

THE PRACTITIONER



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



Issue 66

January 2025

Greetings Practitioners, and Happy New Year!

Here's hoping you all had a terrific holiday break with family and friends. In this issue of the *Practitioner*, we'll take a breather from our usual format of informative articles and instead provide a summary look back at the 2024 monthly newsletters. We'll also provide a link to access each issue for quick and convenient viewing. We will return to our regular content next month with part two of our series on Integrated Baseline Reviews.

2024 – A Quick Look Back

[Click this link](#) for the monthly *Practitioners*

The Practitioner

Energy Facility Contractors Group's Project Delivery Working Group
Monthly Newsletter

The Practitioner takes pride in keeping its readers and EFCOG members informed of news and events. Keeping you informed of updated policy guidance assures you have current, accurate, complete, repeatable, auditable and compliant information with which to make informed decisions.

December 2024 – Integrated Baseline Reviews – Part 1

While seemingly rare in occurrences, *Integrated Baseline Reviews (IBRs) are a critical part of the contract award and integrated program management process* for major acquisitions and inter/intra agency or organization agreements. IBRs are required, either pre-award or post-award, to ensure authorized work is adequately planned and resourced, *and to establish a mutual understanding of the risks and opportunities inherent in the Performance Measurement Baseline (PMB).*

As part of these efforts, both Customer and Supplier can agree on the contents of the risk register, the mitigations for reducible risks, and the margins for irreducible risks, as well as the integrated program management processes used during project execution. *IBRs are performed on the initial contract baseline and whenever there is a significant change to the baseline.* The Customer may require an IBR when the Customer Program Manager (PM) wants to review the PMB to assure both parties have a mutual agreement on the scope of work, resources, and schedule to meet the customer's needs. The purpose of the National Defense Industrial Association (NDIA) Integrated Program Management Division (IPMD) IBR Guide is to provide guidance for Customer and Supplier PMs as well as their teams for the preparation and execution of an IBR. *NOTE: DOE does not currently have an IBR guide; they instead recommend this NDIA Guide be used.*

November 2024 – PM-30 Supplemental Guidance to CAG 2.0 for Establishment and Usage of Management Reserve (Attributes C.10 and G.1)

Management 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

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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.

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.

October 2024 – Master Program Schedule Integration Methodology

The purpose of this white paper is to demonstrate practices related to setting up and maintaining large project/program integrated master schedules (IMS) that include subprojects that are required to be individually submitted into the DOE Project Assessment and Reporting System (PARS). Even though there are subprojects in the IMS that do not report into PARS, it is recommended that those projects consider the outlined practices as they affect the reporting criteria of the PARS subprojects.

DOE is transitioning to a new format for data upload to PARS, using JavaScript Object Notation (JSON) dataset format. The new JSON format requirement, which will replace the existing MS Access file and CSV flat files, are

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documented within the DOE Contractor Project Performance (CPP) Data Item Description (DID). The new JSON dataset will be required for future PARS data uploads. The latest version of the DOE CPP DID is found at the [PARS DOE website](#).

PARS emphasis is to improve/streamline management of the scope and integration of WBS, schedule, and costs. The focus in the outlined practices is to illustrate the necessary steps required when certain DOE offices/sites maintain an IMS (enterprise site/portfolio/program) that comprise multiple inter-related PARS projects. The individual capital asset projects, each having unique PARS IDs are required to be reported separately in PARS, with each project able to stand alone in the tenets of schedule health and critical path analysis, or identification of tasks with total float less than or equal to zero, within PARS when segregated from the Program IMS. This requires that the submitted schedules must match the same information in the IMS for critical path, date and float calculations, resources, and interproject dependencies (driving and non-driving) originating from external projects included in the site/portfolio/program IMS. To accomplish this, the separated schedules must include interface milestones representing predecessor activities of external projects that link to the activities in the submitted PARS project.

The separation of the schedules for accurate reporting of stand-alone schedule files is facilitated by implementation of a process and methodology for development and maintenance of interface milestones. The standard traditional practice requires manual creation of interface milestones within the submitted PARS project. The use of interface milestones, as discussed later in this document, is necessary to facilitate the ability to create native stand-alone P6 schedule backups (e.g. XER/XML) files for importing into external P6 systems for review and analysis.

In addition to the necessary standard practice of developing and maintaining interface milestones, DOE has commissioned Oracle to develop automated capabilities in P6 to support the DOE CPP JSON DID for reporting project data into PARS. See the entire white paper at the [EFCOG PDWG Website](#).

September 2024 – Planning and Scheduling DOE G 413.3-24 – Current Version

This month's edition provides a high-level overview refresher of the guidance to DOE's Planning and Scheduling expectations. Like the entire 413.3 suite of guides, [this guide assists project teams by outlining project scheduling principles and best practices in planning and executing capital asset projects to meet the requirements of DOE Order \(O\) 413.3B](#), Program and Project Management for the Acquisition of Capital Assets. This guide provides non-mandatory information for fulfilling requirements contained in rules, regulatory standards, and DOE directives. Guides are not requirement documents and are not to be construed as requirements in any audit or appraisal for compliance. Send citations of errors, omission, ambiguities, and contradictions found in this guide to PMpolicy@hq.doe.gov.

With that said, let's explore how the planning and scheduling guide can help with management of your project [This guide outlines effective principles for developing and maturing project schedules at a level of detail corresponding to the critical decision process](#) outlined in Department of Energy (DOE) Order 413.3B. It also guides assessments of project schedules for the same purpose. The principles addressed within this guidance pertain to acquisition of capital assets governed by DOE O 413.3B. The guide does not address strategic, program, site, operations, or sustainment planning.

[413.3B requires projects to develop, maintain, and document an integrated master schedule \(IMS\) in a manner](#)

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consistent with the methods and best practices identified in the National Defense Industrial Association (NDIA) Planning and Scheduling Excellence Guide (PASEG) and the Government Accountability Office Schedule Assessment Guide, GAO 16-89G (GAO). This guide reconciles these two references within the DOE acquisition management system for capital asset projects. Note: access the guide directly to view and understand the clarification and applicability of the PASEG to DOE.

August 2024 – Reviews Within the 413.3 CD Gate Process

Before we dive into the CD Gate process, let's first look at EFCOG Best Practice (BP) #259 "Capital Asset Preplanning Compliance Review Checklist (CRC)". BP#259 will improve the project team knowledge of the compliant approach prescribed by DOE in the "Initiation, Definition, Execution, and Closeout" phases of capital and GPP projects. See BP#259 on the EFCOG webpage at this link: [EFCOG PDWG BP#259 CRC Checklist](#).

Benefits will be realized in gaining upfront implementation of the 413-preplanning approach in flushing out differing and often incorrect interpretations of the order and its applicability. With contractor and customer agreement upfront, project stakeholders will be on the same page with a common understanding of how the project will proceed, allowing the project team to focus their collective energy on problem solving for the challenges that will be encountered during the "execution" phase.

The CRC is both a preplanning tool and a living document to document the project management approach used to manage the project.

The CRC is used to facilitate CD Gate Tasks:

- Applicability determination for the CD-Gate process/narrative justification if not applicable,
- Staff training requirements for applicable supporting associated guides,
- Establishment of initial "Activity Forecast Dates"

While the CD Gate Process is required for Capital Project based on dollar "thresholds", its use is also encouraged for Minor Construction Projects (MCPs)/General Plant Projects (GPPs) to achieve the desired beneficial results.

The CRC also provides links to important CD-Gate activity supporting guidance in addition to the 413 referential materials, in the order of appearance.

The "413 Quick Reference Matrix" puts valuable guidance information in one place making it quick and easy to track down answers to your questions. The CRC can serve as the central hub for your information needs, 413 task/activity applicability, narrative justification for deviations, training requirements for staff, lead role assignment, and preplanning activity forecast dates.

July 2024 – 14 Project Management Trends Emerging in 2024

John F. Kennedy once said, "Change is the law of life, and those who look only to the past and present are certain to miss the future," and nowhere is this more apparent than in the field of project management.

Over the years, the project management landscape has seen drastic changes that have led organizations to move from sticky notes to enterprise SaaS solutions. With the advent of newer technologies and management paradigms, project management continues to undergo significant evolution, and organizations need to keep up with these changes or risk failure.

With that in mind, we asked experts for their advice on what will be shaping and shaking the world of project management in 2024. Based on that, we've compiled our top 14 project management predictions.

1. Increased Focus on Automation

Thilo Huellmann, Chief Technology Officer at Levity.ai, notes that automation holds immense promise.

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"By automating low-value-add tasks, project managers may focus their efforts and energy on tasks that will most dramatically benefit their businesses, allowing them to affect greater change, increasing the possibility of each project reaching its strategic goals."

For automation, recent years have seen AI adoption on a larger scale by organizations to ensure successful project completion in several ways, such as:

- Generating performance insights
- Supporting the decision-making processes
- Making estimates and predictions
- Optimizing resource scheduling
- Enabling data visualization
- Performing risk analysis

Project Management Institute notes that 81% of professionals say AI is impacting their organizations. That number is likely to increase further in 2024 and the coming years.

June 2024 – Sustainable Program and Project Management

GAO — To achieve desirable outcomes in meeting the Department of Energy (DOE) goals of +or – 10% within the original budget and schedule, practitioners are best served by tethering to the stable platform provided by the GAO "Leading Practices" found in the GAO-19-223 Report. "DOE Could Improve Program and Project Management by Better Classifying Work and Following Leading Practices." This report includes 12 selected project management leading practices, that if implemented, increases the probability of project success.

The GAO is an independent, nonpartisan agency that provides fact-based information to Congress on how to improve federal programs and policies.

12 GAO Leading Practices:

1. Establishing a performance baseline and tracking it from the beginning to the end of the project.
2. Conducting monitoring and controlling activities to measure performance at regular intervals.
3. Using an EVM system that is independently certified and continuously monitored to assess project performance.
4. Establishing a project execution plan with policies and procedures to manage and control project planning.
5. Clearly and completely defining the scope of a project so that its performance can be measured.
6. Developing a cost estimate using GAO best practices.
7. Developing and maintaining an integrated master schedule using GAO best practices.
8. Conducting risk assessments throughout the life cycle of the project; prioritizing risks in a risk register; developing risk mitigation strategies; and determining the appropriate amount of contingency.
9. Capturing lessons learned throughout the continuum of a project in a database and disseminating them among projects.
10. Developing a root cause analysis and corrective action plan to identify and address the underlying causes of cost overruns, schedule delays, and performance shortcomings when a cost or schedule overrun occurs.
11. Conducting a variety of independent reviews throughout the life of a project, including at key decision points, and on multiple aspects of the project, such as the mission need, cost, earned-value management system, and baseline review.
12. Establishing project-reporting systems/databases to provide a clear picture of project performance to management and to keep the contractor accountable.

For the full report, follow [this link](#).

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May 2024 - Hey, Did You Know ...?

Hats off to our friends at Humphreys & Associates for giving us a "Heads-up" on an "Update to the Compliance Assessment Governance (CAG), Section E for Indirect Management". Read on to see the changes from the update.

The DOE Office of Project Management, PM-30, maintains a comprehensive site which provides the materials contained in Appendix A of the EVMS Compliance Review Standard Operating Procedure (ECRSOP).

A primary document posted on the Appendix A site is the Compliance Assessment Governance (CAG) version 2.0, which provides the information and guidance used for implementation of an integrated project management (IPM) approach using EVM. This guidance is based on the Integrated Program Project Management (IP2M) Maturity and Environment Total Risk Rating (METRR) method that was created as a result of an Arizona State University (ASU) to develop an approach and framework for an EVMS implementation.

For EVMS Maturity, this framework consists of 10 "Subprocesses" that are necessary for an EVMS:

- (A) organizing,
- (B) planning and scheduling,
- (C) budgeting and work authorization,
- (D) accounting considerations,
- (E) indirect cost management,
- (F) analysis and managerial reporting,
- (G) change control,
- (H) material management,
- (I) subcontract management, and
- (J) risk management.

In collaboration with National Nuclear Security Administration's (NNSA) Office of Management and Budget (NA-MB) Subprocess E covering Indirect Management was updated and is released as "CAG 2.1 Subprocess E Indirect Management". The new version of this section presents a comprehensive rewrite of DOE's approach to Indirect Cost Management. Below is an abbreviated summary of the changes, while the source materials can be found here: www.energy.gov/projectmanagement/ecrsop-appendices-materials.

April 2024 – DOE Facilitated Environment Assessment Benefits

An EVMS environment assessment is facilitator-led and employs the results of the Department of Energy (DOE)-sponsored Arizona State University (ASU) EVMS Research Study. The assessment looks at a program or project Culture, People, Practices and Resources, with respect to 27 factors.

The DOE ASU Study was started in April 2019 (ongoing) to explore areas of consensus and conflict on the use of an EVMS to manage projects. The most notable result coming from the ASU EVMS study is the Integrated Project Program Management (IP2M) Maturity and Environment Total Risk Rating (METRR). IP2M METRR collects ratings and comments producing environment assessment scores that are plotted, measuring the condition of the environment the EVMS is operating within. An environment assessment considers customer, contractor, and stakeholder behaviors.

The facilitation is typically administered by a team of three; a lead Facilitator, assistant facilitator, and an IP2M METRR Tool Administrator.

Research Study Results:

The research study found that there are statistically significant differences between projects implementing a mature (and effective) EVMS, and those who were less committed. Projects implementing an effective EVMS had more reliable data with deeper insights into performance issues. The research found evidence of a causative connection between environment issues and the maturity (and effectiveness) of an EVMS.

IP2M METRR environment assessment scores provide actionable insights to maximize performance and predictability.

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Process:

Program or Project team members are grouped by Leadership (Customer and Contractor) and Practitioners, with the assessment administered in three separate sessions. The facilitated environment assessment is a three-step process:

Step 1: Listen

Step 2: Rate

Step 3: Explain

An abbreviated discussion of each environment factor captures the substance of the full IP2M METRR definition to accommodate the timeframe for the discussion.

March 2024 – DOE FY 2024-25 Priority Goals

Implementation plans that include quarterly updates of goal progress will be available starting this spring, 2024.

Nuclear Security

Modernize the U.S. nuclear weapons stockpile as directed by the Nuclear Posture Review and strengthen nuclear nonproliferation and arms control.

- By September 30, 2025, complete 100 percent of annual B61-12 gravity bomb deliveries required to support fiscal years 2024 and 2025 U.S. Air Force operational needs.
- By September 30, 2025, complete 100 percent of annual W88 Alteration 370 warhead deliveries required to support fiscal years 2024 and 2025 U.S. Navy operational needs.
- By September 30, 2025, replace 56 additional cesium-137-based blood irradiators with non-radioactive source-based technologies.

Clean Energy Innovation and Deployment

Support integrated research, development, demonstration, and deployment of clean energy technologies to achieve net zero goals that ensure all Americans have and retain access to affordable, reliable energy while promoting good paying clean energy jobs, domestic manufacturing, resilient supply chains, and benefits to disadvantaged communities. U.S. clean energy activities in key technology areas will have strategies with innovation and deployment targets that would advance progress on achieving emissions reductions of 50 percent by 2030 compared to 2005 levels and net zero emissions by 2050.

- Elevate and integrate key technologies: Elevate no less than three key technology areas as prioritized and integrated Departmental initiatives.
- Implement the Energy Earthshots: Complete 15 major Energy Earthshot implementation deliverables.
- Catalyze non-federal engagement: Catalyze cost sharing and engagement through execution of BIL/IRA financial assistance mechanisms.
- Embed quality job, community capacity building, and equity throughout technology innovation: Report on financial assistance mechanisms that compared to 2020 contain greater requirements for advancing quality jobs, equity, and/or meaningful engagement.

Environmental Management

To execute key projects of the EM cleanup mission, including treatment of radioactive tank waste and disposal of transuranic waste and mill tailings. By September 30, 2025, EM will:

- Transition Direct Feed Low Activity Waste facilities and systems from commissioning and readiness activities to low-activity tank waste vitrification at Hanford;
- Complete dewatering and grouting of K-West 105 Area Spent Fuel Basin at Hanford;

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- Cumulatively treat approximately 19 million gallons of radioactive tank waste (or equivalent amount of radioactivity) at the Savannah River Salt Waste Processing Facility;
- Complete soil remediation field work at the Oak Ridge East Tennessee Technology Park;
- Cumulatively treat approximately 200,000 gallons of radioactive sodium bearing tank waste at the Idaho Integrated Waste Treatment Unit;
- Cumulatively convert approximately 50,000 metric tons of DUF6 to uranium oxide at Portsmouth;
- Complete at least 65 transuranic waste shipments from Los Alamos to WIPP;
- Complete above-grade demolition of the Main Plant Process Building at West Valley; and
- Ship 1.85 million tons of uranium mill tailings from Moab to the Crescent Junction disposal site.

February 2024 - Best Practice #259

This month's newsletter highlights EFCOG Best Practice #259 – "Washington River Protection Solutions (WRPS) Capital Asset Preplanning CRC Checklist." This best practice is based on the Department of Energy (DOE) DOE O 413.3B (current version), Program and Project Management for the Acquisition of Capital Assets, CD Gate Process.

While most are aware of the prescribed process for "Initiation, Definition, Execution, and Closeout" phases of the "DOE Acquisition Management System", typical and ongoing compliance review findings indicate many do not employ the required approach.

As a helpful to reminder the purpose of the 413 approach is to:

"To provide the Department of Energy (DOE) Elements, including the National Nuclear Security Administration (NNSA), with program and project management direction for the acquisition of capital assets with the goal of delivering projects within the original performance baseline (PB), cost and schedule, and fully capable of meeting mission performance, safeguards and security, and environmental, safety, and health requirements unless impacted by a directed change."

Use of this "Capital Asset Preplanning CRC Checklist" best practice, places emphasis on the most critical component of project success, upfront planning. In an oversimplification of the typical planning process, discussions are held, decisions are made, and charge codes are issued. Much or most of the actions taken on the project are based on verbal discussions, and typically not traceable back to those with the authority and responsibility to make informed decisions. With the CRC Checklist approach the project team (DOE Field Office/DOE Headquarters/DOE Contractor) collaboratively reach upfront agreement on implementation for each CD Gate task/activity via completion of the CRC Checklist form.

January 2024 - Environmental Factors

This month's *Practitioner* refocuses our attention on the Environment Factors. But before we can take the plunge, we need to understand *why* this is important in two words: "Self-Governance".

The primary source document for this article is attributable to the Compliance Assessment Governance (CAG), as contained within PM ECRSOP and based on the EIA-748 EVMS standard.

Self-governance refers to the capacity of a project/program to govern autonomously and, as such, is an important approach to overseeing the effective implementation of the EVMS. When projects/programs instill an integrated project management methodology using the EVMS in a way that benefits both the customer and contractor, the results can often lead to improved execution and the optimal performance of the project/program team.

On the "Maturity" side, EIA-748 compliance is accomplished through self-governance where both the customer and contractor hold themselves accountable for the oversight and validation of EVMS-generated data. Customer, contractor, and stakeholder active involvement in encouraging and establishing a culture of self-governance is essential to an effective EVMS.

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Self-governance is a repeatable process in which the contractor (as the EVMS owner) oversees itself and controls its affairs. When a project/program instills an integrated project management methodology and promotes a culture of self-governance and compliance, it positions itself for success.

So, with a good understanding of the importance of the optimal environment in supporting self-governance, let's look at what and how we assess our environment.

The environmental and human factors of a project refer to events, factors, people, systems, structures, and conditions, internal and external to organizations, that influence how projects are managed and the effectiveness of project management tool such as the implementation of the EVMS. Culture, People, Practices, and Resources are the driving factors most associated with a project's environment, and as such, influence organizations' activities, decisions, behaviors, and attitudes of the people responsible for implementing the EVMS.

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

Notable Events

- 1 – The Julian calendar took effect (45 B.C.), Abraham Lincoln signed the Emancipation Proclamation (1863), the ball was first dropped at Times Square in New York City (1908), **Fidel Castro overthrew the Cuban government** (1959), and NAFTA went into effect (1994)
- 2 – Georgia became a state (1788), and the national speed limit was set at 55 mph (1974)
- 3 – King Tut's tomb was discovered (1924), the March of Dimes was founded (1938), and Alaska became a state (1959)
- 4 – Utah became a state (1896), and the euro made its debut (1999)
- 5 – The Yankees purchased Babe Ruth from the Red Sox (1920), construction on the Golden Gate Bridge began (1933), and the space shuttle program was authorized (1972)
- 6 – Samuel Morse demonstrated the telegraph (1838), New Mexico became a state (1912), and Wheel of Fortune debuted on TV (1975)
- 7 – The first U.S. presidential elections were held (1789), and President Clinton's impeachment trial began (1999)
- 8 – The Battle of New Orleans was fought (1815), and the No Child Left Behind Act became law (2002)
- 9 – Apple launched iTunes (2001) and the iPhone (2007)
- 10 – The world's first subway system opened in London (1863), the United Nations met for the first time (1946)
- 11 – The Grand Canyon was declared a national monument (1908), and American League baseball adopted the "designated hitter" rule (1973)
- 12 – *Batman* debuted on television (1966), and a magnitude 7.0 earthquake struck Haiti (2010)
- 14 – The Treaty of Paris officially ended the American Revolutionary War (1784), the Miami Dolphins completed the only undefeated season in NFL history (1973), and **basketball legend Michael Jordan retired for the second time** (1999)
- 15 – The first Super Bowl was played (1967)
- 16 – Prohibition went into effect (1919), and Operation Desert Storm began (1991)
- 17 – The U.S. overthrew the Hawaiian monarchy (1893), the PGA was formed (1916), the Chevy Corvette was first unveiled (1953), and the Los Angeles Rams announced their move to St. Louis (1995)
- 18 – Willie O'Ree became the first Black player in the NHL (1958), and Major League Baseball owners approved interleague play (1996)
- 19 – The PGA approved the participation of Black golfers (1952), Sandy Koufax became the youngest player elected into the Baseball Hall of Fame (1972), and the first BlackBerry device hit the market (1999)
- 20 – The "British Invasion" began when the Beatles released their first album in the U.S. (1964), and the Iran Hostage Crisis ended (1981)
- 21 – **The Kiwanis Club was formed** (1915), and the first case of COVID-19 in the U.S. was confirmed (2020)
- 22 – Abortion was legalized in the U.S., and President Lyndon Johnson died (1973)
- 23 – The world's deadliest earthquake killed 830,000 in China (1556), and the Frisbee was introduced (1957)
- 24 – Beer was first sold in cans (1935), and British statesman Winston Churchill died (1965)
- 25 – Transcontinental phone service began in the U.S. (1915), the first Winter Olympics were held in Chamonix, France (1924), and the first Emmy Awards were presented (1949)
- 26 – The dental drill was patented (1875), and television was first demonstrated to the public (1926)
- 27 – The National Geographic Society was founded (1888), and three astronauts died in a launch pad fire aboard *Apollo 1* (1967)
- 28 – The space shuttle *Challenger* exploded (1986)
- 29 – Kansas became a state (1861), baseball's American League was founded (1900), and the first members of the Baseball Hall of Fame were elected (1936)
- 30 – Adolf Hitler was named chancellor of Germany (1933), Mohandas Gandhi was assassinated (1948), and the Vietnam War's Tet Offensive began (1968)
- 31 – Slavery was abolished in the U.S. (1865), and President Truman announced the development of the hydrogen bomb (1950)



Birthdays

- 1 – Patriot Paul Revere (1735), flag maker Betsy Ross (1752), and FBI Director J. Edgar Hoover (1895)
- 2 – Science fiction writer Isaac Asimov (1820) and actor Cuba Gooding, Jr. (1968)
- 3 – Author J.R.R. Tolkien (1892), actor Mel Gibson (1956), and quarterback Eli Manning (1981)
- 4 – Sir Isaac Newton (1643), hall of fame football coach Don Shula (1930), and actress Dyan Cannon (1937)
- 5 – Actor Robert Duvall (1931), actress Diane Keaton (1946), and actor Bradley Cooper (1975)
- 6 – Joan of Arc (1412) and entertainer Danny Thomas (1912)
- 7 – 13th U.S. President Millard Fillmore (1800), singer/songwriter Kenny Loggins (1948), TV personality Katie Couric (1957), and actors Nicolas Cage (1964) and Jeremy Renner (1971)
- 8 – Singer Elvis Presley (1935), scientist Stephen Hawking (1942), and singer **David Bowie** (1947)
- 9 – 37th U.S. President Richard Nixon (1913), actor Bob Denver (1935), and singers Crystal Gayle (1951) and Dave Matthews (1967)
- 10 – Singer Rod Stewart (1945) and boxer George Foreman (1949)
- 11 – Founding Father Alexander Hamilton (1755) and golf legend Ben Crenshaw (1952)
- 12 – Boxer "Smoking" Joe Frazier (1944), radio talk hosts Rush Limbaugh (1951) and Howard Stern (1954), actress Kirstie Alley (1955), and Amazon founder Jeff Bezos (1964)
- 13 – Actor Robert Stack (1919), actress Julia Louis-Dreyfus (1961), and actor Patrick Dempsey (1966)
- 14 – Traitor Benedict Arnold (1741), humorist Andy Rooney (1919), actress Faye Dunaway (1941), rapper LL Cool J (1968), and actor Jason Bateman (1969)
- 15 – Rich guy Aristotle Onassis (1906), actor Lloyd Bridges (1913), Civil Rights activist Dr. Martin Luther King Jr. (1929), and quarterback Drew Brees (1979)
- 16 – Inflatable tire inventor Andre Michelin (1853), singer Ethel Merman (1909), and racing legend A.J. Foyt (1935)
- 17 – Statesman Benjamin Franklin (1706), gangster Al Capone (1899), actress Betty White (1922), hair and fashion designer Vidal Sassoon (1928), boxer Muhammad Ali (1942), actor Jim Carey (1962), and former first-lady Michelle Obama (1964)
- 18 – Thesaurus author Peter Roget (1779), Winnie the Pooh creator A.A. Milne (1882), and actors Oliver Hardy (1892), Cary Grant (1904), Danny Kaye (1913) and Kevin Costner (1955)
- 19 – Confederate Gen. Robert E. Lee (1807), author Edgar Allan Poe (1809), singers Dolly Parton (1936) and Janis Joplin (1943), and TV chef Paula Deen (1947)
- 20 – Entertainer George Burns (1896), **actor Deforest Kelley** (1920), and astronaut Buzz Aldrin (1930)
- 21 – Revolutionary war hero Ethan Allen (1738), Confederate Gen. Stonewall Jackson (1824), actor Telly Savalas (1924), comedian Benny Hill (1925), and golf legend Jack Nicklaus (1940)
- 22 – Actor Bill Bixby (1934)
- 23 – Statesman John Hancock (1737)
- 24 – Actor Ernest Borgnine (1917), singer Neil Diamond (1931), actor John Belushi (1949), and gold medal Olympic gymnast Mary Lou Retton (1968)
- 25 – Actor Dean Jones (1931) and singer Alicia Keys (1981)
- 26 – WWII Gen. Douglas MacArthur (1880), actor Paul Newman (1925), guitar god Eddie Van Halen (1955), entertainer Ellen DeGeneres (1958), and hockey legend Wayne Gretzky (1961)
- 27 – Composer Wolfgang Amadeus Mozart (1756) and *Alice in Wonderland* author Lewis Carroll (1832)
- 28 – Actor Alan Alda (1936)
- 29 – **25th U.S. President William McKinley** (1843), actors W.C. Fields (1880), John Forsythe (1918) and Tom Selleck (1945), and TV personality Oprah Winfrey (1954)
- 30 – 32nd U.S. President Franklin D. Roosevelt (1882), actor Gene Hackman (1930), musician Phil Collins (1949), and actor Christian Bale (1974)
- 31 – Baseball legends Jackie Robinson (1919) and Nolan Ryan (1938), and singer Justin Timberlake (1981)

