

Strategy, Relationships, and Communication *Three keys to successfully onboarding a new CEO*

By Amber Seitz

Successful onboarding is a key part of any talent management strategy. With the high cost of recruiting, business leaders must understand that effectively integrating new hires into the organization is an important step to ensure their success. Unfortunately, Gallup's most recent *State of the American Workplace* report* shows only 12 percent of employees strongly agree their organization does a great job of onboarding new employees.



As the captain of the ship, a new bank CEO's onboarding is critical to their success and, therefore, the success of

the bank. A new CEO who is not effectively onboarded—no matter how qualified for the role—is working from

a "knowledge deficit" and may bring in an agenda that doesn't fit the bank's current position, according to

R. David Fritz, Jr., managing partner and director at Executive Benefits Network (EBN). Fortunately, most Wisconsin banks follow well-established succession plans and onboarding strategies. "Banks tend to do a good job of preparing the next leader for the bank," said **Curtis Chrystal**, president and CEO of Wisconsin Bank & Trust, Madison. "I'm privileged to be part of an organization that places high value on development plans, and is always looking for internal candidates that can take the next step."

(continued on p. 20)

On the Lookout for De Novos

Is Wisconsin's first new bank in over a decade on the horizon?

By Amber Seitz



The September 2017 edition of the *Wisconsin Banker* featured an article titled "Where Have All the De Novos Gone?" and 18 months later, we're still asking that question. With a handful

of de novo banks opening in the

Midwest since 2017—but none in

Wisconsin—are we seeing the start of a trend, or just a blip on the radar?

It depends where you look. De novo activity is strongly tied to local market conditions in addition to real and perceived barriers

to entry. Watching for de novos in Wisconsin has been a bit like off-season whale watching for the past decade, but that could be about to change.

Finding Fertile Ground

One of the strongest indicators that an area is ripe for de novo activity is the local market. "It starts with the local market conditions,"

said **Ken Thompson**, president/CEO of Capitol Bank, Madison. "It has to be a growth market, a net attractor of jobs and people. Banks run parallel to their local economies." The strong relationship between a bank and its community is why most de novos are found in more densely populated areas. "A city or town that's attractive for other businesses, too," explained **Pete Wilder**, attorney at Godfrey & Kahn, s.c. "That's why many of the de novos you see are in higher-concentration areas." Areas that have seen consolidation of their local community banks can also present an opportunity.

(continued on p. 24)

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*Message from the Chair***Amplify Your Commitment This April***By David P. Werner*

First, I want to thank everyone who attended or helped plan last month's Bank Executives Conference. I think it was one of the best we've had! Thank you to the planning committee and everyone who volunteered their time and expertise to make it such an informative, engaging event. With what we learned, I am confident in our industry's ability to evolve and adapt

**Message from the Chair**

David P. Werner

to meet any future challenge.

One way we will continue to do so is through our continued involvement with the Association. In addition

to its many valuable products and services—too numerous to list in this column—the WBA is the most effective way for bankers to combine our voices in the battle to be heard amid all of the noise today. Our customers are bombarded with over 10,000 marketing messages every day, as Bank Executives speaker **Steve Battista** explained. How do we stand out in our communities and tell our story?

WBA's Power of Community Week campaign is an excellent opportunity. During the week of April 22-26, the campaign will bring together WBA member banks and associate member companies to celebrate our industry's commitment to the communities we serve. During the week-long campaign, participants are encouraged to engage in one or more community service activities.

I know that Wisconsin's banks are involved in community service projects year-round, and many times we don't think it's important to make a "big deal" about how we give back. But, through the Power of Community Week campaign, we pool our efforts to show the tremendous collective impact we have all across the state. I encourage every WBA member to participate in the Power of Community Week campaign next month. Visit www.wisbank.com/BanksPowerWI to learn more about how to get involved.

April is also Wisconsin Financial Literacy Month, and National Teach Children to Save Day is April 12. Financial literacy efforts are a great way to participate in the Power of Community campaign, and the Wisconsin Bankers Foundation has an excellent resource to help: the Reading Raises Interest Kits. You can learn more about the kits and download the materials for free at www.wisbank.com/ReadingRaisesInterestKits.

However you choose to participate, I hope you'll join me next month in demonstrating the power of Wisconsin's banks to lift up our communities.

Werner is president and CEO of Park Bank, Milwaukee and the 2018-2019 WBA Chair.



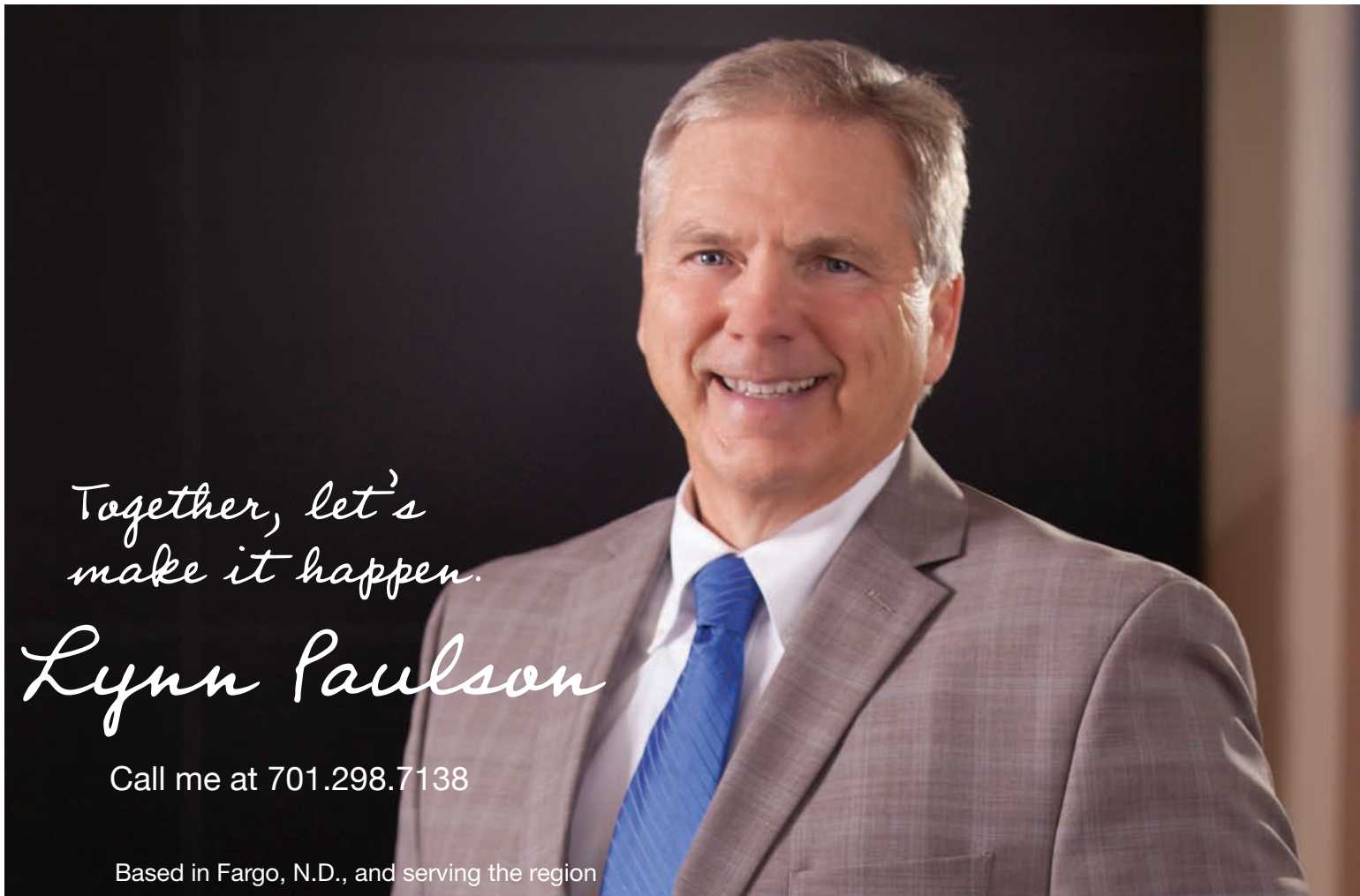
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Key April Race for Wisconsin Supreme Court

By Jon Turke

A handful of Democrats have already declared they are running to be the Democratic Party nominee for President of the United States in 2020. We're still over a year-and-a-half away from learning the outcome of that contest, and if you thought the group running for the Republican nomination in 2016 was big, just wait until the dust settles on all the Democrats that throw their hat into the ring. Already we have nationally recognized individuals like Senators **Elizabeth Warren** (D-Mass.) and **Bernie Sanders** (D-Vt.), as well as lesser-known upstart campaigns like South Bend, Ind. Mayor **Pete Buttigieg**.

But before we get too far ahead of ourselves, Wisconsinites will have an important race on the ballot in April. Control of the Wisconsin Supreme Court hangs in the balance. Conservatives currently hold a 4-3 majority after **Michael Screnock** lost to "liberal" justice **Rebecca**



Advocacy Update

Jon Turke

Dallet in 2018. Justice **Shirley Abrahamson** is retiring after 43 years on the court. When she was first appointed, Justice Abrahamson was the first woman to serve on the court, and only woman, until 1993. Today, six out of the seven justices are women.

Two candidates are in the race to replace her: conservative **Brian Hagedorn** and liberal **Lisa Neubauer**. Both Hagedorn and Neubauer serve on the Wisconsin Court of Appeals in District II based out of Waukesha. Hagedorn was appointed by Governor **Scott Walker** (R) after serving as his chief legal counsel, while Neubauer was appointed by Governor **Jim Doyle** (D).

You may be wondering



Upcoming Advocacy Events

★

WBA / ABA Washington Summit | April 1-3 | Washington, D.C.
WBA / ICBA Capital Summit | April 28 – May 1 | Washington, D.C.
WBA Capitol Day | May 21 | Madison

Questions: Contact WBA's **Jon Turke** at jturke@wisbank.com
or 608-441-1215.

why this race is important at all. If Neubauer wins she is only replacing another liberal justice. If Hagedorn wins the court's conservatives will simply increase their majority to 5-2. But this race sets up the showdown for 2020 when conservative justice **Dan Kelly** is up for election. While a nonpartisan race, both the Republican and Democratic Parties have overtly supported their candidates in the last few years. In April 2020, in addition to the Supreme Court race, Democrats will be voting in the Wisconsin Presidential

Primary, while, barring a GOP challenge to President **Donald Trump**, there will be no Republican Primary to help boost GOP turnout. Republicans have all but conceded the 2020 race already. So conservatives feel they must win this year to have a buffer in their majority to withstand a 2020 loss.

Want to learn more about the candidates? Check out <https://judge Neubauer.com> or <https://www.judgehagedorn.com>.

Turke is WBA director –government relations.

New Correspondent, Data Processing, and Legal Services Available

The WBA Board of Directors has approved the following service providers as new WBA Associate Members.

For more information, please contact WBA at sales@wisbank.com or visit www.wisbank.com.

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Contact: **Rick Skopick**

Tel: 815-483-4294

rskopick@centerstatebank.com

CenterState Bank is headquartered in Winter Haven, Fla., with traditional banking operations in Florida, Georgia, and Alabama. The Correspondent Division is a full service unit with an extensive network of bank and other institutional relationships throughout the United States.

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Contact: **Elizabeth Glasbrenner**

Tel: 501-219-2922

eglas@sibanking.com

Smiley Technologies, Inc. provides a unique and total data processing software and services solution for community banks and financial institutions. STI is a group of entrepreneurial, service-centric software developers and support staff, with business practices and traditions that recall those who ushered in

the first big wave of bank technology innovation over a half century ago. STI wants to be more than just a bank's data processor; STI wants to be part of the bank's team. The company is built on the idea that banking and innovation can—and should—work together seamlessly.

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Contact: **Anton Moch**, Esp.

Tel: 612-604-6800

amoch@winthrop.com

Winthrop & Weinstine serves Wisconsin banks and financial institutions regarding any issue banks encounter, from bank specific issues such as

governance and regulatory issues, to more general business matters like mergers and acquisitions, employment, or vendor agreements. Their attorneys work closely with banks to learn and understand the intricacies and aspects that make each situation unique and always work with that unique culture in mind. With decades of work in the industry, their extensive network of investment bankers, accountants, business consultants, executive leadership teams as well as regulators, can be beneficial to clients.

WBA Associate membership should not be construed as an endorsement of the company's products or services by the WBA.

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WI Supreme Court Rules Negligence Does Not Prove Bad Faith

Ruling provides clarity to “bad faith” definition under WI Uniform Fiduciary Act

Does Negligence Prove Bad Faith Under Wisconsin’s Uniform Fiduciary Act?

Answer: No. In a recent Wisconsin Supreme Court ruling, the Court found that negligence does not amount to bad faith under the Uniform Fiduciary Act.

On Jan. 29, 2019, The Wisconsin Supreme Court issued its opinion in the *Koss Corporation v. Park Bank* case (Koss Corp.). The case involved the definition of “bad faith” under Wisconsin’s Uniform Fiduciary Act (UFA). WBA filed an amicus brief as the case worked its way through the court system. Previously, there was little case law in Wisconsin interpreting “bad faith” under the UFA.

Koss Corp. addressed the question of whether a bank can be held liable for the actions of a third party fiduciary. Specifically, whether a bank can be held liable for acting in “bad faith” in its transactions with an employee who embezzles millions from a



Compliance Q&A

Scott Birrenkott

Wisconsin Supreme Court Ruling:

- www.wicourts.gov/sc/opinion/DisplayDocument.pdf?content=pdf&seqNo=233852

corporate deposit account. The UFA provides protections from such liabilities and was adopted by Wisconsin in 1925. Section 112.01(9) of the UFA provides standards whereby a bank can obtain protection from claims involving the acts of a customer’s fiduciaries. In this case, that section forms the basis of Koss Corporation’s claim that Park Bank acted in bad faith.

Koss Corporation alleged, based upon 112.01(9), that Park Bank’s transactions were done in bad faith. Because

Visit www.wisbank.com to learn more about this topic and other compliance-related issues.

neither 112.01(9) or the rest of the UFA defines bad faith, its definition became the issue before the Court.

The Court ruled that Park Bank did not act in bad faith, and negligence does not amount to bad faith.

This ruling is significant in helping banks to understand how to protect themselves from liability when dealing with fiduciaries. WBA recommends that banks consider reviewing their policies and procedures in light of the case, and potentially work with their legal counsel for a full analysis of the case’s impact.

Read the Court’s full opinion here: www.wicourts.gov/sc/opinion/DisplayDocument.pdf?content=pdf&seqNo=233852.

Birrenkott is WBA assistant director – legal. For legal questions, please email wbalegal@wisbank.com.

Legal Hotline:

The WBA Legal Department does more than address legal concerns for the association; it provides tangible assistance to member banks via its free legal call program. The association’s team of attorneys work to relieve some of the industry’s compliance pressure as a timely resource for a wide variety of legal inquiries.

WBA member bankers submit their legal inquiry via email (wbalegal@wisbank.com) or call the legal hotline at 608-441-1200, and typically receive a timely response to technical and compliance-related questions.

Note: The above information is not intended to provide legal advice; rather, it is intended to provide general information about banking issues. Consult your institution’s attorney for specific legal advice or assistance.

WBA Comments on OCC, FRB, and FDIC’s Jointly Proposed Changes to Call Report

Summary of recent comment letter below

WBA voiced concerns about OCC, FRB, and FDIC’s jointly proposed rulemaking for reducing the Call Report for banks under \$5 billion in assets, indicating the proposal fell far short of Congress’s intent regarding Section 205 of the Economic Growth, Regulatory Relief, and Consumer Protection Act (EGRRCPA). Section 205 of EGRRCPA allows reduced reporting on Call Reports filed for the first and third calendar quarters for institutions with



less than \$5 billion in total assets that meet other criteria. WBA argued the Agencies should provide a simple, easy to complete, and minimally burdensome Short Form Call Report and, for institutions with assets of \$1 billion or more, but less than \$5 billion, should not include additional

The WBA Legal Department advocates for the industry by writing comment letters to federal and state regulators on proposals affecting the industry and by filing friend-of-the-court briefs at the request of WBA members and per approval by the WBA Board of Directors.

questions about consumer deposit accounts in the first and third quarters.

For copies of this or other WBA comment letters, please contact the WBA Legal Department at 608-441-1200 or visit www.wisbank.com/CommentLetters.

Staff Change? Address Change? Let WBA Know

Getting information to the right person quickly is critical in these challenging times. Has there been a personnel change at your bank, or are WBA’s mailings targeted to the wrong staff?

Send your address corrections and/or additions to our database administrator, WBA’s Assistant Director – IT **Randy Molepske**, at 608-441-1212 or requests@wisbank.com.

2019 Bank Executives Conference: From Disruption to Evolution

Industry leaders learn, network, and play at state's largest gathering of bankers



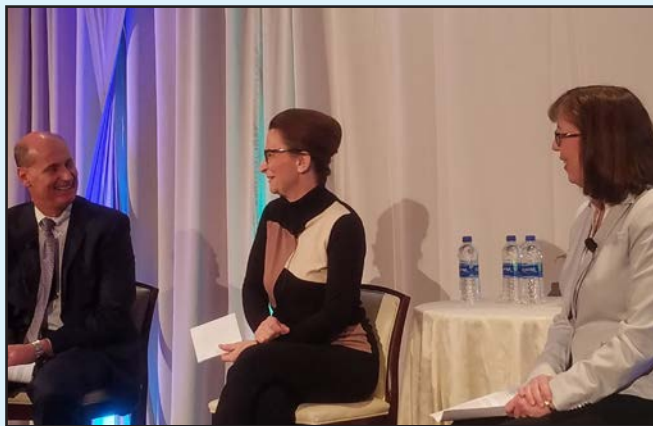
Nearly 500 financial industry professionals and guests gathered in Milwaukee for this year's conference to gain insights and engage in valuable networking.

EVOLVE.

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The 2019 Bank Executives Conference kicked off on Monday, February 4, at The Pfister Hotel in Milwaukee with optional peer networking sessions for conference attendees. Over the next two days, over 400 attendees heard from experts on the importance of evolving in today's ever-changing world. The presentations focused on tools, techniques, and strategies bank leadership can use to help evolve the industry in response to today's many economic and technological changes. Attendees also took advantage of the opportunity to network with their peers at Wisconsin's largest gathering of bankers.

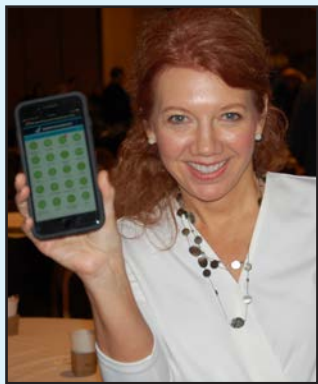
Many even participated in a photo scavenger hunt on their mobile devices via the conference app! The app also featured the presentations from the conference speakers as well as a social activity feed allowing bankers to interact both in person and digitally.



During a casual conversation with WBA's **Rose Oswald Poels** (right) and **Dave Werner**, Park Bank, Milwaukee (left), FDIC Chairman **Jelena McWilliams** (center) shared her policy perspectives while also fielding questions from the audience.



After her 45-minute discussion with bankers, FDIC Chairman **Jelena McWilliams** (left) shares a moment of levity with WBA's **Rose Oswald Poels** (center) and ICBA's **Rebeca Romero Rainey** (right).



Julie Redfern, Union Bank & Trust Company, Evansville, won the \$1,000 prize by playing the Click Game (a photo scavenger hunt) within the conference app.



Before addressing the gathered bankers, McWilliams conducted a media scrum with a select handful of local and regional reporters, answering questions on a variety of topics, including de novos, consolidation, and regulatory treatment of brokered deposits. (Read more about FDIC Chairman McWilliams on p. 23.)

2019 Bank Executives Conference: From Disruption to Evolution

Feb. 4-6 | The Pfister Hotel | Milwaukee

Thank You to All Our Event Sponsors and Exhibitors!

View the full list of sponsors and exhibitors, along with presentation materials from the conference, at www.wisbank.com/2019BankExecs.



Veterans **Lou Banach** (left) and **Dan Skinkis** (right), both from Associated Bank, started the conference by leading everyone in the Pledge of Allegiance.



Ten banks received the prestigious BIGG Award (Bankers Involved in Grassroots and Government Award). Pictured: **Jon Turke** (left), WBA; **Charlie Schmalz** (center), East Wisconsin Savings Bank, Kaukauna; and **Mike Semmann** (right), WBA.



Howard Kurtz, host of FOX News' *Media Buzz*, provided a view from Washington during dinner on Tuesday.



Rebeca Romero Rainey, ICBA president and CEO, shared an update on banking industry issues from the national perspective.



During Tuesday's luncheon, attendees applauded the winners of the Wisconsin Bankers Foundation Excellence in Financial Literacy Awards, including Financial Literacy Banker Award winner **Cynthia Roeck**, Cleveland State Bank. Pictured (left to right): **Rose Oswald Poels**, WBA; **Roeck**; and **Tim Schueler**, president and CEO, Cleveland State Bank.



Featuring an updated event format, the WBA Bank Executives Conference kicked Monday afternoon off with networking peer groups broken into CEO, CFO, CIO/CTO, CRO, and COO sections.

Join us next year!

The 2020 WBA Bank Executives Conference will take place Feb. 3-5, 2020 at the brand-new Kalahari Convention Center in Wisconsin Dells.

WBA Bank Executives Conference | Feb. 4-6 | The Pfister Hotel | Milwaukee

Bankers Honored for Decades of Dedicated Service to Industry

At the WBA Bank Executives Conference in Milwaukee, two Wisconsin bankers were honored for their long service to the industry and inducted into the WBA 50 Year Club. This club recognizes bankers who have dedicated themselves to the banking industry and their community for half a century.

The WBA commends the following remarkable representatives of our industry for 50 years of service and leadership to the banking industry:



Bartz

» **Gail M. Bartz**
Premier Community Bank,
Marion



Wagner

» **Fran Wagner**
Citizens Bank,
Mukwonago
In addition,
WBA acknowledges and congratulates the following three bankers who were honored and inducted into the 50 Year Club earlier at other events in the Fall of 2018:

» **Judith A. Garske**
Baraboo State Bank
» **Joyce Hartwig**
Horicon Bank
» **Connie R. Suemnicht**
Bank of Wisconsin Dells
Congratulations, everyone!

WBA Bank Executives Conference | Feb. 4-6 | The Pfister Hotel | Milwaukee

Eager Honored as 2018 Community Banker of the Year!

Steve Eager, Union Bank & Trust Company, Evansville

Congratulations to **Steve Eager**, president and CEO of Union Bank & Trust Company in Evansville, on receiving the 2018 Community Banker of the Year award!

Eager began leading the family business as UB&T's president in 2013. During his leadership tenure, he has successfully cultivated the agricultural and trust areas of the bank. UB&T's ag portfolio has increased to 35 percent of the bank's total loan business and the revenues from their Crop Insurance Team comprise 18 percent of the bank's total revenue. Trust assets have more than doubled and continue to increase under robust and experienced staff—recruited and supervised by Eager.

Additionally, he has fostered impressive growth in his tenure; loans have grown 73 percent from 2013 through 2018.

In addition to his proven leadership at the bank, Eager also serves the banking industry as a whole. He currently serves on the WBA Government Relations Committee as well as serving as the ICBA Wisconsin District 1 Delegate to the ICBA Federal Delegate Board. He is also currently on the Bankers' Bank Board of Directors and



WBA's **Daryll Lund** visited Union Bank & Trust Company in Evansville a few weeks prior to the 2019 WBA Bank Executives Conference to surprise Eager with his award. At that time, staff gathered in the board room to celebrate the announcement. UB&T staff celebrated again (*above, right*) on Tuesday, Feb. 5 during the WBA Bank Executives Conference after Eager's award was announced to the WBA membership. Accepting the award, Eager (*above, left*) thanked his family, particularly his grandfather, **Leonard**, who ran the bank during the Great Depression, for setting an example of integrity and service for him. He also said since he has spent his past 33 years in banking watching bankers he emulated win this award, he's pleasantly surprised to win and be in their company!

has been a past Community Bankers of Wisconsin Chair.

Eager's service to the community can be seen through the many people and organizations he has touched throughout his career. These include the Evansville Lions Club, the Evansville Chamber of Commerce, The Evansville Fund, The Eager Free Public Library Capital Fundraising Steering Committee, The Evansville Manor, Coaching Evansville Youth Soccer, and

Evansville Youth Basketball.

Eager extends his commitment to community service through his passion, the Juvenile Diabetes Research Foundation (JDRF). Fueled by his son Prentice's diagnosis of Type 1 Diabetes when he was only 8 years old, Eager gives tirelessly of his time to JDRF. He has served as Treasurer for the Friends of Diabetes Research (2012-2017), co-planned and attended the JDRF Gala, and created an

Evansville Community Walk Team whose proceeds benefit JDRF. In 2018, he biked his 10th Century Ride: 100 miles in one day to benefit the JDRF's Ride for a Cure, which he has biked since 2012.

Eager is respected by his fellow bankers and his community as a leader who is caring and involved both in and outside of the bank. He is a wonderful example of what the WBA Community Banker of the year represents.

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Wisconsin Super Lawyer

VISIT A LOCAL SENIOR CENTER

- Create cards for residents
- Help out with Meals on Wheels deliveries
- Bring your kids along and read books, play games, and visit.

NATIONAL TEACH CHILDREN TO SAVE DAY – APRIL 12!

Volunteer to read in a local classroom.

VOLUNTEER AT A LOCAL ANIMAL SHELTER

- clean cages
- walk dogs
- host a fundraiser
- build kennels
- make tie blankets for animals

Wisconsin Bankers Association

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April 22-26, 2019

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- Create no-sew blankets for the homeless
- In conjunction with area Legion VFW, flag collection

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Power of Community is Next Month: How is Your Bank Participating?

Showcase your bank's efforts to the entire state

The week of April 22-26, 2019, the Wisconsin Bankers Association Power of Community campaign will bring together our member banks to celebrate your commitment to the communities you serve. We encourage all bankers to engage in one or more community service activities throughout the entire month as well as that particular week.

We know your bank is involved in community service projects year-round; this campaign will bring together the efforts of the Wisconsin banking industry to show our collective impact and involvement in the state.

We know how much time, effort, and resources you dedicate to strengthening your community... but many others do not. This state-

wide campaign is the perfect opportunity to show the world the tangible ways in which Wisconsin's banking industry empowers the communities it serves, whether it's volunteering at a local non-profit, fundraising for a charitable organization, using your office to collect items to be shared with a local group (i.e. collecting non-perishable or hygiene goods for a local

group), or participating in National Teach Children to Save Day (Friday, April 12).

During the campaign and continuing after it ends, WBA will highlight your hard work through social and print media to show the collective impact of Wisconsin's banking industry

Visit www.wisbank.com/BanksPowerWI for more details on how your bank can participate in this state-wide effort.

Community Involvement Suggestions

Are you looking for suggestions on how your bank could participate in the Power of Community Week? Or maybe you are looking for new ideas to add to your current list of tried-and-true ways of working with the community? The WBA BOLT Board of Directors offers these suggestions for your consideration.

- » **Bring Financial Literacy to the Classroom**
 - » April 12 is National Teach Children to Save Day – check out WBA's free Reading Raises Interest Kits and other resources at www.wisbank.com/ReadingRaisesInterestKits!
 - » Host a financial literacy open house event for your community to attend – how to build credit, pay off debt, save for college, etc.
 - » Volunteer to read in a local classroom.
- » **Collect Donations for a Non-Profit**
 - » Branch Thrift Sale
 - » Lemonade Sale
 - » Partner with a local food pantry
- » **Bag groceries at a Local Grocer**
- » **Partner with an Agency**
 - » Habitat for Humanity: Reach out to your local chapter of Habitat and get a group of bankers together to help build a home for someone in need.
- » Local United Way Chapter
- » Salvation Army
- » Create no-sew blankets for the homeless.
- » In conjunction with area Legion VFW, flag collection (to dispose of worn/tattered American flags properly and respectfully).
- » **Visit a Local Senior Center**
 - » Often the programming director for a senior center needs ideas to occupy their residents. Get a group of bankers together and offer some form of entertainment – do you have musicians among you? How about a cooking demonstration and/or tasting? Bring your kids along and read books, play games, and visit.
 - » Create cards to deliver to nursing home residents.
- » Help out with Meals on Wheels deliveries.
- » **Volunteer at a Local Animal Shelter**
 - » Often animal shelters are short on help to care for as many animals as they rescue. Get a group together and clean cages, walk dogs, host a fundraiser, do some heavy lifting, build kennels, or whatever else the shelter may need.
- » **Citywide Cleanup**
 - » Gather the troops and a few brooms! Work with your city to organize a citywide cleanup day. Prune bushes, weed gardens, wash buildings and windows, clear garbage, paint hydrants – the list goes on and on.
- » Plant some new flowers or get a vegetable garden ready – Spring is here!
- » Adopt a highway for litter pickup.
- » Clean up veterans' headstones.
- » **Local Hero Appreciation**
 - » Make care packages for your local police officers, firefighters, doctors, military, bus drivers, teachers, or whomever you deem a hero. Include baked goods, letters of appreciation, lunch, dinner, candy, gifts, etc.
- » **NOW Meals (Nutrition on Weekend)**
 - » Pack weekend meal bags for students in need – check in with your local school district(s).
- » **School Closet**
 - » Work with schools to have a donation-stocked closet of youth clothes and necessities to help those in need.

Wisconsin Bankers Association

Power of
COMMUNITY

www.wisbank.com/BanksPowerWI

Bulletin Board

News about people working in Wisconsin's financial institutions

Promotions and New Hires

Alma

At the January Board of Directors meeting, **Andrew Bosshard** (pictured) was elected to serve on the Bank of Alma's Board of Directors, replacing retiring **Sabina Bosshard** who has served on the Bank's Board since 1986.



Bosshard



Klaetsch



Lehner



Rabuck



Zillmer



Herron



Waldhart



Kolstad



Bystry



Bechtolt

Fond du Lac

National Exchange Bank & Trust has announced the promotions of **Kimberly Klaetsch** (pictured) to AVP/mortgage loan officer; **Lisa Lehner** (pictured) to loan operations officer; **Katie Rabuck** (pictured) to operations officer; and **Kiersten Zillmer** (pictured) to operations officer.

Greenville

Wolf River Community Bank has hired **Scott Herron** (pictured) as vice president of commercial lending.

Madison

Settlers bank is pleased to announce that **Sandra Salzwedel** has joined the operations team in a newly developed role as system support specialist.

Park Bank announced the appointment of a new board member, **Aaron Kostichka**, vice president/partner at McGann construction and accomplished Madison leader.



Enloe

Wisconsin Bank & Trust announced **Julie A. Enloe**, JD, CPA, has joined the bank as a wealth advisor.

Manistique, Mich.

mBank is pleased to announce the promotions within the bank management team of **Michael Caruso** to senior vice president commercial banking officer; **George Demou** to senior vice president commercial banking officer; **Laura Garvin** to senior vice president commercial portfolio manager; **Andrew Tracey** to vice president commercial banking officer; **Tom Hendricks** to vice president commercial banking officer; **Jed Lechleitner** to vice president commercial banking officer; **Bill Davidson** to portfolio manager/junior commercial lender; and **Hunter Mires** to junior commercial lender.

Manitowoc

Investors Community Bank has announced several

promotions: **Will Deppiesse** to vice president – senior business banking officer; **Cheri Hagenow-Bos** to loan documentation specialist II; **Terrilynn Hastreiter** to ag – portfolio manager; **Amy Kronforst** to loan operations specialist II; **Matt Lemke** to senior vice president – banking services; **Tom Pennings** to vice president – senior business banking officer; **Renee Petersen** to assistant vice president – electronic banking manager; **Sarah Peterson** to vice president – credit administration manager; **Janet Rhein** to loan operations specialist II; **Karl Spaay** has taken on the role of business credit manager; **Susan Van De Hey** to assistant vice president – loan operations manager; and **Katy Wetenkamp** to loan operations specialist II.

Marshfield

Todd Waldhart (pictured) has joined the Forward Bank team as a vice president/loan officer.

Partners Bank is pleased to welcome **Jeff Kolstad** (pictured) as senior vice president.

New Glarus

The Bank of New Glarus and Sugar River Bank Branches is very happy to announce the hiring of **Jessica Bystry** (pictured) as business banking manager; and **Steve Bechtolt** (pictured) as vice president of mortgage lending at the Sugar River Bank in Monroe.

(continued on p. 15)



Six Staff Promoted at Ixonia Bank

Ixonia Bank is pleased to announce that **Corina Kasten** has been promoted to vice president – customer solutions/information technology; **Mary Kay Pupak** has been promoted to vice president – loan operations;

Nancy Christian has been promoted to assistant vice president – commercial loan specialist; **Amy Langholff** has been promoted to data analytics and special projects officer; **Patrick Lubar** has been promoted to an officer of the bank as one of its credit analysts; and **Allison Christenson** has been promoted to payroll and benefits specialist.



BS Recruiters is an executive search firm providing placement services to banks in the Wisconsin market that seek top-caliber talent.



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www.bsrecruiters.com



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The keys to our long success are our industry experience, personal commitment, and professionalism of our recruiters. We enjoy long-term relationships with the great majority of our clients because of our commitment to provide them with the highest level of service.

Have good news?

To submit a notice, please email bulletinboard@wisbank.com. Or mail entries to *WBA Bulletin Board*, 4721 South Biltmore Lane, Madison, WI 53718. Send photos as JPEG files. Questions? Contact WBA's **Amber Seitz** at 608-441-1237 or aseitz@wisbank.com.

Bulletin Board

News about people working in Wisconsin's financial institutions

Promotions and New Hires

(continued from p. 14)



Moeller

Oconomowoc

First Bank Financial Centre is pleased to welcome

Bill Moeller, mortgage lender, to its team.

Wausau

Peoples State Bank is proud to announce the promotions of **Michelle Lewens** (pictured) to officer, commercial banking; **Andrea Sasman** (pictured) to assistant vice president, mortgage loan originator; **Janene Ball** (pictured) to officer, retail mortgage operations manager; **Vicki Mauritz** (pictured) to officer, Rib Mountain branch manager; **Kayeng Moua** (pictured) to officer, senior personal banker; **Jackie Hamann** (pictured) to officer, customer service representative supervisor/auditor; **Lisa Gilles** (pictured) to officer, loan processing and servicing; **Ben Bowman** (pictured) to assistant vice president, information technology; **Kevin Daniels** (pictured) to senior analyst – network administrator; and **Ron Aderholdt** (pictured) to operations manager – facilities.

Announcement

Madison

Settlers bank is proud to announce that President **Dave Fink** and CEO **Tom Spitz** and leading founders of Settlers bank have been recognized by *In Business Magazine* as Executives of the Year.

Oconomowoc

First Bank Financial Centre (FBFC) celebrates its 160th anniversary this year! Headquartered in Oconomowoc, FBFC's rich history dates back before President Lincoln took office,



before the Great Depression, the world wars, film, radio, and definitely before TV. "Turning



160 is not an anniversary most businesses,

let alone banks, get to enjoy. We are incredibly proud to say we've reached this milestone and hope our customers and communities will join us in celebrating," said **Mark W. Mohr**, president and CEO of FBFC.

Waukesha

Waukesha State Bank, a 13-branch independent community bank in Waukesha County with \$975 million in assets, is planning a year of events and celebrations in 2019 to commemorate the company's 75th anniversary. The bank was founded in 1944 and has grown to 13 offices serving all of Waukesha County. Commenting on this important milestone, Waukesha State Bank President and CEO **Ty R. Taylor** stated, "It is an honor to celebrate 75 years of serving Waukesha County. Thank you to our employees and business partners that have played significant roles in our company's success and to our customers who have been loyal to us over the years."

Wauwatosa

WaterStone Bank announced the launch of its HERO program exclusively for first responders.

The HERO acronym was chosen to reflect the selflessness of this population and stands for "Honoring Emergency Responding Officials." The program is an add-on feature for personal checking accounts and offers a number of benefits including \$100 with direct deposit, 3-in-1 escape tool upon enrollment in the program, annual voucher for a free US flag, no fee ATM transactions, no fee overdraft protection transfers, no fee money orders, and more.

WaterStone Bank ("WSB") has announced a new partnership with Children's Hospital of Wisconsin. For each Moola Moola Kids Savings account that is opened in 2019, WSB will make a \$10 donation to Children's Hospital of Wisconsin. "Children's Hospital of Wisconsin is one of the nation's top pediatric facilities. WaterStone Bank is proud to partner with them in the mission to make Wisconsin kids the healthiest in the nation," said **Doug Gordon**, WaterStone Bank president and CEO. Women and children are one of the bank's four target areas of charitable support, which is why it's so fitting that WSB partners with Children's Hospital. Giving to the hospital helps ensure that children receive outstanding care regardless of their economic standing, providing hope and healing to the children and families in their care.

Wausau's Peoples State Bank Staff Give Back to Communities



Peoples State Bank employees are connected to the communities they serve. In 2018, the more than 170 employees volunteered 8,010 hours to non-profits, churches, schools, and other community organizations. That's 47 hours on average per employee. And once again in 2018, every Peoples State Bank employee participated in one or more volunteer activities during and outside the workday. Employees spent more than 250 hours assisting with financial literacy programs such as Junior Achievement. But employees volunteered in a wide range of activities, including: civic activities, non-profit, church, school, sports, and professional affiliations. *Pictured:* Peoples State Bank employee **Cindy Swendrzynski** (center) is shown with **Jacqueline Gremler** (left) and **Erica Huffman** (right) of the Child Advocacy Center of North Central Wisconsin with a donation of \$300 worth of snacks and games, and \$700 in gift cards.

Wisconsin Bankers Association

Calendar of Events

March – June

Visit www.wisbank.com/education to find out more about these programs, register or browse a full list of WBA Education events.

Please direct questions to the WBA Education Department at 608-441-1252 or wbaeducation@wisbank.com.

Advocacy

WBA/ABA Washington Summit
April 1-3 | Washington, D.C.

WBA/ICBA Capital Summit
Apr. 28-May 1 | Washington, D.C.

Capitol Day
May 21 | Madison
(See promo for 3 events on p. 4.)

Conferences

Agricultural Bankers Conference
April 10-11 | Wisconsin Dells

Women in Banking Conference
April 23 | Wisconsin Dells
(See article, ad on pgs. 22-23.)

Trust Conference
May 3 | Wisconsin Dells

Human Resources Conference
May 9 | Wisconsin Dells

FIPCO Events

(Visit www.fipco.com/events.)

Group Meetings

WBA CEO Only | CFO Only
Networks Group Meetings
March 8 | Wisconsin Dells
June 7 | Wausau

Power of Community

WBA Power of Community
Week | Wisconsin (statewide)
April 22-26 | 2019
(See ad on p. 12, article on p. 13.)

(Visit www.wisbank.com/BanksPowerWI online or
Twitter – #BanksPowerWI.)

> Register online for WBA events at www.wisbank.com/education.

> Register online for FIPCO events at www.fipco.com/events.

WBA's social media efforts focus on communication, advocacy:

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Wisconsin Bankers
www.linkedin.com/company/wisconsin-bankers-association

> Watch Us



Wisconsin Bankers
www.youtube.com/WisconsinBankers

Schools/Boot Camps

Loan Compliance School
March 11-15 | Wisconsin Dells

Real Estate Compliance School
March 13-15 | Wisconsin Dells

Branch Manager
Boot Camps in Madison
Attend only one or more days.
Day 1: Mar. 11 | Day 3: April 10
Day 2: Mar. 12 | Day 4: April 11

Credit Analysis Boot Camp
March 14-15 | Madison
March 28-29 | Green Bay

Business Banking Boot Camps
April 30 – May 1 | De Pere
May 2-3 | Madison
(See WBA Featured Events.)

Seminars/Workshops

Call Report Workshop
March 5 | Wisconsin Dells

Advanced IRA Workshops
March 13 | Rothschild/Wausau
March 14 | Madison

Security Officer Workshops
March 19 | Green Bay
March 20 | Eau Claire
March 21 | Wisconsin Dells

Cash Management Workshop
March 25 | Wisconsin Dells
(See WBA Featured Events.)

ERM Workshop
March 26 | Wisconsin Dells
(See WBA Featured Events.)

Webinars (online training)

(www.wisbank.com/education.)

WBA Featured Events

Workshops and NEW Business Banking Boot Camp

Cash Management Workshop

March 25 | Wisconsin Dells

This new, one-day program from WBA will provide attendees with a more in-depth knowledge of cash management (aka “treasury management”) products and services—the services that increase core funding sources and generate additional non-interest fee income for your bank. They will learn about all the cash management products and services available in the marketplace, identify the products and services your community bank currently offers, what you’re missing, and come up with strategies to implement and offer the right products and services for your business clients. The workshop also covers how the most important products interact with technology. Attendees will learn how to maximize your bank’s cash management products to generate more fee income. Visit www.wisbank.com/education to learn more and register online.

ERM Workshop

March 26 | Wisconsin Dells

Are you creating your first Enterprise Risk Management (ERM) program for your institution? Do you want to ensure your current program is complete, yet keep it simple? Do you have pieces of the puzzle but don’t know how to put it all together? If you answered “yes” to any of these questions, this new hands-on workshop is for you! Risk Management is at the heart of banking, and every financial institution must have policies, processes, and procedures in place to assess and manage the risks on their balance sheet. And risk assessments are at the core of ERM. In this educational session, attendees will learn how to put your bank’s program together using all the parts you already have in your institution and will walk away with practical tools to use at your organization immediately. Visit www.wisbank.com/education to learn more and register online today.

Business Banking Boot Camps » NEW PROGRAM

April 30 – May 1 | De Pere

May 2-3 | Madison

This brand-new professional development opportunity from WBA will help your bank grow business by providing your business bankers with effective sales skills to help them become more productive for their banks. This program will model a step-by-step approach from initiation to execution of the business process and provide a structured sales environment. In addition to the course materials, attendees will also gain access to eight follow-up reinforcement videos (each 5-7 minutes long) sent weekly following the program and two individual coaching calls with instructor **Stacia Skinner**, founder and president of Creating Training Solutions, Ltd. Visit www.wisbank.com/education to learn more and register online. Hurry, there are only 25 spots available at each location!

Please direct any questions about upcoming WBA education programs to WBA’s **Miranda Helt** at 608-441-1270 or mhelt@wisbank.com.

Cut Costs and Eliminate Errors with FIPCO's eSignature Powered by DocuSign

FIPCO facilitates subscription for this time-saving product

Time is valuable. Not only is it *your* scarcest resource, it's your customers' too. Wouldn't they appreciate it if you could save them hours—or even days!—when completing transactions with your institution? Providing the highest level of customer service is vital in recruiting and retaining valued customers, and it's possible with FIPCO's eSignature powered by DocuSign. This innovative solution offers the convenience and security of electronic signature capabilities for your customers, with the reliability and compliance you demand.

The financial industry is continually faced with rapid changes in compliance and technology. Trying to keep up while using outdated paper processes might leave you behind the competition. To help you address these challenges, FIPCO has partnered with DocuSign, the world's largest and fastest-growing electronic signature platform. Providing you with a means for completing transactions quickly and securely, DocuSign can help to improve compliance and streamline your internal processes while improving customer experience.

A key benefit to FIPCO's eSignature powered by DocuSign is that it integrates directly with *Compliance Concierge*™ Loan, Mortgage, and Deposit, allowing you to securely send documents to your customers for signatures at account opening, and application and closing stages of the loan workflow. And FIPCO's done the work of placing the signatures where they need to go—saving you at least 20 minutes of your time per loan package! Approvals and agreements can be



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The process is easy. After retrieving and reviewing transaction data, simply select the "DocuSign List" option and select the documents that you'd like to prepare for electronic signature. Signers are authenticated using either the SMS or LexisNexis verification tools, and are notified that they have been sent an envelope of documents for review and signature. After receiving a confidential code for accessing the DocuSign system, they can then provide their signature using their personal computer, iPhone, iPad, Notebook, Android, or other mobile device.

"Today's customers are incredibly tech-savvy and appreciate it when their financial institution is too," said FIPCO President **Pam Kelly**. "Giving your customers the option to remotely sign documents quickly, conveniently, and securely offers a value-added service they're sure to appreciate. With busy career and family schedules, remote signature makes life so much easier."

Your customers will love the convenience, and you'll value just how easy it is to track the transaction progress. As each signer completes

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First Wave of Association Health Plan Enrollment a Success

Quality, affordable health care coverage for your employees

On Oct. 1, 2018, WBA announced the availability of an Association Health Plan (AHP) exclusively for WBA member banks to offer to their employees. AHPs became possible only a few months earlier due to a final rule issued by the U.S. Department of Labor which updated the definition of “employer” under section 3(5) of ERISA to allow entities such as trade and professional associations to sponsor group health coverage. Upon the finalization of this rule, WBA Employee Benefits Corporation sprang into action so WBA members could benefit from this new type of healthcare alliance as soon as possible.

For this first wave of enrollment nearly 20 banks joined together and are



» Visit www.wisbank/AHP or contact **Daryll Lund** at dlund@wisbank.com or 608-441-1203 or **Brian Siegenthaler** at bsiegenthaler@wisbank.com or 608-441-1211.

already experiencing many benefits like better rates, better coverage, and better service. “Without an AHP, our bank was forced to fend for itself in the health insurance arena – it was a bit like David vs. Goliath and our rates skyrocketed,” said **John Beirl**, president, Northern State Bank, Ashland. “Together with other community banks, with higher numbers, I think we present

a more attractive option for an insurance company – with more bargaining power. Our bank health insurance rates went down considerably under the WBA’s new AHP.”

“Community banks face strong headwinds – competition at every turn, increasingly complex and time-consuming regulations, worker shortages, and many others,” Beirl continued. “All of these challenges strain our bank’s profitability. Reducing a major expense while improving coverage for our valued employees was a slam-dunk decision for us.”

To deliver a quality AHP program to its members WBA partnered with UnitedHealthCare (UHC), the nation’s single largest

“We selected the AHP to allow us to still offer a great benefit plan without the added risk of a small group. It allows us to compete for talent and still offer a robust insurance plan.”

– **Monica Baker**
PyraMax Bank
Greenfield

proprietary network. “We have been very happy with the change and working with UnitedHealthCare has been seamless and definitely less work than our previous, partially self-funded plan,” said **Monica Baker**, senior vice president – chief brand

(continued on p. 19)



WBA INSURANCE SERVICES
WBA Employee Benefits Corporation
Midwest Bankers Insurance Services

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EBC Offers AHPs

(continued from p. 18)

officer, PyraMax Bank, Greenfield. “The process was pretty simple; the hard part was just selecting an option because there were so many to choose from.”

In today’s competitive job market, attracting and retaining talent can be a challenge for smaller employers, particularly in the area of employee benefits. “We selected the Association Health Plan (AHP) to allow us to still offer a great benefit plan without the added risk of a small group,” explained Baker. “It allows us to compete for talent and still offer a robust health insurance plan. When you are a smaller institution one health case can throw your whole expense plan out of whack and the ability to have the purchasing

“In order to compete with other employers, we need a health insurance offering that is competitive in both coverage and price. We have that with the WBA AHP.”

– John Beirl
Northern State Bank
Ashland

power of a large institution is truly invaluable!”

Beirl shared a similar sentiment: “In order to compete with other employers, we need a health insurance offering that is competitive in both coverage and price. We have that with the WBA AHP.”

UHC reaches 98 percent of the U.S. population. “In

our remote part of the state, provider networks are a real concern. UHC is large enough to provide extensive coverage, even in our ‘neck-of-the-woods,’” said Beirl, addressing a concern for many banks in small and rural communities.

“Even though we do business a long ways from Madison, we have confidence that an offering of the WBA will be fully vetted and a competitive option for community banks,” Beirl continued. “And with our previous experience with the excellent staff at the WBA – Daryll, Brian, Kathy – we know that their support will be second-to-none. They know the industry. They know us. They answer our questions. Our transition to the WBA AHP went smoothly and without a hitch,” Beirl

explained. “The advice that I would give to banks considering switching their health insurance is to give the WBA’s AHP a chance and get a quote. Give Daryll or Brian a call. Listen to what they have to say. Take the time to provide them with your bank’s census. What do you have to lose? You may be pleasantly surprised.”

If you have any questions or would like more information about WBA’s AHP, please visit www.wisbank.com/AHP or contact **Daryll Lund** (608-441-1203) or **Brian Siegenthaler** (608-441-1211).

WBA Employee Benefits Corporation, a wholly owned subsidiary of the Wisconsin Bankers Association, was founded in 1982 to market and administer insurance programs for WBA members and their employees.

WBA COMMITTEES

Be the Change You Want to See

WBA needs your expertise to help shape the industry’s future

WBA’s committees and advisory boards help shape the industry by supplying fresh ideas, expert insight, and valuable networking connections to key decisions the association is involved with. Committee members influence the various education and training programs that WBA

offers, the pro-banking legislation WBA’s Government Relations team develops and the anti-banking legislation it works to prevent, and many of the resources WBA makes available to Wisconsin’s banks and bank employees.

If you have a desire to influence your industry’s

future, consider lending your expertise to one of the committees listed below, and find out for yourself how much *you* can impact Wisconsin’s financial services industry.

To volunteer, please fill out the committee nomination form found at

www.wisbank.com/members/community/get-involved, or contact WBA’s **Debbie Nabholz** at 608-441-1253 or dnabholz@wisbank.com to receive one. Nomination forms must be signed by the bank president or appropriate manager and returned to WBA no later than March 18, 2019.

COMMITTEES, SECTION BOARDS

Please visit www.wisbank.com/community/get-involved to download the nomination form.

- > WBA Agricultural Bankers Section Board
- > WBA BOLT Section Board
- > WBA Financial Crimes Committee
- > WBF (Wisconsin Bankers Foundation) Financial Literacy Advisory Board
- > FIPCO® Software Users’ Committee
- > WBA Government Relations Committee
- > WBA Human Resources Committee
- > WBA Marketing Committee
- > WBA Mortgage Lending Committee
- > WBA Retail Banking Committee
- > WBA Technology and Operations Committee
- > WBA Trust Banking Section Board

Onboarding a CEO

(continued from p. 1)

To get a better view of how onboarding a CEO works in practice, WBA interviewed six bankers who took on that role in 2018—either for the first time or at a new organization. Combined with Fritz’ expert perspective, these conversations revealed three keys to successfully onboarding a new CEO: beginning with strategy, building relationships, and strong communication throughout the process.

flexible onboarding is the most effective. This requires a formal process incorporated into the succession plan, combined with the adaptability to adjust that process to fit the bank’s and CEO’s unique needs and leadership style. “We have onboarding plans for different levels of the bank, but not for this specific role,” explained **Brian Spreuer**, president and CEO of River Bank, La Crosse. “It’s very individual.”

For example, the Blackhawk Bank Board began

dual roles as president of the bank holding company and Blackhawk Bank, respectively. “Our succession plan is almost more of a gap analysis and it goes layers deep,” Adkins explained. The bank explores who potential successors to various roles are, and—if they’re internal—what gaps they have, and how the bank can go about filling those gaps. “That flexibility is key to onboarding the CEO,” said James. “The Board had the flexibility and insight to do what was right for our

after six months of working alongside the existing CEO. “At Johnson Financial Group, they were very thoughtful about putting someone in charge of the transition so that all of the information I needed was collected and we were able to walk through it all,” Popp said. “That said, there’s always stuff you learn on the fly. That’s just the nature of it.”

2. Building Relationships

Another key to successful CEO onboarding is building relationships between

Advice for New CEOs

The six executives interviewed for this article also offered advice for their peers based on their experiences stepping into the CEO shoes. In addition to these tips, several of these CEOs mentioned *prioritizing* as a key skill to hone.



“We went through a compliance exam and then a safety and

soundness exam immediately after I took over. Both went well, but you can never be fully prepared for that until you do it. When you’re at the top, they come to you first.”

– **Brian Spreuer**
president and CEO
River Bank, La Crosse



“It’s really about the culture. Focus on that first. A new CEO may have

great initiatives, programs, great ways of doing things... but if the culture of the organization isn’t where it needs to be those things will be difficult to implement. You have to make sure the culture is receptive and reflective of the vision that the CEO has.”

– **David Adkins**
president and CEO
Blackhawk Bank, Beloit



“The biggest thing in my situation is how hard it is to pull yourself out

of some of the things you were doing before. Especially if you’re an internal hire, make sure you get a strong successor for your previous role, and don’t be afraid to let them change things and do things better than you did. I try to learn from the people who work for me rather than thinking I have all the answers.”

– **Todd James**
president and CEO
Blackhawk Bancorp, Beloit

1. Begin with Strategy

An important best practice for both the selection and onboarding of a new bank leader is to begin with a review of the bank’s strategic plan as prepared by the board and senior management, according to Fritz. That ensures that the board and the new CEO are on the same page regarding the priorities and direction of the bank moving forward. That said, there’s no one-size-fits-all approach to onboarding a new CEO. Each bank and incoming chief executive is unique, so

the succession process five years in advance, looking at internal and external candidates, and determined an internal candidate would be more likely to preserve the bank’s strategic direction and culture. “Though there was a plan in place for several years, it was rather fluid and changed over time,” said **Todd James**, president/CEO of Blackhawk Bancorp, Beloit. The idea of a separate CEO for the bank and holding company emerged fairly late in the process. James and **David Adkins** now hold

bank, rather than follow an external model.”

Another common onboarding practice that helps ensure continuity of strategy is an “on the job” transition, especially in retirement situations, where the outgoing CEO stays on for six to nine months to work with the incoming CEO and provide training and advice. For example, **Jim Popp**, CEO of Johnson Financial Group in Racine, started as president of Johnson Bank with a planned transition into the role of CEO

the incoming leader and customers, staff, and other important stakeholders. “It’s very important that the CEO is out meeting the bank’s key customers, including commercial relationships, large retail relationships, and significant depositors, which includes increasing his or her visibility in the community,” Fritz explained.

This early relationship-building is especially important with bank staff, because it

(continued on p. 21)

Onboarding a CEO

(continued from p. 20)

can be the difference between retaining and losing key talent. “The most important part of that transition was I got together with all the key people early on and we were able to keep everyone on board,” Spreuer said. **Scott Cattanach**, president and CEO of Peoples State Bank, Wausau, spent his first month as CEO meeting one-on-one with key sales, operations, and support staff. He focused on listening and answering

key connections, the CEO can develop a good vision of the bank’s strengths and weaknesses and then use those findings to develop a really solid strategic plan,” he said. Solid peer relationships with other bank leaders are also important. “Develop a peer group of CEOs, including local, state-based, and regional, to provide the CEO with a sounding board and perspective,” Fritz advised. For example, Cattanach joined the WBA CEOnly Network in order to learn from more experienced CEOs.

and customers, according to Fritz. “Explain why they were chosen and why they are the best person to lead the bank to success,” he said. “Open communication and regular updates on the process from the search committee is very important for a seamless transition from searching to onboarding to ‘going live.’ Everyone likes to be in the know.” When this is done well, the new CEO can be easily accepted and trusted by staff, which Chrystal says surprised him. “The willingness of people to

hear directly from you. Communicating effectively with the entire company is one of the most important things you’ll do as CEO.” This is even more important if significant changes are part of the incoming CEO’s strategy. Cattanach recommends summarizing the strategy and its benefits into an “elevator speech” to share with employees. “A leadership change, even to a well-known leader, creates a lot of uncertainty in the minds of employees,” he explained. “Communicating the basic

Advice for New CEOs

The six executives interviewed for this article also offered advice for their peers based on their experiences stepping into the CEO shoes. In addition to these tips, several of these CEOs mentioned *prioritizing* as a key skill to hone.



“One of the things you are reminded of very quickly when you become CEO is the impact

of the things you say and do. You set the pace and everyone is watching. It’s funny, but a passing remark as you’re walking down the hallway can be misinterpreted as the go-ahead for a new project. The gravity of what you say, when you say it, and how you say it is very strong. It’s like the old E. F. Hutton commercials — when you talk, people listen.”

– **Jim Popp**
CEO
Johnson Financial Group, Racine



“Get to know all your staff. Make yourself visible to everyone. Your

frontline staff have the most interaction with the customers who make up the core of your business. Make sure they know the value of their efforts. Offer praise when things go well, and handle adversity in private. Reward great performance and make sure you celebrate it with all staff.”

– **Curtis Chrystal**
president and CEO
Wisconsin Bank & Trust,
Madison



“My best advice is to listen to other respected leaders, including those

within your bank, and take constructive advice. Seek the advice of bank leaders to learn from their experience, and empower them to provide their own solutions.”

– **Scott Cattanach**
president and CEO
Peoples State Bank,
Wausau

questions, while also keeping track of recurring comments made across department lines. “I tried to follow up on all of the concerns or requests made and visited all our banking locations to meet every employee,” he said.

Other stakeholders who new CEOs should build relationships with include major vendors and/or suppliers, tax auditors, and the bank’s legal counsel; all are good sources of information for a new CEO, according to Fritz. “From talking with those

“I have found our state’s community bankers to be both knowledgeable and helpful,” he said.

3. Consistent Communication

Strong, consistent communication between the board/selection committee, staff, and the new CEO is the final key component to a successful CEO onboarding process. First, after selecting a candidate, the board should “promote and sell” the new CEO to all key constituents, including staff, shareholders,

accept you as a new leader without ‘proving up’ yet was incredible,” he said.

For the incoming CEO, communicating directly with staff provides a broad perspective of the bank while also building relationships and establishing strong communication habits.

“Spend the time to go out and talk to people at every level and in all corners of the organization,” Popp advised. “There’s nothing like hearing directly from people and having them

plan and getting buy-in from your senior leadership team and bank staff takes time, but once you earn their trust and staff see the benefits of the strategy or change, everyone begins to pull in the same direction.”

Seitz is WBA operations manager and senior writer.

Executive Benefits Network (EBN) is a WBA Bronze Associate Member.

* www.gallup.com/workplace/238085/state-american-workplace-report-2018.aspx

Enhance Your Diversity: Grow Your Woman Leaders

WBA conference for women bankers provides education, networking

There are more opportunities for women in business today than at any point in history, and the business community has made positive strides in recent years. Nearly half of MRA member organizations promote gender diversity as a business priority, according to a recent Hot Topics survey from MRA, the Management Company.* Despite these advances, women still need more role models in leadership positions and professional development opportunities in order to succeed. Nearly three-quarters of MRA survey respondents endorse women in leadership roles and 79 percent say they support women seeking advancement and development. But, over half of respondents indicate that their executive

"I'm overwhelmed with the progress I am seeing from banking associations all over the country with their efforts toward building up their women bankers through Women in Banking conferences, leadership programs, networking opportunities, etc. I've had a few tell me that the attendance at their Women in Banking conferences has doubled since last year, and that tells me two things: 1) Women are more empowered than ever to step up and lead and educate themselves on being the best bankers they can be, and 2) bank leadership is noticing the importance of sending their female bankers to conferences and making it a priority to do so. While this is all overdue and we still have a long way to go, it is exciting nonetheless and certainly shows me that we're making progress."

– Natalie Bartholomew, *the Girl Banker*

employee group is less than 20 percent women.

WBA encourages bank management to consider sending top performing women to the WBA Women in Banking Conference as an

investment in their futures with your bank and a way for them to network with other women leaders. Attendees will benefit from over four hours of presentations, network with more than 140 women banking

peers, and participate in speed networking to share ideas.

The conference, scheduled for April 23 in Wisconsin Dells, features three expert speakers who will address important topics for women leaders.

Sarah Noll Wilson, a certified executive coach, will address having other women's backs and becoming powerful champions. **Kristin Sundin**, Sundin Associates, will tackle the work/life balance question in her presentation on finding and maintaining "worklife fit" and what works best for you. Finally, social media phenom **Natalie Bartholomew**, a.k.a. *the Girl Banker*, will speak on how to "own it" and being a woman in banking.

(continued on p. 23)

WBA Women in Banking Conference | April 23



Glacier Canyon Lodge & Convention Center
45 Hillman Road | Wisconsin Dells

» **NEW Pre-Conference Networking Opportunities!**

- Monday Evening "Belles in the Dells" Networking Reception
- Tuesday Morning Yoga Session

» Check out www.wisbank.com/Women for more about the pre-conference options and full conference agenda, hotel room block information, and online registration!

▶ **I Have Your Back!**

Becoming Powerful Champions

Sarah Noll Wilson, Professional Speaker, Certified Executive Coach



Noll Wilson



Sundin Brandt



Bartholomew

▶ **Own It: Being a Woman in Banking**

Natalie Bartholomew, *the Girl Banker*



▶ **Speed Networking – Make New Connections and Share Ideas!**

▶ **Panel Discussion – Trends That Every Banker Should Know**

▶ **Schedule – Tuesday, April 23**

- 8:15-9 a.m. – Registration and Continental Breakfast
- 9 a.m. – Conference Begins
- 4 p.m. – Conference Adjourns

▶ **Registration – Take advantage of TEAM PRICING!**

- Your bank's first two attendees will be \$245/each. Each additional attendee will be \$195/each.
- Visit www.wisbank.com/Women for more information.
- *All registrations must be entered together for team pricing.

▶ **Questions** – Please direct questions to WBA's **Lori Kalscheuer** at 608-441-1250 or via e-mail at lkalscheuer@wisbank.com.

▶ **Hotel Room(s)** – Contact the Glacier Canyon Lodge directly at 800.867.9453 and ask for the special WBA Women in Banking Conference rate of \$99.⁹⁹ plus applicable taxes and \$24.⁹⁵ resort fee per night (Leader #718256). Room rate is not guaranteed after **March 23, 2019**.

» 4+ Hours of Sessions » Speed Networking Session » 140+ Bankers Expected

“A Breath of Fresh Air”:

Chairman McWilliams at the Bank Executives Conference

On Tuesday, Feb. 5, FDIC Chairman **Jelena McWilliams** joined over 400 Wisconsin bank leaders in Milwaukee during the WBA Bank Executives Conference at The Pfister Hotel. After speaking with her on stage, WBA President and CEO **Rose Oswald Poels** thanked McWilliams for bringing “a breath of fresh air” to the FDIC, and many bankers in attendance agreed.

Before addressing the gathered bankers, McWilliams conducted a media scrum with a select handful of local Milwaukee reporters, answering questions on a variety of topics, including de novos, consolidation, and regulatory treatment of brokered deposits. First, McWilliams emphasized that while many industry pundits seem to think that you need



FDIC Chairman **Jelena McWilliams** met with **Dr. Kent S. Belasco**, CPA, director, commercial banking program, assistant professor of practice, Marquette University, Milwaukee, and two of the school's students at the WBA Bank Executives Conference. (See [pgs. 8-10](#) for a full conference recap.)

\$20 million in capital to open a new bank, that is not the statutory requirement. In fact, what's required is 8 percent capital based on your business model and geography. She said the applicants need to

demonstrate how the business plan justifies the amount of capital raised, rather than reach a specific number. Regarding consolidation, McWilliams stated that while it's important that banks that are better off merging should be able to merge, it is critical that rural and underserved areas still be served. Finally, McWilliams indicated she would like the agency to take another look at brokered deposits. “Some of those rules are 20 years old,” she explained.

Next, McWilliams joined WBA Chair **Dave Werner**, president and CEO of Park Bank, Milwaukee, and Oswald Poels on the stage for a casual conversation. One of the first topics she spoke about was her new *Trust Through Transparency* initiative.* With this exciting initiative, McWilliams is attempting to break the FDIC away from keeping information behind closed doors simply because that's the way it's always been. She will also conduct listening sessions in all 50 states (and some territories) during her five-year term.

The conversation turned to regulatory relief. McWilliams

told the gathered bankers that her policy priorities are targeted to help community banks because she understands that when the lone community bank in a town goes away, many other local enterprises follow. One concrete way she is trying to do this is by removing community banks from the Basel framework. “Basel should be something you use when you're cooking,” she joked. “If you're a true community bank, you're not systemically important. So, you shouldn't be regulated like you are. My whole approach at the FDIC is that community banks are not complex, so we should not regulate them in a complex way.”

Another concrete goal McWilliams has set for the FDIC is to improve its communication with banks, particularly in identifying and removing rules that have been superseded. “It's not in the nature of regulatory agencies to declutter,” she said. “We're Marie Kondo's worst nightmare!” The goal is to simplify the regulatory environment without sacrificing safety and soundness. This also includes the recently announced Call Report changes, which should result in about 15 fewer pages for community banks which qualify.

Regarding regulatory changes, including recently proposed new capital ratio rules, McWilliams encouraged bankers to submit comments, either on their own or through the WBA. “This is your opportunity to engage in the process,” she said. “It's highly useful to us to hear your anecdotal examples of how the proposal would impact you and your community.”

* Read more about this initiative at www.fdic.gov/transparency.

Womens' Conference

(continued from p. 22)

In addition to the in-conference networking opportunities, this year's event features two new pre-conference networking opportunities. Join us for “Belles in the Dells” on Monday evening as we hop aboard a trolley bus, take a short, narrated tour of the Dells, and then head to a local restaurant for a reception, sponsored by Bell Bank. And for the early risers, Tuesday morning will feature a special yoga session!

Visit www.wisbank.com/WomenLeaders to learn more about the conference and register online.

* *Advancement of Women in the Workplace*: https://www.mranet.org/Portals/0/surveys/docs/Hot_Topic_Survey_Advancement_Women_Workplace.pdf

Take Advantage of Team Pricing

Your bank's first two attendees are \$245 per attendee; all additional attendees are \$195 per attendee. Please register all members from your team at the same time in order to receive this special discounted pricing.

WBA Associate Members: Invest in Your Woman Leaders, Too!

The same team pricing available to WBA member banks is also open for WBA Associate Members. You can enhance your conference visibility and recognition by adding a conference sponsorship, too! More information is available at www.wisbank.com/WomenLeaders.

DeNovos

(continued from p. 1)

“Stable local markets with good economic growth but with a number of consolidations are ideal markets for new community banks,” said **Kirsten Spira**, attorney at Boardman and Clark, LLP. “These markets are often hungry for the personal connections and attentiveness that community banks can provide.” But, a booming local economy isn’t tempting enough on its own for potential

2000, calling it the “post-consolidation era” (Capitol Bank was a de novo in 1995). Just prior to that time, a period of rapid consolidation saw several community banks acquired by larger regionals. That left some experienced bankers without leadership roles. “Some of those experienced bankers were interested in getting involved in more of the strategic decision-making on a day-to-day basis,” Thompson explained. Those bankers would start

real and perceived barriers to entry. First, and perhaps most obvious, is regulatory compliance. “I strongly believe that the Dodd-Frank Act and over-regulation put a damper on [de novo activity], because it increased the costs of running a bank,” said Schuelke. “It’s a cost that doesn’t enhance the customer experience.” He served on an ABA Task Force* that created a report sent to the regulatory bodies with recommendations for how to encourage de novo

whether the capital barrier is real. “The expectation is that you’ll need more capital, so whether that’s real or not, it has an impact,” Schuelke explained.

A bank is not an easy business to start, especially with today’s prolonged low interest rate environment, heavy compliance burden, tight margins, and intense competition for deposits. This environment presents a different kind of challenge: demonstrating profitability.

“Indications of Interest”

In Wisconsin, both Spira and Wilder confirmed they’ve encountered indications of interest in forming a de novo from groups of potential investors.

On the Lookout for De Novos

Is Wisconsin’s first new bank in over a decade on the horizon?



de novos. There also needs to be the opportunity for a niche business plan—something that’s becoming more important for any successful financial institution, no matter its age. “There could be an opportunity somewhere for a ‘boutique bank,’” explained **David Schuelke**, president/CEO of Spring Bank, Brookfield. “If you have a focused strategy in a vibrant market, there could be room for you to be successful. It’s hard to be everything to everybody.” Spira agreed, recommending the next wave of de novos “focus on niche markets and building strong brands.”

Finally, in order for a potential de novo to thrive, the target market must have a population of experienced bankers who have the desire to run their own institution. Thompson recalled the flurry of activity in the Madison area from the late 1980s to

the de novo as an investment, typically having 20-30 years left in their careers to grow and sell the bank. However, that demographic today suffers from what Wilder called a “psychological hangover from the recession,” causing them to be more risk-averse than their predecessors. “The generation of bankers who would be in a position historically to start their own bank have seen what can happen, which has perhaps subdued a bit of the entrepreneurial spirit that has driven de novo formation in the past,” he explained.

Real and Perceived Challenges

After selecting a geography ripe for de novo activity, potential investors need to overcome several

activity. Among other ideas, the report recommends regulatory bodies employ staff dedicated to de novos and allow decision-making further down the chain of command to facilitate quick and clear answers to questions throughout the process. “If you had a specific team within the agency, that would be very helpful,” Schuelke explained.

Another regulatory factor inhibiting de novo creation is the perceived capital requirements. “There continues to be a misconception about the amount of capital you need to raise,” said Wilder. “If you talk to the regulators, it all depends on the business plan, the market you’ll be in, et cetera.” Unfortunately, the impact on de novo activity is the same, regardless of

Creating a pro forma that’s lucrative on paper is more difficult today than it was before the recession. “It really is about how much harder it is today than it was 10 years ago to run a profitable bank,” said Schuelke. “There are higher fixed costs.” In addition, there are easier, less risky investments potential shareholders can make with their funds. “With the stock market doing as well as it is, it can be a tough sell,” said Thompson. “Post-recession investors are more cautious.”

Ironically, the health of Wisconsin’s banking industry also presents a challenge. “There are still a lot of banks in the Midwest,” Wilder

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The Competition for Your Greatest Assets: Your Employees

WBA Insurance Services resources to help you win

By Daryll J. Lund

It is nearly impossible to drive to and from work these days without noticing the “Now Hiring” signs in front of businesses. The signs may even list catchy phrases like “Great Benefits and Wages,” as well. Your employees notice these signs, too. To attract and retain talent, bank employers must offer high quality benefits as well as competitive wages.

Many of you as HR professionals or CFOs have just gone through another year of health renewals for your business. The challenge of what to change in the form of deductibles and back-end risk for your employees seems to be a never-ending balancing act. It can be a

Visit www.wisbank.com/WICompensation for more information or to purchase your copy of the **Wisconsin Banking Industry Compensation and Benefits Report** and to learn more about participating in the 2019 report.



Association Update

Daryll J. Lund

difficult process to make those decisions and explain them to employees. One tool that can help banking HR professionals navigate renewals is the **Wisconsin Banking Industry Compensation and Benefits Report**, the largest Wisconsin-specific report; it contains salary and benefit information for 113 different jobs with data from 111 participating Wisconsin banks. The report is an excellent tool to help banks compare their benefit packages with peers. Visit www.wisbank.com/WICompensation for more information or to purchase your copy of the report and to learn about participating in the 2019 report.

Another strategy to help create increased employee satisfaction and engagement is the idea of a “Benefit Stipend.”



> For more information, contact **Daryll Lund** at 608-441-1203 or dlund@wisbank.com, or **Brian Siegenthaler** at 608-441-1211 or bsiegenthaler@wisbank.com.

It is a simple concept where the employee gets a set amount of premium dollars to use on supplemental coverages that the employee deems to be important to them. While many banks importantly provide company-paid life insurance and long-term disability coverage, these are plans that some employees may not see the immediate value today. Providing your employees with access and some financial assistance to take care of pressing medical costs like deductibles and coinsurance gives them a greater feeling of financial security as a bank employee.

Benefit stipends for supplemental insurance can start out at \$5 to \$10 per week and can be set up in a way to be used for plans that range

from Accident, Hospital, and Critical Illness. WBA EBC is now offering a special pricing partnership with Aflac for bank employees to take advantage of these supplemental insurance plans. These benefit stipends can be designed to reflect length of service, with more tenured employees eligible for a higher amount which creates another value proposition for longevity of employment.

Here at the WBA, we would love to talk to you about creative ways that a benefit stipend and other programs can help you maintain long-term employee relationships. WBA EBC has many product lines for your employees, including our WBA AHP, dental, vision, life/disability, and other ancillary products to help banks attract and retain the best talent. To start that conversation, please contact **Brian Siegenthaler** at 608-441-1211 or bsiegenthaler@wisbank.com.

Lund is WBA executive vice president – chief of staff and president of EBC and MBIS.

De Novos

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explained. “If you look at where the new round of de novos are popping up, it tends to be in high-population areas on the Eastern Seaboard or the Southwest. The Midwest still has so many bank charters compared to other regions of the country.”

Ultimately, the return of de novos to Wisconsin will be the result of a combination of all of these factors, and will come with time. “De novo

“I strongly believe that the Dodd-Frank Act and over-regulation put a damper on [de novo activity], because it increased the costs of running a bank.”

bank charters are cyclical, and we are in the downturn of the cycle,” Spira explained. “Since the Great Recession, regulatory restrictions,

increased capital requirements, and more regulatory scrutiny in the application process have made starting a de novo difficult.” Despite that, the first Wisconsin de novo in over a decade could be on the horizon. “There are definitely markets in Wisconsin for the right bank with the right business plan to come in with a fresh opportunity to build their technology and branches from the ground up and be a new type of bank that is nimble, efficient, and the bank of the

future,” said Wilder. “I would also want to be the first new bank to the market, because the press and attention you would get would be a huge boon.”

Seitz is WBA operations manager and senior writer.

Boardman and Clark, LLP is a WBA Gold Associate Member.

Godfrey & Kahn, s.c. is a WBA Bronze Associate Member.

* www.aba.com/Advocacy/Issues/Documents/de-novos-task-force-white-paper-2018.pdf

WBA Perspective *Industry briefings for Wisconsin bankers*

There's certainly no shortage of information channels in this day and age. You can find out news from around the globe in newspapers, online and even on your smartphone. If you don't have time to sift through hundreds of articles and news bytes, here's what you need to know about what's going on in the banking industry this month:

Rose Oswald Poels is WBA president and CEO
ropoels@wisbank.com | 608-441-1200
Twitter: @RoseOswaldPoels



Regulatory Advocacy

FDIC Meets with WBA Staff on Hot Topics



WBA recently met with FDIC Regional Ombudsman **Daniel Marcotte** to discuss issues relevant to WBA members. Topics discussed included FDIC exam expectations for BSA matters such as the Customer Due Diligence Rule and banking the industrial hemp industry. The discussion focused on the need by WBA members for FDIC guidance on rules promulgated by FinCEN and the ever-evolving landscape of the industrial hemp industry. The meeting also involved a general discussion encouraging open communication between FDIC, WBA member institutions, and examiners. As a reminder, bankers who have concerns or questions about the FDIC or a recent exam are encouraged to speak with the Ombudsman's office. Marcotte can be reached at 312-382-6908 or dmarcotte@fdic.gov. Pictured (left to right): **Scott Birrenkott**, WBA; **Kris Cleven**, WBA; **Marcotte**; **Rose Oswald Poels**, WBA; and **Daryll Lund**, WBA.

Industry Advocacy

WBA Highlights Wisconsin Banks During Government Shutdown



Banks are the backbones of their communities, supporting them in difficult times. The recent government shutdown was no exception. The WBA highlighted this by compiling a list of banks and the special products/services they offered customers impacted by the shutdown. The list was shared with regulators to demonstrate that Wisconsin banks were actively helping their customers at over 800 locations throughout the state. WBA also shared the list with lawmakers, media outlets, and the public as a way to reinforce the importance of banks as community supporters. The list is housed at Banconomics.com and has a searchable map of locations in addition to a list of banks.

Judicial Advocacy

Banks Earn Wisconsin Supreme Court Victory



In a tremendous win for Wisconsin's banking industry, the Wisconsin Supreme Court affirmed a lower court decision in favor of Park Bank in the case of *Koss Corp. v. Park Bank*. The case addressed the issue of what constitutes "bad faith" under Wisconsin's Uniform Fiduciary Act (UFA). WBA filed an amicus brief as the case worked its way through the court system. Previously, there was little case law in Wisconsin interpreting "bad faith" under the UFA. This decision was critical in establishing a lasting definition of "bad faith" with which all banks must comply to avoid liability under the UFA. This is huge news for Wisconsin's banking industry. WBA will provide an in-depth analysis of the decision and its effect on the banking industry soon. Links to the Court's full decision as well as WBA's amicus brief are available at www.wisbank.com/articles/2019/01/banks-earn-wi-supreme-court-victory.

Credit Unions

WBA Files Amicus Brief Opposing NCUA Credit Union Expansion Rule



WBA, together with 49 other state bankers associations, has signed on to an amicus brief in support of the appeal of American Bankers Association filed against National Credit Union Administration in *ABA v. NCUA*. The appeal, which was filed U.S. Court Appeals for the District of Columbia, involves an NCUA final rule that would expand the authority of tax-exempt Federal credit unions to provide services in areas they select without regard to their statutory mission and unimpaired by the Community Reinvestment Act and other regulatory restrictions applicable to banks. The amicus brief focuses on the following three arguments: (1) The district court incorrectly determined exclusion of core areas from core-based statistical areas did not contravene congressional intent; (2) Exclusion from CRA, together with the final rule's deletion of "core area" from the definition of core-based statistical area enables community credit unions to circumvent congressional intent; and (3) The final rule unreasonably expands the definition of "rural districts." WBA will report as this develops further.



For more industry updates like these, sign up to receive the *WBA Executive Letter* ePublication by visiting your profile on www.wisbank.com (located in the upper-right corner of the screen).

Bankers Marketplace

HELP WANTED

Chief Credit Officer

Greenwoods State Bank, an expanding and locally owned community bank, is seeking a qualified Chief Credit Officer to be located within our new Waukesha branch location. This individual will be responsible for the overall management of the bank's Credit Administration Department, including the underwriting and loan review analysis process, and all functions providing lending support, direction, credit information, and loan policies, procedures, and processes to ensure the overall quality of the bank's lending portfolio. Assists the Bank in meeting its overall business plan goals and maximizing loan profitability within capital risk limitations of the Bank. Develops, implements, and monitors loan policies, procedures and practices that strategically support the Bank's risk objectives. Member of the Bank's Executive Management Team. Requirements: Bachelor's degree and a minimum of fifteen (15) years related experience or equivalent. Proficient use of Microsoft Office and strong reasoning skills. Exceptional organization and time management skills with the ability to provide leadership. Candidate must also possess a mastered knowledge of commercial, real estate, and consumer lending. Interested candidates for this position may forward their resume to **Robert Cera**, President at rcera@greenwoods.bank.

Senior Loan Officer

Promote the vision, products, and services of all branches of **Peoples State Bank** through existing and future network of customers and companies. Provide leadership and maintain the credit culture in unison with the Chief Credit Officer.

Provide leadership and motivation to the loan officers. Develops and maintains knowledge of loan-related regulator and internal procedural compliance issues. Performs all job responsibilities according to compliance requirements. Work with CCO to provide leadership and motivation to the loan officers and ensure the efficient operation of the lending departments. Assist loan officers so that they successfully generate and underwrite sound and profitable loans. Provide quality commercial, agricultural, and consumer lending services to new and existing bank customers in accordance with bank policy. Review applications and analyze credit requests. Provide counseling to customers on related loans and answer questions about loans. Identifies customer's needs and promotes additional bank products which are suitable. Maintain and service a \$30 million loan portfolio for the bank. Promote and cross-sell bank's products and services to both new and existing customers that best meet their needs and increase overall bank business. Call on prospective customers and solicit new ones. This position would take over an existing portfolio and could develop into a Senior Level Management position. Education and Experience: College degree; 10 years of lending and customer service experience required; Oral and written communication skills; Attention to detail. To apply, please send your resume to dspeedling@peoplesstatebank.com.

Credit Analyst

Community Bank of Cameron is seeking a Credit Analyst for their Grantsburg, Wis. location. Summary: Analyzes credit data to estimate degree of risk involved in extending credit or lending money to firms or individuals by performing the following

duties. Essential Duties and Responsibilities include the following (other duties may be assigned): Contacts banks, trade and credit associations, salespeople, and others to obtain credit information; Meets with customers if necessary to develop credit and risk profile; Studies economic trends in firm's industry or branch of industry to predict probable success of new customer; Visits establishments to determine methods of operation with accepted practices in industry; Travel between branches as needed; Evaluates results of investigations, prepares reports of findings, and suggests credit limitations to management; Maintains database of customer credit histories; Prepare loan presentations for credit approval; Underwrite loan requests; Prepare Annual Credit and Appraisal Reviews; Coordinate and monitor annual collection of financial documentation; Assist with updating internal forms used for credit presentations; Underwrite loan presentations. Benefits: Competitive Compensation; Health Insurance; 401k; Profit Sharing. Education: Bachelor's (Preferred). Application Deadline: April 12, 2019. Please submit application to **Jamie Morales** at jjm@communitybankwi.com. Community Bank of Cameron is an EOE.

Marketing Expert

Are you a thought leader and influencer with a demonstrated performance record for creating dynamic Marketing initiatives? **Community First Bank (CFB)** is seeking a Marketing Expert to serve as the trailblazer in the organization's Marketing initiatives which includes: building the CFB brand, boosting the Marketing footprint, and increasing awareness of CFB's products and services. The Marketing Expert will align Marketing initiatives to the bank's

strategic plan. Ideal candidate will possess: Bachelors of Arts or Science degree from an accredited college or university; Five (5) years of progressive experience in Marketing with a concentration in banking; Creative thinking skills, idea generation, propensity for change and new ideas; Ability to be a self-starter who is professional and comfortable working independently; Strong organizational, written and communication skills. To learn more about what you can do for Community First Bank and view a complete position description, please visit our website at www.cfbank.com and look for our Careers page under the Information Center. Please send resumes to tammynelson@cfbank.com or Community First Bank, P.O. Box 307, Boscobel, WI 53805. Community First Bank is an Affirmative Action/Equal Opportunity Employer.

Market President

Wisconsin Bank & Trust is a growing dynamic organization with many locations offering uniquely different banking and financial solutions for businesses and personal clients. We are currently searching for a Market President in the Sheboygan area. Overview: Under general direction, the Market President manages overall commercial department activities that extend credit to bank customers. Successful candidates will have 7-10 years related experience in banking, a proven ability to increase sales, and experience managing a book of business. Benefits include health/vision/dental insurance, life insurance, PTO, 401k match, employee stock purchase program, plus other benefits. Salary commensurate with experience. Apply at: https://htf.wd1.myworkdayjobs.com/Wisconsin-Bank-Careers/job/Sheboygan-Falls-Wisconsin---Fond-Du-Lac-Ave/Market-President_19-0097

WISCONSIN BANKER

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Eric Skrum, Editor
608-441-1216
eskrum@wisbank.com

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CONTACT

Tim Belter

Small Business Administrator

608.829.5737

TBelter@BankersBankUSA.com

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