



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

Board Members

David Hopkins
Steve Wilber
Judith McIntosh
James Osborn
Timothy O'Hearn
Robert Lawton
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Marcia Weber
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Alan Eusden
Carl Hayden

CEO

Steve Manning

April 24, 2019

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

Gentlemen:

Enclosed with this e-mail you will find the 2018 Summary Results of Confidential Evaluation of Board Performance, 2018 List of Performance Goals, and Authority Mission Statement and 2018 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 regions we serve by providing high speed broadband connections via a quality open access model.*

GUIDING PRINCIPLES:

- enhance/retain municipal focus, civic good & affiliation with county government
- enable economic development in the region by attracting industry and encouraging the development of additional employment
- enable/support enhanced educational, academic, and private research activities within the NY counties served
- provide fiber infrastructure to support progressive Public Safety interoperable communications within the region and the deployment of NG911 services
- enable/support high speed communications and collaboration among health care professionals, providers and their patients
- increase the penetration of broadband services into unserved and underserved rural areas within the counties served
- lessen the burdens of government

Date Adopted: February 9, 2017

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

OBJECTIVES YEARS 2018 - 2020:

- Work with municipal governments, schools, IDAs, carriers, and service providers to develop pilot projects deploying broadband internet services to the rural unserved/underserved areas – **successful partnership with Empire Access & STN to deploy FTTH services to residents along Schuyler County Rt. 16/Rt 17; established Chemung County Rural BB Committee, met with four carrier/service providers to discuss and map their bb deployment in the county and interest in partnering with Chemung County on a plan to deploy bb to all unserved/underserved county residents; attended numerous meetings with Town of Starkey/Dundee Community BB Outreach committee discussing and planning bb builds to address the unserved/underserved Town residents, created cost proposal with BOM for building a wireless solution.**
- Develop and execute long term strategy and associated annual business operating plans to achieve agreed upon service and financial goals – **STN Financial Committee created a Long-Range Financial Planning Model; STN Strategic Planning Committee established a SWOT analysis that identifies key actions required for STN operations.**
- Develop and track quantitative metrics to measure performance against objectives – **STN Financial Team developed Investment Planning Policy & Strategy; STN management created a Fiber Inventory Analysis & Network Utilization document; Creation of a Color-Coded Fiber Count map of the STN backbone and laterals; Established monthly Sales Activity Reporting.**
- Develop Strategy to increase awareness and specific programs involving STN among county IDAs to support regional economic growth - **Numerous meetings coordinated and held with Economic Development organizations: Chemung County STEG, Schuyler County SCOPED, Tioga County IDA, Yates County IDA, City of Binghamton Economic Development.**
- Continue to improve corporate governance including multi-county public safety committees – **established IRS 501(c)(3) classification; Amendment of STN's Certificate of Incorporation; created and board adoption of STN Sexual Harassment Policy; Creation of Four County Private Fiber Ring (Chemung, Schuyler, Steuben, Yates).**
- Work with Health Care Systems to enable services such as telemedicine, online scheduling and check-in, bill pay, electronic medical records and prescription ordering – **established fiber infrastructure diversity & redundancy meetings with Guthrie Health Care Systems (18 hospital, clinics, and physician offices interconnected with STN fiber); introductory meetings with UHS Health Care**

Systems and development of cost proposals to interconnect their locations; re-established communications with Arnot Health Systems regarding connecting locations with STN dark fiber.

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 / 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 2019**

Criteria	Agree	Somewhat Agree	Somewhat Disagree	Disagree
Board members have a shared understanding of the mission and purpose of the Authority.	13	1		
The policies, practices and decisions of the Board are always consistent with this mission.	12	2		
Board members comprehend their role and fiduciary responsibilities and hold themselves and each other to these principles.	13	1		
The Board has adopted policies, by-laws, and practices for the effective governance, management and operations of the Authority and reviews these annually.	14			
The Board sets clear and measurable performance goals for the Authority that contribute to accomplishing its mission.	8	6		
The decisions made by Board members are arrived at through independent judgment and deliberation, free of political influence, pressure or self-interest.	14			
Individual Board members communicate effectively with executive staff to be well informed on the status of all-important issues.	13	1		
Board members are knowledgeable about the Authority's programs, financial statements, reporting requirements, and other transactions.	13	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.	14			
The Board knows the statutory obligations of the Authority and if the Authority is in compliance with state law.	13	1		
Board and committee meetings facilitate open, deliberate and thorough discussion, and the active participation of members.	13	1		
Board members have sufficient opportunity to research, discuss, question and prepare before decisions are made and votes taken.	11	3		
Individual Board members feel empowered to delay votes, defer agenda items, or table actions if they feel additional information or discussion is required.	12	2		
The Board exercises appropriate oversight of the CEO and other executive staff, including setting performance expectations and reviewing performance annually.	10	4		
The Board has identified the areas of most risk to the Authority and works with management to implement risk mitigation strategies before problems occur.	14			
Board members demonstrate leadership and vision and work respectfully with each other.	14			

Name of Authority: Southern Tier Network, Inc.

Date Completed: March 2019

