A Review Of The Formation Of A Youth Service Organization And, A Guide Of Recommendations For The Preferred Actions Needed To Effectively Form And Operate A Youth Service Organization

Sean Fitzgerald Reavey
Seton Hall University

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A REVIEW OF THE FORMATION OF A YOUTH SERVICE ORGANIZATION AND, A GUIDE OF RECOMMENDATIONS FOR THE PREFERRED ACTIONS NEEDED TO EFFECTIVELY FORM AND OPERATE A YOUTH SERVICE ORGANIZATION

BY

SEAN FITZGERALD REAVEY

Thesis Advisor

Monsignor Dennis J. Mahon, Ph.D.

Submitted in partial fulfillment of the requirements
For the Master of Arts in Corporate and Public Communications
Seton Hall University

2003
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Chapter 1

Introduction

In the fall of 1993, Pope John Paul II addressed a gathering of young people at the World Youth Day in Denver, Colorado with these words:

At this stage of history, the liberating message of the Gospel of life has been put into your hands. And the mission of proclaiming it to the ends of the earth is now passing to your generation, the young Church. We pray with the whole Church that we can meet the challenge of providing "coming generations with reasons for living and hoping" (Gaudium et Spes, no.31)

Over the past decade, the Catholic Church in the United States has experienced a rebirth in adolescent ministry. Involving young people to share their energy, talents, and vision with a larger Christian community has empowered the Catholic youth of America to participate more actively in their communities of faith.

Guided by the challenge of the Holy Father, two young people of the church have embarked on a mission, within their communities of faith, to create a youth service organization. For the past three years, Sean Sanford of Princeton, New Jersey and Brian Reavey of Somerset, New Jersey have been collectively sharing their ideas, experiences, and vision. Their goal, is the creation of an organization whose purpose is to empower youth of the church to become people of faith and to create and maintain a faith culture rooted in justice and peace (B. Reavey & S. Sanford, personal communication, March 23, 2003). Both collaborators are seasoned professionals in the field of youth ministry and believe they possess a unique process and highly effective forum for the delivery of their message.

Sean Sanford has been the Pastoral Assistant for Youth Ministry and Service Justice Ministries at the Catholic community of St. Charles Borromeo in Skillman, New
Jersey for the past five years. During an interview with Sean on March 23, 2003 he explained his occupation to the author using these words, “Basically, I provide youth with space and programs guided towards high school age young people for faith development, community service, social awareness and community building.”

Brian Reavey has been the Pastoral Associate for Youth Ministry at the Catholic community of St. Mathias in Somerset, New Jersey, for the past three years. Brian described the community of faith he invokes and provides for the youth as, “A community outside of your friends at school. I believe that the church is a place that you should run to not run from, to provide that safe, open community where kids can come and just be themselves and share themselves.”

The proposed organization’s developed messages have proven successful for the collaborators in their respective fields of work, and the communities they serve have responded positively. The need for forming an organization responsible for consulting and teaching Catholic youth extends beyond the current communities the organizers serve. Delivering these messages to extended communities is the purpose of the organization (B. Reavey & S. Sanford, personal communication, January 15, 2003):

- Empowering youth to become people of faith, rooted in the Gospel and the Eucharist
- Educating youth on Catholic social teachings, social justice, and issues of peace
- Creating and maintaining a Catholic faith culture of justice and peace
- Spreading justice by entering into the right relationship with the poor, the oppressed, our neighbors, our families, ourselves, and our God
- Empowering youth to stand for peace
• Providing a forum to discuss the challenges and struggles young people face with the church

• Educating youth in relation to the messages of Vatican II

• Enlightening youth on the works of the great Saints and prophets of our time

• Provide a forum to speak safely on challenging issues

• Exposing young people to the wonder and universality of the Catholic tradition

• Guiding the youth to respond to their baptismal call by developing an authentic and prophetic voice

With the preparation for the mission and purpose of the organization established, the founders began the necessary procedures to incorporate the organization as a youth service organization. In order to proceed with the mission of the organization, the founders approached the author seeking needed guidance to assist in forming their youth service organization for successful, meaningful operations.

**Problem Statement**

This thesis study is a review of the formation of a youth service organization and, a guide of recommendations for the preferred actions needed to effectively form and operate a youth service organization.

**Subsidiary Questions**

The study of the formation of the organization will serve as a model for individuals forming youth service organizations going forward. It will also provide a strategy for the development of future organizations focused on youth service. This study will also devote time to answering the following questions:
1. What are the benefits of incorporating a youth service organization as a religious organization?

2. How can a youth service program adapt to entering diverse marketplaces?

3. How does the organizer's messages differ from other Catholic youth ministers’?

4. What will elevate this organization over similar organizations in the sector?

5. How will the successes/failures of the delivered messages be measured and evaluated?

6. What is the importance of organizational structure for a youth service organization?

7. How will the communities of the participating youth be altered?

**Purpose of the Study**

The Catholic community has been reminded to "acknowledge that at the center of our faith is the belief that all people, made in the image and likeness of God in Christ, are called to be sons and daughters of God - lights for the world" (United States Conference for Catholic Bishops [USCCB], 2002). In 1976, the Catholic Bishops of the United States created a model for youth ministry titled, *Vision of Youth Ministry*. This was the initial attempt of the church to address the importance of youth participation within their faith communities and parishes. More importantly, recognition was first given to the practice of youth ministry indicating the growing importance of adolescent involvement within the Catholic community. A vision of how youth ministry should be conducted was outlined in this document and used as a basis for education. Twenty-one years later, The Holy Father, Pope John Paul II, initiated the renewal of the church’s commitment to young people by asking for the practices of youth ministry to be re-evaluated. In 1997, *Renewing the Vision; A framework for Catholic youth ministry* (RTV) was published by
the Catholic Bishops of the United States and it reaffirmed the church's devotion to the young people it serves. The book was edited again in 2002 by the United States Conference of Catholic Bishops [USCCB].

Three goals of Catholic youth ministry were outlined in Renewing the Vision. The first goal of Catholic Youth Ministry is to empower young people to live as disciples of Jesus Christ in our world today (USCCB, 2002). Young people are seeking to find adventures, a means of contributing to their world, and a cause they can belong to and devote their lives to. The creation of a community for young people intended to facilitate the realization of their potentials, and to channel their energies, should be provided by the church. Therefore, young people can establish a vision for their life, have the opportunity to join in service, and explore their vocations.

The second goal of Catholic youth ministry, as defined in Renewing the Vision is to draw young people to responsible participation in the life, mission, and work of the Catholic faith community. Young people desire to be part of a group, or community. They want to be surrounded by people who make them feel safe and share in their beliefs. Assisting in connecting young people to their faith communities should be the responsibility of the family, the parish, and youth-serving organizations. Through integration and participation in the faith communities, young people will develop the belonging they desire.

The third and final goal of Catholic youth ministry is to foster the total personal and spiritual growth of each young person (USCCB, 2002). Youth are constantly experiencing dramatic intellectual, social, physical, and spiritual changes at early stages of their lives. Providing for them the opportunity to grow in positive ways through their
faith, is a responsibility and goal of youth ministry. The need for care and positive
development at this stage will foster a young person’s growth in the Catholic community.

The founders of the organization have developed a forum and community to achieve
the three goals of the Catholic youth ministry, as defined by the Catholic Bishops of the
United States. The organization is to be founded on these principles and is to develop a
unique process for the delivery of these messages. Their goal is to create a Catholic
youth community as prescribed and instructed by the church. The creation of an
organization devoted to these principles with the intention of reaching a constantly
extending population of Catholic young people has begun.

The purpose of this study is to review the practices of the organizational leaders of
the youth service organization as they embark on establishing a prescribed medium
devoted to youth service. Throughout the process, important successes and failures are
addressed. Lessons are learned and a model is established for the creation of a youth
service organization.

Objectives

The intention of this study is to document the process, procedures, and planning
needed to form a youth service organization. Attention is given to the actions of the
organizational leaders prior to consultation in the process, and then the actions of the
organization when the author became involved as a strategic consultant. The study will
begin from a macro-perspective evaluating the progression of the project, and will
conclude from a micro-perspective dedicated to researched procedures for the successful
development of a youth service organization.
The author will focus on the birth of the organization from conception, the organizational structure, the purpose of the organization, the messages being delivered, the process for delivery, the expected benefits to young people, and the key takeaways for the Catholic community. Additionally, the author will present the business model and the development of the plan as it is tailored to the youth service organization as a focus of this study.
Definition of Terms

1. **Justice** (as defined by Brian Reavey, March 23, 2003): A right relationship with God, in the sense of evaluating one's life financially, spiritually, and psychologically through the teachings of the Gospel.

2. **Catholic youth, young people, adolescents, young adults**: People in their late teens, twenties, and thirties who are single, married, divorced, or widowed, with and without children (USCCB, 1996).

3. **Catholic Youth Ministry**: The response of the Christian community to the needs of young people and the sharing of the unique gifts of youth with the larger community (RTV, 2002).

4. **Faith Communities**: The Catholic school, the youth-serving organizations, the parish, and the family (RTV, 2002).

5. **World Youth Day**: An international event for young people from every nation to gather with Pope John Paul II every second year in different locations around the world (http://www.worldyouthday.org).

6. **Vatican II (Second Vatican Council)**: Opening session, October 11th, 1962 with more than 2,500 Fathers present at opening Mass. Council assembled to bring the Church up to date and adapt itself to meet the challenging conditions of modern times (http://www.christusrex.org)

7. **Founders of this Study's Youth Service Organization**: Brain Reavey and Sean Sanford.
8. IRC Section 501 3c: Heading of "charitable organizations" as defined by the Internal Revenue Service's tax code (http://www.irs.ustreas.gov).

9. Board of Directors: Group of individuals assembled to ensure legal and fiduciary responsibilities of an organization are followed.
Limitations

The intent of this study is limited by the future successful operations of the youth service organization. The proposed model's efficiency and effectiveness will only be determined if the organization's plans for continual operation are realized.

This study is focused primarily on Catholic youth service organizations and limited to the messages derived by the church and its leaders. However, principles and methods of organizational theory are taken not only from non-secular practices, but secular influences also.

The success, or failure, of the organization with respect to the young people who participate cannot be evaluated first-hand. Accounts of experiences with the organization must be obtained through the organizers, due to age sensitivity.

Finally, the author approached the project from the perspective of a consultant. Future operations of the organization are dependent on the leaders. Recommendations provided by the author in the form of a business plan and operational practices will be applied to the organization as leaders deem necessary and appropriate.
History of Catholic Youth Service Organizations in the United States

The published history of Catholic youth organizations began in 1930 at the Archdiocese of Chicago. Bishop Bernard Sheil, of the Archdiocese of Chicago, formed an athletic program for elementary and high school students. The program was called CYO (Catholic Youth Organization), and grew from Bishop Sheil’s success with an athletic program he established while working as a prison chaplain (http://www.nfcym.org). Benefits of the program positively impacted the prisoners and prompted the initiation of a similar program in a local parish. In 1932, the CYO Center was established in Chicago, followed by the creation of the Catholic Youth Bureau in Washington (http://www.nfcym.org).

“In order to better promote Christian ideals and better safeguard the young from the many pitfalls they encounter” (Catholic Bishops of the United States [CBUS], 1932), the National Catholic Youth Conference was created. The Vatican prompted the bishops to unite the separate groups of Catholic youth in 1940. Shortly after, the National Council of Catholic Youth was formed. The council was created to service a college, university, and a Diocesan section.

The first convention of the NCCY was held in Cincinnati in 1951 and brought with it the emergence of annual NCCY conferences. The original CYO organization founded by Bishop Sheil grew beyond athletics to support group activities in the form of retreats and community service projects. Diocesan youth programs were developed through time and spread through dioceses across the United States.
Many organizational name changes have occurred since the inception in 1930, but the purpose has remained unchanged. In 2002, the National Federation of Catholic Youth Ministers (NFCYM) celebrated 20 years of existence.

A rejuvenated plan for young adult ministry was written by the Catholic Bishops of the United States, following Pope John Paul II's trip to Denver for World Youth Day. The plan was written in the hopes of accomplishing the following three main objectives taken from *Sons and daughters of the light* (USCCB, 1996):

1. To emphasize that all church members must actively invite and welcome young adults into the life of the Church;
2. To describe the life situation of young adults, so that the Church can more effectively meet their needs;
3. To develop a plan of action for ministering with young adults based on the four goals of connecting young adults with Jesus Christ, the Church, the mission of the Church in the world, and a peer community.

The objectives of the plan for young adult ministry are continually emphasized throughout the Catholic community worldwide. The success of the plan is evident as many young adults are taking the initiative to foster their own Catholic communities to mirror the precedents set forth by the church. The Holy Father continually reinforces the need of a strong and positive youth ministry movement within the church as evident from his words at the July 2002, XVII, World Youth Day held in Toronto, Canada:

> It is the nature of human beings, and especially youth, to seek Absolute, the meaning and fullness of life. Dear young people, do not be content with anything less than the highest ideals! Do not let yourselves be dispirited by those who are disillusioned with life and have grown deaf to the deepest and most authentic
* desires of the heart. You are right to be disappointed with hollow entertainment and passing fads, and with aiming at too little in life. If you have an ardent desire for the Lord you will steer clear of mediocrity and conformism so widespread in our society.

The Holy Father continued to profess:

Discover your Christian roots, learn about the Church’s history, deepen your knowledge of the spiritual heritage which has passed on to you, follow in the footsteps of the witnesses and teachers who have gone before you! Only by staying faithful to God’s commandments, to the Covenant which Christ sealed with his blood poured out on the cross, will you be the apostles and witnesses of the new millennium.

**History of the Youth Service Organization as Focus of Study**

Having a combined experience of eight years in Catholic youth ministry, Sean Sanford and Brian Reavey share a vision and passion for the direction of youth in their Catholic communities, and the communities extending from those for which they already serve. As previously mentioned, Brian is the Pastoral Associate for Youth Ministry at the Catholic community of St. Matthias in Somerset, New Jersey, and Sean is the Pastoral Assistant for Youth Ministry and Service Justice for the Catholic community of St. Charles Borromeo in Skillman, New Jersey. The pair met over three years ago through their work with the church. They began collaborating and sharing ideas at monthly meetings scheduled to discuss the future of youth ministry and the projects that both were involved in throughout their careers in youth ministry (B. Reavey & S. Sanford, personal communication, March 23, 2003).

As colleagues in the same field, Brian and Sean continually bounced ideas and thoughts off one another while continually questioning practices and sharing experiences about the young people they were involved with. In October of 2002, Sean attended a monthly meeting with Brian and proposed that they enter into youth ministry consulting
together. Both believed their messages were powerful and well received in their communities. They decided to embark on a mission and form an organization so that they could deliver their messages to communities outside of the population of young people they were already working with. The idea of starting a community, or organization, that would perform service together, pray together, worship together and live witness to God together, became the powerful force behind their mission.

**Purpose of Organization**

The purposes of the organization, as defined by the founders, are to assemble a group of skilled ministers to provide consulting and support services for Catholic youth and campus ministries. An initial evaluation of the services the organization intends to offer is listed below (B. Reavey & S. Sanford, personal communication, January 2003):

- Strengthening of adolescent spirituality
- Retreat ministries
- Support ministries
- Service & Justice ministries
- Mission/Immersion trips
- Small group ministries
- Confirmation preparation
- Leadership training
- Minister training workshops

These offerings were sub-divided into three areas of concentration: Services, Programs, and Resources. The following chart represents the desired offerings within their respective area of concentration. Proceeding the chart, the proposed offerings, as provided by the founders, are listed with detailed a description.
**Services**

- Consulting
  - Provide program implementation
  - Program development
  - Evaluation & support

- Workshops
  - Develop and create with focus on:
    - Ministry training
    - Volunteer formation
    - Student leadership
    - Small faith communities
    - Peace & justice issues
    - Community service

- Retreats
  - Create and facilitate

**Programs**

- Youth Ministers
  - Establish regional networks to develop support for youth ministers
  - National network potential

- Students Of Faith In Action (SOFIA)
  - Integration of Catholic faith through:
    - Community
    - Liturgy
    - Service
    - Peace and justice activism
  - Program in direct relationship with the Immersion programs and conferences

- Immersion Projects for comprehensive Experience
  - Junior high day camp
  - High school immersion weekends

- Conferences
  - Voices that Challenge
    - Regional and national

**RESOURCES**

- Post Grad Service Program
  - Published results from attendees of the programs

- Catholic Youth Ministry Website
  - Interactive meeting place for members

- Youth Ministry Resource Development
  - Creation of ministry resources available to a variety of ministries
A. Services

1. **Consulting:** provide program implementation, development, evaluation, and support to youth workers, pastors, nonprofits, dioceses, etc.

2. **Workshops:** develop and offer a number of workshops in youth ministry areas with a particular focus on ministry training, volunteer formation, student leadership, small faith communities, peace & justice issues, and community service.

3. **Retreats:** create and facilitate a series of retreat programs.

B. Programs

1. **Ministry Networks:**
   
   - *Youth Minister:* establish regional (and possibly national) networks to foster the exchange of ideas and develop support for Catholic youth ministers. This may manifest itself in periodic meetings, workshops, retreats, conferences, etc.

   - *Students Of Faith In Action (SOFIA):* develop regional and national member program for students and youth ministers dedicated to the integration of their Catholic faith via community, liturgy, service, peace and justice activism. This program would be in tandem with the Immersion programs, conferences and young adult initiatives.

2. **Immersion Projects:** create immersion programs (summer or otherwise) formulated to provide participants with a comprehensive youth ministry experience. Each project will be designed to be developmentally appropriate
and seek to develop an awareness of peace, justice, and Catholic social teaching issues within a service paradigm (maximum support to local service agencies). Each project will further seek to integrate a strong community/social component while attempting to develop an awareness of local culture.

- **Junior High Day Camp:** serving students who have completed 6th, 7th, and 8th grades, featuring low intensity, relational service with some educational and formational programming (i.e. day care, elder care, developmentally disabled).

- **High School Projects:** serving students who have completed 9th, 10th, 11th or 12th grades, featuring service opportunities, educational and formational programming. Various programs will be offered with varying styles of programming intended to foster ongoing development by participants.

3. **Conferences:**

- **Voices that Challenge:** hold regional and national gatherings that expose participants to issues related to personal development, peace, justice and church topics intended to challenge the youth to engage their faith via dialogue and action. Featuring high quality speakers, workshops, community development, and liturgical/praise experiences.

4. **Praise & Worship:** develop a praise and worship program that can host parish, local or regional events.
C. Resources

1. **Post Grad Service Program Evaluation**: examine via interview, survey and data collection, the current state of post-graduate or volunteer service programs offered and publish results annually. Special attention will be paid to faith based programs.

2. **Catholic Youth Ministry Website**: create a highly effective, interactive and accessible presence to provide free and pay resources to youth ministers and youth.

3. **Youth Ministry Research Development Initiative**: work collaboratively with a team to create the highest quality youth ministry resources available in a variety of ministry areas.

A system of delivering the desired messages is the value proposition of the organization. Brian and Sean aspire to form a communal approach. It will be through the creation of a community of participants that faith development can be strengthened. A faith-based community can inspire young people to contribute, realize worth, participate in service, and develop a lasting partnership with their faith. Achieving successes in the faith-based community of young people can produce a more fulfilling experience within neighborhood communities, civic communities, personal relationships with others, personal relationships with God, and church communities.

Taking into consideration the multitude of faith-based communities one could be exposed to, the authored interviewed the founders on March 23, 2003 to ascertain how their proposed organization would establish itself as distinct to other youth service
organizations in message and results. Sean answered the question first and responded with:

There are people who are doing it (forming youth service organizations) but it's the kind of thing that needs to be done on such a scale that a lot more people can be participating. There are people (founders of youth service organizations) that given my nature I see as competition because they are purporting to offer a certain ministry experience that I would not consider comprehensive. For example, service experiences that do not incorporate social justice. Faith experiences which do not incorporate service and justice; service and justice experiences that do not incorporate prayer or peace. So there are organizations that are doing some things out there, but I do not think it is comprehensive. And I think everyone involved would agree that it is not so much a better view, it is actually an ancient viewpoint (in the traditional sense of the word), but it's just missing from the landscape in terms of youth ministry.

Brian responded to the question by saying,

We have seen the need in the youth whom we encounter daily, and they respond to the need. We feel like more people could respond to the need and eventually this movement will happen and it will be a great thing. We make faith relevant to teenagers and want to expand our community.
Chapter III


Description of the Survey

The survey (see Appendix A) was comprised of ten statements and six optional questions. The initial ten statements utilized a method of measurement called a Likert Scale (method of ranking responses on a five-point scale). For each of the initial ten statements, a participant had the option of choosing between five responses: Strongly Agree, Agree, No opinion/neutral, Disagree, Strongly Disagree. The optional six questions at the conclusion of the survey were included to elicit background data from the participants including: gender, age, currently volunteering with a service organization, total number of years experience with nonprofit work, position in organization. The optional information was included for purposes of evaluation and comparison for the study.

All of the initial ten statements were designed with an objective disposition toward the most effective procedures and practices for the development of a youth service organization. No bias was used to guide the opinions of the participants in a preconceived direction for the results of the study. The author intended to sample public opinion to be drawn upon when offering suggestions for the development of the youth service organization.
Sample

The original goal of the author was to receive 50 responses from participants exemplifying a diverse background of experiences with service organizations, nonprofit organizations, social work, and church affiliated service. Upon further investigation, the author discovered an importance in capturing a more diverse opinion from different backgrounds of employment, life experiences, and ages. In total, the author received 114 responses from participants with a diverse background of life and employment experiences. Participants in the study included:

✓ Chief Executive Officer of a Fortune 500 Corporation
✓ Caseworkers
✓ Volunteers in religious affiliated service organizations
✓ Teachers
✓ Receptionist for a Catholic church
✓ Chairman of the Board for a nonprofit organization
✓ Students
✓ Medical Doctors
✓ Youth Ministers
✓ Clergy
✓ Underwriters

Obtaining a truly unbiased sample of respondents for the study has resulted in an objective and diverse base of experiences to validate a future direction for the development of a youth service program.

Purpose of the Survey

The purpose of the study was to gain an unbiased base of opinions, captured from a diverse sample of participants, in order to effectively offer guidance directed at the formation and operation of a youth service organization. Capturing the responses to statements reflected not only the opinions of participants, but also recommendations
based on personal/professional experiences. There is a need to understand and comprehend effective procedures and practices for the formation of an organization. For purposes of this study, the only comprehensive method to offer opinion was by gaining knowledge from those with similar experiences.

Analyzing the Results of the Survey

As previously mentioned, the author received 114 responses to the survey. A majority of the responses were received via email; however, a small sample of opinions were received by mail and through telephone interviews. Each participant included responses in each of the initial ten statements, and a portion of the participants responded to the six optional information questions. All responses were tallied and percentages awarded to each response. The result ratios and Likert Scale rubric are tabulated in a chart included in Appendix B of this study.

Statement 1

The vision statement of a youth service organization can be considered the most powerful motivator for the organization and its community.

With the first statement, participants responded to an initial need for those involved in an organization to understand the vision the organization is to be guided by. All 114 participants responded to the statement with 24 individuals, representing 21%, in "strong agreement" that the vision statement of a youth service organization can be considered the most powerful motivator. Another 64 of the 114 participants "agreed" which represented 56% of the sample. Nine participants (8%) submitted "no opinion"
toward the statement while, 16 participants “disagreed” representing 14% of the sample. One respondent (1%) “strongly disagreed” with the statement.

The majority of the sampled population (77%) were in agreement that a vision statement can be a powerful motivator for an organization. A conclusion can be drawn from the data that the establishment of a vision statement for an organization can be critical to the motivation of the organization and community. With respect to the Likert scale, the first statement measured a 3.82 and is valued as substantial agreement.

Statement 2

*Establishing primary values for a youth service organization can increase operational success of the organization.*

The second statement presented the results in a majority grouping with 40 participants (35%) in “strong agreement” that establishing a primary set of values for the organization can create operational success. Of the 114 participants, 71 (62%) “agreed” to the second statement. Finishing out the results, two participants (2%) had “no opinion” on the statement and one participant (1%) was in “strong disagreement”.

Results on the Likert scale measured a 4.31 score. Based on the results of the Likert scale, the sampled audience was in complete agreement that establishing values can increase operational success of an organization. An overwhelming percentage of 97% of the participants reflected substantial agreement for statement two.

Statement 3

*The strategic planning for a youth service organization should include a consultant/facilitator from outside of the organization.*
The evaluation of the third statement produced interesting results. Of the 114 participants in the sampled population, 12 (11%) "strongly agree" and 53 (47%) "agree" that a consultant/facilitator from outside of the organization should be utilized in the strategic planning of the organization. Thirty-one respondents (27%) had "no opinion/neutral" on the statement. This statistic represents a substantial percentage of the sample and invites interest as to the neutral stance. A small sample of the participants representing 14%, or 16 respondents, "disagreed" with the third statement and, two percent "strongly disagreed". The Likert scale delivered a score of 3.50, but this number is weighted considering 27% of the sample did not have an opinion. Therefore, although only 58% of the sample reacted positively to the statement the value, for purposes of the study, determined that the participants are in substantial agreement with introducing a consultant/facilitator during the strategic planning stages of the organization.

Statement 4

The optimum number of members needed for the Board of directors of a new service organization should probably be about 4-6.

Comparable to the uniqueness of the results in the third statement, 27% (31 participants) of the sample respondents to statement four recorded a "no opinion/neutral" response. Six participants (5%) "strongly agreed" to the number of board members for a service organization to be between 4-6 members and, 52 participants (46%) "agree" to the statement. Statement four produced 20% (23 participants) of the sample in "disagreement" on the number of board members and, 2 respondents (2%) "strongly disagreed" with the number of board members.
In review, based on the weighted results due to the 27% of the sample registering "no opinion/neutral", merely half of the sample (51%) reacted positively. The Likert scale delivered a score of 3.32 for statement four and therefore, the population sampled is in substantial agreement.

Statement 5

Prior to creating a youth service organization, an analysis of the nearest direct competitors should be conducted.

Results from the fifth statement produced 24 participants (27%) in "agreement" that an analysis of the nearest direct competitors, or similar organizations, should be conducted prior to creating a youth service organization. Of the sampled population of 114 individuals, 63 participants (55%) "agreed" to a competitor analysis prior to creating a service organization. Fifteen participants (13%) recorded a "no opinion/neutral" response and, eight individuals (7%) "disagreed" with statement five. One individual (1%) disagreed with the statement.

The Likert scale delivered a score for this statement of 3.94, indicating that the participants were largely in agreement about the statement. A substantial percentage (79%) of the sampled population agreed that research is needed to understand the competitive climate in which the organization will enter.

The word competitor can signify a market struggle. The author did not intend to propose the concept of service organizations competing for "customers", but rather, the concept of understanding the environment in which an organization will be occupying with respect to established organizations in the sector.
Statement 6

Marketing and advertising initiatives for a youth service organization are usually not necessary because, the services provided will self-promote the organization.

The results from statement six produced the only negative score from the survey. On the Likert scale, this statement received a score of 1.99 and was reflective that the sampled population was in complete disagreement. Only two participants (2%) “strongly agreed”, and eight (7%) “agreed” that marketing and advertising initiatives for a youth service organization will not be necessary because the services provided will self-promote the organization. Five respondents (4%) chose a “no opinion/neutral” position. The majority of responses, totaling 87%, signified “disagreement” with the statement. To be more specific, 71 participants (62%) “disagree’ with the statement and, 28 “strongly disagree” representing 25% of the sampled population.

The strong conclusion that can be drawn from the results of statement six is; alternative initiatives are necessary to promote a youth service organization. For example, the reputation of a youth service organization perceived by the community can be self-promotional. In addition, the concept of corporate sponsorship for an organization can facilitate promotional needs. Many alternative conclusions can be drawn from the results of statement six.

Statement 7

In order to successfully launch a youth service organization, the establishment of a start-up budget is usually necessary.
The evaluation of statement seven directly reflects an overwhelming need for a youth service organization to acquire a start-up budget before entering into operation. Based on the 114 sample responses, 54 participants (47%) “strongly agree” in the necessity of a start-up budget and, 51 (45%) respondents “agree”. Five members of the sample (4%) noted “no opinion/neutral”, while three (3%) of the participants “disagreed” and one individual (1%) “strongly disagreed”.

Factors referencing the size and scale of the organization were purposely excluded from the statement in order to determine the absolute necessity of funding for an organization, from inception. The sampled audience delivered a substantial agreement value for the need of a start-up budget. Results of the Likert scale scored this statement a 4.35 reflective of 92% of the sample in agreement.

**Statement 8**

*The continued success of a youth service nonprofit organization is largely dependent on fundraising.*

In review of the results for statement eight, 20 participants (18%) “strongly agreed”, and 64 members of the sample (56%) “agreed”, in the importance of fundraising for continual success of a youth service nonprofit organization. Approximately 74% of the sampled population responded positively to the need for fundraising. In comparison, 16% of the respondents “disagreed” with the need for fundraising to facilitate successful operations of a youth service organization and, one individual (1%) “strongly disagreed”. Eleven participants (10%) choose “no opinion/neutral”. The results from the Likert scale
applied a 3.74 score to statement eight, and is representative of a substantial agreement for the sample.

Although the success of a youth service nonprofit organization is not solely dependent on fundraising, results from the survey support the importance of establishing effective means to raise funds.

Statement 9
The successful attainment of a youth service mission is the best marketing, advertising and fundraising tool for the organization.

Statement nine received mixed responses from the sample audience. Fifteen participants (13%) "strongly agreed" that the successful attainment of a youth service mission is the best marketing, advertising, and fund-raising tool for the organization and, 50 participants (44%) "agreed". The results for this statement were once again weighted as 31 respondents (27%) elected for the "no option/neutral" choice. One individual (1%) "strongly disagreed" with the statement and, 17 (15%) "disagreed".

The Likert scale produced a score of 3.54 for statement nine. Over fifty percent (57%) were in agreement of the statement assigning a value of substantial agreement from the sampled population. Therefore, priority could be given to the need for a youth service organization to continually focus on the defined mission.

Statement 10
When developing a business plan for a youth service organization, considerable attention should be devoted to how the organization will develop progressively over time.
• Understanding the importance of growth when developing an operational plan is imperative, as per the results of the survey. Only one individual (1%) “strongly disagreed”, and three (3%) “disagreed” on the importance of considering the growth of an organization when developing a business plan. On the other hand, 38 respondents (33%) “strongly agree” in the value of considering growth in an organization. Also in “agreement”, 68 members of the sample audience (60%) placed value in the consideration of growth when formulating a business plan. The results favored a positive response to statement ten with 93% of the respondents in agreement to the comprehension of growth when concerned with initial stages of planning. Scores from the Likert scale gave statement ten a 4.22 and reflect the sample population’s substantial agreement.

Optional Information

Gender

The optional information section of the survey was included to achieve a better understanding of the population involved in the survey. The author will not attach any conclusions to this information, but believes significance can be drawn from this information.

Of the 114 respondents in the sample, 85 are female (75%) and 29 (25%) are male.

Age

None of the participants in the survey were below the age of 20 years. Twenty percent, 21 respondents, are between the ages of 20-25 years. The largest age grouping
from the sample population, 61 participants (59%), fell between the ages of 26-35 years. Age categories 36-45 & 46-55 years, each contained 9 respondents representative of 9% of the population for each category. Three of the participants (3%) fell between the ages of 56-65 years. Of the 114 members of our sample audience, 103 members offered their age.

Volunteering Status

All of the participants participated in the question, “are you currently volunteering with a service organization” and 52 of the 114 (46%) were currently volunteering with a service organization, while, 62 participants (54%) were not currently volunteering with a service organization.

Years Working in Nonprofit Sector

In order to validate and give credit to the experiences of the sample audience, a question in the survey was devoted to the number of years each participant has worked/volunteer in the nonprofit sector. A total of 96 members of the sample responded. Twenty percent, or 19 respondents, have been involved with the nonprofit sector for 0-2 years. Twenty-one of the respondents, or 22%, have been affiliated with nonprofits for 2-5 years. The largest grouping totaled 35 respondents, or 37%, have been associated with nonprofits for 5-10 years. Finally, 21 respondents (22%) have been volunteering/working in the nonprofit sector for over ten years.
Additional Thoughts/Comments/Suggestions

Located in the additional information section of the survey was a field for the participants to add additional thoughts, ideas, or comments. Listed below is feedback received from the sample population:

- There are too many nonprofits popping up and careful attention to the environment to see if an existing nonprofit can provide a needed service is truly beneficial.

- Word of mouth is undefeatable in making a youth group successful but, you must push to get the word out and encourage your audience to think that they are not alone in what they are doing.

- It would be important that the youth being served by the organization be involved in the planning and establishment of the organization.

- I believe to be successful in creating a viable youth service organization a research should assess the need for this service.

- Focus should be on whether or not the organization will be best able to serve the clientele they are targeting. Unfortunately, I believe that too much time and people are spent setting up/running the organization and not doing the grunt work in the field.

- When looking at competitors and trying to analyze them, I believe it is important to see what they are doing and try to collaborate with them rather than try and make a program that is better than them. Collaboration is key when working with youth because youth are into a lot of things.

Conclusion

What began as an attempt to capture a sample population of 50, turned into much more. The survey was extremely well-received by the recipients and, through word-of-mouth, the sample population more than doubled initial expectations. Responses were received from regions spanning the United States. In fact, a few survey responses came from outside the United States. The furthest participant was located in the Territory of Jammu Kashmir and was assisting young people in that disputed area.
The information captured in the survey has, and will, greatly influence decisions and recommendations for the founders of the youth service organization. Because the project is still in development, the results from the survey will greatly add value to the organization.

Unique results were achieved from statement six, "marketing and advertising initiatives for a youth service organization are usually not necessary because, the services provided will self-promote the organization". The Likert scale scored the statement a 1.99 and valued the combined responses with a complete disagreement. The methodology behind this statement was to show the importance of comprehensive initiatives required to self-promote an organization. The need for advertising and marketing strategies are required and validated by the sample population. Strictly services, provided by an organization may not promote growth and stability to the organization.

Statement seven, "in order to successfully launch a youth service organization, the establishment of a start-up budget is usually necessary" produced interesting results. Without a general understanding of the scale, size and services of the organization, the sample population responded with a 92% agreement in the necessity of a start-up budget. Attaining initial funding can be a challenge to individuals aspiring to launch an organization. A mission statement can be solid, the business plan effective, and marketing initiatives can be in place with a strong organizational structure, but, without a budget to incorporate the organization and develop plans to elicit funds for future operations, the plans are just that, plans.
The results of the survey reaffirmed the author's research and strategic initiatives for the youth service organization. Each of the ten statements carries weight in the development and establishment of an organization. Themes achieved through positioning the formation of a youth service organization can transcend the nonprofit sector and be applied to a diverse sample of organizational efforts. Additionally, the value of a mission statement was realized from the results of the survey. Finally, the value of the vision statement of an organization can also be appreciated and considered a necessity.

A statement on the survey was devoted to primary values for a youth service organization. Not only are primary values applicable when dealing in the private sector, but the public sector as well. A renewal in organizational values has surfaced due to recent scandals associated with publicly traded companies. The importance of establishing primary values for the youth service organization received the highest score from the Likert scale, 4.31.

Finally, the recommendations/thoughts/comments section of the survey was very well-received. Over 10% of the sample population took the initiative to offer experiences and suggestions. All of the recommendations have been taken into consideration and will play a vital role in the formation, and operation, of the youth service organization.
Business and Strategic Plan Development for Proposed Youth Service Organization

Background

"Many people who think about starting a nonprofit are unaware that they will be starting a small business with all the needs that successful business entails" (http://nyceny.org). In March of 2003, the author began working with Sean Sanford and Brian Reavey to assist them in achieving their desired goal of forming a youth service organization. Brian and Sean had already formulated the ideals and concepts of their proposed organization. The author’s role has been that of a consultant, responsible for guiding Brain and Sean through stages of developing an organization. All recommendations delivered to Brian and Sean have been based on common business practices and researched initiatives. For purposes of this study, the format will consist of recommended, and researched, stages of development created for the proposed formation of the organization. Throughout this section of the study, anecdotal experiences with the proposed youth service organization will be included.

Creating a Mission Statement

In the most basic form, a mission statement describes the overall purpose of an organization. When creating the statement, consideration should be given to the organization’s products, markets, services, intent, values and internal characteristics. A mission statement can also be considered the guiding principles of the organization and can set priorities for the employees/volunteers of the organization. “A clearly stated mission can help instill a shared sense of direction, relevance, and achievement among
employees, and a positive image of the firm among customers, investors, and other stakeholders" (Walker, Boyd, & Larreche, 1992).

Functionality can also be considered an important aspect of an organization’s mission statement. As the organization develops and participates in continual strategic planning for future operations, the mission statement should remain flexible with the ability to adapt to redefined intent and direction. For example, an organization may transfer leadership or establish a revised vision, and the mission statement should possess the ability to change with the organization.

The author received an example of the youth service organization’s purposes during an initial fact-finding meeting. Collected from a presentation the founders created in order to obtain donated communal space, the pieces of a mission statement for the organization took form in an unpolished format. The early stages of the organization’s mission were taken from a presentation created by Brian Reavey and Sean Sanford on July 2, 2003 and is provided:

We seek to create a “faith-based movement”

- Rooted in:
  1) Prayer and worship
  2) Scripture
  3) Catholic tradition
  4) Post-modern milieu
  5) Witness of people of faith

- Dedicated to:
  1) Building the Kingdom of God
  2) Effective Catholic Christian formation
  3) Solidarity, peace & justice
  4) Spiritual renewal (conversion)
  5) Fostering healthy ministers & ministries
The two founders created the foundation for a future mission statement. Consultation was provided to transform their above-written intents into a polished statement of mission for the organization.

**Forming Board of Directors**

Governance of organizational operations remains an issue of debate. Models have been developed, and will continue to be developed, throughout the private and public sectors documenting the most effective number of board members, to include the responsibilities and functions of the board. Various theories are dedicated to the roles and responsibilities of the board of directors of an organization. As a means of consultation, recommendations were made to the founders of the youth service organization featured in this study based upon the results of the 114 surveyed results collected from a variety of participants.

Based on survey results designated for this study, 51% of the survey participants were of the opinion that an acceptable number of board members for a youth service organization could be between 4-6 members. To support the always debatable issue surrounding governance, 27% of the surveyed audience registered a "no opinion/neutral" response to the statement. Therefore, based upon researched opinion for purposes of this study, over half of the participants believe that 4-6 members of a board are an appropriate number for a youth service organization. Recommendations were offered to the founders based upon the results of the research survey, as well as, structural organizational research conducted by the author.
* The roles and responsibilities of the elected board members of the youth service organization featured in this study will be determined by the founders and the board itself. Typically, board members are not involved in the actual daily operations of an organization, but are in place to set behavioral standards by which operations should be conducted for the management of the organization. Boards are also established to ensure the missions of the organization are being followed with respect to the articles of incorporation and by-laws established by the organization.

Choosing appropriate members for the governing board of a youth service organization is the responsibility of the creators. A method of selecting desired members for the board is also determined by the creators. For purposes of consultation, the author suggested the creation of an application. Potential members of the community could respond to an application from the founders of the organization. The application could contain questions that can determine a prospective board member's character, availability, expertise, and experience. Once chosen, the members of the board can be assigned a role. A common initial structure for a board of directors could consist of President, Vice President, Secretary, and Treasurer.

The founders of the youth service organization for which this study is dedicated presented a list of potential board members to the author. The election process of a Board of Directors for the organization has been offered to the founders, however, at present a board is not in place.
Developing Brand

"Having the right name can be as important as having the right product" (Marconi, 2000, p.4). People tend to associate themselves with a product or organization. The development of a strong, unique brand that young people can relate with may be the catalyst to create the communal disposition an organization may be seeking. Furthermore, the establishment of a brand can be crucial for the purpose of advertising and marketing initiatives for the organization.

The author advised and consulted the founders of this study's youth service organization on the choice of brand for their project. They were informed of the importance in a name, and the need for their brand to transcend generations and achieve portability. Many different ideas for the brand were proposed to the author for review and consultation. From an original list, all but one brand identity was removed due to duplication in the marketplace and perceived licensing and copywriting issues. While the founders were considering brands and brainstorming, the author conducted research taking into consideration the desires of the founders. A brainstorming technique was developed to wade through the vast possibility of brand choices.

A collection of brand needs were provided to the author. A system focused on simplifying the decision-making process had to be created in order to develop the name. The founders desired to create a brand which was unique, creative, spiritual, relative to the Gospel, could embody ideals of the organization, and that could relate to youths. The author agreed with the founder's needs for their brand and advised on the needs of the market. A system of selection was developed to meet all criteria from the founders, and the marketplace criteria as advised.
The founders were given a list of forty words in English, Gaelic, and Spanish. The idea was to choose two words that could be placed together from the three different language choices to form a brand. Each of the words shared a direct relationship with the mission of the organization and was meant to transcend language barriers and generations. Additionally, a marriage of the two words was intended to establish a unique sound and fresh tool that can be used for marketing and advertising purposes.

Outfitted with a system to develop a unique brand and identity for their organization, the founders embarked on the initial process of creating a youth service organization. As consulted by the author, the founders were informed of the need for a brand, or name, in order to incorporate the organization and begin steps of operation.

**Determining Religious Affiliation of Organization**

Many considerations must be made when creating an organization. One of the most important considerations can be determining the affiliation of an organization. Why can affiliation have defining impact? The Internal Revenue Service (IRS), “Although the IRS recognizes thirty-two different types of tax-exempt organizations according to the 1986 Tax Code, the most common type of organization is the 501c3, which is either a private foundation or a public charity” (Riddle & Drenth, 2002). Organizations whether public or private, for-profit or not-for-profit, must define a status in order to determine tax liability. Nonprofit organizations are considered exempt from taxes if the services provided are deemed not-for-profit.

An additional challenge to the formation of the proposed youth service organization could be the organization’s relationship with the Catholic Church. If the
services provided and teachings delivered are consistent with the Catholic Church, the organization could potentially fall within the direction of the church leaders for the areas in which the organization operates.

Brian Reavey and Sean Sanford were consulted by the author on the positives and negatives associated with the affiliation and establishment of their proposed youth service organization, with respect to tax exemptions and affiliations with the Catholic Church. The two founders are seeking to establish the proposed youth service organization as a religiously affiliated service organization intending to claim tax exemption.

With respect to a relationship with a local area governing Catholic Church, the proposed organization may be confronted with operational partnerships in order to comply with the messages deemed acceptable by the leaders of the Catholic Church. The founders have been consulted by the author to consider a future relationship with the Catholic Church if specific decisions resulted in a direct affiliation between the proposed organization and the church.

Creating a Vision Statement

As stated earlier, the mission statement of an organization defines the purpose of an organization. A vision statement, "...is what keeps an organization moving forward, even against discouraging odds" (Adams, 2003). The vision of an organization can be the most powerful motivator in an organization. Defining the meaning as to why the organization is in existence can be the collaborating force between the members of the organization. Throughout this study, the founders displayed a tremendous amount of vision for their proposed organization. The author believes in the immeasurable
importance the vision of an organization, and its leaders, can have on a community. As part of the research conducted for this study, individuals who participated in the survey supported the author’s suggestion of the importance of a vision statement. Seventy-seven percent of the surveyed audience agreed that the vision statement of an organization could be considered the most powerful motivator for the organization and community.

Following the formation of a board of directors, the author is of the opinion that the creation of a vision statement will be essential for the future success of the proposed organization and is a crucial step in developing an organization.

**Structural Organization**

The strategic planning of an organization includes an analysis of a proposed structure. Taking into account the services, programs, and resources an organization intends to provide, a structure for operating the organization should be established for future success. John H. Jackson and Cyril P. Morgan established the fundamental dimensions of structure in their book titled, *Organization theory: A macro perspective for management* (1978) by using four dimensions:

1. Structuring of Activities
2. Concentration of Authority
3. Line Control of Workflow
4. Supportive Component

Activities that are to be performed by the organization should be structured and developed as part of the strategic planning process of an organization. Standards are to be developed to include differentiating the specialization of activities to be performed. The activities should then be formalized and a standard procedure established for these
initiatives. With respect to the proposed youth service organization, activities were
defined, but a standard has yet to be developed in which activities can be subjected to.

Second, the concentration of authority is the extent to which authority makes
decisions affecting the organization (Jackson & Morgan, 1978). Defining the
authoritative structure of an organization will enable those supervising to monitor
procedures. The establishment of the organizational structure could formulate roles and
expectations of those working toward the defined mission, and assign a means of
authority. As an organization develops and grows, understanding the concentration of
authority could enable procedural success of the activities defined for individuals. The
youth service organization proposed in this study may be supported, from inception, by
the founders; therefore, activities will be the responsibility of the two individuals
maintaining joint authority. As the proposed organization grows, an understanding of the
concept of authority could assume more functional levels of importance.

Line control of workflow distinguishes between the areas of the organization in
which the activities will be produced. In larger organizations, work may be supervised
by an appointed authority while the actual activities are produced by line personnel.
Smaller organizations may not have a high concentration of levels, and therefore,
workflow would be produced by an authority without the possibility of line personnel’s
contribution. In the case of the proposed youth service organization, the workflow will
begin to be performed by the two founders without the luxury of line personnel and the
possibility of supervision. As mentioned earlier, as the organization manages the
potential for growth, consideration should be given to the designation of workflow.
Finally, the fourth dimension of organizational structure, as defined by Jackson and Morgan, is the supportive component. A direct relationship applies to supportive responsibility and the size of an organization. Supportive structure is segregated from the workflow of activities and is relative to supplemental work needed in an organization. A smaller organization may not endure volumes of supplemental work, but as an organization grows the need of a supportive component may become apparent. Once again, due to the scale of the proposed youth service organization, supportive components of the operation could be handled by the creators.

When the proposed organization develops and grows, an understanding of the need for structural organization may be beneficial. The organization may have been at early stages of inception, but the author consulted the founders on the potential need for an organizational structure in place to facilitate the operations for future stability.

Organizational Bylaws

Nonprofit organizations are required by State and Federal regulations to produce a set of corporate bylaws. "Bylaws are the rules and regulations of your nonprofit agency’s operations" (Riddle & Drenth, 2002) and precede the incorporation of an organization. The bylaws are meant to serve as the procedure by which the Board of Directors will make decisions on behalf of the organization. Information that can be included in an organization’s bylaws, as provided by John Riddle and Tere Drenth in the book titled Managing a nonprofit (2002), are:

- How many board members need to be on the board at one time
- Length of term on board
- Any limits on board membership
- How many board members are required for a quorum
Description of the duties of key agency employees

Bylaws can be written by referencing examples of other nonprofit organizations in the sector. Individual attention should be devoted to the specific organizational needs at the discretion of founders, or members of the board. Filing the bylaws with state and federal regulators is an intricate process and needs the assistance of legal representation.

The author and founders of the youth service organization dedicated to this study referenced examples of other nonprofit organizational bylaws before attempting to write their own. As a means of consultation, the founders were advised to contact legal representation to assist with the filing of the bylaws and incorporation of the organization.

**Obtaining Start-up Budget**

During the initial stages of collaborating with the founders of the youth service organization, the question of finances continually surfaced. No matter how the formation of an organization is approached, funding is required. The author put the question to the surveyed audience for purposes of this study and 92% of the respondents agreed that establishing a start-up budget was a necessity to successfully launch a youth service organization. Whether the organization decides to obtain legal services intended to assist with incorporation, or hire the services of a consultant to assist with developing a marketing plan, funding is needed. Dependent on the scale and scope of the organization, the amount of funding needed varies.

Money for the start-up budget can be obtained in many different ways. For example, money can be gifted by a private sponsor, obtained through fund raising, loaned
by private or public lender, collected from community sponsorship, obtained from private finances from the founders, or endowed to individuals. The funding, when achieved, must be accounted for by the organization. As a suggestion, the author recommends soliciting the assistance of an accountant or financial expert. When one considers the amount of funding that could potentially flow through an organization, the need for proper accounting is essential.

For example, the youth service organization featured in this study is proposing to solicit funding from donors and through fund raising. The founders of the organization will also be charging set fees for the services they are to provide their intended audiences. All of these proposed monies must be effectively accounted for through the potential transactions of the organization.

**Consideration of Legal Counsel**

Because the proposed youth service organization could potentially operate outside of a parent organization, the author recommended that legal representation be obtained before operations begin. As stated earlier, legal counsel can be extremely helpful when filing bylaws and letters of incorporation for the organization. Legal counsel was also recommended, as the proposed organization will be working with an audience primarily consisting of youths. Many of the proposed services of the organization consist of the youth ministers spending unsupervised time with youths. As a means of protection for the youths and those adults working with the youths, having legal counsel is imperative and can reinforce the validity of the organization and of the values established by the board of directors.
Marketing Plan

Bob Adams is a small business entrepreneur and a Harvard Business School graduate who is personally responsible for the creation of three small businesses, including a classified newspaper and a brokerage firm. Along with his knack for developing small businesses, Adams wrote a national best-selling book in 1996, Small Business start-up. In reference to the development of a marketing plan, Adams wrote:

A marketing plan is not simply a list of advertising or other promotional activities. A good marketing plan should begin with an evaluation of the entire potential market for each product category and include an analysis of consumer behavior, the competition and its product, and the strengths and weaknesses of the company as a competitor (p. 73).

Having taken into consideration the substance of this study's organization, the author recognized that the proposed youth service organization will not be fighting for market control, positioning against competitors, or attempting to achieve heightened levels of profitability. As a means of consultation, the author found importance in relating small business techniques to the founders of the proposed organization to acclimate them to the specifics of operating an organization. As per Bob Adams book, Small Business start-up, included are eight steps for the development of a marketing plan for a small organization. Each step will be discussed with implied importance to the development of this study's proposed youth service organization.

1. The Market
2. Market Segmentation
3. Consumer Analysis
4. Product Features and Benefits
5. Sales
6. Advertising and Promotions
7. Competitive Reaction
8. The Future

The Market

Introducing a new product, or service, into a market requires involved research and an understanding of the needs of that market. Definition of the market can be a starting point: market characteristics, size of market, economic conditions of the market, and sustainability within a market are all questions that require researched answers. An organization must determine that there is a need for the services, or product, to be provided within the respective market. The analysis of the market can determine product development and implementation.

For purposes of this study, the proposed youth service founders were encouraged to research and determine the value of their organization’s services in the desired market. As the need was discovered, the founders were able to determine the market for their services, and products.

Market Segmentation

Predicated upon the success of an organization in a specific market, the consideration of entering into extended markets will drive product, or service, flexibility and the ability to adapt. Because markets can be segmented by size, demographics, economic differences, user preferences, and dispositions the ability for an organization to deliver services into future markets can define the need for responsiveness of the products or services. Consideration of entering into extended, unique markets may affect the future success of an organization. “The objective of the segmentation process is to
divide the market into relatively homogenous groups of prospective buyers of a good or service with regard to their demand functions” (Walker, Boyd & Larreche, 1992).

The founders of this study’s proposed youth service organization expressed the desire to initially offer services in a locally, defined market. However, the ability for the organization to expand to a national presence is a defined goal. The author advised the founders to consider market segmentation when developing organizational goals. For example, the ability for the proposed organization to adapt to a Spanish-speaking audience has been recommended before deciding to expand nationally.

**Consumer Analysis**

The ability to understand the target beneficiaries of a youth service organization’s services can be a crucial aspect when developing pricing strategies and curriculum development. The differential for success when providing services for youths could be the ability to deliver services applicable for the audience. Understanding the needs of your audience may result in immediate support of the organization’s mission. Because the founders of this study’s organization will be charging fees for the services they are proposing to provide, reflection on where the funding for the programs will be coming from is crucial. In most cases, the parents of the youths will be financially sponsoring their children’s participation in offered programs and services. Therefore, the founders were advised to not only understand the needs of the youths, but also the value proposition for the parents. In this case, the parents must determine a value to be received by their children participating in offered programs and services.
Products, Features and Benefits

Chapter II of this study describes in detail the products and services the proposed organization would offer. Attention should be given to the effectiveness of the products and services offered to the youths by market segmentation. The ability to adjust services, or programs, accordingly to the historical benefits for the audiences may prove invaluable for the longevity of the organization. Comprehending what is working with the audiences and what may not be working could determine the future successes of the organization, and lasting effects on the audiences.

Sales

How a product or service is positioned in the marketplace could determine the success, or sale of the products or services. Positioning is, understanding the market and addressing the need. For purposes of this study, sales can directly relate to growing interest in the proposed youth service organization’s services. Additionally, sales could associate to the need of the messages to be provided and communal belonging. Taken in this context, sales represent the desire for the organizations’ messages to produce stability for the organization with a focus on continued operations.

Advertising and Promotions

Statement six from this study’s survey reads, “marketing and advertising initiatives for a youth service organization are usually not necessary because, the services provided will self-promote the organization”. The author’s intent with the statement was to demonstrate a continued need for advertising and marketing strategies. Despite the
potential success of an organization, the need for marketing and advertising initiatives will always be present. Without knowledge of how the respondents of the study's survey would value the above statement, the author had an opinion of what the results could reveal. Eighty-seven percent of the respondents disagreed with the statement. Proving the necessity of continued advertising and marketing initiatives for a youth service organization.

Enough stress can never be placed on the importance of good advertising and marketing for any organization, whether for-profit, or not-for-profit. Services and product success can never be maintained without initiatives designed to promote their value. The creation of a strong brand for the organization can accelerate effectiveness of advertising and marketing campaigns. Entire promotional strategies could be built around a strong brand and eventually progress brand recognition in the marketplace.

Strategies have been developed to foster brand recognition and the promotion of the youth service organization this study is devoted to. Web site development has been initiated as the initial tool for advertising the organization. Marketing strategies have also been designed and are ready for implementation.

Competitive Reaction

An evaluation of competing products or services in a market is a step to ensure survivability and success. In the book, *Managing with dual strategies*, Derek F. Abell wrote about competitive reactions to new products or services, "we must be prepared to look at the ways in which competitors progressively open up nooks and crannies in, and eventually beyond, the original market definition" (p.74). With respect to this study, the
concept of competitors in the market resembles alternate youth service organizations performing services in the sector and the ability for those organizations to alter services that either compliment, or adjust curriculum from that of this study’s proposed youth service organization.

An excellent takeaway from this study that will be presented to Brian Reavey and Sean Sanford (founders) came from the reactions of a handful of the study’s survey participants. Four of the survey participants who provided additional thoughts in the respective section of the survey commented on the need to evaluate the market and consider partnering with another youth service organization with the intent of enriching the services already offered. The suggested collaboration, rather than launching a new youth service organization, was recommended by 30% of the survey respondents who opted to offer additional comments. One individual went so far to say, “There are too many nonprofits popping up, and careful attention to the environment to see if an existing nonprofit can provide a needed service is truly beneficial.”

In a consultative disposition, the author mentioned the concept of collaboration to the two founders. The founders have dismissed the idea of collaboration with the belief that the messages they are creating and the method of delivery are unique and requires autonomy.

The Future

Even the most proven of marketing plans could not be complete without a focus on long-term operations. Amid the preparations for launching an organization, careful strategic planning must be devoted to future operations. If the inception of the
organization is successful, can the services or products offered adapt and adjust to growth? Will the market evaluation hold true for one, or two years? Finally, can the management of the proposed organization deliver for the long-term?

Sharon Oster wrote in, *Strategic management for the nonprofit organization*, “In almost all markets nonprofits face increasing competition, competition that has intensified the pressures these organizations face to find effective management methods” (p. 1). With respect to this study, competition for effectively managing an organization could reveal itself to the founders in different forms. Launching the organization remains as the lone competition.

**Financial Management Plan**

How quickly the study reverts back to funding. Fact of the matter is, in order to operate a youth service organization financial support will be needed. Where the financial support originates will become a priority for the proposed organization. Nonprofit organizations have the ability to employ diverse strategies designed to obtain funding, for example (but certainly not limited to):

- Grants
- Direct mailing initiatives
- Endowments
- Foundational support
- Sponsoring special events

Each funding initiative listed above carries specific requirements and the need to formulate particular planning. Events and direct mailing initiatives typically demand an initial investment in the hopes of potential financial gain to be used to fund the organization’s mission. Obtaining grants and foundational support can also be beneficial
but will entail planning and positioning. For starters, the organization must be incorporated and recognized as a not-for-profit entity. Traditionally, a great deal of effort can be involved in soliciting funding in the form of grants, corporate sponsorship, and foundational support. Institutions providing the funding must support the works of the organization and feel that the monies they donate will be managed correctly and provide the lending entities with a positive return.

As part of the operational plan for this study’s organizational founders, a majority of their funding will initially arise from the fees the founders are planning to charge for the programs and services. A plan has been developed for a long-term aspiration of introducing the organization to a broader audience nationwide. For that transition, the founders are prepared to ascertain financing through fundraising methods.
Conclusions and Recommendations

In January of 2003 the author entered into a conversation with his brother, Brain Reavey. The conversation focused on Brain’s career and the work he was doing with the church and the Catholic community of St. Matthias in Somerset, New Jersey. Brian provided the author with a description of a retreat he held for high school aged young people from St. Matthias. The intensity and passion with which Brian explained to the author the purpose of the retreats, the messages delivered, and the positive experiences encountered by all involved provoked the author to ask a question. "Have you ever considered forming your own nonprofit to deliver your messages to a larger audience?"
This question launched the author’s study and the collaboration between Brian Reavey and Sean Sanford to launch a youth service organization.

After scheduling a meeting with the founders in March of 2003, to better understand the intents and purposes of the proposed organization, the author joined the two founders to assist them as a consultant in the rigors involved with launching an organization. Brain and Sean had formulated their messages, they developed a unique method of delivery, and they were successful with their current labors for young people of the church. What they did not have was experience with organizational-specific operations. The drive, desire, vision, and inspiration were present, but they asked for direction and consultation with taking their ideas to the next levels.

The author began consulting for Brain and Sean on the specific things that needed to be accomplished in order to move forward and fulfill their desires of starting a youth
service organization. From the start, the pair needed grounding and an understanding of what the process would entail. The author established a beginning business plan and the goals that needed to be accomplished in order to begin the project. Project meetings were conducted and strategies for initial execution were delivered. The actions that needed to take place from inception were outlined with start and finish dates, and documented on a timeline to reinforce deadlines. When the time for execution arose, the very first step in the established process was delayed.

At the moment the first step in launching the youth service organization was not accomplished, the author understood the challenges this project faced and redefined the position of a consultant. It was at the initial stage of development, that the author began a learning process. All the stages of planning are insignificant if the ability to execute is never realized.

The ideal of consulting Brain and Sean with launching a youth service organization became a process of preparing a guide that they could follow when their schedules allowed them the ability to launch and operate an organization. The hearts of Brian and Sean are definitely in the right place, but their ability to accomplish their goal will take much more time than they originally anticipated. As a consultant, the author learned that creating plans for organizational success must be conducted on a minimal scale. Accountability for execution does not lie with the consultant, but with those who must heed recommendations and use that information to their advantage.

Currently, this study’s proposed youth service organization is still in stages of planning, and is awaiting execution. Brian Reavey and Sean Sanford were provided with a business plan and the appropriate processes and procedures that must be followed in
order to start a youth service organization. Upon the team’s missing some initial
deadlines that were established, the author confronted the difficulty this project may face
with getting off the ground, and committed himself to fulfilling the role established and
documented a guide for forming a youth service organization based on the experiences
encountered. The desires of Brian and Sean are still present and their abilities to launch
their organization are true. They have a business plan and an excellent understanding of
what is needed to fulfill their desires. As a consultant, the author is thrilled to have been
involved with this project and would assist Brian and Sean if asked again. The ability
they have to positively affect a young audience is apparent and needed in Catholic
communities.

As a result of this study, the author recommends truly understanding the
necessary processes involved with forming a youth service organization.
Conceptualizing can be useless without a steadfast plan and the ability to execute on the
first stages of a plan, in order to reach concluding stages. As an example, after reading
this study, one will understand that “the proposed youth service organization” was unable
to settle on a name for the organization as an initial step in the process. Without a name,
an organization can not incorporate.

After Thoughts

At this time, the author would like to impress upon the readers the vision and
commitment of the proposed organizers of this study’s youth service organization. Both,
Brian Reavey and Sean Sanford, work tirelessly each and every day with the youth of our
world as their careers of choice. In their limited spare time, they embarked on a mission
to deliver more programs and services to the young people of the community. As a consultant, and author, it was my pleasure to assist them with realizing their vision. Although the project has yet to realize its potential, the proposed organization is not abandoned.

With respect to this study, the author began documenting the process with the intent that a youth service organization would be the final deliverable of the project. Because the launch of the proposed organization has been postponed, the author’s hopes to present created marketing material, specific advertising initiatives, corporate bylaws, and many other results of the formation of an organization were not realized. Focus in the study was shifted from the delivery of an organization to a well-researched guide to assist others in forming a youth service organization.


Pope John Paul II. (1993). World Youth Day Conference speech conducted in Denver, CO.


APPENDIX A

Survey
Please rate the following statements and circle appropriate choice using the key:

SA = strongly agree  A = agree  N = no opinion  D = disagree  SD = strongly disagree

1. The vision statement of a youth service organization can be considered the most powerful motivator for the organization and its community.
   SA  A  N  D  SD

2. Establishing primary values for youth service organization can increase operational success of the organization.
   SA  A  N  D  SD

3. The strategic planning for a youth service organization should include a consultant/facilitator from outside of the organization.
   SA  A  N  D  SD

4. The optimum number of members needed for the Board of Directors of a new service organization should probably be about 4-6 members.
   SA  A  N  D  SD

5. Prior to creating a youth service organization, an analysis of the nearest direct competitors should be conducted.
   SA  A  N  D  SD

6. Marketing and advertising initiatives for a youth service organization are usually not necessary because, the services provided will self-promote the organization.
   SA  A  N  D  SD

7. In order to successfully launch a youth service organization, the establishment of a start-up budget is usually necessary.
8. The continued success of a youth service nonprofit organization is largely dependent on fundraising.

9. The successful attainment of a youth service mission is the best marketing, advertising and fund-raising tool for the organization.

10. When developing a business plan for a youth service nonprofit organization, considerable attention should be devoted to how the organization will develop progressively over time.

Additional thoughts/comments/suggestions:

Optional Information:

Male ___
Female ___

Age: 20-30 30-40 40-50 50-60 60-70 70+

Current Position in Organization: __________________________

Volunteer with Organization: Yes ___ No ___

Years Working/Volunteering in Nonprofit Sector: 0-2 2-5 5-10 10+
APPENDIX B

Likert Scale Rubric
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**Value Determination**

5.00 - 3.30 = Complete Agreement
3.19 - 2.60 = Agreement
2.79 - 2.20 = Disagreement
2.19 - 0 = Complete Disagreement