

Woodlawn Cemetery and Arboretum Proposal



City of Toledo Professional Services

Cemetery Management

Purchase Requisition Number 10003942

Lawrence F Sloane

Director

Woodlawn Cemetery and Arboretum

1502 W. Central Avenue

Toledo, OH 43606

(419) 472-2186

City of Toledo
Division of Purchases and Supplies
One Government Center
640 Jackson Street, Suite 1970
Toledo, Ohio 43604

January 27, 2020

Enclosed is Woodlawn Cemetery and Arboretum's proposal to the City of Toledo to manage the city's five cemeteries. As both an active cemetery, operating since 1876 and a community institution within the City of Toledo, Woodlawn is well-positioned to directly manage the cemeteries.

Woodlawn has seen firsthand the challenges inherent to cemeteries, which have been amplified over the last several decades, as the industry has been in a state of transition. This is poised to continue with the increase in cremation, further diluting the traditional role of the cemetery along with the growth of cities, changing the landscape of formerly rural or suburban cemeteries. Woodlawn has regularly worked with our community members, cemetery staff, and Board of Trustees to ensure that as a community resource, we are responsive to these changing trends while maintaining the historic character that makes the cemetery what it is.

We believe that by managing the city's historic cemeteries we can bring the best practices we have acquired over many years of operation. As a non-profit organization, we will strive to manage the cemeteries with long-term view, yet with an eye toward providing a high level of service from day one.

The following proposal is good for 90 days. If you have any questions during that time please don't hesitate to reach out. Thank you for your consideration.

Sincerely,

A handwritten signature in blue ink that reads "Lawrence F. Sloane". The signature is written in a cursive, flowing style.

Lawrence F Sloane
Director
Woodlawn Cemetery and Arboretum

Scope of Work

As an active cemetery with experienced administrative and ground teams, Woodlawn is well positioned to operate all aspects of the five City Cemeteries. Upon award of this contract we would immediately work with the city to understand the current records and records processes at each cemetery. We would bring our depth of administrative experience to ensure the records are as efficient as possible and accessible virtually to allow staff to help customers directly at each of the locations. We would also carefully inspect all maps, utilizing our grounds manager to ensure that we are capable of providing a high level of service at our very first burial at each cemetery.

We have a mobile grounds staff that would work at each of the cemeteries. Upon award of this contract, the grounds staff would spend significant time at each cemetery, inspecting and learning about each section of the sites. We would expect to perform interments, disinterments, monument installations and lot services at all the locations with this staff. Our staff would also be responsible for maintaining the physical sites, including inspecting the cemeteries regularly and performing work orders in an efficient manner to ensure families feel prioritized. As is a common practice at Woodlawn today, the crew would also be responsible for maintaining all the equipment and facilities, including regular inspections and maintenance.

The administrative staff would be housed at Woodlawn and responsible for all records, genealogy and sales processes. They would be the primary face for any family that has chosen one of the City Cemeteries or is interested in purchasing something today. Everyone on staff is experienced and capable of providing families with an empathetic yet knowledgeable source for their cemetery needs. We would work with the other stakeholders in the cemetery industry to ensure the City Cemeteries are positioned appropriately and work to market products and services where opportunities exist. Today the cemeteries provide an important public service and we hope to continue this long into the future.

We are also prepared to administer the City's Indigent Program. As we are in the funeral industry within Toledo, we work with many of the funeral homes that are often the first point of contact for this program and we would ensure all aspects of the program are run professionally and with care.

Organization

Woodlawn Historical Association, Inc
1502 W. Central Avenue
Toledo, OH 43606
(419) 472-2186

Woodlawn Cemetery and Arboretum is a non-profit organization that was founded in 1876, it is a classic example of the type of rural cemetery that urban planners began to favor in the mid-1800s. Its original 160 acres were situated well outside the city limits. The beauty of nature and the work of accomplished artists and architects coalesced in its stunning park-like setting.

Over the years, leaders from every facet of Toledo society were laid to rest at Woodlawn. Their families erected elaborate family mausoleums and stunning statuary to commemorate their lives. And the city of Toledo grew up to surround the cemetery grounds—creating an urban gem for generations to enjoy. In 1998, Woodlawn Cemetery was recognized as a National Historic Site. Today, the cemetery’s board of trustees is dedicated to preserving both the exquisite beauty and historic significance of the site.

Trustees

Walter Krueger – President
Mike Young – Vice President
John Lewis – Treasurer
Dee Talmage
J.B. Leboutillier
Nil Gallagher
Percy Rankins

Management

The cemetery director is Lawrence Sloane, who has served in that capacity for nine years. Larry has worked in the cemetery industry since 1981 and has worked in 41 states with well over 500 cemeteries, specializing in all aspects of cemetery management. He is currently directly managing four historic non-profit cemeteries in three states. Larry is certified as an expert in the operations, administration, and finance of cemeteries in both state and federal courts throughout the United States.

Staff

Woodlawn has eight full-time staff members, all of which would be involved in this project. We would also hire additional staff to ensure a high level of service.

Employee Manual

Below are the two sections of the Woodlawn Handbook that directly applies to our commitment to employment and promotion without consideration as to race, religion, national origin or sex.

Equal Employment Opportunity

The Historic Woodlawn Cemetery provides Equal Employment Opportunity consistent with applicable law to all qualified persons without regard to race, religion, color, creed, sex, age, national origin, handicap, disability, military status, status as a veteran of the Vietnam Conflict, or any other protected characteristic and will promote equal opportunity for all qualified persons. The scope of Equal Opportunity includes, but is not limited to, recruitment, hiring, placement, training, rates of pay, benefits, promotion, demotion and discipline, transfer, layoff, termination, and all cemetery sponsored activities. All employees share responsibility for successfully implementing Equal Employment Opportunity.

Any employee with a question or concern about discrimination in the workplace is encouraged to bring the concern to the attention of his or her immediate supervisor, to any supervisor in the company's employ or the or to the Office Manager. No reprisal will be permitted for, in good faith, raising concerns or make a report. Anyone determined to have engaged in retaliation for a report of discrimination will be subject to disciplinary action, up to and including termination of employment.

Affirmative Action Policy

The Woodlawn Cemetery assures equal employment opportunity in all of its policies regarding recruiting, compensation, hiring, other benefits, transfers, training, promotions, layoffs, and recall practices.

These will be administered without regard to race, color, creed, ancestry, military status, national origin, age, handicap, marital status, affection or sexual preference, or political or union affiliations, except where gender is a bona fide occupational qualification. The Cemetery will give full consideration to the employment of qualified disabled or handicapped persons. The Cemetery believes that special measures and effort are required to prevent discrimination and eliminate discrimination within the organization. We pledge ourselves to a determined and sustained effort of this belief and the policies outlined in the affirmative action program.

The Cemetery encourages initiative and personal leadership by individuals as the best means to ensure success of the program. We want to meet this challenge in a positive and constructive spirit. Violations of this affirmative action program will be met with appropriate actions. The Cemetery will work cooperatively with, and seek the assistance of appropriate minority groups and agencies, government agencies, educational institutions, civic organizations, study groups, and its suppliers.

It is the responsibility of each member of management from the Executive Director to first-line supervisor, to give this nondiscrimination policy full support through inspirational leadership and personal example. In addition, it is the duty of every employee of the organization to create a job environment which is conducive to our nondiscrimination policies. Overall responsibility for the direction of equal opportunity policy, programs, and practices have been assigned to the Office Manager, who will serve as the Equal Employment Opportunity Coordinator.

Regulatory Assurance

Woodlawn is in excellent regulatory standing and not in violation of any regulatory agency rules.

Conflict of Interest

We do not intend to engage, either as an employee or independent contractor, in performing the services contemplated by the proposal, any employee of the city, or any person who has been an officer or employee of the city, or any entity as to which such an officer or employee

Compensation

The cost for this project would be \$450,000 in year one. We would propose the following schedule for a three-year cost inflation over the first five years and the potential five-year extension period.

Year 1 – \$450,000
Year 2 – \$450,000
Year 3 – \$450,000
Year 4 – \$470,000
Year 5 – \$470,000
Year 6 – \$470,000
Year 7 – \$490,000
Year 8 – \$490,000
Year 9 – \$490,000
Year 10 – \$505,000

We would bill the city equal amounts monthly and would work with the city on major capital projects to determine the best course to ensure the cemetery can be maintained. As per the RFP, Woodlawn would also retain revenues from lot and niche sales, interment services performed, memorial sales, memorial installation sales, floral sales and other miscellaneous revenues.

As part of this fee, Woodlawn would administer the indigent program, including making payments as per the rules set out by city. Woodlawn would pay for this program with an annual cap of \$42,000 in distributions. Distributions over the cap will be reimbursed by the city.