

# FOREST LAWN

CEMETERY AND  
CREMATORY GROUP



## PRESIDENT & CEO

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EXECUTIVE CONSULTING



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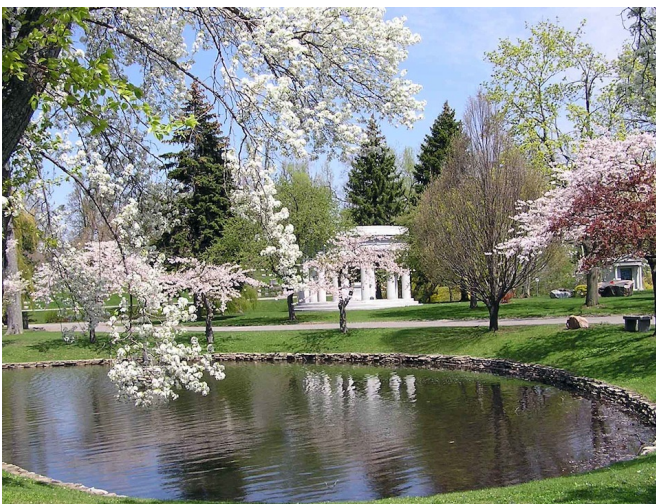
## THE OPPORTUNITY

Forest Lawn Cemetery & Crematory Group is an organization passionately committed to providing caring services to commemorate life, as well as the preservation and restoration of the cemetery and its affiliate's historically significant buildings, landmarks, landscape, and archives. Forest Lawn is the largest cemetery group in Western New York, boasting 669 acres across all affiliated cemeteries, and the Forest Lawn Cremation Company is one of the highest volume crematories in the state.

Forest Lawn Group is currently seeking a new President and CEO whose primary role will be to ensure that this historic treasure and important community asset grows in reputation and value and continues to live on for generations to come. Forest Lawn is committed to attracting a diverse group of candidates from Buffalo-Niagara and across the country.

The CEO will join a highly experienced Senior Leadership Team with extensive knowledge and expertise in the areas of cemetery and cremation operations, management, financial competence and leadership. The successful candidate will have experience working with and/or leading cultural institutions with a focus on art, architecture, nature, and history. They will bring a strategic and visionary leadership style, strong business acumen, a focus on community relationship building in all communities, fundraising, advocacy, and experience leading and developing teams.

The successful CEO will chart the strategic direction of the organization and build the necessary talent, systems, and culture to accomplish organizational objectives. Specifically focusing on creating a place where employees feel valued, resources are available to support the preservation and sustainability of Forest Lawn Group and its entities, and the Western New York Community and beyond is aware of the true magnificence, history, and legacy that Forest Lawn has to offer.



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## POSITION & ORGANIZATION OVERVIEW

Forest Lawn is a not-for-profit 501(c)13 organization that is designated as a New York State & National Registers Historic Places and is regulated by the New York State Division of Cemeteries. As an organization that welcomes all faiths, we operate seven cemeteries and a crematory: Forest Lawn Cemetery in Buffalo, New York; Lakeside Cemetery in Hamburg, New York; St. Matthew's Cemetery in West Seneca, New York; the Williamsville Cemetery and Gethsemane Cemetery – both in Williamsville, New York; Lancaster Rural Cemetery in the Town of Lancaster and Oakwood Cemetery in East Aurora, as well as Buffalo Cremation in Buffalo, New York.

In its 170+ years, Forest Lawn Cemetery has become an enduring chronicle of local history and a cultural landmark. Forest Lawn is interwoven in the fabric of the Buffalo community and as it looks to the future it will be necessary to preserve and promote the heritage, history, legacy, and diversity of this historical landmark.

Our next President and CEO will be an advocate who is dedicated to ensuring Forest Lawn and its entities have the strategy, talent, culture, funding, community recognition and investment necessary to ensure it will achieve Forest Lawn's and the Heritage Foundation's missions prioritizing service, growth, and achieving a contributing presence in the community.

### FOREST LAWN CEMETERY MISSION

The mission of Forest Lawn Cemetery is to provide caring service in the sepulture of human lives in an environment of commemoration of the life lived. Our priorities are service, growth, and achieving a contributing presence to the community which we serve. Our aim is to be the preeminent cemetery in the area of Western New York which we serve, providing facilities and service to its diverse composition and culture.

### FOREST LAWN CEMETERY HERITAGE FOUNDATION MISSION

The mission of the Forest Lawn Heritage Foundation is for the charitable and educational purposes of assisting in the preservation of the natural beauty and historic integrity of Buffalo City Cemetery (known as Forest Lawn Cemetery) in Buffalo, New York, increasing public knowledge, awareness and appreciation of the unique cultural, historic, architectural, and natural resources of the Cemetery.

# POSITION & ORGANIZATION OVERVIEW

## **President & CEO Key Competencies:**

- Senior Leadership in a regulated field and/or cultural institution
- Relationship Building & Diverse Community Leadership
- Strategic & Visionary
- Humble, Supportive & Motivating Leader of Leaders

## **The CEO reports to the Board of Trustees and the Directors of the Heritage Foundation.**

### **Direct reports include the following positions:**

- Vice President of Operations
- Vice President, Treasurer
- Vice President of Information Technology
- Vice President of Crematory Services
- Director of Family Service
- Director of Community Engagement
- CRM Project Manager and Family Service Support
- Mergers Project Manager
- Corporate Secretary
- Marketing/Public Relations Representative

## **Organization Overview:**

- Largest Cemetery in WNY
- Acreage
  - Forest Lawn- 269
  - All Cemeteries- 669
- NYS & National Registers of Historic Places
- Total Revenue - \$10 Million
- Endowment - \$35 Million
- Total employees- approx. 50



**LEARN MORE AT <https://forest-lawn.com/>**



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## RESPONSIBILITIES

### Senior Leadership in a regulated field and/or cultural institution

- Develop strategies to address funding, programming, and compliance matters in a highly regulated environment.
- Establish and oversee innovative programming, education, tours, public outreach etc. to ensure the growth, preservation, and sustainability of Forest Lawn Cemetery and its entities.
- Partner with the VP of Operations to identify and evaluate potential partnerships, mergers or affiliations in line with the vision and strategic direction of the organization.
- Work closely with the Board of Trustees to ensure Forest Lawn's fiduciary and compliance responsibilities are fulfilled in a transparent and responsible manner.

### Relationship Building & Diverse Community Leadership

- The CEO is a steward of the brand as well as the face of Forest Lawn and is, therefore, expected to be visible in all communities across our region and represent the organization in public with state legislators, partners and beyond.
- Works internally to establish respectful and trusting relationships with the Board, Leadership team, and employees.
- Works externally to build relationships in the community, and with the state to establish Forest Lawn as a respectable partner, with an engaged and capable workforce, and vision for growth and sustainability into the future.
  - Key partnerships include: Local and state cemetery leaders, funeral directors, the state cemetery board, arts and cultural experts, enthusiasts and philanthropist, the Buffalo Community, and families of Forest Lawn.
- Collaborates with the Director of Community Engagement to lead fundraising efforts; develops and initiates grant proposals to establish new/innovative programs and funding streams to support the preservation and sustainability of Forest Lawn and its entities.
- Leads the expansion of Forest Lawn's and the Heritage Foundation's fundraising efforts and serves as a critical cultivator and solicitor of donors.
- Represents the organization and functions as a liaison to other agencies and the community.
- Participates in statewide/national meetings and committees.
- Participates in government advocacy activities in both Western New York and Albany, including being up to date on issues/legislation impacting the Agency and engaging in in-person advocacy.

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## RESPONSIBILITIES

### Strategic & Visionary

- The CEO will work closely with the Board of Trustees and Senior Leadership Team to chart the strategic direction of the organization and build the necessary talent, systems, and culture to optimize industry and organizational opportunities.
- The CEO will work with the Senior Leadership Team to identify organizational goals and innovative strategies to ensure that Forest Lawn is successful in growth, sustainability, and cultivating a relationship in the community.
- Fosters and implements change in alignment with the needs of the organization and the future state of the industry.
- Provides day to day leadership related to planning, developing, organizing, implementing, directing, and evaluating the organization's function and performance.
- Creates a vision for the future, develops and operationalizes the strategic plan.
- Stays current regarding the market and business trends that impact Forest Lawn, the industry, and funding.
- Work with the Senior Leadership Team to provide leadership, guidance, continuity and strategic oversight across all organization operations and service lines, to ensure sound operations, support and growth for the organization and employees.
- Demonstrates clear knowledge of laws, regulations, and guidelines within the industry to ensure compliance and that all operations meet regulatory and funding requirements.
- Work with the VP, Treasurer to provide strategic financial leadership on issues affecting the organization i.e. evaluation of potential alliances, funding sources, acquisitions and or mergers and investments.



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## RESPONSIBILITIES

### Humble, Supportive, and Motivating Leader of Leaders

- In collaboration with Senior Leadership Team, the CEO will have a presence and create continuity across Forest Lawns entities.
- Provides transparent and regular communication with constituents at all levels and locations.
- Be an active, empathetic and fully participating listener and advocate for the organization and its people.
- Supervises, coaches, mentors, and collaborates with team to ensure alignment of objectives and understanding of opportunities and challenges.
- Actively understands and stays abreast of the complex realities of the environment and uses this knowledge to provide purpose, direction, and motivation to leaders and staff.
- Operates with the utmost integrity, transparency, and accountability at the Board and staff level.
- Shows respect for the knowledge, effort and time of others.
- Perseveres in the face of individual and team challenges, and kindly offers additional time, knowledge, and resources to support team and organizational success.
- Strives to appreciate and understand team members' strengths, motivations, goals, and values, to provide people with opportunities for learning, development and growth.
- A servant leader who takes a strengths-based approach to development and performance evaluations.
- Works to build a culture that believes in teamwork, collaboration, diversity, support and takes ownership for achieving objectives.



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## QUALIFICATIONS

- Bachelor's Degree with 10 or more years of senior strategic level leadership experience in a regulated industry or cultural non-profit.
- Track record of community and organizational relationships built on mutual trust and respect.
- Strong business, operational and financial acumen and significant experience in strategic planning.
- Proven experience and success with fundraising and resource development as well as an ability to identify innovative and unique approaches to revenue generation.
- Strong staff management experience required, with the ability and interest to work closely with staff members to set and achieve individual and team goals.
- Must demonstrate a high level of emotional intelligence and intellectual curiosity and desire to explore new ideas and innovative approaches to solving problems.
- Inquisitive and humble to learn from an experienced, knowledgeable, strategic & tenured board and leadership team – leaning on experience, but having the confidence to push for initiatives that promote impact and growth for the organization and community.
- Experience with evaluation and integration of mergers & acquisitions and/or strategic partnerships.
- Direct experience in government affairs and legislative advocacy preferred.
- Experience working with diverse populations to create equity and inclusion and achieve common goals.
- Superior communication skills, both oral and written; ability to work effectively with people at all levels of the organization to create buy-in and a sense of teamwork.

[\*\*APPLY HERE\*\*](#)



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## ABOUT THE FOREST LAWN HERITAGE FOUNDATION

The Forest Lawn Heritage Foundation, Inc., is a 501(c)3 organization established in 1992 to assure the preservation and restoration of Forest Lawn's historically significant buildings, landmarks, landscape, and archives, as well as the stories they tell for Western New York, the nation and the world.

The Foundation also helps educate teachers, students and the public about the vast cultural, historical, and natural resources you'll find at Forest Lawn. We offer tours, workshops, lectures, theatrical performances and exhibitions that highlight Forest Lawn's rich history, and remarkable natural and man-made beauty.

The Foundation's plan for Forest Lawn's future capitalizes upon its sedate grandeur, its living history, and its singular place in the life of Western New York. While we remain steadfast in fulfilling our core mission to provide the finest perpetual care for all who rest in peace inside our gates, we envision Forest Lawn among Western New York's greatest public spaces, where people from all walks of life are welcome to stroll, jog, read a book beneath a tree, study their family's past, marvel at a work of art, join a tour, listen to music, hear a lecture or be married in the chapel.

**RICK JAMES**



**DR ROSWELL PARK**



**MILLARD FILLMORE**



**SHIRLEY CHISHOLM**



**JOHN OISHEI**



**RED JACKET**



**MARGARET WENDT**



**WILLIAM BUCHANAN**



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# LIVING IN BUFFALO, NEW YORK



For information on Buffalo, NY, visit <https://www.visitbuffaloniagara.com>



# ABOUT CATAPULT

## CATAPULT'S EXECUTIVE SEARCH TEAM

Stationed at the intersection of Talent and Strategy, Catapult specializes in the human element of business. Co-Presidents, Marsha L. Koelmel and Siobhan C. Smith, lead a team that helps make companies stronger and more effective by weaving the right people and plans together. We'll work with you to create a culture committed to success and a clearly defined path that will lead you there.

### **Marsha L. Koelmel, CPCC | *Co-President***

In her role as Co-President, Marsha Koelmel delivers insight forged by twenty-plus years as an executive in the financial services industry, where she was responsible for developing the talent strategy for a rapidly expanding organization and the integration of multiple acquisitions. At Catapult, clients rely on this in-depth knowledge as Marsha informs their executive searches, cultural and transformational changes, succession planning, leadership development, and strategic planning.



Having devoted her career to the people side of business, Marsha is acutely aware of the impact her work has on people's lives and the impact that people have on the success of the business. The vital nature of this work inspires her to bring her best every day. She ensures that Catapult has the best team in the business and that they are focused on aligning the right leadership,

talent, plan and culture.

Marsha was formerly SVP Human Resources and Organizational Development at First Niagara Financial Group and held various other HR & OD leadership positions in the financial services industry.

Marsha has a bachelor's degree in marketing from Canisius College and obtained her certification in executive coaching from CTL.

### **Paige Gullotti Nero, MSA | *Senior Director- Talent***

Paige Gullotti Nero brings to her role over eight years of experience in leadership development and recruitment. She has built her career by taking on inaugural roles and uses each opportunity to listen, understand and evaluate the needs of the organizations and individuals on her team in order to develop a plan of work and accomplish objectives. She applies this same approach in her role as Senior Director of Talent at Catapult, where she leads executive searches, provides assessments for hiring and development, and fully manages projects, client communications, and logistics.



Paige has an uncanny ability to put herself in the shoes of her clients and cares deeply about providing meaningful results. To accomplish this, she has learned the value of asking the right questions and being an active listener. This approach has enabled her to recruit top talent for key strategic leadership roles, support the Catapult team in providing world-class leadership development and coaching, build stronger relationships, and recommend solutions that organizations can utilize to grow their success for years to come.

Prior to joining Catapult, Paige worked in the financial services industry in a training and recruiting leadership role. She holds both a bachelor's and master's degree in accounting from Medaille College. Additionally, Paige is certified in several psychometric tools such as the Hogan assessment and Myers Briggs Type Indicator (MBTI).