

September/October 2001

Title NEWS

Official Publication of the American Land Title Association



BUILDING VIRTUAL RELATIONSHIPS WITH CUSTOMERS

PLUS

- The Benefits of Outsourcing Payroll
- Agents vs. Underwriters: Competitors or Partners?
- Telecommunications Convergence
- ALTA Annual Convention in CA



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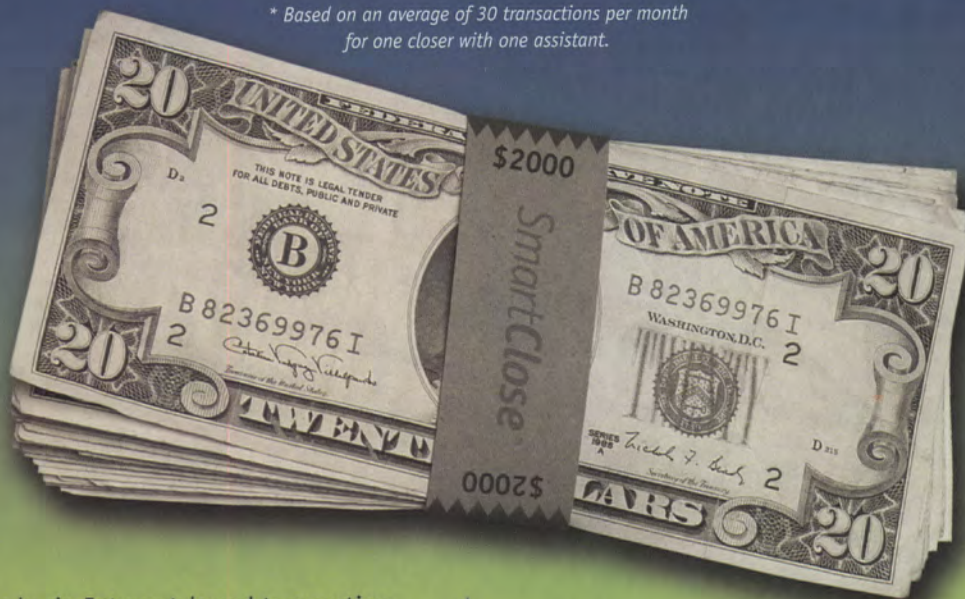
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The Benefits of Outsourcing Payroll

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Telecommunications Convergence

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Agents vs. Underwriters Competitors or Partners?

by Deborah DeMaddalena

These relationships do not have to be adversarial. On the contrary, says the author. Both sides will benefit from a strong alliance where all members are truly partners in the industry. Alliances mean continued longevity in our industry. Will they work?

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Event Spotlight

2001 ALTA Annual Convention

Have you registered yet for the event in the title industry? This year's ALTA Annual Convention is October 10-13 at the Desert Springs Marriott in Palm Desert, CA. See you at the Hotel California Ice Breaker Reception!

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A Look to the Past...And Future

I am a staunch believer in weighing the past to work toward the future. In looking into the near past, specifically last year about this time, I have to think about Charlie Foster's prediction that my year as president would be a momentous year for ALTA. And while Charlie's prediction has rung true because it has been quite a year for a lot of things at ALTA, it was not my presidency that was the impetus.

The committees, the board, and the staff have been working to push forward the goals and objectives of the ALTA Strategic Plan. The energy and enthusiasm at the staff level is a positive force and carries over to the committees. Our members who fill the committees are a great source of fresh ideas, energy, and a solid foundation for ALTA. The momentum keeps building to change. It is exciting to be the ALTA president and have the best view of the overall coordination of effort for the title industry. I will miss that excitement and energy and motivation after this year is over.

This is my last message as president of ALTA. I am pleased to report that ALTA is making great strides toward strengthening relationships with related organizations, such as the National Association of County Recorders, the American Escrow Association, the Mortgage Bankers Association, and MERS, and with NAIC, Freddie and Fannie, and HUD. ALTA is broadening its boundaries.

Our efforts in Washington, DC over the last four years have deepened the respect for our position on issues within the governmental agencies as well as with our legislators on the hill. We are seeing a greater level of commitment to combining efforts among underwriters and within the large agents. Our industry technology efforts and education appear to be ahead of our customer groups. I am pleased to report that the goals that were set two years ago with Charlie Foster for grassroots, technology, and education are continuing to progress through this year and will continue through the leadership of Frank Willey, the president-elect. I know that through his leadership, you will continue to see positive changes in ALTA.

I hope that you have made plans to attend the annual convention in Palm Desert, CA. The resort, program, tours, and opportunity to network will not only be fun, but will broaden your perspective. You may be "the one" who answers when "opportunity knocks."

Best wishes to you all.

Cara Detring



Impact of MERS: Next ALTA Telephone Seminar

"The Impact of MERS on the Mortgage Finance and Title Industries" is the topic of the next ALTA telephone seminar, Tuesday, September 25, 3:00 - 5:00 p.m. EDT. MERS—the Mortgage Electronic Registration System—tracks the beneficial ownership and servicing rights of mortgages on its system. MERS will be a major factor in the daily lives of mortgage finance and title professionals, both now and in the future.

Currently the MERS system includes more than 5 million loans with nearly 13,000 new mortgages being added daily. By the end of 2002, MERS will be registering nearly 60% of all new mortgages.

The telephone seminar will address issues and concerns relating to MERS mortgages and initial recording and indexing, insuring MERS as original mortgagee of record, foreclosure; database access, and much more.

To register, contact KRM at 1-800-775-7654, or sign up on ALTA's Web site at www.alta.org. Fee for ALTA members is \$150; nonmembers pay only \$200. (Refer to Seminar #ALT6382-0).

As a new member benefit, ALTA members can access the MERS database for a special price of \$75. If you have not signed up, contact Elizabeth Twitchell at 1-800-787-2582 to register.

Annual Convention Approaches Fast

Have you registered yet to join your colleagues at the ALTA Annual Convention, Oct. 10-13 in Palm Desert, CA? It's only a month

away, but there's still time to register to attend the three days of educational programming, golf, tennis, and networking in the lovely desert. See page 32 of Title News for full programming information and a registration form. Simply fax back the form, or go to ALTA's Web site and register online. We hope to see you at the Hotel California Ice Breaker Reception! For a full convention brochure, call 1-800-787-2582.



calendar

ALTA Coming Events

September

29 - Oct. 2

Annual Accountants Meeting
New York, NY

October

10-13

ALTA Annual Convention
Palm Desert, CA

10

PR Committee Meeting
Palm Desert, CA

November

10-14

Title Counsel Meeting
San Antonio, TX

19

TRC Board Meeting
San Francisco, CA

December

18-11

Systems Committee Meeting,
Key West, FL

Affiliated Association Conventions

November

7-10

Arizona

7-10

Florida

December

6-7

Louisiana

ALTA Visits State Conventions



This year, in an effort to foster better relationships with the state affiliates, ALTA staff have attended several state conventions to show support and meet with members. Alice Baldwin, ALTA's director of marketing and membership, exhibited at the CA, PA, FL, MD, IN, TX, and NY state conventions.

These visits allow ALTA staff to bring member ideas and concerns back to headquarters, and give members the opportunity to know what ALTA is doing on their behalf.

Land Title Institute Releases CD-ROM

Changes are underway in the Land Title Institute's correspondence courses. Here is an update:



- Conversion to CD-ROM—The format for the two correspondence courses is changing from the printed text to a searchable CD-ROM with Adobe Acrobat. Moving to a CD-ROM format saves printing and storage costs—savings which will be passed on to the student or sponsor company through a reduced “textbook fee.” More importantly, this new format will better serve the students as a reference tool even after completing the course.
- Updated/Revised Course 2—The long-awaited update of Course 2 is finally complete. The revised Course 2 on CD-ROM includes updated chapters and many of the latest ALTA policy forms and endorsements. Course 2 is recommended for Course 1 graduates, experienced title industry professionals who want additional supplemental education, and law school graduates.
- Online testing?—It's On Our Radar! LTI is moving the correspondence course testing online. Online testing will allow students to benefit from immediate response and scores. This changeover is expected to occur within the next six months.

We're excited about the new format for both courses and particularly about the revised Course 2. Questions about LTI? Please feel free to contact Pat Berman, LTI director of education at pat_berman@alta.org or Melissa Kleeman, LTI education project manager at melissa_kleeman@alta.org.

ALTA Hires Grassroots Manager



Robert Blumel has been hired as grassroots manager. In addition to the traditional grassroots activities, Rob will be responsible for tracking legislation and regulations effecting our industry, and planning the annual Federal Conference. Prior to joining ALTA, Rob did field work and fundraising for congressional and statewide Federal elections for the National Republican Senatorial Committee and the Heritage Foundation. Rob can be reached at rob@alta.org or 1-800-787-2582.

ALTA Membership Directory Has Arrived

The 2001-2002 Membership Directory has arrived! It has been mailed to all members of ALTA, and includes a listing of all members by state, broken down by county and city. In addition, the directory contains the listings for the ALTA officers, governors and staff. The directory is useful when looking up other ALTA members, but also when referring business, or to provide to clients as a reference. Each member of ALTA receives one complimentary copy of the directory. To purchase additional copies, contact Alice Baldwin at alice_baldwin@alta.org or 1-800-787-2582.

Committee Discussed RESPA Outlook



Congressman Miller (R-CA) (with hand in air) met with the ALTA Finance and Planning Committee in Washington in July. Miller was a former homebuilder and was well versed on many of the issues of concern to the title industry. He discussed the outlook on RESPA/TILA reform, indicating that HUD would take the lead to determine action on RESPA reform by regulation.

ALTA Nominating Committee Submits Slate

The ALTA Nominating Committees have notified all ALTA active members concerning nominations to fill expiring terms of office on the ALTA Board of Governors and on the two ALTA Sections.

These nominations will be voted on during the ALTA Annual Convention, Oct. 10-13 in Palm Desert, CA. If elected, their terms will begin on the last day of the convention. The nominations for president-elect, treasurer, and chair, Finance Committee are as follows:



President

Stanley B. Friedlander
President
Continental Title Agency
Cleveland, OH

Treasurer

Mark Winter
Sr. V.P. & Director Nat'l. Int'l. Ops
Stewart Title Guaranty Company
Washington, DC



Chair, Finance Committee

Michael F. Wille
President
The Title Company, Inc.
La Crosse, WI

The nominee for **chair of the Title Insurance Underwriters Section** is:

Charles J. Kovalski
President
Attorneys' Title Insurance Fund
Orlando, FL



The nominee for **chair of the Abstracters and Title Insurance Agents Section** is:



Mark Bilbrey
President
Warranty Title & Abstract, Inc.
El Reno, OK

The two representatives for the Underwriters Section are: Rande K. Yeager, EVP and COO, Old Republic National Title Insurance Company, Minneapolis, MN; and Gary L. Kermott, president & COO, First American Title Insurance Company, Santa Ana, CA.

The two representatives for the Agents Section are: Gregory M. Kosin, president, Greater Illinois Title, Chicago, IL; and Kenneth Lingenfelter, president & CEO, Metropolitan Title Company, Howell, MI.

In addition, the following executives have been nominated to serve as members of the Underwriters Section: For vice chair: Gary L. Kermott, president & COO, First American Title Insurance Co., Santa Ana, CA; For secretary: Janet A. Alpert, president, LandAmerica Financial Group, Inc., Richmond, VA; Three-year terms: Janet A. Alpert; J. Allen Fine, chairman & CEO, Investors Title Insurance Co., Chapel Hill, NJ; and Richard J. Patterson, president, Connecticut Attorneys Title Insurance Co., Rocky Hill, CT.

Those nominated to serve as members of the Abstracters and Agents Section are: For vice chair: John C. Stanley, president & manager, Columbia Title Company, White Salmon, WA; For secretary: Barbara G. Blitz, vice president, Commercial Title Group, Inc, Vienna, VA; Three-year terms: Gregory M. Kosin, president, Greater Illinois Title, Chicago, IL; J. Herschel Beard, owner, Marshall County Abstract Co., Madill, OK; Cynthia A. King, vice president, Kings Title & Abstract Co., New Castle, IN; and Two-year term: Carrie Hoyer-Abbinante, secretary-treasurer, Wisconsin Title Service Co., Inc., Waukesha, WI.

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Update on ALTA Issues

Bankruptcy

Of primary importance to ALTA, is our attempt to clarify our McConville amendments in Bankruptcy Technical Corrections legislation. This has been an ongoing effort since 1997, and the end may be in sight. All the necessary amendments are included in the version passed by the House (H.R. 333), but the Senate inadvertently dropped one of the provisions from the companion bill, (S. 220). When the joint conference convenes after the recess, ALTA will ask the Senate to recede to the House on that single provision.

Background

State and local real property recording acts provide all parties with a comprehensive method to search title and discover the existence of interests in real property. Bankruptcy estates record a copy of the bankruptcy petition in the counties where the estate owns real property, providing notice of the bankruptcy lien. Relying on this system, the bankruptcy code section 549(c) protects buyers, lenders, lessees, and others who in return for an interest in real property, advance funds in good faith without knowledge of a bankruptcy filing.

This practical system of deference to the state property recording acts was undermined by a Ninth Circuit Court decision in re:McConville. A lender funded a debtor's acquisition of an apartment complex and recorded its purchase-money deed of trust. Subsequent to the approval, but before the closing, the debtor filed an undisclosed Chapter 11. When the lender went to court to recover its losses from the debtor, the Ninth Circuit limited the application of 549(c) to transfers and fee interests, and did not cover the security interest.

It is impossible for the title industry or anyone else to search bankruptcy filings in every bankruptcy court in all 50 states at the time of closing. If courts follow McConville in limiting 549(c) to transfers of fee interests, but not security interests, every real property lessee, easement grantee, and lender who advances funds or extends credit relying on the state real property recordings is put at risk.

We have been supporting three amendments to Bankruptcy Reform. The first amendment deals with the

automatic stay. We proposed that section 362(b) of the Bankruptcy Code with respect to the automatic stay, should be amended to clarify that postpetition transfers required to be perfected under section 549(c) and which are otherwise immune from attack under section 549(c) would not be void or violable as made in violation of the automatic stay. This is the amendment the Senate failed to adopt, thus preventing enforcement of the lien. The second and third amendments made it into both the House and Senate bills. The second clarifies that 549(c) applies to "transfers of interests in real property, including a security interest in real property" where the purchaser has advanced funds without notice of the bankruptcy case, and has perfected that interest. The final amendment makes clear the definition of "transfer" in section 101 (54). This was amended to read "the creation of a lien." Details: Ann vom Eigen, ALTA's legislative/regulatory counsel, or Rob Blumel, grassroots manager at 1-800-787-2582.

Predatory Lending

Of equal concern is the Predatory Lending issue and the hearings held by the Senate Banking Committee. ALTA attended these hearings and agrees that the problem of predatory lending is growing. Sen. Sarbanes (D-MD), chairman of the Banking Committee, was not alone in his intent to make known his concerns over these predatory practices. Many senators, including Sen. Corzine (D-NJ), Sen. Stabenow (D-MI), and Sen. Schumer (D-NY), echoed the sentiments expressed by the chairman. However, Sen. Gramm (R-TX), pointed out that, in many of the cases presented before the panel as testimony, the practices in question were already illegal, and thereby covered under current laws. Sen. Gramm suggested that better enforcement rather than new legislation might be the first step. There was unanimous agreement that sub prime lenders filled a void, and were a valuable and growing asset in the mortgage market, allowing credit-impaired individuals the ability to secure a home and rebuild their credit.

Several of the bills introduced recently dealing with Predatory Lending propose adding title fees to the high cost loan test, which would dramatically increase the number of loans categorized as "high cost." As HOEPA (Home Ownership and Equity Protection Act) loans are

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required to have additional disclosures and balloon payments are prohibited, these changes would put pressure on our lender customers. Specific to our concerns, H.R. 1051 calls for expanding the number of loans protected under HOEPA. The draft suggests restricting a creditor from financing any portion of the points, fees, or charges totaling 3% of the HOEPA loan total. Obviously, this has direct bearing on the title industry, and ALTA has submitted a statement for the record to the Senate Banking Committee. We are also working closely with the members of the committee to clearly define our role in the closing process. Details: ann_vomeigen@alta.org or 1-800-787-2582.

Flood Insurance

Heavy flooding and the Federal price tag that disaster relief carries has made it to the ears of lawmakers, as several bills carrying amendments to the National Flood Insurance Acts of 1968 and 1994 may hit the floor of the House this year. Relevant to our business is H.R. 2091, the National Flood Insurance Program Fairness Act, which sets the guidelines by which FEMA abides when flood maps are redrawn. Under the rules set forth in the bill, FEMA will be required to notify the community officials and affected homeowners of the changes and provide them with maps and an explanation of the process. Additionally, FEMA will be required to publish these changes and maps in the Federal Register, including methods by which copies and explanations can be obtained. FEMA will also be required to publish the final elevations in a prominent local newspaper.

Communities will have 30 days to appeal the action. FEMA will have 30 days from receipt of the appeal to respond. Details: rob_blumel@alta.org, or 1-800-787-2582.

OFHEO

The Risk-Based Capital Rule was issued by OFHEO July 19. It establishes how much capital Fannie and Freddie have to hold to survive a ten-year “stress test” mandated by Congress in the 1992 Act. “Risk-Based” means that the capital requirement is tied to an enterprise’s actual risk exposure, as measured by the stress test. Links to both the rule and the explanation are available on the ALTA Web site: www.alta.org. The rule

will be published in early fall, at which point the GSEs have a year to comply. Details: Richard McCarthy, director of research at rich_mccarthy@alta.org or 1-800-787-2582.

Electronic Disclosures

Giving in to pressure from industry representatives, on Aug. 3 the FED postponed indefinitely its compliance deadline for the interim rule dealing with electronic disclosures. Under the Digital Signatures Law enacted last year, banks had until Oct. 1 to meet the terms of the interim rule governing the electronic delivery of mandatory loan disclosures. After meeting with industry officials, the FED decided it would wait until it issued a final rule to announce a new compliance deadline. Details: ann_vomeigen@alta.org or 1-800-787-2582.

Privacy

Recently re-introduced legislation would amend the Gramm-Leach-Bliley Act by requiring that financial institutions get explicit permission a —“opt-in”—from customers before divulging their personal information to other companies. This opt-in requirement would apply to third-parties as well as affiliates. The bill would also prohibit financial institutions from denying service to those customers who block information sharing. Customers would also be able to inspect and correct any personal information collected by the financial service provider. State attorney generals would be granted enforcement authority. Details: ann_vomeigen@alta.org or 1-800-787-2582.

Financial Fraud

On their return from the August recess, the House is expected to vote on The Financial Services Anti-Fraud Act (H.R. 1408), a bill designed to facilitate information sharing between Federal and state regulators. The bill, sponsored by Mike Rogers (R-MI), would create a computer network to track industry professionals convicted of fraud or who have been the subject of action by regulators, and make the information available to state and Federal regulators. The bill allows for a six-month development and two year implementation period. Details: ann_vomeigen@alta.org.

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ALTA Discusses Victory in RESPA Section 8 Court Case

ALTA outside counsel Sheldon Hochberg, of Steptoe & Johnson, has interpreted a recent RESPA court decision and determined it is good news for the title industry. In *Echevarria v. Chicago Title & Trust Co.*, the U.S. Court of Appeals recently concluded, in favor of the title industry, that RESPA Section 8(b), which prohibits the payment or receipt of a portion or split of a settlement service charge other than for services rendered, was not violated. In that case, when a title insurer charged a consumer \$45 for recordation of a mortgage, but the fee actually paid by the insurer to the County Recorder was only \$31. Not surprisingly, HUD does not agree with this view. To read Mr. Hochberg's interpretation and cautionary note, go to the "ALTA News" section on the home page of ALTA's Web site at www.alta.org.

Charlie Cook to Speak at TIPAC Luncheon



Charlie Cook, regarded as one of the most astute impartial analysts of the Washington political scene and U.S. elections, will be the featured speaker at the next TIPAC luncheon, Thursday, October 11 during the ALTA Annual Convention in California. Cook is

editor and publisher of **The Cook Political Report**, and writes weekly for **National Journal** magazine and **Congress Daily AM**. He is also an analyst for CNN, appearing regularly on the highly rated Inside Politics.

To register for this luncheon, see the annual convention registration form on pages 34-35.

Technology Task Force Efforts Advance

ALTA's Technology Task Force was appointed by the Government Affairs Committee to assess public and private sector e-commerce initiatives, and pursue improvements in laws, regulations, and title business operations that promote electronic delivery of title insurance, closing, and settlement services. The Technology Task Force members and staff have had several opportunities recently to educate the industry and the county recorders about developments in technology to facilitate electronic mortgage transactions.

Cara Detring, ALTA president, and Jan Alpert, chair of the Task Force, and Scott Reese from Data Trace, spoke at a recent meeting of the National Association of County Recorders. The three, representing ALTA, discussed the potential benefits that technology would bring to the way county recorders operate.

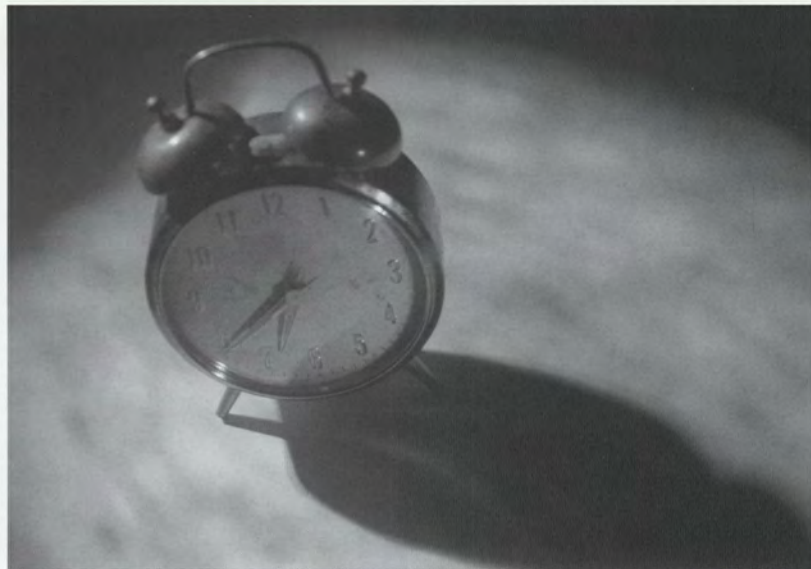
And, Ann vom Eigen, ALTA legislative and regulatory counsel, spoke on e-signatures to the Real Property Division of the American Bar Association at its recent annual meeting. While the audience was concerned about the implications of technology on the real estate attorney client base, the panel consensus was that developments in technology could make practices more efficient. Details: contact Ann vom Eigen, 1-800-787-2582 or ann_vomeigen@alta.org.

State Legislative Reports Available

If you are interested in finding out what is happening in other state legislatures, now ALTA has a resource for you. On the ALTA Web site, you can access the reports from other state legislatures. Simply go to "Government Action" and select "State Legislative Reports." We have reports from 1999, 2000, and many from 2001. If you have not turned in a recent state report, it's not too late to have it posted. Send the reports to Robert Blumel, grassroots manager, at rob@alta.org.

TIPAC Raises \$79,620.65 for 2001

TIPAC, the Title Industry Political Action Committee, has raised \$79,620.65 so far this year. TIPAC enhances our lobbying efforts in Washington and works to strengthen our industry and workplace. TIPAC funds help facilitate important dialogue between ALTA's Government Affairs department and Congress. For more information on TIPAC, contact Sarah O'Connor, PAC administrator at 1-800-787-2582 or sarah@alta.org.



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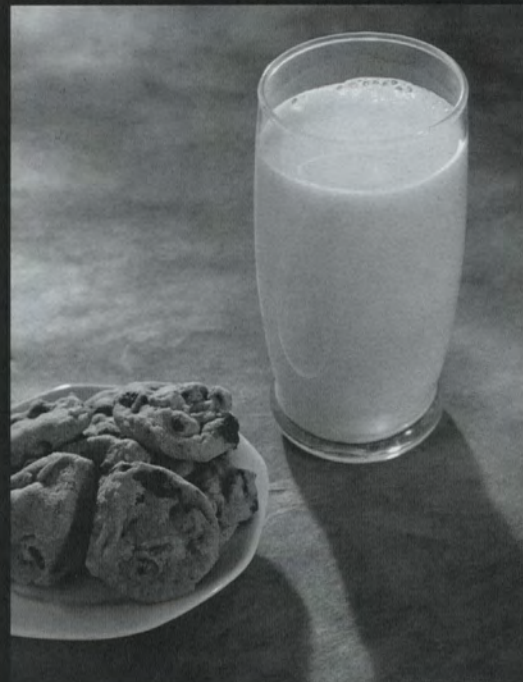


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Building Virtual Relationships With Customers

by Robert Dawson

So the heyday of the Internet economy is over or is it? Are there still ways to make effective use of the Internet and the technologies surrounding it? Companies that just a year ago, seemed to defy gravity with stock market valuations that bore no relation to future potential earnings now find themselves struggling to capture and retain their dwindling customer base. Coincidentally, executives had conveniently downplayed traditional measures of profitability and economic value. Instead, they emphasized nontraditional definitions of revenue, such as the numbers of customers or even more suspicious, numbers that might correlate with revenue...someday!

So how the Internet plays a part in your business today has drastically changed from just a year ago. Companies are going back to solid business principals that focus on customer loyalty and customer retention. The question now is: how can the Internet help develop a virtual relationship with your customers in today's seemingly dwindling Internet economy?

What is a Virtual Relationship?

As defined by Merriam-Webster's Dictionary, virtual is of, relating to, or being hypothetical, an existence

that is inferred from indirect evidence. In essence, a virtual relationship is an indirect or inferred relationship that requires little or no direct intervention. As such, the Internet has provided the perfect means in which to develop this type of relationship with customers. Companies can take advantage of the dynamic nature of the Internet to customize their customers experience online, creating a one-to-one marketing relationship in the process. The development of this one-to-one relationship is also known as Customer Relationship Management, or CRM. Although CRM has been used for many years, the flexibility of the Internet has made CRM a business principle that can be achieved by large and small companies alike.

With the decreasing costs of Internet technologies, companies are able to offer customized relationships, greater variety of products, and lower prices. American Airlines gate agents know when you are a valuable customer and upgrade you to first class. Auto dealers remind you when your car is due for a service. Your children's favorite restaurant sends them birthday cards offering them a free sundae on their next visit. Hertz takes your reservation on a dedicated line, then presents



you with a rental car complete with your name in lights. These companies are applying the elements of CRM to marketing, to be used to refine information about current and potential customers and to respond to their needs.

Why is CRM Important?

CRM is important because of today's fast-changing competitive business environment. With the globalization of the Internet, competition can now come as easily from around the world as from around the corner. The power of choice has shifted to the customers as never before, causing companies to decide whether to compete on price or on customer relationships created through value proposition. Today, quality and features are no longer optional, and many industries have little or no product differentiation, and therefore, no competitive advantage. CRM is all about developing a better understanding of customer needs, and responding to those needs with

targeted marketing messages and offerings.

CRM should not be taken lightly, and it should involve a holistic approach to business. CRM can be the essential foundation to corporate survival: it is not one system, but strategies brought together to better serve the customers. For many companies, the stumbling block in developing a sound CRM strategy occurs when a company attempts to satisfy its board of directors instead of its customers.

For example, many financial institutions often declare that their services are customer-driven, yet many continue to base their marketing on product lines, rather than on a solid understanding of what their customers want. Most institutions have some sort of marketing information on their customers, and many are using it for direct mail purposes. But only a few are building a competitive advantage by differentiating the product offerings that have been developed based on customer needs, thus creating a long-term customer value. The influx of lower-rated credit cards finding their way into mailboxes may make financial sense in the beginning, but their undifferentiated approach and mass-market coverage are unlikely to build profitable and sustainable customer relationships.

The core of a CRM strategy should be founded on the marketing concept and the customers. Marketing ideas and customer-centric thinking should form the foundation of your CRM strategy, which in turn, can be laid out as a set of strategic goals and objectives.

Steps to Building an Effective CRM Strategy

There are many different approaches to implementing Customer Relationship Management, but the core is to identify which customers you should target to build one-to-one relationships. This is because not all customers will provide high potential returns. The key to relationship management, virtual or not, is for the company to respond to the customers as distinct individuals with a distinct set of needs; this concept applies to all aspects of the customer's life cycle.

The steps to developing the basis of an effective CRM strategy are:

Step 1. Identify who your customers are both offline and online.

Step 2. Differentiate customers within your customer base; who will be more profitable and who will have greater lifetime value?

Step 3. Interact with the customers who have been identified as having long-term value to your organization.

Step 4. Customize products and services to increase the share of a customer and strengthen the customer relationships.

Step 1: Identify Your Customers

Without knowing the identity of your customers, it is impossible to start a one-to-one relationship. This is where capturing customers' data from your Web site comes into play. By developing and capturing customer-specific data, your Web site serves as the first level of your virtual relationship. The identities of customers may be obtained by implementing marketing programs

to drive relevant traffic to your Web site, supplemented with targeted marketing messages and branding image of the company. By developing a value proposition for your customers online (a reason for them to be there), you can effectively begin to profile customer-centric data through your Web site. Some companies have successfully used club rewards integrated with their Web sites to better understand their customer base. The true benefit of the Internet is the ability to track and profile the effectiveness of any online marketing program in real-time. This enables companies to exploit additional channels for marketing and for obtaining customer information. Naturally, whichever way the customer identity is obtained, the ultimate objective is to move from a mass marketing approach to a one-to-one relationship.

Step 2: Differentiate Your Customers

The next stage in implementation of a CRM strategy is to differentiate your customer base. This is because each customer will have a different value to your organization, some more valuable than others. Companies can measure the lifetime value of that customer, or the profit margin over time, to assess the value of a customer.

After measuring the lifetime value of your customer base, it is then necessary to differentiate and rank the customer base into groups that represent similar value to the organization. These groups, in turn, are given distinctive attributes and require different marketing messages. By differentiating each

group, you can then begin to interact with each customer group differently. It is important to let your most valuable customers know that they are the most valuable and then start to treat them differently in a way that is clearly discernable to them. Your company should develop new products or customize current products based on their needs and develop online communication channels that go a step beyond the traditional role.

It is also important to develop a strategy for how to deal with the less profitable customers. A number of companies have started to charge the less profitable customers for products or services, to a point where they either leave the institution or take their business and costs elsewhere, or become profitable enough to keep. Developing online customer interactions this way could be one of the hardest aspects of developing a CRM strategy. Traditionally, most companies operate a one-way communication process with customers by not effectively leveraging all communication channels available or ignoring the online channels that may exist. This one-way process needs to change and become a two-way dialogue.

Step 3: Interact with Your Customers

During each customer interaction, make sure you are clear about why you are making contact. It should be convenient to the customer, and it should bring them some benefit. When asking for information, only ask for the information once, do not ask for extraneous information, and do not ask for information that can be obtained elsewhere. A long

online form can disrupt the one-to-one relationship process. Online interaction may occur when a company markets or sells its products on its Web site, when a customer completes an online comment form to inquire about the company's offerings or to complain.

Step 4: Customize Offerings

To meet the needs of your most profitable customers, you should customize your products, services, and online communications. However, the degree of customization should be proportional to the complexity of the customer needs. Over-engineering a solution cannot be justified, and providing too little customization will not bring enough benefit to the customer to encourage them to participate in the development of the relationship.

Implementing a CRM Strategy

Implementing one-to-one relationships across any company is a significant undertaking. It requires the backing and involvement of everyone from the chief executive to first-line employees who deal with customers daily. Hewlett-Packard has implemented a move to a one-to-one organization with the aim of being the ...most customer-oriented, technology-driven company. As with many dynamic programs, it will be a continuous process. They expect the change to take at least 5-10 years before there is any substantial benefit. Their strategy was to introduce many small and often localized initiatives around the world with at least one in every division. Some of their

CRM strategies include differentiating customers and implementing customer prioritization, introducing a global account management initiative, increasing interactivity with customers through their network of Web sites, and introducing customized services, supplies, and information.

Not every company initially commits to CRM concepts on this scale. Many companies start with quick wins and progress on a step-by-step basis, justifying each step separately. There are numerous benefits from making a quick start, such as: an increased level of cross-selling, potentially lower processing or transaction costs, a faster cycle time for purchases, and higher customer satisfaction ratings. As the benefits accrue, the change can then start to take place simultaneously in a number of areas.

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The Benefits of Outsourcing Payroll

by Stan Pelz

Outsourcing has been around a long time. When Henry Ford sub-contracted rubber tires for his Model A, he was outsourcing a manufacturing process. Today, outsourcing represents an everyday business practice that spans far more than just manufacturing. What was a \$100 billion economic trend in 1996, is today a \$400 billion phenomenon—one that continues to expand as technology brings the benefits of outsourcing to businesses that are increasingly diverse and ever smaller in size.

A survey by The Outsourcing Institute found that businesses choose to farm out work for a variety of reasons. As might be expected, reducing operating costs and freeing resources for other purposes are high on the list. Outside providers bring economies of scale or savings that derive from

to redirect personnel from back-office bookkeeping duties to sales or customer service positions means a boost in productivity and a better focus on company goals. That can translate to deeper and longer lasting improvements in a business culture—ones that can end up being more significant than the initial attraction of cost savings.

Also high on the list of outsourcing goals is the desire to gain world class capabilities. Sometimes an organization has simply reached the limit of its resources, and cannot move up to the next competitive level without outside help. Outsourcing brings onboard top-of-the-line capabilities at minimum cost. The highly skilled (and often highly compensated) personnel needed, any expensive technology required, the cost of continued upgrades or maintenance, and any tricky management experience that's involved, all comes in a turnkey solution with a minimal learning curve. Whether seeking outside assistance is part of an effort to re-focus on "the business of business" or a cure for a process that is slipping out of control, properly selected outsourcing typically brings solutions that are far more expert, quick, and economical than could effectively be developed in-house.



Butch Cassidy Meets Payroll

Here's one software company CEO's experience: "Ok, when I was doing it myself, here was my worst week on the payroll front: I had to go out of town on an emergency and when I got back everybody was upset because their checks were two days late getting signed. One of the programmers was nagging me to get him on direct deposit because it would mean an extra quarter percent off the mortgage he was applying for (we didn't have direct deposit). Two ladies with children in daycare were lobbying for an FSA (I didn't even know what an FSA was). And the topper: a letter from the IRS announcing a sizable fine for making a payroll tax deposit too late. Thank goodness we found a good outside payroll processor. They put out all those internal management fires I was having to fight time after time."

While this CEO's problems were her week's worst nightmare, they were really just some of the basic issues of payroll, benefits, and

On the surface, payroll is the calculation of wages and the issuance of checks. Behind the scenes, there's a lot more to it.

specialization, and their clients often use the decreased costs to be more competitive in the marketplace, to provide employees better compensation, or to improve profits to shareholders. Being able

human resource administration. In fact, these days, the proper handling of this area of a business touches far thornier tasks, with even more complicated management and compliance responsibilities.

Payroll involves the gathering of information, calculation of deductions and disbursements, and transfer of money in a fashion that meets strict time schedules and statutory requirements. But, as often is the case, the devil is in the details, and gathering the data, working the numbers, and moving the money all while standing on the shifting sands of government regulations can be a daunting task.

In fact, those who handle payroll don't put the complexity at the top of their list of complaints. It's the recurring, payroll after payroll drudgery and, worse yet, the job of staying on top of constantly changing laws. I felt like Butch Cassidy when I was doing payroll, is how the office manager at a joint medical practice in Kansas City put it. In terms of keeping up to date, I was always trying to stay just one step ahead of changes in the law. And remaining current can be difficult. *The Wall Street Journal* reports that there have been 1,916 changes to the federal tax code in the last five years, with about 7,000 since 1986. Each year, anyone processing payroll faces approximately 400 federal and state changes that affect their work.

Spokes on a Wheel

On the surface, payroll is the calculation of wages and the issuance of checks. Behind the scenes, there's a lot more to it. Reports should be generated for a

variety of accounting and management purposes. Payroll taxes must be deposited and payroll tax returns prepared and filed. Electronic filing mandates, garnishment orders, new-hire reporting laws, workers compensation, and other government-imposed requirements fill the days of those who prepare payroll.

Electronic banking networks have transformed how workers are paid, with nearly 60% of Americans selecting direct deposit. Technology has also made payroll debit cards possible, as well as other special purpose payment options. Enterprising employers have added these to the perks that they use to recruit and retain employees.

Employee benefits also complicate the payroll cycle. An employer can end up involved with a dizzying mixture of general insurance companies, health carriers, brokers and agents, third-party administrators, associations, and other organizations that all require time-consuming interaction.

Imagine a wheel with spokes to visualize the process. At the hub is a company's payroll, with information traveling back and forth along the spokes to a myriad of other agencies and entities around the rim. It's an ever-changing scene, tied together and made efficient by the high-tech capabilities of computers and communications networks. And it's one that is becoming even more integrated as the capabilities of the various participants become more sophisticated and as the Internet gives individual workers access to the process.

The Internet Revolution

The current trend in payroll and human resources administration is toward better linking of business systems and to better access at the employee level. Take, for example, a building supplies firm with ten employees operating near Miami. In the past, they had timesheet information going by fax to their payroll provider in the city and were receiving their payroll reports by courier. The company primarily used the phone and mail to communicate employee benefit information to their 401(k) plan provider in Connecticut. Employees used an 800-telephone number to get information about their 401(k) accounts. There was no integration of the company's payroll information and internal accounting software, and there was no automated communication between payroll processor, record keeper, and investment fund

Employees can now have 24/7 access to their retirement accounts, with more information and options for action than ever before.

manager. Additionally, there were limits on employee access to 401(k) information. However, constraints like these are diminishing, in large part because of the Internet and other means of electronic movement of funds and information.

The primary barrier to close data systems integration has been incompatibility between the various types of hardware and software being used. For example, a reel-to-reel data tape from the payroll

company's mainframe computers couldn't be used to feed information into the general ledger software running on that Miami company's desktop PC. Communication networks were primarily special-purpose connections like those used by banks to move money from institution to institution. However, the Internet has changed things radically by lowering both of these barriers. It provides a common network to which nearly any computer system can gain access, and employs common languages that all systems can be adapted to use and understand.

The capabilities are broad. The Miami business can now use the Internet to communicate with its payroll processor, sending timesheet or time clock information and receiving payroll reports. Automated links to the general ledger software are now available. The payroll provider can send participant contribution data to the

dependent, and provides a powerful tool for improving service levels, saving time, and reducing costs. And, of course, technology always moves forward, so the future promises tighter integration of business systems and greater flexibility and power for both users and suppliers of outsourcing services.

The Power of Outsourcing

As far as I'm concerned, my payroll company is paying me to have them do the work, is how the head of a New York photography studio summed up his experience with outsourcing. When I took the hours I was spending on payroll each month, and multiplied them by what my time was worth, it added up to double what the vendor wanted to charge me. So, I figure I'm way ahead financially. And, even with our small, five-person shop, payroll was never a small or fun job. I'd much rather concentrate on billable hours for

deliver even greater cost and labor savings.

When all is said and done, employers have two options to stay on top of payroll and human resource administration. They can choose in-house management or they can outsource. For a growing number of businesses, the choice has been to select the expertise of outsourcers for key specialties, allowing the employers to be their most competitive by focusing on the business of doing business. It's just a matter of finding and choosing the method that will empower them the most.

Stan Pelz is the Orlando, Florida, district sales manager for Paychex, Inc., a leading national provider of comprehensive human resource compliance and benefits administration, and payroll processing services for small-to-medium-sized businesses. For more information, visit www.paychex.com or call 1-800-322-7292.

For companies committed to remaining in the competitive race and what business worth its salt is not outsourcing promises continued applications of technology that will deliver even greater cost and labor savings.

401(k) administrator. And, in one of the most important advances, employees can now have 24/7 access to their retirement accounts, with more information and options for action than ever before.

For both employers and employees, the Internet has expanded the scope of business research, allows self-serve access that's neither time nor location

photography. Let the experts handle things like timesheets, paychecks, and taxes.

Payroll outsourcing has become an immensely popular approach on the strength of its efficiencies. For companies committed to remaining in the competitive race and what business worth its salt is not outsourcing promises continued applications of technology that will

Telecommunications Convergence

by Earl Browning

Are you looking to buy a phone system to replace an antiquated one in a branch office, or perhaps to outfit a new branch? In the title industry, the knee-jerk reaction to these kinds of purchases is "get the cheapest one that gets the job done!" For phone systems, this is a strategy that has served managers and owners well over the past several decades. After all, dial tone is dial tone and it sounds the same out of a plain phone or an expensive one. The voices sound the same, too. Often, with a fancy system, all you receive are features that no one ever uses. And even if they do use them, will that usage make your employees more productive and able to bring in more business? Not likely! Even the most advanced features, such as the ability for the system to "hunt" a

increase in a particular expenditure brings new features that do not increase the ROI (return on investment), then you should not increase the expenditure. That's good business.

Now consider converged telephone systems, often referred to as CTI (computer telephony integration). A traditional phone system is called a PBX (private branch exchange). It is a "box" that has ports for incoming lines from the phone company and ports for its special phones which go to the employees' offices. The box handles things like voice mail, call transfers, automated attendant, etc. It is, in essence, a computer, but it is proprietary, which basically means that it is incompatible with anything but itself. Therefore, it has no interaction with your other computers, which are running things such as Windows NT or XP. This seems like a waste, doesn't it? Why not merge the two systems and get some synergy? That is the basic philosophy behind CTI. With CTI, your phone system or PBX and your computer network are integrated. Therefore, Windows NT or XP can be the operating system that your PBX runs on and Ethernet can be the way the telephones connect to the PBX. On many systems, this convergence goes so far as to allow you to check



e-mail from voice mail and vice versa, as well as give you all of the features of the "fancy" phone systems mentioned above. By now the check-writers reading this are saying "sure, but how do I make more money to justify the cost?" Here's the good part: there are many CTI systems available at around the same price as a low-end phone system.

But that's not all. If you have multiple offices, you can bypass long distance phone charges between offices by connecting over your wide area network (WAN). You can even do "toll bypass" when calling long distance to an area in which you have a branch office. You make your call by dialing 1+ the area code and number, but the CTI system is smart enough to know you have presence in that area and connects through your WAN to the branch office CTI system. CTI systems capable of these functions are generally a bit more costly, but the cost is usually recovered quickly by the savings

Here's the good part: there are many CTI systems available at around the same price as a low-end phone system.

person down by automatically dialing alternate numbers (cell phone, home phone, etc.), will help you reach your clients, but it won't necessarily lead to more title policies being issued. Smart money managers would say that if an

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you receive on long distance fees. You can also talk to branch offices and do toll bypass over the Internet if you don't have a WAN, but the quality is not easy to ensure. Therefore, it is generally recommended you only use toll bypass to call your offices, not customers.

There is another plus to these systems: the world is going this way. When it comes to technology, it is always safer to be doing what the rest of the world is doing, since you will reap rewards of price wars on new products, and you will not need to find parts or technicians to upgrade an out-of-date system. Also, you will be able to participate in new technological advances, since they are typically built upon new standards. Currently, the trend is leading to entire business models based on CTI, which will give you even more purchasing options. Here is one example. A company called SandStream gives you all of the phone lines and data lines you

services to Cisco's Telecaster IP phones. Utilizing the built-in 4-inch browser, SandStream delivers graphical coupons and advertisements directly to the telephone. In addition, the coupon or advertisement utilizes hot buttons to allow direct connection to a phone number associated with the ad or coupon. Other services SandStream provides to the telephone are directory services, including a corporate and association directory, or the national yellow and white pages. Additional services available include weather, traffic, and stock information, and various announcements or messages. SandStream possesses the tools to develop, deliver, and manage this content directly to the Cisco Telecaster. SandStream and its partners are developing many other applications. One example is a partnership with the local MLS to develop an application that will allow MLS lookups via the telephone. This particular service would be delivered to telephones located in real estate broker/agent offices. They have begun to work with some real estate-focused advertisers to deliver advertising targeted to this industry. This is an example of CTI potentially increasing revenue for a company's users. Can anyone see applications for the title industry?

The obvious advantage to this approach is no cash outlay upfront. You get the most advanced features, but only have to pay a monthly charge. ROI is possible in two ways. First, the industry may find a way to increase business by deploying the XML browser similar to the way MLS is deploying it. Second, toll bypass and in-band calling can cut long

distance charges.

If this model does not work for you, I recommend looking into Altigen. They have been around for a long time and, like Cisco and SandStream, have an excellent reputation in the industry. Using a good integrator, you can have one of these systems fully configured and installed for the same or less money than a proprietary PBX. However, you will also have the peace of mind that your system has a future and runs on the same operating system as your PC and your network. No matter what you choose, be sure to consider CTI before buying your next Nortel or Lucent PBX and beware. The people selling traditional PBX systems have developed a nasty habit of assuring you that their systems support (or will support) CTI. Don't believe them. Unless they utilize CTI currently, they will never run true, standards-based CTI.

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The obvious advantage to this approach is no cash outlay upfront.

need, as well as all of the Cisco AVVID (Architecture for Voice, Video and Integrated Data) telecaster phones you require for a flat monthly fee. AVVID is Cisco's high-end answer to CTI. In addition to the features already mentioned, Cisco's system supports video and offers a display on the phone itself which can allow the user to interact with XML (eXtensible Markup Language) pages on the Internet.

SandStream provides a variety of



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Agents vs. Underwriters Competitors or Partners?

by Deborah DeMaddalena

As a 25-year veteran in the title and settlement services industry, I have lived through untold market cycles and shifts over the years. I've watched legislative changes come and go and continually evolve. Political and economic influences have created the most dramatic changes in our business and will continue to do so.

Although in the past, technology had played a minor role in some of the changes, the arrival of the Internet by way of the .dot.com revolution shook our industry and in many instances placed us in a state of flux. At question is the very foundation of how business is conducted who is best positioned to provide the products and services our segment of the industry has traditionally been responsible for delivering?

As our industry moves further into the 21st Century, the relationship between title underwriters and title agents will

products and/or services may replace traditional ones completely. Unfortunately, some potential pitfalls that are fueled by the competitive differences between title underwriters and title agents, also loom in the periphery. These competitive differences could open the door to other entities encroaching into the title and settlement services arena if we do not align our collective resources and respective positions even further.

United We Stand.... Divided We Fall

It's indisputable that underwriters and agents are dependent upon one another. Agents need the underwriting services and support that title insurers provide. Underwriters need agents in order to grow national referral and distribution networks. Ironically, it is also true that underwriters and agents are vying for the same



don't believe the elimination of competition is the primary driver of underwriter acquisitions. In an acquisition, the underwriters benefit only if they are confident they can secure and maintain an agent's employee and customer base. The reality is more likely that both the underwriter and agent are making sound and prudent business decisions. Agency owners decide to sell their operations to maximize their investment or become part of a larger structure. To expand their business universe and preserve or expand their market share, underwriters acquire experienced and viable companies. It's simply a good business decision for both parties.

While title agents and title underwriters have evolved differently, they share far more practical business conventions than differences. Agents and underwriters are continually working together in setting policy terms, auditing services to ensure compliance with underwriting and

Both sides benefit from a strong alliance where all members are truly partners in the industry.

very likely provide tremendous opportunities. There is little doubt the products and services we provide today will continue to undergo a metamorphic process. New and different kinds of

customers in many geographic locations.

In some camps, there is a perception that underwriters acquire independent agents in order to eliminate this competition. I



A LOT OF US CAN REMEMBER WHEN THE TITLE BUSINESS DIDN'T CHANGE MUCH. DECADE TO DECADE. BACK THEN YOU DID THINGS BY HAND BECAUSE THAT'S HOW THE JOB GOT DONE. TODAY, IF YOU'RE NOT KEEPING PACE WITH THE TIMES, YOU'RE FALLING BEHIND. FEW COMPANIES HAVE CHANGED AS MUCH AS WE HAVE. NEW TECHNOLOGY, NEW OWNERSHIP, EVEN A NEW BUSINESS MODEL. WE HELP TITLE COMPANIES CHANGE BY INTRODUCING NEW TECHNOLOGIES AND BY CREATING SYSTEMS THAT ENABLE THEM TO DEVELOP THEIR OWN RELIABLE, EFFICIENT AND COMPETITIVE ORDER PROCESSING AND TITLE PRODUCTION CAPABILITIES. LOCALLY, REGIONALLY AND NATIONALLY. WHAT'S NEXT?

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ALTA Participates in Standards Group: Fannie/Freddie Make Announcement

At the recent work group meetings of the Mortgage Industry Standards Maintenance Organization (MISMO), 150 business and technology professionals in the real estate and mortgage finance sector (including a representative from ALTA) met to establish XML data standards enabling the paperless real estate purchase, mortgage finance, and closing process.

MISMO is also participating in high-level discussions with other organizations pursuing the same goal AARTT, NAR's RETS, and LegalXML. All of these groups are interested in cooperative efforts to ensure that XML standards for the industry are interchangeable and will help the entire industry achieve the common goal of a completely paperless transaction.

The big news from the meeting, was that under the MISMO umbrella, Fannie and Freddie have developed a common GSE Automated Underwriting Document Type Definition (DTD), which has been approved as a standard MISMO DTD. The acceptance of the Automated Underwriting DTD enables work groups to continue development of DTDs that can effectively exchange data with Automated Underwriting systems during a paperless mortgage origination process.

County recorders are becoming more involved in the XML development process, participating in MISMO's Real Estate Property Information and e-Mortgage work groups. The MISMO leadership is also working with county recorders directly by coordinating with the Property Records Industry Joint Task Force as it develops an XML standard for county recording data.

The Title Insurance work group voted to follow the architectural design of the Automated Underwriting DTD and anticipates completion of the Title Insurance Order and Response DTD for inclusion in the next version of the MISMO Standard.

MISMO was established in October 1999, at the MBA Annual Convention. Taking up where the MBA EDI Work Groups left off, MISMO meets on a trimester basis to develop XML standards for business processes in the real estate and mortgage finance industry. Nearly 100 subscriber organizations and 500 individuals are participating in work group meetings, conference calls, and listserves. Subscriber organizations include ALTA, Fannie Mae, Freddie Mac, ALLTEL, American Pioneer, Chase Manhattan, Countrywide, eOriginal, Fidelity National Financial, First American, Home Side, INFO1, InGeo Systems, LandAmerica, Old Republic, and RealEC.

To get involved or learn more, visit www.mismo.org or contact Kelly Throckmorton, ALTA director of information systems & technology at: kelly_throckmorton@alta.org.

escrow standards, and prevention of potential claims and most importantly, providing service to their customers. Like any strategic business partnership, certain players bring certain advantages to the table.


It all goes to the core of why companies seek business partners

Why should I get into business with somebody if I don't have anything to gain? The good news is that everyone does have something to gain. Underwriters and agents have evolved into a symbiotic existence, the question is not why should I work with them but rather how can I succeed with them today?

For the agents, underwriters produce economies of scale at many levels. They can pass on referrals for bulk pricing in purchasing capability, technology initiatives, and packages or bundled solutions. These market advantages enable agents to service large customers and handle national business that they may not have otherwise been able to satisfy. Agents also benefit greatly from the underwriting counsel they receive.

For the underwriter, a geographic area where an agent has developed significant relationships with customers, the partnership is highly valuable in terms of underwriting premiums. These agents contribute the knowledge, the experience, and the customer relationships.

Another source of misunderstanding revolves around the commercial arena. Agents who have developed a strong presence in the commercial marketplace believe there is a gap in underwriter referrals. Cross referrals seem to be a good starting point for discussion, but again it comes down to good



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sound business strategies both sides have to evaluate what is good for their own business and their customers.

My perspective is that right now there exists an opportunity for total unification between title underwriters and title agents, industrywide. That's a pretty tall statement, however, the bottom line for both groups is actual business they might not have otherwise captured, and continued longevity in our industry.

The Realities

Both sides benefit from a strong alliance where all members are truly partners in the industry. This ensures we present a solid and powerful front where legislative

issues could have a significant impact on our business.

Supporting a strong national network via local, state, and federal, lobbying efforts is crucial to preserving our place in the real estate transaction.

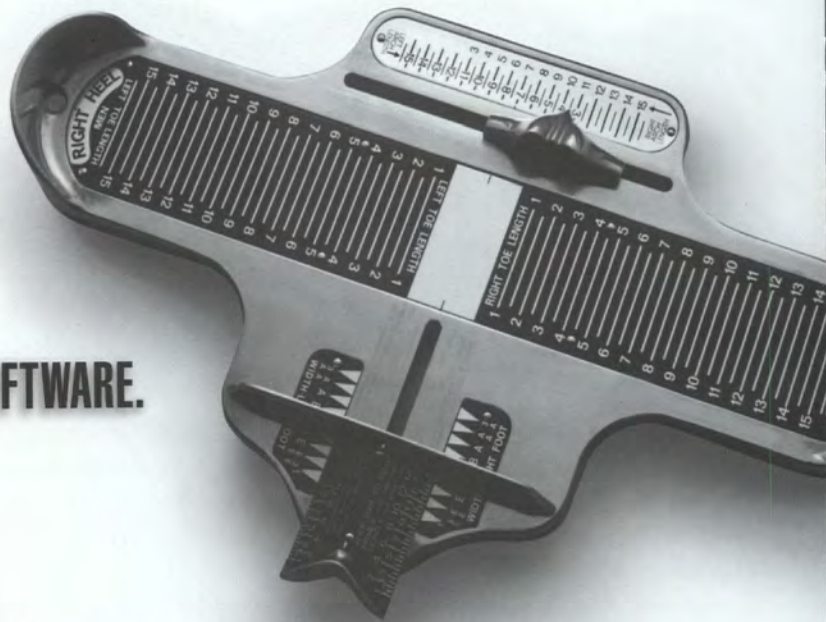
Let's look at the recent enactment of the E-Sign legislation by President Clinton in October 2000. Extending the scope of UETA (the Uniform Electronic Transactions Act), which is legislation that opens the door for full electronic real estate transactions, will push us ever closer to the notion of paperless closings. Surprisingly, it is not technology issues preventing this from becoming an overnight reality, but rather a whole host of business,

legal and political questions, which beg to be addressed.

As title and settlement service agents play such a large part in the closing transaction, it seems that as an industry, we should be well informed and actively working together with other groups such as the Mortgage Bankers Association (MBA), the National Association of Realtors (NAR), the National Notary Association (NNA), and the National Association of County Recorders (NACRC), to establish standards and workflow that would ensure that our voices are heard and our interests are protected. (See the sidebar on ALTAs involvement in one of these groups on page 24.)

In today's business world, competition is fierce. Companies

NOW AVAILABLE IN SETTLEMENT SOFTWARE.



SCALABILITY. What size is your firm? Small? Medium? Large? It doesn't matter anymore.

Introducing SoftPro SQL, a completely scalable solution that you'll never outgrow—whether you need to connect 1000 users or 1000 offices. And you'll never outgrow SoftPro's legendary service, ranked #1 in customer satisfaction by The Title Report.* Which leaves one essential question—is it functional? Please see next page. ►



NOW AVAILABLE FOR LARGE USERS

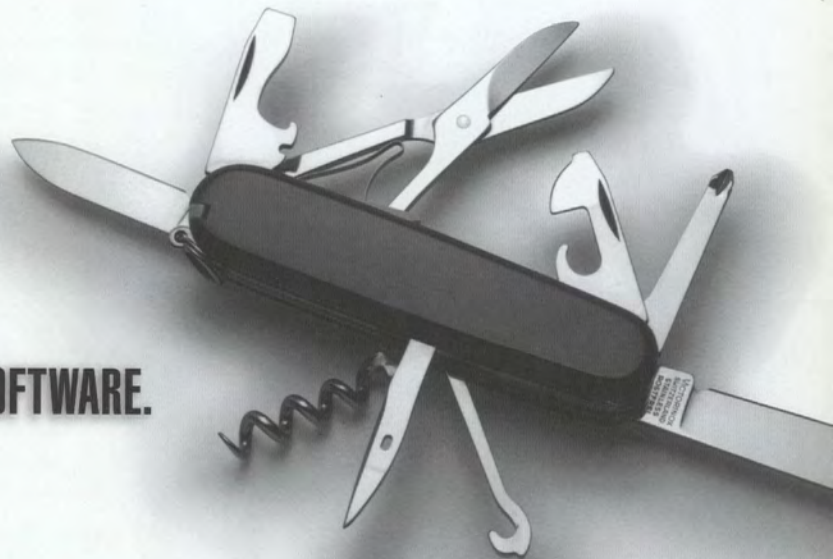
*As published by The Title Report Technology Survey 2000.

are continually looking for ways in which to expand their markets, grow their revenue and keep profits healthy. All companies desire to be successful. In order to do so they must be profitable. As technology and eBusiness come into play, and new tools and processes become available, the playing field becomes level for all participants (small mom and pop shops, medium and large entities) to compete because they have access to a complete platform of products and services that they can distribute locally, regionally, or nationally, regardless of their size.

The mantra of the 00 decade is better, cheaper, faster. Technology certainly plays a big part in helping achieve this end. But, at the end of the day, it's the business

relationships and partnerships and the service provided to customers that sustain the health and longevity of companies and industries.

Deborah DeMaddalena was most recently executive vice president for Micro General, the leading provider of production and workflow software for the title and real estate industries. For more information about Micro General, contact Pat Dwight at pdwight@microgeneral.com or 949-622-3927. Micro General's Web address is: www.microgeneral.com.



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FUNCTIONALITY. Does your settlement software have it? SoftPro SQL has it all, starting with a true 32-bit Windows suite of solutions presented in an intuitive, easy-to-use design. It has quick one-time data entry with real-time calculations and prorations, plus a vast library of documents with SoftPro's exclusive HotSpots technology for quick changes. And it's nationally applicable—all states, all underwriters, and customizable to your existing documents. There's also extended management reporting, direct fax/email and integration with Web-based order forms. All these functions and more—in a completely scalable solution. SoftPro SQL. Try it on for size at www.softprocorp.com or call 800-848-0143.

Viewpoint

by R.K. Arnold

Our string of successes just keeps going. In the last newsletter I told you MERS had passed 4.5 million loans now it's 5.5 million! We hit 5 million loans on June 30, just 74 days after hitting 4 million.

From our perspective, the daily average registration rate is the best indication of the impact MERS is having on the mortgage industry. We hit 13,000 average daily registrations during July. That's about one-third of all the loans originated in the United States during that period.

But by far the most important success we've had this year is turning profitable ahead of schedule! Some of you remember the lean years not too long ago when people wondered whether MERS would make it. Many of you helped us along the way, particularly those who registered loans in the early days. Thank you.

Our success has enabled us to move into better corporate headquarters (nothing fancy mind you), and pay down a good portion of the debt we incurred during the start up. It also gave us the latitude at our Strategic Planning Conference to take a serious look at ways we can multiply the benefits of the MERSfi System, such as registering commercial loans, which you'll see happen next year.

You've trusted us with your business and we promise we'll always work hard to give you excellent service and value in return.

Straight Talk

by Sharon Horstkamp

What is Unidentified Mail?

Being the mortgagee of record on over 5 million loans means that MERS receives a lot of mail and service of process on behalf of its members. When all procedures are followed correctly, it is simple for us to send the mail along to the proper member. The most important step to ensure that you receive your mail in a timely manner from MERS is to register the mortgage loan on the MERSfi System. By using the Mortgage Identification Number (MIN) that is required to be placed on every recorded document to MERS, we can easily match up the mail with the right member.

What happens when we cannot identify which member belongs to a piece of mail that we receive? First, we immediately issue a member-wide e-mail stating the Borrower's name and property address. While checking e-mail messages may seem like a hassle to review and investigate, it is critical to help us identify the mail. Please pay attention to the e-mails.

If we do not have a response within a couple of days, we call the sender for more information, possibly obtaining a copy of the assignment or mortgage to MERS. If the sender is unable to supply us with more information, we employ a title searcher to pull the recorded document from the land records. We do not want a member to miss one single piece of mail. Remember that we only receive mail because there is a document recorded in the land records naming MERS as the mortgagee. By getting a copy of the document, we can figure out the member and forward the mail on to them.

While unidentified mail remains a very small percentage of the mail we receive and process, it takes more work than it should. You can help us by registering all mortgages naming MERS as the mortgagee on the MERSfi System and routinely checking e-mail messages regarding unidentified mail.

We'll also keep our eyes on the future and try to bring even more impressive change to the industry than we have already.

1595 Spring Hill Rd, **MERS**[®]
Suite 310
Vienna, VA 22182
(800) 646-MERS (6377)
Communications Manager
Cecil Stack cecils@mersinc.org

IDS First to Offer MERS Registration

Salt Lake City-based International Document Services (IDS) is the first mortgage document provider to offer registration on the MERSfi System as part of its Web-based closing document preparation service.

According to Mark Mackey, director of sales for IDS, For new IDS customers requesting MERS document packages and registrations, IDS will provide closing documents and registration service free of charge for the first month, although customers will be expected to pay the MERS registration fee.

IDS was founded by Curt Doman in Salt Lake in 1986 utilizing a DOS-based document preparation system, which later moved to Windows and evolved into its current Web-based system. IDS customers log on the IDS Web site to download full closing document packages including notes, deeds-of-trust, HUD-1s, closing instructions, and specialized documents in either PCL or PDF format.

The IDS system interfaces with most major loan origination systems (LOS) allowing easy data downloads. IDS provides 24-7 technical support. Mackey reported that IDS had 1,180 customers order closing documents last month, with approximately 16,500 actual document packages ordered. For information on IDS services, contact Mark at 800-554-1872, extension 133.

MERS Hits Five Million Loans

At the company's recent Strategic Planning Conference, MERS announced it has hit five million loan registrations on the MERSfi System.

Reaching five million loans is a huge achievement, especially considering we hit the one million mark only eighteen months ago, said R.K. Arnold, MERS president and CEO. We registered over two million loans in five months. MERS is clearly an industry standard.

Loan registrations are averaging 13,000 per day. Arnold said he expects daily registrations to increase even more because Fleet National Bank and GMAC Home Equity recently integrated themselves on the MERSfi System.

MERS is an electronic loan registry created by the real estate finance industry to eliminate paper assignments when trading mortgage loans. MERS members record MERS as mortgagee (as nominee for the lender) in the county land records. Then they

register their loans on the MERSfi System and electronically track changes in servicing and beneficial ownership rights over the life of the loan.

Loans registered with MERS are inoculated against future assignments because MERS remains the mortgagee of record no matter how often servicing is traded between MERS members. Fannie Mae, Freddie Mac, VA, FHA, Ginnie Mae, the Federal Home Loan Banks, California and New York housing authorities, and all major Wall Street rating agencies have approved MERS.

The MERSfi System is a very efficient, effective tool for the mortgage industry, said Arnold.

It not only saves our members at least \$22 per loan by eliminating assignments, it also helps cut down on the time and potential loss of documents associated with generating assignments.

MERS Fall User Conference

The MERS Fall User Conference is November 2001 at the Hyatt Regency, in Reston, Virginia.

The Conference will feature sessions geared toward General and Lite Members, as well as nonmembers and vendors. Some of the highlighted sessions are MERS 101 & 102, Operational Aspects of Non-Agency Securitizations, Role of Subservicers, Document Custodians, Warehouse Lenders, and Associated Members, System Enhancements, How I Did MERS Integration Tales, and Technological Session with EDS.

For more information, call 1-800-646-MERS (6377).



See us at the convention - booth 1

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- Trust Accounting

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- Faxing
- Internet Options
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.....and more!



ALTA 2001 ANNUAL CONVENTION

**Marriott's Desert Springs • Palm Desert, California
OCTOBER 10-13, 2001**

You are invited to join fellow industry professionals at ALTA's 2001 Annual Convention – the premier title insurance event of the year! This year, ALTA will convene in beautiful Palm Desert, California, home to stars and celebrities. The program this year also promises to dazzle and glitter.

Watch your mail closely. A promotional brochure and registration material will arrive this summer. In the meantime, see the preliminary program on the next few pages for highlights. To get a jump on registration, you can use the Convention and Optional Events Registration Form included in this special Convention section.

ALTA 2001 Annual Convention

Schedule-At-A-Glance

NOTE: Committee Meetings are scheduled throughout the Annual Convention and are open to all ALTA members, unless the Committee goes into Executive Session.

Tuesday, October 9

8am-5pm

Convention Registration

9am-11am

Membership/Recruitment & Retention Committee Meeting

9am-5pm

Title Insurance Forms Committee Meeting

9am-5pm

Public Relations Committee Meeting

9am-5pm

Education Committee Meeting

12noon-5pm

Land Title Systems Committee Meeting

1pm-5pm

Tour: Aerial Tramway & Desert Star Search

2pm-4pm

Government Affairs Committee Meeting

Wednesday, October 10

8am-7pm

Convention Registration

8:30am-12:30pm

Tour: The Living Desert

9am-11am

Directory Rules Committee Meeting

9am-12noon

Abstracters & Title Insurance Agents Section Executive Committee Meeting

(open to ALL abstracter and agent members)

9am-12noon

Title Insurance Underwriter Section Executive Committee Meeting

9am-12noon

Title Insurance Forms Committee Meeting

9am-5pm

Lender Counsel Meeting

9am-5pm

Life Counsel Meeting

11am-4pm

Affiliated Title Association Officer-Executive Brunch & Meeting

11am-2:30pm

Past Presidents' Luncheon

12noon-2pm

Lender/Life Counsel Luncheon

12noon-3pm

Indian Land Claims Committee Meeting

1pm-5pm

Tour: Aerie Art Garden Tour & Painting Demonstrations

1:30pm-5pm

ALTA Board of Governors Meeting

5:30-6:30pm

First Time Convention Attendee Mixer

6:30pm-8pm

Ice Breaker Reception - "Welcome to the Hotel California"

Hotel Accommodations

Marriott's Desert Springs Resort & Spa is luxury on a grand scale. The Resort features five sparkling swimming pools, a 30,000-square-foot spa and gym ranked among the country's best by Conde Nast, 11 restaurants with creative cuisine from around the globe, 18 holes of golf, 20 tennis courts, and much more.

Room rates of \$209* are quoted for single & double occupancy. All rooms are subject to California occupancy tax.

Thursday, October 11

7:30am-8:15am

TIPAC Board of Trustees Meeting & Breakfast

7:30am-8:15am

International Development Committee Meeting

8am-12:30pm

Convention Registration

8am-12:30pm

Exhibits Open/Continental Breakfast

8:30am-10am

General Session

8:30am-12:30pm

Tour: The Palapas-Artisans' Showcase

9:45am-10:15am

Title Insurance Abstracters Agents Section Meeting

9:45am-10:15am

Title Insurance Underwriters Section Meeting

10:15am-12:30pm

Educational Breakout Sessions & Expo Sessions

12:45pm-2pm

TIPAC Luncheon: "A View of Washington from the Inside Out" with Charlie Cook

1pm-5pm

Tour: Liberace Estate and Marilyn Monroe's Movie Colony Villa (Hollywood Hideaway)

1:30pm-4:30pm

Tour: Desert Jeep Adventure-The Indian Cultural Tour

2pm-4pm

TIAC Board & Shareholders Meeting

Friday, October 12

7am-8:15am

State Legislative/Regulatory Action Committee (SLRAC) Breakfast & Meeting

7am-8:15am

Abstracter/Agent Research Subcommittee Breakfast

8am-11:30pm

Convention Registration

8am-11:30am

Exhibits Open/Continental Breakfast

8:30am-11:15am

Educational Breakout Sessions

9am-11:15am

Spouse/Guest Event: "It's All About the Third Eight" with Phil Smart, Sr.

11:45am

Golf Tournament

1:00pm

Tennis Tournament

Saturday, October 13

6am-9am

Tour: Hot-Air Ballooning...Up, Up and Away!

7:15am-8:15am

Breakfast of Champions Awards Presentation (open to all Friday tournament participants)

8am-10:30am

Exhibits Open/Continental Breakfast

8am-12noon

Convention Registration

8:30am-11:45am

General Session

9am -1pm

Tour: Elvis Presley Hideaway & Elizabeth Taylor Estate

11:45am-12noon

Executive Session

1:30pm-4:30pm

Tour: Desert Jeep Adventure-The Indian Cultural Tour

6:30pm -7:15pm

Reception

7:15pm-11:30pm

Annual Banquet-"The ALTA Racquet Club"

Reservations

Call Marriott's Desert Springs at 877-804-4060. The hotel cut-off date is **SEPTEMBER 6, 2001**. Please DO NOT wait until the last minute to reserve a sleeping room. To secure the ALTA rate, let the reservations agent know you are with the American Land Title Association. All reservation requests will require a one (1) night's advance deposit that will be refundable if the reservation is cancelled at least TEN (10) days prior to arrival date. The convention rate is available three (3) days prior to, and three (3) days after, the official dates of the conference.

(*A portion of the room charge will offset meeting expenses.)



ALTA 2001 REGISTRATION FORM

1. Contact Information

Primary Registrant

Name _____ Badge Name _____

Organization _____

Address _____

City _____ State _____ Zip Code _____

Phone _____ Fax _____ Email _____

IS THIS YOUR FIRST ALTA CONVENTION? **YES** **NO**

Companion/Guest or Guest of Honorary Member:

Name _____ Badge Name _____

2. Registration Fees

Registration Fees for the Annual Convention — Wednesday, October 10 through Saturday, October 13 — include: Ice Breaker Reception, General Sessions, Educational Sessions, Exhibit Hall Functions, Drawings and Annual Banquet Ticket. **Please check applicable box(es).**

	Early Bird	Regular	On-site
Deadline:	9/6/01	9/26/01	9/27/01 or later
1. Active/Associate Members	<input type="checkbox"/> \$535	<input type="checkbox"/> \$595	<input type="checkbox"/> \$655
2. ALTA Honorary Members	<input type="checkbox"/> \$215	<input type="checkbox"/> \$215	<input type="checkbox"/> \$215
	(if retired, registration is complimentary)		
3. Non-Members	<input type="checkbox"/> \$775	<input type="checkbox"/> \$835	<input type="checkbox"/> \$895
4. Companion/Guest (non-industry)	<input type="checkbox"/> \$275	<input type="checkbox"/> \$335	<input type="checkbox"/> \$395
	Free Companion Brunch Ticket Included —		
	Do you plan to attend the Companion Brunch? <input type="checkbox"/> Yes <input type="checkbox"/> No		
5. Guest of Honorary Member	<input type="checkbox"/> \$115	<input type="checkbox"/> \$115	<input type="checkbox"/> \$115
	Free Companion Brunch Ticket Included —		
	Do you plan to attend the Companion Brunch? <input type="checkbox"/> Yes <input type="checkbox"/> No		

3. Payment Information

Registration Totals

Total Registration Fees: _____

Total Optional Events Fees: _____

(from next page)

Total Enclosed: \$ _____

Payment Method

Check No. _____

MasterCard Visa AMEX

Acct. # _____

Exp. _____

Signature _____

Important Information

Please Read the Following Carefully.

1. **Please submit one form for each primary registrant.** Payment for the full amount of the Convention registration, plus any additional optional participation fees, must accompany this form. You may fax your registration to ALTA at 888-FAX-ALTA or 202-223-5843. Faxed registration forms will be processed only if accompanied by a credit card; otherwise, they will be held until payment is received and charged the applicable registration fee at that time.

2. **Important Dates: Your fully paid registration must be postmarked by September 6, 2001,** in order for you to qualify for discount registration fees and inclusion in the printed advance registration list. Those registrations postmarked after September 6 will be charged regular registration fees. You must register on-site in Palm Desert after September 27.

3. **Hotel Reservations:** Please call the Desert Springs Marriott at 877-804-4060 for your hotel reservations. Specify you are with the American Land Title Association. The hotel cut-off date is September 6, 2001.

4. **Refund and Cancellation Policy:** Refund requests for registration fees must be received in writing by **September 26, 2001.** A \$50 processing fee will be applied to all refunds. All optional events are fully refundable prior to Sept. 7 for the Jeep Tour and Sept. 26 for all other tours. No refunds on registration fees or tours after Sept. 26, 2001. **ALL REFUNDS WILL BE PAID AFTER THE CONVENTION.**

5. **Disability Assistance:** If you have a disability or special dietary needs that require special attention, please contact Liza Trey at 800-787-2582 or liza_trey@alta.org.

Optional Events

NOTE: All tours require a 20 person minimum, otherwise subject to cancellation. The jeep tour is a min./max. 7 person per jeep.

	Cost	Qty.	Total
Tuesday, October 9			
A. Aerial Tramway & Desert Star Search: 1 - 5pm	\$59	_____	_____
Wednesday, October 10			
B. Living Desert: 8:30am - 12:30pm	\$76	_____	_____
C. Aerie Art Garden Tour & Painting: 1 - 5pm	\$109	_____	_____
D. Lender Counsel Meeting - Member	\$60	_____	_____
E. Lender Counsel Meeting - Guest	\$70	_____	_____
F. Life Counsel Meeting - Member	\$55	_____	_____
G. Life Counsel Meeting - Guest	\$60	_____	_____
H. Affiliate Assoc. Executives Seminar & Brunch	FREE	_____	_____
I. Extra Ice-Breaker Ticket	\$65	_____	_____
Thursday, October 11			
J. The Palapas-Artisans' Showcase: 8:30am - 12:30pm	\$80	_____	_____
K. TIPAC Luncheon: 12:30 - 2pm	\$70	_____	_____
L. A Day at the Estates (Liberace & Monroe): 1 - 5pm	\$98	_____	_____
M. Desert Jeep Adventure- The Indian Cultural Tour: 1:30 - 4:30pm	\$105	_____	_____
Friday, October 12			
N. SLRAC Breakfast	FREE	_____	_____
O. Companion/Guest Brunch: 9 - 11:15am (Free with Guest Registration)	FREE	_____	_____
P. Companion/Guest Brunch Extra Ticket	\$85	_____	_____
Q. Golf Tournament: 11:45am - 6pm (Complete section 4a at right)	\$260	_____	_____
R. Tennis Tournament: 1 - 4pm (Complete section 4b at right)	\$150	_____	_____
Saturday, October 13			
S. Hot Air-Ballooning...Up, Up & Away!: 6 - 9am	\$175	_____	_____
T. Breakfast of Champions: 7:15 - 8:15am (Free with tournament participation. Complete section 4a or 4b)	FREE	_____	_____
U. Breakfast of Champions Extra Ticket	\$45	_____	_____
V. Morning at the Estates (Elvis & Taylor): 9am - 1pm	\$98	_____	_____
W. Desert Jeep Adventure- Indian Cultural Tour: 1:30 - 4:30pm	\$105	_____	_____
X. Extra Annual Banquet Ticket	\$120	_____	_____

Total Options _____

4a. Golf Registration

(Item "Q" in Optional Events Registration to left)

Note: Due to course reseeding, this event is limited to 144 people. \$260 per person includes greens fee on the Valley Course, 4-person scramble, golf cart, boxed lunch, beverages, awards, and Breakfast of Champions Awards Presentation. Proper golf attire is required for play. If we do not receive your playing preferences by September 26, ALTA will do the pairings.

Persons with whom you wish to play:

1. Name (Group Contact) _____
 Company _____
 Phone Number: _____
 Handicap or average score: _____
 Club Rental: Yes Right Left
 No

2. Name _____
 Company _____
 Phone Number: _____
 Handicap or average score: _____
 Club Rental: Yes Right Left
 No

3. Name _____
 Company _____
 Phone Number: _____
 Handicap or average score: _____
 Club Rental: Yes Right Left
 No

4. Name _____
 Company _____
 Phone Number: _____
 Handicap or average score: _____
 Club Rental: Yes Right Left
 No

4b. Tennis Registration

(Item "R" in Optional Events Registration to left)

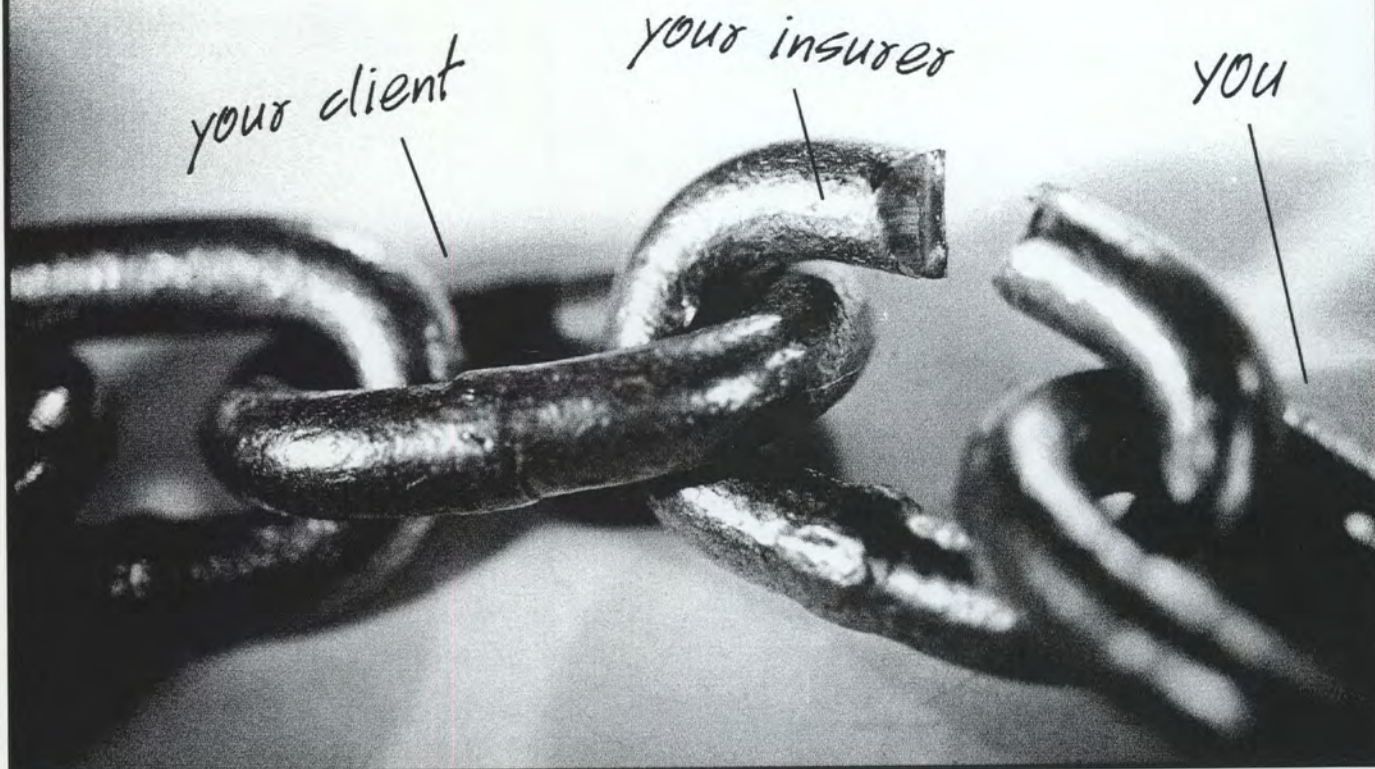
\$150 per person. The tournament will be a mixed doubles round-robin. Proper tennis attire is required for play. Fee includes boxed lunch, court fee, balls, tennis pro, awards, and Breakfast of Champions Awards Presentation.

Racquet Rental: Yes No

Please indicate level of play:
 Beginner Intermediate Advanced

Please fax Golf and Tennis registration by **September 26** to Sharon Johnson at ALTA, 1-888-FAX-ALTA.

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phone: (800) 628-5136 • fax: (800) TIAC FAX
www.cpim.com/tiac

member news

Movers and Shakers

California



Dennis Duffy has been appointed metro district manager of Stewart Title of CA. He most recently served as executive vice president and director of American National

Financial, Inc. and executive vice president of American Title Co.

Larry Davidson has been named president of SMS Settlement Services, Inc., a subsidiary of First American Corp., Santa Ana. Prior to joining First American in 1999 as vice president, e-commerce lending, Davidson served as vice president-corporate sales with a leading financial services company.

Florida



John M. Obzud, currently executive vice president and regional manager for southeast operations, for LandAmerica Financial, Group, Inc., Orlando,

has assumed additional responsibilities for the eastern region. Prior to joining the company in 1996, he was vice president and Washington, DC/Maryland area manager for another national title insurance company.

Massachusetts



Madlene Dell Anno has been promoted to sales manager for MA at First American Title Insurance Co., Boston. She has also been appointed assistant vice president.

New York (correction)



Joel Rudow has been appointed vice president and sales manager for LandAmerica Financial Group, Inc.'s New York City Commercial Sales Department. Most recently, Rudow was vice president of Shari Lyn Leasing in Roslyn Heights, NY.

William A. Purschke has been named executive vice president of sales and marketing for Titleserv, Inc., Plainview. He will also serve as chairman of the firm's new Executive Committee. Prior to joining Titleserv, Purschke was senior vice president of retail mortgage at Washington Mutual Bank.

Oregon



Jim Jay has been appointed as president of Stewart Title of Oregon, Inc., Portland. Prior to joining Stewart, Jay was county manager for First American Title Co.

Texas



Mike Davis has been named chief technology officer for Stewart Information Services Corp., Houston. He will remain as president of Stewart subsidiary Landata Systems, Inc.

new ALTA members

ACTIVE MEMBERS

Florida

Claudine Wheeler
Home Title Agency, Coral Gables

William N. DeVane, Jr.
First Professional Title Co., Marathon

Georgia

Albert Smallwood
ALS Title Services, Atlanta

Keith Renford
KLR Title Research, L.L.C., Decatur

Indiana

Jeffrey A. Bosse
Jeff Bosse & Associates, Evansville

Kentucky

Mitzi Stratton
Stratton Title Solutions, LLC,
Versailles

Massachusetts

Cindy McCarville
McCarville Associates Ltd., Sharon

Nebraska

Omaha
Jennifer M. Deseck
Omaha National Title & Escrow

Ohio

Kristine Norris
Nor-Van Enterprises, LLC, Hillsboro

Sara G. Light
Federated Title Agency Inc., Utica

Tennessee

Jack Allen
Valley Title Services, LLC, Athens

Nobody's Perfect



Title Agents & Abstractors Errors & Omission Insurance

Title Program Administrators

5225 N. Central Avenue, Suite 110

Phoenix, AZ 85012

Phone: 800-277-5680

Fax: 602-404-9933

Internet: www.titleprogram.com

email: walkerntpa@aol.com



Nancy Walker

Virginia



LandAmerica Financial Group, Inc., Richmond, has three recent announcements:

Andrew S. Brownstein has been named senior vice president, strategic

transactions. Most recently, Brownstein served as vice president for Colonnade Capital, LLC, a private equity firm.



Lloyd Osgood has been named vice president, marketing title operations. Most recently, Osgood worked for Ethyl Corp.



Donald C. Weigel, Jr. has been named executive vice president, strategy integration. Weigel has been executive vice president and northeast regional manager since 1998.

Kudos

Fidelity Sales Staff Captures Top Honors

Three representatives from Fidelity National Title Insurance of New York's Florida agency operations captured the top three places recently in a national sales competition sponsored by a new subsidiary of Fidelity. **Mary Pat Dunleavy**, central Florida agency manager, **Larry Furlong**, vice president/major accounts, and **Niki Roberts**, south Florida agency manager, finished first, second, and third, respectively, in the first annual EC Purchasing sales promotion designed for FNT agents and affiliates throughout the country. The three were honored for signing up the most new members for EC Purchasing between March 1 and May 31 of this year. EC Purchasing allows Fidelity

sales reps to pass savings along to customers through group purchasing power. Details: John Jolinski, 407-281-0074.

UCLID Software Wins New Product Award

The National Society of Professional Engineers presented the National New Product Award Small Company Division to UCLID Software for its mapping software. UCLID received the Best-of-State Governor's New Product Award Small Company Division from the Wisconsin Society of Professional Engineers, and advanced to the national competition.

The NSPE New Product Award recognizes exceptional engineering research and design as well as a product's impact on the national economy. Details: Paige Medlin, paige_medlin@uclid.com.

Mergers & Acquisitions

Lawyers Title Insurance Corp., a subsidiary of LandAmerica Financial Group, Inc., Richmond, VA, has acquired Property Title Insurance Corp. (Property Title) in Puerto Rico.

Metropolitan Title Company, Howell, MI, has acquired All American Land Services Inc., of WI; the Brookfield, MI, office of Old Republic Title; and Badger Abstract & Title Corp. of Madison, WI.

Stewart Title Guaranty Company, Houston, TX, a subsidiary of Stewart Information Services, has acquired the assets of Closing Corp. of America, Houston.

new ALTA members

Tennessee, cont.

Richard A. Butler
The Title Co., Lawrenceburg

Vermont

John Deppman
American Land Title, Inc.,
South Burlington

Virginia

Bonnie M. Alexander, Shacklefords

Washington

John Nessel
Jefferson Title Company, Inc.,
Port Townsend

ASSOCIATE MEMBERS

Arizona

Kevin Beach
Title Information Associates,
Scottsdale

California

Larry Bender
Wells Fargo Bank, Irvine

Ruben D. Nava
Deloitte & Touche LLP, Los Angeles

Mississippi

Mike Mitchell
FNC Inc., Oxford

Ohio

Joseph Casa
October Research
Publisher of The Title Report,
Brunswick

Tony Williams
Lockwood, Jones, & Beals, Inc.,
Dayton

Marketplace

Situations wanted or help wanted ads are \$80 for the first 50 words, \$1 for each additional word, 130 words maximum. Insertion rate drops to \$70 for first 50 words for three or more consecutive placements. For sale or wanted to buy ads are \$250 for 50 words, \$1 for each additional word, 130 words maximum. Insertion rate drops to \$225 for 50 words for three or more consecutive placements. Placing a box around an ad costs an extra \$20 for help wanted or situations wanted, \$50 for sale or wanted to buy. Blind box service available upon request.

To place a classified ad in Marketplace, send ad copy and check made payable to American Land Title Association to: *Title News* Marketplace, ALTA, 1828 L Street, N.W., Suite 705, Washington, DC 20036.

SAMPLE: HELP WANTED

Lead Abstractor wanted for three-county Kansas operation, Must be licensed or comparably qualified. Send resume, particulars, to PO Box 888, Kansas City, KS

SAMPLE: SALE

Title Plant for sale. Florida location. Microfilm, documents and tract books cover county for more than 50 years. Computerized posting.

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