**DEPARTMENT OF THE ARMY**
**WASHINGTON, D.C. 20310**

JUN 19 2002

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army Knowledge Management (AKM) Guidance Memorandum Number 2

Our August 8, 2001, AKM Guidance Memorandum Number 1 established the direction and goals to transform The Army into a network-centric, knowledge-based force. Recent discussions with successful business leaders have stressed the importance of direct leader involvement and metrics in transforming the process and structure to a knowledge-based organization. Your efforts to date are a good start towards achieving our enterprise vision of a single Army network, one enterprise Army portal, and universal access to Army knowledge, managed by U.S. Army Network Enterprise Technology Command (NETCOM). Army Knowledge Online (AKO), the Army's Intranet, has grown to over one million soldier and civilian accounts. Major command and functional area server consolidations are ongoing. Through the Army Chief Information Officer (CIO) Executive Board, we have institutionalized strong governance processes for the enterprise control of our Command, Control, Communications and Computers/Information Technology (C4/IT) budget, realignment of our information management organizations, and integration of AKM with the Army Knowledge Enterprise Architecture. Even with all these successes, we still have a long way to go to reach our goal, and need your direct involvement to generate more momentum.

We applaud your progress to date and ask that you accelerate your efforts to reduce server (exchange or email, database, web, etc.) and application footprints in the battlespace and organizations so we can re-invest recovered dollars into high priority IT requirements. Effective immediately, HQDA functional proponents, Major Army Commands (MACOMs), and Regional Installation Management Directors (stood up by October 1, 2002) will step up their efforts to consolidate servers on their posts, camps, and stations. Our end-state goal is to reduce the number of servers supporting our business and installation communities by an additional 30 percent by the end of FY 2003 from the September 2001 baseline. Program managers will also take steps to reduce the proliferation of servers. Programs that require architecture upgrades above and beyond the capacity of the existing architecture will include the cost of those upgrades as program costs. In addition, HQDA functional proponents and MACOMs will establish a baseline assessment of their applications, streamline the processes associated with these applications, eliminate unnecessary processes/applications, and webify appropriate applications. Our goal is to reduce the number of Army applications by 50 percent by FY 2004. AKM Guidance Memorandum Number 1 stated the goal is to link these applications to AKO by July 2002, or obtain a waiver from the Army CIO – this policy is still in effect.

By August 1, 2002, all HQDA functional proponents and MACOMs will submit a report to the Army CIO stating their baseline assessments and plans for server consolidation and reduction and webification of applications. Thereafter, HQDA functional proponents and MACOMs will provide progress reports at Army CIO Executive Board meetings. The Army CIO will provide implementing instructions for this memorandum within 30 days.

Printed on Recycled Paper

SUBJECT: Army Knowledge Management Guidance Memorandum Number 2

Server consolidation and application reduction/webification are key elements of an Objective Force that emphasizes advanced Command, Control, Communications, Intelligence, Surveillance and Reconnaissance systems, knowledge-based operations, and network-centric decision-making. In this regard, your participation is required in two related enterprise efforts, the Army Business Initiatives Council (ABIC) and the AKO Configuration Control Board (CCB).

Each Director of Information Management is responsible for information security at the installation level, but greater connectivity and centralization demands an enterprise approach to security issues, including the Department of Defense's Defense-in-Depth strategy. By August 1, 2002, all HQDA functional proponents and MACOMs will submit a report to the Army CIO on information assurance status and initiatives. The Army CIO, in conjunction with the G-3 and G-2, will provide additional instructions for this report within 30 days as part of the implementing instructions for this memorandum.

The DoD Business Initiatives Council (BIC) has approved 32 business process changes to improve Defense operations and reduce costs. Savings accrued from these process changes will be retained by the Services. In April 2002, the ABIC assumed the lead for the DoD BIC and plans to capture similar process improvements for Army and DoD. The ABIC, chaired by the Secretary of the Army, reinforces the best practices and resource efficiencies concepts of the first AKM guidance memo.

The AKO CCB, chaired by the Office of the Army CIO and composed of representatives from the Army CIO Executive Board communities, conducted its first meeting in April 2002. Its purpose is to provide guidance on AKO scope, requirements, policies and procedures, content management, and technical matters. AKO CCB recommendations go to the Army CIO Executive Board for approval.

Your active participation in these forums is essential to the success of Army Transformation and AKM. Army individuals have innovative ideas for transforming The Army to a network-centric, knowledge-based force. We expect your leadership will leverage these ideas in support of AKM and enterprise initiatives.

We have accomplished much in eight months, but we need to speed progress and show even more tangible results. In your areas of responsibility, be ruthless in reducing the server and applications footprints and in responsibly executing expenditures of information technology dollars so that they support Transformation and AKM goals. The Army CIO, in coordination with ASA (FMC) and G-3, will establish a reporting process to track our progress and provide these metrics to us through the Key Performance Metrics Monitor and Strategic Readiness System. Exceptions to timelines in this memorandum are reserved for our approval.

Eric K. Shinseki
General, United States Army
Chief of Staff

Thomas E. White
Secretary of the Army

SUBJECT: Army Knowledge Management Guidance Memorandum Number 2

DISTRIBUTION:
Under Secretary of the Army
Vice Chief of Staff, Army
Sergeant Major of the Army
Assistant Secretary of the Army (Acquisition, Logistics and Technology), ATTN: SALT
Assistant Secretary of the Army (Civil Works), ATTN: SACW
Assistant Secretary of the Army (Financial Management and Comptroller), ATTN: SAFM
Assistant Secretary of the Army (Installations and Environment), ATTN: SAIL
Assistant Secretary of the Army (Manpower and Reserve Affairs), ATTN: SAMR
General Counsel, ATTN: SAGC
Administrative Assistant to the Secretary of the Army, ATTN: SAAA
Chief Information Officer/G-6, ATTN: SAIS-ZA
The Inspector General, ATTN: SAIG-ZA
The Auditor General, ATTN: SAAG-ZA
Deputy Under Secretary of the Army, ATTN: SAUS
Deputy Under Secretary of the Army (Operations and Research), ATTN: SAUS-OR
Chief of Legislative Liaison, ATTN: SALL
Chief of Public Affairs, ATTN: SAPA-ZA
Director, Small and Disadvantaged Business Utilization, ATTN: SADBU
Director of the Army Staff, ATTN: DACS-ZD
Deputy Chief of Staff, G-1, ATTN: DAPE-ZA
Deputy Chief of Staff, G-2, ATTN: DAMI-ZA
Deputy Chief of Staff, G-3, ATTN: DAMO-ZA
Deputy Chief of Staff, G-4, ATTN: DALO-ZA
Deputy Chief of Staff, G-8, ATTN: DAPR-ZA
Assistant Chief of Staff for Installation Management, ATTN: DAIM-ZA
Chief of Engineers, ATTN: DAEN-ZA
The Surgeon General, ATTN: DASG-ZA
Chief, National Guard Bureau, ATTN: NGB-ZB
Chief, Army Reserve, ATTN: DAAR-ZA
The Judge Advocate General, ATTN: DAJA-ZA
Chief of Chaplains, ATTN: DACH-ZA

Commander
U.S. Army Europe and Seventh Army, ATTN: AEACG
Eighth U.S. Army, ATTN: EACG
U.S. Army Forces Command, ATTN: AFCG
U.S. Army Training and Doctrine Command, ATTN: ATCG
U.S. Army Materiel Command, ATTN: AMCCG
U.S. Army Corps of Engineers, ATTN: CECG
U.S. Army Special Operations Command, ATTN: AOCG
U.S. Army Pacific, ATTN: APCG
U.S. Army Intelligence and Security Command, ATTN: IACG
U.S. Army Military Traffic Management Command, ATTN: MTCG
U.S. Army Criminal Investigative Command, ATTN: CICG-ZA
U.S. Army Medical Command, ATTN: DASG-ZA
(CONT)

SUBJECT: Army Knowledge Management Guidance Memorandum Number 2

DISTRIBUTION: (CONT)
U.S. Army Military District of Washington, ATTN: ANCG
U.S. Army South, ATTN: SOCG
U.S. Army Test and Evaluation Command, ATTN: CSTE
U.S. Army Space and Missile Defense Command, ATTN: SMDC-ZA

Superintendent, U.S. Army Military Academy

Program Executive Officers
Air and Missile Defense
Ammunition
Aviation
Command, Control, and Communications (Tactical)
Chemical and Biological Defense
Combat Support and Combat Service Support
Enterprise Information Systems
Ground Combat Systems
Intelligence, Electronic Warfare and Sensors
Soldier
Tactical Missiles
Simulation, Training and Instrumentation Command
Information Systems

Program Managers
Chemical Demilitarization
Joint Simulation Systems
Missile Defense Agency