

July 9, 2011

TO WHOM IT MAY CONCERN:

As a former employee and later as a peer, I am writing in support of Robert Tobin's candidacy for an executive position with a not-for-profit agency, especially one working with homeless and other marginalized people. I have known Robert since May 1988 when he hired me as controller of Central City Hospitality House, located in the Tenderloin district of San Francisco. I worked for and with him for his last six years as executive director.

My duties under Robert increased, and he promoted me after several years to be director of operations at Hospitality House. My major responsibilities were accounting, finance, and working with the auditor and the banker of the agency. As a consequence, I can attest that Robert has a keen eye for accounting and financial information and is an executive who really knows how to read and understand financial statements.

It was while I worked for Robert that I honed my own skills as an agency administrator. Robert was a true mentor who taught by the example of hands-on leadership. Robert would roll-up his sleeves and help with the smallest job whenever that was needed. He was able also to meet with the movers and shakers of San Francisco to advocate for homeless people. It is this ability to work the whole spectrum of management that makes him truly effective as a human being and as a professional.

Later in my career, I also was the executive director of Central City Hospitality House. I came to understand the complexity of skills required to manage such a diverse organization. And in retrospect, I understood how and why Robert was so successful.

Sincerely,

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