



A Strategic Plan for the VLRC

Presentation to CPDC Executive Committee

Recommendations for a framework for an initial Strategic Plan

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Topics

- **Overview of Study Process**
- **Results**
- **Recommendations**
- **Discussion**



SUMMARY

- Establish VLRC as 501(c)3 governed by Board
- Potential to become unique national center for logistics research and education
- Organize with participation from Industry, Academia, and Government
- Hire a dynamic Executive Director with industry ties, organize staff hierarchically under the Executive Director
- Identify and execute near term projects to validate value to constituents
- Funding for first 5 years should come from Commonwealth, local government, and stakeholders; thereafter center should be self supporting
- Partnerships between VLRC and members and amongst the members will be key to success



Overview of Study Process

1. **Data Collection**
 - Identified Stakeholders and prioritized for interviews and/or surveys
 - Conducted 13 interviews
 - Collected survey input from 27 respondents
 - Conducted customer focus group with 8 industry (user) participants
2. **Analyzed Data to determine consensus opinions**
3. **Expanded on results by applying researcher's expertise to clarify or add detail**
4. **Prepared written report for CPDC Review**



Results

- **Strategic Framework**
- **Operations Structure**
- Policy and Processes
- **Staffing**
- Market Identification
- Research
- **Financial Strategies**
- Intellectual Property



Strategic Framework

- **Center Vision: Become a premier center for applied logistics research leveraging best practices from all sectors to improve logistics operations.**
- **Mission**
 - **Pursue projects for industry, government and military leveraging academic expertise**
 - **Identify key issues in logistics to leverage applied research**
 - **Provide professionals and corporate members access to VLRC resources, facilities and research results**



Operations Structure

Organize as a separate, stand alone not-for-profit entity (501(c)3)

Governed by a Board of Directors

- **Representation from industry, regional government, defense community and academia**
- **Board member organizations are or will be invested in VLRC success**
- **15 members selected by a neutral nominating committee with outside consulting support**
- **Establish By-Laws,**
- **Set Task Forces to**
 - **Hire Executive Director,**
 - **Coordinate financing, facilities, research, education and industry engagement**
- **Establish a membership structure**
- **Develop industry and research advisory groups**



Policy and Processes

- **Define Standard Operating Procedures**
 - **Personnel**
 - **Accounting**
 - **Project Management and Communications**
 - **Public Relations**
 - **Facility Management**
- **Intellectual Property Management Process**
- **Process and Policies for interaction with DoD**



Staffing

- **Executive Director**
 - **Industry Experience**
 - **Proven record in collaborative partnerships**
 - **Reports directly to BOD with high degree of autonomy**
- **Director of Business Development**
- **Director of Research**
- **Director of Education***
- **Government/military Liaison***
- **Industry Liaison***
- **Operations Manager**
- **Administrative Staff**

* Potential in-kind support from member organizations



Market Identification

- **Target Markets**
 - **Industry**
 - **Regional Government Agencies**
 - **Academic Institutions**
- **Capturing Relationships**
 - **Focused Networking: Field Forums, Economic Development Events, Business Groups**
 - **News and Information Dissemination**
 - **Tours and Showcase Events**
 - **Sponsored Events**



Research

- **Short Term Focus (2 Years)**
 - **Defense Systems Gap Analysis**
 - **Regional Impact and Options Study**
 - **Application of Existing Transportation Impact Data to Industry Challenges**
- **Long Term Focus (5 Years)**
 - **Medical Transport and Distribution for Veterans Administration**
 - **Tracking and Response Systems for Homeland Security**



Financial Strategies

Near Term (12 Months)

Public Funding

- Initial Operations
- Initial Research

Strategic Term (5 Years)

Private Funding

- Exploratory Research
- Innovation Capacity

Short Term (Two Years)

Grant Funding

- Bricks and Mortar
- Technology

Long Term (5 Years)

Project Funding

- Sustainability: Overhead
- Growth Funding



Intellectual Property

- **Information Rights Counsel**
- **Intellectual Property Review Process**
- **Continuous Improvement Process**



Facilities

- **Linked with Ft. Lee activities**
- **Adaptable Space**
- **Sponsored Areas in Facility**
- **Collaborative working areas**



Recommendations

- **Establish a 501(c)3**
- **Appoint a proactive Board of Directors**
- **Focus on Applied Research**
- **Engage Industry, Academia, and Government/Military**
- **Identify and execute near term projects to validate value to constituents**
- **Initial Funding provided by Commonwealth, local government, and stakeholders**
- **Partnerships will be VLRC key to success**
- **Establish VLRC as authoritative source for information, models, methods and research in logistics**



Discussion