

## THE CEMETERY OFFICE

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The Cemetery Office plays a crucial role in managing various aspects of cemetery operations. Here is a breakdown of the key responsibilities and functions:

### **Interment and Inurnment:**

- Coordinating with the Pastor and Ministry Teams to organize chapel services.
- Determining the type of funeral in collaboration with the family and volunteers.
- Managing logistics for interment or inurnment, including ordering vaults, grave preparation, providing necessary equipment, and support during services.
- Handling follow-up services, including the restoration of the gravesite and coordination with stone carvers for memorials or markers.

### **Financial Management:**

- Maintaining financial records using QuickBooks Online.
- Managing bank, investment, and accounting record transactions and balances, including payment of bills and invoices for services rendered.
- Regularly updating financial information on the cemetery's website and providing reports to the cemetery manager, pastor, and Leadership Board monthly.

### **Cemetery Records Management:**

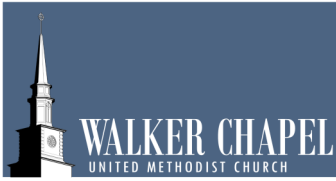
- Utilizing a cloud-based cemetery system to input and update information on gravesites, graves, and licensees.
- Connecting gravesites to licensees through Right to Interment Licenses.
- Managing the licensee tree to ensure a living contact is known for each gravesite.
- Recording and maintaining information on interments, inurnments, funeral directors,

### **Investment Management:**

- Overseeing various funds such as the Caring for the Past Fund and the Dorothy Glenn Fund.
- Selecting investment strategies, monitoring progress, and recording gains and losses.
- Providing regular updates on financial information through the cemetery's website and reporting the financial status monthly.

### **Data Management:**

- Utilizing Servant Keeper, a cloud-based information system, to manage the database of individuals and families associated with Walker Chapel and the Cemetery.
- Entering financial data into QuickBooks.
- Passing contact information to the Cemetery's Communications Team.



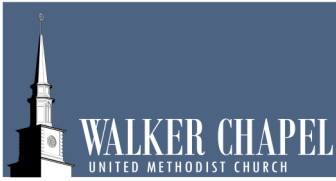
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### **Staffing:**

- Jane Doe leads the Cemetery Office as the Office Manager.
- Ruth Habert assists as the Chapel's bookkeeper.
- Christopher Hatcher manages cemetery investments.
- Larry Danforth serves as the cemetery records manager and provides IT support for information systems.

This comprehensive approach demonstrates an organized and efficient system for cemetery operations, emphasizing collaboration, technology use, and financial transparency. The diverse skills and roles of the staff contribute to the overall success of the Walker Chapel Historic Cemetery.



## THE CEMETERY LEGAL TEAM

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The Walker Chapel Historic Cemetery requires legal advice and representation in various areas. Here are some key points and considerations for each aspect:

### **Right of Interment License:**

- The ownership of the land remains with Walker Chapel, and the gravesites are assigned to licensees through a perpetual "Right of Interment" License.
- The license is a legal contract that has evolved over the years and should be subject to review by qualified legal counsel.
- Legal representation are needed to ensure that the terms of the license are clear, enforceable,

### **Burial Certificate:**

- The burial certificate is a historical document issued upon the death and interment/inurnment of an individual.
- While it is not a legal document, legal counsel should review it to ensure that it adheres to proper procedures and does not conflict with other rules or guidelines.

### **Policy and Procedures Guide:**

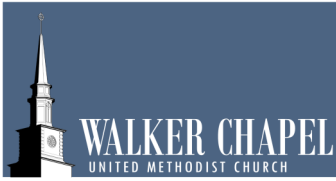
- The Policy and Procedures Guide outlines rules for the operation of the cemetery and the use of its various sections.
- Though not intended to be a legal document, legal interpretation of policies may be necessary. Qualified legal counsel can review the guide to ensure compliance with applicable laws and regulations.

### **Quit Claims:**

- Quit Claims are used when a licensee decides a gravesite is no longer needed and wishes to return it to Walker Chapel.
- Legal representation can help ensure that the Quit Claim process is well-defined, protects the interests of both parties, and complies with legal requirements.

### **Gravesite Reclamation:**

- Reclaiming gravesites that were licensed but never used involves public notification, efforts to locate licensees or descendants, and potentially legal filings.
- Legal advice is crucial to establish a clear and legally sound process for gravesite reclamation, ensuring compliance with all relevant laws and regulations.



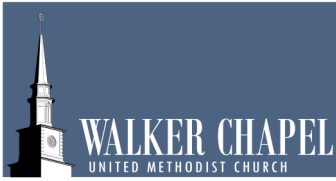
## THE CEMETERY LEGAL TEAM

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### **Staffing:**

- Martha Schoonover leads the Cemetery Office as the Cemetery Legal Advisor..
- Christopher Hatcher assists as a Legal Advisor.
- Additional Legal assistance may be authorized as required.

Given the complexity of these legal matters, it is imperative that the Walker Chapel Historic Cemetery engage with a qualified attorney or legal team experienced in cemetery law and property rights. The attorney can provide specific guidance, draft necessary legal documents, and represent the cemetery's interests in any legal proceedings that may arise.



## THE CEMETERY ANCESTRY TEAM

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The Ancestry Team is a dedicated group with a comprehensive approach to researching and documenting the history of the cemetery and the families / individuals buried there. The structure and roles within the team are defined below where the focus is on collaboration with families, historical groups, and museums. Here's a summary of the key aspects:

### Research:

- Uses online tools like ancestry.com, newspaper.com, and find-a-grave for family and individual stories.
- Conducts interviews with families and individuals to gather personal recollections and history.
- Collaborates with other historical groups and museums to enhance individual stories.
- Seeks recollections from past and current Chapel members and friends to expand the historical knowledge base.

### Records:

- Obtains copies of historical records, including birth certificates, marriage and separation records, census records, newspaper articles, obituaries, and death certificates.
- Obtains photographic records of families and individuals, including group photographs at significant life events.
- Uploads copies of all documents to the ChapelCemetery.org Repository.

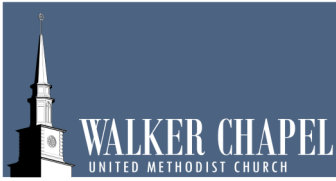
### The Wall of Memories:

- Organizes the Wall of Memories for different media and categories of documentation.
- Supports family and individual subscriptions to the Wall of Memories information base.
- Receives, evaluates, and uploads documentation to the Wall of Memories online archives.
- Updates cemetery records to reflect properties, dates, events, and relationships related to those resting in the cemetery.

### Staffing:

- Jane Doe is the Cemetery's Archivist and Ancestry Team leader.
- Larry Danforth provides technical assistance with the Repository and Wall of Memories
- Ruth Haubert manages subscriptions and renewals to the Wall of Memories.

The Ancestry Team fulfills a crucial role in preserving and sharing the rich heritage of the families and individuals in the Walker Chapel Historic Cemetery. Their efforts to engage with families, collaborate with other institutions, and maintain a comprehensive online repository contribute to the meaningful documentation of the cemetery's history.



## THE PRESERVATION & MAINTENANCE TEAM

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The Preservation & Maintenance (P&M) Team is crucial in ensuring the longevity, aesthetics, and safety of the cemetery. Here's a summary of the key activities they undertake:

### **Stone Repair:**

- Involves lifting and repositioning stones to address sinking and tilting.
- Utilizes hydraulic lifts, steel levers, and installs new concrete footings with re-bar.

### **Stone Maintenance:**

- Focuses on cleaning headstones and footstones soiled by environmental factors like soot, dirt, acid rain, and mold.

### **Tree Care:**

- Involves regular trimming of trees and shrubs to remove dead wood and ensure the health of vegetation.

### **Invasive Plants:**

- Addresses the threat of invasive species, especially those climbing trees.
- Requires constant cutting away of plants like English Ivy to prevent damage to trees.

### **Painting:**

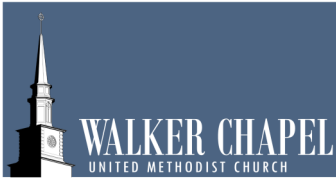
- Involves periodic repainting of painted brick surfaces (entrance, administration building) and iron railings.

### **Concrete Repair:**

- Includes maintenance of the stone and mortar retaining wall through re-pointing to address cracks.
- Addresses wear and tear on colored concrete blocks in the columbaria area, with necessary

### **Lawncare:**

- Commercial lawncare company (Andy's Landscape and Lawncare) is responsible for grass cutting, trimming around stones, weeding, and mulching.
- P&M Team contributes by reseeding the grounds with quality seed and starter fertilizer to improve the overall turf quality over time.



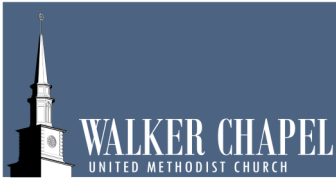
## THE PRESERVATION & MAINTENANCE TEAM

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### **Staffing:**

- John Doe leads the P&M Team.
- John Smith cares for the trees and invasive plant removal.
- Sam Smith works on preserving and repairing the stones and concrete surfaces.
- Contractors are used for painting and lawncare.
- Volunteers are used throughout the cemetery.

The P&M Team plays a crucial role in preserving the historical and aesthetic value of the Walker Chapel Historic Cemetery, ensuring it remains a peaceful and beautiful resting place for those laid to rest.



## THE CEMETERY IMPROVEMENTS & CONSTRUCTION TEAM

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The Improvements & Construction Team at Walker Chapel Historic Cemetery operates with a structured and collaborative approach, involving various professionals and stakeholders in each

### **Project Formation and Duration:**

- Task Teams are formed for specific projects with a clear start and end date.
- No permanent commitments are made, allowing flexibility for team members.
- Goals are defined for each project.

### **Project Scale and Diversity:**

- Projects vary in scale, with some being significant and requiring a wide range of skills and professions.

### **Responsibilities and Expertise:**

- The work involves design expertise, engineering plans, architectural oversight, permit control, and construction experience.
- Financial experience is required to stay on budget
- Project Management experience is required to stay on schedule.

### **Example Projects:**

- Notable projects include the first phase of the Historic Cemetery Project, which cost \$1.5 million and spanned several years and many construction disciplines.
- A smaller project involves constructing a ramp at the front of the cemetery for accessibility.

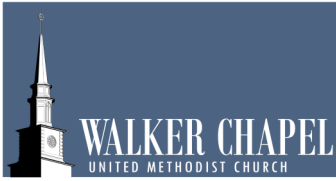
### **Design Team:**

- Collaborates with designers on future improvements.
- Composition varies based on the nature of the project, including the Pastor and Chapel

### **Engineering Services:**

- Projects requiring permits involve a range of engineering services such as land surveys, environmental considerations, and detailed construction plans.
- Project plans are required for Arlington County Building Permits.





## THE CEMETERY IMPROVEMENTS & CONSTRUCTION TEAM

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### **Architectural Oversight:**

- Architects play a crucial role in transforming building designs into reality, ensuring functionality, safety, and creative vision.
- They collaborate with engineers and oversee the construction phase.

### **County Approval Process:**

- Walker Chapel is an Arlington County Local Historic District.
- The Historical Affairs and Landmark Review Board (HALRB) and Design Review Committee (DRC) play key roles in the approval process through a Certificate of Appropriateness (CoA).

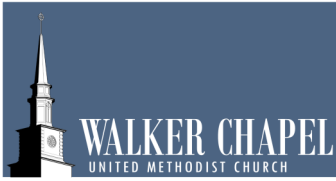
### **Construction Project Management:**

- Involves collaboration with commercial contractors, lead contractors, and subcontractors.

### **Steering Group:**

- The Steering Group, consisting of the Pastor, Chair of the Trustees, and Cemetery Manager, appoints the staff for the Task Team.
- Active involvement during the project for decision-making and approving changes.

This structured approach ensures that each project at Walker Chapel Historic Cemetery is well-planned, executed efficiently, and meets the necessary standards and approvals.



## THE CEMETERY COMMUNICATIONS TEAM

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The Cemetery Communications Team is a member of the Walker Chapel Communications Team and is dedicated to employing a comprehensive and contemporary approaches to communicate and engage with the community on the use of the Columbaria at the Walker Chapel Historic Cemetery. Below are some of the activities and goals of the Team:

### **Social Media Integration:**

- Utilize Facebook and Instagram for seamless advertising and engagement. Cross-promote content between these platforms to maximize reach.
- Ensure that the content shared on these platforms aligns with the cemetery's branding and messaging strategy.
- Leverage the analytics provided by Facebooks and Instagram Business Account to gain insights into audience behavior. Use these analytics to refine content and advertising strategies for better engagement.
- Update the social media pages with engaging content, including photos, videos, and information about cemetery services and events.

### **Website Management:**

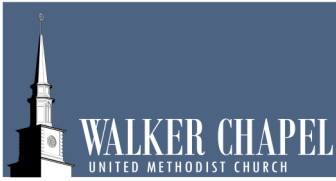
- Update and optimize the ChapelCemetery.org website at DreamHost.com with relevant and engaging content.
- Use WordPress with the Divi Theme for managing the cemetery's website.
- Regularly update content and ensure that the website is user-friendly and visually appealing.
- Continue using third-party plugins like MonsterInsights, UpdraftPlus, Yoast SEO, Akismet, wpForms, and wpMIS for analytics, security, SEO, spam prevention, and database management.

### **Neighborhood Associations and NextDoor.com:**

- Strengthen relationships with neighborhood associations, local press, and content providers.
- Actively provide press releases for publication.
- Leverage platforms like NextDoor.com to share information relevant to the local community.
- Ensure that the team abides by the rules and guidelines of these platforms to maintain a positive presence.

### **Events and Collaborations:**

- Collaborate with other Walker Chapel Ministry Teams for events to build community engagement.
- Ensure that promotional efforts for events are consistent across all communication channels.
- Consider live-streaming events or creating event pages on social media to reach a wider audience, especially for significant events like the Annual Easter Egg Hunt and Easter Sunrise Service.



## THE CEMETERY COMMUNICATIONS TEAM

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### Newsletter:

- Evaluate the effectiveness of the newsletter distribution and whether it aligns with current communication trends.
- Use the Walker Chapel Notes as a means to communicate short messages to the congregation.
- Consider transitioning to more interactive and targeted communication methods like email campaigns, blog posts and social media advertising.

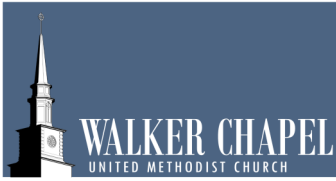
### General Approach:

- Acknowledge the complexity of the task and the need for professional advice. Consider bringing in communication professionals to provide insights, training, and assistance in developing effective messaging strategies.
- Coordinate with the Walker Chapel Communications Team to maintain consistency in branding and messaging and to avoid overwhelming the community with conflicting information.
- Monitor the performance of communication efforts across various platforms. Adapt strategies based on feedback, analytics, and changing community dynamics..
- Regularly update all content on all platforms with relevant information and SEO keywords to improve visibility in search results.

### Staffing:

- Jane Doe leads the Communications Team.
- Teer Hardy assists as an Advisor and link to the overall Walker Chapel Communication strategy.
- Larry Danforth assists as the graphics and computer system administrator and the administrator and webmaster of ChapelCemetery.org.
- Volunteers as editors, as content providers and for ideas on improving communications.

By continuously evaluating and adapting your communication strategies, the Cemetery Communications Team can effectively engage with the community and convey the message about the historic cemetery in a contemporary and appealing manner.



## THE CEMETERY FUNDRAISING TEAM

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The Fundraising Team has outlined a variety of ways for individuals to contribute to the Walker Chapel Historic Cemetery. There are many options and it the task of the Fundraising Team to determine the options to be used by Walker Chapel, what professional financial expertise is needed to support our fundraising efforts. Here's a summary of the options available:

### **Annual Membership:**

- Join the Friends of the Cemetery by donating \$100 or more annually.
- Receive notifications of events and special member gatherings.

### **Donate Retirement Assets:**

- Individuals aged 70 ½ or older can support the cemetery and receive tax benefits.
- Gifts can be up to \$100,000, directly issued by IRA managers to the cemetery.
- There is no need to itemize as the gift is taken off the top
- The donor pays no taxes on any gains and receive a Qualified Charitable Donation (QCD) letter from the Chapel for tax reporting.

### **Donate Appreciated Stock:**

- Transfer appreciated securities to receive income tax savings and eliminate capital gains taxes.
- Funds are transferred at full face value into chosen cemetery funds.

### **Beneficiary Designations:**

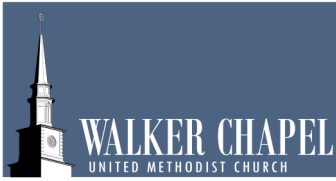
- Many types of financial holding list the beneficiaries upon execution of the holding's instructions.
- Donors may designate the cemetery as a beneficiary on IRAs, retirement plans, life insurance policies, commercial annuities and similar plans.

### **Charitable Remainder Trust:**

- Provide income to individuals for life or up to 20 years from assets given to the trust.
- At the trust term's end, the remaining balance goes to the Chapel Cemetery.

### **Charitable Lead Trust:**

- Transfer assets to a trust making payments to the cemetery for a specific period.
- After the term, the remaining trust passes to chosen family or beneficiaries.



## THE CEMETERY FUNDRAISING TEAM

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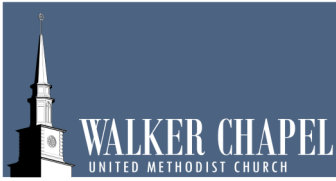
### **Other Options:**

- Charitable Gift Annuity: Donor receives annual payments for life, with the remainder going to the cemetery upon death.
- Gift of Life Insurance: A beneficiary designation passing funds to the cemetery for future generations.
- Endowment Gifts: Invested by the cemetery, with annual income used for care, ensuring continual support.
- Memorials and Tribute Gifts: Named gifts for general support or designated purposes/

### **Staffing:**

- Jane Doe as Chief Rainmaker and team leader.
- John Doe as consultant with the United Methodist Fund.
- Additional Legal or Investment assistance may be authorized as required.

These diverse options allow donors to choose the method that best aligns with their preferences and financial goals while contributing to the long-term support and care of the Walker Chapel Historic Cemetery.



## CEMETERY INFORMATION RESOURCE MANAGEMENT

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The traditional IT approach has transitioned into managing the information resources rather than just the technology. How information is gathered, saved, safeguarded, analyzed, and communicated can enable the ministry of the Walker Chapel Historic Cemetery. Here are a few of the techniques to be employed:

### **Gathering:**

#### **Cemetery Ministry Team:**

- Utilize contact forms on the website to capture visitor information.
- Implement a CRM system to centralize and organize visitor data.

#### **Finance Team:**

- Integrate donation platforms with CRM for seamless data collection.
- Ensure compliance with data protection laws when handling donor information.

#### **Office Team:**

- Implement a ticketing or inquiry system to efficiently manage phone calls and emails.
- Train staff on data entry standards and best practices.

#### **Social Media Platforms:**

- Implement analytics tools on social platforms to track user engagement.
- Ensure opt-in mechanisms for information downloads to comply with privacy regulations.

### **Saved:**

#### **Data Storage:**

- Implement a robust and centralized data storage system.
- Regularly audit and reconcile data stored in different places.

#### **Data Accessibility:**

- Employ cloud-based solutions for universal access.
- Implement a secure and user-friendly data retrieval system.

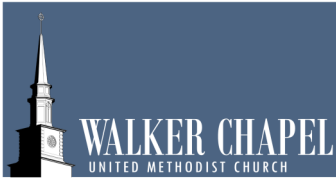
#### **Relationships Between Data:**

- Establish clear data relationships for meaningful insights.
- Consider a relational database management system for structured data.

### **Safeguarded:**

#### **Data Security:**

- Regularly update security protocols and software.
- Conduct regular security training for staff to prevent data breaches.



## CEMETERY INFORMATION RESOURCE MANAGEMENT

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### **Safeguarded continued**

#### **Malware Protection:**

- Utilize a combination of plugins and tools for comprehensive malware protection.
- Monitor and respond promptly to security alerts and reports.

#### **Backups:**

- Implement automated backup systems with regular testing.
- Consider off-site backups for additional security.

#### **Plugins:**

- Regularly update and review the plugins to ensure compatibility and security.
- Limit the use of plugins to essential functionalities.

### **Analyzed:**

#### **Data Analysis:**

- Train staff in data analysis techniques for effective decision-making.
- Utilize business intelligence tools for in-depth analysis.

#### **Website Analytics:**

- Regularly review Google Analytics for insights into user behavior.
- Use data to improve website structure, content, and user experience.

#### **SEO:**

- Regularly update SEO practices to improve website visibility.
- Utilize SEO tools for continuous optimization.

### **Communicated:**

#### **Primary Communication Channels:**

- Ensure the Cemetery's website is user-friendly and regularly updated.
- Use social media platforms strategically for engagement.

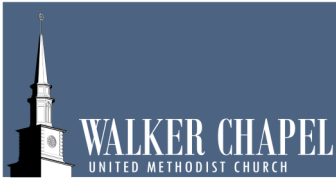
#### **Existing Communication Tools:**

- Integrate existing communication tools with the digital strategy.
- Leverage Chapel Notes to direct the established audience to the online portal.

#### **CRM Integration:**

- Integrate CRM with communication channels for targeted outreach.

Conduct periodic reviews of the information management strategy to adapt to evolving needs and technologies. Provide regular training and awareness programs for staff can enhance the effectiveness of the information resource management team.



## CEMETERY INFORMATION RESOURCE MANAGEMENT

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### Staffing:

- Larry Danforth leads the Cemetery Communications Team
- The Pastor is an advisor to the team
- Additional assistance may be available from the Chapel's Communication Ministry Team

Given the complexity of these technical matters, an experienced computer specialist is required through volunteers or vendor support.