

Norton Corporation Strategic Plan - Adopted April 17, 2002

This is a simplified and reduced-in-size sample of a village corporation strategic plan

Introduction

The Norton Corporation (NC) Board of Directors met on February 12, 2002, to develop a strategic plan. The purpose of the meeting was to focus beyond immediate concerns of the corporation and emphasize where NC and Norton Construction Company (NCC) would be in five years.

The board and staff worked with Bartz Englishhoe and Associates. Mr. Englishhoe facilitated the meeting. The first day was spent brainstorming NC and NCC strengths, weaknesses, threats and opportunities. The board also worked on vision, mission and value statements. The second day was spent working on goals, objectives and action items for the corporation and NCC.

Vision Statement

Be an Alaska Native village corporation that is a standard for success by using strict financial control. Dedication to making a difference in our shareholder lives.

Mission Statement

NC is dedicated to providing continued growth and profits through a diversified field of professional services. The corporation will continue teamwork and professionalism while respecting our Native values.

Values Statement

The NC and its subsidiaries will conduct all business activities by following Native values:

- Respect for tribe and elders
- Cultural pride
- Respect for nature, animals and land
- Preserving our lands for future generations.
- Passing down spirituality and respect to our children

It is believed that the NC can be a growth-oriented company while respecting Native values. Professional and Native values are compatible.

Strengths

The board discussed internal strengths for both NC and NCC. It was pointed out that it is sometimes easier to focus on problems than on achievements. Strengths were viewed as assets that could be enhanced and used as the basis from which to continue success.

Norton Corporation Strengths

- Active and united Board of Directors
- Good shareholder newsletter

- Comprehensive employee health benefits
 - Promotes long-term employment
- Good office procedures and recorder keeping
 - Land records are accurate
 - Filing system is kept up to date
- Strong ethical board and well trained staff
- Shareholder participation
 - Good voting record, respectable quorums
- Management reporting has improved
 - Board has the information needed to make knowledge decisions
- Financial stability has improved
 - Board knows where the money is (good accounting)
- Good working relationships with:
 - Norton Tribal Council (NTC)
 - Norton East Borough (NEB)
 - Norton Regional Corporation (NRC)
 - Regional village corporations
- NC is seen by others as having credibility
- Shareholder scholarships are providing opportunities
 - Support for future employees and leaders
 - Community proud of student accomplishments

Norton Construction Company Strengths

- NCC is prepared to do business
 - Has bonding and commercial liability insurance
 - Minority bidding preferences
 - NEB Bidders Preference
- Norton is strategically placed for potential work
 - Mining cleanup project
 - New inter-village roads project
 - Possible staging area for oil and gas development
- NCC has Small Business Administration (SBA) Section 8(a) program status

Weaknesses

It was decided that almost all weaknesses were opportunities to be taken advantage of. Weaknesses were viewed as assets that only needed to be corrected or improved. The following weaknesses were identified.

Norton Corporation Weaknesses

- Need to enroll shareholder descendents
 - Youth involvement will produce leaders and provide ownership in the corporation
- Lack of shareholder homesites

- Remoteness of the village can be problematic
 - Lack of roads to remote areas around village
 - Airport needs to be extended
- Lack of jobs in village
 - Need to encourage training and higher education
- Drug and Alcohol problems
 - Employee attendance
 - Need to take advantage of UA testing at village clinic
- Lack of supervision over employee vacations
- Employee violations are not formally documented
- No housing/camp for outside workers - NEB, state and federal employees
 - Federal projects have been cancelled due to the lack of lodging
- Lack of shareholder dividends
- Not taking advantage of wildlife viewing opportunities
- Cost of utilities (\$5.15 per gallon for diesel) effects business operations

Norton Construction Company Weaknesses

- Remoteness of the village can be problematic
 - High transportation costs for construction material
 - Severe weather conditions
 - Special construction techniques are required that add costs to projects
 - Short construction season
 - Hard on equipment
- Missed opportunities by NCC
 - Lack of skilled construction workers
 - Employee time not being fully utilized, too much slack time
 - Lack of partnership and joint venture agreements
- NCC has to compete against NRC and its subsidiaries
- Competition from other village corporations
- Construction equipment is being vandalized

Threats to NC and NCC

It was determined that the villages that are the best prepared to confront threats will be least affected by economic peril facing the NEB. The community needs to work together to take advantage of opportunities.

- Dwindling revenues from Borough for construction projects and public services
- US military operations in Iraq are taking money from Alaska projects
 - Environmental restoration project being postponed in village
- Increased SBA 8(a) business competition from other villages
- What will happen when big projects are completed?

NC and NCC Opportunities

- Work with tribe, NEB and other organizations to obtain grants and contracts for:
 - New housing
 - Upgrading wind power generation system
 - Environmental cleanup
 - Scientific and research studies
 - Transportation projects
 - New community Center
 - FAA airport improvements
 - Purchase of heavy equipment building
- NEB privatization of Borough public services
 - Airport and road maintenance-FAA equipment grant
 - Operating water and sewer system
 - Residential fuel delivery services
- SBA 8(a) business joint ventures - think globally
- Balance development with environmental, social, cultural and subsistence concerns
- Participate in the future gas line project
 - What does NC need to do to prepare?
 - Shareholder hire and training
 - Development alliances on projects
- Managing lands and resources
 - Access and surface use agreements
 - Complete ANCSA land selection process - review lands for oil and gas potential
 - Permitting - guiding, sight seeing, research, gravel
 - Tourism
 - Develop gravel sites, purchase rock crusher
- Approve shareholder homesite program
 - Work with NEB on road and utilities for homesite subdivision
 - Develop remote homesites
 - Lots can be used as collateral for bank financing
- Work with tribe, NEB and other organizations to encourage education
 - Assist with job training and internships
 - Scholarships - include descendants
- Pay dividends, which will require NC to:
 - Be consistently profitable
 - Establish a dividend distribution policy
- Prepare corporation to take advantage of opportunities

NC Corporation Strategic Plan - Goals, Objectives, Action Items and Assigned Tasks

Goal A: Find ways that the Board of Directors can support management and staff in implementing goals, objectives and actions.			
Objective 1	Tasks	Assigned	Due
Distribute questionnaire to document shareholder views on NC, NCC and the community.	<ul style="list-style-type: none"> a. Research what type of questionnaire will best determine shareholder opinions, concerns and positive views of NC, NCC and community. b. Prepare questionnaire for board approval. Example questions could relate to: <ul style="list-style-type: none"> 1. NC and NCC. 2. Local hire, training, higher education and employee relations. 3. Community priorities. 4. Views on enrolling descendants c. Advertise and distribute questionnaire (prizes for returning survey). d. Resend questionnaires to shareholders that did not respond the first time. Advertise first round of prize winners. e. Analyze results f. Draft report with recommendations on issues discussed within questionnaire. g. Approve report, assign tasks and schedule completion dates. 		
Objective 2	Tasks	Assigned	Due
Use newsletters to keep shareholders inform	<ul style="list-style-type: none"> a. Draft format for all future newsletters, determine distribution dates (quarterly?) b. Each newsletter should strive to recognize elders, acknowledge students, highlight business successes and provide articles on Point Lay history. The next newsletter should introduce management and staff. c. Look into finding printing company that will mail newsletters. d. Include a one page questionnaire in each newsletter to solicit shareholder views. Survey can be used as a basis from which to draft more complete questionnaires. e. Encourage shareholder to take advantage of training and higher education opportunities. f. Sponsor student picture drawing, photography and art contests. Showcase winners and include photographs of the winning entries. 		
Objective 3	Tasks	Assigned	Due
Letter from the Board to the NTC stating that NC wants to collaborate with the tribe on issues of important.	<ul style="list-style-type: none"> a. Draft letter to the NTC outlining the board's willingness to work with the tribe on projects important to the community. Schedule a joint meeting. The meeting can be planned to coincide with other meetings. b. Continue sharing information with NTC. 		
Objective 4	Tasks	Assigned	Due
Provide additional training for management, staff and the board.	<ul style="list-style-type: none"> a. Identify training and seminar opportunities for management, staff and the board. b. Find training that will help NC take advantage of local, regional, state and national opportunities. 		

NC Corporation Strategic Plan - Goals, Objectives, Action Items and Assigned Tasks

Goal B: Work with NEB, NTC, NHA, and state and federal agencies to acquire new housing and funding to renovate current homes.			
Objective 1	Tasks	Assigned	Due
Obtain and review past housing information. If current information is inadequate, produce and distribute new housing questionnaire.	<ul style="list-style-type: none"> a. Contact North East Borough (NEB), NTC and Norton Housing Authority (NHA) and obtain past surveys and other information related to housing needs. b. Draft report with recommendations on current housing needs. Look at housing for the following: Senior, multi-family, single-family, singles, low income and rental apartments. c. Look into grants, housing assistance and loans for housing. Contact HUD, USDA-Rural Development, Department of Office of Native American Programs, Alaska Housing Finance Corporation and BIA Housing Improvement Program about the housing shortage in Norton and the need to renovate current homes. d. Work with NTC and jointly contact agencies in writing, by email and phone about housing for the village. Schedule meetings with key agency personnel. e. Investigate the possibility of establishing a Community Housing Development Organization in order to gain access to HUD funding for the village. f. Work with NTC to identify land for housing units. g. Work to expand Norton economy so that local residents make enough money to build their own homes. 		
Objective 2	Tasks	Assigned	Due
Construct a multi-family complex in Norton.	<ul style="list-style-type: none"> a. Contact Native owned companies that build prefabricated homes and multi-family units. Discuss the possibility of joint venturing with the company to build houses in other villages. Keep accurate record of costs so that NC may approach the NEB about building prefabricated homes in Borough villages b. Secure a governmental supported loan for either NC or NTC to construct a 4, 6, or 8 plex. Ensure design is energy efficient. c. Submit land use permit to NEB for construction of housing adjacent to water and sewer. d. Work with NTC to establish a procedure for collecting rent, which has been a problem in the past. 		
Goal C: Have a successful and profitable SBA 8(a) business services company that takes advantage of regional, state and national opportunities.			
Objective 1	Tasks	Assigned	Due
Establish a SBA 8(a) services company.	<ul style="list-style-type: none"> a. Analyze other Native corporation SBA 8(a) companies that would potentially compete with NC. Research the possibility of providing defense, high-tech, aerospace, prison operations, oil and gas, information technology, telecommunications, environmental cleanup and facility maintenance services. b. Meet with other ANCSA village corporation presidents and CEO's that have SBA 8(a) companies. Learn everything. Find out the pros and cons of a SBA 8(a) services company. c. Determine the right business for NC. Thoroughly research this field of expertise for success and failures. Determine if NC has what it takes. Analyze startup costs and expenses for one year of operation at a minimum. Develop a business plan. Submit SBA 8(a) application or purchase an existing 8(a) firm. d. Hire an experienced executive already familiar with government contracting in the service field selected by NC. Corporation may want to hire the executive first and then apply for 8(a) status using the individual's 		

NC Corporation Strategic Plan - Goals, Objectives, Action Items and Assigned Tasks

	<p>expertise. The hired executive could conduct research and develop a business plan.</p> <ul style="list-style-type: none"> e. Analyze grants and loans for financing a new company. f. Advertise - continually put the word out about the services company. g. Be selective, but join and become active in trade organizations and groups that target minority business. Many trade organizations sponsor beneficial seminars. h. Continually monitor company for strengths, weaknesses and opportunities. i. Investigate mentoring programs, partnerships and joint ventures. j. Arrange meeting with the CEO of Seattle Hospital Services, which has shown interest in working with NC. k. Establish a limited liability corporation (LLC) and have the LLC apply for 8(a) status l. Contact Whales Environmental Services about purchasing the company since the firm has not acquired any work from federal government set-asides for minority businesses. m. Suggested tasks for a new services company: <ul style="list-style-type: none"> 1. Acquire Data Universal Numbering System (DUNS) number from Dunn & Bradstreet. 2. Register with the Central Contractor Registry (CCR). The CCR website provides links to business opportunities such as the Department of Defense. 3. Register with the Procurement Network for subcontract opportunities. 4. Enroll with Alaska Department of Administration, Division of General Services bidders' list. 5. Register with the NEB for bidder preferences for minority, Native organizations and local businesses. 6. Check to see if company can benefit from Section 7(b) of the Indian Self Determination and Education Act for Native owned companies. 7. Obtain a business license from the City of Whales, where a lot of construction work is scheduled. 8. Work with small and disadvantaged business utilization specialists (SADBUS) within government contracting offices. 9. Get on the bidder's list for prime contractors. 10. Attend construction training and minority business workshops. 11. Establish ways to address alcohol and drug use. 12. Become familiar with the special language of procurement. If a person does not know the terminology, it can be fatal to a bid proposal. 13. Look into acquiring construction and office equipment from the General Accounting Service, BIA and NEB. Each agency surpluses equipment. 14. Acquiring bonding and commercial general liability insurance. n. Look into opportunities related to incineration, which the NEB plans to use in the future. o. Create strategic alliances with other villages or companies conducting oil and gas related work. A new company needs its presence known. Most successful companies started small and learn from working with established firms. 		
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