



Department of Energy

Bonneville Power Administration
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EXECUTIVE OFFICE

June 19, 2012

In reply refer to: A-7

Every journey must come to an end. And so today I'm announcing that I will be leaving BPA when I become eligible for retirement in January.

It has been more than 11 years since I assumed this role. It's amazing to me that much time could have passed so quickly. I can now admit that I was scared to take on the awesome responsibilities that come with this job. Some of the fear has passed but the extreme sense of honor to have been blessed with this opportunity is greater than ever.

Many people touch the BPA elephant in different ways, not recognizing the magnitude of our responsibilities. We are the region's major transmission provider, operating 75% of the high voltage transmission in the Northwest. We market more than a third of the electric power in the Northwest from hydropower and nuclear resources. We fund and manage what is likely the largest fish and wildlife restoration program in the world. We run some of the most successful energy efficiency programs in the country. We provide financial benefits that lower rates for residential and small-farm customers of investor-owned utilities. We operate a business that produces \$3.3 billion in annual revenues requiring financial management, legal, human resource, information technology, compliance, and business support systems. The scope of our activities is so vast, touching the lives of the 11 million people in the Northwest on a daily basis, that there has never been a boring day for me. For someone who wanted a career with the opportunity to perform public service that can make a meaningful and hopefully positive difference in people's lives, this job has been a dream come true.

I am deeply indebted to the four Secretaries and six Deputy Secretaries of Energy, stretching across three Administrations, who have afforded me the opportunity to serve the country and the Pacific Northwest. I am also exceedingly grateful to the members of the Northwest Congressional delegation, who probably understand the challenging balancing act inherent in this job better than anyone and who have been extraordinarily supportive throughout my tenure. One of the greatest rewards in this job has been seeking to define a mainstream approach to governing and receiving bipartisan support for those efforts.

Those of you who know me well will not be surprised to hear that I have been planning this for a while. I am eligible for full retirement benefits this coming January. I believe any organization is well served by periodic changes in leadership just to get a fresh view. I am announcing my decision now in order to allow an orderly transition to a new Administrator. In order to promote a successful transition I will be staying on as Administrator until a new selection is made. Following that I will remain with the agency until I am eligible for retirement in order to support my successor. Large business organizations generally seek to manage CEO transitions

in this manner and BPA deserves no less. DOE Deputy Secretary Daniel Poneman will be leading a competitive process to select a new Administrator.

I owe a debt of gratitude to the many BPA employees who have served during my tenure. Thanks to you all. It has been an honor to serve alongside a tremendous cadre of public servants. Public service deserves greater acclaim in our culture. I believe that if the public could only see the level of dedication, hard work and commitment to being great stewards of the public's assets exhibited by BPA employees it would forever alter their view of public service for the better. There is something about the mission of BPA that brings out the best in people.

BPA is steward of a set of assets that are a treasure and through those responsibilities a creator of tremendous value for the Pacific Northwest. My admonition to anyone reading this letter is to recognize how important it is to maintain, enhance and retain the tremendous value of these uniquely Northwest assets.

The best part of this job has been the opportunity to meet, engage and get to know so many people across our region, getting the opportunity to understand how BPA can improve the quality of your lives. To the many power and transmission customers, tribal members, blue collar workers, members of the public interest community, retail ratepayers, business operators, contractors, merchant power developers, fellow public servants and other members of the BPA community, I wish I could convey how much I have learned from you. I have appreciated your input and then tried to reflect the will of the region wherever possible.

One of my most memorable moments was being in a town hall meeting attempting to explain our rate increases after the 2001 West Coast energy crisis. A woman patiently listened to me describe everything we had done to try to manage the rate impact downward. She then politely thanked me but described how the rate increase was impacting her family. She finished with a challenge - that every day I ask myself have I done everything possible to use the power of my office to make the world a better place. It was a powerful thought that resonated beyond the specifics of that time and that issue, and I've tried to meet her challenge.

I hope I have the chance in the coming months to see and thank everyone internally and externally to the agency who has helped me through input, advice, counsel and most important moral support. It is hard to put into words how important this has been to allowing me to shoulder the challenges of this job.

As I move toward leaving this office I have no interest in parties or other going away events. I do have a request, though. For the last 11 plus years I have put so much of myself into this job with the consequence being that my family got short-changed or worse, at times took the brunt of my frustrations. I'm sure they wondered what I was doing that was so important that they had to pay a price. Hence what I would really appreciate is a letter from anyone so inclined addressed to Kathleen, Hana, Tyler and Daniel relating some event or interaction during my tenure that was memorable for you and might help them understand what I have been doing with my time.

Oh, and by the way, I have every intention of being the Administrator until the day I am not. Not the lame duck Administrator, the short term syndrome Administrator, or the acting Administrator. Those of you who saw the way I approached the job during the first 15 months when I was an acting Administrator know my belief that the agency cannot afford a caretaker for even short periods of time. I have no intention of acting any differently now.

Because I will be focused on performing this job until I'm done, I am not focusing on what comes next. So, please don't ask me. I want to keep my attention on where it belongs, which is the host of issues that BPA needs to address in my remaining time in this job.

I would prefer not to discuss the past until after I leave this job, but I know when I leave there will be a sense of satisfaction for accomplishments along with regrets for my failures and unfinished business, relief for the burdens that will soon be lifted from my shoulders, along with disappointment in missing out on upcoming challenges, joy for the friendships and acquaintances made along the way along with disappointment for the friendships harmed because of the need to make tough decisions. I expect this to be the best job I will ever have. Thank you all for everything you have done to make this such a truly rewarding experience.

Sincerely,

A handwritten signature in black ink, appearing to read 'S. Wright', with a stylized flourish at the end.

Stephen J. Wright
Administrator and Chief Executive Officer