

National Society of IT Service Providers

Karl W. Palachuk
Executive Director
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Christopher Barber
Chair, Executive Search Taskforce
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Thank you for the opportunity to present my thoughts and plans to provide the Society with an extremely senior and experienced executive who is also well versed in your operational needs. I would be happy to modify the proposal with further input if any of the conditions outlined in the RFP change.

SUMMARY

I present to you a highly skilled and experienced association executive to serve as NSITSP's executive director, and to oversee operational support currently provided by Small Biz Thoughts. Perhaps the best way to evaluate this proposal is to view it as a set of "bridge services" from your current support situation. I can help to prepare the Society to be a candidate for a traditional Association Management Company (AMC).

My experience includes start-up associations and mature associations. I have managed associations smaller and larger than NSITSP. I am attaching two reference letters from a former client where I served as their CEO under contract from 2013 – 2019. While that association was well established, it was recuperating from some previous challenges, and it required fresh thinking along with sound management and operational practices.

In addition to keeping "the trains running on time" for NSITSP, I will also manage the transition of your website and member database to an association management system (AMS) that will scale as you grow membership. I will also perform an organizational assessment to advise the board of the organization's operating strengths and weaknesses for the future. Additionally, I will assist the board in searching and selecting an AMC in roughly a year's time. I am offering to perform a similar organization assessment as part of my scope of work to benefit your board and especially your incoming executive director. I will also assist in identifying a qualified AMC to which the Society can transition. I am offering the scope of services outlined below for a monthly fee of \$5,000.

This proposal is valid through June 30, 2023. If the Board requires more time to make a decision, we would happily consider extending the term of this proposal, but reserve the right to make modifications.

PROJECT SCOPE

The proposed scope of work covers the "services to be provided" as outlined in the RFP. Below is that list, noting some additional work and some clarifications. The focus of our work is to manage and execute the operational needs of the Society, but do them in a way that better positions a full-service AMC to take over in approximately one year. That timeline is not set in stone, but a target. It's important to note that I will serve as the Society's executive director to allow Karl Palachuk to transition to another leadership role.

Board of Directors Meetings

- Prepare Executive Report and Agenda in consultation with Board Chair – target to distribute a week before each board meeting
- Attend monthly board meetings
- Review and post meeting minutes

Financial Management

- General Bookkeeping
- Processing and management of accounts payable and receivables, especially including membership renewals.
- Reconciling bank account, Stripe and PayPal merchant accounts (at least monthly).
- Preparation and distribution of financial reports, including P&L and Balance Sheets in advance of monthly board meetings.
- Work with Finance Committee to manage the Society's budget.

Membership Management

- Update and maintain current membership database and generate renewals and dues invoices.
- Manage and distribute New Member Packets (surface mail).
- Recruitment
 - Based on recruitment plan, execute tactics
 - If recruitment plan does not exist, work with Marketing Committee to develop an annual plan.
- Attend and support up to six (6) committee meetings per month.
- Prep and execute quarterly member meetings (virtual).
- Process and post quarterly member meeting recordings on website, along with transcripts and chats – also promote same on the Society's social media channels.
- Create and disseminate materials to be used at channel events (may require separate graphics design budget)

Marketing & Social Media

- Work with Marketing Committee to develop messaging and strategy to leverage industry channel events to promote the Society and recruitment.
- Support and coordinate with members by providing materials for those representing the Society by exhibiting at channel events.
- Oversee and manage online Forums for appropriate use.
- Solicit and post authored blog posts per marketing plan.
- Post and manage posts across the Society's accounts on Facebook, LinkedIn and Twitter, and possibly YouTube.

Operational Assessment (an addition)

In addition to meeting all the essential job duties outlined in the RFP as itemized above, I will also conduct an organizational assessment (OA) as defined in the attached description titled "Organizational Assessment Services" (OA). The services fall into two levels of assessment and reporting: i) Review and ii) Audit. The Review level assessment is more tertiary in scope. The Audit level assessment samples specimens of the work and performs deeper assessments about quality and relevance. The OA offering in this scope of work will likely be somewhere in between the levels of depth outlined in the attached description.

PRIORITIES OF FOCUS AND BUDGET IMPLICATIONS

1. Operational Management

Keep the Trains Running on Time. – This analogy may seem cliché, but it's an apt one. The guiding principle would be to continue the Society's trajectory of growth and uninterrupted membership support and services.

2. Proposing and Implementing Infrastructure Changes

This mostly relates to transitioning the Society's website and membership database. The plan is to understand the current system before recommending a commercial association management system (AMS) that will be able to support the organization's anticipated growth and needs. The actual change and transition may not occur until between the 6th and 9th months of the engagement.

3. Assessing Organizational Processes

The Organizational Assessment Process I am including in this scope of work will be valuable to the board and incoming AMC. See the attached Organizational Assessment description.

4. Search Assistance

I have extensive experience in all phases of searches for all levels of association staffing, including executive director and CEO positions. I also have extensive experience with the AMC model. I can be completely neutral in this service. I have no interest in seeking the full-time position and I have no affiliation with an AMC – therefore there's no conflict of interest in this activity. I propose working with a task force or committee of the board to develop criteria and an RFP, execute a search and solicit proposals for the Board's consideration. I can also be available to assist in the transition to the AMC.

5. Budget Implications

The Board should expect a month or more of overlapping service fees during a transition period. Regardless of the model utilized - our bridge-services for a traditional AMC - there will be a transition period where existing service providers orient the new service providers. This is not training, but rather is focused on explaining and orienting the new support personnel about how the membership has been supported today, and about the tools currently used to provide that support. Most of the services should be transitioned within the first 30 days of the engagement. Some of the services may take a bit longer. For example, our team should be able to update and modify the website after an orientation, but the current hosting service and site administrator may need to be available until an AMS is deployed. With more information about current costs, a transition budget can be prepared and approved to avoid unpleasant surprises.

THE TEAM AND THE EXPERIENCE

There are two individuals who will be active in supporting the Society if our proposal is accepted. Michael LoBue will be in the lead, and Mike Briones will handle the accounting and bookkeeping.

As identified in my resumé (attached), I bring a demonstrated track record consistent with all the experience and skills you can take advantage of for the Society's current needs and to position and guide its future. My mistake-bank is deep. This does not mean that I am mistake prone. It means that I have been practicing association management and governance long enough, and across many different types of associations, to have made or encountered a variety of the more common mistakes and a few originals as well. My longevity in association management is a testament to my ability to learn from mistakes, my own as well as other's. Retaining an experienced executive like me gives the Society access to this deep mistake bank and all the learning that comes from it.

Mike Briones will complete the team. Briones and LoBue have worked together since 2004. Briones served as controller of my former AMC and bookkeeper/accountant for nearly all that firm's managed clients. Briones has a broad experience in accounting policies and practices, including GAAP and FASB regulations. Briones holds a B.S. degree in Accounting from De La Salle University. He is fluent in Tagalog.

FINANCIAL TERMS

The above services are offered at \$5,000 per month. There are no other fees, but there may be additional costs for items like necessary travel as directed and approved by the board, possible graphic artist costs, and licensing an AMS. Any additional costs will be identified and approved in advance. Briones and I will serve as independent contractors and responsible for all payroll tax obligations. Briones' fees are included in the monthly retainer.

OTHER TERMS & CONDITIONS

I will agree:

- That NSITSP retain all intellectual property rights to the work products;
- To a confidentiality agreement about not disclosing NSITSP's confidential information and data;
- To non-compete terms during the term of the engagement; and;
- To mutual indemnification terms.

It is worth noting that I carry professional liability insurance in the amount of \$1M/year.

SUPPORTING MATERIALS

See attachments:

- Michael LoBue's resumé..... Pgs. 5 - 7
- Organizational Assessment Services..... Pgs. 8- 11
- Letters of Reference (2) Pgs. 12-13
- List of LMS Services.....Pg. 14

Respectfully.



Michael T. LoBue, CAE
Principal
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Michael T. LoBue, MS, CAE

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Chief Executive Officer / Executive Director

Thirty-year record of leadership, team building, and results-oriented management for domestic and international trade associations and societies. Excel at assessing key opportunities and identifying relevant data to inform and validate strategic and tactical direction. Strong advisor and counselor to governing boards based on extensive board service and leadership. Experienced in all phases of an organization's life cycle, from start up, through growth phases, to wind down.

Organizational Management

As executive director/CEO for numerous associations, have led the launch and formation of a dozen trade associations. Develop programs and projects to deliver on the strategic goals and priorities established by governing boards. These include developing position descriptions and selecting staff and consultants to implement programs and projects. Also develop reporting mechanisms to support boards in their ongoing oversight roles, minimizing the need for board members to be involved in program and project execution.

Evidence-based Strategies and Business Planning

A recognized leader in testing commonly held beliefs and narratives about the environments in which businesses and industries operate. Most notable are: proving that the higher-education market segment for Sun Microsystems exceeded the corporate target for profit contribution, resulting in strategy changes to further invest in this market segment; debunking myths about the value of the association management company model for membership-based associations (three studies over a 10-year period); and proving that flowers imported into the U.S. market rescued this \$6B industry over a 25-year period, debunking the popular narrative that imports harmed domestic production of flowers.

Human Resource Management

Effective manager of staff talent, including recruiting, developing position descriptions, performance plans and constructive feedback, and evaluation processes for association management company staff, consultants, and client staff. Management responsibilities in organizations vary in size from less than five to more than 40 personnel.

Public, Industry, and Governmental Relations

Effective spokesperson for associations in a wide variety of professional and industry markets. A recognized and respected leader in the field of association management, the cut flower industry (domestic and international), and various high-tech industry segments including networking, communications, and digital storage markets. Effective strategist and advocate in legislative matters with the California legislature and U.S. Congress.

Professional Experience

LoBue Management Solutions, LLC (LMS), San Francisco, CA 2022 – Present
Manager

LMS is a nonprofit consultancy providing specialized counsel and services for chief staff executives and board of directors to help them make the impacts their organizations were formed to create.

LoBue & Majdalany Association Management (L&M), San Francisco, CA 1993 - 2021
Founder, President & Chief Executive Officer

L&M is an association management company (AMC) providing executive and operational services to nonprofit trade associations, professional societies, and foundations.

Independent Marketing Consulting, San Francisco, CA 1990 - 1993

Provided a variety of marketing consulting services for workflow products, professional technology services and high-performance desktop communications products. Also worked with several nonprofit organizations on a pro-bono basis on management and governance issues.

Sun Microsystems, Inc. Mountain View, CA 1988 - 1990

Program Manager – Worldwide Education and Research Marketing

Responsible for pricing, licensing and marketing strategies for Sun's unbundled software to this market. Manager of hardware and software grant program to worldwide market valued at more than \$14m.

Carnegie Mellon University, Pittsburgh, PA 1985 - 1988

Assistant Vice President – Academic Services Division

General manager for business affairs, administration, planning and budgeting for seven departments responsible for University's central computing, communications (voice & data), library services, and research and development in educational computing. Represented the University in negotiations with corporate sponsors of research and joint development projects.

Big Brothers of San Francisco, San Francisco, CA 1980 - 1983

Executive Director – Reported to 24-member Board of Directors

Responsible for managing all aspects of youth service organization, including: fundraising, supervision of professional staff, volunteer recruitment, liaison to Big Brothers & Sisters of America and four other local Big Brother organizations in the San Francisco Bay Area. Program provided mentoring services to 300 boys in San Francisco each year. Advocated for and assisted in the successful merger of Big Brothers and Big Sisters of San Francisco.

Alameda County Superior Court, Oakland, CA 1977 - 1980

Court Investigator – Probate Court

Investigated petitions to form conservatorships and guardianships of incompetents and conducted biennial follow up investigations of those petitions that were granted. Filed written reports in proceedings and reported to the Court's Probate Bench. Promoted from Assistant Court Investigator to Court Investigator in 1988 and grew the staff to four investigators and two secretaries.

Center for Disease Control, Atlanta, GA 1975 – 1977

Field Epidemiologist – Assigned to Health Department City & County of San Francisco

Education & Professional Credentials

Master of Science Public Policy & Management • Carnegie Mellon University

Bachelor of Arts • University of California, Berkeley

Certified Association Executive • American Society of Association Executives 1999 – Present

Memberships & Recent Board Positions

Golden Gate Regional Center (Nonprofit serving Californians with developmental disabilities in San Mateo, San Francisco and Marin Counties) 2023 – Present

Association of Regional Center Agencies (Statewide association of the 21 Regional Centers in California) 2023 – Present
Board Delegate from the Golden Gate Regional Center

Memorial Day Flowers Foundation (Nonprofit honoring military veterans and families) 2018 – 2021
Board Chairman

Living Unlimited (Non-profit housing for developmentally/intellectually disabled adults) 2018 – 2020
Board of Directors

Carnegie Mellon University Heinz College Alumni Association board member 2014 - 2017

AMC Institute, International trade association for association management companies.
Member of Board of Directors 2004 – 2010
Chairman, Market Strategy Committee (oversight of five task forces) 2008 – 2010

American Society of Association Executives (ASAE)
Member 1995 - Present
Certified Association Executive 2000 – Present

California Society of Association Executives
Member 2012 – Present

Research & Studies

- AMC-Management Model Has Advantages Over Non-AMC Models
© 2018 LoBue & Majdalany Association Management
- Thoughts on Strategic Planning (for the U.S. Floral Market)
(for CalFlowers Board of Directors Retreat – 2014)
- “Is There a New Normal for Associations — Not So Much!”
© 2013 LoBue & Majdalany Association Management
- “AMC-managed Associations Continue to Show Resilience During Recession”
© 2011 LoBue & Majdalany Association Management
- “Are AMC-Managed Organizations Recession Resistant?”
© 2010 LoBue & Majdalany Association Management
- “AMC-Managed and Standalone Organizations — A Sibling Study”
© 2009 AMC Institute

Overview

There are two levels of assessment services described below. The best way to think about these two services is how a financial review relates to a financial audit. The “review” is largely a table-top assessment, looking at an inventory of important documents, some required documents (e.g., articles of incorporation, bylaws, etc.) and some not required, but important (e.g., board policies, employee manual, etc.). The “audit” is a deeper look into the organization’s actual processes and making determinations about performance compliance to regulations and the organization’s own policies.

Both assessments result in written reports. In the case of the review, the written report is more of a normative statement about what the organization has, might not have, but should have, etc. This assessment will also attempt to evaluate consistency across policies. For example, if the organization’s purpose as defined in its Articles of Incorporation is different than what it is doing, this discrepancy would be called out.

The audit report would go further and render opinions about how closely the organization’s practices match its own policies and governing documents, or in the absence of policies, evaluating performance against the association sector best practices. Where best practices don’t exist or apply, the reviewer will justify and explain their assessment against the board’s stated objectives for the organization.



	\$5k for Review	\$12k for Full Process Audit	
Performance Areas	Review (Inventory-focus)	Audit (Evaluation-focus)	Docs Requested
I. Mission, Goals and Objectives	<ul style="list-style-type: none"> Current, clear and positive mission statement Has strategic plan with clear goals and objectives Current board has bought into strategic plan 	All Review items, plus: <ul style="list-style-type: none"> Evaluation of Goals & Objectives Demonstrate how it presently fills its mission and meets its goals from strategic plan Demonstrate how it plans to achieve its general and specific objectives in the future 	Provide: <ul style="list-style-type: none"> Strategic Plan Progress reports/dashboard
II. Governing Body, Officers & Directors	<ul style="list-style-type: none"> Rotation of officers and directors; Roles and responsibilities of officers and directors exist; Formal orientation and procedures for governing body members exists and is used. Regular recording of board meetings 	All Review items plus assessments of: <ul style="list-style-type: none"> How rotational practices align with governing policies; Relevance and fit of roles and responsibilities to organization's purpose; Completeness and accuracy of orientation content and procedures for governing board; Review Board Minutes past 12 months 	Provide: <ul style="list-style-type: none"> Bylaws Board meeting minutes last 12 month Board/Org Policies
III. Organizational Structure & Documents	<ul style="list-style-type: none"> Verify and review: <ul style="list-style-type: none"> Articles of Inc. Bylaws Board Policies Registration compliance Insurance policies Contracts & Evaluations Exemption Ltrs. 	All Review items plus assessments of: <ul style="list-style-type: none"> Currency and relevance of documents to what org. does today, especially as they relate to organization's strategic plan 	Provide docs in "Review" column
IV. Programs, Services & Activities	<ul style="list-style-type: none"> Verify programs exist to meet member / community / stakeholder needs are formally planned, funded, coordinated, implemented, monitored and evaluated 	All Review items plus assessments of: <ul style="list-style-type: none"> Availability of staff resources to implement programs; The quality of evaluations of programs, services and activities. 	Provide: <ul style="list-style-type: none"> Current year budget Recent financial reports Program descriptions Program evaluations



Performance Areas	Review	Audit	Docs Requested
V. Organization Staff	<ul style="list-style-type: none">Evaluate adequacy of staffing (in-house or outsourced);Skill assessmentsReporting relationshipsPersonnel policies and practicesEvidence of appropriate prof. development	All Review items, plus deeper qualitative assessments of: <ul style="list-style-type: none">Staff skills, reporting relationships, use of personnel policies and practicesProfessional development opportunities for staff	Omitted for pre-AMC RFP assessment Otherwise: <ul style="list-style-type: none">Employee manualPersonnel Policies (if different than Employee Manual)Last performance appraisalsLast salary/comp study
VI. Financial Planning & Reporting	<ul style="list-style-type: none">Connections between financial planning and strategic planning and programmingFiscal controlsFull disclosure reporting system/practicesPolicy position re: conducting financial audits	All Review items, plus deeper review and assessments about each of those review items, especially for evidence that connects financial reporting to initial planning assumptions.	Previously listed
VII. Membership Development & Retention	<ul style="list-style-type: none">Evidence of depth of knowledge about members, along with data to support that knowledgeEvidence of appropriate membership mgmt. databaseReview of retention and renewal processes	All Review items, plus deeper review and assessments about each of those review items, especially for evidence that measures effectiveness of membership development and retention programs.	Provide: <ul style="list-style-type: none">Report profiling members (e.g., class, tenure as members, fx of meeting/event attendance, geo, etc.)Access to database
VIII. Communications	<ul style="list-style-type: none">Identifies comm. plan and how it serves the strategic plan and all stakeholders (members, prospects, liaison orgs., etc.Identification of communications practices, goals and target audiences.	Deeper review and assessment of communications practices and evaluation of organization's tools and practices to measure communications effectiveness.	Provide: <ul style="list-style-type: none">Marketing/Comm planExamples of comm. to members, prospects, etc.Reports about "open" rates and other tracking activities



Performance Areas	Review	Audit	Docs Requested
IX. Government Affairs / External Relations	<ul style="list-style-type: none">• Demonstrate list of clearly defined issue and outside stakeholders, which are monitored regularly through analysis and reporting and whose findings are communicated to stakeholders, media and public – as appropriate, in a timely way.	<ul style="list-style-type: none">• A deeper evaluation and assessment of processes used to implement activities discovered in Review;• Evaluate funding and staffing resources relative to plans and expectations	Provide: <ul style="list-style-type: none">• Governmental relations plan• Reports• Examples of campaign collateral/materials
X. Office Technology & Information Management	<ul style="list-style-type: none">• Office automation plan that accounts for current and anticipated needs;• Tools should include:<ul style="list-style-type: none">- Database management- Document production- Accounting- Telecommunications- Digital security	<ul style="list-style-type: none">• A deeper review and assessment about the organization's investment in technology to support strategic initiatives, as well as standard operational needs.	Provide: <ul style="list-style-type: none">• IT Plan• Inventory of HW/SW• List of 3rd party licenses• Back up and recover plans

Contact: Michael LoBue, CAE
Michael@LoBue.us
www.LoBue.us



FRANCIS BIDDLE INTERNATIONAL, INC.

2506 Pioneer Avenue * Vista, CA 92081 * Phone (760) 597-1599 * Fax (760) 597-1590

December 12, 2019

Re: Recommendation for LoBue & Majdalany Association Management (L&M)

To Whom It May Concern:

I have worked with L&M since 2016 when I joined the board of directors of the California Association of Flower Growers & Shippers (CalFlowers), and I am writing to provide an enthusiastic recommendation based on the work and leadership Michael LoBue and his team provided to our organization. As of this month, December 2019, I am President of the CalFlowers board.

From October 2013, Michael LoBue served as CEO, and Chris Freed, also from L&M, served as COO of CalFlowers. Their engagement came to a close in December of this year.

I've been a commercial flower grower and importer for 37 years. I've never met anyone in the floral industry who was able to become such a respected leader in such a short period of time as Michael LoBue.

LoBue had no prior experience in the floral industry before becoming CalFlowers' CEO. Within his first year with us, he created a cross-industry collaboration of all of the national floral associations, including two very important international floral associations representing growers from Colombia and Ecuador. Under his leadership, industry leaders met at least annually beginning in 2014, and the group has undertaken several important industry-wide initiatives to grow the U.S. floral industry for all stakeholders. Because of his leadership, LoBue's knowledge and perspective of the industry has been sought and respected by many industry veterans.

In the spring of 2019, LoBue put together an extremely effective campaign to stop two legislative initiatives (one in the California legislature and one in Congress) that would be very harmful to the floral industry if passed. He crafted a strong public policy position, rallied broad support, and zeroed in on key legislators to table both bills for 2019. The bills were shelved. For the California initiative, he did all of this without the benefit of a lobbyist. For the bill in Congress, he leveraged other industry leaders to keep the bill from advancing through committees.

While LoBue supported the board and was the face of CalFlowers within the floral industry, Chris Freed provided strong oversight and support for the organization's four staff members and other contractors working in three different locations.

Under the combined leadership of LoBue and Freed as CalFlowers' executive team, the organization transitioned from a little-known state-based trade association to a national leader. This helped grow membership in California and nationally.

It is my pleasure to provide an unqualified recommendation for L&M. Please feel free to contact me if you have any questions.

Regards,

Frank Biddle
Frank@FBIFlowers.com
760-597-1599

Steve Dionne, Managing Partner
WAFEX USA
2887 Dos Lomas
Fallbrook, CA. 92028

December 12, 2019

Re: Recommendation for LoBue & Majdalany Association Management (L&M)

To Whom It May Concern:

I am very pleased to provide this recommendation for Michael LoBue, President and CEO, and Chris Freed, Chief Operating Officer of LoBue & Majdalany, an accredited Association Management Company.

I have been a member of the board of directors of the California Association of Flower Growers & Shippers (CalFlowers) since 2003. I have served as board president twice during my board tenure. This month I was elected president-elect of the CalFlowers board.

In 2013 the CalFlowers board took a bold step to complement our floral industry knowledge and experience with LoBue and Freed's expertise in association management and governance. At that time LoBue and Freed were handed a detailed assessment of the association's weaknesses in ten critical performance areas. They wasted no time addressing the most critical performance areas. Eight of those 10 performance areas, along with an in-depth study and assessment of the U.S. floral industry were completed in-time for a comprehensive strategic planning retreat they organized for the board within nine months of becoming our management team. That strategic planning exercise was the most rigorous planning our association had undertaken since I joined the CalFlowers board. It was the backbone of all of the initiatives our organization implemented, and contributed to CalFlowers' growth and success.

Under LoBue and Freed's management, the association's staff became more effective and efficient, growing our membership and revenue more than 30% each in a 5-year period. They also helped position the association as a respected voice and leader in the floral industry, and guided our board to be a governing body focused on strategic opportunities for our members and the industry as a whole.

At the time we decided to engage LoBue and Freed, we were clearly focused on governance issues and straightforward matters of association growth. What we did not realize is that we were bringing on an Association CEO in LoBue with a dynamic ability to analyze industry trends and data sets, arriving at conclusions that those of us "inside" the day to day grind of the industry were often surprised by and excited about. Having a team of professionals to not only virtually eliminate the board's needs to tend to daily management tasks, but also recognize and assist us in striving towards unexpected new directions and opportunities was an unintended yet very rewarding aspect of the period of engagement with LoBue and Freed.

Please feel free to contact me if you have any questions.

Regards,



Steve Dionne
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760-213-3996

FOR EXECUTIVE DIRECTORS AND CEOs

Executive Director Coaching

Marketing & Member Research

Organizational Assessment

FOR BOARDS OF DIRECTORS

Governance Advisory

Executive Director Succession Planning

Executive Director Searches

Association Management Company Searches (including managing RFP process)

Board Training

Interim Executive Director

Association Formation Services

ABOUT MICHAEL T. LOBUE, CAE



Michael LoBue brings more than 30 years' experience in nonprofit management and governance, mostly through the multi-client association management company he founded in 1993 and managed through 2021.

Before focusing his career on nonprofit management, he held management and leadership roles in high tech, university administration and government service in public health and judicial investigations.

LoBue has an M.S. in Management & Public Policy from Carnegie Mellon University and a B.A. from the University of California at Berkeley.

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