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## April 2009

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## **ACKNOWLEDGEMENTS**

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#### **Bank Scorecard Teams**

# **Corporate Practitioners**

John Bruenger, CTP - Kellwood Company Terry Crawford, CCM - AMC Theatres Lyn Fritter - Bristol West Marie Hollein, CTP(CD) - KPMG, LLC Mark Krawcyzk, CTP - Monarch Quilts Jose Teruel, CTP - Bacardi Bottling Company

#### **Bank Service Providers**

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AFP also recognizes the contributions of its staff—Terrence R. Foster, CTP, and Ernie S. Humphrey, CTP— in support of this project.

# THE BANK SCORECARD PURPOSE

The AFP Bank Scorecard © was created in Microsoft Excel and its intended purpose was to offer templates for users to utilize in the development of their own bank scorecards. View the Excel version of the scorecard here.

# INTRODUCTION

## WHAT IS A SCORECARD

A scorecard is a management tool used to measure activities in both a qualitative and quantitative method of a bank's performance.

## **HOW TO USE A SCORECARD?**

- As a quantitative measure of the service provided/benefit received.
- As feedback for the service provider to better understand how you, the customer, perceive the value/quality/cost of the service(s) provided.
- As a tool in measuring the relative value/importance of current service relationships the organization maintains.
- As an evaluative method in support of continuous improvement/communication both within and outside the organization.
- As a tool to evaluate all service providers on those issues deemed important to the organization.
- As a way to provide clarity on how well issues/services are delivered or dealt with by the service provider(s).

## **BEST PRACTICES / ADVANTAGES**

- A scorecard is an effective relationship management tool for service providers to have critical feedback from you, the customer, on your perception of the quality of the services they provide to you.
- Sharing your evaluation of each service provider ONLY WITH THAT SERVICE PROVIDER for the sole purpose of improving the quality of the service provider relationship.
- When developing/using a scorecard it is best that more than one person in the customer organization have a part
  in its completion to assure valid indicators of service quality are determined and not just one person's perceptions
  (which could be favorably/unfavorably biased)
- Suggest that perhaps the service provider could provide you a scorecard with which to measure the quality of your organization as a customer to help you improve in your internal operations as well.

Bank Name:
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Banking Services Evaluation Acct Officer: Any Relationship Manager

<sup>\*</sup> See Appendix for suggested scoring option

SECTION 1	GENERAL CUSTOMER SERVICE					
	<u>N/A</u>	Excellent	Satisfactory	<u>Poor</u>	<u>Unacceptable</u>	<u>Rating</u>
1. Level of Competence	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
Courteous Professional Behavior	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
3. Telephone Availability	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
4. Back-up coverage	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
5. Response Correctness	Not Applicable	O Rating of 4	Rating of 3	O Rating of 2	O Rating of 1	
6. Timeliness of Response	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
7. Follow Through on Commitments	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
8. Overall Problem Solving	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
Knowledge of Bank's Policies/Procedures	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
10.Knowledge of Bank's Cash Mgmt Products	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	

	Average =	i otai =
COMMENTS:		

SECTION 2	RELATIONSHIP MANAGER					
	N/A	Excellent	Satisfactory	<u>Poor</u>	<u>Unacceptable</u>	Rating
Knowledge of Bank's Cash Mgmt Products	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
Ability to Match Services to our Needs	Not Applicable	O Rating of 4	○ Rating of 3	O Rating of 2	O Rating of 1	
3. Follow-up on Requests	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
Company and Industry Knowledge	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
5. Calling Frequency [Excellent = visits / yr]	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
6. Ease of Access - General	Not Applicable	O Rating of 4	Rating of 3	O Rating of 2	O Rating of 1	
7. Ease of Access - Emergency	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
	Average =				Total =	
COMMENTS:						

SECTION 3	TECHNICAL RELIABILITY					
	N/A	Excellent	Satisfactory	<u>Poor</u>	<u>Unacceptable</u>	Rating
Service Level Agreement (SLA) Compliance	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
System Response Time To Inquiry	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
3. Security / Ease of Application & Practical	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
4. Problem resolution	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
5. Timeliness of Data Availability	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
6. Communication of System Status	Not Applicable	O Rating of 4	Rating of 3	O Rating of 2	O Rating of 1	
7. System outages	Not Applicable	O Rating of 4	Rating of 3	O Rating of 2	O Rating of 1	
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
Custom Field	Not Applicable	O Rating of 4	Rating of 3	O Rating of 2	O Rating of 1	
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
	Average =				Total =	
COMMENTS:						

Direct Transmission	N/A	Excellent	Satisfactory	Poor	<u>Unacceptable</u>	<u>Rating</u>
1. FTP Access	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
Timeliness of transactions	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
3. Security / Ease of Application & Practical	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
4. Problem resolution	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
5. Overall benefit to customer	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
	Average =				Total =	
COMMENTS:						
SECTION TOTAL	Average =				Total =	

Bank Name:	Any Bank Name
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Banking Services Evaluation Acct Officer: Any Relationship Manager

<sup>\*</sup> See Appendix for suggested scoring option

SECTION 1	ACCOUNT ANALYSIS						
	N/A	Excellent	Satisfactory	<u>Poor</u>	<u>Unacceptable</u>	Rating	
Pricing Accuracy	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
2. Volume Accuracy	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
3. Timeliness (access to info & Delivery time)	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
4. Pricing Problem Resolution	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
5. Overall Cost	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
6. Value Relative to Cost	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
	Average =				Total =		
COMMENTS:							

SECTION 2	BANK SAFETY AND SOUNDNESS (DR, FIN STABILITY)					
	N/A	Excellent	Satisfactory	<u>Poor</u>	<u>Unacceptable</u>	Rating
Financial Stability of Provider	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
The Reputation of the Provider	Not Applicable	O Rating of 4	Rating of 3	O Rating of 2	O Rating of 1	
3. Bank Reputation within a Industry	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
4. Market Position	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
5. R & D Investment	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
6. Customer Base	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
7. Business Continuity & Disaster Recovery	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
	Average =				Total =	
COMMENTS:						

Bank Name:	Any Bank Name

**Banking Services Evaluation Acct Officer: Any Relationship Manager** 

<sup>\*</sup> See Appendix for suggested scoring option

SECTION 1	DISBURSEMENT SERVICES						
Web Wire Transfer	N/A	Excellent	Satisfactory	<u>Poor</u>	<u>Unacceptable</u>	Rating	
Ease of Input	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
2. Problem resolution	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
3. Timeliness of execution	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
4. Timeliness of confirmation	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
5. Ease of Maintenance & Input to Templates	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
6. Security	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
	Average =				Total =		
COMMENTS:							

COMMENTS:		

<u>International</u>	N/A	Excellent	Satisfactory	<u>Poor</u>	<u>Unacceptable</u>	Rating
International Wires - value dating	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
2. International Wires - f/x rates	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
3. International Timeliness of execution	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
4. International Timeliness of confirmation	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
5. Utilization of Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
Average =					Total =	
COMMENTS:						

Web ACH	N/A	Excellent	Satisfactory	<u>Poor</u>	<u>Unacceptable</u>	<u>Rating</u>
1. Ease of Input	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
Timeliness of transactions	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
3. Problem resolution	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
Notification of change	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
5. Security	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
	Average =				Total =	
COMMENTS:						
SECTION TOTAL	Average =				Total =	

SECTION 2	SIT SERVICES	1				
Remote Deposit Capture	N/A	Excellent	Satisfactory	<u>Poor</u>	<u>Unacceptable</u>	Rating
Service availability	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
2. Accuracy	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
3. Timeliness of execution	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
4. Problem resolution	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
5. Security	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
	Average =				Total =	
COMMENTS:						

SECTION 3	DEPOSIT SERVICES						
	N/A	Excellent	Satisfactory	<u>Poor</u>	<u>Unacceptable</u>	Rating	
Timely deposit processing	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
Timely notice of deposit discrepancy	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
Change order processing	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
4. Problem resolution	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
Physical Available and Security	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
	Average =				Total =		
COMMENTS:							

Bank Name:	Any Bank Name

Banking Services Evaluation Acct Officer: Any Relationship Manager

<sup>\*</sup> See Appendix for suggested scoring option

SECTION 1	INFORMATION REPORTING (include any type of balance reporting)						
	<u>N/A</u>	Excellent	Satisfactory	<u>Poor</u>	<u>Unacceptable</u>	Rating	
Availability of File	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
2. Timeliness	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
No Missing Data (store #s, proper codes)	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
4. Communication & Resolution of Transmit Issue	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
5. Custom Report Capability	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
6. Delivery Channels	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
	Average =				Total =		
COMMENTS:							
			_	_			

ACH - Debit Blocks/Filters	N/A	Excellent	Satisfactory	Poor	<u>Unacceptable</u>	Rating
Service functionality	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
2. Problem resolution	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
3. Security	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
Overall benefit to customer	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
	Average =				Total =	
COMMENTS:						
SECTION TOTAL	Average =				Total =	

SECTION 2	ACCOUNT RECONCILEMENT						
	N/A	Excellent	Satisfactory	<u>Poor</u>	<u>Unacceptable</u>	<u>Rating</u>	
Timely delivery of statements and CDs	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
No Missing Data (store #s, proper codes)	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
3. Problem resolution	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
4. Security	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
Scrubbing Process to ID Encoding Errors	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
6. Ease of Corrective User Input	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
Average =				Total =			
COMMENTS:							

SECTION 3	WEB OTHER SERVICE							
Web Other Services	N/A	Excellent	Satisfactory	<u>Poor</u>	<u>Unacceptable</u>	Rating		
1. Statements	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1			
2. ACH Addenda Report	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1			
3. ACH Returns / NOC Report	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1			
4. Check Services	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1			
5. Account Transfers	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1			
6. Paid Item Images	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1			
7. Returned Item Images	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1			
8. Administration	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1			
9. Overall benefit to customer	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1			
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1			
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1			
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1			
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1			
	Average =	•			Total =			
COMMENTS:	-							

SECTION 4	POSITIVE PAY						
	N/A	Excellent	Satisfactory	Poor	Unacceptable	Rating	
Service Quality	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
Availability on Suspect information	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
3. Detail of Information	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
Problem resolution	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
Timeliness of Confirmation	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
6. Image Quality	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
7. File implementation time	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
8. Fraud Resolution Process	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
	Average =	•	•	•	Total =		
COMMENTS:	3						

Bank Name: Any Bank Name

Banking Services Evaluation Acct Officer: Any Relationship Manager

SECTION 1	INTERNATIONAL SERVICES						
	<u>N/A</u>	Excellent	Satisfactory	<u>Poor</u>	<u>Unacceptable</u>	<u>Rating</u>	
Timeliness of transactions/confirmation	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
2. Problem resolution	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
System Security	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
Competitive FX Rate Quotes	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
Tracking of Letter of Credits	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1		
	Average =				Total =		
COMMENTS:							

<sup>\*</sup> See Appendix for suggested scoring option

SECTION 2		INVESTME	NT/BROKERAGI	ESERVICES		
	N/A	Excellent	Satisfactory	<u>Poor</u>	<u>Unacceptable</u>	Rating
Timeliness of transactions/Confirmation	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
2. Problem resolution	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
3. System Security	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
4. Ease of Trade	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
5. Accuracy of Transaction	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
6. Competitive Fees	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
7. Adequate Market Research	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
8. Support services quality	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1	
	Average =	•	•	•	Total =	
COMMENTS:						

SECTION 3	THIRD PARTY VENDORS *APPLICABLE FOR DIRECT CONTACTS ONLY														
	N/A	Excellent	Satisfactory	<u>Poor</u>	<u>Unacceptable</u>	Rating									
1. Timeliness of transactions/confirmation	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1										
2. Problem resolution	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1										
3. System Security	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1										
4. Accuracy of Transactions	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1										
5. Ease of Data Exchange with Bank / Us	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1										
6. Quality of service(s)	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1										
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1										
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1										
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1										
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1										
	Average =				Total =										
COMMENTS:															

SECTION 4	CARDS COMMERCIAL (e.g. PURCHASING, PRE-LOADED, TRAVEL)													
	<u>N/A</u>	Excellent	Satisfactory	<u>Poor</u>	<u>Unacceptable</u>	Rating								
1. Timeliness of transactions	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1									
2. Problem resolution	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1									
System Security	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1									
4. On-line Program Tools	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1									
5. Program Report Accuracy	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1									
6. Fraud/Potential Fraud Communication Process	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1									
7. Quality of service(s)	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1									
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1									
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1									
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1									
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1									
	Average =			Total =										
COMMENTS:														

Bank Name:	Any Bank Name	
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Banking Services Evaluation Acct Officer: Any Relationship Manager

<sup>\*</sup> See Appendix for suggested scoring option

SECTION 1		ITEM PROCESSING														
	N/A	Excellent	Satisfactory	<u>Poor</u>	<u>Unacceptable</u>	<u>Rating</u>										
Timely deposit processing	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1											
2. Timely notice of deposit discrepancy	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1											
3. Problem resolution	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1											
4. Keying/Reading Errors	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1											
Meeting Availability Schedule Per SLA	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1											
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1											
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1											
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1											
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1											
	Average =				Total =											
COMMENTS:																

COMMENTS:		

SECTION 2	INFORMATION REPORTING														
	N/A	Excellent	Satisfactory	<u>Poor</u>	<u>Unacceptable</u>	Rating									
Availability of File	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1										
2. Timeliness	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1										
3. No Missing Data (store #s, proper codes)	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1										
4. Communication & Resolution of Transmission	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1										
5. Delivery Channels	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1										
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1										
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1										
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1										
Custom Field	Not Applicable	O Rating of 4	O Rating of 3	O Rating of 2	O Rating of 1										
	Average =			Total =											
COMMENTS:															

Bank Name: Any Bank Name

Account Officer: Any Relationship Manager

Time Period Any Time Period

**Scoring Summary** 

**Banking Services Evaluation** 

#### **QUALITATIVE**

AVERAGE TOTAL

- 1. GENERAL CUSTOMER SERVICE
- 2. RELATIONSHIP MANAGER
- 3. TECHNICAL RELIABILITY

**SECTION AVERAGE / TOTAL** 

#### QUANTITATIVE

AVERAGE TOTAL

- 1. ACCOUNT ANALYSIS
- BANK SAFETY AND SOUNDNESS (DR, FIN STABILITY)

**SECTION AVERAGE / TOTAL** 

#### **PAYMENTS**

AVERAGE TOTAL

- 1. DISBURSEMENT SERVICES
- 2. REMOTE DEPOSIT SERVICES
- 3. DEPOSIT SERVICES

**SECTION AVERAGE / TOTAL** 

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AVERAGE TOTAL

1. INFORMATION REPORTING

(include any type of balance reporting)

- 2. ACCOUNT RECONCILEMENT
- 3. WEB OTHER SERVICE
- 4. POSITIVE PAY

**SECTION AVERAGE / TOTAL** 

#### **MISCELLANEOUS**

AVERAGE TOTAL

- 1. INTERNATIONAL SERVICES
- 2. INVESTMENT/BROKERAGE SERVICES
- 3. THIRD PARTY VENDORS
- 4. CARDS COMMERCIAL

**SECTION AVERAGE / TOTAL** 

#### **LOCK BOX**

AVERAGE TOTAL

- 1. ITEM PROCESSING
- 2. INFORMATION REPORTING

**SECTION AVERAGE / TOTAL** 

#### **TOTAL SCORES**

**WEIGHTED AVERAGE TOTAL** 

**TOTAL WEIGHTED SCORE** 

## **APPENDIX – REFERENCE SECTION**

#### **SCORING SCALE**

- Scoring scale is ranged form 1-4, with (4) being highest.
  - Not Applicable (N/A rating 0) Bank Service is not applicable in scoring.
  - Needs Improvement (Lowest rating 1-2) Bank needs to improve its level of service or the product has clearly failed to meet our expectations.
  - o Meets Expectation (Satisfactory rating 3) Bank has satisfactorily met our expectations.
  - Exceeds Expectations (Highest rating 4) Bank has exceeded expectations. Takes extra steps to ensure we are satisfied.

#### **GUIDELINES ON ACHIEVING SCORE OF (3) SATISFACTORY**

The following thoughts and standards could be used when determining an evaluation score of 3 for the service provider's performance. Not all services are given a guideline.

• Note: Individual Service Level Agreements (SLAs) between you and your service provider may provide different metrics for evaluation. Custom Fields will not be calculated into scores unless cell is utilized.

# **QUALITATIVE**

SECTION 1 – GENERAL CUSTOMER SERVICE

- 1.1 Are the bank's representative(s) capable and proficient at meeting the needs of your organization?
- 1.2 Are the bank's representative(s) courteous, easy to work with and a professional demeanor?
- 1.3 Are you able to contact the bank in a timely manner? Do they promptly return phone calls? Is there a dedicated representative?
- 1.4 Does the bank maintain sufficient staff levels to accommodate employee absences? Is there an appropriate chain of command?
- 1.5 When asked questions do the bank's representative(s) provide accurate information. Are inquiries involving research or problem resolution handled efficiently?

- 1.6 Are responses to inquiries timely? Are multiple inquires needed before receiving a response? Are there established turn around times and procedures and are they adequate?
- 1.7 Is the bank held accountable for following through on its promises and commitments?
- 1.8 When problems arise, is the bank well equipped to address and solve problems? Is the bank well equipped to handle issues requiring research or problem resolution?
- 1.9 Does the bank's representative(s) have thorough understanding of the bank's policies, procedures and federal regulations?
- 1.10 Do the bank's representative(s) have through understanding of the bank's cash management products and how fit into meeting the needs of their clients?

#### SECTION 2 - RELATIONSHIP MANAGER

- 2.1 Understands how the bank's products can help the company achieve mission critical goals.
- 2.2 Ability to Match Services to our Needs by understanding our business.
- 2.3 Responses within promised timeframes Are there established turn around times and procedures for research and problem solving and are they adequate?
- 2.4 Understands major aspects of the company's industry.
- 2.5 Each call has been organized around a specific agenda.
- 2.6 Availability and response time through any channel (telephone, internet, pager) within 1 business day. Established turnaround times are efficient for problem resolution.
- 2.7 Availability and response time through any channel (telephone, internet, pager) within 1 hour Established turn around times are efficient for problem resolution.

#### SECTION 3 - TECHNICAL RELIABILITY

## Part 1

- 3.1 Does the bank hold true to its SLA? Have there been breaches? Are you required to monitor the SLA for compliance?
- 3.2 How guick are the Bank's systems when used? (i.e. online software)
- 3.3 Does the bank have adequate security measures in place that are realistic and straightforward to use? (I.E. user ID & password requirements, user settings, etc)

- 3.4 Do they have the ability to address and solve problems efficiently and effectively?
- 3.5 Are data files available at times that are conducive to running your business?
- 3.6 When system outages occur, how timely are status messages sent from your bank?
- 3.7 How frequent are system outages? Does the bank have contingency plans in place? (Do not include regularly scheduled maintenance)

#### Part 2

- 3.1 Is the Bank's FTP portal easy to access, work within and available at convenient times?
- 3.2 How quick is the bank's processing time upon receipt of files?
- 3.3 Does the bank have adequate security measures in place that are realistic and straightforward to use? (I.E. user ID & password requirements, user settings, etc)
- 3.4 When problems arise, is the bank well equipped to address and solve problems?
- 3.5 In general, how beneficial is direct transmission to the functioning of you organization.

#### **QUANTITATIVE**

## SECTION 1 – ACCOUNT ANALYSIS

- 1.1 Total pricing error deviation does not exceed 5%. A 0% would be a 5, a 10% would be a 1.
- 1.2 Total volume error deviation does not exceed 5%. A 0% would be a 5, a 10% would be a 1.
- 1.3 Pricing analysis is made available (via web or mail) on 14th calendar day after billing period close.
- 1.4 Pricing issues are fully resolved on 30th day after issue first reported. Are there established turnaround times and are they sufficient for problem resolution?
- 1.5 Overall pricing deviation (when compared to competition) does not exceed +-1%. A -10% would be a 5, a +10% a 1.
- 1.6 = Average (median score from QUALITATIVE tab, and score from #5 above).

## SECTION 2 – BANK SAFETY AND SOUNDNESS (DR, FIN. STABILITY)

- 2.1 Considered sound and stable as evaluated by a recognized independent agency?
- 2.2 Provider reputation as perceived by 1) your internal front line users and 2) by local entities (IE Chamber of Commerce, BBB and the like).
- 2.3 As provided by your local industry affiliations.
- 2.4 In the top 5 for local providers. In the top 50 for national providers.
- 2.5 Systems are at par with normal and expected anticipated practices. Remain current and competitive.
- 2.6 Financial Institution's diversification of market segments served. Not heavily weighted in one customer segment.
- 2.7 A plan is in place and validation of bi-annual testing is documented and disclosed upon request.

#### **PAYMENTS**

#### SECTION 1 – DISBURSEMENT SERVICES

#### Part 1

- 1.1 Logical and clearly marked defined-steps.
- 1.2 Able to identify and propose/implement change within 24 hours- Are there established turn around times and are the sufficient for problem resolution?
- 1.3 Satisfactory amount of time spent on wire input and approval.
- 1.4 Satisfactory response from Fed system with confirmation / reject information.
- 1.5 Logical and clearly marked defined-steps.
- 1.6 Secure environment meeting customer requirements.

#### Part 2

- 1.1 Accurate settlement with respect to value dating.
- 1.2 Accurate settlement with respect to f/x rates.
- 1.3 Satisfactory amount of time spent on wire input and approval.
- 1.4 Satisfactory response from Fed system with confirmation / reject information.
- 1.5 Satisfactory amount of time on input and approval of use of field.

#### Part 3

- 1.1 Logical and clearly marked defined-steps.
- 1.2 Easy to use ACH system ACH system provides ease of use.
- 1.3 ACH transactions processed at advertised levels.
- 1.4 Able to identify and propose/implement change within 24 hours.
- 1.5 Secure environment meeting customer requirements- Established security features meet anticipated/advertised levels.

#### SECTION 2 - REMOTE DEPOSIT SERVICES

- 2.1 RDC Service available during advertised hours.
- 2.2 Complete and accurate information scanned and transmitted to bank.
- 2.3 Quick system and bank response in transmission of deposits.
- 2.4 Able to identify and propose/implement change within 24 hours.
- 2.5 Safe secure environment for delivery of Image Deposit files Established security features are sufficient for delivery of image deposit files.

#### SECTION 3 – DEPOSIT SERVICES

- 3.1 Meets defined Service Level Agreement (SLA) or agreed upon terms.
- 3.2 Meets defined Service Level Agreement (SLA) or agreed upon terms.
- 3.3 Accurate and ease of ordering change.
- 3.4 Able to identify and propose/implement change within 24 hours- Are there established turn around times and are the sufficient for problem resolution?
- 3.5 Adequate security exists to ensure associate safety.

#### REPORTING

SECTION 1 – INFORMATION REPORTING (Includes any type of balance reporting)

#### Part 1

- 1.1 Are data files available at times that are conducive to running your business?
- 1.2 Time access to files is convenient and conducive to running your business?
- 1.3 Complete and accurate information.
- 1.4 Timely communication of system issues and fixes, resolutions.
- 1.5 Ability to generate custom reports and data files.
- 1.6 Ability to customize fields.

#### Part 2

- 1.1 Successful blocking of unauthorized ACH transactions.
- 1.2 Able to identify and propose/implement change within 24 hours.
- 1.3 Safe secure environment for delivery of Image Deposit files Established security features are sufficient for delivery of image deposit files.
- 1.4 Easy to use functionality.

#### SECTION 2 – ACCOUNT RECONCILEMENT

- 2.1 Complete and on time weekly and monthly.
- 2.2 Complete and accurate information.
- 2.3 Able to identify and propose/implement change within 24 hours Are there established turn around times and are they sufficient for problem resolution?
- 2.4 Safe secure environment for delivery of Image Deposit files Established security features are sufficient for delivery of image deposit files.
- 2.5 Safe secure environment for delivery of Image Deposit files Established security features are sufficient for delivery of image deposit files.
- 2.6 Easy to use functionality.

#### SECTION 3 – WEB OTHER SERVICE

- 3.1 Complete and on time weekly and monthly.
- 3.2 Available for all ACH transactions that accompany.
- 3.3 Complete information available in timely manner.
- 3.4 Timely processing and system response Are there established turn around times and are they sufficient for problem resolution?
- 3.5 Timely processing and system response Are there established turn around times and are they sufficient for problem resolution?
- 3.6 Image availability and timely system response.
- 3.7 Image availability and timely system response.
- 3.8 Easy to use functionality System provides ease of use.
- 3.9 In general, how beneficial is web service to the functioning of you organization.

#### SECTION 4 - POSITIVE PAY

- 4.1 Proper operation of Positive Pay service Positive pay operates as anticipated/advertised.
- 4.2 Suspect images are available by timer advertised as anticipated/advertised.
- 4.3 Sufficient detail and quality images.
- 4.4 Able to identify and propose/implement change within 24 hours.
- 4.5 Smooth flow of delivering check issue files.
- 4.6 Able to identify relevant data on item.
- 4.7 Time between file upload and implementation at branch level.

#### **MISCELLANEOUS**

#### SECTION 1 – INTERNATIONAL SERVICES

- 1.1 Accurate and timely settlement.
- 1.2 Is the bank well equipped to handle issues requiring research or problem resolution?
- 1.3 Secure environment meeting customer requirements- Established security features meet anticipated/advertised levels.
- 1.4 Access to market competitive rates.

#### SECTION 2 – INVESTMENTS/BROKERAGE SERVICES

- 2.1 Accurate and timely settlement.
- 2.2 Is the bank well equipped to handle issues requiring research or problem resolution?
- 2.3 Secure environment meeting customer requirements- Established security features meet anticipated/advertised levels.
- 2.4 Convenience of placing trades
- 2.5 N/A
- 2.6 Access to market competitive rates
- 2.7 N/A
- 2.8 Support services based of SLA or mutually agreed upon standards

#### SECTION 3 - THIRD PARTY VENDORS \* APPLICABLE FOR DIRECT CONTACTS ONLY

- 3.1 Accurate and timely settlement
- 3.2 Is the bank well equipped to handle issues requiring research or problem resolution?
- 3.3 Secure environment meeting customer requirements- Established security features meet anticipated/advertised levels.
- 3.4 N/A
- 3.5 N/A
- 3.6 Quality of service is consistent with agreement between Third Party Vendor and Service Provider

# SECTION 4 – COMMERCIAL CARDS (e.g. PURCHASING, PRE-LOAD, TRAVEL & EXPENSE)

- 4.1 Accurate and timely settlement.
- 4.2 Is the bank well equipped to handle issues requiring research or problem resolution?
- 4.3 Meet appropriate PCI compliance standards.
- 4.4 N/A
- 4.5 N/A
- 4.6 Individual levels agreed by both parties.
- 4.7 Quality of service is consistent with agreement between Third Party Vendor and Service Provider.

#### **LOCKBOX SERVICES**

## SECTION 1 – LOCKBOX SERVICES

#### Part 1

- 1.1 Meets defined Service Level Agreement (SLA) or agreed upon terms.
- 1.2 Meets defined Service Level Agreement (SLA) or agreed upon terms.
- 1.3 Able to identify and propose/implement change within 24 hours- Are there established turn around times and are the sufficient for problem resolution?

#### Part 2

- 1.1 Are data files available at times that are conducive to running your business?
- 1.2 Time access to files is convenient and conducive to running your business?
- 1.3 Complete and accurate information.
- 1.4 Timely communication of system issues and fixes, resolutions.

#### SECTION 2 - INFORMATION REPORTING

- 2.1 Are data files available at times that are conducive to running your business?
- 2.2 Time access to files is convenient and conducive to running your business?
- 2.3 Complete and accurate information.
- 2.4 Timely communication of system issues and fixes, resolutions.
- 2.5 Ability to customize fields.