

## JAMES K. LEWIS

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### NONPROFIT EXECUTIVE

*Successful executive in corporate and nonprofit sectors with 25 years of experience in ministry, management, fundraising, program development, teambuilding, financial administration, facilities, retail, board leadership, and strategic planning. As a visionary leader, I desire to use my skills in organizational dynamics, community development, and developing collaborative solutions, to move an organization to the next level of professional operations and measurable outcomes.*

### WORK EXPERIENCE

CHARISNP MANAGEMENT & CONSULTING, SAN PEDRO, CA, FOUNDER/PRESIDENT, 5 YRS  
LONG BEACH RESCUE MISSION & FOUNDATION, LONG BEACH, CA, PRESIDENT & CEO, 6.5 YRS  
COACHELLA VALLEY RESCUE MISSION, INDIO, CA, EXECUTIVE DIRECTOR/CEO, 4 YRS  
THOUSAND TRAILS PALM DESERT & IDYLLWILD, CA, GENERAL MANAGER, 2 YRS  
FAMILY LIFE CHURCH & FIXIT SERVICES, PALM DESERT, CA, ADMINISTRATOR, 2.5 YRS  
WYCLIFFE BIBLE TRANSLATORS, PHILIPPINES, COMMUNICATIONS MANAGER, 10 YRS  
HONEY ROCK CAMP, WHEATON COLLEGE, TRANSPORTATION DIRECTOR, THREE LAKES WI, 2 YRS

#### CHARISNP MANAGEMENT & CONSULTING FOUNDER/PRESIDENT

01/2013 - PRESENT

*I have come alongside of nonprofit organizations providing analysis and consulting involving executive management, staff-CEO-Board relationships, fund development, strategic planning, facility and liability issues, media and community relations. Assisted staff and board to fully understand how to stabilize, sustain and appropriately expand programs and services.*

#### LONG BEACH RESCUE MISSION & FOUNDATION PRESIDENT & CEO

08/2006 - 01/2013

*Revitalized LBRM from fiscal atrophy and community disconnection, by rebuilding the trust of donors, bringing stability and positive community recognition, and increasing desirability of involvement and investment in the work and ministry to those we served. Established the vision of missional service ensuring services do not enable the status quo, but ultimately provide for reconciliation through the transformation and empowerment of the individual and community.*

#### Organizational Administration

- Oversight and development of a staff of up to 30 FTE (additional 30-50 seasonally), with 4-5 direct reports
- Evaluate and guide the development of staff through a Senior Leadership Team, department managers, monthly all-staff meetings, annual performance evaluations, and continuing education and tuition assistance
- Review and formalize staff handbook and performance review documentation and update appropriate HR functions
- Performed annual reviews of compensation and benefits through surveys, seeking to achieve a 75 percentile ranking
- Received the Alfred P. Sloan Award for Excellence in Workplace Effectiveness and Flexibility in 2008 and 2010, and the Best Christian Workplaces Institute award in 2009
- Guided the development of “on the shelf” policy and procedure manuals for all aspects of program and operations
- Formalize facility inspections and maintenance schedules, approve and monitor vendor agreements
- Led strategic planning for expansion of mission and vision, programs, funding, and operations
- Exceeded by \$100,000 the estimated initial annual revenue from the operations of a new warehouse facility

#### Board Development

- Lead staff liaison to the Board of Directors as chief executive officer and agent of the corporation
- In concert with staff, strategize and develop agendas, create presentations, and review all financial statements
- Identify of and advise Chair on director nominees, interview and conduct new board-member orientations
- Created presentations to educate on program, operations, fundraising, and expansion strategies
- Developed a Board policy and governance manual detailing duties and procedures for board action

#### Program Development

- Facilitated a restructuring of programs to aggressively mitigate negative effects of our services on the neighborhood
- Instituted a Case Management program integrated with the city’s homeless services center and Veterans’ agencies
- Documentation and “on-the-shelf” rewrite of all program curriculum, including mandating GED completion, career employment services, work therapy, and community service
- Developed and acquired funding for a post-graduate Bridge transitional housing and work training program
- Initiated curriculum for expansion of the New Life Program, a one-year intensive Christian residential discipleship course, which grew to 50 men and women – with an unprecedented 30 graduates in 2012

- Redesigned programs for women and children, mentoring, collaborative preschool, and regaining custodial rights
- Managed the county winter shelter for Los Angeles Homeless Services Authority from 2006 to 2012

### **Fund Development**

- Created a development department, initiating policy, procedures, and monitoring of fund development
- Increased budget from \$1.5 to \$3.5 Million utilizing a declining foundation subsidy and increasing donor revenue
- Diversified funding, increasing foundation and program revenue, decreasing individual donations from 94 to 82%
- Oversight of direct mail for acquisition and cultivation pieces for content, design, frequency and ROI
- Developed a major donor movement process and planned giving component for fund development
- Doubled contribution income, increased active donors by 25% and per-donor average gift by 20%
- Developed video commercial spots for cable and theaters, increasing social media communications, integrating branding and message across all communications
- Managed event creation and program content for 35<sup>th</sup> Anniversary, and acquired a declining long-term annual community event, increasing attendance and revenue by over 100% and 500% respectively
- Designed an award-winning Brochure and Case for Support (prospectus) communicating programs and ROI, encouraging personal investment in the ministry and through planned giving – which funded our foundation
- Wrote applications for, obtained and monitored foundation grants for project funding up to \$200,000

### **Fiscal Responsibility**

- Developed annual budgets and variances three months prior to each fiscal year
- Created dashboard for board monitoring of program, operations and funding
- Brought accounting function in-house, redesigned general ledger accounts, realigned functional expense allocations, and directed creation of finance policy and procedure manual, and attained ECFA certification
- Established policies and fiscal controls insuring against fraud and protecting document preservation
- Instituted new foundation and pension investment policy and monitored trustee for due diligence
- Created and implemented a Contingency Plan to sustain mission and vision in response to economic downturn, reducing staff, selective voluntary salary reductions, and initiated realignment, for a savings of over 4%
- Provided oversight and acted as agent for three legal claims resulting in savings to the organization
- Upgraded computer hardware systems and programs for finance, donor database, and volunteer tracking
- Reevaluated insurance policies to limit risk of liability and ensure appropriate coverage on all capital assets
- Supervised sale, lease and purchase of facilities, adding an office, women's home, thrift store and warehouse
- Compiled Request for Qualifications and Proposals for County winter shelter contract, monitored reporting for County winter shelter contract
- Stewarded the sale and transfer of a facility and property to The Guidance Center of Greater Long Beach

### **Community Development**

- Reestablished collaboration with churches, business, civic, veteran agencies, and community groups
- Increasing volunteer involvement to over 1700 persons annually, established formal orientation and training
- Included numerous community stakeholders in strategic planning sessions for input and buy-in
- Rebuilt working relationships with city, county, and public service organizations, and served on committees
- Against heavy resistance, successfully lobbied community leaders to host the winter shelter in a new facility
- Created a 14<sup>th</sup> St park & neighborhood cleaning crew with program participants, modeled after DLBA Clean Team
- Collaborated with community groups to clean up neighborhoods, create events, and support schools w/ backpacks
- Served on numerous civic and community groups including homeless taskforce, gang reduction, and city planning
- Presented several workshops at national associations related to organizational lifecycle assessment
- Authored four articles published in national association and leadership journals

### **COACHELLA VALLEY RESCUE MISSION**

**06/2002 - 06/2006**

#### **EXECUTIVE DIRECTOR/CEO**

*Revitalized an anemic organization reeling from embezzlement by a former Executive Director. Rebuilt the trust of donors bringing internal and external stability and positive recognition, and increased the desirability of donors to invest in the work and ministry of the only emergency walk-in shelter in the Coachella Valley. Outcomes were very similar to LBRM.*

- Oversight of staffing growth from 3 to 9 FTE (30 seasonally), with 4 direct reports
- Increased operational revenues from \$700,000 to \$1,400,000, tripling the active donor-base
- Plan and prioritize activities of programs, facility, and retail operations
- Develop and monitor budgets and approve expenditures and vendor agreements
- Created a new development department, funding and investment policies

- Brought accounting in-house, redesigned general ledger accounts, and realigned functional expense allocations.
- Developed policies and procedures ensuring firm internal fiscal controls, attained ECFA certification
- Built effective working relationships with city, county, veterans agencies and public service organizations
- Collaborate and interface with government and NGO agencies, negotiating county contract for seasonal shelter
- Served on numerous committees, bringing consensus-building and a desire to serve our community's best interests
- Collaborated with a major donor who created an annual Winefest event, raising \$750,000 in three years for the purchase of an adjoining 8 acre property for building development
- In one year, utilizing a valley-wide strategy, converted the City Staff and City Council of Indio from their firm "absolutely not!" to a unanimous affirmation of our initial Master Plan of a new 250 bed shelter

**THOUSAND TRAILS RV RESORT, DALLAS, TX (CORPORATE OFFICE)**

**4/2000 - 5/2002**

**GENERAL MANAGER**

Palm Desert is the 4<sup>th</sup> busiest of (formerly) TT's 60 park system, having 400 RV sites with full hook-ups on 25 acres, and 45,000 camper-nights over an 8-month season. TT Idyllwild has 220 sites with limited hook-ups on 200 acres and is operational year-round. Daily operations of the parks; Quality control; Safeguarding company assets; Planning, developing and tracking the operating budget; Managing revenue generation programs; Developing new income sources; Customer service; Orientation and member relations training; Training of supervisors in seasonal recruiting, hiring, orienting, training, coaching, retaining, project planning, time management, and communications; Timely response to members' concerns; Compliance with all county, state, and federal requirements for health and safety codes; Maintain proper records for insurance and safety inspection; Generating reports desired by district and senior management; Developing and maintaining strong community relations programs.

**EDUCATION & TRAINING**

**Master of Arts in Global Leadership**, GPA 3.76 – 2011

School of Intercultural Studies, Fuller Theological Seminary, Pasadena, CA

**Nonprofit Organization Management**, GPA 4.0 – 2006

UC Riverside Extension, Riverside, CA (Graduate Certificate)

**Townsend Institute for International Relations & Management Development**, 1990 – 1996

Summer Institute of Linguistics, Dallas, TX

**Moody Aviation, Elizabethton, TN**, 1989

Airframe Certification & General Education

**College of the Desert, Palm Desert, CA**

General Education requirements

**Mesa Community College, San Diego, CA**, 1974 – 1975

Business Mid-management and Industrial Technology

**Samuel F. B. Morse High School, San Diego, CA**, 1969 – 1972

Graduated; '72 Plymouth Trouble-shooting National Finalist

**CERTIFICATIONS**

**Certified Fund Raising Executive (CFRE®)** #69395, 2013

**Credentialed Christian Nonprofit Leader (CCNL®)**, 2012

Christian Leadership Alliance & Azusa Pacific University

**Ordained Senior Chaplain**, 2006

Chaplain Fellowship Ministries

**AFFILIATIONS**

Association of Fundraising Professionals (AFP), Member since 2011

Christian Community Development Association, Member since 2008

Christian Leadership Alliance (CLA), Member since 2002

Association of Gospel Rescue Missions (AGRM), Member since 2002

Rotary International, Paul Harris Fellow, Member since 1993

## **PROFESSIONAL & COMMUNITY ACTIVITY**

### **Consulting (partial list)**

- Art Exchange: Crisis Media Communications, Advisory Council
- Diversified Threat Management: Community Relations, Marketing, PR, Strategic Planning
- Hope of the Valley Rescue Mission: Facilitated Board Session for Strategic Planning
- B.R.A.I.N.: Strategic and Development Planning
- COA: Funding and Organizational Assessment, Merger Potential Report for Board
- Long Beach Police Foundation: Examine 990 filings, Funding and Organizational Assessments
- Precious Lamb Preschool: Board, Staff & Funding Assessments, Direct Mail, Editing
- PATH of Citrus County, Florida: Board and Staff Assessments, Organization Lifecycle Analysis

### **Speaking/Presentations**

- Chairman and Emcee: Greater Long Beach Leadership Prayer Breakfast 2007-2012
- Presenter: Considerations for a Nonprofit Merger, CLA 2012
- Presenter: Organization Lifecycle Analysis, Brewer Direct Seminar 2012 & CLA 2013
- Organizational Representative and Speaker: WBT, CVRM, LBRM 1990-2012

### **Publications**

- “The Critical Shift: Ministry Collaboration is More Vital Than Ever.” Outcomes Journal (Christian Leadership Alliance) 36, no. 2 (2012): 36-39.
- “Leverage Point: Change Your Organization by Building Your People.” Outcomes Journal (Christian Leadership Alliance) 37, no 3 (2013): 30-34.
- Christian Examiner: Editorial Commentary 2011-2012
- Long Beach Register: Guest Columnist 2013-2014

### **Thesis & Project Papers**

- Indigenization and the Development of Contextual Theologies
- Reclaiming Missional Service: with a View of Rescue Missions
- Organizational Dynamics: Lifecycle Analysis & Considerations for a Nonprofit Merger

### **Strengths (from Gallup, Strengths Finder)**

- Ideation, Deliberative, Strategic, Analytic, Significance

### **Certifications & Awards Received**

- Certified Fund Raising Executive #69395 (CFRE®) 2013
- Credentialed Christian Nonprofit Leader CLA & APU (CCNL) 2012
- 1st Place and Best of Show, AGRM Media Innovation Awards 2010
- Alfred P. Sloan Award for Business Excellence in Workplace Flexibility 2008 & 2010
- Certified Best Christian Workplace Award 2009
- Chaplain Fellowship Ministries, Ordained Senior Chaplain 2006
- Jefferson Award for Community Service nominee, Coachella Valley 2006
- Excellence in Leadership nominee, CA Association of Nonprofits 2005
- Inspiration Award - Rotary Club of Malaybalay, Philippines 1995

### **Community Involvements**

LB GRIP: Gang Reduction, Intervention, Prevention Taskforce; LB Homeless Coalition; LB Rotary, Paul Harris Fellow; LB Central Project Area Committee; One Day Christmas Store for Disadvantaged Families; LB Chamber of Commerce, Government Affairs Committee; Long Beach Leadership Prayer Breakfast, Chairman; LB Police Foundation; LB Citizen Emergency Response Team (CERT); Leadership Long Beach, Day Chair Instructor; LBNP Executive Director Roundtable; LB Police Academy, Community Forum Speaker; Riverside County Sheriff Executive Council; Leadership Coachella Valley, Board Chairman-elect; City of Palm Desert Technology Committee, Chairman; City of Palm Desert City General Plan Advisory Committee; Coachella Valley Community Prayer Breakfast Committee; Riverside County 2-1-1 Steering Committee, Founder & Chairman; Riverside County Homeless Coalition, Director Region D; Palm Desert Chamber of Commerce Legislative Action Committee, Chairman; Member of Palm Springs, Palm Desert, La Quinta, Indio & Coachella Chambers; Palm Desert Rotary, President-elect, Community Service Director, Scholarship Committee