

ECONOMIC DEVELOPMENT STRATEGIC PLAN

MAY 2025

www.amarilloedc.com

PREPARED BY: NEXT MOVE GROUP, LLC

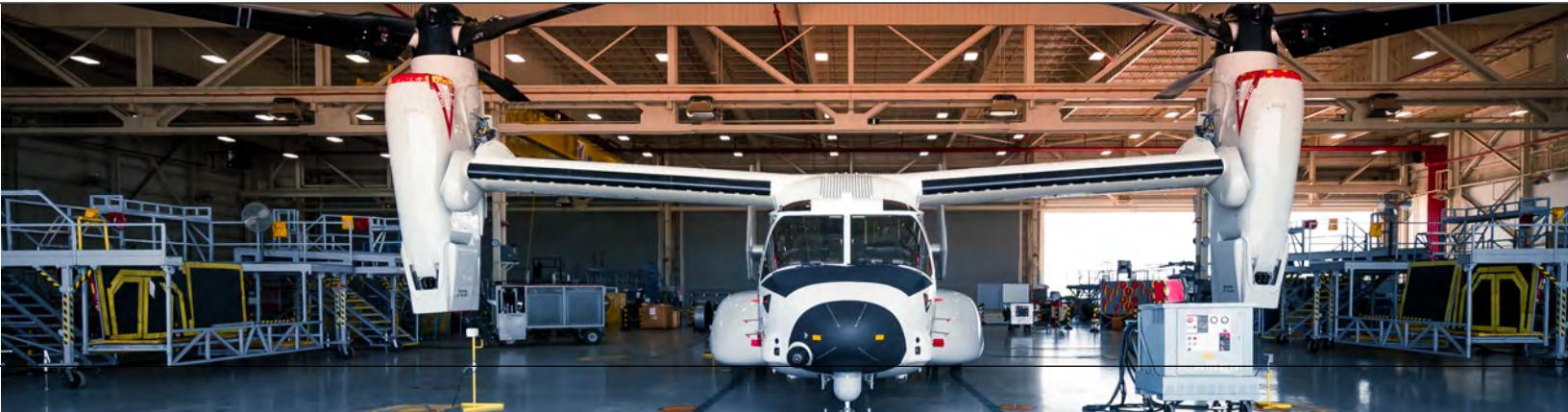


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EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

AMARILLO, TEXAS

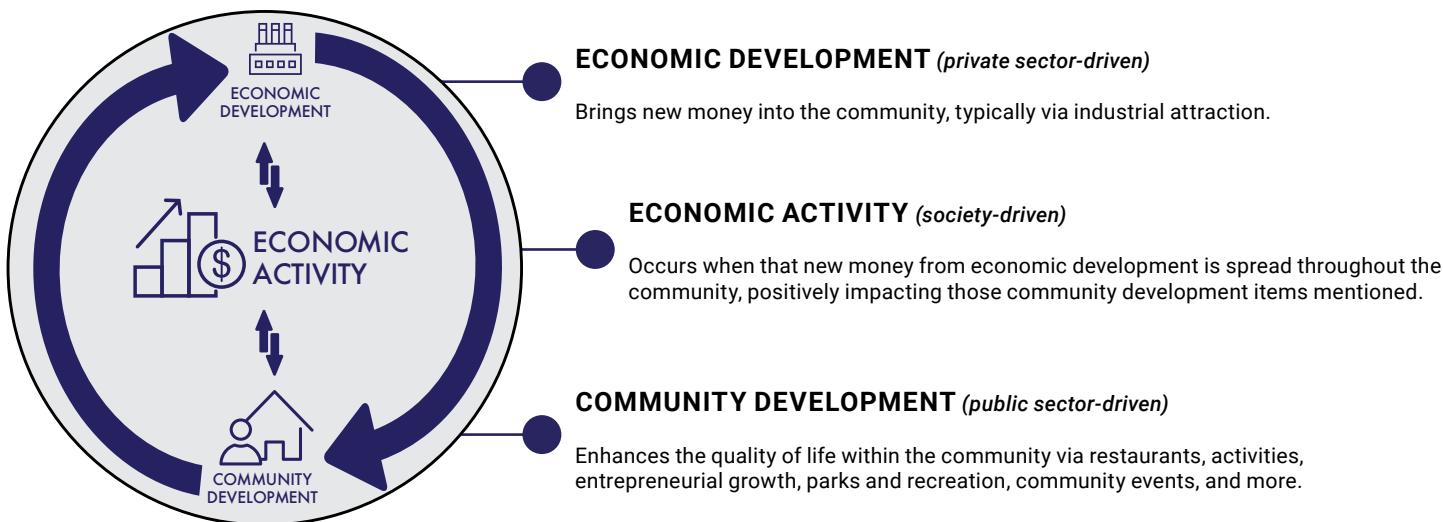
The Amarillo Economic Development Corporation engaged Next Move Group to review Amarillo's economy, key assets, and the organization's development strategy in order to determine recommendations that would improve organizational achievements and reach community goals. In addition to strategic planning 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



EXECUTIVE SUMMARY

AMARILLO, TEXAS

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

EXECUTIVE SUMMARY

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.

EXECUTIVE SUMMARY

AMARILLO, TEXAS

- 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

AMARILLO, TX

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

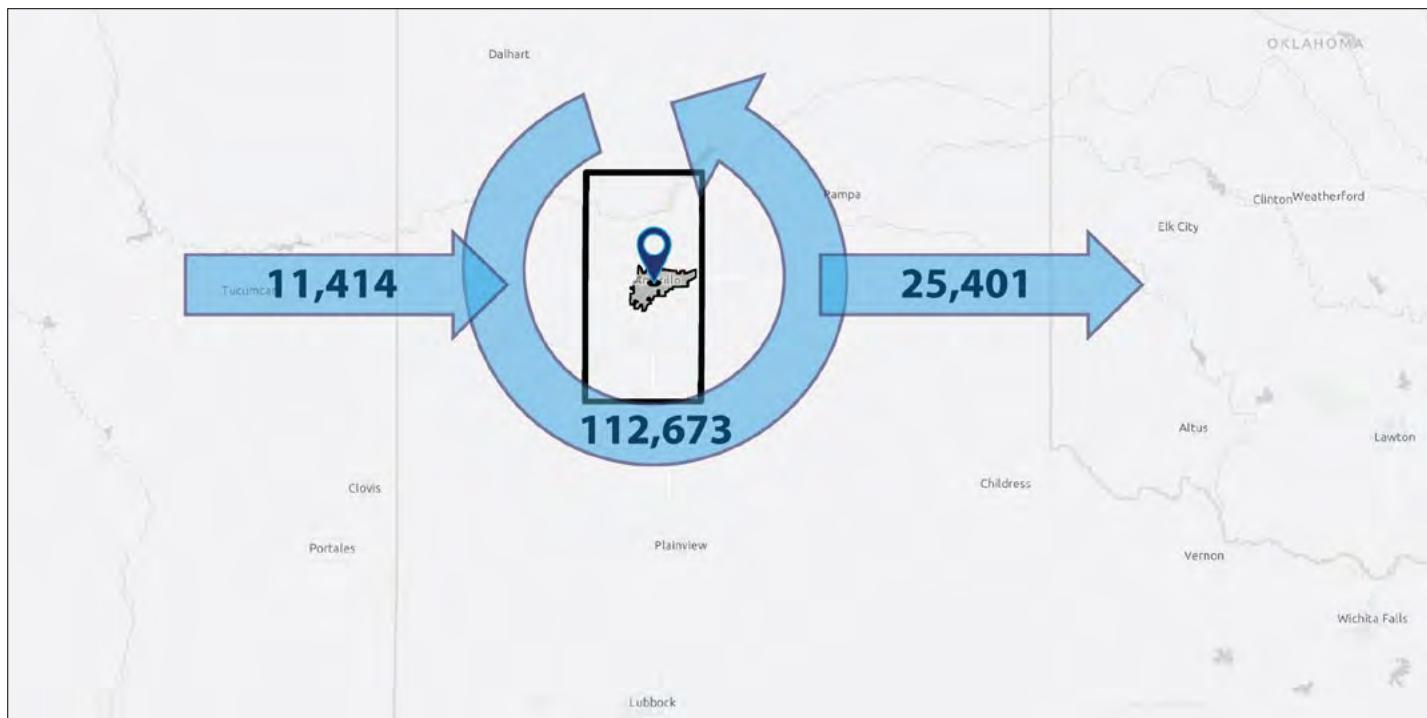
Source: Esri BAO (2024)

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> | <i>98,564</i> | <i>54.56%</i> | <i>N/A</i> | <i>\$49,370</i> | <i>0.6%</i> | <i>0.2%</i> |
| <i>Total Occupations:</i> | <i>180,649</i> | <i>100%</i> | <i>1.00</i> | <i>\$60,616</i> | <i>0.5%</i> | <i>0.3%</i> |

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> | <i>22,801</i> | <i>21.8%</i> |
| 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:

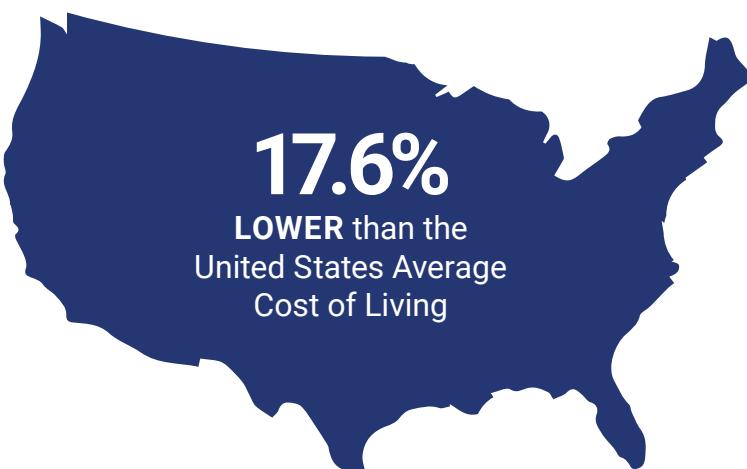
Amarillo's strategic advantages are strong for target industries and every stakeholder stated that the EDC's team is a key ingredient. Texas as a whole is a very attractive location for many companies due to its business-friendly climate and Amarillo benefits from this. No state income tax, competitive 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 |

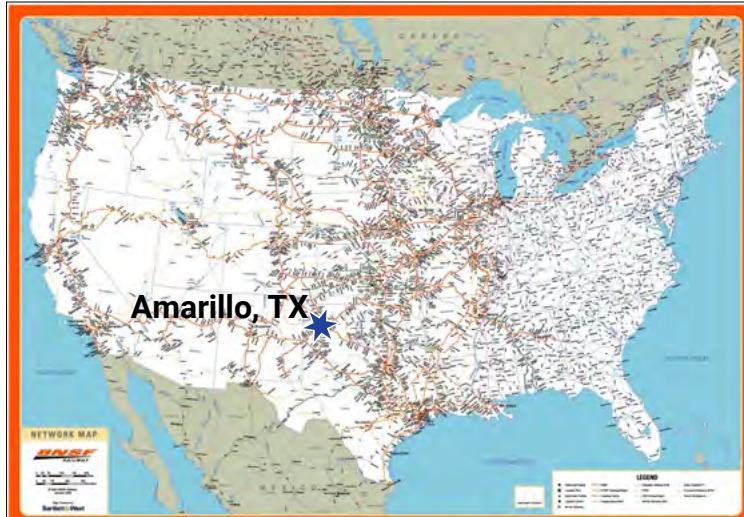
STRATEGIC ADVANTAGES

AMARILLO, TX

TRANSPORTATION/LOGISTICS:

Rail:

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:

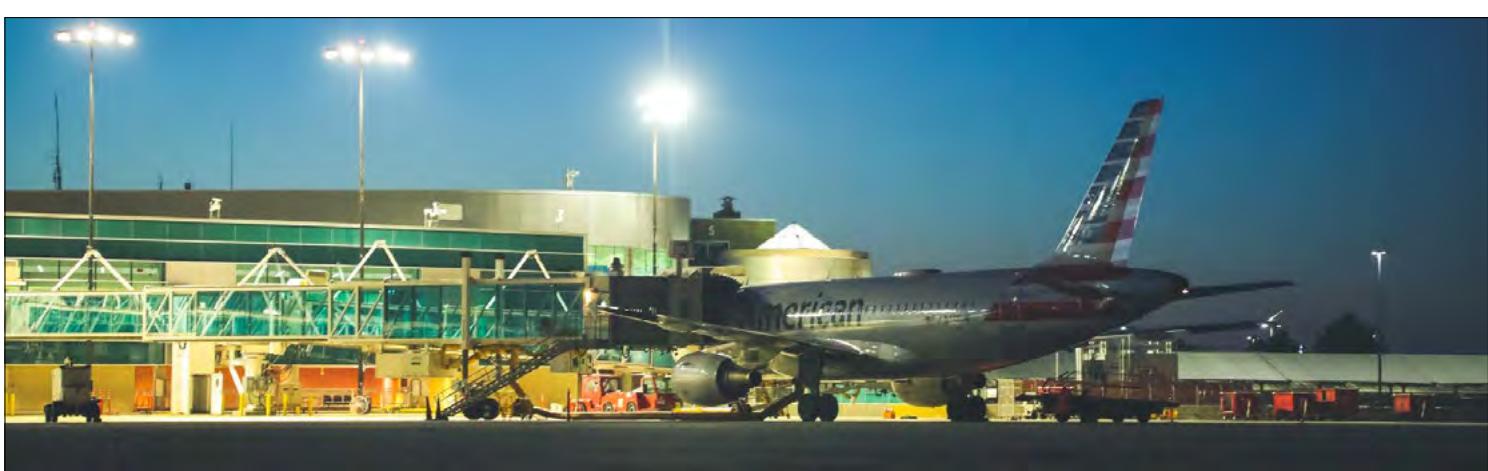
Air:

Rick Husband Amarillo International Airport (AMA)

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.

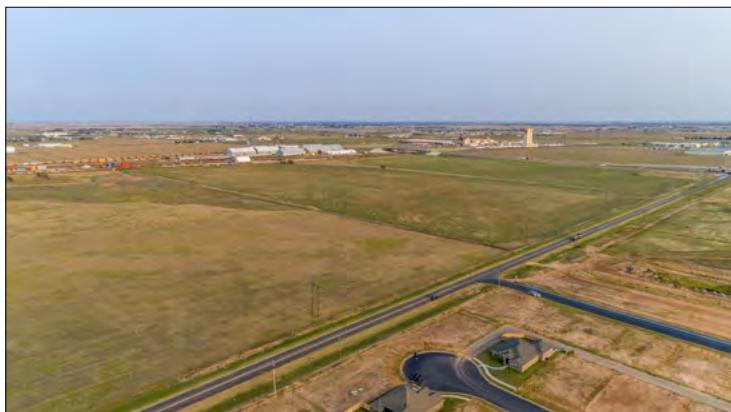


South Georgia Business Park

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:*

AmerisourceBergen

MWI Animal Health®



amazon



Coca-Cola



GE Renewable Energy



GRI

Renewable
Industries



LINDSAY
CORPORATION

NELSON JAMESON
INC.



PanTEX
Managed and Operated by
Consolidated Nuclear Security, LLC



SSI Foods, LLC
Amarillo, Texas



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 focuses 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

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.



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.

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| 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

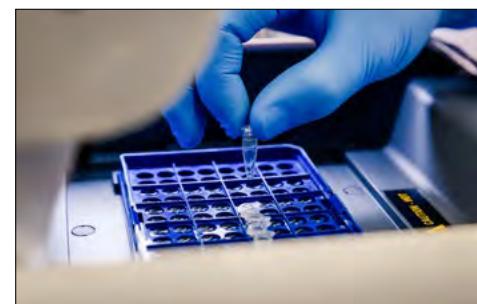
TARGETED INDUSTRIES

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.

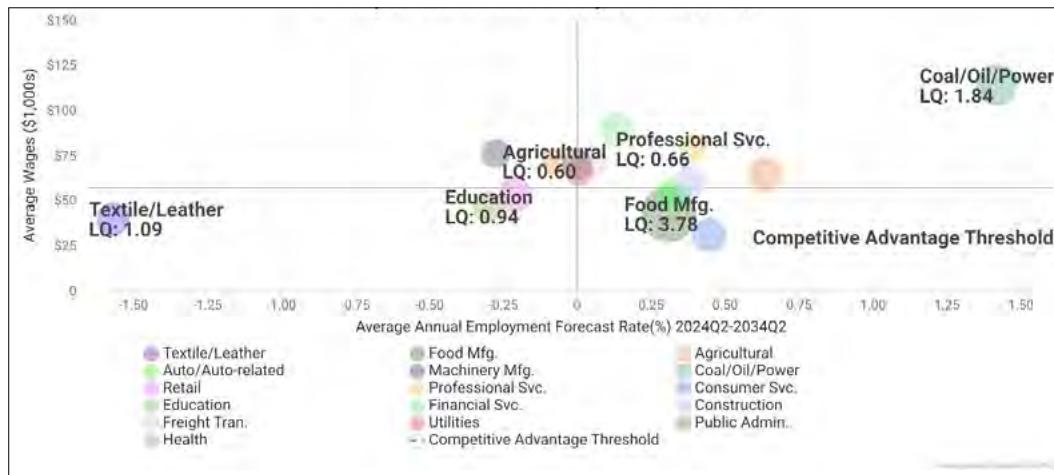
TARGETED INDUSTRIES

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:

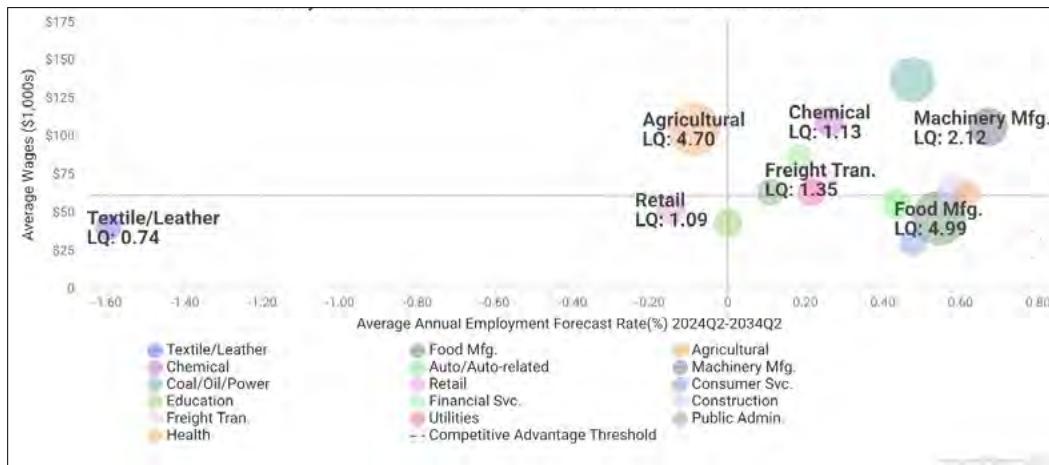
AMARILLO, TX:

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 Pumpers | 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 Pumpers | 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.



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) |
| 9. 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.

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



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



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

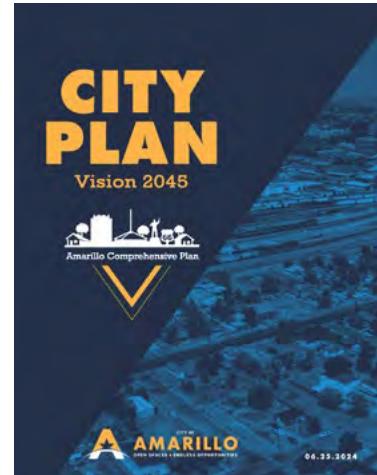
CREATE AN AGGRESSIVE POPULATION ATTRACTION PROGRAM

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

STRATEGIC RECOMMENDATION NO. 2

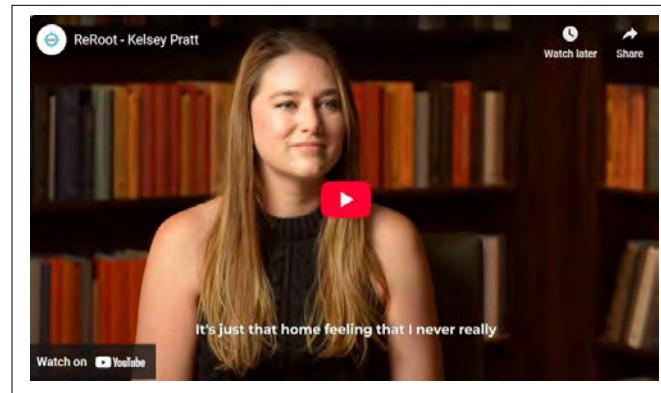
CREATE AN AGGRESSIVE POPULATION ATTRACTION PROGRAM

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



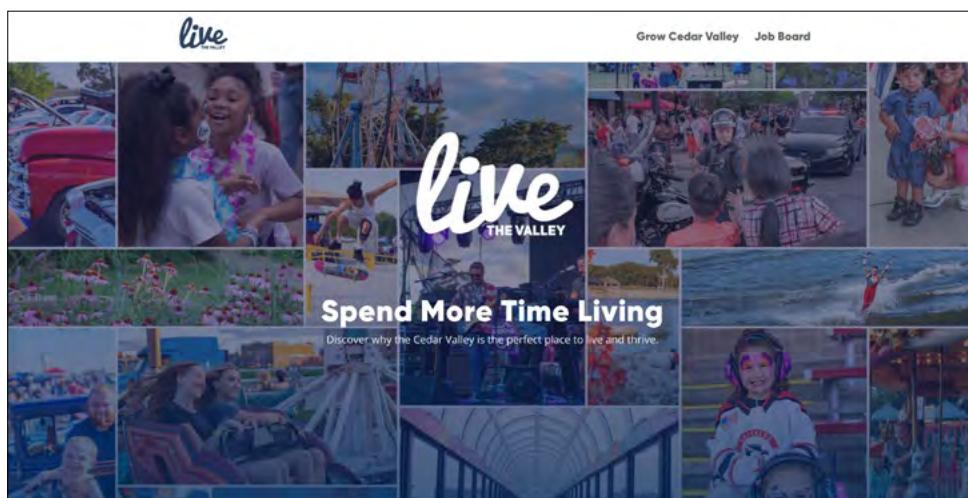
Several states, regions, and metro areas have begun focusing on population attraction. Some are doing this in hopes to attract private companies while others are doing so because they've been chosen by so many new job creators. **Amarillo's existing industry wants more people available to ease workforce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



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.***



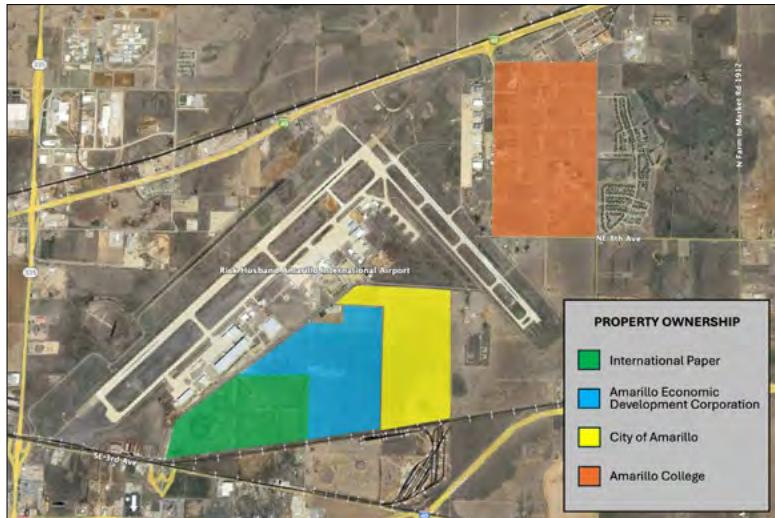
AVIATION & AEROSPACE

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
An RTX Business

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

35%

450+

MANUFACTURING METRO IN THE U.S.

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

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.

| AMARILLO | | 45-MIN DRIVE TIME | | | | | | 120-MIN DRIVE TIME | | | | | | | | | | | |
|--|---|---------------------------|---|----------------------------|---------------------------------|---------------------------|--|-----------------------------------|---|---------------------------------|--------------------------------------|--|--|-------------------------------|----------------------------------|---|---------------------------------------|-------------------------------------|--|
| | | 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 +) | EASTERN NEW MEXICO UNIVERSITY MAIN CAMPUS (4-YEAR +) | CLOVIS COMMUNITY COLLEGE (2-YEAR) | LUBBOCK CHRISTIAN UNIVERSITY (4-YEAR +) | LUNA COMMUNITY COLLEGE (2-YEAR) | MEASLANDS 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 +) | PROMOTE TO THIS INDUSTRY | |
| Accounting | 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 | | | | | | | | | | | | | | | | | | Advanced Industries | |
| Architecture | | | | | | | | | | | | | | | | | | Advanced Industries | |
| Automation Engineer Technology | | | | | | X | | | | | | | | | | | | Advanced Manufacturing / Industries | |
| Autobody/Collision and Repair Technology | X | | | | | 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 | | | | | | | | Advanced Manufacturing / Industries | |
| Biinformatics | | | | | | | | | | X | | | | | | | | Advanced Manufacturing / Industries | |
| Bioengineering / Biomedical Engineering | | | | | | | | | | X | X | X | X | | | | | Advanced Manufacturing / Industries | |
| Biology/Biological Sciences | X | | | X | | X | | X | | X | | | | | | | | Advanced Manufacturing / Industries | |
| Biomedical Sciences | | | | | | | | | | | X | | | | | | | Advanced Industries | |
| Biotechnology | | | | | | | | | | | | | | | | | | Advanced Manufacturing / Industries | |
| Building Construction Technology | | | | | | | | | | | | | X | | | | | Advanced Industries | |
| Business | X | | | | | | | | | X | | X | X | X | X | X | X | All Industries | |
| Business Administration | | | | | | | | | | X | | X | X | X | X | X | X | All Industries | |
| Business Economics | | | | | | | | | | | | | | | | | | X | |

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.

| AMARILLO | | 45-MIN DRIVE TIME | | | | 120-MIN DRIVE TIME | | | | | | | |
|---|---|---------------------------|--|----------------------------|---------------------------------|--|-----------------------------------|---|-------------------------------------|----------------------------------|---|---------------------------------------|-------------------------------------|
| | | AMARILLO COLLEGE (2-YEAR) | TEXAS TECH UNIVERSITY - HSC AT AMARILLO (4-YEAR +) | CLARENDON COLLEGE (2-YEAR) | FRANK PHILLIPS COLLEGE (2-YEAR) | EASTERN NEW MEXICO UNIVERSITY - MAIN CAMPUS (4-YEAR +) | CLOVIS COMMUNITY COLLEGE (2-YEAR) | LUBBOCK CHRISTIAN UNIVERSITY (4-YEAR +) | MEALANDS COMMUNITY COLLEGE (2-YEAR) | TEXAS TECH UNIVERSITY (4-YEAR +) | TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER (4-YEAR +) | WAYLAND BAPTIST UNIVERSITY (4-YEAR +) | PROMOTE TO THESE INDUSTRY |
| Chemistry | x | | | x | x | | x | x | | x | x | x | Advanced Manufacturing / Industries |
| Chemical Engineering | | | | | | | | | | x | x | x | Advanced Manufacturing / Industries |
| Civil Engineering | | | | | x | | | | | x | x | x | Advanced Manufacturing / Industries |
| Clinical/Medical Laboratory Technology | x | | | | | | | | | | x | x | Advanced Manufacturing / Industries |
| Computer and Information Systems Security/ Auditing/Information Assurance | | | | | x | x | | | x | x | x | x | Advanced Manufacturing / Industries |
| Computer Engineering | x | | | | | | | | | x | x | x | Advanced Manufacturing / Industries |
| Computer Programming | x | | | | | | x | | x | x | x | x | Advanced Manufacturing / Industries |
| Computer Science | | | | | x | x | x | x | x | x | x | x | Advanced Manufacturing / Industries |
| Computer Software Engineering | | | | | | | | | x | x | x | x | Advanced Manufacturing / Industries |
| Construction Engineering | | | | | | | | | | x | x | x | Advanced Manufacturing / Industries |
| Cyber Security | | | | | | | | | | | x | x | Advanced Manufacturing / Industries |
| Data Science | | | | | | | | | | | x | x | Advanced Manufacturing / Industries |
| Dental Hygiene | x | | | | | | | | | | x | x | Advanced Manufacturing / Industries |
| Diagnostic Medical Sonography | x | | | | | | | | | | x | x | Advanced Manufacturing / Industries |
| Diesel Mechanics Technology | x | | | | | | | | | | x | x | Advanced Manufacturing / Industries |
| Drafting and Design Technology | x | | | | | | | | | x | x | x | Advanced Manufacturing / Industries |
| Electromechanical Technologies | x | | | | | | | | | x | x | x | Advanced Manufacturing / Industries |
| Electrical Engineering | | | | | | | | | | | x | x | Advanced Manufacturing / Industries |
| Electrical Engineering Technology | | | | | | | | | | | x | x | Advanced Manufacturing / Industries |

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| AMARILLO | | 45-MIN DRIVE TIME | | | | 120-MIN DRIVE TIME | | | | | | | | |
|--|---------------------------|--|----------------------------|---------------------------------|---------------------------|--|-----------------------------------|---|-------------------------------------|-------------------------------|----------------------------------|---|---------------------------------------|-------------------------------------|
| PROGRAM NAME | 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 +) | EASTERN NEW MEXICO UNIVERSITY - MAIN CAMPUS (4-YEAR +) | CLOVIS COMMUNITY COLLEGE (2-YEAR) | LUBBOCK CHRISTIAN UNIVERSITY (4-YEAR +) | MEALANDS COMMUNITY COLLEGE (2-YEAR) | SOUTH PLAINS COLLEGE (2-YEAR) | TEXAS TECH UNIVERSITY (4-YEAR +) | TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER (4-YEAR +) | WAYLAND BAPTIST UNIVERSITY (4-YEAR +) | PROMOTE TO THIS INDUSTRY |
| Electrical/Electronics Maintenance and Repair Technologies | | | | | | | | | | | | | | Advanced Manufacturing / Industries |
| Electrician | | | | | | | | | | | | | | Advanced Manufacturing / Industries |
| Emergency Medical Technology | X | | | | | | X | | | | | | | Advanced Industries |
| Energy Systems Engineering | | | | | | | | | | | | | | Advanced Manufacturing / Industries |
| Energy Systems Technology | | | | | | | | | | | | | | Advanced Manufacturing / Industries |
| Engineering | X | | | | | | | | | | | | | Advanced Manufacturing / Industries |
| Engineering Technology | | | | | | | | | | | | | | Advanced Manufacturing / Industries |
| Environmental Design/Architecture | | | | | | | | | | | | | | Advanced Industries |
| Environmental Science | | | | | | | | | | | | | | Advanced Manufacturing / Industries |
| Environmental/Health Engineering | | | | | | | | | | | | | | Advanced Industries |
| Environmental Studies | X | | | | | | | | | | | | | Advanced Industries |
| Heating, Air Conditioning, Ventilation and Refrigeration Maintenance | | | | | | | | | | | | | | Advanced Manufacturing / Industries |
| Industrial Engineering | | | | | | | | | | | | | | Advanced Manufacturing / Industries |
| Industrial Technology | | | | | | | | | | | | | | Advanced Manufacturing / Industries |
| Industrial Production Technologies | | | | | | | | | | | | | | Advanced Manufacturing |
| Industrial Technology | | | | | | | | | | | | | | Advanced Manufacturing |
| Information Technology/Science | | | | | | | | | | | | | | Advanced Manufacturing / Industries |
| Instrumentation Technology/Technician | | | | | | | | | | | | | | Advanced Manufacturing / Industries |

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| AMARILLO | | 45-MIN DRIVE TIME | | | | 120-MIN DRIVE TIME | | | |
|---|---------------------------|---|----------------------------|---------------------------------|---------------------------|---|-----------------------------------|---------------------------------|--------------------------------------|
| PROGRAM NAME | 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 +) | EASTERN NEW MEXICO UNIVERSITY -MAIN CAMPUS (4-YEAR +) | CLOVIS COMMUNITY COLLEGE (2-YEAR) | LUNA COMMUNITY COLLEGE (2-YEAR) | MEASLANDS COMMUNITY COLLEGE (2-YEAR) |
| Licensed Practical/Vocational Nurse Training | | | X | X | X | | X | | |
| Logistics, Materials, and Supply Chain Management | | | | | | | | | |
| Machine Tool Technologies | X | | | | | | | | |
| Management, Information Science/Systems | | | | | X | X | X | | |
| Manufacturing Engineering | | | | | | | X | | |
| Manufacturing Engineering Technology | | | | | | | | | |
| Mathematics | | | | | X | X | X | X | |
| Marketing | | | | | | X | | | |
| Mechanical Engineering | | | | | | | X | | |
| Mechanical Engineering Technologies | | | | | | | | | |
| Mechatronics Engineering | | | | | | | X | | |
| Medicine | | | | | | | | X | |
| Medical Informatics | | | | | | | | X | |
| Microbiology | | | | | | | | X | |
| Military Technologies and Applied Sciences | | | | | | | | | X |
| Molecular Biology | | | | | | | | X | X |
| Nuclear Medical Technology | X | | | | | | | | |
| Petroleum Engineering | | | | | | | | X | |
| Pharmaceutical Sciences | | | | | | | | | X |

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| AMARILLO | | 45-MIN DRIVE TIME | | | | 120-MIN DRIVE TIME | | | |
|--|---------------------------|---|----------------------------|---------------------------------|---------------------------|-----------------------------------|---|---------------------------------|--------------------------------------|
| PROGRAM NAME | 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 +) | CLOVIS COMMUNITY COLLEGE (2-YEAR) | LUBBOCK CHRISTIAN UNIVERSITY (4-YEAR +) | LUNA COMMUNITY COLLEGE (2-YEAR) | MEASLANDS COMMUNITY COLLEGE (2-YEAR) |
| Pharmacy | x | | | | | | | | |
| Phlebotomy Technician | | | | | x | | | x | |
| Physics | x | | | | x | | | | x |
| Pre-Chiropractic Studies | | | | | | | | x | |
| Pre-Dentistry Studies | | | | | | | x | | |
| Pre-Medicine/Pre-Medical Studies | | | | | | | x | | |
| Pre-Nursing Studies | | | | | | x | x | x | x |
| Precision Metal Working | | | | | | | x | | |
| Precision Production Trades | | | | | | | x | | x |
| Professional, Technical Business, and Scientific Writing | | | | | | x | x | | |
| Quality Control Technology | | | | | | | | x | |
| Radiologic Technology/Science | x | | | | | x | | | |
| Registered Nursing | x | x | x | x | x | x | x | x | x |
| Solar Energy Technology | | | | | | x | | | |
| Surgical Technology | x | | | | | | | x | |
| Systems Engineering | | | | | | | | x | |
| Truck Driving | x | | | | | | | | |
| Veterinary Medicine | | | | | | | | x | |
| Welding Technology | x | | x | x | x | x | x | x | |

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.

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HOUSING ANALYSIS AND FUTURE NEEDS

Table – Obsolete and Substandard Housing Units

| | (#) | (%) |
|--|--------|--------|
| Total occupied housing units | 80,880 | 90.03% |
| Percent of households that are cost burdened | | 29.43% |
| Total owner-occupied households | 49,854 | 61.64% |
| Cost burdened owner-occupied households | 10,200 | |
| Percent of owner-occupied households that are cost burdened | | 20.46% |
| Total renter-occupied households | 31,027 | 62.24% |
| Cost burdened renter-occupied households | 13,606 | |
| Percent of renter-occupied households that are cost burdened | | 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 |
| \$64,992 (2024 Median HH Income) | \$1,083 | \$1,354 | \$1,625 |
| \$75,000 | \$1,250 | \$1,563 | \$1,875 |
| \$75,354 (2029 Median HH Income) | \$1,256 | \$1,570 | \$1,884 |
| \$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

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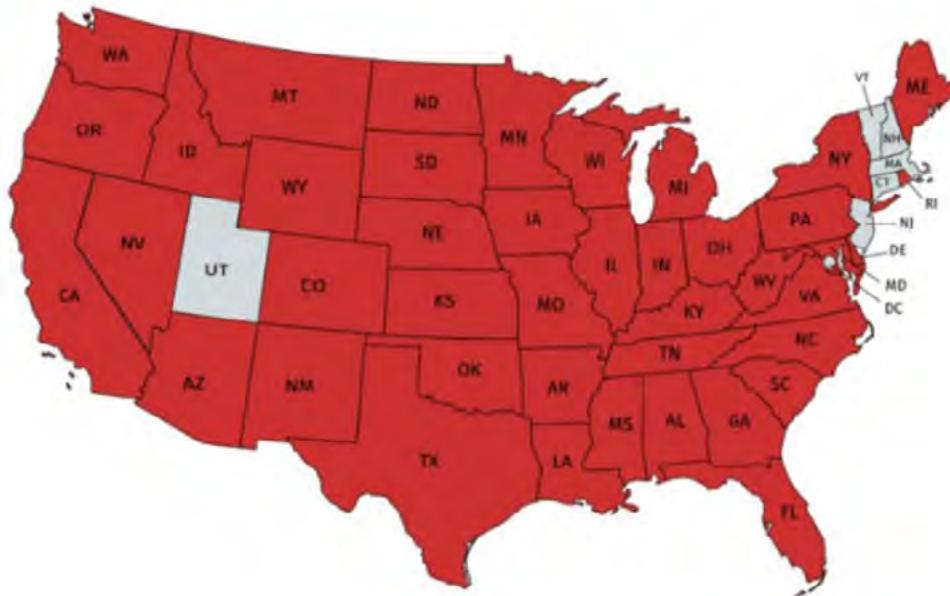


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