

May 2014

Official Publication of the
American Land Title Association

TitleNews



'Teach It and They Will Come'

Educating Next Generation of
Workers Important to Sustain
Title Industry's Future



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2014 STATE CONFERENCES

May 15-18	Arkansas <i>Hot Springs, AR</i>
June 1-3	Pennsylvania <i>Hershey, PA</i>
June 5-7	Virginia <i>Herndon, VA</i>
June 8-10	Wyoming <i>Casper, WY</i>
June 16-17	DC <i>National Harbor, MD</i>
June 16-18	Texas <i>San Antonio, TX</i>
June 18-20	South Dakota <i>Deadwood, SD</i>
June 19-22	New England (CT, ME, MA, NH, RI, VT) <i>Bretton Woods, NH</i>
July 10-12	Pacific Northwest (ID, MT, OR, WA) <i>Cle Elum, WA</i>

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Look at What You're Missing
in this month's Digital Issue



Business Strategies General Sessions

Check out the video from the 2014
Business Strategies Conference and
learn about Best Practices, the new
integrated mortgage disclosures,
identity fraud, and more.

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from the publisher's desk

ALTA Here to Help During Every Step of the Daily Journey

Over the past several months, I have been fortunate to travel the country speaking to title insurance and settlement professionals. As we talk about implementing the Best Practices or preparing for the new integrated mortgage disclosures, I am always struck by what a great group of professionals we represent. Young people entering the workforce or thinking about a career should know that the title insurance and settlement industry provides wonderful opportunities and a rewarding career.

This month's cover article delves into the importance of providing information about the career opportunities that exist in our great industry. Read about ALTA members teaching classes and creating educational material to educate students about the industry's core competencies. Let us know what you're doing to help sustain our industry's future by sending us an email at communications@alta.org.

As we are developing the workforce of the future, we also are implementing the regulatory requirements of today.

The lending industry is busy building processes and systems for complying with new rules, such as the Ability-to-Repay and mortgage servicing requirements. Many lenders have just turned their attention to the RESPA-TILA rule. This is a great opportunity for the title and settlement industry to be at the forefront of helping our lender and real estate clients make sense of the new integrated mortgage disclosures.

Now is the time to start working with your loan officers and real estate agents on education and training. ALTA is here to help you gain a competitive advantage by providing products and programs to assist not only in training your staff, but also your customers and consumers. News articles are available for you to share. There's a helpful blog with answers to many questions about the disclosures. A webinar is scheduled for May 20 on the integrated mortgage disclosures. These resources and registration for the webinar can be found at www.alta.org/cfpb. You can also request a copy of our presentation on the disclosures or ask questions about the rule by emailing respacomments@alta.org.

Whether it's providing help to stay compliant or guidance on having a capable workforce in the future, ALTA will be here to help during this daily journey.



- Michelle Korsmo, ALTA chief executive officer



Bipartisan CFPB Reform Legislation Introduced with ALTA's Help

On April 3, Reps. Robert Pittenger (R-N.C.) and Denny Heck (D-Wash.) introduced bipartisan legislation to create a small business advisory panel at the Consumer Financial Protection Bureau (CFPB). ALTA worked with Reps. Pittenger and Heck to develop the bill. Attendees at ALTA's 2014 Federal Conference will ask members of Congress to support the bill.

When considering rulemaking, the advisory board would provide feedback to the CFPB on the impact new regulations

would have on small businesses and non-depository institutions. The board would consist of 12 members representing small business financial service providers including lenders, debt collectors and settlement agents. If passed, the small business advisory board would join others at the bureau for community banks, consumers and credit unions. If you have any questions, contact Justin Ailes, ALTA's vice president of government and regulatory affairs, at jailles@alta.org or 202-261-2937.

Title Action Network Turns Two, Pushes Past 7,000 Members

The Title Action Network (TAN) marked its two-year anniversary in March. The grassroots advocacy organization now has more than 7,000 members. TAN's membership is spread throughout all 50 states and Washington, D.C., and has partnered with 40 of 42 state land title associations.

For two years, professionals across the United States have banded together to promote the

value of the land title industry. This advocacy has played a crucial role in presenting an energetic and unified voice on behalf of the industry. Since 2012, TAN has played a role with legislative and regulatory victories in Minnesota, New York, Indiana, Colorado, Ohio and Michigan, as well as the U.S. House of Representatives and Consumer Financial Protection Bureau at the federal level.

ALTA and Maryland LTA Host Meet and Greet with Congressman

In March, ALTA and the Maryland Land Title Association (MLTA) met with Congressman John Delaney (D-Md.), who is a member of the House Financial Services Committee.

Additionally, Delaney is a member of the Financial Institutions and Consumer Credit Subcommittee, which oversees the Consumer Financial Protection Bureau (CFPB). Nancy Gusman and Steve Buckman, both active ALTA and MLTA members, joined Ben Lincoln, ALTA's director of government affairs, at the meeting.

The group discussed the importance

of extending the Mortgage Forgiveness Debt Relief Act as well as the prospects of Congress considering GSE reform.

"These types of meetings in a legislator's home state and/or district are great ways to build relationships with members of Congress," said Michelle Korsmo, ALTA's chief executive officer.

If you are interested in hosting a similar meeting, contact Ben Lincoln at blincoln@alta.org or 202-261-0308.



Tackling the Challenge of Email Encryption

More than 500 title professionals attended ALTA's Title Topics webinar in April, which addressed the need to encrypt emails containing non-public personal information. The webinar provided information to help

attendees understand the different delivery options that are available and considerations for selecting a solution that meets their needs. To listen to a recording, go to www.alta.org/titletopics.

Register for Webinar on Integrated Mortgage Disclosures

ALTA will host a webinar from 3-4:30 p.m. ET, Tuesday, May 20 on the Consumer Financial Protection Bureau's final rule for integrated mortgage disclosures. On Aug. 1, 2015, a new Loan Estimate and Closing Disclosure will replace the GFE, HUD-1 and TIL forms.

The webinar will dig into how the final rule will impact the title industry and the closing process, and will provide information to help train

staff and explain the forms to consumers. This webinar will address key operational challenges to help title professionals be prepared once the forms become mandatory.

Participating on the webinar will be Mary Schuster of op2, Ben Olson of Buckley Sander, Cynthia Blair of Rogers, Townsend & Thomas and Dan Wold of Old Republic National Title Insurance Co.

To register, go to www.alta.org/titletopics.

Follow ALTA's Blog for Analysis on the Integrated Mortgage Disclosures

Have a question or concern about the Consumer Financial Protection Bureau's final rule for integrated mortgage disclosures? You can submit questions to ALTA and follow ALTA's blog at blog.altapro.org for the answers.

Here are some of the topics covered so far:

- *When does the three-day rule start to run?*
- *May a borrower waive the right to view Closing Disclosure three days before loan closes?*
- *How to show fees on Closing Disclosure when buyer and seller split a closing cost.*

- *How to list settlement fees on integrated disclosures when a consumer does not shop.*
- *What document should be used for sellers after Aug. 1, 2015?*
- *To which transactions does the rule apply?*
- *Why other fees aren't described as "optional" like owner's title insurance.*

We've just scratched the surface analyzing the rule and there will be plenty of additional questions as the industry prepares for the Aug. 1, 2015, implementation deadline.

CFPB Releases Compliance Guide for Integrated Mortgage Disclosures

The Consumer Financial Protection Bureau (CFPB) has released an 89-page compliance guide for its regulations to combine federal mortgage disclosure forms required by the Truth in Lending Act (TILA) and Real Estate Settlement Procedures Act (RESPA).

A new five-page Closing Disclosure will replace the HUD-1 and final Truth-in-Lending (TIL) disclosure, while a three-page Loan Estimate will replace the GFE and early TIL. The final rule and new disclosures apply to most consumer mortgages, but do not apply to commercial transactions, home-equity lines of credit, reverse mortgages, or mortgages secured by a mobile home or by a dwelling that is not attached to land.

The CFPB said the purpose of the guide is to provide an easy-to-use summary of the TILA-RESPA rule and highlight issues that small creditors, and those that work with them such as settlement agents, might find helpful to consider when implementing the rule. According to the CFPB, the compliance guide may be helpful to settlement service providers, software providers and other

companies that serve as business partners to creditors.

"You may want to review your processes, software, contracts with service providers or other aspects of your business operations in order to identify any changes needed to comply with this rule," the CFPB stated in the guidance. "Changes related to this rule may take careful planning, time or resources to implement. This guide will help you identify and plan for any necessary changes."

The compliance guide contains several sections that address:

- *The rule's effective date*
- *What transactions are covered by the rule*
- *Delivery of the Loan Estimate*
- *Good-faith requirement and tolerances*
- *Revising and correcting the Loan Estimate*
- *Timing for revisions to Loan Estimate*
- *The Closing Disclosure*
- *Delivery of the Closing Disclosure*
- *Revising and correcting the Closing Disclosure*
- *Additional requirements and prohibitions*

For more information, go to www.altapro.org/cfpb.



Show Us How You Work!

ALTA is hosting a “Show Us How You Work” photo contest to see how you work. Do you have unique plants in your office? Fancy artwork? Are you cluttered or are you a neat freak? Tweet your photos using the hashtag [#ALTAdesk](#) and we’ll retweet the best ones. Not on Twitter? Email your photos to social@alta.org and include your name, date and location and you may see your office show up in TitleNews! (Note: Please make sure there is no NPI showing in the photo.)

Second-quarter Social Strategy Conference Call



Our second-quarter Social Media Content Strategy call will take place at 2 p.m. ET, Thursday, May 15.

To join the call, please email social@alta.org for login information. Join us to learn about new content strategies and to hear ideas used by your colleagues around the country.

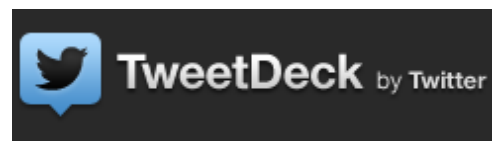
Looking for Photos from Fed Conference?

Check out ALTA’s Flickr page for photos from the many events, receptions and Lobby Day meetings during ALTA’s 2014 Federal Conference. Visit www.flickr.com/altaonline to download your photos.

Social Media Tip: Spend Your Time Wisely

Because our ALTA members are busy on a daily basis, attempting to develop a social media strategy can be a daunting thought. Last month, we talked about starting small. The same thought process applies to planning your time wisely to get the most social media buzz. Research various free programs like TweetDeck or Hootsuite to plan your social media posts on your own time. If your team comes up with several

consumer education posts at once, use Hootsuite to schedule the posts over a week’s time. If you have an event or conference next month, schedule your tweets using TweetDeck before you leave so you don’t have to “live tweet” anything during the conference. Planning your strategy in advance saves you time and limits your frustration when trying to come up with new social media posts each day. Email social@alta.org if you



have any questions about Tweetdeck, Hootsuite or other social media tools you hear about.

Best Practices, simplified.

Best Practices: Simplified is First American's approach to help you implement the ALTA Best Practices Framework.

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'Teach It and They Will Come'

Educating Next Generation
of Workers Important to Sustain
Title Industry's Future

As president and chief executive officer of Majesty Title Services, Vince Cassidy spends a great deal of his time developing strategies to grow market share and keep orders coming in the door, while staying compliant with a host of federal and state regulations. However, there's another issue under the radar that keeps Cassidy concerned about the future of his business and the title industry. >>

By Jeremy Yohe



The health of the title industry is cyclical and contingent on the strength of the housing and mortgage markets. When real estate is hot, the title industry ramps up to match demand. When the housing market slows, the title industry contracts to match order levels. Because new jobs aren't really created, the industry hasn't had a shortage of skilled workers. However, the industry is aging significantly. With Baby Boomers nearing retirement, it seems to be a time when there will be a drop off in experienced workforce. Transferring industry knowledge to the next generation is a topic that worries Cassidy and others across the country.

"Our industry is service based and you can't provide quality service without a knowledgeable staff," Cassidy said. "My company's main asset is its employees. Having well-trained employees helps ensure the needs of our clients are met and they keep doing business with us.

"This is an industry that traditionally thinks that it's secondary to the rest of industry, so there's a need to help people understand that you can have a great career doing title work," he added.

During a webinar ALTA held last year on recruiting, two-third of the attendees said their staffs' average age was older than 40. Nearly 20 percent said their staffs' average was older than 50. According to the Stanford Center on Longevity, by 2020, 25 percent of the labor force will be 55 or older. This is up from 12 percent in 1990.

Filling the Skills Gap

Meanwhile, according to a 2013 study from Aon Hewitt—a human resource solutions provider—

Millennials will comprise roughly 50 percent of the U.S. workforce by 2020. As a result, this generation of people between the ages of 25 and 34 is poised to change the culture of work in America. The sheer number of Millennials, combined with the relative lack of Gen Xers and the increasing retirement of Baby Boomers means that employers will be facing leadership gaps.

In the meantime, U.S. employers are finding it increasingly difficult to find skilled candidates to fill open jobs, creating a "skills gap," according to the Act Foundation. For more than a century, the Act Foundation has worked to improve and open more learning and career pathways for working learners, leading to better connections with businesses in need of skilled workers and a stronger workforce. As an example, a June 2013 report by the Georgetown Center on Education and the Workforce projected that 2.6 million jobs in science, technology, engineering and math will need to be filled between 2010 and 2020. This is why it is vital to develop plans to ensure workers have the knowledge and skills they need to work in the modern economy.

"Our industry is a well-kept secret," said Cynthia McGovern, founder of Orange Leaf Consulting. "We've always been one of those industries where people land—or according to many people we've talked to—get sucked into. None of us went to our parents at age 10 and said 'I want to be in the title business when I grow up.'"

Debbie Higgins, senior vice president of human resources and marketing for Title Resource Group (TRG), said her company realized first hand the lack of industry knowledge new recruits have about

National Network of Business and Industry Associations

Business leaders are all too familiar with the "skills gap" in the U.S. workforce. It's reported that up to nine million American jobs are unfilled – because their companies cannot find candidates with the right skills. As the economy gets more complex and employment more technical, the gap between the skills employers need and those workers possess must narrow.

ALTA and its Land Title Institute are involved with 19 other groups participating in the National Network of Business and Industry Associations, which aims to tackle this challenge and reduce the "skills gap." By bringing together organizations that lead businesses, represent specific sectors of the economy and develop certification standards for workers, business leaders are taking a major step forward in preparing the next generation for employment.

the industry. Recently, TRG was looking to hire 400 people in a short period of time to handle an increase of business in its lender channel. Specifically, the company found it difficult to find experienced title examiners. Options were to recruit from competitors or train inexperienced hires. TRG went with the second option. While the company overcame the hiring obstacle, having a resource to find

qualified workers would have aided the process.

Higgins said some roles in the lender channel don't require a lot of specialization, but it takes about three months to train examiners so they can pass the state examination and get licensed.

"We didn't have the luxury of time, so the process of hiring untrained people was punishing because we needed to ramp up quickly," Higgins said.

Operating in 43 states under a variety of brands, TRG also finds it difficult to fill positions on the escrow side of the business.

"There are not many young people dying to get into the escrow business," Higgins said.

Core Competency

She believes that core training in examining title, how to conduct a closing and interpreting a HUD-1, understanding the Real Estate Settlement Procedures Act and property law would be helpful in maintaining the industry's knowledge base.

"This doesn't have to be a major course of study at educational institutions, but getting our foot in the door to share what the industry has to offer would help raise awareness of the opportunities," Higgins added.

To help companies educate new employees, ALTA's Land Title Institute offers several education opportunities. One such resource is Title 101, which provides basic instruction on searching, evidencing, abstracting, insurance, underwriting and regulations. The Title 201 course offers advanced instruction on easements, water rights and reinsurance. In addition, LTI offers

a course that addresses escrow accounting procedures, which teaches a model system of managerial practices designed to minimize risk in handling escrow funds.

The title insurance industry isn't the only sector facing the challenges of an aging workforce and ensuring future employees have core competencies necessary to sustain its future. According to the National

"We've created a false dichotomy between education and workforce development. We've created a multi-billion workforce development system that hasn't responded to employee needs and providing competency skills."

Association of Realtors' most recent member survey, the median age of Realtors in 2012 was 57, up from 51 in 2007. The problem is that most don't become a real estate agent right out of high school or college, partly due to the lack of benefits and a steady paycheck.

"Realtors frequently have had careers in other fields prior to real estate, the most common being in management, business and financial professions, followed by sales and retail," NAR analysts observed. "Only 6 percent indicated that real estate is their first career."

After being nominated by President Bush to serve as assistant secretary for employment and training in 2001, Emily Stover DeRocco recognized

that all economic sectors were confronting workforce challenges. Responsible for managing an \$11.1 billion budget that funded the country's public workforce investment system, she made it her purpose to develop a "demand driven" workforce investment system—linking employment, education and economic development. She believes a globally competitive workforce can

be created by effectively equipping workers with skills that are needed by employers and better understanding the workforce needs of business.

DeRocco said the Labor Department started encouraging major business organizations to begin spending time and energy in identifying competencies necessary for individuals to advance in a particular industry. This became the forerunner to competency-based education.

"We've created a false dichotomy between education and workforce development," she said. "Accountability for an individual's readiness is not something applied to the education system. Instead, we've created a multi-billion workforce development system

DeRocco's advice is that companies must be better engaged in providing job training and helping people understand the needed core competencies. She suggests creating a curriculum and engaging institutions about how to offer the education to students.

"The industry needs to help young people understand what types of jobs are out there," DeRocco said. "Parents are big influencers but they are the most removed from the types of jobs available."

Educating Workers of the Future

Cassidy agrees that the title industry needs to open a dialogue with community and for-profit colleges and develop a real estate track in their curriculum. Some title professionals are already doing this. Brett Hopper, who previously was an executive vice president for Arizona-

the title commitment and what to look for when reviewing title. The second presentation provides an introduction to real estate escrows and closings, including how an escrow is established and why it is needed, the duties of an escrow officer, the importance of a closing checklist, and typical pre-closing, closing, and post-closing matters. The presentation concludes with a discussion of how to increase the likelihood of a smooth closing, and some thoughts on working effectively with escrow agents.

David Townsend, chief executive officer of Missouri-based Agents National Title Insurance Co., also has noticed the "graying" of the knowledge base in the title industry. To combat this, Townsend (a graduate of the University of Missouri School of Law) started working with his alma mater to

and previously taught a real estate licensing course at St. Louis Community College.

The elective in the school's law program will address things such as the ALTA policy forms, conducting a search, examining title, understanding a settlement statement, RESPA, balancing trust accounts, and how to run a law practice and opening a title agency.

Townsend said there are limited options where people can go to get training. Basically, he added, it's on-the-job-training. Attorneys typically will get exposed to the industry by trying cases.

"Hopefully this will be good exposure, so when they graduate and are working in private practice, they will have a leg up—already having a foundation of working in real estate," Townsend said. "The industry is so integral to real estate transactions and helping drive the economy. We can't have a shrinking of our knowledge base. We need to have a bench to pull from. If we can show the strength of the industry and how it's grown and the vital part it plays in the health of the economy, then we can start drawing quality talent to the industry."

Townsend's goal is to replicate the course at other law schools.

"Teaching is an investment in the industry and it will pay dividends down the road," he said. "It's much like Kevin Costner's movie 'Field of Dreams.' If we teach it, they will come. We just have to build the platform and then execute on improving awareness and providing education." ■

■ "It's much like Kevin Costner's movie 'Field of Dreams.' If we teach it, they will come."

based Thomas Title & Escrow, realized the importance of educating the next generation about the nuances of the title insurance. To help bridge the gap, he created two online real estate development courses for Arizona State University. Each class is just over 50 minutes in length.

The first webinar provides an introduction to title insurance, including an overview of the title insurance industry, standard versus extended coverage policies, policy exclusions, owner's versus lender's policies, title insurance endorsements,

develop a course titled "Title Insurance Practice." The school approved the syllabus earlier this year and Townsend will begin teaching the class to law students in the spring of 2015. The class has a full enrollment and a waiting list.

"Across the country, we have second- or third-generation companies, but the children don't want to carry on in the industry. It's critical to have folks exposed to title insurance in high school, college or law school," said Townsend, who received a degree in education



Jeremy Yohe is ALTA's director of communications. He can be reached at jyohe@alta.org.

market share data

Company Name	Premium Written Direct	Premium Written Non-Affiliated Agency	Premium Written Affiliated Agency	Total Premiums Written	Market Share
FIDELITY FAMILY					
Chicago Title Ins. Co.	230,013,269	974,127,943	785,114,126	1,989,255,338	15.61%
Fidelity National Title Ins. Co.	120,346,036	851,981,408	549,101,553	1,521,428,997	11.94%
Commonwealth Land Title Ins. Co.	71,233,489	330,255,541	195,504,495	596,993,525	4.68%
Alamo Title Ins. Co.	-	19,579,920	43,589,902	63,169,822	0.50%
TOTAL - FIDELITY FAMILY	421,592,794	2,175,944,812	1,573,310,076	4,170,847,682	32.72%
FIRST AMERICAN FAMILY					
First American Title Ins. Co.	563,111,233	1,913,388,199	764,660,821	3,241,160,253	25.43%
First Canadian Title Ins. Co.	94,098,910	-	-	94,098,910	0.74%
First American Title Ins. Co. of LA	-	46,483,785	-	46,483,785	0.36%
TOTAL - FIRST AMERICAN FAMILY	683,310,061	1,979,584,505	764,660,821	3,427,555,387	26.89%
OLD REPUBLIC FAMILY					
Old Republic National Title Ins. Co.	75,282,084	1,578,074,191	180,945,264	1,834,301,539	14.39%
American Guaranty Title Ins. Co.	8,656,951	31,890,806	3,177,104	43,724,861	0.34%
TOTAL - OLD REPUBLIC FAMILY	84,253,929	1,632,865,079	184,122,368	1,901,241,376	14.92%
STEWART FAMILY					
Stewart Title Guaranty Co.	158,475,309	778,067,557	391,978,329	1,328,521,195	10.42%
Stewart Title Ins. Co. of NY	32,658,981	175,281,611	208,911	208,149,503	1.63%
TOTAL - STEWART FAMILY	211,106,408	953,349,168	392,187,240	1,556,642,816	12.21%
FAMILY TOTALS	1,400,263,192	6,741,743,564	2,914,280,505	11,056,287,261	86.75%
TOP INDEPENDENT COMPANIES					
Westcor Land Title Ins. Co.	362,046	258,853,044	49,508,641	308,723,731	2.42%
Title Resources Guaranty Co.	2,065,821	119,741,699	145,514,737	267,322,257	2.10%
National Title Ins. of NY	3,996,363	33,111,699	197,720,066	234,828,128	1.84%
WFG National Title Ins. Co.	11,825,744	149,901,889	21,026,637	182,754,270	1.43%
North American Title Ins. Co.	-	46,038,401	79,092,993	125,131,394	0.98%
Investors Title Ins. Co.	27,751,096	53,925,858	810,835	82,487,789	0.65%
Alliant National Title Ins. Co.	-	71,870,175	-	71,870,175	0.56%
Attorneys' Title Guaranty Fund of IL	284,163	71,356,170	130,166	71,770,499	0.56%
Connecticut Attorneys Title Ins. Co.	-	68,301,771	-	68,301,771	0.54%
WFG Title Ins. Co.	10,191,309	28,631,711	11,178,171	50,001,191	0.39%
Security Title Guarantee Corp. of Balt.	5,455	47,547,823	-	47,553,278	0.37%
National Investors Title Ins. Co.	15,035	32,407,524	-	32,422,559	0.25%
TOTAL - INDEPENDENT COMPANIES	73,009,796	1,043,660,542	572,501,331	1,689,171,669	13.25%
TOTAL - ALL COMPANIES	1,473,272,988	7,785,404,106	3,486,781,836	12,745,458,930	100.00%

Source: ALTA

Note: Individual numbers do not equal total as not all underwriters are listed



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Compliance Is a Journey, Top Ops Hurdles Created by CFPB Disclosures

Nashville Proves to Be Great Host City for 2014 Business Strategies Conference

Nearly 450 attendees at ALTA's 2014 Business Strategies Conference in Nashville, Tenn., learned about implementing ALTA's "Title Insurance and Settlement Company Best Practices," how to protect sensitive data and the Consumer Financial Protection Bureau's (CFPB) final rule for integrated mortgage disclosures. In addition to the general sessions, the conference featured 16 professional development sessions—many of which offered CE/CLE credit hours.

During a general session on March 14, panelists shared real-world examples of how vulnerable settlement agents' systems are to network breaches when it comes to physical and network security. Participating were Pat Carney of reQuire, Greg McDonald of CloudStar, Randall D'Arche of WFG National Title Insurance Co. and Andy Maloney of Nashville Title Insurance Corp.

"Compliance is not a destination, it's a daily journey," McDonald said. "If you are audited and have a piece of paper on the wall, the certificate says 'I'm compliant today.' It means nothing about being compliant tomorrow. Target was compliant before being breached. It doesn't mean you can't be taken down tomorrow."

The panelists walked through several demonstrations of how hackers can get into a computer or mobile device. D'Arche showed how Windows security can be bypassed by booting a computer from a USB drive that has been infected with malware. D'Arche said USBs are a great way to share data; unfortunately it's hard to distinguish between a good USB drive and a corrupted one. "It's important to lock up USB sticks because malware can easily be added to them," he added.

Starting a computer off of a thumb drive with malware can allow a hacker to login with any password. Carney explained why it's vital to have strong

passwords, encouraging attendees to use at least 10 characters with mixed case. "If you have used a password for six months, you are done," he said. "Passwords should change monthly."

To wrap up the conversation, the speakers provided a demonstration of the dangers of using a wireless connection. If someone is working at a coffee shop and connects to an available open and unsecured WiFi connection, that person's computer could be susceptible to an attack. A hacker could also connect to the unsecure network and start a man-in-the-middle attack. Within a few minutes, the data thief could gain access to all your passwords, including bank accounts, emails and anything else.

"Some people question ALTA's Best Practices saying they don't need to lock their computer," McDonald said. "But if you don't, people can get into your computer and servers, and steal NPI. Anything you can set, you can unset with access. Settlement agents are a piece of a much larger pie and you must remember that."

Navigating Turbulent Times

Following the hacking session, ALTA President Rob Chapman told attendees that title companies must take advantage of technology advancements that increase productivity, but also protect against data breaches as more data is easily shared on mobile devices.

Chapman said that mobile computing and use of tablets and

smartphones is growing at an accelerating rate. It's projected that tablet market share is projected to grow nearly 80 percent through 2017, while smartphone market share will grow 71 percent.

"If these numbers are accurate the primary information access platform of the future will be the hand-held device," Chapman said. "The mobile platforms are the worlds of tomorrow and this will impact our business."

With more business being transacted online, the title industry must take extra steps to protect data and meet client requirements. It is now standard practice to see lender agreements with underwriters mandating data protection requirements, Chapman said. In their master service agreements, some national lenders are now requiring adherence to a six-month data retention policy. This means that all data provided to support a transaction must be disposed of within six months after a transaction closes. While following documented security standards and guidelines and data retention requirements may be restrictive to normal business practices, ALTA's "Title Insurance and Settlement Company Best Practices" can help ALTA members meet these new lender requirements.

"The Best Practices are a road map for defining organizational improvement, proactively aligning capabilities with the needs of the new regulatory landscape," Chapman added.

Top Ops Hurdles Created by CFPB Disclosures

During a general session on March 13, speakers discussed the biggest workflow and process challenges title professionals will face as they

transition from today's GFE and HUD-1 to the new Loan Estimate and Closing Disclosure forms.

Panelists included Phil Schulman of K&L Gates; Tim Armbruster of ClosingCorp Inc.; Ruth Dillingham of First American Title Insurance Co.; Cynthia Blair of Rogers Townsend & Thomas PC, plus a member of ALTA's Board of Governors; and Richard Horn, a partner at Denton's law firm and formerly of the CFPB.

Before digging into operational challenges, Schulman acknowledged ALTA's efforts in shaping the final rule and minimizing negative impacts on industry.

The panel agreed that some of the major changes that will impact the industry include itemization and labeling of title fees. In addition, fees must be put in alphabetical order.

Members of the panel then addressed the timing of when the disclosures must be provided to the consumer. According to the regulations, the creditor must give the Closing Disclosure to the consumer at least three business days before the loan closes. As an example, if settlement is scheduled for Thursday then the consumer must receive the disclosure by Monday.

"Instead of two hours prior to closing; it will be two hours before the disclosure is due that we will receive them," Blair said.

The biggest challenge rests in which entity will prepare the Closing Disclosure as the final rule says the lender is ultimately responsible. Dillingham said that we may likely see lenders providing the first iteration of the Closing Disclosure and providing data they typically provided for the TIL, while the settlement agent completes the form and provides to the consumer. ■

ALTA's Inaugural Social Media Summit

More than 100 people attended ALTA's Inaugural Social Media Summit—which was sponsored by Old Republic Title Insurance Co.—looking for information to enhance their companies' sales and marketing efforts through social media.

Kicking off the four-plus hours of social media education on March 12 was Nobu Hata of the National Association of Realtors, who encouraged title professionals to "demystify what you do." He encouraged the industry to be proactive and explain title insurance in non-jargon terms.

Following Hata, Wayne Stanley, ALTA's manager of public affairs, shared information about social media fads and flops. ALTA provides sample Facebook posts and Twitter tweets to help educate consumers about the value of title insurance. These can be found at www.alta.org/ekit.

Ben Martin of Online Community Results, shared advice on how to streamline social media efforts. Martin said it's important to monetize your social life. "If I'm not billing my value out to my customers, I'm not making money."

Sara Langhinrichs of AARP rounded out the Summit. When thinking about content, she said you must first define your message and goal. This should be done in one sentence. It's important to craft a message that is authentic and fits the needs of your audience, according to Langhinrichs.

conference highlights



2014 Business Strategies Conference Photos

To view photos, go to: www.flickr.com/photos/altaonline



Day 1 General Session

Topics covered include the CFPB's Integrated Mortgage Disclosures and how to spot fake identifications.

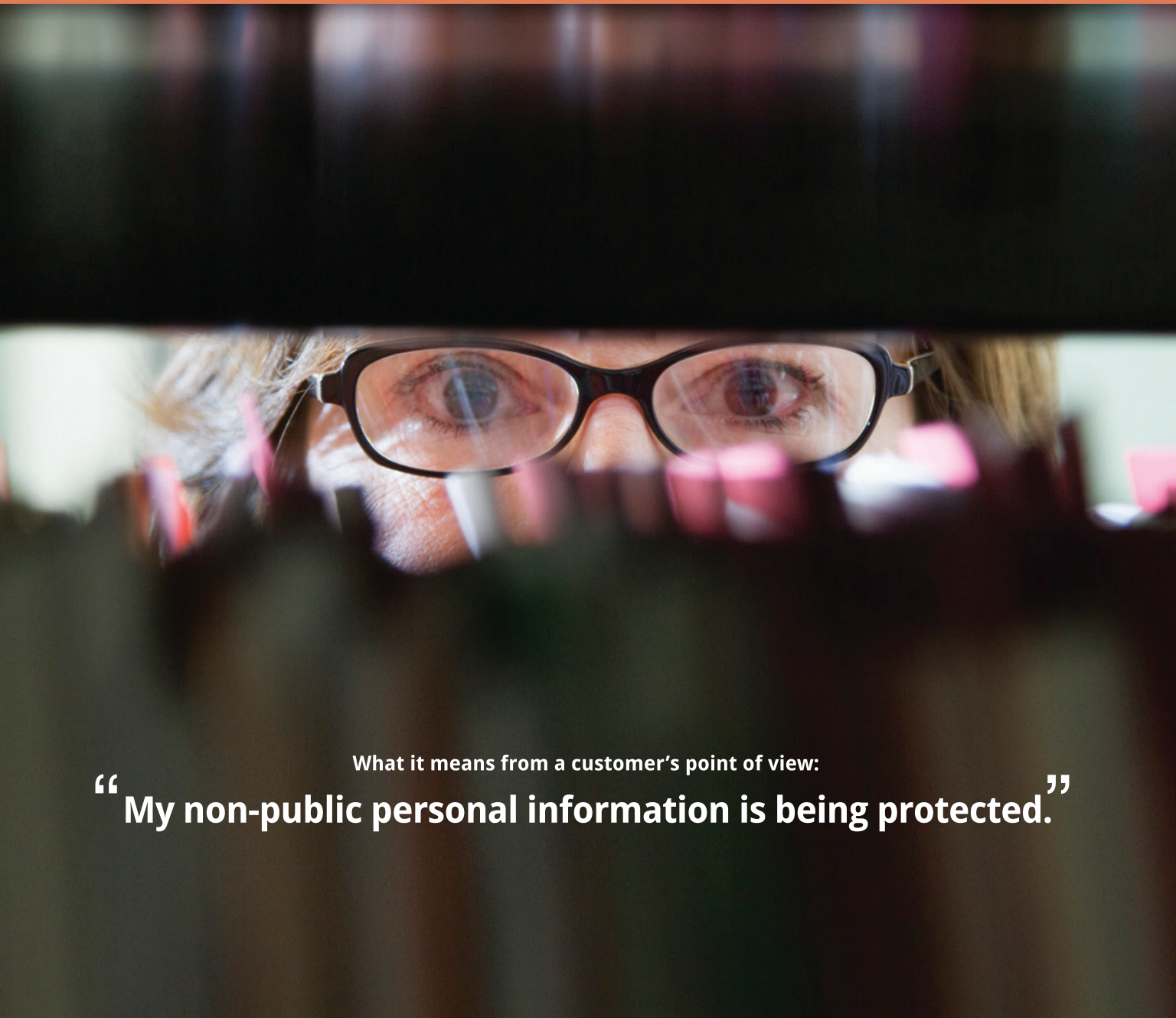
Day 2 General Session

Topics covered include protecting non-public personal information and how ALTA's Best Practices can provide a path to protection.



ALTA Best Practice:

Information and Data Privacy



What it means from a customer's point of view:

“ My non-public personal information is being protected. ”

What it means for you:

fntg.com/bestpractices

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Put It in Writing

ALTA's Best Practices Simplify Development of Policies and Procedures to Protect Consumer Information

BY ROBERT J. ROHAN

Title agents and other real estate professionals have long been aware of the perils associated with the loss of customer information and the nightmare of identity theft. More than a few have personally suffered the consequences. Not collecting customer information is not an option. Consequently, we are very mindful about protecting it while it is in our care. In addition, we must take great diligence when the time comes to dispose of it.

Shredding paper documents and files containing personal information has long been commonplace; passwords and firewalls are frequently employed to guard against unauthorized access of the electronic form of this information.

For those not possessing technological expertise, it's an awkward chore keeping up with all the advances designed to ease our work-flow. We know too that these advances can make the protection of personal information much more complicated. For some, a contract

with an outside vendor to help with these efforts is a viable solution.

Sometimes haphazardly, strategies are employed as a need arises because, after all, our primary focus is the successful pursuit of our chosen profession and not the nuances of office management.

For many, then, a mandate that our record retention and disposal practices be memorialized in a written policy and procedures document came as quite a shock.

How did this happen?

On April 13, 2012, the Consumer Financial Protection Bureau (CFPB) released CFPB Bulletin 2012-03. The bulletin assured the public that the CFPB would hold supervised banks and nonbanks responsible for determining whether their service providers are complying with federal consumer financial law. This assertion triggered the "vetting" of settlement service providers.

Among the evaluation requirements was that settlement service providers would make available for review a written record retention and disposal plan. One

might ask "What does having a written plan have to do with federal consumer financial law?" The answer lies in the Gramm-Leach-Bliley Act (GLBA) and its implementation.

The GLBA, aka, the Financial Modernization Act of 1999, is often remembered for the privacy notices it spawned, but little more. What was often forgotten is that GLBA imposed upon "financial institutions" the affirmative and continuing obligation to protect the security and confidentiality of customers' non-public personal information (NPI).

Also forgotten, or overlooked, is that under the Bank Holding Company Act of 1956 (as referenced by GLBA) an entity that provides real estate settlement services is considered to be a "financial institution." Defined this way, the title services industry is bound to comply with GLBA.

The GLBA granted to the Federal Trade Commission (FTC) the authority to prescribe and enforce regulations. Subsequently, the Dodd-Frank Wall Street Reform and Consumer Protection Act (Dodd-Frank) transferred enforcement authority to the CFPB long after the FTC had issued its implementing regulations. The 2012 bulletin followed that transfer.

The FTC's implementation of GLBA as it pertains to the protection of NPI included the "Safeguards Rule" in 2002 (16 CFR §314.1 et seq.) and, to a certain

extent, the “Disposal Rule” in 2005 (16 CFR §682.1 et seq.).

The Safeguards Rule requires the development, implementation and maintenance of a comprehensive information security program. The rule requires the program plan to be in writing.

This written plan must include the following elements:

The resources ALTA created make it easier for settlement service providers to put such a plan in writing.

- 1 a designated employee or employees to coordinate the program;
- 2 a risk assessment;
- 3 implementation of safeguards to control the identified risks, including monitoring the effectiveness of the plan;
- 4 oversight of service providers who shall be capable of maintaining appropriate safeguards; and
- 5 periodic evaluation and adjustments based upon the results of the monitoring of the plan.

The Disposal Rule was actually crafted as part of the FTC implementation of the Fair and Accurate Credit and Transactions Act of 2003 and only tangentially affected GLBA compliance.

This rule was designed to reduce the risk of harm associated with the improper disposal of “consumer information” as that term was originally defined by the Fair Credit Reporting Act.

While this term is defined much more narrowly than is NPI, the Disposal Rule suggests that the incorporation of its requirements within the information security program required by the Safeguards Rule is an example of a reasonable measure designed to protect against unauthorized access connected with the disposal of consumer

information. Hence, the two rules go hand-in-hand insofar as GLBA compliance is concerned.

The Disposal Rule defines “dispose, disposing, or disposal” as “(1) (t)he discarding or abandonment of consumer information, or (2) (t)he sale, donation, or transfer of any medium, including computer equipment, upon which consumer information is stored.”

The rule also provides examples of the means to be taken to dispose of such information and equipment. Included are policies and procedures that require the “burning, pulverizing, or shredding of papers” and “the destruction or erasure of electronic media containing consumer information.”

The end result, regardless of which technique is used, is that the consumer information “cannot practicably be read or reconstructed.” In addition to direct disposal, the rule also contemplates the use

of third-party providers of these services. It mandates due diligence when entering into such a contract as well as monitoring compliance so that vendors’ disposal practices are consistent with the rule.


Fortunately, the American Land Title Association’s Best Practices initiative stalled the vetting process, but it did not eliminate the need for settlement service providers to develop a written plan because of the requirements of the Safeguards Rule. These requirements are included in the ALTA Best Practices Framework: Assessment Procedure Number 3.17. Eight criteria for complying with the procedure can be found in ALTA Best Practices Assessment Preparation Workbook for Pillar No. 3: Information Security & Privacy. So, while the initiative could not eliminate the need for a plan, the resources ALTA created make it easier for settlement service providers to put such a plan in writing.

Thus, the genesis of the written plan and its components can be traced to GLBA and the implementation efforts of the FTC. A reading of the eight criteria for complying with Best Practices Assessment Procedure 3.17, as set out in ALTA Best Practices Assessment Preparation Workbook for Pillar No. 3, makes perfect sense in light of the tenets of the Safeguards and Disposal Rules. ■



Robert J. Rohan, a legal education attorney for Attorneys’ Title Fund Services LLC in Orlando, Fla., develops and presents continuing

education seminars and webinars for real estate professionals. He can be reached at vrohan@thefund.com.



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Bill Ronhaar

Title: Corporate Manager
Company: Land Title and Escrow Company of
Skagit and Island Counties, Burlington, Wash.

How long have you been in the title industry and how did you get started in this profession?

I have been employed in the title industry for nearly 40 years. I was working for an independent mortgage and escrow company in Bellingham, Wash., that had been open for less than a year. As a struggling new business, it was not always able to meet payroll on time and, as a 20-year-old newlywed, I needed a little more security. I contacted Bruce House, manager of Pioneer National Title Insurance Company (predecessor to Ticor Title) and asked him if he had any openings. Oddly enough, he had been golfing with my employer the day before and had jokingly told him he was going to hire me away from him. The rest, as they say, is history!

What excites you about what you do or what is the most challenging aspect of your job?

I am constantly learning new things. Every day presents a new opportunity for growth or a new challenge to overcome. The constant battle to offer fast, accurate service, while protecting the integrity of the public record and offering service that meets the

expectations and needs of our clients keeps me motivated and excited to come to work each day.

What's your best industry "war" story?

The most challenging transaction I have ever participated in was a sale of thousands of acres of timberlands in 362 different sections in our county. We worked 12-hour days, seven days a week for many weeks. The follow-up work was such that it became my full-time job just managing this transaction. I spent most of my vacation week that year on the phone trying to assist in getting it closed. The liability was more than \$59 million. Our success with the deal gave us the opportunity to advertise for many years after, "If we can close the largest transaction in the history of Skagit County, we can close yours too!"

Explain why the title industry is a great career opportunity for those entering the workforce?

The title insurance industry offers those entering the workforce an opportunity to thrive in an industry for which there should always be a need for employment. Whether your



interests lie in real estate law, escrow closings, information technology or sales, the title insurance industry offers solid

career opportunities in any of these fields. As long as capitalism is the basis of our economy, the sale and financing of real estate will continue. The title industry can offer a career in which you will constantly be rewarded, both personally and financially, if you put the necessary efforts into your work.

What advice do you have for professionals starting their career in the industry?

The best advice I can offer a person entering the title industry is to remember that, for the most part, the people you are speaking with are not real estate professionals and you should talk to them in terms they will understand. Technical jargon confuses the uninformed. I found it best to be a good listener, learning to "translate" what the lay-person is asking and figuring out how best to help them, and assuring them, in simple terms, how you will take care of their problem. I attended an ALTA convention in Orlando and listened to a Disney executive speak on the Disney philosophy, which basically says that every encounter with a client

is a memory-making opportunity. It can be a good or bad memory. Successful careers are built on focusing on making good memories for your clients, while maintaining the integrity of your profession.

Why are you a member of ALTA?

I have found that the person who benefits the most from ALTA is the person who actively participates. Mike Wille and Mark Bilbrey both encouraged me to get active though volunteering my time to serve on an ALTA committee. My time on the Education Committee, both as a participant and as a former chairman, rewarded me both personally and professionally. I discovered that people in the title industry are basically good people, and are fun to be around. I learned that the way we do business in Washington state is different from other parts of the country. But rather than focusing on the differences, I listened and learned, and it became easier to understand national issues better because ALTA represents *all* of those interests. Participation at the Large Agents meetings has given me the opportunity to understand the problems our industry faces across the county and, if it doesn't specifically apply to Washington, issues may work their way to my state in the future. I am better prepared to handle it because of that participation. One of the things that has forced me to grow as a person—and rewarded me professionally—is participating in the Capitol Hill visits during the Federal Conference. I am proud to be a title insurance professional and this gives me an opportunity to pay back the industry that has provided a good life for my family and me.

Tell us something that others in the industry may not know about you?

I am a recovering alcoholic. By the grace of God and through active participation in a 12-step program of recovery, I have enjoyed over 22 years of sobriety, rescuing my life (and career) from the brink of disaster to the happiest of lives at the present. About a year after I got sober, I became a member of the Church of Jesus Christ of Latter-day Saints, which most people refer to as the Mormon Church. Most people attribute my not drinking to my church membership because everyone knows that Mormons don't drink. But I attribute my sobriety to a combination of following the 12-steps to the best of my ability, with the help of those who suffer from the same disease as I do, and following the example of Jesus Christ in my daily living. I'm forever grateful for both.

If you could have dinner with anyone, who would it be and why?

This is perhaps the most difficult question of all. There are so many people who I admire and have been a positive influence in my life—I would love to have dinner with several of them. But my first choice would be Mitt Romney. As a political science major in college, I have always found politics somewhat fascinating, with absolutely no desire to participate personally. I admire those who participate and have the appearance of rising above the less-than--admirable part of politics; who serve for the good of the country and promotes the democratic system of government. Mitt Romney is that person to me. Combine that with being an active member of my church, has served in positions of leadership and excelled

ALTA Member Profiles

ALTA periodically profiles members in *TitleNews*. If you know someone who would make a good candidate for a profile, please send us an email at communications@alta.org and tell us why.

in all he has done, and my admiration grows even more.

What's your favorite book or movie? Why?

I do not have a favorite book, but I do have a favorite author—J.A. Jance. I read her first novel with protagonist J.P. Beaumont, a Seattle police department detective. She includes descriptions and places in the Pacific Northwest, where the plots unfold, and they are places I have been. Her writing also reveals an incredible understanding of alcoholism and recovery. I have read every book she has written, which now includes a series based on other characters and other locations. The thing I like the most about her is how accessible she is to her readers. I have had the occasion to send her emails on three separate occasions, and have always received a personal response the next morning.

What do you do to unwind from a stressful day?

As strange as it may sound, I unwind the fastest if I come home and start puttering around in the kitchen. Whether I'm helping fix dinner or generally cleaning up, it helps take my mind off the stress of the day and focus on what is really important in my life—my wife and family. ■

Compiled by **Sumedha Jani**, a senior at George Washington University and an intern in ALTA's Communications Department.

Ellie Mae Says Closing Delays Not Caused by Malicious Attack on Loan Origination Software

What was originally believed to be a malicious attack during the end of March and the beginning of April on Ellie Mae's loan origination software Encompass caused many closings to be delayed.

On March 31, Ellie Mae detected unusually high demand for services consistent with a distributed denial of service (DDoS). On April 2, the company reported it restored access to all Encompass services.

"We recognize the critical role our services play in enabling our clients to serve their customers and deeply regret the inconvenience and delays they are experiencing," said Sig Anderman, founder and chief executive officer of Ellie Mae. "The performance and security of our platform is our number one priority."

Ellie Mae engaged with third-party forensic security specialists to collect evidence to determine appropriate steps with authorities. There was no evidence of any data breach, according to Ellie Mae, confirming that client data and personal borrower data remain secure. On April 14, Ellie Mae concluded

that there was no malicious attack on its systems and that there was no breach of client or personal borrower data. The unexpected surge in service requests to web servers that resulted in the outage on was triggered by a confluence of factors involving network, hardware, software and demand for service, the company reported.

The disruption began as early as March 31, but caused the most disruption on April 1 and 2, according to lender users of both self-hosted and software-as-a-service (SaaS) versions of the Encompass loan origination system.

Loan closings delayed by the attack forced lenders to pay for rate lock extensions and hedging losses, while home closings funded by purchase mortgages were also delayed. Lenders using the SaaS version of Encompass were unable to access Ellie Mae's servers.

Although self-hosted users store the software and their data on their own servers, the technology must still connect with Ellie Mae's servers for authentication and to access the Ellie Mae Network.

About 20 percent of all mortgage originations in the U.S. are processed through Ellie Mae, according to the company. Bloomberg reported several lenders could not close loans due to the outage.

USA Mortgage in St. Louis was unable to pull credit reports, process loans or print closing documents. One of the lender's loan officers said business was at a standstill. "It doesn't just affect homebuyers. It affects home sellers too. They have purchases lined up too, and they can't close on those deals if they can't sell their house. The domino effect is astronomically huge," he said.

Intercoastal Mortgage, which made \$915 million in home-loan transactions last year, mostly in the Washington, D.C. area, had 12 loans worth about \$5 million expected to close April 1 that were delayed, according to company President Tom Pyne.

"Potentially you had borrowers in moving vans without the ability to close on their homes. There is nothing worse in our industry," he said.

Third-part risk evaluation is something that the Consumer Financial Protection Bureau and agencies view as critical for lenders. Not only must they protect their own systems and data, lenders also must be required to monitor the businesses they work to ensure data is safeguarded. The third pillar of ALTA's "Title Insurance and Settlement Company Best Practices" provides guidance on how to protect non-public personal information. ■

New York Adopts Industry-Supported Title Agent Licensing Requirement

Professionals providing title insurance policies in New York will soon join title agents from 47 other states requiring a license.

New York Gov. Andrew Cuomo and leaders in the New York Assembly and Senate reached an agreement over the weekend on the state's 2014-15 state budget legislation that includes a provision for the licensing of title agents. The legislation, signed into law on April 1, goes into effect Oct. 1, 2014. Illinois and Kentucky are the two states that don't require title agents to be licensed.

The New York State Land Title Association (NYSLTA), which has advocated for the licensing of title insurance agents for more than 10 years, issued a memorandum of support for the licensing requirement.

"Title agents and their underwriters are instrumental in virtually every real estate transaction that takes place in New York State," said Michael Berey, president of NYSLTA. "Today, we have bolstered consumer protections, established well-defined competency standards, and created a regulatory environment

that will provide greater transparency."

The budget provides New York's Department of Financial Services (DFS) with authority to issue licenses to title insurance agents for the first time, just as it licenses all other insurance agents and brokers. Licensing will require agents to meet qualification standards and undergo regular training. DFS will also have the authority to monitor abuse by agents and to revoke licenses accordingly. According to a release from Cuomo's office, the DFS will issue new regulations to cut title insurance rates by 20 percent on purchase transactions and 60 percent on refinances. However, the governor did not provide a timeframe for when this regulation can be expected.

The NYSLTA commended Cuomo for recognizing the important role title agents play in real estate transactions and bringing this important issue to the table as part of his Executive Budget proposal. The NYSLTA worked closely with state officials to reach consensus on the bill. In recent weeks, NYSLTA provided feedback that would protect buyers from unscrupulous

practices, create greater transparency, establish a more robust regulatory structure and avoid unintended consequences that can occur in the absence of knowledgeable and experienced title professionals.

An estimated 450,000 title insurance policies were issued in New York

FHA Loans Go Green with E-closings in Utah

Less than two months after the Federal Housing Administration (FHA) expanded its electronic signature policy, Stewart Title announced in March the first electronically closed FHA loan in partnership with Mountain America Credit Union.

Two loans were closed at Stewart's Bonneville Superior Title Company in Midvale, Utah. Mountain America's e-closing platform—branded as Quick Close—was made possible through Stewart's eClosingRoom technology, powered by SureClose, in conjunction with DocMagic eSign compliant loan documents.

"Today marks two very momentous transactions in Utah and for the real estate industry as a whole," Glenn Clements, group president of direct operations for Stewart.

in 2012, according to the NYSTLA. The typical one-time cost of a title insurance policy for the owners of property selling for \$200,000 ranges from \$1,029 in Metropolitan New York and its suburbs to \$952 in Upstate New York. Costs are calculated using the rate typically applied in New York.

"Both made history, but perhaps the best part was how we are transforming the closing process for our customers with an improved closing experience."

The FHA enacted its e-sign policy on Jan. 30. It allows mortgage lenders and servicers to use e-signatures on the FHA's documents for insurance endorsements, servicing and loss mitigation, insurance claims and real estate owned property sales.

FHA plans to begin accepting e-signatures on forward mortgage notes at the end of the year. Freddie Mac began accepting e-signatures on documents for the mortgages it purchases in 2001, followed by Fannie Mae in 2002.



Celebrating 25 Years of Service to ALTA Members and the Title Industry!

Times were tough for title professionals in the 1980s. Like today, E&O insurers were either ceasing to offer coverage or raising rates dramatically. To respond to this crisis, ALTA members created Title Industry Assurance Company (TIAC) to provide a long-term stable E&O market for its members.

25 years later, TIAC is one of the longest running and successful E&O insurance providers available! Combining broad coverage, expert claims and underwriting services, and competitive rates, TIAC is the choice for title professionals!

If you have not received a quotation from TIAC lately or compared our broad coverage, contact us at 800-628-5136 or complete our online premium estimate form at www.cpim.com/tiac.



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Balancing the Dichotomy of Technology: Best Practices Provide Path to Protection

If Charles Dickens was a modern IT executive his quote “It was the best of times, it was the worst of times, it was the age of wisdom, it was the age of foolishness” could not be more relevant to our business today. There are conflicting currents and pressures that are driving our business and our technology choices, and forward-looking executives need to prepare.

On one hand, the appetite for mobile devices providing access to data any time and any place is growing at an accelerating rate. This movement to mobile devices will result in mobile customers. The emerging generation of homebuyers is growing up in a digitally rich environment. They bring a mix of behaviors and expectations that can have a negative impact on traditional consumer spending patterns. The unique behaviors of Gen Ys set them apart from older Gen Xers and Boomers and signify a series of shifts—from long-term brand loyalty to a preference for instant gratification, and from trust in industry experts to reliance on peer perspectives.

Additionally, the buyers of the future expect to conduct business in a digital and mobile environment. They will expect consumer services at a time and location convenient to them. Specific to the title industry, this will speed implementation of electronic signatures and recording, which enable and compliment mobile platforms. This in turn, could impact the need for brick and mortar presence, printing, filing and scanning. Exploited effectively, these are tools to increase productivity, lower transaction costs and increase profitability.

Meanwhile, as the industry must manage more data, it also must manage more risk. The proliferation of data in all forms makes every organization a target for malicious activity. According to the 2013 Cost of Data Breach Study from Symantec and Ponemon Institute, the average cost per record for a data breach in 2013 was \$188. Protecting data is as important as protecting funds and can have as serious an impact on business viability.

While data breaches and hacking incidents receive most of the media attention, the majority of data breaches occur around parts of business that can be controlled. According to the same security study, 64 percent of data breaches are due to system glitches and human mistakes. Effective business processes, as well as training and awareness of staff and those who handle data resources can help deter breaches.

Title professionals need to plan for the long run, but getting started is critical. It's important to recognize the confluence of forces driving our companies, our customers and our partners. In doing this, you must understand the risks and opportunities your company faces. Creating a plan to manage risk and opportunity—using ALTA's Best Practices as a guide—can help you ensure these are the best of times.

— Rob Chapman, ALTA president



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