CORNERSTONE
A D V I S O R S

1. PRIMARY CORE DATA PROCESSING VENDOR AND PRODUCT NAME

	Vendor	Product
Primary core data processing system		

2. IF YOU SELECTED 'OTHER' FOR CORE PROCESSING SYSTEM, PLEASE PROVIDE VENDOR AND PRODUCT INFORMATION

Answer: _____

3. PRIMARY CORE DATA PROCESSING DELIVERY (ANSWER REQUIRED IN ORDER FOR YOU TO RECEIVE AN 'ASSETS PER IT FTE' METRIC COMPARED TO PEERS USING THE SAME DELIVERY METHOD)

- ○ 1 In house/Purchased
- ○ 2 Hosted/Outsourced/ASP

4. HOW MANY END USER COMPUTING DEVICES ARE DEPLOYED WITHIN YOUR ORGANIZATION?

	# Deployed Units
Desktop PCs	
Thin Client Workstations	
Laptops/Notebooks	
Other Mobile (PDAs/Tablets/Smartphones)	

5. # OF **PHYSICAL** AND / OR **VIRTUAL** SERVERS ARE DEPLOYED WITHIN YOUR ORGANIZATION

	# Physical	# Virtual
Servers		

6. # OF CASES PER MONTH ARE HANDLED BY YOUR IT HELP DESK

Answer: _____
Format: 0

7. TOTAL NUMBER OF WAN LINKS/CIRCUITS

Instructions	• Primary Host, Internet, site-to-site, disaster recovery sites and back-up links

Answer: _____

Format: 0

8. CIO/CTO FTE

Include	• Chief Information Officer • Chief Technology Officer
Exclude	• Management functions below the "C-Level" (See 'IT Management/Supervisory' [13])

Answer: _____

Format: 0.00

9. IT MANAGEMENT/SUPERVISORY FTE

Include	• Coaching and supervising
Exclude	• Chief Information Officer, Chief Technology Officer (See 'CIO/CTO' [13]) • Day-to-day functions outside of supervising captured elsewhere (See 'IT Project Managers, Developers, Network Management, etc.'[13])

Answer: _____

Format: 0.00

10. CORE SYSTEM COMPUTER OPERATIONS FTE

Include	• Core daily cycle runs/batch jobs • Report production • Change control administration
Exclude	• Non-core application support (See 'Applications Support' [13])

Answer: _____

Format: 0.00

11. DEVELOPERS FTE

Include	• Web (Internet/Intranet, corporate website, internet and mobile banking development) • Middleware/Integration, interface development • Other development - workflow and automation programming • In-house core system programmers and core scripting • Other programming
Exclude	• Managing content for internet banking (See 'Digital Banking' [03]) • Managing content for company intranet (see 'HR--Other' [17B])

Answer: _____

Format: 0.00

12. APPLICATIONS SUPPORT / USER ACCESS ADMINISTRATION FTE

Include	• Applying patches and releases, managing log files and testing of all applications • Application user access administration (User adds/changes/deletes) • Management of application vendor relationships
Exclude	• Business line staff time spent on reconciliation and day to day business needs (include in respective business line allocations) • Time spent on answering business process questions for front-line staff (See 'Retail Delivery Support' [01]) • Business analysts responsible for gathering functionality requirements for RFPs or in house development or ad hoc report writers (see 'Business Analyst' [13]) • IT Project management (See 'IT Project Manager' [13]) • Overseeing vendor risk (SSAE16/SAS 70, negotiations, contracts) (See 'Vendor Management' [14]) • Information security policy oversight (See 'Enterprise Risk management computer security' [14])

Answer: _____

  Format: 0.00

13. BUSINESS ANALYSTS FTE

Include	• Translating user needs into system functions and features • Requirements gathering for RFPs, custom development and interfaces • Researching system features/capabilities and serving as subject matter expert for those systems • Pre-production system configuration form / workflow design and maintenance • Training development/coordination • Liaison with vendors and 3rd party system providers but not typically the vendor relationship manager
Exclude	• Business line staff time spent on reconciliation and day to day business needs (include in respective business line allocations) • IT Project Management (See 'IT Project Manager' [13] • Overseeing vendor risk - SSAE16/SAS 70, negotiations, contracts (See 'Vendor Management' [14]) • Workflow / automation programming (See 'Developers' [13]) • Routine end user support beyond training • Application support (See 'Application Support' [13]) • Business process analysts, business process improvement (See 'QA/Corporate Project Managers' [17A])

Answer: _____

  Format: 0.00

14. IT PROJECT MANAGERS FTE

Include	• IT Projects managing
Exclude	• Enterprise project management functions (See 'Quality Improvement/Corporate Project managers' [17A])

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ADVISORS

Answer: _____

    Format: 0.00

15. REPORT WRITERS AND DATABASE ADMINISTRATORS (DBA) FTE

Include	• Data Warehouse management
	• Database administrators (DBAs)
	• Database extracts, loads, queries
	• Detailed report creation
Exclude	• Report writer / BI tool reporting responsibilities (include in respective line of business functions)

Answer: _____

    Format: 0.00

16. END-USER PC TECHNICAL SUPPORT FTE

Include	• "Break/fix" PC server support
Exclude	• Staff time fielding end-user technical questions (See 'End-User Help Desk Support' [13])

Answer: _____

    Format: 0.00

17. END-USER HELP DESK SUPPORT FTE

Include	• Staff fielding user calls including PC questions
Exclude	• Hardware support staff (See 'End-User PC Technical Support' [13])
	• Retail help desk (often based in operations or contact center) (See 'Retail Delivery Support' [01])

Answer: _____

    Format: 0.00

18. NETWORK MANAGEMENT FTE

Include	• Server, router, switches, WAN and data network support
	• Security appliance support
	• Data Com Support
Exclude	• Voice and other telecom support (See 'Voice Communications' [13])
	• Information security policy oversight (See 'IT/Computer Security' [14])

Answer: _____

    Format: 0.00

19. VOICE COMMUNICATION FTE

Include	• Supporting voice system
Exclude	• Data network, support (See 'Network Management' [13])

Answer: _____

   Format: 0.00

20. IT STAFF - OTHER FTE

Include	• Information Technology functions not included in other categories • IT administrative assistants/office support
Exclude	• IT purchasing (See 'Purchasing' [15]) • IT/Computer Security activities (See 'IT/Computer Security' [14]) • Disaster Recovery or Business Continuity activities (See 'Disaster Recovery/Business Continuity' [14])

Answer: _____

   Format: 0.00

21. IF YOU ENTERED 'OTHER' IT FTE, PLEASE DESCRIBE THEIR FUNCTIONS

Answer: _____

22. INFORMATION TECHNOLOGY SPENDING: CORE SYSTEMS, DATA COMMUNICATIONS, REMOTE DELIVERY, INFRASTRUCTURE, STRATEGIC SYSTEMS

Instructions	• The following questions outline annualized technology spending in five major categories: core systems, data communications, remote delivery, infrastructure, and strategic applications • The five categories are then broken out by outsourcing fees, hardware costs, software costs, staffing, and any other operating expenses • Properly allocating these costs will require breaking out costs from the IT outsourcing and data communication bills and from your institution's fixed asset depreciation schedule • Internal staff costs including salaries and benefits should be allocated functionally among the five major technology spending categories • For an accurate summation of your institution's IT costs, avoid counting the same expense in multiple questions • If you do not provide adequate or any answers for technology spending, we will not be able to provide you with IT spending metrics Click YES if you have read and understand the instructions Click NO if you plan on contacting Cornerstone for further instructions

○ True   ○ False

23. CORE SYSTEM COSTS

Include	• If outsourced, service bureau or facilities management contract fees, third party network management fees, software amortization of licenses • Hardware includes institution-owned core systems hardware depreciation and maintenance • Software costs for core systems and core applications • Staffing includes salaries and benefits for staff time associated with the core systems • Other core systems cost might include premises cost for core system, paper costs
Exclude	• Item processing, statement processing • Telecommunications • ATM charges (See ATM costs [04]) • File servers and other equipment not used to run the core systems • PC workstations (See Annual Infrastructure [13]) • Data communications (See Annual Data Com [13]) • Strategic systems and applications (See Annual Strategic Systems [13])

	Annual Core System Costs
Outsourcing fees	
Hardware costs	
Software costs	
Staff costs	
Operating / Other costs	

24. ANNUAL DATA COM OUTSOURCING FEES

Include	• Any portion of service bureau bill relating to data communications • Portion of internal phone bill relating to data communications • Allocation of line costs to data if voice/data lines combined • Any other third-party data network fees
Exclude	• Voice lines and voice phone bills

Answer: _____

Format: $0

25. ANNUAL DATA COM HARDWARE COSTS

Include	• Depreciation of host communications processor (if organizational-owned) • Costs associated with LAN/WAN • Depreciation of routers, switches
Exclude	• Depreciation of voice equipment

Answer: _____

Format: $0

26. ANNUAL DATA COM SOFTWARE COSTS

Include	• Unlikely that there are any software costs. Put zero if no costs.

Answer: _____

Format: $0

27. ANNUAL DATA COM STAFFING COSTS

Include	• Operating staff assigned to telecommunications monitoring • Costs for contractors with greater than 90-day assignments • Salaries and benefits
Exclude	• Staff who support voice systems (Include in Infrastructure cost)

Answer: _____

Format: $0

28. ANNUAL DATA COM OPERATING / OTHER EXPENSES

Include	• Depreciation of one-time telecommunications installation or design

Answer: _____

Format: $0

29. ANNUAL REMOTE DELIVERY OUTSOURCING FEES

Include	• Online account opening • Online lending/brokerage/cash management • e-Statements • Telephone banking
Exclude	• Online banking, mobile banking (See 'Digital Banking'[03]). Answers provided in the 03 Digital Banking section will be included in calculation of remote delivery IT costs. • ATM costs (See 'Cards and Payments' [04]. Answer provided in the 04 Cards and Payment section will be included in calculation of remote delivery IT costs. Not included in calculation of remote delivery IT costs: • Bill pay (See 'Digital Banking'[03]) • Card Association pass through fees (Visa, MasterCard) • ACH transaction charges and ATM driving and network management fees (See 'Cards and Payments'[04])

Answer: _____

Format: $0

30. ANNUAL REMOTE DELIVERY HARDWARE COSTS

Include	• VRU
	• PIN selection device
Exclude	• Bill pay servers (See 'Digital Banking' [03])
	• Internet Banking servers (See 'Digital Banking' [03])
	• ATM (See 'Cards and Payments'[04])

Answer: _____

Format: $0

31. ANNUAL REMOTE DELIVERY SOFTWARE COSTS

Include	• VRU
	• Online lending software and maintenance
Exclude	• ATM (covered in 'Cards and Payments Section')
	• Core System ACH/EFT authorization software
	• Internet banking and bill pay (covered in 'Digital Banking Section')

Answer: _____

Format: $0

32. ANNUAL REMOTE DELIVERY STAFFING COSTS

Include	• Internal programmers related to remote delivery
	• Salaries and benefits
Exclude	• Line of business FTE involved with web site content

Answer: _____

Format: 0

33. ANNUAL REMOTE DELIVERY OPERATING / OTHER EXPENSES

Include	• Other related supplies
	• Fraud loss related to remote delivery
Exclude	• Card Association pass-through fees (Visa, MasterCard)
	• Cost of cards /encoding cards (Covered in 'Cards and Payments Section')

Answer: _____

Format: $0

34. ANNUAL INFRASTRUCTURE OUTSOURCING FEES

Include	• Third-party LAN/WAN management fees and design costs
	• Third-party user help desk fees, security, intrusion testing
Exclude	• Core systems expenses
	• Telecommunications expenses

Answer: _____

Format: $0

35. ANNUAL INFRASTRUCTURE HARDWARE COSTS

Include	• PCs, file servers, wiring, modems, printers, bridges, firewalls, network cards (if separate from PCs) • Depreciation of one-times including installation, hardware, etc. • Hardware maintenance costs • Cisco smart net
Exclude	• Hardware assigned to core applications

Answer: _____

    Format: $0

36. ANNUAL INFRASTRUCTURE SOFTWARE COSTS

Include	• Microsoft Agreement • Desktop Operating System • Network Operating System • Desktop productivity software • Databases • Email/Exchange • Annual licensing of desktop/server software fee
Exclude	• Core systems/strategic applications software • Software for specific strategic (departmental) applications

Answer: _____

    Format: $0

37. ANNUAL INFRASTRUCTURE STAFFING COSTS

Include	• Split IT Infrastructure FTE costs over the appropriate categories they oversee - network, tech hardware support, etc. • Network Management FTE • Staff who support voice systems • End-user PC technical support • Salaries and benefits
Exclude	• Item Processing FTE

Answer: _____

    Format: $0

38. ANNUAL INFRASTRUCTURE OPERATING / OTHER EXPENSES

Include	• Any costs not covered here for Infrastructure

Answer: _____

    Format: $0

39. ANNUAL STRATEGIC SYSTEMS COSTS

Include	• Strategic systems and applications (whether outsourced or in-house) are those purchased outside the core data processing system to gain a competitive advantage • Samples of strategic systems include: Enterprise contact management, loan origination, financial platforms, asset/liability management, Bank Secrecy Act (BSA), anti-money laundering (AML), fraud, profitability, document imaging, dispensers/recyclers, remote deposit capture (RDC), cash forecasting, data warehouse, Marketing Customer Information File (MCIF), payroll, Human Resources Information System (HRIS), talent management
Exclude	• Any IT costs already provided in the other questions. No double-counting costs

	Annual Strategic Systems Cost
Outsourcing cost	
Hardware cost	
Software cost	
Staff cost	
Operating / other cost	

40. COMMENTS REGARDING YOUR INFORMATION TECHNOLOGY SPENDING:

Answer: