

CITY COUNCIL

MEETING AGENDA

JULY 20, 2026, 6:00 PM

CITY COUNCIL REGULAR MEETING

HISTORIC CHURCH BUILDING - 403 N 7TH STREET, SANGER, TEXAS



CALL THE WORK SESSION TO ORDER AND ESTABLISH A QUORUM

DISCUSSION ITEMS

1. Presentation and discussion regarding the City of Sanger's 2026-27 Annual Budget.

OVERVIEW OF ITEMS ON THE REGULAR AGENDA

ADJOURN THE WORK SESSION

**The Regular Meeting will begin following the Work Session
but not earlier than 7:00 p.m.**

CALL THE REGULAR MEETING TO ORDER AND ESTABLISH A QUORUM

INVOCATION AND PLEDGE

CITIZENS COMMENTS

This is an opportunity for citizens to address the Council on any matter. Comments related to public hearings will be heard when the specific hearing begins. Citizens are allowed 3 minutes to speak. Each speaker must complete the Speaker's Form and include the topic(s) to be presented. Citizens who wish to address the Council with regard to matters on the agenda will be received at the time the item is considered. The Council is not allowed to converse, deliberate or take action on any matter presented during citizen input.

CONSENT AGENDA

All items on the Consent Agenda will be acted upon by one vote without being discussed separately unless requested by a Councilmember to remove the item(s) for additional discussion. Any items removed from the Consent Agenda will be taken up for individual consideration.

2. Consideration and possible action on the minutes from the July 6, 2026, meeting.
3. Consideration and possible action on Resolution No. EDC-2026-08 approving and adopting the Economic Development Strategic Plan.

4. Consideration and possible action authorizing the staff to issue a Request for Qualifications (RFQ) for City Attorney Services.
5. Consideration, acknowledgement, and acceptance of the Federal Single Audit Report from BrooksWatson & Co. for the fiscal year ending September 30, 2025.
6. Consideration and possible action on entering into an agreement with BrooksWatson & Co., PLLC for auditing services, and authorizing the City Manager to execute said agreement and all necessary documents.

ACTION ITEMS

7. Consideration and possible action on Resolution 2026-07, Appointing members to the Parks and Recreation / Keep Sanger Beautiful Board, 4A Industrial Economic Development Corporation, and 4B The Sanger Development Corporation.

FUTURE AGENDA ITEMS

The purpose of this item is to allow the Mayor and Councilmembers to bring forward items they wish to discuss at a future meeting, A Councilmember may inquire about a subject for which notice has not been given. A statement of specific factual information or the recitation of existing policy may be given. Any deliberation shall be limited to a proposal to place the subject on an agenda for a subsequent meeting. Items may be placed on a future meeting agenda with a consensus of the Council or at the call of the Mayor.

INFORMATIONAL ITEMS

Information Items are for informational purposes only. No action may be taken on items listed under this portion of the agenda.

8. Rider GCR - Rate Filing under Docket No. OS-24-00019196 - June 26, 2026

EXECUTIVE SESSION

Pursuant to the Open Meetings Act, Chapter 551, the City Council Will Meet in a Closed Executive Session in Accordance with the Texas Government Code:

Section 551.074. PERSONNEL MATTERS

For deliberations regarding the appointment, employment, evaluation, reassignment, duties, discipline or dismissal of a public officer or employee.

- City Manager

RECONVENE INTO REGULAR SESSION

Reconvene into Regular Session and take any action deemed necessary as a result of Executive Session.

ADJOURN

NOTE: The City Council reserves the right to adjourn into Executive Session as authorized by Texas Government Code, Section 551.001, et seq. (The Texas Open Meetings Act) on any item on its open meeting agenda in accordance with the Texas Open Meetings Act, including, without limitation Sections 551.071-551.087 of the Texas Open Meetings Act.

CERTIFICATION

I certify that a copy of this meeting notice was posted on the bulletin board at City Hall that is readily accessible to the general public at all times and was posted on the City of Sanger website on July 14, 2026, by 3:00 PM.

/s/Kelly Edwards

Kelly Edwards, City Secretary

The Historical Church is wheelchair accessible. Request for additional accommodations or sign interpretation or other special assistance for disabled attendees must be requested 48 hours prior to the meeting by contacting the City Secretary's Office at 940.458.7930.

TAXPAYER IMPACT STATEMENT

Estimated Taxable Value of Median-Valued Homestead Property in the City: \$294,745
Estimated Property Tax Bill for the Current Fiscal Year : \$1,965
Estimated Property Tax Bill for the Upcoming Fiscal Year : \$2,033 (Calculation based on current tax rate. Tax rate for the upcoming fiscal year has not yet been proposed).

The Texas Government Code section 551.043(a) requires a Taxpayer Impact Statement posted with the City Council agenda for a meeting at which a governmental body will discuss or adopt a budget for the governmental body. The statute requires the specific items presented above to be included in this statement.

Note: The final median home value is pending from the Denton Central Appraisal District. A Proposed Budget has not been prepared, but once it has, it will be on the City's website.



CITY COUNCIL COMMUNICATION

DATE: July 20, 2026

FROM: Kelly Edwards, City Secretary

AGENDA ITEM: Consideration and possible action on the minutes from the July 6, 2026, meeting.

SUMMARY:

N/A

FISCAL INFORMATION:

N/A

RECOMMENDED MOTION OR ACTION:

Approve the July 6, 2026, meeting minutes.

ATTACHMENTS:

Meeting minutes.

CITY COUNCIL MEETING MINUTES

JULY 06, 2026, 6:00 PM



**CITY COUNCIL REGULAR MEETING
HISTORIC CHURCH BUILDING - 403 N 7TH STREET, SANGER, TEXAS**

CALL THE WORK SESSION TO ORDER AND ESTABLISH A QUORUM

Mayor Bilyeu called the work session to order at 6:00 p.m.

COUNCILMEMBERS PRESENT

Mayor	Gary Bilyeu
Mayor Pro Tem, Place 1	Marissa Newton
Councilmember, Place 2	Mark Bulger
Councilmember, Place 3	Josh Burrus
Councilmember, Place 4	Margie Tisdale
Councilmember, Place 5	Victor Gann

COUNCILMEMBERS ABSENT

None

STAFF MEMBERS PRESENT:

City Manager John Noblitt, City Secretary Kelly Edwards, Chief Financial Officer Clayton, Police Chief Tyson Cheek, and Lt. Justin Lewis.

DISCUSSION ITEMS

1. Presentation and discussion regarding the City of Sanger's 2026-27 Annual Budget.

Director Gray provided a presentation and overview of the proposed budget.

Discussion ensued regarding issuing debt and sales tax revenues.

OVERVIEW OF ITEMS ON THE REGULAR AGENDA

No additional discussion.

ADJOURN THE WORK SESSION

There being no further business, Mayor Bilyeu adjourned the work session at 7:02 p.m.

CALL THE REGULAR MEETING TO ORDER AND ESTABLISH A QUORUM

Mayor Bilyeu called the regular meeting to order at 7:07 p.m.

COUNCILMEMBERS PRESENT

Mayor	Gary Bilyeu
Mayor Pro Tem, Place 1	Marissa Newton
Councilmember, Place 2	Mark Bulger
Councilmember, Place 3	Josh Burrus
Councilmember, Place 4	Margie Tisdale
Councilmember, Place 5	Victor Gann

COUNCILMEMBERS ABSENT

None

STAFF MEMBERS PRESENT:

City Manager John Noblitt, City Secretary Kelly Edwards, Chief Financial Officer Clayton Gray, Police Chief Tyson Cheek, and Lt. Justin Lewis.

INVOCATION AND PLEDGE

Councilmember Gann gave the Invocation. The Pledge of Allegiance was led by Councilmember Newton.

CITIZENS COMMENTS

Rich Wilson, spoke regarding the budget, sales tax, and property tax.

CONSENT AGENDA

2. Consideration and possible action on the minutes from the June 15, 2026, meeting.

3. Consideration and possible action on the Right Of Way (ROW) Warranty Deed with the McClurkan's for the acquisition of property necessary for the Belz Road Reconstruction Project.

Motion to approve the consent agenda as presented.

Motion: Newton

Second: Tisdale

Ayes: Bulger, Burrus, Gann, Newton, and Tisdale.

Nays: None

Motion passed unanimously.

FUTURE AGENDA ITEMS

No additional items.

INFORMATIONAL ITEMS

4. Republic Services Waste Report May 2026
5. Status Update on Atmos Energy Corporation, Mid-Tex Division's 2026 ATM GRIP Filing - June 5, 2026
6. Financial Report April 2026 and May 20226
7. Disbursements Reports April 2026 and May 2026

EXECUTIVE SESSION

Pursuant to the Open Meetings Act, Chapter 551, the City Council Will Meet in a Closed Executive Session in Accordance with the Texas Government Code:

Section 551.072. DELIBERATION REGARDING REAL PROPERTY

For deliberations regarding the purchase, exchange, lease, or value of real property if deliberation in an open meeting would have a detrimental effect on the position of the governmental body in negotiations with a third person.

- Property known as Riley Ranch

Section 551.071. CONSULTATION WITH ATTORNEY

For deliberations regarding legal (A) pending or contemplated litigation; or (B) a settlement offer; or (2) on a matter in which the duty of the attorney to the governmental body under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas clearly conflicts with this chapter.

- Certificate of Convenience and Necessity (CCN) reassignment and the Public Utility Commission (PUC) determination

Council convened into executive session at 7:13 p.m.

RECONVENE INTO REGULAR SESSION

Council reconvened into open session at 8:22 p.m.

Motion to authorize the City Manager to execute the real estate contract with Centurion American.

Motion: Burrus

Second: Newton

Ayes: Bulger, Burrus, Gann, Newton, and Tisdale.

Nays: None

Motion passed unanimously.

ADJOURN

There being no further business, Mayor Bilyeu adjourned the meeting at 8:23 p.m.

Gary Bilyeu, Mayor

Kelly Edwards, City Secretary



CITY COUNCIL COMMUNICATION

DATE: July 20, 2026

FROM: Shani Bradshaw, Director of Economic Development.

AGENDA ITEM: Consideration and possible action on Resolution No. EDC-2026-08 approving and adopting the Economic Development Strategic Plan.

SUMMARY:

- The Sanger Economic Development Corporation identified the need for a formal Economic Development Strategic Plan to guide future economic development efforts and initiatives. This is the first Economic Development Strategic Plan developed for the Sanger Economic Development Corporation.
- On September 15, 2025, City Council authorized the Sanger Economic Development Corporation to engage Civic Solutions Partnership, LLP to develop an Economic Development Strategic Plan.
- The Strategic Plan was developed collaboratively by the Sanger Industrial Development Corporation (Type A), the Sanger Texas Development Corporation (Type B), City Staff, and Civic Solutions Partnership, LLP.
- The planning process included stakeholder engagement, data analysis, identification of target industries, infrastructure and workforce assessments, and development of implementation strategies designed to support long-term economic growth and diversification.
- The Strategic Plan establishes a framework to guide future economic development initiatives, business retention and recruitment efforts, infrastructure planning, workforce development, and marketing strategies.
- On April 7, 2026, the Sanger Industrial Development Corporation approved the Economic Development Strategic Plan, contingent upon final approval by City Council.
- On April 28, 2026, the Sanger Texas Development Corporation approved the Economic Development Strategic Plan, contingent upon final approval by City Council.
- On July 1, 2026, EDC Attorney Jeff Moore reviewed the proposed resolution and approved it via email.

FISCAL INFORMATION:

Budgeted: YES

Amount: 90,000

GL Account: 46-5420 / 76-5420

RECOMMENDED MOTION OR ACTION:

Approve Resolution No. EDC-2026-08 to adopt the Economic Development Strategic Plan.

ATTACHMENTS:

- Resolution No. EDC-2026-08
- Economic Development Strategic Plan

CITY OF SANGER, TEXAS

RESOLUTION NO. EDC-2026-08

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SANGER, DENTON COUNTY, TEXAS, APPROVING AND ADOPTING THE ECONOMIC DEVELOPMENT STRATEGIC PLAN; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the City of Sanger (the “City”) is a home-rule municipality regulated by state law and Charter; and

WHEREAS, the City Council recognizes the importance of strategic economic development planning to promote sustainable growth, expand the tax base, encourage business retention and recruitment, support workforce development, and enhance the quality of life for residents; and

WHEREAS, on September 15, 2025, the City Council authorized the Sanger Economic Development Corporation to engage Civic Solutions Partnership, LLC to develop an Economic Development Strategic Plan; and

WHEREAS, the Board of Directors of the Sanger Industrial Development Corporation (the “SIDC”) and the Sanger Texas Development Corporation (the “STDC”) and Staff worked with Civic Solutions Partnership, LLC to develop a strategic plan intended to position Sanger for success in competing for economic development opportunities and diversify the tax base; and

WHEREAS, on April 7, 2026, the SIDC considered and approved the Economic Development Strategic Plan, contingent upon final approval by the City Council; and

WHEREAS, the April 28, 2026, the STDC considered and approved the Economic Development Strategic Plan, contingent upon final approval by the City Council; and,

WHEREAS, the City Council finds that adoption of the Economic Development Strategic Plan will guide future economic development initiatives within the City of Sanger.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF SANGER, TEXAS:

SECTION 1. The facts and recitals contained in the preamble of this Resolution are hereby found and declared to be true and correct and are incorporated herein for all purposes.

SECTION 2. The City Council hereby approves and adopts the Economic Development Strategic Plan, attached hereto as Exhibit “A” and incorporated herein for all purposes.

SECTION 3. This resolution shall become effective immediately upon its passage.

PASSED AND APPROVED THIS THE 20th DAY OF JULY, 2026.

APPROVED:

Gary Bilyeu, Mayor

ATTEST:

Kelly Edwards, City Secretary

EXHIBIT A
Economic Development Strategic Plan

2026-2031

SANGER: A SMALL TOWN THINKING BIG.

5-YEAR ECONOMIC DEVELOPMENT STRATEGY ACTION PLAN



MISSION

To retain, strengthen, and diversify our local economy while capitalizing on our location in North Texas.

SANGER: A SMALL TOWN THINKING BIG.

Rooted in community, Sanger is thinking big—building opportunity, strong local businesses, and a place people are proud to call home.

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01 EXECUTIVE SUMMARY

SANGER: A SMALL TOWN THINKING BIG.

Sanger is entering a new chapter shaped by growth, momentum, and possibility. New families are choosing to call the city home, neighborhoods are expanding, and Sanger's location within the North Texas Metroplex places it at the center of one of the most dynamic economic regions in the country. The community's identity remains rooted in small-town character, strong relationships, and a workforce known for its reliability and commitment. The opportunity ahead is to ensure that growth translates into lasting economic opportunity close to home.

This five-year economic development strategy

reflects that opportunity. It is built around a simple idea: Thinking big about Sanger's future means shaping growth intentionally so that residents can increasingly live, work, and build careers in the same community. The strategy focuses on expanding local job opportunities, supporting homegrown businesses, strengthening workforce pathways, and positioning downtown as both a community anchor and an economic asset. Rather than changing what makes Sanger successful, the goal is to build on its strengths and guide growth in ways that reinforce the community's identity and long-term prosperity.

The strategy is grounded in data and sustained local engagement. CivicSol worked closely with city leadership, Economic Development Corporation board members, employers, educators, workforce partners, and small business owners. Analysis of workforce participation, commuting patterns, industry clusters, and peer benchmarking was paired with local insight about how growth is unfolding in real time. The findings show that Sanger begins from a position of strength: strong labor force participation, rising household incomes, a large share of prime working-age residents, and a workforce that employers consistently describe as dependable and ready to work. These are real competitive advantages as the city looks ahead.

At the same time, growth brings choices. Today, many residents still commute outside the city for employment, and local job creation has not yet fully matched the pace of residential expansion. Small businesses remain central to Sanger's identity but face challenges scaling alongside growth. Downtown carries strong community value yet has room to evolve into a more active economic center. These conditions are not barriers. They represent the next opportunity for alignment, where economic development, workforce investment, and community planning work together to capture more of the value already flowing through Sanger.

This plan provides a focused framework built around five connected goals: attracting quality jobs and investment aligned with Sanger's workforce strengths, supporting local entrepreneurship, building pathways that connect residents to careers, strengthening downtown and placemaking as economic tools, and telling a clearer economic story across North Texas. These priorities are designed to reinforce one another, creating a practical system where business growth, workforce development, and quality-of-place investments move in the same direction.

The goal is clear. Sanger's future will not be defined by a single project or one big win, but by steady, intentional progress that builds opportunity over time. By thinking not only where people live but also where they choose to build their futures.



02 THE BIG PICTURE

ECONOMIC DEVELOPMENT SHOULDN'T HAPPEN TO A COMMUNITY—IT SHOULD HAPPEN WITH ONE.

Sanger has always been a place people come home to. Families put down roots here. Kids grow up here. Neighbors know one another. That sense of place has endured even as the region around Sanger has changed at a remarkable pace. Today, new neighborhoods are rising, more families are arriving, and Sanger is becoming part of a much larger North Texas growth story.

But for many residents, daily life still follows familiar patterns. Most leave town each morning for work. Opportunity often lies elsewhere, even as the community itself grows. Downtown remains the heart of Sanger, rich with history and pride, yet its future depends on how well individual efforts are connected and supported over time. Growth is visible, but its benefits are not always fully realized close to home.

This strategy begins with a simple belief: Growth alone does not define a city. What matters is what growth makes possible, where people can work, and whether opportunity strengthens the community they return to each night. For Sanger, thinking big means choosing to guide growth thoughtfully rather than letting it unfold without direction.

The work behind this plan reflects months of listening and analysis. City leaders, Economic Development Corporation (EDC) board members, employers, small business owners, educators, and workforce partners pointed to the same underlying truth: Sanger has a workforce that shows up. Labor force participation is high. Employers value the reliability and commitment of local workers. Schools and training partners are engaged and responsive. These are not abstract advantages. They are the building blocks of a stronger local economy.

At the same time, some imbalances are emerging. Housing growth is moving faster than job growth. Commuting is placing increasing pressure on roads, time, and quality of life. Downtown and small businesses remain central to Sanger's identity, but will require more intentional coordination and support to thrive as the city grows. Without a clearer economic direction, Sanger risks being defined more by where people live than by where opportunity takes root.

This five-year economic development strategy is designed to address that opportunity. It focuses on creating quality jobs that fit Sanger's workforce, supporting existing employers, and targeting industries that can grow alongside the community. It elevates downtown, small businesses, and quality-of-life investments as economic priorities. And, importantly, it emphasizes alignment.

Sanger does not need to become something else to succeed. It needs to be more fully itself. By thinking big about opportunity, work, and place, Sanger can ensure the city taking shape is one where people do not just live, but build their futures.

STARTING FROM A PLACE OF STRENGTH

Sanger is not short on the ingredients for long-term success. The city has a reliable workforce, deep community commitment, and a strategic position within one of the fastest-growing corridors in North Texas. These assets create a strong foundation—but they will only translate into lasting prosperity if growth is shaped intentionally.

ENGAGED AND RELIABLE WORKFORCE

Sanger's workforce is one of its clearest strengths. Labor force participation is high, unemployment remains low, and employers consistently point to reliability, work ethic, and commitment as defining advantages. The challenge is not workforce readiness—it is ensuring that local job opportunities scale fast enough to capture that talent.

FAMILY-ROOTED COMMUNITY STABILITY

Strong homeownership rates, long-tenured residents, and multi-generational community ties reinforce stability. This is the kind of foundation that supports long-term investment and sustained civic commitment. As growth accelerates, protecting this sense of rootedness while welcoming new residents will be essential to maintaining Sanger's competitive identity.

ACTIVE EDUCATION AND WORKFORCE PARTNER

Sanger benefits from education and workforce partners that are actively engaged and aligned with regional labor market needs. The infrastructure for career pathways exists, and partnerships can be strengthened further. But too often, students and adult learners must leave Sanger to apply their skills—meaning the city exports talent instead of capturing its value locally.

SMALL-TOWN IDENTITY WITH REGIONAL ACCESS

Sanger's location gives it rare positioning: access to regional employers, markets, and growth momentum, while still offering a distinct small-town character. This blend is increasingly valuable in North Texas, where communities are competing for residents and businesses seeking both connectivity and quality of life. The opportunity is to use regional access not just as a commuting advantage, but as a platform for local economic expansion.

DOWNTOWN AS A COMMUNITY ANCHOR

Downtown remains central to Sanger's identity: a historic, walkable place that signals character and civic pride. But limited daytime activity, uneven foot traffic, and aging buildings constrain its ability to function as a stronger economic engine. With the right investment and programming, downtown could play a larger role in supporting small business growth, placemaking, and community cohesion as the city expands.

ENTREPRENEURIAL COMMITMENT

Sanger's business owners and property owners demonstrate long-term commitment to the community. That local loyalty creates resilience and provides a base for reinvestment. However, rising costs and scaling challenges make it difficult for small businesses to expand and hire at the pace needed. Supporting local entrepreneurs is not just about preservation—it is one of the clearest pathways to local job creation.



FIVE GOALS THAT DEFINE SUCCESS

This strategy is built around five connected priorities that define what successful economic development looks like in Sanger.

QUALITY JOBS AND INVESTMENT, ANCHORED LOCALLY

Compete for innovative employers and investment that create good jobs and build long-term economic strength in Sanger.

Sanger has momentum—population growth, workforce participation, and rising incomes signal a community positioned for expansion. But today, much of that economic value leaks outward through commuting and limited local job options. The next phase of growth must be shaped intentionally, not assumed. Competing for the right employers—those aligned with Sanger’s workforce strengths and North Texas industry trends—will enable the city to capture more local income, strengthen its tax base, and build a more resilient economy. The goal is not growth for growth’s sake. It is job creation that matches the community’s potential and creates opportunity close to home.

SANGER-BUILT, HOMEGROWN

Support Sanger businesses to start, scale, and create opportunity close to home.

Small businesses are already the backbone of Sanger’s identity and day-to-day economy. Local owners have invested for the long term and helped sustain the community through change. But growth is raising the stakes—cost pressures, limited capacity, and scaling challenges can prevent local businesses from capturing the upside of a larger market. If Sanger wants to keep its character while expanding opportunity, entrepreneurship must become a deliberate economic development strategy, not an afterthought. Supporting business growth means strengthening the conditions for reinvestment: capital access, downtown-ready space, technical support, and a clear pathway for local firms to hire, expand, and thrive.

PATHWAYS AT HOME

Create workforce pathways that connect residents to quality careers and expand access to local jobs.

Sanger is producing talent, and its workforce is ready to work. Schools, CTE programs, and community partners are building skills that align with regional demand. But too often, the payoff happens elsewhere. Students train here, then leave to build careers. Adults build experience, then apply it. A stronger system is needed to connect education, training, employers, and career advancement in a way that feels visible and attainable. Workforce development is not just a school issue—it is an issue of economic competitiveness. Clear pathways help residents stay, help employers hire, and help Sanger translate its workforce strengths into long-term economic outcomes.

DISTINCTLY SANGER

Strengthen Sanger and its downtown as a destination that supports local businesses, attracts talent, and reflects who we are.

Downtown is more than a place—it is the physical expression of Sanger's identity. As growth accelerates, quality of place becomes a competitive advantage that shapes whether families stay, whether entrepreneurs reinvest, and whether talent sees Sanger as a long-term home. But downtown's economic role is not yet keeping pace with its symbolic importance. Limited daytime activity, uneven foot traffic, and reinvestment barriers reduce its ability to anchor growth. Strengthening downtown is not just about beautification—it is about building an economic platform for small businesses, community life, and local pride. A stronger downtown helps Sanger grow without losing what makes it Sanger.

TELLING SANGER'S STORY

Promote Sanger's economic opportunity story clearly across North Texas and beyond.

Sanger is no longer competing only with nearby towns—it is competing within one of the most dynamic economic regions in the country. In that environment, visibility matters. Communities that can clearly communicate their identity, assets, and opportunities are more likely to attract aligned employers, partners, and investment. Sanger has real strengths—workforce reliability, strong schools, a rooted community, and a distinct small-town quality of life—but those strengths are not always understood outside city limits. A clear and consistent story is not marketing fluff; it is an economic development tool. If Sanger wants to shape who and what comes next, it must control the narrative about where it is headed.

These five priorities reinforce one another. Business attraction expands the job base. Homegrown entrepreneurship strengthens local ownership and resilience. Career pathways ensure residents can access opportunities as the economy evolves. Downtown and quality-of-place investments create the environment that retains talent and supports reinvestment. And a strong story ties it all together—positioning Sanger as a community with momentum, direction, and a clear economic identity. Together, these priorities form a strategy designed not just to manage growth, but to convert it into lasting opportunity.



03 OUR ENGAGEMENT: WHAT WE DID

This strategy is grounded in sustained engagement across Sanger and guided by a joint steering committee made up of board members from both the Type A and Type B Economic Development Corporations. CivicSol worked closely with this steering committee, city leadership, employers, small business owners, educators, workforce partners, and community stakeholders to understand how growth is unfolding on the ground and where economic opportunity is being missed.

Those conversations were paired with a targeted analysis of Sanger's workforce, business base, commuting patterns, downtown conditions, and peer communities. Throughout the process, participants were consistent in their message: Sanger has a strong workforce, committed employers, and deep community pride. At the same time, stakeholders raised shared concerns about job access, commuting pressures, downtown vitality, and the need for clearer alignment between economic development priorities and city investments.

This strategy reflects that input. It translates engagement into a focused framework for action, shaped by those responsible for implementation and grounded in the realities facing Sanger today. By anchoring the plan in both data and local leadership, Sanger is positioned to move from growth by circumstance to growth by choice.

THIS PROCESS INCLUDED

COMPREHENSIVE DATA ANALYSIS

Our analysis focused on understanding Sanger's economic position, growth trajectory, and competitive advantages in North Texas to ensure strategy recommendations are grounded in market realities.

- Conducted a detailed economic and demographic analysis to understand how Sanger is evolving within the broader North Texas economy and where the city can compete most effectively.
- Benchmarked Sanger against eight peer communities across demographics, workforce characteristics, economic performance, and quality-of-life indicators to assess competitive positioning and identify areas of opportunity.
- Completed a target cluster scan to identify industries where Sanger can realistically compete and win, focusing on traded sectors, professional services, technology-enabled industries, and inclusive growth opportunities aligned with the city's workforce strengths.
- Analyzed workforce participation, commuting patterns, income growth, and industry composition to understand how growth is impacting local economic capture and to identify pathways for strengthening local job creation.

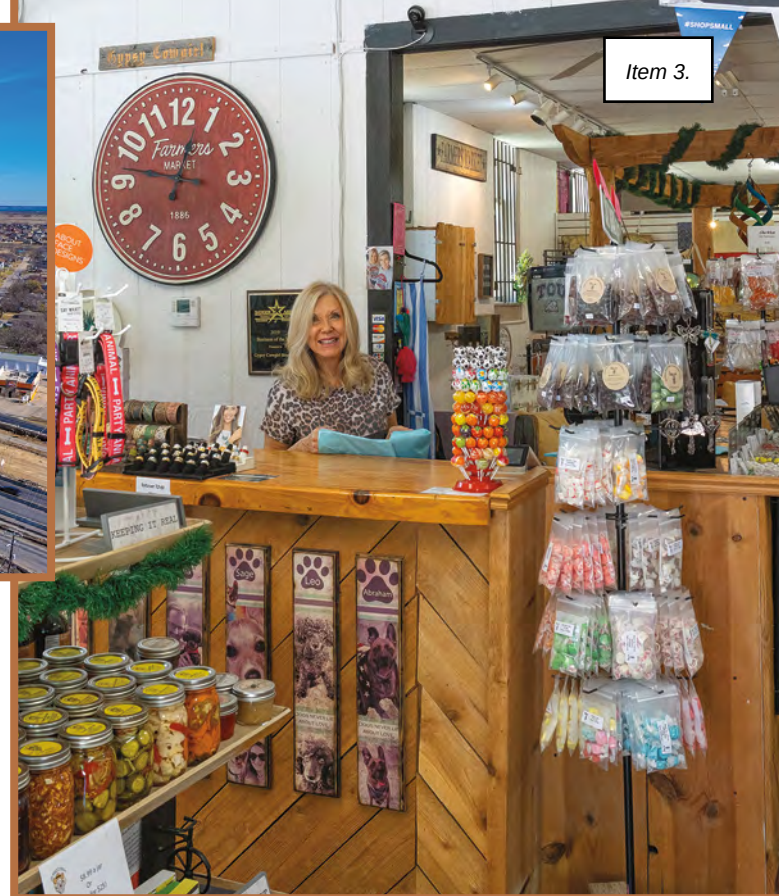
DEEP COMMUNITY ENGAGEMENT

Engagement was designed to ensure the strategy reflects local perspectives, institutional realities, and the practical conditions required for successful implementation.

- Engaged city leadership and both Type A and Type B Economic Development Corporation boards to establish a joint steering committee that guided priorities, aligned expectations, and provided direction throughout the planning process.
- Held in-depth one-on-one interviews with local employers, small business owners, civic leaders, educators, workforce partners, and city staff to capture grounded perspectives on Sanger's strengths, challenges, and future opportunities.
- Facilitated working sessions with EDC staff focused on organizational priorities, roles, capacity, and implementation readiness to ensure the strategy aligns with realistic staffing and operational conditions.
- Led structured working sessions with the Steering Committee to review findings, test assumptions, refine strategic direction, and ensure the final framework reflects local values and economic realities.

Throughout the process, strategy concepts were tested and refined with local leadership and stakeholders to ensure recommendations were both ambitious and achievable. This approach ensured the final plan was not only informed by data but also grounded in local insight, institutional capacity, and a shared vision for how Sanger can think big about its future.

Every recommendation in this strategy reflects what we measured, what we heard, and what we validated through engagement. The result is a practical roadmap designed to help Sanger capture more of its growth, strengthen its economic base, and build long-term opportunity while staying true to the character of the community.



04 DISCOVERY INSIGHTS

Sanger is growing quickly, and it is doing so with a workforce that is engaged, dependable, and ready to work. Families are choosing the community. Employers value its labor pool. The city sits within one of the fastest-growing parts of North Texas. These conditions create momentum—but momentum alone does not produce a strong local economy. The opportunity is to be deliberate about what growth delivers.

Thinking big in Sanger does not mean chasing scale for its own sake. It means making intentional choices early—about jobs, businesses, and place—so growth strengthens the local economy rather than simply passing through it. Today, most residents still leave Sanger each day to work elsewhere. The next phase is about capturing more opportunities locally and ensuring growth supports long-term economic resilience.

Sanger's greatest economic asset is already here: its people. Labor force participation is high, unemployment is low, and employers consistently describe local workers as reliable and capable. Yet local job options have not kept pace with workforce readiness. The opportunity is to align economic development efforts with the skills, expectations, and potential of Sanger's workforce—supporting existing employers, expanding career-path jobs, and creating space for small businesses and entrepreneurs to grow.

Downtown is central to that opportunity. It anchors Sanger's identity and civic life, but its economic role has not kept pace with the city's growth. With intentional investment and coordination, downtown can support more daytime activity, stronger small businesses, and a broader mix of uses that reinforce both economic vitality and quality of life.

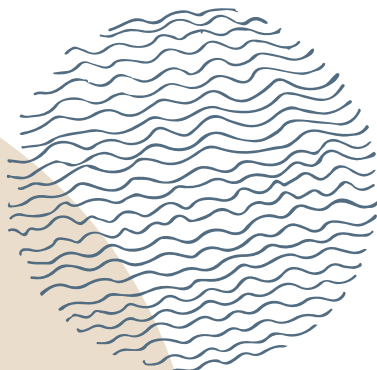
This strategy is about thinking big in practical ways. The insights that follow reflect what the data and engagement make clear about where Sanger stands today—and how focused decisions can turn growth into lasting economic opportunity.



DATA PROFILE: SANGER BY THE NUMBERS

- 10,815 estimated residents, with population growth more than 5x the U.S. average (2020–2026), outpacing state trends while trailing the fastest-growing North Texas suburbs.
- 7 in 10 working-age residents are participating in the labor force, ranking first among peers and exceeding state and national rates.
- \$98,057 median household income, reflecting more than 40% growth over the past five years and placing Sanger among the top peer cities for income growth.
- 4.7% child poverty rate, ranking lowest among North Texas peer cities.
- 31% higher share of prime-age residents (25-54) than the U.S. average, reinforcing Sanger's role as a workforce-oriented community.
- 86% of commuters drive alone, with commute times remaining above county, state, and national averages.
- 8.3% veteran population share, the highest among peer cities, reflecting a strong connection to service and workforce readiness.
- 61% of adults (25+) with some college, an associate, bachelor's, or graduate degree, reflecting a broad base of educational preparation.

Sources: U.S. American Community Survey 2023, Lightcast 2025, and The Retail Coach 2026



“Sanger is growing fast, and people want to be here. The next step is making sure the economy grows with the people—not somewhere else.”



INSIGHT 1

1. Growing Fast—But Capturing Enough?

Sanger's population is growing rapidly, but economic development must focus on capturing a larger share of the Metroplex economy—not just accommodating residential growth.

Sanger is growing rapidly, outpacing state and national population trends and emerging as one of the fastest-growing small cities in North Texas. That growth is supported by clear workforce strength. Labor force participation ranks highest among peer cities, unemployment is among the lowest, and median household income has increased by more than 40% in five years.

Yet much of that economic value is not being captured locally. Most residents commute elsewhere for work, and a significant share of household income is earned and spent outside the city. Residential growth has increased demand for housing and services, but local job creation and business growth have not kept pace.

The imbalance is clear. Sanger has a strong,

engaged workforce, but captures only a limited share of regional employment and traded-sector activity. Growth has arrived; economic capture has lagged.

Stakeholders consistently described the same tension. Sanger is seen as a place people choose to live, but not yet a place where enough opportunity is anchored. Without intentional action, continued growth risks reinforcing a bedroom-community pattern.

The opportunity is to be deliberate. Capturing even a modest share of the Metroplex economy—through local jobs and businesses tied to regional demand—would strengthen fiscal capacity, reduce commuting, and convert growth into long-term economic resilience.

“We’re adding people and services, but the real question is how we add jobs that bring new money into Sanger.”



INSIGHT 2

2. Thinking Big Means Being Selective

Sanger's economic future depends on prioritizing export- and primary-job growth that brings new income into the community, rather than relying primarily on local-serving, lower-wage sectors that recycle existing demand.

As Sanger grows, the composition of its economy matters as much as its size. Today, much of the local job base is concentrated in local-serving sectors—retail, personal services, and support activity—designed to meet the needs of a growing population. These sectors are important, but on their own, they do not generate enough new income to strengthen the economy or expand fiscal capacity.

Data and engagement point to a clear opportunity to rebalance. Sanger's workforce, regional access, and proximity to major markets position the city to capture more export-oriented and primary jobs—jobs that sell beyond the local market and bring new dollars into the community. These jobs are

critical for raising wages, supporting business growth, and sustaining public investment.

Stakeholders consistently emphasized the need for focus. With limited land, infrastructure capacity, and staff resources, Sanger cannot pursue every opportunity. Economic development success will depend on aligning recruitment, retention, and investment decisions around sectors that match the workforce and reinforce Sanger's role in the Metroplex economy.

Thinking big, in this context, is about discipline. By prioritizing export-oriented growth and being intentional about the jobs it seeks to attract and grow, Sanger can ensure population growth translates into lasting economic strength.

“What sets Sanger apart is the workforce. People show up, stay, and take pride in their work—and that matters to employers.”



INSIGHT 3

3. The Workforce Is Sanger's Point of Leverage

Sanger's unusually strong workforce is the city's primary lever for capturing higher-value jobs and employers.

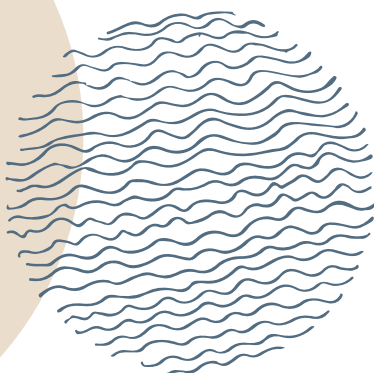
By the numbers, Sanger stands out. More than 7 in 10 working-age residents participate in the labor force, ranking first among peer cities. The share of residents ages 25 to 54 exceeds national averages, and 8.3% of residents are veterans—the highest share in the North Texas peer set. Unemployment remains among the lowest in the region. These indicators reflect a workforce that is engaged, stable, and dependable.

Local institutions reinforce this advantage. Sanger Independent School District (ISD) and the Sanger Educational Foundation play an active role in preparing students and supporting career readiness, while workforce partners remain aligned with employer needs. Engagement highlighted pride in

these systems and their ability to respond to local and regional demand, particularly in applied and technical fields.

Employers consistently echoed this strength. Business owners described Sanger's workforce as reliable and committed—an increasingly valuable asset in a tight Metroplex labor market. Yet many residents still leave Sanger to apply their skills, limiting the city's ability to convert workforce readiness into local economic capture.

The implication is clear. Sanger's workforce is not incidental to its strategy—it is the strategy. Aligning target sectors, business support, and site development around workforce realities gives the city a practical way to secure its share of the Metroplex economy.



“We don’t need to create demand from scratch. The opportunity is capturing more of the economic activity that already flows through Sanger.”



UPTOWN RAIL BREWERY

SIP SAVOR AND SOCIALIZE



INSIGHT 4

4. Capturing Value Is Sanger's Next Opportunity

Sanger's rising incomes and strong employment base create a significant opportunity to capture more economic value locally by anchoring jobs, businesses, and spending within the community.

Household incomes in Sanger have grown by more than 40% in recent years, placing the city among the strongest income-growth performers in its peer set. Labor force participation remains high, and unemployment is consistently low—clear signs that Sanger is generating real economic value and earning power.

The opportunity lies in where that value lands. Many residents commute elsewhere for work, and a significant share of household income is earned outside the city. As a result, much of the spending, business growth, and reinvestment tied to that income occurs beyond Sanger's boundaries. Local economic activity remains concentrated in smaller, local-serving sectors that meet daily needs but capture

only a portion of this potential.

Engagement framed this gap as opportunity. Stakeholders pointed to the potential to support more businesses, services, and employers aligned with the workforce already living in Sanger. Even modest gains in locally anchored jobs and firms would allow more income to circulate within the community—strengthening small businesses, expanding the tax base, and supporting reinvestment.

The implication is straightforward. By capturing a greater share of the economic value already flowing through Sanger, the city can turn income growth into stronger local businesses, greater fiscal capacity, and a more resilient economy—without relying solely on continued population growth.

“We don’t need to be everything. We need to be really good at the kinds of businesses that make sense here.”



INSIGHT 5

5. Sanger Competes by Specialization

Sanger's opportunity is to compete within the Metroplex by specializing in the industries and jobs that fit its workforce, location, and scale—rather than trying to replicate larger employment centers.

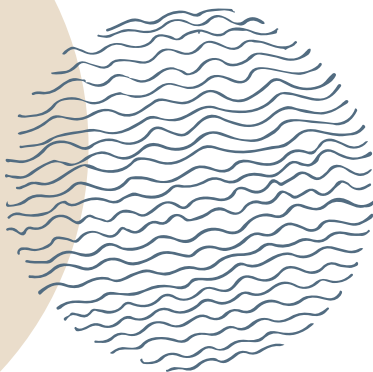
Sanger's position along the I-35 corridor, access to regional transportation networks, and proximity to major markets place it inside one of the most dynamic economies in the country. The question is not whether Sanger participates in that economy, but how. Data and engagement consistently point toward specialization as the path to capture.

The city's target clusters reflect this strategy. Advanced logistics and supply chain services; supplier-side manufacturing and industrial services; construction and building systems tied to regional growth, energy, and infrastructure services; and applied research and health activities connected to the University of North Texas (UNT) all align with Sanger's workforce strengths and development context. These sectors generate

export and primary jobs, bring new income into the community, and fit Sanger's available sites without requiring urban-scale density.

Stakeholders emphasized that Sanger's advantage is not scale, but fit. Competing on specialization allows the city to attract firms that value access, reliability, and proximity over prestige addresses. This approach favors steady growth, diversification, and resilience—rather than dependence on a small number of large employers.

The implication is focus. By organizing economic development around a clear set of specialized clusters, Sanger can claim its share of the Metroplex economy on its own terms—growing a local job base that is durable, defensible, and aligned with the community's long-term priorities.



“One big deal sounds good, but what really builds an economy is a lot of companies growing over time.”



INSIGHT 6

6. Scale Comes From Many Wins, Not One Big Landing

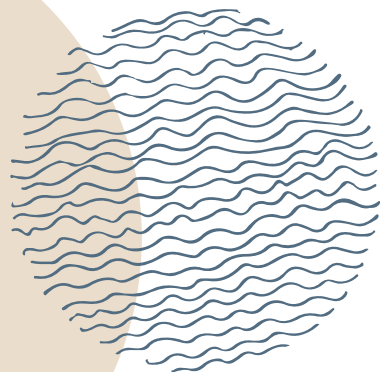
Sanger's economic growth is more likely to come from scaling multiple specialized firms over time than from landing a single, transformative employer.

Data and engagement point to a clear reality: Sanger's available sites, infrastructure capacity, and workforce profile favor smaller-scale, service-oriented, and supplier-side firms rather than large, land-intensive employers. While a single major project can generate attention, it also concentrates risk and often requires tradeoffs that do not align with Sanger's long-term goals.

Stakeholders consistently emphasized a preference for steady, diversified growth. Local businesses, contractors, logistics firms, and industrial service providers already operating in or near Sanger represent a foundation that can be expanded incrementally. These firms are more likely to hire locally, reinvest in the community, and adapt as regional demand evolves.

This approach also aligns with Sanger's role in the Metroplex economy. Specialized firms serving logistics, construction, energy, and applied services tend to grow through replication and expansion rather than relocation alone. Capturing multiple smaller wins across these sectors builds resilience, spreads opportunity, and reduces exposure to economic cycles.

The implication is a shift in focus. Economic development efforts should prioritize business retention and expansion, entrepreneurship, and targeted recruitment of firms that fit Sanger's niche. Over time, many well-aligned wins will generate more durable economic impact than any single landing.



“Our businesses want to grow. The challenge isn’t demand—it’s having the right support to take the next step.”



INSIGHT 7

7. Small Business Is Economic Infrastructure

Small businesses are not just local amenities in Sanger—they are a primary mechanism for job creation, income capture, and participation in the Metroplex economy.

Sanger's economy is anchored by small, locally owned firms—contractors, service providers, logistics-related businesses, and entrepreneurs who already operate within regional markets. These businesses are deeply invested in the community and tend to hire locally, reinvest earnings, and grow incrementally as demand increases.

Engagement made clear that these firms face real constraints. Thin margins, rising input costs, limited access to space, and uncertainty around expansion were consistently cited as barriers to growth. While demand exists—particularly from the surrounding Metroplex—many businesses lack the support systems needed to scale, formalize, or add higher-wage positions.

Data reinforces this dynamic. Much of Sanger's job base remains concentrated in smaller firms and local-serving sectors, yet these businesses represent the clearest pathway to capturing regional demand without relying on large-scale recruitment. When small businesses grow, they create durable jobs, diversify the economy, and retain value locally.

The implication is strategic. Supporting small business growth—through access to space, capital, technical assistance, and coordinated city investment—is not a side initiative. It is core economic development. Strengthening this backbone allows Sanger to translate specialization and many-wins growth into lasting economic impact.

“Downtown is the first impression people have of Sanger. It should show that the city is open for business.”



INSIGHT 8

8. Downtown Is Sanger's Front Porch for Economic Activity

Downtown Sanger's future is not only about preservation or placemaking; it is about expanding its role as a visible, accessible center for jobs, small business growth, and economic activity.

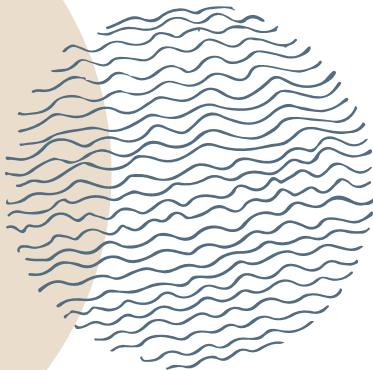
Downtown remains central to Sanger's identity and civic life. Engagement consistently highlighted pride in the square and its role as a gathering place. But as the city grows, downtown's economic function has not kept pace with its symbolic importance. Daytime activity remains limited, foot traffic is uneven, and many buildings are constrained by age, layout, or infrastructure.

At the same time, downtown is one of Sanger's most flexible economic assets. Its scale, character, and visibility make it well-suited for small offices, professional services, local entrepreneurship, and destination-oriented businesses—uses that benefit from proximity and presence rather than large footprints. These activities

align directly with Sanger's target sectors and small-business-driven growth strategy.

Stakeholders emphasized the need for intentionality. Without coordinated investment, downtown risks falling behind the city's growth. With aligned public and private action, it can serve as the city's economic front porch—a place where business activity, reinvestment, and community identity reinforce one another.

The implication is strategic. Downtown should be treated as economic infrastructure. Aligning redevelopment, business recruitment, and public investment around a shared economic role will allow it to function not just as a symbol but also as a productive engine for jobs and local value creation.



“We’re already investing in the city. The opportunity is making sure those investments also work for the economy.”



INSIGHT 9

9. Place Matters

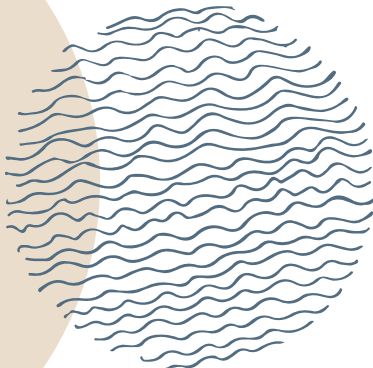
Investments in place, infrastructure, and amenities already shape Sanger's economic competitiveness, but their impact depends on how intentionally they are aligned with economic development priorities.

Sanger has made meaningful investments in parks, streets, downtown, and community facilities that contribute to its reputation as a desirable place to live. Engagement consistently reinforced that quality of life is a core reason residents choose Sanger and stay. These assets matter not only to households, but to employers, entrepreneurs, and skilled workers deciding where to locate and invest.

At the same time, stakeholders noted that quality-of-place investments are not always treated as economic tools. When planning, capital projects, and economic development operate in parallel rather than in concert, opportunities to reinforce job growth, business attraction, and reinvestment can be missed. Alignment—not additional spending—is often the limiting factor.

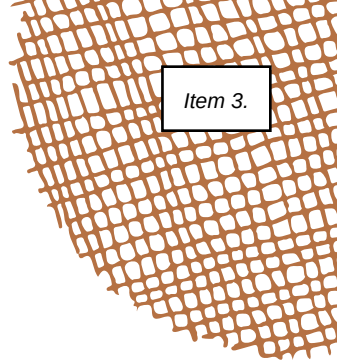
Data and peer experience show that communities capturing a greater share of regional growth intentionally connect place investments to economic outcomes. In Sanger, this means using downtown improvements, mobility investments, and public spaces to support small business growth, attract professional services, and reinforce the city's niche within the Metroplex economy.

The implication is focus and coordination. When quality-of-place investments are aligned with economic priorities, they amplify one another—supporting talent retention, entrepreneurship, and employer confidence. Treated strategically, these investments become part of Sanger's economic development toolkit, not a separate agenda.



“We still have time to be intentional—but only if we’re aligned about where we’re going.”





INSIGHT 10

10. Sanger Is Still Early Enough to Shape the Outcome

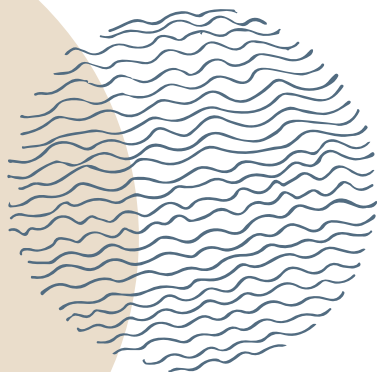
Sanger's growth is far enough along to require intentional choices—and early enough that alignment across city priorities can still shape long-term economic outcomes.

Sanger is entering a decisive phase. Population growth is accelerating, regional development pressure is increasing, and decisions around infrastructure, land use, and investment made today will set patterns for decades. Unlike many fast-growing communities, Sanger has not yet locked in an economic model that is difficult or costly to change.

Engagement consistently reinforced this window of opportunity. Stakeholders emphasized the importance of making deliberate choices now—about the kinds of jobs to pursue, the role of downtown, and how public investments reinforce economic goals. Without clearer alignment, growth risks being shaped more by momentum than by strategy.

Peer experience shows that communities that act early—and align economic development with capital planning, redevelopment, and quality-of-place investments—are better positioned to capture higher-value jobs and avoid reactive, piecemeal decision-making. In Sanger's case, early alignment creates the ability to be selective, disciplined, and coordinated.

The implication is urgency with confidence. Sanger does not need to rush, but it does need to choose and align. With clear priorities and coordinated action, the city can shape how it participates in the Metroplex economy and ensure today's growth becomes tomorrow's advantage.





05 STRATEGIC PLAN

FROM INSIGHTS TO ACTION

Sanger has the momentum. The data confirms the challenges. The community is engaged. What follows is the framework that turns growth into opportunity.

This strategy is not a list of disconnected initiatives. It is an integrated system—five interconnected goals and targeted strategies designed to deliver measurable economic outcomes. Every component is built around one clear ambition: to anchor more jobs, investment, and opportunity in Sanger as the city grows.

The core insight is straightforward. Sanger's population is rising quickly, its workforce is strong, and its location places it within one of the most dynamic regional economies in the country. Yet employment growth has not kept pace. Too much economic value is still captured elsewhere through commuting, limited local job options, and underutilized community assets.

The framework that follows defines what it means for Sanger to “think big” in practical terms: compete for quality employers,

strengthen homegrown businesses, build clear workforce pathways, invest in downtown and quality of place as economic tools, and tell Sanger's story with confidence. Each goal is supported by strategies, actions, and metrics that clarify what must happen, who must be involved, and how progress will be measured.

What makes this framework effective is its integration. Business attraction expands the job base. Small business growth strengthens local ownership. Workforce pathways connect residents to opportunity. Downtown investment reinforces entrepreneurship and talent retention. A clear narrative amplifies every effort. Each goal reinforces the others—creating momentum that isolated projects cannot achieve.

This is Sanger's blueprint for the next chapter: a focused roadmap built on local strengths and designed to ensure growth translates into lasting economic value at home.

MISSION

To retain, strengthen, and diversify our local economy while capitalizing on our location in North Texas.

VISION STATEMENT

SANGER: A SMALL TOWN THINKING BIG.

Rooted in community, Sanger is thinking big—building opportunity, strong local businesses, and a place people are proud to call home.



VALUES GUIDING SANGER'S FUTURE

These values reflect what we heard throughout the process and serve as guiding principles for how Sanger approaches growth, economic development, and decision-making moving forward.

01. WE SHOW UP

Sanger values reliability, hard work, and follow-through. Economic growth should build on the people and employers who show up for this community every day.

02. GROWTH SHOULD FEEL LIKE SANGER

Change is coming, but growth should strengthen the character, relationships, and sense of place that define the city rather than reshape it into something unrecognizable.

03. OPPORTUNITY SHOULD BE LOCAL

Success means creating more opportunities close to home so residents can build careers, businesses, and futures without leaving the community they care about.

04. SMALL WINS BUILD BIG FUTURES

Sanger believes lasting growth happens through steady progress, strong relationships, and consistent follow-through rather than chasing a single large project.

05. WE BUILD TOGETHER

Economic development works best when city leaders, businesses, schools, and residents move in alignment. It is how Sanger gets things done.

GOALS



GOAL 1:

QUALITY JOBS AND INVESTMENT, ANCHORED LOCALLY

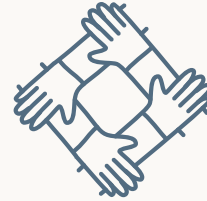
We will diversify our economy by attracting high-value investment that creates family-supporting jobs and expands the city's long-term fiscal strength.



GOAL 2:

SANGER-BUILT, HOMEGROWN

We will support Sanger businesses to start, scale, and create opportunity close to home.



GOAL 3:

PATHWAYS AT HOME

We will create workforce pathways that connect residents to quality careers and expand access to local jobs.



GOAL 4:

DISTINCTLY SANGER

We will strengthen Sanger and its downtown as a destination that supports local businesses, attracts talent, and reflects who we are.



GOAL 5:

TELLING SANGER'S STORY

We will clearly promote Sanger's economic opportunity story across North Texas and beyond.



HOW WILL WE KNOW IF WE'RE SUCCEEDING?

BUSINESSES ARE GROWING AND INVESTING HERE.

Innovative companies in traded sectors are choosing Sanger—relocating, expanding, and creating quality jobs that strengthen the local economy.

ENTREPRENEURS AND SMALL BUSINESSES ARE THRIVING.

Small businesses are launching, expanding, and reinvesting locally—bringing new energy, services, and opportunity to Sanger.

WORKFORCE PARTNERSHIPS ARE DELIVERING RESULTS.

Workforce partnerships are creating clearer pathways to careers for Sanger residents.

DOWNTOWN IS TRANSFORMING.

Strategic downtown reinvestment is creating a more active center for business and community life.

SANGER'S STORY IS RESONATING.

Businesses, developers, and talent increasingly see Sanger as a small town thinking big—a place where community roots meet real opportunity in North Texas.

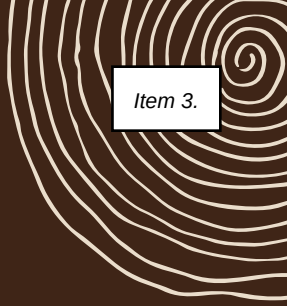
GOAL 1: QUALITY JOBS AND INVESTMENT, ANCHORED LOCALLY

WE WILL COMPETE FOR INNOVATIVE EMPLOYERS AND INVESTMENT THAT CREATE GOOD JOBS AND BUILD LONG-TERM ECONOMIC STRENGTH IN SANGER.

WHY IT MATTERS

Sanger is well positioned for its next phase of economic growth. Rapid population gains, strong income growth, high labor force participation, and low unemployment reflect a community with real economic momentum. At the same time, many residents bring valuable skills and experience that connect directly to North Texas's innovation-driven economy. Competing for innovative employers and long-term investment gives Sanger the opportunity to capture more of that value locally.

By attracting businesses that align with its workforce and regional advantages, Sanger can expand quality job options, strengthen its tax base, and diversify beyond local-serving activity. This approach allows the city to turn growth into lasting economic strength—building an adaptable, future-ready economy rooted in opportunity close to home.





SECTOR

WHY IT MATTERS

CURRENT STRENGTHS

Advanced Manufacturing and Industrial Services

Supplier-side manufacturing and industrial services offer accessible, high-quality jobs with clear career ladders and long-term stability. These firms support Metroplex production without Metroplex costs and provide wage premiums relative to retail or service employment.

Strong prime-age workforce participation; proximity to North Texas manufacturing markets; available industrial land; alignment with career and technical education (CTE) and skilled trades pathways.

Construction and Building Systems

Construction and building systems convert regional housing and infrastructure demand into local employment. The sector supports a broad occupational mix—from skilled trades to project coordination—and offers immediate pathways for workforce entry and advancement.

Sustained regional construction demand; strong labor force participation; proximity to fast-growing North Texas housing markets; local and regional contractor presence; alignment with workforce apprenticeship models.

Tech-Enabled Logistics and Supply Chain Services

Technology-enabled logistics and supplier services are among North Texas's fastest-growing employment engines. Automation and systems integration are raising wages and skill requirements, creating scalable employment opportunities beyond legacy warehousing.

Strategic location along the I-35 corridor; existing distribution and logistics presence; access to regional transportation networks; workforce suited to operations and supervisory roles tied to automated logistics.

Applied Health and Health Care

Health care and applied health services are recession-resistant and support both local service needs and higher-skill employment. Innovation-adjacent health firms tied to research, data, and administration provide white-collar job growth alongside clinical services.

Unmet local health care demand; proximity to UNT and the Denton research ecosystem; access to the broader North Texas health care market; demographic trends supporting long-term health care service growth.



STRATEGIES

- 1.1** Attract quality employers in advanced manufacturing, construction and building systems, and tech-enabled logistics.
- 1.2** Position Sanger as a competitive location for applied health and health care employers, supporting local health care facilities and UNT-connected innovation firms.
- 1.3** Implement a systematic business retention and expansion (BRE) program focused on regular one-on-one engagement with large and target-sector employers.
- 1.4** Align sites, corridors, and land use decisions to support target-sector recruitment.
- 1.5** Deploy a targeted, modern incentives framework that accelerates high-value investment.

STRATEGY 1.1

Attract quality employers in advanced manufacturing, construction and building systems, and tech-enabled logistics.

WHY IT MATTERS:

These sectors align closely with Sanger's existing workforce strengths and regional market position. Sanger has one of the highest labor force participation rates among its peers, a strong concentration of prime-age workers, and earnings that have grown faster than many North Texas communities—despite lower formal credential levels. Advanced manufacturing, construction-related industries, and tech-enabled logistics offer accessible, well-paying jobs that do not require four-year degrees and provide clear advancement pathways. Yet many Sanger residents currently commute out of the city for these opportunities. Targeting these sectors allows Sanger to convert regional growth into local employment, reduce job leakage, and build a more resilient economic base rooted in work residents can access.

WHAT'S NEEDED?

- Develop a short target list of small- and mid-sized firms in advanced manufacturing, construction-related industries, and tech-enabled logistics within North Texas.
 - Focuses outreach on firms most likely to expand or relocate into Sanger based on scale, workforce needs, and site requirements.
- Create a concise sector recruitment brief for each priority sector, highlighting Sanger's workforce, available sites, transportation access, and cost advantages.
 - Gives staff a practical, repeatable tool to communicate Sanger's value proposition quickly and consistently to prospects and intermediaries.
- Conduct targeted outreach to firms on the priority list, emphasizing expansion, second locations, and supplier-side operations rather than headquarters relocations.
 - Aligns attraction efforts with the types of projects Sanger is most competitive for and avoids chasing mismatched opportunities.
- Identify and prequalify a small number of sites or buildings suitable for industrial and logistics users, with clear information on zoning, utilities, and access.
 - Reduces friction in the site selection process and allows Sanger to respond quickly when prospects are evaluating locations.
- Coordinate closely with the BRE program to identify supplier, expansion, and relocation opportunities among existing regional employers.
 - Ensures attraction and retention efforts reinforce one another and positions Sanger to capture growth already occurring in North Texas.

STRATEGY 1.2

Position Sanger as a competitive location for applied health and health care employers, supporting local health care facilities and UNT-connected innovation firms.

WHY IT MATTERS:

Health care and applied health services address both an economic and a community need in Sanger. Many residents currently travel outside the city for health care services, underscoring the opportunity to strengthen local capacity. At the same time, health care is one of the most stable employment sectors in Texas, offering a wide range of roles—from clinical and technical positions to administrative and data-oriented jobs. Sanger's proximity to UNT and the broader North Texas health ecosystem creates an opportunity to attract applied health, administrative, and support functions as firms grow and decentralize. Strengthening health care locally improves quality of life while creating recession-resistant jobs that anchor long-term economic stability.

WHAT'S NEEDED?

- Develop a focused list of applied health and health care targets, including outpatient providers, specialty clinics, and health-adjacent administrative or support firms in North Texas.
 - Concentrates outreach on health care uses that match Sanger's scale, workforce, and service gaps rather than large hospital systems alone.
- Create a health care opportunity brief that highlights local service demand, available sites, workforce access, and proximity to UNT and the North Texas health ecosystem.
 - Positions Sanger as a practical location for health care expansion and applied health functions as firms decentralize and grow.
- Engage existing and prospective health care providers through one-on-one conversations to understand expansion needs, site requirements, and operational barriers.
 - Builds relationships early, supports local providers, and surfaces near-term opportunities for growth or reinvestment.



STRATEGY 1.3

Implement a systematic business retention and expansion (BRE) program focused on regular one-on-one engagement with large and target-sector employers.

WHY IT MATTERS:

In a community like Sanger, retaining and growing existing employers is often more impactful than landing a single new project. Large and target-sector employers already operating in or near Sanger represent immediate opportunities for expansion, supplier relationships, and workforce partnerships—but only if the city and EDC are consistently engaged. A structured, one-on-one BRE program ensures the city understands employer needs early, helps address barriers to expansion, and positions Sanger to capture reinvestment before firms look elsewhere. This approach reflects engagement feedback calling for more proactive business relationships and allows Sanger to grow jobs organically while strengthening trust with employers.

WHAT'S NEEDED?

- Identify a focused list of large and target-sector employers in Sanger and the immediate trade area for regular one-on-one engagement.
 - Concentrates staff time on employers most likely to expand, reinvest, or influence supplier and workforce decisions.
- Commit to a steady cadence of about six to eight business visits per month, prioritizing in-person meetings where possible.
 - Creates momentum and relationship depth while remaining achievable for a small staff.
- Use a consistent conversation framework during visits to surface expansion plans, operational challenges, workforce needs, and supplier opportunities.
 - Ensures visits generate actionable insights rather than becoming informal check-ins.
- Coordinate follow-up across city departments and partners to address issues identified through BRE conversations.
 - Demonstrates responsiveness and reinforces Sanger's reputation as a community that supports business growth.
- Track a limited set of outcomes from BRE activity, including expansions supported, reinvestment decisions, and referrals generated.
 - Keeps the program focused on results and allows staff to communicate impact clearly to leadership and stakeholders.

STRATEGY 1.4

Align sites, corridors, and land use decisions to support target-sector recruitment.

WHY IT MATTERS:

Sanger's long-term ability to attract quality employers depends less on incentives and more on having the right sites, infrastructure, and regulatory alignment in place. The research identified limited shovel-ready sites and growing competition from nearby communities that are further along in site preparation. Aligning land use, infrastructure investment, and corridor planning around target sectors ensures Sanger can respond quickly to opportunities and avoid mismatches between development patterns and economic goals. This strategy helps the city shape growth intentionally, protect long-term flexibility, and ensure that economic development decisions reinforce—not undermine—community priorities.

WHAT'S NEEDED?

- Maintain a simple, up-to-date inventory of priority employment sites and buildings, including size, zoning, utilities, access, and ownership.
 - Gives staff a clear, working understanding of what Sanger can offer and allows quick responses to site selector and broker inquiries.
- Identify a small number of priority corridors and areas where target-sector employers are most appropriate.
 - Focuses on infrastructure, zoning attention, and recruitment efforts without requiring citywide land use changes.
- Establish a quarterly touchpoint with commercial and industrial brokers active in North Texas.
 - Keeps Sanger visible in the market, improves intelligence on site demand, and positions staff to surface opportunities early.
- Coordinate site readiness conversations with infrastructure and capital planning efforts.
 - Ensures public investments support economic development priorities and improve competitiveness over time.



STRATEGY 1.5

Deploy a targeted, modern incentives framework that accelerates high-value investment.

WHY IT MATTERS:

As competition for quality employers intensifies across North Texas, incentives remain an important but disciplined tool. A modern, performance-based incentives framework allows Sanger to prioritize job quality, capital investment, and long-term fiscal return while avoiding over-commitment. Used selectively, incentives can accelerate high-value projects, close competitive gaps, and signal seriousness to prospects without chasing footloose investment. For Sanger, this approach ensures public resources are used strategically to support growth that pays dividends over time.

WHAT'S NEEDED?

- Define a clear set of incentive priorities tied to job quality, capital investment, and alignment with Sanger's target sectors.
 - Ensures incentives are used to support projects that advance long-term economic goals rather than one-off deals.
- Use performance-based incentive tools that are simple, transparent, and easy to administer.
 - Protects public resources while giving high-value projects a clear path to support.
- Limit incentives to a small number of project types where Sanger faces genuine competitive pressure.
 - Keeps the program focused and avoids overextending public commitments.
- Integrate incentives into attraction and BRE conversations early in the process.
 - Positions incentives as one part of a broader value proposition rather than a last-minute negotiation.
- Review incentive use periodically to ensure outcomes align with job creation, investment, and fiscal return.
 - Maintains discipline over time and allows adjustments as market conditions change.





MEASURING IMPACT AND SUCCESS

TRADED SECTOR AND JOB GROWTH:

Track the number and share of jobs in Sanger's target sectors—advanced manufacturing; construction and building systems; tech-enabled logistics; and applied health and health care.

NEW TRADED SECTOR FIRMS ATTRACTED:

Monitor the number of target-sector firms that locate, expand, or make secondary investments in Sanger annually.

AVERAGE WAGE IN TRADED SECTORS:

Track average annual wages for jobs in target traded sectors to ensure business attraction efforts are delivering quality employment and fiscal impact.

BUSINESS RETENTION AND EXPANSION (BRE) OUTCOMES:

Track the number of one-on-one BRE engagements conducted with large and target-sector employers.

GOAL 2: SANGER-BUILT, HOMEGROWN

WE WILL SUPPORT SANGER BUSINESSES TO START, SCALE, AND CREATE OPPORTUNITY CLOSE TO HOME.

WHY IT MATTERS

Small businesses are central to Sanger's identity and its economic future. Local entrepreneurs have shown a strong commitment to the community, reinvesting for the long term and providing essential services that support daily life. As Sanger grows, there is an opportunity to build on that foundation by helping local businesses start, scale, and capture more of the value created by a growing population and rising incomes. Supporting homegrown businesses strengthens local ownership, keeps dollars circulating in the community, and creates jobs that feel rooted and personal.

By intentionally investing in small business growth, Sanger can turn entrepreneurial energy into a durable economic engine—one that reinforces community character while expanding opportunity close to home.





STRATEGIES

- 2.1** Deliver concierge-level business navigation that makes starting a business in Sanger clear, predictable, and business-friendly.
- 2.2** Explore an EDC-supported entrepreneurial hub, potentially in downtown Sanger or co-located with a community college presence.
- 2.3** Host quarterly Small Business Days connecting Sanger entrepreneurs to technical assistance, financing, and peer networks across North Texas.
- 2.4** Launch a proactive small business visitation program.
- 2.5** Build and celebrate a culture of local entrepreneurship by promoting Sanger businesses and encouraging both residents and the city to shop and procure locally.

STRATEGY 2.1

Deliver concierge-level business navigation that makes starting a business in Sanger clear, predictable, and business-friendly.

WHY IT MATTERS:

Small businesses are the backbone of Sanger's economy, and their success depends on clear, predictable processes. For entrepreneurs and business owners—often operating with limited time and capital—simplicity and responsiveness matter. A concierge-level business navigation approach brings clarity, coordination, and personal support to the process of starting and expanding a business. For Sanger, making city processes easy to understand and navigate reduces barriers to entry, strengthens relationships with local entrepreneurs, and clearly signals that the city is an active partner in small business growth.

WHAT'S NEEDED?

- Designate a single point of contact for new and expanding businesses.
 - Gives entrepreneurs a clear, consistent guide through city processes.
- Convene relevant city staff to map the basic steps for starting and expanding a business in Sanger.
 - Creates shared understanding internally and reduces handoffs and confusion.
- Develop a simple "Start a Business in Sanger" webpage or short brochure.
 - Provides clear, plain-language guidance and sets expectations up front.
- Proactively walk priority businesses through permitting, inspections, and approvals as needed.
 - Reduces delays and reinforces a business-friendly experience.
- Use early interactions to identify and resolve recurring friction points.
 - Allows the city to improve processes over time without creating new bureaucracy.



STRATEGY 2.2

Explore an EDC-supported entrepreneurial hub, potentially in downtown Sanger or co-located with a community college presence.

WHY IT MATTERS:

Sanger lacks a visible, centralized space where entrepreneurship, training, and business support come together. An EDC-supported entrepreneurial hub would fill this gap by providing flexible space, shared resources, and a focal point for small business activity. Co-locating the hub downtown or alongside a future community college presence creates powerful synergies—linking entrepreneurship to placemaking, workforce pathways, and education. For Sanger, this type of hub is not about creating a startup ecosystem overnight but about giving local entrepreneurs a home base that reinforces momentum, collaboration, and community identity.

WHAT'S NEEDED?

- Engage peer Texas cities with successful EDC-supported entrepreneurial hubs to understand operating models, partnerships, and staffing requirements.
 - Applies proven approaches and avoids reinventing models that already work.
- Define the purpose and function of a Sanger entrepreneurial hub focused on business support, training access, and collaboration—not real estate development.
 - Keeps the concept centered on services and outcomes rather than facilities.
- Assess a small number of potential locations, including downtown space and co-location opportunities with a future community college or training provider.
 - Identifies flexible, low-cost options that align entrepreneurship with placemaking and workforce pathways.
- Determine whether the hub concept is investment-ready for Sanger EDC support.
 - Provides a clear decision point on whether and how the EDC should move forward.



STRATEGY 2.3

Host quarterly Small Business Days connecting Sanger entrepreneurs to technical assistance, financing, and peer networks across North Texas.

WHY IT MATTERS:

Many of the resources small businesses need—capital, legal support, marketing assistance, and specialized advising—exist at the regional level, but are often difficult to access from a small city. Engagement revealed that local entrepreneurs value connection and practical help more than abstract programs. Quarterly Small Business Days create a low-cost, high-impact way to bring regional partners directly to Sanger, reducing access barriers and strengthening networks. Over time, these events help normalize entrepreneurship, improve business survival, and ensure Sanger businesses are not isolated from the broader North Texas ecosystem.

WHAT'S NEEDED?

- Identify a short list of regional partners to participate in Small Business Days, including lenders, SBDCs, workforce partners, and technical assistance providers.
 - Brings high-value resources to Sanger without requiring new programs or staffing.
- Design each Small Business Day around a focused theme, such as access to capital, hiring and workforce, permitting, or growth planning.
 - Keeps events practical, relevant, and easy for entrepreneurs to engage.
- Host Small Business Days on a predictable quarterly schedule using existing or shared space.
 - Creates consistency while minimizing cost and logistical burden.
- Coordinate Small Business Days with the concierge business navigation and entrepreneurial hub efforts.
 - Ensures follow-up support and turns one-time events into ongoing relationships.
- Capture basic participation and follow-up needs from attendees.
 - Helps staff track demand, improve future events, and connect businesses to next steps.



STRATEGY 2.4

Launch a proactive small business visitation program.

WHY IT MATTERS:

Retention and expansion of existing businesses is often the most cost-effective form of economic development, especially in communities like Sanger where small firms dominate. A proactive visitation program shifts the city and EDC from reactive problem-solving to regular relationship-building. By meeting business owners where they are, the city can identify challenges early, connect firms to resources, and support growth before issues escalate. For Sanger, this approach strengthens trust, improves business climate intelligence, and helps ensure that locally rooted firms continue to invest and grow in the community.

WHAT'S NEEDED?

- Partner with the local Chamber to identify a rotating list of small businesses for outreach.
 - Leverages existing relationships and avoids duplicating effort.
- Commit to approximately five small business visits per month, coordinated between the EDC and the Chamber.
 - Creates a steady, achievable cadence that builds trust and coverage over time.
- Develop a short, standardized visitation questionnaire focused on business conditions, growth plans, workforce needs, and barriers.
 - Ensures visits generate consistent, actionable information without becoming burdensome.
- Maintain a simple internal database to track visits, issues raised, referrals made, and follow-up actions.
 - Allows staff to manage relationships, spot patterns, and demonstrate impact over time.
- Connect visited businesses to followup on support through concierge navigation, Small Business Days, or regional partners.
 - Turns conversations into tangible assistance and reinforces the value of participation.

STRATEGY 2.5

Build and celebrate a culture of local entrepreneurship by promoting Sanger businesses and encouraging both residents and the city to shop and procure locally.

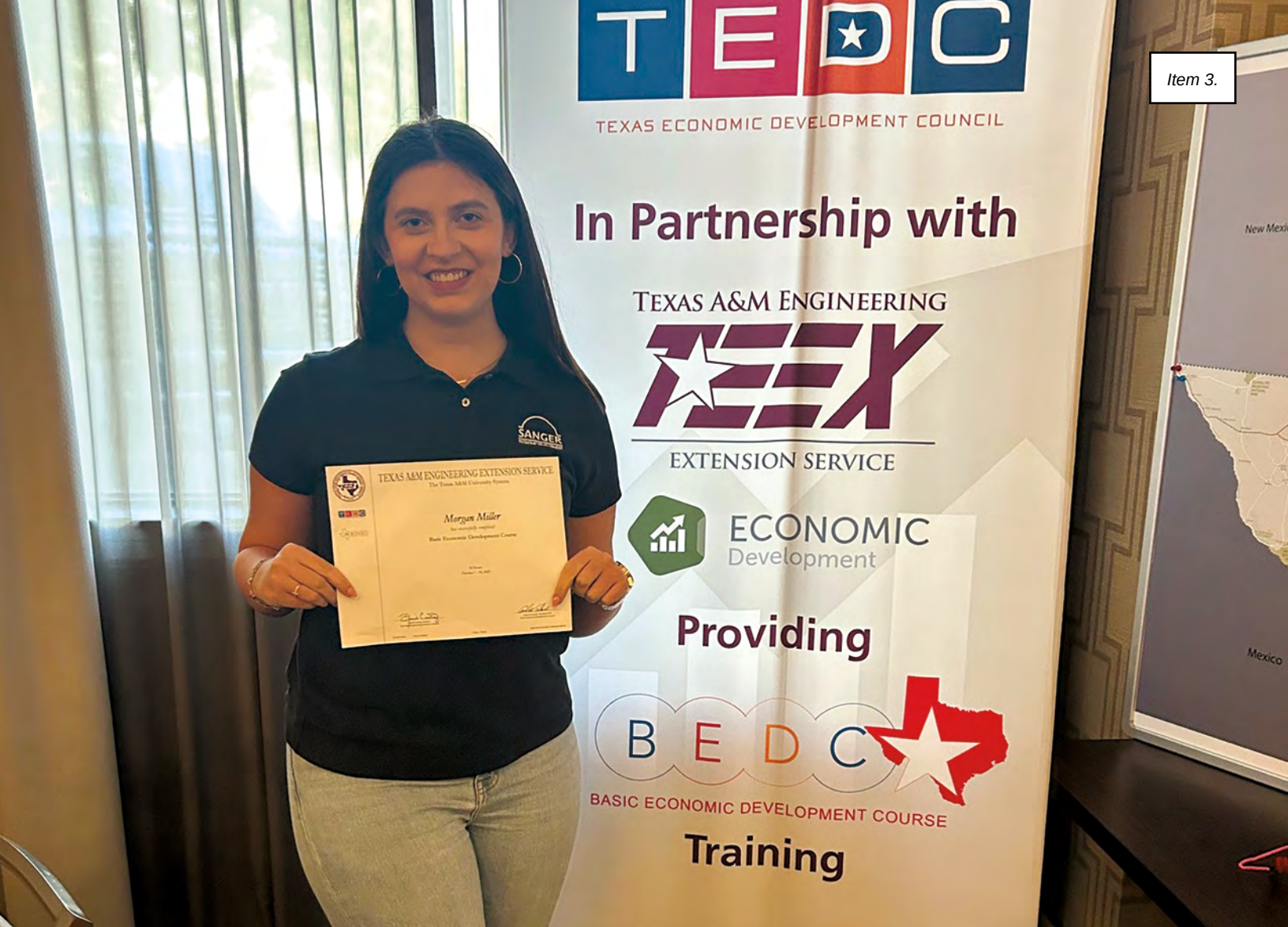
WHY IT MATTERS:

Sanger benefits from a strong sense of community pride, but engagement showed that local businesses are not always visible or celebrated as economic assets. Building a culture of entrepreneurship means elevating local success stories, encouraging residents to shop locally, and using city purchasing power to support Sanger firms where possible. This strategy reinforces the idea that entrepreneurship is valued and supported, not just tolerated. For Sanger, celebrating local businesses strengthens community identity, keeps dollars circulating locally, and reinforces the connection between economic development and everyday life.

WHAT'S NEEDED?

- Regularly highlight Sanger businesses through city and EDC communication channels.
 - Increases visibility for local businesses and reinforces community pride.
- Coordinate with the Chamber and downtown partners to promote shop-local campaigns tied to key seasons or events.
 - Encourages residents to spend locally without creating new programs.
- Encourage the city to identify opportunities to procure goods and services from Sanger-based businesses when feasible.
 - Keeps public dollars circulating locally and demonstrates the city's support for local entrepreneurs.
- Celebrate local business milestones such as openings, expansions, and anniversaries.
 - Signals that entrepreneurship is valued and supported in Sanger.





MEASURING IMPACT AND SUCCESS

BUSINESS NAVIGATION SUPPORT:

Track the number of businesses assisted through concierge-level navigation.

SMALL BUSINESS ENGAGEMENT AND VISITATION:

Track the number of small business visits conducted annually.

YOUNG PROFESSIONAL ENGAGEMENT:

Measure participation in Small Business Days and entrepreneurial programming, including attendance, repeat participation, and connections made to resources.

ENTREPRENEURSHIP PROMOTION:

Count the number of entrepreneurs and small businesses supported and promoted by the EDC annually.

GOAL 3: PATHWAYS AT HOME

WE WILL CREATE WORKFORCE PATHWAYS THAT CONNECT RESIDENTS TO QUALITY CAREERS AND EXPAND ACCESS TO LOCAL JOBS.

WHY IT MATTERS

Sanger is already investing in its people. Local schools, career and technical education programs, and the Sanger Educational Foundation are building a strong base of skills, credentials, and ambition among students and adult learners. At the same time, Sanger's workforce includes a large share of prime-age residents who participate actively in the labor market. The opportunity is to better connect these assets to local and regional employers over time.

By strengthening pathways from education and training into careers, Sanger can help residents build meaningful futures without leaving home. Clear pathways also support local employers, reinforce workforce readiness, and ensure that investments in education translate into lasting opportunities for students, families, and the broader community.





STRATEGIES

- 3.1** Establish sector partnerships aligned with Sanger's priority sectors: advanced manufacturing; construction and building systems; tech-enabled logistics; entrepreneurship; and applied health and health care.
- 3.2** Align education, training, and work-based learning with priority sectors through partnerships with Sanger ISD, the Sanger Education Foundation, and local employers.
- 3.3** Pursue a satellite campus or operating presence of North Central Texas College or another training provider to expand local access to credentials and workforce programming.
- 3.4** Expand child care capacity to reduce participation barriers and support workforce entry and advancement.
- 3.5** Launch a Sanger Young Professionals initiative to support talent retention, professional networking, and leadership development.

STRATEGY 3.1

Establish sector partnerships aligned with Sanger's priority sectors: advanced manufacturing; construction and building systems; tech-enabled logistics; entrepreneurship; and applied health and health care.

WHY IT MATTERS:

Sanger's labor force is strong, but many residents work outside the city, exporting both talent and spending power. Engagement and data show that the challenge is not workforce availability, but alignment between employers, training providers, and education systems. Sector partnerships create that alignment by grounding workforce decisions in real employer demand across advanced manufacturing, construction and building systems, tech-enabled logistics, entrepreneurship, and applied health. For Sanger, these partnerships ensure workforce investments are practical, employer-led, and directly connected to local job opportunities rather than generic training programs.

WHAT'S NEEDED?

- Launch sector partnerships in phases, starting with one to two priority sectors.
 - Allows the city and EDC to build capacity, learn what works, and avoid overextending staff.
- Convene each active sector partnership on a quarterly basis.
 - Creates a predictable cadence that supports momentum without meeting fatigue.
- Use a simple, consistent meeting agenda focused on workforce needs, growth barriers, and near-term opportunities.
 - Keeps discussions practical and employer-led rather than abstract.
- Invite a focused mix of employers, education partners, and workforce organizations relevant to each sector.
 - Ensures the right voices are at the table while keeping groups small and productive.
- Expand to additional sectors only after initial partnerships are operating smoothly.
 - Allows Sanger to scale the model intentionally as capacity and demand grow.

STRATEGY 3.2

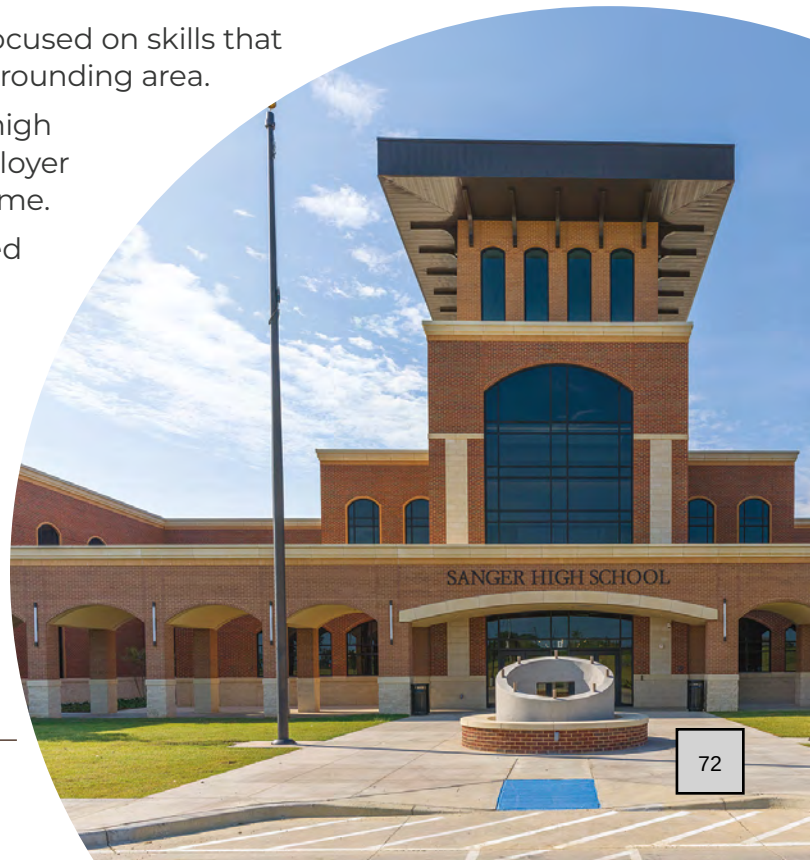
Align education, training, and work-based learning with priority sectors through partnerships with Sanger ISD, the Sanger Education Foundation, and local employers.

WHY IT MATTERS:

Students and jobseekers are most successful when education pathways clearly connect to real careers. Engagement with schools and employers highlighted a need for stronger coordination between CTE programs, work-based learning, and local job opportunities. Aligning education and training with priority sectors ensures students gain relevant skills, employers help shape curriculum, and work-based learning leads to employment rather than just exposure. For Sanger, this strategy helps build a local talent pipeline that supports both business growth and resident career advancement.

WHAT'S NEEDED?

- Use sector partnerships as the primary forum to identify education, training, and work-based learning needs.
 - Ensures alignment is driven by real employer demand rather than standalone education initiatives.
- Coordinate regularly with Sanger ISD and the Sanger Education Foundation to align CTE programs and pathway investments with priority sectors.
 - Connects school-based learning directly to local career opportunities.
- Align available training and credential programs with sector needs identified through partnerships.
 - Keeps workforce programming focused on skills that lead to jobs in Sanger and the surrounding area.
- Track participation and outcomes at a high level, focusing on placements and employer engagement rather than program volume.
 - Keeps the effort outcome-oriented without creating administrative burden.



STRATEGY 3.3

Pursue a satellite campus or local operating presence from a higher education or training provider to expand access to credentials and workforce programming.

WHY IT MATTERS:

Access to postsecondary credentials is a growing barrier for Sanger residents, many of whom commute long distances for education and training. A local operating presence of a higher education provider would reduce this barrier by bringing credentials, certifications, and workforce programming closer to home. This approach responds directly to engagement feedback and supports mid-skill pathways aligned with Sanger's target sectors. For Sanger, local access to training is a practical investment that expands opportunity, improves workforce readiness, and strengthens competitiveness for employers.

WHAT'S NEEDED?

- Initiate focused discussions with relevant training providers about a local operating presence in Sanger.
 - Tests interest and surfaces realistic partnership models without committing resources.
- Define a narrow set of workforce programs and credentials aligned with Sanger's priority sectors.
 - Keeps the effort grounded in practical workforce demand rather than broad academic offerings.
- Identify one to two potential locations for a satellite or shared-use presence, including co-location with city or partner facilities.
 - Focuses on flexible, low-cost options that can be deployed incrementally.
- Evaluate whether a local training presence is strategically aligned and worthy of Sanger EDC investment.
 - Creates a clear decision point on whether and how the EDC should support the effort.



STRATEGY 3.4

Expand child care capacity to reduce participation barriers and support workforce entry and advancement.

WHY IT MATTERS:

Child care availability is a critical workforce issue, particularly for working parents seeking to enter or advance in the labor market. Employers consistently identified child care as a barrier to participation, especially in sectors with nontraditional hours such as manufacturing, logistics, and health care. Expanding child care capacity directly supports workforce participation by enabling residents to take jobs, pursue training, or accept promotions. For Sanger, this strategy recognizes that workforce success depends not only on jobs and training but also on the support systems that allow residents to fully participate.

WHAT'S NEEDED?

- Identify opportunities to support new or expanding child care providers as a form of small business attraction.
 - Positions child care as both a workforce solution and an entrepreneurship opportunity.
- Coordinate with the regional workforce board to align child care support with existing workforce and training initiatives.
 - Leverages regional resources rather than creating new local programs.
- Incorporate child care considerations into employer outreach and workforce conversations.
 - Ensures child care capacity is treated as a practical component of workforce readiness.



STRATEGY 3.5

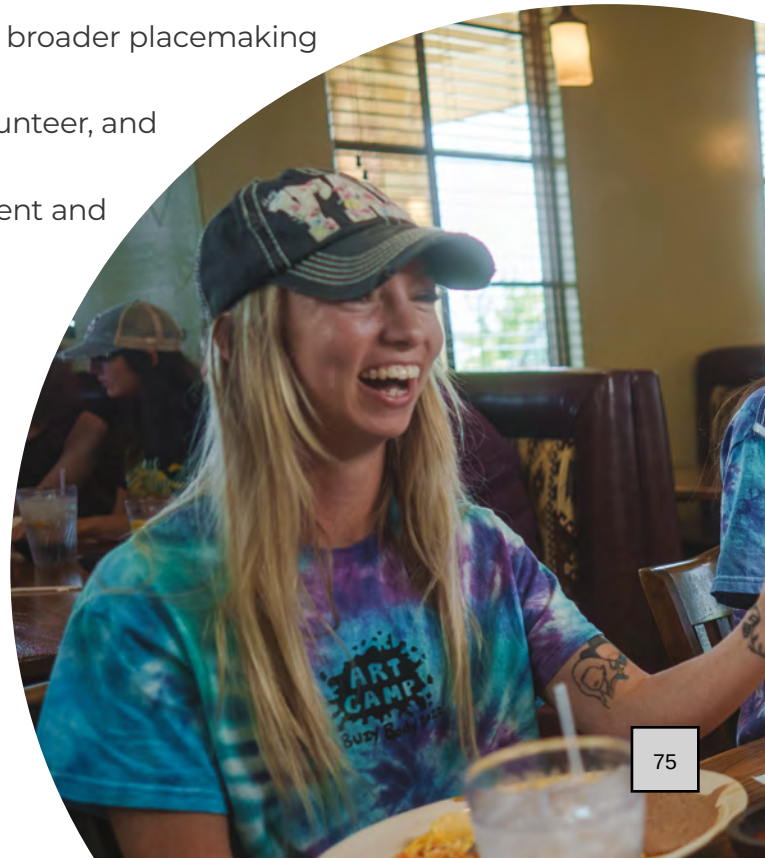
Launch a Sanger Young Professionals initiative to support talent retention, professional networking, and leadership development.

WHY IT MATTERS:

Retaining talent requires more than job availability—it requires connection, visibility, and opportunity. As Sanger grows, there's a need to create stronger networks for young professionals and early-career residents. A Sanger Young Professionals initiative supports retention by fostering professional relationships, leadership development, and community engagement. For Sanger, this strategy helps ensure that emerging talent sees a future locally, strengthening both the workforce and the city's long-term civic leadership pipeline.

WHAT'S NEEDED?

- Partner with the Chamber to co-host young professional networking and engagement activities.
 - Leverages existing relationships and reduces the need for new staffing or infrastructure.
- Start with a small number of informal, recurring events focused on connection rather than programming.
 - Builds momentum and interest without overengineering the initiative.
- Align young professional activities with downtown events, Small Business Days, and community programming.
 - Integrates the initiative into Sanger's broader placemaking and economic development efforts.
- Use the initiative to surface leadership, volunteer, and board participation opportunities.
 - Creates a pipeline for civic engagement and future community leadership.
- Assess participation and interest before expanding the scope of the initiative.
 - Allows Sanger to scale the effort intentionally based on demand and capacity.





MEASURING IMPACT AND SUCCESS

SECTOR PARTNERSHIP ENGAGEMENT:

Track the number of active sector partnerships formed, employer participation in workforce roundtables, and placements of students or residents into Sanger-based jobs through partnership-supported pathways.

EDUCATION AND WORKFORCE ALIGNMENT:

Measure the number of CTE, credential, and training programs aligned with priority sectors, along with student participation and completion rates.

YOUNG PROFESSIONAL ENGAGEMENT:

Track participation in the Sanger Young Professionals initiative.

GOAL 4: DISTINCTLY SANGER

WE WILL STRENGTHEN SANGER AND ITS DOWNTOWN AS A DESTINATION THAT SUPPORTS LOCAL BUSINESSES, ATTRACTS TALENT, AND REFLECTS WHO WE ARE.

WHY IT MATTERS

Downtown, parks, and public spaces play an outsized role in how Sanger grows and how it is experienced. As the community expands, quality of place becomes a key economic asset—shaping where people choose to live, where small businesses locate, and how local dollars circulate. Investment in downtown and shared spaces supports entrepreneurship, encourages reinvestment, and creates gathering places that strengthen community identity. These places also matter for talent attraction and retention, particularly for families and younger workers who value walkability, character, and access to amenities.

By strengthening downtown and quality of place with intention, Sanger can reinforce its small-town character while supporting business growth, local pride, and a more resilient local economy.





STRATEGIES

- 4.1** Attract a curated mix of dining, entertainment, and hospitality that fits Sanger's scale, market, and small-town character.
- 4.2** Invest in tactical placemaking—lighting, murals, shade, seating, wayfinding, and pop-up uses—and façade improvements to quickly and visibly activate downtown, key corridors, and parks.
- 4.3** Develop a long-term, citywide placemaking and programming strategy to coordinate events, public art, and activation efforts.
- 4.4** Re-launch and empower the Downtown Business Committee with a clear role in activation, coordination, and business engagement.
- 4.5** Align park and public-space investments with destination-building, economic development, and Sanger's community identity.

STRATEGY 4.1

Attract a curated mix of dining, entertainment, and hospitality that fits Sanger's scale, market, and small-town character.

WHY IT MATTERS:

As Sanger grows, residents increasingly look for places to gather, dine, and spend time locally. Today, much of that discretionary spending leaves the community. A curated approach focuses on attracting dining, entertainment, and hospitality uses that are right-sized for Sanger and aligned with its character, rather than chasing generic or mismatched development. Done well, these uses strengthen quality of life, keep spending local, and reinforce Sanger as a place people choose to spend time—without compromising its small-town feel.

WHAT'S NEEDED?

- Engage a retail and entertainment advisor to identify a short list of dining, entertainment, and hospitality concepts that fit Sanger's scale and market.
 - Focuses effort on realistic, right-sized options rather than generic or aspirational retail lists.
- Use the advisor's input to define a clear "what fits Sanger" framework for dining and entertainment.
 - Provides guidance to staff, property owners, and prospects about the types of uses the city wants to attract.
- Conduct targeted outreach to operators and brokers representing priority concepts.
 - Moves from planning to action by actively pursuing uses aligned with Sanger's character.



STRATEGY 4.2

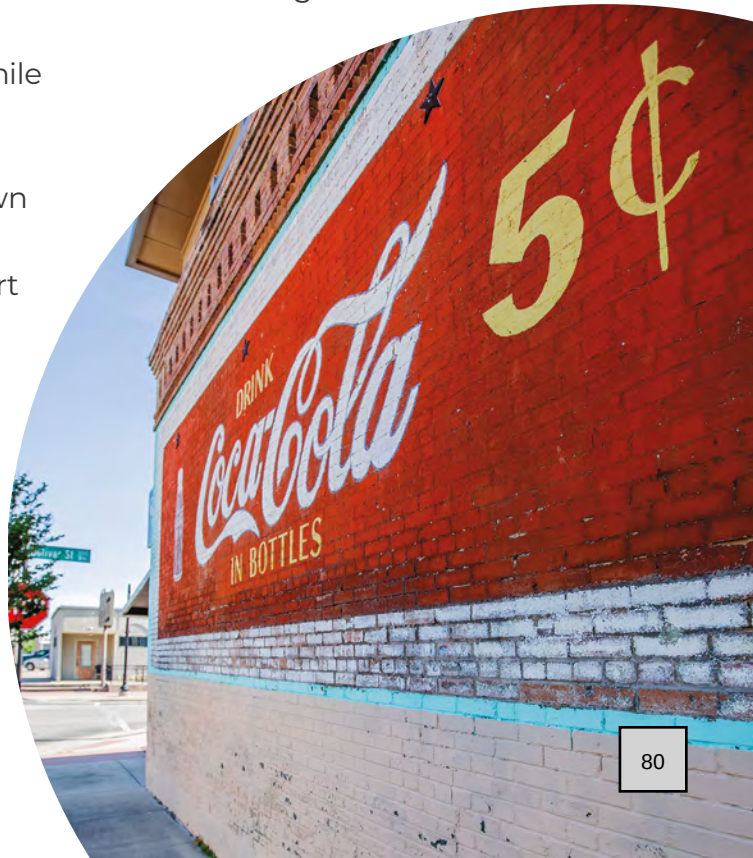
Invest in tactical placemaking—lighting, murals, shade, seating, wayfinding, and pop-up uses—and facade improvements to quickly and visibly activate downtown, key corridors, and parks.

WHY IT MATTERS:

Sanger's downtown, corridors, and parks have strong underlying assets, but many spaces lack visible signals of activity and momentum. Tactical placemaking and façade improvements offer a fast, cost-effective way to change how places feel and function. Lighting, murals, shade, seating, wayfinding, and pop-up uses can create immediate impact, encourage foot traffic, and build confidence among businesses and property owners. For Sanger, these visible improvements help demonstrate progress early and set the stage for longer-term reinvestment.

WHAT'S NEEDED?

- Deploy a toolkit of low-cost placemaking elements: lighting, murals, shade, seating, wayfinding, and pop-up uses.
 - Creates immediate activity and signals momentum without large capital investment.
- Launch a simple façade improvement program for downtown and priority corridor buildings.
 - Encourages private reinvestment and improves the overall appearance of key areas.
- Use temporary and pilot installations to test ideas before making permanent investments.
 - Allows Sanger to learn what works while minimizing risk.
- Coordinate placemaking investments with events, business recruitment, and downtown activation efforts.
 - Ensures physical improvements support broader economic development and destination goals.



STRATEGY 4.3

Develop a long-term, citywide placemaking and programming strategy to coordinate events, public art, and activation efforts.

WHY IT MATTERS:

Events, public art, and activation efforts are most effective when they are coordinated and intentional. A citywide placemaking and programming strategy provides a framework to align activities across downtown, corridors, and parks, ensuring that investments reinforce one another rather than operating in isolation. For Sanger, this approach creates consistency, supports year-round activity, and helps staff and partners focus resources where they have the greatest impact.

WHAT'S NEEDED?

- Consider engaging a placemaking and programming consultant to help develop a simple, citywide framework.
 - Provides expert guidance while keeping the effort focused, time-bound, and right-sized for Sanger.
- Use the framework to identify priority locations, signature event types, and desired forms of activation across downtown, corridors, and parks.
 - Creates shared direction without prescribing detailed programming.
- Create a coordinated annual calendar that aligns events, public art, and activation efforts citywide.
 - Improves visibility, avoids conflicts, and maximizes the impact of limited resources.
- Apply the framework to guide future investments in placemaking, public art, and programming.
 - Ensures new efforts consistently reinforce Sanger's identity and economic development goals over time.



STRATEGY 4.4

Re-launch and empower the Downtown Business Committee with a clear role in activation, coordination, and business engagement.

WHY IT MATTERS:

A successful downtown depends on strong collaboration between the city and the businesses that operate there. Re-launching the Downtown Business Committee with a clear role gives downtown businesses a formal voice in activation, coordination, and engagement. This structure helps align public investment with private effort, improves communication, and builds shared ownership of downtown's future. For Sanger, an empowered committee ensures downtown strategies are informed by on-the-ground experience and sustained over time.

WHAT'S NEEDED?

- Define a clear purpose, scope, and set of responsibilities for the Downtown Business Committee.
 - Establishes focus and prevents mission drift.
- Reconstitute the committee with a targeted mix of downtown business owners, property owners, and key partners.
 - Ensures the right voices are at the table and keeps the group manageable.
- Convene the Downtown Business Committee on a quarterly basis.
 - Creates a predictable rhythm for coordination and decision-making without overburdening members or staff.
- Align the committee's work with downtown activation, event coordination, and business engagement priorities.
 - Connects committee efforts directly to visible outcomes.
- Use the committee as a sounding board for placemaking investments, programming, and recruitment efforts.
 - Strengthens alignment between public action and private investment.



STRATEGY 4.5

Align park and public-space investments with destination-building, economic development, and Sanger's community identity.

WHY IT MATTERS:

Parks and public spaces play a central role in how people experience Sanger. When designed and programmed intentionally, these spaces support events, attract visitors, and encourage nearby private investment. Aligning park improvements with destination-building ensures public spaces contribute to economic vitality as well as recreation. For Sanger, this approach strengthens community identity, enhances family-friendly amenities, and positions parks as active drivers of downtown and corridor success.

WHAT'S NEEDED?

- Use Type B EDC funding strategically to support public-space improvements that enable programming and visitation.
 - Aligns capital investments with economic outcomes such as foot traffic, events, and business activity.
- Prioritize park and public-space projects that can support regular programming, events, and community gatherings.
 - Maximizes return on investment by pairing physical improvements with ongoing use.
- Coordinate capital investments with programming, maintenance, and activation plans.
 - Ensures spaces are not only built, but actively used and supported over time.
- Evaluate public-space investments based on their contribution to destination-building and economic vitality.
 - Keeps Type B investments disciplined and aligned with Sanger's long-term priorities.





MEASURING IMPACT AND SUCCESS

DOWNTOWN AND DESTINATION ACTIVATION MILESTONES:

Track completion of priority activation actions, including (a) re-launch of the Downtown Business Committee, (b) adoption of a citywide placemaking and programming strategy, and (c) initial tactical placemaking in downtown and key corridors.

DOWNTOWN BUSINESS AND HOSPITALITY ACTIVITY CITYWIDE:

Track the number of new or expanded dining, entertainment, and hospitality businesses downtown and throughout the city.

PLACEMAKING AND PROGRAMMING IMPLEMENTATION:

Count completed tactical placemaking projects (e.g., murals, lighting, seating, wayfinding, pop-ups) and the number of recurring events or programs activated annually.

PARK AND PUBLIC-SPACE LEVERAGING:

Track public investments in parks and public spaces tied to events, visitation, and community use, including increases in programming and attendance.

PRIVATE INVESTMENT AND PROPERTY REINVESTMENT:

Track downtown property improvements, tenant buildouts, and reinvestment activity following public placemaking and activation efforts.

DOWNTOWN PERCEPTION AND IDENTITY:

Use periodic resident and business surveys to track changes in perceptions of downtown Sanger as a place to gather, spend time, and bring visitors.

GOAL 5: TELLING SANGER'S STORY

WE WILL CLEARLY PROMOTE SANGER'S ECONOMIC OPPORTUNITY STORY ACROSS NORTH TEXAS AND BEYOND.

WHY IT MATTERS

Sanger is increasingly part of a much larger conversation in North Texas. As growth accelerates across the region, communities that clearly articulate who they are and what they offer are better positioned to attract employers, investment, and partners that align with their goals. Sanger has a strong story to tell—about its workforce, its schools, its small businesses, and its quality of place—but that story is not always visible beyond the community. Promoting a clear and consistent economic opportunity narrative helps Sanger compete more effectively, build awareness among decision-makers, and reinforce local confidence.

Telling Sanger's story with intention ensures the city is recognized not just for where it is, but for where it is headed.





STRATEGIES

- 5.1** Develop a marketing platform and campaigns to support Sanger's economic development.
- 5.2** Invest in a destination development program and materials to attract visitors to Sanger.
- 5.3** Activate a Sanger ambassadors initiative to share authentic community stories and experiences.
- 5.4** Create a "Why Sanger" pitch for site selectors and prospects, focused on workforce, readiness, and fit.
- 5.5** Establish regular economic development updates, including an annual community convening.

STRATEGY 5.1

Develop a marketing platform and campaigns to support Sanger's economic development.

WHY IT MATTERS:

Sanger competes for attention in a crowded North Texas market where communities with clear, consistent messaging are more likely to attract employers, investment, and visitors. While Sanger has strong assets—workforce, location, and community character—those strengths are not always communicated clearly or consistently. A defined marketing platform provides a shared foundation for how Sanger presents itself, ensuring that economic development messaging is aligned across the city, EDC, and partners. For Sanger, a clear platform increases visibility, credibility, and recognition with prospects and stakeholders.

WHAT'S NEEDED?

- Define a clear, simple economic development message that explains why Sanger is competitive and who it is for.
 - Creates a shared foundation for outreach without overbranding.
- Develop a small set of core marketing materials, including a one-page overview and basic digital content.
 - Gives staff practical tools to use in business recruitment and outreach.
- Align messaging across the city, EDC, and partner organizations.
 - Ensures consistency without requiring new processes or approvals.
- Deploy targeted, low-cost campaigns focused on priority sectors and audiences.
 - Extends reach while staying within staff and budget capacity.



STRATEGY 5.2

Invest in a destination development program and materials to attract visitors to Sanger.

WHY IT MATTERS:

Destination development supports both quality of life and economic vitality by encouraging people to spend time—and dollars—in the community. Clear, accessible materials that highlight Sanger's events, places, and experiences help convert interest into visitation. For Sanger, investing in destination development supports local businesses, strengthens community pride, and reinforces the city's role as a place worth visiting rather than just passing through.

WHAT'S NEEDED?

- Work with the destination marketing consultant to translate the destination strategy into a short list of priority actions.
 - Ensures the consultant's work leads directly to implementation.
- Focus initial investment on a small number of high-impact destination programs and materials identified through the consultant's recommendations.
 - Keeps efforts targeted and manageable.
- Develop practical destination materials, including digital content and basic wayfinding, to support visitor experience.
 - Helps convert interest into visitation.



STRATEGY 5.3

Activate a Sanger ambassadors initiative to share authentic community stories and experiences.

WHY IT MATTERS:

Authentic stories are often the most effective way to communicate what makes a place special. Residents, business owners, and community leaders are natural ambassadors who can share Sanger's story in ways that feel credible and personal. A formal ambassadors initiative helps organize and amplify these voices, ensuring Sanger's narrative is shared consistently and positively. For Sanger, this approach builds pride internally while extending the city's reach externally through trusted messengers.

WHAT'S NEEDED?

- Identify a small, diverse group of local ambassadors, including business owners, community leaders, and engaged residents.
 - Ensures Sanger's story is shared through credible, authentic voices.
- Provide ambassadors with simple messaging and materials that highlight Sanger's assets, events, and opportunities.
 - Keeps storytelling consistent without scripting or overproducing.
- Invite ambassadors to participate in key events, site visits, and community activities.
 - Creates organic opportunities to share Sanger's story with visitors and prospects.
- Use city and EDC channels to amplify ambassador stories and experiences.
 - Extends reach while keeping the initiative low-cost and easy to maintain.
- Refresh and expand the ambassador group periodically.
 - Keeps participation broad and sustains momentum over time.



STRATEGY 5.4

Create a “Why Sanger” pitch for site selectors and prospects, focused on workforce, readiness, and fit.

WHY IT MATTERS:

Site selectors and business prospects make decisions quickly and rely on clear, concise information. A focused “Why Sanger” pitch helps prospects understand where the city fits in the market—highlighting workforce availability, site readiness, infrastructure, and overall fit. For Sanger, a well-defined pitch improves competitiveness by making it easier for decision-makers to see the value proposition and move forward with confidence.

WHAT’S NEEDED?

- Define a concise value proposition focused on workforce availability, site readiness, and market fit.
 - Helps prospects quickly understand why Sanger is competitive.
- Develop a short, standardized pitch deck or one-page brief for site selectors and prospects.
 - Gives staff a consistent, professional tool for outreach and meetings.
- Align the pitch with Sanger’s target sectors and available sites.
 - Ensures messaging matches what Sanger can realistically deliver.
- Use the pitch consistently in attraction, BRE, and broker engagement conversations.
 - Reinforces clarity and credibility across all prospect-facing efforts.



STRATEGY 5.5

Establish regular economic development updates, including an annual community convening.

WHY IT MATTERS:

Economic development is most effective when it is transparent and widely understood. Regular updates and an annual convening create opportunities to share progress, highlight wins, and align stakeholders around priorities. For Sanger, consistent communication builds trust, reinforces accountability, and ensures residents, businesses, and partners understand how economic development efforts are shaping the city's future.

WHAT'S NEEDED?

- Provide brief, consistent economic development updates to city leadership and stakeholders on a regular schedule.
 - Builds transparency and keeps decision-makers informed without creating a reporting burden.
- Share periodic public updates highlighting progress, milestones, and upcoming priorities.
 - Keeps the community informed and reinforces accountability.
- Host an annual economic development convening focused on progress, priorities, and partnerships.
 - Creates a clear moment each year to align stakeholders and celebrate momentum.





MEASURING IMPACT AND SUCCESS

BRAND AWARENESS AND ENGAGEMENT:

Track digital metrics including website traffic, social media engagement, email open rates, and inbound business inquiries generated by Sanger's marketing and storytelling efforts.

BUSINESS ATTRACTION OUTREACH ACTIVITY:

Count site selector touchpoints, trade show participation, marketing material downloads, and business leads generated through targeted sector campaigns.

VISITORS AND DESTINATION DEVELOPMENT:

Monitor Sanger's visibility in destination-oriented media and digital channels.

06 ACKNOWLEDGMENTS

CITY COUNCIL

THOMAS MUIR
MAYOR

GARY BILYEU
MAYOR PRO TEM

MARISSA BARRETT
CITY COUNCIL MEMBER

JOSH BURRUS
CITY COUNCIL MEMBER

ALLEN CHICK
CITY COUNCIL MEMBER

VICTOR GANN
CITY COUNCIL MEMBER



SANGER INDUSTRIAL DEVELOPMENT CORPORATION

JOFREE FINCHER
TYPE A - BOARD PRESIDENT

SUE ALLISON
TYPE A - VICE PRESIDENT

SHANNON GANN
TYPE A BOARD MEMBER

NANCY MCALISTER
TYPE A BOARD MEMBER

GREG TAYLOR,
TYPE A BOARD MEMBER

SANGER TX DEVELOPMENT CORPORATION

JOHN PAYNE
TYPE B - BOARD PRESIDENT

EDDIE PIERCY
TYPE B - VICE PRESIDENT

LEE ALLISON
TYPE B BOARD MEMBER

CARRIE BILYEU
TYPE B BOARD MEMBER

DENNIS DILLON
TYPE B BOARD MEMBER

MATT FULLER
TYPE B BOARD MEMBER

BEVERLY HOWARD
TYPE B BOARD MEMBER

STAFF

SHANI BRADSHAW
DIRECTOR OF ECONOMIC DEVELOPMENT

RAMIE HAMMONDS
DIRECTOR OF DEVELOPMENT SERVICES

MORGAN MILLER, ECONOMIC
DEVELOPMENT COORDINATOR



06. ACKNOWLEDGMENTS(CONT)

STAKEHOLDERS

CHANCE & KELSI
BANNAHAN, OWNERS, BNB STONE
TONA BATIS
PRESIDENT,
SANGER HISTORICAL SOCIETY
TODD & VANESSA BENSON
OWNERS, UPTOWN RAIL BREWERY
WALTER CROMWELL
GENERAL MANAGER, BABES CHICKEN
LEONARD DODSON
OWNER, PEPPER BELLY BBQ
JENNIE FLAA
DEPUTY SCHOOL SUPERINTENDENT
VALERIE FOSTER
EXECUTIVE DIRECTOR,
SANGER EDUCATION FOUNDATION
DREW HALL,
BROKER AND REALTOR,
HALL REAL ESTATE
JACOB JIMENEZ,
SR. WORKFORCE DEVELOPMENT &
INDUSTRY COORDINATOR,
WORKFORCE SOLUTIONS

CHRISTY LARA
DIRECTOR OF PUBLIC RELATIONS,
TOM THUMB
DONNY MACK
OWNER, BEAVER BUILDERS
STACY MCCOLLOM
VICE PRESIDENT,
SANGER AREA CHAMBER OF COMMERCE
SHAWN POLK
OWNER, GLEN POLK CHEVROLET
TRENT POLK
OWNER, GLEN POLK CHEVROLET
CARIE ROY
PRESIDENT,
SANGER AREA CHAMBER OF COMMERCE
KELLY TINGLE
OWNER, DOLLHOUSE SALON
MELISSA WARREN
HR PEOPLE PARTNER,
WALMART DISTRIBUTION CENTER
DAWN WERNIMONT
OWNER, STITCH & MOORE

07 APPENDIX: CASE STUDIES

GEORGETOWN, TEXAS

Georgetown aligned land, incentives, and BRE to attract high-quality manufacturing employers.

Georgetown's economic growth strategy focused on attracting advanced manufacturing and industrial employers that offered quality jobs, strong wages, and long-term stability. Rather than chasing volume, the city aligned industrial sites, infrastructure investment, and incentives to support employers that fit its workforce and community values.

WHAT THEY DID AND ACHIEVED

- Targeted advanced manufacturing and industrial services firms aligned with regional supply chains.
- Prepared and marketed shovel-ready sites supported by infrastructure and utility investment.
- Deployed performance-based incentives tied to job quality and capital investment.
- Implemented a proactive BRE program to support expansions by existing employers.

Together, these moves positioned Georgetown as a competitive alternative to larger Metroplex locations while maintaining fiscal discipline.

WHY IT MATTERS FOR SANGER

Georgetown demonstrates how a growing city can attract advanced manufacturing by aligning land use, incentives, and BRE around quality jobs—not scale alone. Sanger can apply this approach to compete for supplier-side manufacturing and industrial services without overbuilding or overextending.

TEMPLE, TEXAS

Temple leveraged logistics access and employer relationships to grow quality traded-sector jobs.

Temple built its economic strategy around advanced logistics, manufacturing, and health care-adjacent employers by capitalizing on its transportation access and strong workforce base. The city emphasized long-term employer relationships and expansion over one-off recruitment wins.

WHAT THEY DID AND ACHIEVED

- Focused recruitment on advanced logistics and manufacturing tied to regional demand.
- Used a structured BRE program to identify expansion opportunities and supplier needs.
- Coordinated land use and infrastructure investments around employment centers.
- Applied targeted incentives to support reinvestment and job creation.

This approach generated sustained job growth while strengthening Temple's tax base.

WHY IT MATTERS FOR SANGER

Temple shows how a city can use BRE and logistics positioning to grow quality employment incrementally. For Sanger, this reinforces the value of pairing tech-enabled logistics attraction with ongoing employer engagement and site readiness.

STEPHENVILLE, TEXAS

Stephenville leveraged its university and health care assets to grow applied health and local medical services.

Stephenville aligned economic development, health care expansion, and university assets to strengthen both local health care access and applied health employment. Rather than positioning itself as a major medical hub, the city focused on health care facilities, outpatient services, and health-adjacent employers that could scale alongside Tarleton State University.

WHAT THEY DID AND ACHIEVED

- Supported expansion of local health care facilities to meet growing community demand.
- Leveraged proximity to Tarleton State University to attract applied health, training, and health-adjacent employers.
- Coordinated land use and infrastructure near medical and education assets to support future growth.
- Used targeted incentives selectively to accelerate health care and applied health investment.

Together, these actions strengthened health care access while creating stable, higher-quality employment tied to education and workforce pipelines.

WHY IT MATTERS FOR SANGER

Stephenville demonstrates how a smaller, university-adjacent city can pair health care services with applied health growth—without chasing large-scale medical districts. For Sanger, this reinforces a strategy that meets local health care needs while attracting UNT-connected applied health and administrative employers as they grow and scale.

BUDA, TEXAS

Buda built a thriving small business ecosystem by investing in local entrepreneurs and community-centered places.

Buda has become one of Texas's most compelling small-city examples of nurturing local entrepreneurs and activating remote workers. With a growing population of professionals, the city recognized that its talent base was its greatest asset—and invested early in places, programs, and partnerships that supported local business formation.

WHAT THEY DID AND ACHIEVED

- Created the Buda Innovation Hub, providing co-working, meeting space, and entrepreneur programming.
- Invested in downtown revitalization and placemaking, turning Main Street into a

platform for small business success.

- Launched small business support programs offering mentorship, technical assistance, and access to local lenders.
- Developed partnerships with regional universities and chambers to support remote workers and emerging entrepreneurs.
- Positioned creative businesses, makers, and local founders as a core part of the city's identity.

Buda turned its influx of talent into a base of entrepreneurs, remote workers, and locally grown firms—strengthening both the economy and civic culture.

WHY IT MATTERS FOR SANGER

Buda shows how a suburban community can transform remote workers and new residents into local innovators by providing space, support, and a sense of belonging. Sanger can replicate this by creating an innovation hub, activating corridors, and making entrepreneurship central to the city's identity.

BASTROP, TEXAS

Bastrop delivered concierge-style business support to simplify starting and growing a business.

Bastrop's EDC focused on making City Hall easier to navigate for entrepreneurs and small businesses. Rather than relying solely on incentives, the city emphasized clear guidance, personal relationships, and proactive support.

WHAT THEY DID AND ACHIEVED

- Implemented concierge-style business navigation for permitting and start-up support.
- Coordinated across departments to reduce confusion and delays for entrepreneurs.
- Proactively engaged small businesses to identify challenges early.
- Built trust between the city and the small business community.

This approach improved the business climate without significant new spending.

WHY IT MATTERS FOR SANGER

Bastrop demonstrates that small cities can materially improve their business environment through high-touch, relationship-based support. For Sanger, this validates a concierge-level navigation model as a core small business service.

KYLE, TEXAS

Kyle implemented a proactive small business visitation and support program to strengthen its local business base.

Kyle's EDC prioritized consistent, relationship-based engagement with small and mid-sized businesses as a core economic development function. Rather than focusing only on attraction, the city invested in regular outreach, early problem-solving, and clear communication with local employers.

WHAT THEY DID AND ACHIEVED

- Launched a structured small business visitation program led by the EDC.
- Used visits to identify operational challenges, growth barriers, and expansion opportunities.
- Connected businesses to permitting support, workforce resources, and financing assistance.
- Built stronger trust and two-way communication between the city and local businesses.

Together, these actions improved retention and positioned the EDC as a reliable partner for local employers.

WHY IT MATTERS FOR SANGER

Kyle demonstrates how a growing Texas city can support small businesses through systematic outreach rather than one-off programs. For Sanger, this reinforces the value of a proactive visitation model that strengthens relationships, surfaces issues early, and supports business retention without relying on downtown-centric strategies.

SHERMAN, TEXAS

Sherman aligned workforce pathways to support advanced manufacturing growth.

Sherman paired aggressive manufacturing recruitment with intentional workforce development to ensure residents could access newly created jobs locally. Workforce alignment was treated as a core economic development function, not a parallel effort.

WHAT THEY DID AND ACHIEVED

- Partnered with advanced manufacturing employers to define skill and credential needs.
- Aligned ISD CTE programs with manufacturing and industrial career pathways.
- Expanded local training capacity through close coordination with Grayson College.
- Used workforce readiness as a competitive advantage in business attraction and expansion.

Together, these actions enabled Sherman to support large-scale manufacturing growth while strengthening local employment outcomes.

WHY IT MATTERS FOR SANGER

Sherman demonstrates how a North Texas city can align CTE, community college access, and employer demand to create clear pathways into quality manufacturing jobs. For Sanger, this reinforces a strategy focused on connecting residents to local jobs as industrial and logistics employers grow.

TYLER, TEXAS

Tyler leveraged applied health and health care partnerships to expand local career pathways.

Tyler positioned health care as both a critical community service and a major employment engine. By aligning hospitals, training providers, and workforce partners, the city expanded access to health care careers while supporting long-term economic stability.

WHAT THEY DID AND ACHIEVED

- Partnered with health care employers to identify workforce needs across clinical and support roles.
- Expanded access to health care training and credentials through local education partners.
- Supported applied health pathways tied to administration, data, and health services.
- Strengthened retention by creating visible local career ladders in health care.

These efforts increased workforce participation while reinforcing health care as a stable, recession-resistant employment base.

WHY IT MATTERS FOR SANGER

Tyler shows how applied health and health care can support both local service needs and workforce participation. For Sanger, this validates investing in health care-aligned training and partnerships that create accessible local jobs while improving community well-being.

GRAPEVINE, TEXAS

Grapevine built a destination downtown by aligning dining, events, and public spaces around a strong local identity.

Grapevine focused on creating a downtown experience rooted in its small-town character, using curated dining, hospitality, and year-round programming to attract residents and visitors. Rather than relying on large-scale redevelopment, the city emphasized incremental activation and business-led engagement.

WHAT THEY DID AND ACHIEVED

- Attracted a curated mix of restaurants, hospitality, and entertainment aligned with local character.
- Invested in public spaces, streetscapes, and wayfinding to support walkability and activation.
- Used events and programming to create repeat visitation throughout the year.
- Empowered downtown businesses to play a lead role in activation and coordination.

Together, these efforts positioned downtown Grapevine as a regional destination while preserving its identity.

WHY IT MATTERS FOR SANGER

Grapevine shows how a Texas city can build a destination downtown without losing its small-town feel. For Sanger, this reinforces focusing on curated uses, visible placemaking, and business-led activation rather than large-scale redevelopment.

WAXAHACHIE, TEXAS

Waxahachie used tactical placemaking and façade investments to visibly activate downtown.

Waxahachie's downtown strategy focused on low-cost, high-impact improvements that signaled momentum and encouraged private reinvestment. The city paired façade improvements with public art, lighting, and streetscape upgrades to create an inviting environment for businesses and visitors.

WHAT THEY DID AND ACHIEVED

- Implemented façade grant programs to support small business reinvestment.
- Deployed murals, lighting, and streetscape improvements to enhance downtown character.
- Used tactical placemaking to test ideas and build early momentum.
- Coordinated public investments with downtown business engagement.

These efforts improved downtown perception and catalyzed additional private investment.

WHY IT MATTERS FOR SANGER

Waxahachie demonstrates how targeted placemaking and façade investments can quickly change how downtown feels and functions. For Sanger, this reinforces using visible, incremental improvements to activate downtown and support local businesses.

MCKINNEY, TEXAS

McKinney built a clear, named brand platform to align economic development, destination, and community storytelling.

McKinney recognized that growth alone was not a strategy. The city and EDC developed a unifying brand platform—"Unique by Nature"—to consistently communicate what differentiates McKinney to residents, visitors, and employers.

WHAT THEY DID AND ACHIEVED

- Deployed the "Unique by Nature" platform across EDC marketing, destination materials, and site selector outreach.
- Created consistent messaging for employers, developers, and residents.
- Equipped civic leaders, businesses, and partners to act as brand ambassadors.
- Used the platform to support business attraction, talent retention, and community pride.
- Reinforced transparency and trust through regular public communication.

Together, these efforts gave McKinney a recognizable, repeatable story that scaled with growth.

WHY IT MATTERS FOR SANGER

McKinney shows the value of a named, durable brand platform that goes beyond a slogan. For Sanger, the lesson is not scale, but discipline: a clear "Why Sanger" story that can be used by the city, EDC, residents, and site selectors without changing the message every time.

PROSPER, TEXAS

Prosper used a named brand platform to guide rapid growth and align economic development messaging.

As Prosper experienced rapid population and investment growth, city leaders recognized the need for a clear, shared story to guide decisions and communicate expectations. The city and EDC aligned around a brand platform—“Prosper with a Purpose”—to signal that growth would be intentional, values-driven, and aligned with long-term community goals.

WHAT THEY DID AND ACHIEVED

- Used “Prosper with a Purpose” consistently across economic development, planning, and destination messaging.
- Clarified expectations for developers, employers, and site selectors.
- Equipped elected officials and staff to tell a consistent growth story.
- Reinforced transparency and trust during a period of rapid change.

Together, these actions helped Prosper manage growth while maintaining a clear community identity.

WHY IT MATTERS FOR SANGER

Prosper demonstrates how a fast-growing Texas city can use a named brand platform to keep growth aligned with community priorities. For Sanger, the lesson is that a strong “Why Sanger” story can guide decisions and communication before growth accelerates.



CITY COUNCIL COMMUNICATION

DATE: July 20, 2026

FROM: John Noblitt

AGENDA ITEM: Consideration and possible action authorizing the staff to issue a Request for Qualifications (RFQ) for City Attorney Services.

SUMMARY:

- In June 2024, the City retained Brown & Hofmeister LLP to provide legal services during the transition following the departure of the former City Attorney.
- The City currently utilizes multiple municipal law firms to provide specialized legal services for various operational and regulatory matters.
- Since the departure of the staff attorney, the City has not conducted a Request for Qualifications (RFQ) for comprehensive legal services.
- Issuing an RFQ will provide the opportunity to evaluate the City's current and future legal service needs and establish a long-term legal services strategy that supports continued growth.
- Staff believes the City may benefit from consolidating appropriate legal services under a single municipal law firm with broad expertise while maintaining access to specialized counsel as needed.

FISCAL INFORMATION:

Staff has budgeted funds to cover legal services.

RECOMMENDED MOTION OR ACTION:

Authorize staff to proceed with the Request for Qualifications (RFQ) for City Attorney Services.

ATTACHMENTS:

Request for Qualifications (RFQ) for City Attorney Services.



REQUEST FOR QUALIFICATIONS (RFQ)
AND
STATEMENT OF QUALIFICATIONS
CITY ATTORNEY SERVICES
FOR THE CITY OF SANGER

RFQ-2026-02

DUE DATE: AUGUST 19, 2026, AT 4:00 PM

CITY OF SANGER, TEXAS
502 Elm Street
Sanger, Texas 76266
<https://www.cityofsangertexas.org>

I. Purpose

The City of Sanger, a Home Rule Municipality, is soliciting a Statement of Qualifications (SOQ) from experienced Professional Legal Firms for the purpose of providing City Attorney services to the City of Sanger on a contractual basis.

The firm/individual will be tasked with providing general municipal counsel, basic legal services, guidance on special projects, and advice to the City Council. The City requests that one attorney be designated as the point of contact or lead attorney.

II. Services Required

The firm/individual selected is to possess a Juris Doctorate from an accredited law school by the American Bar Association, a license to practice law in the State of Texas, and be a member in good standing with the Texas Bar. Five (5) years of experience in legal services for Texas municipalities with a comprehensive knowledge of municipal law, municipal finance, personnel law, and employment law, as well as land use and regulation, is required. Approved as defense counsel for the Texas Municipal League Intergovernmental Risk Pool is preferred.

Basic legal services required include:

- a. Providing a variety of proactive, high-quality and timely legal opinions to the City Council and City Staff;
- b. Reviewing and drafting ordinances, resolutions, contracts, agreements, deeds, and easements;
- c. Negotiating and administering contracts, as well as assisting with the resolution of contractual disputes;
- d. Providing timely advice regarding government operations, elections, open meetings, public information, including utilizing the city's software management system (JustFOIA), writing Attorney Opinion letters, City Ordinances, State law, property matters, and real estate matters, including annexation, zoning, and condemnation;
- e. Providing proactive legal counsel on issues pertaining to personnel policies and procedures and providing counsel in all compliance employment matters such as, but not limited to, state and federal employment law, Workers Compensation, EEOC, FLSA, FMLA, and OSHA requirements;
- f. Reviewing agendas and materials for the City Council meeting, preparing legal advice;
- g. Attending regular meetings of the City Council and occasional special meetings. (Generally two regular meetings monthly – typically the 1st and 3rd Monday – Tuesday, if holiday on Monday);
- h. Attending Board and Commission meetings only on an “as – needed” basis;
- i. Staying abreast and informing the City of new or proposed State and Federal legislations affecting the City;
- j. Knowledge of Texas Public Information Act and Texas Open Meeting Act;

- k. Knowledge of the creation of Public Improvement Districts (PID), Municipal Utility Districts (MUD), Tax Increment Reinvestment Zones (TIRZ), and Municipal Management Districts (MMD);
- l. Knowledge of laws and methods to facilitate effective code enforcement to improve deteriorating areas in the City, including demolition procedures and property maintenance code provisions;
- m. Providing counsel and advice to City Council, Staff, and Boards and Commissions;
- n. Assisting City Officials and employees to maintain awareness of ethical standards and appearance of fairness standards, and to avoid potential conflicts of interest, prohibited transactions, and the appearance of prohibited transactions; and
- o. Providing prosecutor services for the municipal court.

III. Proposal Requirements

Each Statement of Qualifications (SOQ) must address, but does not need to be limited to the following issues:

- 1. Introductory letter with a general description and background of the firm and the services it provides. The letter should indicate your firm's understanding of the scope and requirements relating to this proposal. A person who is authorized by the organization to enter into an agreement with the City of Sanger will sign the letter.
- 2. Firm or individual name, including the owner, address, and telephone number. Provide the address of all firm offices, identifying in which office the work will be performed, the number of years of continuous operation under the current law firm name, and if less than ten years, provide the former name of the firm.
- 3. Attach a list of Principals in the firm. Include a biographical sketch of each, including education, years of experience, years of municipal law experience, and any areas of specialty within the field of municipal law.
- 4. Provide the name and complete resume of the assigned Attorney who will have primary responsibility for the City of Sanger's legal matters.
- 5. Provide a list of attorneys who will provide services to the City. Include a description of these attorneys' education, years of legal experience, years of municipal legal experience, and any areas of specialty within the field of municipal law.
- 6. Provide a complete list of all current municipal clients, including email and phone contact information. Please identify five clients that you think are most comparable to the City of Sanger.
- 7. If your firm has represented a city in the last five years, that you no longer serve as City Attorney, please provide the following information:
 - a. Name of the city.

- b. Name of City Manager (or appropriate reference) and contact information.
 - c. Explanation regarding why you no longer represent that city.
8. Provide a brief summary of the firm's experience in each of the following areas and your strategy for managing those areas in which your firm does not have experience and would be required to outsource:
- Business contracts and agreements.
 - Bidding and procurement.
 - Ordinances and resolutions.
 - Real estate matters, including condemnations, platting, deeds, and easements.
 - Subdivision Regulations.
 - Zoning matters.
 - Annexation and Extraterritorial Jurisdiction issues.
 - Election procedures and law.
 - Eminent Domain.
 - Open Meetings and Public Information Acts.
 - State law as it pertains to municipalities.
 - Personnel matters, including non-civil service police and fire.
 - Zoning and development processes.
 - Economic development incentives, including Chapter 380 provisions.
 - Economic development corporations.
 - Tax Increment Reinvestment Zones.
 - Police and Public Safety specialty law.
 - Special Districts (e.g. MDD; PID, MUD, etc...)
 - Utility districts, water supply corporations, and emergency service districts.
 - Charter and charter amendments.
 - Municipal Court Prosecution of Class C Misdemeanor cases.
9. Please list any client that you currently represent that could cause a potential conflict of interest with the City of Sanger. Describe how you would resolve these current or future potential conflicts of interest.
10. If your firm has represented any client in the past fifteen years against the City of Sanger or one of its employees, please describe the case(s).
11. If you have filed any litigation in the last five years in which a municipality or the Texas Municipal League was a defendant, please describe the case(s).
12. Any other items that the firm/individual deems necessary. Each submittal should also provide a summary detailing the experience and understanding of the role of providing consulting legal services, including how the City Attorney balances the relationship between the Mayor and Council as well as the City Manager and staff.
13. The proposing firm must have all professional licenses required by the State of Texas to provide the services that are required. Proof of these licenses must be included as a part of the submittal.

14. Demonstrate methodologies that your firm has used in the past to create efficiencies in the delivery of your services, thus reducing costs to your clients. Examples might be remote participation in meetings, reduced rates for travel time, use of paralegals for some services, etc. Propose how those efficiencies might be applied to Sanger.
15. The firm must utilize computer equipment, software and systems compatible with the current City computer equipment, software (Microsoft 365), and systems.

IV. Evaluation Process

The City reserves the right to accept or reject any and all submissions in the best interest of the City. In connection with the evaluation, the City may invite one or more applicants to make an oral presentation to the City Council at a time and location to be announced and may require the submission of supplemental material intended to substantiate or clarify information previously submitted.

The following information will be taken into consideration during the evaluation process:

- Meets qualifications identified in the Request for Qualifications.
- Proposals included complete and clear responses to items.
- Demonstrated expertise in municipal law as outlined in Section III, Question 7.
- Available support staff and range of services offered.
- Demonstration of workload and a level of experience commensurate with the level of service required by the City.

The professional reputation for providing high-quality services, ability to work cooperatively with the City Council, City Manager, City staff and demonstrates sound judgment, integrity, and reliability as determined by the references provided.

Based on the Council's review of submittals, it is expected that several firms may be shortlisted for further consideration and may be required to submit supplemental information. Additionally, the selected firm(s) may be required to make a presentation before the Mayor and City Council.

Interviews of short-listed firms will be scheduled.

All responses submitted become the property of the City of Sanger and are subject to the Public Information Act (Texas Government Code Chapter 552). All documentation shall be open for public inspection, except for trade secrets and confidential information identified by the firm as such. All confidential information should be specifically and conspicuously marked as such in red. The City of Sanger will follow all requirements and procedures in the Public Information Act when responding to requests for disclosure of documents.

V. Contract award

The contract will be awarded for an initial period of three years with one-year renewals. The agreement will then be automatically renewed for additional one-year periods unless terminated by either party. However, the City Attorney shall work at the pleasure of the Sanger City Council, and nothing herein shall limit their ability to terminate the contract at will with no notice or penalty.

All costs directly or indirectly related to the preparation of a response to this RFQ or any oral presentation required to supplement and/or clarify the RFQ, which may be required, shall be the sole responsibility of and shall be borne by your firm. There is no expressed or implied obligation on the part of the City of Sanger to reimburse responding firms for any expenses incurred in preparing or presenting a Statement of Qualifications in response to this request.

The City reserves the right to require additional technical and pricing information, have discussions with Respondents regarding all elements that comprise the Respondents' proposals, to accept all or part of any proposal, to reject any or all proposals, and to resolicit for proposals.

VI. Inquiries

Respondents shall direct all inquiries and communications concerning this Request for Qualifications to the Point of Contact listed below:

Release Project Date: July 25, 2026

Question Submission Deadline: August 5, 2026

Question Response Deadline: August 12, 2026

Response Submission Deadline: August 19, 2026, 2:00pm

Proposals received after the deadline stated herein will not be considered for the award of the contract and shall be considered void and unacceptable.

NOTE: Proposals must be received via OpenGov.



CITY COUNCIL COMMUNICATION

DATE: July 21, 2025

FROM: Clayton Gray, Chief Financial Officer

AGENDA ITEM: Consideration, acknowledgement, and acceptance of the Federal Single Audit Report from BrooksWatson & Co. for the fiscal year ending September 30, 2025.

SUMMARY:

- During Fiscal Year 2024–2025, the City expended \$3,367,414 in funding received through the Texas Department of Transportation (TxDOT) for construction projects on FM 455 and IH 35. City management was not aware that a portion of the state funding was derived from federal sources.
- During the audit of the City's financial statements for the fiscal year ended September 30, 2025, BrooksWatson & Co. determined that a Single Audit was required due to the expenditure of federal funds and conducted the audit in accordance with applicable federal requirements.
- Audit Results
 - The auditors issued an unmodified opinion on compliance. As stated on page 3 of the report: "In our opinion, the City of Sanger, Texas complied, in all material aspects, with the compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended September 30, 2025."
 - The auditors also concluded on page 6 that: "In our opinion, the schedule of expenditures of federal awards is fairly stated in all material respects in relation to the basic financial statements as a whole."
- Audit Finding 2025-001 (Page 9) notes that the auditors "encountered accounts that required adjustment to be consistent with GAAP." This is a recurring audit finding and is required whenever the auditors propose even a single adjustment to the City's financial records.
- Audit Finding 2025-002 (Page 10) notes that "The City is responsible for notifying contractors and subcontractors of the requirements to comply with the Wage Rate Requirements indicated within the Uniform Guidance, and to obtain copies of certified payrolls. The City did not notify contractors and subcontractors of this requirement and did not obtain copies of certified payrolls." Because the City had not previously administered federally funded projects subject to these requirements, management was unaware of these additional compliance obligations. During the audit, however, the auditors were able to obtain the required certified payroll documentation.
- As a corrective action, The City has implemented a grant compliance checklist requiring staff to determine whether state or other grant funding includes federal dollars. This process will ensure that all applicable federal requirements are identified at the outset of a project, including providing required notices to contractors and subcontractors and obtaining certified payroll documentation when applicable.

FISCAL INFORMATION:

N/A

RECOMMENDED MOTION OR ACTION:

- Staff recommends that the City Council accept the Federal Single Audit Report for the fiscal year ending September 30, 2025.

ATTACHMENTS:

- Federal Single Audit Report

FEDERAL SINGLE AUDIT REPORT

City of Sanger, Texas

Fiscal Year Ended
September 30, 2025

City of Sanger, Texas

SINGLE AUDIT REPORTS

Year Ended September 30, 2025

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BROOKSWATSON & CO.
CERTIFIED PUBLIC ACCOUNTANTS

**REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON
COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL
STATEMENTS PERFORMED IN ACCORDANCE WITH
GOVERNMENT AUDITING STANDARDS**

Independent Auditor's Report

To the Honorable Mayor and
Members of the City Council
City of Sanger, Texas:

We have audited, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of the governmental activities, the business-type activities, discretely presented component units, each major fund, and the aggregate remaining fund information of the City of Sanger, Texas as of and for the year ended September 30, 2025, and the related notes to the financial statements, which collectively comprise City of Sanger, Texas' basic financial statements, and have issued our report thereon dated January 22, 2026.

Report on Internal Control over Financial Reporting

In planning and performing our audit of the financial statements, we considered the City of Sanger, Texas' internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the City of Sanger, Texas' internal control. Accordingly, we do not express an opinion on the effectiveness of the City of Sanger, Texas' internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees in the normal course of performing their assigned functions, to prevent, or detect and correct misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over financial reporting was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over financial reporting that might be material weaknesses or significant deficiencies. We consider the deficiency described in the accompanying schedule of findings and responses as item 2025-001 to be a material weakness.

Report on Compliance and Other Matters

As part of obtaining reasonable assurance about whether the City of Sanger, Texas' financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit and, accordingly, we do not express such an opinion. The results of our tests disclosed an instance of noncompliance or other matters that is required to be reported under *Government Auditing Standards*, and which are described in the accompanying schedule of findings and questioned costs as item 2025-002.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Respectfully,

A handwritten signature in black ink that reads "Brooks Watson & Co." in a cursive, flowing script.

BrooksWatson & Co., PLLC
14450 John F. Kennedy BLVD | Ste 240
Houston, TX 77032
June 29, 2026



BROOKSWATSON & CO.
CERTIFIED PUBLIC ACCOUNTANTS

Item 5.

**REPORT ON COMPLIANCE FOR EACH MAJOR FEDERAL PROGRAM AND REPORT
ON INTERNAL CONTROL OVER COMPLIANCE
IN ACCORDANCE WITH THE UNIFORM GUIDANCE**

Independent Auditor's Report

To the Honorable Mayor and
Members of the City Council
City of Sanger, Texas:

Report on Compliance for Each Major Federal Program

Opinion on Each Major Federal Program

We have audited the City of Sanger, Texas' compliance with the types of compliance requirements identified as subject to audit in the OMB *Compliance Supplement* that could have a direct and material effect on each of the City of Sanger, Texas' major federal programs for the year ended September 30, 2025. The City of Sanger, Texas' major federal programs are identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs.

In our opinion, the City of Sanger, Texas complied, in all material respects, with the compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended September 30, 2025.

Basis for Opinion on Each Major Federal Program

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America (GAAS); the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States (*Government Auditing Standards*); and the audit requirements of Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Our responsibilities under those standards and the Uniform Guidance are further described in the Auditor's Responsibilities for the Audit of Compliance section of our report.

We are required to be independent of the City of Sanger, Texas and to meet our other ethical responsibilities, in accordance with relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our

opinion on compliance for each major federal program. Our audit does not provide a legal determination of the City of Sanger, Texas's compliance with the compliance requirements referred to above.

Responsibilities of Management for Compliance

Management is responsible for compliance with the requirements referred to above and for the design, implementation, and maintenance of effective internal control over compliance with the requirements of laws, statutes, regulations, rules and provisions of contracts or grant agreements applicable to the City of Sanger, Texas' federal programs.

Auditor's Responsibilities for the Audit of Compliance

Our objectives are to obtain reasonable assurance about whether material noncompliance with the compliance requirements referred to above occurred, whether due to fraud or error, and express an opinion on the City of Sanger, Texas' compliance based on our audit. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS, *Government Auditing Standards*, and the Uniform Guidance will always detect material noncompliance when it exists. The risk of not detecting material noncompliance resulting from fraud is higher than for that resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Noncompliance with the compliance requirements referred to above is considered material, if there is a substantial likelihood that, individually or in the aggregate, it would influence the judgment made by a reasonable user of the report on compliance about the City of Sanger, Texas' compliance with the requirements of each major federal program as a whole.

In performing an audit in accordance with GAAS, *Government Auditing Standards*, and the Uniform Guidance, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material noncompliance, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the City of Sanger, Texas' compliance with the compliance requirements referred to above and performing such other procedures as we considered necessary in the circumstances.
- Obtain an understanding of the City of Sanger, Texas' internal control over compliance relevant to the audit in order to design audit procedures that are appropriate in the circumstances and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of the City of Sanger, Texas' internal control over compliance. Accordingly, no such opinion is expressed.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and any significant deficiencies and material weaknesses in internal control over compliance that we identified during the audit.

Report on Internal Control Over Compliance

Our consideration of internal control over compliance was for the limited purpose described in the Auditor's Responsibilities for the Audit of Compliance section above and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies in internal control over compliance and therefore, material weaknesses or significant deficiencies may exist that were not identified. However, as discussed below, we did identify certain deficiencies in internal control over compliance that we consider to be a significant deficiency.

A deficiency in internal control over compliance exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. A *material weakness in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis.

A significant deficiency in internal control over compliance is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance. We consider the deficiency in internal control over compliance described in the accompanying schedule of findings and questioned costs as item 2025-002 to be significant deficiency.

Our audit was not designed for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, no such opinion is expressed. *Government Auditing Standards* requires the auditor to perform limited procedures on City of Sanger, Texas' response to the internal control over compliance findings identified in our audit described in the accompanying schedule of findings and questioned costs. City of Sanger, Texas' response was not subjected to the other auditing procedures applied in the audit of compliance and, accordingly, we express no opinion on the response.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, this report is not suitable for any other purpose.

Report on Schedule of Expenditures of Federal Awards Required by the Uniform Guidance

We have audited the financial statements of the governmental activities, the business-type activities, the discretely presented component units, each major fund, and the aggregate remaining fund information of the City of Sanger, Texas as of and for the year ended September 30, 2025, and the related notes to the financial statements, which collectively comprise the City of Sanger, Texas' basic financial statements. We issued our report thereon dated January 22, 2026, which contained unmodified opinions on those financial statements. Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the basic financial statements. The accompanying schedule of expenditures of federal awards is presented for purposes of additional analysis as required by the Uniform Guidance and is not a required part of the basic financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements and certain additional procedures including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the schedule of expenditures of federal awards is fairly stated in all material respects in relation to the basic financial statements as a whole.

This report is intended solely for the information and use of, management, governing body, others within the entity, and federal awarding agencies and pass-through entities and is not intended to be and should not be used by anyone other than these specified parties.

Respectfully,



BrooksWatson & Co., PLLC
14450 John F. Kennedy BLVD | Ste 240
Houston, TX 77032
June 29, 2026

City of Sanger, Texas
SUMMARY SCHEDULE OF PRIOR YEAR AUDIT FINDINGS
For the Year Ended September 30, 2025

I. SUMMARY OF PRIOR YEAR AUDIT FINDINGS:

Material Weakness:

Finding 2024-001:

Criteria: Management is responsible for establishing, maintaining and monitoring internal controls over financial reporting, and for the fair presentation of the financial statements and related notes in conformity with U.S. generally accepted accounting principles ("GAAP").

Condition and Context: During the audit, the auditor encountered several accounts that required adjustment to be consistent with Generally Accepted Accounting Principles "GAAP". The City is responsible for their closing process, and assuring their results are recorded consistently with GAAP.

Cause: The City lacked proper controls within their closing process to assure information was recorded consistently with GAAP.

Effect or Potential Effect: Without the auditor's assistance the financial statements would not be consistent with GAAP.

Recommendation: We recommend that management review the existing policies, procedures, and controls over these areas to ensure that all information is recorded and reported properly. A thorough review over all material accounts at yearend is necessary for assuring material accuracy prior to the commencement of the audit.

Responsible Official's Response: Management of the City will continue to work with the auditor to reduce the number of adjusting journal entries. In addition, we will take steps to further our understanding of GAAP financials and footnote disclosures.

Status: This finding repeated in 2025.

City of Sanger, Texas
SCHEDULE OF FINDINGS AND QUESTIONED COSTS
For the Year Ended September 30, 2025

I. SUMMARY OF AUDITOR'S RESULTS:

Financial Statements

Type of auditor's report issued:

The auditor's report on the basic financial statements of the City expresses an unmodified opinion.

Internal control over financial reporting:

Are any material weaknesses identified?	<u> X </u> Yes	<u> </u> No
Are any significant deficiencies identified not considered to be material weaknesses?	<u> </u> Yes	<u> X </u> None Reported
Is any noncompliance material to financial statements noted?	<u> X </u> Yes	<u> </u> No

Federal Awards

The auditor's report on compliance for major federal programs expresses an unmodified opinion.

Internal control over major program compliance:

Are any material weaknesses identified?	<u> </u> Yes	<u> X </u> No
Are any significant deficiencies identified not considered to be material weaknesses?	<u> X </u> Yes	<u> </u> None Reported
Any audit findings disclosed that are required to be reported in accordance with 2 CFR 200.516(a)?	<u> X </u> Yes	<u> </u> No

City of Sanger, Texas
SCHEDULE OF FINDINGS AND QUESTIONED COSTS
For the Year Ended September 30, 2025

Identification of major programs:

CFDA Number(s)	Name of Federal Program or Cluster
20.205	Highway Planning and Construction (Federal-Aid Highway Program)

Enter the dollar threshold used to distinguish between Type A and Type B programs:	<u>\$1,000,000</u>
Is the auditee qualified as a low-risk auditee?	<u> </u> Yes <u> X </u> No

II. FINANCIAL STATEMENT FINDINGS:

Material Weakness:

Finding 2025-001:

Criteria: Management is responsible for establishing, maintaining and monitoring internal controls over financial reporting, and for the fair presentation of the financial statements and related notes in conformity with U.S. generally accepted accounting principles ("GAAP").

Condition and Context: During the audit, the auditor encountered several accounts that required adjustment to be consistent with Generally Accepted Accounting Principles "GAAP". The City is responsible for their closing process, and assuring their results are recorded consistently with GAAP.

Cause: The City lacked proper controls within their closing process to assure information was recorded consistently with GAAP.

Effect or Potential Effect: Without the auditor's assistance the financial statements would not be consistent with GAAP.

Recommendation: We recommend that management review the existing policies, procedures, and controls over these areas to ensure that all information is recorded and reported properly. A thorough review over all material accounts at yearend is necessary for assuring material accuracy prior to the commencement of the audit.

City of Sanger, Texas
SCHEDULE OF FINDINGS AND QUESTIONED COSTS
For the Year Ended September 30, 2025

Responsible Official's Response: Management of the City will continue to work with the auditor to reduce the number of adjusting journal entries. In addition, we will take steps to further our understanding of GAAP financials and footnote disclosures.

III. FEDERAL AWARDS FINDINGS:

Finding 2025-002:

Criteria: Management is responsible for assuring compliance with all grant requirements.

Condition and Context: The City is responsible for notifying contractors and subcontractors of the requirements to comply with the Wage Rate Requirements indicated within the Uniform Guidance, and to obtain copies of certified payrolls. The City did not notify contractors and subcontractors of this requirement and did not obtain copies of certified payrolls.

Cause: The City did not have adequate controls in place to assure this compliance criteria was met.

Effect or Potential Effect: The City could be paying contractors or subcontractors that do not adhere to the Wage Rate Requirements specified by the Uniform Guidance.

Recommendation: We suggest the City complete grant checklists for all grants received to assure all grant compliance criteria are fully addressed.

Responsible Official's Response: We plan to implement controls to assure this requirement is met in the future.

City of Sanger, Texas
CORRECTIVE ACTION PLAN
For the Year Ended September 30, 2025

Finding 2025-001:

Condition and Context: During the audit, the auditor encountered several accounts that required adjustment to be consistent with Generally Accepted Accounting Principles "GAAP". The City is responsible for their closing process, and assuring their results are recorded consistently with GAAP.

Corrective action planned: Management of the City will continue to work with the auditor to reduce the number of adjusting journal entries. In addition, we will take steps to further our understanding of GAAP financials and footnote disclosures.

Contact person: Clayton Gray, Chief Financial Officer (940) 458-7930

Anticipated completion date: August 2026

Finding 2025-002:

Condition and Context: The City is responsible for notifying contractors and subcontractors of the requirements to comply with the Wage Rate Requirements indicated within the Uniform Guidance, and to obtain copies of certified payrolls. The City did not notify contractors and subcontractors of this requirement and did not obtain copies of certified payrolls.

Corrective action planned: We plan to implement controls to assure this requirement is met in the future.

Contact person: Clayton Gray, Chief Financial Officer (940) 458-7930

Anticipated completion date: August 2026

City of Sanger, Texas

SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS

For the Year Ended September 30, 2025

<u>Federal Grantor/Pass-through Agency/Program Name</u>	<u>Program/Grant/ Project Number</u>	<u>Federal Assistance Listing Number</u>	<u>Expenditures</u>
US Department of Transportation			
Pass-through Texas Department of Transportation			
<i>Highway Planning and Construction</i>			
<i>(Federal-Aid Highway Program)</i>	N/A	20.205	\$ 3,367,414
	Total U.S. Department of Transportation		<u>3,367,414</u>
		TOTAL PROGRAMS	<u>\$ 3,367,414</u>

City of Sanger, Texas

NOTES TO SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS

For the Year Ended September 30, 2025

Note 1: BASIS OF ACCOUNTING

The accompanying schedule of expenditures of federal awards includes the grant activity of the City of Sanger, Texas and is presented on the accrual basis of accounting. The information in this schedule is presented in accordance with the requirements of Title 2 U.S. Code of Federal Regulations (CFR) Part 200, Cost Principles for Federal Awards (the Uniform Guidance). Therefore, some amounts presented in this schedule may differ from amounts presented in or used in the preparation of the basic financial statements.

Note 2: INDIRECT COST RATE

The City has not elected to use the 10 percent de minimis indirect cost rate allowed under the Uniform Guidance.



CITY COUNCIL COMMUNICATION

DATE: July 20, 2026

FROM: Clayton Gray, Chief Financial Officer

AGENDA ITEM: Consideration and possible action on entering into an agreement with BrooksWatson & Co., PLLC for auditing services, and authorizing the City Manager to execute said agreement and all necessary documents.

SUMMARY:

- The City is required by both the Texas Local Government Code and the City's Code of Ordinances to have an annual audit of financial records.
- On June 15, 2026, Council authorized staff to issue a Request For Qualifications for Independent Audit Financial Services.
- A number of firms reviewed the RFQ. Ultimately, several firms chose not to submit proposals, one firm formally declined to participate, and four firms submitted proposals: McConnell & Jones, LLP; Pattillo, Brown & Hill, LLP; Fox, Burd & Company, P.C.; and BrooksWatson & Company.
- Staff evaluated and scored each proposal based on the following criteria: Firm Qualifications and Experience (30%), Key Staff Qualifications and Experience (25%), Technical Approach and Understanding of Services (25%), Experience with Governmental and Municipal Audits (10%), and References and Past Performance (10%).
- BrooksWatson & Company received the highest rank and score both individually and overall.
- BrooksWatson & Company is the City's current independent auditing firm, and there are no audit firm rotation requirements that would preclude the City from selecting the firm for another term. Staff believes the firm's familiarity with the City's operations, financial systems, and reporting requirements is a significant advantage.
- The American Institute of Certified Public Accountants (AICPA) has also expressed opposition to mandatory audit firm rotation, stating: "The AICPA wholeheartedly supports initiatives to increase the quality and effectiveness of audits of state and local government entities and not-for-profit organizations. However, we believe that mandatory audit firm rotation will not have this effect. In fact, we believe that such a mandate will result in undesirable consequences."

FISCAL INFORMATION:

- The annual cost of audits are budgeted in account 180-10-5415, "Accounting Services."

RECOMMENDED MOTION OR ACTION:

- Staff recommends approval of BrooksWatson & Company to provide Independent Audit Financial Services.

ATTACHMENTS:

- RFQ for Independent Audit Financial Services



EVALUATION

PROFESSIONAL AUDITING SERVICES

Request For Qualification Finance

Project ID: 2026-1

Release Date: Tuesday, June 16, 2026 · Due Date: Tuesday, July 7, 2026 2:00pm

Posted Tuesday, June 16, 2026 2:31pm

Bid Unsealed Tuesday, July 7, 2026 3:02pm by Danielle Stanford Pricing Unsealed Tuesday, July 7, 2026 3:02pm by Danielle Stanford

All dates & times in Central Time

Aggregate Scores Summary

Vendor	Clayton Gray	Danielle Stanford	Total Score (Max Score 100)
BROOKSWATSON & COMPANY	96	100	98
Fox, Byrd & Company, P.C.	90	92	91
McConnell & Jones, LLP	60.5	53.5	57
Pattillo, Brown & Hill L.L.P.	87	87.5	87.25

Vendor Scores by Evaluation Criteria

Vendor	Firm Qualifications and Experience 0-100 Points 30 Points (30%)	Key Staff Qualifications and Experience 0-100 Points 25 Points (25%)	Technical Approach and Understanding of Services 0-100 Points 25 Points (25%)	Experience with Governmental and Municipal Audits 0-100 Points 10 Points (10%)	References and Past Performance 0-100 Points 10 Points (10%)	Total Score (Max Score 100)
BROOKSWATSON & ...	95	100	100	100	95	98
Fox, Byrd & Company...	80	90	100	100	95	91
McConnell & Jones, L...	55	80	60	55	0	57
Pattillo, Brown & Hill ...	90	100	75	100	65	87.25

Individual Response Scores

▼ BROOKSWATSON & COMPANY

Evaluation Item	Clayton Gray	Danielle Stanford
Firm Qualifications and Experience 0-100 Points 30 Points (30%)	90	100
Key Staff Qualifications and Experience 0-100 Points 25 Points (25%)	100	100
Technical Approach and Understanding of Services 0-100 Points 25 Points (25%)	100	100
Experience with Governmental and Municipal Audits 0-100 Points 10 Points (10%)	100	100
References and Past Performance 0-100 Points 10 Points (10%)	90	100
Total (Max Score 100)	96	100

▼ Fox, Byrd & Company, P.C.

Evaluation Item	Clayton Gray	Danielle Stanford
Firm Qualifications and Experience 0-100 Points 30 Points (30%)	70	90

Key Staff Qualifications and Experience 0-100 Points 25 Points (25%)	100	80
Technical Approach and Understanding of Services 0-100 Points 25 Points (25%)	100	100
Experience with Governmental and Municipal Audits 0-100 Points 10 Points (10%)	100	100
References and Past Performance 0-100 Points 10 Points (10%)	90	100
Total (Max Score 100)	90	92

✓ McConnell & Jones, LLP

Evaluation Item	Clayton Gray	Danielle Stanford
Firm Qualifications and Experience 0-100 Points 30 Points (30%)	60	50
Key Staff Qualifications and Experience 0-100 Points 25 Points (25%)	100	60
Technical Approach and Understanding of Services 0-100 Points 25 Points (25%)	50	70
Experience with Governmental and Municipal Audits 0-100 Points 10 Points (10%)	50	60
References and Past Performance 0-100 Points 10 Points (10%)	0	0
Total (Max Score 100)	60.5	53.5

✓ Pattillo, Brown & Hill L.L.P.

Evaluation Item	Clayton Gray	Danielle Stanford
Firm Qualifications and Experience 0-100 Points 30 Points (30%)	80	100
Key Staff Qualifications and Experience 0-100 Points 25 Points (25%)	100	100
Technical Approach and Understanding of Services 0-100 Points 25 Points (25%)	80	70
Experience with Governmental and Municipal Audits 0-100 Points 10 Points (10%)	100	100
References and Past Performance 0-100 Points 10 Points (10%)	80	50
Total (Max Score 100)	87	87.5



CITY COUNCIL COMMUNICATION

DATE: July 20, 2026

FROM: Kelly Edwards, City Secretary

AGENDA ITEM: Consideration and possible action on Resolution 2026-07, Appointing members to the Parks and Recreation / Keep Sanger Beautiful Board, 4A Industrial Economic Development Corporation, and 4B The Sanger Development Corporation.

SUMMARY:

- In the Charter, Article X. Boards, Commission, and Committees establishes the City Council's authority to create and establish boards and commissions.
- In April and May, Staff advertised that the city was accepting applications for all boards. The notice was published in the Sanger News newspaper, the city's website, and on social media.
- In Charter, Article III, The City Council, Section 3.01, C.4., the Mayor shall recommend appointments to boards & commissions.
- Appointments and reappointments are effective July 1st.

FISCAL INFORMATION:

Budgeted: N/A

Amount: \$0.00

GL Account: N/A

RECOMMENDED MOTION OR ACTION:

Mayor Bilyeu recommends the following appointments or reappointments:

Park & Recreation / Keep Sanger Beautiful Board

Reappoint - Jofree Fincher and Madison Gramling (moving from Alternate to Place 2)

Appoint - Avery Todd LeBlanc

4A Industrial Economic Development Corporation

Appoint - Jacqueline Cox-Lawson and Morgan Traill

4B The Sanger Development Corporation

Reappoint – John Payne and Eddie Piercy

Appoint – Janie McLeod

ATTACHMENTS:

Applications

Resolution

Status		Board	Vacancies	Status
Name	Mr. Jofree Fincher	Park & Recreation / Keep Sanger Beautiful Board	0	Pending
Application Date	5/26/2026			
Expiration Date	5/26/2028			
Board Member Status	Jofree Fincher Validated BY: KEDWARDS@SANGERTEXAS.ORG @5/26/2026 4:43 PM ET			

Basic Information

Name

Mr. Jofree Fincher

Contact Information

Address

Sanger, TX 76266

Yes, I am a resident

Yes

Email

Phone

Occupation

Profession (Retired or Former Profession)

Business Owner

County of Residency

Denton

How long have you lived in the City of Sanger?

13 years

Are you a qualified voter?

Yes

131

Are you registered in the City of Sanger?

Yes

Item 7.

Voter Registration Number

[REDACTED]

Prior Service on a City Board/Commission (if so, list board(s))

Economic 4A, Parks & Rec

List any education or other qualifications that may be relevant or helpful considering your application for this position.

MBA, and Master of Management & Leadership

Please share any previous experience serving on a Board, Commission, or Committee, and describe the accomplishments achieved during your term.

Current member of Economic 4A that saw the passage of the SWAG project to enrich vocational efforts for the school system.

Additionally, tell us about your past and current involvement with community programs, civic organizations, volunteer work, or other non-profit entities.

Our family and family businesses have supported youth programs in Sanger to include baseball, softball, football, band, and Miracle League.

Attendance and Active Support is Required if Appointed.

Agree

Are you or a family member involved in any business transaction with the City of Sanger?

Yes

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Avery Todd LeBlanc

Sanger TX | Generated 6/25/2026 @ 3:57 pm by OnBoardGOV - Powered by ClerkBase

Status		Board	Vacancies	Status
Name	Avery Todd LeBlanc	Park & Recreation / Keep Sanger Beautiful Board	0	Pending
Application Date	4/26/2026			
Expiration Date	4/26/2028			
Board Member Status	Validated BY: KEDWARDS@SANGERTEXAS.ORG @4/27/2026 8:28 PM ET			

Basic Information	Contact Information	Occupation
Name	Address	Profession (Retired or Former Profession)
Avery Todd LeBlanc	Sanger, TX 76266 Yes, I am a resident Yes Email Phone	Teacher

County of Residency
Denton

How long have you lived in the City of Sanger?
1 year

Are you a qualified voter?
Yes

Are you registered in the City of Sanger?

Yes

Item 7.

Voter Registration Number

[REDACTED]

Prior Service on a City Board/Commission (if so, list board(s))

no

List any education or other qualifications that may be relevant or helpful considering your application for this position.

B.A. English and History - The University of Texas at Austin M.A. History - University of North Texas

Please share any previous experience serving on a Board, Commission, or Committee, and describe the accomplishments achieved during your term.

I have been serving on the Theatre Denton Theatre School Education Committee for nearly two years, and over the course of those two years, the Theatre School has seen dozens of students receive tuition assistance approved by our Committee and significant growth in the School's program enrollment.

Additionally, tell us about your past and current involvement with community programs, civic organizations, volunteer work, or other non-profit entities.

I have been serving on the Theatre Denton Theatre School Education Committee for nearly two years, and over the course of those two years, the Theatre School has seen dozens of students receive tuition assistance approved by our Committee and significant growth in the School's program enrollment.

Attendance and Active Support is Required if Appointed.

Agree

Are you or a family member involved in any business transaction with the City of Sanger?

No

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Status		Board	Vacancies	Status
Name	Morgan Traill	4A Industrial Economic Development Corporation	0	Pending
Application Date	6/19/2026			
Expiration Date	6/19/2028			
Board Member	Morgan Traill			
Status	Validated BY: KEDWARDS@SANGERTEXAS.ORG @6/23/2026 11:18 AM ET			

Basic Information	Contact Information	Occupation
Name	Address	Profession (Retired or Former Profession)
Morgan Traill	Sanger, TX 76266 Yes, I am a resident Yes Email Phone	Executive Director

County of Residency

Denton

How long have you lived in the City of Sanger?

3 years

Are you a qualified voter?

Yes

Are you registered in the City of Sanger?

Yes

Item 7.

Voter Registration Number

[REDACTED]

Prior Service on a City Board/Commission (if so, list board(s))

N/A

List any education or other qualifications that may be relevant or helpful considering your application for this position.

Bachelor's Degree in Business Administration and currently a CFO for a large Wealth Management Company. 2nd year serving as the President of the SHS Cheer Booster Club.

Please share any previous experience serving on a Board, Commission, or Committee, and describe the accomplishments achieved during your term.

Second year serving as the President of the SHS Cheer Booster Club. We raised over \$23,000 which was a 400% increase Year over Year.

Additionally, tell us about your past and current involvement with community programs, civic organizations, volunteer work, or other non-profit entities.

Serve at a large church and host weekly church groups

Attendance and Active Support is Required if Appointed.

Agree

Are you or a family member involved in any business transaction with the City of Sanger?

No

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Status		Board	Vacancies	Status
Name	Jacqueline CoxLawson	4A Industrial Economic Development Corporation	0	Pending
Application Date	6/5/2026			
Expiration Date	6/5/2028			
Board Member Status	Validated BY: KEDWARDS@SANGERTEXAS.ORG @6/8/2026 9:03 AM ET			

Basic Information	Contact Information	Occupation
Name	Address	Profession (Retired or Former Profession)
Jacqueline CoxLawson	Sanger, TX 76266 Yes, I am a resident Yes Email Phone	Denton ISD secretary

County of Residency

Denton

How long have you lived in the City of Sanger?

1 1/2 years

Are you a qualified voter?

Yes

Are you registered in the City of Sanger?

Yes

Item 7.

Voter Registration Number

Prior Service on a City Board/Commission (if so, list board(s))

N/A

List any education or other qualifications that may be relevant or helpful considering your application for this position.

H.S.Diploma Argosy University (1ess than a year

Please share any previous experience serving on a Board, Commission, or Committee, and describe the accomplishments achieved during your term.

Denton County Friends of the Family (3yrs.) Interfaith Denton VP (4yrs.) both are nonprofit organizations

Additionally, tell us about your past and current involvement with community programs, civic organizations, volunteer work, or other non-profit entities.

Denton Juneteenth Committee (10 yrs.) 2003-06 Chaired Ms. Juneteenth Scholarship Pageant also recruited Ryan HS football players to volunteer to help hand out school supplies. Organized meals for the entertainers for the 3-day event. Planner for our office staff celebrations.

Attendance and Active Support is Required if Appointed.

Agree

Are you or a family member involved in any business transaction with the City of Sanger?

No

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Status		Board	Vacancies	Status
Name	Janie McLeod	4B The Sanger Development Corporation	0	Pending
Application Date	6/9/2026			
Expiration Date	6/9/2028			
Board Member	Janie McLeod			
Status	Validated BY: KEDWARDS@SANGERTEXAS.ORG @6/15/2026 4:28 PM ET			

Basic Information	Contact Information	Occupation
Name	Address	Profession (Retired or Former Profession)
Janie McLeod	Sanger, TX 76266 Yes, I am a resident Yes Email Phone	Retired from City of Denton

County of Residency

Denton

How long have you lived in the City of Sanger?

8 years

Are you a qualified voter?

Yes

Are you registered in the City of Sanger?

Yes

Item 7.

Voter Registration Number

Prior Service on a City Board/Commission (if so, list board(s))

Park and Recreation Board

List any education or other qualifications that may be relevant or helpful considering your application for this position.

Employed for 25 years at the City of Denton with the Parks and Recreation Department. Prior to the PARC, I was in the Economic Development offices. I worked with the Parks Foundation, Public Art Committee, Parks & Rec Board, as served on numerous community boards.

Please share any previous experience serving on a Board, Commission, or Committee, and describe the accomplishments achieved during your term.

Served on Board with Denton County United Way, CASA, Denton Arts Festival, Cinco de Mayo and Juneteenth committees.

Additionally, tell us about your past and current involvement with community programs, civic organizations, volunteer work, or other non-profit entities.

Served on the Sanger Chamber of Commerce board for 3 years and on the Parks & Recreation Board .

Attendance and Active Support is Required if Appointed.

Agree

Are you or a family member involved in any business transaction with the City of Sanger?

No

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Status		Board	Vacancies	Status
Name	John Payne	4B The Sanger Development Corporation	0	Pending
Application Date	6/2/2026			
Expiration Date	6/2/2028			
Board Member Status	John Payne			
Validated BY:				
KEDWARDS@SANGERTEXAS.ORG				
@6/3/2026 8:21 AM ET				

Basic Information	Contact Information	Occupation
Name	Address	Profession (Retired or Former Profession)
John Payne	Sanger, TX 76266	Minister
	Yes, I am a resident	
	Yes	
	Email	
	Phone	

County of Residency

Denton

How long have you lived in the City of Sanger?

30

Are you a qualified voter?

Yes

Item 7.

Are you registered in the City of Sanger?

No

Prior Service on a City Board/Commission (if so, list board(s))

4b

List any education or other qualifications that may be relevant or helpful considering your application for this position.

Ba Masters

Please share any previous experience serving on a Board, Commission, or Committee, and describe the accomplishments achieved during your term.

4b Sanger summer league Youth football Youth basketball

Additionally, tell us about your past and current involvement with community programs, civic organizations, volunteer work, or other non-profit entities.

4b

Attendance and Active Support is Required if Appointed.

Agree

Are you or a family member involved in any business transaction with the City of Sanger?

No

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Status		Board	Vacancies	Status
Name	Mr Eddie D Piercy, Jr	4B The Sanger Development Corporation	0	Pending
Application Date	5/29/2026			
Expiration Date	5/29/2028			
Board Member	Eddie Piercy			
Status	Validated BY: KEDWARDS@SANGERTEXAS.ORG @5/29/2026 8:40 AM ET			

Basic Information

Name

Mr Eddie D Piercy, Jr

Contact Information

Address

Sanger, TX 76266

Yes, I am a resident

Yes

Email

Phone

Occupation

Profession (Retired or Former Profession)

Building superintendent

County of Residency

Denton

How long have you lived in the City of Sanger?

8 years

Are you a qualified voter?

Yes

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Are you registered in the City of Sanger?

No

Prior Service on a City Board/Commission (if so, list board(s))

P&Z, Parks & 4B

List any education or other qualifications that may be relevant or helpful considering your application for this position.

Some college

Please share any previous experience serving on a Board, Commission, or Committee, and describe the accomplishments achieved during your term.

Be able to help shape and build up our community.

Additionally, tell us about your past and current involvement with community programs, civic organizations, volunteer work, or other non-profit entities.

I believe in giving back to our community!

Attendance and Active Support is Required if Appointed.

Agree

Are you or a family member involved in any business transaction with the City of Sanger?

Yes

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CITY OF SANGER, TEXAS**RESOLUTION NO. 2026-07**

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SANGER, TEXAS, APPOINTING AND REAPPOINTING MEMBERS TO THE TO THE PARKS AND RECREATION / KEEP SANGER BEAUTIFUL BOARD; 4A INDUSTRIAL ECONOMIC DEVELOPMENT CORPORATION; AND 4B THE SANGER DEVELOPMENT CORPORATION, AUTHORIZING ITS EXECUTION, AND PROVIDING AN AUTHORIZING ITS EXECUTION, AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the City of Sanger Charter, Article X. Boards, Commission and Committees establishes the City Council's authority to create and establish boards and commissions; and

WHEREAS, the Council shall annually publish, during the months of April or May, the opportunity for the citizens of Sanger to serve on boards or commissions; and

WHEREAS, the City of Sanger Charter, Article X. Boards, Commission and Committees, section 10.02 provides Board and Commission Member qualifications; and

WHEREAS, the City of Sanger Charter, Article III, The City Council, Section 3.01, C.4., the Mayor shall recommend appointments to boards & commissions; and

WHEREAS, the City Council finds that the passage of this Resolution is in the best interest of the citizens of Sanger.

NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF SANGER, TEXAS:

SECTION 1. The facts and recitals set forth in the preamble of this resolution are hereby found to be true and correct.

SECTION 2. That the City Council of Sanger, Texas, hereby appoints or reappoints to the Parks and Recreation / Keep Sanger Beautiful Board:

Position	First Name	Last Name	Term
Place 1	Janie	McLeod	06/30/2027
Place 2	Madison	Gramling	06/30/2028
Place 3	Robin	Hill	06/30/2027
Place 4	Jofree	Fincher	06/30/2028
Place 5	Deborah	Roeder	06/30/2027
Alternate	Avery	LeBlanc	06/30/2028

SECTION 3. That the City Council of Sanger, Texas, hereby appoints or reappoints to the 4A Industrial Economic Development Corporation:

Position	First Name	Last Name	Term
Place 1	Jofree	Fincher	06/30/2027
Place 2	Jacqueline	Cox-Lawson	06/30/2028
Place 3	Shannon	Gann	06/30/2027
Place 4	Morgan	Traill	06/30/2028
Place 5	Greg	Taylor	06/30/2027

SECTION 4. That the City Council of Sanger, Texas, hereby appoints or reappoints to the 4B The Sanger Development Corporation:

Position	First Name	Last Name	Term
Place 1	Lee	Allison	06/30/2027
Place 2	John	Payne	06/30/2028
Place 3	Matt	Fuller	06/30/2027
Place 4	Janie	McLeod	06/30/2028
Place 5	Dennis	Dillon	06/30/2027
Place 6	Eddie	Piercy	06/30/2028
Place 7	Carrie	Bilyeu	06/30/2027

SECTION 5. That this resolution shall become effective from and after its date of passage.

PASSED AND APPROVED THIS THE 20th DAY OF JULY 2026.

APPROVED:

Gary Bilyeu, Mayor

ATTEST:

Kelly Edwards, City Secretary



Kathleen R. Ocanas
Vice President
Rates & Regulatory Affairs

June 26, 2026

City Official

Re: Rider GCR - Rate Filing under Docket No. OS-24-00019196

Enclosed is Atmos Energy Corp., Mid-Tex Division's Statement of Rider GCR applicable for the July 2026 billing periods. This Statement details the gas cost component of the residential, commercial, and industrial sales rates for customers within your city. This filing is for informative purposes only and no action is required on your city's part.

Should you have any questions, please let me know.

Sincerely,

A handwritten signature in blue ink that reads "Kathleen Ocanas".

Kathleen R. Ocanas
Vice President, Rates and Regulatory Affairs
Atmos Energy, Mid-Tex Division

Attachment

ATMOS ENERGY CORPORATION
MID-TEX DIVISION
STATEMENT OF RIDER GCR
July, 2026
PREPARED IN ACCORDANCE WITH
GAS UTILITIES DOCKET NO. OS-24-00019196

Item 8.

Part (a) - Mid-Tex Commodity Costs

Line	(a)	(b)			
1	Estimated Gas Cost per Unit:	\$0.17301			
2	Estimated City Gate Deliveries:	53,742,520			
3	Estimated Gas Cost:	\$9,297,993			
4	Lost and Unaccounted For Gas %	1.6100%			
5	Estimated Lost and Unaccounted for Gas	\$149,698			
6	Total Estimated City Gate Gas Cost:	\$9,447,691			
7	Estimated Sales Volume:	52,488,450			
8	Estimated Gas Cost Factor - (EGCF)	0.18000			
9	Reconciliation Factor - (RF):	0.00000			
10	Taxes (TXS):	0.00000			
11	Adjustment - (ADJ):	0.00000			
12	Gas Cost Recovery Factor - (GCRF) (Taxable)	0.18000 per Ccf	Btu Factor	Per MMBtu	
			0.1000	\$1.8000	
13	Customer Rate Relief - (CRR) (Non-Taxable)	0.21400 per Ccf	0.1000	\$2.1400	

Part (b) - Pipeline Services Costs

Line	(a)	(b)	(c)	(d)	(e)
			Rate R - Residential	Rate C - Commercial	Rate I - Industrial Service Rate T - Transportation ¹
	<u>Fixed Costs</u>				
14	Fixed Costs Allocation Factors [Set by GUD OS-24-00019196]	100.0000%	62.9568%	31.7550%	5.2881%
15	a. Current Month Fixed Costs of Pipeline Services	\$70,615,515	44,457,296	22,423,978	3,734,241
16	b. Plus: Second Prior Month Recovery Adjustment	\$0	\$0	\$0	\$0
17	Net Fixed Costs	\$70,615,515	\$44,457,296	\$22,423,978	\$3,734,241
	<u>Commodity Costs</u>				
18	a. Estimated Commodity Cost of Pipeline Services	\$3,187,554	1,905,215	1,003,803	278,536
19	b. Plus: Second Prior Month Recovery Adjustment	\$0	\$0	\$0	\$0
20	Net Commodity Cost of Pipeline Services	\$3,187,554	\$1,905,215	\$1,003,803	\$278,536
21	Total Estimated Pipeline Costs (Line 17 + Line 20)	\$73,803,069	\$46,362,511	\$23,427,781	\$4,012,777
22	Estimated Billed Volumes		56,440,810 Ccf	43,568,910 Ccf	4,674,376 MMBtu
23	Pipeline Cost Factor (PCF) [Line 21 / Line 22] (Taxable)		0.82140 Ccf	0.53770 Ccf	\$0.8585 MMBtu
24	Gas Cost Recovery Factor - (GCRF) [Line 12] (Taxable)		0.18000 Ccf	0.18000 Ccf	\$1.8000 MMBtu
25	Customer Rate Relief - (CRR) (Non-Taxable)		0.21400 Ccf	0.21400 Ccf	\$2.1400 MMBtu
26	Rider GCR		1.21540 Ccf	0.93170 Ccf	Rate I - \$4.7985 MMBtu
27					Rate T - \$0.8585 MMBtu

¹ Industrial Service and Transportation are reported in MMBtu. An MMBtu conversion factor of 0.1000 is used to convert from Ccf.