



ECONOMIC DEVELOPMENT STRATEGIC PLAN

MAY 2025

www.amarilloedc.com

PREPARED BY: NEXT MOVE GROUP, LLC



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EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

AMARILLO, TEXAS

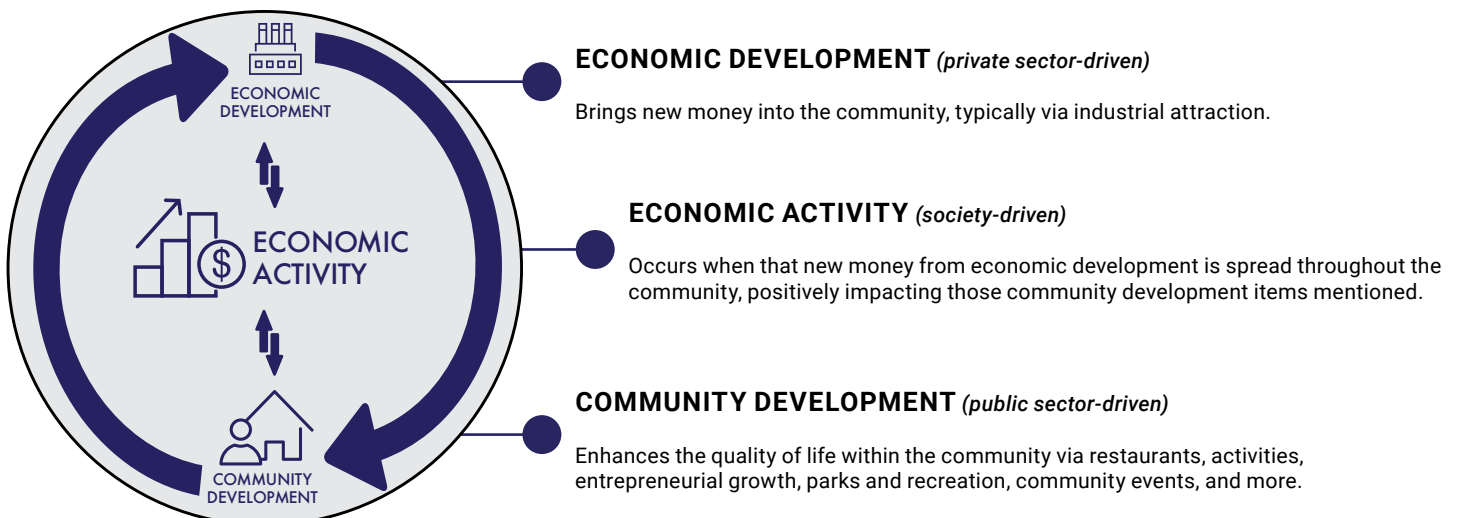
The Amarillo Economic Development Corporation engaged Next Move Group to review Amarillo's economy, key assets, and the organization's development strategy in order to determine recommendations that would improve organizational achievements and reach community goals. In addition to strategic planning and other services, Next Move Group also represents small to large businesses for site selection purposes, aiding in their decision on where to place new facilities and employees. Our team spent several days gathering quantitative data through virtual and in-person stakeholder meetings as well as touring important community assets like available industrial real estate, education facilities, and a variety of quality of life amenities. Ultimately, our team visited Amarillo on four separate occasions throughout this process. We appreciate the time given by all involved and present our team's findings herein.

Our team commonly finds confusion between economic development, community development, and economic activity. True economic development brings new money into the community, typically via new industrial development and primary job attraction, which is driven by the private sector and often assisted by the public sector. *Over the last five years, the Amarillo EDC team has done a great job of facilitating economic development in the region.* Community development, on the other hand, enhances the attractiveness of a city or county through strategic focus on investments in areas like infrastructure, transportation and quality of life, and is driven by the public sector (namely city, county, and state governments). *We do see room for improvement in both areas.*

Lastly, economic activity is what occurs when that new money from economic development circulates within the economy, positively impacting tax revenues, school systems, and small businesses like restaurants, boutiques, service providers and hotels. *As companies, particularly manufacturing, continue to become more sophisticated and automated, they will seek out locations with a focus on community development activities that enhance quality of life and in turn make the city attractive for growth in population and available skilled labor.*

Understanding the Differences:

Economic Activity, Community Development, and Economic Development



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What We Discovered in Amarillo

Fortunately for the City of Amarillo, their economic development team's positive reputation proved to be accurate during our initial visit. The Amarillo EDC is known well within the economic development industry, an industry boasting over 40,000 professionals in the United States alone. The team was professional, accommodating, and could easily transfer information to us throughout this project. They highlighted recent industrial successes, showcased the city's assets, and ensured successful meetings with business and education leaders as well as elected officials. Our team works with and analyzes economic development organizations nationwide and can confidently report that AEDC performs as a top-level EDO by industry standards.

In meeting with business and industry leaders, they unanimously praised the efforts and professionalism of the Amarillo EDC staff. The primary concerns of those interviewed revolved around workforce availability and the continued successful recruitment of industry causing a labor shortage in the near future. Other concerns included a lack of focus on infrastructure, long-term skilled trades development, and general population loss due to younger people moving away and not returning.

Key Takeaways

When our team engages with a community, we leverage our diverse professional experience to analyze the community through a variety of lenses, including our experience leading EDO's like the Amarillo EDC, to our site selection experience where we have represented private industry seeking their next multi-million dollar investment in a community. In addition to the economic development team itself, we found that the workforce pathway opportunities in Amarillo are also top tier. While Amarillo College, Texas Tech and West Texas A&M offer fantastic options and very high caliber post-secondary education and training, we were most impressed by the options and opportunities available at AmTech. For growing economies, having access to educated workers is expected through colleges and universities but communities that have put an extraordinary emphasis on career pathways and training at the high school level are far fewer.

Amarillo truly has the gold standard with AmTech. This institute should be the envy of every community in the US and is a major advantage for Amarillo's new industry recruitment efforts. We even heard from one of our site selection colleagues that it was a major deciding factor in one of your recent industrial employer location wins. Workforce readiness is extremely important for companies, especially manufacturers. **The opportunity going forward is marketing the total workforce package Amarillo has to offer in a more effective way.**

Closing Thoughts

Amarillo has the ability to be an even more prominent location of choice within Texas and the United States. Amarillo EDC is an organization with professional staff that leaders should be proud of! Continued support and finding ways to be more progressive and aggressive with economic

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AMARILLO, TEXAS

development policy will benefit the city long-term. On the other hand, while the economic development and site selection industry is large, it is also a tight-knit community where strife can carry unanticipated and negative side effects that could cost Amarillo new jobs, tax revenues, industries (or even existing ones) for a decade, or more, if not handled properly. Our team encourages you to work together, strengthen relationships, forge pathways to success, and continue performing at the level we have witnessed to bring prosperity to Amarillo.

The Site Selection Process

During our work with communities around the country, our team has discovered that few economic development organizations and their leadership understand how the site selection process works from the corporate side of the equation. For educational purposes, a short summary is given below that explains the general process of site selection whether a company is working on their own or with a professional site consultant.

Needs and Desires

As initial planning for a new factory begins, site selection team workshops every need they must have for the new site location. Needs can include everything from geography, supplier locations, client locations, utility availability, logistics, labor skill sets, workforce training, quality of life, and more. These needs are ranked and assigned a value of importance to score locations against one another. At the same time, the team will also workshop desires or wants. These are things the company would like to have, but are not necessary for success. An example would be direct flights from the new location to the company's HQ.

Scoring and Information Gathering

Once the needs and desires are known, they are typically assigned a value and inserted into a scoring matrix. This allows the team to judge communities against one another based directly on these factors. At this point, the team develops a request for information (RFI) based on the scoring matrix to send to all states and communities within the initial geography of their search grid. This is where your local economic development team typically first learns of a new facility looking for a location. However, in most cases the team nor the state will know the name of the company due to confidentiality reasons. A "project" name will be assigned to keep the name under wraps until a decision is made. Companies do this for multiple reasons:

- It is required for state incentives in most cases to remain anonymous until approval.
- To prevent any SEC violations or public stock issues.
- Approval from the companies board of directors is not final yet.

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- To prevent unnecessary distress for employees at other facilities.
- To prevent competitors from trying to edge into this new market.
- To prevent real estate prices from skyrocketing locally.

Visiting Communities

Once all of the RFIs are returned and scored, the company “down-selects” or in other words, eliminates, all but a handful of the communities. Typically, the highest scoring five communities remain for site visits. The site selection team will coordinate with state and local economic development professionals on the dates and duration of a visit one to two weeks prior to the actual visit. Once in the community, the company’s team is confirming all of the information given to them in the RFI. This includes the site, utilities, workforce, and all other needs the company has. In addition to this, the company is evaluating how welcoming and business friendly the community is. This is yet another highly important reason that communities must have a professionally staffed EDO. The site visit and the local economic development team can be a make or break when it comes to winning a project. Most companies know that over a 10 to 20 year time frame, elected officials will change, but the economic development agency usually has consistency that the company can rely on now and into the future. Communities should never overlook the importance of a consistent presence for industry to rely on, especially considering the amount of tax revenue they generate.

Negotiations and Decision

Now that the communities have been seen, the company and site selection team may choose to perform follow up visits, request additional information, or other activities. Responsiveness during this time is key to landing new jobs. Finally, the company will normally settle on three of the locations that they know could work for them and rank them as first, second, and third. At this point, a financial pro forma is completed to evaluate start-up costs and operational costs for each of the finalist communities. The company then decides on the best option for success of this new facility. However, just like every individual lives on a budget, so do companies. While one location is their favorite, it may have a higher cost to start up in, or to operate in. This is where incentives come into play.

Incentives should be utilized to close deals that are mutually beneficial for a community as well as the company. For example, if your community costs \$5 Million more to get started in, but is less expensive to operate in. The company may want to find a way to soften those start up costs with incentives to make their budget work and gain board approval for your location. A discount on land, the cost to cover utility extensions, or even low interest loans may help make up the difference to win the project and the jobs. Communities should never shy away from these discussions and understand the cost-benefit of offering incentives. But always remember, 100% of zero is still zero. So giving up a portion of tax revenue over five years to still gain new revenue is a win.

Once the incentives are negotiated, the company completes all necessary paperwork, approvals, and contracts before making a public announcement regarding the new facility.

EXECUTIVE SUMMARY

SWOT ANALYSIS

What Our Team Heard from Business Leaders - Strengths, Weaknesses, Opportunities, and Threats

S

- The people of Amarillo are hardworking and loyal.
- Amarillo EDC has been hugely significant to industrial success and support.
- Industry loves AmTech and it's a great advantage.
- Diverse base of industry and business.
- Great school district.
- Wonderful community to raise a family in.
- Business executives want to be helpful in the community and step up regularly.
- Strong local economy due to legacy businesses such as oil, gas, cattle, and farming.
- Small town feel with big town opportunities.

W

- Not enough new population coming in.
- Labor is tight in the area.
- Need to market Amarillo better than ever before, in all aspects.
- Infrastructure, specifically utilities, need to be upgraded for growth.
- Street maintenance needs to be taken care of better than it is now.
- Existing industry feels as though the community can be slightly more progressive to tackle infrastructure and population needs.
- Lack of collaboration at times amongst various groups.
- Need more focus on community development in downtown and entrepreneurial growth to enhance quality of life.

O

- Amarillo's location on I-40 could be taken advantage of better than in the past.
- Could be more than a one-night stay for tourism or business if community development/quality of life is given more importance.
- Veterinary and BioPharma could be a growth sector depending on the university's output and partnership.
- Loop 335 and other transportation projects can help alleviate traffic congestion and possibly open up more development opportunities.

T

- Mother nature is always a threat from fires or possible water issues.
- Not keeping enough of our youth or attracting new people, the city could shrink over time.
- Pausing or even taking too much time to finish the wastewater treatment plant project could stunt growth.

CURRENT ECONOMIC LANDSCAPE

CURRENT ECONOMIC LANDSCAPE

AMARILLO, TX

In assessing the City of Amarillo and Potter and Randall County's current economic landscape, we have evaluated several variables and indicators used to measure a community's economic climate to help identify trends, areas of concern, and opportunities, including:

- Population and demographics
- Educational attainment
- Employment and housing
- Economic dependency ratio & income disparity
- Current and future industry and occupation trends
- Workforce commuting patterns

CURRENT ECONOMIC LANDSCAPE

AMARILLO, TX

POPULATION, DEMOGRAPHIC, AND EDUCATIONAL ATTAINMENT INFORMATION:

Population and Demographic Comparisons:

	AMARILLO	POTTER-RANDALL COUNTIES	45-MIN DRIVE TIME	TEXAS	USA
Population	200,360	259,394	374,051	29,243,342	331,097,593
Civilian Labor Force (civilian population 16 & over)	100,365	127,120	179,099	14,674,135	167,857,207
Labor Participation Rate (civilian population 16 & over)	65.6%	63.3%	62.2%	65.0%	63.3%
Prime-Age Labor Force (civilian population 25-54)	65,328	80,566	111,546	9,621,423	106,380,520
Prime-Age Labor Force Participation Rate (civilian population 25-54)	83.1%	79.6%	78.0%	81.5%	82.8%
Median Age	34.4	35.5	35.5	35.2	38.5
Population Annual Growth	-0.6%	0.5%	0.1%	1.4%	0.6%
Mean Commute Time (minutes)	18.5	19.5	19.2	26.6	26.7
Annual Average Salary	\$57,031	\$56,640	\$60,616	\$71,898	\$72,405
Median Household Income	\$60,628	\$64,875	\$63,156	\$73,035	\$75,149
Cost of Living Index	82.4	83.7	82.8	93.6	100.0
Educational Attainment (Age 25-64 with Associate Degree or Higher)	34.3%	34.6%	31.8%	41.1%	45.0%
Spending Per Pupil	\$9,403	\$9,065	\$9,689	\$9,403	\$13,514
Poverty Level (of all people)	15.5%	14.5%	14.3%	13.9%	12.5%
Union Membership (Private)	4.4%	4.5%	4.1%	4.5%	6.0%
Union Membership (Mfg)	6.0%	6.0%	4.7%	5.9%	7.7%

Source: JobsEQ; ACS 2018-2022

Educational Attainment (Ages 25-64) Comparisons:

	AMARILLO	POTTER-RANDALL COUNTIES	45-MIN DRIVE TIME	TEXAS	USA
No High School Diploma	13.5%	13.5%	15.5%	13.9%	10.1%
High School Graduate	26.8%	26.8%	29.1%	24.1%	25.1%
Some College, No Degree	25.3%	24.8%	23.6%	20.9%	19.7%
Associate Degree	9.3%	9.5%	9.1%	7.9%	9.2%
Bachelor's Degree	17.4%	17.5%	15.9%	21.7%	22.4%
Postgraduate Degree	7.6%	7.6%	6.8%	11.5%	13.4%

Source: JobsEQ; ACS 2018-2022

CURRENT ECONOMIC LANDSCAPE

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THE JOBS-TO-HOUSEHOLD RATIO:

The jobs-to-household balance ratio is used in urban planning to help cities and regions reach a sustainable and efficient balance between employment opportunities and housing availability. It is a key metric for guiding policy and decision making related to land use, transportation and economic development. This metric presents a more accurate representation in urban settings than in rural settings because:

- Urban areas have a wider range of industries and job types, making the ratio a meaningful indicator of local employment opportunities.
- More households live near job centers, so the ratio better reflects local job access and commuting trends.
- Many workers live and work in the same city or commute within a well-connected transit system, making the balance between jobs and households more relevant.
- Cities use this metric to guide zoning, transportation, and housing development decisions, ensuring that job growth aligns with residential availability.

Rural areas have lower housing densities and fewer local employment opportunities. Typically residents are more accustomed to commuting to nearby jobs centers, making the metric less reflective of housing needs, employment and industry conditions. When it comes to the jobs-to-household ratio, rural areas benefit more from a broader regional analysis that reflects their labor shed.

Ratios can be higher or lower, depending on the area being assessed. Generally speaking, the following ratios are widely accepted based on context:

- Downtowns and Business Hubs – Ratios tend to be higher (1.8+), as they serve as regional employment centers.
- Suburban and Mixed-Use Areas – A ratio of 1.2 to 1.5 is preferred for balance.
- Rural Area – Ratios can be lower, as people often commute to urban centers for work.

The jobs-to-household ratio is only one key metric that should be considered when planning for land use, transportation and economic development priorities as factors like housing affordability, transportation access, and industry mix still play a critical role in local economic health. In urban areas, a ratio of 1.2 to 1.5 is an ideal balance as it represents a balanced range where job opportunities and housing availability are aligned.

Jobs-to-Household Ratios Compared:

- Below 1.2 – Indicates a more residential, bedroom-community environment where many people commute out for work.
- 1.2 – 1.5 – Considered a balanced range where job opportunities and housing availability are aligned.
- Above 1.5 – Suggests a job-heavy area where housing demand may outpace supply, leading to affordability challenges and increased commuting from other areas.

CURRENT ECONOMIC LANDSCAPE

AMARILLO, TX

APPLYING THE JOBS-TO-HOUSEHOLD RATIO:

Total # of jobs ÷ Total # of households

CITY OF AMARILLO

$104,826 \div 78,616 = 1.3$

POTTER – RANDALL COUNTIES

$124,129 \div 97,808 = 1.3$

45-MINUTE DRIVE TIME RADIUS

$180,649 \div 136,776 = 1.3$

Source: JobsEQ; ACS 2018-2022

Looking at the jobs-to-household ratios of the City, combined Counties and the larger drive time radius, each has a ratio of 1.3, which suggests a well-balanced area with room for slight adjustments.

1. **Moderate Job-Housing Balance** – There is a reasonable mix of employment opportunities and housing options, reducing extreme commuting patterns for residents.
2. **Potential for a Self-Sustaining Community/Region** – With 1.3 jobs per household, many residents may have opportunities to live and work within the same area, leading to shorter commutes.
3. **Lower Risk of Housing Shortages** – Unlike higher ratios, this suggests that housing supply is somewhat keeping up with job growth, though demand could still be strong.
4. **Economic Stability** – A ratio in this range suggests a balanced local/regional economy that supports both employment and residential needs.
5. **Traffic and Infrastructure Impact** – While some commuting into or out of the area still occurs, it is likely less extreme than in job-rich zones with much higher ratios.

CURRENT ECONOMIC LANDSCAPE

AMARILLO, TX

AMARILLO'S ECONOMIC DEPENDENCY RATIO:

The EDR is the ratio of economically dependent people to those in the labor force and is an important variable used to help assess the economic sustainability of a community. A community's EDR can be used in planning for future labor market and social welfare needs and highlights the burden on the working population to support those who are not generating income (examples of non-income generators include children under 16, adults over 65, and those who are unemployed or not engaged in the labor force among the population from 16 to 64 years of age). *This ratio does not include non-civilian populations like the armed forces and prisoners.* ([ESRI](#))

The lower the EDR is for a given area, the more stable the balance is of working people to support the needs of the dependent population, contributing to a healthy and stable economy. A low dependency ratio indicates a larger working population capable of supporting dependents, while a high dependency ratio suggests strain on the working population due to a large dependent population.

- The **Child EDR** is the population under 16 divided by the total employed population.
- The **Working-Age EDR** is the population not employed aged 16 to 64 divided by the total employed population.
- The **Senior EDR** is the population not employed aged 65 and older divided by the total employed population.
- The **Total EDR** is the sum of CEDR, WEDR, and SEDR.

Table – Comparison: Economic Dependency Ratio

GEOGRAPHY	TOTAL EDR	CHILD EDR	WORKING-AGE EDR	SENIOR EDR
Amarillo	104.1	43.9	32.6	27.6
Potter and Randall Counties	103.7	43.0	33.2	27.5
45-Min DT of Amarillo	104.1	43.3	33.2	27.5
Texas	102.6	42.8	36.5	23.3
USA	101.9	37.9	34.4	29.6

Source: Esri BAO (2024)

According to Esri, the City of Amarillo's EDR is 104.1, which means that for every 100 working-age people, there are about 104 dependents who, directly or indirectly rely on them for economic support. Amarillo's EDR suggests that there are more people depending on the labor force than there are people working, which can strain economic resources and social services.

CURRENT ECONOMIC LANDSCAPE

AMARILLO, TX

AMARILLO'S ECONOMIC DEPENDENCY RATIO:

Table – Comparison: Percentages of Total EDR by Population

GEOGRAPHY	TOTAL EDR	CHILD EDR	WORKING-AGE EDR	SENIOR EDR
Amarillo	100%	42.3%	31.3%	26.5%
Potter and Randall Counties	100%	41.5%	31.9%	26.5%
45-Min DT of Amarillo	100%	41.6%	31.9%	26.4%
Texas	100%	41.7%	35.6%	22.7%
USA	100%	37.2%	33.8%	29.0%

When comparing Amarillo's EDR to the US, there are more child dependents than working-age and senior dependents, which could indicate that Amarillo has a strong future source of talent to meet local employer demand. To keep local talent in the area, Amarillo should prioritize education and skills training that aligns with current and future employer demand.

AMARILLO'S HIDDEN LABOR FORCE:

Over 30,000 working-age people are not engaged in the labor force

Upon further analysis of Amarillo's EDR by population age group, 31.3% of the City's dependent population is of working age, but for some reason, are not engaged in the workforce. This population is not counted in the city's unemployment rate statistics as those people who have no work but are actively looking for employment are the only ones counted as unemployed. Groups that constitute hidden unemployment include individuals who have given up looking, those who are working less than they would like, and those who work at jobs in which their skills are underutilized. The hidden unemployed population can lead to a misrepresentation of the city's actual labor force and the true demand for jobs.

125,954

Total Working Age
Population

93,040

Total Working-Age
Employed Population

2,448

Total Unemployed
Population (3.1%)

30,466

Hidden Unemployed
Population

Source: Esri BAO (2024)

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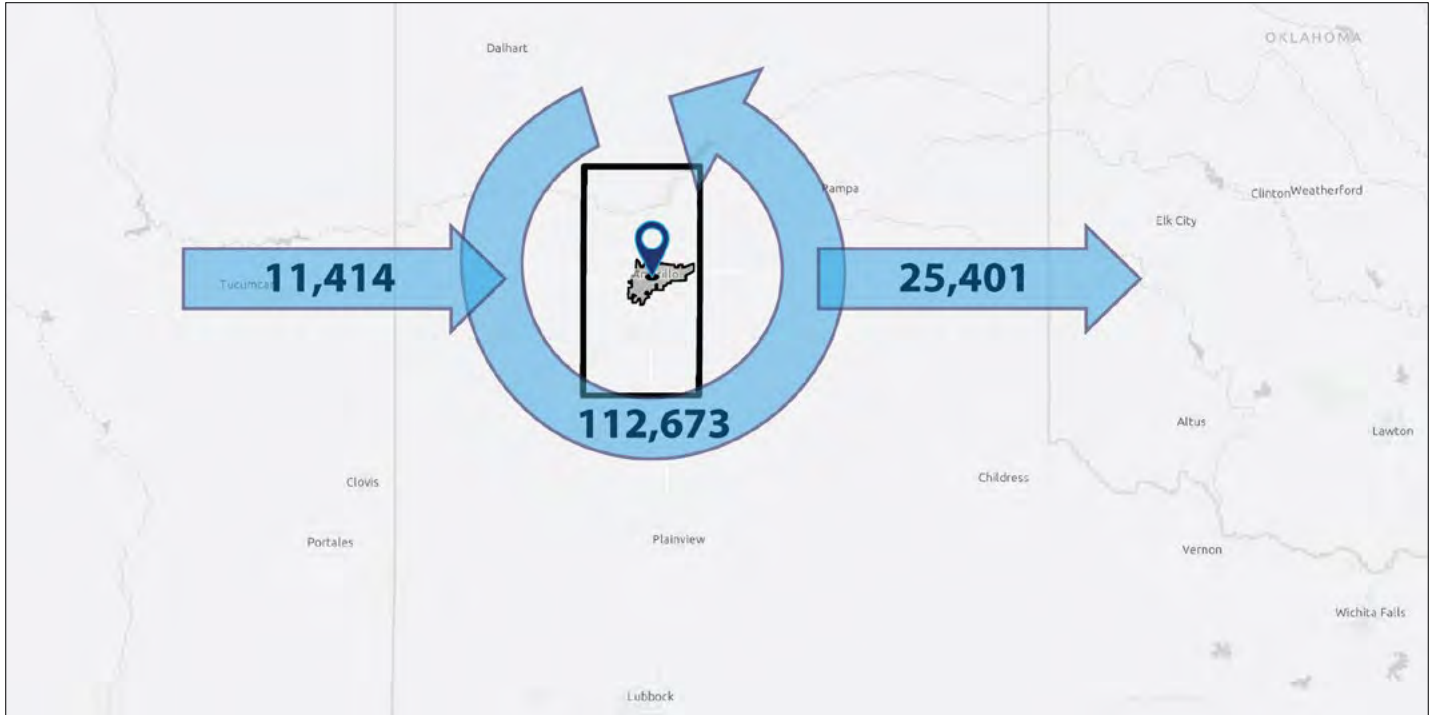
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CURRENT ECONOMIC LANDSCAPE

AMARILLO, TX

WORKFORCE COMMUTING TRENDS:

Potter & Randall Counties



112,673

*People Living and Working
in the Counties*

11,414

*People Commuting to the
Counties for Work*

25,401

*People Living in the Counties,
but Working Elsewhere*

Top-5 Counties Commuters Live In

COUNTY THEY LIVE IN	# OF EMPLOYEES
Lubbock County, Texas	640
Carson County, Texas	573
Tarrant County, Texas	572
Deaf Smith County, Texas	536
Hutchinson County, Texas	446
TOTAL:	2,767

Top-5 Counties Commuters Work In

COUNTY THEY WORK IN	# OF EMPLOYEES
Carson County, Texas	4,595
Lubbock County, Texas	2,571
Moore County, Texas	1,388
Dallas County, Texas	1,211
Deaf Smith County, Texas	857
TOTAL:	10,623

Source: JobsEQ (2024Q2)

Note: Workforce commuting information is not available at the city level.

CURRENT ECONOMIC LANDSCAPE

AMARILLO, TX

INDUSTRY, OCCUPATION AND WAGE TRENDS:

The following pages provide detailed industry, wage, and occupation information for the top-five industry sectors by employment for Amarillo, Potter and Randall Counties, and the 45-minute drive time region around Amarillo, which includes total employment, percentage of all jobs in the geography, comparative advantage for each specific industry, average annual wages, and historic/future growth projections.

Industry and Occupation Growth:

Over the last 10 years, industries in Potter and Randall Counties have experienced a net gain of 7,369 jobs (0.6% growth per year), including 5,094 jobs (0.5% growth per year) within the City of Amarillo. Over the next 10 years, Potter and Randall Counties is expected to add another 4,285 net new jobs (0.3% growth per year), including 2,518 new jobs in Amarillo.

In comparison, the larger 45-Minute Drive Time Region has experienced a net increase of 8,995 jobs over the last 10 years (0.5% growth per year). This region is expected to continue growing at a rate of 0.3% per year over the next 10 years, adding 5,473 new jobs.

Existing Industry Base:

Top Five Industries (by number of occupations) in Each Geography

The following industries support the majority of all jobs in Amarillo, Potter and Randall Counties, and Amarillo's greater 45-minute Drive Time Region:



Health Care
and Social
Assistance



Retail
Trade



Accommodation
and Food
Services



Manufacturing



Educational
Services

TOP-5 INDUSTRIES - PERCENTAGE OF ALL JOBS

58.1%

Amarillo

54.8%

Potter & Randall
Counties

54.6%

45-Minute Drive Time
Region of Amarillo

CURRENT ECONOMIC LANDSCAPE

AMARILLO, TX

INDUSTRY, OCCUPATION AND WAGE TRENDS:

Existing Industry Base:

Top Five Industries (by number of occupations) in Each Geography

AMARILLO, TX
Table – Top-5 Industries by # of Occupations

INDUSTRY	#	%	LQ	AVE. ANNUAL WAGES	10-YR HISTORIC	10-YR PROJECTION
Health Care and Social Assistance	18,092	17.26%	1.16	\$65,635	1.0%	0.6%
Retail Trade	13,735	13.10%	1.33	\$37,822	-0.2%	-0.2%
Accommodation and Food Services	12,725	12.14%	1.4	\$22,869	1.9%	0.4%
Manufacturing	8,162	7.79%	0.98	\$59,764	1.5%	0.1%
Educational Services	8,162	7.79%	0.95	\$49,391	0.1%	-0.4%
<i>Top-5 Industries by # of Occupations:</i>	60,876	58.07%	N/A	\$47,096	0.9%	0.1%
<i>Total Occupations:</i>	104,826	100%	1.00	\$57,031	0.5%	0.2%

Source: JobsEQ (2024Q2)

POTTER & RANDALL COUNTIES, TX
Table – Top-5 Industries by # of Occupations

INDUSTRY	#	%	LQ	AVE. ANNUAL WAGES	10-YR HISTORIC	10-YR PROJECTION
Health Care and Social Assistance	18,847	15.18%	1.02	\$65,143	0.9%	0.7%
Retail Trade	14,856	11.97%	1.22	\$37,789	-0.2%	-0.2%
Accommodation/Food Service	13,860	11.17%	1.28	\$22,809	1.9%	0.5%
Educational Services	11,098	8.94%	1.11	\$48,415	0.6%	-0.1%
Manufacturing	9,398	7.57%	0.95	\$60,201	-0.9%	0.2%
<i>Top-5 Industries by # of Occupations:</i>	68,059	54.83%	N/A	\$46,871	0.5%	0.2%
<i>Total Occupations:</i>	124,129	100%	1.00	\$56,460	0.6%	0.3%

Source: JobsEQ (2024Q2)

CURRENT ECONOMIC LANDSCAPE

AMARILLO, TX

INDUSTRY, OCCUPATION AND WAGE TRENDS:

Existing Industry Base:

Top Five Industries (by number of occupations) in Each Geography

45-MIN DRIVE TIME OF AMARILLO, TX
Table – Top-5 Industries by # of Occupations

INDUSTRY	#	%	LQ	AVE. ANNUAL WAGES	10-YR HISTORIC	10-YR PROJECTION
Manufacturing	23,729	13.14%	1.65	\$78,438	1.1%	0.5%
Health Care and Social Assistance	22,993	12.73%	0.85	\$62,815	0.5%	0.6%
Retail Trade	19,624	10.86%	1.11	\$36,667	-0.3%	-0.3%
Accommodation/Food Service	16,885	9.35%	1.07	\$22,243	1.5%	0.4%
Educational Services	15,333	8.49%	1.05	\$46,685	0.2%	-0.1%
<i>Top-5 Industries by # of Occupations:</i>	98,564	54.56%	N/A	\$49,370	0.6%	0.2%
<i>Total Occupations:</i>	180,649	100%	1.00	\$60,616	0.5%	0.3%

Source: JobsEQ (2024Q2)

Occupation and Wage Distribution:

Table – Amarillo, TX Jobs by Income Threshold (City's Average Annual Wage)

Number of jobs paying at, or more than, the average annual wage:	37,630	35.9%
Number of jobs paying less than the average annual wage:	67,190	64.1%
<i>Number of jobs paying less than \$31,000 per year:</i>	22,801	21.8%
Total jobs in the City:	104,826	100%

Source: JobsEQ (2024Q2)

According to JobsEQ at the time of this analysis, there were approximately 104,826 jobs within the City of Amarillo. If we divide the number of jobs by the City's average annual wage of \$57,031 and compare the number of jobs paying more than to the number of jobs paying less than we see that in Amarillo, for **every one job that pays more** than the average annual wage, **there are two jobs that pay less** than \$57,031 per year. *Of the jobs that pay less than the average annual wage, one-third of them pays less than \$33,000 per year.*

STRATEGIC ADVANTAGES

STRATEGIC ADVANTAGES

AMARILLO, TX

SUMMARY OF EXISTING KEY STRATEGIC ADVANTAGES:

Amarillo's strategic advantages are strong for target industries and every stakeholder stated that the EDC's team is a key ingredient. Texas as a whole is a very attractive location for many companies due to its business-friendly climate and Amarillo benefits from this. No state income tax, competitive property and sales tax rates compared to larger Texas cities, and having pro-business regulations are just some of the advantages. However, due to a lower tax environment, state level incentives are sometimes not as robust or as easily accessible as competing states. This is where cities in Texas typically make up the difference. Amarillo should be no exception, using smart policies to create customized incentives on a project-by-project basis.

Amarillo's transportation corridor provides companies with rail and interstate connections spanning the entire United States east to west. On top of that, the location of Amarillo, while not geographically central, still gives companies an opportunity for lower cost distribution of goods to a large percentage of the nation's population centers. The most unique strength of the city is the airport, with a history of military use and one of the longest runways in the nation, it makes aerospace a logical target for growth into the future.

Another strategic advantage for Amarillo is the lower cost of living, making it more attractive to recruit talent and population. Commercial real estate and labor costs are also more affordable than peer communities in other states. While affordable labor is an advantage, the tightness of the labor market may be perceived as a disadvantage. However, this is true in most regions of the United States. Thus, Amarillo should focus on the strength of its workforce training and education pipeline to show prospective industry the ability to find skilled workers long-term. Amarillo is not just a center of higher education with Amarillo College, Texas Tech, and West Texas A&M, it boasts one of the best career and technical education programs our team has seen in the country with AmTech.

AMARILLO'S COST OF LIVING



Source: JobsEQ (2024Q2)

STRATEGIC ADVANTAGES

AMARILLO, TX

TRANSPORTATION/LOGISTICS:

Amarillo's central location in the US makes it an ideal location for companies needing to ship goods to all corners of North America. In addition to direct access to two interstates, Amarillo is a key rail hub for BNSF, which can be leveraged for bulk and long-distance shipping, and is home to the country's seventh longest civilian runway at Rick Husband Amarillo International Airport.

Foreign Trade Zone 252:

Companies importing goods and raw materials can benefit from FTZs as they help streamline US Customs procedures and save money on customs duties, import fees, and taxes, increasing profit margins and lowering inventory carrying costs. The City of Amarillo/Amarillo EDC is the grantee of FTZ 252.

Interstates and Highways:

Interstate 40: A major east-west corridor connecting the West Coast (Barstow, CA) to the East Coast (Wilmington, NC), I-40 transverses California, Arizona, New Mexico, Texas, Oklahoma, Arkansas, Tennessee, and North Carolina, making Amarillo ideal for national distribution.

Interstate 27: Links Amarillo to Lubbock and connects with north-south Interstate 20 and Interstate 10.

US Highways 60, 87, and 287: Provide direct routes to Denver, Dallas-Fort Worth, and Oklahoma City.



STRATEGIC ADVANTAGES

AMARILLO, TX

TRANSPORTATION/LOGISTICS:

AMARILLO'S PROXIMITY TO MAJOR METROS:

There are over 26 million people (7.7% of US population) within a 400-mile radius of Amarillo and over 7 million people (2.1% of the US population) within a five-hour drive.



Lubbock, TX	124 miles
Lawton, OK	215 miles
Oklahoma City, OK	260 miles
Abilene, TX	270 miles
Albuquerque, NM	288 miles
Plano, TX	363 miles
Tulsa, OK	365 miles
Dallas-Fort Worth, TX	370 miles
Wichita, KS	353 miles
Denver, CO	433 miles

TRANSPORTATION/LOGISTICS:

BNSF: Whether shipping goods domestic or international, you can do it from Amarillo. As one of the country's largest rail networks, BNSF owns and operates over 32,500 miles of rail, crossing 28 states and three Canadian provinces, and is Amarillo's direct connection to the global marketplace. BNSF connects Amarillo to Mexico as well as over 40 ports across the country, including the US's busiest port in Los Angeles, CA.



STRATEGIC ADVANTAGES

AMARILLO, TX

TRANSPORTATION/LOGISTICS:

Air:

Rick Husband Amarillo International Airport (AMA): At 13,502 feet in length, Amarillo is home to the country's seventh longest civilian runway. A second runway with a length of 7,901 feet provides additional crosswind flight capabilities.

Logistics Services: AMA offers facilities for just-in-time manufacturing and perishable goods and handles cargo shipments via FedEx and UPS. Service to DFW connects businesses to global distribution.

Commercial Travel: AMA offers daily flights to many population destinations and gateway hubs on American, Southwest, and United Airlines. You can get to or from Amarillo from just about anywhere with minimum hassle.



STRATEGIC ADVANTAGES

AMARILLO, TX

AVAILABLE SITES AND BUILDINGS:

According to the Amarillo EDC's [Sites and Buildings database](#), there are over 167 properties available for industrial, multi-use, office, commercial, and retail development. *The following is a sampling of properties available for development in Amarillo:*

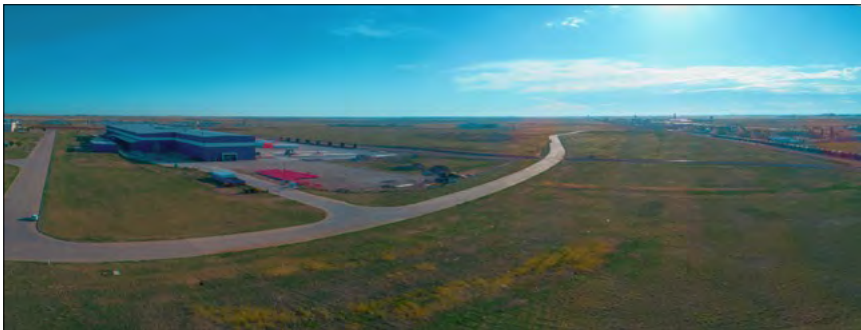


CenterPort Business Park

440 acres, with 10, 28, and 77-acre sites available



CenterPort is ideally suited for heavy industrial, manufacturing, and distribution companies and is included in Foreign Trade Zone #252. CenterPort is directly served by two BNSF Railway mainlines and two industry feeds currently traverse the property accounting for more than three-miles of rail infrastructure.



South Georgia Business Park

195 acres, with 97+/- acres available



The park has partial rail access.



STRATEGIC ADVANTAGES

AMARILLO, TX

AVAILABLE SITES AND BUILDINGS:

701 S Taylor

13,002 Square Feet - Class A office space available in downtown Amarillo

The building features a stunning atrium, a barber shop, a restaurant, and on-site management. Both covered and ground parking options are available.



Hope Road Property (11010 West County Road 34)

179+/- acres

This planned property has been envisioned to accommodate a mixed-use development, including approximately 1,200 rooftops, a hard corner for a convenience store, and multiple commercial lots for retail and office condominiums.



790 Buchanan

3,273 Square Feet



709 Buchanan is XCEL Energy's new downtown Amarillo office headquarters. This property boasts prime opportunity for food service and retail space on ground floor and is adjacent to a parking structure, Embassy Suites Convention Hotel, the Civic Center and Hodgetown Stadium.



NEED: More publicly owned industrial land to continue to increase Amarillo's land cost competitive advantage. Prioritize developing new rail-served sites in city limits to market to advanced manufacturing firms and logistics and distribution operations that need direct rail-to-facility service for shipping raw materials and finished goods.

STRATEGIC ADVANTAGES

AMARILLO, TX

EXISTING BUSINESS AND INDUSTRY:

Amarillo's workforce skill sets are strong in logistics, energy, a variety of advanced manufacturing operations, and agriculture. Its existing industry base and centralized location in the country makes Amarillo an ideal location for logistics and distribution companies, advanced manufacturers, like aviation and aerospace, defense, and food processing operations as well as wind and solar energy manufacturers given their geographical advantage of being located in the Texas Panhandle. *Below is a sampling of Amarillo's existing industries:*



Table – Average Hourly Wages by Occupation - Existing Industries

OCCUPATION	AMARILLO	45 MIN DT REGION	TEXAS	UNITED STATES
All Occupations	\$27.26	\$27.07	\$30.48	\$32.55
Assemblers and Fabricators	\$21.59	\$21.15	\$20.38	\$21.83
Engineers	\$50.58	\$52.69	\$56.83	\$55.43
Food Processing Workers	\$17.16	\$18.22	\$16.73	\$19.04
Material Moving Workers	\$17.74	\$18.22	\$19.33	\$20.14
Metal Workers and Plastics Workers	\$23.99	\$23.75	\$24.33	\$24.75

Source: JobsEQ (2024Q2)

STRATEGIC ADVANTAGES

AMARILLO, TX

LABOR SHED AND WORKFORCE DEVELOPMENT:

Table – Labor Force Population (by Drive Time)

DRIVE TIME	LABOR FORCE SIZE (16+)	EMPLOYED	UNEMPLOYED	UNEMPLOYMENT RATE
Amarillo, TX	136,769	132,493	4,276	3.1%
15 Minutes	140,830	136,425	4,405	3.1%
30 Minutes	162,447	157,385	5,062	3.1%
45 Minutes	188,889	182,699	6,190	3.3%
60 Minutes	207,629	200,642	6,987	3.4%

Source: JobsEQ (2024Q2)

NEED: Get more people trained in high demand occupations paying at least the city's average annual wage of \$57,031 per year like heavy/tractor-trailer truck drivers, registered nurses, industrial maintenance techs, accountants, police officers, workers in the financial services and accounting sectors. **More information about high demand occupations and Amarillo's immediate talent needs can be found beginning on page 40.**

Within a two-hour drive time, there are nearly 93,000 students enrolled in 15 two- and four-year colleges and universities. These post-secondary ed institutions graduate nearly 25,000 students every year. Amarillo is home to the AmTech Career Academy (high school), Amarillo College and the Texas Tech University Health Sciences Center at Amarillo.

K-12:

AmTech Career Academy: Amarillo ISD's [AmTech Career Academy](#) is the pinnacle of innovation and technology in education. AmTech's state-of-the-art campus, opening in 2021, is one of the most advanced CTE facilities for educating high school students in the country.

It features a 3,500-square-foot robot and drone coliseum for classwork and competitions, an advanced mechatronics "Smart Factory" mimicking the use of robotics in factories, a complete audio and visual production studio and an Anatomage Theater with the most advanced anatomy visualization system typically only seen in higher ed.



The AmTech Career Academy includes nine schools and 28 career pathway options for students to choose from. Students learn and work alongside peers from high schools across the Amarillo ISD,

STRATEGIC ADVANTAGES

AMARILLO, TX

LABOR SHED AND WORKFORCE DEVELOPMENT:

immersing students in a learning environment made up of students with similar interests and goals, but diverse backgrounds, which encourages collaboration, teamwork and problem-solving.

The table below outlines AmTech's programs, certifications available, and what industries they should be marketed to as a part of the Amarillo EDC's industry recruitment and retention efforts:

PROGRAM OF STUDY	PROGRAM CATEGORY	CERTIFICATIONS	PROMOTE TO THIS INDUSTRY
Advanced Mathematics	STEM	n/a	Advanced Industries
Advanced Science	STEM	n/a	Advanced Industries
Agricultural Technology & Mechanical Systems	Business & Industry	AWS D9.1 Sheet Metal Welding; Feedyard Technician in Machinery Operation, Repair, and Maintenance	Advanced Manufacturing / Industries
Animal Science (Vet Tech)	Business & Industry	Certified Veterinary Assistant, Level 1; Feedyard Technician in Cattle Care and Handling	Advanced Industries
Architectural Drafting & Design	Business & Industry	"Autodesk Associate (Certified User) Revit Architecture; Autodesk Associate (Certified User) AutoCAD"	Advanced Industries
Automotive Collision & Repair - Automotive Technology	Business & Industry	ASE (Automotive Service Excellence) - Up to 12 certifications available	Advanced Manufacturing
Automotive Collision & Repair - Collision Repair	Business & Industry	"ASE Entry-Level Collision Painting and Refinishing (PR); ASE Entry-Level Collision Structural Analysis and Damage Repair"	Advanced Manufacturing
Business Management	Business & Industry	Microsoft Excel Expert; Microsoft Word Expert	All Industries
Cyber Security	STEM or Business & Industry	Comp TIA IT Fundamentals; Comp TIA A+; CompTIA Security	Advanced Industries
Diagnostic & Therapeutic Services - Dental	Public Services	Registered Dental Assistant (RDA)	Advanced Industries
Diagnostic & Therapeutic Services - Health Science	Public Services	Certified Clinical Medical Assistant (CMA); EMT - Basic; Certified Patient Care Technician (CPT)	Advanced Industries
Diagnostic & Therapeutic Services - Pharmacy	Public Services	Pharmacy Technician	Advanced Industries
Digital Communications - Audio/Visual Production	Business & Industry	Adobe Certified Professional in Visual Design using Adobe Premiere Pro	Advanced Industries

Source: AmTech Programs of Study Guide 2025-26

STRATEGIC ADVANTAGES

AMARILLO, TX

LABOR SHED AND WORKFORCE DEVELOPMENT:

The table below outlines AmTech's programs, certifications available, and what industries they should be marketed to as a part of the Amarillo EDC's industry recruitment and retention efforts:

PROGRAM OF STUDY	PROGRAM CATEGORY	CERTIFICATIONS	PROMOTE TO THIS INDUSTRY
Electrical	Business & Industry	NCCER Core	Advanced Manufacturing
Engineering Foundations (PLTW)	STEM or Business & Industry	Autodesk Associate (Certified User) Fusion 360; Autodesk Associate (Certified User) Inventor for Mechanical Design	Advanced Industries
Entrepreneurship	Business & Industry	Entrepreneurship and Small Business Certification	All Industries
HVAC & Sheet Metal	Business & Industry	Refrigerant Handling (EPA 608)	Advanced Manufacturing
Information Technology Support & Services	Business & Industry	CompTIA IT Fundamentals; CompTIAA+	Advanced Industries
Manufacturing Technology - Machining	Business & Industry	NIMS - National Institute for Metalworking Skills (Up to 12 credentials available)	Advanced Manufacturing
Plant Science	Business & Industry	Texas State Florist's Association Knowledge Based Floral Certification; Texas State Florist's Association Level I Floral Certification	Advanced Industries
Plumbing & Pipefitting	Business & Industry	NCCER Core; Tradesman Plumber - Limited (Eligible to Test After Graduation)	Advanced Manufacturing
Robotics & Automation Technology	STEM or Business & Industry	n/a	Advanced Manufacturing
Welding	Business & Industry	AWS D9.1 Sheet Metal Welding	Advanced Manufacturing

Source: AmTech Programs of Study Guide 2025-26

Additional Programs of Study:

- Carpentry
- Cosmetology
- Culinary Arts
- Fine Arts
- Graphic Design & Interactive Media - Animation
- Graphic Design & Interactive Media - Graphic Design
- Journalism
- JROTC
- Languages Other Than English (LOTE)
- Law Enforcement
- Legal Studies
- Marketing & Sales
- Social Studies
- Teaching & Training

STRATEGIC ADVANTAGES

AMARILLO, TX

LABOR SHED AND WORKFORCE DEVELOPMENT:

Post-Secondary Education:

Amarillo - Two and Four-Year Colleges and Universities

Amarillo College

Amarillo, Texas

Amarillo College has a strong focus on workforce development and was awarded the Aspen Prize for community college excellence in 2023 (a top national recognition). AC's "No Excuses" approach to eliminating barriers to student success has gained national attention for the college. As a part of this approach, AC provides students with access to resources like childcare, emergency aid, and food assistance.



Additionally, AC has many partnerships with local industries like healthcare, business, technology, and manufacturing/skilled trades, which ensures the college remains focused on workforce-ready and career-focused programming. AC offers leading training in technical industries like nursing, aviation, cybersecurity and welding.

In addition to AC's partnership with AmTech to seamlessly complete degree and credentialing programs for high school students, many AC students can easily transfer to universities like Texas Tech and West Texas A&M to complete four-year degrees and beyond. According to most recent data available from JobsEQ, AC graduates over 2,100 two-year degrees per year.

AC is the only college within 45 minutes of Amarillo to offer the following two-year degrees:

- Aircraft Powerplant Technology
- Airframe Mechanics and Aircraft Maintenance Technology
- Autobody/Collision and Repair Technology
- Automotive Mechanic Technology
- Clinical/Medical Laboratory Technology
- Computer Engineering
- Computer Programming
- Dental Hygiene
- Diagnostic Medical Sonography
- Diesel Mechanics Technology
- Drafting and Design Technology
- Electromechanical Technologies
- Emergency Medical Technology
- Engineering
- Environmental Studies
- Machine Tool Technologies
- Nuclear Medical Technology
- Physics
- Radiologic Technology/Science
- Surgical Technology
- Truck Driving (CDL)
- Welding Technology

STRATEGIC ADVANTAGES

AMARILLO, TX

LABOR SHED AND WORKFORCE DEVELOPMENT:

Amarillo - Two and Four-Year Colleges and Universities

Texas Tech University Health Sciences Center at Amarillo
Amarillo, Texas



TEXAS TECH UNIVERSITY
HEALTH SCIENCES CENTER™
at Amarillo

[TTUHSC](#) at Amarillo offers a focus on rural and regional healthcare. As a part of the TTUHSC network, the Amarillo campus serves the Texas Panhandle and rural areas. The Amarillo campus is a key regional hub for Texas

Tech's medical training and is home to the Jerry H. Hodge School of Pharmacy – one of the top pharmacy schools in the country. The HSC Amarillo campus offers medical, pharmacy, nursing, and health professions programs, and emphasizes rural medicine and healthcare workforce development. It is pivotal in helping to address physician and healthcare shortages in West Texas.

TTUHSC is involved in pharmaceutical research, drug development, and clinical trials. The Amarillo facility provides advanced cancer care, conducts oncology research, and has a Laura W. Bush Institute for Women's Health location, which focuses on research and education to improve healthcare for women, especially in rural areas. Additionally, TTUHSC conducts important public health research that focuses on rural health disparities, telemedicine, and community-based healthcare solutions.

Upon graduation, many students stay in the region and work for TTUHSC partners like Northwest Texas Healthcare System, BSA Health System, and the VA Medical Center.

TTUHSC's schools of medicine, pharmacy, nursing, health professions, and biomedical sciences offer the following degrees:

- Doctor of Medicine
- Doctor of Pharmacy
- Doctor of Physical Therapy
- Bachelor of Science in Nursing
- Master of Science in Nursing (and various post-graduate certifications)
- Other Master's and Doctoral Programs: Programs in biomedical sciences are available, with concentrations such as Biochemistry, Cellular & Molecular Biology, and Immunology & Infectious Diseases.

STRATEGIC ADVANTAGES

AMARILLO, TX

LABOR SHED AND WORKFORCE DEVELOPMENT:

Colleges and Universities within a 45-Minute Drive

West Texas A&M University

Canyon, Texas

West Texas A&M is part of the Texas A&M University System and stands out for its strong agricultural programs and commitment to rural development. WTAMU plays a crucial role in supporting rural economies, education, and healthcare in the Texas Panhandle. It is home to the Paul Engler College of Agriculture and Natural Sciences, which has one of the nation's most advanced meat science and animal production programs, and includes state-of-the-art research facilities like the Beef Carcass Research Center, which is nationally recognized for its work in beef quality and meat science, and the Nance Ranch, which provides students studying agriculture, animal science, and environmental science with a hands-on learning environment.



Additionally, WTAMU's Advanced Wind Turbine Test Facility supports wind energy research, helping Texas maintain its leadership in renewable energy development, the College of Nursing and Health Sciences in a regional leader in training nurses and healthcare professionals, and the AACSB-accredited Paul and Virginia Engler College of Business offers an MBA program ranked among the best for affordability and flexibility.

Many students graduating from Amarillo College elect to complete a four-year degree program at WTAMU. According to most recent data available from JobsEQ, WTAMU graduates over 2,000 four-year degrees per year. Business administration and management, nursing/health services, finance, agronomy and crop science, biological sciences, accounting, and mechanical engineering are among WTAMU's top programs by number of degrees awarded annually.

WTAMU is the only University within 45 minutes of Amarillo to offer the following four-year degrees:

- Accounting
- Animal Sciences
- Business Administration
- Business Economics
- Civil Engineering
- Computer Science
- Electrical Engineering
- Environmental Science
- Mechatronics Engineering

STRATEGIC ADVANTAGES

AMARILLO, TX

LABOR SHED AND WORKFORCE DEVELOPMENT:

Amarillo - Two and Four-Year Colleges and Universities

Clarendon College

Clarendon, Texas

Clarendon College is Texas' oldest public junior college and has a long-standing reputation for serving rural communities and providing affordable access to education. Clarendon offers dual credit programs to allow high school students to earn college credits while still in school.



Clarendon's career-focused education pathways and local industry partnerships prepare students for high-demand jobs in the region, like nursing and welding. The college has a low student-to-faculty ratio, guaranteeing a personalized education.

According to most recent data available from JobsEQ, Clarendon graduates over 300 two-year degrees per year. Welding, electromechanical engineering technology, nursing, and Licensed Practical Nursing are among Clarendon's top programs by number of degrees awarded annually.

Frank Phillips College

Borger, Texas

Frank Phillips College offers affordable access to education and strong workforce training programs and is known for career-ready programs like welding, industrial technology, and nursing. FPC is an important partner for local industries like oil and gas and manufacturing because of their ability to provide job-specific training for high-demand careers in the region's leading industries.



FPC offers some of the lowest tuition rates in Texas. The FPC Foundation provides scholarships and financial aid to help students graduate with little to no debt. Additionally, FPC offers dual credit courses for high school students and continuing education and workforce certifications to help adults gain new skills for career advancement.

With a small campus, and tight-knit community, FPC is a great option for students looking for a more personal college experience. According to most recent data available from JobsEQ, FPC graduates over 200 two-year degrees per year. **FPC is the only college in the region to offer instrumentation technology.** Welding, instrumentation technology, industrial technology, and Licensed Practical/Vocational Nursing are among FPC's top programs by number of degrees awarded annually.

STRATEGIC ADVANTAGES

AMARILLO, TX

LABOR SHED AND WORKFORCE DEVELOPMENT:

Colleges and Universities Within a Two-Hour Drive Time:

Texas Tech University
Lubbock, Texas



TEXAS TECH
UNIVERSITY.

Located about two hours south of Amarillo, **Texas**

Tech University in Lubbock is the closest R1

doctoral university to Amarillo. TTU and the university's Health Sciences Center is classified as a Special Focus Four-Year Research Institution (Very High Research Activity University). Research focus areas include Cancer/Oncology, Neurological Disorders, and Infectious Diseases.

According to most recent data available from JobsEQ, TTU graduates over 10,000 students per year. Business administration and management, computer and information sciences, finance, mechanical engineering, civil engineering, and biological sciences are among TTU's top programs by number of degrees awarded annually.

TTU is the only university in region to offer the following four-year, or higher, degrees:

- Architectural and Building Sciences/Technology
- Architecture
- Bioengineering / Biomedical Engineering
- Chemical Engineering
- Clinical/Medical Laboratory Technology
- Computer Engineering
- Computer Software Engineering
- Construction Engineering
- Data Science
- Energy Systems Engineering
- Energy Systems Technology
- Environmental Design/Architecture
- Industrial Engineering
- Logistics, Materials, and Supply Chain Management
- Manufacturing Engineering
- Mechanical Engineering (*offers an Aerospace Engineering Minor*)
- Microbiology
- Petroleum Engineering

Oklahoma Panhandle State University
Goodwell, Oklahoma

Located less than north two hours of Amarillo, Oklahoma Panhandle State University in Goodwell, Oklahoma, is home to one of the nation's top rodeo teams. OPSU's small, close-knit, campus allows the university to offer small classes with heavy emphasis on personalized instruction.



OKLAHOMA
PANHANDLE STATE
UNIVERSITY

STRATEGIC ADVANTAGES

AMARILLO, TX

LABOR SHED AND WORKFORCE DEVELOPMENT:

Colleges and Universities Within a Two-Hour Drive Time:

A little less than half of the university's degrees are awarded in nursing.

According to most recent data available from JobsEQ, OPSU graduates nearly 400 two- and four-year degrees per year. OPSU's strong rural and agricultural focus makes it a great university for students interested in farm and ranch operations. Business administration and management, animal science, and agribusiness/agricultural business operations are among OPSU's top programs by number of degrees awarded annually.

OPSU is the only university in region to offer the following two- and four-year credentials:

- Industrial Production Technologies (two-year)
- Industrial Technology (four-year)

Other Colleges and Universities within a Two-Hour Drive:



Clovis, NM



Portales, NM



Lubbock, TX



Las Vegas, NM



Tucumcari, NM



Levelland, TX



Las Vegas, NM



Plainview, TX

See page 83 for a matrix of all colleges and universities within a two-hour drive time of Amarillo, a selection of programs they offer, and industries for which these programs should be promoted.

STRATEGIC ADVANTAGES

AMARILLO, TX

ECONOMIC INCENTIVES:

Incentives are an essential tool for economic growth that were originally intended for industrial development. Now, it is common practice to incentivize a variety of developments, including industrial, commercial, retail, and even residential. Some areas of the US have started scaling back incentives, but this practice tends to be an overreaction. Our team recommends a healthy balance of incentivizing projects that spur the long-term growth of quality jobs, tax revenues, quality of life amenities, and population.

Incentives should be carefully considered for the balance of both the development and the community's benefit. We recommend performing a financial analysis regarding incentives to ensure the community is never upside down while also aggressively pursuing jobs creation. Elected officials and economic development board members should always remember that 0% of nothing is always nothing. But 10% to 20% of something new, adds to the bottom line today and even more so in the future once the incentive time frame has lapsed. This is not to mention the creation of spin-off revenues from secondary job creation and new developments.

As part of our analysis of strategic advantages, our team reviewed existing incentives available and find them competitive. Keep in mind that every project is different, and business needs vary. Incentives should never be the only thing a company is seeking. Rather, the incentive package should balance start-up and long-term operational cost to make Amarillo the best location financially for the company to locate in.

Local Incentives: <https://amarilloedc.com/financing-incentives/>

Amarillo EDC Job Creation Incentive

The Amarillo EDC may provide economic development incentives for the creation of new primary jobs. A primary job is defined as a position available at a business for which most of its products and/or services are ultimately exported to regional, statewide, national or international markets thereby infusing new dollars into the local economy. Job Creation Incentives will be considered based on the capital expenditure and the average annual salary of the newly created jobs.

Job Creation Incentive Criteria:			
Capital Investment	Full-Time Primary Jobs Created/Retained	Average Gross Wage Per Job	One-Time Per Job Incentive
≥ \$2,000,000	≥ 10	≥ \$50,000	Up to \$10,000
≥ \$4,000,000	≥ 10	≥ \$60,000	Up to \$12,500
≥ \$6,000,000	≥ 10	≥ \$70,000	Up to \$15,000
≥ \$8,000,000	≥ 10	≥ \$80,000	Up to \$20,000

STRATEGIC ADVANTAGES

AMARILLO, TX

ECONOMIC INCENTIVES:

Tax Abatement

The Amarillo community has traditionally been supportive of economic growth and may consider extending abatement of property taxes on both equipment and buildings. Local property tax is assessed by the city, county, water district, junior college, & various school districts. The taxing entities can enter into tax abatement agreements for eligible projects based on the capital expenditure and job creation created.

New Development Tax Abatement Criteria:

Capital Investment	Full-Time Primary Jobs Created/Retained	Average Gross Wage Per Job	% Annual Abatement Sliding Scale	Years
≥ \$4,000,000	≥ 25	≥ \$50,000	40/30/20/10	Up to 4 years
≥ \$8,000,000	≥ 35	≥ \$50,000	60/50/40/30/20/10	Up to 6 years
≥ \$12,000,000	≥ 50	≥ \$50,000	80/70/60/50/40/30/20/10	Up to 8 years
≥ \$20,000,000	≥ 100	≥ \$50,000	100/90/80/70/60/50/40/30/20/10	Up to 10 years

Small Business Interest Rebate

The Amarillo EDC may provide a Small Business Interest Rebate (SBIR) for projects that do not fit the qualifications for job creation incentives. The SBIR enables small businesses to receive assistance for traditional bank loans on real property and/or machinery and equipment.

Foreign Trade Zone

Amarillo's [Foreign Trade Zone 252](#), located on airport property, allows companies to engage in import/export activity at the airport and 4 surrounding counties through the alternative site framework. A foreign-trade zone is a designated location where companies can use special customs procedures that help encourage U.S. activity by allowing delayed or reduced duty payments on foreign merchandise, as well as other savings.

Loan Programs:

City of Amarillo Community Development Micro-Loan Program

Designed to provide small businesses with increased access to capital in the City of Amarillo. This program creates job opportunities and provides a means for businesses to grow. The City of Amarillo Community Development Micro-Loan Program will exclusively target low to moderate-income individuals in the City of Amarillo. Business loans from \$2,000 to \$35,000 can be used for business purposes.

STRATEGIC ADVANTAGES

AMARILLO, TX

ECONOMIC INCENTIVES:

Small Business Administration (SBA) 504 Loan Program

Enables expanding businesses or business start-ups to secure long-term, fixed-rate financing for major fixed assets, such as land and buildings through loans made by the Texas Panhandle Regional Development Corporation (TPRDC). The program is designed to enable small businesses to create and retain jobs.



Texas Panhandle Regional Development Corporation

The Amarillo EDC's non-profit development company, certified by the US Small Business Administration (SBA), serves as a bridge between local lenders and companies that are seeking commercial real estate financing.

A typical [TPRDC](#) project through the Small Business Administration 504 Loan Program entails a bank loan secured by a first lien covering 50% of a project's cost. TPRDC then covers up to 40 percent of the cost, and the borrower injects a minimum of 10%. In addition to minimizing your financial burden and enabling you to grow, other advantages include:

- Enhanced cash flow
- Low down payment
- Long-term financing at low, fixed interest rates
- Fixed monthly payments

STRATEGIC ADVANTAGES

AMARILLO, TX

ECONOMIC INCENTIVES:

State Incentives: <https://gov.texas.gov/uploads/files/business/IncentivesOverview.pdf>

Texas Enterprise Fund

The [Texas Enterprise Fund \(TEF\)](#) is the largest “deal-closing” fund of its kind in the nation. The fund is used as a performance-based financial incentive tool for projects that offer significant projected job creation and capital investment and where a single Texas site is competing with another viable out-of-state option. The Amarillo EDC can provide guidance through the application process to your company if you are interested in pursuing TEF support.



Texas Enterprise Zone Program

The [Texas Enterprise Zone Program](#) is an economic development tool for local communities to partner with the State of Texas to promote job creation and significant private investment that will assist economically distressed areas of the state.

Texas Skills Development Fund

The [Skills Development Fund](#) is an innovative program created to assist the Texas public community and technical colleges finance customized job training for their local businesses. Grants are provided to help companies form partnerships with local community colleges and technical schools to provide custom job training.

Federal Incentives and Resources:

Economic Development Administration (EDA) Grant

Grants available through the [US Department of Commerce EDA](#). Our staff can assist you in applying for these grants on behalf of your business.



US Department of Agricultural (USDA)

At the core of USDA's mission is fostering economic opportunity and innovation that will continue to help American agriculture grow and thrive in a global economy. The [USDA](#) has a variety of grant programs and resources to support projects.



TALENT DEMAND

TALENT DEMAND

AMARILLO, TX

CURRENT TALENT DEMAND:

This information was compiled using JobsEQ's Real-Time Intelligence Tool that provides live job posting data from over 45,000 sources like job boards, job aggregators, and individual companies. RTI information is deduplicated and updated daily.

The following table outlines the top 15 employers in Potter and Randall Counties seeking talent by number of job posting advertised over the last 12 months.

Table – Top-15 Employers Seeking Full-Time Talent Over the Last 12 Months

EMPLOYER	NUMBER OF JOB POSTINGS
Universal Health Services	1,136
Xcel Energy	323
Tyson Foods	296
BSA Health System	289
Amarillo College	286
City of Amarillo	275
Amarillo Independent School District	272
Texas Tech University Health Sciences Center	221
West Texas A&M University	190
Walmart	172
AlliedTravelCareers	162
Centennial Bank	161
Northwest Texas Healthcare System	148
Pantex	124
Sodexo	118

Source: JobsEQ (2024Q2)

TALENT DEMAND

AMARILLO, TX

CURRENT TALENT DEMAND:

This information was compiled using JobsEQ's Real-Time Intelligence Tool that provides live job posting data from over 45,000 sources like job boards, job aggregators, and individual companies. RTI information is deduplicated and updated daily.

The following table outlines the top 20 hard and soft skills employers within a 45-minute drive time of Amarillo are seeking in job applicants.

Table – Top-20 In-Demand Hard and Soft Skills

SOFT SKILLS	HARD SKILLS
Communication (Verbal and written skills)	Microsoft Office
Cooperative/Team Player	Microsoft Excel
Customer Service	Ability to Lift 41-50 lbs.
Organization	Ability to Lift 51-100 lbs.
Adaptability/Flexibility/Tolerance of Change and Uncertainty	English
Self-Motivated/Ability to Work Independently/Self Leadership	Spanish
Problem Solving	Microsoft Outlook
Detail Oriented/Meticulous	Mathematics
Interpersonal Relationships/Maintain Relationships	Sales
Supervision/Management	Cash Handling (Cashier)
Ability to Work in a Fast Paced Environment	Microsoft Word
Multi-Task	Retail Sales
Prioritize	Personal Computers (PC)
Punctual	Word Processing
Time Management/Time Utilization	Merchandising
Leadership	Ability to Lift 21-30 lbs.
Good Judgment	SAP
Work Ethic/Hard Working	Microsoft PowerPoint
Analytical	Bilingual
Coachable/Willingness to Learn	Teaching/Training, Job

Source: JobsEQ (2024Q2)

TALENT DEMAND

AMARILLO, TX

CURRENT TALENT DEMAND:

This information was compiled using JobsEQ's Real-Time Intelligence Tool that provides live job posting data from over 45,000 sources like job boards, job aggregators, and individual companies. RTI information is deduplicated and updated daily.

The following table outlines the top 20 full-time occupations with immediate talent needs in Amarillo.

Table – Top-20 Occupations with Immediate Talent Needs by Active Jobs Ads within the last 6 Months

OCCUPATION	ACTIVE JOB ADS WITHIN LAST 6 MONTHS	CURRENT UNEMPLOYED	CURRENT EMPLOYED	AVE. ADVERTISED WAGE	AVE. ANNUAL WAGE	AVE. ENTRY LEVEL WAGE	AVE. EXPERIENCED WAGE
Medical and Health Services Managers	250	8	479	\$83,600	\$108,300	\$66,600	\$129,200
Heavy and Tractor-Trailer Truck Drivers	209	79	1,466	\$54,600	\$57,200	\$39,600	\$66,100
Registered Nurses	185	27	2,638	\$74,000	\$87,300	\$68,500	\$96,800
Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	184	24	562	\$78,900	\$65,800	\$35,000	\$81,100
First-Line Supervisors of Retail Sales Workers	175	23	1,173	\$48,300	\$46,600	\$29,300	\$55,300
Maintenance and Repair Workers, General	123	36	1,051	\$48,000	\$43,900	\$29,000	\$51,300
Retail Salespersons	115	110	2,851	\$33,300	\$32,700	\$22,900	\$37,500
Securities, Commodities, and Financial Services Sales Agents	107	8	299	\$71,500	\$94,700	\$47,500	\$118,400
Social and Human Service Assistants	100	6	215	\$40,800	\$43,300	\$32,300	\$48,800
Customer Service Representatives	90	90	1,990	\$33,900	\$39,100	\$29,400	\$44,000
Business Operations Specialists, All Other	80	9	513	\$74,700	\$84,700	\$49,800	\$102,100
Stockers and Order Fillers	78	151	2,046	\$34,200	\$37,400	\$30,100	\$41,000
Insurance Sales Agents	73	11	408	\$40,200	\$59,000	\$31,600	\$72,800

Source: JobsEQ (2024Q2)

TALENT DEMAND

AMARILLO, TX

CURRENT TALENT DEMAND:

This information was compiled using JobsEQ's Real-Time Intelligence Tool that provides live job posting data from over 45,000 sources like job boards, job aggregators, and individual companies. RTI information is deduplicated and updated daily.

The following table outlines the top 20 full-time occupations with immediate talent needs in Amarillo.

Table – Top-20 Occupations with Immediate Talent Needs by Active Jobs Ads within the last 6 Months

OCCUPATION	ACTIVE JOB ADS WITHIN LAST 6 MONTHS	CURRENT UNEMPLOYED	CURRENT EMPLOYED	AVE. ADVERTISED WAGE	AVE. ANNUAL WAGE	AVE. ENTRY LEVEL WAGE	AVE. EXPERIENCED WAGE
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	70	23	1,137	\$34,000	\$39,200	\$29,300	\$44,200
Sales Managers	66	5	412	\$69,900	\$120,300	\$54,200	\$153,400
Human Resources Specialists	59	13	441	\$43,300	\$64,800	\$41,400	\$76,600
Computer User Support Specialists	55	6	298	\$43,000	\$53,800	\$36,500	\$62,500
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	50	65	1,560	\$27,000	\$33,400	\$25,400	\$37,400
Nursing Assistants	48	28	895	\$36,900	\$35,500	\$29,700	\$38,400
First-Line Supervisors of Food Preparation and Serving Workers	47	28	1,119	\$31,600	\$38,000	\$26,800	\$43,600

Source: JobsEQ (2024Q2)

TALENT DEMAND

AMARILLO, TX

FUTURE TALENT DEMAND:

The following tables outline the top 20 high demand occupations within Amarillo and the 45-Minute Drive Time Radius of Amarillo organized by total projected demand over the next 10 years.

Table – Top-20 High Demand Occupations (Amarillo, TX)

Over the Next 10 Years

OCCUPATION	CURRENT EMPLOYED	AVE. ANNUAL WAGE	TOTAL DEMAND	EMPLOYMENT GROWTH	AVERAGE % GROWTH
Fast Food and Counter Workers	3,610	\$26,200	8,896	236	0.6%
Cashiers	3,065	\$27,000	5,284	-290	-1.0%
Retail Salespersons	2,851	\$32,700	4,149	9	0.0%
Waiters and Waitresses	1,933	\$29,300	3,954	-4	0.0%
Stockers and Order Fillers	2,046	\$37,400	3,473	128	0.6%
General and Operations Managers	2,816	\$106,100	2,403	112	0.4%
Personal Care Aides	1,461	\$25,200	2,399	237	1.5%
Customer Service Representatives	1,990	\$39,100	2,397	-142	-0.7%
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	1,560	\$33,400	2,224	34	0.2%
Cooks, Restaurant	1,206	\$30,300	2,145	203	1.6%
Laborers and Freight, Stock, and Material Movers, Hand	1,421	\$36,400	1,888	27	0.2%
First-Line Supervisors of Food Preparation and Serving Workers	1,119	\$38,000	1,719	73	0.6%
Heavy and Tractor-Trailer Truck Drivers	1,466	\$57,200	1,536	29	0.2%
Office Clerks, General	1,360	\$39,000	1,447	-94	-0.7%
Registered Nurses	2,638	\$87,300	1,418	61	0.2%
Food Preparation Workers	798	\$28,800	1,368	-33	-0.4%
Nursing Assistants	895	\$35,500	1,261	11	0.1%
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	1,137	\$39,200	1,203	-24	-0.2%
Medical Assistants	768	\$36,600	1,126	92	1.1%
Bookkeeping, Accounting, and Auditing Clerks	1,054	\$45,500	1,084	-70	-0.7%

Source: JobsEQ (2024Q2)

TALENT DEMAND

AMARILLO, TX

FUTURE TALENT DEMAND:

The following tables outline the top 20 high demand occupations within Amarillo and the 45-Minute Drive Time Radius of Amarillo organized by total projected demand over the next 10 years.

Table – Top-20 High Demand Occupations (45-Minute Drive Time Radius)

Over the Next 10 Years

OCCUPATION	CURRENT EMPLOYED	AVE. ANNUAL WAGE	TOTAL DEMAND	EMPLOYMENT GROWTH	AVERAGE % GROWTH
Fast Food and Counter Workers	4,939	\$26,000	12,047	267	0.5%
Cashiers	4,578	\$26,700	7,900	-427	-1.0%
Retail Salespersons	3,864	\$32,700	5,611	6	0.0%
Stockers and Order Fillers	3,285	\$37,600	5,585	212	0.6%
Waiters and Waitresses	2,569	\$28,900	5,256	-3	0.0%
Heavy and Tractor-Trailer Truck Drivers	4,047	\$56,400	4,374	170	0.4%
General and Operations Managers	4,626	\$105,800	3,998	221	0.5%
Laborers and Freight, Stock, and Material Movers, Hand	2,796	\$36,500	3,827	122	0.4%
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	2,543	\$33,100	3,652	73	0.3%
Farmworkers, Farm, Ranch, and Aquacultural Animals	2,545	\$35,000	3,650	-143	-0.6%
Customer Service Representatives	2,901	\$38,600	3,530	-185	-0.7%
Farmers, Ranchers, and Other Agricultural Managers	3,052	\$85,700	3,130	-50	-0.2%
Cooks, Restaurant	1,602	\$30,100	2,858	275	1.6%
Personal Care Aides	1,711	\$25,300	2,802	273	1.5%
Office Clerks, General	2,346	\$38,500	2,535	-136	-0.6%
First-Line Supervisors of Food Preparation and Serving Workers	1,525	\$38,100	2,323	87	0.6%
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	1,988	\$39,200	2,136	-20	-0.1%
Construction Laborers	2,105	\$38,300	2,030	191	0.9%
Maintenance and Repair Workers, General	2,006	\$43,700	1,947	101	0.5%
Food Preparation Workers	1,132	\$28,700	1,928	-53	-0.5%

Source: JobsEQ (2024Q2)

TALENT DEMAND

AMARILLO, TX

FUTURE TALENT DEMAND:

In order to increase the area's overall average annual wage, it is important to make sure the region's talent pipeline is aware of opportunities available to them that will keep them in the Amarillo area while also making livable wages. The following table is an outline of the top 20 high demand occupations making at least an average annual wage of \$57,031 (Amarillo's current average annual wage) within the 45-Minute Drive Time Radius of Amarillo and their projected talent demand over the next 10 years.

**Table – Top-20 High Demand Occupations Paying At Least \$57,031 Per Year
by Average Annual Wage (45-Minute Drive Time Radius)**

Over the Next 10 Years

OCCUPATION	CURRENT EMPLOYED	AVE. ANNUAL WAGE	TOTAL DEMAND	EMPLOYMENT GROWTH	AVERAGE % GROWTH
General and Operations Managers	4,626	\$105,800	3,998	221	0.5%
Farmers, Ranchers, and Other Agricultural Managers	3,052	\$85,700	3,130	-50	-0.2%
Registered Nurses	3,455	\$87,000	1,861	83	0.2%
First-Line Supervisors of Office and Administrative Support Workers	1,755	\$61,900	1,514	-95	-0.6%
First-Line Supervisors of Production and Operating Workers	1,282	\$74,600	1,273	65	0.5%
Accountants and Auditors	1,428	\$80,100	1,159	56	0.4%
Elementary School Teachers, Except Special Education	1,844	\$61,800	1,147	-53	-0.3%
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	1,188	\$68,700	1,059	18	0.2%
First-Line Supervisors of Construction Trades and Extraction Workers	1,208	\$70,600	1,022	78	0.6%
Industrial Machinery Mechanics	841	\$62,400	876	171	1.9%
Managers, All Other	1,047	\$140,000	867	69	0.6%
Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	838	\$67,300	816	14	0.2%
Secondary School Teachers, Except Special and Career/ Technical Education	1,410	\$65,200	808	-40	-0.3%
First-Line Supervisors of Mechanics, Installers, and Repairers	936	\$73,800	806	49	0.5%
First-Line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors	752	\$62,800	779	30	0.4%
Project Management Specialists	933	\$86,900	720	51	0.5%
Business Operations Specialists, All Other	776	\$83,400	701	36	0.5%
Police and Sheriffs Patrol Officers	882	\$70,800	696	33	0.4%
Medical and Health Services Managers	624	\$107,900	648	157	2.3%
Human Resources Specialists	717	\$65,600	646	43	0.6%

Source: JobsEQ (2024Q2)

TARGETED INDUSTRIES

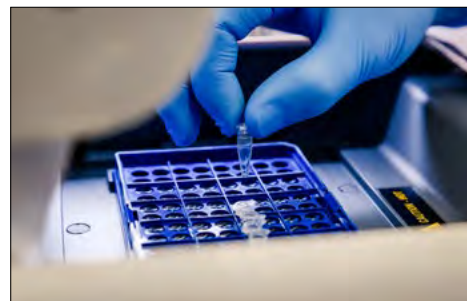
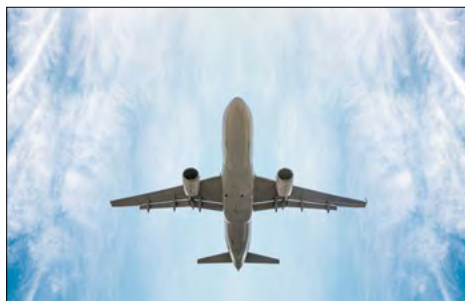
TARGETED INDUSTRIES

AMARILLO, TX

TARGETED BUSINESS AND INDUSTRIES:

Amarillo's workforce and existing industry base is largely made up of a variety of advanced manufacturing firms, like aerospace and defense and food processing, as well as distribution and logistics firms, production/extraction like oil, natural gas, wind, and solar, and agriculture (beef, dairy, and grain processing). Amarillo's employers' benefit from access to a robust regional talent pipeline that is nearly second to none with 15 colleges and universities within a two-hour drive. These post-secondary institutions ensure employers have access to a highly skilled workforce for many years to come. According to the [Amarillo EDC's website](#), the following industries are targeted for recruitment:

- Advanced Manufacturing
- Aviation & Aerospace
- Bioscience & Research
- Energy
- Food Processing & Agriculture
- Logistics & Distribution



Based on the research and data analysis found on the following pages, we have completed for Amarillo and the surrounding region, we agree with the Amarillo EDC's current targeted industries. Additionally, we have compiled data points, found on page 54, that can be used to promote Amarillo's strength in doing business when recruiting the industries outlined above.

TARGETED INDUSTRIES

AMARILLO, TX

TARGETED BUSINESS AND INDUSTRIES:

Determining Targeted Industries:

We consider the following variables to help identify targeted industries for retention/expansion and recruitment efforts:

1. Industries expected to grow over the next 10 years by at least 0.3% annually (the baseline expected growth for the larger 45-minute drive time region).
2. Industries with a location quotient (LQ) of at least 1.00 to 1.25, or higher.
3. Industries that have a higher-than-average annual wage of \$57,031, which is Amarillo's current average annual wage.

What is Location Quotient?

Jobs EQ defines Location quotient as the measurement of concentration in comparison to the nation. *All LQs in JobsEQ are calculated based upon employment.*

An LQ of 1.00 indicates a region has the same concentration of an industry (or occupation) as the nation. An LQ of 2.00 would mean the region has twice the expected employment compared to the nation and an LQ of 0.50 would mean the region has half the expected employment in comparison to the nation.

Why is LQ important?

A LQ for an industry identifies the degree to which the industry specializes in or is concentrated in a region. ***With an LQ of 1.25 or higher, a region is considered to possess a comparative advantage in that industry.*** Firms in a specific industry often aggregate because of some competitive advantage found in an area such as geographic location, natural resources, and human resources.

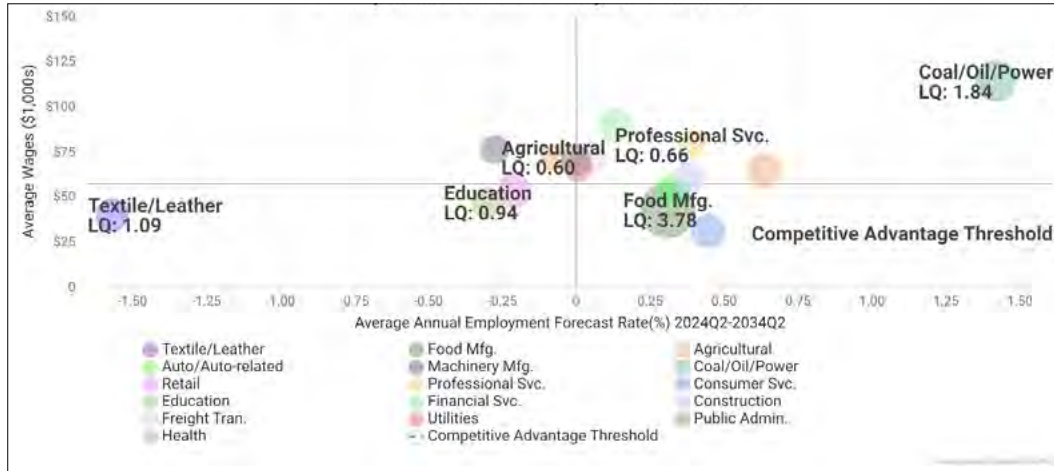
TARGETED INDUSTRIES

AMARILLO, TX

TARGETED BUSINESS AND INDUSTRIES:

Determining Targeted Industries:

AMARILLO, TX:



Note: JobsEQ's industry clusters are made up of 22 industry clusters as defined by Chmura. Only industries with a LQ of 0.5, or higher, are included in the clusters chart.

At the time of this analysis, only three industries met all three criteria above - Coal/Oil/Power, Construction, and Health.

INDUSTRY GROUP	ANNUAL EMPLOYMENT FORECAST RATE (%) 2024Q1-2034Q1	AVERAGE WAGES	LQ
Coal/Oil/Power	1.42%	\$113,914	1.84
Construction	0.38%	\$60,369	1.02
Health	0.64%	\$64,325	1.16

Source: JobsEQ (2024Q2)

The following industries met two of the three criteria. The criteria not met is denoted in **red**:

INDUSTRY GROUP	ANNUAL EMPLOYMENT FORECAST RATE (%) 2024Q1-2034Q1	AVERAGE WAGES	LQ
Auto/Auto-related	0.33%	\$53,205	1.05
Consumer Services	0.45%	\$30,790	1.10
Financial Services	0.14%	\$89,219	1.03
Food Manufacturing	0.31%	\$42,333	3.78
Freight Transportation	0.05%	\$71,731	1.03
Professional Services	0.39%	\$78,661	0.66

Source: JobsEQ (2024Q2)

TARGETED INDUSTRIES

AMARILLO, TX

TARGETED BUSINESS AND INDUSTRIES:

Determining Targeted Industries:

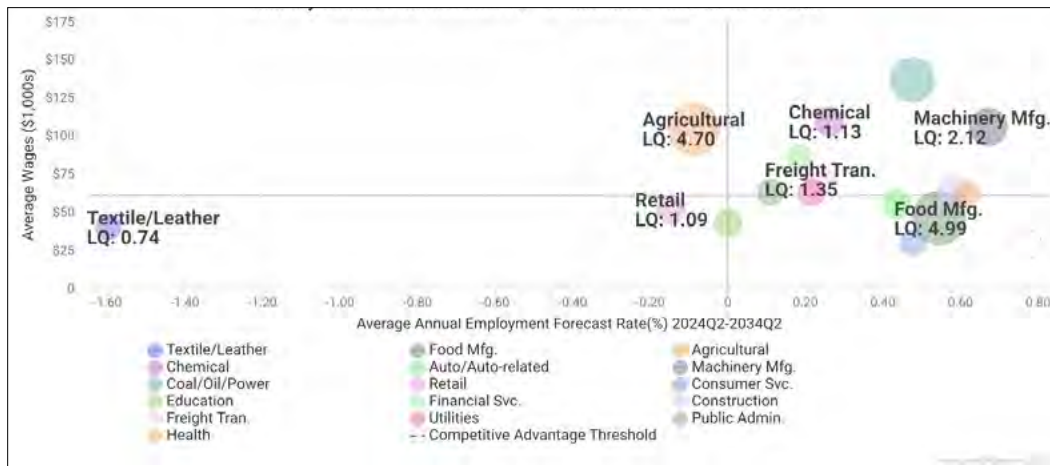
AMARILLO, TX:

Auto/Auto-related, Consumer Services, Financial Services, Food Manufacturing, and Freight Transportation have LQs higher than 1.0 and are all anticipated to experience job growth over the next 10 years indicating the city's competitive advantage in attracting those industries and should be considered targeted industries for the city for retention and expansion activities.

Amarillo's Professional Services sector is anticipated to grow over the next 10 years and have average annual wages well above the minimum criteria of \$57,031 per year but has a lower concentration than expected when compared to the nation.

45-MINUTE DRIVE TIME REGION:

According to JobsEQ, the average annual wage in the greater 45-Minute Drive Time region is \$60,616, which is slightly higher than the average annual wage of the City of Amarillo. There are 180,649 people employed in the greater region, compared to 104,826 in the City.



Note: JobsEQ's industry clusters are made up of 22 industry clusters as defined by Chmura. Only industries with a LQ of 0.5, or higher, are included in the clusters chart.

Within the larger 45-minute drive time region, four industries met all three criteria for targeted industries – Chemical, Coal/Oil/Power, Construction, and Machinery Manufacturing.

TARGETED INDUSTRIES

AMARILLO, TX

TARGETED BUSINESS AND INDUSTRIES:

Determining Targeted Industries:

45-MINUTE DRIVE TIME REGION:

INDUSTRY GROUP	ANNUAL EMPLOYMENT FORECAST RATE (%) 2024Q1-2034Q1	AVERAGE WAGES	LQ
Chemical	0.26%	\$109,356	1.13
Coal/Oil/Power	0.48%	\$136,760	3.28
Construction	0.58%	\$63,618	1.21
Machinery Manufacturing	0.67%	\$105,672	2.12

Source: JobsEQ (2024Q2)

The following five industries met two of the three criteria. The criteria not met is denoted in red:

INDUSTRY GROUP	ANNUAL EMPLOYMENT FORECAST RATE (%) 2024Q1-2034Q1	AVERAGE WAGES	LQ
Agricultural	-0.09%	\$104,202	4.70
Auto/Auto-related	0.44%	\$54,681	1.06
Food Manufacturing	0.54%	\$45,988	4.99
Freight Transportation	0.24%	\$71,326	1.35
Health	0.62%	\$62,066	0.85

Source: JobsEQ (2024Q2)

The larger 45-minute drive time region around Amarillo has a very high concentration (almost five-times the national average) of Agricultural and Food Manufacturing industry sectors. The Food Manufacturing sector is projected to grow, however it offers average wages that are almost 20% lower than the average wage threshold for our targeted industries criteria. The Agricultural industry is expected to slightly decline in the overall number of jobs available over the next 10 years.

Additionally, the Auto/Auto-related, Freight Transportation, and Health industries in the greater region are growing and offer good wages that almost meet or are above the criteria we use to determine targeted industries. We would consider these industry clusters to be strong and advancing industries.

TARGETED INDUSTRIES

AMARILLO, TX

Amarillo boasts the following concentrations of industry and occupations:

Industry Concentrations and Wages (45-Minute Drive Time)
ABOVE THE NATIONAL AVERAGE IN THE FOLLOWING:

Utility/Energy Industries:

INDUSTRY	LQ	AVE. ANNUAL WAGES
Wind Electric Power Generation	28.66	\$113,481
Crude Petroleum Extraction	10.26	\$175,027
Natural Gas Extraction	7.81	\$101,233
Construction Sand and Gravel Mining	5.01	\$92,172
Other Electric Power Generation	2.91	\$202,629
Natural Gas Distribution	2.90	\$103,240
Support Activities for Oil and Gas Operations	2.62	\$89,472
Electric Power Distribution	2.30	\$126,196
Fossil Fuel Electric Power Generation	1.47	\$116,268

Source: JobsEQ (2024Q2)

Transportation and Warehousing Industries:

INDUSTRY	LQ	AVE. ANNUAL WAGES
Farm Product Warehousing and Storage	17.79	\$62,813
Pipeline Transportation of Natural Gas	5.50	\$155,639
Rail Transportation (non-covered)	5.21	\$102,962
Interurban and Rural Bus Transportation	4.75	\$82,557
Mixed Mode Transit Systems	4.28	\$75,503
Specialized Freight (except Used Goods) Trucking, Long-Distance	4.26	\$70,467
Support Activities for Rail Transportation	3.71	\$66,151
Specialized Freight (except Used Goods) Trucking, Local	3.62	\$68,861
General Freight Trucking, Long-Distance, Truckload	2.37	\$75,251
Refrigerated Warehousing and Storage	2.29	\$68,366
Pipeline Transportation of Crude Oil	1.86	\$150,396
Other Support Activities for Air Transportation	1.81	\$50,506
Pipeline Transportation of Refined Petroleum Products	1.71	\$151,884

Source: JobsEQ (2024Q2)

TARGETED INDUSTRIES

AMARILLO, TX

Amarillo boasts the following concentrations of industry and occupations:

Industry Concentrations and Wages (45-Minute Drive Time)
ABOVE THE NATIONAL AVERAGE IN THE FOLLOWING:

Transportation and Warehousing Industries:

INDUSTRY	LQ	AVE. ANNUAL WAGES
Motor Vehicle Towing	1.54	\$55,325
Other Nonscheduled Air Transportation	1.28	\$125,593
Other Support Activities for Road Transportation	1.23	\$67,307
General Freight Trucking, Long-Distance, Less Than Truckload	1.10	\$98,339
Air Traffic Control	1.10	\$112,602

Source: JobsEQ (2024Q2)

Manufacturing Industries:

INDUSTRY	LQ	AVE. ANNUAL WAGES
Ammunition (except Small Arms) Manufacturing	210.64	\$123,514
Animal (except Poultry) Slaughtering	52.65	\$44,734
Leather and Hide Tanning and Finishing	28.35	\$40,984
Other Pressed and Blown Glass and Glassware Manufacturing	23.12	\$56,703
Rendering and Meat Byproduct Processing	21.25	\$64,855
Flour Milling	14.42	\$74,295
Oil and Gas Field Machinery and Equipment Manufacturing	13.01	\$81,232
Nitrogenous Fertilizer Manufacturing	12.55	\$119,929
Speed Changer, Industrial High-Speed Drive, and Gear Manufacturing	11.79	\$57,261
Other Animal Food Manufacturing	11.63	\$56,667
Petroleum Refineries	10.65	\$196,501
Petrochemical Manufacturing	10.02	\$180,787
Other Basic Inorganic Chemical Manufacturing	8.67	\$129,184
Industrial Gas Manufacturing	8.18	\$169,264
Cheese Manufacturing	7.94	\$53,979
Ethyl Alcohol Manufacturing	7.69	\$74,754

Source: JobsEQ (2024Q2)

TARGETED INDUSTRIES

AMARILLO, TX

Amarillo boasts the following concentrations of industry and occupations:

Industry Concentrations and Wages (45-Minute Drive Time)
ABOVE THE NATIONAL AVERAGE IN THE FOLLOWING:

Manufacturing Industries:

INDUSTRY	LQ	AVE. ANNUAL WAGES
Air and Gas Compressor Manufacturing	7.16	\$67,673
Distilleries	5.53	\$47,940
Food Product Machinery Manufacturing	4.86	\$58,968
Ice Manufacturing	4.45	\$36,683
Fluid Milk Manufacturing	4.06	\$53,399
Turbine and Turbine Generator Set Units Manufacturing	3.24	\$94,887
Noncurrent-Carrying Wiring Device Manufacturing	3.24	\$61,727
Aircraft Manufacturing	3.05	\$89,435
Urethane and Other Foam Product (except Polystyrene) Manufacturing	2.97	\$48,079
Small Electrical Appliance Manufacturing	2.95	\$61,768
Dog and Cat Food Manufacturing	2.89	\$82,438
Asphalt Paving Mixture and Block Manufacturing	2.78	\$59,207
Compost Manufacturing	2.73	\$51,028
Metal Tank (Heavy Gauge) Manufacturing	2.68	\$78,766
All Other Basic Organic Chemical Manufacturing	2.59	\$124,813
Coffee and Tea Manufacturing	2.50	\$48,568
Footwear Manufacturing	2.47	\$45,665
Cement Manufacturing	2.43	\$76,037
Power Boiler and Heat Exchanger Manufacturing	2.29	\$79,409
Industrial and Commercial Fan and Blower and Air Purification Equipment Manufacturing	2.21	\$43,951
Construction Machinery Manufacturing	2.16	\$57,684
Nonferrous Metal (except Aluminum) Smelting and Refining	1.87	\$65,711
Ready-Mix Concrete Manufacturing	1.77	\$66,668
Meat Processed from Carcasses	1.68	\$60,340
Other Leather and Allied Product Manufacturing	1.55	\$37,668

Source: JobsEQ (2024Q2)

TARGETED INDUSTRIES

AMARILLO, TX

Amarillo boasts the following concentrations of industry and occupations:

Industry Concentrations and Wages (45-Minute Drive Time)
ABOVE THE NATIONAL AVERAGE IN THE FOLLOWING:

Manufacturing Industries:

INDUSTRY	LQ	AVE. ANNUAL WAGES
Truck Trailer Manufacturing	1.47	\$31,687
Tire Retreading	1.41	\$41,767
Cut Stone and Stone Product Manufacturing	1.38	\$49,155
Heavy Duty Truck Manufacturing	1.33	\$90,141
Curtain and Linen Mills	1.30	\$33,333
Plate Work Manufacturing	1.30	\$58,358
Prefabricated Metal Building and Component Manufacturing	1.28	\$52,263
Tortilla Manufacturing	1.27	\$37,860
All Other Miscellaneous Nonmetallic Mineral Product Manufacturing	1.23	\$59,009
Dry, Condensed, and Evaporated Dairy Product Manufacturing	1.19	\$72,239
Rolled Steel Shape Manufacturing	1.19	\$66,698
Corrugated and Solid Fiber Box Manufacturing	1.17	\$54,252
Residential Electric Lighting Fixture Manufacturing	1.17	\$49,338
Farm Machinery and Equipment Manufacturing	1.15	\$51,986
Plastics Plumbing Fixture Manufacturing	1.14	\$44,979

Source: JobsEQ (2024Q2)

TARGETED INDUSTRIES

AMARILLO, TX

Amarillo boasts the following concentrations of industry and occupations:

Occupation Concentrations and Wages (45-Minute Drive Time)
ABOVE THE NATIONAL AVERAGE IN THE FOLLOWING:

Production Occupations:

SKILLED OCCUPATION	LQ	PROMOTE TO THIS INDUSTRY
Slaughterers and Meat Packers	13.53	Food Manufacturing
Meat, Poultry, and Fish Cutters and Trimmers	7.22	Food Manufacturing
Food Processing Workers, All Other	7.03	Food Manufacturing
Petroleum Pump System Operators, Refinery Operators, and Gaugers	6.08	Petroleum and Chemical Mfg / Oil and Gas Extraction
Food Cooking Machine Operators and Tenders	4.61	Food Manufacturing
Helpers--Production Workers	4.36	All Manufacturing
Shoe and Leather Workers and Repairers	4.30	All Manufacturing
Cooling and Freezing Equipment Operators and Tenders	3.90	Food and Chemical Mfg / Health Care
Food and Tobacco Roasting, Baking, and Drying Machine Operators and Tenders	3.41	Food Manufacturing
Chemical Plant and System Operators	3.26	Petroleum and Chemical Mfg / Oil and Gas Extraction
Plant and System Operators, All Other	3.20	All Manufacturing
Forging Machine Setters, Operators, and Tenders, Metal and Plastic	2.96	Machinery and Transportation Equipment Mfg.
Heat Treating Equipment Setters, Operators, and Tenders, Metal and Plastic	2.50	Machinery and Transportation Equipment Mfg.
Cleaning, Washing, and Metal Pickling Equipment Operators and Tenders	2.49	All Manufacturing
Gas Plant Operators	2.35	Petroleum and Chemical Mfg / Oil and Gas Extraction
Patternmakers, Wood	2.28	All Manufacturing
Shoe Machine Operators and Tenders	2.23	All Manufacturing
Crushing, Grinding, and Polishing Machine Setters, Operators, and Tenders	2.21	Nonmetallic Mineral Product Mfg.
Packaging and Filling Machine Operators and Tenders	2.19	All Manufacturing
Butchers and Meat Cutters	2.15	Food Manufacturing
Food Batchmakers	2.11	Food Manufacturing

Source: JobsEQ (2024Q2)

TARGETED INDUSTRIES

AMARILLO, TX

Amarillo boasts the following concentrations of industry and occupations:

Occupation Concentrations and Wages (45-Minute Drive Time)
ABOVE THE NATIONAL AVERAGE IN THE FOLLOWING:

Production Occupations:

SKILLED OCCUPATION	LQ	PROMOTE TO THIS INDUSTRY
Mixing and Blending Machine Setters, Operators, and Tenders	1.92	Food Manufacturing
Power Plant Operators	1.88	Petroleum and Chemical Mfg / Oil and Gas Extraction
Welders, Cutters, Solderers, and Brazers	1.83	All Manufacturing
Cutting and Slicing Machine Setters, Operators, and Tenders	1.81	Food Manufacturing
Lathe and Turning Machine Tool Setters, Operators, and Tenders, Metal and Plastic	1.80	All Manufacturing
Chemical Equipment Operators and Tenders	1.71	Petroleum and Chemical Mfg / Oil and Gas Extraction
Pressers, Textile, Garment, and Related Materials	1.71	All Manufacturing
First-Line Supervisors of Production and Operating Workers	1.71	All Manufacturing
Power Distributors and Dispatchers	1.59	All Mfg / Energy / IT / Oil and Gas Extraction
Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	1.54	All Manufacturing
Aircraft Structure, Surfaces, Rigging, and Systems Assemblers	1.54	Transportation Equipment Mfg.
Metal Workers and Plastic Workers, All Other	1.53	All Manufacturing
Industrial Production Managers	1.52	All Manufacturing
Inspectors, Testers, Sorters, Samplers, and Weighers	1.43	All Manufacturing
Tool Grinders, Filers, and Sharpeners	1.42	All Manufacturing
Computer Numerically Controlled Tool Operators	1.35	All Manufacturing
Grinding, Lapping, Polishing, and Buffing Machine Tool Setters, Operators, and Tenders, Metal and Plastic	1.33	All Manufacturing
Coil Winders, Tapers, and Finishers	1.31	All Manufacturing
Structural Metal Fabricators and Fitters	1.27	All Manufacturing
Separating, Filtering, Clarifying, Precipitating, and Still Machine Setters, Operators, and Tenders	1.26	All Manufacturing

Source: JobsEQ (2024Q2)

TARGETED INDUSTRIES

AMARILLO, TX

Amarillo boasts the following concentrations of industry and occupations:

Occupation Concentrations and Wages (45-Minute Drive Time) ABOVE THE NATIONAL AVERAGE IN THE FOLLOWING:

Production Occupations:

SKILLED OCCUPATION	LQ	PROMOTE TO THIS INDUSTRY
Coating, Painting, and Spraying Machine Setters, Operators, and Tenders	1.22	All Manufacturing
Computer Numerically Controlled Tool Programmers	1.20	All Manufacturing
Machinists	1.20	All Manufacturing
General and Operations Managers	1.18	All Manufacturing
Furnace, Kiln, Oven, Drier, and Kettle Operators and Tenders	1.12	All Manufacturing

Source: JobsEQ (2024Q2)

Transportation and Material Moving Occupations:

SKILLED OCCUPATION	LQ	PROMOTE TO THIS INDUSTRY
Wellhead Pumps	8.43	Petroleum and Chemical Mfg / Oil and Gas Extraction
Locomotive Engineers	7.20	Transportation / Freight Moving
Railroad Brake, Signal, and Switch Operators and Locomotive Firers	6.67	Transportation / Freight Moving
Railroad Conductors and Yardmasters	5.58	Transportation / Freight Moving
Gas Compressor and Gas Pumping Station Operators	3.12	Petroleum and Chemical Mfg / Oil and Gas Extraction
Pump Operators, Except Wellhead Pumps	2.72	Petroleum and Chemical Mfg / Oil and Gas Extraction
Rail Yard Engineers, Dinkey Operators, and Hostlers	2.39	Transportation / Freight Moving / All Manufacturing
Tank Car, Truck, and Ship Loaders	2.29	Transportation / Freight Moving / All Manufacturing
Machine Feeders and Offbearers	2.17	All Transportation / All Manufacturing
Cleaners of Vehicles and Equipment	1.79	All Transportation / All Manufacturing
Heavy and Tractor-Trailer Truck Drivers	1.68	Transportation / Freight Moving
Transportation Inspectors	1.65	All Transportation / All Manufacturing
Automotive and Watercraft Service Attendants	1.61	All Transportation / All Manufacturing
Bus Drivers, Transit and Intercity	1.52	All Transportation / All Manufacturing

Source: JobsEQ (2024Q2)

TARGETED INDUSTRIES

AMARILLO, TX

Amarillo boasts the following concentrations of industry and occupations:

Occupation Concentrations and Wages (45-Minute Drive Time)
ABOVE THE NATIONAL AVERAGE IN THE FOLLOWING:

Installation, Maintenance, and Repair Occupations:

SKILLED OCCUPATION	LQ	PROMOTE TO THIS INDUSTRY
Wind Turbine Service Technicians	11.15	Energy / All Manufacturing
Rail Car Repairers	2.84	All Transportation / All Manufacturing
Maintenance Workers, Machinery	2.62	Energy / All Manufacturing
Control and Valve Installers and Repairers, Except Mechanical Door	2.61	Manufacturing / Oil and Gas Extraction
Farm Equipment Mechanics and Service Technicians	2.14	Transportation / Freight Moving / All Manufacturing
Signal and Track Switch Repairers	2.12	Transportation / Freight Moving / All Manufacturing
Electrical and Electronics Installers and Repairers, Transportation Equipment	1.92	Transportation / Freight Moving / All Manufacturing
Electrical and Electronics Repairers, Powerhouse, Substation, and Relay	1.86	Transportation / Freight Moving / All Manufacturing
Riggers	1.80	Construction / Transportation / All Manufacturing
Industrial Machinery Mechanics	1.80	All Transportation / All Manufacturing
Electrical Power-Line Installers and Repairers	1.79	Energy / All Manufacturing
Helpers--Installation, Maintenance, and Repair Workers	1.73	All Manufacturing
Tire Repairers and Changers	1.73	Transportation / Freight Moving
Automotive Glass Installers and Repairers	1.66	Transportation / Freight Moving
Electrical and Electronics Repairers, Commercial and Industrial Equipment	1.61	Transportation / Freight Moving / All Manufacturing
Automotive Body and Related Repairers	1.49	Transportation / Freight Moving
Bus and Truck Mechanics and Diesel Engine Specialists	1.48	Transportation / Freight Moving
First-Line Supervisors of Mechanics, Installers, and Repairers	1.42	All Transportation / All Manufacturing
Manufactured Building and Mobile Home Installers	1.38	All Transportation / All Manufacturing
Mobile Heavy Equipment Mechanics, Except Engines	1.31	All Transportation / All Manufacturing
Automotive Service Technicians and Mechanics	1.28	Transportation / Freight Moving
Refractory Materials Repairers, Except Brickmasons	1.23	Nonmetallic Mineral Product Manufacturing

Source: JobsEQ (2024Q2)

TARGETED INDUSTRIES

AMARILLO, TX

Amarillo boasts the following concentrations of industry and occupations:

Occupation Concentrations and Wages (45-Minute Drive Time)
ABOVE THE NATIONAL AVERAGE IN THE FOLLOWING:

Installation, Maintenance, and Repair Occupations:

SKILLED OCCUPATION	LQ	PROMOTE TO THIS INDUSTRY
Maintenance and Repair Workers, General	1.15	All Manufacturing
Electric Motor, Power Tool, and Related Repairers	1.12	All Transportation / All Manufacturing

Source: JobsEQ (2024Q2)

Engineering and Science Occupations:

SKILLED OCCUPATION	LQ	PROMOTE TO THIS INDUSTRY
Petroleum Engineers	6.15	Petroleum and Chemical Mfg / Oil and Gas Extraction
Food Science Technicians	3.27	Food Manufacturing
Geological Technicians, Except Hydrologic Technicians	2.42	Energy / Oil and Gas / Construction
Chemical Engineers	1.89	Petroleum and Chemical Mfg / Oil and Gas Extraction
Agricultural Technicians	1.69	All Manufacturing
Food Scientists and Technologists	1.66	Food Manufacturing
Calibration Technologists and Technicians	1.64	All Manufacturing / Oil and Gas Extraction
Occupational Health and Safety Specialists	1.57	All Manufacturing / Oil and Gas Extraction
Forensic Science Technicians	1.43	Petroleum and Chemical Manufacturing
Geoscientists, Except Hydrologists and Geographers	1.41	Energy / Oil and Gas / Construction
Occupational Health and Safety Technicians	1.37	Energy / All Manufacturing / Oil and Gas / Construction
Chemical Technicians	1.35	Petroleum and Chemical Mfg / Oil and Gas Extraction
Health and Safety Engineers, Except Mining Safety Engineers and Inspectors	1.35	All Manufacturing
Electrical and Electronics Drafters	1.16	All Manufacturing

Source: JobsEQ (2024Q2)

STRATEGIC RECOMMENDATIONS

STRATEGIC RECOMMENDATION NO. 1

CAPITALIZE ON YOUR TALENT PIPELINE ADVANTAGE THROUGH MARKETING

STRATEGIC RECOMMENDATION NO. 1

CAPITALIZE ON YOUR TALENT PIPELINE ADVANTAGE THROUGH MARKETING

As stated in the Executive Summary as well as during stakeholder interviews, Amarillo has a key strength when attracting new industry. That strength lies within the ecosystem of workforce training and development. **Site location professionals rank the availability of skilled labor as the number one factor for their business and industrial clients according to Area Development's annual survey.** Companies consider current workforce availability within a community, but equally important is the ability to ensure a steady talent pipeline going forward. Amarillo provides this overall, but the story needs to be told in an easily digestible manner for prospective businesses to understand.

AREA DEVELOPMENT



COMBINED RATINGS* CONSULTANTS SURVEY

Site Selection Factors	2023	2022
Ranking		
1. Availability of skilled labor	100.0	98.3 (1T**)
2T. State and local incentives	98.0	96.6 (3T)
2T. Available land	98.0	94.9 (7T)
2T. Responsive state & local government	98.0	N/A
5. Energy availability	97.9	98.3 (1T)
6. Energy costs	93.9	96.5 (6)
7. Tax exemptions	91.7	89.7 (12T)
8T. Highway accessibility	89.8	94.9 (7T)
8T. Proximity to suppliers	89.8	94.9 (7T)
⊕ Labor costs	87.8	96.6 (3T)

Although all of the responding consultants say availability of skilled labor is the number-one site selection factor, state and local incentives, available land, and a responsive state and local government are all viewed as "very important" or "important" by 98 percent of the Consultants Survey respondents.

STRATEGIC RECOMMENDATION NO. 1

CAPITALIZE ON YOUR TALENT PIPELINE ADVANTAGE THROUGH MARKETING

The top workforce programs in the United States are those that provide recruitment, screening, and training as easily as possible to both new and existing industry. Examples include AIDT in Alabama, ReadySC in South Carolina, Georgia's Quick Start program, and Virginia's Talent Accelerator Program, among others. **AIDT is our choice for the gold standard.** Companies choosing or expanding in Alabama need only contact AIDT to receive assistance quickly and easily with customized training, recruitment of job seekers, a custom website for the company, training facilities built on-site or close-by if needed, and more all at no cost.



AIDT provides a full range of customized technical training programs that are offered at no cost to employers and to the trainees.



In Texas and in Amarillo, multiple agencies, grants, and partners must be pulled together to match the streamlined workforce delivery system that you compete against. The capability exists, but it must be packaged and marketed as an easy solution for business. ***Our recommendation is that Amarillo EDC work with all relevant agencies to bring your workforce delivery pipeline under one umbrella, give it a branded identity, and market it to the world.***

Branding Options:

- AmWorks – AmarilloWorks
- WorkReady Amarillo
- Amarillo Talent Accelerator
- AmarilloTrains

Partners to Bring Together Under the Umbrella:

- AmTech
- Amarillo College
- West Texas A&M, Texas Tech
- Workforce Solutions Panhandle

STRATEGIC RECOMMENDATION NO. 1

CAPITALIZE ON YOUR TALENT PIPELINE ADVANTAGE THROUGH MARKETING

STEPS TO IMPLEMENT:

1. Bring partners together to map out all available services and visually show the pipeline pathways for your existing top industries as well as desired industries:

AmTech skill development and certifications

Amarillo College certifications

Amarillo College customizable training options

Engineering and other high skilled programs at Universities

All grants and other monies available for industry use through Texas Skill Development and Panhandle Workforce Solutions

2. Have a collaboration session between the partners and your top 10 manufacturers. Gain understanding of their needs, what they would like to see, how they would want a new customized training program to be delivered. Bonus if they can discuss experience at facilities in other states.
3. Study AIDT, ReadySC, and Virginia Talent Accelerator. Consider at minimum a virtual meeting with AIDT to learn from them (our team can make this connection for you).
4. Identify funding availability to reduce cost on new and existing employers (gap funding for what is not covered under Texas Skills Development Fund) and develop a plan on how to provide Recruit, Screen, and Train to businesses at no cost.
5. Launch your branded workforce program with an entire page dedicated on the Amarillo EDC website to illustrate how it works to get workers now as well as how your ecosystem delivers talent via a long-term pipeline that starts at AmTech and runs through your post-secondary partners.

STRATEGIC RECOMMENDATION NO. 2

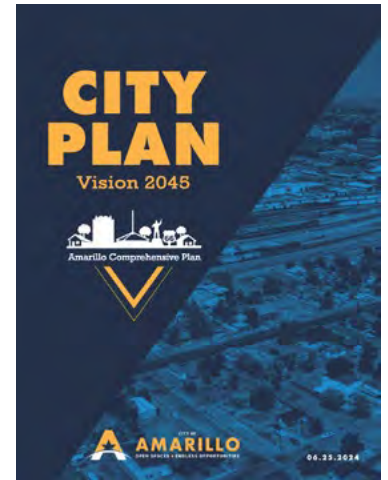
CREATE AN AGGRESSIVE POPULATION ATTRACTION PROGRAM

STRATEGIC RECOMMENDATION NO. 2

CREATE AN AGGRESSIVE POPULATION ATTRACTION PROGRAM

Amarillo has a distinct advantage in the structure of your workforce development and training, but that does no good without the people to utilize it. Amarillo EDC's success in recruitment the past few years can become overshadowed if the labor isn't available to fill new positions. The success can even come to a stop without aggressive people recruitment. During stakeholder meetings with existing industries that labor availability is becoming a concern. Even the city's comprehensive plan (Vision 2045) mentions that the projected lower birth rates in coming years will drive a need for population attraction. Amarillo EDC should take this priority head-on as it impacts your ability to attract and retain industry.

Amarillo's existing talent attraction resources Uncover Amarillo, ReRoot Amarillo, and TakeRoot Amarillo are a great start to growing Amarillo's talent pipeline, however they were never mentioned in our stakeholder meetings or independent research regarding population and talent attraction efforts for Amarillo, which indicates that the marketing behind them should be elevated. With this infrastructure already in place, ***we recommend that the Amarillo EDC aggressively market these programs to support further job and tax revenue growth for the city.***



UnCover Amarillo

The Uncover Amarillo Intern Program is free to participating area companies and allows employers to improve the quality and success of their internships by enabling college-age interns to immerse themselves in the community with other interns from outside organizations, experience different parts of Amarillo, and connect with local young professionals.

Highlights:

- Upcoming community events targeted at college-age populations
- Includes a contact/registration form
- Testimonials from program participants



THE INTERN EXPERIENCE

The Amarillo EDC is here to help introduce interns to our growing and vibrant community. Interns will get the chance to explore the city, meet interns from other organizations, and be introduced to community leaders.

"Uncover Amarillo did a phenomenal job of opening my experience and networking within this community. Thank you to Amarillo EDC team for always being positive and supportive in all the events. I would truly recommend any intern be a part of this program if they get a chance!"

Uriel Moctezuma | Texas Tech University
Edward E. Whitacre College of Engineering
Intern at Bell Flight

STRATEGIC RECOMMENDATION NO. 2

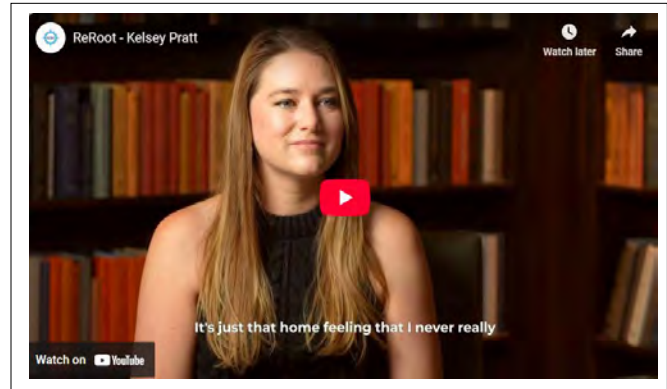
CREATE AN AGGRESSIVE POPULATION ATTRACTION PROGRAM

ReRoot in Amarillo

ReRoot Amarillo is geared toward bringing young talent and their growing families back to Amarillo.

Highlights:

- Amarillo Cost of Living comparison
- A variety of testimonials from Amarillo residents that moved away and then came back home Cost of living comparisons
- Includes links to valuable resources like local schools and workforce development programs, businesses, realtors, and the city and CVB
- Contact form for those interested in rerooting themselves in Amarillo



TakeRoot in Amarillo

Take Root in Amarillo is Amarillo's talent attraction platform targeted to recruiting brand new people to Amarillo.

Highlights:

- Links to resources about education, housing, job opportunities, and culture and other quality of life amenities



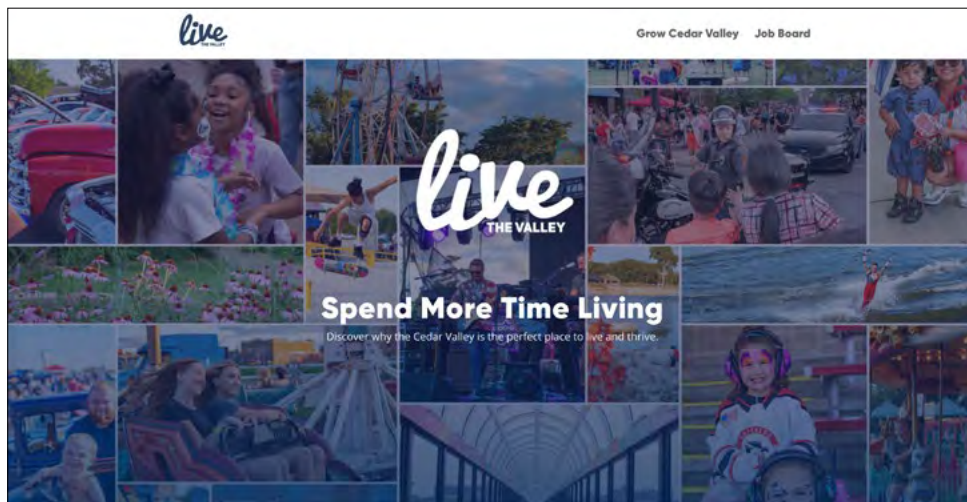
Several states, regions, and metro areas have begun focusing on population attraction. Some are doing this in hopes to attract private companies while others are doing so because they've been chosen by so many new job creators. **Amarillo's existing industry wants more people available to ease workforce pressure, so leveraging these programs is critical to ensuring Amarillo's pipeline grows.**

STRATEGIC RECOMMENDATION NO. 2

CREATE AN AGGRESSIVE POPULATION ATTRACTION PROGRAM

STEPS TO IMPLEMENT:

1. Add contact form and testimonials of people not originally from Amarillo that are currently living there (videos are more engaging) to the Take Root in Amarillo web page.
2. Develop more content like smaller sound clips and highlight reels of quality of life amenities and events. The EDC can potentially tap into the Elevate Amarillo young professionals' network for a lot of the 'bit-sized' content that would focus on what is great about Amarillo and what makes them want to stay there for the long-term. *This group can also help target the best methods to reach the right audiences.*
3. Review other successful people-attraction websites such as livethevalley.com for additional content inspiration.



4. Create a succinct overview of what program participants get as a part of their 'Welcome' package, be it gift cards to various businesses, or a t-shirt.
5. Make sure to partner with other community organizations like the Chamber of Commerce and Tourism, so they will actively contribute information and events to the site as well as promote these talent attraction platforms to their memberships and networks.



STRATEGIC RECOMMENDATION NO. 2

CREATE AN AGGRESSIVE POPULATION ATTRACTION PROGRAM

STEPS TO IMPLEMENT:

6. Market and promote the site to areas with populations in your targeted age groups and demographics through geo-fencing and social media marketing.

- Use trusted source such as ESRI or a retail strategy firm to identify your target demographics based upon those of existing residents. Once they are known, market to areas with higher cost of living and lower quality of life within the U.S. that have similar demographics.

7. Work with the city of Amarillo on potential relocation incentive packages.

- Investigate potential educational assistance or funding available through colleges and grant programs
- Work with rental property owners on a reduced rent package for people who are relocating
- Identify city permitting, utility hook-up/transfer, or other governmental costs that can be reduced or removed for relocating families and individuals
- Work with the Chamber and business community to put together a “Welcome to Amarillo” package that includes discounts, promotions, and free items such as baseball tickets, gift cards to local restaurants, free drinks, etc. Bonus points for the package to revolve around downtown businesses!

8. Work with local housing developers and financial institutions to identify opportunity for creative funding for home buyers and first-time home buyers locating to Amarillo as a result of these efforts and include them in the ‘Welcome’ package.

STRATEGIC RECOMMENDATION NO. 3

ENHANCE INDUSTRIAL RECRUITMENT

STRATEGIC RECOMMENDATION NO. 3

ENHANCE INDUSTRIAL RECRUITMENT

Our team reviewed Amarillo EDC's current program of business recruitment. The staff performs at a higher level than many economic development organizations. We also applaud the collaborative recruitment with Team Texas and the High Grounds of Texas. Visiting with site consultants, attending trade shows, seeking opportunities for collaboration with a larger group, and everything Amarillo EDC does today should continue as part of this program. However, with the resources and opportunity at Amarillo EDC and Amarillo's fingertips, our team recommends an even more aggressive approach.

Amarillo is a community that can be attractive to a diverse set of businesses. The economic overview gives insights into the targets for Amarillo EDC from an industry perspective along with advantages in labor that can be promoted. ***Our goal in this section is to give recommendations for the board and staff to consider as enhancements to the current program:***

1. Lead Generation for BioPharma
2. Aviation and Aerospace Industry Recruitment: The International Paris Air Show



**Paris Air
Show**

16 > 22 June 2025

Lead Generation for BioPharma:

This industry should be viewed as a future slow-growth opportunity to continue diversification. It should not be as aggressive, but it needs focus today that it currently may not be receiving.

- Before recruiting, build your value proposition for biopharma industries starting with higher education. Meet with professors as well as any research and development programs existing today to gain a full understanding current opportunities as well as any future plans they may have in biopharma and advanced agriculture. Utilize this information to formulate very specific industry targets which may need incubation years within the university itself.
- Once targets are established, research trade shows those companies attend and create a targeted campaign for Amarillo EDC staff to implement at those shows.
- Consider hiring a lead generation firm to target these companies for virtual meetings, in-person meetings at corporate headquarters, or introductory meetings at trade shows.

NCTM
**NATIONAL CENTER FOR
THERAPEUTICS MANUFACTURING**



STRATEGIC RECOMMENDATION NO. 3

ENHANCE INDUSTRIAL RECRUITMENT

Aviation and Aerospace Industry Recruitment:

Aerospace/Aviation is already a major player for Amarillo. The history of the airport along with the location and planned growth of Bell-Textron as an anchor industry makes aerospace a logical choice for more aggressive recruitment. In the short-term, the Amarillo EDC should be highly focused on suppliers to Bell and the utilization of land across from the airport (south of Airport Blvd.) as a supplier industrial park. However, we recommend laying the groundwork to make Amarillo a location of choice for aerospace firms once labor concerns are eased through population recruitment.



The premier opportunity for aerospace recruitment is the Paris Air Show at Le Bourget Airport in France every two years. Every major international aerospace company and supplier attends this show along with their decision-making executives. Multiple states have massive trade show booths at the show. Airbus is famously known for making the decision to locate in Alabama based on the state's consistent presence at the show and meeting with them every year. Amarillo has the assets to capture a major investment such as this in the future, but there are some very important things to understand before you go. **The Paris Air Show is one of the largest trade shows in the world, and we have put together our expert tips for you to be successful.**



STRATEGIC RECOMMENDATION NO. 3

ENHANCE INDUSTRIAL RECRUITMENT



**Paris Air
Show**

16 > 22 June 2025

Our Expert Guide to the Paris Air Show

- Begin planning at least one year in advance. You will want to have marketing materials with your value proposition that includes available sites, education/training, overview of potential incentives, and location information. Ship your marketing materials ahead of you, as they can get confiscated in customs (we have seen this happen).
- Get accommodations that are on the northeast side of Paris that are central to Le Bourget airport and the city so that your team can easily attend the show and any potential activities to which the team may be invited.
- If you can afford a booth, have one, but it is not necessary to a successful trip. If not, make sure you have VIP Trade Show access for lounge areas that you can rest during the day. *The average attendee will walk eight to 10 miles per day going from meeting to meeting.*
- With that being said, you will want to make sure and have professional but very comfortable clothing and footwear. It will be summertime so have breathable materials and soft soled shoes.
- If it can be worked out ahead of time, it is best to spend the money on a private car service to get your team to and from the show. It saves time, headaches, and ultimately money as the cost of cabs or drive-app cars are exponentially higher during peak travel times.
- ***Do not attend the show without paying for meetings through a qualified lead-generation firm.*** You will not be noticed or allowed into any of the executive chalets without a meeting booked ahead of time. We recommend Research FDI as the top firm to consider for this.
- Utilize your relationship with Bell-Textron to get supplier meetings and showcase that Amarillo is an emerging player in the aerospace market. Make sure your lead generation firm is using this to your benefit.
- Keep comprehensive notes of meetings and plan follow-up with domestic personnel to continue relationship building.
- Remember that this industry is seeking good opportunities for growth and Amarillo can offer that, but the timing may take a little while, just like Airbus did when considering Alabama. However, the persistence and professionalism paid off in a massive way.

STRATEGIC RECOMMENDATION NO. 4

*ELEVATE TARGETED AEROSPACE RECRUITMENT THROUGH
THE DEVELOPMENT OF THE AMARILLO AIRPARK*

STRATEGIC RECOMMENDATION NO. 4

ELEVATE TARGETED AEROSPACE RECRUITMENT THROUGH THE DEVELOPMENT OF THE AMARILLO AIRPARK

- The property currently owned by Amarillo College near the airport between East US 60/Amarillo Blvd, J Avenue, and NE 8th Avenue should be targeted for a future Amarillo Aerospace Industrial Park. This would be a long-term strategic move to prepare the community for potential significant investments from the aerospace industry. Amarillo has one of the longest runways in the United States without major commercial traffic issues, making the city a prime location for aviation-related businesses.

The most glaring future opportunity our team saw within Amarillo is the growth of Aerospace and Defense. With companies like PanTex and Bell-Textron, Amarillo EDC has a solid foundation from which to build the case for further locations of these industries. Combine this with stellar workforce training/education along with the unique size of Rick Husband International Airport and Amarillo can become a location of choice for this growing target sector. ***Our team recommends a methodical approach to development of a branded aerospace industrial park at RHIA for future targeted marketing and job growth.***



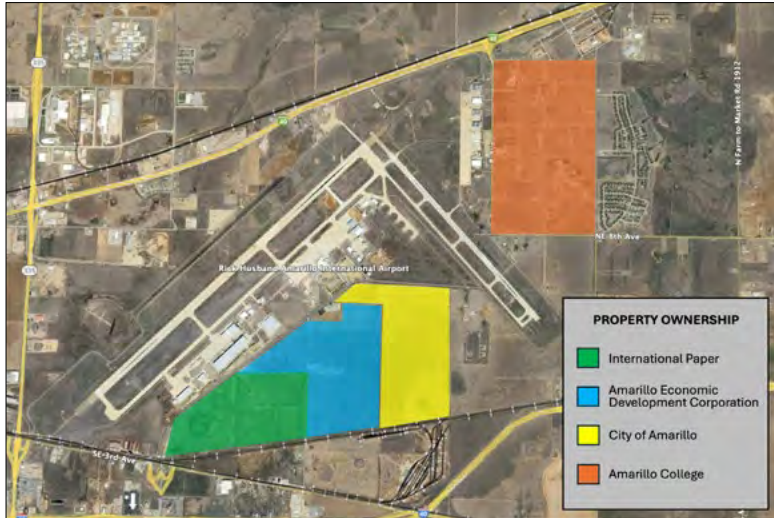
AVIATION & AEROSPACE

Amarillo is a solid base of operations for companies developing the latest advances in aviation, as well as those supporting it. We are home to the leader in vertical flight, Bell, as well as an important service hub for maintenance specialist TACAir. With these well-established enterprises, Amarillo has the existing supply lines and specialized talent pool to support additional aviation and aerospace enterprises.



STRATEGIC RECOMMENDATION NO. 4

ELEVATE TARGETED AEROSPACE RECRUITMENT THROUGH THE DEVELOPMENT OF THE AMARILLO AIRPARK



Key property ownership around the airport is shown in the map. Amarillo EDC and the City of Amarillo currently own property opposite the entrance of the airport terminal. This property is prime for supplier and other industrial as well as commercial development opportunities. However, the property does not serve for Aerospace and Defense growth as it cannot give direct runway access for the companies that need it.



Our team recommends redevelopment of the former Air Force Base property currently owned by Amarillo College. This property represents 500+ acres as well as heavy concrete pads with existing and former hangars. Without a major roadway, this land can be developed into a secure aerospace industrial park granting direct runway access. Amarillo has the value proposition to aggressively recruit these companies with a direct access industrial park being the missing ingredient. We have included a list of companies Amarillo EDC could attract with this type of asset.

Companies to Recruit:

AIRBUS	EMBRAER	Bombardier
GE Aerospace	Pratt & Whitney	BOEING

STRATEGIC RECOMMENDATION NO. 4

ELEVATE TARGETED AEROSPACE RECRUITMENT THROUGH THE DEVELOPMENT OF THE AMARILLO AIRPARK

STEPS TO IMPLEMENT:

1. Negotiate a land purchase agreement or swap with Amarillo College for the 500+ acres. Be sure to partner with the airport and review their master plan to gain their support.
2. Perform all necessary engineering and environmental studies to certify the property as ready for development. Include strength and usability testing of the existing concrete with former hangars as part of this process to ensure it can be re-utilized as-is or if there will need to be upgrades.
3. Work with a civil engineering and design firm to develop conceptual park designs that includes:

- New ingress/egress with appropriate secure entry, gates, fencing, and roadway access.
- Include new taxiway development for access to the closest sites/parcels to the runway.
- Create site development plots for large aircraft manufacturing closest to taxiway access.
- Potential hangars of various sizes and uses that match existing aerospace facilities in other locations.

4. Consider reuse of existing Amarillo College facilities to develop an Aerospace/Defense/Manufacturing education & training center. Visit WSU Tech in Wichita, Kansas with Amarillo College leadership to learn how they incorporate into the aerospace industry and airport. Use them as a model. Our team can help coordinate.

STRATEGIC RECOMMENDATION NO. 4

ELEVATE TARGETED AEROSPACE RECRUITMENT THROUGH THE DEVELOPMENT OF THE AMARILLO AIRPARK

STEPS TO IMPLEMENT:



WELCOME TO THE AIR CAPITAL OF THE WORLD

Aerospace

For over 100 years, the Greater Wichita region has pioneered aviation with a culture of innovation —earning the title of the **Air Capital of the World**. Home to some of the world's largest aerospace manufacturers including Textron Aviation with Cessna and Beechcraft, Bombardier Learjet, Spirit AeroSystems, Airbus and more than 450 world-class suppliers, the region is a robust leader in general, commercial, and defense aviation manufacturing.

#1

MANUFACTURING METRO IN THE U.S.

35%

OF ALL GENERAL AVIATION PLANES
BUILT IN THE U.S. DELIVERED FROM
KANSAS

450+

WORLD-CLASS SUPPLIERS



5. Brand the park for marketing purposes and build out a special page on the Amarillo EDC website to promote it heavily.

Suggestions include:

- Amarillo Aerospace Industrial Park
- Aero-Amarillo Park
- Amarillo Aerospace & Defense Zone

APPENDIX

APPENDIX 1

DATA AND RESOURCES USED



APPENDIX 2

COLLEGES AND UNIVERSITIES WITHIN A 120-MIN DRIVE TIME OF AMARILLO, PROGRAMS OFFERED, AND PROMOTION TO INDUSTRIES

Source: JobsEQ Data as of the 2022-2023 academic year.

PROGRAM NAME	AMARILLO			45-MIN DRIVE TIME				120-MIN DRIVE TIME								PROMOTE TO THIS INDUSTRY
	AMARILLO COLLEGE (2-YEAR)	TEXAS TECH UNIVERSITY - HSC AT AMARILLO (4-YEAR +)	CLARENDON COLLEGE (2-YEAR)	FRANK PHILLIPS COLLEGE (2-YEAR)	WEST TEXAS A&M (4-YEAR +)	GLOVIS COMMUNITY COLLEGE (2-YEAR)	EASTERN NEW MEXICO UNIVERSITY -MAIN CAMPUS (4-YEAR +)	LUBBOCK CHRISTIAN UNIVERSITY (4-YEAR +)	LUNA COMMUNITY COLLEGE (2-YEAR)	MESALANDS COMMUNITY COLLEGE (2-YEAR)	NEW MEXICO HIGHLANDS UNIVERSITY (4-YEAR +)	OKLAHOMA PANHANDLE STATE UNIVERSITY (4-YEAR +)	SOUTH PLAINS COLLEGE (2-YEAR)	TEXAS TECH UNIVERSITY (4-YEAR +)	TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER (4-YEAR +)	
Accounting			X		X		X	X	X		X	X	X	X		All Industries
Aircraft Powerplant Technology	X															Advanced Manufacturing / Industries
Airframe Mechanics and Aircraft Maintenance Technology	X															Advanced Manufacturing / Industries
Animal Sciences			X		X					X		X	X	X		Advanced Industries
Architectural and Building Sciences/ Technology														X		Advanced Industries
Architecture														X		Advanced Industries
Automation Engineer Technology						X										Advanced Manufacturing / Industries
Autobody/Collision and Repair Technology	X								X				X			Advanced Manufacturing / Industries
Automotive Mechanic Technology	X					X			X				X			Transportation / Logistics
Aviation/Airway Management and Operations							X									Advanced Manufacturing / Industries
Biochemistry							X	X						X		Advanced Manufacturing / Industries
Bioinformatics							X									Advanced Manufacturing / Industries
Biengineering / Biomedical Engineering														X		Advanced Manufacturing / Industries
Biology/Biological Sciences	X		X	X	X	X	X	X	X		X	X	X	X	X	Advanced Manufacturing / Industries
Biomedical Sciences								X							X	Advanced Industries
Biotechnology					X									X		Advanced Manufacturing / Industries
Building Construction Technology										X						Advanced Industries
Business	X		X		X											All Industries
Business Administration					X		X	X	X		X		X	X		All Industries
Business Economics					X									X		All Industries

APPENDIX 2

COLLEGES AND UNIVERSITIES WITHIN A 120-MIN DRIVE TIME OF AMARILLO, PROGRAMS OFFERED, AND PROMOTION TO INDUSTRIES

Source: JobsEQ Data as of the 2022-2023 academic year.

PROGRAM NAME	AMARILLO			45-MIN DRIVE TIME			120-MIN DRIVE TIME										PROMOTE TO THIS INDUSTRY
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Chemistry	X		X	X	X		X	X			X	X	X	X		X	Advanced Manufacturing / Industries
Chemical Engineering														X			Advanced Manufacturing / Industries
Civil Engineering					X									X			Advanced Manufacturing / Industries
Clinical/Medical Laboratory Technology	X														X		Advanced Industries
Computer and Information Systems Security/Auditing/Information Assurance					X	X			X				X	X		X	Advanced Manufacturing / Industries
Computer Engineering	X													X			Advanced Manufacturing / Industries
Computer Programming	X								X								Advanced Industries
Computer Science					X		X	X		X	X	X		X		X	Advanced Manufacturing / Industries
Computer Software Engineering														X			Advanced Manufacturing / Industries
Construction Engineering														X			Advanced Industries
Cyber Security																X	Advanced Manufacturing / Industries
Data Science														X			Advanced Industries
Dental Hygiene	X																Advanced Industries
Diagnostic Medical Sonography	X																Advanced Industries
Diesel Mechanics Technology	X												X				Transportation / Logistics
Drafting and Design Technology	X								X				X				Advanced Industries
Electromechanical Technologies	X		X							X							Advanced Manufacturing / Industries
Electrical Engineering					X									X			Advanced Manufacturing / Industries
Electrical Engineering Technology					X				X								Advanced Manufacturing / Industries

APPENDIX 2

COLLEGES AND UNIVERSITIES WITHIN A 120-MIN DRIVE TIME OF AMARILLO, PROGRAMS OFFERED, AND PROMOTION TO INDUSTRIES

Source: JobsEQ Data as of the 2022-2023 academic year.

PROGRAM NAME	AMARILLO			45-MIN DRIVE TIME				120-MIN DRIVE TIME							PROMOTE TO THIS INDUSTRY		
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Electrical/Electronics Maintenance and Repair Technologies						X							X				Advanced Manufacturing / Industries
Electrician									X				X				Advanced Manufacturing
Emergency Medical Technology	X					X							X				Advanced Industries
Energy Systems Engineering														X			Advanced Manufacturing / Industries
Energy Systems Technology														X			Advanced Manufacturing / Industries
Engineering	X				X				X				X				Advanced Manufacturing / Industries
Engineering Technology							X										Advanced Manufacturing / Industries
Environmental Design/Architecture														X			Advanced Industries
Environmental Science					X		X							X		X	Advanced Manufacturing / Industries
Environmental/Environmental Health Engineering					X									X			Advanced Industries
Environmental Studies	X															X	Advanced Industries
Heating, Air Conditioning, Ventilation and Refrigeration Maintenance						X							X				Advanced Manufacturing / Industries
Industrial Engineering														X			Advanced Manufacturing / Industries
Industrial Technology				X													Advanced Manufacturing / Industries
Industrial Production Technologies												X					Advanced Manufacturing / Industries
Industrial Technology												X					Advanced Manufacturing
Information Technology/Science											X			X			Advanced Manufacturing / Industries
Instrumentation Technology/Technician				X													Advanced Manufacturing / Industries

APPENDIX 2

COLLEGES AND UNIVERSITIES WITHIN A 120-MIN DRIVE TIME OF AMARILLO, PROGRAMS OFFERED, AND PROMOTION TO INDUSTRIES

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PROGRAM NAME	AMARILLO				45-MIN DRIVE TIME				120-MIN DRIVE TIME								PROMOTE TO THIS INDUSTRY
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Licensed Practical/Vocational Nurse Training			X	X		X			X				X				Advanced Industries
Logistics, Materials, and Supply Chain Management														X		X	Advanced Manufacturing and Transportation / Logistics
Machine Tool Technologies	X																Advanced Manufacturing / Industries
Management, Information Science/ Systems					X	X	X										Advanced Manufacturing / Industries
Manufacturing Engineering														X			Advanced Manufacturing / Industries
Manufacturing Engineering Technology									X								Advanced Manufacturing / Industries
Marketing					X			X								X	Advanced Manufacturing / Industries
Mathematics			X		X		X	X	X		X	X	X				All Industries
Mechanical Engineering														X			Advanced Manufacturing / Industries
Mechanical Engineering Technologies						X											Advanced Manufacturing / Industries
Mechatronics Engineering					X												Advanced Manufacturing / Industries
Medicine		X													X		Advanced Industries
Medical Informatics															X		Advanced Industries
Microbiology														X			Advanced Industries
Military Technologies and Applied Sciences																X	Advanced Manufacturing / Industries
Molecular Biology															X	X	Advanced Industries
Nuclear Medical Technology	X																Advanced Industries
Petroleum Engineering														X			Advanced Industries
Pharmaceutical Sciences		X													X		Advanced Industries

APPENDIX 2

COLLEGES AND UNIVERSITIES WITHIN A 120-MIN DRIVE TIME OF AMARILLO, PROGRAMS OFFERED, AND PROMOTION TO INDUSTRIES

Source: JobsEQ Data as of the 2022-2023 academic year.

PROGRAM NAME	AMARILLO			45-MIN DRIVE TIME				120-MIN DRIVE TIME							PROMOTE TO THIS INDUSTRY		
	AMARILLO COLLEGE (2-YEAR)	TEXAS TECH UNIVERSITY - HSC AT AMARILLO (4-YEAR +)	CLARENDON COLLEGE (2-YEAR)	FRANK PHILLIPS COLLEGE (2-YEAR)	WEST TEXAS A&M (4-YEAR +)	GLOVIS COMMUNITY COLLEGE (2-YEAR)	EASTERN NEW MEXICO UNIVERSITY -MAIN CAMPUS (4-YEAR +)	LUBBOCK CHRISTIAN UNIVERSITY (4-YEAR +)	LUNA COMMUNITY COLLEGE (2-YEAR)	MESALANDS COMMUNITY COLLEGE (2-YEAR)	NEW MEXICO HIGHLANDS UNIVERSITY (4-YEAR +)	OKLAHOMA PANHANDLE STATE UNIVERSITY (4-YEAR +)	SOUTH PLAINS COLLEGE (2-YEAR)	TEXAS TECH UNIVERSITY (4-YEAR +)		TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER (4-YEAR +)	WAYLAND BAPTIST UNIVERSITY (4-YEAR +)
Pharmacy		X													X		Advanced Industries
Phlebotomy Technician						X				X							Advanced Industries
Physics	X				X									X	X		Advanced Manufacturing / Industries
Pre-Chiropractic Studies													X				Advanced Industries
Pre-Dentistry Studies																	Advanced Industries
Pre-Medicine/Pre-Medical Studies										X			X				Advanced Industries
Pre-Nursing Studies							X	X	X	X							Advanced Industries
Precision Metal Working										X							Advanced Manufacturing / Industries
Precision Production Trades										X							Advanced Manufacturing / Industries
Professional, Technical, Business, and Scientific Writing								X		X				X			Advanced Industries
Quality Control Technology																	Advanced Manufacturing / Industries
Radiologic Technology/Science	X					X							X				Advanced Industries
Registered Nursing		X	X		X	X		X	X	X	X	X	X		X	X	Advanced Industries
Solar Energy Technology						X			X								Advanced Manufacturing / Industries
Surgical Technology	X												X				Advanced Industries
Systems Engineering														X			Advanced Manufacturing / Industries
Truck Driving	X																All Industries
Veterinary Medicine														X			Advanced Industries
Welding Technology	X		X	X		X			X			X	X				Advanced Manufacturing / Industries

APPENDIX 3

HOUSING ANALYSIS AND FUTURE NEEDS

Increasing Population, Number of Households, and Smaller Household Sizes

Table – Amarillo’s Growth 2024 to 2029

	2024	2029	5-YR CHANGE (%)
Total Population	203,387	204,864	0.73%
Median Age	36.6	37.7	3.01%
Median Household Income	\$64,992	\$75,354	15.94%
Average Household Income	\$88,202	\$101,023	14.54%
Total Number of Households	80,880	83,045	2.68%
Total Number of Family Households	50,720	51,699	1.93%
Average Household Size	2.49	2.44	-2.01%
Average Family Size	3.19	3.14	-1.57%
Total Housing Units	89,834	92,012	2.42%
Median Home Value	\$209,167	\$295,283	41.2%
Average Home Value	\$265,879	\$371,564	39.7%

Source: Esri BAO (2024). Figures may not sum due to rounding.

According to Esri, over the next five years, Amarillo’s total population is projected to grow by 1,477 people. Within the same time frame Amarillo’s total number of households is projected to increase by 2,165 while the total number of housing units is anticipated to grow by 2,178. When the projected number of new households in a community is higher than the projected population increase, it typically means that the average household size is expected to decrease, which is also projected to decrease. This can happen for several reasons, like:

- **Aging population:** More empty-nester or single-person households as older adults remain in the community.
- **Changing family structures:** Increases in single-person households, divorces, or smaller family units.
- **New housing trends:** More housing units being built, attracting smaller households (e.g., young professionals, retirees).
- **Declining birth rates:** Fewer large families, leading to smaller average household sizes.

Based on this initial analysis, **in addition to the current economic climate and higher interest rates, smaller household and family sizes should be taken into consideration for all new planned and future residential development in Amarillo** and should drive the development of smaller future housing unit sizes, including square footage as well as the number of bedrooms and bathrooms that are needed.

The following data and analysis will provide additional insight into housing affordability and should

APPENDIX 3

HOUSING ANALYSIS AND FUTURE NEEDS

further inform future residential development priorities for the city and discusses:

- Housing units
- Obsolete and substandard housing units
- Amarillo's housing imbalance
- Cost burdened households and targeted payments by income bracket
- Increasing number of households and household incomes
- Potential priorities for future development

HOUSING UNITS:

Table – Housing Units in Amarillo 2024 - 2029

	2024		2029		5-YR CHANGE
	(#)	(%)	(#)	(%)	(%)
Housing Units	89,834	100%	92,012	100%	2.42%
Vacant Units	8,953	9.97%	8,966	9.74%	0.60%
Occupied Units	80,881	90.03%	83,046	90.26%	-0.60%
Owner-Occupied	49,854	61.64%	52,359	63.05%	1.60%
Renter-Occupied	31,027	62.24%	30,687	58.61%	-2.20%

Source: Esri BAO (2024). Figures may not sum due to rounding.

OBSOLETE AND SUBSTANDARD HOUSING UNITS:

We analyzed most recent American Community Survey Five-Year Estimate data to identify the number of housing units that are functionally obsolete or substandard. *It is generally accepted that 3% of all units built before 1939 are functionally obsolete, and units without complete plumbing and/or kitchen facilities are considered to be substandard.* These figures are provided below. **There are at least 660 obsolete and substandard housing units in Amarillo.** Note that there is likely overlap among these categories of units (substandard and obsolete), so they are not added together to avoid duplication.

Table – Obsolete and Substandard Housing Units

Total occupied housing units	80,880
Housing units considered functionally obsolete	165
Units without complete plumbing	269
Units without complete kitchen facilities	660
Obsolete housing units	165
Minimum number of substandard units	660

Source: 2023 American Community Survey 5-Yr Estimates

APPENDIX 3

HOUSING ANALYSIS AND FUTURE NEEDS

HOUSING IMBALANCE:

Table – Current Housing Imbalance

HOUSEHOLD INCOME BRACKET	# OF HOUSEHOLDS	HOME PRICE AFFORDABLE TO THEM	# HOUSING UNITS	MONTHLY RENT AFFORDABLE TO THEM	# RENTAL UNITS	TOTAL HOUSING UNITS	IMBALANCE OF HU'S V. HH INCOME	INDICATION
< \$24,999	12,994	\$58,024, or less	3,965	< \$600	2,317	6,282	6,712 more households than housing units	Deficit
\$25,000 - \$49,999	17,524	\$58,025 to \$125,481	8,247	\$600 - \$999	13,107	21,354	3,830 more housing units than households	Surplus
\$50,000 - \$99,999	25,889	\$125,482 to \$251,780	18,070	\$1,000 - \$1,999	13,864	31,934	6,045 more housing units than households	Surplus
\$100,000 - \$149,999	13,538	\$251,781 to \$385,095	11,018	\$2,000 - \$2,999	938	11,956	1,582 more households than housing units	Deficit
\$150,000 - \$199,999	5,899	\$385,096 to \$512,888	4,124	\$3,000 - \$3,499	70	4,194	1,705 more households than housing units	Deficit
\$200,000+	5,036	\$512,889, or more	4,005	\$3,500 +	106	4,111	925 more housing units than households	Deficit

Source: Esri BAO (2024). Figures may not sum due to rounding.

Based on our analysis of current household incomes and the number of occupied housing units in Amarillo, there is a deficit in housing units that are affordable to households in the following income brackets:

- < \$24,999
- \$100,000 - \$149,999
- \$150,000 - \$199,999

COST BURDENED HOUSEHOLDS:

This analysis is further supported by the number of households in Amarillo that are cost burdened. A household is considered cost burdened if its housing expenditures (rent/mortgage, insurance, taxes, and utilities) are more than 30% of the household income.

In Amarillo, 23,806 (29.43%) of all households are cost burdened. Further broken down, 43.85% of renter-occupied households and 20.46% of owner-occupied households are cost burdened. The table below provides an overview of households that are cost burdened based on most recent American Community Survey Five-Year Estimate data.

APPENDIX 3

HOUSING ANALYSIS AND FUTURE NEEDS

Table – Obsolete and Substandard Housing Units

	(#)	(%)
Total occupied housing units	80,880	90.03%
<i>Percent of households that are cost burdened</i>		29.43%
Total owner-occupied households	49,854	61.64%
Cost burdened owner-occupied households	10,200	
<i>Percent of owner-occupied households that are cost burdened</i>		20.46%
Total renter-occupied households	31,027	62.24%
Cost burdened renter-occupied households	13,606	
<i>Percent of renter-occupied households that are cost burdened</i>		43.85%

Source: 2023 American Community Survey 5-Yr Estimates

DECREASING COST BURDENED HOUSEHOLDS:

To further inform Amarillo's residential development planning, it is important to decrease the number of cost burdened households in Amarillo. For residents, decreasing housing cost burden will allow them to spend more money on other living expenses like groceries, transportation, and clothing, as well as quality of life amenities and experiences in the community.

To decrease cost burden, it is important to understand how much house a household income can afford without paying more than 30% of their monthly gross income for housing expenditures. The following table breaks down how much a household income can afford at 20%, 25%, and 30% of their gross incomes for housing expenditures without experiencing cost burden.

Table – Monthly Payments by % of Gross Income

HOUSEHOLD INCOME	20% OF INCOME	25% OF INCOME	30% OF INCOME
\$24,999	\$417	\$521	\$625
\$50,000	\$833	\$1,042	\$1,250
<i>\$64,992 (2024 Median HH Income)</i>	<i>\$1,083</i>	<i>\$1,354</i>	<i>\$1,625</i>
\$75,000	\$1,250	\$1,563	\$1,875
<i>\$75,354 (2029 Median HH Income)</i>	<i>\$1,256</i>	<i>\$1,570</i>	<i>\$1,884</i>
\$100,000	\$1,667	\$2,083	\$2,500
\$125,000	\$2,083	\$2,604	\$3,125
\$150,000	\$2,500	\$3,125	\$3,750
\$175,000	\$2,917	\$3,646	\$4,375
\$200,000	\$3,333	\$4,167	\$5,000
\$225,000	\$3,750	\$4,688	\$5,625
\$300,000	\$5,000	\$6,250	\$7,500
\$400,000	\$6,667	\$8,333	\$10,000

APPENDIX 3

HOUSING ANALYSIS AND FUTURE NEEDS

INCREASING NUMBER OF HOUSEHOLDS AND INCREASING INCOMES:

Over the next five years, the overall number of households in Amarillo, is expected to increase by 2,165. Over the same period, the number of households in Amarillo making over \$75,000 per year is expected to increase by 8,133, while the number of households making less than \$50,000 per year is expected to decrease by 3,803.

Table – Change in Household Incomes by Income Bracket 2024 to 2029

HOUSEHOLD INCOME BRACKET:	2024		2029		INCREASE/DECREASE
	# OF HHS MAKING INCOME	% OF TOTAL HHS	# OF HHS MAKING INCOME	% OF TOTAL HHS	
< \$24,999	12,994	16.0%	11,009	13.2%	-1,985
\$25,000 - \$49,999	17,524	21.7%	15,706	18.9%	-1,818
\$50,000 - \$99,999	25,889	32.0%	26,934	32.4%	1,045
\$100,000 - \$149,999	13,538	16.7%	15,278	18.4%	1,740
\$150,000 - \$199,999	5,899	7.3%	7,912	9.5%	2,013
\$200,000+	5,036	6.2%	6,206	7.5%	1,170

Source: Esri BAO (2024). Figures may not sum due to rounding.

INCREASING MEDIAN AND AVERAGE HOUSEHOLD INCOMES:

Over the next five years, the average household income is projected to grow by 14.54% while the median household income is projected to grow by 15.94%. Based on income levels and current interest rates, the following tables illustrate how much a household income can afford assuming:

- Current monthly debt levels are at most 10% of the household's annual income
- Debt-to-income ratios of 36% and 48%
- Interest rate for area at time of analysis: 7.375% ([Wells Fargo](#))

APPENDIX 3

HOUSING ANALYSIS AND FUTURE NEEDS

Tables – How Much Home a Household Income Can Afford in Amarillo

Debt-to-Income Ratio: 36%

HOUSEHOLD INCOME	MONTHLY DEBT	MONTHLY PAYMENT	DOWN PAYMENT AMOUNT	HOME PRICE
\$24,999	\$208	\$550	\$8,000	\$58,024
\$50,000	\$417	\$1,100	\$16,000	\$125,481
\$64,992 (2024 Median HH Income)	\$542	\$1,400	\$20,797	\$161,986
\$75,000	\$625	\$1,600	\$24,000	\$185,384
\$75,354 (2029 Median HH Income)	\$628	\$1,650	\$24,113	\$190,702
\$100,000	\$833	\$2,150	\$32,000	\$251,781
\$125,000	\$1,042	\$2,700	\$39,000	\$317,668
\$150,000	\$1,250	\$3,250	\$48,000	\$385,096
\$175,000	\$1,458	\$3,700	\$56,000	\$440,744
\$200,000	\$1,667	\$4,300	\$64,000	\$512,889
\$225,000	\$1,875	\$4,800	\$75,000	\$576,365
\$300,000	\$2,500	\$6,500	\$95,000	\$778,710
\$400,000	\$3,333	\$8,550	\$128,000	\$1,031,578

Debt-to-Income Ratio: 48%

HOUSEHOLD INCOME	MONTHLY DEBT	MONTHLY PAYMENT	DOWN PAYMENT AMOUNT	HOME PRICE
\$24,999	\$208	\$800	\$8,000	\$85,331
\$50,000	\$417	\$1,600	\$16,000	\$178,250
\$64,992 (2024 Median HH Income)	\$542	\$2,050	\$20,797	\$230,530
\$75,000	\$625	\$2,350	\$24,000	\$265,756
\$75,354 (2029 Median HH Income)	\$628	\$2,400	\$24,113	\$271,293
\$100,000	\$833	\$3,150	\$32,000	\$359,241
\$125,000	\$1,042	\$4,000	\$39,000	\$457,370
\$150,000	\$1,250	\$4,750	\$48,000	\$546,180
\$175,000	\$1,458	\$5,500	\$56,000	\$634,220
\$200,000	\$1,667	\$6,300	\$64,000	\$727,706
\$225,000	\$1,875	\$7,200	\$75,000	\$834,433
\$300,000	\$2,500	\$9,400	\$95,000	\$1,092,812
\$400,000	\$3,333	\$12,600	\$128,000	\$1,475,072

APPENDIX 3

HOUSING ANALYSIS AND FUTURE NEEDS

POTENTIAL PRIORITIES FOR FUTURE RESIDENTIAL DEVELOPMENT:

There are a number of ways the City can help make Amarillo an even more affordable place for people to live. We have outlined several tactics below that the City could implement to help ensure future housing needs are met.

- Prioritize housing development with price points in the \$125,482 to \$251,780 and \$251,781 to \$385,095 price ranges to help meet both the current housing imbalance demand and future housing needs.
- Prioritize infill development and redevelopment for residential development opportunities. *Typically vacant properties already have proper infrastructure in place (water, sewer, gas, electric), which can help keep costs lower for home buyers, especially those with lower incomes and those purchasing a home for the first time.*
- The City of Amarillo should have a comprehensive list of vacant and substandard housing that can be targeted for redevelopment/infill opportunities and prioritize these developments over new subdivision and neighborhood developments. This list should identify the structure's condition and whether or not it can be rehabbed or if it needs to be torn down.
- Implement/enforce ordinances that the City's code enforcement efforts benefit from, including blight taxes where a higher tax rate is levied on vacant and blighted properties. This higher tax can incentivize property owners to clean up their own properties or sell them to someone who will.
- The City can influence the path to homeownership for residents by making it more affordable to purchase homes. This can be accomplished by leveraging a variety of tactics like:
 - Partnering with local residential developers to redevelop tracts of blighted properties.
 - Partnering with local financial institutions to offer low interest loan programs to individuals.
 - Taking ownership of blighted and underutilized properties through condemnation or eminent domain. These properties can be cleaned up and re-sold to individuals for revitalization at below market rates.
 - Establishing a grant program for qualifying individuals to help offset housing costs.
- Work with local non-profit housing development agencies to address the needs of low-income housing needs and ease the cost burden on those vulnerable populations, potentially freeing up housing that meets the needs of other income levels.
- Work with the Amarillo EDC to make sure their business and industry recruitment priorities are focused on industries that make sense for the community with average annual wages that are in line with, or are higher than, the current average annual wages. *This will help raise the community's median and average household incomes.*

ABOUT

NEXT MOVE GROUP, LLC



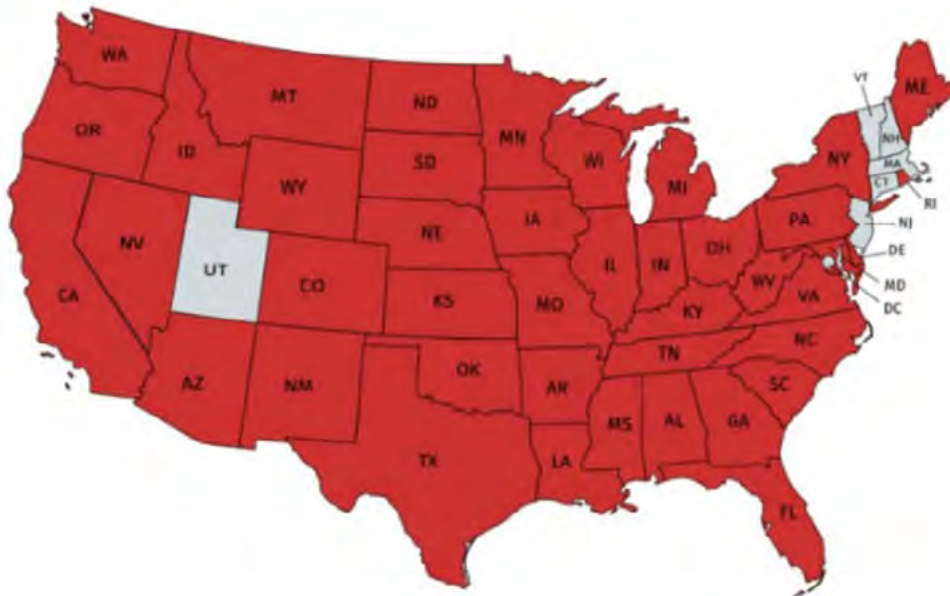
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We Are Jobs

Who Is Next Move Group?

Next Move Group is an economic development consulting firm which has serviced 700+ customers since 2014. Our services include: Executive Searches, Board Trainings, Strategic Planning, & Site Selection.

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