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**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 24, 2015

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 2015 Summary Results of Confidential Evaluation of Board Performance, 2015 List of Performance Goals, and Authority Mission Statement and Performance Measures.

Sincerely,

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



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**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 2015 - 2018:**

- Provide infrastructure for carriers/service providers to introduce new and enhanced services into the communities we serve – ***the network is being utilized by over five carriers/service providers to bring a variety of services into communities; including fiber to the home.***
- Successful partnership with Yates County government officials building-out open access fiber throughout their County – ***multiple work sessions have occurred to date; final contractual documents are being processed.***
- Successful extension of the STN open access dark fiber network in support of the mission and goals of the Southern Tier Regional Economic Development Council - ***the \$5M GDA document is in process of being filed with NYS Empire State Development; design and mapping initiatives have been ongoing.***
- Establish connectivity with other regional networks that may emerge across New York State - ***the connection to the Access Ontario Open Access Network has been completed interconnectivity with the Yates County Open Access Network will occur by April 2016.***
- Create opportunities for the Southern Tier region to be globally competitive by offering high-speed fiber infrastructure – ***over 260 miles of Open Access Fiber is now operational in a three County region; work continues with Economic Development Councils and local IDA's to promote, market and educate business, industry and community members.***
- Establish a multi-county Public Safety Governance Committee to coordinate interoperability initiatives – ***the establishment of the Public Safety Governance Committee has been approved by the STN Board of Directors, oversight will be provided by the STN Governance Committee; an operational structure for governing the Public Safety Governance Committee has been created.***
- Expand a reliable customer base enabling long-term operational sustainability.

**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 operation of the network.
5. Has the Board acknowledged that they have read and understood the responses to each of these questions? Yes.

**Confidential Evaluation of STN Board Performance  
Summary of Board Responses 2015**

Criteria	Agree	Somewhat Agree	Somewhat Disagree	Disagree
Board members have a shared understanding of the mission and purpose of the Authority.	12			
The policies, practices and decisions of the Board are always consistent with this mission.	12			
Board members comprehend their role and fiduciary responsibilities and hold themselves and each other to these principles.	12			
The Board has adopted policies, by-laws, and practices for the effective governance, management and operations of the Authority and reviews these annually.	12			
The Board sets clear and measurable performance goals for the Authority that contribute to accomplishing its mission.	8	4		
The decisions made by Board members are arrived at through independent judgment and deliberation, free of political influence, pressure or self-interest.	11	1		
Individual Board members communicate effectively with executive staff so as to be well informed on the status of all important issues.	11	1		
Board members are knowledgeable about the Authority's programs, financial statements, reporting requirements, and other transactions.	12			
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.	12			
The Board knows the statutory obligations of the Authority and if the Authority is in compliance with state law.	11	1		
Board and committee meetings facilitate open, deliberate and thorough discussion, and the active participation of members.	12			
Board members have sufficient opportunity to research, discuss, question and prepare before decisions are made and votes taken.	11	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	2		
The Board exercises appropriate oversight of the CEO and other executive staff, including setting performance expectations and reviewing performance annually.	12			
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	2		
Board members demonstrate leadership and vision and work respectfully with each other.	12			

Name of Authority: \_\_\_\_\_ Southern Tier Network, Inc. \_\_\_\_\_

Date Completed: \_\_\_\_\_ February 12, 2015 \_\_\_\_\_