

# 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.”*

- 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 or 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:

178 Ninth Street

Providence, Rhode Island 02906

Tel: 401.331.2272

Fax: 401.621-9572

[www.CEffect.com](http://www.CEffect.com)

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

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

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 non-profit and public sectors.

**Publications:** Gayle is the author of *How to make your board dramatically more effective, starting today* and *Meaningful Participation, an activist's guide to collaborative policy making* and a contributor to four other books on nonprofit management and fundraising.

**Credentials:** One of just over 112 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. from Clark University. She is an instructor in the Masters in Public Humanities program at Brown University and previously taught at Simmons University.

Gayle holds professional membership in the Alliance for Nonprofit Management where she is active with the Governance Community of Practice, Association of Fundraising Professionals, New England-Museum Association and Boston Facilitators Roundtable. Gayle is co-researcher on the Alliance's study, *Voices of Board Chairs*.

**Experience:** Prior to co-founding Cause & Effect Inc., 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 serves on the Board of the Providence Community Library, is a volunteer with Social Enterprise Greenhouse and previously served as Board Chair of Blackstone Academy Charter School 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, photo-journalism, 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 recently completed his terms as Board Chair 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.



**Alexander G. Howard**, Associate Consultant, will be the lead consultant on this project. Alex has over 10 years' experience in fund development and 7 in strategic consulting. At Cause & Effect, Alex provides strategic and fundraising planning and

analysis. His work also includes donor data analysis, research, case for support development, creative and persuasive copywriting for donor-centric materials, copywriting review and revision. Alex also

provides hands-on personalized coaching in fund development and organizational management to Executive Directors and Development Directors. His most recent clients have included DownCity Design and Meals on Wheels Rhode Island, among others. Prior to joining Cause & Effect Inc. in 2015 he served as Development Associate for Providence After School Alliance and Congregational Library. He began his career in fund development and non-profit work in the Advancement Office of Warren Wilson College, his alma mater, while still enrolled.

## 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



Twenty five years of service in creating change.

**By Issue**

**Arts & 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  
Cabot Theatre\*  
Essex National Heritage Commission  
Ft. 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  
Island Moving Company\*  
Jamestown Arts Center  
John Nicholas Brown Center for Public Humanities and Cultural Studies, Brown University  
Linden Place  
Lippett House Museum  
Manton Ave Project  
Mass Humanities  
Museum of Work and Culture  
Newport Art Museum  
Newport Restoration Foundation  
Pawtucket Arts Festival  
Part of the Oath  
Portsmouth Historical Society  
Providence Singers  
Rhode Island Historical Society  
Rhode Island Museum of Science and Art  
RiverzEdge Arts Project  
Salem Athenaeum  
Tomaquag Indian Memorial Museum  
WaterFire Providence

**Children, Youth & Families**

Alternatives, Inc.  
Beat the Streets Providence  
Boys and Girls Clubs of Newport County  
CASA Project Inc.- Worcester  
Children's Friend (RI)  
Connecting for Children and Families  
Dr. Martin Luther King Jr. Community Center  
Kennedy-Donovan Center  
Make a Wish Foundation –NH  
May Institute (MA)  
Plummer Youth Promise  
RI Association for Infant Mental Health  
Rhode Island Kids Count  
Ronald McDonald House of Providence  
Spurwink RI  
The Tomorrow Fund  
Women's Fund of Rhode Island

**Community, Economic Development & Housing**

Aquidneck Island Planning Commission  
African Community Education  
Beautiful Day RI  
Center for Southeast Asians  
Center for Women and Enterprise  
House of Hope CDC  
Little Compton Community Center  
North East Community Center  
Pawtucket Foundation  
Pawtucket Planning and Redevelopment  
Progreso Latino  
Project Renew  
Quisqueya in Accion  
RI Black Business Association  
West Broadway Neighborhood Association  
United Way Rhode Island  
Uxbridge's Future

**Conservation, Environment & Food**

Aquidneck Community Table\*  
Aquidneck Land Trust  
Audubon Society of Rhode Island  
AYERSfoundation  
Berkshire Natural Resources Council  
Bike Newport  
Community Harvest Project (MA)  
Connecticut Fund for the Environment/Save The Sound  
Farm Fresh RI  
Grassroots International  
Green Newton (MA)  
Grow Smart RI  
Island Commons  
Knox Parks Foundation (CT)  
Land and Water Partnership  
MassLand\*  
Merrimack River Watershed Council  
Narragansett Bay Estuary Program  
Natural Resources Conservation Service  
Nashua River Watershed Council  
Newport Tree Conservancy  
Newport Parks and Open Space Partnership  
Norman Bird Sanctuary  
Potter League for Animals  
Recycle a Bike RI  
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)  
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  
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 Visions  
Green Mountain Valley School  
Dorcas Place Adult and Family Literacy Center  
The Genesis Center  
The Greene School  
Hill for Literacy  
International Yacht Restoration School  
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's Academy – Bay View  
School of Arts and Sciences, Salem State University  
Simmons College Library  
Sophia Academy  
Trinity Academy for the Performing Arts

### **Health**

Block Island Medical Center  
Gabrielle Dinsmore Heart and Hope Fund  
Horizon Healthcare Partners\*  
Newport County Community Mental Health Center  
Part of the Oath  
RI Association for Infant Mental Health  
Thundermist

Triple Negative Breast Cancer Foundation  
Women's Voices for the Earth

### **Homelessness and Poverty Alleviation**

Abby's House\* (MA)  
Attleboro Area Council of Churches  
Better Lives RI (nee Providence In-Town Churches Association)  
Bradford Johnnycake Center of West-erly  
The Diaper Bank  
House of Hope CDC  
Meals on Wheels of RI  
National Diaper Bank Network  
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 Foundation  
Essex County Community Foundation  
Greater Worcester Community Foundation  
Rhode Island Foundation  
Serve Rhode Island  
van Beuren Charitable Foundation

### **Policy and Advocacy**

ACLU of New Jersey  
Economic Progress Institute  
George Wiley Center  
Gray Panthers of RI  
Kids Count RI  
Office of the Secretary of State - RI  
Prevent Child Abuse RI  
Rhode Island Coalition Against Gun Violence  
Rhode Island Coalition for the Homeless  
Senior Agenda Coalition  
Women's Fund of Rhode Island

### **By Project Type:**

#### **Board Strengthening**

African Community Education  
Aquidneck Island Planning Commission  
The Art Connection-RI  
AYERSfoundation  
Better Lives RI  
Blackstone Valley Tourism Council  
Center for Southeast Asians (RI)  
Essex County Community Foundation  
Farm Fresh RI  
Green Mountain Valley School (VT)  
Green Newton (MA)  
House of the Seven Gables Settlement Association (MA)  
Jamestown Arts Center  
The Kennedy Donovan Center (MA)  
Mount Hope Learning Center  
Newport Art Museum  
The Orchard School (NH)  
Prevent Child Abuse RI  
Plummer Youth Promise (MA)  
The Providence Center (RI)  
Ronald McDonald House of Providence  
Salem Athenaeum (MA)  
Tiverton Land Trust (RI)  
The Tomorrow Fund (RI)

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

Childreach/PLAN USA  
Connecticut Fund for the Environment/Save The Sound  
Department of Labor & Training, RI  
The Genesis Center  
Grassroots International (MA)  
Newport County Community Mental Health Center  
PLAN International (USA, UK)  
Spurwink (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)

### **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 & Arboretum  
Buttonwood Park Zoological Association (MA)  
Center for Women & Enterprise (MA)  
JHC Blackstone River Valley National Heritage Corridor Commission (RI/MA)  
Norman Bird Sanctuary  
Pawtucket Foundation  
Providence Singers  
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  
Therapy Missions  
Thundermist (RI)  
West Broadway Neighborhood Association (RI)

### **Fund Raising Counsel**

AIDS Project RI  
AYERSfoundation  
Bike Newport  
Blackstone Academy Charter School  
Block Island Medical Center  
BPE – Boston Plan for Excellence  
Brookline Community Foundation  
CASA Project Inc.  
Children's Friend (RI)  
Community Harvest Project (MA)

Connecticut Fund for the Environment/Save The Sound  
Connecting for Children and Families  
Economic Progress Institute  
EcoRI News  
Equity Action, Rhode Island Foundation  
Ft. Adams Trust  
The Genesis Center  
The Greene School (RI)  
Gray Panthers of RI  
Grow Smart RI  
Hera Gallery (RI)  
Hill for Literacy  
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  
Merrimack River Watershed Council  
Museum of Work and Culture (RI)  
National Diaper Bank Network (CT)  
Providence After School Alliance  
Providence Singers  
Providence Maritime Heritage Foundation  
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/Leadership**

The Art Connection – RI  
Audubon Society of 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 Accion (RI)  
Pawtucket Arts Festival (RI)  
Part of the Oath (RI)  
Rhode Island Association for Infant Mental Health  
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 and Advocacy**

Office of Secretary of State, RI: Help America Vote Act; RI Civic Fellows  
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)  
Trinity Church\* (RI)  
Uxbridge's Future (MA)

### **Strategic & Business Planning**

Aquidneck Community Table - Island Commons\*  
Aquidneck Land Trust (RI)  
Aquidneck Island Planning Commission  
Attleboro Area Council of Churches  
Audubon Society of RI  
Beacon Charter High School for the Arts/ Founders Academy  
Berkshire Natural Resources Council  
Center for Southeast Asians (RI)  
College Visions  
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)  
Lippitt House Museum  
Manton Avenue Project  
Mass Humanities  
Narragansett Bay Estuary Program  
Nashua River Watershed Association (MA)  
Newport Restoration Foundation  
North East Community Center (NY)  
The Orchard School (NH)  
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)

### **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**

Alliance for Nonprofit Management - Conference  
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)  
Grow Smart -Power of Place Summit  
Hartford Foundation for Public Giving  
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 and Berkshire Taconic Community Foundation  
Land and Water Summit  
Mass Service Alliance  
NEIAS Leadership Institute (New England)  
New Directions (MA)  
New England Grassroots Environment Fund  
New England Museum Association  
New Hampshire Governor's Council on Volunteerism  
New Leaders Council  
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*