

# THE PRACTITIONER

A monthly newsletter of the Energy Facility Contractors Group's  
Project Delivery Working Group



Issue 64

November 2024

Greetings EFCOG PDWG Practitioners!

This month's newsletter highlights the recent Office of Project Management's supplemental guidance on "Establishment and Usage of Management Reserve" and brings closure to our 3-part "Planning and Scheduling" series from DOE G 413.3-24. So, let's dive in..

## PM-30 Supplemental Guidance to CAG 2.0 for Establishment and Usage of Management Reserve (Attributes C.10 and G.1)

**M**anagement Reserve (MR) is a key element of the Earned Value Management System (EVMS) to manage unforeseen, in-scope work within a project. Despite its importance, MR is often misunderstood and misused, making it essential to understand its proper establishment and allowable uses. This document aims to identify the principles and expectations for EIA-748 compliant practices on the establishment and allowable and unallowable use of MR.

A healthy project environment, which includes both tangible and intangible factors, is paramount to ensure effective EVMS implementation. **The project environment significantly influences the maturity and effectiveness of EVMS implementation, correlating with better project outcomes.** To promote responsible MR management and align its usage with project goals, consider the following strategies:

**Enhance Communication:** Clearly define MR's purpose and guidelines, and regularly communicate these to all stakeholders.

- **Provide Training:** Offer training sessions for managers on MR allocation to ensure understanding of best practices.
- **Cultivate Accountability:** Foster a culture that emphasizes responsibility and appropriate MR use.
- **Implement Strong Oversight:** Establish a governance framework to monitor MR usage, with regular reviews and audits to ensure compliance.
- **Improve Transparency:** Provide managers with real-time data and reporting tools for informed MR decisions.
- **Encourage Collaboration:** Facilitate cross-departmental discussions to align interests and ensure MR allocation supports organizational goals.
- **Establish Clear Policies:** Develop and disseminate clear policies on MR usage, including approval processes and reporting requirements.
- **Utilize Risk Management:** Implement risk assessment processes to determine appropriate MR use and mitigate misuse.
- **Solicit Feedback:** Regularly gather input from managers about MR usage challenges and adjust policies accordingly.

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# Management Reserve

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By embracing these strategies and understanding the environmental and human factors influencing EVMS implementation, organizations can foster a project environment that promotes trust, transparency, and shared values. This approach reduces the risk of failing to achieve schedule, budget, and performance goals, ensuring effective MR use in compliance with EIA-748 standards.

**Establishing an MR budget involves several key principles and expectations to ensure effective risk management and project adaptability.** This document outlines the prioritized steps and principles for establishing an MR budget, along with specific examples to illustrate each point.

## Principles and Expectations

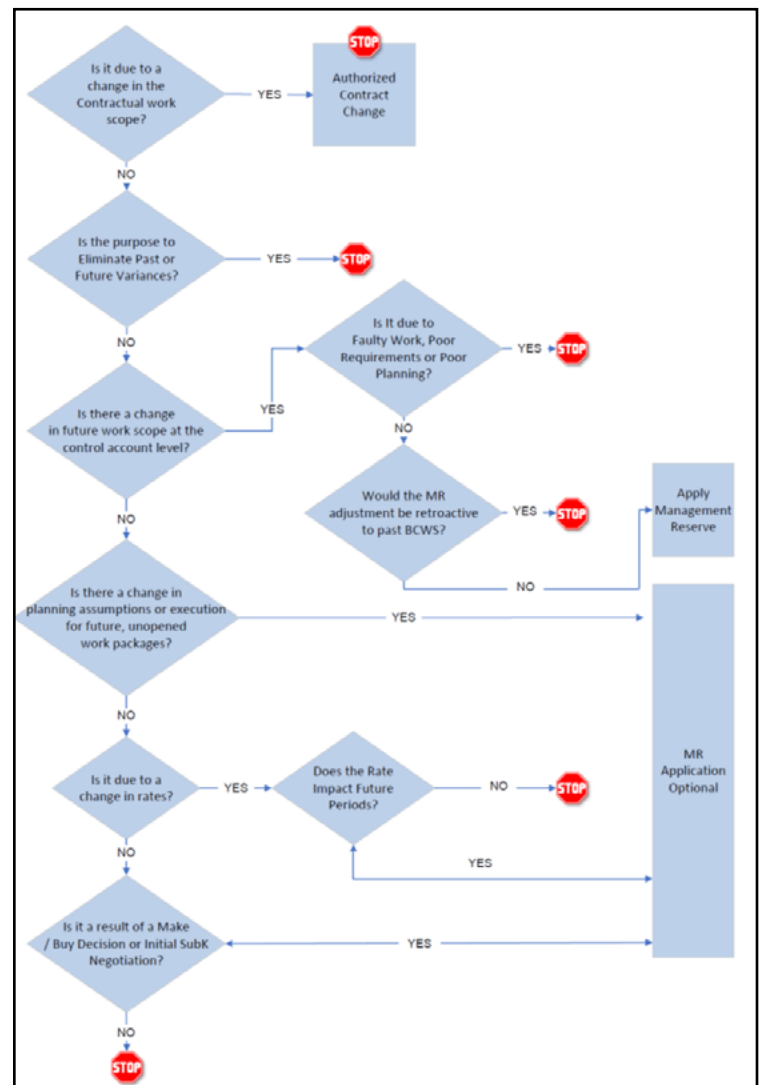
1. **Contractor-Controlled MR:** The government should not direct the amount of MR; it is established and controlled by the contractor's project manager for managing unforeseen in-scope risks.
2. **No Specific Allocation:** MR is held as a general reserve for unforeseen events and not earmarked for specific risk or scope items.
3. **Risk-Based MR Determination:** The MR budget should be based on a thorough risk assessment and quantitative analysis, reflecting the level of risk and uncertainty identified in the project.
4. **Documentation:** Document the rationale for the MR budget to ensure transparency and accountability.
5. **Regular Assessment for Sufficiency:** The MR budget should be assessed regularly in risk management meetings to evaluate its sufficiency based on changes in project conditions and risk assessments and impacts reported (such as to the EAC).

## Conclusion

**Establishing an MR budget is a critical aspect of effective project management, ensuring that projects can adapt to unforeseen in-scope events and manage risks appropriately.** By following and adhering to the principles and expectations outlined above, project managers can maintain control over the MR budget and enhance the overall success of their projects.

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EFCOG Best Practice - MR Decision Tree



**THE PRACTITIONER**

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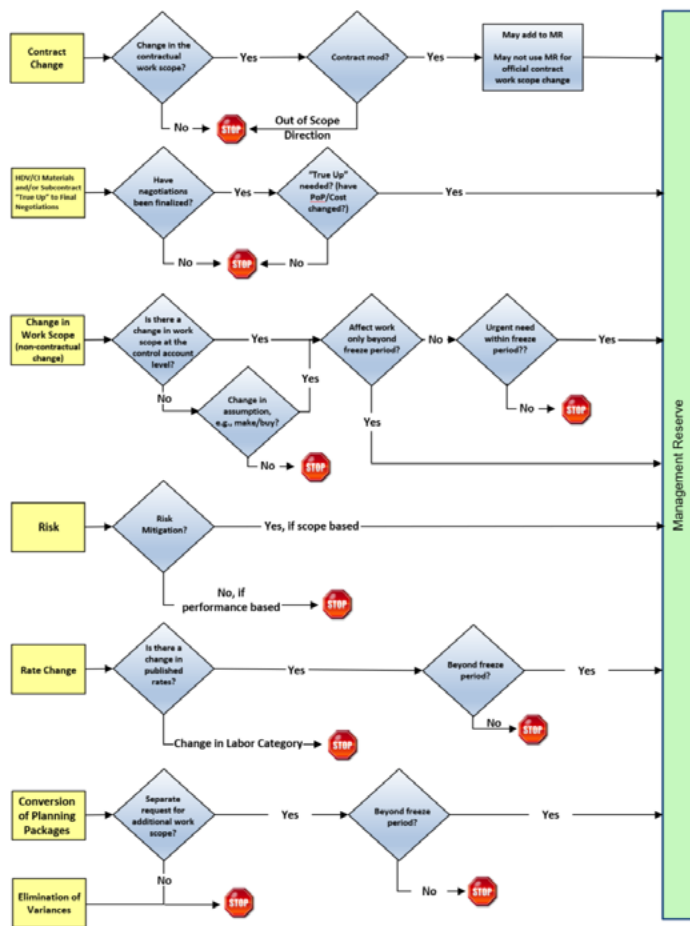
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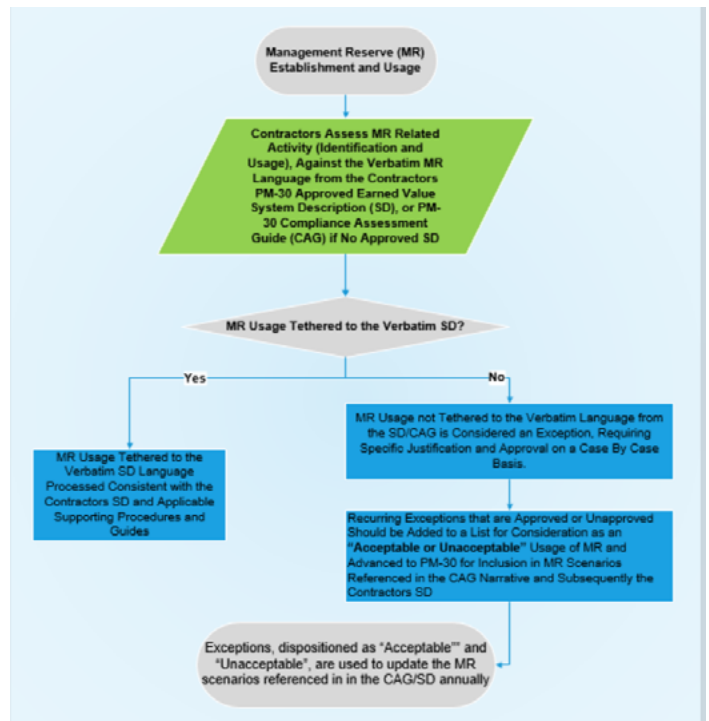
# Management Reserve

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DOE G 413.3-10B - MR Decision Tree



Addressing Exceptions to MR Establishment and Usage Allowances



**Editor's Note:** Consideration of the current PM-30 "Supplemental Guidance to CAG 2.0" (above), **contractors should assess the need to update their current earned value management system descriptions** (consistent with their governing contracts) to assure compliance with the current "Establishment and Usage of Management Reserve (Attributes C.10 and G.1)".

To assist your compliance self-assessment, The PM document will be posted in the following 2 locations:

- [PM EVM Clearinghouse Topics - Dept of Energy-External - Community](#) (connect.gov)
- [EVMS Implementation Guidance | Department of Energy](#) (Clearinghouse Topics table)

## Check out the latest DOE Project Management newsletter!



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# Planning and Scheduling Part 3 - Special Topics

Our marathon on the DOE G 413.3-24 "Planning and Scheduling" picks back up and concludes this month with the "Planning and Scheduling Special Topics" section. **It is worth mentioning that while the value of effective planning and scheduling cannot be overstated, it is also very important to consider that the process and framework prescribed in the guide are equally important to compliant and successful project outcomes.**

## Integration of Risk Management into the schedule

**Overview:** The risk management plan (RMP) identifies actions the project plans to take to mitigate realized threats and exploit realized opportunities. Although scope may incorporate risk responses without traceability to single schedule activities, plan significant risk mitigations, especially those assigned resources, as discrete activities. Use a coding structure common to both the risk register and IMS for risk mitigation activities.

**Risk Management Integration Process:** Include in the baseline IMS risk mitigations identified during development of the project baseline using the same identification number found in the risk management plan. The P-6 note/text field may be used to document the rationale of chosen process/logic and historical context as well as noting risk trigger points.

Vet unauthorized risk mitigations through the change control process prior to inclusion within the baseline IMS. Then add the same risk mitigation activities to the forecast IMS. The freeze period does not apply to these added activities.

For risk mitigation assigned to LOE activities, ensure that the LOE staffing, and resources are adequate to address the LOE scope inclusive of the risk mitigation. Apply a risk response code from the risk register to each LOE activity intended to mitigate a risk.

List the IMS activity identification code for each risk mitigation in the risk register. Leave risk mitigation activities in the risk register and forecast IMS open until completion or cancellation of the activities has occurred.

## Level of Effort

**Overview:** Activity-based methods either cannot, or impracticably can measure the performance of LOE WPs and activities. Include all activities, both discrete and LOE, in the IMS.

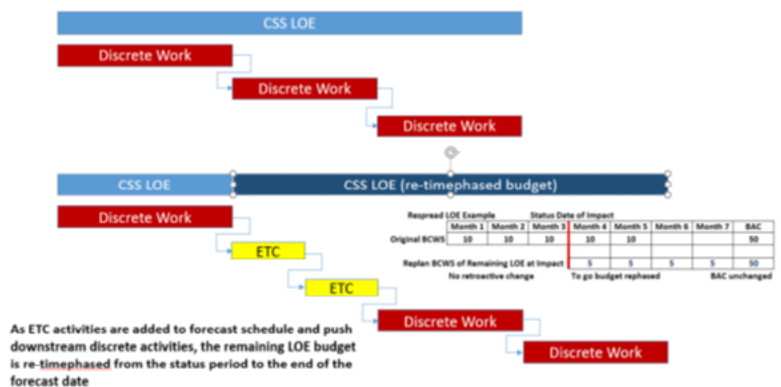
## Inclusion of Level of Effort in the Integrated Master Schedule

### Construction Support Services (CSS) Special Consideration:

- Code CSS activities with the LOE earned value technique in the baseline IMS and forecast IMS. As technical or design issues arise during execution, add to the forecast IMS zero budget, non-resourced "ETC Only" activities sequenced using precedence logic with the impacted discrete construction work. See the figure at right for an example. The whole intent of this sub-process is to allow the EVT of LOE and allow it to impact discrete work. This is unique to CSS. Related activity start and finish dates will slip, possibly impacting the project critical path, overall timeline, and ETC cost.

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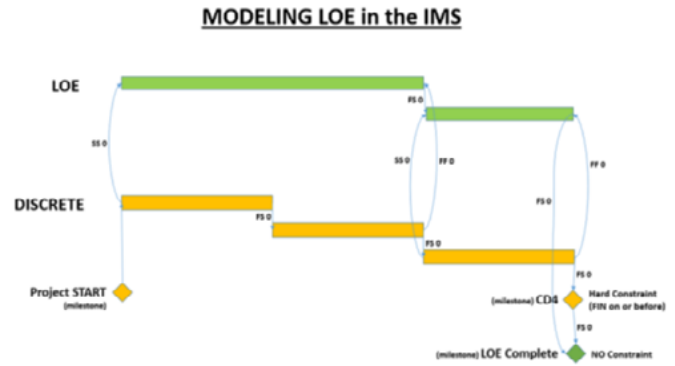
### Construction Support Services (CSS) LOE Model



# Planning and Scheduling

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- Arrange CSS and other similar LOE activity (figure on previous page, long dark blue bar) in the forecast IMS to finish on the forecasted finish date of the last discrete construction activity. Through baseline change control, re-time remaining budget in a linear fashion. Update the construction support LOE EAC. If slips occur, the EVT for CSS is changed to percent complete to allow it to finish when both the discrete work finishes and the risk of design changes is eliminated. Claim full earned value or budgeted cost of work performed (BCWP) for the LOE activity only following completion of the last discrete activity. The figure above depicts the process.



Address in the EVM system description project support services, including the threshold for adding "ETC Only" activities (aka, zero budget activities) to the forecast schedule.

**Note: Additional guidance is contained in the DOE-PM (PM-30) Position Paper "Construction Support (e.g. Title III) as LOE," 9/14/2018, <https://go.usa.gov/xfwn4>.**

## Planning LOE In the IMS

LOE is planned in the IMS so that it does not impact discrete work. The figure below shows the recommended linkages in the IMS for planning level of effort.

## Schedule Documentation and Coding

Prepare schedule documentation useful to new schedulers, reviewers, and auditors encompassing the following:

### Data Dictionary

Describe the code fields, and options for each code field, utilized in the schedule in a data dictionary. The figure at right identifies recommended codes:

Associate additional information pertinent to activities using custom code fields in the native schedule application as well as during automated reviews to more easily group, sort, and filter the schedule. Avoid including this information in activity descriptions or note fields.

### Schedule Margin and DOE Schedule Contingency in an IMS

#### Overview

**Schedule margin (SM) and DOE schedule contingency buffer the schedule against unforeseen events that could cause a delay.** Use SM to mitigate realized risks impacting scope assigned to the contractor. In contrast, use

IMS Codes

General Use Codes	
Control Account Manager	Integrated Master Plan ID
Planning Package / Work Package ID	Schedule Visibility Task ID
Control Account ID	Earned Value Technique
Organization Breakdown Structure ID	Quantifiable Backup Data Location
Work Breakdown Structure ID	Subcontractor ID
Contract Line Item Number (CLIN)	Critical / Driving Path ID
Major / Toll Gate Milestone ID	Baseline Change Proposal / Request
Inter-project Logic	Key Performance Parameters
GFI / GFS ID	Zero Budget Activity ID
	ETC Only ID
Schedule Risk Analysis	
Duration Confidence	SRA Maximum Duration
SRA Minimum Duration	Risk Mitigation ID
SRA Most Likely Duration	Schedule Margin ID
Other Recommended Codes / Dictionary Elements	
High Dollar Value / Critical Material ID	High Float Justification
Lag Justification	Negative Float Justification
Constraint Justification	

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# Planning and Scheduling

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DOE schedule contingency to mitigate realized risks impacting scope retained by DOE but still threaten the timely completion of the project. Initially establish SM and DOE schedule contingency in conjunction with CD-2 but updates may occur in conjunction with changes.

## Establishing SM and DOE Schedule Contingency

Set the SM commensurate with the schedule risk calculated at a probability level typically between 70 and 90 percent. The SRA accounts for risk events assigned to the contractor and contractor activity duration uncertainty. Activity duration uncertainty is determined either through a three-point duration estimate or by confidence level (high, medium, or low).

Similar to SM, set the DOE schedule contingency commensurate with the schedule risk calculated at a probability level typically between 70 and 90 percent. This SRA accounts for risk events assigned to DOE and DOE activity duration uncertainty. The IMS may depict these activities as SVTs. While various techniques can be used in the SRA (including parametric and deterministic), the best practice is the Monte Carlo approach.

## Representation of SM in the IMS

Incorporate SM in the IMS as an SVT activity as defined in the EVM system description. **Do not load resources on a SM activity nor assign it to a CA, WP, or PP.** Include "Schedule Margin" in each related activity name and assign a specific code field to support filtering during schedule analysis.

Arrange SM activities in the IMS prior to CD-4 as follows:

1. Establish a milestone for completing all PMB scope (e.g., "CD-4 PMB Internal Target Completion") after the last activity that accomplishes PMB scope.
2. Place a SM activity immediately after the PMB scope completion milestone. Use a finish-to-start (FS) relationship between the milestone and the SM.
3. Link the SM with a FS relationship to the internal contractor completion CD-4 milestone.

## Representation of DOE Schedule Contingency in the IMS

Include DOE schedule contingency in the IMS as directed by the FPD. When included, model it using an SVT activity defined in accordance with the contractor EVM system description. **Do not load resources on a DOE schedule contingency activity nor assign it to a CA, WP, or PP.** Include "DOE Schedule Contingency" in each related activity name and assign a specific code field to support filtering during schedule analysis.

Insert in each project phase a single DOE schedule contingency activity in the IMS between the contractor and DOE CD milestones. Arrange DOE schedule contingency activities in the IMS prior to CD-4 as follows:

1. Place DOE schedule contingency immediately after the CD-4 milestone corresponding to the contractor's internal CD-4 completion milestone. Use a FS relationship between the milestone and the DOE schedule contingency activity.
2. Link DOE schedule contingency to the federal CD-4 milestone, labeled "CD-4 (TPC) Congressional Commitment," with a FS relationship.
3. Apply a finish-on-or-before constraint to the CD-4 Total Project Costs (TPC) milestone.

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# Planning and Scheduling

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## Drawdown of SM

Ensure the duration of each SM activity in the baseline IMS equals its counterpart in the forecast IMS at the start of a project or project phase. However, as the project or project phase progresses, the contractor may change the SM based on status or subsequent SRA for the remaining scope due to revised activity duration uncertainty or estimated impacts of residual risks. When less than 10 percent of the SM in the baseline IMS remains, review the adequacy of the SRA that generated the SM.

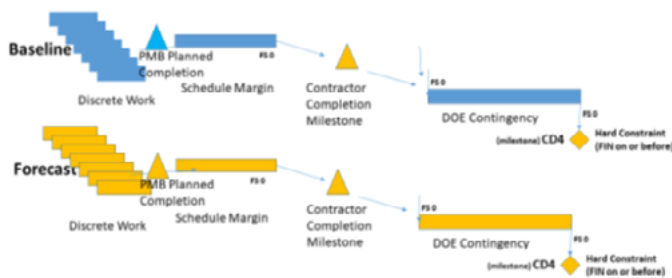
- Forecast IMS: Only the contractor may reduce a SM activity's duration.** Document forecast schedule SM consumption in the Format 5 contractor performance report (CPR) or integrated program management report (IPMR). Consumption mitigates negative total float caused by a hard-constrained CD-4 milestone. Compare the percent SM consumed to the percent complete of the project. Actual risks to the project may exceed those anticipated if the ratio exceeds one. Retain a totally consumed SM activity in the schedule with a duration of zero. While the baseline SM remains under change control, the forecast SM does not.
- Baseline IMS: If a change to the baseline requires reducing the SM activity, the contractor approves the allocation of schedule margin to mitigate a realized risk before incorporating a change in the baseline IMS, then document the reason for the consumption of SM in the change control document. Track SM drawdown in both the forecast and baseline IMS in a log.**

## Drawdown of DOE Schedule Contingency

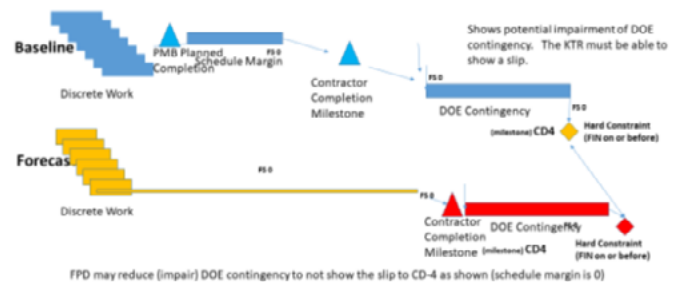
Ensure at the start of a project or project phase the duration of DOE Schedule Contingency in the baseline IMS equals its counterpart in the forecast IMS (as shown in the figure below). However, as the project or project phase progresses, the FPD may change the DOE schedule contingency based on a new SRA for remaining scope based on revised activity duration uncertainty or estimated impacts of residual risks.

- Forecast IMS: Only the FPD may direct the consumption of DOE schedule contingency in the forecast schedule to mitigate realized risks.** While the DOE schedule contingency baseline remains under change control, the forecast DOE Schedule Contingency does not. Thus, the contractor may have to move the CD-4 forecast date as shown in the figure below.
- Baseline IMS: If a change to the baseline requires reducing the DOE Schedule Contingency, the FPD approves the allocation of contingency before incorporating a change in the baseline IMS, then document the reason for the consumption of DOE schedule contingency in the change control document.** The consumption of DOE schedule contingency may also warrant a contract change to revise the contract CD-4 milestone. Track DOE schedule contingency drawdown in both the forecast and baseline IMS in a log.

Planning schedule margin, Contractor completion, DOE Contingency



Slips impact on schedule margin and CD 4



Well, that is all for our focus on the DOE G 413.3-24 "Planning and Scheduling" guide, which is a wealth of information and outstanding resource when properly implemented can lead you and your team to a compliant and successful project management approach. For your convenience and reference, [here is the link to the guide online](#). See you next month!

# Just for Fun: November's Notable Events and Famous Birthdays

## Notable Events

- 1 – Parliament enacted the Stamp Act (1765), John Adams became the first U.S. president to live in the White House (1800), the first NBA game was played (1946), an attempted assassination of President Truman was foiled (1950), the U.S. tested the first hydrogen bomb (1952), **Jacques Plante became the first hockey goalie to wear a facemask** (1959), and the European Union was officially established (1993).
- 2 – The Martin Luther King Jr. holiday became official (1983), and the Chicago Cubs won their first World Series in 108 years (2016).
- 3 – Harry Truman was elected president (1948), the Soviet Union launched the first animal into space (1957), Lyndon B. Johnson was elected president (1964), the Iran-Contra affair was revealed (1986), and the One World Trade Center in NYC officially opened (2014).
- 4 – King Tut's tomb was discovered (1922), the Iran Hostage Crisis began (1979), Israel's prime minister Yitzhak Rabin was assassinated (1995), and Barack Obama was elected president (2008).
- 5 – The gas-powered car was patented (1895), Woodrow Wilson (1912), Franklin D. Roosevelt (1940), and Richard Nixon (1968) were elected president, and 45-year-old George Foreman became the oldest heavyweight boxing champ (1994).
- 6 – Abraham Lincoln was elected president (1860), the first college football game was played between Rutgers and Princeton (1869), the Bolshevik Revolution began in Russia (1917), and the Cleveland Browns announced their move to Baltimore (1995).
- 7 – The Tacoma Narrows Bridge collapsed (1940), Franklin D. Roosevelt (1944) and Richard Nixon (1972) were re-elected president, and Magic Johnson announced he was HIV-positive (1991).
- 8 – Abraham Lincoln was re-elected president (1864), X-rays were discovered (1895), Adolf Hitler survived an assassination attempt (1939), and John F. Kennedy was elected president (1960).
- 9 – **A fire destroyed much of Boston** (1872), the Nazis launched "Kristallnacht" against Jews (1938), and the Berlin Wall opened up (1989).
- 10 – The windshield wiper was patented (1903), *All Quiet on the Western Front* was published (1928), *Sesame Street* made its debut (1969), and the cargo ship *Edmund Fitzgerald* sank in Lake Superior (1975).
- 11 – World War I ended (1918), the Tomb of the Unknowns was dedicated (1921), and the military draft age was lowered to 18 (1942).
- 12 – The first meteor shower was recorded (1799), Pudge Heffelfinger became the first professional football player (1892), and Ellis Island closed (1954).
- 13 – The Vietnam Veterans Memorial was dedicated (1982), and Kim Ng was named general manager of the Miami Marlins, becoming the first female GM of any North American major pro men's sport (2020).
- 14 – *Moby Dick* was published (1851), outlaw Billy The Kid was killed (1882), and a plane crash killed most of the Marshall University football team (1970).
- 15 – The stock ticker made its debut (1867), and the Xbox gaming system was introduced (2001).
- 16 – Oklahoma became a state (1907), Oklahoma University's record 47-game football winning streak ended (1957), **The Sound of Music debuted on Broadway** (1959), and the first *Harry Potter* movie premiered (2001).
- 17 – Congress submitted the Articles of Confederation to the states for ratification (1777), the Suez Canal opened (1869), and actor Arnold Schwarzenegger was elected governor of California (2003).
- 18 – Time zones were created (1883), Mickey Mouse was created (1928), and a mass suicide took place at Jonestown, Guyana (1978).
- 19 – President Lincoln delivered the "Gettysburg Address" (1863), and soccer legend Pele scored his 1,000th goal (1969).
- 20 – New Jersey was the first state to ratify the Bill of Rights (1789), the three-position traffic signal was patented (1923), the Nuremberg war-crimes trials began (1945), and the British royal residence Windsor Castle caught fire (1992).
- 21 – The first untethered hot-air balloon flight was made (1783), **Thomas Edison invented the phonograph** (1877), and the movie *Rocky* premiered (1977).
- 22 – President John F. Kennedy was assassinated (1963), 20-year-old Mike Tyson became the youngest heavyweight boxing champ (1986), and the B-2 "stealth" bomber was introduced (1988).
- 23 – *Life* magazine was first published (1936).
- 24 – Charles Darwin published his theory of evolution (1859), Wilt Chamberlain grabbed an NBA record 55 rebounds (1960), Jack Ruby killed alleged JFK assassin Lee Harvey Oswald (1963), and the Lucy skeleton fossils were discovered (1974).
- 25 – The floating bridge over Lake Washington near Seattle sank (1990).
- 26 – The first "cloverleaf" interchange was designed (1931), the modern Thanksgiving Day holiday was established (1941), the movie *Casablanca* premiered (1942), and *MTV Unplugged* made its debut (1989).
- 27 – Hockey legend Gordie Howe scored his 600th goal (1965).
- 28 – Ferdinand Magellan became the first European to reach the Pacific Ocean (1520), the *Grand Ole Opry* began broadcasting (1925), and nuclear pioneer Enrico Fermi died (1954).
- 29 – The U.N. voted to partition Palestine to create an independent Jewish state (1947), the Warren Commission was established to investigate JFK's assassination (1963), and legendary guitarist George Harrison died (2001).
- 30 – A woman in Alabama was hit by a meteorite (1954), and *Jeopardy!* contestant (now host) Ken Jennings' record 74-game winning streak ended (2004).



## Birthdays

- 1 – Singer Lyle Lovett (1957) and baseball Hall of Famer (RIP) Fernando Valenzuela (1960)
- 2 – Frontiersman Daniel Boone (1734), 11th U.S. President James K. Polk (1795), 29th U.S. President Warren G. Harding (1865), and actor Burt Lancaster (1913)
- 3 – Texas founder Stephen Austin (1793), actor Charles Bronson (1921), boxing champ Larry Holmes (1949), comedians Roseanne Barr (1952) and Dennis Miller (1953), and quarterback/sportscaster Phil Simms (1956)
- 4 – Humorist Will Rogers (1879), TV journalist Walter Cronkite (1916), and actor Matthew McConaughey (1969)
- 5 – Singing cowboy Roy Rogers (1911), singers Ike Turner (1931) and Art Garfunkel (1941), and actresses Elke Sommer (1941) and Tatum O'Neal (1963)
- 6 – March composer John Philip Sousa (1854), and actress Sally Field (1946)
- 7 – Scientist Marie Curie (1867), evangelist Billy Graham (1918), and **singer-songwriter Joni Mitchell** (1943)
- 8 – Astronomer Edmund Halley of comet fame (1656), *Dracula* author Bram Stoker (1847), *Gone With the Wind* author Margaret Mitchell (1900), and singer Bonnie Raitt (1949)
- 9 – Astronomer Carl Sagan (1934), and golfer Tom Weiskopf (1942)
- 10 – Protestant reformer Martin Luther (1483), and actors Richard Burton (1925), Roy Scheider (1932), Sinbad (1956), and Tracy Morgan (1968)
- 11 – Gen. George Patton (1885), author Kurt Vonnegut (1922), comedian Jonathan Winters (1925), golfer Fuzzy Zoeller (1951), and actors Demi Moore (1962) and Leonardo DiCaprio (1974)
- 12 – Actress/princess Grace Kelly (1929), ocker Neil Young (1945), actor David Schwimmer (1967), baseball player Sammy Sosa (1968), disgraced figure skater Tonya Harding (1970), actor Ryan Gosling (1980), and actress Anne Hathaway (1982)
- 13 – Actress/TV host Whoopi Goldberg (1955), and TV host Jimmy Kimmel (1967)
- 14 – Steamboat inventor Robert Fulton (1765), artist Claude Monet (1840), composer Aaron Copland (1900), Prince Charles (1948), and politician Condoleezza Rice (1954)
- 15 – **TV judge Joseph Wapner** (1919), actors Ed Asner (1929) and Sam Waterston (1940), and actress Beverly D'Angelo (1954)
- 16 – Actor Burgess Meredith (1907), actress Lisa Bonet (1967), and Olympic gold medal figure skater Oksana Baiul (1977)
- 17 – Actor Rock Hudson (1925), director Martin Scorsese (1942), actor Danny DeVito, TV producer Lorne Michaels and pitcher Tom Seaver (1944)
- 18 – Astronaut Alan Shepard (1923), actress Linda Evans (1942), and actors Kevin Nealon (1953) and Owen Wilson (1968)
- 19 – Explorer George Rogers Clark (1752), 20th U.S. President James A. Garfield (1831), talk show host Larry King (1933), TV mogul Ted Turner (1938), fashion designer Calvin Klein (1942), and actresses Meg Ryan (1961) and Jodie Foster (1962)
- 20 – MLB's first commissioner Kennesaw Mountain Landis (1866), astronomer Edwin Hubble (1889), politician Robert F. Kennedy (1925), and actress Bo Derek (1956)
- 21 – Satirist Voltaire (1694), **baseball Hall of Famer Stan Musial** (1920), actresses Goldie Hawn (1945) and Mariel Hemingway (1961), football Hall of Famer/broadcaster Troy Aikman (1966), baseball Hall of Famer Ken Griffey Jr. (1969), and football Hall of Famer/TV host Michael Strahan (1971)
- 22 – Comedian Rodney Dangerfield (1921), tennis star Billie Jean King (1943), actress Jamie Lee Curtis (1958), tennis star Boris Becker (1967), and actress Scarlett Johansson (1984)
- 23 – 14th U.S. President Franklin Pierce (1804), outlaw Billy the Kid (1859), musician Bruce Hornsby (1954), and TV host Steve Harvey (1956)
- 24 – 12th U.S. President Zachary Taylor (1784), authors Dale Carnegie (1988) and William F. Buckley (1925), and former NFL commissioner Paul Tagliabue (1940)
- 25 – Philanthropist Andrew Carnegie (1835), baseball Hall of Famer Joe DiMaggio (1914), actors Ricardo Montalban (1920) and John Larroquette (1947), politician JFK Jr. (1960), and **First Daughters Barbara and Jenna Bush** (1981)
- 26 – Cartoonist Charles Schulz (1922), singer Robert Goulet (1933), comedian Rich Little (1938), and singer Tina Turner (1939)
- 27 – Martial arts legend Bruce Lee (1940) and guitarist Jimi Hendrix (1942)
- 28 – Music producer Berry Gordy (1928), singer/songwriter Randy Newman (1943), bandleader Paul Schaffer (1949), and actor Judd Nelson (1959)
- 29 – Musician Chuck Mangione (1940), entertainer Howie Mandel (1955), and actress Kim Delaney (1964)
- 30 – Author Mark Twain (1835), British statesman Winston Churchill (1874), TV personality Dick Clark (1929), football coach Bill Walsh (1931), singer Billy Idol (1955), athlete Bo Jackson (1962), and **actor Ben Stiller** (1965)

