



# CONTRACT

## **City of Sanger**

## **Housing Study**

June 1, 2023

Prepared for:







June 1, 2023

City of Sanger  
ATTN: Ramie Hammonds  
201 Bolivar Street  
Sanger, TX 76266

Dear Mrs. Hammonds,

Antero Group, LLC ("Antero") is pleased to present this contract in response to the City of Sanger's ("City") Request for Qualifications to conduct a Housing Study ("Project"). We understand that the City's previous housing study was conducted in-house in 2016 and needs to be updated to address new developments and trends and to align the latest comprehensive plan. We have based this contract off our understanding of the City's goals and objectives with this Project, our statement of qualifications submission, and our insight into the current zoning, subdivision, and sign ordinance that we are completing for the City.

For your use and review, we have included below a Project Understanding; Scope of Work; Assumptions and Clarifications; Schedule and Deliverables; and Fee Estimate. We are open to discussion of any element of this contract.

## **Project Understanding**

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We understand with the recently adopted Sanger 2040 Comprehensive Plan and ordinance updates, the City wishes for this Housing Study to serve as a guideline for future development. With an understanding of the Sanger 2040 Comprehensive Plan, the existing 2016 housing ordinance policy, and the ordinance updates that serve as policy and regulating documents, we understand the importance of this Project. Further, we understand the impact that recent and new developments will have on this Project.

Additionally, the Housing Study will identify current market trends and demands and will include current housing inventory, house sizes and new developments. We understand that the final deliverable will be a report summarizing the Housing Study that will support the City in updating policies and housing goals.

Antero Group has outlined the Scope of Work below based on our understanding of the Project.

# Scope of Work

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## **TASK 1: Project Management & Administration**

Antero Group will manage this Project and coordinate efforts between the client and stakeholders to establish vision and goals of this Project. Principal, Michael Schmitz, will be the day-to-day contact for the client team. Antero Group will coordinate all meetings, stakeholder outreach, and deadlines with regular deliverables issued throughout the Project schedule.

While Antero will attend all meetings of the City Council as requested by the City throughout this process, however we do propose the following meetings:

### **Kickoff Meeting**

Antero proposes an all-team kickoff meeting during which we will review the Project scope, schedule, and anticipated deliverables. We will also establish communication protocols, set up a data-sharing platform, and a stakeholder group member list. Antero will interview relevant City staff and other recommended stakeholders to identify current feedback on housing.

### **Advisory Committee**

An Advisory Committee will be established at Project commencement to guide the work of our team. Two (2) Advisory Committee meetings will be held throughout the Project to build consensus for the proposed plan. We recommend a group consisting of City staff, Sanger ISD, Realtors, Landlords, Developers, and Affordable Housing Advocates.

### **Monthly Status Updates**

Antero proposes holding monthly calls with the Development of Services Director to provide regular Project status updates.

### **Final Meeting**

Antero will hold a final meeting with City staff after the final Advisory Meeting, to review the final draft that will be presented to Council for consideration.

***Task 1 Deliverables: Meeting Agendas, Materials, and Minutes***

## **TASK 2: Data Collection**

The data collection phase of this Project includes the review of all available and collected data, providing the foundations for the Housing Study. The results of our analysis will be summarized in a memo within the final delivery package, spatial data will be supplied as an ESRI Geodatabase.

## **2.1. Data Collection**

Local and federal data on housing including the American Community Survey, Consolidated Housing Affordability Strategy (CHAS), and open GIS data portals will be collected. Additionally, Antero will gather data for a housing inventory from real estate tax rolls, approved developments, building permits, real estate listings, and available deeds where necessary.

**Previous Planning Studies.** A thorough review of previous planning efforts and studies will be conducted, with particular focus on the recently adopted Comprehensive Plan and ordinance updates Antero is completing.

**Community Input Survey.** The Project Team will distribute a survey to solicit feedback on housing experiences in the city. This information will be analyzed and cross referenced with additional data collection methods to identify opportunities and constraints by local areas within the City.

***Task 2 Deliverables:*** Analysis Summary

## **TASK 3: Housing Inventory**

### **3.1. Understanding of the Housing Inventory**

With feedback from the community, key stakeholders, and data collection results, Antero will develop a full summary of housing availability and relate it to current housing demands. We will create a “snapshot” of housing in the Sanger area, supplying key information including the locations of current and proposed developments, type, condition, quality, size, and availability of housing stock. This information will be synthesized and arranged into a housing inventory matrix of key facts, figures, charts, infographics, and maps. Additionally, the housing inventory matrix will provide stakeholders and residents with a visual medium to review factors potentially affecting the housing supply and market.

### **3.2. Review of Inventory Matrix**

The project team will provide the City of Sanger with a full housing inventory matrix draft. Following a review period, we will collect and address all comments and feedback as necessary and present a final draft.

***Task 3 Deliverables:*** Draft of Housing Inventory Matrix, Final Housing Inventory Matrix

## **Task 4: Current Market Trends and Demands**

### **4.1. Understanding of Current Market Trends and Demands**

Following the development of the housing inventory matrix, market trends and demand pressures with a primary focus on a profile of housing, demographics, economics, and

affordability will be analyzed. These projections and estimates will allow for an understanding of the amount and types of housing needed to accommodate growth and development in Sanger. It also provides further insight into affordability challenges, aging populations, and a core understanding of workforce and housing demand. Within these four sections, Antero will complete a current market trend and demands document. At a minimum, analysis will include:

- Overview of Workforce
- Economic Trends
- Projected Growth
- Occupancy and Vacancy
- Household Income Percent of AMI
- Cost Burden Owners and Renters

#### **4.2. Review of Current Market Trends and Demands Document**

Antero will provide the City with a Current Market Trends and Demands Report. Following a review period, we will collect and address all comments and feedback as necessary and present a final draft for public distribution.

***Task 4 Deliverables:*** *Current Market Trends and Demands Document Draft*

#### **Task 5: Future Housing Needs**

For developing a Future Housing Needs Assessment, Antero Group will provide: 1) Gap Analysis and 2) Residential Development Capacity Analysis. This strategy will utilize the collected and projected data and find affordable housing options for residents, while also locating potential physical locations for future housing. The final product will be a Gap Analysis Report and Residential Development Capacity Analysis Map with potential residential parcels.

##### **5.1. Gap Analysis**

To understand the current housing landscape and availability of housing, Antero will compare cost burden households to vacant or available units to identify housing gaps within the City of Sanger. The data will include households that are not cost burdened, cost burdened households, units occupied by renters with household income greater than affordability, units occupied by renters within the affordability income range, units occupied by renters with household income less than the affordability income range, and vacancies. From this analysis, we will determine the surplus and deficits of housing for both home ownership and rental units by level of income and provide the City of Sanger with potential strategies for ensuring current housing is being utilized.

## **5.2. Residential Development Capacity Analysis**

To ensure alignment with the Sanger Comprehensive Plan's goal to ensure adequate and available housing for future commercial growth, Antero will estimate potential residential areas with an analysis of current and new housing developments, market trends, and city constraints (lack of utilities, environmental preserves, zoning). The output will include a map and a GIS with parcels containing the capacity to endure residential development. This analysis can support future land-use maps.

## **5.3. Review of Gap Analysis Report and Residential Development Capacity Analysis Map**

Antero will provide the City of Sanger with a draft gap analysis report and capacity analysis map. Following a review period, Antero will collect and address all comments and feedback as necessary and present a final report.

***Task 5 Deliverables:*** *Gap Analysis Report and Residential Development Capacity Analysis Map and Layer*

## **Task 6: Final Plan: Housing Toolkit**

### **6.1 Final Plan Draft**

With our findings, Antero will recommend strategies that are unique to the City of Sanger. The Housing Toolkit will be used to assess current assets and challenges affecting housing for the City from a holistic approach. This Toolkit will also present a series of recommendations and a strategy of action.

### **6.2 City Review**

The draft Housing Toolkit report will be provided for review to the City. At this meeting, the stakeholders will be able to provide input and discuss report findings and recommendations with Antero before the final plan is released.

***Task 6 Deliverables:*** *The Housing Toolkit Draft and Final*

# Assumptions and Clarifications

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In preparation of this contract, we have made the following Assumptions and Clarifications:

- Client will identify a point of contact from whom the Project Team will take direction for administrative matters;
- Documents will be prepared and presented in draft format for final approval to the City Officials;
- The final report and deliverables will be developed using publicly available data and information and does not include the purchase of specialized data;
- Client will schedule meeting rooms, ensure officials are informed of meetings, distribute draft documents to commissioners and arrange for any necessary meeting equipment, such as flip charts, projectors and markers;
- Client will coordinate approval of the final document through the appropriate committee review and Council adoption procedures;
- Client will support collection of GIS and basemap information to provide currently available digital mapping files;
- This Scope of Work does not include establishing new ordinance language relating to housing;
- Printing costs are not considered part of this Project and will be billed on a time and materials basis, as approved by Client; and,
- Project deliverables will be completed in Adobe Illustrator format and will be delivered in EPS and PDF by email.

# Schedule and Deliverables

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Antero anticipates this Scope of Work not to exceed (6) months from Project commencement, dependent upon availability of client data and meetings. At Project Kickoff, we will provide a specific schedule of activities, including coordination of client meetings.

# Fee Estimate

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Antero proposes to complete this work on a time and materials fee not to exceed \$32,000.

Project fees are based on the Scope of Work included herein. Should conditions change, including new information, Project schedule, Scope of Work, or other Project elements, we will work with the City to modify this contract accordingly. Work outside of the above Scope of Work will be completed on a time and materials basis according to the attached Fee Schedule. All work will be summarized in a monthly invoice, issued electronically to the City on the first Friday of each month. Payment within thirty (30) days of the invoice date is appreciated.



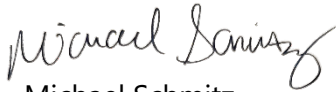
# Authorization

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Should this contract meet your expectations, please authorize by signing in the space provided below. Authorization of this contract indicates compliance with the Terms and Conditions. This contract is valid for sixty (60) days from the date of issuance. Alterations to this contract may only be made with the consent of both Antero Group and the Client.

We appreciate this opportunity to work with the City of Sanger. Should you have any questions regarding this contract, please feel free to call (940) 465-7909, or email [mschmitz@anterogroup.com](mailto:mschmitz@anterogroup.com).

Sincerely,



Michael Schmitz  
Principal

Attachments:      General Terms and Conditions  
                         Fee Schedule

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Signature

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Print Name

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Date

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Signature

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Print Name

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Date