





## Reinvesting in our Employees

Investing in the growth of our employees has become one of our highest priorities.

*Richard A. Leone*  
CEO

## Message from Our CEO

COCC has continued to experience steady revenue growth of 10% in fiscal year 2017-2018, and we have accomplished this growth while providing consistently high levels of service and reinvesting in our products and services. Beyond finding ways to innovate with our product and service offerings, such as digital money management, marketing analytics, consumer loan origination, infrastructure as a service, and more, we have also been investing heavily into our people. Investing in the growth of our employees has become one of our highest priorities, and we firmly believe that in order to serve our clients in the 21st century, we must continue to attract, train, and retain the best staff possible.

Our innovative people strategy blends excellent benefits and perks, modern workspaces, and a comprehensive communication approach with expansive training, leadership development, and a deepened focus on promoting career development. I am particularly proud of the training program that has helped to foster employees' growth over the past several years. Employees let us know that they prefer to receive training onsite, on-demand, and in short bursts in order to minimize interruptions to work and projects. We responded by offering over 110 onsite training courses in 2017, and over 140 through 2018. These courses—most of which are under four hours in length—cover highly relevant, specific topics such as leadership development, SQL programming, principles of banking, one-on-one coaching, and much more. We have also rolled out several new COCC LearnAbouts and Day in the Life classes. These highly rated courses are designed and presented by COCC staff in order to give employees an overview of each team's day-to-day responsibilities, major projects, and areas of focus. Beyond our COCC-based courses, employees also have access to over 30,000 online courses, videos, and tutorials through eLearning partners.

In addition, service excellence is a main area of focus for COCC. Customer-facing teams, internal-facing teams, and managers have all attended these COCC-developed trainings on our corporate culture, providing excellent service, living our core values, overcoming unconscious bias, and professionalism at work. For-us, by-us training is how COCC will continue to foster a winning culture as we continue to grow and expand.

All of these opportunities for employee development feed into how our employees live our core values. By attending trainings, employees reaffirm their commitment to share the passion, deliver results, trust in teamwork, and secure our future. Indeed, continuous training provides opportunities for employees to hone their customer service skills, expand their technical knowledge and experience, and refresh and recharge before returning to their desks. This only allows us to serve our clients with greater skill, professionalism, and focus.

### *And our investments are paying off!*

During this past fiscal year, and for the first time in our history, we were named the #1 Top Workplace in Connecticut in the medium-size companies category by the Hartford Courant. In addition to being named the #1 Top Workplace, we were also recognized as one of the "Magnificent Seven," an elite group of seven companies that have been recognized as Top Workplaces each year since the program's inception in 2011.

I am pleased to say that employee engagement and development scores at COCC are soaring, but COCC's success is not merely due to training and perks. A sense of family, community, and collaboration prevails at COCC, where executives know employees by name, where officers and managers work just as hard as their staff, and where employees truly live the company's core values.

Most importantly, reinvesting in our employees has helped to increase our efficiency, client satisfaction, service quality, and overall growth. With a net income in this fiscal year of \$4.0 million, \$114 million in revenue, an average report card grade of 4.5 out of 5, and \$32 million in future revenue sold in fiscal 2018, we are confident that our focus on reinvesting in our workforce has been a great success. We look forward to servicing our clients, innovating in the face of growing technology challenges, and providing the best products and services in our industry as we continue to grow.

# President's Vision

Beyond the product innovations that help our clients remain competitive in today's financial services and technology marketplace, we continue to explore a variety of service innovations to help our clients enhance operational efficiency. COCC seeks to add value by focusing on what matters most to our clients: serving customers and growing their revenue base. The following is a sample of the initiatives we are exploring and implementing.

## Self-Service Portal

Long known for our superior service and high-touch approach to customer service, we will be expanding our efforts by investing in an electronic ticketing and tracking portal, as well as a knowledge-base for clients who prefer an electronic self-service channel. Traditionally we have answered our customer service calls with a person, but we know that our clients want options. Multiple service options provide our clients the flexibility they need while keeping true to our commitment to high-touch service.

## FinTech Partnerships

Our modern, open architecture provides the flexibility to integrate with any FinTech provider our clients wish to partner with. On average, we are integrating with 15 or more new FinTech providers annually – and we see this demand only increasing. From national student loan to small business platforms, COCC continues to help our clients achieve their strategic vision to include these unique partnerships allowing them to differentiate themselves in their market.

## Back-Office Centralization

We are moving forward with our vision of centralizing mundane back-office service tasks, such as loan servicing and deposit operations, into COCC's service offerings. Taking these routine tasks from our clients' back room will help enhance their ability to focus on more customer-facing interactions by building long-term customer relationships that are critical in retaining and building market share.

Our hope is that these new additions to our feature set will help drive our clients' levels of success and enhance customer satisfaction and retention while increasing revenue. COCC continues to innovate at all levels by providing the best-of-breed technology coupled with the services that allow our clients to thrive, grow, and compete.

## Infrastructure as a Service

Financial institutions need to rely on information technology now more than ever. As technology plays a critical role, managing and supporting this growing business need continues to change and expand while drawing on additional resources. We are looking to help our clients through centralizing technology infrastructure by shouldering the burden of maintaining servers, workstations, software, security, and wide area networks. Our suite of products can eliminate the need for day-to-day technical staff onsite, allowing our clients to focus on long-term data analytics and strategic technology initiatives.

## Core and Digital Banking Innovations

Innovation within the core banking and digital banking space continues to be a major focus. Our state of the art platforms allow us to deploy business and technology enhancements throughout the year rather than relying on a slow legacy release cycle. The modular features of our platform have allowed us to add new process workflows, as well as provide multiple digital options that have a modern look and feel, choice of FinTech partners, and new business functionality as needed. Our flexibility and extensibility provide the speed and responsiveness that clients need now and into the future.



## COCC Continues to Innovate

with solutions that will allow our clients to thrive, grow, and compete.

*Joseph D. Lockwood*  
*President and Chief Operating Officer*



“COCC’s financial success over the past decade is unprecedented in the company’s history. And the key driver of that trend has been the commitment of our people combined with our steady, consistent revenue growth.”

**David K. Christie**  
Executive Vice President & Chief Financial Officer

Left to Right: Richard A. Leone, David K. Christie, & Joseph D. Lockwood

**#1**

Top Workplace In Connecticut  
(Mid-Sized Employers)

**11**  
out of  
**11**

Corporate Goals Met

**6<sup>TH</sup>**

Largest Core Services  
Provider in the U.S.



**332,000**

Core Accounts Added

## Year at a Glance

2017-18



**1+ MILLION**

Mobile & Internet  
Banking Accounts

**182**

Clients

**\$114 MILLION**

Revenue; Up 10%

**\$124 MILLION**

Projected Revenue in 2019; Up 10%

**\$32 MILLION**

Core Sales Booked

**31**

Straight Years of  
Profitability

**4.5**  
out of

**5**

Report Card Grade Average

**5 MILLION**

Accounts on *INSIGHT*

**\$72.4 BILLION**

In Core Client Assests

**\$500+ MILLION**

Average Asset Size of Clients

**\$4 MILLION**

Net Income; Up 22%



## Featured Solutions

### Delivering Superior Technology & Service

COCC provides innovative products and services that our clients need as they compete in today's competitive marketplace. Customers continue to demand more simplicity, speed, security, reliability, and, most importantly, a memorable user experience focused on their own unique needs.

Our clients need solutions that drive customer relationships, including building new ones, while increasing wallet share, improving efficiency, and enhancing security. Our newest set of products and services deliver on these initiatives. The solutions focus on obtaining, maintaining, and building new relationships as well as enhancing the overall customer experience. When combined with COCC's superior service and high-touch support, clients derive the maximum value. By taking a strategic approach to providing effective solutions that embrace a modern, open architecture that enables standards-based, real-time integration, we are able to provide unique solutions for our clients that are flexible and scalable to support future growth.

### Digital Money Wallet

Our account aggregation solution provides clients the tools to be the "go to" financial institution for all their customers personal financial management needs. Customers can place their account aggregation tool center stage on our online banking and mobile landing pages. With the ability to view all financial data in a cohesive, intelligent, and highly visual and interactive way, customers engage more often and more deeply. Retain and win in the most profitable customers by offering solutions that engage customers for a unique experience.

### Marketing Analytics

Today's customers demand a relevant and personalized experience at every touchpoint. Unlock the power of your data through advanced analytics capable of predicting customers' life events while engaging in meaningful conversations. Drive growth and increase wallet share while engaging customers with dynamic, product-specific offering that help enrich their financial lives. Key lifestyle indicators help drive predictive customer analytics and one-to-one messages across digital and physical channels including online banking, mobile banking, public website, internet, call center, and in the branch.

### Infrastructure as a Service

Taking a page from the hyper-scale cloud services that have dominated the technology industry over the past several years, through our own private cloud infrastructure hosted in COCC's data center, we now offer flexible cloud hosting services. With this service, COCC clients can shed physical servers, desktops, and hardware and instead deploy and manage virtual hardware, within COCC's network architecture, designed for optimal performance and security.

### Digital Mortgage

Our solution provides the ability to create a flexible and easy mortgage application process where borrowers can check rates, complete an online mortgage application, engage with their loan officer, and securely upload and eSign documents, allowing mortgage applications to be built across multiple channels. Digital mortgage technology makes it faster and less expensive for lenders to process loans, as well as potentially reach new markets. Clients benefit from automated status updates, compliance review, underwriting, and integrated document management. Clients enjoy the convenience of being able to easily check rates and submit applications within minutes.

## Work Perks

Employee engagement is a key part of COCC's overall company strategy. Creating a positive employee experience for all leads to higher employee engagement, which ultimately drives company performance. Beyond benefits, training, and day-to-day work, COCC employees have numerous opportunities to engage with each other, with members of COCC's leadership teams, and even with the community in which we work.

In addition to our interactive events, we continue to respond to our evolving culture in a number of ways. We have revamped our hiring, performance improvement, and promotions processes; expanded our communications efforts into several different channels including text messaging and biannual company-wide executive update meetings; and strategized around how we can continue to provide fun events to our employees that are inclusive to all.



### Work Perk Wednesday

- » Coffee Hour with executives
- » Trivia with prizes
- » Themed t-shirt days
- » Healthy breakfast & snacks

### Wellness

- » Wellness Wednesday
- » Healthy menu offerings
- » Wellness fairs & classes
- » Fitness reimbursement
- » Onsite fitness centers

### COCC Sports

- » Golf
- » Soccer
- » Onsite sports court
- » Tickets to local sports team games

### Volunteer Opportunities

- » Habitat for Humanity
- » Bread for Life
- » United Way Festival of Trees
- » Toys for Tots
- » Adopt-a-Family
- » Onsite blood drive

### Recognition Programs

- » Service Awards
- » Peer2Peer & BRAVO! Board
- » Culture book
- » Token program

## COCC's Journey to Become a Premier Workplace

When Rich Leone was promoted to CEO in 2002, the company began to see the slow beginnings of a cultural shift. COCC was growing, and it became apparent that a strong service culture, enhanced with a training and development program, would be key to COCC's success. But company leaders needed some data to determine just how to begin.

In 2006, COCC participated in its first workplace engagement survey. The data showed that only 72% of COCC employees felt engaged. This striking figure inspired COCC's leaders, including Lisa Jacobi, now Senior Vice President & Chief Human Resources Officer, to take action. Over the next few years, COCC made some simple changes including relaxing the dress code, adding free food days, implementing management training, incorporating a company-wide walking program, and enhancing communication at all levels of the company. These initiatives are still present in COCC's overall engagement strategy today.

Five years later, COCC decided to explore a new employee engagement survey through Hartford Courant's Top Workplaces. The company engagement scores jumped from 72% to 85%. But more importantly, these surveys began to show trends of data. COCC leaders could now see exactly where employees needed more support, motivation, and training in order to feel connected to COCC's mission and vision. COCC continued to expand the employee engagement initiative in four primary areas: maintaining communication channels with all employees; growing managers to become stronger leaders; building a connection for everyone through workplace rewards; and ensuring that employees are learning, developing, and growing their careers.

COCC continued to rise in the premier workplace rankings, making the list every year since the program began in 2011. Then, 2017 saw COCC's best year yet: COCC was recognized as the number one Top Workplace in Connecticut in the mid-sized companies division. 89% of employees indicated that they



would highly recommend working at COCC to others, and 90% believed their manager cares about their concerns. When it came time again to participate in the 2018 survey, an impressive 89% of employees provided their feedback and suggestions – up from 73% just five years prior.

"My goal every day is to create a positive work experience for all at COCC," said Ms. Jacobi. "Higher employee engagement drives company performance. We strive to create a culture where people feel motivated to come to work and do their best work."

The data is clear: COCC has taken the feedback to heart and made employee engagement a top priority year after year, elevating COCC as a top Connecticut workplace, an employer of choice, and, by extension, a premier service provider for its clients.

Named #1 Top Workplace in Connecticut in 2017!

89% Survey Participation Rate in 2018

# Data Center Renovation

As COCC's workforce continues to grow due to the increasing demand for our services, so has our need for office space. We moved into our Southington headquarters less than five years ago, and our focus was to provide a new state-of-the-art facility to serve both employees and clients with cutting edge technology, modern and efficient workspaces, technology-rich training facilities, and collaborative meeting spaces. The Avon facility provided us the perfect opportunity to continue our growth and workforce expansion. We were able to treat this space as a blank canvas for a full interior facelift and mirror the unique workspace features in Southington. In late 2017 and early 2018, numerous modern upgrades and updates were made to the facility to reflect our investment and commitment to being an employer of choice.

- » Modular training room
- » High tech audio visual capabilities
- » High quality video conferencing
- » Upgraded CCTV camera system and biometric fingerprint readers
- » Renovated, open floorplan lunchroom
- » Redesigned workspaces with optional sit-stand workstations
- » Employee collaborative spaces with modular soft seating
- » Expanded colocation space for clients to complete their annual disaster recovery testing



*"With our Avon data center renovation, we used the opportunity to invest back into our people as well as our facilities. This upgraded space is not only a more beautiful place to work, but also has some of the best technology and security in the industry."*

**David K. Christie**  
Executive Vice President & Chief Financial Officer