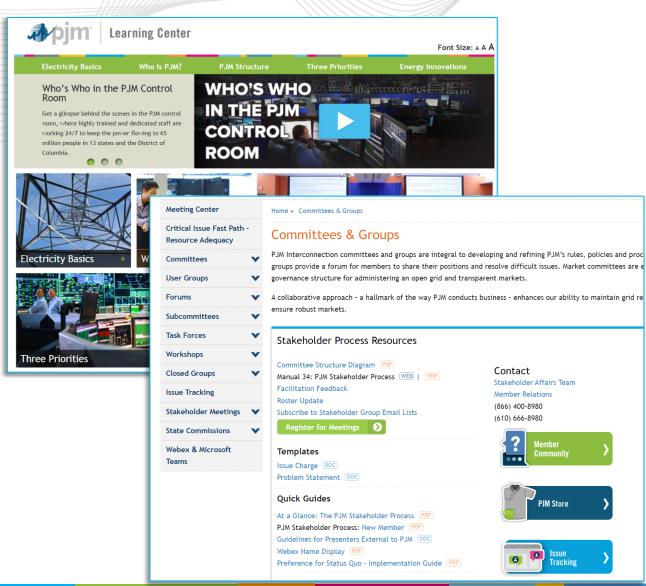
**Templates** 

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Videos

Tools

Committee
Meetings &
Stakeholder Process
Calendar











# Voting and Roster Manger Tool Demo





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