

THE PRACTITIONER



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Greetings PDWG Practitioners! We are well into fall and the holiday season. This is a great time of year to spend time with family and friends, celebrating the seasons offerings. As of this writing we are still in a "government shutdown" with plenty of uncertainty to go around. One thing we should never be uncertain about is the decisions we make for our projects. Project decisions and the basis for those decisions should always be well documented so others who come in behind us have the benefit of our perspective in why we made the decision we made. A recent DOE OPEXShare reminds us, that failure to document project decisions can result in project delays. Read on to see one approach to documenting decisions as we look at EFCOG Best Practice #259 - Capital Asset Preplanning CRC Checklist.

Capital Asset Preplanning CRC Checklist

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 reaches upfront agreement on implementation for each CD Gate task/activity via completion of the CRC Checklist form, which identifies:

- Applicability of training and CD Gate tasks/activities for the project
- A "Narrative Justification" for any and all CD Gate tasks/activities identified as "No" or not applicable
- The appropriate training and reference material that the project team will be required to take. This is best accomplished as required reading with signature to validate the training was completed.
- Assignment Responsibility name of the project individual responsible for a particular task/activity
- Activity Forecast Dates "Start" and "Finish" to facilitate a project management schedule which will then be integrated with the technical scope schedule.

Consistent with all project documents, this document must be under configuration control through a formal document control revision process and should be updated to reflect any changes from previous decisions made by the project team.

Expected Benefits of this Best Practice

Routine use of this checklist 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.

Benefits will also 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 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

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CRC Preplanning Checklist

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the "Execution" phase. This should represent a welcome change from the typical "blame game" encountered when "anyone" involved blames "everyone" else for the preplanning "nobody" did.

Please see the 413 Project Management CRC Checklist attributes below to learn the "How" and "Why" of the CRC's intended function.

Describes the Functionality of the CRC

Project Manager 413 Capital Asset Planning Compliance Review Checklist (CRC) for: Applicability Determination / Justification / Training Completed / Assignment Responsibility / Review Completion and Sign-off

The first documented decision is "**Applicability**" of the governing document to your project. If not applicable, provide a "Justification."

Note: this is your first "Documented Decision" in this process. It is best to know early if you and your regulating body agree on your applicability determination.

Project Manager 413 Capital Asset Planning Compliance Review Checklist (CRC) for: Applicability Determination / Justification / Training Completed /Assignment Responsibility / Review Completion and Sign-off	Applicability		Narrative Justification if "No"
	Yes √	No √	
CD Gate Activities Click the "EFCOG PDWG Training Express" Link to Access the Training Material			
DOE O 413.3B Program and Project Management for the Acquisition of Capital Assets			
DOE G 413 3-1 MD&C Using System Engineering			
DOE G 413 3-5A Performance Baseline Guide			
DOE G 413 3-7A Risk Management Guide			
DOE G 413 3-9A Project Reviews for CAP Assets			
DOE G 413 3-12 Chg. 1 PDRI Guide			
DOE G 413.3-13 Acquisition Strategy			
DOE G 413.3-15A Project Execution Plans			
DOE G 413.3-17 Mission Need Statement			
DOE G 413.3-18A Integrated Project Team			
DOE G 413.3-20 Change Control Management			
DOE G 413.3-21A Cost Estimating Guide			
DOE G 413.3-22 Analysis of Alternatives Guide			
DOE G 413.3-24 Planning and Scheduling			

Use this "[one-stop shopping" EFCOG PDWG Training Express link](#) to the verbatim governing documents outlined in the table above...compliments of H2C.

Your second documented decision is the "Applicability" of the supplemental governing document to your project. Again, if not applicable, provide a "Justification."

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Again, note the links in the table at right will take you directly to the information you need!

Your third set of documented decisions will be: the "Applicability" of the individual CD-Gate activities, if training is required for your project staff, assignment responsibility (for the CD-Gate Activity), and the forecast start/finish dates for each CD-Gate Activity. Again, note the "CD-o" link in the graphic below takes you directly to the verbatim CD-o information.

Other 413.3 Reference Material (In Order of Appearance)	
DOE-STD-1189-2016 Integration of Safety into the Design Process	DOE-STD-1189-2016
DOE O 361.1C Acquisition Career Management Program	DOE O 361.1C
DOE O 436.1 Departmental Sustainability	DOE O 436.1
DOE G 413.3-6A High Performance Sustainable Building	DOE G 413.3-6
DOE G 413.3-22, Analysis of Alternatives Guide (Reference GAO 16-22)	DOE G 413.3-22
DOE G 450.4-1C Integrated Safety Management System Guide	DOE G 450.4-1C
DOE O 414.1D Quality Assurance	DOE O 414.1D
DOE G 413.3-2 Quality Assurance Guide for Project Management	DOE G 413.3-2
DOE O 470.4B Safeguards and Security Program	DOE O 470.4B
DOE G 413.3-3A Safeguards and Security for Program and Project Management	DOE G 413.3-3A
DOE O 451.1B National Environmental Policy Act Compliance Program	DOE O 451.1B
DOE G 413.3-4A Technology Readiness Assessment Guide	DOE G 413.3-4A
DOE G 413.3-10B Integrated Project Management Using the Earned Value Management System	DOE G 413.3-10B
DOE G 413.3-2 Quality Assurance Guide for Project Management	DOE G 413.3-2
DOE P 451.1 National Environmental Policy Act Compliance Program	DOE P 451.1
DOE G 413.3-16A Project Completion/Closeout Guide	DOE G 413.3-16A
DOE O 425.1D Verification of Readiness to Start Up or Restart Nuclear Facilities	DOE O 425.1D
DOE O 430.1C Real Property Asset Management	DOE O 430.1C

Project Manager 413 Capital Asset Planning Compliance Review Checklist (CRC) for: Applicability Determination / Justification / Training Completed / Assignment Responsibility / Review Completion and Sign-off	Training Required?		Assignment Responsibility Name	Activity Forecast Dates	
	Yes ✓	No ✓		Start	Finish
DOE 413.3B CD Gate Tables - Check Marks below Indicate Requirements or Need to Analyze if Applicable					
Prior to CD-0					
Perform Pre-Conceptual Planning activities that focus on the Program Offices' strategic goals and objectives, safety planning, design, development of capability gaps, high-level project parameters, a ROM cost range, and schedule estimates.					
Perform a Mission Validation Independent Review on all Major System Projects. (Refer to DOE G 413.3-9.)					
Approve a Mission Need Statement Document with recommendation from PM for projects with a TPC ≥ \$100M. (Refer to DOE G 413.3-17.)					
Independent Cost Review (ICR) . For Major System Projects, or for projects as designated by the CE, PM will conduct an ICR					
For Major System Projects , the Project Management Risk Committee (PMRC) will review and analyze the CD and make recommendations to the ESAAB, CE, or PME, as applicable, before approval.					
Program Requirements Document , For NNSA only, defines the ultimate goals which the project must satisfy. (Refer to NNSA Business and Operating Policy.)					
DOE-STD-1189-2016 For Hazard Category 1, 2, and 3 nuclear facilities, and to the specificity possible, document DOE expectations for Safety-in-Design					
Post CD-0 Approval					
Submit all CD documents to PM, and if there are changes to the PB, submit BCP documents to PM					
Develop a Project Data Sheet (PDS) for Line Item Projects to request Project Engineering and Design (PED) funds. Develop funding documents for MIE or OE projects for the design, and OMB A-11 Business Cases. (Refer to DOE CFO Budget Call for PDS and Business Case Template.)					
Initiate monthly PARS II Reporting (excluding earned value data). FPD, Program Manager and PM will provide monthly assessments, as appropriate.					
Initiate Quarterly Project Reviews (QPRs) with the PME or their designee.					
Conduct a Project Peer Review of active projects when the top-end range is \$100M or greater.					
Proceed with Conceptual Planning and Design used to develop alternative concepts and functional requirements using operating funds.					

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CRC Preplanning Checklist

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Other CRC Features: CD-Gate Governing Document Matrix

CD Gate Activities Click the "EFCOG PDWG Training Express" Link to Access the Training Material	Prior CD-0	Post CD-0	Prior CD-1	Post CD-1	Prior CD-2	Post CD-2	Prior CD-3	Post CD-3	Prior CD-4	Post CD-4	Project Closeout	Reference Material
DOE O 413.3B Program and Project Management for the Acquisition of Capital Assets			✓				✓					EFCOG PDWG Training Express
DOE G 413.3-1 MD&C Using System Engineering			✓									
DOE G 413.3-5A Performance Baseline Guide					✓							
DOE G 413.3-7A Risk Management Guide			✓									
DOE G 413.3-9A Project Reviews for CAP Assets	✓				✓		✓					
DOE G 413.3-12 Chg. 1 PDRI Guide					✓							
DOE G 413.3-13 Acquisition Strategy			✓		✓							
DOE G 413.3-15A Project Execution Plans			✓		✓							
DOE G 413.3-17 Mission Need Statement	✓											
DOE G 413.3-18A Integrated Project Team			✓									
DOE G 413.3-20 Change Control Management												
DOE G 413.3-21A Cost Estimating Guide												
DOE G 413.3-22 Analysis of Alternatives Guide												
DOE G 413.3-24 Planning and Scheduling												

Other 413.3 Reference Material (In Order of Appearance) Matrix

Other 413.3 Reference Material (In Order of Appearance)												
DOE-STD-1189-2016 Integration of Safety into the Design Process	✓			✓	✓							DOE-STD-1189-2016
DOE O 361.1C Acquisition Career Management Program			✓									DOE O 361.1C
DOE O 436.1 Departmental Sustainability			✓		✓		✓		✓		✓	DOE O 436.1
DOE G 413.3-6A High Performance Sustainable Building			✓		✓		✓					DOE G 413.3-6
DOE G 413.3-22, Analysis of Alternatives Guide (Reference GAO 16-22)			✓									DOE G 413.3-22
DOE G 450.4-1C Integrated Safety Management System Guide			✓									DOE G 450.4-1C
DOE O 414.1D Quality Assurance			✓		✓		✓					DOE O 414.1D
DOE G 413.3-2 Quality Assurance Guide for Project Management			✓		✓							DOE G 413.3-2
DOE O 470.4B Safeguards and Security Program			✓				✓					DOE O 470.4B
DOE G 413.3-3A Safeguards and Security for Program and Project Management			✓				✓					DOE G 413.3-3A
DOE O 451.1B National Environmental Policy Act Compliance Program			✓									DOE O 451.1B
DOE G 413.3-4A Technology Readiness Assessment Guide					✓							DOE G 413.3-4A
DOE G 413.3-10B Integrated Project Management Using the Earned Value Management System					✓		✓					DOE G 413.3-10B
DOE G 413.3-2 Quality Assurance Guide for Project Management					✓		✓					DOE G 413.3-2
DOE P 451.1 National Environmental Policy Act Compliance Program					✓							DOE P 451.1
DOE G 413.3-16A Project Completion/Closeout Guide									✓		✓	DOE G 413.3-16A
DOE O 425.1D Verification of Readiness to Start Up or Restart Nuclear Facilities									✓			DOE O 425.1D
DOE O 430.1C Real Property Asset Management											✓	DOE O 430.1C

Putting it all Together

Use the CRC to facilitate your upfront project planning to:

- Access/review/determine governing document applicability
- Provide documented basis for decisions and justification when not applicable
- Identify required training specific to governing documents and "Other 413.3 Reference Material", CD-Gate Activities
- Access verbatim DOE governing document material PowerPoint Presentations and condensed training material (six pages per slide) to train project staff
- Assigning CD-Gate Activity Responsibility
- Identify Activity Start/Finish Forecast Dates
- Access CD-Gate Governing Document and Other 413.3 Reference Material Matrix's
- Access CD-Gate verbatim information
- As a single source working project repository, embed salient artifacts or links demonstrating compliant completions if each applicable CD-Gate activity
- The CRC contains the following worksheets:
 - 413 CD Gate CRC Checklist
 - 413 CD Gate Quick Reference
 - CD-Flow Process
 - CD Authority Thresholds (with evolving CFA authority and threshold changes, confirm current thresholds on a case-by-case basis)
 - CD-Gates 1-4

The CRC is intended to be a living planning, execution, and closeout document, reflecting current status and documentation of each project phase. Click [this link](#) to access the CRC.

It Is Not One World

Overcoming Project Management Challenges

This month's "...One World" looks at project management challenges in what seems like boiler plate, fundamentals and common sense. But as we all know there are always overriding biases, competing priorities, and missed opportunities that somehow seem to have undue influence over our best intentions when it comes to successful project delivery.

Overcoming project management challenges involves clear goal definition, strong communication, proactive planning, and using the right tools. Address challenges like scope creep by defining scope upfront and tackling unrealistic deadlines by planning realistically and building in buffers. To manage issues like lack of accountability or resource constraints, clearly define roles, empower team members, and use project management software for better tracking and allocation.

Communication and stakeholder engagement

Communicate clearly: Ensure all team members and stakeholders understand project objectives and progress through regular updates and meetings.

Manage stakeholders: Proactively engage with stakeholders to align expectations and keep them informed of any issues or changes.

Foster a collaborative environment: Encourage teamwork and create a trustworthy environment where team members feel comfortable asking for help.

Scope and planning

Define scope clearly: Clearly define the project's scope at the beginning to prevent scope creep.

Plan for realistic deadlines: Avoid unrealistic deadlines by breaking down the project into smaller tasks, estimating accurately based on team capabilities, and including a buffer for unforeseen issues.

Be adaptable: Recognize that plans may need to change. Remain flexible and be prepared to revise strategies as needed.

Plan for risks: Implement a proactive risk management system to identify and mitigate potential issues before they impact the project.

Team and resource management

Align skills with tasks: Assign tasks based on team members' strengths and provide training or additional resources to bridge any skill gaps.

Empower employees: Give your team the tools, resources, and autonomy they need to complete their work effectively.

Promote accountability: Set clear expectations for each role and encourage team members to take ownership of their work and its outcomes.

Manage resources: Use project management software to track resource availability and allocate them effectively to ensure projects stay within budget and on schedule.

Tools and technology

Use project management software: Utilize software to help with task assignment, progress tracking, communication, and overall organization.

Explore specialized tools: Consider specific tools for risk management, skill gap analysis, or change management to address challenges.

Editorial: While the information provided in the One World article (above) is valid and important, the real value of a good project team and manager is measured in their ability to manage all the things that can and will go wrong with innovation. The project team that faces challenges with innovation becomes an invaluable asset to the project, contractor, customer, and ultimately the taxpayer.

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), rocker 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 (1888) 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)

