

THE PRACTITIONER



U.S. DEPARTMENT
of ENERGY

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Contractors Group's Project Delivery Working Group



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Seasons Greetings, Project Delivery Working Group (PDWG) Practitioners!

At the time of this writing, many were headed to Thanksgiving with family, friends, and loved ones. By the time you receive this issue of the *Practitioner* we will be well into the Christmas Season.

The holidays offer a great opportunity to reflect on our Accomplishments and Upcoming Challenges. One significant accomplishment would include getting back to a more typical mode of business and putting the COVID era in our rear-view mirror. A second would be getting through the recent government shutdown with the hope that there will not be another to follow. Finally, there has been a turnover of key/critical resources in all areas. There has been leadership, organizational, roles and responsibilities, and process changes due to the Government "Deferred Resignation Program" for the Department of Energy (DOE) federal staff, retirements within the DOE Contractor ranks, and attrition across the board. A lot of CHANGE!!!

It has been my experience that change is often difficult, but it generally creates a better outcome and benefit for all involved. So, it begs the question, is Change a Predecessor or Successor to Innovation? Or is Innovation a Predecessor or Successor to Change? The answer depends on how you frame the relationship between change and innovation. Let's explore.

Change as a Predecessor to Innovation:

- **Foundation:** Innovation rarely happens in a vacuum. It usually begins with a change — in technology, culture, regulation, or need.
- **Example:** The shift toward renewable energy (change) precedes innovations like advanced solar panels or modular battery storage.
- **Logic:** Change creates the conditions that demand or inspire innovation.

Change as a Successor to Innovation:

- **Outcome:** Innovation itself often drives change. Once a new idea or technology is introduced, it alters behaviors, industries, and expectations.
- **Example:** The smartphone (innovation) led to massive changes in communication, commerce, and even social norms.
- **Logic:** Innovation is the spark, and change is the ripple effect.

The Dynamic Cycle

It's not strictly one or the other — it's cyclical:

1. **Change** (new pressures, needs, or disruptions) inspires **Innovation**.
2. **Innovation** produces further **Change** in systems, habits, and opportunities.

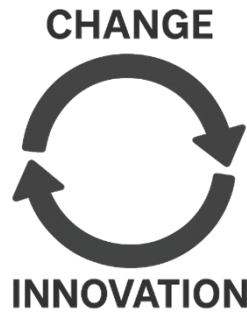
So, you could say **Change** is both a **Predecessor** and a **Successor** to **Innovation**, *depending on whether you're looking at the cause or the effect.*

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Change and Innovation

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Change inspires *Innovation* and *Innovation* drives *Change* in a continuous loop!!!



So, our ability to adapt to change is a significant accomplishment in and of itself.

Now let's talk about *Upcoming Challenges* as presented in the *Energy Facility Contractors Group (EFCOG)* November 19, 2025, *Quarterly Working Group (WG) Officers & Board Sponsors Call*.

Following are highlights from the call as presented by David "DJ" Johnson, Board of Directors Chair:



Strategic Goals



Opportunity for EFCOG Action:

- Secretary Wright identified ***"modernizing America's nuclear stockpile"*** as a top priority.
- NNSA Deputy Administrator Scott Pappano October memo ***"Modernizing NNSA Operating Model and Requirements"*** states:
"The National Nuclear Security Administration (NNSA) faces mission imperatives, operating challenges and infrastructure modernization demands that collectively create the need for speed and accomplishment equal to any time in the history of the nuclear security enterprise."
- DOE leaders are asking for initiatives that can enable more mission performance for the funds provided by Congress, with results that are measurable within the next 1-3 years.
- This year, we'll shift our approach to the Annual Report and Working Group deliverables.

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Change and Innovation

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- EFCOG currently has a unique opportunity to change how effectively we execute DOE missions. To do so will require continuing to refine the way EFCOG operates, including using a risk-based approach to determine the way:
 - ⇒ our Working Groups generate **tangible deliverables**
 - ⇒ we mirror DOE's priorities in our EFCOG Strategic Priorities and use those priorities to guide the activities of our Working Groups
 - ⇒ we communicate with DOE and other partners to share the important work we do in support of the DOE mission

Current EFCOG Activities:

- EFCOG Board has been working with the Secretary's office and key program areas to assess all aspects of how we do work, including operations, infrastructure, safety, security, and quality, training, waste management, and the like.
- EFCOG has made the most progress with NNSA on infrastructure; now working on streamlining operations. We need assistance from WGs to define the key actions that need to be taken in these and other areas to show positive results and lock in this way of doing business.
- We must act with a sense of urgency and build on successes, including those recently discussed with Office of Nuclear Energy, and the progress made by NLDC, NNSA and Science.

Effective Communication:

- EFCOG's ability to communicate the benefits of our approach, our planned deliverables and the benefits to mission execution to DOE officials at all levels helps to ensure we remain the "go-to" resource for Departmental leadership as they pursue the goals of this administration and tackle tough challenges.
- We also need to communicate these benefits effectively to all stakeholders including Congress, State and local governments and people in the communities surrounding the DOE labs, plants and sites.
- As we experience leadership and staff turnover at DOE, it is helpful to have concise documents that clearly outline the value proposition of EFCOG, what we have accomplished and what we will deliver in the year ahead.

EFCOG Strategic Goals:

- Several years ago, we adopted four Strategic Goals for EFCOG.
 1. Strategic Workforce Management- building the workforce of the future.
 2. Predictable Infrastructure Management- replacing the aging infrastructure and building new facilities faster and cheaper
 3. Safe, Secure, Efficient and Effective Operational Excellence
 4. Technology Utilization for Future Mission and Operation Execution- including the use of digital tools that are ever more widely used in the private sector.
- We have observed the need to more closely align our Working Groups' activities with these goals. Ideally, any Working Group activity or work product will tie to and support one of these goals.

Alignment with EFCOG Strategic Goals:

- We have asked the EFCOG Board of Directors to develop the top 5 – 10 things for the Working Groups to address.
- Two examples include:
 - Digital Transformation
 - Improving Workforce Training
- Once we have identified and agreed upon this list, we plan to discuss the proposed ideas with DOE and then assign items to the appropriate Working Group/groups for action and proposals.

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Change and Innovation

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Annual Report Changes:

- This year, instead of having individual Working Group reports, we plan to compile all FY25 Accomplishments and FY26 Goals and list them under their relevant EFCOG Strategic Goal
- Information for each WG that was previously captured in the Annual Report will now be kept on the website, and the Annual Report will include links to Working Group pages.

WG Input for Annual Report:

- Template for WG input will request:
 - Relevant FY25 High-level accomplishments for each of the 4 goals. Some working groups may not have an "accomplishment" for each goal—that is ok. We really want to focus on substantive items here, not just "held a meeting on x topic."
 - Relevant FY26 WG goals/planned activities for each of the 4 EFCOG Goals. Again, some working groups may not have items for each EFCOG goal. As you develop this list, try to focus on the deliverable that will result from the activity.
 - Published Best Practices for FY 25. List of best practices published by each WG.
- Hope to simplify the Annual Report and showcase how the Working Groups are advancing EFCOG's strategic goals.

2026 Hybrid Annual Meeting:

- June 16-17, 2026, location: Washington, D.C. Honeywell offices
 - June 16 – Working Group mtg & Board mtg
 - June 17 – General Session
- REGISTRATION - capacity is limited so we will prioritize registration for the following – EFCOG member representatives, Working Group representatives & DOE Liaisons

General Working Group Reminders:

- **Planning a meeting?** Please work with Christine Frei to fill out the required forms and ensure the website event listing is up to date.
- **SharePoint** – please reach out to Christine Frei to make sure you are taking advantage of the EFCOG SharePoint system.
- **Website** – we need to move most of our files off the website (websites aren't meant to be storage repositories). Please work with Christine Frei to transfer the documents onto SharePoint.



It Is Not One World

Chinese Bridge Collapse Caught On Camera Just Months After Opening

This is the moment a 2,500-foot-tall bridge in China dramatically collapsed - just months after it opened. [Follow this link to watch the video.](#)

Footage showed the bridge in the country's southwestern Sichuan province crashing to the ground next to a mountain as clouds of smoke billowed.

The 758-metre-long Hongqi bridge was closed by authorities in the city of Maerkang on Monday afternoon after cracks began to appear in the surrounding area due to shifting terrain.

Torrential rain on Tuesday afternoon then triggered landslides, causing the bridge, which links China's heartland to Tibet, to give out.

Although one truck was on the bridge at the time of collapse, the driver was successfully rescued.

As Americans waited with bated breath to see if the longest government shutdown in history was coming to an end, a near-tragedy in China briefly stole the spotlight as terrifying footage of a bridge collapse appeared on every news channel.

Part of the Shuangjiangkou Hongqi Bridge, a soaring structure that opened earlier in the year, collapsed in a cloud of dust on November 11, 2025. Part of a national highway linking the province of Sichuan and Tibet, the bridge was thankfully empty. Authorities closed it one day prior after noticeable cracks appeared on adjacent roads and slopes. The bridge was 2,487 feet long in total, and sections of it disappeared in mere seconds. The Hongqi Bridge was part of a project estimated at \$399 million, and it took 19 months to construct. According to the *New York Times*, Chinese officials have confirmed that a detour is already in place, but the government does not know when the bridge will reopen.

The area is prone to seismic activity, but the *Washington Post* reported that local government officials blamed a landslide that "caused the collapse of the roadbed and approach ramp in that section." In addition to the nearby landslides, questions have been raised about other potential factors that may have contributed to the bridge collapse.

Could a nearby dam have played a role?

While the *Washington Post* reported that the relatively fast pace of construction of the Hongqi Bridge, which stands more than 1,000 feet above the river, concerned some, others pointed to the nearby hydroelectric power dam. The Tibetan Review reported that just days before cracks appeared near the bridge, an opening ceremony was held at the new Shuangjiangkou Dam, which is the world's tallest hydroelectric power dam. However, as of now, there's no evidence that the dam played a role in the bridge's collapse.

The Hongqi Bridge was built in one of the most seismically active areas of the Sichuan region. In 2008, this region of China experienced a 7.9-magnitude earthquake that killed more than 69,000 people. The new bridge, which was built by the Sichuan Road & Bridge Group, was supposed to be able to withstand an 8.0 earthquake and boasted a cable-stayed design.

Building a bridge over water is no easy feat, and this is not the first dramatic bridge collapse in recent history. In 2024, the Francis Scott Key Bridge in Baltimore collapsed after a cargo ship lost power and hit one of the main support piers. Unfortunately, six members of a nearby construction crew were killed in the incident. In 2018, the Morandi Bridge in Genoa, Italy, suffered a deadly collapse during a storm. Forty-three people died, and the incident was later blamed on a variety of factors, including aging and neglect.



Just for Fun: December's Notable Events and Famous Birthdays

Notable Events

- 1 — The first moving assembly line went into operation (1913), and Rosa Parks began the Montgomery Bus Boycott (1955).
- 2 — Napoleon was crowned emperor of France (1804), the Monroe Doctrine was declared (1823), Enrico Fermi produced the first nuclear chain reaction (1942), Archie Griffin won his second Heisman Trophy (1975), and the first hydrogen fuel-cell cars were introduced in the U.S. (2002).
- 3 — Illinois became a state (1818), the first human heart transplant was performed (1967), and 2,000 people were killed in an explosion at a pesticide plant in India (1984).
- 4 — Woodrow Wilson became the first U.S. president to travel to Europe (1918), and American exchange student Amanda Knox was convicted of murdering her roommate in Italy (2009).
- 5 — Prohibition ended (1933), and anti-apartheid activist Nelson Mandela (2013) died.
- 6 — The Washington Monument was completed (1884), the worst U.S. mining disaster occurred when 361 coal miners were killed in an explosion in West Virginia (1907), **the largest man-made pre-atomic explosion occurred at Halifax Harbor when two ships collided** (1917), and Jerry Rice broke the NFL's all-time touchdown reception record with his 101st (1992).
- 7 — Delaware became the first state (1787), Japan attacked Pearl Harbor (1941), the first execution by lethal injection took place in Texas (1982), and two earthquakes killed 60,000 people in Armenia (1988).
- 8 — Chicago beat Washington 73-0 in the NFL championship game (1940), the U.S. declared war on Japan (1941), John Lennon was shot and killed (1980), the first nuclear arms reduction treaty between the U.S. and Soviet Union was signed (1987), and NAFTA was signed into law (1993).
- 9 — U.S. Marines landed in Somalia (1992).
- 10 — Wyoming became the first state to allow women to vote (1869), the Spanish-American war ended (1898), the first Nobel Prizes were awarded (1901), singer Otis Redding was killed in a plane crash (1967), and LaDainian Tomlinson broke the NFL single-season touchdown record with his 29th (2006).
- 11 — Germany declared war on the U.S. (1941), UNICEF was founded (1946), singer Sam Cooke was shot to death (1964), and Russia invaded Chechnya (1994).
- 12 — The first trans-Atlantic radio transmission was conducted (1901), **Gayle Sayers scored an NFL record-tying six touchdowns in one game** (1965), one of Leonardo da Vinci's notebooks sold for \$5.1M (1980), and GM announced its phase-out of Oldsmobile (2000).
- 13 — New Zealand was discovered (1642), Detroit beat Denver 186-184 in the highest-ever scoring game in the NBA (1983), and Iraqi dictator Saddam Hussein was captured (2003).
- 14 — George Washington died (1799), the first study of quantum theory was published (1900), Roald Amundsen reached the South Pole (1911), and the Sandy Hook school shooting occurred (2012).
- 15 — The Bill of Rights was ratified (1791), Sioux chief Sitting Bull was killed (1890), the rotary engine was patented (1896), and bandleader Glenn Miller's airplane disappeared (1944).
- 16 — The Boston Tea Party took place (1773), the greatest series of earthquakes in U.S. history occurred in Missouri (1811), the Battle of the Bulge began (1944), and OJ Simpson became the first NFL player to rush for over 2,000 yards in one season (1973).
- 17 — The Wright brothers successfully flew the first airplane (1903), Stan Barrett became the first person to break the sound barrier on land (1979), The Simpsons debuted on TV (1989), and Terrell Owens caught an NFL-record 20 passes in one game (2000).
- 18 — The Mayflower arrived at Plymouth (1620), the first national day of thanksgiving was celebrated (1777), and the 13th Amendment abolishing slavery was formally adopted into the Constitution (1865).
- 19 — Charles Dickens' *A Christmas Carol* was published (1843), the NHL began its first season (1917), the last Apollo lunar-landing mission ended (1972), the blockbuster movie *Titanic* premiered (1997), and President Bill Clinton was impeached (1998).
- 20 — The French surrendered Orleans to the U.S. (1803), Elvis Presley was drafted into the Army (1957), hockey star Guy Lafleur scored his 500th goal (1983), and the U.S. invaded Panama (1989).
- 21 — Gen. George Patton died in a car accident (1945), *Apollo 8* launched as the first manned mission to the moon (1968), and a jetliner exploded over Scotland, killing all 243 passengers (1988).
- 22 — Beethoven's Fifth Symphony premiered (1808), the first Mercedes was sold (1900), and the L.A. Lakers broke the pro sports winning streak record with its 27th consecutive win (1971).
- 23 — Franco Harris caught the "Immaculate Reception" in the AFC championship game (1972).
- 24 — The War of 1812 ended (1814), the KKK was founded (1865), President Coolidge lit up the first national Christmas tree at the White House (1923), and the Soviet Union invaded Afghanistan (1979).
- 25 — Bing Crosby first sang "White Christmas" (1941), Soviet president Mikhail Gorbachev resigned (1991), young beauty queen JonBenet Ramsey was murdered (1996), and New Mexico kicker Katie Hnida became the first female to play in a Division I college football game (2002).
- 26 — Jack Johnson became the first black heavyweight boxing champ (1908), Kwanzaa was first celebrated (1966), and **an estimated 230,000 people died from a tsunami in Southeast Asia** (2004).
- 27 — Radio City Music Hall opened in New York City (1932), and Peyton Manning broke the NFL's single-season touchdown passing record with his 49th (2004).
- 28 — The first Labor Day in the U.S. was observed (1869), the first commercial movie was screened in Paris (1895), and the worst-ever earthquake in Europe killed an estimated 100,000 people (1908).
- 29 — Texas became a state (1845), and the Massacre at Wounded Knee took place (1890).
- 30 — The border between the U.S. and Mexico was established (1853), more than 600 people were killed in a fire at a Chicago theater (1903), and the USSR was established (1922).
- 31 — Thomas Edison demonstrated the first incandescent light (1879), baseball star Roberto Clemente (1972) and singer Rick Nelson (1985) were killed in plane crashes, and Panama took possession of the Panama Canal from the U.S. (1999).



Birthdays

- 1 — Singer Lou Rawls (1933), actor/director Woody Allen (1935), golfer Lee Trevino (1939), comedian Richard Pryor (1940), and singer Bette Midler (1945)
- 2 — Circus guy Charles Ringling (1863), TV journalist Stone Phillips (1954), actress Lucy Liu (1967), tennis star Monica Seles (1973), and pop singer Britney Spears (1981)
- 3 — Rocker Ozzy Osbourne (1948), actress Daryl Hannah (1960), Olympic champ figure skater Katarina Witt (1965), and actor Brendan Fraser (1968)
- 4 — Actor Jeff Bridges (1949), actresses Marisa Tomei (1964) and Tyra Banks (1973), and rapper-turned-country star Jelly Roll (1984)
- 5 — 8th U.S. President Martin Van Buren (1872), General George Custer (1839), **animator Walt Disney** (1901), singer Little Richard (1932), and actors Michael Dorn (1952) and Frankie Muniz (1985)
- 6 — Songwriter Ira Gershwin (1896), jazz pianist Dave Brubeck (1920), and comedian Steven Wright (1955)
- 7 — Actor Ted Knight (1923), musicians Harry Chapin (1942) and Gregg Allman (1947), baseball Hall of Famer Johnny Bench (1947), and basketball Hall of Famer Larry Bird (1956)
- 8 — Inventor Eli Whitney (1765), entertainer Sammy Davis Jr. (1925), comedian Flip Wilson (1933), singer Jim Morrison (1943), actresses Kim Basinger (1953) and Teri Hatcher (1964), and singer Sinead O'Connor (1966)
- 9 — Actor Kirk Douglas (1916), comedian Redd Foxx (1922), actors Dick Van Patten (1928), Beau Bridges (1941) and John Malkovich (1953), and singer Donny Osmond (1957)
- 10 — Poet Emily Dickinson (1830), library organizer Melvil Dewey (1851), actor Dan Blocker (1928), and actress Susan Dey (1952)
- 11 — Actresses Rita Moreno (1931) and Donna Mills (1942), singer Brenda Lee (1944), actress Teri Garr (1945), and musician Jermaine Jackson (1954)
- 12 — Actor Edward G. Robinson (1893), entertainer Frank Sinatra (1915), TV game show host Bob Barker (1923), and singers Connie Francis (1938), Dionne Warwick (1941) and Sheila E. (1959)
- 13 — Actors Dick Van Dyke (1925) and Christopher Plummer (1927), rocker Ted Nugent (1947), and pop sensation Taylor Swift (1989)
- 14 — Prognosticator Nostradamus (1503), **WWII hero Gen. James Doolittle** (1896), and actresses Lee Remick (1935) and Patty Duke (1946)
- 15 — Philanthropist J. Paul Getty (1892), funnyman Tim Conway (1933), musician Dave Clark (1942), and actor Don Johnson (1949)
- 16 — Composer Ludwig van Beethoven (1770), anthropologist Margaret Mead (1901), actress Liv Ullmann (1938), and actor Benjamin Bratt (1963)
- 17 — TV personality Gene Rayburn (1917) and actor Bill Pullman (1954)
- 18 — Baseball Hall of Famer Ty Cobb (1886), actress Betty Grable (1916), director Steven Spielberg (1946), actor Brad Pitt (1964), pro wrestler "Stone Cold" Steve Austin (1964), actress Katie Holmes (1978), and singer Christina Aguilera (1980)
- 19 — Arctic explorer Sir William Parry (1790), actress Cicely Tyson (1933), actors Tim Reid (1944) and Robert Urich (1946), football Hall of Famer Reggie White (1961), and actress Alyssa Milano (1972)
- 20 — Actor Kiefer Sutherland (1966)
- 21 — Soviet dictator Joseph Stalin (1879), legendary college football coach Joe Paterno (1926), TV talk show host Phil Donahue (1935), actress Jane Fonda (1937), musician Frank Zappa (1940), funnyman Ray Romano (1957) and Olympic champion sprinter Florence Griffith Joyner (1959)
- 22 — Actress Barbara Billingsley (1922), TV journalist Diane Sawyer (1945), singing twins Maurice and Robin Gibb (1949), and women's golf legend Jan Stephenson (1951)
- 23 — Mormon Church founder Joseph Smith (1805), actor Harry Shearer (1943), and actress Susan Lucci (1948)
- 24 — Frontiersman Kit Carson (1809), rich guy Howard Hughes (1905), actress Ava Gardner (1922), singer Ricky Martin (1971), and TV host Ryan Seacrest (1974)
- 25 — Scientist Sir Isaac Newton (1642), Red Cross founder Clara Burton (1821), actor Humphrey Bogart (1899), singer Jimmy Buffett and football Hall of Famer Larry Csonka (1946), singer Barbara Mandrell (1947), actress Sissy Spacek (1949), and **comedian Norm Macdonald** (1962)
- 26 — Entertainer Steve Allen (1921) and actor Jared Leto (1971)
- 27 — Astronomer Johannes Kepler (1571), chemist Louis Pasteur (1822), and TV journalist Savannah Guthrie (1971)
- 28 — 28th U.S. President Woodrow Wilson (1856), and actor Denzel Washington (1954)
- 29 — 17th U.S. President Andrew Johnson (1808), actress Mary Tyler Moore (1937), and actors Jon Voight (1938) and Ted Danson (1947)
- 30 — Author Rudyard Kipling (1865), blues musician Bo Diddley (1928), baseball Hall of Famer Sandy Koufax (1935), TV host Matt Lauer (1957), actresses Tracey Ullman (1959) and Julianne Moore (1960), golfer Tiger Woods (1975), and basketball star LeBron James (1984)
- 31 — Painter Henri Matisse (1869), actor Anthony Hopkins (1937), singers John Denver (1943) and Donna Summer (1948), and actor Val Kilmer (1959)

