



# Travis County Commissioners Court Agenda Request

**Meeting Date:** January 24, 2012

**Prepared By/Phone Number:** Loretta Farb/854-9230

**Elected/Appointed Official/Dept. Head:** Commissioner Sarah Eckhardt

**Commissioners Court Sponsor:** Commissioner Sarah Eckhardt

**AGENDA LANGUAGE:** CONSIDER AND TAKE APPROPRIATE ACTION ON REAPPOINTMENT OF SARAH DALE ANDERSON TO THE STRATEGIC HOUSING FINANCE CORPORATION BOARD OF DIRECTORS, TERM EFFECTIVE IMMEDIATELY THROUGH AUGUST 2017.

**BACKGROUND/SUMMARY OF REQUEST AND ATTACHMENTS:** See attached application.

**STAFF RECOMMENDATIONS:** See attached application.

**ISSUES AND OPPORTUNITIES:** See attached application.

**FISCAL IMPACT AND SOURCE OF FUNDING:** N/A

**REQUIRED AUTHORIZATIONS:** N/A

**AGENDA REQUEST DEADLINE:** All agenda requests and supporting materials must be submitted as a pdf to Cheryl Aker in the County Judge's office, [Cheryl.Aker@co.travis.tx.us](mailto:Cheryl.Aker@co.travis.tx.us) **by Tuesdays at 5:00 p.m.** for the next week's meeting.



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January 13, 2012

Sarah Eckhardt  
County Commissioner Court – Precinct 2

RE: Housing Authority of Travis County (HATC), Board Commissioner and  
Strategic Housing Finance Corporation (SHFC), Director

Commissioner Eckhardt,

Please consider this letter a formal request to be considered for reappointment to the Housing Authority of Travis County (HATC) and Board Commissioner and Strategic Housing Finance Corporation (SHFC), Director positions.

My previous term of service to both Boards have been productive for the organizations and personally fulfilling. As you know HATC had faced many challenges prior to my appointment. I was privileged to step into the shoes of my predecessor who had charted a strong course for the organization. I believe that our work over the last year has been true to the direction you both set. To date, HATC has cleared all findings with HUD and has an approved plan with regard to addressing the final reconciliation of the accounting issues that had plagued the organization. Additionally, our independent audit this year, reiterated the enormous progress of the organization.

I look forward to now being able to not only help these organizations face the future challenges of potential federal budget cuts and other programmatic changes, but proactively address the needs of Travis County residents of modest means.

My goals with regard to service will continue to be as follows:

- Provide additional affordable housing policy, development, and administration expertise to the organization/s.
- Provide a working knowledge of similar agency administration procedures, including budgeting and performance measurement to the organization/s.
- Provide policy and technical direction to help the organization/s serve the community to the fullest extent possible.

I remain committed to serving a full term and attending 80% or more of the monthly meetings.

Thank you for your consideration to these re-appointments.

Sincerely,



Sarah Anderson  
512-554-4721



## Application for Appointment

**Board/Commission:** Housing Authority of Travis County (HATC), Board Commissioner and  
Strategic Housing Finance Corporation (SHFC), Director

<b>Name (Last, First, Middle):</b> Anderson, Sarah (Dale)		(Please note that Anderson is my married name, but that it has not been changed legally from Dale.)	
<b>Home Address (Street, City, Zip):</b> 8004 Havenwood Dr., Austin, 78759		<b>Home Phone:</b> 512-554-4721	
<b>Mailing Address (Street, City, Zip):</b> same as above		<b>Cell Phone:</b> 512-554-4721	
<b>Employer:</b> self (S. Anderson Consulting, S2A Development Consulting, LLC)		<b>Email:</b> sarah@sarahandersonconsulting.com	
<b>Occupation:</b> Development Consultant		<b>FAX Number:</b> 512-233-2269	

Are you a Travis County Resident?                       Yes                       No

What Precinct do you live in?                       Precinct 1     Precinct 2  
                                                                                   Precinct 3     Precinct 4

How much time can you devote each month?                       5-8 hours     13-16 hours  
                                                                                   9-12 hours     More than 16 hours

**Skills and Experience:**

- |                                                               |                                                     |                                                            |
|---------------------------------------------------------------|-----------------------------------------------------|------------------------------------------------------------|
| <input type="checkbox"/> Advertising                          | <input checked="" type="checkbox"/> Finance/ Budget | <input checked="" type="checkbox"/> Marketing              |
| <input checked="" type="checkbox"/> Administration Management | <input type="checkbox"/> Fund Raising               | <input checked="" type="checkbox"/> Operations             |
| <input type="checkbox"/> Child Care                           | <input checked="" type="checkbox"/> Government      | <input checked="" type="checkbox"/> Public Relations       |
| <input checked="" type="checkbox"/> Consulting                | <input type="checkbox"/> Health Care                | <input type="checkbox"/> Public Safety                     |
| <input checked="" type="checkbox"/> Education                 | <input type="checkbox"/> Human Resources            | <input checked="" type="checkbox"/> Public Speaking        |
| <input checked="" type="checkbox"/> Event Planning            | <input type="checkbox"/> Legal                      | <input type="checkbox"/> Sales                             |
|                                                               |                                                     | <input checked="" type="checkbox"/> Writing/ Communication |

**Other:** Expert in affordable housing finance/development, as well as homebuyer education. Strong working knowledge of most federal, State, and local affordable housing programs including public housing and voucher systems.



## Application for Appointment

Please describe your interest in serving on the Board/Commission and any qualifications, areas of expertise or special interests that relate to your possible appointment. Please specify any other board appointments (past or present) and length of service, if applicable.

I am currently a Principal of S2A Development Consulting, LLC and the President of S. Anderson Consulting, affordable housing consulting firms specializing in the production of affordable multifamily housing. Prior to opening these consulting firms I was employed by the Texas Department of Housing and Community Affairs (TDHCA) for eight years. My final four years as the Director of the Center for Housing Research, Planning, and Communications. My primary responsibilities included the facilitation of planning and policy initiatives for all TDHCA programs, setting of and reporting on programmatic performance measures to federal and State governmental entities, as well as oversight of the Department's information and publication clearinghouse and the Communication divisions. As a result I have a high level of understanding of federal, State, and local housing programs – in both single family and multifamily capacities.

I would like to have more of an impact at the local level and believe that these positions are a good opportunity for me to use my expertise to help my community.

I am currently a Board member for the Texas Affiliation of Affordable Housing Providers (TAAHP), the trade association for affordable housing/tax credit developers in Texas, and an advisory committee member for the Texas Supportive Housing Coalition

Please submit your resume with this application, with references and contact information.

I agree to file with the County Judge the attached non-conflict of interest affidavit prior to being considered for an appointment by Travis County. I further agree to file an amendment in the event my status should change during my tenure on a county board.

Signature: Sarah Anderson Date: 9/15/10

# SARAH DALE ANDERSON

1305 E. 6<sup>th</sup> St., Ste. 12  
Austin, TX 78702  
(512) 554-4721

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

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## EXPERIENCE

November 2004 – Present  
S. Anderson Consulting  
*President*

October 2006 – Present  
S2A Development Consulting, LLC  
*Principal*

### Affordable housing development consulting

- Development strategy including site selection, market analysis, unit mix and affordability determinations, financing option analysis
- Development feasibility analysis including financial analysis and deal structuring
- Application packaging including scoring analysis and full coordination of application materials
- Neighborhood and community relations
- Development and finance team coordination
- Development support/oversight including continued project management of development through construction completion

### October 1996 – November 2004

Texas Department of Housing and Community Affairs

*Director, Center for Housing Research, Planning, and Communications*

*(job titles from 1996-2000 included: technical writer, senior planner, manager)*

- Development of planning documents required for both state and federal funding including the *State of Texas Low Income Housing Plan, TDHCA Housing Sponsor Report, TDHCA Property Inventory, State of Texas Consolidated Plan, TDHCA Strategic Plan, and TDHCA Public Housing Plan.*
- Development of the Department's Regional Allocation Formula, Affordable Housing Needs Score, TDHCA Community Needs Survey, and Statewide Needs Assessment.
- Oversight of the Department's Information Clearinghouse and Communications functions including the Department's web site, newsletter, publications, media relations, as well as consumer information, research, and mapping requests.
- Provide general direction, guidance, and assistance related to housing policies in program area(s). This includes helping to establish goals and objectives that support overall strategies, as well as plan/develop priorities and standards for achieving goals.
- Collecting and Reporting of the Department's performance measures.
- Under the guidance of the Executive Office, in conjunction with agency programs, plan, develop, implement, coordinate, and evaluate Department policies.
- Review results of investigations, audits, research studies, forecasts, and modeling exercises to provide direction and guidance.
- Testify at hearings, and legislative meetings.
- Work with Executive staff in the preparation, development, review, and revision of legislation and develop the agency position regarding legislative impact.
- Ensure that Department programs integrate new state laws and policy directives.
- Represents the agency at business meetings, hearings, legislative sessions, conferences, and seminars or on boards, panels, and committees. This currently includes the following: Promoting Independence Advisory Board, Aging Policy Resource Group, Home of Your Own Coalition, TX PHA Project, the Texas Community Reinvestment Workgroup, the Interagency Rural Workgroup, and the Secretary of State's Colonia Advisory Group.

- Serve on Department advisory groups including the Executive Award Review Advisory Committee, Central Database, IS Planning, and Uniform Application Committees.
- Facilitator for the Department's Disability Advisory Committee and Public Input Workgroup.
- Oversight of Project Access Voucher Program (de-institutionalization of persons with disabilities).
- Development and implementation of TDHCA Capacity Building Program, including the Texas Statewide Homebuyer Education Program (TSHEP) and Regional Development Coordinator (RDC) Initiative.
- Oversight of the Department's Speakers Bureau.
- Oversight of TDHCA consumer complaint processing system.
- Oversight of the CHDO certification process.
- Supervise PHA and general project certification of consistency with the Consolidated Plan.
- Assist with the development of Department budget.
- Preparation of division budget.

September 1995 – July 1996

Larry Peel Builder/Developer

*Development/Sales Coordinator*

- Responsible for on-site coordination of the sales and construction operations at the development of a 50+ unit luxury condominium project.
- Worked with marketing department to develop and implement sales strategies.
- Set finish out standards of quality and coordinated all finish out work.
- Determined schedules for work orders and move-ins.

January 1995 – June 1995

Texas Senate

*Assistant Sergeant at Arms*

- Worked with Senate Health and Human Services and State Affairs Committee staff: Ensured attendance of committee members, maintained committee action reports, and coordinated Senate committee support staff.
- Enforced Senate rules and ensured decorum on the Senate floor and in Senate Committee Hearings.
- Responsible for daily updates to Senate bill books, as well as distribution of legislative bills to Senate offices.

72<sup>nd</sup> Texas Legislative Session

Blue Cross and Blue Shield of Texas, Inc

*Legislative Analyst*

- Monitored Senate and House committees for relevant issues.
- Analyzed legislation and prepared legislative action reports for executive staff.
- General research related to the insurance industry.

**BUSINESS AFFILIATIONS**

- Board Member: Texas Affiliation of Affordable Housing Providers
- Member: Texas Supportive Housing Coalition.
- Founding Member: Texas Housing Forum and Texas Housing Colloquium

**EDUCATION**

Mount Holyoke College, South Hadley, MA

- Bachelor of Arts, May 1991

## Sarah Anderson References

### PROFFESIONAL

Edwina Carrington  
Partner, Reznick Group  
512-494-9100  
[Edwina.Carrington@reznickgroup.com](mailto:Edwina.Carrington@reznickgroup.com)

Royce Mulholland  
The Mulholland Group  
646-246-3217  
[rmulholland@tmg-housing.com](mailto:rmulholland@tmg-housing.com)

Lisa Stephens  
Pinnacle Housing Group  
352-213-8700  
[lisa@pinnaclehousing.com](mailto:lisa@pinnaclehousing.com)

### PERSONAL

Sarah Andre  
512-476-2533  
[sarah@s2adevelopment.com](mailto:sarah@s2adevelopment.com)

Judith Dale  
512-698-3222  
[Judith.Dale@house.state.tx.us](mailto:Judith.Dale@house.state.tx.us)

Michael Warner  
512-680-3407  
[Mjwaus@aol.com](mailto:Mjwaus@aol.com)



NON-CONFLICT OF INTEREST AFFIDAVIT

DEFINITION:

“No County appointed official, whether paid or unpaid, shall engage in any business or transaction or shall have a financial or other personal interest, direct or indirect, which is incompatible with the proper discharge of his/her official duties in the public interest or would tend to impair his/her independence of judgment or action in the performance of his/her official duties.”

Know All Men by These Present

Sarah Dale has read and understands the definition shown above as it relates to any possible conflict of interest.

The undersigned makes this affidavit as specified to clearly state that his/her appointment to Housing Authority of Travis County Board of Directors will not create a conflict of interest on his/her part or on the part of any immediate family member.

In witness thereof, the undersigned has signed and sealed this instrument on this the 13 day of January 2012.

Sarah Dale  
Signature of Appointee

1/13/12  
Date

Personally appeared before the undersigned, Sarah Dale, who after being duly sworn, deposes and states that the facts stated in the above affidavit are true. Signed on this 13 day of January 2012.

Brandi  
Notary Public In and for The State of Texas



