



SLOANE CONSULTING GROUP

Board of Directors
Snyderville Basin Cemetery District
60 N Main Street
P.O. Box 128
Coalville, UT 84017

RE: GJ26-16: Proposal to Provide a Cemetery Business Plan

Dear Members of the Board,

Sloane Consulting Group is pleased to submit our proposal to provide a comprehensive Cemetery Business Plan for the Snyderville Basin Cemetery District. As a fourth-generation family firm with over 40 years of experience, we bring not only deep consulting expertise but also the practical perspective of operators who have managed cemeteries day-to-day. This dual perspective ensures that our recommendations are not only strategic but also actionable and grounded in real-world operations.

We have served more than 500 cemeteries and funeral service organizations across 43 states, ranging from historic nonprofit institutions to large-scale municipal systems. Unlike firms that focus solely on planning or design, our foundation is in operations, developing policies, improving customer service, modernizing financial systems, and ensuring long-term strength. This experience allows us to prioritize solutions that can be implemented immediately while also establishing frameworks for growth decades into the future.

Our proposed work for Snyderville Basin emphasizes both financial viability and operational readiness. We will integrate market analysis, phased capital development, and cash flow planning with detailed operational recommendations—covering rules and regulations, fee structures, financial practices, and customer engagement strategies. The result will be a roadmap that balances community expectations with fiscal responsibility, and that equips the District with clear steps for execution.

We understand the responsibility that comes with creating a public cemetery plan, and our approach will be collaborative and transparent, ensuring that community voices and local priorities shape the final product. Our role is not to deliver a static report, but to provide a living plan of action that positions Snyderville Basin Cemetery as a trusted and enduring resource for the families it serves.

Sincerely,

Stephanie Sloane
Principal
Sloane Consulting Group



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Proposal to Provide a Cemetery Business Plan

Snyderville Basin Cemetery District
Solicitation # GJ26-16

1. Executive Summary

Sloane Consulting Group, in partnership with CivisWorks, is pleased to submit this proposal in response to the Snyderville Basin Cemetery District's Request for Statements of Qualification. Together, we bring unmatched expertise in cemetery business planning, operations, and site development.

Sloane Consulting Group offers over 40 years of national cemetery consulting experience, with more than 500 clients across 43 states. CivisWorks, based in Riverton, Utah, provides deep regional expertise in land planning and landscape architecture, with decades of cemetery and public project experience in Utah and the broader Mountain West.

With this combined team, the District will receive both a comprehensive financial and operational roadmap and technical site planning expertise, ensuring a business plan that is both strategically sound and grounded in the realities of site development.

2. Firm Qualifications & Relevant Experience

Sloane Consulting Group

- Over 500 cemetery and funeral service clients in 43 states.
- Extensive experience developing new cemetery business plans and guiding expansions, including Red Rock Memorial Park (Las Vegas, NV), Queen of Angels Catholic Cemetery (Winter Park, FL), Glen Eden Memorial East (Macomb, MI) and Hillcrest Cemetery (Temple, TX).
- Specialists in financial modeling, operations planning, and stakeholder engagement.

CivisWorks (Greg G. Graham, PLA, Principal / Senior Landscape Architect)

- Utah-based land planning and landscape architecture firm with 28+ years of experience.
- Expertise includes cemetery planning, parks, trails, and site infrastructure.
- Past cemetery projects across the Mountain West and Southwest include master plans, site analysis, irrigation planning, circulation design, and ADA accessibility assessments.
- Provides technical capacity for grading, irrigation, planting design, and construction documents using advanced tools.



3. Proposed Approach to Scope of Work

Our approach is designed to deliver the Snyderville Basin Cemetery District a strategic plan that is both actionable and sustainable. By combining Sloane Consulting Group's national expertise in cemetery operations and finance with CivisWorks' Utah-based planning and design capabilities, we will provide a roadmap that balances community needs, fiscal responsibility, and long-term growth.

3.1 Market Analysis

Sloane Consulting and CivisWorks will begin with a thorough study of the service area to establish a baseline for planning.

- Demographics and mortality trends: Analysis of population growth, age distribution, and projected mortality rates in Summit County, including modeling expected deaths over the next 20–30 years.
- Disposition preferences: Evaluation of current and emerging trends, including burial, cremation, green burial, and natural organic reduction. National benchmarks will be compared with local preferences.
- Competitive landscape: Review of existing cemeteries in the region to identify their pricing, service mix, and capacity. This will reveal gaps and opportunities for the District to differentiate itself.

3.2 Revenue Opportunities

We will shape cemetery offerings to reflect community needs and sustain long-term viability.

- Product mix: Recommendations for offerings such as burial areas, cremation gardens, columbaria, memorial walls, scattering gardens, and green burial sections.
- Merchandise opportunities: Evaluate potential sales of vaults, markers, monuments, benches, and other memorial products. These offerings create an additional revenue stream while allowing families to personalize their choices.
- Pricing strategy: Development of a pricing structure that reflects community affordability while ensuring long-term sustainability.
- Amenity development: Exploration of additional features such as trails, arboretum certification, and memorial programs that provide both revenue and community engagement value. Additionally, explore if co-location of a funeral home is appropriate.

3.3 Capital Planning

Sloane Consulting and CivisWorks will cooperatively handle the technical evaluation of the site to align capital investment with community demand.



- Phase I development: Define the “minimum viable product” for opening, including initial burial sections, access roads, irrigation, and infrastructure, with cost estimates.
- Phased expansion: Recommend sequenced development strategies tied to demand and revenue milestones, minimizing upfront costs while maintaining flexibility.
- Preferred site assessment: Evaluate the overall property to identify opportunities and constraints, ensuring the initial development supports functionality, accessibility, and long-term maintenance.

3.4 Cash Flow Planning

We will create a high-level financial framework that links directly to capital and operational needs:

- Three-year pro forma: Financial projections covering revenues, operating expenses, and capital outlay.
- Best and worst case scenarios
- Alignment with phases: Integration of financial planning with phased capital recommendations for long-term stability.

3.5 Organizational Structure and Operations

Sloane Consulting and CivisWorks will evaluate and recommend an operating model that balances efficiency, accountability, and sustainability for long-term success.

- Operating Structure: Assess the advantages and trade-offs of district employees versus outsourced services, with recommendations tailored to the district’s operational goals and financial capacity.
- Staffing Levels: Analyze workload and service requirements to recommend appropriate staffing, ensuring reliable service delivery while avoiding excess overhead.
- Operational Tools: Provide recommendations on operating software, record-keeping systems, and financial management practices to improve efficiency, accuracy, and transparency.

3.6 Marketing and Sales

We will provide recommendations on how the District can position the new cemetery as a community resource, grounded in municipal best practices.

- Public identity: Guidance on establishing a clear, consistent identity for the cemetery that reflects its role as a public service. Our recommendations will be structured to fit within, and potentially align with, the broader identity of the Snyderville Basin Planning District and Summit County.



- Community engagement: Outreach strategies to build early trust, including partnerships with local funeral providers, faith groups, and civic organizations.
- Sales approach: Recommendations for a community-oriented, municipal sales structure that emphasizes transparency, fairness, and compassion while ensuring the cemetery operates as a sustainable public amenity.

Our structured approach ensures that the District receives not just a report, but a clear, phased roadmap for building and operating a cemetery that is financially sustainable, operationally sound, and deeply rooted in the needs of the community.

4. Project Team

Stephanie Sloane | Principal, Sloane Consulting Group

Stephanie brings more than a decade of leadership experience in non-profit management services, specializing in cemetery management nationwide. She has a proven track record of leveraging analytics and data to help organizations understand customer needs and build sustainable, adaptable business processes.

Her expertise includes master planning for municipalities, financial modeling, perpetual care studies, and cemetery development. She has also successfully led large capital projects and budget development initiatives, as well as automation projects such as full ERP implementations and consulting engagements focused on accounting efficiencies, sales process optimization, and financial transparency.

She holds an MBA from Santa Clara University, along with undergraduate degrees in Philosophy and Economics. Stephanie is also certified in Lean Six Sigma from Villanova University, a framework she has applied extensively to improve efficiency across multiple organizations.

Greg Graham, ASLA | President, CivisWorks Group

With three decades of diversified experience, Greg has managed cemetery, park, and trail projects across Utah, Nevada, Arizona, New York, Washington, and Texas. An experienced project manager, he specializes in site analysis, master planning, construction documentation, cost estimating, and construction management.

Greg is proficient in Land F/X and AutoCAD Civil 3D BIM software, which he uses to develop comprehensive grading, irrigation, planting, and construction plans, as well as SWPP and bid-ready construction details.

William Sloane | Principal, Sloane Consulting Group

Will Sloane joined the firm in 2012 after working for the global consulting firm SAIC. He is a graduate of Emory University with degrees in Environmental Studies and History.



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At Sloane Consulting, Will has specialized in the management and operations of historic and municipal cemeteries, leading both administrative and operations teams. His focus is on driving sustainable growth while ensuring organizations remain responsive to their communities.

His expertise includes personnel management, financial management, budgeting, fundraising, and capital project oversight. He has also led innovative community partnership initiatives, connecting cemeteries with museums, historical societies, botanical gardens, and educational groups to enhance relevance and engagement.

Lawrence F. Sloane | Senior Advisor, Sloane Consulting Group

Larry Sloane, the firm's founder and President, is a fourth-generation cemeterian with a unique blend of experience as a hands-on cemetery manager, public sector administrator, and consultant.

After graduating from Syracuse University, Larry served as Administrator and Sales Manager at Oakwood Cemeteries in Syracuse, NY, overseeing a diverse portfolio of historic and religious cemeteries. He also served as Director of Operations for two New York State Senate committees, gaining extensive public affairs and policy experience.

Since founding LF Sloane Consulting in 1981, Larry has advised cemetery and funeral home clients nationwide for more than three decades. He has served as President of the New York State Association of Cemeteries (NYSAC), presented at numerous national and regional industry conferences, and chaired the ICCFA Committee on State Associations and Legislation.

Larry is known for developing innovative solutions in response to industry change, including shared services agreements and 501(c)(3) parallel foundation models, which he has implemented for clients across the country.

5. Schedule

We anticipate project completion within 120-150 days of contract execution, including site visits, stakeholder interviews, draft deliverables, and a final comprehensive report. We are envisioning no more than two site visits during the process.

5. Fee Schedule

Sloane Consulting Group proposes to undertake this engagement for a fixed fee of \$20,000. This fee is inclusive of all travel and customary business expenses. The total project fee will be invoiced upon completion of the engagement.

Any additional services requested that fall outside the agreed-upon scope of work will be quoted separately and undertaken only with prior written approval from both parties.



6. References

Fred Wacker

President of the Board of Trustees
Graceland Cemetery
(847) 742-5328
redinjun@comcast.net

Graceland Cemetery is a historic, non-profit cemetery located just north of Wrigley Field in Chicago. Our firm has advised the Board of Trustees since 1993, working to grow their endowment for their eventual dormancy, overseeing significant capital projects and increasingly bringing the community into the cemetery. As a

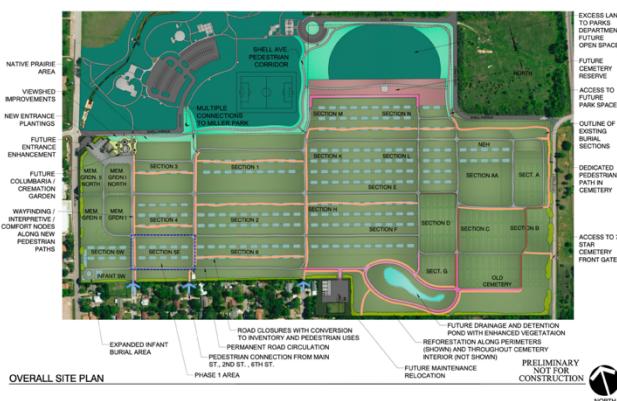
significant urban greenspace, we believe it is important to offer opportunities for the surrounding community to be a part of the great history and environmental features of the cemetery. Additionally, we worked to secure the cemetery's certification as an arboretum which has increased the cemetery's profile. We now have multiple public tours related to the trees and history of the cemetery. This was all made possible by careful management strategies to increase Graceland's endowment to a point where they can transition to dormancy at any point, knowing that they will be able to support the operation through investment income while maintaining the principal. We recently completed a multi-million-dollar redesign of the cemetery entrance, rejuvenating the site and furthering the Trustees' vision of having Graceland be a welcoming, community space.



Kevin Beavers

Director
Parks and Recreation Department
City of Temple, Texas
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kbeavers@templetexas.gov

Sloane Consulting Group and Civisworks partnered in the development of a master plan for the City's municipal cemetery, Hillcrest Cemetery. The 69-acre cemetery serves the residents of the City of Temple as well as the surrounding community. The master plan centers the cemetery as a vital community asset that is the connective tissue for a 120+ acre green open space and passive recreation corridor. In addition, to exploring pedestrian and vehicular circulation, the plan leverages the history, monumental art, and unique natural habitats within the cemetery for public consumption. While exploring these uses, it was also imperative to ensure that there is sufficient burial and cremation inventory



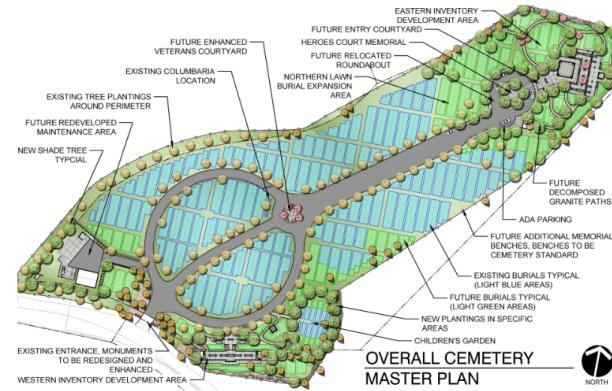


for generations to come. This inventory also needs to support changing disposition preferences, particularly the increased prevalence of cremation as well future demands such as green burial alternatives.

Wendy Parker

Parks Superintendent
Community Services – Parks
Los Alamos County, New Mexico
505-663-1771
wendy.parker@lacnm.us

Sloane Consulting Group, in partnership with CivisWorks, prepared the Guaje Pines Cemetery Master Plan for Los Alamos County. The plan, pending approval by the Los Alamos County Council in October 2025 (following recommendation by the Parks & Recreation Board in September), establishes a roadmap for both cemetery development and day-to-day operational improvements.



In addition to site planning and phased development recommendations, the plan addresses critical operating elements such as policies and procedures, financial sustainability, fee structure, and customer service protocols. These operational strategies are designed to ensure the cemetery remains responsive to community needs while maintaining efficiency and transparency. Together with recommendations for circulation, accessibility, and future capacity, the plan provides Los Alamos County with a comprehensive framework to guide both near-term operations and long-term growth.

6. Sample Work Product

Sample work products are available via the Google Drive link below. If you prefer an alternate submission method, please let us know.

Drive Link:

https://drive.google.com/drive/folders/1qAVCsmQl_TRCeWti2fzda0ztkHEcj47r?usp=sharing

Included Materials:

- Guaje Pines (Los Alamos County, NM): Master Plan and Parks Board Presentation
- Hillcrest Cemetery (Temple, TX): Master Plan and Executive Summary
- Ferncliff Cemetery (Springfield, OH): Master Plan
- Greenmount Cemetery (Wendell, NC): Master Plan



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7. Conclusion

The Snyderville Basin Cemetery District requires a partner who can balance financial sustainability, operational readiness, and site-specific development planning. By combining Sloane Consulting Group's nationally recognized business and operational expertise with CivisWorks' Utah-based landscape architecture and site planning leadership, we will deliver a practical, innovative, and community-supported business plan.

We look forward to the opportunity to support the District in building a cemetery that serves residents for generations to come.