

CBA QUARTERLY

Third Quarter 2021

The Official Magazine of the Connecticut Bankers Association

INVESTING IN PEOPLE



IN THIS ISSUE:

**KeyBank's Staff Development Program
Guilford Savings Bank's Investment in People
Congratulations to the 2021 CSFM Graduates and
New Leader Award Winners**



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Mission

The mission of the Connecticut Bankers Association is to represent the financial institutions in the state of Connecticut and to serve as the voice of its members in matters of their common interest.

The Connecticut Bankers Association shall support and promote legislative and regulatory actions at the state and federal level that benefit the general welfare of its member institutions, the banking industry and the people of the state of Connecticut.

The Connecticut Bankers Association shall encourage and facilitate the interchange of information and ideas among its members. The Association shall serve the collective needs of its members through development of educational programs and providing cost-effective services.

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Our top priority must be talent development

When I saw that leadership development was the focus of this quarter's issue of CBA Quarterly, I thought what an appropriate topic for my last letter as CBA chair. And apparently, I'm not alone.

As he was coming to the end of his tenure as American Bankers Association Chair, Jim Edwards, who is CEO of United Bank, Zebulon, Georgia, wrote in the ABA Banking Journal about his passion for talent development. Jim talked about the future of our industry and questioned how it moves forward. His response: "...the best answer to that is to continually develop the next generation of banking leaders."

For those of us who have spent a "few" years in banking, there is usually a person who has guided our career development. For me, it was Richard Holbrook, former President of Eastern Bank in Massachusetts.

Rich told me that he recognized my leadership skills (something that I didn't see in myself) and put me into a variety of management positions to broaden my knowledge. He was always one-step ahead of everyone, while constantly challenging us. When I accepted my current position at Union Savings Bank and informed Rich, he responded like a proud father.

Probably the most striking testimony to Rich's leadership and talent development skills is that four of his direct reports became bank CEOs. Quite a legacy.

The reality is that we can't procrastinate in this area, as the clock is ticking.

Derek Matthews, Ph.D., and Forbes Councils Member, wrote in Forbes magazine during Q1 of 2020 that research indicates that baby boomers account for 31% of the current job market, with 56% of them holding leadership positions. Now, a great number of them are preparing to retire.

"This looming loss of intellectual capital has the potential to devastate companies that are not preparing emerging leaders to fill the leadership gap," writes Matthews. "Companies that fail to develop their emerging leaders risk losing that top talent to competitors that actually do have

a leadership development strategy in place."

At Union Savings Bank (USB), we created the "Professional Development Trainee Program," which is designed to help develop our bank's future leaders. During the first 12 months of the 18-month program, team members are immersed into six different operational areas to see where their skill sets align. Program participants then spend the last six months of the program working in the actual position that they will hold at the bank. This has proven to be a great interdisciplinary training opportunity while developing their critical thinking as they create solutions to "real" operational challenges.



Cynthia (Cindy) Merkle
Chair, Board of Directors
Connecticut Bankers Association
President & CEO, Union Savings Bank

As I've stated previously in this space, the pandemic forced all Connecticut banks to find creative solutions and deploy them in expedient manners. All of us leaned on our employees for help and new leaders emerged. This next generation of leaders will require new

skill sets to lead "...in this new hybrid world..." as Robert Hooijberg and Michael Watkins wrote in an MIT Sloan Management Review article entitled "The Future of Team Leadership is Multimodal." It is up to us to make sure that they are well prepared when we decide to hand them the keys.

To that end, I'm happy to report that Michael LaBella, Market President, Connecticut, TD Bank, N.A. will take over as CBA Chair on October 16, 2021. We'll be in great hands.

It's been a quick two terms for me, and particularly memorable due to the pandemic. Thank you for the honor of serving as your chair. I'll never forget it. ∞

Cynthia Merkle

From the President's Desk



Organizations that enjoy sustained excellence typically have the key goal of identifying, nurturing, and developing existing and new talent. This allows them to provide a path of growth for all levels which automatically fills key leadership positions as they become available.

We have been fortunate in Connecticut to have an experienced group of CEOs and senior management to guide our member banks through these turbulent times. That industry leadership brings years of experience and institutional knowledge to the task of leading their banks and supporting Connecticut's economy and communities. Those many years of experience also match up with a broader demographic showing that a large portion of the baby boomer population in the workforce, including banking, is approaching retirement age. The Pew Research Center found that in the third quarter of 2020 alone, about 28.6 million of the boomers (born between 1946 and 1964) – reported they were out of the labor force due to retirement. Of course, some of those numbers must be attributed to the impact of COVID over the last 17 months, causing many people to reassess their retirement date and hasten their exit from the workplace. Speaking of the boomer population, a recent study by Korn Ferry indicates 60 is the average age of a financial services CEO, which is the highest of the sampled industries.

Our current bank leadership is strong and at the top of their game. Banks are constantly mindful of the critical need to identify and train the next generation of leaders, while having a concise succession plan for all levels of management. Hence, the theme of this issue of CBA Quarterly, Investing in People, bears that out.

The CBA continues to do its part by assisting membership in training and advancing bank team members to reach the next level. This issue recognizes the 43 graduates of the 2021 Connecticut School of Finance and Management (CSFM)--- New England's premier banking school. Rest assured, all graduates have obtained comprehensive knowledge of the banking industry during their time at CSFM, thereby preparing them for new and greater responsibilities at or within the management level.

Another group of CBA bankers looking forward to new responsibilities at their institutions, and highlighted in this edition, are the 14 New Leaders in Banking Awards recipients honored in June, the evening before our BankWorld® trade show. The New

Leaders program recognizes Connecticut bankers for their work as an outstanding employees, managers, or business leaders and for making a notable impact within their financial institution and community. This past year's New Leaders are a diverse, dedicated, and highly skilled group of employees who have met the many challenges of advancing their bank and their teams during these demanding times. These leaders were also instrumental in keeping employees and customers safe, while providing outstanding service to consumers and businesses. I hope you will take the time to learn more about this special group of New Leaders.

As you read the articles about what banks are doing to invest in people, several common practices stand out. A focus on continuous learning is an essential element to promote talent development. Mentoring programs allow experienced professionals to pass along wisdom to their employees who are on the leadership track. Performance feedback allows employees to identify strengths and work on improving their weaknesses. Other examples of talent and performance management programs include onboarding, career development workshops, tuition reimbursement, and strategies to create awareness of soft skills and Emotional Intelligence (EI) training.

During our September Department of Banking CEO roundtables, a common theme echoed by all attending was the challenge of attracting a shrinking pool of employees who are interested in the varied careers available in banking. Salary compression, few, and no candidates responding was often mentioned by all. Now more than ever, investing in team members and attracting new talent will be critical to the future of banking. The CBA stands ready, as always, to provide talent development opportunities for the membership and importantly, to promote banking careers to a new generation of future bankers. ~

Thomas S. Mongello
President, CEO & Treasurer
Connecticut Bankers Association

Investing in Your Compliance and Risk Pros

In keeping with this issue's theme, Investing in People, I wanted to use this space to turn the spotlight on bank employees working in the areas of risk and compliance. These roles are currently top of mind for those in bank management, as regulatory pressures continue to increase and evolve.

Experienced compliance and risk professionals are hard to come by, and when they can be found, they tend to be at the higher end of the pay scale. Investing in resources for your current compliance and risk professionals will be essential to retention. They face daunting challenges, but providing them with necessary resources can help them keep up, and protect the safety and soundness of your institution at the same time.

The good news is that there is no shortage of resources that compliance and risk professionals can draw upon. These resources are especially critical for smaller banks, which often do not have the same staff capabilities of larger institutions. So, where can compliance officers turn for information about regulatory compliance? This article explores some of the best resources available.

Connecticut Bankers Association (CBA). The CBA offers access to a number of resources in the legal, risk, and compliance areas. It's my job to connect your staff to these resources so don't hesitate to reach out to me at the CBA for more information.

Each month we deliver legislative and regulatory updates (usually electronically) through Highlights (our monthly newsletter), or through standalone communications. We maintain a number of email lists for particular groups of bank employees, so if you're not receiving our regulatory and legislative updates, please let us know!

We also offer in-depth seminars and a robust menu of webinars. We can also provide custom training on a number of topics. For example, we recently conducted training seminars on legal issues involving safe deposit box operations, as well as the State of Connecticut's legal lending limits statute.

If your bank needs legal assistance, we have assembled a stable of associate member law firms that can address any legal question or issue a bank may have. You can learn more about these firms in the Associate Member Directory on our website under the Membership tab.

Last year, the CBA launched the Legal and Compliance Forum, a group of legal, risk, and compliance professionals that meet two to three times per year (depending upon need) to discuss hot topics. At each meeting member members volunteer to brief the group on recent legal, legislative, and regulatory developments. It's a great opportunity to connect with peers and stay informed!

Compliance Alliance. CBA members can also find excellent

services and resources from Compliance Alliance, a compliance advisory firm that is owned, managed, and operated by 32 state bankers associations, including the CBA. Compliance Alliance provides its members with a robust and all-inclusive set of bank compliance tools and services that help them stay current with consumer and regulatory requirements. Services include document review and a full library of compliance tools, organized by bank function, as well as bank compliance toolkits for every department within a bank. Compliance Alliance also provides easy access to current regulations, summaries of new regulations, and regular updates on regulations. It also features a hotline with attorneys and compliance experts available to field questions. Banks that use Compliance Alliance speak highly of its services – if your institution is interested, we can connect you with a compliance officer from a Connecticut bank who can talk about the value of membership in Compliance Alliance.

American Bankers Association (ABA). The ABA offers a mix of free and member-only resources for compliance and risk professionals. Membership in the ABA comes with access to invaluable analysis of new laws and regulations, as well as a compliance hotline, and daily and weekly emails that provide alerts on new an upcoming issues. The ABA also provides compliance and risk training programs on a regular basis for bank compliance officers, including its prestigious Certified Regulatory Compliance Manager certification course. The ABA also offers certifications in the areas of anti-money laundering, enterprise risk and trust and fiduciary.

Independent Community Bankers of America (ICBA). With a focus on community banks, the ICBA also offers up-to-the minute compliance and risk news, as well as numerous opportunities for professional development, including on-demand and in-person training. The ICBA also offers number of certifications for professionals, including in the areas of compliance, AML, and risk.

Going it alone in the areas of bank risk and compliance is impossible these days. By leveraging the resources available from these organizations, compliance officers and risk managers from even the smallest institutions will have a much better chance of succeeding at keeping your bank compliant. ☞



Art Corey
Vice President & General Counsel
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KeyBank's Commitment to Learning and Development

By James Barger, KeyBank Market President, Connecticut and Massachusetts

The financial services industry has been making headlines as one of the best fields to work in. Even entry-level salaries are significantly higher than the national median income, job growth is faster than average, and it has the lowest employee turnover rate out of all nongovernmental sectors.

But another big factor in this industry's popularity and its appeal to job applicants has to do with the multitude of development opportunities the industry affords, such as growing business acumen through on-the-job activities; participating in mentoring programs; and building technical skills through training. No matter an employee's career stage, best-in-class employers have programs in place to help them develop professionally.

Unique Career Growth Tools That Work

KeyBank, a Fortune 500 company headquartered in Cleveland OH, with 50 branches and commercial offices throughout Connecticut, invests in and provides development opportunities for employees at all levels of the organization, so they can build long-term careers that are as unique as they are. The opportunity to develop exists in every role.

"Key is a place you can thrive," according to Christina Cashin, Head of Enterprise Talent Management. "We think about career development here as a continuous, multifaceted and personalized process."

A continuous learning mindset is foundational to Key's ongoing success. It is enabled by the bank's inclusive culture and focuses on creating an environment where the employees can join, work and grow at Key. This philosophy shows up in many ways:

- **Career Development Workshops:** Interactive workshops that cover topics such as building future managers, these trainings are mentally challenging and prepare employees for what's next in their careers.
- **Tuition Reimbursement:** The burden of college costs shouldn't prevent employees from pursuing further education and building upon their knowledge and skills. That's why Key reimburses its employees for qualified college expenses.
- **Career Development Consultations:** Key offers in-person, one-on-one sessions with expert career development professionals who welcome all employees questions and can help them strategize for the career they envision.
- **Keys2YourCareer Development Portal:** This internal hub is where employees build their career development strategy, access tools to execute it, assess progress, and explore career-related tips and information.
- **Exclusive Mentoring Through MentorMe@Key Program:** There's

something uniquely valuable about firsthand wisdom passed down from seasoned professionals who've been there and are willing to help others get to where they want to go. This program pairs an employee with an internal career mentor based on the employee's desired career goals. KeyBank also has a reverse mentoring program where digital natives mentor its executives.

- **Key Business Impact and Networking Groups (KBINGs):** These groups both broaden and deepen intra-community networks while developing participants' leadership skills and pinpointing top talent to aid with innovation. Key's twelve KBINGs are: African Heritage; Asia; Champions of People with Disabilities; Hispanic-Latinx; Jewish Cultural; Key for Lifetime Contributors; Key Legal Exchange; Key Military Network; Key Women's Network; Key Young Professionals; Parents are Key; and PRIDE.
- **Key's 360 Development Feedback:** Receiving ongoing, specific input from colleagues and managers is vital to career growth. Key's holistic development feedback allows employees to discover blind spots, pivot, and grow.
- **A Strong Internal Job Market:** Employees don't need to resort to searching externally when they're ready for their next step up the ladder.

Instead, they can grow with Key. For those with an open mind and the right attitude, internal opportunities are unlimited.

Whether just starting in a career or heading toward the executive ranks, at KeyBank employees are supported with work-life balance, an inclusive environment, exceptional benefits, and comprehensive career development resources and guidance—all designed to help them achieve their career goals.

About the Author:

James R. Barger is President and Commercial Sales Leader for KeyBank's Connecticut and Massachusetts market, overseeing the bank's customer service and business development efforts throughout the market and leads the middle market sales team dedicated to providing expertise and financial solutions to commercial clients. He is also accountable for driving collaboration and

coordination of activities and resources to grow the bank's presence and market share and serves as the external face and voice of KeyBank in the Connecticut and Massachusetts communities. Jim can be reached at James_r_barger@keybank.com and 203-404-6231.



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GSB: People Investment is an Investment in Tomorrow

By Christine Beirne, SPHR, SHRM-SCP
SVP, Director of Human Resources

Guilford Savings Bank (GSB) continues its strong track record of hiring and retaining top talent. The secret is, that there's really no secret. Our success is the product of ensuring our employees are experts in their respective fields, current with tech and industry trends and customer centric in approach. In this way, each GSB employee can deliver a flawless customer experience in whatever channel our customers wish to meet us.

"It all goes back to one of GSB's core values, Team Development: Recruitment, retention and reward of a strong and compassionate team through a culture that encourages empowerment and growth, ensuring every employee has direct access to career growth, diversity education and leadership development opportunities," stated Training & Development Manager, Brian Toman.

Career Growth

Career Growth begins at the very beginning, with a thoughtful approach to ensure each employee's Onboarding Experience is thorough and unique. This multi-week preparedness program introduces new employees to the History, Mission, Vision and Core Values of GSB. From the technical ins-and-outs to empathetic and culturally aware communications training, with innovative approaches and guest speakers included to offer a fully rounded view of GSB, and our mission of serving our customers.

Another employee opportunity is Career Mapping through our learning management system (BAI), which allows GSB to create curriculums tailored to each specific department or roles within the bank. These curricula, or Career Paths, include courses on regulatory testing, and real life/situational training, and utilize BAI created training courses as well as proprietary GSB course content. These digital training sessions incorporate readings, videos and testing. And, as flexibility is an important benefit here, the digital delivery offers employees the control to decide when they would like to take courses.

Culture & Diversity

In parallel, our Culture and Diversity Program continuously evolves to strengthen employee and team dynamics. Key to this is our Diversity, Equity and Inclusion (DEI) program currently in development.

DEI Officer Shalonta Ford explains, "The DEI program ensures the bank, and our people understand the concerns and challenges that our diverse communities face, through Training and Education,

Internal DEI Assessments, an annual Employee Engagement Survey and the Internal DEI Council comprised of employees from every level."

Another facet of our culture is an awareness of Soft Skills / Emotional Quotient (EQ) Training that includes customer interaction models, including expectations for behaviors during customer service interactions, such as Overdraft training, and the expectations, understanding and empathy required for subsequent customer conversations.

Leadership Development

The third pillar that drives how we invest in our people is in Leadership Development. This not only means professional leadership, but specifically leading by example in the communities we serve. We follow the Servant Leadership philosophy. Through specific servant leader training, the BAI Learning Center, GSB speakers and through action, all employees are expected to be committed to driving employee growth, stewarding returns on our investment in people and effectively building and strengthening our community.

Another investment in this pillar is an Advancing Education Benefit which provides employees specific funding to advance their studies in a range of settings. In addition, GSB has partnerships with several leading educational institutions for advanced professional Coursework, including: the Connecticut School of Finance & Management (CSFM), the ABA Stonier Graduate School of Banking and the Barrett School of Banking. Employees are encouraged to attend and applauded for the hard work and commitment when they do.

Practice What You Preach

The final piece in GSB's commitment to developing strong leaders is in practicing what we preach. Coursework, skills and learning are critical to professional development within GSB but also through giving back in service through Community Stewardship. That's why GSB requires all officers to be active members on non-profit or community boards.

GSB is keenly aware that our people are the embodiment and reflection of our institution. Therefore, investing in their development, welfare, and growth today ensures GSB's future growth continues to shine bright. ☺

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Congratulations to the Class of 2021!



Connecticut School of Finance & Management

The Connecticut Bankers Association (CBA) is proud to announce that 43 students in the Connecticut School of Finance & Management's (CSFM) Class of 2021 graduated on June 23, 2021. Congratulations to all the graduates and to Magda Wachel-Florezyk of Peoples United Bank, who was awarded the John C. Shortell Award for Academic Excellence, which is presented to the student who achieved the highest academic grade while attending the CSFM two-year program.

CSFM is the premier management training program offered by the CBA and has long proven to be a staple within many of the banks

in Connecticut and surrounding states, as a critical tool in helping to shape their leadership team of the future.

On June 23, CSFM students from across Connecticut and several from New York, traveled to the Trumbull Marriott in Connecticut to participate in the multi-day BankSim, a simulation that allows them to practice the multitude of concepts developed during the preceding two years at the school in a fun and competitive atmosphere and brings their CSFM studies to a close. This resident program culminates with the CSFM graduation ceremony.

Congratulations to these CSFM Class of 2021 Graduates:

Chelsea Groton Bank Rebecca Magner	Ion Bank Brandon Baeder — <i>Honors</i> Rocco Vitale, Jr. — <i>Honors</i>	Northwest Community Bank Laura Murphy — <i>Honors</i> Shari Picard	TD Bank, N.A. Gerta Xhelaj
Connecticut Department of Banking Allison Bellucci — <i>Honors</i> Matthew Saunig	Jewett City Bank Timothy Jones	People's United Bank Daniel Bishop Jacqueline Butler Andrew Matarese Michael Miranda Jeanna Szostek — <i>Honors</i> Magda Wachel-Florezyk — <i>Honors</i>	Thomaston Savings Bank Melissa Cipriano Tony Sanchez
Dime Bank Samantha Bazydlo Arthur Wasielewski	Liberty Bank Tracy Benson Melissa Briere Sasha Chabre Ashley Crete Cody Long	Peoples Bank Jeffrey Reinke	Torrington Savings Bank Alexander Drivdahl Melissa J. Manolitsis
Fairfield County Bank Christopher Hawley	Milford Bank Tyler Haskell	Savings Bank of Danbury Domenic Bartolomeo Caroline Corbett Lynda Gustems	Union Savings Bank Carlos Alvarez Matthew Ross Alexandra Silva
First County Bank Ihana Nikolova Andrew Packard	Newtown Savings Bank Megan Barnard Mariela Varrone Wrobel		Webster Bank, N.A. Jennifer Bushey
Guilford Savings Bank James Davitt Patrick Murphy			Windsor Federal Savings & Loan Kortney Holland Jonathan Kozloski

Graduates Tout Benefits of CSFM Program

"I cannot say enough good things about this program, I think you do a fantastic job of giving students a "big picture" perspective of banking and I left feeling like I had a more well-rounded knowledge of the industry and my role in my bank."
– Melissa Waite, Jewett City Savings Bank, CSFM Class of 2018

"The entire simulation had a big impact. I was able to take a way a much greater understanding of how banks work and why they make the decisions they do." – Ashley Crete, Liberty Bank, CSFM Class of 2021

"Through the two years at CSFM I met a lot of people and made connections that I will keep throughout my career." – John Rice, United Bank, CSFM Class of 2017

"The entire session/program was excellent – well organized and great example on a different scale of the inner workings of bank and decisions that are made." – Jennifer DeLucia, Chelsea Groton Bank, CSFM Class of 2016

"This was a great help to my current position as well as future career path. It increased my understanding of the underlying strategic plans of the bank." – James McLoughlin, First Niagara Bank, CSFM Class of 2016

"The whole program was amazing." – Michelle Wollack, Essex Savings Bank, CSFM Class of 2016

"This was a great exercise." – Lynda Gustems, Savings Bank of Danbury, CSFM Class of 2021

What a difference a year makes!

By Kevin Nunes, Senior Consulting Associate, The Navis Group

In late June of this year, the Connecticut Bankers Association's [Connecticut School of Finance & Management \(CSFM\)](#) completed its 2020-2021 two-year program with its culminating BankSIM resident session. This three-day intensive immersion featured teams of students competing against each other as the new management teams that have inherited the same troubled bank and are tasked with turning the bank around (as measured by certain key metrics like capital ratio, liquidity, ROA, efficiency, etc.) over a three-year simulated period.

And unlike last year's necessity of doing this remotely via **{insert name of your preferred COVID-Hell software video conference solution here}**, this year's rendition was fully in-person. Like I said, what an incredible difference in the student/teacher/advisor experience.

But ... we all know by now that while we are eternally grateful to the Zoom/GoToMeeting/Teams/WebEx/other solutions that allowed us to function pretty darn well during unforeseen stay-at-home conditions, nothing beats the face-to-face experience for interacting with our colleagues. Not much more needs to be said about that. Rather, this is about the extraordinary program offering *and delivery* that CSFM provides to its students.

This is the second year I've had the privilege to work with SIMland's Commissioner's Office to help run the model and process/evaluate team inputs during the BankSIM exercise. By the time the students arrive at this juncture, they've been in CSFM for two years. Over the span of about 24 course offerings, including resident and non-resident sessions as well as a major paper, they've essentially been instructed in all of the stations of the cross of the banking industry: history and law, economics and analysis/forecasting, money and banking theory, ALM and balance sheet management, time and stress management, several leadership development sessions, multiple sessions focused on effective communications (verbal and non-verbal), credit and lending, enterprise risk management, marketing, strategic planning, human resources and

stress/change management. If I've missed anything in this list, trust me CSFM has not.

But a great curriculum is only that – inspired administration and great instructors are where the rubber hits the road, and BankSIM is where I get to rub elbows with many of these folks. CBA's education leadership is superb and insanely dedicated to the student experience, while the roster of instructors and advisors is replete with current or retired CEOs, CFOs, COOs, CLOs and the like. It would be interesting to add up the years of banking and professional experience represented by this group. Throw in the occasional economist or other outside professional where applicable, and you get the idea that we're talking about an "A-Team" imparting both knowledge and generational wisdom to CSFM students.

At Navis Group, we have the advantage of working with a bunch of banks each year from coast to coast. In the work we do, we frequently have discussions with senior bank officials about one of the more singular challenges all banks admit they are facing – not only does the industry face the reality of Millennials and younger not giving a damn about the traditional bank customer model, but in the face of that challenge how do you attract, develop and retain the young talent you need to thrive (survive?) in this ever-changing environment?

My experience with CSFM suggests that this type of intensive training/development provides a pathway to the answer. If your bank has hired well, then by default that means you've brought on newbies that you see as long-term assets. There is no better way to signal to (and hopefully retain) your young professionals that you're "all in" on them than by being willing to invest in their long-term development, and from what I can see from BankSIM at the tail end of CSFM, this program absolutely gets it.

If you're a Connecticut bank, it's easy to assume you at least know of CBA and CSFM. But if you're not sending your best five or six available athletes each year to this training camp, have you asked yourself, why not? 🏹

New Leaders IN BANKING

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The highly anticipated 26th annual BankWorld® tradeshow began on Thursday evening, June 10, 2021, with a sold-out New Leaders In Banking Awards banquet at Mohegan Sun. The event, sponsored by Wolf & Company, recognized and honored fourteen of the best and brightest in banking, nominated by their supervisors and peers and carefully chosen by a panel of judges. The award winners were selected based on criteria which included employment at a CBA member bank, being an outstanding employee, manager, or business leader, and making a notable impact within their financial institution and community. Family members, supervisors, and many fellow bankers in attendance helped create a memorable evening for the distinguished 2021 New Leaders in Banking.

Presenting the awards were Cynthia Merkle, CBA Board Chair and President & CEO of Union Savings Bank; Thomas Mongellow, CBA President, CEO & Treasurer; and Gerald Gagne, Principal and Chief Growth Officer, Wolf & Company. The CBA and AmBiz thank Wolf & Company for sponsoring the New Leader Awards program and dinner each year and offer our heartfelt congratulations to all the 2021 award winners.

The BankWorld® exhibit hall opened on Friday, June 11, 2021, to over 900 attendees. Normally held in January, the event was moved to June this year due to COVID restrictions that were in place last winter. The CBA and AmBiz are already hard at work planning for the 2022 BankWorld® event at Mohegan Sun, scheduled for January 14, 2022.

The Connecticut Bankers Association would like to especially recognize and thank our Diamond Sponsor:

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NEW LEADERS IN BANKING 2021

Barbara Curto
Chelsea Groton Bank

Kristin Zummo
Chelsea Groton Bank

Erin Tirrell
Dime Bank

Emily Gayton
Fairfield County Bank

Arianna Middleton
Fairfield County Bank

Kathy Duncan
Guilford Savings Bank

Jayne Kelly
Ion Bank

Edma Canaan
Ion Bank

Jennifer Blatchley
Newtown Savings Bank

Christine Bascetta-Gath
Northwest Community Bank

Aidan Gilligan
Salisbury Bank

Heidi Capodanno
Union Savings Bank

Matthew Cuddy
Westfield Bank

Jonathan Kozloski
Windsor Federal Bank



Christine Bascetta-Gath

*Senior Vice President,
Commercial Lender
Litchfield Bancorp*

Christine Bascetta-Gath began her banking career in 2010 and since then she has worked in multiple areas of commercial banking. Prior to Litchfield Bancorp, Christine was Vice President, Commercial/Wholesale Banker, at United Bank. Prior to that, Christine was responsible for determining the lending

needs and banking services for existing and potential customers, as well as aiding in a \$30 million loan growth over a two-year span in a commercial banking department start-up at another local community bank. Christine graduated from the University of Chicago with a master's degree, and from Clark University with a bachelor's degree. She is also a graduate of the Connecticut School of Finance and Management (CSFM). Christine spends her free time outdoors, at the gym, and enjoying quality time with her family.

Over just the past two years, Christine has accomplished an abundance of vital strategies for Litchfield Bancorp and the CT Mutual Holding Company, including:

- Developed transparent loan policies and assisted the Bank in deepening their knowledge and credit underwriting skills in C&I lending; drafted and implemented C&I as well as Enterprise Lending policies for the Bank.
- Increased bank return by introducing RAROC and pricing model tools; established benchmarks & quantifiable measures to assess "successful" bank relationships, increase fee income & cross sale opportunities.

- Ensured overall soundness of loan portfolios, by identifying long-term objectives and strategies regarding portfolio mix, growth and market penetration.
- Maximized loan & deposit growth, driving the bank to exceed their goals through 2019 by introducing the industry intelligence, up-training lenders and streamlining approval processes to address speed to market
- Took the lead in developing a way to track loan and financial covenants on the CORE system. Full procedures written and developed.

Christine is also Northwest Chamber of Commerce Vice Chair; United Way of Northwest CT Cabinet Team Lead; and Corporator of Charlotte Hungerford Hospital and Brooker Memorial Child Care Center.



DON'T MISS THIS MUST-ATTEND EVENT!

Thursday, January 13, 2022 – New Leaders in Banking Awards Dinner

Friday, January 14, 2022 – Banking Trade Show

Mohegan Sun Casino & Resort

Register to attend: nebankworld.com



Jennifer Blatchley

*Assistant Vice President,
Customer Experience Manager II
Newtown Savings Bank*

How did you get into banking, and what keeps you motivated to stay?

At the time, I was looking for a part-time position that fit my schedule and my skill set. While I didn't think I would be selecting a career, within a short time I recognized I could do more. It's always been my goal to be an asset to the organization, to learn as much as I possibly can and be an advocate for my employees and our customers.

Have you had any great mentors along the way? What is the importance of mentoring and is this something that you focus on?

I have had the pleasure to work with several managers that not only helped guide me in my career but are true friends. Having someone that you trust truly listen to you and encourage you, knowing they have your back through the good times and bad is invaluable. That is the example I try to set with those I work with too.

What do you consider your greatest success?

Shortly after taking on my new role managing a branch and the customer service center, the

pandemic hit. This was especially challenging as call volume increased and involved a lot of coordinating with branches to make sure we were covered. We handled the increase with exceptional abandonment rates. In addition, I have had the pleasure of opening a new branch in 2007 and moving two other offices. Although huge tasks, I consider the smooth transitions for staff and customers as a great success!

How do you see technology changing banking in the next few years?

In the next few years, things that only a few banks may be doing now will likely become more commonplace. This may include video chat, co-browsing, voice biometrics, virtual assistants, among other things, being added to the standard offerings of even smaller institutions. Customers will want the freedom to bank when and where they want, and we will always be looking for ways to make that easier and more convenient.

What is your favorite book?

Pride and Prejudice.

CONGRATULATIONS!

Congratulations Jennifer Blatchley on your New Leaders in Banking Award!



Congratulations on being named a New Leader in Banking.



Jayne Kelly

EVP, Chief Commercial Loan Officer



Edma Canaan

EVP, Chief Credit Officer

All of us at Ion Bank are so proud of Jayne Kelly and Edma Canaan for being recognized with this distinguished honor for their significant contribution to our Bank and the communities we serve.



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Edma Canaan

*Executive Vice President and
Chief Operating Officer
Ion Bank*

How did you get into banking, and what keeps you motivated to stay?

My whole career has been in Commercial Lending. What kept me motivated was the drive to take on challenges and solve problems, and opportunities that will lead to my personal growth and development.

Have you had any great mentors along the way? What is the importance of mentoring and is this something that you focus on?

I have had a few mentors along the way which helped my career growth. Mentoring in businesses is important because it brings hidden talents to the surface and can lead to a great career growth. I focus on mentoring because it brings a collaborate communication between the mentor and mentees, it opens doors to opportunities, and defines targets and goals to achieve.

What do you consider your greatest success?

Work accomplishments are my biggest success. During the pandemic, we all faced difficult times;

however, Ion Bank's team members worked together to keep the bank going and to help our customers and businesses to survive. This success was due to the efforts and hard work the team did over 13 year-period to build the Commercial Lending Department. I am very proud of that success.

How do you see technology changing banking in the next few years?

Technology is changing expectations by consumers and businesses. The rising competition from Fintech and the continuous changes in customers' expectations are changing the banking services and products from traditional experiences to digitalized ones. Mobility, internet banking, availability to service customers 24/7 are few of the technological changes that is and will continue to take place in banking.

What is your favorite book?

Steve Jobs by Walter Isaacson.

How did you get into banking, and what keeps you motivated to stay?

My first professional role was with a national life insurance company underwriting \$50-\$100 million commercial real estate transactions. I thereafter transitioned to a loan officer with a CT based bank. I love the commercial lending field. It is a challenging and highly rewarding field where we have opportunities every day to assist businesses and non-profits from start up to funding growth opportunities.

Have you had any great mentors along the way? What is the importance of mentoring and is this something that you focus on?

I have had many great mentors along my professional career- from former and current bank presidents to CEO's of large companies. I am a big believer and supporter in mentors and believe they play a crucial role in developing and shaping great leaders. I am always eager to serve as mentor as opportunities are presented.

What do you consider your greatest success?

My balanced life having close relationships with family and friends and a challenging and highly rewarding professional career with a great organization.

How do you see technology changing banking in the next few years?

Automation has and will continue to change the lending field. Benefits are eliminating numerous 'touch points' in the internal process- from application to underwriting to approval. Fintechs will continue to be an important competitor for banks especially in the small business C&I sector. Banks need to remain highly efficient, streamlined, digital and nimble in their decisioning and response time to market.

What is your favorite book?

GRIT.



Jayne Kelly

*Executive Vice President,
Commercial Banking
Ion Bank*



Matthew Cuddy
Vice President, Area Manager
 Westfield Bank

How did you get into banking, and what keeps you motivated to stay?

My career in banking started as a float teller. Along the way, it has been meeting, interacting with, and helping so many people and learning their stories that has kept me energized each day. I find it extremely rewarding to be able to help individuals, families and businesses realize their dreams. It is extremely gratifying to play a part in the development of our future leaders as they navigate their careers.

Have you had any great mentors along the way? What is the importance of mentoring and is this something that you focus on?

I have been fortunate to have had several mentors throughout my career, both inside and out of the industry. These individuals helped me understand the many aspects of leadership both within the four walls of our business with our employees, but out in the community. Mentoring is extremely important, again, not only for the great impact it has on the development of individuals in our industry, but also because the benefits are

exponential and transferrable as these future leaders, we influence may find their passion ultimately in other industries.

What do you consider your greatest success?

The greatest success of my career has been being able to have had a successful career in banking, building my business several times while maintaining balance, being present with my family as we have grown.

How do you see technology changing banking in the next few years?

Technology will continue to improve the access our consumers and small businesses have to the financial tools so vital to managing their everyday lives and building their futures. Banking, in one way, will not change at all, the core focus will be on developing relationships, it will become increasingly important for us, as bankers, to be our clients' resource to help navigate the myriad of tools, products and services available to them.

What is your favorite book?

Turn The Ship Around!



Barbara Curto
Vice President, Marketing Manager
 Chelsea Groton Bank

How did you get into banking, and what keeps you motivated to stay?

I started my career at a marketing communications agency in Philadelphia. While there, I had the opportunity to work on both the PR and advertising sides of the business, for several clients across a range of industries, including finance. When my husband and I relocated to Southeastern Connecticut, I began to look for marketing positions in the industries where I had experience. I feel fortunate to have landed on the Chelsea Groton Bank marketing team. Over the last six years, I've had the opportunity to take on exciting and challenging

projects, to collaborate with and learn from many talented people, and to participate in conferences and programming like the ABA Bank Marketing School and CT School of Finance and Management, which have helped me to grow in my role and learn more about the industry.

I've always felt really good about Chelsea Groton's commitment to the people, businesses and organizations in the community. Over the last year, circumstances were more challenging than ever, but in addition to supporting day-to-day banking needs, Chelsea Groton also figured out how to answer to the incredible loan volume, introduce new technologies, continue to provide financial education and resources, and make impactful donations to the organizations in our community who were in desperate need of funding. It was all-hands-on-deck every single day. I felt incredibly proud to be a part of it. It's motivating and gratifying to work for a company who has a really positive impact on the community, especially during challenging times.

Have you had any great mentors along the way? What is the importance of mentoring and is this something that you focus on?

I've been fortunate to have many great mentors over the years, both during my education and my career. Leaders who have been able to strike the right balance of challenging me, while also encouraging, guiding, and leading by example, helped me gain a lot of confidence, especially early on in my career. Mentoring is

such an important part in the development of any team member. In the same way I benefit from my superiors bringing me into new projects or teams, I try to be mindful of bringing others the opportunity to take on projects that will allow them to work with new people, develop in a certain area, or showcase a skill. It takes time, but it's exciting to watch a motivated individual develop their skills, see their confidence grow, and know you played a small part in that.

What do you consider your greatest success?

Working full-time with two young kids at home during the first several months of the pandemic has to count for something. We survived!

How do you see technology changing banking in the next few years?

People who felt less comfortable with technology pre-pandemic were forced to adopt it, whether it was using FaceTime or Zoom for the first time, or finally trying online or mobile banking. I anticipate demand for conveniences, tools and resources made available through technology will increase, including one-on-one conversations with bankers via video calls, text touchpoints between banker and customer, and more. The customer's desire for personalized digital experiences will continue to grow.

What is your favorite book?

Letters from a Nut by Ted L. Nancy. Anyone in marketing or a customer service position will appreciate this hilarious book series.



Kathleen Duncan
Reverse Mortgage Specialist
 Guilford Savings Bank

How did you get into banking, and what keeps you motivated to stay?

After leaving hotel management, I didn't know what I wanted to do next. I was still trying to figure this out when I went through the drive-through of my local bank to make a deposit. The manager came over to say 'hello' and said, "Hey, Kath, you want a job?" I thought for a quick moment and said, 'Sure'. I pulled around and went into the bank and the rest is history. I began working as a part time-teller and planned to move to full-time when a position became available. Then, I had my children - never went full time until after my youngest went to kindergarten - and then it wasn't banking.

Years later, I started back in banking first as a Relationship Banker for a large bank. I was happy to be back in banking but knew I was at the wrong bank. I found my way to GSB as a Senior Customer Service representative and within two years was a Branch Manager. I moved from branch to branch as manager and was asked what I thought about becoming a Reverse Mortgage Specialist. It took some time for me to see myself in this role and how I could make a difference in this role. I am so glad that I made the move. This role gives me the opportunity to help people, provide important information, education and a difference to the clients I work with.

GSB supports me in this role and has given me the opportunity and challenge to grow this department. Support and encouragement from Senior Management keeps me motivated to stay. The culture at GSB is positive and forward thinking. There is collaboration and innovation - and it's done by people like me - not just a group of people in some office at headquarters. I am part of this team, and I am motivated to stay in banking at GSB because I want to be part of the future and I want to make a difference.

Have you had any great mentors along the way? What is the importance of mentoring and is this something that you focus on?

I have had several mentors over the years - the first being the manager that hired me through the drive-through! It is important to have a mentor and to be a mentor. I have found that I gravitate toward strong women leaders. There is one in particular that has impacted me greatly along my path at GSB. This person is a long-time employee of GSB and has more knowledge about the bank than I can ever know - I call it "tribal knowledge". The best part of knowing Renee is that she shares this knowledge- and explains what she knows in a way that I can understand and then helps me put it into perspective for today.

Mentoring is important because it gives an individual a person that will tell them the truth - a trusted advisor. Someone to be a sounding board without judgment. When working with coworkers from different departments on a project (such as PPP loans) I try to always share what I know and learn with others so that they can do the same. "Tell me and I forget. Teach me and I remember. Involve me and I learn" is a quote by Benjamin Franklin that resonates with me and helps guide me as a mentor.

What do you consider your greatest success?

My greatest success, so far, is helping many people during a critical time in our lives. In 2020, I was able to successfully achieve my reverse mortgage goal and help over 400 businesses with PPP loans. I was tasked with co-leading a team to process PPP loans for the bank. None of us had commercial or SBA lending experience. We worked together so that we could ensure our business customers would be okay after the pandemic was over. I am very proud of how many people we were able to help.

How do you see technology changing banking in the next few years?

Technology will continue to play an important role in banking as many of us have adapted to using more digital methods through the pandemic. People who were not comfortable with online banking, were able to become more familiar and comfortable with it when banks were closed this past year. We were able to provide more resources to these folks as many of us pitched in to help the Access Banking Center with their increased call volume. I can't wait to see what comes next on the digital platform!

What is your favorite book?

SHINING BRIGHT!

GSB congratulates...

Kathleen Duncan
 AVP, Reverse Mortgage Specialist

and all of the 2021 New Leader in Banking recipients on their recognition from the CBA!

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Heidi Capodanno
 Director of Customer
 Experience
 Union Savings Bank

How did you get into banking, and what keeps you motivated to stay?

My mom was a banker and really influenced me into making this change. It was the best move that I made! I feel so privileged to work with so many great people that motivate me each and every day. I love to uncover even the smallest things that can impact the customer experience and look for ways to improve. We have a great team at USB who really work hard at making both the customer and the employee experience better each day.

Have you had any great mentors along the way? What is the importance of mentoring and is this something that you focus on?

I have been privileged to have had many great mentors. The successes that I have had throughout the years, each of them has played such a key role. They have helped shape who I am as a leader. Mentors are so important, and I would encourage everyone to own that mentee/mentor experience. As a mentee you need to be selfish and reach out. Never be afraid. This is the one thing that I have learned. I recently heard the words, "my tribe." I love that because all of my mentors are "my tribe" and have always been just a phone call away and help guide me into making the right decisions or encouraging me to look at things in a different way. Giving back and being a mentor is the greatest

feeling as well. This is my other tribe of people that I have taken under my wing and some of them live miles away in other states, but to have them reach out and to help guide them and see their successes is such a wonderful feeling.

What do you consider your greatest success?

Professionally I consider being chosen for this award as my greatest success. I feel so honored that the leaders at USB even felt that I was worthy of such an outstanding award. When I look at past recipients of this award, they truly are great leaders and again I feel honored to stand tall with all of them.

How do you see technology changing banking in the next few years?

Due to the pandemic, we have accelerated the shift towards digital channels. Customers that did not want to navigate towards digital or self-service have learned to adopt it and are liking it. In many cases the customer has seen that it is easier and can save time. In the next few years, we will see more and more of this shift and the need for banks to up their game in the IT space. We are not working for banks anymore we are working for IT companies.

What is your favorite book?

Hug your Customers by Jack Mitchell.



Emily Gayton AD
 Vice President, HR Administration
 Fairfield County Bank

How did you get into banking, and what keeps you motivated to stay?

There was a terrific opportunity to utilize my human resources skillset in an organization with enough employees to be interesting, but not too many to be impersonal. That's how I got here. I'm motivated to stay by the community service and the rewarding work that I do every day.

Have you had any great mentors along the way? What is the importance of mentoring and is this something that you focus on?

I've never had a formal mentor, but I study those leaders I admire, develop relationships, and ask questions and advice of them often. This is the best way to learn.

What do you consider your greatest success?

Helping to navigate our team through the pandemic. We did a really great job keeping our employees and customers safe and minimizing our risks, while still providing outstanding service.

How do you see technology changing banking in the next few years?

Technology is here to help our customers will the easy stuff so that we can focus on helping them with their more complex banking needs.

What is your favorite book?

I'm an avid reader. The Heart's Invisible Furies is my favorite lately.



Arianna Middleton

Vice President,
Manager of Digital Banking
Fairfield County Bank

How did you get into banking, and what keeps you motivated to stay?

I fell into banking starting as a teller and quickly moving over to the loan area as an administrator. I really didn't know what I wanted to be when I grew up and really didn't imagine my career would stay in banking. I was also

a bartender and worked both in banking and bartending for many years. I quickly saw that in banking, if you put in the effort, you really could move forward. I decided to jump in and learn everything I could and to be honest, I haven't stopped learning 20 years later. That is what motivates me to stay. I have had the good fortune to work for the same company these last 18 years and I haven't gotten bored. There is always something new to learn, a new challenge an opportunity to grow and that is what keeps me motivated.

Have you had any great mentors along the way? What is the importance of mentoring and is this something that you focus on?

Mentoring has been huge for me over the years. Early on, a successful commercial lender took me under their wing and taught me how to go out calling on customers they taught me to be confident and to just show the customer or prospect that you actually cared (and of course to always bring them a gift like a box of golf balls). That coaching inspired me to seek out more people that I could learn from. There have been many mentors that I have had within my organization and outside of it. They help support and motivate you, they help you focus on what is important and give you ideas to try. I find that

I like to do the same for others so I love working with anyone who could benefit from my support or skill set. I make it a point to focus on the team members that work for me to find out what they want to do and to help support them in their journey.

What do you consider your greatest success?

I think this depends on whether or not this question means success in banking or success in life. My greatest success in life was surviving an unusual and traumatic childhood, becoming financially independent at the age of 15, seeking out education wherever I could and fighting to be the best that I could be both as an employee and as a human. Starting from such a disadvantage at a young age could have taken me down a very different path and looking at where I have landed is a success.

How do you see technology changing banking in the next few years?

AI is definitely going to become a much bigger player in the banking world over the next few years. While branch banking will always be needed, the digital space is where the traffic will continue to grow.

What is your favorite book?

Thinking, Fast and Slow by Daniel Kahneman

Our strength is in our employees whose customer service skills set us apart in a very competitive market. Because of our dedicated team, we are known for personalized service delivered by dedicate, knowledgeable and enthusiastic employees.



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Aidan Gilligan

*Vice President,
Commercial Loan Officer
Salisbury Bank*

How did you get into banking, and what keeps you motivated to stay?

I truly believe that community banks are the backbone of the economy and I wanted to be a part of that process. As bankers we provide local businesses and individuals with life changing loans that help them achieve their dreams. As a commercial lender I am motivated by learning about new businesses, meeting new people, and assisting them reach new heights.

Have you had any great mentors along the way? What is the importance of mentoring and is this something that you focus on?

I have been fortunate to have a variety of mentors in my life and I'm very grateful for being able to rely on my two current mentors, John Trott and Jody Law, as my banking career progresses. It is important to have mentors that not only have knowledge and experience, but also support you in developing your own ideas. I encourage everyone to seek out mentorship and find a way to pass it along to those who come after.

What do you consider your greatest success?

My children (Rory-5 and Averi-3) are my greatest success. They continue to amaze me with their passion for learning new things. Many people strive to make their parents proud when they are young, but as soon as Rory and Averi were born it made me want to be a better person and give them the role model they deserve. They are my greatest motivation.

How do you see technology changing banking in the next few years?

As the world continues to embrace digital banking the next step in that development will be finding new ways to personalize the experience. Ease of use has driven recent changes to technology in the banking industry and it has become a norm for consumers, differentiating and personalizing that experience is the ensuing evolution of technology.

What is your favorite book?

The Great Gatsby.



Kristin Zummo

*Vice President,
Learning & Development Manager
Chelsea Groton Bank*

How did you get into banking, and what keeps you motivated to stay?

When I joined Chelsea Groton as the Learning and Development Manager, I had no banking background other than my experience as a customer. However, I was a quick convert. While I wasn't a born career banker, I am proudly becoming one. The incredible impact that banks

have not only in the economic landscape, but also in each and every local community, motivates me to do my part to support the employees in this industry.

Have you had any great mentors along the way? What is the importance of mentoring and is this something that you focus on?

It takes a village to raise a leader, and I've been privileged to have had many willing teachers and coaches along my journey. My mentors have come in all shapes and sizes. From past managers who challenged me not to accept "no" until I'd heard it three times, to my current leadership who inspires me by leading with an intentional focus on people, and even my spirited children who encourage me to look at everything with fresh eyes. These perspectives and many others have and will continue to shape me, and for that reason I have a champion for mentoring. While formal mentoring is invaluable, each new interaction, professional connection, or collaboration is an opportunity for informal mentoring. I work to continuously ask, "What could I be learning in this moment?" and "Is there a way for me to support someone else's learning?" I've been given so much by the champions in my life and I try to focus on passing that encouragement and guidance on whenever possible.

What do you consider your greatest success?

I've had the privilege to work with our leadership team to build and launch a leadership program at Chelsea Groton Bank. Through this program, our team members have unique opportunities to gain new skills, build positive habits, and gain professional exposure. My greatest successes are the employees that use their new skills to fine-tune their productivity, gain confidence to try something new, earn a promotion, or lead the business forward with a new perspective.

How do you see technology changing banking in the next few years?

We've all witnessed the accelerated lean into the digital banking world over the past year. With such a monumental leap forward in such a short time, this momentum will continue to call for ways to meet needs outside of a brick-and-mortar building. We'll look to leverage even more forms and platforms, such as cryptocurrency, to serve our customer needs and also continuously educate ourselves and update practices to keep our banks and customers safe in this new frontier.

What is your favorite book?

Leadership on the Line by Ronald Heifetz and Marty Linsky.

congratulations

to Aidan Gilligan, a 2021
New Leaders in Banking
award winner



Aidan Gilligan
Vice President,
Commercial Loan officer



Connecticut | Massachusetts | New York
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Jonathan Kozloski

Branch Officer

Windsor Federal Savings Bank

How did you get into banking, and what keeps you motivated to stay?

My banking career got started at a small community bank, as a part-time teller. It brought great pleasure and satisfaction when I was able to help customers, even if it was a simple transaction or just lending a listening ear. Over time my career path changed slightly; however,

I always kept one thing constant - I remained customer-facing, and customer-focused. To this day my philosophy is: Without our customers, we don't have jobs.

Looking back over the last fifteen years, I have had the opportunity to work for small and large banks. I can honestly say that my passion lies within community banking. The relationships I've been able to cultivate over the years, and seeing customer's financial dreams come true, is the motivation that drives me.

Have you had any great mentors along the way? What is the importance of mentoring and is this something that you focus on?

Over my career, I have had people that have helped me along the way. I've had managers that pushed me to take chances on myself, and only afterwards did I learn how valuable those lessons were. I've had other managers and other supervisors that have taken chances on me and my personal growth. At Windsor Federal I consider myself very lucky as I have been given the opportunity for substantial growth in both my professional and personal lives. It is an honor to work for and consider myself a part of the Windsor Federal family.

Mentors and mentoring have a special place for

me. From being a mentor to incoming employees, to facilitating a year-long training program to better our new and seasoned employees, it is my firm belief that educating our teams is the true path to great success. Being there to help team members along the way is an added bonus, especially when they reach their "A-HA" moments.

What do you consider your greatest success?

I consider the customer relationships that I have built over my career as my greatest success. These relationships have been forged over time, through hard work, patience and building bonds of trust.

How do you see technology changing banking in the next few years?

Over the next few years, I see banking becoming more virtual and less personal. Since the inception of online banking, we have seen the personal touch being lost. We now can deposit checks, open accounts, pay bills and transfer funds at the tips of our fingers with mobile apps. Doing this creates less of a need for all parties to go to the bank, therefore cutting down on the chances for personal service or connection.

What is your favorite book?

How To Win Friends and Influence People by Dale Carnegie.

Windsor Federal congratulates the 2021 New Leaders in Banking!



Jonathan Kozloski is a shining example of a trusted community partner and reputable leader. We are proud to recognize him with this well-deserved accolade.



Windsor Federal



Erin Tirrell

*Branch Manager, Corporate Officer
Dime Bank*

How did you get into banking, and what keeps you motivated to stay?

At the time I was 22 years old and needed a full-time job with benefits in place of the restaurant job I had. I have always enjoyed working with the public and developing those relationships.

Have you had any great mentors along the way? What is the importance of mentoring and is this something that you focus on?

I have had some great mentors and I still do. It is important to have those people in your life that are going to be a good influence, honest, and brutal. You learn from your mistakes; I certainly have along the way!

What do you consider your greatest success?

My greatest success in life was becoming a mom 14 years ago. My family is my life and my real full-time job. From a professional standpoint I always knew I wanted to be a manager and work in our Stonington Office that that is where I am today!

How do you see technology changing banking in the next few years?

As much as I don't want it to change, I see the world going electronic and very little in-person banking. The days of the lines out the door are gone. The past 15 years have drastically changed.

What is your favorite book?

Last book I read was Water for Elephants before I had my daughter.

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Erin Tirrell
for being recognized as a
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BANKERS ON THE MOVE



Harold M. Horvat



Richard Balestracci



Gerald Tavernier



Greg Shook



Diane Arnold



Sean Flynn



Sean Markham



Shalonta Ford



Dave Finnerty



Stephanie Atsales



Adam Carner



Kathleen McPadden



James Koulouris



Robert Mezzo



Michael Alberts



Brian G. Williams



James Ksiazek



Suzanne Adinolfi



Lissette Buccheri



Matt Cammarota



Michelle Dziubina



Eric Jalbert



Lorri Johndrow



Nicholas Lacovara



Jeremy Miller



Sumit Mondaiyka



Mark Telesmanick



Steven C. Salemi,



Ozge Sandiford



Eric Bernard



Lisa Carideo



Jason Cote



Martha J. Delisle



David DelVecchia



Sara Dickinson



Jacqueline Hook



Joann Kokorus



Jacqueline Nelson



Tad Rogala



Christopher Bruno



Priya Ally



Shahadoth Kazi



Stacey Curtis



Maria Seeley



Dayna Cook



Kimberly Downey



Michael Sweeney



Allison Knapp



Kasey Beckendorf



Jordan Fogel



Matthew Ross



Joke Alade



Kellee Devine



Steve Lavell



Tawana Jaunai

Centreville Bank

Harold M. Horvat, President, CEO and Chairman of the Board, Centreville Bank, was elected to the 20-member Board of Directors of the Massachusetts Bankers Association (MBA) at its Annual Meeting in June.

Chelsea Groton Bank

Richard Balestracci was named to the Independent Banker magazine's 40 Under 40.

Dime Bank

Gerald Tavernier was named as vice president, senior commercial lender serving the greater Hartford market.

Essex Savings Bank

Greg Shook retired after 22 years at the helm and a career spanning 47 years in banking.

Diane Arnold has assumed the role of President and CEO.

Sean Flynn was selected for the 2021 FCBJ's Top Wealth Advisors.

Sean Markham has joined the firm.

BANKERS ON THE MOVE

GSB

Shalonta Ford was named vice president, retail banking and diversity, equity & inclusion officer.

Dave Finnerty was appointed executive vice president and chief operating officer.

Stephanie Atsales was appointed branch manager.

Brendan Six was named assistant branch manager.

Adam Carner was appointed as digital engagement manager.

Nancy Gerson was named client relationship manager.

Ion Bank

Kathleen McPadden was honored by the Naugatuck Exchange Club with the Citizen of the Year Award at their 19th Annual Community Champions Celebration of Excellence Banquet. Kathy was bestowed this prestigious award for her outstanding service to the community.

James Koulouris was named as vice president of consumer & residential originations.

Robert Mezzo was promoted to vice president, commercial banking.

Jewett City Savings Bank

Michael Alberts was appointed as the Bank's next president and CEO.

KeyBank

Brian G. Williams was named senior relationship manager, middle market.

James Ksiazek was named a portfolio manager for the bank's Middle Market Banking team.

Liberty Bank

Suzanne Adinolfi was named vice president, senior relationship portfolio manager.

Lissette Buccheri was appointed vice president, Glastonbury branch manager.

Matt Cammarota was named senior vice president, head of retail lending.

Michelle Dziubina was appointed assistant vice president, Plainville branch manager.

Eric Jalbert was named vice president, business banking officer.

Lorri Johndrow was appointed vice president, IT enterprise applications.

Nicholas Lacovara was named as vice

president & LOB finance manager.

Jeremy Miller was appointed as senior executive vice president and chief lending officer.

Sumit Mondaiyka was named as vice president, enterprise architect.

Mark Telesmanick was named regional market manager – Central North market.

Steven C. Salemi, CTP was appointed as vice president, cash management sales officer.

Ozge Sandiford was named vice president, senior commercial underwriter.

Eric Bernard was appointed as first vice president, senior credit risk manager.

Lisa Carideo was named as risk & control strategic advisor.

Jason Cote was appointed as vice president, consumer loan workout manager.

Martha J. Delisle was appointed as assistant vice president, C&I/SBA team leader.

David DelVecchia was named as first vice president, bank security officer.

Sara Dickinson was appointed as officer, senior compliance analyst.

Jacqueline Hook was named as officer, senior loss mitigation specialist and team lead.

Joann Kokorus was appointed as vice president, BSA & OFAC officer.

Jacqueline Nelson was named as first vice president, loan review manager.

Tad Rogala was appointed as first vice president, facilities manager.

National Iron Bank

Christopher Bruno was named as residential & commercial lending officer in Fairfield and New Haven counties.

Newtown Savings Bank

Priya Ally was named as customer experience manager.

Shahadoth Kazi was named as customer experience manager.

Salisbury Bank

Salisbury Bank announces five recent graduates of their Leadership Development Program. The program was launched in 2019 to provide an opportunity for bank personnel to develop leadership skills

designed to enhance their performance and potential.

- *Kevin Bennett*, vice president, commercial loan officer,
- *Stacey Curtis*, vice president, branch administrator and Newburgh branch manager,
- *Kim Downey*, CTFA, vice president, senior fiduciary officer,
- *Megan Gawel*, Vice President, retail operations officer and Reg O officer,
- *Amanda Lidstone, CRCM, CAFP*, vice president, risk management officer and privacy officer.

Stacey Curtis was promoted to vice president, branch administrator.

Maria Seeley was promoted to vice president, mortgage advisor.

Dayna Cook was promoted to assistant vice president, training manager.

Kimberly Downey was promoted to vice president, senior fiduciary officer.

Torrington Savings Bank

Michael Sweeney was named to the executive committee of the Central Connecticut Chambers of Commerce.

Union Savings Bank

Allison Knapp was named vice president, senior commercial loan officer.

Kasey Beckendorf and *Jordan Fogel* graduated from the ABA Stonier Graduate School of Banking.

Matthew Ross completed his accreditation as a National Check Professional administered by the Electronic Check Clearing House. (far right)

Joke Alade earned the designation of a Certified Internal Auditor from the Institute of Internal Auditors, as well as for completing her first year at ABA Stonier Graduate School of Banking.

Westfield Bank

Kellee Devine was named an assistant branch manager.

Steve Lavell was promoted to real estate services officer.

Tawana Jaunai was appointed assistant vice president and branch manager II of the bank's Granby office. ∞

Connecticut Bankers Association Calendar of Events

2021

- November 2** Fundamentals of Commercial Lending 201
Virtual
- November 3** CSFM – *Courtyard Cromwell*
- November 4** Bank Security & Risk Management Seminar
DoubleTree Hilton, Bristol
- November 9** Cybersecurity Forum- Department of Banking
Aquaturf

2022

- January 4** CSFM – *Courtyard Cromwell*
- January 13** New Leaders Awards Banquet – *Mohegan Sun*
- January 14** BankWorld® – *Mohegan Sun*
- April 3-5** CSFM – *Courtyard Cromwell*
- April 6** CSFM – *Courtyard Cromwell*
- April 6** CSFM – *Courtyard Cromwell*
- April 6** FDIC Redlining Workshop – *Courtyard Cromwell*
- April 6** CSFM 2022 BankSim – *Trumbull Marriott*
- April 6** CSFM 2022 Graduation – *Trumbull Marriott*
- April 6** BSA/AML Seminar – *Courtyard Cromwell*
- April 6** Women in Banking Conference – *Mystic Marriott*
- April 6** CSFM – *Courtyard Cromwell*
- April 6** Director & Senior Officer Symposium – *Aquaturf*
- April 6** CSFM – *Courtyard Cromwell*
- April 6** CEO Dinner – *Foxwoods*
- April 6** CEO Golf Tournament – *Lake of Isles South Course*

ASSOCIATE MEMBER NOTES

With another terrific year of revenue growth, COCC has placed on the 2021 Inc. 5000, a list of the 5,000 fastest growing, private companies in the United States. COCC has been recognized on the Inc. Magazine list five times prior to 2021. COCC's three-year revenue growth of 46% landed the company on the 2021 list. In addition to revenue growth, the client-owned cooperative has also added to its employee count. The COCC team has grown to more than 700 employees, on-boarding more than 100 employees in the last year. The company recently opened a fourth office location to accommodate its continued expansion.

COCC is proud to announce that Lake Shore Savings Bank, headquartered in Dunkirk, N.Y., has converted to COCC as its core technology provider. COCC completed the conversion of the \$706-million-asset bank in early August. The bank joined the Cooperative, becoming the latest community financial institution to utilize COCC's INSIGHT core banking solution as well as COCC's digital banking solution and additional financial technologies. Lake Shore chose COCC as its technology partner to empower its employees with leading edge technology to focus on delivering the best customer service possible.

COCC is honored to announce a partnership with StonehamBank as their new core technology provider. StonehamBank, headquartered in Stoneham, MA, proudly serves its local communities, operating two branches in

Stoneham and Billerica. The \$688 million asset bank selected to partner with COCC for its innovative, reliable, and secure digital banking services and strong customer-centric relations. Edward F. Doherty, Jr., StonehamBank's Chief Executive Officer, is confident that COCC will provide StonehamBank with not only advanced banking technologies but also an incredible partnership experience.

PWCampbell, a premiere fourth-generation retail services and design-build firm announces the hiring of Joe Guzzardi, Regional Vice President, to add depth to the already well-established firm. Guzzardi is charged with leading PWCampbell's design-build efforts in the New England territory. Guzzardi's extensive experience in relationship and sales management as a top producing strategic banking executive will serve him well as he works to strengthen existing client relationships and build new partnerships with the banks and credit unions located throughout New England.

Newcleus, LLC, ("Newcleus"), a leading provider of employer-owned life insurance and annuity products (with a core focus on Bank and Credit Union institutions), as well as employee benefit design and analysis, compensation consulting, and investment strategies, announced that it has completed a strategic transaction with the Waterfall Sentinel Fund, a private equity vehicle managed by Waterfall Asset Management ("Waterfall").



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Bank of America Greater Hartford announced a \$500,000 gift to the Hill-Stead Museum’s renovation project and Bringing Art to Life campaign.



Bank of America employees participated in Camp Courant’s 5K fundraiser.



Bankwell self-service coin machines are free and any spare change that is donated is matched by Bankwell for local shelters. “Use your change to change a life.”



Bank of America participated in a Hill-Stead Museum ribbon cutting event celebrating the public launch and largest corporate gift in the history of the museum.



Bankwell partnered with the Darien Chamber of Commerce with a commitment to highlight and support local businesses.



Centreville Bank Charitable Foundation awarded \$192,800 in funding to 18 organizations in Rhode Island and Connecticut.



Bank of America financial center teammates celebrated Pride Month throughout June.

Chelsea Groton Foundation provided \$244,319 to 67 non-profit organizations from Connecticut and Rhode Island. Over 60% of the Foundation’s approved funding went to organizations providing Health and Human Services, including critical needs such as healthcare, food, clothing, and shelter.



Bank of America supported veterans at Homes for the Brave Military Appreciation Month event.



Bankwell launched their annual Pet Adoption Project, which highlights pets available for adoption in our local shelters. Adopt. Donate. Spread the word!



Chelsea Groton Bank held a ribbon cutting ceremony for its reinvented Norwich Westside branch at 444 West Main Street, Norwich.

Chelsea Groton Bank partnered with the Connecticut Housing Finance Authority (CHFA) to help borrowers with documented disabilities to purchase their first home through the Home of Your Own Program.

COMMUNITY CORNER



Essex Savings Bank's Old Lyme Branch held its first ever free shred event combined with a food drive to support the local Shoreline Soup Kitchen and Food Pantry. Approximately 6,000 pounds of materials were shredded, and 248 pounds of canned and non-perishable food was collected.



First County Bank awarded \$1,000, to the winners of the FirstPrize Savings account drawing.



Jewett City Savings Bank awarded \$50,000 in grants from the Federal Home Loan Bank of Boston's Jobs for New England Recovery Grant Program to five organizations in the communities the bank supports.



Fairfield County Bank presented a \$1,200 check to ACT of Connecticut.



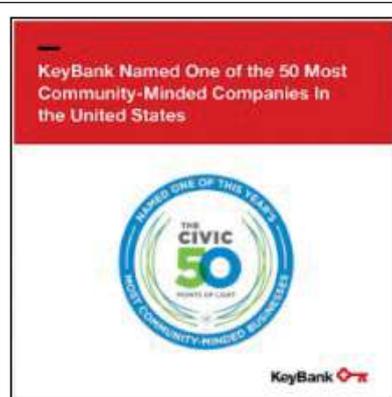
First County Bank Foundation awarded three high school seniors with Richard E. Taber Citizenship Award Scholarships. The Richard E. Taber Citizenship Award provides three \$5,000 scholarships to Fairfield County high school students who demonstrate good citizenship at school, at home and in the community. This year's scholarship recipients are: Zachary Tusa who attended Stamford High School, will be attending Villanova University; Uma Pendkar who attended Greenwich High School, will be attending New York University; and Sienna Matregrano who attended Fairfield Ward High School, will be attending the University of New England.

KeyBank was recognized for its support of small business clients by the Greenwich Excellence Awards, both nationally and regionally in 2020.

KeyBank Community Development Lending and Investment (CDLI) and KeyBank Real Estate Capital's (KBREC's) Commercial Mortgage Group (CMG) provided \$37.5 million of capital to Community Preservation Partners (CPP) and Hampstead Development Partners to acquire and renovate an affordable senior housing property in New Haven.



First County Bank teamed up with Iron Mountain for their annual Shredding Day.



KeyBank was listed on the Points of Light's 50 most community-minded companies in the United States.



First County Bank Foundation donated \$495,000 in grants to 100 Fairfield County nonprofits through its annual CommunityFirst Grant Program.



KeyBank and Key4Women served as presenting sponsor for the United Way of Central and Northeastern Connecticut's Power of the Purse virtual luncheon and helped the United Way raise \$325,000 to support local women and families as they become more financially secure.



KeyBank branch manager, Judy Caspersen, was included in a mural by the Town of West Hartford as the first woman of color to serve on the West Hartford Town Council (2008- 2017).



KeyBank served as presenting sponsor of the CBIA's 2021 Connecticut Economic Update and KeyBank market president Jim Barger gave remarks.

Connecticut-based **Liberty Bank** was named to Forbes' list of America's Best-In-State Banks 2021, ranking number one in CT. This prestigious award is presented by Forbes and Statista Inc., the world-leading statistics portal and industry ranking provider.



When the pandemic hit, **New Haven Bank** sprang into action by providing over \$32 million in funding through participation in the Paycheck Protection Program (PPP) in 2020 and 2021. As a Certified Development Financial Institution (CDFI), New Haven Bank was the only federally insured financial institution in Connecticut to begin processing early.

- New Haven Bank** made the following donations and sponsorships recently:
- Silver Sponsor of The Children's Community Programs of CT Grand Opening Event of their new location.
 - Donor to the United Way of Greater New Haven on their Days of Action 2021.
 - 19th Hole Sponsor of the St. Martin de Porres Academy Golf Fore Kids Scholarship Tournament.
 - MTA Trail Sponsor of the MTA Scholarship Fund 2021/2022 School Year Fund event.
 - Tee Sign Sponsor of the Knickerbocker Golf Club Annual Scholarship Golf Tournament.
 - Tee Sponsor of the Community Health Network of CT Foundation, Inc. Annual Golf Tournament 2021.
 - Donor to The Diaper Bank of Connecticut Gather for Good event.



John M. Gonski Vice President, customer experience manager for **People's United Bank**, has been elected president of the Housatonic Habitat for Humanity Board of Directors.



The "Light the Beacon" capital campaign was launched by Friends of Heublein Tower to repair the historic 1914 Heublein Tower, the iconic landmark atop Talcott Mountain in Simsbury. Recognizing the importance of restoring the Tower, **Northwest Community Bank** and its two Divisions have contributed \$15,000 to the campaign.

People's United Community Foundation (PUCF) – the charitable arm of People's United Bank – announced it has awarded \$358,000 in grants to 55 Connecticut nonprofit organizations.

People's United Bank joined the American Heart Association, Connecticut Chapter for a second year to bring a virtual wellness campaign to its employees. More than 200 employees participated in the campaign.



People's United Bank Bridgeport branch manager, Sofia Goncalves recently spearheaded a campaign to collect donations to outfit the Center for Family Justice's new safe house, Empower House.

Salisbury Bank's 2021 Community Shred "Drive-thru" Days will include a Free Shred Day as part of the Bank's commitment to help in the fight against identity theft, and a Food Drive to support local food pantries in the area.

Salisbury Bank announced the recipients of its Annual Scholarship Program that assists eligible, college bound students who are already making a difference in their communities.

COMMUNITY CORNER



Savings Bank of Danbury Employees decked out in red, white & blue marched in the New Fairfield July 4th parade.



Savings Bank of Danbury decorated the branch located on Main Street for the Danbury HS Class of 2021 car parade.

Savings Bank of Danbury donated backpacks to Waterbury Youth Services for their Back-to-School Rally.



Savings Bank of Danbury supported The Salvation Army's Christmas in July Toy Drive. Employees and customers dropped off unwrapped toys at all 15 branches. The toys will be distributed in December to those in need.



Savings Bank of Danbury hosted a food drive to benefit the United Way of Greater Waterbury Stock the Pantry Food Drive. Employees collected and donated over 300 pounds of food.

Savings Bank of Danbury congratulated Brenda Corbo, Christina Bodine-Aysseh, and Crystal Clark as they graduated from the Greater Danbury Chamber of Commerce Leadership Danbury Program.. The Leadership program prepares established leaders for future positions of responsibility by acquainting them with community processes and important issues.



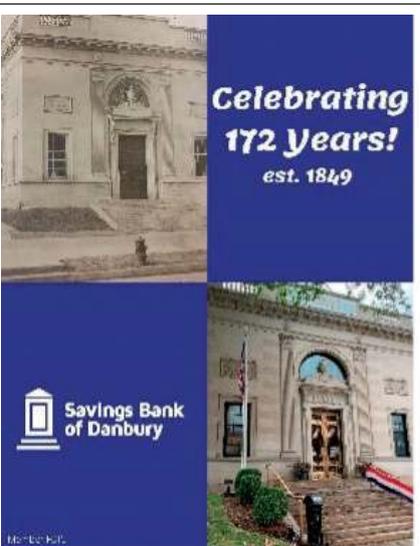
Savings Bank of Danbury participated in a food drive in conjunction with the Waterbury Exchange Club.



The **Thomaston Savings Bank** Foundation sponsored the 4th annual Susan B. Anthony Project Walk a Mile in Her Shoes®. Walk a Mile in Her Shoes is an international men's march where men and boys lead the way on the road to end sexual and domestic violence. This annual Walk a Mile in Her Shoes event focuses on spreading awareness and increasing community involvement.



Savings Bank of Danbury hosted a virtual BINGO game for employees recently.



Savings Bank of Danbury celebrated its 172nd Anniversary on July 14th. To celebrate they put out cookies for customers and ice cream for employees.

In a continued effort to support the business community, **Thomaston Savings Bank** announced the recent approval for the request of a Jobs for New England Recovery Grant for \$50,000. These funds will be granted to ten small businesses in the amount of \$5,000 per organization.

Thomaston Savings Bank employees raised a total of \$2,245 for the Plymouth Community Food Pantry. The Bank's Denim Days allow employees to wear jeans on Fridays throughout the month for a small donation to a preselected local non-profit which provides vital services to the community. If employees donate a total of \$1,000 or more throughout the month, the bank contributes an additional \$1,000 to that month's cause.



Savings Bank of Danbury sponsored the Cultural Alliance of Western CT Creativity in Balance with Pilobolus on the top floor of the Patriot Parking Garage, Danbury.



The **Thomaston Savings Bank** Foundation awarded 35 grant requests in the amount of \$80,475.99 in Phase I of its annual grant cycle.



The Boys & Girls Club of Greater Waterbury recently named the Club's game room for **Thomaston Savings Bank** in recognition of their ongoing relationship and commitment to be a Life Changer Sponsor.



Thomaston Savings Bank recently participated in the United Way of Greater Waterbury Stock the Pantry campaign. Bank employees donated over 700 healthy food items adding 707.6 pounds of food to the cause, which the United Way will distribute to those in need throughout the community.

Thomaston Savings Bank employees raised a total of \$2,045 for the Brian O'Connell Homeless Project. The Bank's Denim Days allow employees to wear jeans on Fridays throughout the month for a small donation to a preselected local non-profit which provides vital services to the community.



Torrington Savings Bank employees performed yard clean-up work at Domus Amoris in Plainville as part of the United Way of West Central CT's Day of Caring.



Torrington Savings Bank announced that Kathryn Pagano and James Watson are TSB's 2021 Scholarship Award recipients. Each year the Bank offers two graduating seniors a 4-year, \$10,000 academic scholarship (\$2,500 per year).

Kathryn will be attending Worcester Polytechnic Institute where she will major in Biochemistry. James will also be attending Worcester Polytechnic Institute where he will major in Engineering.



Torrington Savings Bank announced the opening of their 8th branch at 888 Farmington Avenue in Bristol, further extending their reach into Hartford County.



The **Torrington Savings Foundation** announced grants totaling \$93,880 during their spring grant cycle. The awards sustain the mission of investing in community revitalization through neighborhood renewal and education initiatives.

The **Union Savings Bank** (USB) Foundation recently awarded \$260,000 in funding to 22 organizations in Connecticut as part of the 155-year-old, community bank's ongoing effort to give back to those it serves.



Union Savings Bank sponsored the first annual Housatonic Habitat for Humanity's Scavenger Hunt.



Volunteers from **Union Savings Bank** participated in the Ann's Place "Green Team" Spring cleanup project – sharing an entire morning weeding and mulching and getting the property ready as many of the clients start to come back to the building.



The 5th Annual "Share the Love of Reading" book drive hosted by **Union Savings Bank** locations was an overwhelming success with over 2,000 books collected.



Union Savings Bank was proud to be represented at the Danbury Grassroots Academy graduation ceremony, celebrating the accomplishments of the seniors.

COMMUNITY CORNER



Union Savings Bank team members participating in the United Way Community Engagement Committee volunteered at the Community Food Drive on June 4 collecting hundreds of pounds of food for the Danbury Food Collaborative.



Union Savings Bank volunteers at the Ann's Place golf outing assisted in raising funds so that they can continue to offer free services and programs to those affected by cancer.



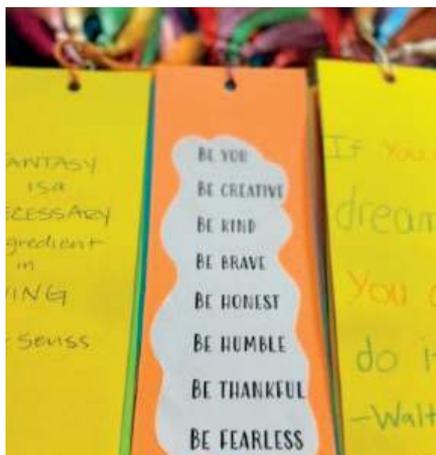
Darlene Dodson and Lurdes Costa from **Union Savings Bank** were guest speakers at Danbury Grassroots Academy.



Union Savings Bank volunteers tied and bundled 50 fleece blankets to be shared with our littlest neighbors receiving support from The Tiny Miracles Foundation.



Elizabeth Hudson, branch manager at the **Union Savings Bank** North Street branch became the 94th president of the Danbury Lions Club and was honored as a Melvin Jones Fellow.



Union Savings Bank team members' colored and assembled 150 bookmarks to be shared with the children and youth in the community.

Get INSPIRED at JA Inspire Virtual!

What?: Our NEW career exploration experience
Who?: 5,000+ local middle & high school students and dozens of local companies & business professionals
When?: Now through August 4th
Where?: jagfcinspire.vfairs.com

Union Savings Bank was excited to be a part of Junior Achievement of Greater Fairfield County's brand-new event, JA Inspire Virtual. This 24/7 on-demand career exploration event gives local middle and high school students the opportunity to learn about local high-growth industries and careers, and the education required for these jobs, with real insight from industry professionals.

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