

## All About Attraction

By Amber Seitz

In the fields of business leadership, human resources, and talent management, “diversity and inclusion” is more than just a buzzphrase; it’s become a ubiquitous topic of discussion at conferences, around board room tables, and even at the proverbial watercooler. “Everyone is talking about diversity programs, but it’s not just a popular trend,” explained **Michael Noack**, COO of Executive and Professional Search at The QTI Group. “It’s a baseline requirement.”

Despite its popularity, many professionals still misunderstand what diversity

and inclusion (D&I) is. “When most people hear the terms ‘diversity’ and ‘inclusion’ they assume it’s only about race and gender,” said **Cedric D. Thurman**, chief diversity officer at the Federal Home Loan Bank of Chicago. However, that can cause people to think diversity is either not about them or only about them, he continued. Instead, an effective D&I strategy



focuses on recognizing all the differences between people and leveraging those differences (including abilities/disabilities, education, work experience, ethnicity, military service, socioeconomic, generation, background, and more) to build a stronger organizational culture.

Another common misconception is that increasing the diversity levels in an organization will make it more difficult to manage.

*(continued on p. 20)*

*Reflecting your market yields dividends with customers, talent*

## Move Beyond Sales and Service

*A relationship-banking culture can help banks compete*



companies. Every customer relationship is important, especially as banking becomes viewed as a commodity by more and more consumers. “As you look at your relevance as an organization, you have to realize your audience is changing,” said **Dirk Gasterland**, CEO of Coulee Bank, La Crosse. “Because people have been viewing banking as a commodity, we have to draw the relationship element in by allowing customers to transition generationally.” Shifting your bank’s culture from “sales” to “relationship building” can mean the difference between connecting with your community and losing to the competition.

*(continued on p. 24)*

By Amber Seitz

Competition is fierce in banking, for both loans and deposits. Traditional banks today face off against other financial institutions and familiar non-bank players (like payday lenders) as well as newcomers to the fray, including online-only banks and fintech

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## Message from the Chair

# Thank You for a Term of Growth, Accomplishments

By David P. Werner

Even though my term as WBA Chair was extended beyond 12 months, the time has flown by. One reason is that our industry has experienced so much change. We are in a completely new political landscape (at both the federal and state levels), a different part of the business cycle (especially for agriculture), and a constantly changing competitive environment (credit unions and other non-bank



### Message from the Chair

David P. Werner

lenders are all looking for new ways to gain market share).

Despite all that, I think the real reason my time as Chair has gone by so quickly is because we—as an association

and as an industry—have accomplished so much.

In the advocacy realm, we've achieved several legislative wins, most notably reducing regulatory burden for most WBA members with the passage of S. 2155 (the Economic Growth, Regulatory Relief, and Consumer Protection Act) on May 24, 2018. We have also continued our great participation in grassroots advocacy, setting a

new attendance record at the 2018 WBA Capitol Day (which reached over 70 percent of the Wisconsin State Legislature) and representing Wisconsin well at the federal level through our participation in the ABA and ICBA trips to Washington, D.C. Many WBA member banks have also stepped up by selecting an Advocacy Officer at their bank to be the point person for all grassroots efforts.

Our association has also delivered numerous innovative products and services to member banks. One that stands out to me is the newly created WBA Association Health Plan. Provided through WBA EBC, the plan has allowed cost-effective access to health care insurance for our bank employees for WBA members, with a tremendous positive financial impact for several of the banks who switched to the AHP from another provider. In addition, our industry has benefitted from the many professional development and educational programs delivered in 2018 and 2019, including the 2019 Bank Executives Conference, which included a Q&A session with FDIC Chair **Jelena McWilliams**.

Finally, our industry has continued to grow stronger throughout the state. In 2018 alone, we grew in almost every lending category, increased total deposits 2.6 percent, and saw a 12 percent decrease in noncurrent loans and leases. It has been an incredible honor to help lead the industry during this period in which we've overcome many challenges and demonstrated our strength and commitment to serving our communities.

I would also like to take this opportunity to thank WBA President and CEO **Rose Oswald Poels** and all the



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(continued on p. 4)



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## Americans and Wisconsinites Spend on Politics... But Not as Much as March Madness

By Jon Turke

*“There’s too much money in politics.”*

When fundraising for WBA’s Alliance of Bankers for Wisconsin conduit or Wisbankpac, that’s a refrain I hear often. And if you are among those who think that, you’re not alone. According to a *New York Times/CBS News* poll released in 2014, 84 percent of respondents believe money has too much influence in political campaigns. In the same poll, 39 percent want to see fundamental changes to the campaign finance system while 46 percent want it to be completely rebuilt.

So how much money do we spend? During the 2018



### Advocacy Update

Jon Turke

» Contact WBA’s **Jon Turke** at [jturke@wisbank.com](mailto:jturke@wisbank.com) or 608-441-1215 to find out how you can get involved in political giving!

Congressional campaign—the costliest in history—an estimated \$5 billion was spent. Combining the Congressional races with the Presidential campaign in 2016 tallies at \$6.5 billion. That’s certainly a lot of money.

Closer to home, spending on Wisconsin legislative races in 2018 increased 27 percent from 2016. During this last cycle, \$36 million was spent on convincing you who to vote for, compared to \$28 million in 2016 and \$17 million in 2014. The highest-spending legislative race in 2018 (at \$4.5 million) was the 17th Senate District where **Howard Marklein** (R-Spring Green) won re-election. Four other State Senate races topped \$1 million.

Of the \$36 million spent on Wisconsin races in 2018, \$12.2 million was spent by outside groups supporting one side or the other. At the top of the list was the liberal Greater Wisconsin Committee (\$3.8 million) followed by Wisconsin Manufacturers & Commerce (\$2.1 million).

Any time you’re throwing billions and millions around, you certainly must pay attention. However, based on the stakes of every election, we might not be spending enough. At least, compared to some other parts of life where Americans spend money. Here are a few examples:

» During the 2019 NCAA Men’s Basketball Tournament, an estimated \$8.5 billion will

be wagered in office pools and sportsbooks.

» Halloween 2017 saw Americans spend more than \$9 billion on costumes, candy, and other holiday treats.

» Americans certainly love their pets. The American Pet Products Association estimated we spent \$6.2 billion on grooming and boarding alone in 2017. Pet food was another \$29.1 billion.

Each election can bring change that will last a generation. Compared to what we spend on everything else in our lives, supporting candidates for office that you feel will do the best job representing *you* is a small price to pay.

If you’d like to skip one of those extra trips to the coffee shop once a week and donate that money to one of WBA’s political funds, feel free to contact me to find out how you can get involved!

*Turke is WBA director –government relations.*

**WBA Capitol Day**  
May 21 ★ Madison Register at [www.wisbank.com/CapDay](http://www.wisbank.com/CapDay). See pgs. 10-11 for more information.

## New Capital, Recruiting Services for Members

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

**Hays Companies, Inc.**  
[www.hayscompanies.com](http://www.hayscompanies.com)  
Milwaukee

Contact: **Dan Robinson**  
Tel: 414-443-0000  
[d Robinson@hayscompanies.com](mailto:d Robinson@hayscompanies.com)

Hays Companies provides commercial and employee benefit insurance consulting and brokerage services to over 450 companies in Wisconsin. Their Wisconsin operations opened in 1999 and they have been awarded “Best

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

Workplace” in Southeastern Wisconsin for eight consecutive years.

**Windward Recruiting**  
[www.windwardrecruiting.com](http://www.windwardrecruiting.com)  
Greenfield, Wis.

Contact: **Chris Bisenius**  
Tel: 414-939-8700  
[chris@windwardrecruiting.com](mailto:chris@windwardrecruiting.com)

Windward Recruiting is an executive search firm that focuses in the banking and wealth management

industries. They are based in Milwaukee and have developed a network of relationships in the Wisconsin market over the last eight years. They offer retained and contingent search options to fit every client’s needs. They pride themselves on the strong relationships they build with their clients and candidates. Assisting clients and candidates in reaching their goals is their main priority.

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

## Chair's Message

*(continued from p. 2)*

WBA staff for their support and guidance throughout these 18 months. I also wish to thank my fellow board members for their insights and enthusiasm throughout my term. It has been an honor to serve our industry, its clients, and its communities alongside you. I also wish to thank my bank and my family for their support and patience with the extra time away that this position sometimes requires.

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

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Our belief is to make the loan and then stay out of the banker's way and let you do your job. You will only see us when you choose to.

Call Rick Gerber at 1.866.282.3501 or email [rickg@chippewavalleybank.com](mailto:rickg@chippewavalleybank.com)



# Lending to a Non-Resident Alien

## Considerations for banks before providing credit

### Are There Rules for Lending to a Non-Resident Alien?

**Answer: No.** No specific rules exist, but there are some related rules, and additional considerations.

Lending to a non-resident alien is generally a matter of a bank's loan policy and making a business decision. From a regulatory standpoint, a bank should also consider The Fair Lending Act and the Equal Credit Opportunity Act (ECOA) in addition to some practical matters.

The Fair Lending Act prohibits discrimination based on race, color, national origin, religion, sex, familial status, and disability. It does not include immigration status. However, federal regulators have found Fair Lending violations based upon results, rather than active discrimination. Meaning, a bank should be cautious when evaluating non-resident aliens to ensure its decision is not based on a prohibited basis following a factor potentially



### Compliance Q&A

Scott Birrenkott

related to immigration such as national origin.

ECOA, implemented by Regulation B, indicates in 1002.6(b)(7) that a creditor may consider the applicant's immigration status or status as a permanent resident of the United States, and any additional information that may be necessary to ascertain the creditor's rights and remedies regarding repayment.

The commentary to that section provides:

The applicant's immigration status and ties to the community (such as employment and continued residence in the area) could have a bearing on a creditor's ability to obtain repayment. Accordingly, the creditor may consider immigration status and

Visit [www.wisbank.com](http://www.wisbank.com) to learn more about this topic and other compliance-related issues.

differentiate, for example, between a noncitizen who is a long-time resident with permanent resident status and a noncitizen who is temporarily in this country on a student visa.

Thus, a denial of credit on the ground that an applicant is not a United States citizen is not per se discrimination based on national origin.

So, a bank may consider immigration status from a repayment standpoint. A bank will need to consider its loan policy, which should address practical considerations as well, such as: does the bank have jurisdiction over this individual? If they are not a U.S. citizen, would the bank be able to initiate proceedings against them? Are they a flight risk? What if their plans change and they return to their country of origin? Will the bank be able and willing to pursue them if the loan goes bad?

### Legal Hotline:

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

Submit your legal inquiry via email ([wbalegal@wisbank.com](mailto:wbalegal@wisbank.com)) or by calling the legal hotline at 608-441-1200.

*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 Comments on Community Bank Leverage Ratio Proposal

### Summary of recent comment letter below

WBA recently commented on FDIC, FRB, and OCC's (Agencies') proposed Community Bank Leverage Ratio (CBLR) rulemaking implementing Section 201 of Economic Growth, Regulatory Relief, and Consumer Protection Act (Act). The Act required the Agencies to set a CBLR between 8 and 10 percent. WBA urged the Agencies to finalize a rule that clearly provides the CBLR remains optional at all times, and that sets the CBLR at 8%. WBA also strongly encouraged the Agencies to continue



### Comment Letter:

- [www.wisbank.com/media/564662/20190208\\_frb-cfpb-regulation-cc.pdf](http://www.wisbank.com/media/564662/20190208_frb-cfpb-regulation-cc.pdf)

efforts to further simplify the generally applicable risk-based capital standards to address unnecessary complexity and provisions that needlessly

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.

inhibit economic growth or constrain banks in fulfilling their core functions.

In the comment letter, WBA states: "We believe that the CBLR proposal is not intended to reduce the amount of regulatory capital banks need. Rather, it is designed to be a regulatory relief measure

for banks that can demonstrate they have significantly more capital than the new Basel III standards require. WBA, therefore, believes that this proposal ... would help reduce regulatory burden for these banks by reducing staff time, outside audit costs, and even examination time."

Read the full text of WBA's comment letter here: [www.wisbank.com/media/564662/20190208\\_frb-cfpb-regulation-cc.pdf](http://www.wisbank.com/media/564662/20190208_frb-cfpb-regulation-cc.pdf).

*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).*

# Jumpstarting a Career

*An investment in the future of your bank and the banking industry*

By Ally Bates

Each year thousands of students graduate from Wisconsin's many universities ready to start their careers. An internship program can help ensure some of those new members of the workforce bring their enthusiasm and fresh knowledge to your bank and help you reap the talent rewards.

**Andrea Matsudaira** is one of those young people entering the labor pool. She is graduating from Marquette University's banking program this spring with a job at a bank already lined up, made possible by interning at two different banks during her time at school. The internships were a way for Matsudaira to gain experience in banking and help her appreciate the impact of the work bankers do. "I liked that I was able to walk around town and I would notice clients. It was really cool to recognize that I was part of the financing for what they were doing," said Matsudaira.

Matsudaira's two internships were with Fond du Lac-based National Exchange Bank & Trust and PNC Bank, and both trained her for an analyst role. "At National Exchange Bank, I was able to participate on a project with the CCO and CFO to implement CECL, calculating the new reserves. I was in a financial modeling class at the time, it was nice to see how what I was learning in school applied at the bank."

National Exchange Bank and Trust, Fond du Lac, formally started its internship program three years ago. The bank had always had summer students and youth apprentices but decided to add some structure to the process. "We had two major reasons for starting the program," explained **Tami Christian**, senior vice president/human



resources, National Exchange Bank & Trust. "One, we wanted to create a pipeline of talent that would allow us to potentially hire interns upon completion of their internship, and two, to give back to students while bringing more awareness to banking, basically 'marketing' the financial and banking industry to students." **Tammy Pitts**, vice president/human resources, National Exchange Bank & Trust, discussed how the bank onboards interns the same way they would a regular employee, getting the interns acquainted with the organization, its strategy, history, and making the students more aware of how their work fits in to the bigger picture.

Investors Community Bank, Manitowoc, accomplishes this by encouraging strong working relationships among each cohort of interns, just like with traditional bank employees. "We're flexible on the beginning and end of the internship depending on school schedules, but we try to have [the interns] start at the same time so they can get to know one another," said **Rachel Schulz**, HR specialist, Investors Community Bank. "We want the interns to build camaraderie, and it can be helpful when starting something new to be

with people your own age experiencing the same thing."

Both Investors Community Bank and National Exchange Bank & Trust place interns in a variety of areas. "It's a little different every year. We ask managers to speak up if their department needs an intern for the summer. Our ag credit department has steadily had two to three interns the last four years," explained Schulz. "This will be the third year our business credit department has an intern, and marketing has an intern this summer. I actually started as an HR intern. All the internship experiences are different depending on the department." Schulz, Christian, and Pitts all emphasized that the banks want their interns to have a bigger-picture view of banking, and have a broad understanding of what goes on in the different areas of the bank.

"We really tried to make it an 'intern-worthy' experience," said Christian. "We want to provide the day-to-day experience of working in the bank, as well as opportunities to work on projects, and give them exposure to other parts of the business."

Schulz noted that Investors Community Bank also has the interns spend time in other departments, to get a general overview of how banking

➤➤ A "jumpstart" is what an internship is to a student—a summer or semester at a bank can be a stepping stone to the future for the next generation of banking leaders.

works. "One of the major perks of the internship program is helping people," remarked Schulz. "Being able to show the students what expectations there are and talk through the expectations. We want them to be more prepared for a future job."

"We want the interns to develop their analytical and problem-solving skills, attention to detail, the integrity in which we expect employees to operate, and learn to prioritize," said Christian.

Having interns is a way to invest in the future of the bank, and banking as a whole. Investors Community Bank and National Exchange Bank & Trust have been able to hire former interns on as staff and inspire future bankers by giving them the chance to experience the industry. "The organization and team also embrace the opportunity to learn from the students," Pitts explained. "They have talents and skills that are fresh and new, and are remembered by the team after they leave."

"I'm really appreciative that there are banks out there eager and willing to jumpstart a career," said Matsudaira. A "jumpstart" is what an internship is to a student—a summer or semester at a bank can be a stepping stone to the future for the next generation of banking leaders.

*Bates is WBA administrative/communications assistant – legal.*

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WBA Capitol Day ☆ May 21 ☆ Madison

# Speak Up! The Banking Industry Needs You

*Time is running out to register for Capitol Day*

On **May 21, 2019**, join WBA and your fellow bankers as we meet face-to-face with legislators and their staff to illustrate how Wisconsin's banks are helping Wisconsin's economy, businesses, and communities.

WBA has set the ambitious goal of having 100 percent participation at the 2019 WBA Capitol Day, meaning we need at least **one banker** from **every member bank** to participate. The tremendous impact that level of industry commitment and unity will have on

lawmakers cannot be overstated.

Registration to the event is complimentary, and lunch will be provided. The day will include an update on current legislative and political dynamics, an issues briefing, and a pre-arranged visit with your lawmaker or their staff. We will be joined by Wisconsin Department



Sec. Peter Barca



Sen. Patrick Testin

of Revenue Secretary **Peter Barca** for a presentation during lunch. In addition, this year we will be hosting a panel on hemp featuring

Senator **Patrick Testin**, the Hemp Alliance, and the Wisconsin Department of Agriculture, Trade and Consumer Protection (DATCP).

Visit [www.wisbank.com/CapDay](http://www.wisbank.com/CapDay) for more information and to register today.

## Download the App!

Capitol Day has gone digital! After you register at [www.wisbank.com/CapDay](http://www.wisbank.com/CapDay), download the event app from your favorite app store (*it's free!*). In the app store, search for and download the **CrowdCompass Attendee-Hub** app. Search within the app for WBA Capitol Day to see the agenda, meeting schedule, and more!



## ★ — Sneak Peek at the 2019 Capitol Day Agenda — ★

9:30 a.m. | Registration Begins    10 a.m. | Program Begins – Welcome!

10:10 a.m. | Issues Briefing  
WBA staff and other speakers will provide details and updates on the items you'll be discussing with your representatives later in the day.

11:30 a.m. | Closing Remarks

11:40 a.m. | Group Planning Session

Noon | Lunch

1 p.m. | Department of Revenue Secretary **Peter Barca**

1:20 p.m. | Group photo at the Capitol

1:30 p.m. | Legislative Meetings\*    2 p.m. | Legislative Meetings\*

\*WBA Staff has scheduled meetings for bankers with legislative offices. Most of these meetings are at 1:30 p.m. and/or 2 p.m. Check the app for when and where your meeting is scheduled!

“This is how our elected representatives learn the little nuances of different areas of trade and commerce that they can’t possibly be expected to already know. The impact is strongest when the collective voice of an entire industry expresses unified beliefs using real-life examples.”

— Scott Romportl  
River Cities Bank  
Wisconsin Rapids

## Issues Briefing Preview: This Year’s Capitol Day Hot Topics

The following topics are up for discussion at this year’s legislative meetings:

### 1. Tax Exemption for Agricultural Loans – 2019-2021 Budget Request

**Issue:** To incentivize credit to farmers, this provision would amend the tax code to exclude from income tax net profits received by a lender for these loans. Patterned after a federal bill—H.R. 6260, Enhancing Credit Opportunities in Rural America Act of 2016 (Rep. **Lynn Jenkins**, R-Kan.)—this

budget provision will provide increased access to cheaper credit for farmers in a rising interest rate environment. It also provides parity in the tax code in relation to the treatment of tax on commercial loans.

### 2. Industrial Hemp – Support the Growing Opportunities Act

Authors: Sens. **Patrick Testin** (R-Stevens Point) and **Lena Taylor** (D-Milwaukee); Reps. **Dave Considine** (D-Baraboo), **Bob Kulp** (R-Stratford), **Scott Krug** (R-Nekoosa), and **Romaine Quinn** (R-Barron)

**Issue:** The Growing Opportunities Act works to create a framework that the WI Department of Agriculture, Trade, and Consumer Protection (DATCP) can utilize to develop a plan to submit to the USDA so that Wisconsin can maintain control over our hemp program as it transitions from pilot to permanent. The bill aligns Wisconsin with federal law by removing hemp from Wisconsin’s Controlled Substances list and updates the definition of hemp to conform to the federal definition, which still stipulates that

hemp contain 0.3% THC concentration or less (a non-psychoactive level).

### 3. Financial Institutions Trailer

**Issue:** Last session the legislature unanimously passed a bill to update various sections of the financial institutions statutes. We will again this session introduce a bill to further update the statutes to match today’s practices. The bill is currently in drafting and will be circulated later this summer.

# During Down Cycle, Ag Banks Strong for Their Customers

*Wisconsin agricultural bankers provide support, industry insight*

March 14 was National Ag Day, and WBA commemorated it with a press release highlighting the many ways in which Wisconsin's ag banks support the ag industry. To do so, the association polled its ag bankers on what they do to serve their agribusiness customers, as well as for stories on how they go the extra mile for farmers.

"We value the farms, agribusiness, and hardworking people that make up the communities we serve," one banker responded. "For over 160 years, agriculture has been a part of our business and will continue to be important to us, just as it's important for the ag community to have local, community banks to help them through these tough times. Whether it's sitting at the family dinner table late in the evening discussing the future of an operation, an afternoon visit to drop off a gift card just to say 'thanks and have dinner on us' during the busy harvest season, or a quick phone call to a dairy farmer just to check in on his or her mental well-being, we continue to help our ag community grow and prosper."

Bankers from other institutions revealed they support their community through service on local ag boards, buying animals at county fairs, hosting annual informational meetings on agribusiness-related topics, and sponsoring major ag events. Yet another banker responded, "With our time and talents, our bank and our bankers support local ag community initiatives and youth programs. Healthy communities and schools are important to our current generation of farmers and our next generation of farmers. Succession planning is a part of every customer

annual review." Other institutions reported offering similar forward-looking assistance with long-term planning and succession.

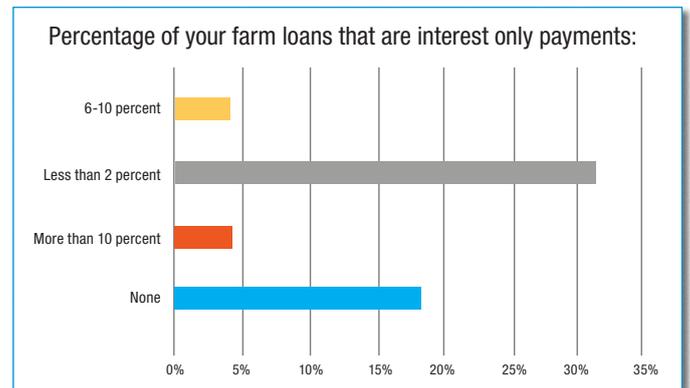
Ultimately, WBA's survey of member banks revealed their dedication to serving their ag customers, even when a loan or other financial product isn't the best solution. "In these difficult times, just being there to listen is the most important thing we do," one banker wrote. "Saying yes is easy, saying no is difficult... and sometimes no is the most honest answer."

Just a few months later, the WBA again surveyed its ag banking members, this time to provide market insight. While loan restructures and concern over commodity prices has increased from last year's survey, responses generally

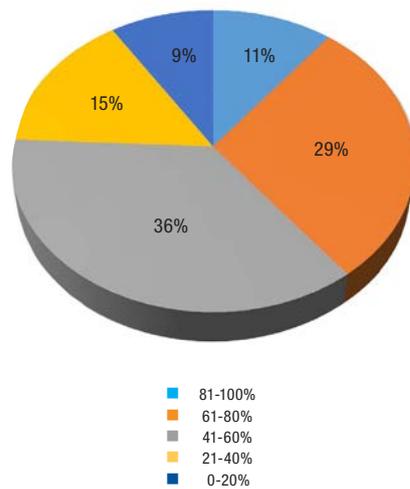
indicate a healthy banking sector ready to serve its ag customers. In fact, 70 percent of survey respondents indicated their bank is actively pursuing new ag business.

Highlights from the survey are detailed below:

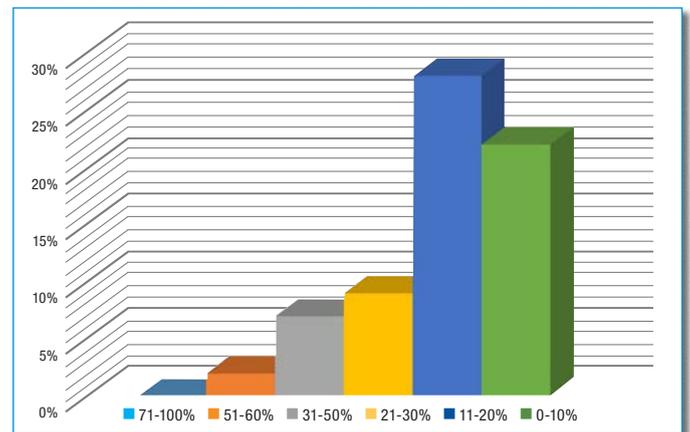
*\*Survey, 2019 WBA Agricultural Bankers Conference, April 2019.*



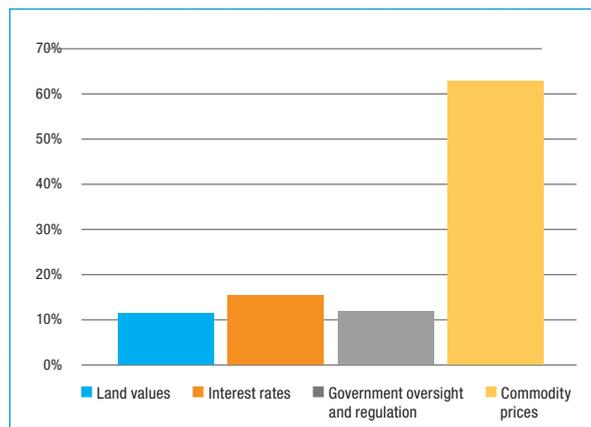
Percentage of your current ag customers that could borrow more money if they wanted to:



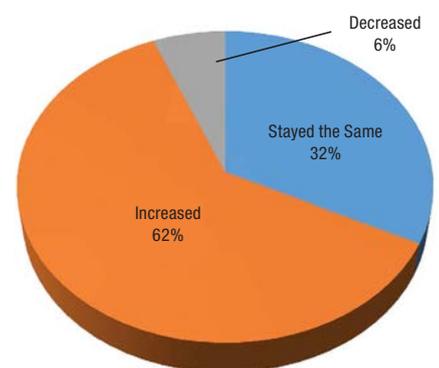
Percentage of ag loan customers needing loans restructured in 2018



Largest risk(s) associated with your bank and agricultural lending:



Loan Restructures in 2018 Compared to 2017



# Under Pressure: Deposit Betas

By Matt Harris

In science class we were taught that pressure is the application of force against an object. As bankers, we are constantly experiencing this phenomenon with our depositors and rates. Today presidents, CFOs, and other risk managers across the country are sharpening their pencils and focusing on how their institution's deposit rates impact net interest margin and the bottom line. In Asset Liability Committee (ALCO) lingo, the term "beta" is used to describe the relationship between deposit rates versus their sensitivity to the change in short-term interest rates.

It's been a while, but since December 2015 the Federal Open Market Committee (FOMC) has increased the federal funds target rate nine times, totaling 225 basis point, to the current level of 2.5 percent. Up until last year, the general feeling was that deposit betas were much lower when compared to previous rate cycles. Those feelings were in large part confirmed as banks calculated deposit rates ranging less than 20 percent on their deposit rates versus historic cycles usually ranging from 30-45 percent.

Many industry experts have studied why deposit betas have been subdued this time versus past cycles. Some reasons include: the massive amount of bank reserves versus historical levels, increased regulation, higher non-interest cost, and management's desire to maintain margin levels consistent with what they've experienced over the last two decades. Customers are starting to pay more attention since the four hikes last year and the fact that competitive rates are now above inflation rates around 2 percent, implying a pickup in real earning. Toss in growing funding needs and changing customer demand competition



**The Baker Group**

Matt Harris

The Baker Group

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**Keep in mind that assumptions by definition have limitations since they can vary from what actually occurs in reality. That's why as prudent risk managers we should always periodically stress test our assumptions with worst-case scenarios. If your bank hasn't been talking about implementing these concepts, now is definitely the time to do so!**

(think fintech) and that gives you the perfect recipe for higher deposit betas.

The review and analysis of deposit rates and their projected betas is never a one-size-fits-all approach. Variables such as geography and market competition heavily weigh on the sensitivity of these rates. New York and the Southeast region tend to have the highest deposit betas while areas in the Midwest have the lowest. In more competitive markets, we're beginning to see certain products being tied to short-term interest rates (for example 50 percent of prime rate). By tying your non-maturity deposit rates to short-term rates you remove flexibility to manage these rates, which can be challenging in a rising rate environment. Another factor is institution size; community banks have been slower than regional and big banks, but will likely have to play catch up if they lagged over the last three years.

One interesting trend we are seeing is banks spending more time improving and incentivizing their deposit operations department. While it's long been the norm to establish programs like this in the lending area, these individuals at the bank are vital in providing low-cost funding, which can then be deployed in earning assets such as loans or securities. ALCOs are rolling out new customer loyalty programs and improving customer relationship-building training with office administrators and controllers at their commercial accounts. Below are some other useful ideas to help manage your betas.

## » Ideas to Lower Your Deposit Betas

» Limit rate advertisements, focus on quality of service and products offered

» Tier certain deposit products and manage their rate changes separately, creating some low beta products (most often with lower balance tiers)

» Focus on certain demographics that exhibit low deposit beta behavior

» Increase duration of client relationships through training/education/incentives

» Cross-selling strategies and customer loyalty programs

If your bank experienced higher betas earlier in the cycle, how much will it take for competition to catch up? If your bank is smaller than market competition, will it lose market share? If loan demand is picking up, how long can the bank support these

growth levels with these higher funding costs?

As you and your bank think about these questions, remember that there are many reasons other than interest rate why customers choose to deposit their funds at the bank. Studies have determined that consumers place higher value on attributes like convenience, service, availability, and technology over deposit rate pricing. Also keep in mind that assumptions by definition have limitations since they can vary from what actually occurs in reality. That's why as prudent risk managers we should always periodically stress test our assumptions with worst-case scenarios. If your bank hasn't been talking about implementing these concepts, now is definitely the time to do so! Taking time to revisit these interest rate risk concepts, making adjustments to your ALM model, and stress testing are all the right ingredients to a successful exam visit from your regulators.

*Harris, CFA, is senior vice president at The Baker Group, a WBA Bronze Associate Member. He can be reached at 405-415-7251 or [mharris@GoBaker.com](mailto:mharris@GoBaker.com).*

## Did you know?

Wisconsin Banker occasionally prints informative articles like this one submitted by Gold, Silver, and Bronze WBA Associate Members. Interested in sharing your expertise? Contact WBA's Nick Loppnow at 608-441-1208 or [nloppnow@wisbank.com](mailto:nloppnow@wisbank.com) or email [sales@wisbank.com](mailto:sales@wisbank.com) for more information about purchasing Sponsored Content space in WBA's electronic publications.

# Bulletin Board

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

## Promotions and New Hires

### Cadott

Citizens State Bank of Cadott announced that **Bob Binczak** (pictured) has been hired as vice president of commercial banking, **Dan Lindeman** (pictured) has been hired as vice president of ag lending, and **Tim Stone** (pictured) has been hired as vice president of deposit operations.



Binczak



Lindeman



Stone



Weber



Benzinger



Allard



Weyer



T. Novotny



R. Novotny



Schultz

### Fond du Lac

National Exchange Bank & Trust is pleased to welcome **Joe Weber** (pictured) as a mortgage loan officer, and to announce the promotion of **Bob Benzinger** (pictured) to loan project officer.

### Fort Atkinson

Badger Bank is pleased to announce the promotion of

**Candy Allard** (pictured) to assistant vice president and human resource specialist, and **Mitch Weyer** (pictured) to vice president.

### Grafton

**Todd Novotny** (pictured) has joined Cornerstone Community Bank as a commercial lender.

In addition, **Rick Novotny** (pictured) has been promoted to chief credit officer.

### Lake Mills

Bank of Lake Mills is pleased to announce the recent promotion of **Jake Schultz** (pictured) to residential mortgage loan officer.

### Loyal

Citizens State Bank of Loyal is pleased to announce the addition of **Rick Jacob** (pictured) as senior vice president, chief lending officer.

### Madison

State Bank of Cross Plains is pleased to announce the promotion of **Paul Manchester** to senior vice president – chief retail officer.

Capitol Bank is pleased to announce the recent hiring of **Ami Myrland** (pictured) as senior vice president and chief financial officer and **Jim Saer** (pictured) as senior vice president of commercial lending.

*(continued on p. 15)*

## Community State Bank Provides Podcasting Opportunity to School

Community State Bank (CSB), Union Grove, recently donated new podcast equipment to support United Way's LIFT (Link and Inspire for Tomorrow) community school initiative at Knapp Elementary School. The donated equipment included two microphones with stands, a podcast board, headphones, and other technical equipment for audio connectivity. CSB also took the opportunity to help train and mentor United Way and Knapp Elementary School staff on the use of the equipment and audio software. Currently, the school is using their new equipment to compete in the National Public Radio Student Podcast Challenge.





**Erick Gorecki**  
262-369-7007

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

# Bulletin Board

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

## Promotions and New Hires

*(continued from p. 14)*

### Milwaukee

Park Bank has announced the following promotions: **Ryan Behring** to assistant vice president, credit administration; **Jillian Culver** (pictured) to vice president, private banking; **Sarah Krebs** (pictured) to assistant vice president, treasury management; **Valerie Milne** to senior human resources officer; **Ashley Mueller** (pictured) to assistant vice president, commercial banking; **Carol Patrick** to compliance officer; **Jennifer Webster-Menzynski** to assistant vice president, appraisals; and **Scott Winkel** (pictured) to first vice president, credit administration.



the promotions of **Chad Edwards** (pictured) and **Kaydi Sobottka** (pictured) to the title of vice president, and **Lisa Johnson** (pictured) to the title of Prescott branch officer.

### Oregon

Oregon Community Bank is thrilled to promote **Rob Ketter** (pictured) to bank assistant vice president – IT director.

### River Falls

First National Bank of River Falls recently announced

### Waukesha

Waukesha State Bank has hired **Brenda Mosehart** (pictured) as mortgage consultant, and has promoted **Mitch Grulke** (pictured) to commercial banker.

### Announcement Denmark

Denmark State Bank announced the launch of *Your Money, Your Life*, an interactive, online financial education initiative through their new partnership with the nation's leading education technology innovator, EVERFI, Inc. The program is available as a complimentary resource to help local community members learn how to manage their finances and plan for the future.

## Retirement Madison

State Bank of Cross Plains (SBCP) celebrates with **Linda Ballweg** (pictured) upon her retirement as the bank's executive vice president – chief retail officer. With more than 40 years in the banking industry, Ballweg has been an integral part of SBCP's success for 26 years—first by leading the human resources division and then as part of the executive leadership team for more than a decade.

## Associate Member News Milwaukee

Ambassador Financial Group, Inc. was acquired by PNC Bank on April 12. Going forward, the organization will be known as PNC Financial Institutions Advisory Group, Inc. Customers will continue receiving timely market commentaries, economic updates, thought leadership articles and quarterly publications enhanced with the broader resources and greater market breadth the merger provides.

## Choice Bank Announces Promotions



Choice Bank, Oshkosh, is proud to announce the promotion of eight employees. Pictured are:

**Marcia Buss**, personal banking officer; **Julie Freeman**, assistant vice president – branch manager; **Ingrid Jorgenson**, vice president – private banker; **Maggie McReath**, assistant vice president; **Chad Miller** (above, left), vice president – commercial lender; **Chad Miller** (above, center), vice president – residential lending; **Miranda Starbird**, vice president – controller; and **George Thada**, vice president – residential lending.

## Jeans for a Cause Benefits Local Darlington Salvation Army



First National Bank at Darlington employees recently donated personal funds to the local Salvation Army from their "Jeans for a Cause" fund. Accepting the donation is **Reg Gill**, Lafayette County Sheriff. Every Friday, participating employees wear jeans and pay \$5 to be donated to local organizations.



# Your EDUCATION Calendar

Conferences | Summits

Schools | Boot Camps

Seminars | Workshops

WBA Webinars

Other Events

## MAY

- **Principles of Banking Course**  
2-3 Lake Hallie – \$550/attendee **Session Full**
- **Trust Conference**  
3 Wisconsin Dells – \$245/attendee
- **School of Bank Management**  
5-10 Madison – \$1,395/attendee\*
- **Wisconsin Consumer and Marital Property Acts Webinar**  
7 \$325 + sales tax/connection
- **Human Resources Conference**  
9 Stevens Point – \$225/attendee
- **Association Health Plan Update Webinar**  
14 FREE - Includes recording
- **FIPCO Compliance & Software Forum (Deposit)**  
14 Wisconsin Dells - \$199
- **Compliance Management School**  
14-16 Wisconsin Dells – \$795/attendee\*
- **Lending Boot Camp**  
14-16 Wisconsin Dells – \$795/attendee\*  
(2-day registration also available, \$535/attendee)\*
- **IT Risk Management Seminar**  
16 Wisconsin Dells – \$245/attendee
- **Capitol Day**  
21 Madison – FREE
- **HSA Workshop**  
23 Wisconsin Dells – \$225/attendee
- **BSA/AML Compliance Conference**  
29-30 Wisconsin Dells – \$449/attendee
- **Bank Directors Summit**  
29 Stevens Point– \$449/attendee – \$225/first attendee; \$175/additional attendee
- 30 Eau Claire – \$449/attendee – \$225/first attendee; \$175/additional attendee

## JUNE

- **Managing Levies, Garnishments and Other Legal Process in Wisconsin Webinar**  
4 \$325 + sales tax/connection
- **BOLT Summer Leadership Summit**  
11-12 Wisconsin Dells – \$150/attendee
- **Compliance Forum: Session 1**  
18 Stevens Point \$1,400/bank membership  
19 Wisconsin Dells (includes 2 registrations  
20 Pewaukee for each of 3 sessions)

\*Lodging is available for an additional fee.

## JUNE (continued)

- **Marketing Peer Groups**  
19 Green Bay; \$39/attendee  
20 Eau Claire; \$39/attendee  
26 Madison; \$39/attendee  
27 Oconomowoc; \$39/attendee
- **Advertising Law Webinar Series: Part 1**  
26 (2-part series; including recordings)  
\$499 + sales tax/connection

## JULY

- **Community Bankers for Compliance (CBC) – Session 3**  
16 Stevens Point (*pricing options vary*)  
17 Madison (*pricing options vary*)
- **Advertising Law Webinar Series: Part 2**  
17 (2-part series; including recordings)  
\$499 + sales tax/connection
- **ABA CRCM Prep Course**, Chicago  
22-26 \$2,495/WBA Member
- 7/31 • **Agricultural Lending School**  
-8/2 Rothschild – \$895/attendee\*  
7/30 \$200/attendee for additional pre-school workshop\*

## SEPTEMBER

- **Management Conference** – including **CFO Conference**, Wisconsin Dells\*  
10-11 \$250/attendee for first two attendees;  
\$195/additional attendee
- **Secur-I.T. Conference**, Wisconsin Dells  
17-18 \$350/first attendee; \$300/additional attendee
- **Introduction to Commercial Lending School**  
18-20 De Pere – \$795/attendee\*
- **Supervisor Boot Camp**  
24-25 Wisconsin Dells – \$535/attendee\*
- 9/30 • **Deposit Compliance School**  
-10/1 Wisconsin Dells – \$535/attendee\*

» Visit [www.wisbank.com/education](http://www.wisbank.com/education) for more information and online registration.

» For questions or more information, email WBA Education at [wbaeducation@wisbank.com](mailto:wbaeducation@wisbank.com) or call 608-441-1252.

# Is Your Bank Prepared for a Cyber Attack? Is Your Board Compliance-Trained?

*New FIPCO partnerships to benefit Wisconsin financial institutions*

FIPCO is excited to announce a new partnership through its InfoSec/IT audit division with two best-in-class vendors: ThreatAdvice and FiHub.

ThreatAdvice and FIPCO are dedicated to educating your people, assessing your risk environment, and providing real-time threat intelligence so that you and your team are cyber-prepared. Did you know that 90 percent of all cyber breaches are successfully executed through targeting employees who are not cyber-prepared? FIPCO and ThreatAdvice can help you protect your customers and your bank with an affordable, best-in-class cyber education, awareness, and intelligence platform. The platform will help you understand the vulnerabilities and risks your bank faces and will arm you with the knowledge and tools you need to protect your organization.

As part of a separate solution set, FiHub Premium provides financial institutions a place to obtain compliance and board training, access educational webinars, learn from weekly newsletters, and stay up-to-date on all things compliance. FiHub's online education provides unlimited access to an online compliance training library with over 100 courses, certificates of completion, and CRCM credits. Their regulatory updates include recommendations for policy and procedure changes based on regulatory changes, a rule/regulation change warning system, an implementation checklist, training webinars, and additional documentation to train employees on regulatory changes. Their online board training solution



*Let FIPCO help you protect your business from a cyber attack.*

» To sign up or for more information, contact FIPCO's **Ken Shaurette** at 608-441-1251 or [kshaurette@fipco.com](mailto:kshaurette@fipco.com).

» Visit [www.fipco.com](http://www.fipco.com), call 800-722-3498, or [fipcosales@fipco.com](mailto:fipcosales@fipco.com) for more information about FIPCO forms, software, or other products.

### Included with FiHub:

- Weekly Compliance Newsletter
- Monthly Conference Call with notable compliance specialists
- 24/7 Access to FiHub Website
- Online Compliance Educational Learning Management System
- CommitteeLink – software for all types of committee meetings
- Online Recorded Board Training
- Regulatory Updates
- Additional Recorded Training Webinars

### Included with ThreatAdvice:

- Cybersecurity Education Platform
- Phishing Simulation
- NxtQ Trivia and Gamification
- Cyber News/Alerts/Updates
- Self-Assessment Tools
- Policies and Procedures Library
- Awareness Campaigns
- Cybersecurity Best Practices
- Risk Analysis
- Mobile-Friendly Interface

includes recorded board training by **Blair Rugh** on BSA, Regulation B, UDAAP, and Regulation O, as well as certificates of completion.

Interested in signing up for ThreatAdvice or FiHub? Contact FIPCO's **Ken Shaurette** at 608-441-1251, [kshaurette@fipco.com](mailto:kshaurette@fipco.com).

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# Beneficial Benefits

By Ally Bates

*“I could buy this building, take the board room and turn it into the employee ping-pong room.”*

– Some startup company

OK, that might just be a bad adaptation of a quote from an Aaron Sorkin script, but it seems like every day another exposé comes out on a company and their out-of-the-box employee benefits. While it is debatable whether people actually care about having ping-pong tables at work, the reality of the current



» Visit [www.wisbankins.com](http://www.wisbankins.com) or contact Daryll Lund at [dlund@wisbank.com](mailto:dlund@wisbank.com), 608-441-1203 or Brian Siegenthaler at [bsiegenthaler@wisbank.com](mailto:bsiegenthaler@wisbank.com), 608-441-1211, to learn more about EBC employee benefits.

job market means companies do need to be creative in developing unique, valuable benefits for attracting and retaining talent.

“We have the philosophy that if you take care of your employees, they’ll take care of the rest,” said **Gwen Schnitzler**, assistant vice president/human resources director at Forward Bank, Marshfield, about the bank’s foray into expanding employee benefits beyond the norm. “Our mission is to move our communities forward and we can’t do that without employees who are engaged and committed to the mission. When employees feel that you are willing to take care

of them and go to bat for them, they’re going to go that extra mile.”

A program that the bank has had for several years is the “Pay it Forward” fund, which can be used by employees experiencing financial hardship. “It was really created as a way to care for our own,” explained Schnitzler. Each year the bank staff does a fundraising campaign which the bank matches to raise money for the fund.

*(continued on p. 19)*

Forward Bank has put some very creative programs in place to help attract and retain employees:



- » Student loan repayment – \$100 for 50 months.
  - » 529 contribution matching program – \$50 for 100 months.
  - » \$50 evening on us – all employees can have a night out on the bank.
- Contact Gwen Schnitzler, [gwens@forwardbank.com](mailto:gwens@forwardbank.com), 715-389-6488 for more information.



## There’s an easy way to make sure your health insurance rates go unchanged through January 1, 2021.

When your bank joins our Association Health Plan (AHP) through the Wisconsin Bankers Association on or after July 1, 2019, **you won’t need to renew your contract until January 1, 2021.** That’s a solid guarantee brought to you by your Wisconsin Bankers Association membership and UnitedHealthcare.

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- Opportunity for cost savings.
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Contact Brian Siegenthaler, Wisconsin Bankers Association – Employee Benefits Corporation at 608-441-1211 or [bsiegenthaler@wisbank.com](mailto:bsiegenthaler@wisbank.com) to learn more.



Insurance coverage provided by or through UnitedHealthcare Insurance Company or its affiliates. Health Plan coverage provided by or through UnitedHealthcare of Wisconsin, Inc. 8759097.1 3/19 ©2019 United HealthCare Services, Inc. 18-10010

## Beneficial Benefits

(continued from p. 18)

Any employee who runs into personal financial adversity is able to confidentially request funds or they can be nominated by a coworker.

The “Pay it Forward” Fund is not the only unique benefit Forward Bank offers its employees. In November 2018 the bank teased new things were to come to employees, and then in January of this year the bank rolled out three new benefits: “An Evening on Us,” student loan reimbursement, and 529 contribution matching.

“Community banking is built on relationships,” said Schnitzler. “We want to promote a healthy work-life balance and make sure employees are able to build connections to the people important to them.” Out of that philosophy, “An Evening on Us” was born. The program allows any employee to submit a receipt for an evening out with family or friends to be reimbursed by the bank up to \$50 once a year. The first employee of Forward Bank to participate in this program was a student teller who took her friends out for pizza and a movie, and since then a number of employees have started using the program. Schnitzler noted that the program wasn’t particularly expensive on the bank’s side, but was a fun, “feel-good” program that was able to touch every employee at the bank and make a positive impact.

Another new benefit, student loan reimbursement, has been a hot topic lately. “Our executive team is very focused on doing right by our employees, and giving them valuable benefits... It’s discussed a lot that a big concern for many people is having to choose between saving for retirement or paying off their student loans,” discussed Schnitzler. The bank’s student loan program

through the vendor Gradifi contributes up to \$100 towards an employee’s student loan payments for 50 months. This program is estimated to enable employees to pay off their student loans two to three years faster and has been described by employees as a “game changer.” Through the program, one Forward Bank employee was even able to refinance and consolidate his loans.

The student loan reimbursement program is a product of the bank believing strongly in education and ongoing

professional development. Going hand-in-hand with that philosophy is the bank’s 529 saving program, wherein the bank will match up to \$50 each month into a 529 account that an employee sets up with the bank’s Investment Advisory team, for a maximum of 100 months.

“We want our employees to feel valuable, stay with the bank, stay engaged, and serve our customers and our community,” said Schnitzler, expressing that attracting new talent and retaining current

talent has gotten more and more difficult in recent years. Forward Bank sees offering unique benefits to be an opportunity to set itself apart from other employers in the area. And, at the end of the day, “we spend enough time at work, we want people to be happy here.”

*Bates is WBA administrative/communications assistant – legal.*

*Thank you to Gwen Schnitzler for sharing Forward Bank’s innovative employee benefits program ideas with us.*

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## All About Attraction

(continued from p. 1)

“People think managing diversity is more difficult because of different cultures,” explained **Elizabeth Strike**, diversity and inclusion talent consultant at Associated Bank, Green Bay. “In reality, managing a team is difficult overall. No matter what the makeup, you need to understand your team members.”

explained. “Companies have reported a positive impact on their bottom line when they are able to find and keep the talent they need, connect effectively with their customers and communities, and access incentives associated with hiring or training individuals with disabilities,” Barikmo continued.

Perhaps the most important misconception about D&I to overcome is *why* it is

representation can form a connection with potentially untapped markets, as well. “More than 300,000 individuals in Wisconsin age 21-64 report having a disability,” said Barikmo. “It makes good business sense to ensure that a company’s workforce reflects those same individuals who the company hopes to serve.”

D&I strategies are also a key component of any

“People think managing diversity is more difficult because of different cultures. In reality, managing a team is difficult overall. No matter what the makeup, you need to understand your team members.”

– Elizabeth Strike  
diversity and inclusion  
talent consultant  
Associated Bank, Green Bay



## WBA Human Resources CONFERENCE | MAY 9

### Don't Miss the WBA HR Conference!

Join your HR peers for the conference on May 9 in Stevens Point to learn more about D&I, attracting your next leaders, employment law, and getting motivated. View the full conference agenda and register online at [www.wisbank.com/events/human-resources-conference](http://www.wisbank.com/events/human-resources-conference).

“An effective diversity and inclusion strategy focuses on recognizing all the differences between people and leveraging those differences to build stronger teams.”

– Cedric Thurman  
chief diversity officer  
Federal Home Loan Bank  
of Chicago

That includes overcoming another common misconception: that individuals with disabilities can only perform entry-level work. **Kurt Barikmo**, business services consultant with the Wisconsin Department of Workforce Development’s Division of Vocational Rehabilitation (DVR), says the agency has recently placed individuals in roles as diverse as software engineer and freelance writer. “The reality is that individuals with disabilities participate in all forms of education and training and obtain employment in all industry sectors and all types of positions,” Barikmo

important. Many believe it’s simply the right thing to do. While true, the impact of an effective D&I strategy goes beyond that. It’s also a tremendous benefit to the organizations that do it well, promoting customer allegiance and helping them to attract and retain top talent, both important factors in overall business success.

### » Customer Allegiance

By implementing a D&I strategy well, banks can attract and keep customers by fostering a sense of belonging and allegiance with them, even as those customers (and their needs) change over time. “When a person enters a business and they see someone like themselves or a loved one, there is often an allegiance formed,” Barikmo explained. That’s why following a strategy to ensure that the bank’s staff mirrors their customer base is so effective. “If your customers are a diverse mix of people, from a human connection standpoint you want to have the same representation at the bank,” said Noack. That

business’s long-term success as customers change over time. “If you look at demographics, significant shifts are going to happen in the next 10-20 years,” said Thurman. “The labor force will become a majority-minority population.” Data suggests that within 20 years, the combined minority population will outnumber the majority population. “Your customers will change over time and their needs will change with them,” Thurman continued. “As that happens, if you’re not prepared to deal with that change, you’ll lose out.” In order to have a diverse staff equipped to deal with that change, banks need to start now.

### » Talent Growth

D&I strategies can also help banks cultivate strength on the employee side. Noack explained how an effective D&I program makes recruiting easier. “Even in tight economies, you’ll bring talent in the door if you have a reputation for hiring a diverse workforce—it’s a value-add today for people considering work culture,”

he said. A well-executed D&I strategy will help banks prepare for generational shifts in the workforce, create innovative work environments, and provide advancement opportunities for all staff.

Just as demographic shifts will alter banks’ customer bases, their employee bases will inevitably change as well, according to Thurman. “You need to think about how you attract talent that looks different than the talent you have today and how you create opportunities for them,” he said, specifying that for financial services industry employees, an important area for diversity will be generational.

Preparing for the largest workforce generational shift in history is also an opportunity for banks to create work environments that foster creativity and innovation, which also helps to attract talent. “Implementing a D&I strategy can help an institution attract top talent and improve performance,” Strike explained.

(continued on p. 21)

## All About Attraction

(continued from p. 20)

“It provides an environment for creativity.” Research supports the idea that more diverse teams are also more productive and satisfied with their work. “Companies have reported increased team morale, motivation, and commitment when they have the opportunity to experience a more diverse and inclusive work culture,” said Barikmo.

Finally, a strong D&I strategy can also help banks ensure their future leadership teams are as diverse as the communities and employees they serve. For example, Strike explained that Associated has developed six colleague resource groups, made up of employees, which then help the institution bring

“More than 300,000 individuals in Wisconsin age 21-64 report having a disability. It makes good business sense to ensure that a company’s workforce reflects those same individuals who the company hopes to serve.”

– Kurt Barikmo  
business services consultant  
Wisconsin Department of  
Workforce Development’s  
Division of Vocational  
Rehabilitation

in diverse talent through an emphasis on workforce (representation across all levels and locations), workplace (creating and maintaining an inclusive environment), and marketplace (an inclusive approach to customers, clients, and markets). These colleague resource groups also generate development and advancement opportunities for their members. “We’ve promoted several employees because of their involvement in these groups,” Strike explained. “They’ve helped us create a better environment.”

### D&I Resources for Banks

- » [AskJAN.org](http://AskJAN.org) – The Job Accommodation Network website lists disabilities and what accommodations may be requested, along with estimated costs.
- » Job Center of Wisconsin – Access data and reports related to employment in Wisconsin including wage, occupation, population, and unemployment data. Learn more at <https://jobcenterofwisconsin.com/WisConomy>.
- » DVR Business Services Consultants – Services include workforce recruitment, connection to labor pools, and training solutions. Learn more at <https://dwd.wisconsin.gov/dvr>.
- » *The Difference: How the Power of Diversity Creates Better Groups, Firms, Schools, and Societies* by **Scott Page**
- » *The Inclusion Paradox – The Obama Era and the Transformation of Global Diversity* by **Andrés Tapia**
- » *Blindspot* by **Mahzarin Banaji**
- » *The Medici Effect* by **Frans Johansson**

### » Take Action

With the clear benefits of implementing a diversity and inclusion strategy in mind, here are five action steps to help banks get started:

1. **Get support from the top.** Noack, Strike, and Thurman all emphasized the importance of both initial and sustained support from leadership, including modeling desired behavior.

2. **Embrace opportunistic recruiting.** This kind of strategy recognizes that—much like credit—when you need talent the most, it’s most expensive and difficult to get. Instead of looking at recruiting as an event-based occurrence, like most companies do, consider it an ongoing process, Noack said. “Look at your potential turnover and vacancy rates, as well as areas of growth, and budget during strategic planning time so that you’re able to be opportunistic,” he explained. “You may end up over-staffing temporarily, before attrition catches up, but you’ll have the top talent.”

3. **Don’t silo it in HR.** Your D&I initiative doesn’t need to be owned by the human resources department (though it can be). “An effective D&I strategy is part of your business strategy,” Thurman explained.

“It shouldn’t be solely part of an HR strategy, because the issues you need to address might not be solely related to HR.”

4. **Change hiring/promotion requirements.** By removing or relaxing the requirements for certain roles, banks can make employment and advancement accessible to diverse candidates with different backgrounds. “When you’re recruiting, soften your mandatory requirements, so you can be open to considering transferrable skills,” Noack advised. For example, looking at candidates with a certain amount of relevant experience rather than requiring a college degree. This does not mean lowering your standards,

“A well-executed diversity and inclusion strategy will help banks prepare for generational shifts in the workforce, create innovative work environments, and provide advancement opportunities for all staff.”

– Michael Noack  
COO of Executive and  
Professional Search  
The QTI Group

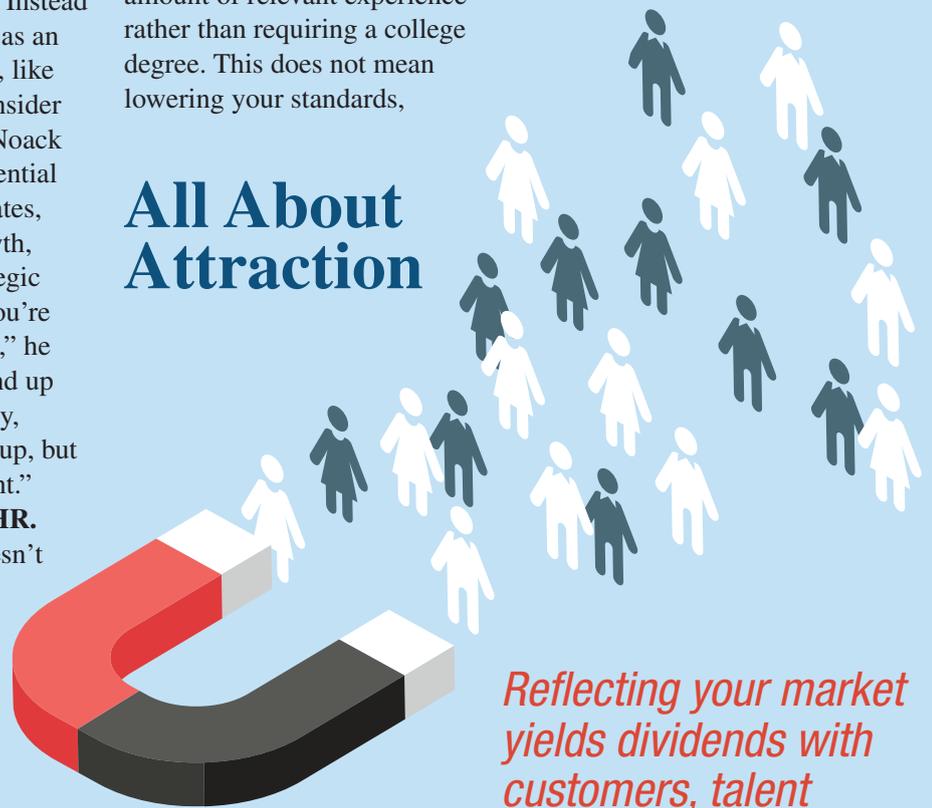
Thurman explained. It means thinking more broadly about skill sets.

5. **Ask and share.** “D&I is a journey,” Strike said, advising bankers who are curious to reach out to other organizations who are doing similar work to learn about their challenges and successes. “Many organizations face the same challenges, and they’re more than willing to speak to you about it.”

*Seitz is WBA operations manager and senior writer.*

*QTI is a WBA Associate Member.*

## All About Attraction



*Reflecting your market yields dividends with customers, talent*

# Annual WBA Directors Summit Coming Up Soon!

*Keep your bank's leaders up-to-date on industry trends, key issues*

Do you work in bank management? Then you, as a leader, know you need to be kept up-to-date on key issues regarding leadership and management of community banks! The **WBA 2019 Directors Summit** is a one-day program recommended for bank management teams, directors, CEOs, executive officers, and bank general counsel. Join us in Stevens Point on May 29 at the Holiday Inn & Convention Center or in Eau Claire on May 30 at the Holiday Inn Eau Claire South.

The summit will kick off with **Jeff Cardone's** session *Corporate Governance Hot Buttons in Today's Regulatory Environment*. His presentation will focus on current corporate governance issues, best practices, and the overall role and responsibilities for boards and senior management. Cardone represents financial institutions in various corporate, regulatory, executive compensation, and securities matters, as well as transactional matters such as mergers and acquisitions.

**Bank Directors Summit**  
**May 29 | Stevens Point**  
**May 30 | Eau Claire**



► To register or for more information visit [www.wisbank.com/Directors2019](http://www.wisbank.com/Directors2019).

Next, **David Ruffin**, who has over thirty years of experience providing credit risk management services to financial institutions, will present *The Board's Role in Overseeing Credit Risk*. This session will explore the complementary but distinct roles of the board and management with practical suggestions on how those roles can be successfully managed. Regulatory expectations, strategic imperatives, and techniques for managing CRE will also be discussed.

The final session of the morning will be *Addressing Three Succession Issues: Management, Board, and Shareholder Succession* with **Heather Archer Eastep**, who specializes in bank regulatory and securities compliance matters. Archer Eastep will focus on strategies

for management and board succession, as well as ownership options to promote flexibility in maintaining an independent community bank.

After lunch, we will be joined by BOK Financial Institutional Advisors Vice President **Mark Gall** for his session, *Balance Sheet Strategies for a Flat Yield Curve – What the Board Needs to Know About ALM*. Gall will answer questions such as: to what degree will rates rise and over what time period? What about the slope of the curve? He will also offer solutions for developing a game plan for managing the latest trends in liquidity and interest rate risk management.

The summit will close with a presentation by **Ben Hayden**, who currently works in information technology, security, and BSA/ACH

## Get Team Pricing!

The registration fee for the first attendee you send to the summit is \$225. Each additional attendee will receive the discounted price of \$175. In order to receive team pricing, all attendees must be registered for the same location.

compliance. This session will cover skimming, scammers, and security, and will explain how skimming happens and what to do when it does occur. You'll learn how data is collected through real world examples and gain an understanding of how data is collected and how easy it is to clone a card from collected data. Hayden will also discuss how to mitigate the risk once a card is compromised. You will leave this session with knowledge about current fraud trends and how to fight back.

Visit [www.wisbank.com/Directors2019](http://www.wisbank.com/Directors2019) to learn more and to register for the location of your choice.

## Power of Community Week Highlights How #BanksPowerWI

The second-annual Power of Community Week in April put the banking industry's commitment to community involvement in the spotlight. The campaign brought together member banks and associate member companies celebrating their communities and the ways they power Wisconsin.

The thousands of volunteer hours and generous donations made during Power of Community Week are just a drop in the bucket of the work that banks do for their communities all year long.



► Visit [www.wisbank.com/BanksPowerWI](http://www.wisbank.com/BanksPowerWI) and click on the interactive map to see which banks participated and what their activities were.

There is still time to highlight your bank's efforts in supporting the communities in our state. Fill out the form on [www.wisbank.com/BanksPowerWI](http://www.wisbank.com/BanksPowerWI) to let us know how you participated! You can also visit that page to click on an interactive map to view which banks participated and what their activities were.

Thank you to all the banks and bankers who participated for your ongoing commitment to your communities. Be sure to join us again next year!

# Grow in Times of Change

*WBA leadership event will encourage, inspire, and instruct*

BOLT stands for **B**uilding **O**ur **L**eaders of **T**omorrow and is WBA's membership section focused on education, advocacy, and networking for the next generation of bank leaders. The WBA BOLT Summer Leadership Summit brings together community bankers from around Wisconsin for a day and a half of education and networking.

This year's summer summit promises to be better than ever, with an agenda full of inspiring, dynamic speakers and industry experts. The summit kicks off with Wipfli's **Julia Johnson's** insights on how to solve people problems in an interactive, roll-up-your-sleeves session.

Another not-to-be-missed session is *Beyond 2020: People, Process, Technology*



» Visit [www.wisbank.com/BOLT2019](http://www.wisbank.com/BOLT2019) for more details or to register.



Julia Johnson



Sundeep Kapur



Marcia Malzahn



Sarah Noll Wilson

led by **Sundeep Kapur** of Digital Credence. Kapur will lead you through an exploration of how banks can insert themselves into the center of consumers' financial relationships, becoming a part of everyday transactions. Kapur will also kick-start Day 2 of the summit with an optional early-morning yoga session!

For those interested in developing their self-assessment skills, coach and consultant **Sarah Noll Wilson's** session is a must. Wilson will explain how to close the gap between your intention and your impact so that you can do great work, moving from the land of good intentions to powerful impact.

After the ever-popular speed networking session, the 2019 BOLT Summer Leadership Summit will close with an inspirational story about an immigrant who started a community bank and helped it grow to over \$300 million in assets in fewer than 10 years. **Marci Malzahn** will encourage community bankers to stay in the game and share ways for you to thrive in competition with large institutions. She will also share the leadership lessons she learned through her life experiences. You'll walk away inspired to share your own story!

Don't miss this tremendous opportunity to grow your leadership skills and catapult your career forward! Visit [www.wisbank.com/BOLT2019](http://www.wisbank.com/BOLT2019) to learn more and register today!

**BOLT's Mission Statement: Building Exceptional Leaders Through Involvement**

# WBA Commemorates Community Banking Month, Teach Children to Save Day

In keeping with its tradition of supporting April as National Community Banking Month, the WBA requested a proclamation from Gov. **Tony Evers** naming April as Wisconsin Community Banking Month. This campaign emphasizes the importance of reinvesting in the local community, which banks are in a unique position to do. Recognizing that over 95 percent of WBA members are community banks, we congratulate all of the banks who participated in the Power of Community Week last month. Visit [www.wisbank.com/BanksPowerWI](http://www.wisbank.com/BanksPowerWI) for more information.



> Teach Children to Save Day: [www.wisbank.com/community-financial-education/teach-children-to-save-day](http://www.wisbank.com/community-financial-education/teach-children-to-save-day).

In addition, the Wisconsin Bankers Foundation requested a proclamation from the Governor naming April 12 as Teach Children to Save Day in Wisconsin. To help facilitate participation in Teach Children to Save Day, the WBF compiled a Reading Raises Interest Kit for bankers to use when giving presentations. Nearly 100 banks ordered over

> Power of Community Week: [www.wisbank.com/BanksPowerWI](http://www.wisbank.com/BanksPowerWI).

350 kits and almost 1,800 activity books to help them teach the state's youth about the importance of saving and spending wisely. For more information about Teach Children to Save Day, visit [www.wisbank.com/community-financial-education/teach-children-to-save-day](http://www.wisbank.com/community-financial-education/teach-children-to-save-day).



## Beyond Sales, Service

(continued from p. 1)

### The Why

A relationship-based culture is critical in banking, because the industry has a unique relationship with its customers, according to **Matt Middendorp**, owner/founder of Sales Math Consulting LLC. “We’re the only industry where, sooner or later, our customers will resent us,” he said. “They’ll write a check for their loan payment and forget that the loan allowed them to buy a home or piece of equipment that allowed them to grow their business.” To combat that, strong relationships are key, since they remind the customer of the value their bank provides.

# Move Beyond Sales and Service



*A relationship-banking culture can help banks compete*

### » Four Relationship-Building Tactics:

1. Start with why.
2. Take a top-down, top-to-bottom approach.
3. Be consistent across all channels.
4. Measure what matters.

Another key reason to undergo the herculean task of changing your bank’s culture: higher employee engagement. “I find that bankers accept a relationship approach much better than a high-pressure sales approach,” explained **Kay Fett**, professional improvement and training consultant. “We hire bankers today who are people-oriented. They want to develop relationships in order to offer the most appropriate services to their customers.” The relationship-based approach leverages those skills and abilities, which bolsters employee engagement. “If you’re getting the customers you want rather than just the ones you can get, employees feel like they’re empowered and able to grow themselves,” Middendorp explained. “They feel they’re spending more time getting customers they’re excited to work with.”

Finally, establishing a relationship-based culture can help banks compete with larger institutions and digital disruptors. “It’s a way for community banks to compete with evolving technology,” Talbott explained. “There are people who want a relationship with their bank, and you can’t compete on that front unless

you have a platform that allows you to put interaction ahead of transaction.” When bank culture places emphasis on building customer relationships, it makes it more difficult for the competition to poach away those customers. “Someone else is trying to undermine your relationships with your customers at all times,” said Middendorp. “If you’re not in control of that relationship you’re automatically at a disadvantage.”

### The How

Creating and sustaining a culture shift is a difficult, but rewarding, challenge. For banks ready to make the change from a sales to relationship-building culture, the following four tactics can help lead to success.

#### 1. Start with why.

Gasterland recommended the philosophy **Simon Sinek** outlines in his popular book *Start With Why*: “Shift your focus to be on why you do what you do, rather than what you do or how you do it,” he said. “The *why* answer shouldn’t be the same as the bank down the street or across the country. It’s individual to your institution.” When your staff understand and embrace

the bank’s *why*, they have a solid foundation on which to begin building customer relationships and differentiate the bank from other institutions at the same time.

#### 2. Take a top-down, top-to-bottom approach.

“A relationship-building culture can only be created from the top down,” said Fett. “Bank leadership and management must demonstrate trust and relationship establishment in their own daily activities.” Trust is a key element of a relationship-first culture, Fett explained, because putting the customer relationship first requires breaking down silos between different areas of the bank. Each banker must be able to refer a customer to colleagues in other areas and trust that their customer will be taken care of. “A retail banker doesn’t need to know the details of the mortgage industry, but they need to know enough to recommend a meeting with one of the mortgage lenders when appropriate,” Fett continued. Eliminating silos between departments also means every staff member needs to put the customer relationship first.

Shifting your bank’s culture from “sales” to “relationship building” can mean the difference between connecting with your community and losing to the competition.

Loyal customers also create value for the bank and are less rate-sensitive. Research firm Novantas has found that primary financial institution (PFI) customers will accept rates 20 percent higher on loans and 20 percent lower on deposits than their unengaged/non-primary peers “due to the convenience and value they receive from the relationship.”<sup>1</sup> While non-primary customers can still be good customers, ultimately banks should endeavor to make them loyal (PFI) customers, and in order to do that, you need a relationship foundation with them, according to **Kristen Talbott**, senior vice president – chief retail officer at Tri City National Bank, Oak Creek and chair of the 2018-2019 WBA Marketing Committee.

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# The Savings Continue with WBA's AHP!

## New 18-month rate-lock available for WBA members

By Daryll J. Lund

To help address a common challenge among Wisconsin's banks—rising health care coverage costs—the WBA created an Association Health Plan (AHP). Available exclusively to WBA member banks to offer to their employees, the AHP is offered through WBA Employee Benefits Corporation (EBC), a wholly owned WBA subsidiary which has been a trusted service provider for the industry for over 35 years. To deliver its AHP, WBA partnered with a provider with one of the largest networks of doctors and care facilities in Wisconsin: UnitedHealthcare (UHC).

Now, WBA EBC is excited to announce a new benefit of the AHP. Any bank which joins the WBA AHP on or after July 1, 2019 will not need to renew their contract until **Jan. 1, 2021**. That's a solid, 18-month guarantee brought to you by your WBA membership



### Association Update

Daryll J. Lund

» Visit [www.wisbankins.com](http://www.wisbankins.com) or contact **Daryll Lund** at [dlund@wisbank.com](mailto:dlund@wisbank.com), 608-441-1203 or **Brian Siegenthaler** at [bsiegenthaler@wisbank.com](mailto:bsiegenthaler@wisbank.com) to learn more.

and UnitedHealthcare. And that's in addition to all the other benefits that come with WBA's AHP:

- » Opportunities for plan cost savings through WBA's "strength in numbers"
- » More plan options, allowing flexibility to balance costs
- » A national network of quality health care providers
- » Convenient resources including wellness programs and digital tools

Many of the 20 banks who have already signed on to the WBA AHP experienced significant savings compared to their previous health insurance arrangements, in addition to more coverage options to help meet the needs of their employees.

Did you know that your fully insured health insurance contract is a month-to-month contract, with rates guaranteed for a minimum of 12 months? Because your contract is a month-to-month contract, you can switch carriers at any time.

Thinking about leaving mid-year but worried about how your deductible and out of pocket accumulations with your current carrier are handled? UnitedHealthcare provides credit for insurance expenses incurred on a calendar year basis for calendar year plan designs with another carrier. Simply request a deductible and out

### Want to Learn More About WBA's AHP? Join us for a webinar!

WBA and EBC will be holding an all-member webinar with UHC on **May 14** from 11 a.m. – 12:30 p.m. to discuss the new program. Visit [www.wisbank.com/AHPupdate](http://www.wisbank.com/AHPupdate) to register for this complimentary webinar!

of pocket accumulation report from your current carrier or submit most recent EOB's and UnitedHealthcare will carry over in network incurred deductible and out of pocket expenses.

Want to find out how the WBA AHP could benefit your institution? Please contact **Daryll Lund** ([dlund@wisbank.com](mailto:dlund@wisbank.com), 608-441-1203) or **Brian Siegenthaler** ([bsiegenthaler@wisbank.com](mailto:bsiegenthaler@wisbank.com), 608-441-1211). Or, for more information, visit [www.wisbank.com/AHP](http://www.wisbank.com/AHP).

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

## Beyond Sales, Service

(continued from p. 24)

"Everybody needs to think about the customer, from top to bottom, whether you're in a forward-facing position or in the back office," said Middendorp. "From the president on down, everyone needs to think that way."

### 3. Be consistent across all channels.

"What makes relationship orientation truly work is that it's a universal experience for the customer regardless of the entry point," Gasterland explained. "It's adhering to that methodology at every touchpoint." Talbott recommends re-examining the bank's omni-channel approach from the customers' perspective, watching for areas

that may cause confusion or seem unnecessary. "With relationship banking, you need to figure out how to earn relationships through other channels," she said. "Face-to-face is important, but you also need to have a digital engagement strategy."

### 4. Measure what matters.

Key performance indicators (KPIs) will vary by role and institution, but should ultimately reflect the bank's strategic priorities, according to Talbott. Common key indicators include checking account attrition rates, wallet share (number of accounts per customer), and inter-departmental (or cross-product line) referrals. Measuring a culture shift is difficult, Gasterland acknowledged,

but also valuable. "The way to implement this culture is all predicated on talking to your people and asking them to provide the feedback necessary for you to make their lives easier," he said, explaining that Coulee Bank sends out a quarterly "Pulse" to its employees seeking that feedback. "The accumulation of that data allows us to see where we're moving the needle in the right direction." Ultimately, if the bank has succeeded in creating a shift from sales to relationships, it will impact the most basic metric of all: "Sometimes we over-measure, so the simplest solution is sometimes the best," said Middendorp. "Look at the bottom line."

No matter which approach the bank takes to building a relationship-based culture, it is

important for senior leadership to recognize that such a strategy is a long-term investment and will require resources and focus accordingly. "This is not a one and done solution," said Gasterland. "That's ultimately the challenge." However, it is worth the effort. As customer expectations change and competition increases, strong relationships will become a necessary foundation for bank success. "Going forward, in order to remain relevant, this can't be something that you just hope to do well," said Talbott.

*Seitz is WBA operations manager and senior writer.*

*Sales Math Consulting LLC is a WBA Associate Member.*

<sup>1</sup> [www.novantas.com/wp-content/uploads/2018/12/2018-12-12-Novantas-Review-9.4-Web.pdf](http://www.novantas.com/wp-content/uploads/2018/12/2018-12-12-Novantas-Review-9.4-Web.pdf)

# Spotlight on Community Advocates

Wisconsin's bankers are the definition of "community advocates" in all that you do every day to improve your local economy through your bank's products and services, as well as through your generous philanthropy of time and money. This column shares and celebrates the diverse backgrounds, experiences, perspectives, and innovation of some of the extraordinary bankers in this state.



Rose Oswald Poels

## Q&A

The following is an edited interview between WBA President and CEO **Rose Oswald Poels** and Tomahawk Community Bank CEO **Kathy Rankin**. For the full interview, please visit [www.wisbank.com](http://www.wisbank.com).



Kathy Rankin

### **Rose: How did you first get into the banking industry?**

**Kathy:** My first job was as a secretary for an attorney. I loved the work. I took dictation, transcribed court records onto the computer, met with clients, and did routine office filing and administration. About six months after I started there, they decided to close the satellite office where I worked. I was

invited to join their operations at the Main Office in Wausau, however, I wasn't sure I wanted to commute or move and was still contemplating what my college studies would consist of. My dad recommended to me that I stop down at the Savings and Loan downtown and see if they needed any help to get some more experience as I decided what I wanted to go to college for. That was the end of my job and college search! I have been at the bank ever since.

### **What is your favorite aspect of your role at your bank?**

The beauty of starting with a smaller institution is that you were exposed to and allowed to wear a lot of hats. You were given opportunities to help out everywhere, which transferred into a very broad educational and knowledge base. In addition, any type of education anyone was interested in was offered and most importantly, supported. The bank president who hired me was a great role model and mentor. He was truly a "working president," not just a figurehead like I had expected, and I admired that.

### **What do you wish the general public understood about the banking industry?**

The banking industry is made up of many different types of services. From large corporate organizations to modest community banks all the way to check cashing services and credit unions. I find that a community bank is in the best position to benefit its customers, employees, and society in general. It is imperative to its future success for the focus of a community bank to center on its customers and the communities they serve. There are even various types of community banks. My bank is a mutually owned bank, which means it is owned by its depositors, not corporate stock investors. There is no pressure from shareholders to meet dividend requirements... so profits are available to further benefit our customers and to funnel back into the community. That is a win-win in my book.

### **Where do you believe the industry's greatest challenges are in the next three to five years?**

The way I see it, there are many challenges ahead. I can't have an opportunity and not take it, to point out what I feel is the grossly unfair tax advantage provided to credit unions along with what that will eventually do to hurt our towns, states, and federal government's ability to provide needed services. We can all embrace the need for tax reform for various reasons. I feel the credit union industry's unfair tax exemption/advantage is a very critical aspect to investigate and change.

Another challenge I see is the new generation's need for instant gratification and high-tech/low-touch lifestyles, compromising our ability to communicate effectively with each other and share empathy and understanding of differences and situations. We need to try to keep the human touch in all aspects of our lives, even in our banking services.

Another challenge is the extreme increase in fraud and cyber crimes. It has become extremely difficult to try to stay a step ahead of the criminals. We encounter those situations every day and do our best to attempt to protect our customers from them.

### **What are some of the most rewarding aspects of your work as a banker?**

I am extremely lucky to be the CEO at a mutual community bank in small town America. I can't imagine a more rewarding career. I was born into a family dedicated to community service. I have learned that communities are only as strong as their members' support... and that is truly the beauty of working with a community bank. In addition, over the years I have had the pleasure to work with customers at the worst and best times in their lives. I specifically remember working with one customer for several years to pull themselves out of foreclosure and bankruptcy, to one day having the pleasure of helping them to build a new dream home for their family.

Together our caring commitment, volunteerism, and community involvement help make our communities thrive. That is the most rewarding part of community banking for me.

*Oswald Poels is WBA president and CEO | [ropoels@wisbank.com](mailto:ropoels@wisbank.com) | 608-441-1200 | Twitter: [@RoseOswaldPoels](https://twitter.com/RoseOswaldPoels)*



Do you know a banker who should be recognized as a Community Advocate for the work that they do? Nominate them today by emailing Rose at [ropoels@wisbank.com](mailto:ropoels@wisbank.com)!

# Bankers Marketplace

## HELP WANTED

### VP Controller

**Bank of Sun Prairie** has an exceptional opportunity for a VP Controller who is responsible for our accounting operations! The Controller produces financial reports, maintenance of an accounting records system, and continuing a comprehensive set of controls to mitigate risk and enhance accuracy of reported financial results in accordance with GAAP. Experience streamlining and improving efficiencies is also key. The VP Controller complies with all required regulatory requirements, keeps current on applicable laws and stays abreast of accounting best practices. Our ideal candidate will have the following: Bachelor's degree in finance or accounting required; 6-8 years of finance or accounting experience required; Advanced Microsoft Excel skills required; Financial services industry experience preferred, including operations, policies, procedures, and workflow. Do you want new challenges, a great work culture, a fast-paced environment, and an opportunity to develop/grow and evolve with a community bank? If so, this could be the opportunity for you – apply today at [www.bankofsunprairie.com](http://www.bankofsunprairie.com)! Bank of Sun Prairie is an Equal Employment Opportunity/Affirmative Action Employer.

### Executive Administrator

**Bank of Sun Prairie** has an exceptional opportunity for an Executive Administrator that provides support to the President/CEO, Board of Directors, Board Committees, and Human Resources. This position has ongoing oversight over multiple administrative areas requiring attention to detail, organization, confidentiality,

### Want to See More Ads?

Visit [www.wisbank.com](http://www.wisbank.com) to view a full listing of job postings or for more information on placing or responding to an ad.

and ability to interact professionally with all levels within the organization. The Executive Administrator ensures day-to-day administrative support runs smoothly, timely, and efficiently. Our ideal candidate will have the following: Advanced knowledge in Microsoft Office Suite; bachelor's degree in business or finance required; 5 years in administrative support of executive managers or higher required; administrative experience at the executive vice president or CEO level preferred; valid driver's license required. Do you want new challenges, a great work culture, a fast-paced environment, and an opportunity to develop/grow and evolve with a community bank? If so, this could be the opportunity for you — apply today at [www.bankofsunprairie.com](http://www.bankofsunprairie.com)! Bank of Sun Prairie is an Equal Employment Opportunity/Affirmative Action Employer

### Vice President of Commercial Lending & Investments

**Madison Development Corporation** is seeking a VP of (Commercial) Lending & Investments in Madison, Wis. The ideal candidate will have at least 2-3 years of commercial lending experience, a familiarity with angel and seed stage investments, and a bachelor's degree in finance and/r GSOB training. MBA preferred. The VP will lead our Lending

Division, including our CDBG Business Loan Program and our MDC Venture Debt Fund (whose investors include 13 banks). The Fund has financed high tech companies like Tomo-Therapy, PerBlue, and Phoenix Nuclear. Training will be provided by our current VP, who is retiring in July after 35 years at the helm. Excellent benefits, competitive wages for commercial lending officer, FlexTime, Madison, Wis.! Please send your resume to [Lorrie@mddcorp.org](mailto:Lorrie@mddcorp.org) by May 13, 2019 for consideration, or call 608-535-4572.

### Director of/or Vice President of Retail Banking

**Summary:** The Director of Retail Banking is responsible for leading the growth and profit of the bank's retail business lines, branch network, and all retail branch initiatives and key performance metrics to ensure successful service delivery and strategy fulfillment consistent with the bank's strategic plan and core values. Responsibilities of the position include

but are not limited to deposit services, new product research and development, identification of enhancements and improvements to teller/branch related equipment and operations, high focus on customer experience, employee development, education and coaching, performance management, and all related regulatory compliance. **Education/Experience:** Bachelor's degree in a business-related discipline or equivalent combination of education and experience. Additional banking courses or education a plus. Must have the ability to effectively manage a team of individuals. Comprehensive understanding of retail bank products. **To Apply:** Interested candidates should send their resume and cover letter with salary requirements via email to: [jany@wolfriverbank.com](mailto:jany@wolfriverbank.com) or by mail to: **Wolf River Community Bank**, ATTN: Jan Young, P.O. Box 459, Hortonville, WI 54944. Wolf River Community Bank is an Equal Opportunity Employer of women, minorities, protected veterans and individuals with disabilities.

**In the next issue...** Watch for articles on the future of financial services, photo recaps of the Power of Community Week, WBA Capitol Day events, the WBA Year in Review, and more in the upcoming June edition of *Wisconsin Banker* due out May 31.

## WISCONSIN BANKER

### Association Officers:

**David P. Werner** (Chair), President/CEO, Park Bank, Milwaukee  
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*Wisconsin Banker* is published by Wisconsin Bankers Association, 4721 South Biltmore Lane, Madison, WI 53718; Telephone: 608-441-1200; Fax: 608-661-9381; [www.wisbank.com](http://www.wisbank.com).

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# Congratulations Steve Eager.

Bankers' Bank congratulates Steve Eager on receiving the 2018 Community Banker of the Year award. In addition to his outstanding leadership as president and CEO of Union Bank & Trust in Evansville, Steve also supports community banking through his service on the Bankers' Bank Board of Directors. He is a valuable resource and we greatly appreciate his guidance. Congratulations and continued success to Steve and UB&T.

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