

## Bank CFOs Take a Broader Role as the Industry Evolves

Across industries, the function of the Chief Financial Officer is transforming, and the broad, rapid change in the banking industry over the past decade has accelerated that evolution. “The CFO’s role a decade ago was more behind-the-scenes,” said **Ed Sloane**, CFO of First Business Bank, Madison, comparing it to today’s dynamic, collaborative functions. “The CFO role has evolved over the years, but it’s really the result of an evolving industry.” The shift in focus from clerical to strategic has not necessarily changed the job descriptions of bank CFOs, but rather the expectations placed on them. “The definition of a CFO hasn’t changed much, but the role and expectations have changed,” said **Nicholas Hahn**, director of Financial Institutions Risk Advisory Services at RSM US, LLP.\* “Typical CFO duties have transitioned to Controllers to allow



**Nimble CFOs:**  
*The Shift From Historian to Strategic Partner*

By Amber Seitz

CFOs to focus on more strategic initiatives.”

That transition means today’s CFOs must keep their eyes on the future as well as the past, with the emphasis

on forecasting. “The emphasis of what a CFO is to do has changed, and that’s a good thing,” said **Gary J. Young**, president and CEO of Young & Associates, Inc.\*\*

He explained that in the past, CFOs were simply very good at telling the CEO and the Board what had happened to the bank (ratios, growth, margins, etc.) —a vast

**Bob Makowski**, CFO of Park Bank, Milwaukee. “That’s so broad compared to what it used to be. The role used to be looking backward, focused totally on financials.” Park Bank president/CEO **Dave P. Werner** agreed: “The role has changed from being that of a historian to being a forward-looking strategist, looking at the financial impact of the decisions we make operationally.”

(continued on p. 22)

### WBA Foundation Explores AI Opportunities for Wisconsin Banks

By Oliver Buechse and Michael Semmann

Some call it the Fourth Industrial Revolution, others call it Industry



4.0. Independent of the label, digital

disruption and artificial intelligence (AI) have the potential to be a transformative component of the local and global economy in the next decade. The Wisconsin Bankers Association (WBA), the Wisconsin Bankers Foundation (WBF), and a small group of bankers are in the middle of this technological shift,

performing research and analysis to create a groundswell of awareness for the potential applications of this new technology.

WBA and WBF are collaborating with two organizations—Curate Solutions and Advancing AI Wisconsin—to determine just how AI will fit within your bank, help your customers, provide value to your shareholders, and give your bank a competitive advantage. WBF, with the help of these partners, hopes to provide valuable insight through research based on real examples of AI and other disruptive technologies.

(continued on p. 23)

# Who are Millennials and Why Should Bankers Care?

By Frederick J. Siemers

**Millennial** /mɪ'lēnēəl/ n.  
A person reaching young adulthood in the early 21st century.

Who are millennials and what do they mean for the banking industry? The term “millennial” was originally coined by authors **William Strauss** and **Neil Howe** in their book *Generations: The History of America’s Future*. In that work, Strauss and Howe define millennials as being born between 1982 and 2004, though other sources place the starting point of the cohort as early as 1976. The through-line tying this diverse generation together is technology. More specifically, that these individuals grew up surrounded by technology and feel comfortable adapting as that technology changes.



## Message from the Chair

Frederick J. Siemers

Take a look at those dates again. If you think of millennials as high school or college students walking around with their faces in their iPhones, do the math. The oldest millennials are in their mid-30s, many of them in the midst of major life changes that their bank should be a part of: entering the workforce and starting to save for the future, buying a first home, and/or starting a business.

With an estimated population of 83.1 million, millennials are the largest generation of Americans (surpassing the Baby Boomers

in 2016), and the banking industry is not immune to their impact. As more millennials require banking services, we can expect to see mobile banking and other digital products take center stage as their preferences dominate the market. Banking industry leaders need to recognize that this generation will have a tremendous impact on how we do business in the future—and that’s before taking into account the \$59 trillion\* they are projected to inherit from their Baby Boomer parents in the coming decades. Beyond the new products and services they demand, millennial channel preferences will become the standard rather than a perk.

Similarly, bank leaders need to consider how millennials will impact their bank *from the inside*. Millennials represent a growing

percentage of the American workforce, and despite what you may have heard, they have a lot to offer. In general, millennials place an emphasis on producing meaningful work for the companies they work for, and they look for immediate feedback on that work. The banking industry can use this tendency to our advantage by giving our millennial bankers more room and responsibility to innovate and impact how the business of banking is done. Millennials also tend to have lofty career aspirations and respond well to mentoring, a good combination for banks hoping to develop top-performers into future executives.

Siemers is president of River Cities Bank, Wisconsin Rapids and the 2017-2018 WBA Chair.

\* State Street Global Advisors’ Survey “Money in Motion,” June 2015

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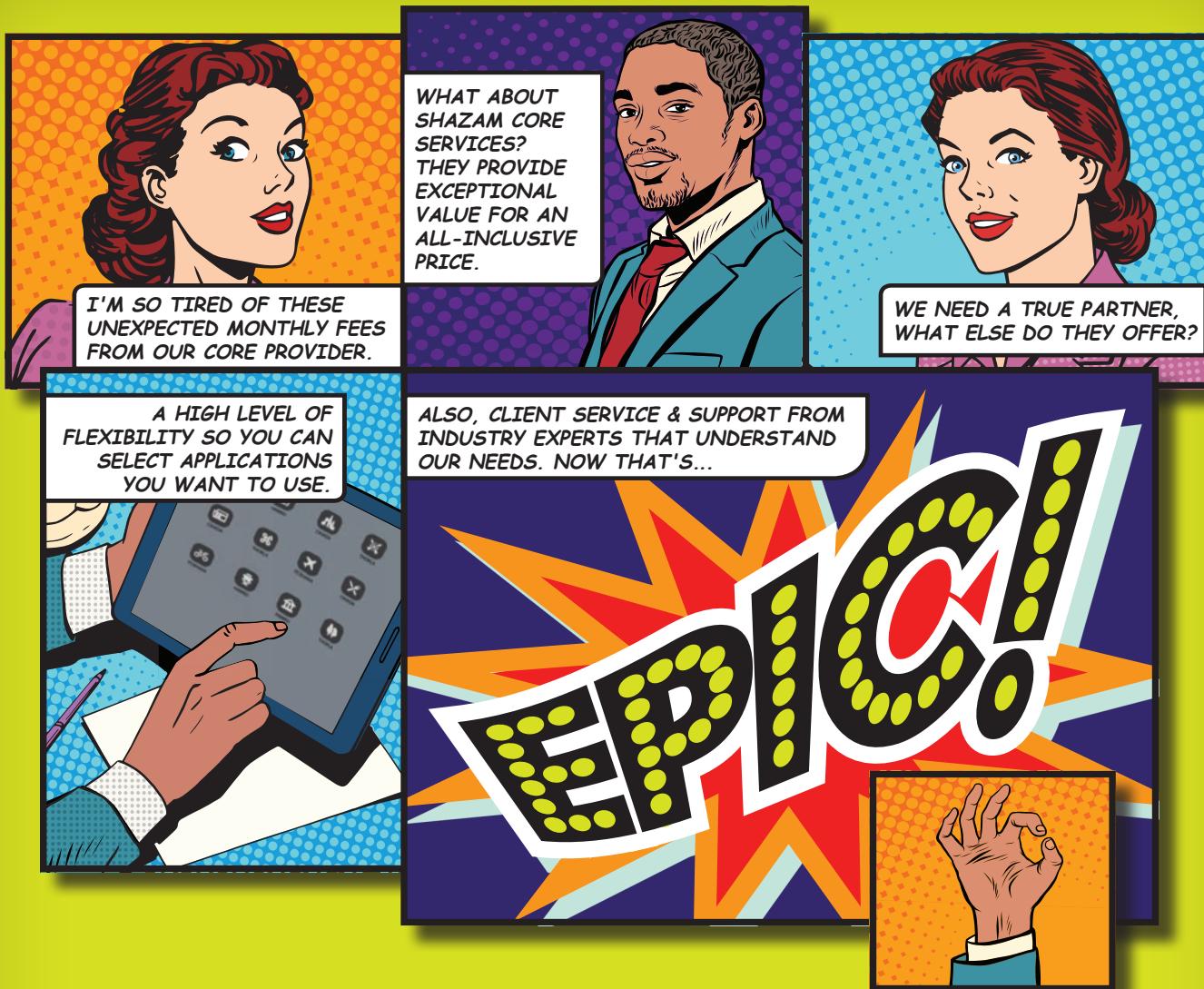


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# State Budget a Win for Wisconsin Bankers

By Jon Turke

The Wisconsin State Budget stalemate finally ended in September, over two months after the previous budget had expired. Despite unified Republican control of state government, the Governor and leaders of the Senate and Assembly could not come to agreement on key issues. While it is not unusual for the budget to pass after the June 30 deadline—in fact, only three budgets since 1977 have been on time—only two in the last 20 years have been passed later than the 2017-19 budget.

The largest sticking point was over transportation. Governor **Scott Walker** and Senate Republicans wanted to bond more for projects, while Assembly leadership wanted to increase bonding only if taxes and/or fees were raised to help ‘pay as you go.’ In the end, fees were raised on electric and hybrid vehicles with a lower increase in bonding than had been proposed originally.

## Wins for the Industry:

- » Budget Committee deleted the Governor’s plan to tax captive insurance companies.
- » \$75 million cut to the personal property tax – the start of what will be a several-budget process of repealing the tax altogether.

- » Repeal of the Alternative Minimum Tax.

- » Historic Tax Credit – Removed overall program cap and institutes a \$5 million per project cap beginning July 2018.

On a parallel track, the legislation relating to the Foxconn incentive package was signed into law last month. While separate from the budget, it will have a lasting impact on the budget process in years to come. Should Foxconn create the 13,000 jobs and invest \$10 billion



## Advocacy Update

Jon Turke

in capital in Wisconsin, the state will be paying the Taiwanese LCD manufacturer over \$300 million per year from 2022-2026. This will make future budgeting all the more difficult.

While lawmakers chose not to include it in the 2017-19 budget, WBA moved the ball forward on a tax exemption

for income generated from commercial and agricultural loans. The price tag—\$26 million per year—was simply too high to get included in the budget after the Governor’s budget proposed spending almost all new revenue in public education. The concept received a high level of support among leadership in both the administration and legislature, and was in the mix until the very end of the budget process. We will continue to urge the administration to include it in the 2019-21 budget.

The state budget is often the single most important piece of legislation to pass during

the Legislature’s two-year sessions. It is a document that sets the priorities of the state for not only the next two years but often years into the future. This budget invests heavily in public education while eliminating the state property tax, and increases state dollars going to health services. The average property tax payer will have a lower tax bill than in 2008. Despite the increases in spending, the 2017-19 budget put more money into the rainy-day fund and still ends with a projected \$200 million balance.

*Turke is WBA director – government relations.*

## Advocacy in Action

### Thank you to Peoples State Bank and SNBT for your recent grassroots efforts!

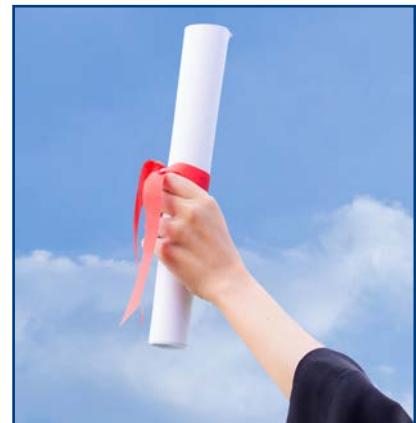
» If you would like to arrange a similar visit with your legislators, please contact WBA’s **Jon Turke** at [jturke@wisbank.com](mailto:jturke@wisbank.com). Turke is able to arrange the visit, offer talking points, and help coordinate your advocacy efforts for the meeting.



Peoples State Bank, Wausau, hosted Representative **Sean Duffy** to see the bank’s operations and meet its customers. During the visit, Rep. Duffy was given a glimpse into a typical “day in the life” of employees. Topics discussed included tax reform, housing, banking innovation to make it easier for customers to manage their money, economic growth, supporting small businesses, and the role community banks play in the health and vitality of the local community.

Congressman **Mike Gallagher** visited The Stephenson National Bank & Trust, Marinette (SNBT) recently to discuss a wide variety of topics including bank technology, tax reform, regulatory relief, and the role that banks play in maintaining a strong local economy. Gallagher discussed day-to-day operations at SNBT with the bank employees before a tour to the bank’s new eTeller machine and 100-year-old vault.





## DIPLOMA & CERTIFICATE RECIPIENTS

### Bank Operations Diploma

Sally Harvey – National Exchange Bank & Trust

### Credit Analyst Diploma

Carolyn Gurevich – US Bank  
Rob Ketter – Bankers' Bank  
Shelly Mabee – US Bank  
Michael Ott – Port Washington State Bank

### Human Resources Diploma

Nickolas Apolon – Tri City National Bank

### Management Diploma

Nickolas Apolon – Tri City National Bank

### Certificate in Business & Commercial Lending

Paula Goetz – Monona State Bank  
Steve Miller – Monona State Bank  
Ty Neupert – Bank of Lake Mills  
Karen Rivera – McFarland State Bank  
Joanna Yeager – Old National Bank

### Certificate in Deposit Compliance

Amy Luoma – Security Bank

### Certificate in Lending Compliance

Sunny Kim – New Millennium Bank

### Bank Teller Certificate

Anna Malnory – Port Washington State Bank  
Rebecca Pleugers – Port Washington State Bank  
Becky Sternig – Port Washington State Bank

### Branch Manager Certificate

Tylor Paucek – Old National Bank

### Customer Service Representative Certificate

Tabitha Petitt – Horicon Bank  
Rebecca Pleugers – Port Washington State Bank  
Cynthia Porth – Port Washington State Bank  
Hayley Trier – Port Washington State Bank

### Introduction to Credit Analysis Certificate

Rachel Blackwood – US Bank  
Nicole Kuehl – US Bank  
Shelly Mabee – US Bank

### Lending Basics Certificate

Los Chong Vang – Old National Bank

### Personal Banker Certificate

Shawn Adams – National Bank of Commerce  
Caitlyn Carignan – National Bank of Commerce  
Shae DeVore – National Bank of Commerce  
Sue Ehresmann – National Bank of Commerce  
Deb Eller – National Bank of Commerce  
Cammy Hansen – National Bank of Commerce  
Darlene Haus – National Bank of Commerce  
Kerstyn Hendricks – National Bank of Commerce  
Josh Hsueh – National Bank of Commerce  
Mamie Hughes – National Bank of Commerce  
Jessica Huset – National Bank of Commerce  
Denise Kovaleski – National Bank of Commerce  
Jeff Maki – National Bank of Commerce  
John Matthews – National Bank of Commerce  
Hollie Randolph – National Bank of Commerce  
Jane Rapaich – National Bank of Commerce  
Connie Rislov – National Bank of Commerce  
Jamie Sherlock – National Bank of Commerce  
Heather Snetting – National Bank of Commerce

### Residential Mortgage Lender Certificate

Andy Degenhardt – Port Washington State Bank  
Christina Goplin – Old National Bank

### Supervisor Certificate

Tonya Bock – Horicon Bank  
Andrea Bowen – Tri City National Bank  
Sally Harvey – National Exchange Bank & Trust  
Tylor Paucek – Old National Bank  
Hayley Trier – Port Washington State Bank  
Michelle Velie – Horicon Bank

### Team Leader Certificate

Ashley Herro – Bank of Sun Prairie

### Universal Banker Certificate

Samantha Acker – Old National Bank  
Rachelle Bergersen – Old National Bank  
Kylie Fischer – Advia Credit Union  
Kellie Lechten – McFarland State Bank  
Rebecca Schwitzer – Old National Bank  
Kellie Shanklin – McFarland State Bank  
Kristian Swenson – McFarland State Bank



# DHS Selects New Vendor for WI Medicaid Asset Verification Match

## *Acuity selected as new vendor; contacted financial institutions prematurely*

**Has the Department of Health Service Selected a New Vendor for the Wisconsin Medicaid Asset Verification Data Matching Program?**

**Answer:** Yes. While the Wisconsin Medicaid Asset Verification Data Matching Program (program) has been around since 2012, on July 18, 2017 DHS ended its contract with its previous vendor, Health Management Systems. DHS has since selected Acuity as its new program vendor. Last month, Acuity jumped the gun by sending a communication to financial institutions in Wisconsin concerning the program. WBA



### Compliance Q&A

Scott Birrenkott

spoke with DHS to confirm that while Acuity is indeed the new vendor, DHS did not intend for Acuity to contact financial institutions yet. DHS also indicated there are still numerous details to work out including a new contract for data matching to replace the now terminated contracts.

As a reminder, the program, required by Federal law

Visit [www.wisbank.com](http://www.wisbank.com) to learn more about the DOJ's Safe at Home Program and other compliance issues.

and implemented by 2011 Wisconsin Act 192, created a financial record matching program between financial institutions and DHS for the purpose of determining eligibility of applicants for, and recipients of, Medical Assistance. The law requires DHS to enter into an agreement with each financial institution doing business in Wisconsin to operate a financial record matching program.

Because there are still details to work out regarding how the program will be implemented through Acuity, including the agreement that financial institutions will receive, at this time, WBA recommends that financial institutions should not complete or sign any documents it receives from Acuity in this regard.

*Birrenkott is WBA assistant director – legal. For legal questions, please email [wbalegal@wisbank.com](mailto:wbalegal@wisbank.com).*

*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 to DFI: Here are 34 New Instances of Illegal Use of “Bank”**

*A recent letter WBA sent on behalf of the banking industry*

On the heels of a letter asking DFI why they removed Banking Letter 50 from their website, WBA has sent another letter. This time, the letter shares 34 new instances of the illegal use of the word “bank.” The advertisements were discovered on Facebook pages of credit unions.

In the letter, WBA asserts that the 34 new examples not only violate s. 221.0402 (1), Wis. Stat., Use of word “bank,” but also s. 100.18 (1), Wis. Stats., Fraudulent representations, by credit unions holding themselves out as banks.

In the letter, WBA states “the Division must do everything in its power to send a strong, unequivocal message to violators that disregard of the law, regardless of the reason, cannot and will not be tolerated. WBA

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.

respectfully requests the Division aggressively pursue enforcement to the fullest extent of the law against each and every credit union violating the law.”

You can read the full text of the letter online at [www.wisbank.com/articles/2017/08/wba-to-dfi-heres-34-new-instances-of-illegal-use-of-bank-fraudulent-representation](http://www.wisbank.com/articles/2017/08/wba-to-dfi-heres-34-new-instances-of-illegal-use-of-bank-fraudulent-representation).

*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](http://www.wisbank.com/CommentLetters).*

## New Services for WBA Members

For more information, please contact WBA at [sales@wisbank.com](mailto:sales@wisbank.com) or visit [www.wisbank.com](http://www.wisbank.com).

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

### Bank-A-Count Corporation

[www.bank-a-count.com](http://www.bank-a-count.com)  
Rudolph, Wis.  
Contact: Ron Lobner  
Tel: 800/675-4151  
[rlobner@bank-a-count.com](mailto:rlobner@bank-a-count.com)

The Checks for Less program from Bank-A-Count Corporation, designed for their banking partners, has been a cornerstone of their product line since the 1880s. They provide both personal and business checks, loan payment books and other products used in payment transactions. Their mission is to provide the best service in the industry without sacrificing quality and service, at the lowest possible pricing.

### Looking Glass Investments, LLC

[www.lgiresearch.com](http://www.lgiresearch.com) and [www.lendsight.com](http://www.lendsight.com)  
Milwaukee, Wis.

Contact: Andrew Siefkes  
Tel: 888/988-2002  
[andrew.siefkes@lgiresearch.com](mailto:andrew.siefkes@lgiresearch.com)

With LendSight, making a decision has never been easier. Built on Big Data, their software makes it possible to underwrite unsecured loans efficiently and profitably. This tool facilitates your decision-making through automation to confidently and quickly say “yes” or “no.” Let them show you how you can strengthen your underwriting process with LendSight. They don’t replace your current process; they increase efficiency and accuracy. Their data driven lending decisions are reliable, secure, and easy to use.

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

## A Trip Down Memory Lane: Consumers Now Favor Credit, Debit Over Cash, Checks

For the first time, electronic payments have surpassed cash and checks as consumers' preferred payment method for in-store purchases, according to a new nationwide consumer payment preferences study conducted by the American Bankers Association and Boston-based strategy firm Dove Consulting.

The 2003/2004 Study of Consumer Payment Preferences found that cash and checks now account for 47 percent of consumers' in-store purchases, as compared to 57 percent in 1999 and 51 percent in 2001. This evolution of payment behavior continues to be driven by the increasing popularity of debit cards. Four years ago, debit represented only 21 percent of in-store transactions;



WBA staff dusted off our past publications and found this gem for your enjoyment. Also see p. 9 for a list of historical events from 1991-2000.

today consumers use debit cards for nearly 31 percent of in-store purchases.

This growth in debit card use has come at the expense of both cash and checks. While cash remains the single most frequently used payment method in stores, its share of the transaction mix has fallen from 39 percent in 1999 to 32 percent in 2003. Checks also play a diminishing role at the point-of-sale, accounting for just 15 percent of purchases. Comparatively, consumer use of credit cards for in-store purchases remains relatively constant

at 21 percent. At two percent, the "other" payments category is made up of prepaid cards.

This migration in consumers' payment behavior is occurring across all payment venues: in stores, for bill payments and for Internet purchases.

### Bill Payers Still Prefer Checks

Consumers still prefer to pay their bills by check, but electronic methods are gaining popularity. In 2001, 72 percent of recurring bill payments were made with checks; today, this percentage has fallen to 60 percent.

This decline in check volume is due in part to increasing consumer adoption of automatic payment and online bill payment. Today, 60 percent of consumers use automatic payment, with only 30 percent of consumers having never tried automatic payment. While adoption of online payment is lower than automatic payment—41 percent of consumers currently use online bill payment—it represents one of the fastest-growing payment methods.

This study is the third in a series tracking consumers' payment habits, preferences and their migration from paper to electronic payments.

*Originally published in the January 2004 edition of the Wisconsin Banker.*

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## RECOGNIZING NOTABLE HISTORICAL EVENTS, 1991-2000

**1991**

The government begins considering more banking law changes, including a proposal to allow interstate branch banking. Wisconsin Commissioner of Banking **Toby E. Sherry** lauds the safety and soundness of Wisconsin's state-chartered banks, calling them "the envy of the nation."

**1992**

WBA commemorates its centennial by commissioning a book, *Good as Gold: A History of Banking in Wisconsin*, as part of the celebration. The banking industry

faces increasing competition from financial services industries which have legislative and tax advantages. WBA focuses on reducing the overwhelming regulatory burden on banks.

**1993**

Banks begin paying risk-based premiums to the FDIC, replacing the flat-rate system.

**1995**

Amazon, Craigslist, eBay, Match.com, and Windows 95 all launch. The number of Wisconsin banks offering Internet Banking as a service begins to grow. At this time, about 1 in 10 American adults use the world wide web.

**1997**

The volume of business email surpasses that of regular mail. WBA publishes several informational articles as Wisconsin banks begin preparing for Y2K.

**1998**

The Wisconsin League of Financial Institutions combines with WBA.

**1999**

On June 28, WBA moves its headquarters to a new building on Madison's east side at 4721 South Biltmore Lane, where it remains to this day. WBA owns the building, giving the association a substantial equity position.

**2000**

Despite counter-arguments from WBA, a Dane County Circuit Court judge rules in favor of an original decision by the Credit Union Review Board (CURB) to allow three Fox Valley area credit unions to form a Business Lending Group for the purpose of making commercial loans. WBA—along with Anchor Bank and F&M Bank Wisconsin—appealed the decision, but were denied.

*Historical events compiled from "Good as Gold — A History of Banking in Wisconsin," Copyright © 1992 by Wisconsin Bankers Association.*

» Future issues of Wisconsin Banker will feature historical events from the past 125 years.

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[www.wisbank.com/LEAD360](http://www.wisbank.com/LEAD360)

# State's Banking Leaders Gathered for Celebration, Education

## Annual Management Conference delivers!

Held September 12-13 at the Kalahari Resort in Wisconsin Dells, the 2017 WBA Management Conference & Expo brought together more than 120 bankers from over 50 banks for casual networking and professional development, all in an atmosphere that celebrated community banking.

Attendees enjoyed golf and a bike tour during the day on Tuesday, September

12, followed by a welcome reception and dinner banquet. During the banquet, Lifetime Service Awards were presented to recognize bankers who have served the industry for 30 and 40 years (*see below*).

On Wednesday, September 13, **Craig Dismuke**, chief economist at Vining Sparks, kicked off the conference with an economic outlook, discussing market developments thus far this year and

expectations for the Fed's policies going forward. Next, **Becki Drahota**, CEO of Mills Marketing, led a session on fintech and how banks can stay relevant without revolutionizing their organizational structure.

The afternoon sessions opened with strategies for online success from **Eric Cook**, digital strategist with WSI, the world's largest digital agency network. A former

community banker, Cook explained why it's critically important for bank leaders to understand how to leverage an effective digital strategy in order for their institutions to remain relevant.

Motivational speaker **Erick Rheam** closed this year's conference with an uplifting presentation on encouragement and why it is a relationship tool that will never become obsolete.

# 2017

## WISCONSIN BANKERS ASSOCIATION LIFETIME SERVICE AWARD RECIPIENTS



**Kristi K. Betthauser**, Timberwood Bank, Tomah (31 years); **Colleen F. Bolchen**, Timberwood Bank, Tomah (34 years); **Mary Kay Clauder**, Oak Bank, Fitchburg (40 years); **Romona Daane**, Oak Bank, Fitchburg (42 years); **Michael J. DeLany**, Bankers' Bank, Madison (45 years); **Kent B. Eliason**, Town Bank, Menomonee Falls (36 years); **Jennifer Elliott**, Bank of Galesville (30 years); **J. Bernard "Bernie" Fiedler**, Waukesha State Bank (36 years); **Laurie Frey**, Farmers & Merchants State Bank, Waterloo (41 years); **Judy Garthwaite**, Bank of Brodhead (48 years); **Gloria Holmes**, Mound City Bank, Platteville (41 years); **Donna Hoppenjan**, Mound City Bank, Platteville (40 years); **Edward Jacobs**, The American National Bank, Beaver Dam (30 years); **Steven C. Ploetz**, Bank of Prairie du Sac (40 years); **Constance M. Schoepke**, The American National Bank, Beaver Dam (46 years); **Mary Schuchardt**, Oak Bank, Fitchburg (35 years); **John Slatky**, Bank of Luxemburg (45 years); **Mary Stenbroten**, Union Bank & Trust, Evansville (39 years); **Deb Uram**, Oak Bank, Fitchburg (41 years); **Carol VanPee**, Oak Bank, Fitchburg (30 years); and **Barbara J. Wege**, Investors Community Bank, Appleton (32 years).

The Wisconsin banking professionals shown here were awarded 2017 Lifetime Service Awards by the Wisconsin Bankers Association in recognition of their many years of service to the banking industry. Certificates were presented in September at the Management Conference & Expo in Wisconsin Dells.

Thank you for your dedication!



*Golf Outing | Sept. 12 | Wisconsin Dells*

## WBA MANAGEMENT CONFERENCE & EXPO



### Raffle Raises Funds for Scholarships

The Wisconsin Bankers Foundation held a raffle during WBA's Management Conference, with proceeds going toward the development of a student scholarship program to complement the WBF's existing educator scholarships. Two grand prizes were up for grabs, with a total value of over \$1,500: a Wisconsin Dells Getaway Basket, including vouchers for a two-room overnight stay at the Kalahari Resort and a foursome at Trappers Turn Golf Course; and a set of four Packer tickets to the September 24 game against the Bengals. *Thank you to Associated Bank for donating the tickets!*

Congratulations to:

» **Dave Wyttenbach**

Union Bank & Trust Company, Evansville – Getaway Basket

» **Jessica MacNaughton, Wipfli – Packer Tickets**

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July 29 - August 10, 2018

**Bank Technology Management School**  
April 8 - 13, 2018

**Human Resource Management School**  
April 15 - 20, 2018

**Financial Managers School**  
September 9 - 14, 2018

**Bank Technology Security School**  
October 21 - 26, 2018

[GSB.ORG](http://GSB.ORG)



Graduate School of Banking  
at the University of Wisconsin – Madison

Wisconsin Bankers Association

# Calendar of Events

October – December 2017

## Conferences

- Agricultural Luncheon  
Oct. 6 | Madison
- LEAD360 Conference  
Oct. 24-25 | Wisconsin Dells  
(See WBA Featured Events.)
- CFO Conference  
Nov. 16 | Madison  
(See sidebar on p. 23.)

## FIPCO Events

- FIPCO Compliance & Software Forum [Loan + Mortgage]  
Nov. 14-15 | Stevens Point  
(Visit [www.fipco.com/events](http://www.fipco.com/events).)

## Peer Group Meetings

- BOLT Peer Group Meetings  
Oct. 3 | La Crosse  
Oct. 4 | Eau Claire  
Oct. 5 | New Berlin  
Oct. 12 | Appleton
- CEOOnly | CFOOnly Networking  
Oct. 12-13 | Madison  
(See article on p. 26.)

## Summits

- Bank Directors Summit  
Oct. 24 | Madison
- BOLT Winter Leadership Summit  
Nov. 9 | Stevens Point

## Webinars (online training)

(Register online for webinars at [www.wisbank.com/education](http://www.wisbank.com/education).)

- > Register online for WBA events at [www.wisbank.com/education](http://www.wisbank.com/education).  
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Please direct questions to the WBA Education Department at 608/441-1252 or [wbaeducation@wisbank.com](mailto:wbaeducation@wisbank.com).

## WBA Featured Events

### Workshops, Conference and Seminar

#### BSA/AML Workshops

Oct. 3 | Neenah      Oct. 4 | Eau Claire      Oct. 5 | Madison  
This is our flagship BSA/AML training event. The program is the annual review everyone needs to remember their critical duties. The seminar addresses all key BSA responsibilities from CTR & SAR filing to record retention. It also reviews the required elements of your AML program from CIP to enhanced due diligence. Program content incorporates recent changes and reviews major proposed changes. The presentation is a comprehensive overview of BSA/AML compliance issues, including such critical topics as: record retention, suspicious activity reporting, currency transaction reporting (including recent changes), NBFI's and MSB's, and more! Visit [www.wisbank.com/events](http://www.wisbank.com/events) to learn more and to register online for the date/location of your choice.

#### LEAD360 Conference

Oct. 24-25 | Wisconsin Dells

The WBA LEAD360 Conference is your one-stop-shop for marketing, retail banking, sales, and financial literacy development! This conference offers keynote sessions that will address topics and issues of interest to all attendees. There will also be several breakout sessions in each track, so attendees can pick and choose what sessions best fit their needs and interests. Attendees will have access to all conference materials, including the breakout sessions they do not attend. Whether you'll benefit most from **Joe Sullivan's** presentation on guerrilla marketing or **Jenna Atkinson's** advice on how to build a strong LinkedIn profile, the choice is up to you! Other session topics include: how to identify your bank's competitive advantage, checking strategy for growth and profitability, market insights, and a cause marketing panel led by your banking peers. Visit [www.wisbank.com/LEAD360](http://www.wisbank.com/LEAD360) to learn more and register today!

#### Introduction to Call Report Preparation Seminar

Nov. 7-8 | Wisconsin Dells

The Call Report is constantly changing, producing confusion and many questions. Designed for bankers who have never prepared a call report or are fairly new to the call report preparation process, this seminar will provide basic training for new preparers and complete coverage of new and complex issues for experienced preparers. New, proposed, and revised changes will be discussed with the schedules they will impact and a summary of all recent updates will be included at the end of the manual. Participants will receive a 250+ page manual; in addition, speaker **Ann Leavelle Thomas**, Thomas Consulting, has offered to answer future questions via email. Visit [www.wisbank.com/events/introduction-to-call-report-preparation-seminar](http://www.wisbank.com/events/introduction-to-call-report-preparation-seminar) to view a full description of the seminar and to register online.

Please direct any questions about upcoming WBA education programs to WBA's **Miranda Helt** at 608/441-1270 or [mhelt@wisbank.com](mailto:mhelt@wisbank.com).

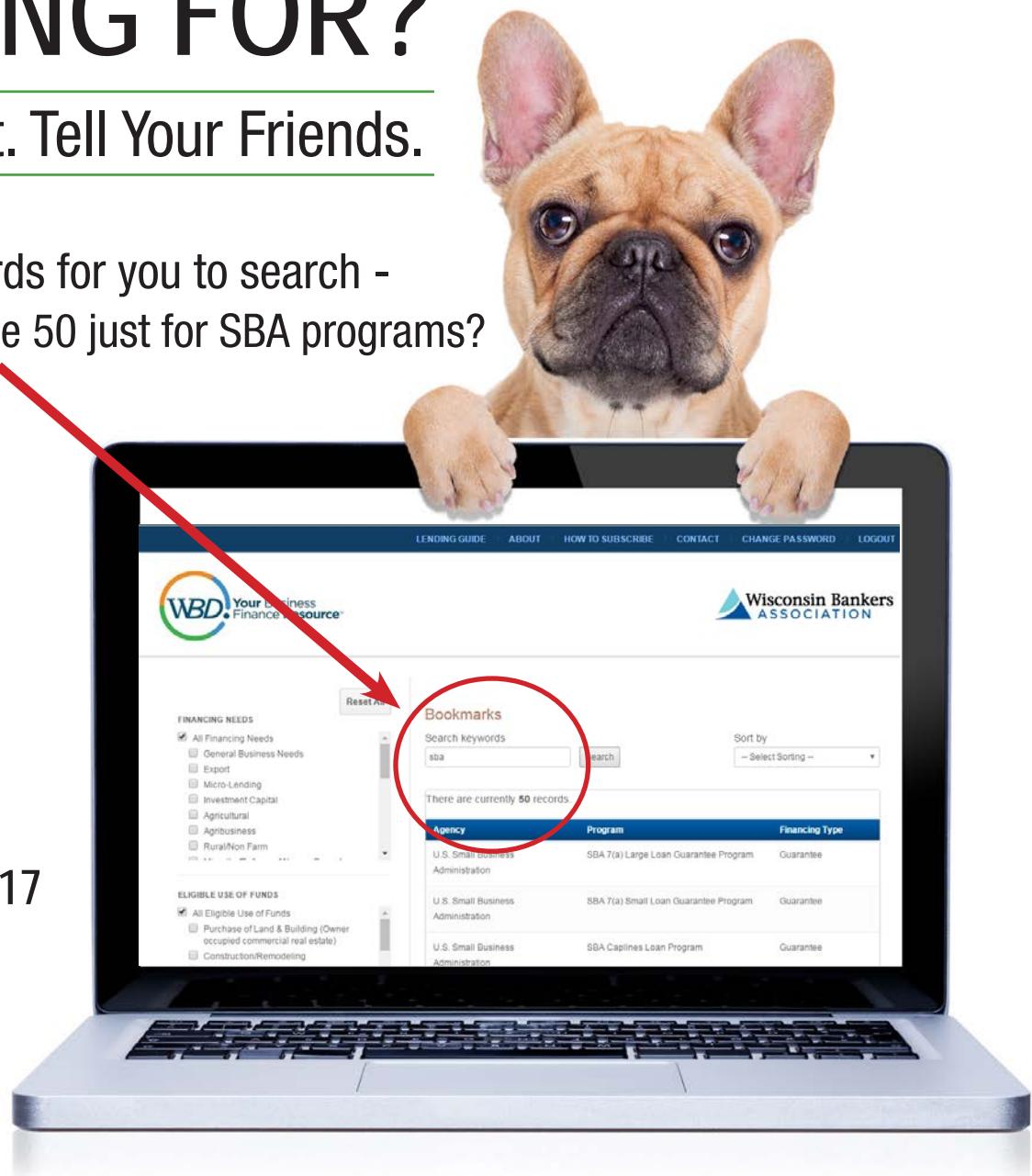
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A French Bulldog is peeking over the top of a silver laptop. The laptop screen displays the Wisconsin Lending Guide website. A red arrow points from the text "IT'S FREE!" down to the laptop screen. On the website, there is a search bar with "sba" typed into it, and a list of 50 SBA program results. The results table has columns for Agency, Program, and Financing Type. The first few rows show:

Agency	Program	Financing Type
U.S. Small Business Administration	SBA 7(a) Large Loan Guarantee Program	Guarantee
U.S. Small Business Administration	SBA 7(a) Small Loan Guarantee Program	Guarantee
U.S. Small Business Administration	SBA Caplines Loan Program	Guarantee

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# Bulletin Board

*News about people working in Wisconsin's financial institutions*

## Promotions and New Hires

### Eau Claire

Associated Bank has hired **Nick White** (*pictured*) as senior banker, community markets for central Wisconsin.



White



Jensen



Lange



Skorupski



Stiteley

### Independence

Independence State Bank has announced the appointment of **Thomas L. Jensen** (*pictured*) as the bank's president/CEO. He began his duties at the bank on August 14.



Myrlan



Johnson



Meeks



Porth



Lewis

### Little Chute

BLC Community Bank has promoted **Adam Lange** (*pictured*) to the role of vice president/chief lending officer and hired **Patrick Skorupski** (*pictured*) as a commercial lender.

### Manitowoc

Investors Community Bank has named **Glen Stiteley**

(*pictured*) as executive vice president – chief financial officer. Stiteley also serves as treasurer and chief financial officer of County Bancorp, Inc., the holding company for the bank.

### McFarland

**Ami Myrlan** (*pictured*) has been promoted to CFO at McFarland State Bank.

### Milwaukee

Associated Bank has hired **Nina V. A. Johnson** (*pictured*) as senior vice president, community affairs and Community Reinvestment Act officer.

Park Bank has hired

**Tracy Meeks** (*pictured*) as the vice president of small business banking.

### Port Washington

Port Washington State Bank has hired **BreAnna M. Porth** (*pictured*) to the role of branch manager at the bank's location in Port Washington.

### Superior

**Aaron Lewis** (*pictured*) has joined National Bank of Commerce as a mortgage banker.

### Waukesha

Waukesha State Bank has promoted **Trevor Arnold** (*pictured*) to assistant vice president – commercial banking officer. The bank also hired **Joel Potter** (*pictured*) as bank manager of their Sussex office.

*(continued on p. 15)*

## Jeans for Greens at SNBT



Employees at The Stephenson National Bank (SNBT) are dressing down for a good cause. On the last Friday of every month, SNBT employees are given the option to 'dress down' by wearing their favorite blue jeans and making personal donations to support important local organizations. A different community organization is chosen each month, allowing the SNBT employees to contribute to a variety of worthy associations throughout the local area.

## 120 Years at Lincoln Community Bank



Lincoln Community Bank, Merrill recently celebrated their 120th anniversary with a cook out for their customers. Artifacts of the bank's 120-year history were on display, including a ledger from 1897 documenting the very first certificate of deposit made at the bank. Pictured are bank president **Clyde Nelson** along with staff and directors of the bank and the Merrill Chamber of Commerce.



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# Bulletin Board

*News about people working in Wisconsin's financial institutions*

## Promotions and New Hires

(continued from p. 14)

### Wausau

**Scott Cattanach** (*pictured*) has been selected as the new president and CEO of Peoples State Bank and PSB Holdings, Inc. Cattanach had previously served as the bank's CFO for 15 years. In addition, the bank has promoted **Lenore Breit** (*pictured*) to vice president, director of compliance and internal audit, **Jessica Perry** (*pictured*) to e-banking supervisor, and **Kathy Rein** (*pictured*) to vice president of deposit operations.

### Whitewater

First Citizens State Bank has hired **Sara Tincher** (*pictured*) as a residential and commercial loan officer. In addition, the bank has promoted **Jennifer**



**Bower** (*pictured*) to loan officer at the bank's East Troy office and **Katie Nass** (*pictured*) to loan officer at the main office in Whitewater.

### In Memoriam

#### Madison

Madison banker **Dale Andrew Maki** (72) passed away on August 28 from complications of Parkinson's Disease. A

former member of the WBA Board of Directors (1990-91), Maki was a proud member of the United States Air Force prior to his many years of service in the banking industry. Our deepest condolences to his family and friends.

### Retirement

#### Madison

**Jim Wermuth** (*pictured*)

has retired from the Capitol Bank team after 20+ years of service. He was a fixture of the community as the Traveling Banker, visiting customers in their homes and delivering banking as a service, not a product. Congratulations on your retirement, Jim!

## Announcements

### Fort Atkinson

PremierBank officially closed on its purchase of Commercial Bank (locations in Whitewater and Janesville) on August 9, adding two branches to its current eight locations in Jefferson County. A data conversion is planned for September 23-24, with all 10 locations opening on Monday, September 25 as PremierBank.

## Farmers State Bank in Waupaca Donates to Comet Field



Farmers State Bank is proud to be a Platinum Sponsor of the Waupaca High School Sports Complex. On August 16, the Board of Directors of the Farmers State Bank presented a check in the amount of \$100,000 to the Waupaca School District. Pictured (left to right): Farmers State Bank Board Members: **John Hart**, **Don Volkman**, **Dale Bestul**, **Brian Godfrey**, **Jim Larson**, and **Laine Lazars**, President (Board member **Fran Vergauwen** not pictured); School District of Waupaca Representatives: **Steve Johnson**, Waupaca School Board President; **Carl Hayek**, Waupaca School District Business Manager; **Pat Phair**, Waupaca School Board Member; **Carl Eggebrecht**, Waupaca Athletic Director/Middle School Principal; and **Mark Flaten**, Waupaca High School Principal.

\* Photo courtesy of Tim Koll Photography

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# The Mortician's Guide to Retail Banking

By Sean Payant

Community bankers face many challenges: intense deposit and credit competition, changing demographics, complicated technology, and regulatory obligations, to name just a few.

One of the most daunting challenges, however, is one that is often overlooked: conventional wisdom.

Conventional wisdom is our adherence to accepted norms and common practices. On the surface, it appears to promise safe, dependable direction when we're confronted with difficult questions and complicated options.

However, a reliance on conventional wisdom often discourages critical thinking and diminishes creative energy. This is especially true for businesses, and particularly true for community banks.



**Haberfeld Holdings**

Sean Payant

Today, bankers who seek to profitably grow their branch networks and successfully serve the broader community around them are critically evaluating and creatively employing new solutions.

Unfortunately, part of life involves the loss of our loved ones. After recently experiencing the loss of my father-in-law and grandmother, I was reminded that finding a competently staffed, conveniently located funeral home is crucial to the grieving process. In both cases, we

were very fortunate; however, I have had friends and business associates in similar situations report that customer service was indifferent. Product knowledge was subpar.

This being said, I was surprised to observe several striking similarities between a mortician's business model and that of a community bank.

Many morticians report that their businesses aren't at capacity; a large, expensive funeral home may hold as few as 29 funeral services per year. The team and the facility have the capacity to hold more funeral services—perhaps twice as many annually—and doing so would not materially increase the fixed costs of the business. Moreover, holding more services per year would dramatically increase the revenue the funeral home

generated each year and would significantly improve the overall profitability of the business.

The description of the mortician's business model is straightforward and correct. Interestingly, the fundamentals directly apply to the basic structure of banking: (1) banking is a business of high fixed costs; (2) there are low marginal costs for the next customer and high marginal revenue relative to the costs on average; (3) most banks have tremendous capacity to conduct more business; and (4) attracting more customers is profitable.

If the previous is true, why don't all banks focus on attracting as many customers as possible? Could it be "conventional wisdom?"

(continued on p. 19)

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## New Partnership Streamlines Document Process for FIPCO Customers

*DocuSign's electronic signature platform pairs with Compliance Concierge™*

In the financial services industry, agility is a key quality banks must possess in order to respond effectively to market volatility and uncertainty. Using outdated paper processes in today's digital world is a quick way to fall behind the competition, which is why FIPCO is pleased to announce a new partner who will help improve many banks' internal workflows reduce pain-points for their customers: DocuSign.

FIPCO signed a partnership agreement with DocuSign in early August that leverages both companies' strengths for the benefit of Wisconsin's financial institutions. DocuSign provides the world's largest and fastest growing electronic signature platform empowering financial institutions to complete transactions quickly and securely while improving compliance and dramatically reducing processing costs.

The new partnership means FIPCO is now developing an integrated DocuSign solution for its software suite, *Compliance Concierge*. The integration will allow *Compliance Concierge* users to securely send documents to their customers for signatures at the application stage and/or closing stage of their loan workflow. This means FIPCO customers will be able to complete approvals and agreements in hours—not days—from anywhere and on any device. In addition, DocuSign facilitates quick and secure access to documents, allowing banks to easily



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Join your peers in the financial services industry and mingle with industry leaders in fintech, wealth management, banking, insurance, and other related industries for a cocktail reception hosted by DocuSign on October 4 in downtown Madison. DocuSign will share best practices on how to overcome paper-intensive processes and increasing security, as well as holding a Q&A panel featuring industry experts, a fireside chat with current customers, and discussion of e-closing for mortgages, loans, wire transfers, and new accounts. This is an exclusive opportunity for financial institutions of any size around the Midwest to network and share how they keep their business moving forward. Visit [www.eventbrite.com/e/sip-n-sign-cocktails-and-docusign-tickets-36900248637?aff=FIPCO](http://www.eventbrite.com/e/sip-n-sign-cocktails-and-docusign-tickets-36900248637?aff=FIPCO) for your free ticket!

upload and send documents for others to sign, as well as send reminders and check signing status at any time.

DocuSign's powerful tracking tools are another important benefit FIPCO customers will enjoy. With DocuSign, bankers can meet compliance requirements by utilizing a controlled signing process, full audit trail, easy signer verification, and secure information. In fact, many banks already use DocuSign today for other in-bank operations that require e-signatures.

Want to learn more? On October 4, DocuSign is hosting a cocktail reception

for financial services companies to introduce this new partnership and preview the *Compliance Concierge* integration. Held in downtown Madison, the reception will serve as the celebratory kickoff for this new partnership. You can learn more about the event here: [www.eventbrite.com/e/sip-n-sign-cocktails-and-docusign-tickets-36900248637?aff=FIPCO](http://www.eventbrite.com/e/sip-n-sign-cocktails-and-docusign-tickets-36900248637?aff=FIPCO).

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# How Well Are Your Customers Prepared for Retirement?

## *IRA Workshops equip bankers to sell and manage IRA products effectively*

According to a 2017 report from the U.S. Census Bureau, only one-third of Americans are saving money in an employer-sponsored or tax deferred retirement account. Community banks can help their customers avoid financial disaster in their retirement years by offering IRAs. In order to do so, the bank needs staff who are well-trained on all the ins and outs of this complex financial product. Whether you have a long-established IRA product and experienced bankers to administer it or you're just diving in, WBA has a training solution for your institution: the IRA Workshops.

These six, one-day workshops are split into two categories: *IRA Essentials Workshops* and *IRA Advanced Workshops*. The *IRA Essentials*



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workshops provide attendees with a solid foundation of IRA knowledge. The *IRA Essentials* Workshops are designed for beginners; no previous IRA knowledge is assumed. The workshops' content is split into four categories: introduction and establishing IRAs, IRA funding, IRA distributions, and IRA portability. The curriculum will cover basic concepts in each of these

### ► Workshop Dates/Locations

#### **IRA Essentials:**

October 10 | Madison  
October 12 | Neenah  
October 18 | Eau Claire

#### **IRA Advanced:**

October 11 | Madison  
October 13 | Neenah  
October 19 | Eau Claire

topic areas, and exercises are included throughout the day to help participants apply the information they learn to job-related situations. Attendees will leave this session able to work with IRA owners and process basic IRA transactions with confidence.

The Advanced IRA Workshops build on the attendees' basic IRA knowledge to address some of the more

complex IRA issues that their financial institution may handle. These workshops are geared toward bankers who have experience with IRAs; previous IRA knowledge is assumed. Topics covered during the workshop include an IRA update to keep attendees abreast of regulatory compliance changes, required minimum distributions, beneficiary options, advanced portability, Roth IRA contributions, and IRA owner tax forms. In addition, participants will engage in real-world exercises to help them relate their newly gained knowledge to workplace situations.

Visit [www.wisbank.com](http://www.wisbank.com) and use the search feature to look for "IRA" to view and select the workshop level and date/location of your choice.

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the plethora of loan, grant, and other financing programs available in Wisconsin and nationally. Subscribers to the Wisconsin Lending Guide can access current information on the Federal, State, and Local credit enhancement programs and economic development services available in Wisconsin and nationwide. You can narrow down your search by a variety of criteria, including lending needs, use of funds, service area (geography), type of financing, agency,

program, and more. Written from the perspective of the lender, each search result provides credit and eligibility information, which is specific enough to allow for project structuring. Contact persons and procedures for accessing programs are also included in each entry.

So why should lenders subscribe? *WisconsinLendingGuide.com* gives you access to all the information you've come to rely on from the Wisconsin Economic

Development Manual, faster and anywhere you go. This comprehensive tool is invaluable for lenders who often go on-site with customers; it will allow you to quickly reference the latest SBA information on your computer or mobile phone rather than hauling around the physical manual.

The Wisconsin Lending Guide features over 500 program records for lenders to access. Some of the most popular resources include SBA programs (50 records), WHEDA (8 records) and Federal Home Loan Bank (5 records).

Learn more about the Wisconsin Lending Guide and get your free access by visiting [www.WisconsinLendingGuide.com](http://www.WisconsinLendingGuide.com) and using promo code WIBANKER2017.

## Retail Banking Guide (continued from p. 16)

Because of conventional wisdom, many banks embrace a fully allocated cost model which estimates each customer costs the bank approximately \$200-500 per year.

Accepting this cost model requires that a cascade of flawed decisions follow: (1) marketing – the bank must seek the perfect customer; (2) products – only profitable customers are welcome at the bank; and (3) fees – an aggressive fee structure is required to offset costs.

Sadly, this conventional wisdom is hindering the growth of community banks and limiting their capacity to fully serve customers.

Critically evaluating and employing new solutions

allows the majority of community banks to *double* new customer acquisition if we understand two important things:

- 1) The true value of each primary financial institution relationship is between \$300 - \$500 per year – including deposits, loans, and non-interest income; and
- 2) The marginal (you aren't building any new branches) costs of each customer is between \$30 to \$50 per year – issuing a debit card, mailing a statement, data processing, and potential write-offs from overdrafts on some.

Your bank has the capacity to serve many more customers – customers that look just like the customers you already serve.

It's time we throw out conventional wisdom and

start using an omni-channel marketing approach to blend big data with new digital technology and proven fundamentals. The result is new customers who live near your branches and own businesses near your branches, in addition to those who work, shop, dine, and drive by your network of locations.

Caution! When you effectively deploy omni-channel marketing strategies, twice as many prospects will be walking in your doors. Are your people, products, policies, and procedures aligned to win them? If not, you might as well plan your own funeral.

Our industry must bury its reliance on "conventional wisdom;" we must abandon our dependence on out-of-date "banker think." When banks begin executing an

omni-channel approach to marketing—big data, digital solutions, geographic relevancy—and align people, products, policies, and procedures, results follow: (1) doubling customer acquisition, and (2) increasing profitability.

**Retail banking is not dead!** While the mortician's model bears similarities to our banking model, the primary point is this: community banking is alive and well... but could be doing much better.

*Sean Payant, Ph. D., is chief consulting officer at Haberfeld Holdings, a data-driven consulting firm specializing in core relationships, customer, and profitability growth for community-based financial institutions. He can be reached at 402/323-3614 or [Sean@haberfeld.com](mailto:Sean@haberfeld.com). Haberfeld Associates is a WBA Associate Member.*

## Returns, Really?

### Why net yields have disappeared

By Jim Reber

Trivia fans, listen up! This column contains facts and figures on yields and returns over the last 20 years that will make you sound positively erudite as you recite them to your friends and family. Unless it makes you appear boorish. But either way, my hope is that you'll find some useful data herein to improve your community bank's performance.

Lost in the downdraft of yields in virtually everything a community bank would care to own is the fact that the returns are even more hideous when they are paired with inflation over the same period. And yes, we have to go through the "nominal versus real" return



gymnastics to analyze this phenomenon, but at least it'll serve as a refresher course. And it could even change your gauges for how you determine what's fairly valued when shopping for investments. First, let's review what "fair value" by historical norms has been.

#### Old Standards

We'll start our research in 1997 which gives us a full 20 years of history, and also leaves out the hyper-inflation periods of the '80's. One way for bond analysts to assess relative value is to compare similar offerings to each other. Another is to

compare the stated return, or nominal yield, to then-current inflation. This methodology, which can be quickly assessed since lots of data is readily available, does have an element of flawed logic: yields are influenced much more by inflation *expectations* than actual inflation. A recent example is the "Trump Bump" that sent yields soaring late last year. Still, the exercise has some utility.

For the 10 years between 1998 and 2007, the market yield on the 5-year U.S. Treasury note averaged 189 basis points higher than the Consumer Price Index (CPI). Stated another way, a consistent buyer of the 5-year earned 4.49 percent, while inflation averaged 2.60 percent, leaving a real return of a bit less than 2.0 percent for the

decade. This average was pretty consistent from year to year, which would seem to indicate that investors had pretty durable demands for net returns. However, all of these norms came crashing to earth in 2008.

#### Fair Value Redux

Beginning immediately after the Fed began pumping monetary stimulus into the economy in 2008, all the old spread relationships collapsed. For the next decade, which brings us to today, the average spread between the 5-year note and CPI was a *negative* 3 basis points (0.03 percent). Investors have been willing to accept yields that have not kept pace with inflation. Economists would conclude this has been a lost decade from a purchasing power standpoint.

(continued on p. 21)



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## Strategic Connections

# Efforts at Inception Will Improve Your Marketing Strategy

By Kevin Wilderman

With each marketing initiative and strategy, it is critical to pause and consider from the start whether your plans are positioned to hit your corporate objectives. Answering key questions will set the foundation for your success and allow you to focus on what is important.

Ultimately, meeting the goals set for your department and bank involves understanding, examination, and experimentation. If you truthfully answer these 19 questions, you can develop a marketing strategy that not only inspires engagement and growth, but offers profit and productivity gains.

### Take Risks

Even the best laid plans fail, but it might be worth the risk. Sometimes success makes you too comfortable and you stop testing new ideas. A failure is really only failure if you don't learn from it.

1. What if this project fails? What's really at stake?



### Strategic Connections

Kevin Wilderman

2. What is the cost of failure?
3. Does this benefit our bank? How?
4. How do we measure success?
5. What successful thing(s) are we doing today that may be blinding us to new growth opportunities?
6. Do we say "no" to customers because of an old, outdated policy?
7. What should we stop doing?

### Challenge Convention

Getting stuck doing things one way because it's how you've always done it can obstruct growth. Challenge your team to find practices that are no longer relevant and break them.

### Consider Customer Preferences

By understanding your customers' needs, interests, and preferences, you'll find ways to add value, reinforce loyalty, and support retention.

8. How does this add value to our customer?
9. Do we know our target client well enough?
10. Why do our customers recommend our bank?
11. What one word do we want to own in our customers' minds?
12. When was the last time we asked our customer-facing employees for feedback?

### Dig Deeper

These questions can help you scrutinize your decisions, discover fresh ideas, and lock-in on the essentials of a successful initiative.

13. If we could go back in time five years, what decision would we make differently?
14. What if we did nothing at all; what would happen?
15. What is the smallest change we can make that will provide the largest return?

16. What do we stand for? Are we supporting the bank's mission?

17. Is our strategy driving resource allocation? Or is the way we allocate resources driving our strategy?

18. What have we done to protect our bank from encroaching competition?

19. Why?

At the end of the day, you must simply ask yourself: Why? This might be the most important question when developing your marketing strategy. By forcing yourself to clarify "why," you are including an item in your plan will help you determine the weight of its importance and the value it brings to the bank.

By truthfully answering these 19 key questions, you will have taken the extra initiative needed to produce a solid plan for achieving the goals of your bank and department.

*Wilderman is vice president of marketing at North Shore Bank, Brookfield and a member of the 2017-2018 WBA Marketing Committee.*

## Returns, Really?

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So what happened? Lots of ideas have been floated, but there are three that seem to keep coming up. First, by the end of 2014, the Fed's Quantitative Easing (QE) policy had gobbled up fully 16 percent of all outstanding Treasuries, which limits the supply. Secondly, almost regardless of who is being asked, inflation expectations for the near future remain anchored at 2.0 percent or even less. Thirdly, a quick look around at what else is available for large, institutional investors

shows the 5-year Treasury to be a bargain. As of this writing, the Treasury yields 1.66 percent, while those offered by France, Germany and Japan are mired in negative territory, and the U.K. is below 50 basis points.

### Where to Go From Here

Analysts are divided on the impact on future yields from the Fed's long-awaited shrinkage of its massive balance sheet. The slowness of the wind-down is designed to prevent market yield spikes, but the facts are that this is uncharted territory. The Fed can, it's true, stop

the unwinding if the market signals its disapproval. There are also still a few market hawks out there who believe inflation is waiting to erupt, which could create at least temporary sell-offs.

Still, it's hard to envision that real returns on Treasuries will revisit their days of previous decades. The instruments that banks actually own, which are not issued by Uncle Sam but his cousins, certainly have higher real returns, albeit far less than decades past. The conclusion is a happy reminder: Community banks ultimately are not attempting to achieve a certain

real return, over and above inflation. They are instead trying to improve on their net interest margin, over and above cost of funds. Thanks to the rate hikes engineered by the Fed, and careful deposit cost management, many if not most community banks are now experiencing an improvement in net margins, thank you very much.

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*ICBA Services Network is a WBA Gold Associate Member.*

## Nimble CFOs

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### Prognosticator and Storyteller

No longer confined to number-crunching in a back room, today's bank CFO is a strategic partner to the rest of the management team, acting as both a forward-looking advisor and strategy advocate. As the primary source of financial information for the CEO and board—particularly relating to interest rate risk modeling, capital, and asset/liability management—the CFO is well-positioned to help design and execute the bank's strategic plan. According to Makowski, on a macro level this involves identifying the best balance sheet composition for the bank in terms of

**"The role of CFO has changed from being that of a historian to being a forward-looking strategist, looking at the financial impact of the decisions we make operationally."**

liquidity, investments, loans, etc. "Make liquidity and balance sheet composition a top priority," he said. "That's what you can impact every day, also looking at it long-term." Werner described it as being the "balance sheet strategist," that is, answer the question of how to best position the bank to lend to its customers while maximizing profitability, boosting capital, and providing a return to shareholders. Another significant duty of the CFO as the primary financial informer for the CEO and directors is regarding merger activity; regardless of whether the bank is actively seeking a purchase or sale, the board has a fiduciary responsibility to evaluate any opportunities that arise. "The ability of the CFO to understand and communicate critical valuation and accounting issues is very



*Bank CFOs should take a broader role as their industry evolves.*

important," Hahn explained. "CFOs must be able to assist directors with that." Despite this emphasis on forecasting and planning, Young cautioned against forgetting to look at the bank's historical financial data as a source of information. "The CFO still needs to be looking back, but the emphasis should be on looking forward," he explained. One example of this is conducting a risk/reward study for every new endeavor the institution considers, Young said, pointing out that regulators now require banks to do such an analysis for significant technological or product offering changes.

The other facet of the CFO's role as strategic partner is to be an advocate for the bank's strategy, both internally (to staff) and externally (to shareholders and customers). "A CFO is more of a storyteller now," said Sloane. "We're constantly communicating and furthering the strategy of the organization and making sure employees at all levels understand what that is." This requires CFOs to be dynamic communicators—much like salespeople, which is a vastly different mindset from the past. "When you come into the bank each day, be thinking of what is happening today that will get you where you want to be in a year or two," Young advised. The strategic plan must be the ultimate guide for all day-to-day activities. "Every decision

that you make as a CFO needs to support the long-term vision of the company," said Sloane. "You need to truly believe in it and push it out, both externally and internally."

### How to Pivot

For bank CFOs still wearing the 'head accountant' hat, there are four key actions to consider that will help you effectively transition into a strategic partner. Fair warning: as the CFOs' role and responsibilities have expanded, most of these steps require CFOs to venture outside of their comfort zones.

**"The CFO still needs to be looking back, but the emphasis should be on looking forward."**

### » 1: Minimize the Minutia

"Like with any c-suite position, when a CFO gets caught up in the minutia they're not leading, not managing the bank; they're managing details," said Young. "If you're caught up in the details every day, the CFO becomes a bookkeeper." Not only does this detract from the CFO role, it's also highly inefficient: no company should pay an individual \$120,000 per year to spend six or seven hours every day doing \$50,000 per year work. Makowski pointed out that sometimes

minutia comes disguised as operational requests from other departments, since the CFO and their team are generally viewed as financial problem-solvers. However, CFOs must be careful not to take on work that could be performed in other areas. "You want to be helpful and a team player, but that's not where you maximize value for the organization," he said.

### » 2: Assemble a Top Team

Knowing when to delegate is closely related to avoiding minutia, and it first requires having a capable team to delegate to. "One of the top priorities for a CFO should be to assemble a team with the right mix of expertise to address the wide variety of areas necessary for the institution's success," said Hahn. The breadth and depth of a CFO's oversight has expanded dramatically; CFOs must be able to rely on their team. "CFOs need to be increasingly involved in attracting, growing, and retaining talent," said Hahn. Sloane pointed out that having the right staff can help the CFO avoid distractions. For example, he explained that First Business Bank has a designated Chief Accounting Officer—which is unique in banks of their size—and that allows Sloane to focus on the bigger picture. "Having a top-notch staff is critical to allowing the CFO to be a strategic partner," he said.

### » 3: Utilize Technology

Long gone are the days of handwritten ledgers, but some institutions still cling to their trusted Excel spreadsheets; upgrading that technology can streamline strategic initiatives. "Having a robust profitability system that can break down the company in a number of meaningful ways is incredibly

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## Nimble CFOs

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important for a CFO," said Sloane. "That technology is essential. Having robust systems and infrastructures in place to allow you to dive into the details is really critical." Two of the most significant ways a CFO can impact their institution's profitability is being proactive about liquidity management and effectively modeling interest rate risk, according to Young, and technology facilitates those tasks. "To a CFO, the technology changes that have taken place only make the job easier," said Young. "There's so much information at your fingertips now. The key is to look forward."

### » 4: Build Relationships

Finally, today's CFO must escape the back room and interact with a wide variety of stakeholders: other bank staff, shareholders, regulators, vendors, and peers. "CFOs need to be relationship-builders," said Hahn.



"There are lots of different hats that CFOs are wearing today that they haven't traditionally worn. Their sphere of influence continues to grow."

— Nicholas Hahn, director of Financial Institutions Risk Advisory Services at RSM US, LLP.

### CFOs: Expand Your Expertise at the WBA CFO Conference

**Nicholas Hahn** will be speaking at WBA's upcoming CFO Conference, along with several other expert speakers. Join them and your fellow bank CFOs on November 16 in Madison for a full day of professional development and valuable networking opportunities. Please visit [www.wisbank.com/CFO](http://www.wisbank.com/CFO) for more information and to register.

"Effectively identify the people you need to bring together and then manage them." He cited CECL as a good example of something that requires the CFO to assemble an internal team; it impacts accounting, risk management, lending, and even IT. Outside of the bank, CFOs have become much more engaged with shareholders. "The CFO plays a huge role in investor relations," Werner explained. "Investors need to have confidence in your

CFO." Regulators should share that confidence, too; fostering relationships with regulators is an important piece of the CFO's compliance responsibilities. "You need to develop those relationships and fully understand what the hot topics are so you can be responsive to regulators," said Sloane. When it comes to highly technical areas outside of the CFO's areas of expertise, Hahn recommends developing relationships with vendors

"Every decision that you make as a CFO needs to support the long-term vision of the company."

who are experts in that area (whether their assistance is contracted or on an ad hoc basis). "Don't hesitate to leverage third parties to help in emerging or technical areas," he advised. "There is a wealth of industry information available to help make those decisions." Finally, today's CFOs need to build and sustain a wide network of peers they can lean on for advice. "Get out of the vacuum of your organization," Werner advised, recommending seminars and conferences as ideal places to both network with peers and stay educated.

*Seitz is WBA operations manager – senior writer.*

\* *RSM US, LLP* is a WBA Bronze Associate Member.

\*\* *Young & Associates, Inc.* is a WBA Associate Member.

## AI Opportunities

(continued from p. 1)

### Curate Solutions

In September, WBF began working with Curate Solutions and its AI software to provide business intelligence in the areas of commercial/residential development, consumer sentiment, municipal activity, and banking market opportunities. What does Curate do? In the words of co-founder **Taralinda Willis**, Curate's AI program "finds actionable market intelligence from publicly available data."



### What Does Curate Do?

In the words of co-founder **Taralinda Willis**, Curate's AI program "finds actionable market intelligence from publicly available data."

and school board websites to reveal upcoming business opportunities. Using web-scraping and cutting-edge artificial intelligence software Curate and the WBF identify projects, people, and business issues being discussed across our entire state (or by region). WBF and Curate selected over 50 different keywords for the AI to focus on, including "RFP," "Bond," and "Blight." Using these

keywords, the AI program uncovers projects before they go to bid, information important to an association's members, and hot-button issues as they take place. For example, using the term "blight," in the first week the software uncovered a municipality in southeastern Wisconsin discussing a potential new ordinance and fee related to vacant property registration programs.

Does this sound like a far-fetched magical solution? It's not. "AI is not magic, it's math," explained **Dale**

**Willis**, a computer scientist and co-founder of Curate Solutions. "Curate's software scans through hundreds of thousands of URLs in Wisconsin."

Prior to AI, it would have taken a team of people to create rules to accomplish the same task, which would have been very difficult because each municipal website is structured so differently. AI takes common patterns with a volume of data, so it can start making decisions. The keyword "addition" is a good example,

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## AI Opportunities

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according to Willis. "We know that from a construction perspective 'addition' is a key word, but in plain English there are a few uses. Based on real examples, AI 'learns' certain uses of the word are valuable and others are not," he explained.

Curate's AI uses what it learns to pinpoint important information amidst a massive sea of data, Taralinda



"AI is not magic, it's math."

— Dale Willis, computer scientist and co-founder Curate Solutions

explained. "What we're doing is more of a numbers game," she said. "Any individual can track one particular municipality or data set, but AI allows a business to focus on a large data set distributed over a region. In that way,

we're ahead of the game." The incredible part is, Curate's AI—and AI programs, in general—will only grow faster and more accurate with time as they digest more and more data. "It [AI] is continuing to improve and get faster," said Taralinda. "It's valuable in its current state and it is only getting better."

### Advancing AI Wisconsin

Earlier this year, **Oliver Buechse** and **Kurt Hahlbeck** created Advancing AI



valleys of both interest and funding, but more recent technological developments—specifically improvement in computing power—have galvanized the field.

### How does AI work?

Many of today's AI programs are designed to search through large amounts of data and analyze it to find patterns. Only recently has the availability of large data sets coupled with the increase of computing power enabled AI to perform tasks on par with human capabilities of decision-making on a large scale. The most critical breakthrough in giving machines the semblance of intelligence has come from machines' ability to interpret information and replicate complex cognitive processes while relying on less guidance from humans.

### How will AI affect the banking industry?

AI has the potential to drastically alter the workforce landscape over the next 5-7 years. Consulting firm A.T. Kearney projects that 13 percent of jobs in the U.S. will be replaced by 2024. Many of the 19 million impacted positions will be "cognitive" jobs, including decision-making and advisory jobs in banking, insurance, and investment management, as well as many other industries. Banks will need to train their employees to meet new expectations and adapt to fundamentally altered workforce dynamics.

In addition, consumers are quickly becoming used to machines communicating back to them in what feels like a natural form of interaction (programs like Siri and Alexa are good examples). Bank customers will soon come to expect these "suggestions" from sites or digital assistants, ranging from where to dine and what to buy to what to invest in.

### What is AI?

AI, or "artificial intelligence," refers to intelligence or perceived cognitive functions by machines. Typically, it is used to refer to a machine which is able to perceive its environment and take actions that maximize its chance of success at some goal. Many people think AI is a new phenomenon, but it was actually founded as an academic discipline in 1956. Since then, the technology has seen peaks and



Wisconsin, a coalition of business and industry leaders, to increase awareness of the set of technologies often referred to as "Digital Disruption Technologies" and their impact on Wisconsin businesses, workforce needs, educational programming, and the state overall. While several large companies have already launched their own efforts to adopt or develop AI-based solutions, midsized and smaller players have more limited opportunities to get into the game. That's why the WBF is working with industry solutions providers (like Curate and other technology providers) to initiate dialogue with the smaller players and jointly explore how to create access to the benefits of these new technologies.

To that end, the WBF presents the following "AI Primer for Bankers" based on initial market research and analysis performed by Advancing AI Wisconsin. We hope you'll find it helpful as you begin exploring AI's potential in the financial services arena.

With these changes come not only threats, but also opportunities for increased competitiveness of those who embrace AI and adapt to the new environment faster than others. The goal of AI is not to entirely replace the human aspect, but to empower human decisions with data and insights. Curate's AI program (described earlier in this article) is just one example of how the advent of AI can positively impact Wisconsin's banking industry.

*Buechse is the founder of My Strategy Source and an active member of the Advancing AI Wisconsin coalition.*

*Semmann is WBA executive vice president—chief operations officer and executive director of the Wisconsin Bankers Foundation.*

# Banconomics Launches as Website

By Mike Semmann

Welcome to your new source for industry data! The familiar quarterly Banconomics reports used by banks across the state to compare their performance to peers and project industry trends have been transformed



## Association Update

Michael B. Semmann

into an easily accessed, simple-to-use website: [www.banconomics.com](http://www.banconomics.com); no password required!

Produced by the WBA and Wisconsin Bankers Foundation, *banconomics.com* hosts data and analysis compiled

by WBA Bronze Associate Member CliftonLarsonAllen LLP from the quarterly FDIC reports. The reports are updated each quarter and available for download as PDF files directly from the website, on-demand.

In addition to the quarterly reports, the new website also offers other information, such as housing sales, unemployment data by county, and a wide variety of economic development data, all gathered in one spot for your convenience and updated monthly. Take a quick visual tour of the new site (left), or visit [www.banconomics.com](http://www.banconomics.com) and start exploring today!

Don't forget to sign up for the Banconomics newsletter by entering your email!

*Semmann is WBA executive vice president – chief operations officer.*

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**Banconomics – 2017 Q2 – FDIC Reports**

The quarterly data has been summarized for your convenience. Compiled by CliftonLarsonAllen.

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# 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:

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 Twitter: @RoseOswaldPoels



## Membership Benefits

### WBA Holds New CEO Meet and Greet

The WBA recently hosted a meet and greet for 12 bank executives who are relatively new to their positions. The purpose was to introduce these individuals to each other for networking purposes in addition to providing context on how WBA can help them succeed in their new positions. Topics included WBA's advocacy efforts, services, and resources as well as efforts such as growing BOLT (Building Our Leaders of Tomorrow) membership in each of the banks.

Bankers in attendance were: **Corey Davis**, Baraboo National Bank; **Brian Fisher**, Starion Financial, Middleton; **Brian Gorman**, The Peoples Community Bank, Spring Green; **Kelly Heroux**, The Peshtigo National Bank; **Tim Hoff**, Bank of Kaukauna; **Mike Moderski**, McFarland State Bank; **Nate Parrish**, First Citizens State Bank, Whitewater; **Kevin Raisbeck**, American National Bank & Trust Wisconsin, Cuba City; **Dan Ravenscroft**, Royal Bank, Elroy; **Dawn Staples**, Superior Savings Bank; **Tim Tremi**, Bank of Luxemburg; and **Mark Wierman**, Ixonia Bank.

## Consumer Protection

### WI Attorney General Elder Abuse Task Force Launched

Attorney General **Brad Schimel** has announced the creation of a Task Force of Elder Abuse. Johnson Financial Group's **David Gorr** will be representing the financial industry on the task force. WBA has been assisting with the effort of creating this task force and will continue to provide support. The task force is charged with compiling the resources and knowledge of a multi-disciplinary team of professionals to study the impact of elder abuse in Wisconsin and assess ways to improve outcomes for this growing population of citizens. The task force will meet quarterly, with issue-focused working groups that will meet on a monthly basis. Their first meeting will take place this month.

## Member Resources

### Give the CEOnly/CFOOnly Network a Try



WBA recently acquired the CEOnly and CFOOnly Networks. The sole purpose of these groups is to provide Wisconsin bank CEOs and CFOs with networking and idea-sharing opportunities. Membership is open to CEOs and CFOs of Wisconsin chartered banks. If you are interested in giving membership a try, join them at their next event, October 13 in Madison. Non-members can attend this meeting on a complimentary basis to discover the advantages of being a CEOnly or CFOOnly member. Details of CEOnly and CFOOnly memberships as well as the event can be found at [www.wisbank.com/CEO](http://www.wisbank.com/CEO).

## Advocacy

### Speaker Ryan Meets with Bankers in Janesville Office



Wisconsin bankers met with Speaker **Paul Ryan** in his Janesville office in late August. Arranged by WBA, the bankers spoke with Speaker Ryan on topics ranging from tax reform to regulatory relief to GSE reform. Thanks go out to the following bankers for taking the time to share their concerns with the Speaker: **Jim Caldwell**, First Citizens State Bank, Whitewater; **Len Devaisher**, Old National Bank, Madison; **Corey Hoze**, Associated Bank, Milwaukee; **Scott Huedepohl**, Community State Bank, Union Grove; **Rose Oswald Poels**, Wisconsin Bankers Association, Madison; **Keith Pollek**, Fox River State Bank, Burlington; **Larry Squire**, Johnson Bank, Janesville; and **Russ Weyers**, Southport Bank, Kenosha.

## Regulatory Update

### Federal Judge Overturns DOL's Final Overtime Rule on Salary Adjustments



On August 31, a federal judge in Texas overturned the Department of Labor's final rule increasing the standard salary level for determining which employees are classified as exempt from overtime under the Fair Labor Standards Act. The rule would have increased the salary levels from \$23,660 to \$47,476, requiring employers to pay overtime to salaried workers who earn less than \$47,476 annually, regardless of exemptions covered by the "duties" test. In granting summary judgment, the District Judge ruled that DOL could not create an overtime exemption based on salary alone and should consider an employee's duties. WBA recommends institutions work with their Human Resources Department to determine whether employees may qualify for any exemptions.



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

# Bankers Marketplace

## HELP WANTED

### Chief Financial Officer

**Wisconsin River Bank** is seeking a CFO to direct all financial/accounting activities of the bank. Key Responsibilities include: Supervision of Retail Banking area and cash management program. Oversight of financial accounting systems including general ledger, accounts payable, accounts receivable. Timely preparation and analysis of financial statements and reports. Recommendations related to budget preparation, profit forecasts, and operational changes as needed. Tax reporting and annual financial audit. Oversight of BSA, Information Technology, and Deposit Compliance. Model and report on a broad range of interest rate risk/asset liability management measures, and oversee Asset/Liability Management Committee. Identify opportunities for corporate growth and develop strategic plans to reach these goals. Direct, develop and implement policies, processes, procedures and internal controls. Relevant Bachelor's Degree and 7-10 years of related experience, or equivalent combination of education and experience is required. Interested candidates may forward a resume to: Wisconsin River Bank, Attn. HR Coordinator, P.O. Box 636, Sauk City, WI 53583. Equal Opportunity Employer

### Universal Banker

**Johnson Bank** and Johnson Insurance are a part of Johnson Financial Group, a privately held, full service financial services company, based in Racine, Wis. We offer expertise in banking, wealth, and insurance. We use a team approach to provide our personal and business customers with the most responsive and comprehensive custom solutions available. Universal Banker #8672: Job Description: The Universal Banker is a dual purpose role (teller and banker) that is responsible for advising clients in their selection of financial service products and services, and processing transactions. The Universal Banker will expand existing client relationships and develop new ones by being viewed as a trusted advisor with clients and follow sound, ethical banking practices and adhere to regulations and procedures. Job Requirements: Customer service skills with sales experience and cash handling; Demonstrated ability to meet or exceed goals; High school diploma required; college preferred; National Mortgage Licensing System (NMLS) registration required (preferred upon employment). Candidates must have excellent oral/written communication skills, solid problem solving and decision making ability, and learning on the fly. Job Location: Madison, Wisconsin, United States. Equal Opportunity Employer of Minorities, Females, Protected Veterans, and Individuals with Disabilities. Please visit [www.johnsonbank.com/careers](http://www.johnsonbank.com/careers) to apply!

### Chief Financial Officer – CFO

**Peoples State Bank** in Wausau, Wis. is seeking a CFO. Description: Member of the senior leadership team responsible for planning, controlling and directing the bank's accounting and financial reporting systems. Provides counsel to the chief executive officer and Board of Directors regarding the bank's internal accounting and financial reporting policies, programs, and procedures. Conducts analysis and prepares regular reports that depict the financial status of the bank to both internal parties, regulators, shareholders and the SEC. Directs the development, implementation and maintenance of accounting systems and control system over financial reporting in accordance with requirements of the Sarbanes-Oxley Act. Peoples State Bank (\$846 Million in Assets) has been recognized as one of the top 200 community banks for eight years in a row. We take pride in our community by providing a

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high level of service and being a good corporate citizen. At Peoples, it's about our customers, employees, and shareholders. Requirements: Candidates will have a Bachelor's degree in the field of business, including specific courses in accounting, finance, and economics. Seven to ten years of related banking experience with direct SEC reporting experience. Certified Public Accountant license required. To apply or find out more information on this opportunity, please go to: [www.bankpeoples.com/About/jobs.asp](http://www.bankpeoples.com/About/jobs.asp). We are an Equal Opportunity Employer of Minorities, Females, Protected Veterans, and Individuals with Disabilities.

### Agricultural/Commercial Lender

**Markesan State Bank**, a locally owned bank who has proudly served our community for 126+ years, is seeking a relationship focused Lender to serve our members. While this position will be located in our Markesan location, we also have branches in Randolph and Waupun and our services are used throughout the surrounding areas. Your contributions will include: Meeting with loan applicants, conducting site visits, and reviewing financials for underwriting loan requests; Analyzing and preparing cash flows; Insuring proper loan structuring and documentation to ensure a strong loan portfolio; Managing the established loan portfolio; Developing new relationships and business; and Contributing to the diversity of the Bank's loan portfolio. To be successful in this role, you will need: Bachelor's Degree in Accounting, Finance, Agri-Business, or related field; 5+ year of lending experience (commercial or agricultural lending is preferred); Solid knowledge of Agricultural production and business banking practices; Working knowledge of Word, Excel and Outlook; Interest and ability to be an active member of the community; and Ability to build relationships with all audiences. In exchange for your talents, we offer a competitive compensation package and career growth. Our team is friendly and collaborative. We are a great place to work as evidenced by a combination of new and tenured employees. If you are interested in joining us, please send a cover letter including salary requirements and resume to [Lisa Broder, lbroder@markesanstatebank.com](mailto:Lisa.Broder@markesanstatebank.com). We look forward to hearing from you!

### Assistant Vice President – Wealth Management

**Trust Point Inc.** is seeking an experienced professional to join our highly credentialed staff and share our common goal of personally attending to our client's financial objectives. This key position within our company will provide the opportunity to work directly with clients in strategizing towards the preservation and continued growth of their trust assets. Responsibilities will be vast, exciting and varied. They will include but are not limited to: Management, administration and retention of existing high net worth trust and investment relationships. Promotion of the reputation of the company through communication & interaction with centers of influence. Investigation and recommendation of trust and estate management and administration actions. Behaving as a mentor for other Trust Officers on any Trust issues. Qualifications: Bachelors degree with 10-15 years' experience in investment management, trust, accounting or related experience. A commitment to build

and maintain outstanding client relationships. CFP, CTFA, CPA or JD, preferred. Excellent communication skills. We offer an extensive benefits package which includes: Health, Dental, Life, AD&D, and LTD insurance, Cafeteria Plans, Profit Sharing, 401k, Paid Vacation, Paid Holidays, On-Site Workout Facility and more. To apply please visit <https://trustpointinc.applicantpro.com>.

### Office Assistant

**WBA** is seeking a full-time Office Assistant for our Madison, Wis. headquarters. This person will provide the first impression of WBA on the phone and in person while performing traditional front desk receptionist and administrative duties. In addition, this person will support the daily operations of the office, including any or all the following: operation of a mail center, operation of a copy center, fulfilling orders, overseeing office copier/printer use and supplies, maintaining office supplies, onsite meeting logistics, and coordinating onsite facilities maintenance. This person also provides administrative assistance as needed. This person is required to lift items up to 75 pounds. The successful candidate will have a positive personality and enjoy interacting with people, strong attention to detail and the ability to multi-task in a fast-paced environment, and strong computer skills, including knowledge of MS Office along with the ability to adapt to new software; possess solid customer service skills and be self-motivated; and be able to meet deadlines and manage projects to completion. To apply, please email a resume and cover letter to [HR@wisbank.com](mailto:HR@wisbank.com).

## Not Getting WBA's Emails? Send This to Your IT Staff...

WBA has switched to a new email service. To ensure you continue to receive WBA emails, please send the following information to your IT staff. They will need to "whitelist" WBA and our new provider, MailChimp. The IP addresses to use are: **205.201.128.0/20** and **198.2.128.0/18**

Visit <http://mailchimp.com/about/ips> for more information. Please contact WBA's **Randy Molepske** at [rmoleske@wisbank.com](mailto:rmoleske@wisbank.com), 608/441-1212 with additional questions.

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