

# CAUSE & EFFECT<sup>®</sup> INC.

*“The comprehensive strategic planning process that Cause and Effect facilitated with us helped our board and staff to identify our strengths and act on them. Over the last year, we've completed a major project; . . . we have taken our programs to the next level and embarked on a campaign to secure the financial health of our organization in perpetuity. The process was cathartic, helpful, enlightening and ultimately of the utmost help in our growth and evolution.”*

*- Strategic and Business Planning Client*

## CONSULTANT CAPABILITIES

**Cause & Effect Inc.** helps you make a difference in the world by creating the internal change that will strengthen your governance, improve your programming, build stronger relationships with your constituencies, or boost your revenues.

We can help you with Board development, organizational development and management consulting, strategic planning, facilitation, public engagement, program development, communications or fund development.

Our clients are secular and progressive public benefit organizations and government agencies working to create change that improves their community. They include organizations working on conservation and the environment, public education, community and neighborhood development, housing, civil rights, international development, youth, women and children, the arts, culture and humanities and human services.

Our clients range from grassroots groups working in a single neighborhood to international organizations working across dozens of countries. We also work with public agencies that wish to actively engage their constituents.

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Our blog *The Butterfly Effect* at [www.ceffect.com/butterfly-effect](http://www.ceffect.com/butterfly-effect)

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Jonathan W. Howard, [Jon@CEffect.com](mailto:Jon@CEffect.com)

## CONSULTANTS:

**Gayle L. Gifford, ACFRE** is a nationally known consultant, author and trainer with over 30 years of experience in capacity building and fund development for the nonprofit and public sectors.

Gayle is the author of *How to make your board dramatically more effective, starting today* published by Emerson & Church; *Meaningful Participation, an activist's guide to collaborative policy making* published by C-Effect Publications, and a contributor to *The Essential Fundraising Handbook for Small Nonprofits, Nonprofit Consulting Playbook, You and Your Nonprofit Board*, and *You and Your Nonprofit*.

One of just 102 individuals who have earned the advanced fundraising credential ACFRE, Gayle has an M.S. in organization and management from Antioch University New England and a B.A. from Clark University. She is an instructor in the Masters in Public Humanities and Cultural Studies program at Brown University and previously taught at Simmons College.

Gayle holds professional membership in the Alliance for Nonprofit Management where she is active with the Governance Affinity Group, Association of Fundraising Professionals, and Boston Facilitators Roundtable.

Prior to starting Cause & Effect Inc., Gayle served as Director of Development and Communications at PLAN International USA, as Deputy Director/Director of Development and Marketing at Save The Bay, and as Director of Development at City Year RI.

Gayle serves on the boards of Blackstone Academy Charter School and WaterFire Providence and on the Advisory Councils of Latino Dollars for Scholars of RI and the Rhode Island Museum of Science and Art.

**Jonathan W. Howard** has over 28 years of professional business and strategic planning, communications and research experience. His expertise includes research, interviewing, planning, creative, design and production of all aspects of internal and external organizational communications including direct mail, collateral materials, video production, newsletters, photojournalism, manuals, exhibits and international project management.

Jon has extensive experience in international projects. His work has taken him to Colombia, Guatemala, Honduras, Senegal, Haiti, Albania, the Philippines, Australia, and the United Kingdom. He produced two major exhibits on habitat which were presented at the United Nations in New York City, Turkey and Japan.

Prior to joining Cause & Effect Inc., Jon was principal of Jon Howard Strategic Communications, a writing and communications agency serving nonprofits and businesses. Jon also served for seven years as Information Coordinator for PLAN International, a \$150 million international development nonprofit with programs in 40 countries. At PLAN he created global strategies for effective communications and media support between PLAN's field programs and donor development operations in Europe, North America and Japan.

Jon graduated from the Delta II 2008 class of Leadership RI and is a member of the New England Direct Marketing Association and AFP. Jon has a B.A. in history from Bates College. Jon previously served on the Board of Youth In Action and is a past president of the Summit Neighborhood Association in Providence, RI.

## What our clients say about us:

*“Of course put me as a reference! Make my official title: Cause and Effect Fan Club President”*

*“The project was marvelous and transformational...”*

*“I really feel like I took a nice, strong leap from where I had been working to a more advanced level of strategic thinking.”*

*“Gayle is impressive! She caused us to rethink decisions we already made and change directions to move toward who we really were.”*

*“The strategic plan was less typical, rethinking and restructuring the organization to change the conditions of the community. No other consultant would have taken that on.”*

*“Gayle is great. She and Jon bring a great combination of expertise.”*

*“Jon’s plan gave us credibility and put us on the map with a major funder. They gave us a plan to move forward with.”*

*“They ‘got it’ in understanding the problem. The interview was impressive.”*

*“They clearly get our mission, they write well and they understand fundraising strategies.”*

*“They clearly laid out a path for how to answer our own questions.”*

*“They brought the voices of the team together. They helped to get the Board into the picture and take more ownership.”*

*“They took great care in understanding us as an organization.”*

*“What we liked most was Gayle’s expertise... her frank and tough approach to problem-solving.”*

*“Personable, nice people without pretense... and their expertise was outstanding.”*

*“Every session we had was fun and enlightening.”*

*“We like the way Gayle and Jon think...bright and insightful.”*

*“Good writing, understood our mission... true believers and yet they are marketers, too.”*

Comments from Cause & Effect, Inc. clients

# CAUSE & EFFECT<sup>®</sup> INC.

## Survey of Clients by Issues and Projects

### By Issue

#### Arts and Culture

The Art Connection- RI\*  
 Blackstone River Valley National Heritage Corridor Commission  
 Blackstone Valley Tourism Council\*  
 Blithewold Mansion, Gardens and Arboretum  
 Essex National Heritage Commission  
 Hera Gallery and Educational Foundation  
 Herreshoff Marine Museum and America's Cup Hall of Fame  
 House of the Seven Gables Settlement Association  
 Jamestown Arts Center  
 John Nicholas Brown Center for Public Humanities and Cultural Studies, Brown University  
 Manton Ave Project\*  
 Museum of Work and Culture  
 Newport Restoration Foundation  
 Pawtucket Arts Festival  
 Providence Singers  
 Rhode Island Historical Society  
 Rhode Island Museum of Science and Art\*  
 Tomaquag Indian Memorial Museum  
 WaterFire Providence

#### Children, Youth and Families

CASA Project Inc.- Worcester\*  
 Connecting for Children and Families  
 Kennedy-Donovan Center  
 Make a Wish Foundation –NH  
 May Institute  
 Resilient Kids  
 RI Association for Infant Mental Health\*

Ronald McDonald House of Providence  
 Spurwink RI  
 The Tomorrow Fund

#### Community, Economic Development and Housing

Center for Southeast Asians  
 Center for Women and Enterprise  
 Community Works RI  
 Greater Elmwood Neighborhood Services  
 House of Hope CDC\*  
 Little Compton Community Center  
 North East Community Center  
 Pawtucket Planning and Redevelopment  
 Progreso Latino  
 Project Renew  
 Providence Civic Entrepreneurs  
 Quisqueya in Accion  
 West Broadway Neighborhood Association  
 Uxbridge's Future

#### Conservation, Environment and Food

Aquidneck Land Trust  
 Audubon Society of Rhode Island  
 AYERSfoundation  
 Bike Newport\*  
 Connecticut Fund for the Environment/Save The Sound\*  
 Grow Smart RI  
 Island Commons\*  
 Knox Parks Foundation  
 Land and Water Partnership  
 Narragansett Bay Estuary Program  
 Natural Resources Conservation Service  
 Nashua River Watershed Council  
 Norman Bird Sanctuary

RI Department of Environmental Management  
 RI Land Trust Council  
 RI Rivers Council  
 Sakonnet Preservation Association\*  
 Save The Bay  
 SeaPlan (Massachusetts Ocean Partnership)  
 The Nature Conservancy RI  
 Tiverton Land Trust  
 Trust for Public Land – New England  
 Westerly Land Trust  
 Women's Voices for the Earth  
 Wood Pawcatuck Watershed Association  
 Woonasquatucket River Watershed Council

#### Education

Achieve! Hartford\*  
 Best Schools Leadership Institute – John Stark Regional High School  
 Blackstone Academy Charter School  
 BPE- Boston Plan for Excellence  
 Green Mountain Valley School  
 Dorcas Place Adult and Family Literacy Center  
 The Genesis Center  
 The Greene School  
 International Yacht Restoration School  
 Latino Dollars for Scholars Foundation of RI  
 Mount Hope Learning Center  
 The Orchard School  
 Pawtucket Day Child Development Center  
 Providence After School Alliance  
 RI Geography Education Alliance  
 RI League of Charter Schools  
 RI Mentoring Partnership

Saint Mary Academy – Bay View  
School of Arts and Sciences, Sa-  
lem State University  
Simmons College Library  
Sophia Academy

### **Health**

Gabrielle Dinsmore Heart and  
Hope Fund  
Newport County Community  
Mental Health Center  
RI Association for Infant Mental  
Health\*  
Triple Negative Breast Cancer  
Foundation  
Women’s Voices for the Earth

### **Homelessness and Poverty Alleviation**

Attleboro Area Council of  
Churches\*  
Bradford Johnnycake Center of  
Westerly  
The Diaper Bank  
Dr. Martin Luther King Jr.  
Community Center  
House of Hope CDC\*  
Meals on Wheels of RI  
National Diaper Bank Network  
PICA (nee Providence In-Town  
Churches Association)  
Rhode Island Coalition for the  
Homeless  
Rhode Island Family Shelter

### **International Development**

Grassroots International\*  
Plan International  
Plan International USA  
Therapy Missions

### **Nonprofit and Philanthropy**

Brookline Community Founda-  
tion\*  
Essex County Community Foun-  
dation  
New Roots Providence  
Rhode Island Foundation  
Volunteer Center of RI

### **Policy and Advocacy**

ACLU of New Jersey  
George Wiley Center  
Gray Panthers of RI  
Kids Count RI  
Office of the Secretary of State -  
RI  
Prevent Child Abuse RI  
Rhode Island Coalition for the  
Homeless  
Senior Agenda Coalition

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**By Project Type:**

### **Board Strengthening**

The Art Connection-RI  
AYERSfoundation  
Blackstone Valley Tourism Coun-  
cil\*  
Green Mountain Valley School  
(VT)  
House of the Seven Gables Set-  
tlement Association (MA)  
Jamestown Arts Center  
The Kennedy Donovan Center  
(MA)  
Mount Hope Learning Center  
The Orchard School (NH)  
Prevent Child Abuse RI  
The Providence Center (RI)  
Providence In-Town Churches  
Association (RI)  
Ronald McDonald House of Prov-  
idence  
Center for Southeast Asians (RI)  
Tiverton Land Trust (RI)  
The Tomorrow Fund (RI)

### **Communications Collateral & Direct Mail**

Childreach/PLAN USA  
Connecticut Fund for the Envi-  
ronment/Save The Sound\*  
Department of Labor & Training,  
RI  
The Genesis Center (RI)  
Grassroots International\* (MA)  
Greater Elmwood Neighborhood  
Services

Newport County Community  
Mental Health Center  
PLAN International (RI, UK)  
Spurwink (RI)  
The Nature Conservancy RI  
Triple Negative Breast Cancer  
Foundation

### **Evaluation/Documentation**

John Nicholas Brown Center,  
Brown University (RI)  
Infrastructure Collaborative of  
the Land and Water Partnership  
(RI)  
Manton Avenue Project (RI)  
Project Renew (RI)  
Providence Civic Entrepreneurs  
(RI)

### **Facilitation & Retreats**

ACLU-NJ  
Alzheimer’s Association of RI  
Best Schools Leadership Institute-  
John Stark Regional High School  
(NH)  
Blithewold Mansion, Gardens &  
Arboretum  
Buttonwood Park Zoological As-  
sociation  
Center for Women & Enterprise  
(MA)  
Community Works Rhode Island  
JHC Blackstone River Valley Na-  
tional Heritage Corridor Com-  
mission (RI)  
Norman Bird Sanctuary  
Pawtucket Day Child Develop-  
ment Center (RI)  
Providence Singers  
Resilient Kids  
RI League of Charter Schools  
Save The Bay (RI)  
School of Arts and Sciences, Sa-  
lem State University (MA)  
Senior Agenda Coalition (RI)  
Simmons College Library  
Statewide Housing Action Coali-  
tion (RI)  
Therapy Missions

West Broadway Neighborhood Association (RI)

### **Fund Raising Counsel**

AIDS Project RI  
AYERSfoundation  
Bike Newport \*  
Blackstone Academy Charter School (RI)  
BPE – Boston Plan for Excellence  
Brookline Community Foundation  
Connecticut Fund for the Environment/Save The Sound\*  
Connecting for Children and Families  
Equity Action, Rhode Island Foundation  
The Genesis Center  
The Greene School (RI)  
Gray Panthers of RI  
Grow Smart RI  
Hera Gallery (RI)  
Institute for Labor Studies & Research (RI)  
Juanita Sanchez Community Fund, Rhode Island Foundation  
Knox Parks Foundation (CT)  
Land & Water Partnership (RI)  
Latino Dollars for Scholars Foundation of RI  
May Institute  
Meals on Wheels of RI  
Museum of Work and Culture (RI)  
National Diaper Bank Network  
Providence After School Alliance  
Providence Singers  
Providence Maritime Heritage Foundation  
Rhode Island Family Shelter  
Rhode Island Historical Society  
RI Mentoring Partnership  
Save The Bay (RI)  
SeaPlan (nee Massachusetts Ocean Partnership)  
Sophia Academy (RI)  
Westerly Land Trust (RI)  
Women's Voices for the Earth (MT)

### **Organization Development**

The Art Connection – RI  
Blackstone Valley Tourism Council  
Bradford Jonnycake Center of Westerly  
Dorcas Place Adult & Family Learning Center/ Rhode Island Foundation (RI)  
Essex National Heritage Commission (MA)  
House of Hope CDC\*  
Immigrant Workers Rights Project (RI)  
JHC Blackstone River Valley National Heritage Corridor Commission (RI/MA)  
Quisqueya in Action (RI)  
Pawtucket Arts Festival (RI)  
Rhode Island Coalition for the Homeless  
RI Land Trust Council  
RI Rivers Council  
South County Players Children's Theatre (RI)  
Street Sights (RI)  
Voices of Faith/ RI State Council of Churches  
WaterFire Providence  
West Broadway Neighborhood Association

### **Policy Analysis**

Office of Secretary of State, Rhode Island – Help America Vote Act, RI State Plan  
Save The Bay – Green Power Marketing

### **Public Engagement**

JHC Blackstone River Valley National Heritage Corridor Commission  
Narragansett Bay Estuary Program (RI)  
Natural Resources Conservation Service, USDA, (RI)

Office of Strategic Planning & Policy, RI Department of Environmental Management  
Office of Water Resources, RI Department of Environmental Management  
Pawtucket Planning and Redevelopment (RI)  
Rhodes to Independence (RI)  
Uxbridge's Future (MA)

### **Strategic & Business Planning**

Aquidneck Land Trust (RI)  
Attleboro Area Council of Churches\*  
Audubon Society of RI  
Center for Southeast Asians (RI)  
Community Works Rhode Island  
The Diaper Bank (CT)  
Dr. Martin Luther King Jr. Community Center  
Dynamy, Inc. (MA)  
Gabrielle Dinsmore Heart and Hope Fund  
George Wiley Center (RI)  
Gray Panthers of RI  
Greater Elmwood Neighborhood Services  
Herreshoff Marine Museum/ America's Cup Hall of Fame  
International Yacht Restoration School (RI)  
Jamestown Arts Center (RI)  
Little Compton Community Center (RI)  
Manton Avenue Project\*  
Narragansett Bay Estuary Project  
Nashua River Watershed Association (MA)  
Newport Restoration Foundation  
North East Community Center (NY)  
The Orchard School (NH)  
New Roots Providence (RI)  
Norman Bird Sanctuary  
PICA (nee Providence In-Town Churches Association)  
Progreso Latino (RI)

Providence Ronald McDonald House  
Providence Youth Student Movement (PrYSM)  
Rhode Island Family Shelter  
Rhode Island Geography Education Alliance  
Rhode Island KIDS COUNT  
Rhode Island Land Trust Council  
Sakonnet Preservation Association\*  
St. Mary Academy-Bay View(RI)  
SeaPlan (nee Massachusetts Ocean Partnership)  
Senior Agenda Coalition (RI)  
Simmons College Library  
Society for News Design Foundation (USA)  
Tomaquag Indian Memorial Museum (RI)  
Trust for Public Land –New England Regional Office  
WaterFire Providence (RI)

### **Workshops and Training**

Association of Fundraising Professionals – Massachusetts, Northern New England, International & Rhode Island  
Charlton College of Business-UMass Dartmouth  
Expansion Arts  
Fidelity Board Series/Rhode Island Foundation  
Greater Worcester Community Foundation (MA)  
Initiative for Nonprofit Excellence- Rhode Island Foundation  
International Association for Public Participation (CO)  
Institute for Nonprofit Management – Antioch University New England/New Hampshire  
Institute for Trustees – Essex County Community Foundation  
Land and Water Summit  
Mass Service Alliance  
NEIAS Leadership Institute (New England)  
New Directions (MA)

New England Grassroots Environment Fund  
New Hampshire Governor’s Council on Volunteerism  
New Leaders Council  
New Roots Providence  
Philanthropy Day on Cape Cod  
Rhode Island College  
TDC- Technical Development Corporation (MA)  
Third Sector New England (MA)  
Volunteer Center of Rhode Island  
Women’s Institute for Leadership Development (RI)

*\* Current clients or projects*