



DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF INFORMATION OFFICER
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31 July 2025

MEMORANDUM FOR DISTRIBUTION

Subj: USE OF ADAPTIVE ROADMAPS FOR STRATEGIC INVESTMENT DECISIONS

Ref: (a) DON CTO memo, "Investment Horizons Charts," 3 Apr 2024
(b) DON CTO memo, "Leveraging World Class Alignment Metrics," 7 Mar 2024
(c) UNSECNAV memo, "The Department of the Navy's Recommitment to Operation CATTLE DRIVE," 17 Mar 2023
(d) DON CTO memo, "Structured Divestment Approach," 18 July 2024
(e) DON CTO memo, "Structured Piloting Approach," 26 April 2024

1. Purpose. This memorandum provides information on Adaptive Roadmaps as a "best practice" that may be utilized to aid in making strategic and data-driven investment decisions in promising capabilities that will support the warfighter and enhance mission effectiveness of the Department of the Navy (DON).

2. Background. As seen in Figure 1, Adaptive Roadmaps consist of three artifacts: (1) Technical Investment Horizon Charts, (2) Execution Schedules, and (3) Doctrine, Organization, Training, Materiel, Leadership, Personnel, Facilities and Policy (DOTMLPF-P) elements of campaign plans, where applicable.

Adaptive Roadmaps 1-2-3

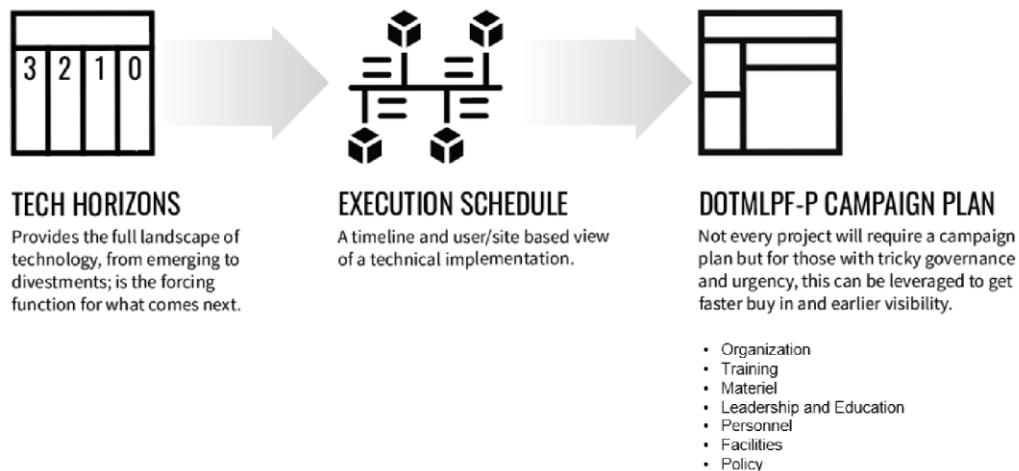


FIGURE 1. ADAPTIVE ROADMAPS

Reference (a) provides information on Investment Horizons as a methodology that may be used for making data-driven investment decisions throughout the lifecycle of a capability by analyzing the maturity and ability to meet mission requirements. Reference (b) provides information on

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World Class Alignment Metrics (WAMs) as a framework that may be used to help inform investment decisions using outcome-driven metrics. These metrics can be tailored to support the user's specific requirements. Adaptive Roadmaps build upon this by providing a methodology to structure the data and information needed to transition an information technology (IT) capability from Investment Horizon 3 (i.e., future capabilities outside of the program) to Investment Horizon 0 (i.e., divestments). Disciplined navigation from Horizon 3 to Horizon 0 is critical for building a robust portfolio of solutions that meets the evolving needs of the warfighter as defined by naval analysis, Urgent Operational Need (UON) or Joint Urgent Operational Need (JOUN). These tools facilitate the divestment of legacy and/or duplicative solutions.

3. Implementation of Adaptive Roadmap Best Practices. The primary intent of the Adaptive Roadmap is to support and enable strategic, data-driven investment decisions in emerging technology. DON Chief Technology Officer (CTO) and Chief Services and Infrastructure Officer (CSIO) are the lead champions for the adoption and use of Adaptive Roadmaps. Programs are encouraged to use the Adaptive Roadmap framework and, with their Resource and Functional Sponsors, develop the strategy and execute the details of their Horizon 2 to Horizon 1 transition through the Programming, Planning, Budgeting and Execution (PPB&E) process. The following actions are best practices for the implementation of Adaptive Roadmaps:

a. Use Adaptive Roadmaps in conjunction with Investment Horizons Charts (reference (a)), World Class Alignment Metrics (WAM) (reference (b)), Operation Cattle Drive (reference (c)), the Structured Divestment Approach (reference (d)), and the Structured Piloting Approach (reference (e)) framework, to support rationalization and adoption of new technologies.

b. Adaptive Roadmaps should be developed by capability owners while progressing through Investment Horizon 2 and by decision makers when determining if the capability will transition to Investment Horizon 1. Adaptive Roadmaps should include the following key elements:

(1) Clear Vision and Strategy: While being adaptable, the roadmap should still be anchored to a well-defined product vision and overall business strategy which guides decision-making.

(2) Themes and Goals: Organize the roadmap around strategic themes or overarching goals rather than specific features. This provides context and allows for flexibility in implementation (e.g., improve user self-service) with various initiatives contributing to this theme/goal.

(3) Flexible Time Horizon: Instead of fixed dates, use time horizons (e.g., now, next, near-term, or quarterly time periods). This acknowledges the uncertainty of future planning while still providing a sense of direction. However, a flexible time horizon is not an excuse for neglecting project schedule discipline. Use a skilled project scheduler, if possible, to ensure realistic adjustments are made to the plan.

(4) Prioritize Initiatives Based on Value and Impact: Continuously prioritize based on potential value to the customer and the organization, as well as feasibility.

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(5) Backlog: Keep a well-documented backlog of ideas and potential features that can be pulled into the roadmap for execution as priorities evolve.

(6) Visualization: Use visual tools to represent the roadmap in a way all stakeholders can understand. Tailor to your audience. Create different views or versions of the roadmap for different stakeholders, highlighting the information most relevant to them.

(7) Communication: Build trust and alignment by sharing the roadmap with all relevant stakeholders. Regularly, transparently, and proactively communicate any updates or changes.

(8) Feedback: Establish channels for collecting feedback and use this feedback to make roadmap adjustments.

(9) Reviews and Updates: Schedule regular reviews of the roadmap with applicable stakeholders to assess progress, incorporate new information, and make necessary changes.

(10) Appropriate Tools: Leverage software or other tools that facilitate ease of collaboration, visualization, and updating.

4. Coordination. For further information about Adaptive Roadmaps, contact Mr. Justin Fanelli, DON Chief Technology Officer (Acting), justin.m.fanelli.civ@us.navy.mil; and Ms. Elizabeth Caswell, DON Chief Services and Infrastructure Officer (Acting), elizabeth.d.caswell.civ@us.navy.mil.

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