



---

# FOR GENERATIONS TO COME

---

A HISTORY OF  
GREENWOOD AND MOUNT OLIVET CEMETERIES



---

ACCORDING TO  
JOHN T. BAILEY

---





---

## FOR GENERATIONS TO COME

---

On the green hills of Fort Worth lie two cultural icons, pieces of the city's history that grew from one family's efforts. Their rosters read like a veritable who's who of Fort Worth business and society as it is the final resting place of some of the city's most celebrated residents. On the city's West Side is Greenwood Memorial Park, Funeral Home and Mausoleum. To the Northeast is sister property, Mount Olivet Cemetery and Funeral Home. Collectively and individually these panoramic properties form an important part of the city's landscape and past.

William J. Bailey ventured west from a farm in middle Tennessee in hope of securing a successful future. Although he didn't deliberately set his sights on owning cemeteries, his engaging personality and adventurous spirit led him through countless business transactions and ultimately to the ownership of what would become one of the more successful cemetery and funeral home operations in the nation.

Upon William's death operation of the cemeteries passed into the hands of his son, John. This is the family's story – who they are, where they came from, and how their financial dealings and commitment to serving the community grew into a local business that would endure for generations to come.

### THE BEGINNINGS OF A DREAM

---

William John Bailey was born February 25, 1860, on a farm in middle Tennessee that sat about 65 miles south of Nashville. The nearest town was the small settlement of Mulberry, not too far from Fayetteville, Tennessee.

When William was two years old, his mother died at the age of 22, giving birth to twins. His father was away serving in the Civil War, and the family's slaves cared for young William until his dad returned to the family home in 1865. His father soon married a young widow whose husband had been killed in the Civil War. They had a number of children together, each of whom played a part in running the family farm.

When William was 14 years old, he went to his father with an earnest request: "Dad, I don't want to be a farmer," he admitted, wondering how his father would react. Somewhat surprised but willing to hear more, his father asked what he wanted to do; "The truth is—I don't like farming. You have all these other children— give the farm to them. I want an education. I want to go to college."

So William's request was granted. After high school, he graduated in 1881 from the



University of Tennessee, then went to Cumberland Law School in Lebanon, Tennessee, which was a one-year law school. In the fall of 1882, at the age of 22 years, William set his sights westward and boarded a train leaving Tennessee in search of opportunity.

“My dad was a very handsome young man and made friends easily,” recalled John T. Bailey, the youngest of William’s children. “On the train from Tennessee to Texas, he talked to a gentleman who told him, ‘Young man, let me tell you how to be comfortable in your old age. Find a town that is going to grow, and buy farmland outside of town. Just hang on to it, and as the town grows, it will increase in value. And you’ll be comfortable in your old age because of the increased value of your land.’”

The farthest western point on the railroad line was Fort Worth, a budding North Central Texas town on the banks of the Trinity River. To travel any further would have required a ride on a stagecoach, so William got off the train and settled into what would become his hometown.

## BUILDING THE TREASURE CHEST

---

His first objective was to find employment. Although his law degree was valuable, particularly in a town that was at the time a haven of lawlessness, he possessed another skill that would prove to be more lucrative.

When attending the University of Tennessee, a professor at the school called the freshman class together and proposed a class on Pittman shorthand. The special form of handwriting had been devised in 1837 and was becoming a useful tool for reporters and court stenographers. William signed up in order to attain a special skill, and when he graduated, he was a shorthand expert.

With his shorthand skills and a law degree, he quickly found work as a court reporter, but because of his writing skills, he also found himself in great demand by newspapers. Only a few months after settling into his new job, he accepted an assignment with a newspaper and was sent to Austin to represent the leading newspapers of Dallas, Fort Worth, San Antonio and Houston. While going about his new duties, he met his first wife, Stella Wooten, sister of Goodall Wooten, who later became Chairman of the Board of Regents at the University of Texas.

William’s ability to take near-flawless shorthand earned him a substantial living, and as his personal fortune began to grow, he remembered the words of the stranger on the train: “Find a town that is going to grow and buy farmland outside of town.” Thus he began his search for real estate.

He acquired his first tract of Fort Worth land in 1885 and opened his first real estate addition on the city’s near south side around 1890. In 1900, he purchased 1/2 square mile (320



acres) of property adjoining his first tract, just a small portion of the 2,000 acres in and around town that he would soon own. “If you put your finger on the intersection of University Drive and White Settlement Road, then go west to Virginia Place and north into Rockwood Park, you will have outlined the land that Dad bought,” said John. “He purchased the land for \$7,500, or \$22.50 per acre.” In 1907, the “Bailey Addition” was laid out bounded by West 7<sup>th</sup> Street on the south, University Drive on the east, White Settlement Road on the north and West View Street on the west.


The Baileys built a large, white house on this portion of their real estate. Nestled at the back of the grounds currently occupied by the Crestwood Apartments, the home was to be their personal home as they built a life in Fort Worth.

## A DREAM INTERRUPTED

---

Not long after the Baileys moved into the big white house on what was then Franklin Street (now White Settlement Road), William Bryce, a future mayor who owned the tract across the street, let it be known that he planned to open a cemetery on the property facing the Bailey home.

---



“MY FATHER WAS  
COMPLETELY  
SURPRISED  
WHEN HE FOUND  
HIMSELF IN  
THE FUNERAL  
BUSINESS.”

---

“Stella was *not* happy upon hearing this news, and my father assured her he would do something about it,” said John. “He decided to bluff Mr. Bryce and pretend that he was going to establish a cemetery of his own. So Dad hired Mr. Oran Phillips, the superintendent of Oakwood Cemetery, to be the superintendent of the ‘new cemetery’ he said he was going to open. He asked Phillips to lay out the cemetery, which Phillips then began to do.”

Not long after the planning began, Mrs. Bailey died in 1905 at the age of 45. In the midst of his grief, William decided to halt the bogus cemetery plans – he simply wasn’t as disturbed by the idea of a cemetery being across the street from his home. In addition, the land supposedly earmarked for his cemetery was a prime location for another housing development like his Bailey Addition.

When Bailey arrived to see Mr. Phillips and report the discontinuation of the ruse, he inquired as to what the two mounds were up on the hill. “Phillips told Dad, ‘Well, Mr. Bailey, you’ve been talking about starting a cemetery. Those two mounds are graves!’” said John. “Upon hearing about the two ‘arrivals’ in the cemetery, my father wheeled his horse around, pulled his hat down on his forehead and said, ‘By god, I’m in the cemetery business.’”



During the next few years, funeral services and burials continued on the land, and in 1909, William officially opened Greenwood Memorial Park.

## MISS SUSA



A year after his first wife died, William was in Colorado Springs on vacation, and on the steps of the Antlers Hotel met Susa Carpenter, the daughter of a railroad magnate.

William was immediately enamored with Susa and began a relentless pursuit of her. She was in the United States on a brief holiday from living in Europe, and William even made two trips overseas to see her during her stay there. Upon their return in 1910, they were married in “The Little Church Around the Corner” in New York City.

“When my mother married him, Dad was known as a wealthy man in Fort Worth, which at the time was just a small town,” said John. “For the most part, he was known as a farmer. Of course, when he wanted to impress someone, he called himself a capitalist. When he wasn’t interested in impressing anyone, he called himself a farmer.”



“WHEN HE WANTED TO IMPRESS SOMEONE, HE CALLED HIMSELF A CAPITALIST. WHEN HE WASN’T INTERESTED IN IMPRESSING ANYONE, BUT JUST “POOR BOYING” IT, HE CALLED HIMSELF A FARMER.”



## ACQUIRING MOUNT OLIVET



In 1907, two years prior to the opening of Greenwood, a 130-acre tract of farmland off present-day NE 28<sup>th</sup> Street was dedicated as Mount Olivet Cemetery. The property was owned by F.G. McPeak, who, after visiting the most-impressive Mount Olivet Cemetery in Nashville, Tennessee, decided to dedicate his farm land to a similar pursuit. One aspect of the Tennessee property was particularly intriguing to McPeak. There was a massive problem at that time of people digging up new burials and selling them to doctors, who then studied the cadavers. In response, Mount Olivet/Nashville set up two temporary receiving vaults in which bodies could be secured until decay had set in. Then, of course, a doctor wouldn’t want them.

After two relatively successful years in business, McPeak borrowed \$6,000 from F&M National Bank to build a receiving vault, which had 32 crypts. This revolutionary facility was built on the far west end of the cemetery.

However forward thinking the vault may have been, the expense proved too much for



McPeak, who wasn't able to repay the \$6,000, and the bank foreclosed. The directors of the bank, including William Bryce, William C. Guthrie and several other noted citizens, paid off the note and took over the cemetery in 1912.

"Mr. Bryce, who was a social friend of my father, approached Dad in 1917 about selling Greenwood to his group," John said. "My father gruffly responded, 'It's not for sale.' That was his method of negotiating. With that, Mr. Bryce then asked him to consider buying Mount Olivet. And in 1917 my father purchased Mount Olivet for \$30,000."


That same year, William built a 50,000-square-foot greenhouse at the Greenwood facility. He had seen similar structures at cemeteries in Denver, where he and Susa had traveled to visit her mother, and William believed the greenhouses could further stimulate the economic growth of Greenwood. Although it was a slow start for the greenhouse, a terrible flu epidemic swept through in 1918. With the ensuing increase in the floral business, William paid off the first facility and added another 50,000 square feet of greenhouses, thus beginning the large Greenwood Floral Company.

## BRINGING IN A LITTLE CULTURE



In 1926, William decided it was time to lay out the tract of land to the west of Bailey Addition. "When he told Mother of his plans," John said, "she quickly retorted, 'You aren't going to hire a surveyor and cut it up into those square blocks, are you?'" He explained to his inquisitive wife that in order to file a plat with the courthouse to have a housing addition, a surveyor would have to be brought in.

---



"MY PARENTS  
WERE TWO VERY  
REMARKABLE  
PEOPLE."

---

Susa reflected upon her time in Europe. She had seen there what she considered much more aesthetically pleasing neighborhood designs. She expressed her discontent with the idea of yet another traditional neighborhood development of "square" blocks and suggested that William hire a landscape designer. He didn't know of a landscape designer in town, so Susa set out to find one of the best and soon located Hare and

Hare Landscape Designers of Kansas City. William hired the firm, and they set about laying out the Monticello Addition, which opened in 1928.

In addition to designing the new housing development, William had them lay out new sections of Greenwood and Mount Olivet," said John. The earliest developments at the cemeteries had been cut into square blocks, but the new sections, under the design of Hare and Hare, would become winding scenic roads.



Word of the designers' work quickly spread about town, even reaching city hall. The city had undertaken a new project, laying out what is now known as the Botanic Gardens. As a member of the Garden Club Committee, Susa was involved with the project and involved Hare and Hare in the work. John fondly remembers, "To a great extent, my mother brought landscape culture to Fort Worth, based upon her experiences of living 10 years in Europe.

"My father and mother were two remarkable people. They were educated people and were voracious readers. My father served as a State Senator from Tarrant County –first elected to a two-year term in 1895, then elected to a second term in 1897. Dad was a magnificent orator and a popular speaker and was always referred to as 'Senator Bailey.' I had two wonderful parents who adored me...and I adored them."

But there were some weaknesses that seemed to prevent the business from moving forward. One day when taking the well-known retailer Marvin Leonard home from playing gin rummy at the country club, John gained some insight into his father. "I knew your father well, and he only had one fault...timing. With better timing, he could have cashed in his property during the 1920s, then bought it back for 10 cents on the dollar in the 1930s." Leonard was right and John agreed: "Dad's timing was terrible."

## TAKING A SIMILAR PATH



At almost the same age William had announced his desire to forego farm life, his son, John Bailey, announced his desire to get out of the family business – at least the part of it he was in at that time.

"In 1931, when I was 12 years old, the Depression was on, and Dad was at Scott and White Hospital in Temple. With Dad sick, Mother had to jump into the business. She had to take over the greenhouse operation because Cullen, Dad's son by his first wife, who had been running the greenhouses, developed a drinking problem and was having too much fun. Mother grew tired of seeing everything go to pot, so she forged my father's signature, fired Cullen and took charge of the company. And when she began running the Greenwood Floral Company, I started to work in the greenhouses."

One day, Mr. Bailey asked John how he liked his job in the greenhouse, and John replied: "Dad, I hate my job. It's 120 degrees in the greenhouses in the summertime, and perspiration drains off my body and soaks my clothes. I'm tying the stems of roses to stakes in order to prop them up so the roses will grow up straight, and in doing so, I'm constantly cutting my hands on the thorns. And if that's not enough, it's dull. Dad, it's the dullest job you can imagine."



When William asked young John what he wanted to do instead, John was prepared with a quick answer. He wanted an office job. Although he had no skills to speak of, he was willing to do anything – run errands, mop the linoleum floor, wash the windows – whatever needed to be done.

John expected his father to immediately accept his offer, but he asked one more curious question, “Can you use a typewriter, John?” to which John said no. And then his father suggested, “You fix yourself up so you can use a typewriter John, and you’ve got a job in my office.”

With that, John’s sister Sanny Sue set up her portable typewriter for John to practice on. Motivated with the prospects of leaving the greenhouses, John soon became quite proficient on the typewriter, and his father gave him the promised office job.

“Honestly, I was the office Xerox machine!” recalled John. It was the time of manual typewriters and before the time of copy machines. They couldn’t make a copy of anything unless somebody typed it. You’d have to use five or six sheets of carbon, thin sheets of paper with carbon imposed, in order to make extra copies. They needed me all the time.”

## EXPANSION AND BEGINNING OF A PARTNERSHIP



As the cemetery business grew, William continued to meet other operators from all over the United States, including J.F. Eubank, who owned Forest Park Cemetery in Houston. Eubank had a partner by the name of A.W. Linn. Eubank bought from A.W. Linn, his half-interest in Forest Park Cemetery in Houston for \$50,000. Linn then loaned the \$50,000 to Mr. Bailey and received as collateral security 100 percent of the stock of Greenwood Cemetery plus an 80-acre tract of land immediately east of Greenwood across the street from University Drive. (That land later became the Bailey’s Industrial addition.)

Linn worked for Mr. Bailey from 1926 until failing health and a bout with cancer forced him to retire. William then asked John to be acting Manager of Greenwood. He had just graduated from Cumberland Law School in Lebanon, Tennessee and working at the cemetery would allow him time to study for the bar exam. John was the acting Manager of Greenwood, from June 1937 until August 1938. As compensation, John received a \$15 per week salary and a Plymouth automobile to drive.

Then Mr. Bailey employed Frank Fillingim, who had a Ford and Mercury dealership on Magnolia Street. Frank went to work for the cemetery for \$500 a month and a 30 percent pre-need sales contract, which was a standard agreement between cemetery owners and managers. As part of the arrangement, the manager could use 30 percent of the sale price for selling expenses,



and whatever he could get out of it – so if he had to pay a 15 percent or 20 percent commission to salesmen, he got the extra percentage for himself. He was free to hire people and manage the proceeds anyway he wanted to, but 30 percent was the limit.

“I was working for Dad when Fillingim went to work for him,” John remembered. “Fillingim hired a gentleman to help him in sales who was in the National Guard. He was the commander of the Headquarters Battery, 1<sup>st</sup> Battalion, 133<sup>rd</sup> Field Artillery Regiment, 36<sup>th</sup> Infantry Division. I got acquainted with him in the summer of 1940 when I was 23 years old. I had received my license to practice law, and I was studying accounting and working for Dad. I also was preparing to take my CPA examination after 90 days of coaching at TCU, but I abandoned that because I joined the National Guard as a Private in August, 1940. It was mobilized on November 25, 1940, a little more than a year before Pearl Harbor.”

John’s unit stayed in Fort Worth until January 1941 because there were no barracks. By January, 1941 the National Guard, 36<sup>th</sup> Infantry Division post at Camp Bowie in Brownwood, Texas, opened, and John went with the activated 36<sup>th</sup> Infantry to a tent at Camp Bowie.

“By the summer of 1941, I decided there was going to be a war,” said John. “They made me a Corporal in January ‘41 because they were bringing in draftees, and so I became the Tent Commander of a group of new recruits who were drafted into the service.”

Much like his father had capitalized on his shorthand skills, John decided to use his skills as a typist, which he had perfected over the years at his father’s office. “I walked into the Orderly tent, and I let the Commanding Officer know I could use a typewriter, and after a few brief questions, he told me to report in the next morning because they needed a good typist.

“Within four months, I was a five-striper,” he said. “In other words, I was a Technical Sergeant, an Acting Sergeant Major with the 636<sup>th</sup> Tank Destroyer Battalion. And all I had to do to get there was let people know I could use a typewriter!

“The Adjutant General’s office runs the administration, all the personnel matters, of the Army. I went to the Adjutant General’s school at Fort Washington, Maryland, and I was commissioned a 2<sup>nd</sup> Lieutenant on June 20, 1942.

“My knack for handling people really appeared during the war. I learned to be a businessman by being a soldier. A General can’t run an Army without a staff, and in the Adjutant General’s office, we had as many as 500,000 troops in Europe during World War II.”

## MRS. JOHN BAILEY



One weekend, John returned to Fort Worth to see his sister. At a wedding he attended, John met Mary Elizabeth Cook. It just so happened that John’s sister was married to Mary’s brother, Owen



H. Cook, Jr. but John and Mary had never met until that weekend. “We had five dates before we were married,” he recalled. “Because I was in the Army I couldn’t see her very often. When I was commissioned a Second Lieutenant, I had a 10-day holiday, but I had no money. I wired my mother and said, ‘Time and finances prevent me from getting home.’ Thereupon, I received a call from American Airlines saying they had a ticket for me to pick up at the airport. I flew American into Meacham Field, but we had to stop in Knoxville, Nashville, Memphis and Little Rock first. It was my first plane ride.” “Dad had put a Mercury automobile in my name, which I took to Camp Bowie but left in Fort Worth when I went to O.C.S. I spent one night in Fort Worth, then drove to Houston to see Mary and her parents. We then took off to go to Bryan, Texas—or so we told them—but we went to San Antonio and on June 23, 1942 Mary and I wired home to tell the family we were married. And we were married for 51 years until she passed away, November 29, 1993.

“She was a beauty. In fact, in her senior year she was the school beauty of the College of Industrial Arts, which became Texas Women’s University in Denton.”

## ENDING ONE CAREER, BEGINNING ANOTHER



“I had a wonderful job,” said John. “I was a Captain in AG publications in the headquarters unit of the Ninth U.S. Army, had 25 people, mimeograph machines, typists and operators working under me. Most were in message centers, but I had excellent operators and typists.”

“My superior, Colonel John Klein was promoted to be a Major General and the Adjutant General of the U.S. Army, and just before I was released, he asked me to go to the Pentagon as a member of his staff.” As lucrative and tempting an offer as it was, John felt obligated to go back to Fort Worth and assist his father, who was 85 years old and needed help.

John’s military career lasted five years, and when he was discharged in September, 1945, he was a Captain in the Adjutant General’s Department. But he was up for Major. So he wrote a letter to the Adjutant General’s Office not long after his release, and they sent him a promotion. So Major John Bailey’s distinguished military career was over.

## THE CHANGE OF LEADERSHIP BEGINS



When John returned home, he told his father of his plans to hang out his shingle as an attorney. Undoubtedly torn between his love for his son and his need for assistance, his father asked that John take over as a Manager at Mount Olivet. The current Manager wasn’t generating enough money to make the payroll. He was still making up ground from the previous Manager.



“Although he was a wonderful real estate man, my father’s ability to handle people was less than stellar,” John said. “He was never able to have a strong staff. People stole from him, and that’s the only thing he worried about – how to keep his own people from being dishonest and taking from him.”

John talked to Mary, and they agreed that John, who was now 28 years old, had a promising future and needed to sort out his father’s business dealings before William, who was 85, passed away. Mr. Bailey and his companies were still in debt from the Depression, and he needed assistance.

“So I agreed to take the job,” said John. “I went out to Mount Olivet and fired the Manager, took away his car and took charge of Mount Olivet. When I returned to talk with Dad about operating the cemetery, he had only one request: ‘Don’t ask me for any money.’”

John then put together a sales kit and started knocking on doors. Then he started building a sales force because he had to sell in order to have money to improve the business. “We outperformed Greenwood because we had a sales force,” he recalled. “The manager at Greenwood sold a burial lot every now and then, but we made headway by knocking on doors.”

Six months after John returned from the Army, he employed Dick H. King, an old Army buddy, for \$300 a month to be the Superintendent of Mount Olivet. He handled the crew, maintained the grounds, and was an honest trusted friend.

Upon his brother Bill’s death, in addition to his responsibilities at Mount Olivet, John assumed control in April, 1949 of the Greenwood Floral Company. The greenhouses were not profitable so John began a thorough evaluation of the business to find out why. He soon discovered that it was cheaper for his competition to railway express roses in refrigerated cars from the San Francisco Bay area. That’s when he converted the greenhouse business to raising Devil’s Ivy. Unlike roses, Devil’s Ivy was easy to raise with cheap labor. Soon the greenhouses were profitable again, and they were selling \$300,000 in ivy annually.

In the summer of 1949, Mr. Frank Fillingim, who had been Manager of Greenwood Cemetery since 1938, called a meeting with John. He announced his intention to leave on January 1, 1950, and told John to be prepared to take over as Manager. Fillingim knew Mr. Bailey, John’s father, was in poor health and did not believe he would be able to take the reins, if he lived to see the new year.

Frank’s insight proved to be prophetic as William died in November, 1949 at the age of 89. On January 1, 1950, John assumed charge of Greenwood.



## THE FORMATION OF MOCA

---


After his father's death, John was faced with the dilemma of distributing the ownership of both Greenwood and Mount Olivet. According to John, "Dad had wisely written in his will that his executors could manage his estate for five years after his death before distributing the estate." John used this time to meet many of the leading cemetery operators in the country.

One of the most successful cemetery operations was Forest Lawn in Glendale, California, which ran their organization as a non-profit entity. Following their example, in 1952 John purchased for \$10 a charter for the Mount Olivet Cemetery Association (MOCA), a tax-exempt cemetery corporation. His attorney and trusted friend, Dick Walker, and his trusted friend and business associate, Dick King, joined him as the founding Members. The three held office as Members of the non-profit cemetery corporation, and they appointed a Board of Trustees that proceeded to appoint the Officers who managed the Association.

"The proposition to the Bailey family stockholders was that they would receive 10 percent of the sales price of all cemetery property sold, with 90 percent going to the non-profit


Association," said John. "All income for other sales would belong to the non-profit Association. Since there had never been a dividend to any shareholders in the history of either Greenwood Cemetery Company or Mount Olivet Cemetery Company, the family was pleased."

---



WE HAVE  
ESTABLISHED  
GUIDELINES THAT  
WILL MAKE OUR  
CEMETERIES VIABLE  
300-500 YEARS  
FROM NOW.

---



By 1956, on paper, MOCA had a net worth of \$100,000. The Bailey heirs could sell their shares in Mount Olivet for \$325,000, or \$32.50 per share, which MOCA then purchased. The agreement stipulated that MOCA would pay one percent down and 300 monthly payments with four percent interest on the unpaid balance. In 1957 MOCA purchased Greenwood for \$400,000 with the same payout method as with Mount Olivet. When William died in 1949, the Fort Worth real estate board appraised Mount Olivet at \$70,000 and Greenwood at \$100,000.

Over the next 25 years, the Bailey heirs were paid \$1.3 million. "Obviously, the heirs were well-compensated," said John.

"The largest benefactor of the whole transaction ended up being the MOCA trust. Over time, the trust has been infused with resources to pay for pre-paid funerals. As of December 31, 2002, the MOCA trust has in excess of \$78 million.

"My plan for the Association was that it was to have all of the funds needed to provide



elegant cemeteries for the community,” said John. “I also had a vision for the management of the Association to be a top team with excellent, well-trained, well-paid employees to do a first-class job. And I believe we have done both.”

## OPENING THE FUNERAL HOMES



While the cemeteries continued to be profitable, officials with MOCA made what was then considered by some to be an unwise decision, — to open funeral homes adjacent to the memorial parks. The Trustees had witnessed the opening of Dallas’ Restland Funeral Home in 1957, and at the time, it was the first funeral home to open at a cemetery in Texas. Greenwood Funeral Home would be the second, opening in February, 1961. Mount Olivet Funeral Home followed in 1975.

John as General Manager, and the MOCA Trustees, realized that it was a risky move, but their collective desire to be progressive and to be of service to the community made it a risk worth taking.

“Morton Ware, whose father founded a competing funeral home, asked me when we opened Greenwood Funeral Home, ‘When things get tough, what are you going to do?’ And I responded, ‘We’ll struggle all the more. I’ve wrestled ‘bears’ before.’”

He didn’t know that a huge bear was just around the corner. “For years we wrangled with the IRS over the structure of our organization’s tax exempt status,” said John.

“So we had to spin the funeral homes off into a private ‘for profit’ company. That was when we founded Greenwood/Mount Olivet Company, which now owns three funeral homes. And 100 percent of the stock of GMCO is owned by the non-profit MOCA.

“After taxes, all of GMCO earnings go to the care of the cemeteries. We were mimicking Forest Lawn Memorial Park Association in Los Angeles. We settled the matter with the IRS, and it was then that we learned the IRS was really after Forest Lawn, but they came after us first.”

Today, GMCO owns two funeral homes adjacent to cemeteries, Greenwood and Mount Olivet Funeral Homes in Fort Worth. In addition, it owns one funeral home that is not next to a cemetery, the successful Arlington Funeral Home which opened in 1987 in Arlington, Texas.

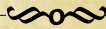


WHEN THINGS  
GET TOUGH, WE’LL  
STRUGGLE ALL  
THE MORE.





## LOSING MARY



John and Mary enjoyed many lively times with countless friends, and one of their favorite activities was playing bridge. One day in 1993 Mary commented that her game was falling to pieces but she didn't know why. So John took Mary to the doctors at Scott and White Hospital, where a neurologist put her through two mornings of tests. Before they left the office on the second morning, the doctor sat them down and reported his findings—Mary had an inoperable brain tumor. At the most, she had six months to live.

“Mary actually lived four months and 20 days,” said John, “but it was a difficult few months. For the last two months she could not talk. She was 76 when she died and still the most beautiful woman in the world.”

## BUILDING THE MAUSOLEUMS



All of the cemeteries were experiencing consistent, incremental growth, and John recognized the need for more space. Adding to the dilemma was the fact that a substantial portion of the population was seeking out alternatives to outdoor burial. The most obvious solution seemed to be building mausoleums. “We decided to build the mausoleum because it provides for a more efficient use of the real estate and protection from the elements—the clean, dry entombment space is a wonderful alternative to ground burial,” said John.

The Greenwood Mausoleum opened in June of 1961 with immediate accolades. Soon after a competition, the impressive structure was named by the Texas Society of Architects as one of the state's outstanding architectural achievements. The award winning structure boasts in excess of 5,800 crypts above the ground and 12,000 crypts in the Westminster Area, which is enclosed in the lower level of the mausoleum. This foresight enables Greenwood to expand its years of operation well into the future, while providing the local community one of the nation's most beautiful and prestigious mausoleums.





## TIMELINE

- May 1, 1907      The 130 acres to be known as Mount Olivet Cemetery was dedicated by F. G. McPeak.
- March 30, 1909      The 196 acres to be known as Greenwood Memorial Park was dedicated by William J. Bailey. The managing organization of the cemetery was Greenwood Cemetery Association.
- March 11, 1917      William J. Bailey (1860-1949) purchased the Mount Olivet Cemetery Company.
- July 19, 1929      Agreement entered into by and between Mount Olivet Cemetery Company and the Catholic Church to designate a portion of Mount Olivet Cemetery to be known thereafter as the official Catholic Cemetery of Fort Worth.
- August 29, 1952      Mount Olivet Cemetery Association, a not-for-profit cemetery corporation was founded by John T. Bailey, Dick H. King and Richard D. Walker. Shortly thereafter, this Association commenced its management of Mount Olivet Cemetery through an agreement with Mount Olivet Cemetery Company.
- December 27, 1956      All of Mount Olivet Cemetery was purchased by Mount Olivet Cemetery Association.
- July 31, 1957      All of Greenwood Memorial Park was purchased by Mount Olivet Cemetery Association.
- February 12, 1961      Greenwood Funeral Home and Greenwood Flower Shop were opened on the grounds of Greenwood Memorial Park by Mount Olivet Cemetery Association.
- June, 1961      First unit of the Greenwood Mausoleum completed.
- April 1, 1972      Greenwood - Mount Olivet Company, a profit corporation, wholly owned by Mount Olivet Cemetery Association, organized to own and operate Greenwood Funeral Home and Greenwood Flower Shop.
- December 5, 1975      Mount Olivet Funeral Home and Mount Olivet Flower Shop, owned by Greenwood - Mount Olivet Company, opened.
- June 21, 1987      Dedication of new entrance of Greenwood Memorial Park.
- December 8, 1987      Arlington Funeral Home, owned by Greenwood - Mount Olivet Company, opened.
- June, 1999      Opening of Independence Chapel and expansion of Greenwood Mausoleum.
- June, 1999      Enlargement and refurbishing of Greenwood Funeral Home.
- May, 2003      On-site, state-of-the-art crematory completed for exclusive use of Greenwood, Mount Olivet and Arlington Funeral Homes.