



Strategic Plan 2026–2030

Reliable, responsive
and resilient

Message from the Administrator and Chief Executive Officer

Dear Colleagues,

The Bonneville Power Administration is a national treasure, and its history is synonymous with the development of the Pacific Northwest. Throughout BPA's existence, it has performed vital functions in service of its customers and the nation as a whole. As BPA's administrator and chief executive officer, it is an honor to present our Strategic Plan. As one of four power marketing administrations under the United States Department of Energy, BPA will continue to play an important role in securing a prosperous future for America's people.

BPA's mission is grounded in the belief that natural resources, like the mighty Columbia River, should be put to the "highest and best" use in service of the public. I am excited about the opportunity to bring bold ideas forward to help accelerate and expand energy production. Under my leadership, BPA will encourage the development of transmission, power generation and storage for and by those utilities who need it. Through appropriate rate structures, BPA will convey the value of saving a megawatt-hour of power at the margin when demand for energy is soaring.

Successful implementation of BPA's Strategic Plan will ensure customers have continued access to reliable, low-cost energy, which remains a cornerstone of BPA's mission and drives the economy of the Pacific Northwest. Since access to affordable and secure energy is fundamental to both national and economic security, BPA is prioritizing the accelerated development of capacity-rich generation and transmission to enable load growth. BPA's ongoing efforts to modernize energy infrastructure and ensure regional grid reliability builds on its legacy as the region's leading wholesale power provider.

I am grateful for the opportunity to serve in this critical leadership role to deliver on the Northwest Power Act's purpose of assuring the Pacific Northwest an adequate, efficient, economical, and reliable power supply. I recognize the tremendous responsibility entrusted to BPA on behalf of our customers and the communities we serve. I invite customers, tribes, federal and state agencies, stakeholders, public interest organizations and other partners to share in this strategy as we advance national and regional energy priorities.



Sincerely,

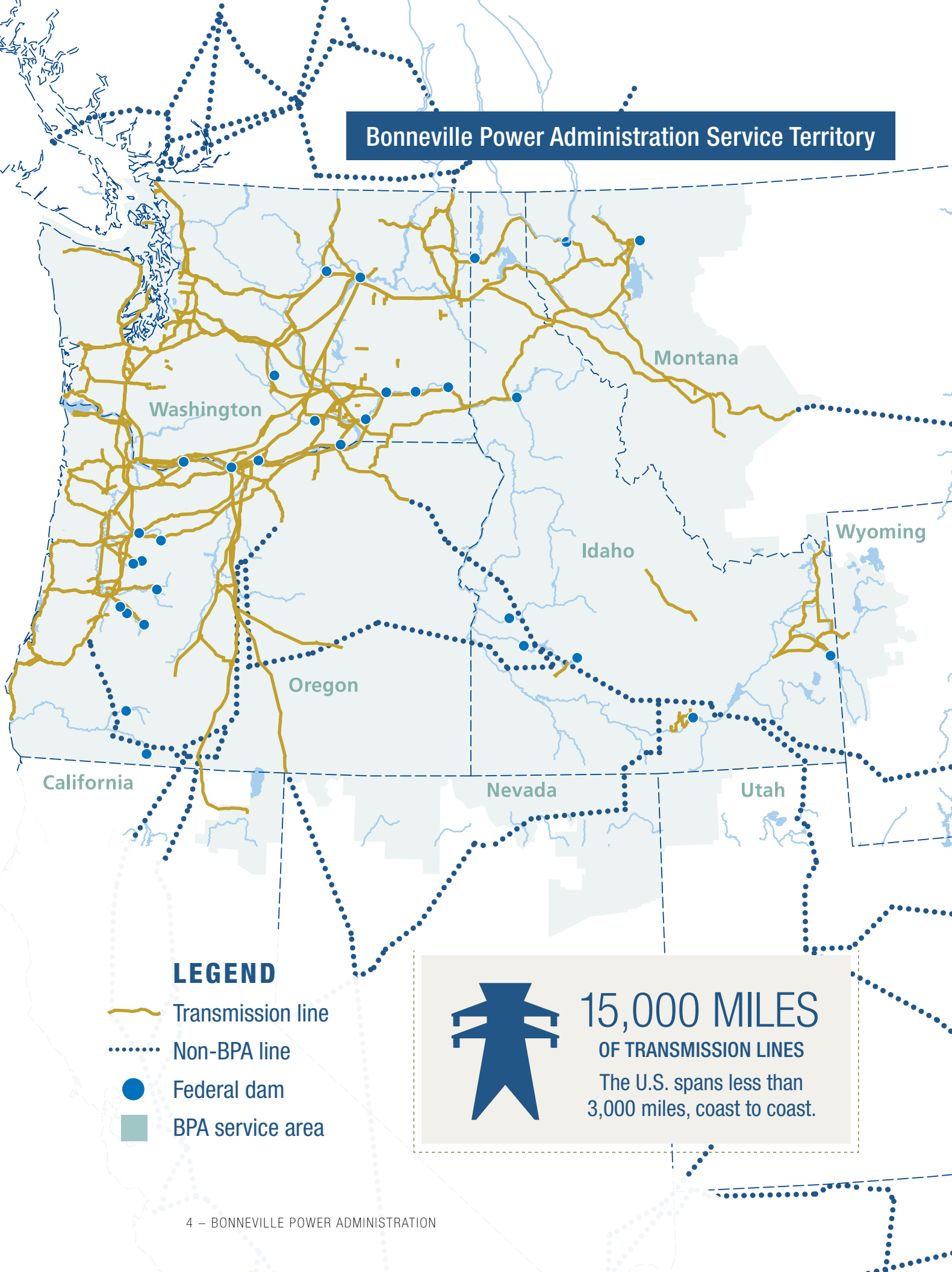
Travis Kavulla

Administrator and Chief Executive Officer

Table of Contents

Message from the Administrator and Chief Executive Officer	2
Prelude	5
Executive Summary	6
Context and Challenges	7
Mission, Vision and Core Values	11
Alignment with Administration and Department Priorities	12
Overarching Framework	16
Strategic Goals and Objectives	17
Key Statutory Authorities Delegated to BPA	25
Conclusion	26

Bonneville Power Administration Service Territory



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.

Prelude

Congress established BPA in 1937 to market power from Bonneville Dam, followed by additional federal dams constructed on the Columbia River and its tributaries.

Since its creation, BPA has dutifully carried out its public service mission and built a legacy as one of the nation's lowest-cost, affordable, and reliable power providers, shaping the development of the Northwest along the way.

About one-third of the power consumed in the Pacific Northwest comes from BPA. Wholesale electrical power is marketed by BPA from 31 federal hydroelectric dams, one nonfederal nuclear plant, and several smaller nonfederal power plants. The U.S. Army Corps of Engineers and the Bureau of Reclamation operate the dams in a coordinated manner with BPA, and the Columbia Generating Station nuclear plant is owned and managed by Energy Northwest. Across its service territory — which includes Idaho, Oregon, Washington, western Montana, and parts of California, Nevada, Utah, and Wyoming — BPA owns and maintains 15,000 circuit miles of high-voltage transmission, a vast majority of the region's transmission system.

BPA pays its way by selling power and transmission services and does not receive annual taxpayer funded appropriations. BPA provides its services at cost to help keep rates low for customers consistent with sound business principles. Low-cost Columbia River Basin hydropower and nuclear energy from the Columbia Generating Station are cornerstones of the Northwest economy.

Today, more than 5 million people and more than 1.2 million jobs depend on the affordable power BPA supplies. BPA works in close partnership with generating partners, customers, states, tribes, industry, national laboratories and other energy sector stakeholders to improve grid reliability and security, while providing low-cost power and transmission service across the Northwest.

This Strategic Plan charts BPA's path to deliver on its enduring mission while adapting and innovating to meet the Administration's priorities, DOE's goals and evolving regional and customer needs. From this overarching plan, BPA has established goals, objectives and annual key performance measures that align with DOE's strategy to stabilize, optimize and expand the power grid to effectively meet growing demands for energy.

“I regard the Columbia River as one of the
greatest assets not only of the Northwest,
but of the whole United States.”

—President Franklin D. Roosevelt, September 1937

Strategic Goals



Invest in people



Grow the grid



Increase productivity



Protect ratepayers



Preserve safe and reliable system operations



Modernize business systems and processes

Executive Summary

As power and transmission demands rise across the nation, the Trump Administration and Department of Energy are prioritizing actions for more secure, reliable, abundant and affordable energy. BPA is uniquely suited to support national energy priorities through the delivery of its mission and strategic goals.

BPA's Strategic Plan focuses on sustaining BPA as an energy leader, able to meet increasing energy demands. In this time of growth, sustaining financial strength, competitive rates, ample liquidity and access to capital are critical factors for success. By effectively executing these six strategic goals, BPA will remain an economic engine for the region while advancing the national energy agenda.

1. **Invest in people:** Modernize recruitment, compensation and training to build a resilient, engaged workforce capable of delivering on our public service mission and responsibilities.
2. **Grow the grid:** Maximize the value of the federal system by deploying innovative transmission and power supply solutions that ensure grid reliability while adapting to evolving customer needs.
3. **Increase productivity:** Drive power and transmission productivity to manage risk, maximize asset utility, and deliver critical projects on time.
4. **Protect ratepayers:** Maintain competitive and low-cost rates through sound business principles, employing innovative financial structures that shield existing customers from the cost of large-load expansions.
5. **Preserve safe and reliable system operations:** Protect and enhance the delivery of power and transmission services in an evolving landscape.
6. **Modernize business systems and processes:** Transform legacy systems and workflows to build highly efficient, resilient and adaptable business capabilities.

Through coordination across planning processes, strategic infrastructure investment and expansion, deployment of innovative technologies and data-driven decision-making, BPA will improve system performance, reduce exposure to risks and continue to be the low-cost provider of choice for its customers.

Context and Challenges

Since its inception, the Federal Columbia River Power System (FCRPS) 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 River traveled great distances, carrying light to rural communities far and wide.

It electrified shipyards and airplane factories to support the allied victory of World War II. Anchoring the region through multiple economic and energy crises, this magnificent federal hydropower resource has long supported the region's prosperity by providing reliable and affordable power.

A new era of energy transformation has begun, and the FCRPS and its stewards continue to reflect the region's innovative spirit. This Strategic Plan identifies the actions BPA must take to overcome the critical challenges facing the region today: scaling for new load, delivering affordability, modernizing for reliability, and achieving security and resilience. BPA is focused on executing its priorities by adopting an integrated, forward-looking strategy.

Priority – Expand and expedite access to the transmission grid

Challenges:

People: Experienced transmission planning engineers, civil engineers, project managers and skilled field crews (line workers and substation technicians) are in high demand; and BPA is competing with other utilities and industries that often offer more flexible compensation and benefit packages. Processing load and generation interconnection requests is highly labor-intensive. Transmission planners must perform complex system impact studies for hundreds of new generation projects in the queue.

Financial: Transmission expansion requires massive capital expenditure. Funding such expenditures requires careful management to balance tension between near-term rate impacts and long-term financial health while navigating BPA's finite access to U.S. Treasury borrowing. BPA's current baseline software infrastructure and modeling tools require significant upgrades to enable efficient and effective interconnection management, presenting a key technological hurdle.

Technology: Global supply chains face severe bottlenecks, with lead times of 3 to 5 years for high-voltage transformers, circuit breakers and specialized conductors, delaying project execution. Traditional queue-processing methodologies are outdated. BPA requires advanced, automated interconnection study software, dynamic grid modeling tools, and key government and industry partnerships to improve throughput and regional value.

Priority – Maintain competitive and low-cost rates while addressing growing demand

Challenges:

People: Successful implementation of recently executed long-term power sales agreements requires adept leadership and rigorous technical skills. Structuring rates and conducting complex rate cases in accordance with the Northwest Power Act requires highly skilled rate design analysts, cost-causation analysis, economic forecasting, billing determinant analysis, regulatory compliance expertise, and formal administrative process management.

Financial: Long-term contracts could expose BPA customers to financial risk if future resource availability (such as diminished hydropower due to drought) requires BPA to buy replacement power to fulfill its contractual load obligations. BPA faces a fundamental mathematical tension: It must fund billions in grid modernization and expansion, wildfire mitigation, and fish and wildlife programs, and maintain generation and transmission reliability; all while fully recovering costs and repaying the federal investment over a reasonable period of time and keeping rates as low as possible, consistent with sound business principles.

Technology: BPA must continue to utilize and improve long-term resource acquisition and probabilistic load-resource planning methods for meeting obligations over 10-to-20-year horizons. This requires evaluating the need for advanced financial modeling capabilities and ability to leverage load forecasting and risk-analysis tools to accurately project revenues and cost-allocations across volatile water supply conditions and changing market dynamics. Billing system enhancements are required to support granular market participation, complex tracking, and customer-specific rate designs.

Priority – Maximize hydropower and nuclear generation

Challenges:

People: Many members of the workforce at the Columbia Generating Station (operated by Energy Northwest) and the federal dams (operated by the U.S. Army Corps of Engineers and Bureau of Reclamation) are nearing retirement. Recruiting specialized nuclear engineers and hydropower technicians to remote locations is increasingly difficult.

Financial: Ongoing maintenance, turbine replacements and environmental mitigation (such as fish passage facilities and spill management) costs billions of dollars. Additionally, operational requirements for fish passage limit the flexibility and volume of hydropower generation BPA can use to meet its long-term firm power sales obligations.

Technology: To manage shifting Pacific Northwest hydrology, altered snowpack patterns, and changing runoff timing, BPA must deploy advanced hydrological modeling software and predictive analytics tools to optimize hydropower generation. Legacy asset management tools must be upgraded with advanced predictive maintenance technology to prevent forced outages of aging assets.

Priority – Protect and enhance the delivery of power and transmission services

Challenges:

People: Maintaining safety requires rigorous and continuous training, especially for field crews working in hazardous conditions.

Financial: Balancing operations and maintenance budgets with the capital needed for long-term system modernization is a constant trade-off.

Technology: Much of BPA's physical infrastructure is operating beyond its original design life, making the replacement of legacy analog control systems with modern digital platforms critical. Additionally, cyber situational awareness and continuous monitoring of the grid must be matured to preserve system reliability and proactively manage risk.

Priority – Advance energy markets and regional cooperation

Challenges:

People: Participating in modern organized markets requires specialized energy traders, market analysts, engineers, system operators, information technology experts and compliance specialists who understand complex market rules. Staff must be allocated to actively participate in market design and regional frameworks like the Western Power Pool's Western Resource Adequacy Program, requiring continuous coordination, reporting, and compliance monitoring.

Financial: Market integration requires substantial upfront capital. Software procurement and legacy system enhancements are needed before operational efficiencies can be realized. BPA must build out and implement a commercial acquisition process to address its resource adequacy needs, or face compliance penalties, creating financial exposure during extreme weather events when market prices spike. Co-authoring and coordinating regional transmission plans requires significant administrative and joint-study funding.

Technology: Modernization of legacy billing and automatic generation control systems are critical to new market entry. Modifications and/or enhancements to front office, back office, and real-time markets management systems are needed to enable interaction with market operators. Traditional resource adequacy models fail to capture the correlated risks of climate-driven droughts, extreme temperatures and a grid increasingly reliant on weather-dependent generation. BPA needs to keep advancing its stochastic resource-adequacy modeling tools and its ability to integrate resource information with market operators. Aligning disparate planning models, data formats and software platforms used by different utilities across the Western Interconnection is a major technical hurdle. Without unified data standards, regional planning models remain fragmented.

Priority – Enhance situational awareness

Challenges:

People: Control room operators, dispatchers and data analysts must continue to be trained to interpret a massive influx of real-time data.

Financial: Deploying wide-area monitoring systems is expensive, requiring steady funding for control room upgrades and communication networks.

Technology: BPA must integrate disparate data streams from phasor measurement units, supervisory control and data acquisition software, operational sensors, and geographic information systems.

Priority – Mitigate wildfire risks

Challenges:

People: Managing wildfire risk requires coordination among all organizations at BPA. Appropriate staffing is needed to address specific wildfire risk projects and tasks on top of everyday efforts when resources are already limited.

Financial: Wildfire mitigation has become one of the fastest-growing line items for many utility budgets. Funding system hardening projects (e.g., non-wood poles, fire retardants, defensible space) adds to BPA's financial obligations.

Technology: Wildfire mitigation technology is rapidly evolving. Researching, decision-making and adopting technologies is costly, and integrating these into legacy transmission assets is complex.



Mission, Vision and Core Values

The energy BPA delivers over the federal high-voltage transmission system serves homes, businesses, military, schools, hospitals, and industries — from agriculture to artificial intelligence — which drives the Northwest's economy.

Mission

BPA's mission as a public service organization is to create and deliver the best value for our customers and constituents as we act in concert with others to assure the Pacific Northwest:

- **An adequate, efficient, economical and reliable power supply;**
- **A transmission system that is adequate to the task of integrating and transmitting power from federal and non-federal generating units, providing service to BPA's customers, providing interregional interconnections, and maintaining electrical reliability and stability; and**
- **Mitigation of the impacts on fish and wildlife from the federally owned hydroelectric projects from which BPA markets power.**

Vision

BPA is an engine of the Northwest's economic prosperity and environmental sustainability. BPA's actions advance a Northwest power system that is a national leader in providing:

- **High reliability;**
- **Low rates consistent with sound business principles;**
- **Responsible environmental stewardship; and**
- **Accountability to the region.**

We deliver on these public responsibilities through a commercially successful business.

Core Values

BPA is guided by these core values as it carries out its public responsibilities:

- **Safety:** We value safety in everything we do. Together, our actions result in people being safe each day, every day. At work, at home and at play, we contribute to a safe community for ourselves and others.
- **Trustworthy stewardship:** As stewards of the Federal Columbia River Power System, we are entrusted with the responsibility to manage resources of great value for the benefit of others. We are trusted when others believe in and are willing to rely upon our integrity and ability.
- **Collaborative relationships:** Trustworthiness grows out of a collaborative approach to relationships. Internally we must collaborate across organizational lines to maximize the value we bring to the region. Externally we work with many stakeholders who have conflicting needs and interests. Through collaboration we discover and implement the best possible long-term solutions.
- **Operational excellence:** Operational excellence is a cornerstone of delivering on our vision (system reliability, low rates, environmental stewardship and regional accountability) and will place us among the best electric utilities in the nation.

Alignment with Administration and Department Priorities

The Department's mission is vital to American security and prosperity. The U.S. Secretary of Energy's key priorities are described below.

- **Advance energy addition, not subtraction:** The fact is, energy matters, and we need more of it, not less. Going forward, the Department's goal will be to unleash the great abundance of American energy required to power modern life and to achieve a durable state of American energy dominance.
- **Unleash American energy innovation:** The Department's efforts will prioritize affordable, reliable, and secure energy technologies, including fossil fuels, advanced nuclear, geothermal, and hydropower, as well as true technological breakthroughs — such as nuclear fusion, high-performance computing, quantum computing, and artificial intelligence — to maintain America's global competitiveness.
- **Strengthen grid reliability and security:** Fortifying America's electricity grid is critical to the reliable and secure delivery of electricity. The Department will bring a renewed focus to growing baseload and dispatchable generation to reliably meet growing demand.
- **Streamline permitting and identify undue burdens on American energy:** The Department will prioritize more efficient permitting to enable private sector investments and build the energy infrastructure needed to make energy more affordable, reliable, and secure.

BPA directly supports these DOE priorities through the following actions to assure the Pacific Northwest reliable and affordable power.



Expand and expedite access to the transmission grid

BPA focuses on grid expansion and reinforcement. To date, BPA has prioritized more than \$6 billion in high-voltage transmission investments that will enable significant load growth and additional generation. These projects facilitate connections to strengthen electricity transfer across BPA's footprint. As BPA continues to expand the grid using methods that do not rely solely on the queue, BPA must develop new allocation methodologies and policies. These policies will accommodate infrastructure builds that do not originate from specific transmission service requests, but instead address potential future needs and enable the most efficient use of the BPA transmission system.

Prioritizing speed to power alongside strict cost-allocation principles is essential as BPA manages an interconnection queue exceeding 40 gigawatts of large-load interconnection requests from customers. The exponential growth of data centers and other large loads demands near-term transmission capacity expansion to foster regional economic development. Successfully onboarding these large-scale loads requires a delicate balance: BPA must enforce clear cost causation while preserving system reliability, enhancing grid flexibility and maintaining market transparency. Consequently, BPA is evaluating dynamic, congestion-based transmission products and curtailment risk-sharing frameworks to optimize existing grid capacity.

BPA is restructuring long-term transmission and interconnection queue processes to manage an unprecedented influx of grid access requests. By streamlining administrative workflows and actively enabling customer-led transmission builds, BPA is focused on accelerating the timeline from initial request to final energization. These improvements will allow projects to move forward more efficiently, directly supporting BPA customers' growth and securing regional energy reliability.

 BPA GOAL	EXECUTIVE ORDER	DOE PRIORITY
	Unleashing American Energy	Energy addition, not subtraction
	Declaring a National Energy Emergency	Strengthen grid reliability and security
	Establishing the National Energy Dominance Council	

Maximize hydropower and nuclear generation

BPA and its federal generating partners — the U.S. Army Corps of Engineers and Bureau of Reclamation — established a rolling 20-year asset plan that identifies opportunities to increase the generating capacity of the Federal Columbia River Power System. Based on the current portfolio, the potential capacity increase across the FCRPS is more than 800 megawatts. BPA is also investing in hydropower efficiency projects, which can be even more valuable than capacity improvements as they allow existing generators to produce more power with the same amount of water. Additionally, BPA and Energy Northwest, the owner and operator of the Columbia Generating Station nuclear plant, are increasing the capacity of the 1,200 megawatt plant through an extended power uprate. This cost-effective investment will increase Columbia's generating capacity by about 160 megawatts.

 BPA GOAL	EXECUTIVE ORDER	DOE PRIORITY
	Unleashing American Energy	Energy addition, not subtraction
	Establishing the National Energy Dominance Council	Unleash commercial nuclear power in the U.S.
	Reinvigorating the Nuclear Industrial Base	

Advance energy markets and regional cooperation

BPA supports the development of day-ahead markets which provide more efficient resource dispatch, transmission congestion management and price transparency. BPA's participation in day-ahead market development is critical to the electricity industry evolution in the West. By pursuing day-ahead market participation, BPA will remain competitively positioned with easy access to trading partners and greater potential to market surplus power, which helps maintain low rates for customers.

BPA helped develop and is a participant in the Western Resource Adequacy Program (WRAP). WRAP is the first regional reliability planning and compliance program in the West for resource adequacy. It establishes common metrics, providing transparency and a shared foundation to maintain reliable operations across the numerous, independently operated balancing authority areas in the region.

In addition to its own planning efforts, BPA collaborates on regional and interregional initiatives. The Western Transmission Expansion Coalition (WestTEC), which BPA helped establish, is developing actionable transmission plans over a longer time horizon than previous planning efforts. WestTEC also has broader representation across the industry sector, states and tribes. Its intent is to help transmission planners study the grid from a "one utility" approach to most efficiently and cost-effectively meet future energy needs.

BPA GOAL  Grow the grid	EXECUTIVE ORDER	DOE PRIORITY
	Unleashing American Energy	Energy addition, not subtraction
	Declaring a National Energy Emergency	Strengthen grid reliability and security
	Establishing the National Energy Dominance Council	

Maintain competitive and low-cost rates for customers

BPA's strategic and financial plans prioritize long-term financial strength, with the goal of maintaining competitive power and transmission rates. Over typical two-year rate periods, BPA establishes rates to ensure full recovery of its projected costs. The BP-26 rate period spans three years to align with the expiration of current long-term power contracts, and includes funding for critical infrastructure investments. BPA will update its financial plan and associated financial risk policies to continue to build its financial resilience.

BPA serves its regional power customers through long-term contracts. New contracts have been executed for power service beginning Oct. 1, 2028, through 2044. Alongside a durable rate structure featuring marginal cost energy and capacity price signals, the Provider of Choice power sales contracts assure BPA's long-term resource planning and secure 16 years of power cost recovery. These contracts establish the maximum power each customer can purchase at BPA's lowest-cost Tier 1 rate. Ultimately, marginal cost energy and capacity price signals empower customers to choose the most cost-effective ways to manage their capacity needs and serve load growth—whether they purchase power from BPA or deploy their own resources.

BPA GOAL  Protect ratepayers	EXECUTIVE ORDER
	Delivering Emergency Price Relief for American Families and Defeating the Cost-of-Living Crisis
	Unleashing American Energy
	Establishing the National Energy Dominance Council

Maintain safe, reliable power and transmission systems

In addition to expanding grid infrastructure and increasing generation capacity, BPA manages massive asset sustainment programs to ensure long-term system reliability. Under these programs, BPA allocates approximately \$680 million annually in capital and expense funding to transmission assets, alongside \$1.5 billion annually to the Federal Columbia River Power System and the Columbia Generating Station. Strategic asset management plans guide these ongoing investments to preserve safe, reliable and cost-effective operations.

 BPA GOAL Preserve safe and reliable system operations	EXECUTIVE ORDER	DOE PRIORITY
	Unleashing American Energy	Strengthen grid reliability and security
	Declaring a National Energy Emergency	

Enhance situational awareness

BPA is advancing state-of-the-art situational awareness technology to maintain system stability across its footprint. This includes investments in wildfire and extreme weather preparedness, such as dynamic line ratings, to maximize grid reliability. In the event of a widescale system disturbance, BPA's restoration capabilities will ensure the rapid recovery of the grid, safeguarding public safety and economic security across the region.

 BPA GOAL Preserve safe and reliable system operations	EXECUTIVE ORDER	DOE PRIORITY
	Unleashing American Energy	Strengthen grid reliability and security
	Establishing the National Energy Dominance Council	

Mitigate wildfire risks

BPA implements a multi-level Wildfire Mitigation Plan that emphasizes continuous improvement. The first level of BPA's strategy is system hardening, which includes maintenance and capital projects; annual aerial and ground inspections of all 15,000 circuit miles of transmission line; and an industry-leading vegetation management program. Other elements of BPA's wildfire mitigation include situational awareness tools, such as risk modeling; the use of new technology, such as fire-resistant wraps that protect wood poles; and, when needed, a public safety power shutoff procedure to de-energize a line under specific conditions.

 BPA GOAL Preserve safe and reliable system operations	EXECUTIVE ORDER	DOE PRIORITY
	Unleashing American Energy	Strengthen grid reliability and security

Overarching Framework

The overarching strategic framework implements Administration and Secretary priorities by pursuing six goals which are further supported by objectives and annual key performance measures. The framework also ensures BPA's actions remain tethered to its public responsibilities while staying focused on adapting to the evolving energy landscape and customer needs.



Strategic Goals and Objectives



GOAL 1 – Invest in people: Modernize recruitment, compensation, and training to build a resilient, engaged workforce capable of delivering on our public service mission and responsibilities.



Objectives

- 1.1 Become the safest utility in North America by continuously improving the safety of the BPA workforce.**
- 1.2 Attract, retain and develop a resilient workforce capable of achieving BPA's mission and strategy.**

1.2M+ JOBS

DEPEND ON POWER FROM BPA

Realizing the Goal

BPA will transform its compliance framework into a catalyst for active engagement and modern empowerment. Investments in a safe, healthy and resilient workforce contribute to high job satisfaction and productivity, producing significant benefits for everyone we serve. Our work environment is founded on equal employment opportunity and merit system principles that help us maintain a workplace free from harassment and discrimination.

- **Become the safest utility in North America by continuously improving the safety of the BPA workforce (Objective 1.1):** Drive measurable safety improvements by embedding BPA's Commitment, Leadership, Empowerment, Accountability, and Resilience (CLEAR) values into daily operational behavior. Commitment aligns beliefs, decisions, and actions with established safety standards at every level of the organization, while Leadership sets strategic direction, models proper behavior, and secures the resources necessary to prioritize and continuously improve safety. To support this foundation, Empowerment authorizes every employee to act in the interest of safety without hesitation, fear, or delay. In turn, Accountability establishes absolute ownership over actions, outcomes, and commitments for all managed systems and personnel. Ultimately, Resilience equips the workforce to anticipate, absorb, adapt to, and recover from operational risk and disruption without harm.
- **Attract, retain and develop a resilient workforce capable of achieving BPA's mission and strategy (Objective 1.2):** Position BPA as an employer of choice in a highly competitive market by modernizing the employee value proposition. Through competitive compensation packages, wellness programs, state-of-the-art training programs, and career development pathways, BPA will attract and retain top talent. BPA will enhance apprenticeship programs and partnerships with local trade schools and universities to build a diverse, technology-adept talent pipeline, ensuring seamless succession planning, long-term resilience, and alignment with BPA's mission.



GOAL 2 – Grow the grid: Maximize the value of the federal system by deploying innovative transmission and power supply solutions that ensure grid reliability while adapting to evolving customer needs.



Objectives

- 2.1 **Remain public power's provider of choice by fully subscribing the federal base system in long-term contracts.**
- 2.2 **Modernize grid access and transmission expansion.**
- 2.3 **Advance energy markets and regional cooperation.**

31 FEDERAL DAMS
1,000 BPA-OWNED
AND OPERATED FACILITIES

Realizing the Goal

BPA must transition from a traditional wholesale supplier of power and transmission service to an agile, market-integrated energy partner that offers long-term reliability and modern transmission solutions to expand the grid while meeting environmental compliance requirements.

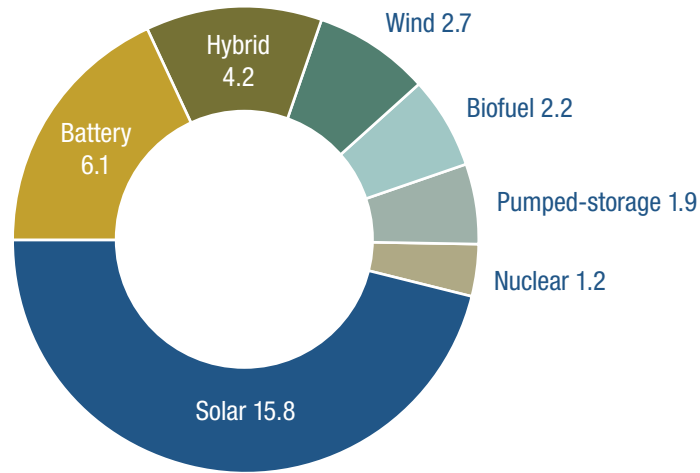
- **Remain public power's provider of choice by fully subscribing the federal base system in long-term contracts (Objective 2.1):** Offer flexible, customer-centric contract and rate solutions that address the shifting needs of public power. This involves implementing new Provider of Choice long-term contracts that deliver the lowest possible rates and support customer load growth and resource adequacy. BPA's long-term strategy supplements the FCRPS to serve all load obligations, whether served at Priority Firm (PF) Tier 1, PF Tier 2, or 7(f) rates. As driven by customer choice and Above-Contract High Water Mark load, BPA will acquire cost-effective resources that ensure low-cost, secure, and reliable service.
- **Modernize grid access and transmission expansion (Objective 2.2):** Expedite grid access and expand regional capacity by coupling physical infrastructure investments with flexible service offerings. Concurrently execute the Grid Expansion and Reinforcement Portfolio (GERP 1.0 and 2.0) projects and design a subsequent open season to allocate new capacity. To bridge the gap during construction, BPA will offer defined interim and non-firm service options as immediate access pathways, leveraging non-wires alternatives and advanced grid technologies to optimize existing transmission assets.
- **Advance energy markets and regional cooperation (Objective 2.3):** Actively lead and shape the development of day-ahead and real-time energy markets that support regional resource adequacy. By integrating its hydropower into a regional market built on robust capacity standards, BPA can optimize surplus energy sales to lower customer costs, enhance grid reliability during extreme weather, and unlock new revenue streams to reinvest in the federal system.

Large Generator Interconnection Queue

191 REQUESTS • 56 GIGAWATTS
(total as of August 25, 2026)

Transition Cluster Study

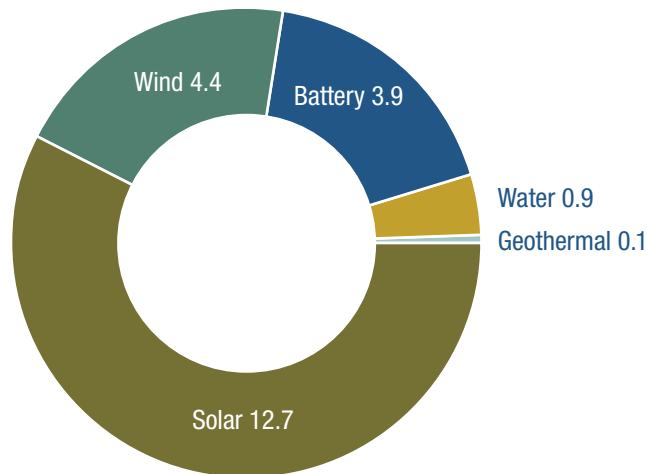
104 REQUESTS | 34 GW



To manage a growing volume of requests for large generator interconnections, BPA transitioned from a serial process to a cluster study process. The Transition Cluster Study began in 2025 with 167 requests totaling 65 GW of interconnection. The totals shown here reflect withdrawals received to date and will fluctuate as the study process continues.

Legacy Serial Requests

87 REQUESTS | 22 GW



When BPA initiated the transition cluster study, some legacy requests — referred to as bypass and late-stage requests — were allowed to continue under existing processes if they met certain requirements. The studies for these requests are generally complete, and the projects have moved on to scoping, design and procurement. They are on track to be energized in the next 1 to 10 years.



GOAL 3 – Increase productivity: Drive power and transmission productivity to manage risk, maximize asset utility, and deliver critical projects on time.



Objectives

- 3.1 Improve asset management data and system capabilities.
- 3.2 Enhance risk-based decision-making and portfolio optimization.
- 3.3 Promote energy conservation.
- 3.4 Explore demand flexibility.

31 FEDERAL DAMS WITH
A MAXIMUM CAPACITY OF
22,000MW+

Realizing the Goal

To mature its asset management practices, BPA will leverage advanced technology to gain full visibility into infrastructure health, ensuring capital and maintenance resources are deployed where they will deliver the greatest reliability benefit. BPA will also leverage energy conservation as a highly cost-effective, reliable resource.

- **Improve asset management data and system capabilities (Objective 3.1):** Implement modern Enterprise Asset Management platforms and integrate geographic information systems with real-time operational data, like Supervisory Control and Data Acquisition, or SCADA. By deploying sensors, drone inspections, and smart monitoring devices across transmission lines and generation facilities, BPA can collect high-fidelity health data.
- **Enhance risk-based decision-making and portfolio optimization (Objective 3.2):** Deploy probabilistic modeling and predictive analytics to quantify asset probability of failure and consequence of failure. These metrics will enable BPA to optimize its project portfolios, directing constrained financial and labor resources to the highest-risk, highest-value projects first to maximize system reliability and eliminate costly, unplanned outages.
- **Promote energy conservation (Objective 3.3):** Continue acquiring conservation to meet BPA's and its customers' long-term power needs while fulfilling BPA's obligations under the Northwest Power Act. Focus investments on targeted energy conservation programs that reduce load.
- **Explore demand flexibility (Objective 3.4):** Evaluate the use of dispatchable demand reductions and demand flexibility to meet BPA's long-term power sales obligations. Secure dispatchable demand reductions, and work with large loads and the customers that serve them to utilize demand flexibility so they do not impose additional peak load obligations on the system.



GOAL 4 – Protect ratepayers: Maintain competitive and low-cost rates through sound business principles, employing innovative financial structures that shield existing customers from the cost of large-load expansions.



Objectives

- 4.1 Maintain cost-management discipline and execute capital plans.
- 4.2 Maintain financial resiliency through adequate reserves, leverage, and U.S. Treasury borrowing authority.
- 4.3 Maintain investment-grade credit ratings.
- 4.4 Facilitate and de-risk large-load and resource integration.

SERVICE AREA
300,000
SQUARE MILES

Realizing the Goal

To sustain financial strength and provide competitive rates over the long term, BPA must align its capital deployment with rigorous operational efficiency and proactive risk management.

- **Maintain cost-management discipline and execute capital plans (Objective 4.1):** Aggressively manage the costs of operating the federal power and transmission systems, consistent with its mission objectives and statutory obligations. Prioritize projects based on risk and grid-reliability impact. Advanced project management capabilities will help ensure infrastructure projects are delivered on time and within budget.
- **Maintain financial resiliency through adequate reserves, leverage, and U.S. Treasury borrowing authority (Objective 4.2):** Maintain a prudent level of financial reserves and overall liquidity to sustain BPA's financial strength, enabling it to buffer against variable hydrology, extreme weather, and market price spikes. BPA must responsibly manage outstanding debt and control the relationship of debt to the value of the underlying federal assets to manage its cost of service. BPA must maintain sufficient debt capacity to fully fund its capital program on a long-term basis while preserving a prudent amount of U.S. Treasury borrowing authority for access to secure, flexible and low-cost funding. BPA develops long-term access to capital plans that preserve and replenish borrowing authority on a rolling 20-year outlook, utilizing nonfederal tools as needed.
- **Maintain investment-grade credit ratings (Objective 4.3):** Protect BPA's credit ratings to minimize borrowing costs. As independent assessments of BPA's financial health, credit ratings directly impact the cost of BPA's future nonfederal debt obligations. By maintaining

prudent financial management practices, managing operational risks, and showing a clear plan for long-term debt repayment, BPA will continue to seek reasonable investment-grade ratings, ensuring it can access the capital markets at the lowest possible interest rates to benefit its ratepayers.

- **Facilitate and de-risk large-load and resource integration (Objective 4.4):** Protect legacy customers by cultivating strategic partnerships and risk-mitigated large-load structures. BPA will incentivize customer-contributed capital and prepayment arrangements, standardize customer interconnection facility requirements, establish policies that encourage “bring your own generator” models, and implement policy frameworks that directly assign costs or utilize market-based pricing for new large loads accessing the transmission system.



339

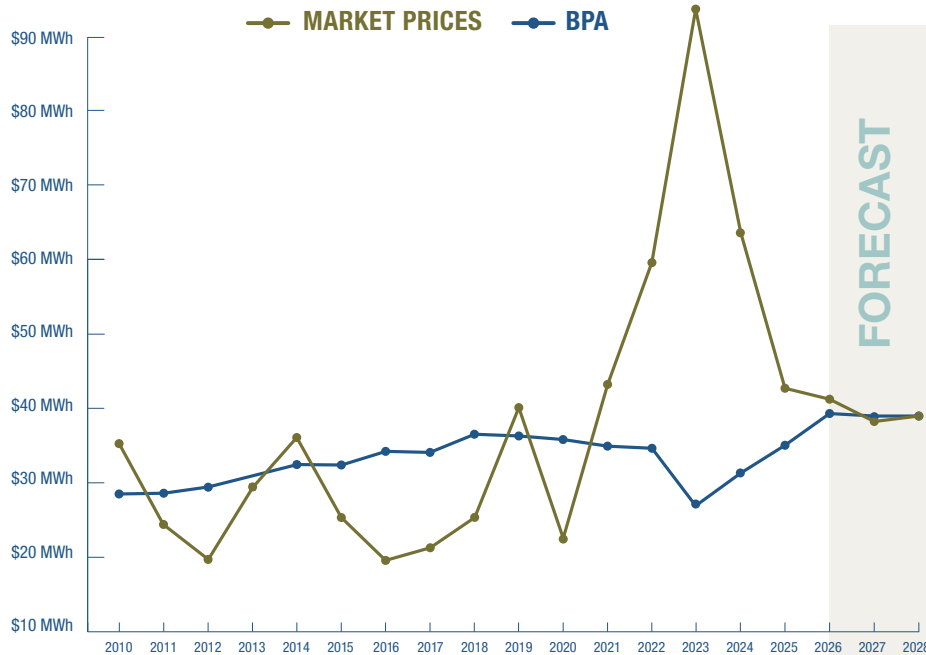
TRANSMISSION
CUSTOMERS



142

POWER
CUSTOMERS

Historical priority firm power rates FY 2010–2028



Beginning in 2018, BPA stabilized rates through prudent cost controls and new revenue opportunities. The stability of BPA's Priority Firm rate, which is locked in for the duration of each rate period, protects public utility customers from the volatility of market prices. Note: Priority Firm power rates are based on Tier 1 power sold to Non-Slice Priority Firm public loads. BPA's rate is net of any mid-period cost adjustments, such as the Cost Recovery Adjustment Clause, Reserves Distribution Clause, and the Financial Reserves Policy Surcharge provisions.



GOAL 5 – Preserve safe and reliable system operations: Protect and enhance the delivery of power and transmission services in an evolving landscape.



Objectives

- 5.1 Implement operational improvements that support grid reliability.
- 5.2 Strengthen resilience in preparation for high-impact events and system change.
- 5.3 Advance a culture of compliance to meet changing requirements, improve reliability and manage risk.
- 5.4 Streamline environmental compliance and deliver cost-effective fish and wildlife mitigation.

5 MILLION+
LIVES POWERED

Realizing the Goal

To preserve safe and reliable system operations, BPA must combine real-time technological upgrades with robust emergency preparedness and a deeply embedded culture of compliance.

- **Implement operational improvements that support grid reliability (Objective 5.1):** Modernize BPA control centers with advanced energy management systems and wide-area monitoring tools. By integrating real-time data from phasor measurement units and dynamic line rating systems, operators gain unprecedented situational awareness. This allows them to dynamically manage power flows, integrate variable renewable energy resources, and optimize grid capacity while maintaining strict system stability.
- **Strengthen resilience in preparation for high-impact events and system change (Objective 5.2):** Implement a comprehensive grid-hardening and rapid recovery strategy. This includes deploying physical defenses, like non-wood poles and vegetation management, and operational protocols, such as public safety power shutoffs.
- **Advance a culture of compliance to meet changing requirements, improve reliability and manage risk (Objective 5.3):** Continue to treat regulatory compliance, including North American Electric Reliability Corporation reliability standards and cybersecurity regulations, as a core pillar of reliability. By fostering a proactive culture where employees are trained to identify and report potential risks early, BPA can seamlessly adapt to changing regulatory requirements, prevent costly penalties, and systematically reduce operational risk.
- **Streamline environmental compliance and deliver cost-effective fish and wildlife mitigation (Objective 5.4):** Accelerate environmental compliance by integrating planning earlier in the transmission design phase and through increased use of programmatic and categorical tools where applicable. Prioritize fish and wildlife mitigation based on cost-effectiveness, best available science, and statutory responsibilities.



GOAL 6 – Modernize business systems and processes: Transform legacy systems and workflows to build highly efficient, resilient, and adaptable business capabilities.



Objectives

- 6.1 Optimize technology, architecture and service delivery.
- 6.2 Strengthen the resilience and security of information and operational technology.
- 6.3 Accelerate power and transmission service delivery.

2.8 M ft.²
SUBSTATIONS, CONTROL
CENTERS, WAREHOUSES,
OFFICE BUILDINGS

Realizing the Goal

To modernize business systems and processes, BPA must align its technology strategy with operational needs, ensuring that modern digital tools are both highly efficient and robustly secured against cyber threats.

- **Optimize technology, architecture and service delivery. (Objective 6.1):** Keep pace with changing markets and customer needs by optimizing business processes and underlying technology. BPA will realize increased business value, reliable system operations, and cost-effective delivery of power and transmission services by strengthening the integration of business and technology strategy, enterprise architecture, and technology service delivery.
- **Strengthen the resilience and security of information and operational technology (Objective 6.2):** Respond to an ever-changing threat landscape. BPA will advance understanding of cyber-risk posture by incorporating enhanced continuous monitoring, risk assessment, and mitigation capabilities across information and operational technology environments, with emphasis on critical infrastructure. The incorporation of deliberate technical architecture and emphasis on enhancements to system resilience, informed by business architecture and evolving industry requirements, will improve technology and enable more resilient and reliable grid operations.
- **Accelerate power and transmission service delivery (Objective 6.3):** Modernize business systems and streamline internal processes to reduce lead times for providing power and transmission services. Evaluate workflows and move to integrated and agile digital platforms that help automate service requests and queue management.

Key Statutory Authorities

The Bonneville Project Act of 1937, 16 U.S.C. § 832

Created the Bonneville Power Administration to market and transmit electric energy produced by the Bonneville Project. The Act directed BPA to provide preference and priority in sales of federally generated power to Pacific Northwest public bodies and cooperatives. It also requires the administrator to set rates to recover the costs related to producing and transmitting energy from the Federal Columbia River Power System.

The Pacific Northwest Consumer Power Preference Act of 1964, 16 U.S.C § 837

Defined BPA's Pacific Northwest service territory and obligated the agency to ensure the energy needs of its customers in the Pacific Northwest region are met before offering surplus power and capacity for sale outside of the region.

The Federal Columbia River Transmission System Act of 1974, 16 U.S.C §838

Designated BPA's administrator as the marketing agent for all federal power generation in the Pacific Northwest and vests the administrator with broad authority to construct transmission systems to integrate and transmit both federal and nonfederal power.

The Pacific Northwest Electric Power Planning and Conservation Act of 1980, 16 U.S.C § 839

Reaffirmed BPA's preference and priority for power sales to its public body and cooperative customers. The Act further defined BPA's obligation to supply power to its firm power customers in the Pacific Northwest, grants the administrator authority to acquire resources on a long-term basis to meet BPA's contractual supply obligations, and obligates the administrator to offer a contract to sell power to public bodies and investor-owned utilities whenever requested. The Act also created the Northwest Power and Conservation Council and directed Bonneville to protect, mitigate and enhance conditions for fish and wildlife, and provided the legal framework for Bonneville's energy conservation program, fish and wildlife program and the Residential Exchange Program.



Conclusion

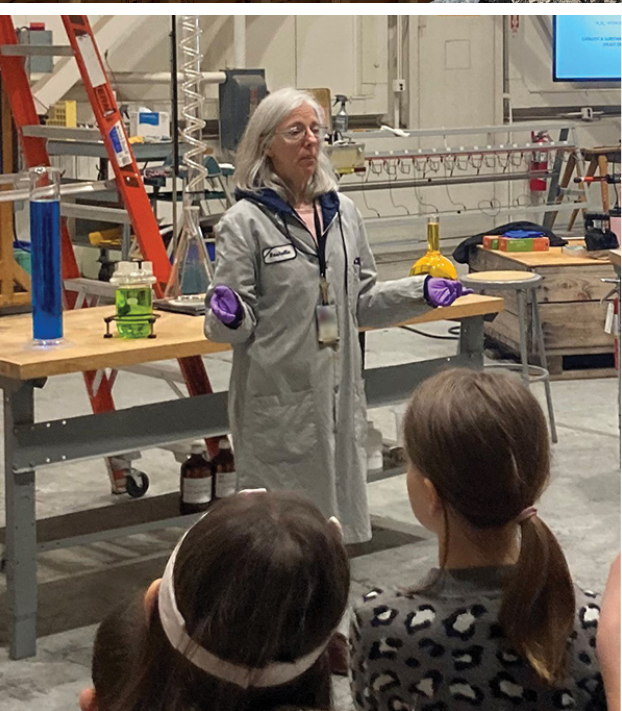
This Strategic Plan serves as the Bonneville Power Administration's commitment to advancing regional and national energy priorities. BPA has set its sights on yet another energy transformation. Successfully executing this Strategic Plan will take ingenuity, forward thinking and steadfast commitment from every BPA employee and contractor.

To navigate a rapidly transforming energy landscape, BPA will invest in a resilient, highly trained workforce. We will leverage over 80 years of experience to continue to operate a safe, reliable, and secure grid. To counter modern challenges like extreme weather, wildfires, cyberattacks, and variable resource integration, we will collaborate with regional partners to enhance grid resilience. As customer needs evolve, we will modernize our products and services. We will reform transmission planning to accommodate rapid load growth, lead Western energy market development, and provide reliable, affordable federal power.

Simultaneously, BPA will fulfill its Northwest Power Act obligations by funding scientifically sound, cost-effective fish and wildlife mitigation and acquiring low-cost energy conservation to meet long-term regional demand. To ensure our products remain affordable, BPA will optimize business systems and actively manage cybersecurity risks. Through a robust, risk-based asset management program, BPA will prioritize and build the right transmission projects at the right time to preserve aging physical infrastructure.

Finally, BPA will maintain its financial strength through aggressive cost-management, collaborative rate-setting, and disciplined capital execution. By maintaining sufficient liquidity, managing debt leverage, and securing reasonable investment-grade credit ratings, we will preserve low-cost capital access to fund vital grid investments while keeping rates competitive.

Transparent public service remains a priority. As the region's largest energy provider, BPA welcomes and seeks input from all interested stakeholders. Achieving BPA's Strategic Plan goals and objectives will require thoughtful collaboration with customers, tribes, states, national laboratories, and other stakeholders, and careful balance among a broad range of regional needs and interests.



www.bpa.gov

BONNEVILLE POWER ADMINISTRATION
P.O. Box 3621 Portland, Oregon 97208-3621

DOE/BP-5494 • August 2026