

# DALLAS BUSINESS JOURNAL

## Dallas bank plans to capitalize on Tarrant County's rapid growth

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After more than tripling the size of its team in Fort Worth the last couple of years, Texas Capital Bank is turning its focus to client acquisition as it looks to take advantage of the growth happening in Tarrant County.

Texas Capital (Nasdaq: TCBI) has grown its team in Fort Worth from about 18 people two years ago to around 65 today, according to Rusty Anderson, who joined the bank as Fort Worth market president 10 months ago.

Anderson, who previously had a similar role for Houston-based Prosperity Bank, said he joined Texas Capital because of a long-standing friendship with CEO Rob Holmes. Anderson said he was intrigued by the transformation Holmes has led at the bank and its dedication to serving middle-market companies.

[Rob] told me his vision for what he's trying to build here, and it sounded really exciting to me," Anderson said. "So I said, 'Let's do this.' Let's run really hard and build something really cool and really career-defining. That's the thing that I think we're trying to do here."

Since becoming CEO in 2021, Holmes has led a massive overhaul of Texas Capital to turn the company into a full-service financial firm less reliant on generating income from making loans. The multi-year effort has included launching an investment bank, expanding the bank's private wealth and treasury services, and adding corporate and business banking efforts.

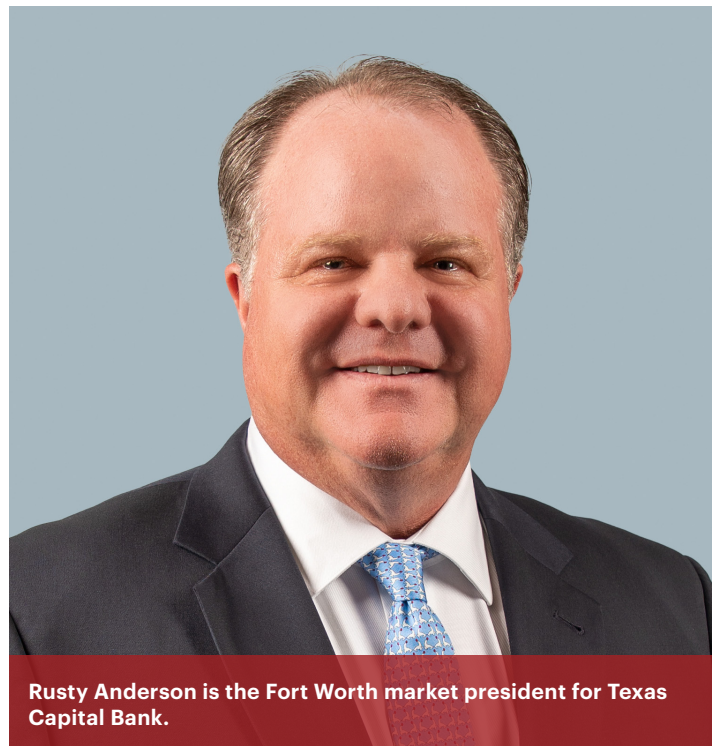
Anderson said Texas Capital's growth in Fort Worth has been a part of the bank's transformation, as well as a result of how the region has exploded in recent years.

"There's constant growth and companies relocating here and development," Anderson said. "The [AllianceTexas] project has been going on for 25, 30 years. There's lot of growth in south Fort Worth and now the new growth is going to be west of town in the Walsh Ranch and the Veale Ranch developments. It's not just residential. There's going to be a lot of commercial relocations."

He also expressed excitement about how Texas A&M University's recent groundbreaking of its downtown Fort Worth campus and the potential future development of Panther Island will also attract companies to the city.

"It's a great time to be in Fort Worth," he said. "There's a lot of exciting dynamic things going on."

Anderson said the Fort Worth office intends to slow down hiring and focus more on adding new clients. He declined to disclose how many clients the bank wants to add or how much it wants to grow its business, but he ad-



Rusty Anderson is the Fort Worth market president for Texas Capital Bank.

mitted Texas Capital's market share in Fort Worth "isn't huge."

One of Anderson's additions to his team this year included Jennifer Baggs Kamacioglu, who joined Texas Capital as a senior vice president of Middle Market Banking. The two worked together previously at Bank of Texas.

Most recently, Baggs Kamacioglu worked at Independent Financial. She said she left the McKinney-based bank because it decided to shift its focus away from middle-market banking.

Anderson and Baggs Kamacioglu discussed recent trends in Fort Worth and the overall middle-market banking landscape:

**As Fort Worth and Tarrant County have grown, more banks have decided to increase their presence there. How does Texas Capital remain competitive in the market?**

**Anderson:** Jennifer and I have been here in this market doing this for a long time. We're both pretty well-connected and know a lot of people. And a lot

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**Jennifer Baggs Kamacioglu joined Texas Capital Bank earlier this year as a senior vice president of middle market banking.**

of people know us. So even though maybe our brands have changed, it's still about relationships and about people.

We have the capabilities to do anything that any business or any individual should need from a financial services perspective. What [CEO Rob Holmes] is really building here is the only full-service financial services firm headquartered in Texas, and that's really powerful. As a commercial banker doing the same thing for 33 years, I'm having different conversations with businesses than I have at any other time in my career. It's a really exciting time to be at Texas Capital Bank in Fort Worth because of all the growth that is going on here.

**Baggs Kamacioglu:** One of the things that we do as we're out there telling the story is we have pitch books. We go out and visit with prospective clients and tell them the transformation story and about all of the pieces and scope and breadth of our products and services. As Rusty alluded to, it's been really exciting.

My favorite page in our pitch book is a page that shows our top leadership at the top of the house, who sets the vision, and below the top line is everyone in Fort Worth delivering on that strategy. You're right, there are a lot of banks out there. There are a lot of banks wanting to come to the whole Metroplex, but for sure Fort Worth, I always think that you can have all the products and services in the world, but if you don't have the people behind it to deliver, it's no good to you.

**What are some of the overall trends you are each seeing right now?**

**Anderson:** There's so much going on with different industries. There are certainly industries that are really challenged, for instance, in consumer discretionary business. That's pretty soft now. But there are other companies, and we have a number of these clients, in kind of an infrastructure business where they're really seeing a lot of growth because of the growth here.

Look around, there's road construction everywhere we go. There's the expansion of our roads and highways and the cell towers and utility towers and all that kind of stuff that goes with growth.

The economy, in general, is softening. They keep talking about the recession. Is it here, or is it not? Or is it coming? I don't know the answer to that. But certainly, it's good to be in North Texas and there's certainly a lot of patches of growth.

**Baggs Kamacioglu:** People are still really focused on some M&A activity. I guess that's cooling down, but there's still some out there. We're lending today to a current client that's expanding into the Houston market. They have operations throughout the state and we're helping fund a building down there.

**What industries do you see standing out right now that are doing particularly well? And you mentioned consumer discretionary. Are there any others that you see facing challenges?**

**Anderson:** Jennifer and I were just on a call with some representatives from the Fort Worth Chamber. We talked about the growth that they're seeing. Defense subcontractors, with Lockheed Martin and Bell Helicopter here, there's a lot going on with them. There has been a lot of talk on the whole EV battery thing, even going beyond Rivian and how that didn't happen here. There's still a lot of future development there, a lot of activity.

In general, Fort Worth has, relative to other parts of the country, a lot of land still here. It's pretty darn affordable, so companies can put a data center here, for instance.

**What types of deals are most active right now? Jennifer mentioned there's still a lot of M&A activity.**

**Anderson:** Our asset-based lending group is very active right now. This is a time when some companies have had some bumps in the road with profitability recently. They had supply chain issues. They missed a season and couldn't ship some products. Maybe they didn't make a profit last year. They had labor problems, and they couldn't properly staff, or they had to pay people more than they are used to. But they still have a really good balance sheet. Our asset-based lending capabilities are able to take advantage of that and provide them with capital to turn around the business and get it back to profitability.

**Baggs Kamacioglu:** We're also still seeing companies that are strong and rich with cash deposits and have capital they want to put to work. They're really still looking for strategic opportunities.

*This interview has been edited for clarity and brevity.*