

PJM Stakeholder Process Training



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Fundamentals of the Stakeholder Process

- PJM and Governing Documents
- Membership and Sectors
- Stakeholder Process
- Roles & Responsibilities of Participants
- Voting



Consensus Based Issue Resolution (CBIR Process)

- Roles
- Launching a New Issue
- Mutual Gains Theory
- Consensus Based Issue Resolution (CBIR)
- Cake Example
- Alternative Processes
- Getting Involved



Fundamentals of the Stakeholder Process

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PJM & the "Big 3" Governing Documents





Operating Agreement OA

OA HIGHLIGHTS

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

Of Particular Interest:

Se	ctions	Schedules			
7	Board	1	Energy Market		
8	Members Committee	2	Components of Cost		
9	Officers	5	Dispute Resolution		
10	Office of the Interconnection	6	RTEP Protocol		
11	Members				



Open Access Transmission Tariff OATT

OATT HIGHLIGHTS

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

Of Particular Interest:

	Articles	Attachments					
II	Point-to-Point Transmission Service	DD	RPM, Market Monitor				
III	Network Integration Transmission Service	Q	Credit Policy				
IV	Generation Deactivation	Н	Zonal Transmission Rates				
VI	New Service Requests	K	Appendix – Energy Market				
		нн	PJM Settlements				
Schedules							
9	Administrative Service Fees						



Reliability Assurance Agreement RAA



- "... 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

Of Particular Interest:

Article

7 Determination of Capacity Obligation

Schedules

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



Other Governing and Implementing Documents



GOVERNING DOCS

- Consolidated
 Transmission Owners
 Agreement
- Joint Operating Agreements (MISO, NYISO, etc.)



IMPLEMENTING DOCS

- Manuals (Energy Market manuals, RTEP, Transmission, Reserves, Accounting & Billing, Admin, Misc.)
 - Most endorsed by MRC
 - PJM responsibility
 - 15, 34 have different path
- Non-manual documents (Congestion Management Protocol, Regional Practices)



Consolidated Transmission Owners Agreement CTOA



- 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

Of Particular Interest:

Article						
7	TO Filing Rights					
8	TOA – Administrative Committee					



- Requires public utilities to file with the Commission all rates and charges for any transmission or sale subject to the jurisdiction of the Commission.
- Requires that tariffs, rate schedules, service agreements and contracts relevant to services offered must be filed at FERC.

Note: To approve the filings, the Commission must find that the rates are just and reasonable and not unduly discriminatory and preferential.





- Allows the Commission to modify rates upon its own motion or upon motion or complaint.
- 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:
 - First: establishing that the current rate is unjust and unreasonable
 - Second: establishing that the alternative rate proposal is just and reasonable

Note: It is not sufficient to simply demonstrate an alternative is superior to the current rate.







Independent Board

Members Committee

Generation **Owners**



Electric Distributors



Transmission Owners





End-Use

Other Suppliers





Typical Member Types by Sector

Transmission Owners – members owning transmission within PJM's footprint:

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



Electric Distributors - transmissiondependent utilities:

- Municipal utilities
- Co-operatives



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



End-Use Customers – End-users within PJM's footprint:

- Large commercial & industrial customers
- Consumer advocates



Other Suppliers - 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)





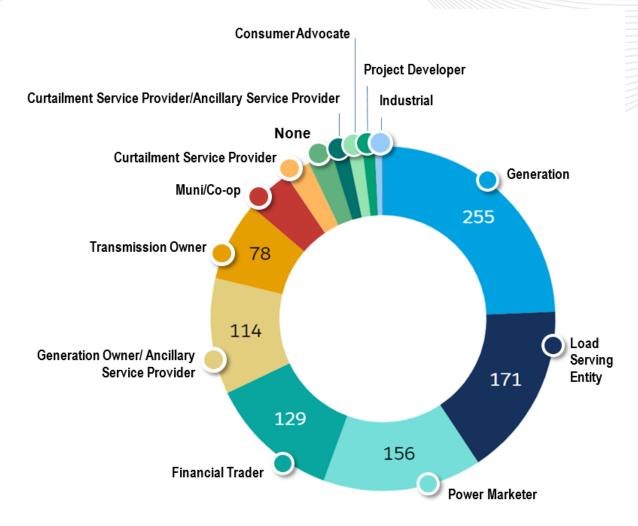
Dynamic Growth

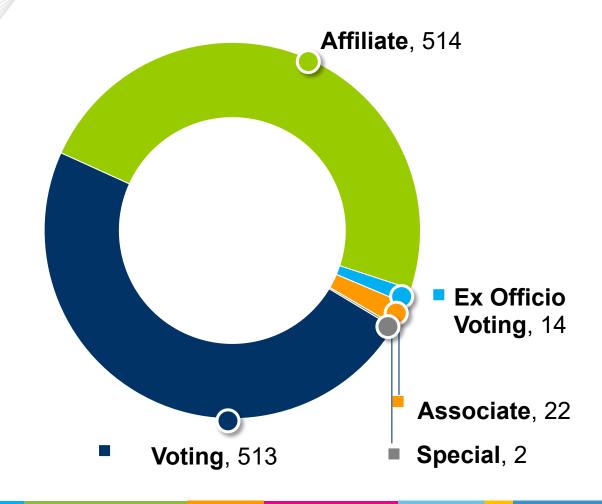




Membership Lines of Business

(as of May 29, 2020)

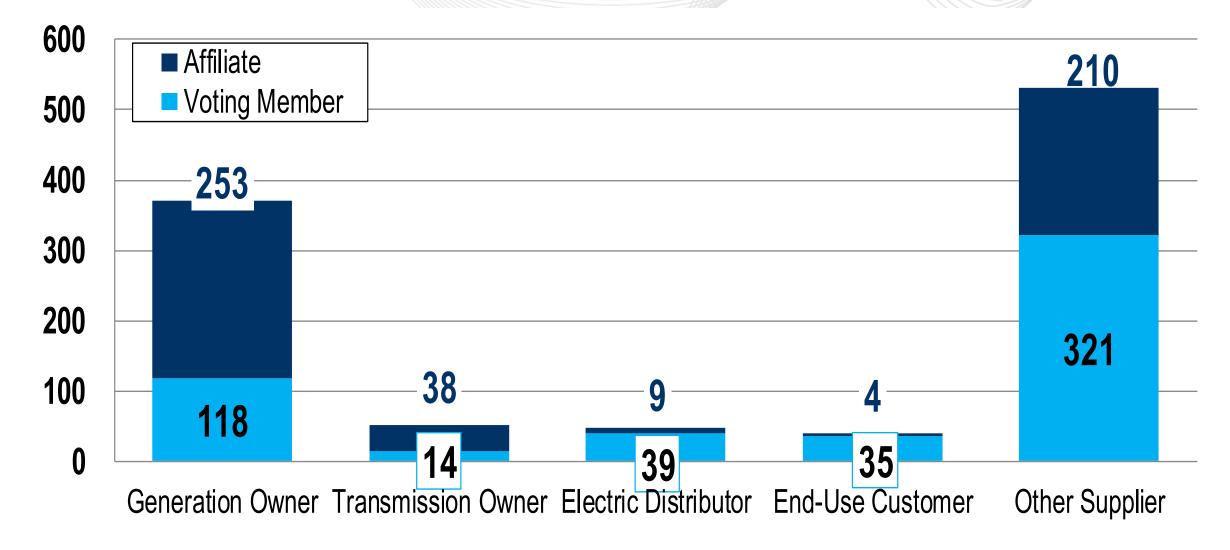






Voting Status by Member Sector

(as of June 2, 2020)

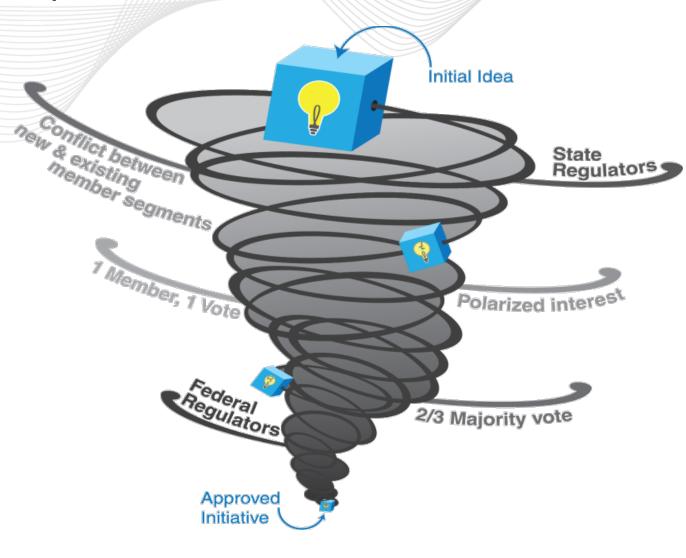




Purposes of the Stakeholder Process

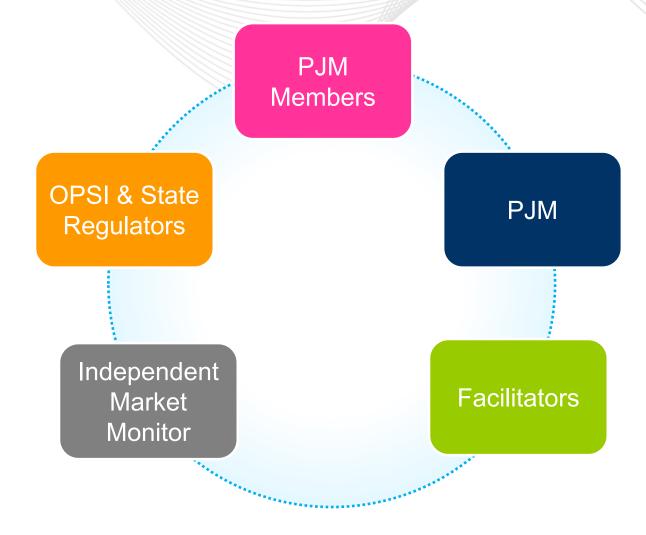
- Educate each other on issues related to PJM markets, operations, public policies and industry matters
- Explore solutions and build consensus, which may help policymakers approve key laws and regulations
- Enhance communication among members and between members and PJM management

Vet and approve/endorse changes to PJM Markets,
Operations and Planning as contained in the OA, Tariff, RAA and manuals





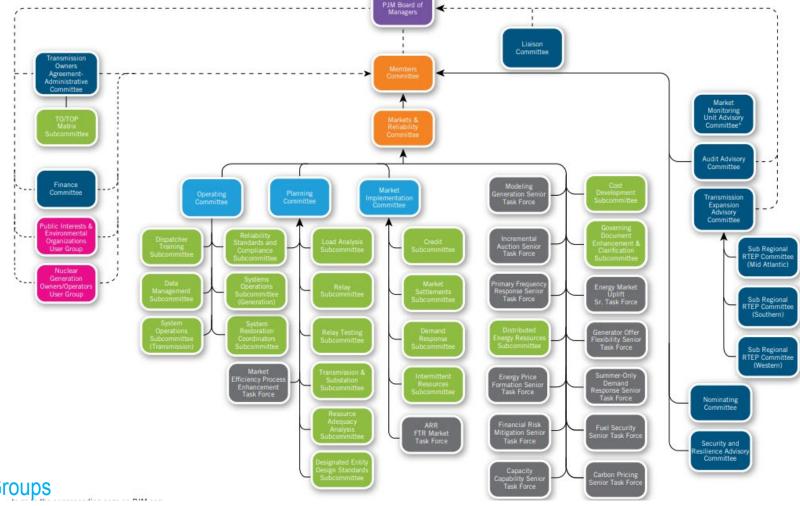
Roles & Responsibilities





Stakeholder Process Groups



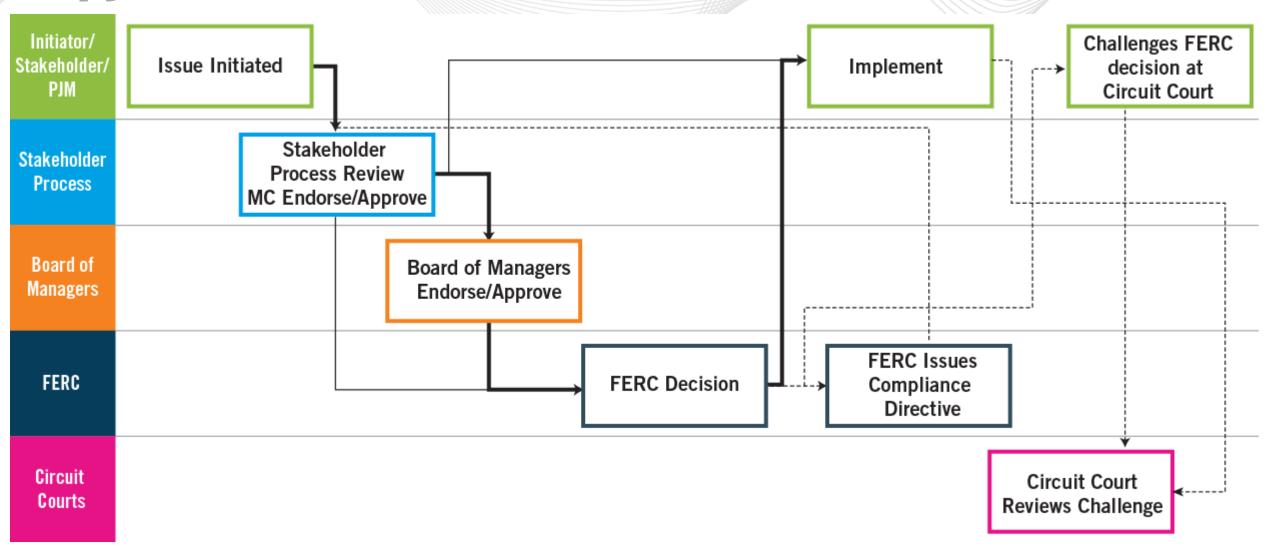




PJM.com > Committees & Groups



Governing Document Change Process



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	Stakeholder Group	Who Can Vote*	Decision-Making Methodology	Threshold for Endorsement (passing)	Sector- Weighted Voting?	What moves up to Parent Committee?
	Sr. Standing Committee (MC only)	 Voting members in good standing Ex-Officio voting members 	Vote on main motion first. If that does not pass, then vote as detailed in motion voting order.	Exceed 2/3**	Yes	
Voting	Sr. Standing Committee (MRC only)	 Voting members in good standing Ex-Officio voting members 	Vote on main motion first. If that does not pass, then vote as detailed in motion voting order.	Exceed 2/3**	Yes	The first motion voted on that receives MRC endorsement is forwarded to the MC as the main motion.
	Sr. Task Force Lower-Level Standing Committee (MIC/PC/OC)	 Voting members and affiliates Ex-Officio voting members 	Strive for consensus. If no consensus is achieved, then vote on multiple options.	Simple majority	No	All proposals that receive a simple majority are forwarded on to the MRC, with the proposal with the highest majority presented as the main motion. Other proposals that receive a simple majority are considered alternative motions ranked in order of votes received.

^{**} For a limited number of issues such as Charter approvals the threshold is 1/2.

*Associate and emergency load program members may not vote at any level



	Stakeholder Group	Who Can Vote*	Decision-Making Methodology	Threshold for Endorsement (passing)	Sector Weighted Voting?	What moves up to Parent Committee?
Non-Voting	Task Force (Except Sr. Task Force)	N/A	Strive for consensus. (Tier 1). If no consensus is achieved, produce multiple proposals (Tier 2).	Tier 1: All members can live with the proposal. Tier 2: At least three supporting voting members from two sectors.	No	If a consensus proposal cannot be forwarded on to parent committee, multiple proposals are narrowed down and all proposals meeting the threshold are forwarded to parent committee.



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
End-Use Customer Sector	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 Sectors = 3.335

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Standing Committee Voting Example

MIC/OC/PC



MRC

Lower-Level Standing Committee



Proposal 2 = 45%

Proposal 3 = 90%

greater or equal to 3.335.

EXAMPLE

Proposals receiving over 50 percent

are ranked and passed on to the MRC

MRC voting stops when this threshold is reached. *Note: To pass a vote must be

MC Vote

Proposal 1 must receive a super majority to pass at the MC

Proposal 1 passes — *4.12

MRC Vote

- Proposal 3: (voted first) *3.13
- Proposal 1: *4.25
- Proposal 2: Not voted on

Proposals receiving over 50 percent are ranked and passed on to the MRC





Consensus Based Issue Resolution (CBIR Process)

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- Roles
- Launching a New Issue
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- Cake Example
- Alternative Processes
- Getting Involved



Manual 34: 4.2

- Stakeholder Process
 - providing feedback/enforcement related to meeting deadlines, procedures, stakeholder protocols,
 and quality control
 - Efficiently utilizing the resources that PJM needs to service the stakeholder process.
- Logistics providing necessary analytic, and logistical support
- Facilitation providing fair, non-partisan facilitation of meetings for all participants
- Education providing education and information on the issues
- Informing
 - Bringing forward operational and other important issues to stakeholders
 - Keeping stakeholders informed about important outside events and interactions
- **Ideas** Developing proposals (at Member's request or as needed)
- Advocating necessary reliability or market design driven initiatives



Initiation of New Issues

Issue Source

Letter written to PJM or Board

How is the Issue Identified

in the Stakeholder Process?

- Oral communication
- Order

External

- Operations
- Other Federal Regulator
- State Regulator
- State Legislature
- NERC or Reliability Council

Internal

- Board
- PJM Member
- Group of Members
- OPSI
- Independent
- Market Monitor

External Source

Internal Source

- Staff to present to committee
- Board letter to Members, which is presented by staff to committee

Internal Source - Member

- Letter from Member to PJM staff or Board (would then likely be presented to committee by Member or PJM Staff)
- Proposal to committee

Initial Screening

- Staff recommends which committee may be appropriate for review
- Secretary and committee chair places on committee meeting agenda
- Presentation to committee by staff
- Member decides which committee may be appropiate for review
- Member contacts staff and requests committee
- Presentation to committee
- May bring up issue during a meeting

Ultimate Decision-Making

- Retain issue
- Assign to another existing standing committee, task force, or subcomittee
- Create a new subcomittee, task force, or special team
- Decide to not take up the issue

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Problem Statement/Charge/Charter

PROBLEM STATEMENT

ISSUE CHARGE

CHARTER



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

Includes:

- Objectives of the 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 are required for work assigned to existing groups.

Includes:

- Voting/polling authority
- Reporting requirements
- Sunsetting requirements





PARENT

- Approves Issue Charge
- Approves charter update (if neccessary)

- Approves modifications to Issue Charge/charter
- Provides feedback

Sunsets group



COMMITTEE

- Develop work plan
- Implement CBIR

Reports:

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



- Final outcomes
- Sunset request



- Developed at the Consensus Building Institute, with Larry Susskind, MIT Professor.
- Process model based on hundreds of real-world cases and experimental findings
- Four steps for negotiating better outcomes while protecting relationships and reputation.
- Central tenant 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.
- Allows parties to improve their chances of creating an agreement superior to existing alternatives
- Emphasizes careful analysis and good process management
- Mutual Gains approach is not the same as "Win-Win"



The Mutual Gains Approach

Prepare

ID Your interests

Work to understand interests of other party(ies)

Know your and their BATNAs

Create Value

Explore options based on identified interests

- Float options
- Develop packages

Distribute Value (i.e. decide)

Use objective criteria
Weigh options

Follow Through

Strengthen proposal, include a means to:

- Monitor commitments
- Keep communication open
 - Resolve conflicts should they occur.

Ref: The Consensus Institute



Mutual Gains - four stages:

- Preparation
- Value creation
- Value distribution
- Follow-through

CBIR – four steps:

- Investigation & Education
- Options & Proposals
- Narrowing & Decision Making
- 4 Reporting

www.cbuilding.org/cbis-mutual-gains-approach-negotiation



Consensus Based Issue Resolution – Process

Investigation & Education

- Develop and maintain a work plan
- Agree on roles, responsibilities, deadlines and goals
- Develop list of topics for coverage
- Describe and document existing operations and procedures
- Determine whether any information necessary to do the work that is missing
- Explore and consider "best practices"
- Determine whether outside expertise or assistance may be needed



Consensus Based Issue Resolution: Process

Investigation & Education

Identify Interests

- Ask participants to communicate the importance of the issue to their organization
- Ask participants to share the most and least important interests in regards to the issue
- Consolidate responses
- Batch and present visible themes



Investigation & Education

Options & Proposals

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 down options ("winnowing")



1

Investigation & Education

2 →

Options & Proposals

Option Matrix

Design Components	Priorities	Status Quo	Α	В	С	D	E
Component 1	High	SQ Component 1	Option 1A	Option 1B	Option 1C	Option 1D	Option 1E
Component 2	Medium	SQ Component 2	Option 2A	Option 2B	Option 2C	Option 2D	Option 2E
Component 3	Low	SQ Component 3	Option 3A	Option 3B			
Component 4	High	SQ Component 4	Option 4A	Option 4B	Option 4C		



Investigation & Options & Proposals

- Step 2: Proposal Matrix
 - Discuss development of proposals (packages), encouraging broad stakeholder proposals
 - Use solution option for each package
 - Identify similarities and differences
 - Prioritize, refine and consolidate as best as possible



1

Investigation & Education

2

Options & Proposals

Proposal Matrix

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

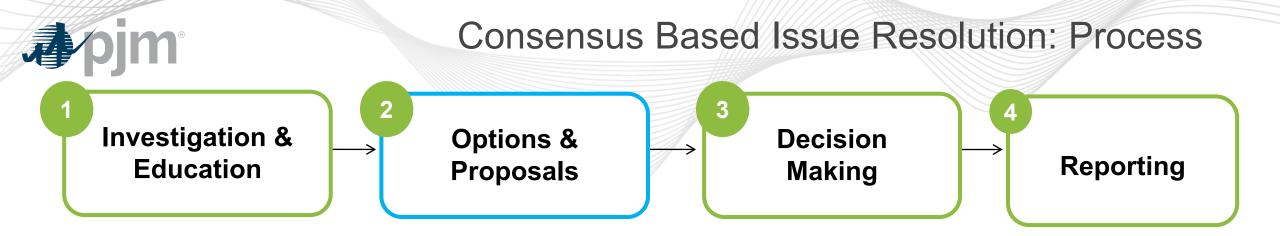


Investigation & Education

Options & Proposals

Decision Making

- 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



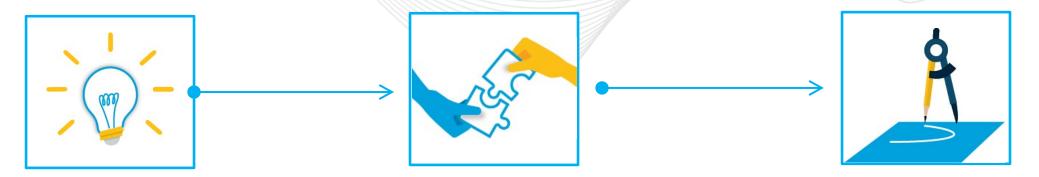
- The Task Force or Subcommittee is required to provide periodic updates and a final report to the Parent Committee
- Updates should include progress on milestones and deliverables
- The final report will detail all the of steps used in the evaluation process including the proposed solutions



CBIR Process: Cake Model



The Situation



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 SME's, coordinates logistics, schedules the first meeting, and off they go.



Step 1: Investigation & Education

Step 1A: Review the Problem Statement, Issue Charge, and develop a work plan

Step 1B: Educate and perform joint fact finding

Step 1C: Identify interests





Prior to the next meeting, the facilitator then consolidates *all* the interests into an organized list of themes, categories or buckets of interests.



Tasty



Affordable



Non-Allergenic



Attractive

Consolidated Interests



- All participants agree: the cake should be tasty, attractive, and affordable.
- These interests mean different things to different people and may lead to conflict.



Example: Considering Allergies

- Participants agree that avoiding allergies is important.
- Non-allergenic ingredients can have a negative effect on taste and affordability.
- Consensus on a recipe that addresses all food allergies is unlikely.
- Participants agree to focus on potentially deadly nut allergies.
- Participants agree that the final recipe should be nut free.



Step 2A: Identify Components

Design Components

Flour

Sweetener

Shape

Flavor

Moistener



Step 2B: Establish Relative Importance

	Relative Importance
Flour	Medium
Sweetener	Medium
Shape	Low
Flavor	High
Moistener	Low/Medium



Step 2C: Options for Each Component

	Relative Importance	A	В	С
Flour	Medium	White	Whole Wheat	Gluten Free
Sweetener	Medium	White Sugar	Brown Sugar	Honey
Shape	Low	Flat	Round	Bundt
Flavor	High	Vanilla	Chocolate	Strawberry
Moistener	Low/Medium	Oil	Butter	Sour Cream



Step 2D: Narrowing the Options

	Relative Importance	A	В	С	D
Flour	Medium	White	Whole Wheat	Gluten Free	Rye
Sweetener	Medium	White Sugar	Brown Sugar	Honey	
Shape	Low	Flat	Round	Bundt	
Flavor	High	Vanilla	Chocolate	Strawberry	Almond
Moistener	Low/Medium	Oil	Butter	Sour Cream	



Step 2E: Creating Packages

	Relative Importance	Recipe 1	Recipe 2	Recipe 3
Flour	Medium	White	Gluten Free	Whole Wheat
Sweetener	Medium	White Sugar	Honey	Brown Sugar
Shape	Low	Flat	Round	Bundt
Flavor	High	Vanilla	Strawberry	Chocolate
Moistener	Low/Medium	Butter	Sour Cream	Oil



- Step 3A: Compare Recipes (Packages) to Interests
- Step 3B: Winnow Recipes (Packages)
- Step 3C: Test for Consensus
- Step 3D (if no consensus): Step Back Briefly to Seek Alternative Recipes (Packages)
- Step 3E: Make a decision—Final Tier 1/Tier 2 Decision making



Proposed Solutions

	Relative Importance	Recipe 1	Recipe 2	Recipe 3	Recipe 4
Flour	Medium	White	Gluten Free	Whole Wheat	White
Sweetener	Medium	White Sugar	Honey	Brown Sugar	Brown Sugar
Shape	Low	Flat	Round	Bundt	Bundt
Flavor	High	Vanilla	Strawberry	Chocolate	Chocolate
Moistener	Low/Medium	Butter	Sour Cream	Oil	Butter



The facilitator prepared a report on behalf of the task force, which included the preferred recipe of the vast majority of the participants (Recipe 4) and Recipe 2, the gluten-free alternative.



The report included:

- 1. A copy of the matrices (both component options and recipes/packages)
- 2. Polling results
- 3. A brief discussion of the consolidated interests considered in reviewing the options and recipes (packages)

- 4. A recommendation for further future research on gluten-free flours— perhaps for PJM's next cake
- 5. A query about the possibility of making a few gluten-free cupcakes to go along with the chocolate cake this time around



Alternative Processes

- Enhanced Liaison Committee (ELC) formal process that creates coalitions to present to the PJM Board for decision.
- Critical Issue Fast Path (CIFP) streamlined formal process, using the matrix, education, proposals, presentations to the Board and voting at the MC
- Quick Fix brings the solution along with the problem for straightforward issues
- CBIR Lite creates a subgroup of a standing committee with no voting authority
- User Groups Stakeholder group formed by five or more Voting Members sharing a common interest. Minority protection



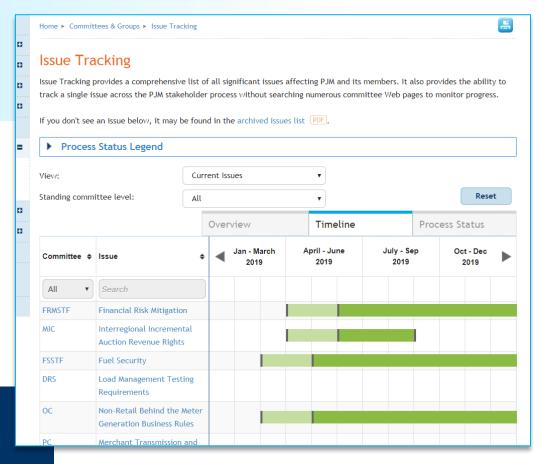
Annual Work Planning Process

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





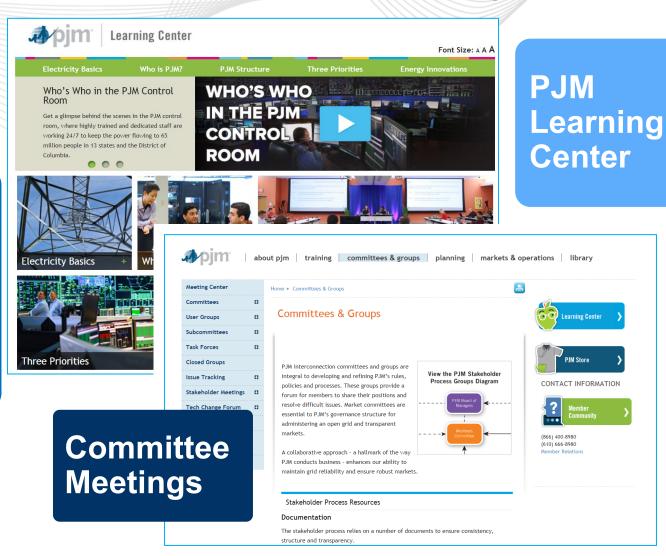
Getting Involved

Stakeholder Process Calendar

New Member Quick Guide

At a Glance: The PJM Stakeholder Process

Stakeholder Process Forum





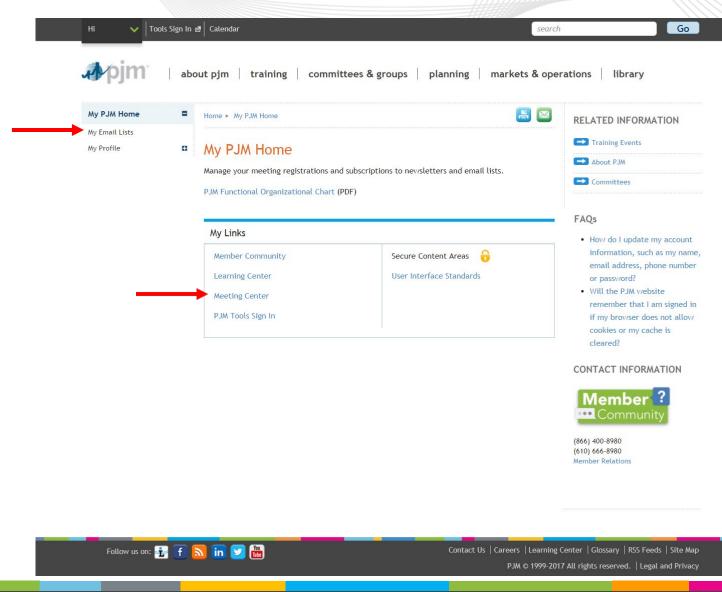
 Join email distribution lists to receive all future emails regarding this group

Register for meetings in Meeting Center

 Join the roster for groups of interest (required for voting representatives)

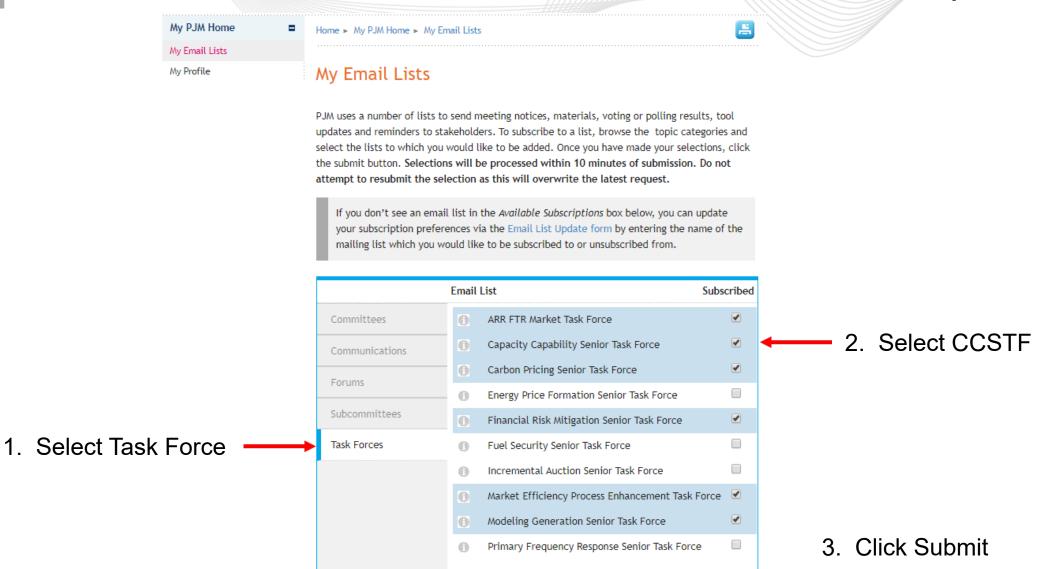


Email Subscription



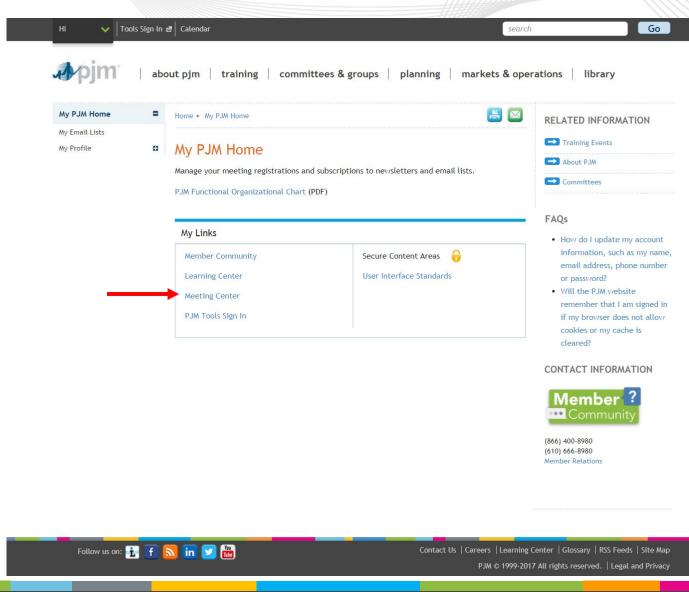


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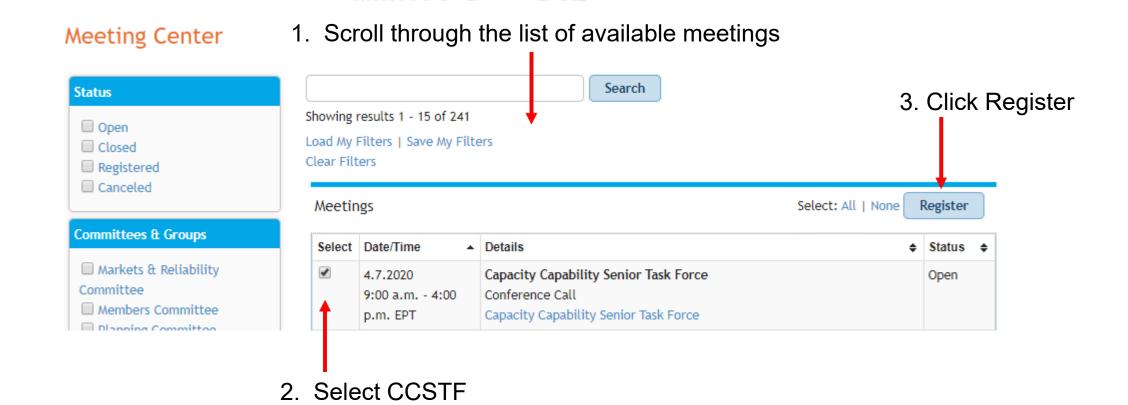


Meeting Registration





Meeting Registration





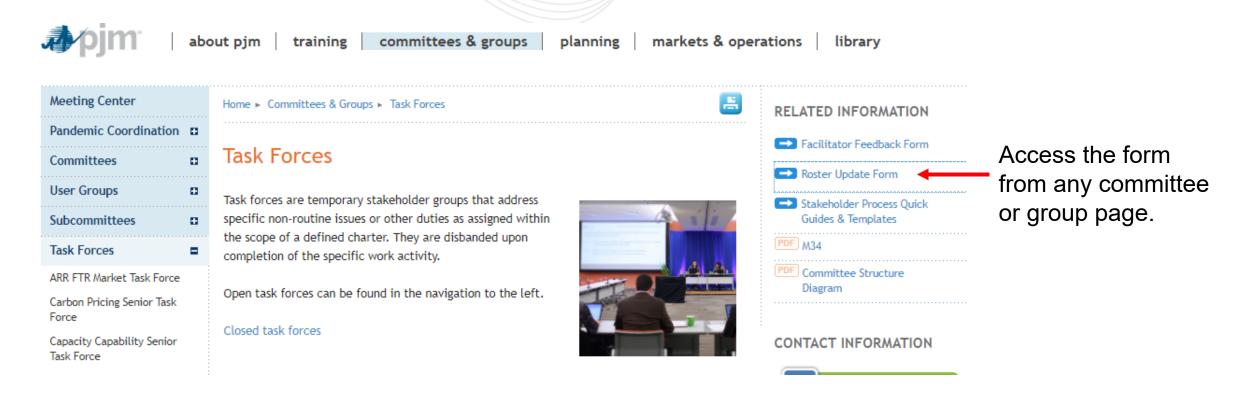
 Individuals authorized to vote on behalf of the Member Company must be included on the roster.

 Rosters also provide contact information for other involved stakeholders.



Roster Update Form

Update roster members using the <u>Roster Update Form</u>.

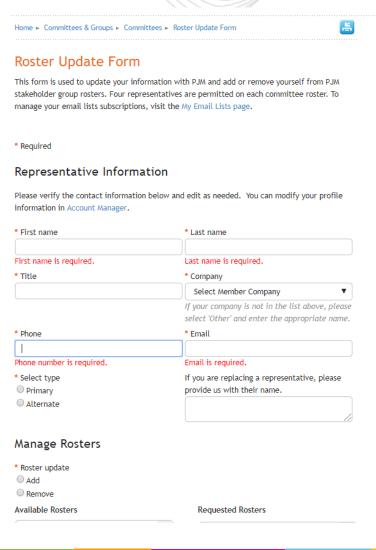




Roster Update Form

 Each Member Company can name up to four representatives including one primary and three alternates

Complete the form fields and click Submit





Appendix



Rules of Procedure: Stakeholder Meetings

PJM stakeholder meetings follow the rules of procedure outlined in Manual 34.

Any procedure not specified in M34, is governed by Robert's Rules of Order

Various scheduling rules also apply.

- The facilitator of each stakeholder group is responsible for creating agendas, which must be published prior to the meeting.
- Stakeholders may request additions to the agenda.

