



2024–2028 Strategic Plan

Reliable, responsive
and resilient as we power
our clean energy future

Building on a solid foundation

The Bonneville Power Administration is an engine of the Northwest's economic prosperity and environmental sustainability.

This vision has guided BPA for decades, and it continues to inspire us today as we look to a future with more renewable resources, less carbon, and a reliable, resilient electric grid capable of supporting the region's growth.

As the Northwest's largest supplier of clean energy and high-voltage transmission, BPA has the opportunity to help our customers and the region achieve these transformative goals while protecting local natural resources and enhancing conditions for fish and wildlife.

Since its inception, the Federal Columbia River Power System has been a beacon of progress. With the buildout of the expansive high-voltage transmission grid — a masterpiece in its own right — the power of the Columbia traveled great distances, carrying light to rural communities far and wide.

It powered shipyards and airplane factories to support the allied victory of World War II; anchored the region through multiple economic and energy crises; and has long supported the region's prosperity by providing power for what it cost to produce.

Today, the FCRPS and its stewards continue to reflect the region's innovative spirit, capable of navigating today's turning tide. This crucial period will be marked by decarbonization,

the largescale buildout of renewable energy resources, and the associated demand for generation interconnections and transmission service.

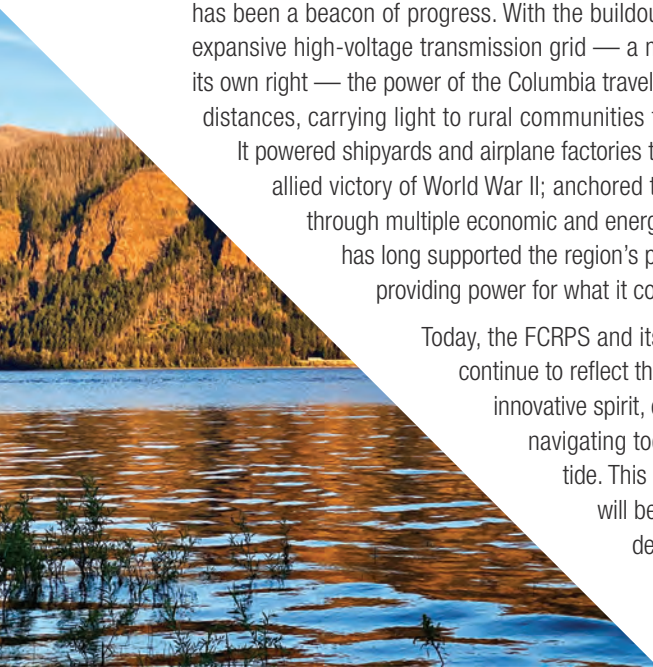
BPA's 2024–2028 Strategic Plan builds on the framework of our 2018–2023 strategy, leveraging the foundational work we've done in the last five years to position the agency as a leader in this clean energy transition. We are coming from a place of financial strength, with competitive rates, ample liquidity and access to capital, and the tools to sustain this financial foundation on which we can achieve our other goals.

With sustainable finances anchoring our strategy, BPA's workforce is the powerhouse behind our ambitions. That is where our strategic plan begins — with a recognition that investing in people must come first for us to achieve our public responsibilities and meet the changing needs of our customers and the region.

Success will include the collaborative development of widely supported power products, policies and rate structures, resulting in new mutually beneficial sales agreements that take effect in 2028. We will transform transmission processes and advance infrastructure investments while engaging in the development of organized markets and greater regional integration.

In this time of transformation, we are also preparing to withstand growing threats. Climate change risks will intensify with expected changes in water supply, and more frequent and severe heat waves and wildfires. Security risks, both physical and cyber, are also mounting concerns. BPA is prioritizing actions to preserve safe, reliable and resilient power and transmission operations in the face of these threats.

This strategic plan charts our path forward, as we once again evolve the FCRPS — a clean energy success story — to help our customers, tribal partners, constituents and the Pacific Northwest thrive in this era of energy transformation.





**Modernize
business systems
and processes**



Invest in people

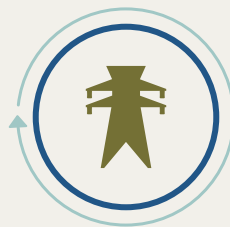


**Enhance the
value of products
and services**

Strategic Goals



**Preserve safe,
reliable system
operations**



**Mature asset
management**



**Sustain financial
strength**

Turning vision into reality, together

We recognize the tremendous responsibility entrusted in us on behalf of our customers and the communities we serve.

The work we do touches the lives of millions who call this place home, and we take great pride in BPA's multi-faceted, public service mission that enables the region's quality of life. Achieving our essential mission requires a careful balance among many beneficiaries and partners. It also requires tremendous collaboration and the support of a broad range of regional interests.

We have many to thank — customers, tribes, federal and state agencies, public interest organizations and other partners — who support our mission and contribute to our shared success. BPA looks forward to continuing our partnerships as we implement this strategic plan. Working together, we will serve the public good, sustain BPA's vital role in the Pacific Northwest and shape an even brighter future powered by clean energy.

About Us



LEGEND

- Transmission line
- Non-BPA line
- Federal dam
- BPA service area

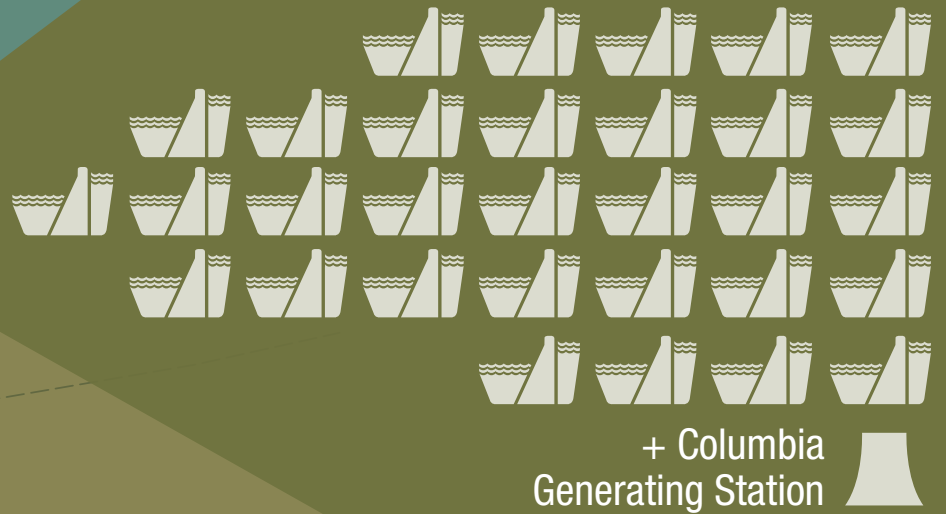


15,000
MILES
of transmission lines
The U.S. spans less than
3,000 miles, coast to coast.

Columbia River Treaty: One basin working together

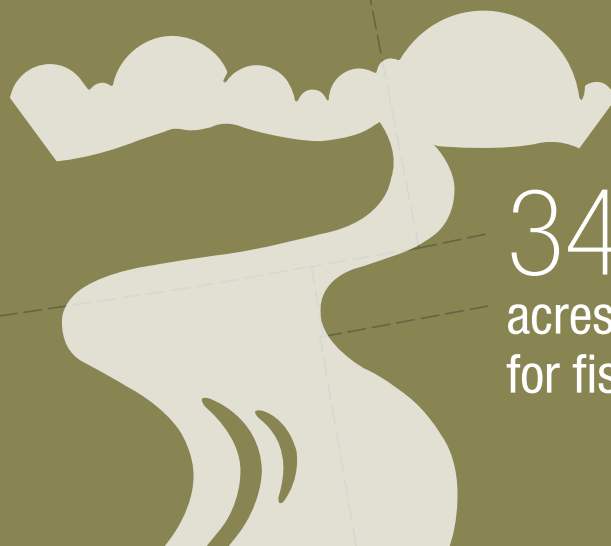
With its origins in British Columbia and a drainage basin that reaches six states, the Columbia River produces more hydropower than any other river in North America. The U.S. and Canada signed the Columbia River Treaty in 1961, providing for the cooperative development of the Columbia River Basin water resources. The Treaty provides hydropower and flood control benefits on both sides of the border and makes possible other benefits as well. The two countries began negotiations to modernize the Treaty in 2018. BPA continues to support the U.S. Department of State in the Treaty modernization negotiations.

BPA markets power from 31 federal dams



Our service territory

As a federal agency, BPA has a trust responsibility and government-to-government relationship with sovereign, federally recognized Indian tribes. BPA acknowledges its service territory spans the traditional homelands of over 50 Northwest tribes who continue to protect, advocate and care for their homelands and resources. BPA commits to continue working with tribal governments on issues of mutual interest and shared stewardship.



344,000
acres of land conserved
for fish and wildlife.



Invest in people

Foster a positive culture and work environment that supports a resilient, engaged workforce capable of delivering on our public-service mission and responsibilities.

The key to BPA's success is its people: devoted public servants, trustworthy stewards and champions of public power.

Further investments in our highly capable workforce and workplace culture will contribute to greater job satisfaction, employee wellness and work-life balance — producing significant benefits for everyone we serve.

BPA will invest in a range of employee programs and services focused on creating and sustaining a safer and healthier work environment. We will continue to invest in community outreach and recruitment initiatives to advance our cultural and workforce aspirations.

BPA's people-centric approach will extend to everyone with whom we interact — including customers, stakeholders, tribes and potential future employees — as we contribute to a professional working environment grounded in safety, respect, equity, diversity and inclusion.

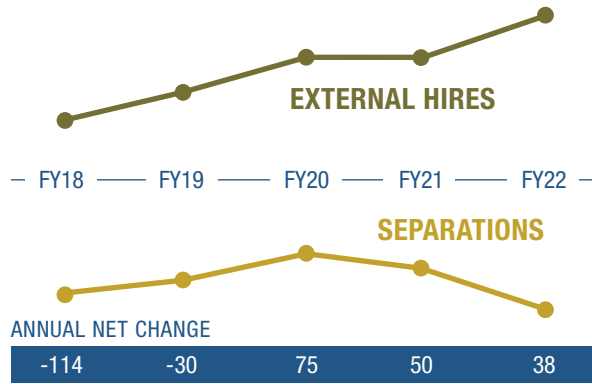
OBJECTIVE 1 Become the safest utility in North America by continuously improving the physical and psychological safety of the BPA workforce.

BPA strives to provide a workplace free from safety and health hazards. We cultivate collaborative partnerships across the workforce and embrace a learning mindset to drive continuous improvement in all aspects of safety, both physical and psychological. We empower and expect individuals to speak up when they have concerns or see a potential hazard.

OBJECTIVE 2 Attract, retain and develop a resilient workforce capable of achieving BPA's mission and strategy in a changing environment.

BPA must continue to innovate, learn and adapt to an ever-changing environment. We will adopt policies and practices that improve our ability to attract, retain and develop our workforce. This includes examining and adopting workplace flexibilities that support retention, satisfaction and engagement while ensuring we meet the responsibilities entrusted in us as a nonprofit federal power marketing administration. We will also heighten our focus on critical skills, growing new leaders and advancing the agency's overall leadership capability.

Federal staffing changes



Despite net losses of federal employees in FY 2018–19 and record high turnover in FY 2022, BPA ended the 5-year period with a net gain of 19 federal employees. The net gain is projected to increase to about 200 by the end of FY 2023 due to record hiring.

TOP-RISK MISSION CRITICAL OCCUPATIONS Top risk is determined by difficulty to fill, recruitment and turnover rates, and retirement forecasts.	AUTHORIZED POSITIONS	FILLED As of June 2023
Auditor	14	64%
Real time trader	14	71%
System dispatcher	55	96%
Electrician and linemen	382	78%
Field district/regional manager	16	100%
Field electrical/electronics engineer	94	71%
It specialist	269	88%
Operations research analyst	48	77%
Physical/biological scientist	15	73%
Power system control craftsman	56	73%
Substation operator	153	80%
Environmental protection specialist	These four occupations were at risk in FY 20, but through targeted mitigation efforts, hiring rates improved and they were removed from the list in FY 2023.	
F&W administrator/fish biologist		
Occupational safety and health		
Senior executive service		

OBJECTIVE 3 Advance a positive workplace culture that values diversity, equity, inclusion and accessibility to ensure everyone can thrive.

When people who look, talk and think differently come together at work, they develop innovative solutions that benefit the communities we serve. BPA is committed to diversity, equity, inclusion and accessibility at every stage of the employee lifecycle, from recruitment to retirement, beginning with outreach strategies to reach more diverse applicants both in-house and outside of BPA. Everyone can thrive when the culture supports a diverse workforce and we come together in a supportive, collaborative environment.



BPA's people and culture path is one of continuous improvement, based on safety, diversity, inclusion and equity. As part of our journey, we have united around a simple but essential mantra: value people.

Those two words gained new meaning when COVID-19 upended our lives. BPA's prior investment in a strong safety culture — with safety as our top core value — aided our rapid and steady response to the public health crisis.

Throughout the pandemic, BPA's workforce showed tremendous resilience by finding new ways to perform critical business functions and advance the agency's major initiatives.

In the midst of the pandemic, leadership identified the need for a heightened focus on the agency's people-related functions. BPA created the Workforce and Strategy Office to boost organizational cohesion, employee satisfaction, recruitment and retention.

We are also enhancing BPA's Culture Strategy, first published in 2020, to further describe how the Culture Office and agency leadership will invest time and program resources.





Enhance the value of products and services

Maximize the value of the federal system and the products and services we offer to meet our customers' evolving needs.

As the needs of our customers evolve, so must the products and services we offer. Clean energy mandates and decarbonization goals are driving customer demand for more renewable generation and amplifying resource adequacy concerns brought about by a changing resource mix.

The flexible, reliable and carbon-free power of the FCRPS, coupled with the expansive high-voltage transmission grid, is the bedrock we will build on to meet these future needs. Actions will include reforming generation interconnection procedures and other processes to support the unprecedented demand for new resources. We will also provide regional leadership in the exploration of new markets and more interconnected system operations that may enhance reliability, resilience and sustainability.

OBJECTIVE 1 Remain public power's provider of choice by fully subscribing the federal base system in long-term contracts.

For decades, BPA has served communities throughout the Northwest through long-term power sales to regional utilities. BPA is the sole or major power supplier for most of these customers. With today's contracts slated to end in 2028, BPA is working to preserve these important and mutually beneficial relationships through its Provider of Choice initiative. The backdrop of this undertaking is more complex than ever before.

In developing the next generation of power sales policy and contracts, we are committed to being responsive to our customers' evolving needs while working within the framework established by BPA's statutes. We are committed to offering products and services that are equitable, administratively straightforward, and offered at the lowest possible rates consistent with sound business principles.

Beyond delivering power through the federal base system, we seek to offer customers options that enable their investment in and integration of nonfederal resources as well as options for BPA to serve growing load needs. This collaborative policy and contract work will position BPA to support our customers and their communities for decades to come.

OBJECTIVE 2 Foster market evolution across the West to enhance the delivery of cost-effective and reliable service.

New markets present opportunities to enhance the delivery of reliable, affordable and carbon-free power to our customers through increased resource diversity. Leveraging our experience in the Western Energy Imbalance Market, we will help shape two market initiatives underway in the West — the California Independent System Operator's Extended Day Ahead Market and Southwest Power Pool's Markets+ — with the goal that these market options work with our statutory obligations and support our customers' needs and interests. Input from our customers and the public will inform our decision about whether to participate in either market option.

BPA is taking an incremental approach toward more integrated system operations that promise to enhance reliability and resilience. BPA will position itself to consider moving beyond a day-ahead market, if we choose to participate in one, through the evaluation of services and benefits that could be provided by a regional transmission operator.

OBJECTIVE 3 Support regional carbon reduction efforts.

State policies to reduce greenhouse gas emissions and expand clean energy are driving this transition and challenging the industry to develop clean alternatives to baseload fossil fuel generation.

BPA recognizes that the federal base system is capable of providing flexible, reliable, carbon-free power that can further enhance regional efforts to reduce greenhouse gas emissions. The federal hydropower system and Columbia Generating Station produce carbon-free electricity and, on average, the power BPA sells is about 95% carbon-free. The emissions in the power BPA sells are attributed to purchases in the wholesale market, which BPA has historically relied upon to balance generation and loads. These unspecified power purchases cannot be attributed to a specific resource, and therefore, states attribute emissions to them.

Going forward, BPA will strive to complement the existing system by acquiring additional cost-effective carbon-free resources and enabling delivery of increasingly decarbonized power to the region. Acquiring carbon-free resources and purchases, consistent with BPA's statutory obligations, could reduce BPA's total unspecified purchases and associated emissions and help us meet load growth with clean resources.

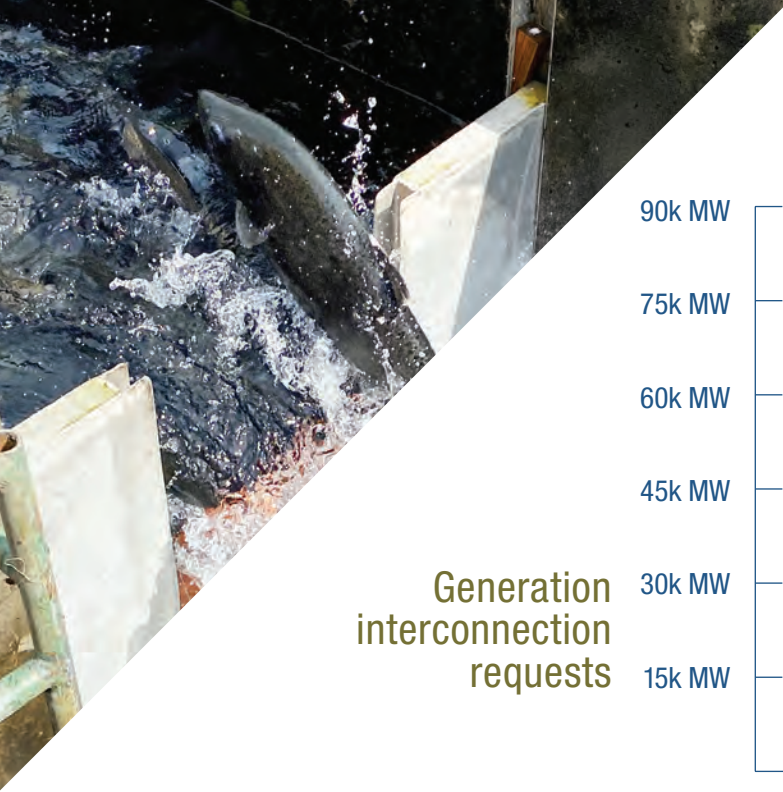
BPA intends to explore forward-thinking ancillary services to support the integration of new loads and emerging technology, as well as enable the ability to expand the transmission available for customers, aiding the integration and delivery of new, clean resources.

In addition, as we set other agency policies, we will weigh the impacts of such decisions on the federal system's carbon content alongside other relevant considerations.

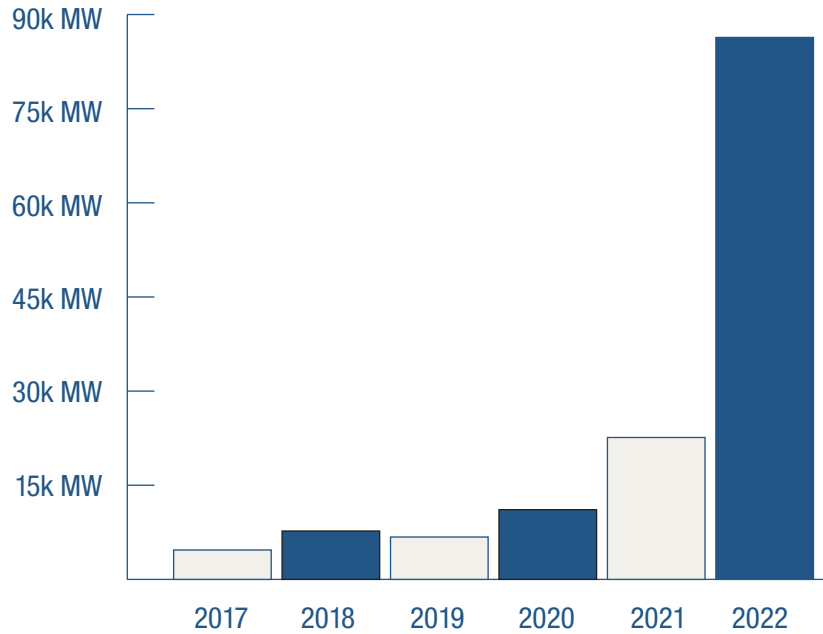
The challenge of decarbonizing is a collective one. Given the interconnected nature of the electrical system and power markets, BPA promotes greater coordination across states to provide consistency in greenhouse gas accounting and tracking the environmental attributes of power.



To maximize the value of the federal power and transmission systems, we launched and implemented an ambitious grid modernization initiative that enabled BPA to join the Western Energy Imbalance Market and laid the foundation for future market developments. We achieved an additional 231 average MW of energy efficiency and focused our efficiency programs on the areas that provide the greatest value to the power system, further extending the value of the FCRPS. With growing customer demand for transmission service, we improved our ability to calculate and market available transfer capability, enabling more efficient use of the existing system. In the last five years, BPA offered over 11,000 MW of transmission service through its transmission study and expansion process, and customers have started over 5,200 MW of new service.



Generation interconnection requests



OBJECTIVE 4 Advance transmission investments and innovative solutions to integrate loads and resources.

The demand for clean energy is driving the need for transmission expansion to deliver energy from geographically dispersed resources to population centers where demand is expected to grow. Novel approaches will be needed to address the sharp rise in generation interconnection requests and transmission service while maintaining reliability and managing costs.

BPA is aggressively identifying and developing transmission expansion projects to support the clean energy goals of our customers and the region. In a related effort, BPA will seek potential queue reforms and related tariff changes necessary for a first ready/first served approach for generation interconnection requests, allowing us to prioritize the most viable projects.

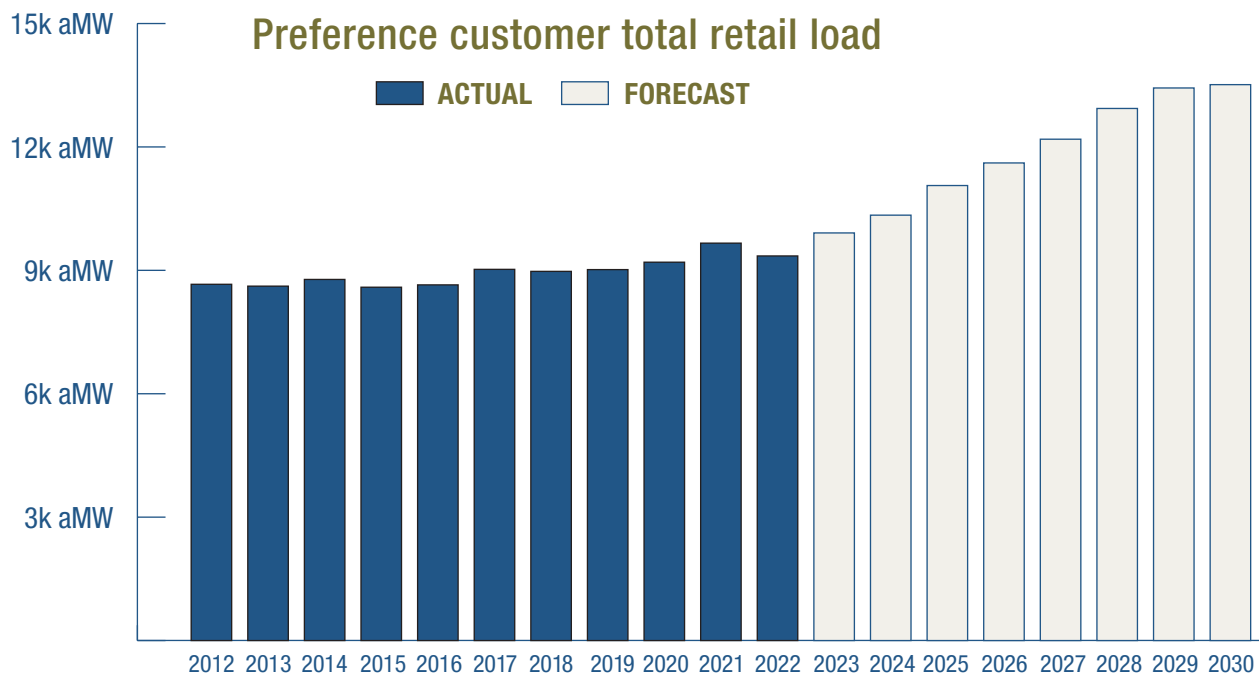
OBJECTIVE 5 Continue to prioritize fish and wildlife investments based on biological effectiveness and mitigation for FCRPS impacts.

BPA partners with tribes, states, federal and local governments, the Northwest Power and Conservation Council and many others to mitigate the effects of constructing and operating the FCRPS.

We will continue to meet our mitigation responsibilities while balancing fish and wildlife stewardship with power operations and other river uses. Effectively managing agency costs will help sustain the agency's financial strength and resilience, ensuring we can continue to invest in biologically effective measures to enhance conditions for fish and wildlife.

Columbia Basin Fish Accords

BPA is committed to protecting, mitigating and enhancing the region's natural resources impacted by the development and operation of the FCRPS. We meet our mitigation responsibilities through extensive partnerships and regional collaboration. One example: the Columbia Basin Fish Accords with tribes and states, which were extended in 2022 to provide another \$409 million for fish and wildlife mitigation through 2025. These agreements, originating in 2008, have been effective for implementing crucial and complex fish and wildlife mitigation projects. The work conducted under the Accords provides tangible benefits to salmon and other fish and wildlife species throughout the Pacific Northwest.



OBJECTIVE 6 Promote energy efficiency investments to meet the long-term resource needs of BPA, our customers and the region.

Energy efficiency remains a cost-effective power resource as the region — and BPA itself — seeks to decarbonize. Recognizing our customers have wide-ranging needs and priorities, BPA will offer a diverse portfolio of energy efficiency and demand response offerings to ensure program benefits are distributed equitably among our customers.

BPA seeks to acquire energy conservation that provides the greatest power resource benefits. Investments are guided by BPA's Resource Program, which identifies long-term, least-cost power resource acquisition strategies to ensure BPA meets its future power obligations.

5 MILLION+ LIVES POWERED

Energy Efficiency

BPA and its customers have achieved more than 2,500 average megawatts of energy efficiency since the passage of the Northwest Power Act in 1980, making EE the region's second-largest power resource behind hydropower.



Sustain financial strength

Provide stable, competitive power and transmission rates over the long term.

Financial strength is an enduring priority for BPA. In the next five years, we will build on BPA's solid financial footing by focusing on the core objectives and metrics in our Financial Plan. These objectives demonstrate our commitment to deliver on BPA's public responsibilities and to maintain its position as the region's leading power and transmission provider.

OBJECTIVE 1 Maintain cost-management discipline and execute capital plans.

BPA aggressively manages the costs of operating the federal power and transmission systems, consistent with its mission objectives and statutory obligations. Cost-management discipline remains a key focus, as outlined in the Financial Plan, recognizing it will require balancing different priorities and obligations. We will rely on input from customers and others through our Integrated Program Review process, the public forum where we develop forecast program costs ahead of each rate case.

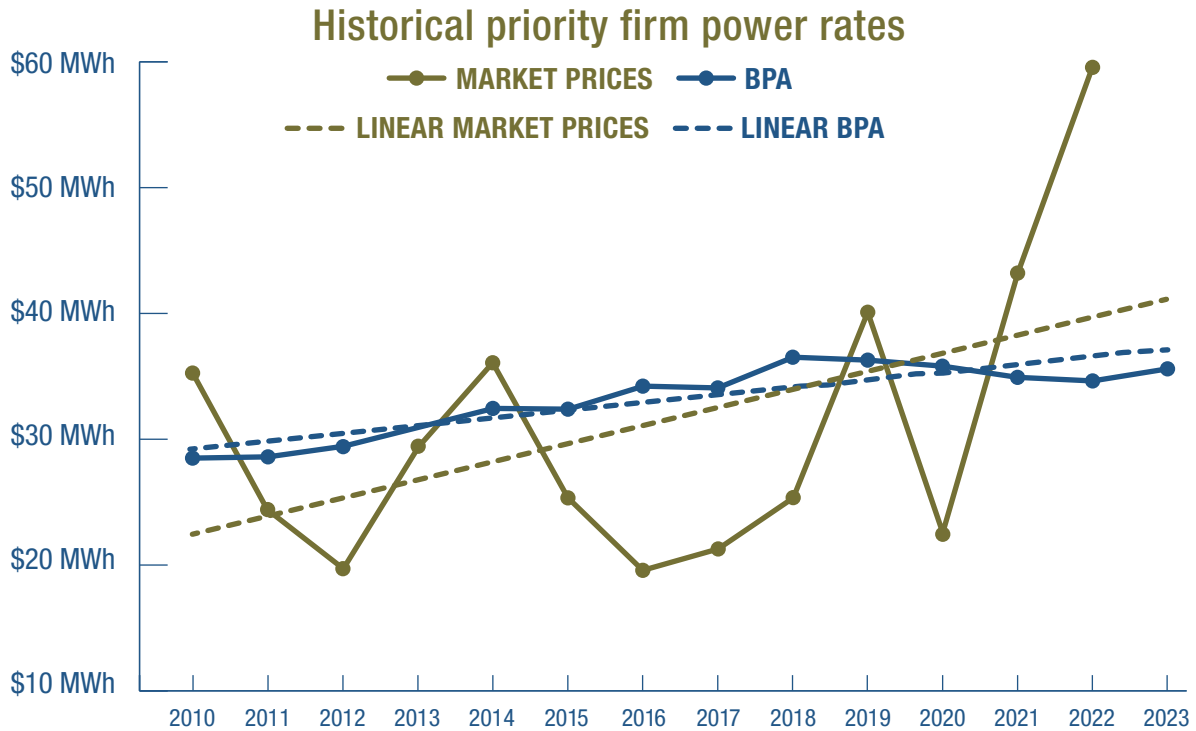
As we continue to control operating costs, it is equally important to execute on our capital plans to ensure we maintain and preserve the value of the FCRPS. While access to secure, low-cost capital will not be an issue for the near future thanks to BPA's recent substantial increase in U.S. Treasury borrowing authority, we remain committed to disciplined capital investments. BPA intends to develop and execute capital plans with the goal of making the right investments in the right assets at the right time, returning the highest possible value for our ratepayers and the region.

OBJECTIVE 2 Maintain financial resiliency through adequate reserves, leverage, and U.S. Treasury borrowing authority.

Financial resilience enables BPA to withstand disruptive events and conditions that impact revenues, expenses, or the delivery of power and transmission services and other regional benefits. BPA achieves financial resilience by having sufficient liquidity to ensure all bills are paid in full and on time; a prudent amount of leverage to help reduce and stabilize interest costs and maintain a more stable cost of service over time; and enough debt capacity to ensure essential and ongoing capital investments are funded with certainty and at low cost.

OBJECTIVE 3 Maintain high investment-grade credit ratings.

BPA seeks to maintain high investment-grade credit ratings on its nonfederal debt from all three major ratings agencies. Strong credit ratings are a reflection of BPA's financial strength and help ensure low costs on BPA-backed nonfederal debt.



Cumulative IPR
expenses and savings
FY 2018–2023

ESTIMATED \$11.7 B

ACTUAL \$10.9 B

That's nearly

\$1,000,000,000

in cost-management driven savings



BPA identified financial strength as the cornerstone of its strategic vision in 2018. Since then, rates have stabilized through a combination of prudent cost controls and new revenue opportunities. We improved financial resiliency through policies that guide how the agency manages reserves and reduces debt, and Congress addressed the capital needs of the Federal Columbia River Power System by increasing BPA's U.S. Treasury borrowing authority by \$10 billion. All of these actions helped to preserve BPA's high investment-grade credit ratings and established a strong footing for BPA to achieve its longer-term strategic goals.



Mature asset management

Manage risk and maximize asset value by delivering the right projects at the right time.

The hydropower dams, transmission grid and other publicly owned assets associated with BPA's mission play a central role in the region's economy and way of life. As these assets age, as system operations become more complex and as the world in which we operate continues to change, a robust asset management program ensures we can preserve and enhance these assets so they can deliver the greatest value to the region.

BPA is committed to continually improving its asset management program. Working closely with our partners in the region, we will enhance risk-based decision-making to maximize asset value, and preserve the reliability and resilience of the assets on which the Northwest relies.

We also recognize that the needs of our customers and the region cannot be met with existing transmission infrastructure. New transmission will be built consistent with our asset management goal of investing in the right projects at the right time.

OBJECTIVE 1 Improve asset management data and system capabilities.

Quality and readily accessible data are critical to BPA's asset management maturity. BPA will optimize system applications to better understand asset information and the various asset life cycle components.

OBJECTIVE 2 Enhance risk-based decision-making and portfolio optimization.

The basis of asset management is an understanding of each asset's criticality, health and risk, or CHR. Criticality measures the asset's importance to BPA's business or the consequence of failure; health measures the asset's condition; and risk describes the impact of uncertainty for those assets. This understanding is necessary for risk-based decisions and is supported by the data and system capabilities BPA will achieve through objective 1. BPA will apply consistent governance, processes and decision criteria, leveraging CHR data, to sharpen project prioritization and better inform investment decisions. An integrated analytical method, which considers impacts such as environmental change, inflation and supply chain challenges, will further support risk-based decision-making and maximize asset value.

1,000

BPA-owned and operated facilities

2.8 million sq. ft.
of substations, control centers,
warehouses and office buildings

2,250 VEHICLES AND
HEAVY EQUIPMENT

Seven asset categories, many asset partners

BPA's asset management program is complex, with assets that are diverse in age, geography and function; asset categories in various states of maturity; and reliance on extensive regional partnerships. These assets enable the delivery of essential power and transmission services valued at billions of dollars each year, as well as regional benefits for fish and wildlife.

1. Federal hydropower: 31 federal dams
2. Transmission: 15,000 miles of transmission line, 260-plus substations and associated equipment
3. Facilities: substations, control centers, warehouses and office buildings
4. IT: equipment and systems
5. Fish and wildlife: hatcheries, land protected by conservation easements and fish screens
6. Fleet: vehicles and heavy equipment
7. Physical security: fencing, cameras and other protective measures

BPA does not manage these assets alone. For example, we work with federal dam operators — the U.S. Army Corps of Engineers and Bureau of Reclamation — to support risk-based decisions for the region's federal hydropower assets. We rely on extensive partnerships with tribes, states, federal and state agencies, nonprofit organizations and many others in the management of fish and wildlife assets. Input from our stakeholders during the Integrated Program Review, where we share Strategic Asset Management Plans and seek feedback on associated capital forecasts, is also important.



BPA has taken a risk-based decision-making approach to managing the federal portfolio of assets. This effort began with the adoption of industry-leading principles and practices, consistent with the Institute of Asset Management framework that emphasizes data-driven investments based on criticality, health and risk methodologies. We developed 10-year Strategic Asset Management Plans for each asset category and tied the SAMPs to our Integrated Program Review process to better inform our capital spending forecasts. We also began issuing annual asset plans that outline how BPA will implement the SAMPs. Through these efforts and by continuing to strengthen collaboration with our asset partners, we have improved our foundation to strategically plan for and prioritize future investments.



Preserve safe and reliable system operations

Protect and enhance the delivery of power and transmission services in an evolving landscape.

BPA has more than eight decades of experience maintaining safe, reliable power and transmission operations, a feat that required continual adjustment as the Northwest's grid evolved over time. We are prepared to continue this legacy as new and emerging reliability and security risks challenge the grid. Key considerations are the impacts of extreme weather, wildfires, cyber and physical attacks, and the integration of more variable energy resources.

The operation of the interconnected power grid requires a greater level of collaboration and cooperation going forward to ensure we can operate a reliable, resilient and secure grid for the customers and communities we serve.

OBJECTIVE 1 Implement operational improvements that support grid reliability.

We will continue to maximize the capacity of the existing grid through a combination of operational studies, visualization tools, congestion management and other operational improvements. We recognize the challenge of building new transmission lines, including long lead times, significant costs and environmental impacts. While our strategy includes non-wires solutions when available, we are also planning substantial transmission expansion investments.

OBJECTIVE 2 Strengthen resilience in preparation for high-impact events and system change.

Climate-related risks and security threats — both physical and cyber — have intensified. At the same time, the resource and load mix is changing, with fewer baseload resources available and more variable energy resources connecting to the grid. BPA will ensure it is better prepared to respond to and recover from high-impact events as the system continues to change. BPA's participation in the development of the Western Resource Adequacy Program will continue as a way to take advantage of diverse energy resources and meet capacity needs.

We are hardening facilities and communications systems to enable continued operations through high-impact events and prioritizing proactive actions to improve our ability to respond to disruptions. This includes developing tools to improve situational awareness for wildfires, cyber threats and severe weather.

Climate-related hazards that could impact critical systems



More frequent, longer and more intense heat waves



More frequent, severe wildfires and longer fire seasons



Increased coastal flooding due to sea-level rise



More frequent, intense inland flooding



More extreme heavy rainfall events



More landslides

OBJECTIVE 3 Advance a culture of compliance to meet changing requirements, improve reliability and manage risk.

As the world around us evolves, so does the regulatory environment in which we operate. Improvements in internal practices and capabilities will accommodate change and reduce risk associated with meeting changing compliance standards. Work will include increased engagement with regulators, as well as advancements in internal controls and causal analysis.



The grid modernization initiative BPA launched in 2018 included a portfolio of projects aimed to improve automation, accuracy and visibility. Many of these projects, now completed, targeted operational and reliability benefits that BPA is able to leverage today through our participation in the Western Energy Imbalance Market. In addition, BPA actively engaged in the funding and development of the Western Resource Adequacy Program, which is now operating under an independent board of directors and a tariff approved by the Federal Energy Regulatory Commission.

BPA invested in significant upgrades to its automatic generation control system, improving the flexibility of the federal hydropower system while preserving grid stability. We further advanced our goals for safe and reliable service through our Wildfire Mitigation Plan. Released in 2020, the plan aims to protect public safety and preserve the reliable delivery of electricity through proactive and responsive measures. BPA continues to enhance this plan, which includes a public safety power shutoff procedure and industry-leading vegetation management.

Sustainability and resilience

Sustainability and resilience are inextricably linked, with the shared goal to protect people, assets and the environment in uncertain, sometimes extreme conditions. BPA's Sustainability Office and Resilience Program work closely to ensure the agency continues to thrive in a rapidly changing, resource-constrained environment. BPA developed its first Climate Vulnerability Assessment and Resilience Plan in late 2022, and both programs will continue to collaborate to further embed climate resilience into BPA's critical business functions.



Modernize business systems and processes

Improve the efficiency, accuracy and flexibility of internal business capabilities.

As we prioritized the budget and staffing resources associated with grid modernization and maintained competitive rates in recent years, BPA took prudent cost-control measures in other parts of the business. We are now sharpening our focus on needed investments to improve foundational internal business systems and processes. These enhancements will support our ability to deliver reliable, resilient and competitive power and transmission services as the electricity industry landscape continues to change.

OBJECTIVE 1 Develop more cost-effective, well-organized and efficient systems for managing technology and business operations.

To keep pace with changing markets and customer needs, BPA will seek technology solutions that enable greater flexibility and enhance efficiency across our enterprise. Further development of enterprise architecture — a blueprint that converges technology and business processes — will create tighter alignment of agency priorities with information technology service delivery, reducing the cost and complexity of BPA's corporate operations.

OBJECTIVE 2 Strengthen the resiliency and security of information and operational technology.

BPA is constantly advancing its cybersecurity protections to guard the agency from the latest threats. One area of significant focus is overcoming barriers to real-time threat detection for critical infrastructure, with an eye toward centralized monitoring of substations and substation networks. This involves the deployment of automated systems that monitor and manage the generation and delivery of power, otherwise known as operational technology. BPA will continue to expand its Continuous Diagnostics and Mitigation program, led by the Cybersecurity and Infrastructure Security Agency, for enhanced situational awareness. The sensors and tools that make up this program will set the foundation for zero-trust architecture to further fortify cybersecurity controls.

A storied past, an even brighter future

BPA will celebrate its 90th anniversary before we conclude this strategic cycle. Through the decades, we have reimagined clean energy and the power grid time and again — often in the face of uncertainty and always in collaboration with our regional partners. The lessons we’ve learned along the way have prepared us for the journey we’re embarking on today.

In many ways, this strategic plan is reminiscent of BPA’s most historic triumphs. As we seek innovative transmission solutions to meet our customers’ needs, we are reminded of BPA’s breakthrough in direct current technology and the construction of the nation’s first and longest high-voltage DC intertie. This advancement in the transfer of electricity across two regions serves as an early example of regional cooperation, demonstrating the value of sharing diverse power resources over a larger footprint.

As we support regional decarbonization, we are reminded of our decades-long commitment to environmental stewardship, including our trailblazing work in energy efficiency. With no blueprint to follow, BPA and its utility customers proved that simply saving power for others to use is the cleanest and most cost-effective new power resource.

And as we seek to integrate more renewable generation, we are reminded of BPA’s role in connecting one of the world’s first wind farms and later designing cutting-edge solutions for the large-scale integration of variable resources. These advancements enabled a surge in wind energy development and cleared the way for future carbon-free resource development in the Pacific Northwest.

This kind of inventive, forward thinking is in our DNA. And now we have set our sights on yet another energy transformation. Leveraging our prior achievements, BPA will remain a leader in clean energy, adapt to new demands and help our customers and the region thrive in this era of change.

 339 TRANSMISSION CUSTOMERS

 142 POWER CUSTOMERS



www.bpa.gov

BONNEVILLE POWER ADMINISTRATION
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