



DEPARTMENT OF THE NAVY
DEPARTMENT OF THE NAVY CHIEF INFORMATION OFFICE
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WASHINGTON, DC 20350-1000

03 April 2024

MEMORANDUM FOR DISTRIBUTION

Subj: INVESTMENT HORIZONS CHARTS

- Ref: (a) PEO Digital Technical Director document, Modern Service Delivery Service Groups, version 2.6, 29 Apr 2022
(b) SECNAV memo, The Department of Navy's Recommitment to Operation CATTLE DRIVE, 17 Mar 2023
(c) DON CTO memo, LEVERAGING WORLD CLASS ALIGNMENT METRICS (WAM), 7 Mar 2024
(d) Capstone Design Concept for Information Superiority, 6 Sep 2022

1. Purpose. To share information about Investment Horizons, which the DON Chief Information Office (CIO) will use to accelerate the adoption of new capabilities and identify divestment opportunities.
2. Background
 - a. Investment Horizons are an industry best practice for easily visualizing an organization's innovation and divestment strategy. This view allows organizations to balance the urgency of supporting existing capabilities with the need to invest in new ones.
 - b. Investment Horizons offer several additional benefits. Combining Investment Horizons charts (see template in figure 1) with execution schedules will provide the DON CIO with a common format for technology roadmaps. The shared view of capabilities across the systems lifecycle provided by Investment Horizons charts will also enable the research and acquisition communities to speed the transition of solutions that adhere to Modern Service Delivery Design Concepts (reference (a)) to enterprise services.

Figure 1

Investment Horizons Template

Insert organization logo		Investment Horizons Template			
		Horizon 3: Evaluating	Horizon 2: Emerging	Horizon 1: Investing & Extracting	Horizon 0: Retiring
Focus	Backlog of Tech Decision <i>Other people's money and work</i>	Next generation horizon 1 products <i>Your organization's piloting money & work</i>	Sell and enhance current offering <i>Your organization's money and work</i>	Decommission; Cattle Drive <i>DON, regardless of organization</i>	
			Investing Extracting value		
Updated on: Enter Date			Enterprise Service		

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- i **Horizon 3 (Evaluating):** Consists of work being done by others; therefore, PEOs populate Horizon 3 by collaborating with their portfolios, research organizations, and Technical Director organization. Horizon 3 capabilities are potential opportunities to introduce new technologies or enterprise services.
 - ii **Horizon 2 (Emerging):** Includes work that has matured from Horizon 3 or is mature enough for the PEO to fund piloting and development efforts. The authoring PEO funds or resources these capabilities.
 - iii **Horizon 1 (Investing):** Comprises new capabilities the PEO funds when pilots are successful, and approved to scale beyond the pilot stage.
 - iv **Horizon 1 (Extracting):** Contains capabilities the PEO funds while they are being utilized and sustained. All sustainment capabilities exist in Horizon 1 or 0.
 - v **Horizon 0 (Retiring):** Consists of divestments, including enterprise-wide technology divestments enabled by the PEO. Horizon 0 capabilities are identified during Cattle Drive efforts (reference (b)).
 - c. Horizon 3 capabilities move into Horizon 2 as pilots for potential enterprise services when the technology maturity and prioritized impacts on mission outcomes, as identified by World-class Alignment Metrics (reference (c)), justify pilot start. Pilots may undergo multiple iterations before succeeding or they may fail and be abandoned for new pilots. Successful pilots transition to Horizon 1 (Investing) when scaling and stay in Horizon 1 (Extracting) when fully deployed into production. Capabilities identified for divestment during Cattle Drive move into Horizon 0. The adoption of enterprise services will be prioritized based, not only on their impact and maturity, but also their divestment potential as they cross each of the horizons.
3. Implementation Best Practices. The DON CIO Chief Technology Officer will be the lead champion for Investment Horizons. The following actions are best practices:
- a. Use Investment Horizons to support rationalization and adoption of enterprise services and new technologies. Adopting enterprise services is one of three objectives in reference (d) that contribute to achieving the Information Superiority Vision of securely moving any information from anywhere to anywhere.
 - b. Reduce the need for other planning products by combining Investment Horizons charts with execution schedules to produce technology roadmaps.
 - c. Provide quarterly updates of Investment Horizons to support resource allocation decisions.
 - d. If possible, redirect divestment savings to technologies compliant with Modern Service Delivery Design Concepts that transition to enterprise services as shown on Investment Horizons charts.
 - e. Use Investment Horizons to prioritize research of emerging capabilities when collaborating with the acquisition and Science and Technology communities.

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- f. Include inputs from relevant DON Deputy CIOs, and U.S. Fleet Cyber Command/U.S. TENTH Fleet or Marine Corps Forces Cyberspace Command when developing Investment Horizons charts.
 - g. Use the following naming conventions:
 - i. Horizon 3: Name of capability + source of capability (e.g., USAF PEO BES, Microsoft, etc.) + name of pilot or project, if applicable.
 - ii. Horizon 2: Name of capability + name of pilot or project, if applicable.
 - iii. Horizon 1: Name of capability + technology provider + name of project, if applicable.
 - iv. Horizon 0: Name of the technology + amount of realized divestment.
 - h. Store Investment Horizon charts in a DON CIO provided location to facilitate sharing.
4. Coordination. For further information about the Investment Horizons, contact the DON Chief Technology Officer, Mr. Justin Fanelli, justin.m.fanelli.civ@us.navy.mil.

Justin M. Fanelli
Department of the Navy
Chief Technology Officer (Acting)

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