



Organization of PJM States, Inc. (OPSI)

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July 10, 2019
Via Electronic Delivery

Mr. Neil Smith
PJM Board CEO Search Committee Chair
PJM Interconnection
PO Box 1525
Southeastern, PA 19339-1525

Dear Mr. Smith,

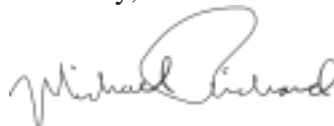
OPSI would like to take this opportunity to provide the PJM Board CEO Search Committee input towards the selection of a new President and Chief Executive Officer that will be charged with the task of leading PJM into the future. We appreciate your efforts and consideration of our outlook regarding the candidate selection process.

The CEO Search Committee's efforts are significant in that the individual selected will help shape the nation's largest electricity grid for the benefit of electricity consumers in our states. We are confident that the PJM Board will select a candidate with the technical experience and executive skills needed to:

1. Successfully lead consumer-focused entities, like PJM, through challenging organizational transformations.
2. Impart a culture of transparency and cooperation among stakeholders.
3. Promote efficient and effective planning and operations to provide customers safe, reliable and competitive electric service having the attributes they value.
4. Be instrumental and effective in upholding the independence of the RTO and furthering respect for the value that an independent market monitor brings to ensuring RTO market integrity.
5. Be an attentive leader that will facilitate transformation while striving for balance among stakeholders and adhering to the tenets of cost consciousness and just and reasonable rates.
6. Ensure that the key foundational elements of the RTO – operations, planning and competitive markets – effectively complement our states' policies, whether centered on preferred resources, energy conservation or environmental goals.

As state regulators and policy makers, we look forward to working collaboratively with PJM's new President and CEO.

Sincerely,

A handwritten signature in black ink that reads "Michael Richard". The signature is fluid and cursive, with the first name "Michael" and last name "Richard" clearly legible.

Michael Richard
OPSI President

cc PJM Board

This letter was approved unanimously by the OPSI Board