



8 Denison Parkway East, Suite 310
Corning, New York 14830
Phone: 607.962.5092
Fax: 607.962.3400

Board Members

Mark Alger
David Hopkins
Michael Krusen (alt)
Judith McIntosh
Mark Middaugh
Timothy O'Hearn
Michael Printup
Thomas Santulli
Mark Rogus
Marcia Weber
Jack Wheeler (alt)
Howard Zingler
Alan Eusden
Carl Hayden

March 27, 2014

State of New York
Authorities Budget Office
Post Office Box 2076
Albany, New York 12220-0076

RE: Southern Tier Network, Inc.
Employer ID No. 27-4516734

CEO

Steve Manning

Gentlemen:

Enclosed with this e-mail you will find the 2014 Summary Results of Confidential Evaluation of Board Performance, 2014 List of Performance Goals, and Authority Mission Statement and Performance Measures.

Sincerely,

Steven M. Manning
CEO, Southern Tier Network, Inc.



Authority Mission Statement and Performance Measurements

Name of Public Authority: Southern Tier Network, Inc.

Public Authority's Mission Statement: *Through public / private partnerships, THE SOUTHERN TIER NETWORK strives to enrich the quality of life in the communities we serve by providing reliable open access fiber optic infrastructure at low cost and high speed.*

GUIDING PRINCIPLES:

- enable economic development within Chemung, Schuyler, and Steuben Counties by assisting our region in attracting industry and encouraging the development of additional employment and job opportunities,
- enable enhanced scientific and educational research for universities, colleges, and schools encouraging economic growth
- enable the retention of existing businesses and industries,
- provide fiber infrastructure for perpetual, reliable and compliant county emergency management (E – 911) systems
- enable improved communications among health care professionals and providers
- expand broadband services to the rural and underserved markets within the 3 counties
- lessen the burdens of government
- enable collaboration and healthy partnerships with the private sector enhancing affordable service offerings throughout the three counties

Date Adopted: February 13, 2014

List of Performance Goals (If additional space is needed, please attach):

OBJECTIVES YEARS 1 - 3:

- provide a low cost, high speed reliable fiber infrastructure throughout the three Counties' – *as of March 2014 the fiber build is more than 99% complete. STN has over 60 locations connected, far surpassing the original Business Plans 29 connected locations through December 2013. STN has a backlog of 27 additional locations to be connected. Customers include County Government, Health Care, Telecom Carriers and Schools.*
- connect municipalities and schools to the infrastructure – *of the total locations connected 42 are school buildings with multiple County buildings connected;*
- provide reliable infrastructure to emergency management towers - *pending agreements to build-out to Emergency Management towers will be signed by early April.*
- connect to Access Ontario – *the connection to the Access Ontario Open Access Network was completed in the early Fall of 2013.*
- offer an open access model – *December 2013 NYS Empire Development Awarded STN up to \$5M to extend its Open Access Network into Tioga and Broome Counties.*
- provide infrastructure for carriers/service providers to introduce new and enhanced services into the communities throughout the three county region – *Currently four Telecommunication Carriers have contracted with STN for fiber services. Carriers have plans to reach communities currently not served.*

OBJECTIVES YEARS 3 & Beyond:

- establish connectivity with other regional networks, opening-up transport to Binghamton markets and beyond – *NYS Empire Development Grant will help connect Tioga & Broome Counties to the STN network and the Access Ontario County network.*
- create a globally competitive three county region through high-speed fiber infrastructure
- establish a reliable customer base enabling operational sustainability by year 5

Additional questions:

1. Have the board members acknowledged that they have read and understood the mission of the public authority? Yes.
2. Who has the power to appoint the management of the public authority? The STN Board of Directors.
3. If the Board appoints management, do you have a policy you follow when appointing the management of the public authority? Yes.
4. Briefly describe the role of the Board and the role of management in the implementation of the mission. The Board and Management meet monthly to review progress in contracting with vendors, customers and construction of the network.
5. Has the Board acknowledged that they have read and understood the responses to each of these questions? Yes.

Criteria	Agree	Somewhat Agree	Somewhat Disagree	Disagree
Board members have a shared understanding of the mission and purpose of the Authority.	11			
The policies, practices and decisions of the Board are always consistent with this mission.	11			
Board members comprehend their role and fiduciary responsibilities and hold themselves and each other to these principles.	11			
The Board has adopted policies, by-laws, and practices for the effective governance, management and operations of the Authority and reviews these annually.	9	2		
The Board sets clear and measurable performance goals for the Authority that contribute to accomplishing its mission.	9	2		
The decisions made by Board members are arrived at through independent judgment and deliberation, free of political influence, pressure or self-interest.	11			
Individual Board members communicate effectively with executive staff so as to be well informed on the status of all important issues.	10	1		
Board members are knowledgeable about the Authority's programs, financial statements, reporting requirements, and other transactions.	10	1		
The Board meets to review and approve all documents and reports prior to public release and is confident that the information being presented is accurate and complete.	10	1		
The Board knows the statutory obligations of the Authority and if the Authority is in compliance with state law.	9	2		
Board and committee meetings facilitate open, deliberate and thorough discussion, and the active participation of members.	11			
Board members have sufficient opportunity to research, discuss, question and prepare before decisions are made and votes taken.	10	1		
Individual Board members feel empowered to delay votes, defer agenda items, or table actions if they feel additional information or discussion is required.	10	1		
The Board exercises appropriate oversight of the CEO and other executive staff, including setting performance expectations and reviewing performance annually.	8	3		
The Board has identified the areas of most risk to the Authority and works with management to implement risk mitigation strategies before problems occur.	10	1		
Board members demonstrate leadership and vision and work respectfully with each other.	11			

Name of Authority: Southern Tier Network, Inc.

Date Completed: February 13, 2014