

CAUSE & EFFECT[®] 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.”

- Natasha Harrison, Executive Director, Norman Bird Sanctuary, 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 or health, 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.

Reach us at:

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Our blog *The Butterfly Effect* at www.ceffect.com/butterfly-effect

Gayle L. Gifford, ACFRE, Gayle@CEffect.com and on Twitter [@gaylegifford](https://twitter.com/gaylegifford)

Jonathan W. Howard, 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.

Publications: 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*.

Credentials: One of just 103 individuals worldwide who have earned the advanced fundraising credential ACFRE, Gayle has an M.S. in management from Antioch University New England and a B.A. in geography 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 Association of Fundraising Professionals, Boston Facilitators Roundtable and Alliance for Nonprofit Management where she is active with the Governance Affinity Group.

Experience: Prior to co-founding Cause & Effect Inc. in 1996, Gayle served as Director of Development and Communications at PLAN International USA where she raised over \$3 million in annual giving and coordinated donor stewardship and cross cultural communications; as Deputy Director/Director of Development and Marketing at Save The Bay with a \$1 million budget, and as Director of Development at City Year RI where she increased giving by \$400,000 in seven months.

Service: Gayle has served in leadership capacities on many boards, and is currently board chair of Blackstone Academy Charter School. She is 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 strategic planning, research, interviewing, creative, and design of internal and external organizational communications including direct mail, collateral materials, video production, newsletters, photojournalism, manuals, exhibits and international project management.



Experience: Jon has a B.A. in history from Bates College. Jon has extensive experience in the US and on 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.

Service: Jon is on the board of Rhode Island Urban Debate League. Jon graduated from the Delta II 2008 class of Leadership RI. 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[®] 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
Block Island Historical Society
Essex National Heritage Commission
Fort Adams Trust
Frequency Writers
Hera Gallery & 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
Linden Place
Manton Ave Project*
Museum of Work and Culture
Newport Art Museum*
Newport Restoration Foundation
Pawtucket Arts Festival
Part of the Oath
Providence Singers
Rhode Island Historical Society
Rhode Island Latino Arts
Rhode Island Museum of Science & Art
Tomaquag Indian Memorial Museum
WaterFire Providence
Wilbury Theatre Group

Children, Youth and Families

Alternatives, Inc. (MA)
Beat the Streets Providence
CASA Project Inc. - Worcester
Connecting for Children and Families
Creative Work Systems (ME)

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
Women's Fund of Rhode Island

Community, Economic Development and Housing

Aquidneck Island Planning Commission
Center for Southeast Asians
Center for Women and Enterprise
Community Works RI
House of Hope CDC*
Little Compton Community Center
North East Community Center*
Pawtucket Foundation
Pawtucket Planning and Redevelopment
Progreso Latino
Project Renew
Providence Civic Entrepreneurs
Quisqueya in Accion
RI Black Business Association
South County Tourism Council
West Broadway Neighborhood Association
Uxbridge's Future

Conservation, Environment and Food

Aquidneck Community Table/ Island Commons
Aquidneck Land Trust
Audubon Society of Rhode Island
AYERSfoundation
Bike Newport
Community Harvest Project (MA)

Connecticut Fund for the Environment/Save The Sound
ECO RI News*
Garden Time*
Grassroots International*
Green Newton*
Grow Smart RI
Knox Parks Foundation (CT)
Land and Water Partnership
Narragansett Bay Estuary Program
Natural Resources Conservation Service
Nashua River Watershed Council
Newport Open Space Partnership*
Norman Bird Sanctuary
Recycle a Bike
RI Bicycle Coalition
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
African Community Education (MA)
Beacon Charter High School for the Arts*
Best Schools Leadership Institute – John Stark Regional High School
Blackstone Academy Charter School
BPE- Boston Plan for Excellence
College Crusade of RI*

Green Mountain Valley School
 Dorcas Place Adult and Family Literacy Center
 The Genesis Center
 The Greene School
 Hill for Literacy (CT)
 IYRS*
 Latino Dollars for Scholars Foundation of RI
 Montessori Community School 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, Salem State University
 Simmons College Library
 Sophia Academy
 Times2 Academy
 Trinity Academy for the Performing Arts

Health

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

Homelessness and Poverty Alleviation

Abby Foster Kelly House* (MA)
 Attleboro Area Council of Churches
 Bradford Johnnycake Center of West-erly
 The Diaper Bank (CT)
 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
 United Way of RI

International Development

Grassroots International*
 Plan International
 Plan International USA
 Therapy Missions

Nonprofit and Philanthropy

Brookline Community Foundation
 Essex County Community Foundation
 Greater Worcester Community Foundation
 New Roots Providence
 Rhode Island Foundation
 Serve Rhode Island
 van Beuren Charitable Foundation

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
 Save The Bay
 Senior Agenda Coalition

Other

Women’s Fund of Rhode Island
 Worcester Public Library*
 Winchester Multicultural Network

By Project Type:

Board Strengthening

Abby Foster Kelly House (MA)*
 African Community Education (MA)*
 The Art Connection-RI
 Blackstone Valley Tourism Council
 Center for Southeast Asians (RI)

College Crusade of RI*
 Green Mountain Valley School (VT)
 Green Newton*
 House of the Seven Gables Settlement Association (MA)
 Jamestown Arts Center
 Mount Hope Learning Center
 Newport Art Museum*
 The Orchard School (NH)
 Prevent Child Abuse RI
 PICA (RI)
 RI Latino Arts
 Ronald McDonald House of Providence
 South County Tourism Council
 Tiverton Land Trust (RI)
 The Tomorrow Fund (RI)
 Worcester Public Library*

Communications, Collateral & Direct Mail

Childreach/PLAN USA
 Connecticut Fund for the Environment/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 (NJ)

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)
 van Beuren Charitable Foundation

Facilitation & Retreats

ACLU-NJ
 Alzheimer’s Association of RI

Aquidneck Land Trust
 Best Schools Leadership Institute-
 John Stark Regional High School
 (NH)
 Blithewold Mansion, Gardens & Ar-
 boretum
 Block Island Historical Society
 Buttonwood Park Zoological Associa-
 tion (MA)
 Center for Women & Enterprise
 (MA)
 Community Works Rhode Island
 JHC Blackstone River Valley National
 Heritage Corridor Commission
 (RI/MA)
 The Kennedy Donovan Center (MA)
 Norman Bird Sanctuary
 Pawtucket Day Child Development
 Center (RI)
 Pawtucket Foundation
 The Providence Center (RI)
 Providence Singers
 Resilient Kids
 RI League of Charter Schools
 Save The Bay (RI)
 School of Arts and Sciences, Salem
 State University (MA)
 Senior Agenda Coalition (RI)
 Serve Rhode Island/Corporation for
 National and Community Service
 Simmons College Library
 Statewide Housing Action Coalition
 (RI)
 Therapy Missions
 United Way of RI
 West Broadway Neighborhood Asso-
 ciation (RI)
 Winchester Multicultural Network

Fund Raising Counsel

AIDS Project RI
 AYERSfoundation
 Bike Newport
 Blackstone Academy Charter School
 Block Island Health Services*
 BPE – Boston Plan for Excellence
 Brookline Community Foundation
 CASA Project Inc.
 Community Harvest Project (MA)

Connecticut Fund for the Environ-
 ment/Save The Sound
 Connecting for Children and Families
 ECO RI News*
 Equity Action, Rhode Island Founda-
 tion
 The Genesis Center
 The Greene School (RI)
 Gray Panthers of RI
 Grow Smart RI
 Hera Gallery (RI)
 Hill for Literacy (MA)
 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
 Manton Avenue Project (RI)*
 May Institute (MA)
 Meals on Wheels of RI
 Museum of Work and Culture (RI)
 National Diaper Bank Network (CT)
 Providence After School Alliance
 Providence Singers
 Providence Maritime Heritage Foun-
 dation
 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 Develop- ment/Leadership

The Art Connection – RI
 Audubon Society of RI
 AYERSfoundation
 Blackstone Valley Tourism Council
 Bradford Jonnycake Center of West-
 erly
 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)
 Newport Open Space Partnership*
 Part of the Oath (RI)
 Pawtucket Arts Festival (RI)
 Quisqueya in Accion (RI)
 Rhode Island Association for Infant
 Mental Health
 Rhode Island Coalition for the Home-
 less
 RI Land Trust Council
 RI Rivers Council
 South County Players Children’s
 Theatre (RI)
 Street Sights (RI)
 van Beuren Charitable Foundation*
 Voices of Faith/ RI State Council of
 Churches
 WaterFire Providence
 West Broadway Neighborhood Asso-
 ciation

Policy Analysis and Advocacy

Office of Secretary of State, Rhode
 Island – Help America Vote Act, RI
 State Plan; RI Civic Fellows
 Save The Bay – Green Power Market-
 ing in RI

Public Engagement

JHC Blackstone River Valley National
 Heritage Corridor Commission
 Narragansett Bay Estuary Program
 (RI)
 Natural Resources Conservation Ser-
 vice, USDA (RI)
 Office of Strategic Planning & Policy,
 RI Department of Environmental
 Management
 Office of Water Resources, RI De-
 partment of Environmental Man-
 agement
 Pawtucket Planning and Redevelop-
 ment (RI)

Rhodes to Independence (RI)
 Uxbridge's Future (MA)
Strategic & Business Planning
 Aquidneck Land Trust
 Aquidneck Island Planning Commission
 Attleboro Area Council of Churches
 Audubon Society of RI
 Beacon Charter High School for the Arts/ Founders Academy
 Center for Southeast Asians (RI)
 Community Works Rhode Island
 The Diaper Bank (CT)
 Dr. Martin Luther King Jr. Community Center
 Gabrielle Dinsmore Heart and Hope Fund
 George Wiley Center (RI)
 Gray Panthers of RI
 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 Youth Student Movement (PrYSM)
 Rhode Island Family Shelter
 Rhode Island Geography Education Alliance
 Rhode Island KIDS COUNT
 Rhode Island Land Trust Council
 Ronald McDonald House of Providence
 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)

Teaching

Management of Cultural Institutions*, Masters in Public Humanities, JNBC, Brown University
 Strategic Communications and Organizational Change, Masters in Communications Management, Simmons College
 Seminar: Leadership Practices for School Principles; Rhode Island College
 Business Planning, Johnson and Wales University

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*