**Lafayette Square Institute**

## Amarillo city - Texas

# Our mission is to bridge the gap between policymakers and investors to create economic security for workers and families.

We equip policymakers with data-driven insights to mobilize private capital to generate prosperity across the country. Our **535 Insights** series provides analytics specific to the constituencies of all 535 members of Congress.

| | | | |
|---|---|---|---|
| **11%** | **44%** | **46%** | **52%** |
| chance to become high-income with low-income parents[1] | of state residents have difficulty paying for usual expenses[2] | of renters are burdened by housing costs[3] | of state businesses are at risk of succession[4] |
| **TOP 42%** | **RANK 47 OUT OF 50** | **TOP 46%** | **RANK 45 OUT OF 50** |

**The opportunity to build wealth and economic security is the foundation of the American Dream. This is how Amarillo city - Texas is performing** (ranked by desirability).

# To revive the American Dream, Amarillo city - Texas needs a strategy to promote economic opportunity.

## HERE'S WHERE WE'RE STARTING:

### Affordable Housing

By making it easier to finance **affordable housing** and the expansion of **home ownership**, we can help build strong communities where families will thrive.

### Employee Ownership

By expanding **employee ownership** through **ESOPs**, we can create generational wealth for American workers while enhancing U.S. competitiveness.

### Worker Benefits

By expanding and improving **workplace benefits**, we can build good jobs that help workers thrive and communities prosper.

**Turn the page to see how Amarillo city - Texas is doing on affordable housing, employee ownership and worker benefits.**

# Affordable Housing & Homeownership

**Amarillo city - Texas** is facing housing supply and affordability challenges. **This is contributing to unsustainable financial burdens for families and creates barriers to economic opportunity.**
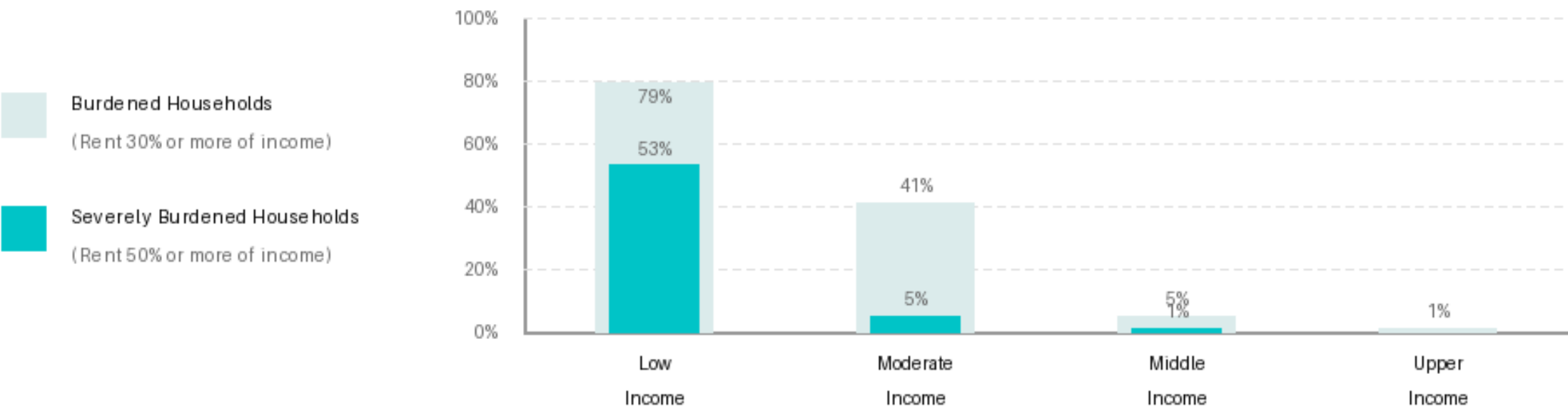
## 38x
is what a typical family owning a home has in net worth compared to a family renting[5]

**NATIONWIDE**

## 46%
of renters are burdened by housing costs[6]

**TOP 46%**

## 39%
of state residents are facing eviction or foreclosure[7]

**RANK 39 OUT OF 50**

## 30%
of residents live in high poverty areas[8]

**BOTTOM 20%**

**The United States is 4 million homes short of meeting national demand, a shortfall that has almost doubled over the past decade.**[9] **Texas** has a shortfall of 305,959 units.[10] This undersupply contributes to rising housing costs which force working-class families to spend an unsustainable portion of their income on rent and pushes many households into neighborhoods with high poverty rates.[11] Research demonstrates that living in such areas makes it harder for kids to rise up the income ladder.[12] Housing cost-burdens are also rising for middle- and higher-income families, making the American Dream of homeownership increasingly unattainable—narrowing pathways for families to build wealth. [13]

Of the over $200 billion that has been invested annually in housing in recent years, only a fraction supports projects affordable for working-class families.[14] Innovative models capable of significantly boosting the supply of affordable housing exist but struggle to attract capital to scale. New policies, programs and financing tools are needed that redirect private capital into projects that promote financial stability and homeownership, and help build strong, resilient communities.
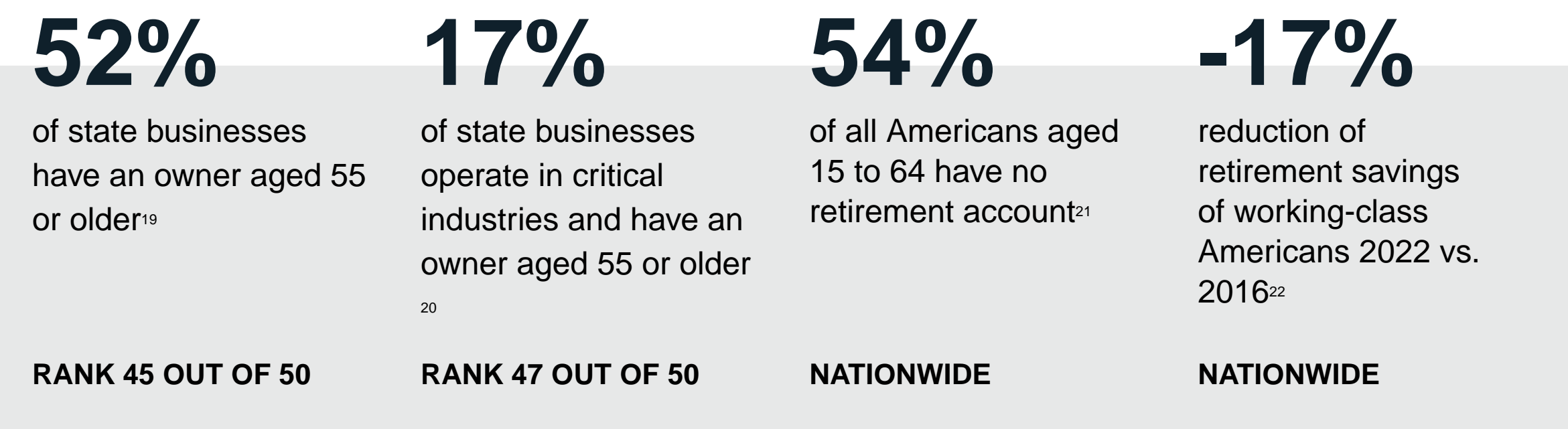
## Rent Burden by Income in Amarillo city - Texas[15]



Legend:
- Burdened Households (Rent 30% or more of income)
- Severely Burdened Households (Rent 50% or more of income)

Low Income: 79% / 53%
Moderate Income: 41% / 5%
Middle Income: 5% / 1%
Upper Income: 1%

## $1049
median rent[16]

**TOP 42%**

## $186K
median home value[17]

**TOP 46%**

## 60%
home ownership rate[18]

**BOTTOM 21%**

**Learn more about affordable housing**

# Employee Ownership

The United States is confronting a **"silver tsunami"** of retiring business owners that are likely to sell their businesses over the next decade. Meanwhile, too many American workers and families are financially unprepared for retirement.
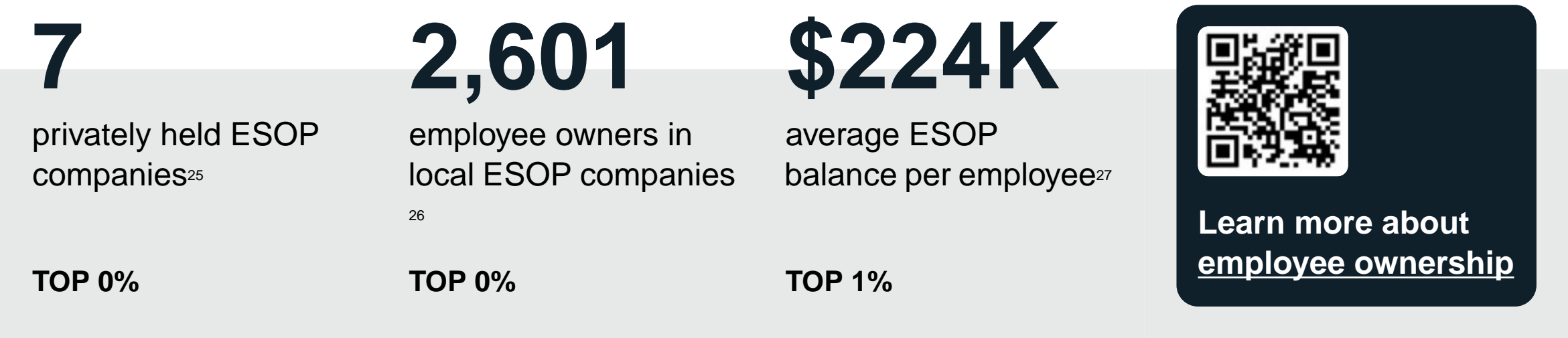
## 52%
of state businesses have an owner aged 55 or older[19]

**RANK 45 OUT OF 50**

## 17%
of state businesses operate in critical industries and have an owner aged 55 or older [20]

**RANK 47 OUT OF 50**

## 54%
of all Americans aged 15 to 64 have no retirement account[21]

**NATIONWIDE**

## -17%
reduction of retirement savings of working-class Americans 2022 vs. 2016[22]

**NATIONWIDE**

**Without a policy strategy to address business succession, we risk the loss of American businesses and their local jobs.** Too often, the sale of a business to an out-of-state or foreign buyer results in the loss of local jobs and investment. With many businesses in critical industries—e.g., those with implications for national and economic security—facing the challenges of business succession, promoting employee ownership can be part of a broader competition framework to maintain our leadership in strategic sectors while investing in American workers.

**What is an ESOP?** Employee Stock Ownership Plan (ESOP) is both a retirement plan and corporate finance vehicle that allows retiring business owners to sell their business to employees. Employees do not pay for their shares—employee ownership is instead an incremental benefit on top of wages and benefits. ESOPs have been demonstrated to create over 2.5 times more retirement wealth for workers—in addition to superior pay and benefits—compared to traditional companies.[23] Employee-owned businesses have also been shown to innovate more frequently and exhibit greater resilience during an economic downturn.[24]

As baby boomers prepare to retire and sell their businesses, ESOPs can play an important role in maintaining domestic ownership and productive capacity across manufacturing and other strategic sectors—a win-win for U.S. economic security and for American workers across the country.
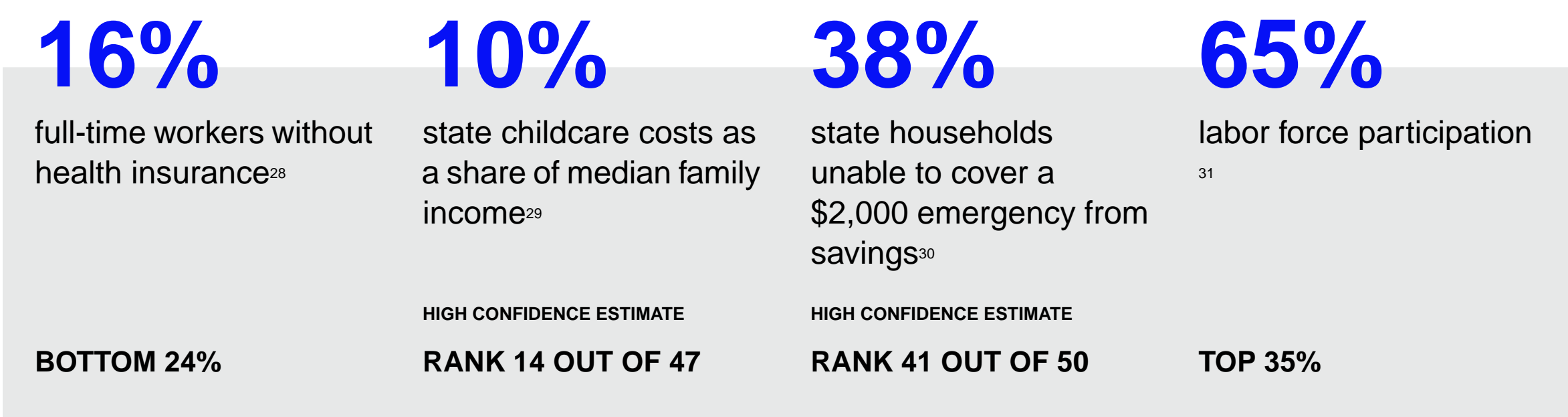
## Privately Held ESOP Companies in Amarillo city



## 7
privately held ESOP companies[25]

**TOP 0%**

## 2,601
employee owners in local ESOP companies [26]

**TOP 0%**

## $224K
average ESOP balance per employee[27]

**TOP 1%**

**Learn more about underline employee ownership**

# Job Quality and Worker Benefits

Lafayette Square Institute · Worker Solutions®

States and local jurisdictions have the opportunity to develop an employee benefits agenda to increase benefits access, close participation gaps and improve worker financial security.

## 16%
full-time workers without health insurance[28]

**BOTTOM 24%**

## 10%
state childcare costs as a share of median family income[29]

HIGH CONFIDENCE ESTIMATE

**RANK 14 OUT OF 47**

## 38%
state households unable to cover a $2,000 emergency from savings[30]

HIGH CONFIDENCE ESTIMATE

**RANK 41 OUT OF 50**

## 65%
labor force participation [31]

**TOP 35%**

**Too many workers lack access to benefits that make work secure and sustainable.** Across the country, employer-sponsored benefits like health insurance and retirement savings are out of reach for millions of working people. Gaps in access to these benefits lead to rising rates of medical debt, student loan default, and underinsurance. These effects are even more pronounced among lower income workers who are 3-4 times less likely to participate in medical and retirement benefits.[32]
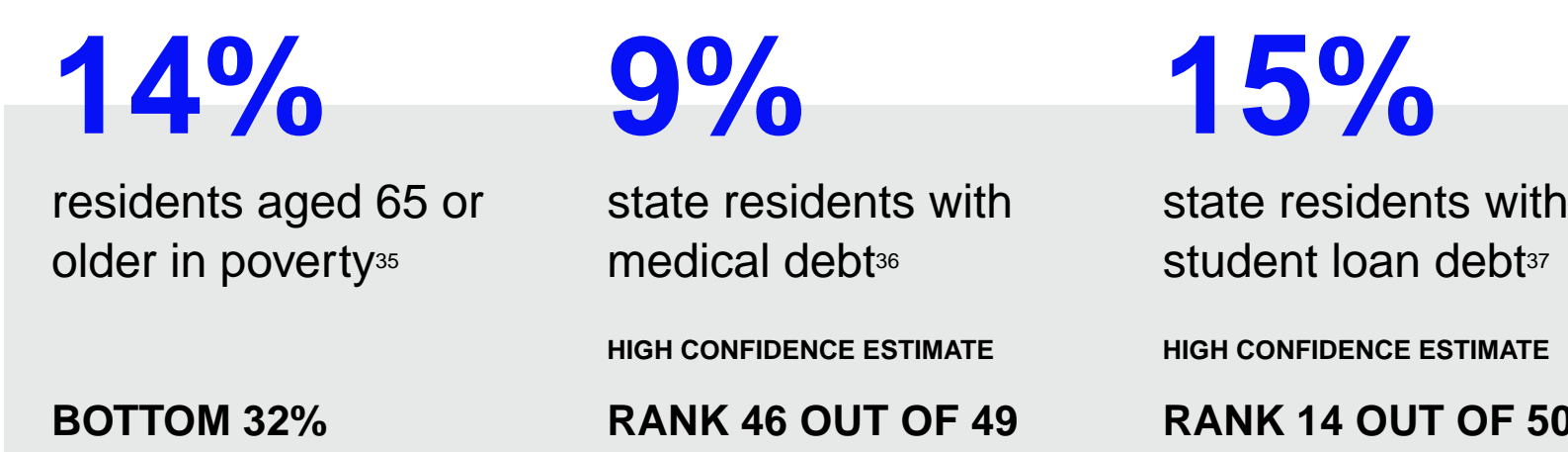
**The growing benefits gap leaves working families vulnerable to economic insecurity,** with limited tools to build savings and assets. As a result, many workers make tradeoffs between immediate needs and long-term financial stability. The workplace benefits gap is particularly acute for small and medium-sized businesses (SMBs), which employ 46 percent of the private American workforce.[33] These small and mid-sized employers often face challenges in navigating the cost, complexity, and suitability of available benefit options for their employees.

**Strong worker benefits drive economic growth.** Businesses that offer competitive benefits keep workers longer and see better performance. Workers with access to health coverage, retirement savings, and childcare are less burdened by financial stress and able to invest in their futures. The whole economy benefits from a more stable and productive workforce.

### Living Wage in Texas[34]

**High Confidence Estimate**

|  | 1 Adult | 1 Adult 1 Child | 2 Adults 1 Child | 2 Adults 2 Children |
|---|---|---|---|---|
| **Living Wage** | $20.92 | $35.39 | $19.78 | $24.20 |
| **Median Wage** | $23.51 | $23.51 | $47.02 | $47.02 |
| **Annual Difference** | $5387.20 | -$24710.40 | $56659.20 | $47465.60 |

**RANK 4 OUT OF 50** by annual difference for one adult, assuming a full-time 2080 hours worked per year, 2023 data, see footnote for details.

## 14%
residents aged 65 or older in poverty[35]

**BOTTOM 32%**

## 9%
state residents with medical debt[36]

HIGH CONFIDENCE ESTIMATE

**RANK 46 OUT OF 49**

## 15%
state residents with student loan debt[37]

HIGH CONFIDENCE ESTIMATE

**RANK 14 OUT OF 50**

**Learn more about Job Quality**

# Let's talk.

Connect with us at 535@lafayettesquareinstitute.org

1. Chetty, R. et al. Opportunity Insights, Harvard University, 2018, _The Opportunity Atlas: Mapping the Childhood Roots of Social Mobility: All Outcomes by Census Tract, Race, Gender and Parental Income Percentile_: Averaged chance of children born 1980 in the 1st and 25th income percentile to reach the 80th or higher income percentile as adults.

2. U.S. Census Bureau, 2024, _Household Pulse Survey, Phase 4.2, Cycle 09_: Percentage of adults in households where it has been somewhat or very difficult to pay for usual household expenses in the last 7 days.

3. U.S. Census Bureau, 2023, _ACS, 5-Year Estimates: Selected Housing Characteristics._

4. LSI calculation based on Project Equity, 2023, _Silver Tsunami_; U.S. Census Bureau, 2021, _Annual Business Survey: Characteristics of Business Owners (Employer Businesses)_ and U.S. Census Bureau, 2021, _Statistics of U.S. Businesses Annual Data Tables by Establishment Industry: State by congressional district, NAICS sectors._

5. Federal Reserve Board, 2023, _2022 Survey of Consumer Finances: Median Net Worth by Family Characteristics._ Median Net Worth by Family Characteristics.

6. See (3).

7. U.S. Census Bureau, 2024, _Household Pulse Survey, Phase 4.2, Cycle 09_: Percentage of adults in households not current on rent or mortgage where eviction or foreclosure in the next two months is either very likely or somewhat likely.

8. LSI _Percent of people living in Census Tracts with 20 or more percent of poverty._ U.S. Census Bureau, 2023, _ACS, 5-Year Estimates: Age and Sex_ and _Poverty Status._

9. Up for Growth, 2023, _2023 Housing Underproduction in the United States._

10. Up for Growth, 2023, _2021 Housing Underproduction by State._

11. Benzow, A. and Fikri, K. Economic Innovation Group, 2020, _The Expanded Geography of High-Poverty Neighborhoods._

12. Chetty, R. et al. Opportunity Insights, Harvard University, 2022, _Social Capital and Economic Mobility._

13. Anderson, D. Redfin, 2024, _Nearly 40% of Renters Think They'll Never Own a Home, Up From 27% Last Year._

14. CCBRE, 2022, _U.S. Real Estate Market Outlook 2022: Multifamily._

15. LSI, U.S. Department of Housing & Urban Development, 2024, _Comprehensive Housing Affordability Strategy 2021 5-Year Estimates._ Income Groups: Low = <50% of area median income (AMI), Moderate = 50-80% AMI, Middle = 80-120% AMI, Upper = > 120% of AMI. National Averages for comparison: Burdened (76%, 45%, 16%, 3%), Severely Burdened (50%, 7%, 1%, 0%).

16. See (3).

17. Ibid.

18. Ibid.

19. See (4).

20. Ibid for owner ages per industry. LSI; identifying critical industries using the U.S. Department of Commerce, 2024, _Critical Sectors and Key Goods for Potential Cooperation under the IPEF Supply Chain Agreement_ and the Department of Defense, 2024, _National Critical and Emerging Technologies._

21. U.S. Census Bureau, 2021, _Survey of Income and Program Participation._

22. Federal Reserve Board, 2023, _2022 Survey of Consumer Finances_: Mean retirement savings among those with an individual retirement account or a defined contribution plan, 0–49.9 percentile of usual income, 2016–22 surveys.

23. National Center for Employee Ownership, 2018, _Research on Employee Ownership, Corporate Performance, and Employee Compensation;_ Kruse, D. IZA World of Labor, 2016, _Does Employee Ownership Improve Performance?_ And Employee Ownership Foundation, Rutgers School of Management and Labor Relations, 2020, _Employee-Owned Firms in the COVID-19 Pandemic: How Majority-Owned ESOP & Other Companies Have Responded to the COVID-19 Health and Economic Crises._

24. Ibid.

25. National Center of Employee Ownership, 2024, _ESOP Database 2023._ Note: Some public companies feature low percentages of ESOP ownership. We present privately held company data only given our focus on business succession risk.

26. Ibid. For privately held ESOP companies.

27. Ibid. For privately held ESOP companies.

28. U.S. Census Bureau, 2023, ACS, 5-Year Estimates: _Health Insurance Coverage Status and Type by Work Experience._

29. LSI, U.S. Department of Labor, Women's Bureau, 2025: _National Database of Childcare Prices: 2008-2022._ _Median annual cost of full-time childcare for one toddler in center as a share of median family income._ 2022 data except for Arkansas and Vermont (2021 data) and Pennsylvania (2020 data). Data not available for Indiana, Missouri, and New Mexico. See below for LSI County to Congressional District Imputation Method.

30. LSI, Urban Institute, 2024: _Financial Health and Wealth Dashboard 2022, PUMA and State emergency savings data, 2019._ See below for LSI PUMA to Congressional District Imputation Method.

31. U.S. Census Bureau, 2023, ACS, 5-Year Estimates: _Selected Economic Characteristics._

32. U.S. Bureau of Labor Statistics, 2024: _Employer Benefits in the United States – March 2024._

33. Ibid., U.S. Small Business Administration, _2023: Frequently Asked Questions March 2023._

34. Massachusetts Institute of Technology, 2023: _Living Wage Calculator,_ LSI estimate of Median Wage using U.S. Bureau of Labor Statistics, 2024: _Quarterly Census of Employment and Wages 2023 Q1-Q4,_ Mean Wage multiplied by 0.67607, the ratio of Median to Average Compensation from U.S. Social Security Administration, 2025: _Measures of Central Tendency for Wage Data._ See below for LSI County to Congressional District Imputation Method.

35. U.S. Census Bureau, 2023, ACS, 5-Year Estimates: _Poverty Status in the Past 12 Months by Sex by Age._

36. LSI, Urban Institute, 2024: _Debt in America 2024, State and County medical debt data 2023._ Data not available for Colorado. See below for LSI County to Congressional District Imputation Method.

37. LSI, Urban Institute, 2024: _Debt in America 2024, State and County student loan debt data 2023._ See below for LSI County to Congressional District Imputation Method.

**All data sourced and managed with the support of Potomac X Lafayette Square.**

_LSI County and PUMA to Congressional District Imputation Methods_

Congressional District Estimate based on LSI imputation method using Geocorr 2022: _Geographic Correspondence Engine, 2020 County and 2010 PUMA to 119th Congressional District_, crosswalks weighted by population.

**High Confidence Estimates:** Districts where at least 75% of the population comes from counties or PUMAs that contribute at least 80% of their population to the district, and the largest county or PUMA contribution is at least 85%.

**Medium Confidence Estimates:** Districts where either at least 40% of the population comes from well-aligned counties or PUMAs (contributing at least 80% of their population), or the largest county or PUMA contribution is at least 60% with fewer than 4 poorly aligned counties or 3 poorly aligned PUMAs (contributing <50% of their population).

**Lower Confidence Estimates:** All remaining districts with lower alignment.

**Use County Data:** Districts where at least 85% of the district population comes from a single county that contributes less than 80% of its population to the district, for example Los Angeles County that spans 17 districts.

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