



No Limits Creative Arts
One Year Marketing Plan

Presented To:
Carla Hutchison

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Executive Summary

Research Collected:

Research was gathered in several phases over the course of 3 months. 6 articles and 6 websites were reviewed to gain industry knowledge of fishing and special needs related organizations. The psychology of the challenges that special needs children face on a daily basis was examined as well. There was also extensive research gathered with the intent of understanding the condition of the non-profit environment No Limits exists in, along with reviewing direct and indirect competitors of their industry. Primary research was conducted through 14 interviews with various people in the organization. These interviews allowed for great understanding and information about the condition of the non-profit and some current areas of need. The purpose of these was to rely on data other than personal observations.

Marketing Strengths Discovered in the Plan:

- No Limits has a mission-driven culture.
- No Limits has touched the lives of many families in Orange County and have contributed to a growth in confidence, social skills, and motor skills amongst many students.
- No Limits heavily relies on word of mouth to recruit new student Peer Mentors all across Orange County.
- No Limits is extremely inclusive and prioritizes the interaction between all members.
- Stakeholders of No Limits are extremely passionate and involved.
- No Limits has great place and partnership strategies.

Primary Marketing Problems the Plan will Address:

- No Limits does not track all the data that is possible for volunteers and students.
- No Limits does not have clear success measurements.
- No Limits does not communicate the impact that they are having on the community.
- Lack of brand presence across all online social media platforms.
- Lack of meetings that occur to success future funding and expansion plans.
- Most responsibilities fall on the hands of a few people in the organization.

Some of the Primary Recommendations in the Plan Include:

- Refine the mission statement to better emphasize the niche uniqueness.
- Collect video success stories of volunteers, families, and staff that have been impacted.
- Change the “Reviews” tab to a “Success Stories” individual tab with reviews and videos the impact FF is having.
- Establish more opportunities for additional fundraising events
- Communicate success stories and outputs on social media and website.
- Create clear roles/responsibilities and delegate them to volunteers.



A Note to Carla and No Limits:

Carla,

Thank you so much for the opportunity for me to come alongside No Limits and work with you this semester. I have learned so much and was inspired by your heart and passion for the community, and by the family of No Limits. It has truly been a pleasure getting to know members of the family and their stories and getting to interact with the children as well. Carla, your efforts do not go unnoticed and you have made a significant difference in so many families' lives. No Limits is a *need* in the community, and I am so excited to see how it will grow in the near future. I wish that we could have had more time to get to know each other, but I am so grateful that we were able to connect. You inspire me and so many people around you – keep doing what you do!

Sincerely,
Katherine



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I. Current Situational Analysis

Brief History

No Limits Creative Arts was founded in 2011 by Carla Hutchison in order to fulfill her son's dream of dancing. Calvin, who has autism, saw his older sister performing on stage and expressed his desire to perform as well. Carla recognized a lack of structure and substantial opportunity in similar programs catered to kids with disabilities and believed she could create something more useful for the community. With her 20 years of experience in teaching dance along with her passion to make performing arts accessible to children with special needs, she created No Limits as a program where students would have the tools and structure to help them experience the arts and succeed in life. Carla also saw a tremendous opportunity to create an inclusive environment by inviting support from peer mentors to interact with the students and empower them to express themselves. No Limits focuses on creating an inclusive community and building confidence amongst not just kids with disabilities, but also anyone who has the opportunity to come in touch with them.

Currently, No Limits partners with four different performing arts studios to bring the following activities to students: dance, art, yoga, tumbling, musical theater, and voice. They offer classes at these locations: Elite Dance Academy (Orange), Huston Performing Arts (Placentia), Impact Dance Center (Los Alamitos), and McCoy Rigby Arts (Yorba Linda). As their vision and organization continues to grow, they expect to partner with more locations and increase the classes/activities that they offer to the community.



Part A: Internal Environment

Purpose: The purpose of this section is to be able to both identify as well as assess different aspects of the non-profit organization with the goal to identify areas that are strong, those in need of improvement, and those that are definitely needing improvement and even further observation that needs to be conducted.

A. Primary Problems

***Personal Evaluation :** No Limits Creative Arts is **very strong** in serving the community of children with disabilities and their families within Orange County. The organization focuses on providing a safe and inclusive environment for students to learn performing arts and express themselves. There is a huge demographic of individuals that fall under the autism spectrum disorder or have special needs. The following statistics are presented to provide the depths of the problems within the demographic that No Limits is working to serve and address.*

Vital Industry Statistics

- CDC reported that in 2021, approximately 1 in 44 children in the U.S. is diagnosed with an autism spectrum disorder (ASD) (Article #2).
 - 1/27 boys identified with autism
 - 1/116 girls identified with autism
- 31% of children with ASD have an intellectual disability (intelligence quotient [IQ] <70), 25% are in the borderline range (IQ 71–85), and 44% have IQ scores in the average to above average range (i.e., IQ >85) (Article #2).
- 90% of parents of children with ASD think that persons with autism are stigmatized, and stigma plays a significant role in predicting how difficult life is for the parents (Article #3).
- Research has shown that mental-behavioral stigmas evoke less sympathy and helping behavior than physically based (e.g., blindness, cancer) stigmas (Article #3).
- Special needs adults feel “safe” and empowered when they are doing the thing that they love (on stage, on the court, designing, etc.). While 91% of autistic adults are unemployed, these figures encourage those on the spectrum to chase their dreams (Article #5).
- Normalizing “neuro-inclusive” theatre and performing arts breaks down the social stigma surrounding neuro-diverse communities, increases critical employment opportunities for individuals with ASD and seeks to pioneer increased inclusion in the mainstream arts (Article #6).



B. Mission Statement

Personal Evaluation: *No Limits Creative Arts' mission statement is **in need of improvement** as it does not incorporate the main purpose of the heart of the organization. Currently, the mission statement is vague and does not highlight the uniqueness that the organization brings to the community compared to many other similar NPO's. There is no information on where they are located, what actual services they provide, or how they uniquely measure impact and success.*

Current Mission Statement:

“NO LIMITS is a program developed to bring the arts to kids with special needs. Arts for all children is a special gift that allows them to be creative and have a voice all their own. Our goal is to provide a safe, comfortable environment for our students to express themselves creatively.”
(Website #1)

Strong:

- The mission statement is relatively easy to identify on the website (Website #1).
- The mission statement briefly highlights the importance of art to kids with special needs (Website #1).

May Need Improvement:

- Who they are serving is a bit broad and can be difficult for new customers to identify if they are qualified to join (Personal Observation).
- The mission statement does not mention the geographical region that they primarily serve, or how they are positioned in the area they serve (Personal Observation).
- The mission statement is too vague on what services they provide and what kind of arts are being taught (Personal Observation).

Definitely Needs Improvement:

- The mission statement does not mention anything about “building confidence”, which seems to be one of the primary goals of No Limits (Personal Observation).
- The mission statement can be articulated better and include more details about what makes No Limits unique (Personal Observation).
- The mission statement needs to highlight goals that are measurable and speak to the heart of the organization (Personal Observation).
- The mission statement does not mention anything about an “inclusive environment” which is one of the main unique strengths of the organization (Personal Observation).



C. Overall Assessment of Success Measurements

Personal Evaluation: No Limits Creative Arts has a **strong** awareness of what success looks like and recognizes the future possibilities and opportunities for them to reach even more students and families. They **may need improvement** on identifying a clear definition of success to apply to all students and collecting testimonials from people involved. No Limits **definitely needs improvement** in communicating their success to the public and highlighting the impact that they are making to the community through platforms such as their website, social media, and events.

Overview: No Limits does not utilize metrics to measure success and tends to rely on personal observations and interactions with students to do so. They also have so many stories from everyone involved, but seldom use those stories to communicate their impact. The organization does not recognize that presenting these stories and metrics is pivotal in gaining the interest of outsiders and the public.

Strong:

- No Limits posts a decent amount on their Instagram and Facebook highlighting moments from classes and events, mentor highlights, and updating families on news or announcements (Website #5,6).
- Stakeholders are able to see tangible growth amongst the students in terms of confidence and growth in size within the organization (Interview #2, 8, 10)

May Need Improvement:

- There are no direct testimonials, quotes, or stories directly from the students themselves (Personal Observation).
- There is no section for people to leave a review on any platform (Website #1, 5, 6, Personal Observation).

Definitely Needs Improvement:

- All platforms need to highlight testimonials and stories from the families to communicate success (Personal Observation).
- All platforms need to incorporate metrics of growth within the organization to communicate growth and success (Personal Observation).
- There is no mention about the social impact that No Limits is making to the community around them (how students are interacting with typical students at school, how people perceive students with disabilities) (Personal Observation).
- There is nothing being measured surrounding the support and community aspect amongst parents (moms) involved with the organization (Interview #3).



C1. Success Stories Assessment and Communication

Personal Evaluation: *No Limits does an okay job of accumulating success stories of individuals involved with the organization, but is very much lacking in communicating these stories on various platforms. No Limits runs on a very personal level with all the families involved, and success stories are also personally evaluated by Carla and volunteers, not logistically measured. There are various **areas of improvement** in the method of collecting stories and portraying them on social media platforms – this can be a tremendous way to leverage the impact No Limits is making on the community to people who are not familiar with the organization’s mission.*

Strong:

- No Limits has touched the lives of many families in Orange County and have contributed to a growth in confidence, social skills, and motor skills amongst many students (Interview #3, Interviews #7-12).
- No Limits displays some quoted testimonials/reviews on their website and highlights the activities/events happening in the organization to portray an engaged and inclusive community through their social media (Website #1, Website #5, Website #6).

May Need Improvement:

- More frequent displaying of success stories in a visual manner on both the website and social media platforms (Website #1, Website #5, Website #6, Personal Observation).
- Collecting stories from both new customers and old to demonstrate their dedication to both long term and new customers (Personal Observation).

Definitely Needs Improvement:

- A more robust method in collecting success stories in various mediums and publishing them on their website and social media for people to see (Personal Observation).
- Incorporating their mission statement into success stories and how they are working towards fulfilling their mission as an organization within each story (Personal Observation).
- Identifying a clear definition of “success” that can be applied to every student, regardless of their personal measure of progress (Personal Observation).

C2. Output Measurements Assessment & Communication

Personal Evaluation: *No Limits Creative Arts* tries not to place importance on measuring success through numbers. However, they do have a few systems set in place to track certain metrics/data such as number of students and growth. They can **definitely improve** both their recording of metrics as well as utilizing the numbers to communicate success on their platforms.

Strong:

- No Limits collects data on the number of people that sign up for classes and sign up for shows/recitals (Client Meeting).
- No Limits administers periodical surveys to parents asking for feedback on the program and classes (Client Meeting).

May Need Improvement:

- No Limits does not display any metrics of class size, growth, projected growth over time, etc. on their website or socials (Website #1, Website #5, Website #6).

Definitely Needs Improvement:

- No Limits needs to gather data periodically on students and events (Client Meeting, Interview #2, Personal Observation).
- No Limits does not collect substantial data on volunteers (mentors/mentor leaders) on how many hours they serve and who they refer (Personal Observation).

Possible Metrics to Gather/Communicate:

- How many classes is each student enrolled in and how often they show up
- How many students re-register for classes or shows
- How many students sign up for shows or recitals
 - Best to highlight students who are performing for the first time to indicate boosted confidence
- Who each student/mentor got referred by and who they are referring
- New students and how many more classes they are enrolling in
- Social Media engagement and growth
 - How many people have signed up from Instagram

C3. Outcomes Measurement Assessment and Communication

Personal Evaluation: *No Limits is highly driven by the goal of building confidence amongst the students and providing a safe and inclusive environment to do so. The founder, volunteers and parents all have strong awareness on the impact that the organization has on these children in terms of confidence and growth. They also measure a growth in confidence based on the students' performance and take their enrollment in more classes/performances as an indication of increased confidence. However, No Limits **may need improvement** in more efficiently collecting different types of testimonials. There also **definitely needs to be improvement** on having a system in place to collect feedback from mentor leaders, mentors, parents, and even the students themselves.*

Strong:

- No Limits has an understanding of what a growth of confidence looks like within each individual student (Interview #1, 2, 5, 6).
- No Limits administers surveys to parents regarding their satisfaction with the program (Client Meeting).
- No Limits keeps track of which students are signing up for more classes, which is an indication of growth (Client Meeting, Interview 2).

May Need Improvement:

- Collecting assessments towards each students' growth from Instructors and Mentors to track students' progress in class (Personal Observation).
- Collecting testimonials from Mentors regarding how they have personally grown as a result of working with the children (Personal Observation).

Definitely Needs Improvement:

- No Limits does not have pre/post surveys before each session/season to measure the growth in confidence in each student (Client Meeting, Personal Observation).
- No Limits does not have pre/post surveys for Instructors, Mentor Leaders, or Mentors to measure their growth working with the students (Interview #3, 4, 5).

Possible Outcomes to Measure:

- Implementing periodical pre/post surveys to measure growth across all stakeholders involved on how effectively No Limits is living out their goals.
- Gathering testimonials from all families and students on how the program has impacted them outside of the organization.



D. Marketing Decision Making Assessment

Personal Evaluation: *No Limits is **strong** in understanding the importance of marketing efforts throughout the organization, but is struggling to hire or buy the necessary tools needed to carry out plans and with delegating responsibilities. There **may be a need** for more marketing input from Mentors and Mentor Leaders as well as the parents involved. There **definitely needs to be improvement** in delegating responsibilities to people and creating a strategic plan to address the efforts of both digital and non-digital marketing efforts.*

Strong:

- Members see a necessity for having a marketing plan and efforts on social media to be in place (Client Interview, Interviews 4, 5, 6).
- Mentor leaders step up to handle certain parts of marketing such as recruitment, creation of promotional materials and events, social media (content creation and posting) (Interviews #4, 5, 6).
- All members feels they have a voice in advising new decisions and ideas (Interviews #2, 3, 4, 5, 6, 9, 10).

May Need Improvement:

- There is no designated team for marketing activities and people step up to the plate when needed (Interviews #4, 5, 6).
- There is no full time staff to handle parts of marketing activities such as social media, creating events, reaching out to partners, etc (Client Meeting, Interviews #4, 5, 6).

Definitely Needs Improvement:

- More clear definition and delegation of roles and responsibilities for Mentor Leaders who are usually helping out with marketing efforts (Interviews #4, 5, 6).
- There is no yearly marketing plan or budget and decisions are made on a case-by-case basis (not data-driven) (Client Meeting, Personal Observation).
- There is no consistency with content or marketing-related activities (Personal Observation).



E. Board of Directors Assessment and Satisfaction

Personal Evaluation: *No Limits Creative Arts' board of directors is fairly active in the organizational decision making and planning, making this a **strong** factor. All of No Limits' board members are passionate about the cause, either have members in their families that have special needs, or have children who are directly involved in the organization. There **may need improvement** in the number of meetings that occur per year. There **definitely needs to be improvement** in strategizing a long-term objective goal and leveraging funds to achieve those goals.*

Strong:

- Board members are supportive and passionate about No Limit's goals and cause.
- All board members are directly involved in the organization (children in the program, related to the director) (Client Meeting).

May Need Improvement:

- Having more board meetings throughout the year (perhaps quarterly) to discuss each season's activities and strategic goals for that season (Personal Observation).
- No information about the satisfaction of board members (Personal Observation).

Definitely Needs Improvement:

- Board members need to be highlighted on the website with their roles clearly communicated (Personal Observation).



F. Volunteer Assessment and Satisfaction

Personal Evaluation: *No Limits has a very strong network of individuals who are passionate about the mission of the organization and serving the children/community. No Limits relies on students of all ages to come in as Peer Mentors to interact with the kids and become their friends. They are strong in recruiting peer mentors and training them to be able to serve the students adequately. No Limits also has Mentor Leaders who assist instructors and lead the Peer Mentors. There definitely needs improvement in the delegation of roles and responsibilities amongst the Mentor Leaders so that they are adequately using their individual strengths to further the mission of the organization.*

Strong:

- No Limits heavily relies on word of mouth to recruit new student Peer Mentors all across Orange County – there are around 34 Peer Mentors actively participating in classes (Client Meeting).
- Each volunteer is extremely passionate about the cause and loves being a part of the organization leading them to come back and anticipate bigger ways to get involved (Interviews #4, 5, 6, 9, 10).
- There is an application form on their website for interested Peer Mentors, and training is thorough and educational (Interview #2, Interview #6).

May Need Improvement:

- They may need to post volunteer recruitment on social media (Personal Observation).
- There is not much feedback collected from Peer Mentors on classes that they are helping with, or testimonials of how they grew throughout the program (Personal Observation).
- More ways for volunteers to get involved in the program (fundraising, events, social media) (Interviews #4, 5, 6).

Definitely Needs Improvement:

- Feedback in forms of surveys, questionnaires, or forms to assess their satisfaction with the program and to gauge areas of improvement (Personal Observation).
- More cohesive communication amongst all groups of volunteers (Mentor Leaders, Peer Mentors) because different locations create a lot of division (Interview #5, 6, Personal Observation).
- Delegating specific jobs and roles for each Mentor Leader to assist with marketing strategies (Interview #4, 5, 6).

Importance of Volunteers to the Organization:

Volunteers are vital to the survival of No Limits in their current operations and also as they expand in the future. There are no paid staff and every member/stakeholder involved is a



volunteer. Without volunteers, one of the main aspects of the mission of the organization (inclusive environment) will be completely diminished. Having a consistent volunteer base that is passionate about the program is the most pivotal part of this organization.

Volunteer Coordination:

Volunteers are able to sign up by contacting the director directly or through the application on their website (Website #1). Peer Mentors can choose which classes they would like to help out with and are then prompted through a training session with the director and Erica, from the CSUF Center for Autism.

Responsibilities of Volunteers:

The volunteer responsibilities range from a variety of roles. Typically, the roles are filled by typical students (people without special needs) to become Peer Mentors. Peer Mentors are primarily there in class to support the students, interact with them, and become their friends. After a substantial amount of time spent with the organization, Peer Mentors have the ability to become a Mentor Leader, whose primary responsibility is to oversee the Peer Mentors' activities, assist the instructor, and assist Carla with things needed.

Volunteer Recruitment:

Volunteer recruitment heavily relies on word of mouth as Peer Mentors are spreading awareness about the program and recruiting friends from school or other communities that they are involved in. Erica also helps with recruiting Mentors from CSUF and other volunteers that might be helpful to the team (Interview #2). Some families have mentioned finding out about the organization through their website as well.

Volunteer Training:

Volunteer training is crucial for typical students to be able to understand how to deal with students with special needs and how to cater to those specific needs. Erica is typically in charge of guiding new recruits through an educational session about special needs students and their primary roles and responsibilities in class (Interview #2). Peer Mentors are given the expectation to be a good helping hand to the instructor of the class and a great friend to the students, keeping them on track and engaged with the class.

Volunteer Satisfaction:

- "I love seeing how the children can grow and mature alongside the mentors and their peers" (Parent Interview #9).
- "The best part about the program is the interaction between peers and kids because it instills empathy amongst people" (Interview #5).
- "I love the interaction my child can have with other special needs peers and the peer mentors" (Interview #3).



G. Stakeholder Involvement and Satisfaction Assessment

Personal Evaluation: *No Limits is **strong** in having a passionate and diverse group of stakeholders who are willing to get involved when needed. They **may need improvement** on identifying more roles for these stakeholders to take ownership of and help out in. Because there is a lack of delegation, many of the responsibilities fall on one person, the founder.*

Strong:

- Board members are willing to get involved and work with Carla one-on-one for things that are needed from them (Client Meeting).
- Stakeholders are aware of events happening and willing to take on certain responsibilities where needed (Interview #2, 3).

May Need Improvement:

- Delegating specific responsibilities to people who are willing to help (ie. social media, fundraising, events) and following up with them (Interview #3, 4, 5).

H. Most Important Factors Influencing Decision to come to or to Refer NPO

Personal Evaluation: No Limits has a strong and reputable word of mouth marketing strategy that influences people to enroll in classes or sign up to become a Peer Mentor. They have a more than sustainable amount of volunteers that are willing to get involved. Students are primarily referred by other parents/families and Peer Mentors are referred by other Peer Mentors.

Top Five Factors for Choosing No Limits Creative Arts:

1. Have a personal affiliation with somebody who either has a special needs friend or family member (Interviews #1-13).
2. Have a personal connection or relationship with Carla and want to help out where they can (Interview #2, 3, 5, 8, 12, 13).
3. No Limits has a unique program where anyone can get involved and be a part of a greater cause (inclusive environment where typical students and special needs students are able to interact) (Client Meeting, Interview #2, 3, 4, 5, 6, 10, 11).
4. Visible impact that the program has on child's growth and development compared to other activities, programs, and even therapy (Interview #3, 8, 9, 10, 11).
5. Live within a reasonable distance of at least one location where they can get involved (Parent Interview #7, 9, 10).

May Need Improvement:

- Improving the recruitment strategy for volunteers to ask for more specialized help (social media, fundraising, events, costume ordering) (Personal Observation).
- Connecting people together at certain locations (building a community amongst people who come out to McCoy, Impact, etc.) (Interview #3, Personal Observation).



I. Customer Satisfaction Assessment

Personal Evaluation: *No Limits is **strong** in that they have a community of families that are genuinely satisfied with the program and the things that it has to offer. They **may need improvement** in providing a space for parents of students to offer feedback and maybe even complaints, and gauge for areas of improvement. They **definitely need improvement** in adapting methods to track customer satisfaction more effectively and consistently. They also **definitely need improvement** in tracking satisfaction from the students themselves rather than relying on the parents to be the voice.*

Customer Likes:

- “It is needed in the community and no other organization offers something similar.” (Interview #2)
- Gives child CONFIDENCE
- “Teaches special needs kids confidence, independence, interactive skills, public speaking, gives them a safe, nurturing environment.” (Interview #3)
- “Is a safe place for me to build and interact with a supportive community going through the same struggles.” (Interview #3)
- “Uplifts and empowers not only the special needs children but all the mentors/volunteers involved.” (Interview #4)
- “Not a waste of time, like many other activities I put my daughter through.” (Interview #7)
- “Does more for my child than therapy has ever done.” (Interview #10)
- “Fills that gap with shortage of therapy for special needs kids and families.” (Interview #12)
- “I love dancing and performing and I also love playing with my friends.” (Interview #13)

Customer Dislikes:

- “Funding is an issue, making us incapable of hiring actual staff.” (Interview #2)
- “There is a lack of communication amongst the Mentor Leaders and many people don’t understand their specific responsibilities.” (Interview #4)
- “There needs to be a more strict recruitment process in hiring people for specific roles and also there needs to be more clarification on people’s roles.” (Interview #6)
- “I want more classes!” (Interview #10)
- “I wish No Limits could officially be recognized as therapy by the IRS.” (Interview #9)
- “There is opportunity for growth and reaching more people but Ms. Carla is so busy.” (Interview #12)
- “I wish we could have our own home-base location or building.” (Interview #11)



May Need Improvement:

- Specifying roles and responsibilities for Mentor Leaders (Interviews #4, 5, 6).
- Tracking satisfaction amongst students themselves after each season (Personal Observation, Interview #2).
- Adding a method to gather opinions from parents and volunteers (Personal Observation).

J. Current Tracking/Research System Assessment

Personal Evaluation: *No Limits may need improvement on gathering important data for marketing, strategic purposes, general feedback from volunteers and participants, and from fundraising events. They **definitely need improvement** in the methods used to gather and retain the data.*

Strong:

- No Limits has a general idea of who are the “loyal customers” (Client Meeting).

May Need Improvement:

- No Limits needs to implement a survey/tracking system to see if families are first timers, returners
- No Limits needs to implement a tracking system to see how many classes students are signing up for each season and how many of those students are signing up for performances
- No Limits needs to implement survey/tracking system to see the number of Peer Mentors are signing up for classes and referring others students to the program

Definitely Needs Improvement:

- Actually needs to implement some sort of data management asset or system (Client Meeting)

Tracking Systems that Could be Implemented:

- Excel spreadsheets of peoples’ information – update it after each season
- Data on satisfaction of respondents through surveys
- Tableau, Salesforce



Part B: External Environment

Purpose: The purpose of this section is to provide an understanding of the outside factors to the organization that affect No Limits Creative Arts.

A. Current Primary Target Market

No Limits Creative Arts' primary target market can be described as the following:

- The organization is primarily targeting children with disabilities or special needs as well as their families who are looking for an activity to grow in (Client Meeting, Interview #2).
- No Limits primarily serves people in Orange County, California as it offers classes at locations in four different cities: Yorba Linda, Orange, Placentia, and Los Alamitos (Website #1).
- No Limits attracts people of all ages and demographics who are passionate about providing the arts to special needs children and wanting to get involved (Client Meeting, Website #1).
- No Limits seeks to educate and make a social impact regarding the perceptions towards special needs students amongst communities (schools, organizations) in Orange County and beyond (Client Meeting, Interview #2, Website #1).



B. Promotion (Non-Digital and Digital) Assessment

Personal Evaluation: No Limits is **strong** in utilizing their current promotional strategies, both digital and non-digital, to strengthen their relationship with existing clients and stakeholders. However, they **may need improvement** with measuring the effectiveness of these strategies in reaching and acquiring new customers who are outsiders to the organization. They **definitely need improvement** in communicating different aspects of their organization and stories to new customers through digital promotions.

Non-Digital Promotion Strategies:

Strong:

- No Limits is heavily leveraged by word of mouth marketing in various schools and organizations that stakeholders are involved in (Peer Mentors, Parents, Mentor Leaders, Erica) and are able to acquire new customers this way (Client Meeting, Interview #2, 5, 6).
- Competitions, recitals, shows, and events at different schools are a method of raising awareness to different communities about what No Limits does (Client Meeting, Interview #2, Website #5).
- Has strong ties with the CSUF Center for Autism (Interview #2, Website #1).
- Great at keeping everyone up-to-date with

May Need Improvement:

- May need to start tracking the data of people being acquired by these methods to see how effective these strategies are (Personal Observation).
- Need to promote these events and shows to people outside of the organization (Personal Observation).

Digital Promotion Strategies:

Strong:

- Utilize social media platforms well to update current customers about classes, events, shows (Website #5, 6).
- Capturing video snippets from class and updating members about activities (Website #5).
- Highlighting Mentor Leaders (Mentor Mondays) and Peer Mentors as well as moments from shows/events (Website #5).
- Have people helping out with posting, creating content, reaching out to organizations for partnerships (Interview #5, 6).

May Need Improvement:

- Incorporating volunteer opportunities and ways to get involved on social media
- Creating content with more members of the organization, not just mentors and students



(for example parents, instructors) (Personal Observation).

- No Limits does not use an effective SEO strategy and are overshadowed by different organizations using similar jargon and keywords (Personal Observation, Website #1).
- There is no educational content surrounding children with disabilities or special needs to promote to outsiders (Personal Observation).
- Need to include a calendar of events on the website or other platforms to keep both current customers and potential customers up-to-date and involved (Personal Observation).

Definitely Needs Improvement:

- There is not enough content highlighting the impact that No Limits is having on the people involved for outsiders to see (Personal Observation).
- Not enough testimonies or stories from current customers (Personal Observation).
- Not utilizing features like story highlights and pinned features on Instagram and Facebook (Website #5, 6, Personal Observation).
- Not enough information about what No Limits is actually doing besides classes (Personal Observation).
- Need to analyze how many people and who the social media/digital efforts are reaching (Personal Observation).



C. Competition Assessment

Personal Evaluation: *No Limits is fairly distinct in the fact that there are no organizations in the area that operate the same as them and offer the same services. From the few competitors that were found, many were out of state and had different structures.*

The competitors identified below are ones operating in Orange/LA Country, as location is a huge factor for the operation of No Limits Creative Arts, and they can be referred to as “direct competitors”.

Competitor #1: The Miracle Project

Website: <https://themiracleproject.org/>

Location: 5870 W Olympic Blvd., Los Angeles, CA 90036

Description: “The Miracle Project provides fully inclusive theater, film, social skills, and expressive arts programs for individuals with autism and all abilities. Through shared creative experiences with peers, The Miracle Project encourages individuals with autism, other disabilities and all abilities to develop social and job skills, enhance communication, increase self awareness, and confidence, ease anxiety and find joy in experience.” (Website #2)

How they are different: The Miracle Project offers similar services except are still running in a hybrid method due to COVID-19. They also offer different types of classes including ‘Improv for Interaction’ and ‘Production’, but not dance, yoga, or tumbling. They also provide “Co-actors” which are their form of Peer Mentors to participate in classes alongside the students. They definitely have a larger customer base (5,031 followers on Facebook) and greater awareness in the community. They also produce more content in forms of panels, online fundraisers, articles, and live sessions to promote their activities. The Miracle Project has a better call to action on a lot of their promotional activities and content. The main difference between TMP and No Limits is the type of activities that they offer.

Competitor #2: GuiDANCE Autism

Website: <https://www.guidanceautism.com/>

Location: 11105 Weddington St., North Hollywood, CA 91601

Description: “Servicing students of all levels in an environment of compassion that leads to transformation, the GuiDANCE Autism team of practitioners uses the medium of dance along with respite techniques and rhythmic music to enable them to break through their shells and connect to their surrounding world.” (Website #4)

How they are different: GuiDANCE Autism is very similar in their mission, but they primarily focus on teaching dance. They also do not highlight or implement the inclusive aspect of No Limits as there are no typical students involved. One thing that GuiDANCE really leverages besides classes are community outreach workshops and presentations at different organizations



and schools to educate them about Autism and the impact that dance has on kids with disabilities.



D. Place/Partnership Assessment

Personal Evaluation: *One of No Limits' strengths and competitive advantages is their place strategy. Although **one area of improvement** may be seeking out ways to obtain their own building, partnering with different performing arts studios in different cities across Orange County makes the program more accessible to more people. They have strong relationships with their current partners, but there **may be a need for improvement** in increasing partnerships and locations as demands for the organization continue to grow.*

Strong:

- No Limits has locations all over Orange County in Los Alamitos, Orange, Placentia, and Yorba Linda (Website #1).
- No Limits strong partnerships with performing arts studios such as Elite Dance Academy, McCoy Rigby Arts, Huston Performing Arts, and Impact Dance Center (Website #1).
- No Limits is also heavily supported by their partnership with the CSUF Center for Autism (Client Meeting, Interview #2, Website #1).
- No Limits periodically partners with different organizations on campuses such as Fraternities and clubs for events (Website #5).
- No Limits has partnerships with photography studios and photographers to help them with various content creation (Website #1).
- No Limits has partnerships with dance competitions to have their students perform (Client Meeting).

May Need Improvement:

- Expanding to different locations and adding more classes based on demand (Client Interview).
- Reaching out to even more schools, organizations and communities nearby to partner in events and possibly even fundraisers (Personal Observation).

E. Social/Cultural Environment Assessment

Societal Perceptions:

- Many people are not concerned about children with autism unless they are directly involved with them through family members or friends (Article #5).
- People have less empathy towards people with disabilities over other conditions (Article #3).
- Employers are significantly less likely to hire people with ASD (Article #6).
- People don't understand the impact that these types of organizations have on children with special needs until they actually get involved in it (Interviews #2, 6, 7).
- People are more likely to donate to "trendy" social issues versus organizations like these (Article #4).

***Personal Evaluation:** Per interviewing many Peer Mentors and Mentor Leaders, No Limits is making a huge impact on how kids with disabilities are being perceived. Many people involved in the organization have mentioned a change in their perceptions and attitudes towards these children after interacting and building relationships with them. Families have mentioned the changes in the way their children interact with typical students at their public schools. There is a huge opportunity for No Limits to communicate these stories of growth to the public and educate people on the impact that these organizations have on these communities.*

II. Marketing Area Analysis

Purpose: This section is a summary of the previous sections and is divided into the following: Very Strong/Strong Areas, Areas that may need improvement, Areas that definitely need improvement, and Areas that need to be continually monitored.

A. Very Strong & Strong Areas:

- The mission statement is relatively easy to identify on the website and briefly highlights the importance of art to kids with special needs.
- No Limits posts a decent amount on their Instagram and Facebook highlighting moments from classes and events, mentor highlights, and updating families on news or announcements.
- Stakeholders are able to see tangible growth amongst the students in terms of confidence and growth in size within the organization.
- No Limits has touched the lives of many families in Orange County and have contributed to a growth in confidence, social skills, and motor skills amongst many students.
- No Limits heavily relies on word of mouth to recruit new student Peer Mentors all across Orange County – there are around 34 Peer Mentors actively participating in classes.
- No Limits has great place and partnership strategies.

B. Areas That May Need Improvement:

- The mission statement is a bit broad in who they are serving, does not mention the geographical region that they primarily serve and too vague on what services they provide and what kind of arts are being taught.
- There is no section for people to leave a review on any platform.
- There is no designated team for marketing activities and people step up to the plate when needed.

C. Areas That Definitely Need Improvement:

- The mission statement does not mention anything about “building confidence”, which seems to be one of the primary goals of No Limits.
- All platforms need to incorporate metrics of growth within the organization to communicate growth and success.
- There is no mention about the social impact that No Limits is making to the community around them (how students are interacting with typical students at school, how people perceive students with disabilities).
- A more robust method in collecting success stories in various mediums and publishing them on their website and social media for people to see (Personal Observation).
- More clear definition and delegation of roles and responsibilities for Mentor Leaders who are usually helping out with marketing efforts.



- Feedback in forms of surveys, questionnaires, or forms to assess their satisfaction with the program and to gauge areas of improvement.
- There is not enough content highlighting the impact that No Limits is having on the people involved for outsiders to see.
- Social Media analytics.

Areas to be Continually Monitored:

- There is nothing being measured surrounding the support and community aspect amongst parents (moms) involved with the organization.
- There is no system to track where alumnus are at or how they are doing.
- Communication between Mentor Leaders.



III. Marketing Strategies

Internal Marketing Strategies

Purpose: The second part of this project provides tangible strategies to create, enhance, and improve upon No Limits Creative Arts' marketing structure.

A. Proposed Mission Statement

Purpose: The mission statement is a vital part of operations in every non-profit organization. At the center of the organization, the mission statement shows the direct ways in which the organization seeks to meet the needs of a specific target market, in a specific geographic location. The mission statement should communicate to current and potential stakeholders how the organization differentiates itself from its competitors.

Current Mission Statement:

“NO LIMITS is a program developed to bring the arts to kids with special needs. Arts for all children is a special gift that allows them to be creative and have a voice all their own. Our goal is to provide a safe, comfortable environment for our students to express themselves creatively.”
(Website #1)

Problem #1: The current mission statement does not identify one of the primary goals of No Limits which is to “build confidence”.

Recommendation: Add the goal of “building confidence” into the mission statement.

Option A: NO LIMITS is a program developed to bring the arts to kids with special needs. Arts for all children is a special gift that allows them to be creative and have a voice all their own. Our goal is to provide a safe, comfortable environment for our students to express themselves creatively and **build their confidence**.

Option B: NO LIMITS is a program developed to bring the arts to kids with special needs. Arts for all children is a special gift that allows them to **grow in confidence** and have a voice all their own. Our goal is to provide a safe, comfortable environment for our students to express themselves creatively.



Why: It is important for people within the organization and outside to understand one of the ways No Limits tangibly measures the success of their efforts, which is seeing a growth in confidence amongst the students.

Problem #2: The mission statement does not mention anything about an “inclusive environment”, which is one of the main unique strengths of the organization.

Recommendation: Add the aspect of an “inclusive environment” into the mission statement.

Option A: NO LIMITS is a program developed to bring the arts to kids with special needs. Arts for all children is a special gift that allows them to be creative and have a voice all their own. Our goal is to provide a safe, comfortable environment for our students to express themselves creatively **along with their peers.**

Option B: NO LIMITS is a program developed to bring the arts to kids with special needs. Arts for all children is a special gift that allows them to be creative and have a voice all their own. Our goal is to provide a safe, **inclusive** environment for our students to express themselves creatively.

Why: The opportunity for students to be able to interact with peer mentors and leaders is a unique aspect that sets No Limits apart from similar programs. Additionally, there is a huge impact that No Limits makes on the community (leaders, typical students), not just the students.

Problem #3: The mission statement does not mention the geographical region that they primarily serve, or how they are positioned in the area they serve.

Recommendation: Include the geographical area that No Limits serves.

Option A: NO LIMITS is a program developed to bring the arts to kids with special needs **in Orange County.** Arts for all children is a special gift that allows them to be creative and have a voice all their own. Our goal is to provide a safe, comfortable environment for our students to express themselves creatively.

Option B: NO LIMITS is a program developed to bring the arts to kids with special needs. Arts for all children is a special gift that allows them to be creative and have a voice all their own. Our goal is to provide a safe, comfortable environment for students **in Orange County** to express themselves creatively.

Why: It is important for prospective families to assess whether the program is accessible to them or not from the get-go. Incorporating it in the mission statement prevents them from having to search around the website in confusion.



Revised Mission Statement With All Recommendations Incorporated:

“NO LIMITS is a program developed to bring the arts to kids with special needs in Orange County. We believe that the arts is a special gift that allows children to express themselves creatively and have a voice all their own. Our goal is to provide a safe, inclusive environment for our students to be able to interact with their peers and grow in confidence.”



B. Importance of Establishing Success Measurements

Purpose: No Limits Creative Arts does a phenomenal job of inspiring and empowering special needs kids through a strong, inclusive community and activities that stretch their limits. Not only that, No Limits also excels in making a positive social impact on typical students and peer mentors, as well as provides a safe space for families to come together and bond. With that being said, it is all the more crucial to be gathering data and stories that speak to the success of their organization. Every stakeholder, student, volunteer, etc. has expressed positive emotions about No Limits, and truly believe in the mission and impact that the organization has on their lives and others. It is important to collect this data (stories) and edit it to be able to share on social platforms in order to communicate these sentiments and testimonies to the public. People are moved by stories, and especially by inspiring success stories. It is also important for people within the organization to be able to see the first-hand impact that they are having on the community, which will motivate and inspire them to continue to get involved. People give to success – No Limits would undoubtedly benefit through displaying success.

Benefits of Establishing Success Measurements:

- Allows No Limits to be able to set goals for their program that can be formally tracked.
- Allows No Limits to assess how well they continue to fulfill their mission.
- Increases effectiveness of each event from the analysis of data success measurements.

Benefits of Communicating Success:

- Showcasing success measurements and stories on the website will inspire volunteers and other stakeholders.
- Potential increase in partnerships because people and donors are able to see firsthand the impact No Limits is having.
- Volunteers will more likely sign up for events knowing the impact they are having on the organization, and they will more likely refer more volunteers.
- People want to be involved in a successful organization.



B1. Proposal for Acquiring and Communicating Success Stories

Problem: No Limits is not tracking success stories that provide evidence of accomplishing their mission. These stories are extremely powerful and should be communicated to current and future stakeholders of the company across all channels of communication.

Recommendation #1: Collect more success stories from parents/families and volunteers who attend classes at No Limits.

How:

- Forms can be created in both physical and digital formats to allow volunteers to pick their preferred way of filling out surveys.
- Create a form asking parents to share how their children have improved or changed after joining No Limits.
- Create a form asking mentor leaders/other volunteers to share how they've been impacted as a result of working with the students.
- Physical form:
 - Hand out forms to parents and volunteers after each season or at the end of each year
 - Gather contact information (phone, email, social media)
 - Gather and collect data and record responses in Google Doc/Drive
- Digital form:
 - Send out email to parents and volunteers with the link of the survey
 - Possibly sent out through an e-newsletter with the subject line: "We want to hear your story!"
 - Record responses and save in Google Drive
- Use an Excel/Google Spreadsheet document like the example below to make note of all who participated in sharing their stories, gave permission to share on socials, and those who are willing to get videotaped

Name	Role	Date	Form Type	Phone Number	Email	Social Media	Story Used	Video Tape
Katie	Parent	4/11/22	Digital	###-###-####	katie@gmail.com	@katie	Yes	Yes
Janet	Mentor	4/11/22	Digital	###-###-####	janet@gmail.com	@janet	Yes	Yes
Brian	Parent	4/12/22	Physical	###-###-####	brian@gmail.com	@brian	No	No

SEE NEXT PAGE FOR EXAMPLE OF STORY COLLECTING



(Example of form to distribute to parents)



SHARE YOUR STORY

Thank you so much for being a part of the No Limits family and helping us continue to grow. We would love to hear about areas of success that you have seen in your child as a result of being in this program. Please use the space below to share ways in which your child has grown (physical, emotional, confidence, social skills, etc.) and improved over the course of their time since their first class here. Thank you for your time and your story is what keeps us going as an organization.

Name: _____
Email: _____

Social Media Handles: _____
Phone: _____

Share your testimony:

I give No Limits permission to share my written story on their digital platforms: Yes No
I would be interested in filming a short video to share my testimony: Yes No



(Example of form to distribute to volunteers)



SHARE YOUR STORY

Thank you so much for being a part of the No Limits family and helping us continue to grow. We would love to hear about your experience volunteering here and working directly with the children. Please use the space below to share ways in which you have either witnessed the growth of students (physical, emotional, confidence, social skills, etc.) or growth in yourself as an individual. Thank you for your time and your story is what keeps us going as an organization.

Name: _____

Social Media Handles: _____

Email: _____

Phone: _____

Share your testimony:

I give No Limits permission to share my written story on their digital platforms: Yes No

I would be interested in filming a short video to share my testimony: Yes No



Recommendation #2: Post success story videos and quotes from parents, families, kids, mentors, mentor leaders, etc who agree to have their stories published. These could be short Instagram stories/Reels that are 1-2 minutes in length and can be utilized on all platforms and even the website under the ‘Impact: Testimonials’ tab.

How:

People who only circled “Yes” to sharing their written story:

- Draw relevant quotes from their form and edit them onto a visual template similar to “Mentor Mondays”.

People who also circled “Yes” to being videotaped:

- Contact individuals to set a time to be filmed (possibly after class).
- Have someone film them and ask specific questions that speak to success
- **Sample questions for Parents:**
 - Introduce your child and how long they have been with No Limits.
 - What classes are they currently enrolled in?
 - How have you seen a growth in confidence in your child since joining No Limits?
 - Have you seen improvements in motor or social skills since being in No Limits?
 - What is your favorite part about being a part of the No Limits family?
- **Sample questions for Volunteers:**
 - Introduce yourself and how long you have been with No Limits.
 - What classes are you currently a part of?
 - How have you seen students grow since the beginning of classes till now?
 - How have you personally been impacted by No Limits?
 - Why do you continue to stay involved in No Limits?
 - What is your favorite part about being a part of the No Limits family?
- Edit and post on social media platforms (Instagram, Facebook, Website)
- Include Intros and Outros that are consistent with each video

Why: These videos will make a huge difference in “convincing” potential stakeholders to get involved because they are able to directly see the impact the organization is having on real families and people. Personal testimonies will bring credibility to No Limits and also validate the necessity of supporting and advancing the mission of the organization.

SEE EXAMPLES OF OTHER ORGS ON FOLLOWING PAGE

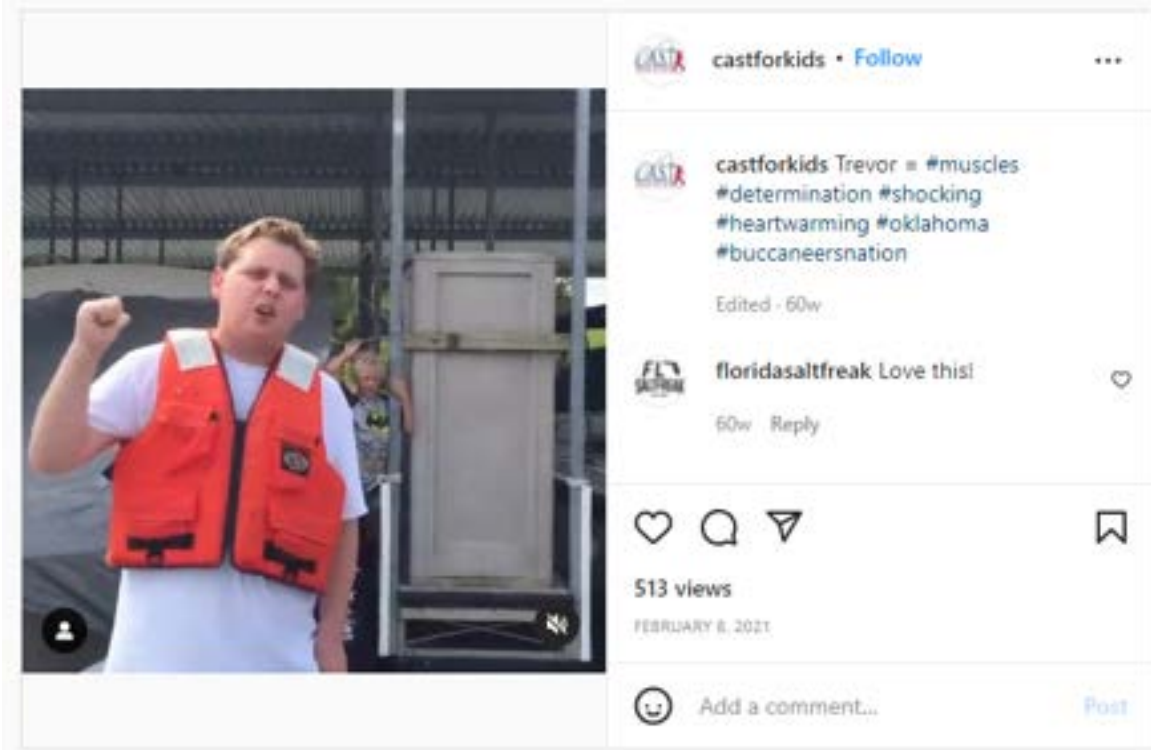


Success Stories Website & Social Media Examples

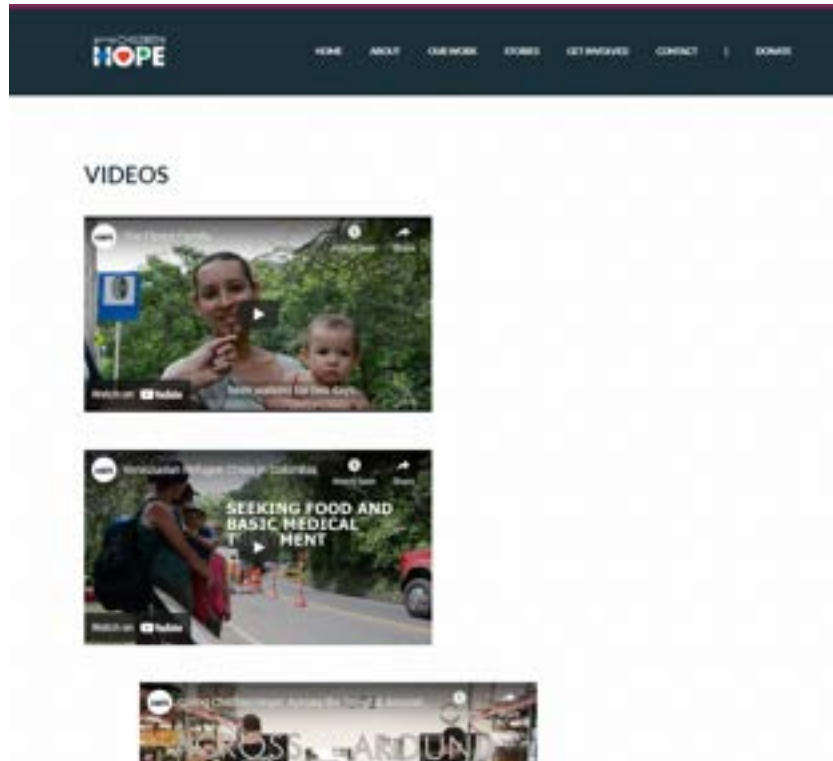
The screenshot shows the top navigation bar of the Feeding America website. The logo 'FEEDING AMERICA' is on the left, with 'HUNGER IN AMERICA' below it. To the right are links for 'OUR WORK', 'TAKE ACTION', 'FIND A FOOD BANK', and 'HUNGER BLOG'. A search bar and 'Need help?' link are also present. A red 'DONATE' button is on the far right. Below the navigation is the section title 'Real Stories of Hunger' with a sub-header 'Hunger in America • Real Stories of Hunger'. A paragraph explains that life events like illness or job loss lead people to food banks. Two video thumbnails are shown: one for 'Iker' in Phoenix, Arizona, and another for 'Zoey' in West Monroe, Louisiana. Each thumbnail includes a play button icon and a brief description of the person's story.

<https://www.feedingamerica.org/hunger-in-america/real-stories-of-hunger>

This is a screenshot of a video player. The video title is 'Real Stories of Hunger: Iker :60'. The video shows a young boy, Iker, in a room with laundry hanging in the background. Below the video player, the name 'Iker' and location 'Phoenix, Arizona' are displayed. A short paragraph describes Iker's experience with hunger during the summer. A red 'GIVE TODAY' button is located at the bottom right of the player interface.



<https://www.instagram.com/p/CLD6jMLlxkO/>



<https://www.givingchildrenhope.org/videos/>



B2. Proposal for Increasing Communication & Output Measurements

Purpose: This section addresses the outputs that No Limits is creating through their organizational outreach programs. The following outputs are quantitative numbers that show the success to internal and external stakeholders.

Recommendation #1: Collect metrics that speak to data on the exact number of students who sign up and more specific data on these people during each season.

Examples of Information to Collect:

- Number of students who sign-up for classes (returners and new differentiation).
- Number of students who sign-up for performances.
- Number of students who sign-up for additional classes and re-sign-up for new seasons.

How: Create a spreadsheet that keeps track of the number of kids each season attending classes and whether they are new or returners.

- Add to the spreadsheet whether those students signed up for performances and re-sign-up for new seasons.

Name	Age	SPRING SEASON SIGN UPS			Recital?	Signed up for next season?
		Classes	Return/New			
Jane	12	Dance, Vocal, Theater	Return	YES	YES	
Kim	11	Dance, Tumbling	New	NO	YES	
Roy	9	Dance, Theater	Return	YES	YES	

Recommendation #2: Collect metrics that speak to data on the exact number of volunteers who sign up and more specific data on these people.

Examples of Information to Collect:

- Number of peer-mentors sign-up for classes (returners and new differentiation).
- Number of peer-mentors who sign-up for additional classes and re-sign-up for new seasons.

How: Create a spreadsheet that keeps track of the number of peer-mentors each month attending classes and whether they are new or returners.

Name	Email	Age	SPRING SEASON PEER-MENTOR SIGN UPS		Signed up for next season?
			Classes	Return/New	
Jane	jane@gmail.com	15	Dance, Vocal, Theater	Return	YES
Kim	kim@gmail.com	15	Dance, Tumbling	New	YES
Roy	roy@gmail.com	17	Dance, Theater	Return	YES



Recommendation #3: Create infographics to properly display data that has been collected upon either the website or social media.

Examples of Information to Collect:

- Number of students & volunteers per class (new and returning).
- Growth of class number and size each year.
- Number and growth of performances each year.

How: Using sites such as <https://piktochart.com/> or <https://www.canva.com/> will enable easy and clean sites to be used in order to post infographics that will be enjoyed by everybody.

Why: Collecting the data is one thing, but showing *growth* over a period of time speaks to the success of the organization. This is the information that No Limits should communicate in terms of metrics.

B3. Proposal for Creating New/Improved Outcomes Measurements

Purpose: This section addresses the possible strategies that No Limits could implement to better understand the success and impact of their organization.

Overview: Outcomes can be difficult for No Limits to measure because it is hard to track a “growth in confidence” for an individual. It can be highly subjective and different for each student. Nonetheless by implementing these assessments, No Limits will be able to effectively show its stakeholders through its website and other social media platforms that the organization is showing consistent growth.

Recommendation #1: Administer a “Post-Season” Satisfaction Survey to parents after each season to highlight the growth in their children and their experiences.

How: Administer Google Form surveys to parents after each season or after each performance season. This data should be analyzed after each season, especially from returning families to see if there are areas of improvement.

Why: These questions directly measure the success of No Limits’ mission statement. These surveys will gather useful information to understand if No Limits is successfully living out their mission statement and gauge areas of improvements.

Link to Example Google Form: <https://forms.gle/9t3ZT2MuHRbiL7TUA>

SEE EXAMPLE SURVEY ON NEXT PAGE



Post-Season Survey

Thank you for spending this season with the No Limits family. We hope you had an amazing experience and have seen your child grow since joining this program. This survey is administered after every season to understand ways in which No Limits is having an impact on your child, and how we can improve to serve you better. All responses are confidential and you have the option to remain anonymous. Thank you for your time and please answer with all honesty, as your feedback is vital to the success of this organization.

 katherine.y.rheeman@biola.edu (not shared) [Switch account](#)



* Required

Name + Child's Name (Optional)

Your answer _____

The following questions are to assess the impact that this season in particular has had on your child.

"After this season with No Limits, I have seen a growth in confidence in my child."

*

- Very Strongly Disagree
- Disagree
- Agree
- Very Strongly Agree

"After this season with No Limits, I have seen improvement in my child's motor skills." *

- Very Strongly Disagree
- Disagree
- Agree
- Very Strongly Agree



"After this season with No Limits, I have seen improvement in my child's social skills." *

- Very Strongly Disagree
- Disagree
- Agree
- Very Strongly Agree

"My child seems to genuinely enjoy being in class." *

- Very Strongly Disagree
- Disagree
- Agree
- Very Strongly Agree

"As a result of No Limits, my child has been helped towards his/her specific needs." *

- Very Strongly Disagree
- Disagree
- Agree
- Very Strongly Agree

What was the best part of your experience this season?

Your answer

"As a result of No Limits, my child has been helped towards his/her specific needs." *

- Very Strongly Disagree
- Disagree
- Agree
- Very Strongly Agree

CONTINUATION OF SURVEY ON SECTION E

B4. Hypothetical Success Communication Page

Overview: The following is an example of a hypothetical success page for No Limits. This includes the success metrics discussed previously where both stories and statistics can be featured on the website in a single location. The purpose of this page is to communicate the successes of No Limits to stakeholders and donors. Donors are able to see how their financial contributions are being used to create an inclusive and impactful environment for children and the community. This page will be motivational for both people inside and outside of the organization.

How:

- Under ‘Impact’, add another page called ‘Success’
 - Can be combined with the ‘Testimonials’ page which already exists.
- Include all success stories collected before in one place.
- Include all outputs tracked from sheets and outcomes from surveys.
- Update this page frequently with the most impactful stories, new stories, new data.

SEE NEXT PAGE FOR EXAMPLE
(Note – Everything presented is hypothetical)





IMPACT

200 students enrolled this season

40 peer mentors

4 performances



"My child has dramatically improved in her confidence after joining No Limits" - Mom



20 PARTNERED EVENTS

CSUF SIGMA PI
CHIPOTLE



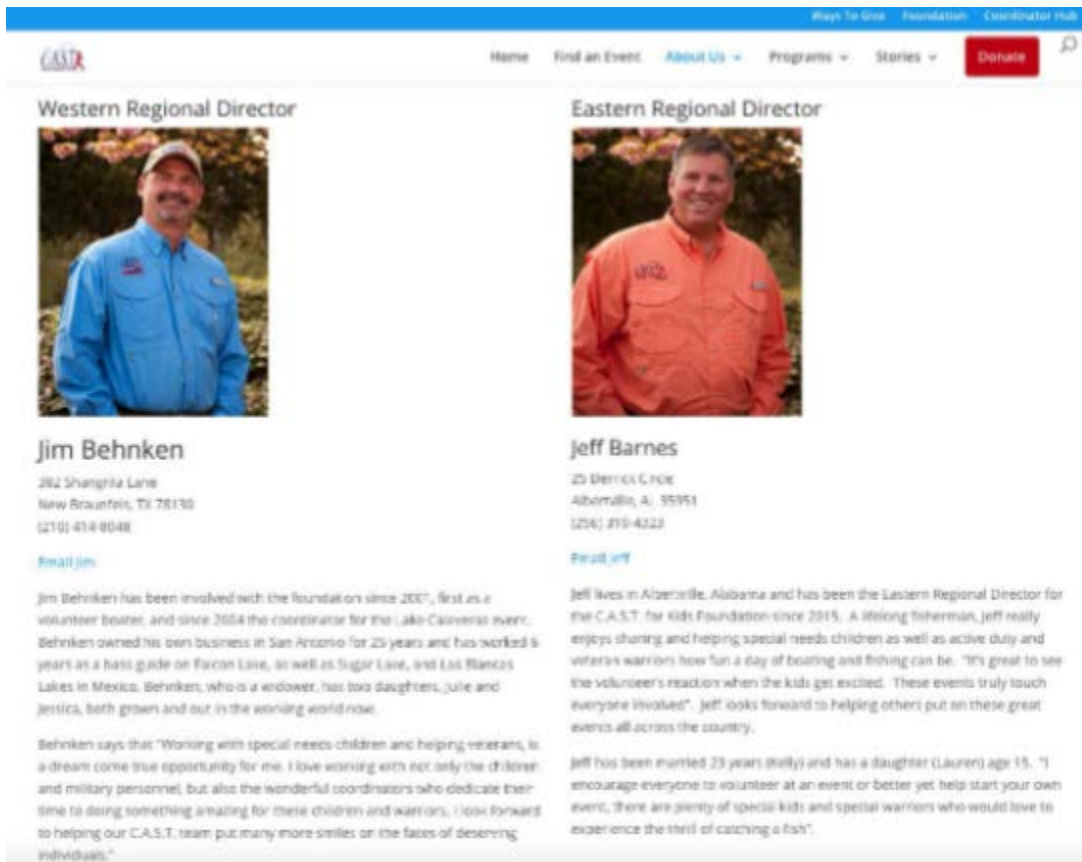
C. Board of Director Strategies

Purpose: To explore options for the Board of Directors to be more visible, accessible, and appreciated for No Limits.

Recommendation #1: Make BOD more visible on the website.

- Take and post a picture and short biography of each board member on the website.
- Include: Name, experience, role, favorite part about No Limits

Example #1: This is an example of another NPO's website with BOD portraits and introductions.



The screenshot shows the website for the C.A.S.T. for Kids Foundation. The navigation bar includes links for Home, Find an Event, About Us, Programs, Stories, and a Donate button. The main content area features two columns, each with a portrait and a biography of a regional director.

Western Regional Director

Jim Behnken
282 Shangri-la Lane
New Braunfels, TX 78130
(210) 414-9048
[Email jim](#)

Jim Behnken has been involved with the foundation since 2007, first as a volunteer boater, and since 2014 the coordinator for the Lake Casavera event. Behnken owned his own business in San Antonio for 25 years and has worked 5 years as a bass guide on Falcon Lake, as well as Sugar Lake, and Los Blancos Lakes in Mexico. Behnken, who is a widower, has two daughters, Julie and Jessica, both grown and out in the working world now.

Behnken says that "Working with special needs children and helping veterans, is a dream come true opportunity for me. I love working with not only the children and military personnel, but also the wonderful coordinators who dedicate their time to doing something amazing for these children and warriors. I look forward to helping our C.A.S.T. team put many more smiles on the faces of deserving individuals."

Eastern Regional Director

Jeff Barnes
25 Derrick Circle
Albertville, AL 35951
(204) 219-4323
[Email jrt](#)

Jeff lives in Albertville, Alabama and has been the Eastern Regional Director for the C.A.S.T. for Kids Foundation since 2015. A lifelong fisherman, Jeff really enjoys sharing and helping special needs children as well as active duty and veteran warriors how fun a day of boating and fishing can be. "It's great to see the volunteer's reaction when the kids get excited. These events truly touch everyone involved". Jeff looks forward to helping others put on these great events all across the country.

Jeff has been married 23 years (Shelly) and has a daughter (Lauren) age 15. "I encourage everyone to volunteer at an event or better yet help start your own event, there are plenty of special kids and special warriors who would love to experience the thrill of catching a fish".

D. Volunteer Strategies

Purpose: To explore options for finding, recruiting, and training volunteers to meet the needs at No Limits as well as have the best experience possible as a volunteer. This is especially important as No Limits is made up of 100% volunteers. In this section, we will be focusing on Peer Mentors and Mentor Leaders, specifically.

Problems Addressed: No Limits currently does not have an adequate method of tracking the satisfaction level of all volunteers, and the roles of Mentor Leaders could be leveraged further to utilize their skills to support Carla.

Ideal Volunteer Profile: Individuals who want to have an impact on special needs children by loving on them and being a support/example in class. A heart for kids, performing arts, and serving others are ideal along with volunteers who have experience in certain areas that are needed in the organization.

How should No Limits go about finding these people:

Peer Mentors:

- Continue to empower current peer mentors and relationships with families to leverage word-of-mouth marketing and referrals.
- Maintain strong relationships with certain schools and recruit through events.
- Outreach to different dance/performing arts studios with the incentive of volunteer/community service hours.

Mentor Leaders:

- Continue to recruit from the current pool of Peer Mentors that have maintained a lasting relationship with No Limits, shown their desire to serve, and have skills that can be utilized further to help the organization.
- Maintain relationships with partner organizations such as performing arts studios and the CSUF Center for Autism to recruit older students.

Why would they even want to be a part of No Limits?

- No Limits is unique in the sense that they are focused on the diverse and inclusive aspect of the community. Per various interviews with multiple stakeholders in the organization, there was a huge emphasis on the strong community and impact that the organization has had on them personally and on the students.

How will No Limits utilize their resources and expertise?

- Currently, No Limits asks volunteers about their passions/skills and how they want to contribute to the organization when deciding roles for Mentor Leaders. Upon various interviews with different Mentor Leaders, there exists a need to change the recruitment



process and delegating clear and specific roles for the position.

How will No Limits encourage them? Do they need training?

Peer Mentors: No Limits already has an extensive and informative training system for new Peer Mentors. They are also strong in communication with the Mentors prior to events and classes. One way to encourage volunteers is to send them personalized letters highlighting the roles and expectations before their first class, and a “Thank You”/appreciation letter after each season, encouraging them to stay for more seasons to come. No Limits can also continue to prioritize parties, banquets, and events to create a fun atmosphere for volunteers while giving them an extra opportunity to interact with the students.

Mentor Leaders: Similar to the Peer Mentors, Mentors Leaders deserve great appreciation and an opportunity to utilize their skills and passions to forward the mission. No Limits can encourage them by also sending them personalized letters, and also allowing them to see their work come into fruition through successful events. As stated before, there is an area of improvement when it comes to recruiting/delegating specific roles for Mentor Leaders. There also exists a need for better communication between Carla and the Mentor Leaders, and especially between the Mentor Leaders themselves. This could come in the form of monthly or even quarterly meetings with all the Mentor Leaders, keeping each other in loop with their activities and a collaborative effort when it comes to planning for events.

Please see the recommendations below for ways to better understand volunteers’ sentiments and feedback towards their roles, and how to better leverage Mentor Leaders’ skills to help No Limits.

Recommendation 1: Have all volunteers fill out a Google Forms survey after each season.

Why: This will allow No Limits to get a better understanding of what it is like for volunteers to serve in the class, and what they can do to better improve their experience being a mentor.

Link to Example Google Forms Survey: <https://forms.gle/SrfKG8Nb6Lx3bPp8A>

SURVEY EXAMPLE ON NEXT PAGE



Peer Mentor + Mentor Leader Post-Season Survey

Thank you for spending this season with the No Limits family. We hope you had an amazing experience interacting with the students and building relationships inside and outside the classrooms. No Limits cannot exist without the help of caring and loving individuals like yourself.

This survey is administered after every season to recap ways in which you have been an impact to No Limits, how you have grown, and how we can improve to equip you to serve better in the future. Thank you for your time and please answer with all honesty, as your feedback is vital to the success of this organization.

 katherine.y.rheeman@biola.edu (not shared) [Switch account](#) 

* Required

Name *

Your answer _____

Role *

- Peer Mentor
- Mentor Leader

"During this season with No Limits, I feel like I have had an impact on the growth of one or more students in class." *

- Very Strongly Disagree
- Disagree
- Agree
- Very Strongly Agree

"After this season, I definitely feel like I have grown as a person (emotionally, mentally, physically)." *

- Very Strongly Disagree
- Disagree
- Agree
- Very Strongly Agree



"After this season, my passion for being a friend and support to special needs kids has definitely increased." *

- Very Strongly Disagree
- Disagree
- Agree
- Very Strongly Agree

"I definitely feel like my efforts were being utilized and appreciated this season." *

- Very Strongly Disagree
- Disagree
- Agree
- Very Strongly Agree

"I feel like there was strong communication between volunteers and I had a clear understanding of my role/responsibilities." *

- Very Strongly Disagree
- Disagree
- Agree
- Very Strongly Agree

Do you wish that you were more involved in No Limits in areas other than you have been involved this season? *

- Yes
- No

If answered "Yes" to the previous question, why and how?

Your answer _____

If there was one thing that you could improve in the Mentor experience, what would it be? *

Your answer

Are there any impactful stories from this season that you would like to share? *

Your answer

Submit

OneDrive

Recommendation 2: Implement a more robust recruiting system when it comes to new Mentor Leaders.

Why: This will allow for No Limits to delegate specific needs to people who are able to fill those needs. It will be more efficient to recruit people that have passions and skills in certain areas versus having existing Mentor Leaders spontaneously jump in.

E. Updated Customer Satisfaction Survey

Purpose: Although satisfaction surveys are already being administered, administering them more frequently with deeper questions will be useful to understand areas of satisfaction and dissatisfaction of those who directly receive services from No Limits such as parents/guardians and their children.

Note: In order to keep respect and sensitivity to parents and their children, respondents should have the option to stay anonymous or reveal their identities, and all information should be kept confidential. This will allow for families to answer questions more honestly and provide No Limits with the most accurate feedback. Parents are the ideal recipients of this survey as they can best attest to the experience of their children after speaking with them or witnessing moments themselves.

How:

- Questions will be asked in a digital Google Form and respondents will be kept anonymous if desired.
- Survey questions will be on the same Google Form as presented in section B3 in order to minimize times people are being asked to fill out surveys.
- Form will be emailed to any applicable individual after every season with specific questions regarding each season.
- Results of these surveys will be gathered and discussed at staff/BOD meetings.

Link to example Google Form: <https://forms.gle/Td2CALp8rtLduzU5A>

SEE EXAMPLE FORM ON NEXT PAGE

(Note - this is a continuation of the same survey on section B3)



The following questions are to assess your satisfaction and feedback towards the program/classes during this season.

"I believe that the instructors gave their best effort in teaching my child the arts." *

- Very Strongly Disagree
- Disagree
- Agree
- Very Strongly Agree

"I believe that the Peer Mentors gave their best effort in being a friend and support to my child during classes." *

- Very Strongly Disagree
- Disagree
- Agree
- Very Strongly Agree

"I believe that the material being taught in classes is actually making a difference in my child (socially, mentally, emotionally)." *

- Very Strongly Disagree
- Disagree
- Agree
- Very Strongly Agree

"I am satisfied with the amount of classes offered this season." *

- Very Strongly Disagree
- Disagree
- Agree
- Very Strongly Agree

How could No Limits BETTER serve your child? *

Your answer _____

What is your overall satisfaction with No Limits this season? *

1 2 3 4 5 6 7 8 9 10

Not Satisfied Highly Satisfied

Submit

Clear form



F. Proposal for New/Improved Research/Tracking Systems

Purpose: To create and utilize systems that capture valuable data.

Recommendation #1: Include a few questions at the end of applications (students, volunteers) on the website to capture where people are hearing about No Limits and why they want to get involved. For those who are already involved, these can be included in the post-season surveys as well.

Why: These are simple questions for anyone registering for classes or applying to become a volunteer, yet they provide valuable information on how and where people are gaining awareness about No Limits.

1. How did you first hear about No Limits?

2. Were you referred by someone? If so, who?

3. What is the best way to notify you about news and upcoming events?
Email Instagram Website

Recommendation #2: Utilize Google Analytics and track social media analytics on website, Instagram, and Facebook.

How:

- Go to www.google.com/analytics and Google will offer step-by-step instructions on how to install this tool on your website.
- Visit No Limits' Instagram profile and check 'Insights' to see how many people are being reached and are engaging with the account.
- Use a social media managing tool such as Hootsuite to track posts, interactions, and manage ads.

G. Proposal for Improving Organizational Marketing Structure

Purpose: To help No Limits create and structure marketing-related decisions strategically and effectively.

Problems Addressed: No Limits does not have a dedicated team towards marketing, rather just Carla running all marketing related activities with periodic help from Mentor Leaders.

Recommendation #1: Recruiting current Mentor Leaders who have the skills and availability for marketing-related activities and giving them specific roles and responsibilities. This would create a small marketing team of volunteers with specific people in charge of certain efforts such as social media, content creation, promotions, outreach, etc.

Recommendation #2: Hire a marketing intern with the incentive of receiving college credit or career-related experience. Responsibilities can extend as far as Carla or the Board of Directors choose.

How: Promote the role to nearby colleges (CSUF, Fullerton College, Biola, Chapman, etc.) through job sites such as Handshake, and also through social media.



H. Sample Marketing Meeting Agenda

Purpose: Marketing meetings help maintain consistency, and keep members informed and up-to-date with marketing related activities and efforts. Ideas are able to be shared, strategies can be tested, and people are given the opportunity to step in and get involved in areas needed. This also serves as a foundation for those involved to maintain accountability.

Recommendation #1: Utilize the following marketing meeting agenda.

How: The following page contains a sample marketing meeting agenda that can serve as a guide for marketing meetings. Meetings should happen monthly, before any events, or at the least, quarterly before each season. In this meeting, staff and volunteers should provide updates on how their specific marketing related tasks are going and provide new information. Meetings will also be used to ideate marketing strategies and methods to promote ongoing events.

Why: Marketing meetings are necessary to keep everyone in loop, understand their roles, and maintain a general consensus on the direction of marketing activities.

SEE NEXT PAGE FOR SAMPLE MARKETING MEETING AGENDA



Date: _____

Quarter 1 Marketing Meeting Agenda

Meeting Start: _____

Meeting End: _____

Recap of last meeting:

- Brief update from each member on progress of current marketing plan implementation
- Discuss roles and responsibilities needed to accomplish plan
- Discuss any roadblocks or areas needing help

Goals for next quarter:

- Identify goals for the next quarter
- Strategize marketing for upcoming events, promotions, performances
- Delegate specific tasks and responsibilities to each member

General:

- Update on these three areas:
 - Social Media
 - Website
 - Outcomes from past events

NOTES:

TO-DO:

-
-
-
-



External Marketing Strategies

A. List of Potential Niche Markets

Purpose: This section seeks to identify potential target markets that No Limits could focus their promotional and fundraising efforts on.

Option 1: Local junior high and high schools

Why: Connecting with local junior high and high schools would be a great way to get young individuals involved who would be great in acting as a “peer mentor” that the kids feel they can connect with and relate as they are similar in age. No Limits actually already does this well, but there always exists an opportunity to outreach further.

Option 2: Local performing arts studios

Why: Performing arts studios are filled with students that are similar-aged to the students at No Limits and can act as friends and support in the form of mentors. These people also already have the experience needed to guide students through class. Additionally, reaching out to more studios creates a potential partnership, increasing locations to operate classes in.

Option 3: Autism Awareness Centers/Programs

Why: People involved in any sort of local Autism Awareness program (in schools, other nonprofits) already have a passion to serve and help this community. These programs probably also have older members who are capable of donating. Creating opportunities for these people to get involved will help them in their mission to raise awareness, while also helping No Limits grow and sustain itself.

Option 4: Local Colleges

Why: Just as No Limits has tight connections with CSUF, building relationships with other local colleges poses huge opportunities for growth. Many colleges have internship programs, Greek life organizations, and other clubs/resources that are willing to help and serve at non-profit organizations. This could be a great source of volunteers as well as raising awareness about No Limits to the local community.



B. Chosen Specific Target Markets

Purpose: This section focuses on two specific target markets and chosen segments from the list above. These two groups will be the primary focus for the remainder of this study and all strategies will be directed towards them.

Chosen Target Market #1: Option 2 – Local Performing Arts Studios

Why: Performing Arts Studios is the perfect niche market for No Limits as the organization’s primary goal is to teach the arts to special needs kids. These studios are a hub for similar aged students that are able to connect with the kids and have experience in the arts, their parents who are capable of possibly donating, and owners/instructors of the studios who may be willing to partner with No Limits in various ways.

Chosen Target Market #2: Option 4 – Local Colleges

Why: Local Colleges have so many resources and sub-markets to target. There exists an opportunity to recruit skilled and experienced students for things like internships, social media, volunteering, etc. There are also plenty of clubs and organizations within each school that are looking for nonprofits to partner with and serve. Many colleges also have specific organizations geared towards Autism/Special Needs students and communities that are more than likely willing to get involved and support No Limits.



C. Proposed Customer Experience/Operation Strategies

Purpose: These are current areas of improvement which were uncovered through interviews that could potentially be addressed by No Limits in which chosen options could accommodate.

Problem #1: No Limits is constantly growing and gaining new customers each year. Many families have expressed a desire for more locations and classes. With a growing number of students, there is also a need for more Peer Mentors, Mentor Leaders, and Instructors to help lead classes.

Recommendation (Option 2: Local Performing Arts Studios): Reach out to all local performing arts organizations to recruit more volunteers and instructors, as well as opportunities to partner with studios for space and classes.

Why: No Limits is expected to grow, and growth is a sign that the organization is doing well. In order to accommodate this growth, there exists a need to expand in its operations and cater to the needs and desires of the families.

Problem #2: As stated before, all of the marketing-related activities and decisions are being made by Carla and hashed out through the help of some Mentor Leaders. Additionally, upon interviewing various Mentor Leaders, there is an area to improve on communication and a delegation of roles. There are areas such as social media, content creation, planning, and more that can be filled through new recruits or volunteers.

Recommendation (Option 4: Local Colleges): Look for student interns that are experienced in said areas and try to hire them as a part of the marketing team.

Why: An organization cannot sustain itself and grow with one person taking on the weight of everything. Although Mentor Leaders can step in and help with various aspects of the organization, hiring specific people to be in charge of certain areas will spread the weight and also create space for more innovation and creativity.

D. Proposed Partnership Strategies

Purpose: Partnerships will help No Limits strategically build more awareness, gain new relationships, and expand its network of supporters, giving them the opportunity to gain new resources to help with operations.

Current Strategy: No Limits has many supporters and partners that are displayed on their website. All physical locations exist due to partnerships. There always exists an opportunity to build more relationships.

Proposal: Partner with Autism-related organizations in local colleges.

Why: Just as CSUF is vital to No Limits, there are other organizations and resources on college campuses that seek to partner with nonprofits like these.

Recommended Organizations:

- Chapman: The Center for Autism & Neurodevelopmental Disorders
 - Link: <https://www.chapman.edu/education/centers-and-partnerships/thompson-policy-institute/action/autism/index.aspx>
- Biola: Biola Disability Care Club
 - Link: <https://www.instagram.com/bioladisabilitycareclub/>
- UC Irvine: The Center 4 Autism
 - Link: <https://www.thecenter4autism.org/>
- CSULB: Autism Services/Life Project
 - Link: <https://www.csulb.edu/student-affairs/bob-murphy-access-center/programs-and-services/autism-serviceslife-project>



IV. Promotion Strategies

Purpose: This section provides **four** promotion and awareness strategies designed to reach the specific target markets of No Limits.

Strategy #1: Influencers (Professional Dancers)

Examples: Kaycee Rice, Bailey Sok, Sean Lew, Sophia Lucia, Matt Steffanina

A. Promotion Strategy: Digital + Non-Digital Promotion Strategy

B. Purpose:

- To expose No Limits to a much larger audience of people who love performing arts
 - Through existing followers and fans
- Create a more reputable brand image

C. Audience:

- All followers of these professional dancers
- Other reputable figures in the industry that follow these influencers
- Anyone that attends these dancers' master classes

D. Content:

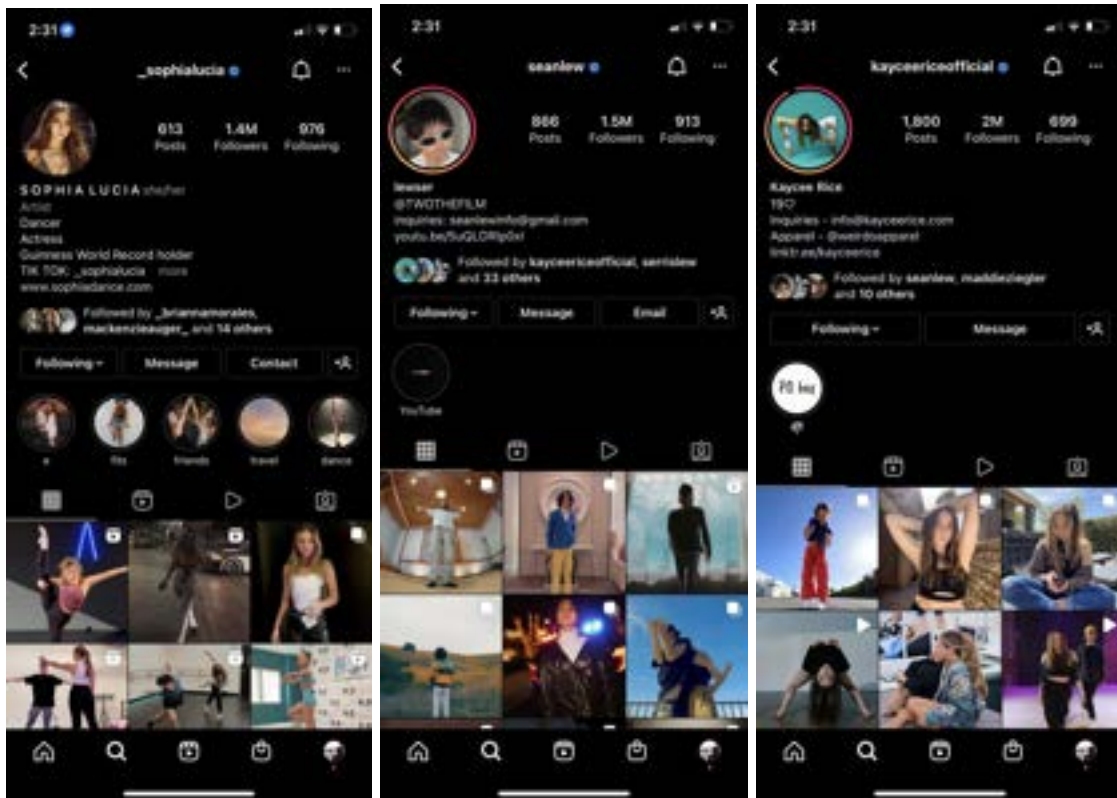
- Come up with a message to send to their managers (DM or email) inviting them to teach a master dance class at No Limits (potentially open-invite)
- Ask them to post clips from the class on their social media accounts
- Ask them to invite people to join the class on their stories, prior to the event

E. Why:

- Compared to other performing arts professionals, dancers have the highest cult-followings and fans on social media.
- Small dance clips tend to go viral on social media – having No Limits a part of one of those videos will increase awareness.
- The dancers stated above also tend to participate in a lot of charity events, increasing their willingness to participate and engage with No Limits.

SEE NEXT PAGE





Strategy #2: Dance Challenge on TikTok or Instagram Reels during Autism Awareness Month

A. Promotional Strategy: Digital Promotion Strategy

B. Purpose:

- To raise awareness about Autism in a fun way that will also gather participation on social media
- Brand image

C. Audience

- Anyone on social media that wants to participate in fun dance trends
- People of similar age to students at No Limits are usually more involved in TikTok dance trends/challenges

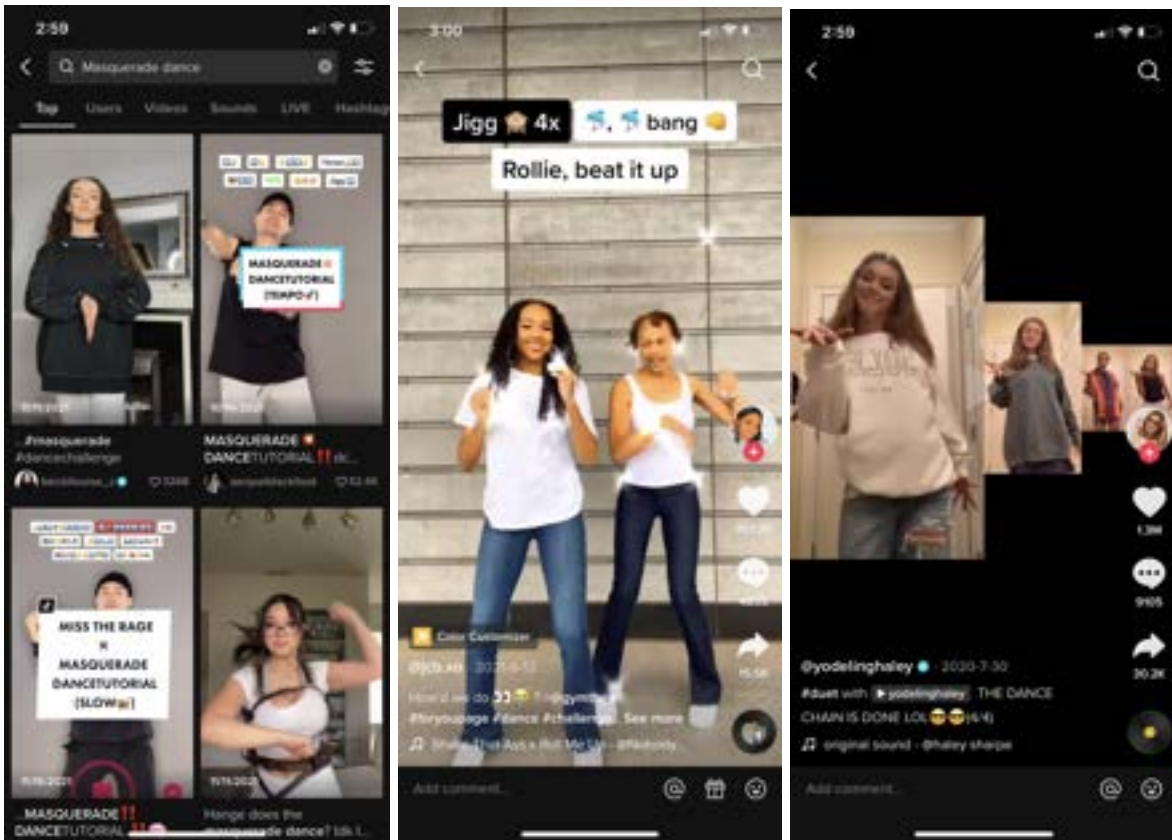
D. Content

- Veronica or anyone else in No Limits comes up with a fun choreo/dance challenge that is fitting to TikTok trends/sounds.

- Have everyone in No Limits participate and film themselves doing the dance challenge and incorporate #NoLimitsDanceChallenge in the caption.
- Post and repost multiple times and call people to join the challenge in the caption.
- Check out TikTokers such as @yodelinghaley @charliedamelio to see previous viral dances for references and inspiration.

E. Why

- TikTok dance challenges tend to go viral if they are catchy/easy enough to follow.
- This is a fun way for people who are not involved in the organization to hear about No Limits and participate in raising awareness about the cause and the organization itself.
- No budget required, and an easy way to possibly gain tons of traction online.



Strategy #3: Educational content about ASD through blogs or social media

A. Promotional Strategy: Digital Promotion Strategy

B. Purpose:

- Inform/educate public about challenges that special needs kids are facing
- Inform/educate public about how to cater to the behaviors of special needs kids, especially in a classroom context
- Inform/educate the public about how organizations like No Limits are crucial for communities like these.

C. Audience:

- People within the organization to share with their peers.
- Anyone who follows No Limits online or comes across their content through the algorithm.

D. Content:

- Record training sessions given by Erica and post them as videos on websites and social media.
- Testimonies or educational pieces about Autism written in the form of blogs and articles.
- Content about how organizations like No Limits creates communities and safe spaces for the parents of special needs children.
- Testimonies from parents about how No Limits has done more for their children than therapy has done – highlighting the differences between therapy and No Limits.

E. Why:

- No Limits actually has an impact on the community by empowering individuals to learn and get educated about Autism by getting directly involved and interacting with special needs children.
- By leveraging the resources that they already have, they can reach people who are unable to directly get involved with the organization, but still interested in the cause.
- Social impact is something that No Limits already is doing.

Strategy #4: Leveraging Social Media

A. Promotional Strategy: Digital Promotion Strategy

B. Purpose:

- To keep No Limits members up-to-date with any events or announcements surrounding the classes, performances, or the organization itself.



- To display the unique impact that No Limits is having on the community.
- To capture the attention of users online to join No Limits or get involved.
- To inform/educate about autism and how No Limits is fostering an inclusive community for families.

C. Audience:

- Members of the organization
- People potentially interested in supporting or joining No Limits

D. Content:

- Implement a content planning calendar or platform to consistently hash out content of various kinds (Planoly, Hootsuite, Hubspot, Loomly, etc.).
- Create a TikTok account for No Limits and post dancing videos with the children, challenges, videos of classes, performances.
- Follow and constantly engage with other nonprofits or performing arts accounts to build an online presence and community.
- Engage with followers and implement a call-to-action for each post.
- Post success stories and videos on all social media.

E. Why:

- The algorithm of social media is super important to understand in order to optimize your content and reach the largest audience – posting consistently and staying active on platforms will put No Limits’ accounts in favor of the platforms
- Social media has the power to reach more people and build new relationships that can only be possible via online.
- 55% of people who engage with nonprofits on social media end up taking some sort of action (volunteering, joining, donating).



V. Fundraising Strategies

A. Overall Assessment of Existing Fundraising Strategies

Overview: Fundraising is something that is important to No Limits and allows the organization to survive and carry out its operations. No Limits is already doing great with fundraising and maintaining relationships with donors, but there is always room for improvement in terms of expanding their fundraising efforts. This can be done by utilizing the strong network of people that No Limits is already in connection with.

B. Proposal for Improving Existing Fundraising Strategies

Recommendation 1: Collect more data on your donors.

How: When No Limits gets a new donor, ask questions about what drew the donor to No Limits and why they are passionate about the mission or cause. The more No Limits gets to know and understand their donors, they can become more specific and personal in outreach, sending customized emails encouraging donors to get involved or asking for more funds. This will also be beneficial in guiding donors into being active in specific areas of the organization that they may be passionate about.

Why: Gathering more data on donors will allow No Limits to better target and understand their donors and in the long-term, establish a stronger relationship with them.

Recommendation 2: Hosting more fundraising events for people outside of the organization to participate in.

How: Host fundraisers that are open for the general public to participate in such as shows, auctions, raffles, thrift store pop-ups, bake sales, etc. Create an open invite to people from different schools, organizations, family friends, social media, etc. to come join. Promote the fundraising events on social media and ask members of the organization to repost in order to reach multiple communities and families.

Why: Inviting people outside of the organization to join events will allow the organization to reach potential new members or donors who have yet to hear about No Limits before. Not only is this a good opportunity to reach new people, more funds can be raised as opposed to having families within the organization fund most of the activities.



CI. Proposed Fundraising Partnership Strategies

Recommendation 1: Partner with studios and schools

How: Partner with the performing arts studios that No Limits is operating from to host fundraising events, or with other dance teams that represent schools in the area. These include Elite Dance Academy, Hutson Performing Arts, Impact Dance Center, and McCoy Rigby Arts. Contact dance teams from various highschools in the area that might be willing to partner with No Limits for a good cause. These can be hosted at the studios or schools themselves, and allows for more teams and members to get involved. The fundraisers can be traditional fundraising events, or more community-oriented events such as movie nights, dinners, game-nights etc.

Why: Partnerships not only increase the opportunities for funds, but it also expands the network that No Limits has with communities and studios in the area.

Recommendation 2: Amazon Smile

How: Sign up for Amazon Smile. Amazon Smile is a great addition to your efforts to make money for your nonprofit. This program lets customers shop on Amazon and then donates 0.5 percent of eligible purchases to their charity of choice.

Check out this article to find out more on how to apply for the program:

<https://technologyaloha.com/how-to-set-up-an-amazon-smile-account-for-your-nonprofit/>

Why: This is an easy, cost effective way to have funds rolling in on a consistent basis. Most people shop at Amazon. Social media can also be used to promote the program and have people sign up for it and shop for No Limits.

The graphic is a promotional banner for Amazon Smile. On the left, the Amazon Smile logo is displayed in white on an orange background, with the tagline "You shop. Amazon gives." below it. Underneath the tagline, it says "Go to smile.amazon.com Each Time You Shop. A Portion of Your Purchase Will Support Barnert Temple!". On the right, a black box contains the text "It's as Easy as 1-2-3!" above three numbered steps: 1. "Go to smile.amazon.com" with a laptop icon; 2. "Select Barnert Temple as Your Charity" with the Barnert Temple logo; 3. "Shop!" with an Amazon shopping cart icon.

CII. Proposed Improvement on Signature Annual Events

Recommendation: Annual Fundraising Dinner

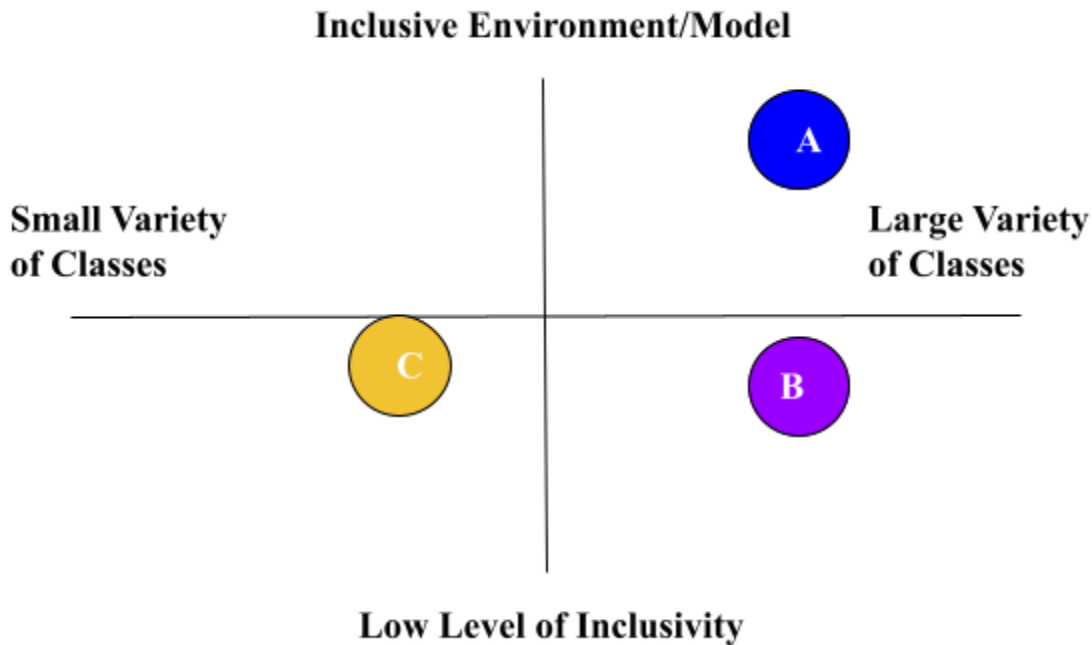
How: Put on an annual fundraising dinner to show success stories via video that is dedicated to people telling their story of Best Day impacted their life. Inviting them to come up after and speak more in depth about their story and experience. This event can also be used to highlight and celebrate the newcomers of the year, and also celebrate the long-time family. Even if they are not comfortable with speaking on stage, they would still prove to be a great presence at the event. With further consent and comfortability of showing their success video or a highlight such as a clip that encapsulates the story at hand.

Why: When conducting interviews with moms of participants, I have heard some impactful stories from their experiences with No Limits. Sharing these stories at an in-person event will be moving to donors and others that are in attendance.



D. Fundraising Positioning Map for Donors

The following positioning map is utilized to show how No Limits is unique from other organizations from a fundraising perspective. No Limits is unique in that the program allows for an inclusive environment where all children, teens, and adults can interact and grow together. Additionally, No Limits, compared to competitors, offers a larger variety of performing arts classes: both type of classes and amount. This competitive advantage can be highlighted to potential donors when fundraising to show the specific impact No Limits is having in comparison to other organizations.



Positioning Map:

- (A) **No Limits Creative Arts**
- (B) **HOPE Center for the Arts**
- (C) **The Miracle Project**



VI. Priority List of Activities and Goals for Marketing Plan

Immediate Goals:

- Revise mission statement and meet with Board of Directors to discuss possible change in mission statement.
- Implement and hand out “Post-Season Surveys”.
- Create a master sheet (Excel or Google Sheets) for collecting success stories and data on those willing to share.
- Create a sheet (Excel or Google Sheets) for collecting data on output measurements and tracking systems.
- Collect at least 4 success stories by June (one per week). Videotape preferred.
 - Post one of them by the end of June on all social media platforms.
- Sign-up for and implement a social media content planning calendar and have at least one post a week scheduled.
- Sign-up for Amazon Smile.

Short Term Goals (2022):

- Incorporate a “Success Stories” page on the website and consistently upload testimonials every time it is collected.
- Begin utilizing design platforms such as Canva to create infographics to communicate survey results and to display success stories on website, email chain, and social media.
- Gather and analyze volunteer satisfaction surveys.
- Gather and analyze customer satisfaction surveys.
- Identify and delegate specific roles for each Mentor Leader (social media, events, announcements, design, etc.).
- Open a TikTok account.
- If feasible, open applications for student marketing internship.
- Reach out to at least 2 more schools in the area to establish a partnership.

Long Term Goals (Winter 2022 - 2023):

- Implement promotion strategies and fundraising strategies.
- Conduct and establish a marketing meeting agenda.
- Begin consistently posting 1-2 success stories a month on social media platforms.
- Create a separate page for the Board of Directors on the website where photos are seen, bios can be read, and general job information is available.



VII. Marketing Plan Costs

Estimated Cost of Recommendations (May 2022 – January 2023)

Estimate ranges depending on types of events or strategies that No Limits chooses to provide. This estimate total cost is if No Limits decides to go with all of the recommendations. Many of these can be done at no cost, alternatively.

Item	Cost
Social Media Scheduler (ex. Hootsuite)	\$49
Hire Intern (if paid)	(\$14 x 10 hours) \$140
Editor for success story videos	\$100
Fundraising Dinner	\$300
Total:	\$589

VIII. List of Works Consulted

Websites

Website #1: No Limits Creative Arts Website

<https://nolimitscreativearts.org/studioprograms>

Why Relevant: Details the mission and experiences that No Limits offers, “About” section lists successes and updates, able to donate or receive help.

Significant Findings: No Limits Creative Arts teaches children with special needs various performing arts such as dance, theater, art, yoga, voice, and tumbling. The website highlights their different locations and classes offered along with highlights of their mentors, instructors, some testimonials, and a “Ways to Help” page with opportunities to donate and volunteer.

Website #2: The Miracle Project Website

<https://themiracleproject.org/>

Why Relevant: Website of another organization in the area that offers social skills training and performing arts classes to people within the autism community.

Significant Findings: The Miracle Project offers classes such as theater, acting, production, improv (interaction), and more for various different age groups. They offer newsletters and highlight various different testimonials and full clips of their previous performances. They also offer both in-person and online classes for people from various locations to participate and feel like they belong.

Website #3: The Art of Autism Website

<https://the-art-of-autism.com/>

Why Relevant: Website of another big organization in California that brings the creative abilities of people on the autism spectrum and displays their works on their platform.

Significant Findings: The Art of Autism’s mission is to provide a forum to connect these artists with people who wish to employ these abilities. The Art of Autism accepts many art forms including blog posts, art, poetry, video submissions and requests for book and film reviews.

Website #4: GuiDANCE Website

<https://www.guidanceautism.com/>

Why Relevant: Website of a similar organization that specializes in teaching dance classes to children with special needs.

Significant Findings: GuiDANCE has been featured in CBS News and does a great job highlighting visual clips and photos on their page. They also offer various discounts including their 50% off “Sibling Discount” and include a CTO to invite friends and family to classes that they offer.



Website #5: No Limits Creative Arts Facebook

<https://m.facebook.com/nolimitscreativearts/>

Why Relevant: One of No Limit’s social media accounts used to update families and supporters about their activities.

Significant Findings: The Facebook page has 288 likes and relatively low engagement. They post various photos and updates about upcoming classes and links to external sources.

Website #6: No Limits Creative Arts Instagram

<https://m.facebook.com/nolimitscreativearts/>

Why Relevant: Another social media account used to update families and supporters about their activities.

Significant Findings: The Instagram account has 449 followers with frequent posts about classes, mentor highlights (Mentor Monday), and fun clips. The in-feed posts have an average engagement of 40 likes and 3 comments across all posts. Posts highlighting the children seem to get more engagement than other photos.

Articles

Article #1: Fantastic Benefits of Theatre Therapy for People with Autism

<https://www.autismparentingmagazine.com/theatre-therapy-for-autism/>

Why Relevant: Highlights the impact that performing arts has on people within the autism community that instructors at 4th Wall Theatre Co. were able to identify.

Significant Findings: Theater helps people develop social skills, from the first acting game to the final performance: learning how to make and keep eye contact, taking turns in speech (dialogue), and making friends, etc. Additionally, theater provides the structure of a supportive environment, instructional strategies that support positive outcomes, and self-affirming “rewards” for individual effort.

Article #2: Autism Statistics and Facts

<https://www.autismspeaks.org/autism-statistics-asd>

Why Relevant: Highlights basic statistics and information about autism in the U.S.

Significant Findings: In 2021, the CDC reported that approximately 1 in 44 children in the U.S. is diagnosed with an autism spectrum disorder (ASD).

- 1 in 27 boys identified with autism
- 1 in 116 girls identified with autism
- Boys are four times more likely to be diagnosed with autism than girls.



- Most children were still being diagnosed after age 4, though autism can be reliably diagnosed as early as age 2.
- 31% of children with ASD have an intellectual disability (intelligence quotient [IQ] <70), 25% are in the borderline range (IQ 71–85), and 44% have IQ scores in the average to above average range (i.e., IQ >85).
- Minority groups tend to be diagnosed later and less often.
- Early intervention affords the best opportunity to support healthy development and deliver benefits across the lifespan.

Article #3: Autism, Art, and Accessibility to Theater

Author: Blythe A. Corbett, PhD

<https://journalofethics.ama-assn.org/article/autism-art-and-accessibility-theater/2016-12>

Why Relevant: Highlights the importance of art for people within the autism community and how the stigmatized attitudes from publics towards ASD.

Significant Findings:

- 90% of parents of children with ASD think that persons with autism are stigmatized, and stigma plays a significant role in predicting how difficult life is for the parents
- Limitations of services (e.g., availability of support), systems (e.g., affordability), and policies contribute to reduced access to community participation.
- In contrast to physical stigmas, most mental-behavioral conditions are perceived as onset-controllable (having a preventable cause) and unstable or reversible, contributing to the negative perceptions that the diagnosed person is somehow responsible for their condition.
- Research has shown that mental-behavioral (e.g., drug abuse) stigmas evoke less sympathy and helping behavior than physically based (e.g., blindness, cancer) stigmas.

Article #4: Autism Costs Average \$17,000 Yearly for Each Child

Author: Amy Norton

<https://www.webmd.com/brain/autism/news/20140210/autism-costs-average-17000-yearly-for-each-child-study-finds>

Why Relevant: Highlights the cost to raise a child on the autism spectrum. This article may explain why some families are reluctant to invest in programs like No Limits, even though they recognize the need for these experiences. Please note that this is a relatively outdated (2014) article, so account for significantly higher living costs in 2022.

Significant Findings:

- Compared to kids without autism, those with the disorder had an extra \$3,000/year on average for doctor visits and prescriptions
- Biggest expenses were outside the medical realm - "Non-health care" services averaged \$14,000/child (special education at school accounted for more than 60% of those costs)
- Little is known about whether districts have the resources they need to serve all their students with autism



Article #5: Inspiring stories of people on the autism spectrum

Author: Radhika Chalasani

<https://www.cbsnews.com/pictures/inspiring-stories-on-the-autism-spectrum/7/>

Why Relevant: Highlights stories of people with ASD to empower children and encourage them to pursue their passions and dreams.

Significant Findings: A lot of these figures mention a recurring message: they feel “safe” and empowered when they are doing the thing that they love (on stage, on the court, designing, etc.). 91% of autistic adults are unemployed, but these figures encourage those on the spectrum to chase their dreams.

Article #6: The Development of Theatre Arts to Facilitate Social and Communication Skills for People with Autism Spectrum Disorder

Author: Sam Goldstein, PhD

<https://autismspectrumnews.org/the-development-of-theatre-arts-to-facilitate-social-and-communication-skills-for-people-with-autism-spectrum-disorder/>

Why Relevant: The impact that theatre and performing arts have on people with ASD and why No Limits is so important and beneficial to the local community.

Significant Findings: Along with the benefits to ASD individuals themselves, normalizing “neuro-inclusive” theatre and performing arts breaks down the social stigma surrounding neuro-diverse communities, increases critical employment opportunities for individuals with ASD and seeks to pioneer increased inclusion in the mainstream arts. No Limits is helping not only empower people with ASD, but also making an impact on society’s perception of mental illnesses and disabilities.

Interviews

Board of Directors Interviews

1. Interview #1: Founder/Director | Carla Hutchison

Why Relevant:

- Gave extensive insight into the organization’s structuring, founding story, marketing strategies, opportunities for growth
- Broke down the different stakeholders involved and what their primary roles are
- Highlighted goals and measures of success, as well as what success looks like to her
- Gave insight into how decisions are made and the main problems within the organization

2. Interview #2: Co-Director/Co-Founder | Erica Howell

Why Relevant:



- Professor and Co-Director of the CSUF Special Education Department; helped Carla found No Limits
- Bridge between CSUF and No Limits - helps recruit volunteers and with training
- Shared her heart for why No Limits is needed in the community and how it stands out from similar organizations
- Gave extensive insight into why each role is so important (mentor leaders, peer mentors, instructors, parents, students)
- Educates on how to approach and teach kids with special needs and helps people understand their behaviors and how to cater to them
- Believes that No Limits is doing great, but definitely sees room for improvement with delegation of responsibilities
- Shared that funding is the main issue for inability to hire staff, but also sees limitations with utilizing unpaid volunteers to do operations/marketing work

3. Interview #3: Board Member/Parent | Kim

Why Relevant:

- Gave insights on the organization through the eyes of both a member of the board and as a parent investing her time into classes
- Found No Limits while looking for something for her child to do on the weekends; also working full time and has no family members with kids the same age as Ava so needed some type of activity
- Has seen No Limits grow since being with them 6 years ago, and has directly seen the impact that the program has had on her child
- Ava had meltdowns in other programs and even therapy, but loves No Limits and the interactions she can have with other special needs peers and peer mentors
- Believes No Limits teaches special needs kids independence, confidence, interactive skills, public speaking, gives them a safe, nurturing environment
- Also a safe place for her too to build a supportive community and people to relate to (made great friends in real life whereas the only other place would be Facebook groups)
- Her ultimate goal is to have Ava become a peer mentor in the future

Volunteer Interviews

Mentor Leaders

4. Interview #4: Mentor Leader | Jackie Lembesis

Why Relevant:

- Has been with No Limits for over 7 years and is a part of the voice/theater classes
- Believes that success is hard to measure because it is so different for every child



- For some, overcoming meltdowns and participating in class is a huge achievement
- Each kids is working towards something different so as long as they are growing at their own pace = success
- Thinks that No Limits' greatest factor is uplifting and empowering both the children and all the mentors/volunteers involved
- Highlighted one of the main issues amongst the volunteers which is lack of communication and delegation of responsibilities
 - Believes there needs to be a more strict recruitment process and that everyone involved should have a clear understanding of of their responsibilities and roles
 - Some people are bearing the weight of others'

5. Interview #5: Mentor Leader | Veronica

Why Relevant:

- Daughter of the founder and has seen No Limits from the start
- Thinks the best part about the program is the interaction between peers and kids because it instills empathy amongst people
- (TALKING TO HER MORE TONIGHT IN PERSON)

6. Interview #6: Mentor Leader | Catie

Why Relevant:

- One of the mentor leaders that are also very involved with decision making and operations
- (TALKING TO HER MORE TONIGHT WITH VERONICA)

Peer Mentors

- I am waiting for them all to respond to my email/google form and there will be around 5-10 more interviews through that

Parent Interviews

7. Interview #7: Parent | George

Why Relevant:

- Has been with No Limits for 6-7 years and continues to enroll because it helps with Reese's motor skills and socialization
- Doesn't think it's a waste of time like other activities or therapy she's tried
- Wants to see his daughter happy

8. Interview #8: Parent/Instructor of Yoga Class | Shannon

Why Relevant:



- Gave insights from the lens of a parent and as an instructor dealing with other children
- She is dedicated to helping children develop strategies of mindfulness and movement to cope with an increasingly complex world to live healthier lives and believes No Limits is a great program to do so
- Yoga classes help students with motor and core stability and understanding self-regulation
- Reese isn't going to school because of the pandemic so she desperately needed the social aspect - is going well
- Definitely sees improvement in social skills and confidence – Reese was not confident enough to get on stage, but she gets better each year

9. Interview #9: Parent | Jennifer

Why Relevant:

- Found No Limits through social media
- Daughter always loved music and dance, and found she has an aptitude for it
- Loves seeing how the children can grow and mature alongside the mentors and their peers
- Tried a different organization called Down for Dance but likes how No Limits is more inclusive with the peer mentors
- Wishes that No Limits could be officially recognized as therapy by the IRS

10. Interview #10: Parent | Ingrid

Why Relevant:

- Found out about not too long ago, was referred by a different mom and came to a danceathon
- Her goal is to have her children feel included, especially after her child has been realizing that she is different from her other peers
- Used to go to therapy but No Limits has done far more than therapy ever has – her daughter also doesn't complain about coming
- No Limits is a way for her daughter to actually express herself in ways that

11. Interview #11: Parent

Why Relevant:

- Loves No Limits because it brings confidence not only to her son but also to herself to come out and be a part of a support group
- Is scared that No Limits might become too big and they'll want to isolate again
- Wants to be inclusive and included, but also recognizes that her son has special needs and needs special attention
- Thinks that paid staff might be very useful for Miss Carla and would love to see Miss Carla have her own building one day



- No Limits gives Connor confidence and motivation to come out and be with others

12. Interview #12: Parent

Why Relevant:

- Loves everything about No Limits and is not leaving until her child wants to quit
- Sees opportunities for growth and reaching more people
- Thinks that a marketing plan for each group of stakeholders might be useful (marketing plan specifically for mentors, mentor leaders, parents, each class)
- Believes that No Limits fills the gap with shortage of therapy for special needs kids and families

Student Interviews

13. Interview #13: Student | Calvin

Why Relevant:

- Is the son of founder and is the reason why No Limits was created in the first place
- Likes being able to make new friends and learn dance
- Had some behavioral issues before, but has grown in social skills and confidence and is now a part of his school's ASB
- Loves performing on stage and thinks the classes are fun
- No Limits has changed how he interacts with people at school and how he is also perceived by people in school

14. Interview #14: Student | Ava

Why Relevant:

- Likes No Limits because she loves dancing and music
- Thinks the classes are super fun
- Loves interacting with her friends and mentors

