

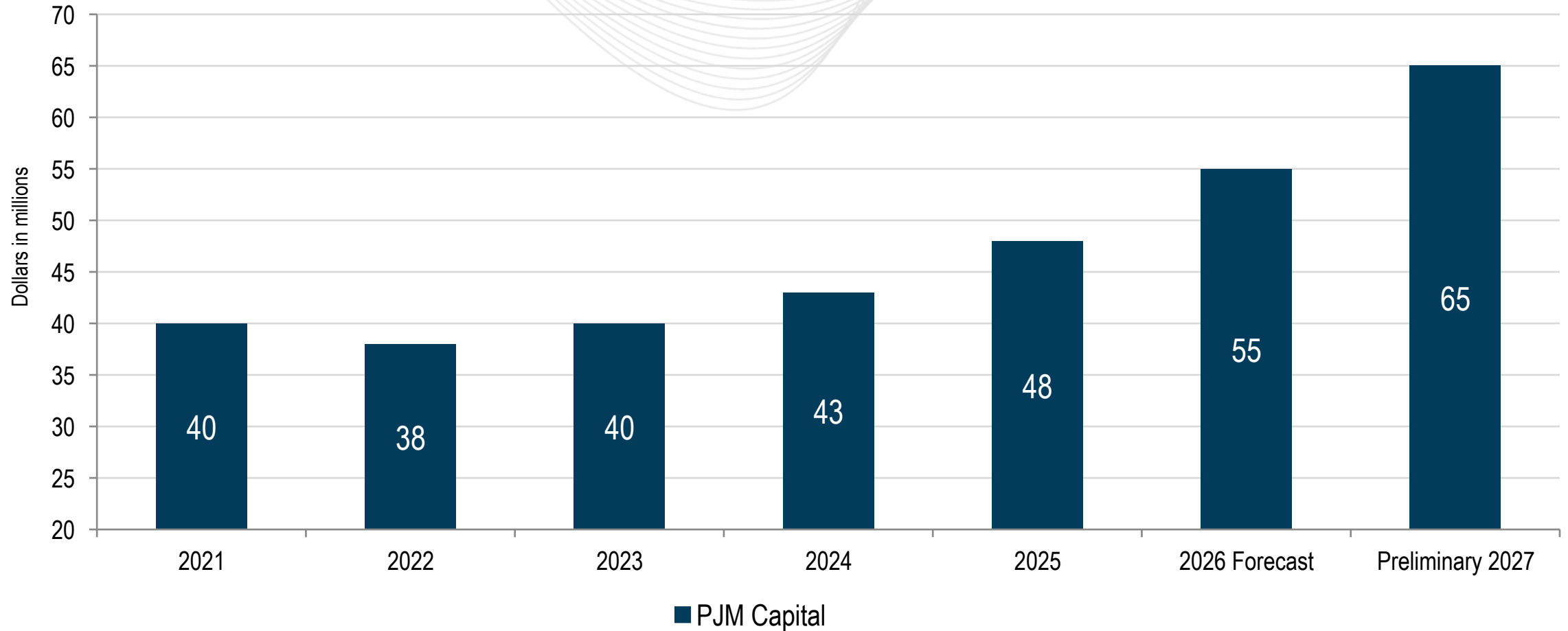
Preliminary 2027 Project Budget

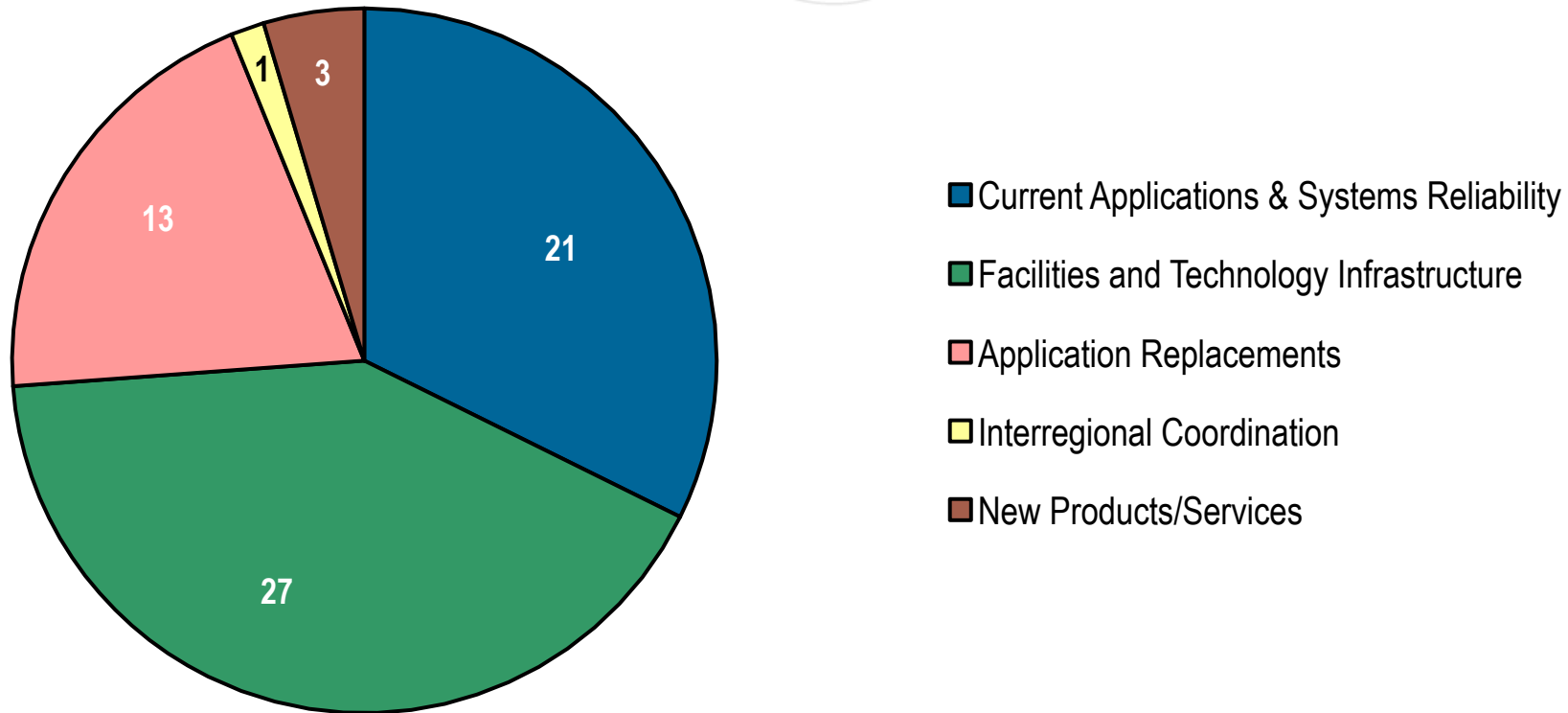
Jim Snow, Sr. Director

Operating Committee

September 10, 2026

Disclaimer: While materials are current at the time of publishing, applicable requirements may change. PJM Governing Documents control.





<i>(dollars in millions, except rates)</i>	2026	2027
Capital	21	13
Expense	7	4

Energy Management Model Manager – This project will implement updated architecture for PJM’s Model Manager (IMM) system. *Service Category: 9-1 Control Area Services*

Next Generation Markets Systems (nGEM) – This project is a collaborative project with vendor and ISOs/RTOs to transform the market systems architecture, technology and products. *Service Category: 9-3 Market Support Services*

ERP Refresh – This project will replace the legacy ERP tool with an updated version of the current ERP product. *Service Category: 9-5 Management Services*

Governance, Risk and Compliance Tool Replacement – This project will replace and automate existing compliance tool and manual processes for compliance documentation, as well as improve internal controls and risk assessment capabilities. *Service Category: 9-5 Management Services*

(dollars in millions, except rates)	2026	2027
Capital	19	21
Expense	7	8
Data Analytics – A series of projects to enhance and modernize PJM’s data and analytical capabilities, skills and tools. <i>Service Category: 9-5 Management Services</i> DART Refresh and Enhancements – A series of projects to integrate the Dispatcher Application and Reporting Tool (DART) into PJM’s updated standardized software tools framework, and to provide functional enhancements to the application. <i>Service Category: 9-1 Control Area Services</i> System Planning Enhancements – A series of projects to support FERC mandated regional transmission planning changes and to improve or automate RTEP processes. <i>Service Category: 9-1 Control Area Services</i> Credit and Risk Enhancements – A series of projects to integrate credit/risk applications into PJM’s standardized software tools framework, automation and to provide functional improvements. <i>Service Category: 9-PSI PJM Settlements & 9-2 FTR Services</i> Cyber Security Enhancements – A series of projects to enhance monitoring and security access of PJM’s computer systems and remediate potential vulnerabilities. <i>Service Category: 9-5 Management Services</i> Dispatch Tools Enhancements – A series of enhancements to improve dispatcher situational awareness, automate operational processes, maintain support and provide functional enhancements within the applications. <i>Service Category: 9-1 Control Area Services</i> Membership Services Tool Enhancements – A series of projects to enhance the customer relationship and account management tools. <i>Service Category: 9-5 Management Services</i> PJM.com and Intranet Enhancements – A series of projects to address functionality updates to PJM.com and PJM’s internal employee website. <i>Service Category: 9-5 Management Services</i>		

(dollars in millions, except rates)	2026	2027
Capital	20	27
Expense	2	4
Building Purchase – Purchase of 955 and 975 Jefferson Avenue properties. <i>Service Category: 9-5 Management Services</i> Energy Management System Platform Upgrade – Project to upgrade underlying infrastructure platform to maintain security and compliance standards. <i>Service Category: 9-1 Control Area Services</i> Technology Infrastructure Upgrades – Projects purchasing network, server, and storage infrastructure equipment. This scope will align technology with PJM’s current architecture as older infrastructure becomes obsolete. <i>Service Category: 9-5 Management Services</i> Milford Facility upgrades – Replace key cooling components in the computer room and main switchgear breakers at Milford facility. <i>Service Category: 9-5 Management Services</i> Security Infrastructure Upgrades – A series of projects to replace and update technology for cyber and physical security monitoring infrastructure. <i>Service Category: 9-5 Management Services</i>		

<i>(dollars in millions, except rates)</i>	2026	2027
Capital	4	3
Expense	---	---
Stakeholder-Driven Efforts – A series of projects to address market system and market settlement enhancements for areas identified in various task force committees. <i>Service Category: 9-3 Market Support Services, 9-4 Capacity Reserve Services, & 9-PSI PJM Settlements Inc.</i>		

<i>(dollars in millions, except rates)</i>	2026	2027
Capital	1	1
Expense	---	---
Market-to-Market Enhancements – Projects will address work required to implement necessary changes within the market-to market application. <i>Service Category: 9-3 Market Support Services</i>		

- **Technology Upgrades \$5.5M** – Infrastructure upgrades with implementation flexibility
- **Application Enhancements \$1.0M** – A series of lower priority enhancements across several applications.

Date	Group	Topics
August 26	Finance Committee	Preliminary 2027 Budget and Projects & Multi-year projections
September 8	Planning Committee	Preliminary 2027 Projects
September 9	Market Implementation Committee	Preliminary 2027 Projects
September 10	Operating Committee	Preliminary 2027 Projects
September 22	Finance Committee	Proposed 2027 Budget and Projects
September 30	Finance Committee Member Representatives	Recommendation Letter to PJM Board of Managers
October	Board of Managers	Consideration of Proposed 2027 Budget

Presenter:
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Preliminary 2027 Capital Project Budget

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Member Hotline

(610) 666 – 8980

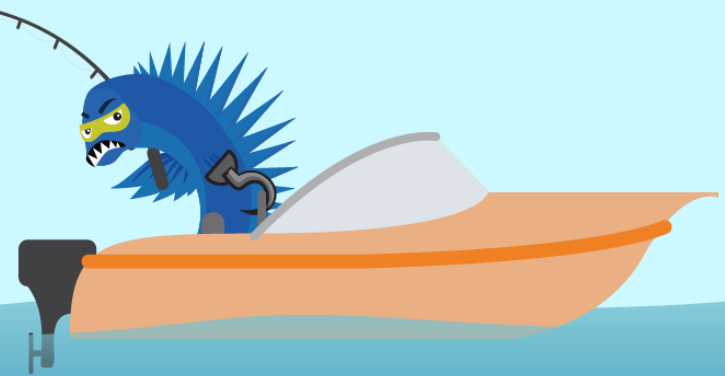
(866) 400 – 8980

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POWER GRID**
**THINK BEFORE
YOU CLICK!**



**BE ALERT TO
MALICIOUS PHISHING
EMAILS**



Report suspicious email activity to PJM.
Call (610) 666-2244 or email it_ops_ctr_shift@pjm.com