

OCA Journal

January 2023 | Volume 13 | Issue 1
Publication of the Ohio Cemetery Association

Outgoing President's Message

Another year has flown by as things continue to return to normal after the crazy COVID19 Pandemic. We are clearly not out of the woods economically but many of the supply chain issues seem to be improving. Our interments have leveled off giving us some much needed breathing room. The labor market is still tight but applications and interviews have increased.



The Association has also benefited from some sense of normalcy and had a productive year with our conventions, maintenance seminars and even some legislative wins. The Annual was well attended and we had some great content. Thanks to all of the suppliers and speakers who attended and contributed to a successful event. Though I was unable to attend, I heard great things about the Fall Maintenance Seminar and would like to thank Dan Applegate and his crew at Arlington Memorial Gardens and Funeral Home for hosting the seminar.

We are looking forward to next year's events beginning with the Awards Banquet in February, a potential joint event in April with the Catholic Cemeteries of Ohio, of course the Annual Conference in late July and the Fall Maintenance Seminar. If you have never attended these events I strongly encourage you to pick one to attend. The information is great, but the networking and sharing of ideas is even better! Thank you for the opportunity to serve as President of this long standing association and I look forward to seeing you again, or meeting you for the first time.

Kirk Roberts OCA President — 2022

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OCA
OHIO
CEMETERY
ASSOCIATION
Caring professionals
moving forward
together

Incoming President's Message

Happy 2023 everyone! I hope that the holidays were a blessing for your family and everyone is excited for the New Year! I just wanted to take a brief moment to thank the OCA for the opportunity to serve as the President for 2023. When Jan asked me to join the board in 2019, I never imagined that I would be the President of this organization one day, for which I am humbled. If there is anything that you need from the OCA in 2023, please do not hesitate to reach out. I would also like to thank Kirk Roberts for all of his hard work and efforts in leading the OCA last year.



As we slowly emerge from the COVID 19 pandemic, and all the struggles that has brought our individual operations, I would like to encourage everyone to be as involved as possible in the OCA. If you would like to help organize events, speak at a conference, or simply attend our events, we are only as vibrant as our participants. I know that Jan Burrowes works very hard to let us know about upcoming sales conferences, field days, and our flagship annual conference. Please, if you are able, make a special effort this year to attend as many OCA events as possible; this will only make our conference stronger and benefit our membership.

The newest effort of the OCA that I would like to announce is a quarterly Zoom conference for our members, very similar to the Catholic Cemetery Conference's Conversation 365. This will be an open format discussion where members will be able to submit questions, and hopefully, our membership will be able to provide some candid feedback. Get your questions ready and join us for a discussion; our first session will be in mid March and the OCA will be sending out more information in February.

Again, thank you for the opportunity to serve the OCA and have a wonderful 2023!

Scott Wright, M.Div., CCCE

Community Outreach Director, Calvary Cemetery

President, Ohio Cemetery Association

Secretary/ Treasurer, Catholic Cemeteries of Ohio

scottw@ccadayton.org

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Update From Sedgwick



Cost containment matters - Here's why

As most employers know, the financial and emotional impact of a work-related employee injury can be significant. While the primary goal is to ensure the injured worker receives appropriate care, minimizing the costs associated with the accident should also be a focus for employers.

In Ohio, there are three primary cost containment options for employers – Settlement, Handicap Reimbursement and Subrogation/No Fault Motor Vehicle Accident (MVA). Sedgwick is the industry leader in successfully employing these options.

Significant premium savings is available to employers through these cost containment initiatives; however, the injured employee does not see a reduction in their benefits when the cost containment options are utilized.

We utilize leading measures and predictive cost containment to help Ohio employers contain costs and lower premiums. When a claim occurs, Sedgwick is ready to apply cost containment strategies to quickly resolve the claim, resulting in cost savings for the employer.

Sedgwick has a dedicated cost containment team that solely focuses on achieving significant cost savings for our clients through Settlements, Handicap Reimbursements and Subrogation/MVA. Our efforts have resulted in massive cost reductions for not only the individual employer, but for all employers participating in group retrospective rating.

Two recent success stories by the Sedgwick cost containment team resulted in savings of close to \$1 million.

In one case, Sedgwick was able to secure a 100% write off through subrogation/MVA on a maximum value claim, impacting a group retro program, with reserves set at over \$1 million. Not only does this victory result in premium savings for our client but it also means the refund potential for that group retro program just increased by at least \$500,000.

The second case involved a death claim with close to \$300,000 in costs. Our cost containment team was able to secure a 100% handicap reimbursement, once again resulting in savings for our client and a refund potential for the group retro program of close to \$300,000.

Sedgwick is honored to partner with all of our clients on successfully managing their workers' compensation programs. Our early, proactive cost containment strategies will continue to be an ongoing priority toward achieving the best outcomes for our clients and their injured workers.

If you have any questions, contact our Sedgwick program manager, Rejeana Woolum-Napier, at (614) 359-2403 or rejeana.woolum-napier@sedgwick.com.

Update From Sedgwick continued from page 3.

OSHA & PERRP Recordkeeping

OSHA and PERRP recordkeeping logs, summary and online reporting are due soon, if you are required to do so.

Recordkeeping may seem like a daunting task, but it can be simplified by breaking it down into the following steps:

- 1) Private employers must determine if they're exempt from keeping the OSHA Log. All public employers must maintain the PERRP log.
- 2) Download the Recordkeeping forms and instructions and log all injuries for the calendar year that fall under the criteria of 'recordable'. Not all injury claims will be recordable.
- 3) Submit your summary information annually unless your organization is exempt.

Now, let's take a look at each step in a little more detail.

Exemptions

OSHA - There are two exemptions from keeping the OSHA 300 Log.

- Companies with 10 or fewer employees at all times during the calendar year. The only exception to this is if you are specifically requested by OSHA, the Bureau of Labor Statistics (BLS) or another agency to keep a log. If you receive a request, do not ignore it.
- The other exemption is for establishments classified in certain low-hazard industries. You will need your NAICS number and check it against the list of "Partially Exempt Industries" at: <https://www.osha.gov/recordkeeping/presentations/exempttable>.

PERRP - There are no exemptions for public employers for keeping and maintaining the PERRP Log. All public employers are required to keep the Log.

*Remember whether you are a private or public employer you must report to OSHA or PERRP, as applicable, any workplace incident that results in a fatality, in-patient hospitalization, amputation or loss of an eye.

Reporting Links

- OSHA REPORTING LINK - [Severe Injury Reporting](#)
- PERRP REPORTING LINK - [Severe Injury Reporting](#)

Recordkeeping Logs and Summary Forms

OSHA - If you are required to keep the log, download the Recordkeeping Forms and instructions by clicking on the link: <https://www.osha.gov/sites/default/files/OSHA-RK-Forms-Package.pdf>.

PERRP - Download the recordkeeping instructions by clicking on the link: <https://www.bwc.ohio.gov/downloads/blankpdf/PERRPRecordkeepingforms.pdf>. The log can be downloaded from: <https://www.bwc.ohio.gov/downloads/blankpdf/perrprecordkeepingpackage.xls>.

When your PERRP or OSHA log is complete for the 2022 calendar you will need to have the summary form signed and posted in a conspicuous place for employees to see. Summaries must be posted from February 1st through April 30th.

*Remember only post the PERRP 300AP Summary or the OSHA 300A Summary and not the injury log.

Ohio Cemetery Association Awards Night

"On behalf of the OCA, we would like to invite you and your staff to our "annual" awards. This is something that we have not had in many years due to COVID, but would like to re-launch this year. Many of us from the OCA, myself included, have not attended our awards in person due to the pandemic and are looking forward to this opportunity to get together for a special evening of recognition information}. We would especially like to recognize special staff, rookies, and employee of the year.



I hope to see everyone in February

Scott Wright, M.Div., CCCE
Community Outreach Director
Calvary Cemetery
OCA President (2023)
(937) 293-1221
scottw@ccadayton.or



SATURDAY, FEBRUARY 18, 2023
EMBASSY SUITES HOTEL
2700 CORPORATE EXCHANGE DRIVE - COLUMBUS, OHIO

RECEPTION 6:00
DINNER 7:00
AWARDS PRESENTATION 8:00
ENTERTAINMENT-CINCINNATI CIRCUS
"FABULOUS FEUD" 9:00-10:00



REGISTRATION FORM

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OCA AWARDS DINNER

SALES/ROOKIES/EMPLOYEES AWARDS FOR 2022

EMBASSY SUITES – COLUMBUS
2700 Corporate Exchange Drive

SATURDAY FEBRUARY 18, 2023

AWARDS RECEPTION/DINNER (PER PERSON) \$ 85.00

HOTEL REGISTRATION CUTOFF DATE IS FEBRUARY 10, 2023

HOTEL INFORMATION:

Rooms have been set-aside at a special discounted rate of \$146.88 (tax included)

Room Reservations must be secured no later than February 10, 2023 for this special rate.

Call the hotel direct at (614) 890-8600 OR the Hilton Reservation # at (800) 220 9219 and request OCA group rate

Complete registration form on reverse side

OCA AWARDS BANQUET
February 18, 2023

Saturday Evening Reception/Dinner _____ X \$85.00 = \$ _____

Name(s)
Please Print

Company

Address

City/State/Zip

Phone

Fax

Email

HOTEL REGISTRATION CUTOFF DATE IS February 10, 2023
TO RESERVE AT SPECIAL RATES.

Return registration form with check payable to:

219 Webbshaw Drive
Centerville, OH 45458

Ohio Cemetery Association

Please call/email with any questions

Jan Burrowes 937 885 0283 (Office)

937 604 0709 (Cell)

jborrowes5@gmail.com



THE OHIO CEMETERY ASSOCIATION

2022 Rookie Award

RECOGNIZE YOUR ROOKIE:

The definition of a Rookie is: a sales employee who has been with your cemetery for less than twelve (12) months but has had outstanding success (there may be other metrics but total sales volume is always a place to start).

Name of Rookie: _____ (Please print)

(Please submit a separate sheet to tell us why you've chosen this person as your Rookie)

2022 Special Employee Award

RECOGNIZE YOUR SPECIAL EMPLOYEE!

This award goes to an employee, perhaps an administrative or grounds employee, who has exceeded expectations and has performed admirably for the past year.

Cemetery: _____ (Please print)

Our Special Employee is: _____ (Please print)

(Please submit a separate sheet explaining why you are recognizing this employee)

AWARD FORMS MUST BE SUBMITTED NO LATER THAN FEBRUARY 1, 2023

**SUBMIT TO: THE OHIO CEMETERY ASSOCIATION 219 WEBBSHAW DRIVE • CENTERVILLE,
OHIO 45458**

jburrowes5@gmail.com



THE OHIO CEMETERY ASSOCIATION

RECOGNITION AWARD CRITERIA

Rookie Award

This award is designed to provide recognition to those Sales Professionals who have less than one (1) year of experience but who have provided outstanding service and/or produced extraordinary sales volume.

(It is important to recognize new sales professionals who are succeeding)

Special Employee Award

This award is for an employee at your cemetery who is deserving of recognition for achievement and outstanding performance during the past year. This might be a sales employee or an employee such as an office manager, administrative staff member or grounds staff member who has provided outstanding service.



THE OHIO CEMETERY ASSOCIATION

SALES AWARD CRITERIA FOR 2022

2022 Minimum Volume Production for Sales Professionals

\$225,000.00 is the minimum qualifying volume consisting of the following sales components: Mausoleum; Lawn Crypts; Niches; Ground Spaces; Vaults; Markers/Monuments/Memorials; Chapel Vaults; Caskets; Urns; Openings & Closings; Funeral Services. At-Need Merchandise also will count toward minimum production.

Sales Categories - All Categories are based on Average Sales

Category #1 • Average Sale of \$1.00 - \$2,500.00

Category #2 • Average Sale of \$2,501.00 and Greater

Category #3 • Average Sale Includes 25% or More From At-Need Sales Volume

Category #4 • Average Sale Includes 25% or More From Funeral Services/Funeral Merchandise Sales Volume

Award Winners

Cemetery: _____ City: _____

(Instructions: Please print information and include the appropriate category #)

Name of Sales Manager _____ email _____

| Name: | Category: | Total Volume: | Average Sale: |
|-----------|-----------|---------------|---------------|
| 1. _____ | _____ | \$ _____ | \$ _____ |
| 2. _____ | _____ | \$ _____ | \$ _____ |
| 3. _____ | _____ | \$ _____ | \$ _____ |
| 4. _____ | _____ | \$ _____ | \$ _____ |
| 5. _____ | _____ | \$ _____ | \$ _____ |
| 6. _____ | _____ | \$ _____ | \$ _____ |
| 7. _____ | _____ | \$ _____ | \$ _____ |
| 8. _____ | _____ | \$ _____ | \$ _____ |
| 9. _____ | _____ | \$ _____ | \$ _____ |
| 10. _____ | _____ | \$ _____ | \$ _____ |

PLEASE SUBMIT BY FEBRUARY 1, 2023 To: The Ohio Cemetery Association
219 Webbshaw Drive Centerville, Ohio 45458 • jburrowes5@gmail.com

Annual Convention

July 31 - August 1,2 2023

Hilton Garden Inn
Miamisburg (Dayton)

Golf - July 31, 2023

Location: Tbd

Field Day - August 1, 2023

Dayton Memorial Park (100th Year Anniversary)

Host: Mark Davis



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The collage features three distinct granite monuments. On the left is a large, detailed angel statue seated on a base. In the center is a classical-style monument with a pediment and columns, topped with the name 'BAGNOLI'. On the right is a modern, rectangular monument with a textured surface.

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(Rainer Maria Rilke)

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Welcome on Board

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Jordan Weaver



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www.hollandsupplyinc.com



My name is Jordan Weaver and I am the Sales & Marketing Manager for Holland Supply. I have been with Holland Supply for over 7 years working directly with Cemeterians, Funeral Directors, and many others in the industry. I was born and raised in Holland, MI. I have been married to my wife Hannah for 8 years. We have two kids, Georgia (6), and Dean (4). With any free time, I enjoy spending time with family, golfing, playing and watching sports, and coaching our kids' sports teams.



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AMANDA THORESON

GENERAL MANAGER OF ROSELAWN CEMETERY



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Lakeview - Cleveland



Riverside - Troy

Ohio Dept Of Commerce Offers Cemetery Grant Program

For Immediate Release

Oct. 19, 2022

Contact: Brandon Klein

614-359-6665

Brandon.Klein@com.ohio.gov

Ohio Cemeteries Receive Funds for Maintenance and Training

Ohio Department of Commerce awards \$104,000 to assist nonprofit cemeteries

COLUMBUS, Ohio – The Ohio Department of Commerce's Division of Real Estate & Professional Licensing awarded \$104,000 in grants to 44 Ohio cemeteries through the Fiscal Year 2023 Cemetery Grant Fund.

The Division registers more than 4,100 cemeteries in the state and administers the Ohio Cemetery Dispute Resolution Commission which assists in resolving complaints against registered cemeteries through mediation and conciliation.

"This is the fourth year the Division has awarded the grant for registered nonprofit cemeteries, which can be used for exceptional maintenance of their grounds or training of their personnel," Division Supt. Daphne Hawk said. "We are honored to provide funds to help Ohio's cemeteries improve recordkeeping, restore monuments, repair fencing, and improve signage."

The grant is funded by \$1 of every \$2.50 from burial permit fees received by the Division. Cemeteries that applied and did not receive funding this year are encouraged to apply again next year.

Grants were awarded this year to cemeteries in 32 Ohio counties. A full list of 2022 Cemetery Grant recipients is below.

For more information about how the Division works with Ohio cemeteries visit com.ohio.gov/real.

Cemetery Grant Program xontinued from page 15.

| Operator Name | Cemetery Name | County | Amount | Type of Project |
|--|------------------------------------|------------|-------------|--|
| Wayne Township Trustees | Cherry Fork Cemetery | Adams | \$ 2,500.00 | repair and reset monuments |
| Clear Creek Township | Savannah Cemetery | Ashland | \$ 2,500.00 | repair and reset monuments |
| Harpersfield Township | Cork Cemetery | Ashtabula | \$ 1,000.00 | repair and reset monuments |
| Williamsfield Township | Williamsfield Center Cemetery | Ashtabula | \$ 2,000.00 | tree removal and tree trimming |
| Village of Mt. Orab | Mt. Orab Cemetery | Brown | \$ 2,229.82 | remove and trim trees |
| Jefferson Township - Brown County | Linwood Cemetery | Brown | \$ 2,500.00 | repair and reset monuments |
| Jefferson Township | Jefferson Township IOOF | Clinton | \$ 2,500.00 | repair and seal the driveway |
| Village of Leetonia | Oakdale Cemetery | Columbiana | \$ 2,500.00 | install cemetery street and section signs and add a cemetery information kiosk |
| Franklin Township | Franklin Township Cemetery | Coshocton | \$ 625.00 | repair and reset monuments |
| City of Euclid | Euclid Municipal Cemetery | Cuyahoga | \$ 2,500.00 | purchase a steel tripod |
| The City of Brecksville | Brecksville Cemetery | Cuyahoga | \$ 2,419.10 | train city cemetery employees on cemetery maintenance and preservation |
| St. Theodosius Orthodox Christian Catl | St. Theodosius Russian Orthodox Ce | Cuyahoga | \$ 2,500.00 | repair and reset monuments |
| Porter Township, Delaware County, OH | Stark Cemetery | Delaware | \$ 2,500.00 | cemetery survey and mapping |
| Margaretta Township | Venice Cemetery | Erie | \$ 2,500.00 | repair and reset monuments |
| Sand Hill Cemetery Association | Sand Hill Cemetery Association | Erie | \$ 2,500.00 | repair and reset monuments |
| Montville Township | Montville Cemetery | Geauga | \$ 1,000.00 | repair the original vault building |
| Cedarville Township | Cedarville North Cemetery | Greene | \$ 2,500.00 | upgrade to cemetery records software |
| Jewish Cemeteries of Greater Cincinna | Kneseth Israel Cemetery | Hamilton | \$ 2,500.00 | begin phase 2 of restoring the historic wrought iron fence |
| Washington Township Trustees | Washington Cemetery | Hardin | \$ 2,500.00 | repair and reset monuments |
| Jackson Township | Bronx Corner | Jackson | \$ 2,500.00 | replace the fence and gates |
| Burlington Township Board of Trustees | Homer Cemetery | Licking | \$ 2,500.00 | repair and reset monuments |
| NEWTON TOWNSHIP, BOARD OF TR | Wilson Cemetery | Licking | \$ 2,500.00 | replace the roof on the cemetery building |
| Village of South Amherst | Evergreen Cemetery | Lorain | \$ 2,500.00 | develop a second entranceway into the cemetery |
| Waterville Township | Whitehouse Cemetery | Lucas | \$ 2,500.00 | tree removal |
| Jackson Township Trustees | Jackson Township Cemetery | Mahoning | \$ 2,500.00 | repair and reset monuments |
| Jefferson Township | Lower Miami Cemetery | Montgomery | \$ 2,500.00 | remove an old falling down building |
| South Bloomfield Township Board of Tr | Hedding M.E. Cemetery | Morrow | \$ 2,500.00 | repair the fence and gates |
| Diocese of Toledo c/o Divine Mercy Pa | Divine Mercy Cemetery | Paulding | \$ 2,500.00 | repair and reset monuments |
| New Holland Corporation | New Holland Union Cemetery | Pickaway | \$ 2,500.00 | repair and reset monuments |
| The City of Aurora | The Aurora Cemetery | Portage | \$ 2,500.00 | upgrade to cemetery records software |
| Washington Township | Zion Cemetery | Preble | \$ 2,500.00 | remove trees and redraw cemetery maps |
| Ottawa Township | Pomeroy Cemetery | Putnam | \$ 2,338.00 | repair four brick columns at the main and side gates |
| Zion Cemetery Board | Zion Cemetery Association | Richland | \$ 2,500.00 | repair and reset monuments |
| Jefferson Township Scioto County | Jacobs Cemetery | Scioto | \$ 2,500.00 | remove trees |
| St. Stephen Church | St. Stephen Cemetery | Trumbull | \$ 2,500.00 | repair and reset monuments |
| City of Niles | Niles City Cemetery | Trumbull | \$ 2,500.00 | install section marker signs |
| Farmington Township | Hillside Cemetery | Trumbull | \$ 2,500.00 | repair and reset monuments |
| Bazetta Township | Hillside Cemetery | Trumbull | \$ 2,388.08 | fix the chapel ramp and update the cemetery rules signs |
| Liberty Township Trustees | Church Hill Cemetery | Trumbull | \$ 2,500.00 | repair and reset monuments |
| Braceville Township | Braceville Cemetery | Trumbull | \$ 2,500.00 | remove trees and repair and reset monuments |
| Waterford Township | Round Bottom Cemetery | Washington | \$ 2,500.00 | installation of a fence |
| Chippewa Township | Maple Grove | Wayne | \$ 2,500.00 | only survey and plot the cemetery |
| Webster Township Trustees | Webster Township Cemetery | Wood | \$ 2,500.00 | install a cemetery information kiosk |
| Montgomery Township | Graham Cemetery | Wood | \$ 2,500.00 | repair retaining walls |

###

*The **Division of Real Estate & Professional Licensing** is part of the Ohio Department of Commerce. The department is Ohio's chief regulatory agency, focused on promoting prosperity and protecting what matters most to Ohioans. We ensure businesses follow the laws that help them create jobs and keep Ohioans safe. To learn more about what we do, visit our website at www.com.ohio.gov*

Articles For Sales Managers & Advisors



Info

Gary O'Sullivan Company (1203)

For the Leader – The dictionary defines effectiveness as producing a strong or desired effect. The role of leadership requires strong results. It's not necessarily the leader's role to do it, but it is always the leader's job to get it done.

What is required for the leader to be effective, to get strong results? This month we will review the five keys that will unlock a leader's ability to get strong results.

For the Sales Team – The purpose of goals is to focus our attention. The mind will not reach toward achievement until it has clear objectives. Goals become a "blueprint" that tells the mind what you want to create.

Now is the time for sales professionals to draft a "blueprint" of what they want to accomplish in 2004. This month we will review the importance of having goals and the key elements for setting them.

Quote for the month:

"People with goals succeed because they know where they're going."

Earl Nightingale

Articles For Sales Managers & Advisors continued from page 17.

FIVE KEYS OF EFFECTIVE LEADERSHIP

It is not the position that makes the leader, a leader; it's the leader that defines the position. There is an endless list of things that a leader must do in their role of leading an organization.

Here are five of the essential traits that are required to be effective as a leader. Focusing on these traits will help leaders strengthen their effectiveness.

The ability to identify and develop future leaders

Be an effective leader by focusing on talent that you can attract to your organization, identifying the potential talent within your organization, and developing leadership skills in others. This is critical to the growth of your organization.

The ability to communicate your mission and vision

No leader can be effective without the ability to communicate the objectives of the organization. The leader not only must be effective at setting the course, they must listen. Communication is two-way process. Leaders must communicate and listen with a daily consistency and sense of purpose.

The ability to delegate

Leaders must be able to delegate. If not, they are not developing people or taking risks, and they are doing things they shouldn't be doing. Leadership is not about how many things a leader can do, it's about their ability to motivate, coach, and get things done through others.

The ability to manage change

In today's dynamic marketplace, change is a required element of business. It is the leadership of the organization that leads, directs, and manages the change process. Helping people understand the need for change and effectively managing the challenges change brings is how leaders move their people, and their organizations, forward.

The ability to exhibit courage

Leadership requires courage. In times of challenge, change, and controversy a leader's courage or lack of it is revealed. Exhibiting courage is not about the use of power or position. It is about resolve and willpower. Having the courage to lead people into an uncertain future, to champion unpopular decisions, and to deal with issues head-on is how leaders get things done.

Articles For Sales Managers & Advisors continued from page 18.

GOALS

Creating Your Way Forward

At the beginning of every day, week, month, and year you have the opportunity to design a “blueprint” of what these time periods will look like. There are more things in our future we will have control over than are beyond our control.

Many people don’t reach their potential simply because they don’t plan. Having a “blueprint” of what is to be accomplished is a principle that works in so many applications of life. Blueprints are created to build buildings, cars, and aircrafts. If it is created, it has a blueprint. This principle applies to building your sales success as well. The principle doesn’t change. The problem is so many people don’t spend the time creating a “blueprint” and then following it every day.

For sales the “blueprint” process is called setting goals. Here are few concepts on the value and power of setting goals. After you review them, consider creating a “blueprint” that will help you build the future you want.

Why set goals?

- They require you to examine what matters most
- They help you to crystallize your thought process
- They tell you what to focus on every day
- They create a healthy tension
- They allow you to break your large objectives into daily manageable tasks
- They give you motivation regarding what you intend to accomplish

What are the qualifications for a goal?

- Realistic
- A stretch
- Have a timeframe for accomplishment
- Be specific
- Be written

How to set goals

- Decide exactly what you want to accomplish
- Ensure it is attainable
- Design a plan (write out what you will do)
- Create an effective feedback system (to measure your results)
- Commit, Believe, Act
- Review your progress on a weekly and a monthly basis
- Make corrections after your review, if needed
- Execute revised plan

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Ohio Cemetery Association

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