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

Short Term (Two Years)
Grant Funding
- Bricks and Mortar
- Technology

Strategic Term (5 Years)
Private Funding
- Exploratory Research
- Innovation Capacity

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