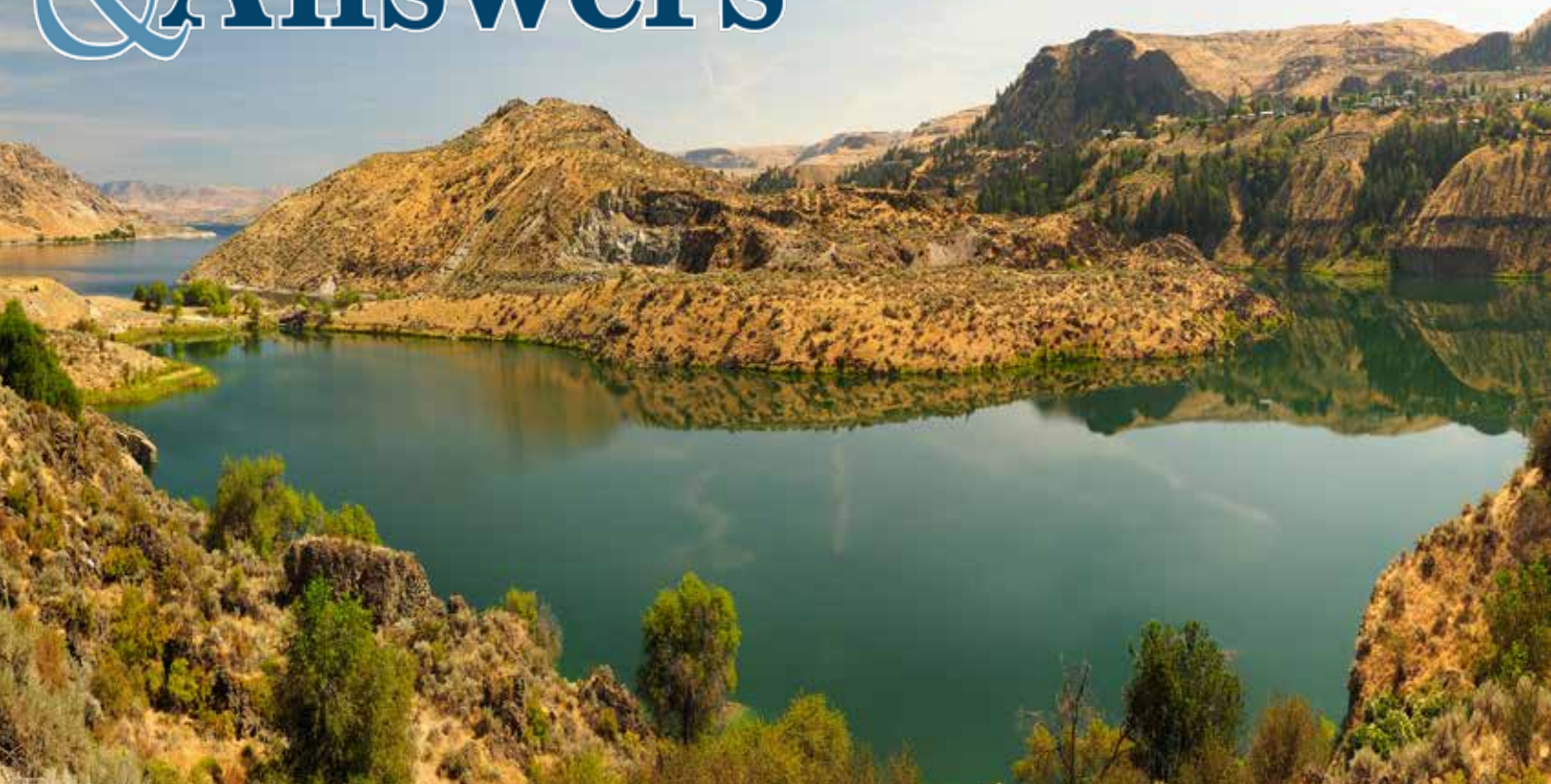


Issues & Answers



September 2023

In This Issue

- Page 1** President's Message
- Page 3** Advocacy Update
- Page 4** Unlock Executive Excellence with EDP
Events Calendar
- Page 5** MDP Graduation
- Page 6** WBA Member News
Industry News
- Page 9** Industry News
- Page 12** In Memorium
- Page 13** 10 Tips for Protecting Your Institution and Customers from Check Fraud
- Page 14** FedNow Implementation
- Page 16** State Launches Equitable Access to Credit Program

Time to Head Back to School



By Glen Simecek, President & CEO, Washington Bankers Association

Here in the Pacific Northwest, the mornings are getting a little cooler, and even on the sunniest days, there's a hint of fall in the air. In

other words, we are definitely heading into the annual back-to-school season.

At the WBA, our "school year" runs for 12 months, but fall is a hectic season for professional development programs.

Teachers talk about the need for their students to become life-long learners; coaches emphasize the importance of continuous improvement; and management gurus extoll the virtues of "sharpening the saw." Whatever you call it, banks must ensure their employees have the skills to keep pace in a rapidly changing competitive, regulatory,

and technological marketplace.

WBA Development Programs can help do just that. They're put together by bankers for bankers, so you can be confident that the information participants glean from these sessions will be applicable back in your offices. For example, later in this issue, you can read about the 30 Washington and Utah bankers who recently graduated from our Management Development Program and how those sessions helped prepare them to handle real-life situations and take the next step in their careers.

Beyond that, let's look at other opportunities available to WBA member bankers this fall.

On September 7-8, we will host our Credit & Lending Conference. Years ago, this event was called our Senior Credit Conference, but the name, agenda, and participants have been expanded to include lending – a

Continued on page 2



Issues & Answers – September 2023

The official publication of the Washington Bankers Association is sponsored by Vericast and WBA Professional Services.

WBA Staff

Glen Simecek, President & CEO
(206) 447-1700,
glen@wabankers.com

Duncan Taylor, SVP/Chief
Operating Officer
(206) 344-3492,
duncan@wabankers.com

Kyle Hayden, Controller
(206) 344-3476,
kyle@wabankers.com

Sherry Krainick, Director of
Education & Operations
(206) 447-1700,
sherry@wabankers.com

Megan Managan, Director of Public
Affairs
(206) 344-3472,
megan@wabankers.com

2022-2024 Board of Directors

Chair: Mark Mason, Chairman,
President & CEO, HomeStreet Bank

Immediate Past Chair/Joe
Kiley, President & CEO, First
Financial Northwest Bank

Secretary/Treasurer: Brent Beardall,
President & CEO, WaFd Bank

**ABA GR Committee
Representative:** Bryan McDonald,
President & COO, Heritage Bank

Education Committee Chair: Matt
Deines, President & CEO, First
Federal

WBA PROS Chair: Eric Pearson,
President & CEO, Community First
Bank

Directors

Jay Coleman, SVP & Regional
Credit Officer, KeyBank

Clayton DeHaan, Director, PNW
Region Executive, Bank of America

Jack Heath, President & COO,
Washington Trust Bank

Charlie Guildner, President & CEO,
North Cascades Bank

Susan Horton, Chairman, President
& CEO, Wheatland Bank

Jon Jones, CEO, Washington
Business Bank

Greg Oakes, President & CEO,
Cashmere Valley Bank

Gail Rasmussen, Commercial
Banking Cross Segment Leader,
Wells Fargo

Kerri Schroeder, Managing Director,
PNW Region Chairwoman &
Region Manager, JPMorgan Chase

Laurie Stewart, President & CEO,
Sound Community Bank

Clint Stein, President & CEO,
Umpqua Bank

Dave Swartley, SVP/Managing
Director State Government
Relations, U.S. Bank

Continued from page 1

reflection of the growing need for these two critical functions to work more effectively together. The agenda is packed with timely topics, from the impact of artificial intelligence on banking decisions to leveraging social media for success to the latest on the regulatory front to the lingering effects of COVID. Add in timeless topics such as balancing loan growth and credit quality, building customer loyalty, and working through problem loan situations, and you have an excellent survey of two critical functions in any financial institution.

Our virtual Credit Analyst Development program kicks off the following week for credit analysts looking for a deeper dive into their role within the bank. Co-sponsored by the Montana and West Virginia Bankers Associations, this program consists of six sessions spread over three months and offers in-depth presentations on the tools and functions of credit analysts, including analysis of financial statements and tax returns, commercial real estate valuations, loan structure and documentation, and regulatory compliance.

In early October, our virtual Retail Branch Manager Development Program gets underway. A perfect example of keeping our educational offerings relevant, our Retail Sales Committee recently updated the curriculum for this program to ensure that it reflects the latest changes in the retail banking environment.

Later that month, we'll present the Virtual Financial Technology & Security Conference and our third session of Understanding Bank Performance. More than 20 other states are co-sponsoring the UBP program, which continues to draw rave reviews.

Finally, registration is now open for the 2024 class of our flagship professional development series, the Executive Development Program. This comprehensive, year-long course is designed to cultivate the next generation of banking leaders. Over 400 bankers from Washington, California, Idaho, Oregon, and Utah have completed this rigorous learning experience, with more than half of them being subsequently recognized and promoted within their respective organizations. This is an excellent opportunity for your bank to invest in aspiring executives who can step into leadership roles in the future.

You can get more information on these and other WBA professional development programs here. There's no better time to head back to school!

Contact Us

Contact the Washington Bankers Association at 601 Union
Street, Suite 1720, Seattle, WA 98101

Call us at (206) 447-1700 and visit us on the
web at wabankers.com.

Connect With Us

Connect with the WBA online by following us on our social
media accounts.

On the Cover

The sun shines over Roosevelt Lake, located in Eastern Washington. The lake is over 60,000 acres and has 500 miles of shoreline and is the largest reservoir in Washington, created in 1941 when Grand Coulee Dam was built on the Columbia River.

Follow Us!



[Facebook.com/
WaBankers](https://www.facebook.com/WaBankers)



[@WaBankers](https://twitter.com/WaBankers)
[@BankersCare](https://twitter.com/BankersCare)



[LinkedIn.com/
Washington-Bankers-
Association](https://www.linkedin.com/company/Washington-Bankers-Association)

WBA Bankers Meet with Congressional Delegation During August Recess

During the August recess, when Congress was out of session and members were in-district, several WBA member bankers had the opportunity to meet with members of the delegation.

Representative Marie Gluesenkamp Perez (D-3rd) visited with Nichoel Casey and the team at Raymond Federal Bank.

They discussed the importance of community banks in the local economy and ways to boost job creation.

In late August, a group of bankers met with Rep. Adam Smith (D-9th) at his Renton office.

The group discuss the local economy, what bankers have been hearing from small businesses and customers, while also sharing about the impact of recent regulations and legislation.



Join Us for Critical Conversations During Legislative Roundtables

Building relationships with your local lawmaker has never been more critical, so you and your team need to attend one of the upcoming WBA Legislative Roundtables this fall.

The roundtables allow bankers to learn about the issues facing the industry and to share with lawmakers how the policies crafted in Olympia impact the business industry and local communities.

The event includes a briefing about the 2023 Legislative Session with WBA Lobbyists Trent House and Carrie Tellefson and a look at what we expect for 2024,

Legislative Roundtable Schedule

| | | |
|--------------|------------|--------------------------------|
| September 12 | Tacoma | Heritage Bank Ops Center |
| September 13 | Seattle | Union Square Conference Center |
| September 14 | Mt. Vernon | Swinomish Casino & Lodge |
| September 18 | Kennewick | SpringHill Suites |
| September 19 | Spokane | Spokane Convention Center |
| October 4 | Bellevue | Crossroads Community Center |
| October 5 | Vancouver | Vancouver Hilton |

including the election and local issues to watch. Following the briefing, lawmakers will join us for lunch.

We encourage you to invite senior management from your bank to each roundtable location and share this information if you have branches in several regions.

If you have questions, please get in touch with Megan Managan at megan@wabankers.com or (206) 344-3472.

Idaho, Oregon & Washington Bankers Associations'

Pacific Northwest
Capitol Hill Visit



October 16-18, 2023
Mayflower Hotel | Washington, D.C.

Registration Now Open! [Click here for more information.](#)

Unlocking Leadership Excellence with WBA's Executive Development Program

In an ever-evolving financial landscape, the role of banking leaders has become more crucial than ever before. Since 2010, the Washington Bankers Association has recognized this need for exceptional leadership within the banking industry. It is pleased to announce that registration for the 2024 Executive Development Program (EDP) is now open.

The banking sector operates within a dynamic environment influenced by rapidly changing technologies, shifting regulations, and evolving customer expectations. EDP was crafted to empower current and aspiring banking leaders with the skills, knowledge, and networks necessary to excel in their roles.

A Holistic Approach to Leadership Development

The EDP is more than just a training program; it is a comprehensive journey to foster leadership excellence. The program aims to enhance technical and critical soft skills essential for effective leadership in today's interconnected world.

Participants of the program engage in a carefully curated curriculum that covers a wide array of topics, including:

- **Strategic Leadership:** Gain insights into crafting and executing strategic plans that drive the growth and sustainability of your bank in a rapidly changing financial landscape.
- **Innovation and Technology:** Navigate the digital revolution by understanding the latest technological trends and their applications in banking operations and customer interactions.
- **Risk Management:** Learn to navigate risk and uncertainty confidently, ensuring your institution's stability and resilience.
- **Ethics and Governance:** Explore the ethical dimensions of banking leadership and understand the importance of maintaining strong governance practices.

- **Customer-Centric Approaches:** Master the art of providing exceptional customer experiences, a cornerstone of success in the competitive banking industry.
- **Networking Opportunities:** Connect with a diverse group of peers, mentors, and industry experts, expanding your professional network and fostering collaboration.

Customized Learning Experience

One of the program's unique strengths is its ability to accommodate various learning styles and career stages. Whether you're a seasoned banking executive or a rising star within the industry, the EDP offers a tailored experience that meets your specific needs.

Participants can expect a blend of in-person and virtual learning sessions, allowing flexibility and accessibility. This approach ensures that even the busiest professionals can benefit from the program without compromising their current roles.

A Catalyst for Career Growth

The Executive Development Program has already gained recognition for cultivating the next generation of banking leaders. By investing in leadership development, banks can unlock their full potential, adapt to challenges, and drive innovation in an industry that plays a central role in the global economy.

If you're looking to elevate your banking career, enhance your leadership acumen, and contribute to the continued success of your institution, the Executive Development Program is a journey worth embarking upon.

To learn more about the program and how to apply, visit wabankers.com/edp and take the first step toward unlocking your leadership excellence.

Events Calendar

Sept. 7-8 – Credit & Lending Conference, Washington Athletic Club

Sept. 14 – Virtual Credit Analyst Development Program

October 12 – Virtual Retail Branch Manager Development Program

October 23-24 – Virtual Financial Technology & Security Conference

October 30 – Virtual Understanding Bank Performance

January 10 – CBA Bank President's Seminar

January 23, 2024 – Executive Development Program

April 19 – CBA Annual Conference

To register or to learn more about any of the listed events, please visit www.wabankers.com/calendar.

31 Graduate from Management Development Program

In mid-August, WBA celebrated the end of the 2023 Management Development Program, with 31 students earning their graduation certificates.

The program, revamped this year under advisor and instructor Drew Wilkens, SVP/Strategic Projects at SaviBank and instructor at Western Washington University, featured sessions on leadership, the banking environment, and a course-long strategic project.

"The communication topics were the most helpful," said a recent graduate. "I've applied several things I've learned both in my professional and personal life."

Congratulations to the graduates of this year's MDP: Andrew Adams, Central Bank; Aaron Adamson, Central Bank; Alicia Adamson, North Cascades Bank; Karne Allmann, Banner Bank; Jordan Carstensen, WaFd Bank; Ashley Delacruz, Bank of Eastern Oregon; Mat Engstrom, North Cascades Bank; Tyler Hardy, Central Bank; Silvana Hirzel, WaFd Bank; Cody Jarrett, Central Bank; Vanessa Jones, First Fed Bank; Melissa Klitzke, Banner Bank; John Kneller, WaFd Bank; Michal Ledesma, Olympia Federal Savings; Alex Lee, WaFd Bank; Tracey Lockwood, SaviBank; Ryan Marsh, Central Bank; Sean McFarlain, North Cascades Bank; Nichole Montoya, Olympia Federal



Savings; Lyndi Overlie, Kitsap Bank; Mary Phongoudom, First Sound Bank; Anna Reorda, Banner Bank; Ryan Saldana, Commencement Bank; Melissa Samms, Bank of Eastern Oregon; Kaleena Schafer, Banner Bank; James Steffensen, Banner Bank; D. Stewart, Kitsap Bank; Geran Stoddard, WaFd Bank; Megan Stone, Commencement Bank; and Christia Tervet, WaFd Bank.

The next MDP will be held in the spring of 2024.

2023 ABA AGRICULTURAL BANKERS CONFERENCE

November 5–8

Oklahoma City Convention Center
Oklahoma City, OK

Get strategies to support your institution's future and plan for growth at the nation's premier conference for ag bankers.

We'll look at what's in store for ag this year and beyond, from Farm Bill reauthorization to ESG issues, artificial intelligence and more.

REGISTER NOW aba.com/AgConfSA



American
Bankers
Association®



First Interstate Bank Donates to Kid Closet in Spokane

As part of the bank's Believe in Local campaign, First Interstate Bank announced a \$25,000 donation to Kid Closet in Spokane this summer.

The organization helps teens and kids needing new or gently used clothing.



Washington Trust Bank Hosts Shred Day in Pullman

This summer, the Pullman branch of Washington Trust Bank hosted its Shred Day.

Local citizens and customers dropped off sensitive documents to be safely shredded for free.

The bank hosts the event across its footprint throughout the year.

First Sound Bank Acquired by Harborstone Credit Union

At the beginning of August, First Sound Bank announced that Harborstone Credit Union was acquiring it.

"We are extremely excited about partnering with Harborstone Credit Union and feel that this strategic transaction provides many benefits for our customers, employees, community, and shareholders. As a community bank, we are deeply focused on providing resources and services for our customers to succeed, and we feel that the additional services, products, and locations Harborstone Credit Union provides will help us continue to meet the needs of our customers in this competitive environment. In addition,

this transaction provides excellent value to our shareholders who have supported us over the years."

The transaction is expected to be completed in the first quarter of 2024, subject to regulatory approvals.



First Financial Northwest Bank Donates to Ocean Shores Food Bank

First Financial Northwest Bank recently donated just over \$1,000 to the Ocean Shores Food Bank as part of the bank's weekly Dress Down for Charity fundraiser.

Bank employees can wear jeans if they donate to the charity of choice.



First Fed Bank Supports Whaling Days

The First Fed Bank team supported the annual Silverdale Whaling Days this summer.

The group participated in the annual parade and promoted the event.

Sound Community Bank Hosts Annual Food Frenzy Drive

This summer, the Sound Community Bank hosted its annual Food Frenzy food drive for Food Lifeline.

The annual fundraiser lasted for two weeks and helped provide 162,500 meals to those experiencing hunger insecurity in the community.

Employees from the bank also volunteered at the Food

Continued on page 7

Industry News

New Hires

Cheryl She
Mortgage Loan Officer at Washington Trust Bank

Stephanie Davis
Deposit Compliance Manager at Heritage Bank

Clayton Brinks
Private Client Manager at Seattle Bank

Terri McKinnis
Executive Vice President and Chief Operating Officer at Bank of the Pacific

Greg Hansch
Senior Vice President and Relationship Manager at Washington Trust Bank

Retirements

April Emry
Peoples Bank

Richard Harrison
Heritage Bank

Have Industry News to share with WBA? Email megan@wabankers.com or call (206) 344-3472.

Continued from page 6

Lifeline warehouse.



First Fed Bank Adds to Club 100

First Fed Bank announced that Jenna Gates joined the 2023 Club 100 this summer.

Club 100 at the bank is for an employee who has volunteered at least 100 hours a year.

Gates has volunteered her time as a camp counselor.

Olympia Federal Savings Donates to Bridge Music Project

The bank donated almost \$3,000 to the Bridge Music Project as part of the Olympia Federal Savings Two-Cent program.

In July, the bank donated \$2,968 to the organization, which teaches youth how music and songwriting can be used to deal with challenges.

Every two cents from debit card purchases at the bank goes toward that month's nonprofit partner.



Sound Community Bank Volunteers at Woodland Park Zoo

The Sound Community Bank team was recently the title sponsor of the 47th annual Jungle Party, which supports the Woodland Park Zoo, and employees also volunteered at the event.

The zoo's largest fundraiser is the event, and the bank employees assisted in preparing for the event.



Kitsap Bank Supports Olympic College

Kitsap Bank, a long-time supporter of Olympic College, sponsored the school's annual

WBA, CBA, OBA Present FDIC Regional Director with Board Resolution



The WBA's Glen Simecek, as well as board members Joe Kiley from First Financial Northwest Bank and Laurie Stewart from Sound Community Bank, were honored to present Kathy Moe a resolution in honor of her retirement from the FDIC with our partners from the California Bankers Association and Oregon Bankers Association.

Moe worked at the FDIC for 38 years, most of which was spent within the San Francisco region.

Luncheon, Auction, and Brunch.

The bank provides a scholarship to a student at the school each year.



1st Security Bank of Washington Sponsors CWU Golf Tournament

1st Security Bank of Washington recently sponsored the Central Washington University Kitna Classic Golf Tournament.

This year's event at Suncadia Resort allowed alums, friends, family, and college supporters to play together.



WaFd Bank Sponsors Obliteride for 3rd Year

Each summer, the WaFd Bank team sponsors and supports the annual Obliteride event, which raises money for Fred Hutchinson Cancer Center.

Continued on page 8

Continued from page 7

In the three years the bank has participated, they have donated almost \$100,000.



KeyBank Supports Big Brother, Big Sisters of Puget Sound

Key Bank's Hispanic Latinx Key Business Impact Networking Group recently volunteered with Spirit of 12 and Big Brothers Big Sisters of Puget Sound.

The group volunteered for youth in the program at the Seahawks training camp.



Sound Community Bank Supports National Night Out

Sound Community Bank Cedar Plaza branch members recently participated in the Mountlake Terrace National Night Out event.

The team connected with community members, including the mayor and council members.



Mountain Pacific Bank Supports Golf Tournament

Mountain Pacific Bank recently participated in the IRG Physical & Hand Therapy 6th Annual Golf Tournament.

The bank sponsored hole 9, where players could play the Chip for Charity game, benefiting Imagine Children's Museum and Providence General Foundation.

First Financial Northwest Bank Supports Peter Kirk Golf Tournament

The Kirkland First Financial Northwest Bank team recently supported the Greater Kirkland Chamber of Commerce's Peter Kirk Golf Tournament.

The annual event is the Chamber's largest fundraiser and



helps local businesses thrive in the community.



Heritage Bank, First Financial Northwest Bank Ring Nasdaq Closing Bell

In early August, Heritage Bank and First Financial Northwest Bank rang the closing bell at Nasdaq in New York City.

Heritage Bank and its executive team were on hand to celebrate the 25 anniversary of being listed on the Nasdaq, while First Financial Northwest Bank celebrated 16 years on the list.

Glacier Bancorp Announces Acquisition of Wheatland Bank

In early August, Glacier Bancorp announced it would be acquiring Community Financial Group, Inc., the holding company for Wheatland Bank.

The transaction's close is expected to occur in the fourth quarter of 2023.

Upon finalization, the bank will create a new division, Wheatland Bank, which will include the existing North Cascades Bank division and will be led by Susan Horton, president and CEO of Wheatland Bank.

"We are excited and proud to welcome Wheatland to the Glacier family of banks," said Randy Chesler, Glacier's President and CEO. "Wheatland's footprint complements our current presence in Eastern Washington, a market which has been experiencing tremendous growth. We have truly admired this franchise's impact on its community and are focused on maintaining and growing the relationships it has developed with its customers." Chesler noted, "This acquisition continues our history of consistently adding high-quality community banks to our proven banking model. We look forward to the value this new division will create for

Continued on page 9

Continued from page 8

our communities and shareholders under Susan's experience and successful leadership."

Susan Horton, President and CEO of CFGW, commented, "Glacier is truly the partner we have always dreamed of, and we couldn't be more excited to join the Glacier family of banks. We will have the strength and depth of resources of a \$28 billion asset bank, expand our local Wheatland footprint, and immediately double in size after integrating the North Cascades Bank division to become a Top 5 eastern Washington bank. This partnership will cement Wheatland Bank's legacy, strengthen our position in the marketplace, and create more opportunity for all stakeholders."



Kitsap Bank Donates to St. Vincent de Paul's Women's Shelter

Kitsap Bank announced a \$5,000 donation to the St. Vincent de Paul's Stella Maris Women's Shelter at the end of July.

The shelter has 22 beds for women and children seeking immediate, safe shelter, and the funds will help with shelter improvements.



1st Security Bank of Washington Volunteers with Habitat for Humanity

The 1st Security Bank of Washington team recently volunteered with Habitat for Humanity Seattle-King & Kittitas Counties.

The group participated in a build day at the Yarrow Cottages, helping to create affordable housing for future residents.

Five Washington Banks Named to PSBJ Washington's Best Workplaces

The Puget Sound Business Journal announced Washington's Best Workplaces this summer, celebrating with an event at T-Mobile Park.

The list included 1st Security Bank of Washington, First Fed Bank, Heritage Bank, Kitsap Bank, and Washington Trust Bank.



KeyBank Hosts School Supply Drive

The KeyBank Hispanic Latinx KBING network hosted a school supply drive for students in the region.

The event benefited El Centro de la Raza and Big Brothers Big Sisters Inland Northwest and was the group's most successful ever.

Olympia Federal Savings Sponsors South Puget Sound Habitat for Humanity Event

Olympia Federal Savings sponsored the South Puget Sound Habitat for Humanity's Women Build Guild Party.

The event, held at Bergford Gardens, helped raise awareness and money for the organization, which works to provide affordable housing.



Banner Bank Earns Two SBA Awards

Banner Bank announced this summer that it earned several SBA awards in Washington state.

The bank was named the top lender for small business loans in Seattle and Eastern Washington.

The awards came from the SBA Seattle District Office, recognizing the team's talent and dedication to serving small businesses.

Continued from page 9



HomeStreet Bank Supports Backpack Brigade

HomeStreet Bank, as part of its 11th annual Charity Golf Tournament, announced a \$50,000 donation to Backpack Brigade.

The nonprofit partners with local communities to provide children with backpacks full of nutritious food to ensure they have food over the weekend when they are not at school.



Chase Leader Visits Spokane During Annual Bus Tour

As part of an annual bus tour, Jamie Dimon, chairman and CEO of JPMorgan Chase, visited Spokane and other portions of the Inland Northwest in early August.

Dimon hosted a luncheon for local organizations and visited Chase branches throughout the region.

Savi Financial Corporation Receives FDIC Approval for De Novo Bank Formation

Savi Financial Corporation announced it received FDIC regulatory approval to form a new state-chartered commercial bank in Bellingham in late August.

The transaction allows for the formation of Orca Bank, which Savi Financial will operate as a wholly-owned subsidiary.

Orca Bank will acquire SaviBank's Bellingham branch, and formation, capitalization, and acquisitions will co-occur after the issuance of the Orca Bank charter and approval by regulators.

"We are very pleased to have received regulatory approval from the Federal Deposit Insurance Corporation and are currently awaiting regulatory approval from the Federal Reserve Board. At this juncture, we anticipate opening Orca Bank during the first quarter of 2024," stated Michal D. Cann, Chairman and President of Savi Financial Corporation. "Over the past 12 months, we have realized that the need for a true community-based bank that serves only Whatcom County is now more important than ever," said Drew Wilkens, Incoming President of Orca Bank. "With

our talented and diverse board of directors, along with our competent and purpose-driven staff, we are very much looking forward to fulfilling that need. This is a very exciting time for our organization."

Michal D. Cann will be Chairman and CEO of Orca Bank, and Drew Wilkens will be President of Orca Bank.



Washington Trust Bank Helps Staff Wildfire Donation Call Center

In response to the wildfires in the Medical Lake area in August, just outside Spokane, Washington Trust Bank employees joined Innovia Foundation to create the Wildfire Emergency Response Fund.

Working with KHQ-TV and Giving Back Spokane, the bank employees staffed a call center to take donations, which raised almost \$500,000 to help those impacted by the fires.

The bank also accepted donations at branch locations.

Banner Bank Donates \$75,000 to the American Red Cross.

To help those impacted by recent wildfires, Banner Bank made a \$75,000 donation to the American Red Cross.

The funds helped those in Spokane, and the bank activated its no-interest, no-fee wildfire relief loan.



First Financial Northwest Bank Volunteers with Habitat for Humanity

The First Financial Northwest Bank residential mortgage team recently participated in a build day with Habitat for Humanity Seattle-King County.

The group worked at the organization's South Park site, helping prepare affordable homes for those in need.

Baker Boyer Bank Announces Owl of the Quarter

Baker Boyer Bank announced that Bree Jackson was the Owl of the Quarter for the year's second quarter.

An asset management associate in Walla Walla, Jackson was nominated for her exceptional work and for going be-

Continued on page 11

Continued from page 10

yond planning team events.



Bank of the Pacific Supports Whatcom Realtors Golf Tournament

The Bank of the Pacific residential mortgage lenders in Whatcom County recently supported the annual Whatcom County Association of Realtors golf tournament.

The group of Tana Tjoelker, Michelle Camping, Heather Lawler, and Natalie Briggs were at the event, volunteering at the driving range and 12th hole, which the bank sponsored.

The event supported the local Habitat for Humanity organization.



Sound Community Bank Participates in Neighborhood Clean-Up

The Sound Community Bank Mountlake Terrace team recently participated in a neighborhood cleanup.

The group volunteered to help tidy the Terrace Creek Park, working around the playground and other areas.



BankWork\$ Celebrates Two Graduating Classes in Puget Sound

Both BankWork\$ programs in Puget Sound celebrated graduations in August.



The YWCA Seattle | King | Snohomish program held its 72nd program graduation, featuring eight graduates.

During their ceremony, industry speakers across Seattle joined to encourage and celebrate the graduates, including Glen Simecek, CEO and President of Washington Bankers Association, and Cameron Ericksen, Talent Acquisition Specialist at Banner Bank.

Latoya E., Regional Director at CareerWork\$, also spoke at the ceremony to encourage the graduates as they take the next step towards their career goals. She said, "Surround yourself with people who will support and challenge you; having a strong support system is key to success. You've worked hard, and you absolutely deserve this."

The Career Path Services program celebrated five students who completed the program at the end of the month.



Bank of the Pacific Donates to Whatcom Dream

Bank of the Pacific announced a \$1,500 donation to Whatcom Dream in late August.

The funds will cover the cost of the next class for the organization, which offers financial education courses to help individuals achieve their dreams.

Chase Participates in Back to School Bash

Members of the Seattle JPMorgan Chase team in Puget Sound recently participated in the Rainier Beach Action Coalition Back to School Bash.

Vendors at the event, like Chase, donated over 1,000 backpacks to local students for the 2023 school year.

Continued on page 17

In Memorium

Matthew Scott Gaspard • 1953-2023



Matthew Scott Gaspard, just before his 70 birthday, died from cancer on July 25, 2023 in the home he built on Anderson Island, WA. Scott graduated from Puyallup H.S. in 1971 and University

of Puget Sound in 1975. After working five years for state government in Olympia, he worked for the Washington Financial League, a banking trade association, where he was the CEO for 25 years. Scott also held senior positions dealing with banking policy before retiring in 2014.

Scott bravely fought off his first bout of cancer in

2014, allowing him quality time with his family, especially his young granddaughters on his beloved Island. He continued to sail, water ski, launch into the water off his rope swing, outwork everyone on projects, enjoy Island concerts, and sleep under the stars, until cancer returned to take his life. Scott's heartbeat is embedded within Agate Beach and he will be long remembered with great joy.

He is survived by his wife Gwen (Soine), sons Tyler and Kellen, and granddaughters Lydia and Violet. He is also survived by his mother Joanne Gaspard, brother Marcus Gaspard and sisters Paula Gaspard, Deborah Evans, and Paige Gaspard. His younger brother, Grant, died in 2021 and father, Gordon, died in 1989.

No services are planned, at this time. In lieu of flowers, please make a donation in Scott's name to:

Anderson Island Parks & Recreation District, C/O Belen Schneider, 12503 95th St Ct, Anderson Island, WA 98303

<https://andersonislandparks.org/donate>

Helen Langer Smith • 1929 – 2023

Helen Langer Smith was born in Port Orchard on June 5, 1929, the daughter of Frank E. Langer, Jr. and Hannah Norum Langer. She attended school in the South Kitsap School District, graduating from high school in the class of 1946. Helen was very athletic and was a cheerleader all six years throughout junior high and high school.

Helen Langer attended the University of Washington, graduating cum laude with a Journalism/English degree and an Economics minor in 1950. Active in the campus community, she was President of Mortar Board and served on staff of both the Tyee yearbook and the school paper, The Daily. She pledged Delta Gamma Sorority, was very active in Associated Women Students; and she was also President of Rally Girls, the Husky cheerleading squad. According to Helen, "The University was everything I wanted. It was truly a golden age."

Helen traveled to Europe with a friend after graduation, and upon returning to the US, she stayed in New York to continue her education studying radio and television broadcasting at Columbia University. She was offered a cooking show, but declined because she didn't think she knew enough about cooking. While in school, she worked for Bergdorf's modeling, merchandising and working retail. She later moved back to Seattle to work for KING TV.

After her father died, Helen entered banking, joining



the family-owned Seattle Trust and Savings Bank (later Key Bank) in 1953. During the summer between jobs, she took an interim position managing the YWCA in Seattle. She then joined Seattle First National Bank (SeaFirst Bank, Bank of America), where she became one of the first women to enter their formal banker training program. Helen has always placed an emphasis on the role of small businesses in society and the positive impact they have on our nation's economy.

Helen married Dr. Meredith P. (Buz) Smith, an orthopedic surgeon, on September 29, 1961. The couple had three daughters, Cydly Langer Smith (Brian Sato), Stephanie Smith, and Melinda Smith Pigors (Michael Pigors) and three grandchildren, Hannah Pigors, Michael Pigors, Jr., and Mari Sato. Helen and Buz raised their family in Medina, WA, establishing a home they

Continued on page 17

10 Tips for Protecting Your Institution and Customers From Check Fraud

By Michael Rutledge, Vice President, Payments Product Management, Vericast

Fraud has become more of a factor for consumers and businesses alike, especially check fraud. Several recent media reports have incorrectly positioned the process of sending checks via postal mail as unsafe. Despite those reports, checks are still a secure form of payment and one of the safest ways to send money.

Checking fraud typically takes three forms:

- Altered checks: Fraudsters steal a legitimate, signed check and alter the payee and/or amount. The check is then cashed, and funds are gone from the account before the account holder realizes the check didn't process as planned.
- Counterfeit checks: Fraudsters steal basic account information and use it to create fake checks.
- Stolen checks: Fraudsters outrightly steal newly ordered checks directly from the recipient's mailbox.

Fraud prevention measures enacted by check vendors ensure added security for financial institutions and their customers or members. To close the gap between expectation and reality, financial institutions must find new ways to restore confidence in the check ordering process and rise to meet their consumers' expectations for best-in-class check delivery. One of these ways is through trackable check delivery.

Let's review what you can do as a bank or credit union to protect yourself from check fraud and what advice you can provide your customers or members to ease their concerns.

When depositing or cashing a check for a customer or member:

1. Be cautious of any checks that look like they have been tampered with (potentially washed or edited) or feel suspicious.
2. Look for inconsistencies in numbers, names and addresses, especially when comparing against any identification.
3. Be cautious of checks with low check numbers, no address listed, as well as checks without perforated edges at the top of the left side where they would have been part of a book.
4. Send your customers' check orders via trackable, confirmable delivery. 68% of check buyers expect the delivery price to be included in the price of the product¹.
5. Utilize your check vendor's fraud prevention methods including watermarks, chemical reactive paper, heat reactive ink, and holograms.

Advice for Check Users: When ordering or paying with checks remember to:

1. Order checks from a reputable source. Ideally, you should choose the company your financial institution recommends or another well-known, well-respected check provider with positive customer reviews and founded security measures. Additionally, make sure your check order is trackable with delivery confirmation. If the checks haven't arrived, notify your financial institution.
2. Fill out the check properly and fully. Be sure to sign the signature line and fill out the amount in all places. Consider putting a line through any extra space to prevent additional information from being added.

Bonus Tip: Only make checks payable to a person or business, not cash. If the check is written to cash and is lost or stolen, the check can be cashed by anyone. Additionally, only endorse a check when you are ready to cash or deposit it.

3. Safeguard checks and account information by voiding used checks, shredding returned or erroneously written checks and securely storing any unused checks.
4. Reconcile accounts within 30 days of using your statements or through online or mobile banking. Many financial institutions have alerts that notify you when a check has cleared, when a deposit has been made or for transactions over a certain dollar parameter you can set to your specifications.

When sending checks in the mail, it is recommended to:

- Avoid letting incoming or outgoing mail sit in the home mailbox, especially overnight
- Deposit outgoing mail at a local Post Office or by handing it to a letter carrier.
- Sign up for Informed Delivery and get daily digest emails that preview when mail and packages will be arriving.
- If you see something that looks suspicious, call 911.

At Vericast, we're doing our part to keep your customers' check orders safe and secure. You can count on us to deliver the superior security features, customization, and print technology that protects both our check program clients and their customers and members.

- DeliveryEdge: We offer our DeliveryEdge service as a way to provide trackable shipping for check orders placed directly from the consumer or through their financial institution.
- Security Ink: We use digital print technology that presses ink into the paper rather than on the surface. The embedded ink, combined with patented security features used in our production process, increases account holder security by making check fraud more difficult.
- Security Paper: Our checks are printed on a special security paper with embedded inks and chemicals to deter fraud. This can affect how color appears and how sharp the image appears. The special security paper meets all ANSI requirements that help ensure checks meet Federal Reserve guidelines for check processing.
- Paper Texture: ink is absorbed in the paper fiber, which can make the paper feel different and less dense to the touch and as you write on it. This chemically treated check paper adds security features that affect the paper's 'feel'.
- Advanced Fraud Prevention System: Our check fraud prevention system uses information collected from the order request combined with fraud consortium data components to score check order sessions. The process is done in real time and does not require additional information from a customer.

For more information about Vericast's check fraud prevention members, read our "Safeguarding Your Customers' Financial Security with Advanced Fraud Prevention Techniques" blog and download The Smart Banker's Guide to Mitigating Check Fraud.



Thank You to
VERICAST
FOR SPONSORING ISSUES & ANSWERS

FedNow Implementation: What Fraud and AML Professionals Need to Know

By Mary Ellen Biery, Senior Strategist and Content Manager, Abrigo

The FedNow Service, which went live this month, is the new instant payments infrastructure developed by the Federal Reserve to enable real-time payments between all financial institutions on behalf of their customers or members. However, faster payments don't necessarily mean faster fraud, according to the FedNow Service and other industry experts.

The payment rail has some built-in anti-fraud capabilities. And fraud and AML/CFT staff can take several steps during their institution's FedNow implementation to combat and reduce fraud. This article describes what financial crime staff need to know about how the FedNow Service works and what to do now to prepare fraud and AML functions for the bank or credit union's implementation of this service. Many of these tips are provided in the FedNow Service Readiness Guide, a good resource from FedNow to help with preparation.

Fast facts on FedNow instant payments

The Federal Reserve Banks designed the FedNow Service so financial institutions of all sizes could provide a faster, more efficient way for customers or members to send and receive money. ACH credit and debit transfers and mobile personal payment options like Venmo can take hours or days to settle between the sender and receiver's accounts, even if information confirming transfer requests is conveyed more quickly. FedNow transactions, by contrast, allow credit transfers to complete core clearing and settlement almost immediately, within seconds.

Here are some fast facts about FedNow instant payments to help financial crime professionals get up to speed:

Not mandatory; no implementation deadline.

The FedNow Service is not mandatory. Experts, however, expect FedNow instant payments will eventually be ubiquitous as financial institutions continue to try to meet their consumers' and businesses' expectations for convenient, fast payment methods. There's no official deadline to implement FedNow if the financial institution chooses to offer its instant-payment service. "Lesson one in all of this is that implementation will come over time," said Russ Chacon, Vice President of Product Management for Abrigo. "Financial institutions will have different appetites, so they will have time to learn about it and learn from the activity of others before their bank or credit union does it."

Secure access.

The only entities that can connect directly to the FedNow Service are financial institutions or their agent service providers (such as their core banking processors, payment hubs/payment processors, corporate credit unions, and bankers' banks). Similarly, financial institutions can either use their own end-user interface or one from a third-party partner or service provider to offer instant payment services via FedNow to end users (consumers, merchants, and other businesses). There is no FedNow app, and FedNow's infrastructure will not provide payment services directly to businesses and individuals. Instead, institutions serving both the payor and the payee will need to be FedNow participants to access the instant payment service. The FedNow Service has some similarities to

Instant-payment fraud implications

Here's a step-by-step example of how a FedNow credit push would work:

1. A business owner initiates a payment to a supplier using an app with their bank, which uses the FedNow Service.
2. The sender's bank submits the payment information to the FedNow Service.
3. FedNow instantly validates the payment message.
4. FedNow sends a payment message to the supplier's credit union and asks if it will accept it.
5. The supplier's credit union tells FedNow it intends to accept the payment.
6. The FedNow Service immediately debits and credits the Federal Reserve master accounts of both financial institutions.
7. FedNow sends an advice of credit to the supplier's credit union and an acknowledgment to the business owner's bank that settlement is complete.
8. The supplier's credit union credits the supplier's account and makes the funds available. And on the sending side, the business owner's bank debits the owner's account.

Zelle, the private-sector instant payment service in the U.S. developed in 2017 with the backing of some of the largest banks. For example, the FedNow Service, like Zelle, requires the bank or credit union accounts of both the sender and recipient to be based in the U.S.

Given the near real-time nature of settling FedNow transactions, fraudsters can receive payments quickly. Settlements mean the transaction is final, which means the payee can withdraw the funds immediately, so financial institutions need to act accordingly.

"The financial institution will need to insert AML and fraud analysis in the transaction flow," said Chacon. "They'll need the tools and the platforms to allow them to see these transactions as they're made and before they flow to the FedNow Service."

Preparing for FedNow implementation and expected fraud

To make sure each financial institution is ready for FedNow transactions and has optimal readiness for fraud tied to the new payment rail and other instant payment platforms (Zelle, wire transfers), consider the following steps:

Understand FedNow and its differences from other payment processes.

The FedNow Service offers various educational resources, as do other industry groups. Staying attuned to these resources will help financial institutions learn more as more institutions roll it out.

Among the key fraud management considerations specific to FedNow payments and other instant payments:

- Clearing and settlement occur almost immediately rather than hours or days later, as they do with checks, ACH, and consumer-friendly applications like Venmo.
- FedNow will operate around the clock every day of the year, so fraudsters can try to push through fraudulent transactions at any time. Fraud detection, processes, and controls must be

in place to act quickly at all times.

Involve the right people at the bank or credit union to create a retail solution tailored for your risk tolerance and your customers or members.

As they do when offering any new product or service, financial institutions will control certain aspects of their FedNow instant payments offering, and several of those controls can reduce fraud risk.

Here are some fraud risk management options that FedNow will give participants some control over:

- When to begin using FedNow. Each bank and credit union can set its own implementation timeline.
- How the institution wants to use FedNow. One bank could decide to initially use the network solely for allowing businesses to make instant payments for payrolls. Another may allow credit transfers to be sent and received.
- How much money can be sent. The FedNow Service is setting network-level transaction limits, which will cap the amount per transaction that a financial institution can send. However, each financial institution participating in the FedNow Service will be also able to configure a lower transaction value limit, which they may adjust over time, using their institution's risk policies as a guide.
- How to accept. FedNow participants will be able to submit an "accept without posting" status. This would indicate to the originating institution that more information is needed for compliance or fraud considerations before payment will be accepted. Financial institutions will be able to request information such as more details about the sender. This is similar to how FedLine allows financial institutions executing wire transfers to ask for more information about the source of funds before completing the transaction.
- Who can send or receive. Each financial institution can set its own rules and limits regarding FedNow payments.

Peter Tapling, a board advisor with the U.S. Faster Payments Council, encourages financial institutions to carefully design their FedNow offerings to control how customers or members use them.

"Even if a bank signs up to be a sending institution with FedNow, they have the ability to control how they offer that send capability to customers," he said during a recent video interview with Information Security Media Group. "So from a fraud and risk perspective, a lot of thought needs to be put into who am I going to offer this product to, under what conditions, and during what times. Even though FedNow is available 24x7x365, at the end of the day, the product being offered to the customer is a bank product, it's not FedNow, and so the bank gets to control how they're going to offer that product."

Including fraud and AML/CFT staff among those involved in product and capability planning, technology planning, and treasury planning can support FedNow implementation that is designed with anti-fraud measures in place.

Talk to your technology partners.

Financial institutions must be able to connect to the FedNow Service, either through their core or another service provider. They will also need front-end services for customers or members to initiate payments and receive requests for payments, either through their own online capabilities or an app. And they will need a fraud detection partner capable of security measures such as cross-channel detection so they can evaluate transaction patterns across all payment types. Fraud prevention efforts for senders will also benefit from building in the capability to pause a transaction if

it hits a certain trigger (such as a value limit). The ability to analyze incoming transactional data is vital.

Review the institution's current tactics to fight fraud.

Do you have robust user authentication methods? According to Staci Shatsoff, Assistant Vice President for secure payments with the Fed Bank of Boston, "The ability to stop the fraud as far upstream as possible is crucial to minimizing downstream impact."

Do you already understand normal client behavior? Understanding normal client transaction behavior across channels and payment types helps fight fraud of all types. It's also essential to collect and assess behavioral data continuously and to continually verify customer contact information.

Consider taking steps to boost anti-fraud and AML/CFT protection.

These could include:

- Adding suspicious accounts and aliases to a watch list to block potentially fraudulent transactions before affected funds leave or enter your institution.
- Reviewing and considering a boost to security controls for account enrollment ahead of FedNow implementation. If a financial institution is going to support sending requests for payments, having the controls in place to ensure it's a legitimate company or individual sending a legitimate request is critical. Similarly, financial institutions can either use their own end-user interface or one from a third-party partner or service provider to offer instant payment services via the FedNow Service to consumers, merchants, and other businesses.
- Boosting security controls around how payments are initiated. FedNow officials have said such controls can include a pop-up message asking "Are you sure?" of customers or members before they execute the request to transfer funds.
- Educating consumers and businesses on measures they can take to prevent fraud when using instant payments such as the FedNow Service. Remind them of best practices for handling suspicious emails and the importance of strong, secure passwords. Encourage them to enable account alerts and verify their contact information. Reiterate that the institution staff will never ask for login information over the phone, via email, or text, and encourage them to take a "zero trust" policy when someone asks for such information. Urge businesses to have two-step approval processes for certain types of payments so they can pause and validate before sending funds. Explain the importance of having employees verify the legitimacy of someone claiming to be a supplier or biller who asks for a payment or a change to payment accounts.

The FedNow Service will allow banks and institutions to meet customers' needs better and perhaps differentiate their offerings to attract more depositors. It can also improve efficiency in the transaction process. However, AML and fraud leaders must plan carefully to minimize AML/CFT and fraud risks.

Mary Ellen Biery is Senior Strategist & Content Manager at Abrigo, where she works with advisors and other experts to develop whitepapers, original research, and other resources that help financial institutions drive growth and manage risk. A former equities reporter for Dow Jones Newswires whose work has been published in The Wall Street Journal, the Washington Post, and on Forbes.com, Mary Ellen is a frequent author in banking, credit union, and accounting publications.

Washington State Launches Equitable Access to Credit Program

The Equitable Access to Credit Program, a tax credit program, awards grants to qualified lending institutions to provide businesses in historically underserved communities with access to credit.

About the Program

The Equitable Access to Credit Program offers businesses and individuals with state business and occupation tax (B&O) liabilities a unique opportunity to contribute and receive tax credits.

By making cash contributions equivalent to their B&O tax liability, participants can receive a dollar-for-dollar tax credit from the Department of Revenue (DOR). Businesses can contribute up to \$1 million annually to the Program and receive tax credit.

The Equitable Access to Credit Program, authorized by [HB 1015 \(RCW 82.04.449\)](#), provides a tax preference mechanism that generates funds for grants to qualified lending institutions.

These grants, funded through contributions in exchange for B&O tax credits, are dedicated to providing access to credit for historically underserved communities.

A minimum of 65% of the value of all grants awarded in any calendar year must be allocated for native Community Development Financial Institutions (CDFI) or grantees to provide services or invest, or both, in rural counties as defined in [RCW 82.14.370 \(PDF\)](#).

The Program's goal is to encourage investment in small, rural, and underserved business to boost community and economic development in Washington.

Additional information on the grant component of the Equitable Access to Credit Program will be available in the future.

Contributing is easy!

- Let Commerce know you intend to contribute by completing the [Contribution Request Form](#).
- Commerce will provide the contribution account link and instructions.
- Once your contribution is received, Treasury will provide confirmation and receipt for your records.
- Commerce will send the confirmation to the Department of Revenue.

- DOR will process the [B&O tax credit](#).
- E-File your B&O Taxes indicating the "Equitable Access to Credit" tax credit.

Once your business has reached its annual contributor limit of \$1 million or the program has reached its annual cap of \$8 million, the state will not accept further contributions for the year.

Contribution Requirements

- Money must be received by Treasury and processed by the Department of Revenue before the credit is claimed.
- Credit cannot exceed the B&O tax liability due for the reporting period.
- Credit may be claimed in the current year or carried over for up to two succeeding years.
- Credit you earn from contributions in the current calendar year cannot be used against B&O tax liabilities in a previous calendar year.
- No refunds of the credit will be approved.
- No application is necessary for the credit (but adequate records must be kept by the business so that the DOR can verify credit eligibility).
- Businesses are required to file electronically with the DOR for all returns.
- Credits are available on a first-in basis.

The maximum amount any single business may contribute (and associated credit it may earn) in a calendar year is \$1 million.

You cannot earn credit for contributions made after June 29, 2027.

You cannot claim credits earned from the previous contribution calendar years after December 31, 2029, even if the credits are unused.

B&O taxes are due for monthly reporters on the 25th of the following month. Quarterly filers must report by the end of the month following the close of their quarter, and annual taxpayers must file by the end of January.

Any tax-related questions regarding these contributions should be directed to the Internal Revenue Service at [800-829-1040](#) or the Washington Department of Revenue at [360-705-6705](#).

Have a question?

For additional information about how to contribute, contact the Department of Commerce Program Manager, Shiloh Penland via email at Shiloh.Penland@Commerce.wa.gov or by calling [360-890-2288](#).

Understanding
Bank
Performance



No one ever failed
by being really
good at the
fundamentals

Next session begins Oct. 30!

Learn more and register at wabankers.com/ubp

Continued from page 11



Bank of America Volunteers at Boys & Girls Club

Bankers from the Bank of America South King and Tacoma market recently volunteered with the Federal Way Boys & Girls Club.

The group handed over 1,500 backpacks to local students to help them prepare for the school year.

Washington Bankers Complete Graduate School of Banking at Colorado

Two bankers from Washington recently celebrated their graduation from the Graduate School of Banking at Colorado.

Mark Swanson, with Peoples Bank, and Hong (Kelly) Wang, with Seattle Bank, complete the program in Boulder at the University of Colorado.

This year, 166 graduates were celebrated in a ceremony at the end of July.

If you have WBA member news to share with us, please email it to Megan Managan at megan@wabankers.com. Submissions are run on a space available basis.

Continued from page 12

shared for over 57 years. While her career life was fulfilling, Helen saw motherhood as her greatest experience and challenge, because as she said, "You are dealing with the future of the world!"

Helen joined the Board of Directors of Kitsap County Bank in January 1953, following the death of her father. She has served on the board for more than 70 years, along with her Mother, Hannah, who was the first female bank president west of the Mississippi River, and daughters, Cydly and Melinda. Helen was elected Board Chair in 1986, presiding for 25 years until

March 31, 2011, when her daughter, Cydly, was elected Chairwoman. Helen continued in the role of Vice Chairwoman until her passing.

Helen's spirit of philanthropy exemplifies Kitsap Bank's family legacy and its enduring ties with the communities in western Puget Sound. A patron of arts and culture, Helen and her family had a pivotal role in the late 1980's rescue of the Admiral Theatre, a Bremerton landmark built just after World War II. Her enduring support of local non-profits extends to numerous organizations such as Martha & Mary, North Kitsap Fishline, Poulsbo Historical Society and Kitsap

County Historical Society. In 2015, Helen authorized a \$500,000 donation by Kitsap Bank to South Kitsap School District to build a new state-of-the-art athletic field at her alma mater, South Kitsap High School. Champions of education, she and her husband have also endowed scholarships at Olympic College and University of Washington Foster School of Business. Helen's generosity and love of community continues through Kitsap Bank's Community Connections Program, which supports over 100 non-profit organizations with donations totaling more than one half million dollars annually.



MAKE YOUR VOICE HEARD!

Use our new advocacy platform to share your views with Congress, state legislators, and more!



Check out
the online
action
center here:
**[votervoice.net/
wabankers/home](http://votervoice.net/wabankers/home)**

Managing your CMS, adopting new guidance, building and keeping staff—
isn't compliance is hard enough without
your audit firm leaving you high and dry.

At B/A, our focus is on compliance best
practices and your long-term growth—
our ownership group of 34 state bankers
associations likes it that way.



Click or scan for our list
of services and capabilities.

You may also be interested in these:



**Entire CMS
Support**



**Special Audit
Projects**



**All-Inclusive
Annual Training**

Reach us online at: info@bankersalliance.org or (833) 683-0701