

ROBERT V. TOBIN, MPA

AREAS of EFFECTIVENESS

- Leadership:** Maximize impact of agencies' mission via direct service, public education, policy change
- Manage award-winning programs up to \$10M with 100 staff and 35 board members
 - Chair or member of nearly two dozen non-profit boards/community advisory groups
 - Lead training sessions for audiences up to 100; public speaking in groups up to 250
 - Guide advocacy campaigns, facility acquisition/renovation & entrepreneur projects
- Management:** Administer nearly \$40 million in program revenues with no audit exceptions
- \$28 million in public contracts from city, county, state and federal agencies
 - \$5.7 million from personal/business, civic/faith groups, including 5 & 6-figure gifts
 - \$4.2 million in foundation grants for program operations/capital improvements
 - \$1.5 million in revenues generated by mission-based small business enterprises
 - Fundraising events achieving +70% net and up to \$100,000 profit
- Marketing:** Generate print/broadcast media coverage at national and local level; guide website and collateral material design, marketing strategy and advertising campaigns

FORMAL EDUCATION

- 1983 Master's Degree in Public Administration - University of San Francisco
THESIS: Relationship between Structure, Process and Survival Functions in Non-Profit Organizations
- 1976 Bachelor of Arts Degree - University of San Francisco - Cum Laude

ONGOING PROFESSIONAL DEVELOPMENT

- 2016 *Resiliency in Action* - A Training-of-Trainers Program
- 2008 *American Leadership Forum/Mountain Valley Chapter* (Senior Fellow)
- 2007 *Neighborhood Excellence Initiative* - Bank of America Foundation Leadership Program
- 2006 *Toastmasters International* (Advanced Communicator/Bronze)
- 2002 *"Raising the Standard" Executive Leadership Program* – Sacramento Non-Profit Resource Center
- 1998 *Sierra Leadership Seminar* - Sierra Business Council
- 1990 *Leadership San Francisco* - San Francisco Chamber of Commerce
- Plus numerous managerial workshops in strategic planning, finance, marketing, fundraising, wellness, etc.

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VOCATIONAL MILESTONES

Manage programs that provided more than 1.5 million person/nights of shelter to those who needed it.

Author: ["GOOD DOERS, NOT DO-GOODERS: Using Resiliency to Unleash the Power of Possibility"](#)

CAREER CHRONOLOGY

2016-17: Interim Executive Director, S.F. Psychotherapy Research Group – low-fee training/service clinic

2014 - 2015: Associate Executive Director, SHELTER, Inc. - Concord, CA

Day-to-day management of program/fiscal/HR/IT functions at \$10 million homeless housing agency with +80 staff. Coordinate “theory of change” process while budget grew over 20%, adding a dozen staff and new program areas.

2011 - 2014: Consultant/Facilitator - changemanagementassociates.com

2013-14: Lead board retreats for statewide child development coalition (CA Alternative Payment Program Assn.)

2013: Facilitate public & private agencies’ planning session on statewide environmental education curriculum

2013: Operational analysis and viability assessment for private business (Black Oak Golf Course - Auburn, CA)

2013: Organizational infrastructure and fund development plans for refugee services agency (Opening Doors, Inc.)

2012: Author 5-year/\$5 million federal grant application with 22 partners (Sierra Health Foundation, Inc.)

2012: Facilitate multi-agency planning session for foster care parent recruitment campaign (Sierra Adoption, Inc.)

2011: Facilitate “VisionQuest” process for two dozen for-profit and non-profit professionals and organizations.

2000 - 2011: President & CEO, Cottage Housing Inc. - Sacramento, CA

Quadruple facility accommodations to achieve ten-fold increase in adults and children persons served annually. Triple annual revenues for homeless transitional housing agency, managing +\$8 million in government contracts, almost \$2 million in donations, and \$1.5 million in foundation grants; organize multi-agency homeless walkathon. Nearly triple participant graduation rate (31% to +90%) by creating “... a national model in the resiliency movement...” ([Sacramento Bee: 10/29/08](#)) at project sites that “... met heavy resistance before they were built (but) are now seen as important community assets.” ([Sacramento Bee: 9/12/12](#)). Lead successful advocacy campaign for conversion of 5-acre military base site into Serna Village, creating an 84-unit residential complex as Sacramento County’s first & largest homeless family reunification program. Launch research study that documents cost avoidance/savings reinvestment strategy that identifies financing source for future programming ([Supportive Housing for Homeless Families: Foster Care Outcomes & Best Practices](#)).

Organizational honors include:

- Best Bang for the Buck Award - Sacramento Public Relations Association (2002)
- Neighborhood Excellence Award - Bank of America Foundation (2006)
- Award for Innovation - National Association of Housing Finance Agencies (2008)
- Best Ensemble Cast Award - "A Place Called Sacramento" Film Festival for [Sweet Lemonade](#) (2008)

Personal recognition from community for professional contributions:

- [Al Geiger Memorial Award](#) - Sacramento Metro Chamber of Commerce (2010)
- Local Hero Award - Center for Fathers & Families (2010)
- Business Leader of Year - North Highlands Chamber of Commerce (2003)

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CAREER CHRONOLOGY (continued)

1999: Project Manager, Rural California Housing Corporation - Sacramento, CA

Create budgets and develop/implement property entitlements strategy for four low-cost housing projects.

1995 - 1998: Executive Director, Boys & Girls Club of Auburn, CA

Open youth-run coffee shop, dance club and indoor skate park as first manager of small town youth center. Coordinate program implementation, facility relocation & successful advocacy for teen page in local newspaper.

1985 - 1994: Executive Director, Central City Hospitality House Inc. - San Francisco, CA

Manage 500% growth in annual budget for inner-city multi-service community center (from \$500K to \$3M), supervising +100 employees while generating over \$3 million in private donations, \$2.7 million in foundation grants, \$11 million in government contracts and \$1.5 million in revenues from small business enterprises.

Operate 80-bed emergency shelter and twice opened 200-bed temporary cold weather shelters in response to mayor's declaration-of-emergency, once within 24 hours; opened licensed group home for homeless teenagers and one of San Francisco County's first transitional housing programs for homeless adults.

Open San Francisco County's first self-help mental health center - nominee for U.S. Conference of Mayors award. Develop downtown gallery selling artwork and +100,000 holiday greeting cards annually with 50% proceeds to low-income community artists; honored by Arts Excellence Award from San Francisco Business/Arts Council (1991).

Publisher of The Tenderloin Times, a four-language neighborhood newspaper honored by Smithsonian Institution with Innovation in Media Technology Award (1991) and Pulitzer Prize nominee for community journalism (1992).

Facilitate planning process that produced "[Twelve Point Policy for San Francisco's Homeless](#)" - the first legislation on local response to homelessness approved by San Francisco County Board of Supervisors (4/88).

Personal recognition for professional contributions include:

- Leadership Council Award - San Francisco Chamber of Commerce (1991)
- Fellowship Award - Wallace Alexander Gerbode Foundation (1990)
- Celebration of Life Award - San Francisco Suicide Prevention (1989)

1983 - 1985: Executive Officer, Advisory Committee on Drug Abuse/S. F. Dept. of Public Health

Staff to 25-member commission overseeing \$5 million in drug abuse treatment/prevention contract allocations. Coordinate community needs assessment, contract performance review and site visits.

Organize concurrent multi-site town hall meetings culminating in S.F.'s first city-wide [Summer Youth Festival](#).

1982: Research Consultant, Planning Division/United Way of the Bay Area

Conduct research & co-write report: "Impact of New Federalism on Local Programs and the People They Serve".

1979 - 1981: Resource Development Director, San Francisco Independent Living Resource Center, Inc.

1976 - 1979: Program Director, Bay Area Welfare Rights Organization, Inc. – San Francisco, CA

1974 - 1976: VISTA Volunteer & Field Coordinator, University of S.F. Research Institute/S.S.I. Project

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COMMUNITY AFFILIATIONS

2015	Contra Costa County Continuum of Care – Strategic Planning Committee
2012	Music on a Mission - Musical Director for \$30K fundraiser with four local beneficiaries
2011	Auburn Fellowship - General Secretary
2010	Sacramento Steps Forward/Continuum of Care - Accountability Committee Member
2005	Sacramento County Homeless Interagency Council - Planning Committee Chairperson
2001-04	Sacramento County Homeless Interagency Council - Member
2002-07	Foresthill Swim & Recreation Corporation - Board Chairperson
2000-01	Rock Creek Middle School Parent/Teacher Council - Member
1997-98	Placer County Greater Collaborative - Committee Member
1994	San Francisco Mayor’s Homeless Task Force - Board Member
1994	Arts Leadership Initiative/S.F. Business/Arts Council - Board Member
1993	San Francisco Transitional Housing Fund - Board Member
1992-94	Community Reinvestment Institute - Board Member
1992-94	S. F. Homeless Shelter & Housing Directors Association - Board Chairperson
1990-91	San Francisco Chamber of Commerce Leadership Council - Member
1989-90	Urban Health Research Studies - Board Chairperson
1989-90	Mid-City Consortium to Combat AIDS - Board Chairperson
1986-88	San Francisco Mayor’s Homeless Task Force - Member
1983-86	Coleman Advocates for Children & Youth – Board Member
1982-83	American Red Cross Social Services Advisory Board - Board Chairperson
1979-80	San Francisco Emergency Services Network - Board Chairperson
1977-79	Client Advisory Committee/S. F. County Dept. of Social Services - Board Chairperson
1976-77	Social Development Centers, Inc. - Board Member

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WORK SAMPLES

- 2014: [HUD Compliance Issues](#) - drafted memo adopted by Bay Area HUD Regional Steering Committee
- 2014: ["Engaged Citizenry"](#) - draft of professional journal article
- 2013: ["GOOD DOERS, NOT DO-GOODERS: Using Resiliency to Unleash the Power of Possibility"](#)
- 2012 [Alumnus-of-the-Month Feature](#) - "The Wick" (Fenwick High School newspaper), Oak Park, Illinois
- 2010 [Beacon of Hope](#) - signature event with +600 attendees that netted \$100,000
- 2010 [CHI Capacity Expansion Presentation](#) - package design and layout
- 2009 [CHI agency brochure](#) - design and layout
- 2009 [CHI PowerPoint Presentation](#) - design and layout
- 2009 [CHI Audiovisual Presentation](#) - coordinate production

EDITORIAL OPINION COLUMNS: Homeless Issues

- "Turn to elders for wisdom about maintaining our social safety net" - [Sacramento Bee - 7/30/11](#)
- "Area shouldn't be afraid to put homeless aid in private hands" - [Sacramento Bee - 10/8/10](#)
- "Late mayor would be proud of Serna Village progress, people" - [Sacramento Bee - 8/24/09](#)
- "Sacramento's homeless camp: More fiction than fact" - [Politicsdaily.com - 4/28/09](#)
- "Q & A: Should Sacramento legalize tent city for the homeless?" - [Sacramento Bee - 3/22/09](#)
- "CPS bound by law to uphold confidentiality" - [Sacramento Bee - 12/12/08](#)
- "Housing effort concentration: Another View" - [Sacramento Bee - 4/20/08](#)
- "Region has to catch up on affordable housing" - [Sacramento Business Journal - 4/23/04](#)
- "Helping Hands Don't Have To Grease Palms" - [San Francisco Business Times - 11/26/93](#)
- "Homeless Not Helpless: Ten steps toward a solution" - [San Francisco Magazine - 3/88](#)

NEWS COVERAGE: Homeless Issues (samples)

- "Marriage at life's margins" - [New York Times - 6/28/09](#)
- \$500,000 Donation from Secret Santa - [KXTV-10 News - 12/23/08](#)
- "Troubled people tell how resiliency program works for them" - [Sacramento Bee - 10/29/08](#)
- "Neither helpless nor hopeless" - [Comstock's Magazine advertorial - 12/07](#)
- "Rising from the streets: Serna Village is successful piece to homeless puzzle" - [Sac Bee - 12/2/07](#)
- "Non-profit builds on homeless success" - [Sacramento Business Journal - 6/11/04](#)
- "The Affordable housing project that could" by Mona Tawatao - [Journal on Poverty Law & Policy - 7/03](#)

EDITORIAL OPINION COLUMNS: Youth Development

- "Auburn's Teens: Doin' It for themselves" - [Auburn Sentinel - 10/9/98](#)
- "Making Auburn's kids tomorrow brighter" - [Auburn Sentinel - 4/17/98](#)
- "Healthy communities means healthy youth" - [Auburn Journal - 1/13/97](#)
- "Doing the right thing" - [Auburn Sentinel - 2/16/96](#)

NEWS COVERAGE: Youth Development (sample)

- "Teens seeking place to hang out" - [Auburn Sentinel - 3/1/96](#)