

MARCH 2022



CITY OF AMARILLO, TEXAS

POPULAR ANNUAL Financial Report

FOR THE FISCAL YEAR ENDED| SEPTEMBER 30, 2021

FROM THE MAYOR Ginger CNelson



In 2017, Amarillo City Council identified eight pillars that are the guiding principles of our city government. These pillars define how our city government serves the community.

The eight pillars are Public Safety; Economic Development and Redevelopment; Civic Pride; a Highly Educated Population; Fiscal Responsibility; Customer Service; Excellence in Communication and Transportation.

The Popular Annual Financial Report (PAFR), which details how the city managed taxpayer money for the past fiscal year, provides an excellent opportunity to discuss some of these pillars and how they shape the city's future success and growth.

Public Safety: For the third straight year, the overall crime rate in Amarillo decreased in 2021. Violent crime decreased by more than 10 percent. The city's first responders – routinely recognized across the nation for excellence – are the foundation of public safety. The Amarillo Police Department and Amarillo Fire Department require the resources to protect and serve the public.

Economic Development and Redevelopment: A city that is not growing economically cannot grow at all. Amarillo City Council unanimously approved an economic development agreement in February with Buc-ee's Travel Center that will pump an expected \$8 million annually into our economy. Councilmembers also unanimously approved an incentive agreement led by the Amarillo Economic Development Corp. for the North Heights Linen Service and approved additional funding for the renovation of the former St. Anthony's Hospital building into affordable senior housing – two projects that will help revitalize the North Heights neighborhood.

Fiscal Responsibility: This Popular Annual Financial Report is just one example of how city government values transparency and accountability for taxpayer money. Want to know the facts regarding city revenue? Expenditures for street repair/maintenance? These facts – and more – are in this report.

Transportation: An interesting aspect of transportation in the city is that Amarillo City Transit (ACT) is providing free transportation. ACT routes include Amarillo College, the medical district and wheelchair lifts for customers with special needs. ACT features the One Ride app that provides live locations of ACT vehicles – so riders know exactly the location of their bus.

These are just a few examples of the pillars that serve as the template for city government in Amarillo. By striving to uphold these pillars, Amarillo will continue to grow with a strong and vibrant economy and a diverse and welcoming community that serves everyone.

CITY FACTS

POPULATION: 201,411
PER CAPITA PERSONAL INCOME: \$51,161

PUBLIC SAFETY:

Annual police services	95,995
Annual fire services	22,038
Number of fire stations	13
Number of fire hydrants	4,978

PHYSICAL:

Miles of streets	1,050.16
Number of street lights	10,888
Signalized intersections	273
Miles of storm sewers	161.57

AIRPORT:

Number of airlines	3
Scheduled daily flights	16
Annual passengers	260,169

CULTURE & RECREATION:

Number of libraries	5
Civic Center (sq ft)	340,000
Globe News Center (sq ft)	70,000
Park acreage	2,403
Municipal swimming pools	4
Tennis courts	28
Tennis Center attendance	12,359
Soccer fields	15
Jogging trail mileage	18.20
Rifle Range attendance	2,660

SOLID WASTE MANAGEMENT:

Residential customers	63,502
Commercial customers	4,938
Landfill acreage	662
Tons of waste collected	157,716
Tons of waste landfill	281,096

MUNICIPAL WATER UTILITY:

production (gal)	
Water distribution miles	1,197.00
Number of water wells	129
Wastewater plants	2

TRANSIT:

Average daily

Number of buses/vans	31
Miles of fixed route	453,016
Fixed route passengers	176,444
Demand response passengers	40,433

PURCHASING:

Number of	purchase orders	2,381
Percent of	local businesses	50%



GOVERNMENT-WIDE FINANCIAL STATEMENTS

The government-wide financial statements are designed to provide readers with a broad overview of the finances of the City in a manner similar to a private-sector business.

The statement of net position presents information on all of the City's assets, deferred outflows of resources, liabilities, and deferred inflows of resources with the difference reported as net position. Over time, increases or decreases in net position may serve as a useful indicator of whether the financial position of the City is improving or deteriorating.

The statement of activities presents information showing how the City's net position changed during the most recent fiscal year. All changes in net position are reported as soon as the underlying event giving rise to the change occurs, regardless of the timing of related cash flows. Thus, revenues and expenses are reported in this statement for

some items that will not result in cash flows until future fiscal periods (e.g., uncollected taxes). The change in net position is not reported here, but is the difference of total revenues and total expense. This year net position increased by \$61.3 million. Revenues increased overall primarily due to an increase in property and sales tax, as well as strong Water and Sewer and Sanitation revenues. The decrease in expenses over the prior year are a result of fiscal year 2020/21 being budgeted less than the prior year. Citywide demand for COVID-19 responses from Public Safety and Public Health also decreased. During 2020/21, the City granted a 2% pay increase for all employees and returned to a focus on funding for capital projects. The approved increases in spending were offset by conservative spending in all operations and many staffing vacancies due to ongoing impacts of COVID-19 pandemic.

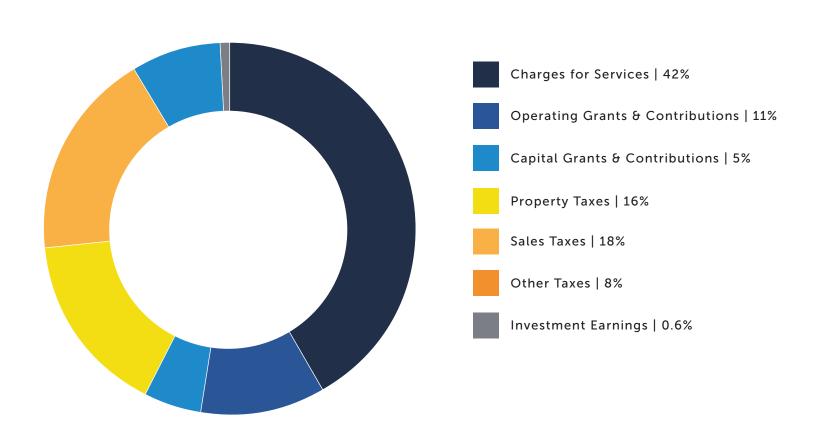
CITYWIDE NET POSITION (in thousands)

	FYE 9/30/2021	FYE 9/30/2020	FYE 9/30/2019
Current Assets	\$313,266	\$278,123	\$243,587
Noncurrent and Capital Assets	1,444,037	1,335,134	1,294,018
Total Assets	\$1,757,303	\$1,613,257	\$1,537,605
Deferred Outflows of Resources	\$30,282	\$33,939	\$58,364
Current Liabilities Noncurrent Liabilities	111,529	78,053	83,213
Total Liabilities	558,222 \$669,751	533,999 \$612,052	559,481 \$642,694
Deferred Inflows of Resources	\$66,145	\$44,804	\$7,461
Net Position:			
Net Investment in Capital Assets	948,019	914,796	899,075
Restricted	40,045	32,988	38,274
Unrestricted	63,625	42,556	8,465
Total Net Position	\$1,051,689	\$990,340	\$945,814

Revenue

CITYWIDE REVENUES (in thousands)

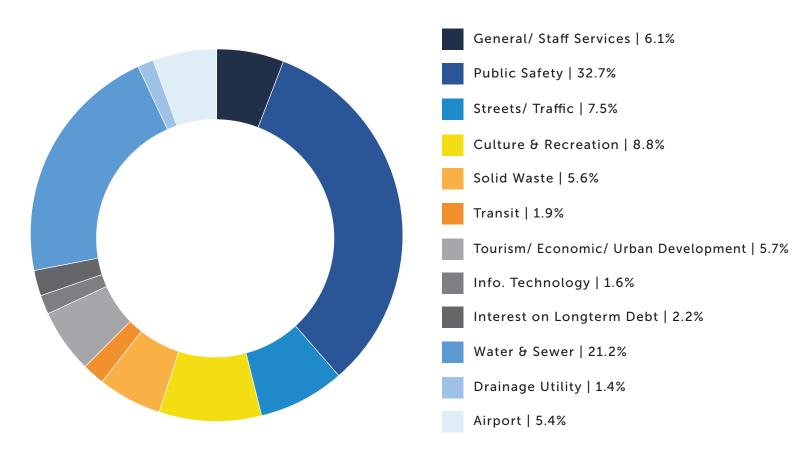
	FYE 9/30/2021	FYE 9/30/2020	FYE 9/30/2019
Charges for Services	\$156,252	\$152,230	\$146,450
Operating Grants & Contributions	40,053	47,119	25,567
Capital Grants & Contributions	19,866	17,443	18,455
Property Taxes	58,014	55,360	51,111
Sales Taxes	67,508	59,785	59,176
Other Taxes	27,897	22,569	24,763
Investment Earnings	538	4,276	8,166
Insurance Recovery/ Cost	-	20	6,613
Total	\$370,128	\$358,802	\$340,301



Expenses

CITYWIDE EXPENSES (in thousands)

	FYE 9/30/2021	FYE 9/30/2020	FYE 9/30/2019
General/ Staff Services	\$18,955	\$17,504	\$18,729
Public Safety	100,945	111,474	113,381
Streets/ Traffic	23,095	23,312	24,640
Culture & Recreation	27,077	26,642	29,712
Solid Waste	17,344	18,472	15,403
Transit	5,918	5,772	6,042
Tourism/ Economic/ Urban Developmen	t 17,644	17,963	15,913
Info. Technology	4,817	4,470	4,455
Interest on Longterm Debt	6,712	5,726	5,735
Water & Sewer	65,381	63,676	73,216
Drainage Utility	4,254	4,603	3,203
Airport	16,637	14,662	14,617
Total	\$308,779	\$314,276	\$325,046



Governmental

PAFR Information

GENERAL FUND

STATEMENT OF REVENUES, EXPENDITURES & CHANGES IN FUND BALANCE

REVENUES	FYE 9/30/2021	FYE 9/30/2020
Taxes	\$145,978,616	\$131,185,901
License & Permits	4,827,057	3,875,490
Interfund Revenues	1,007,600	1,284,850
Intergovernmental Revenues	6,150,554	16,318,692
Citizen Contributions	30,298	510,535
Charges for Services	38,472,124	37,107,624
Fines & Forfeitures	3,196,251	3,261,667
Investment Earnings	254,407	908,657
Other Rentals & Commissions	898,553	803,091
Miscellaneous	178,700	161,281
Total Revenues	\$200,994,160	\$195,417,788

EXPENDITURES

General Government Staff Services	\$4,756,964 11,292,910	\$4,693,933 10,476,501
Public Safety & Health	97,473,512	94,830,450
Streets, Traffic, & Engineering	14,681,130	15,027,982
Culture & Recreation	19,866,354	18,539,037
Solid Waste	16,975,730	16,279,660
Transit	4,902,209	4,847,793
Information Technology	4,816,883	4,469,708
Economic Development/Tourism	1,396,765	2,371,536
Capital Outlay	376,141	218,660
Total Expenditures	\$176,538,598	\$171,755,260
Excess of Revenues Over Expenditures	\$24,455,562	\$23,662,528

OTHER FINANCING SOURCES (USES)

Transfers In	\$99,927	\$211,792
Transfers Out	(19,146,793)	(5,043,278)
Net Change in Fund Balance	\$5,408,696	\$18,831,042
FUND BALANCE - BEGINNING	\$64,062,525	\$45,231,483
FUND BALANCE - ENDING	\$69,471,221	\$64,062,525

DEFINITIONS

Net position represents the City's assets less liabilities.

Net investment in capital assets consists of capital assets, net of accumulated depreciation, reduced by the outstanding balances of borrowings attributable to the acquisition, construction or improvement of those assets.

Restricted net position consists of restricted assets reduced by liabilities and deferred inflows of resources related to those assets. For 2021, this category consists of \$12.7 million restricted for debt service, \$3.2 million for Tax Increment Financing, and \$24.2 million restricted for other purposes such as grants.

Unrestricted net position is the remaining net position of the City after subtracting net investment in capital assets and restricted net position.

Charges for services represent fees paid by individuals, businesses, or other governments who purchase, use or directly benefit from the goods and services the City provides. For 2021, the largest items in this category include \$85 million for water and wastewater charges, \$24 million in solid waste charges, \$7 million in drainage utility charges, and \$10 million in airport charges

Operating grants and contributions are grants and contributions that may be used to finance the regular operations of the City. This category saw a decrease related to grants the City received in response to the ongoing COVID-19 pandemic.

Capital grants and contributions involve a capital asset of the City and may not be used for operating purposes.



FUND FINANCIAL STATEMENTS

A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The City, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. All of the funds of the City can be divided into three categories: government funds, proprietary funds, and fiduciary funds. This report presents only the operating statements of the general fund, the water and sewer fund, the drainage utility fund, and the airport fund. For information on the other funds, as well as more detailed information on the funds presented here, a copy of the City's Annual Comprehensive Financial Report may be obtained from the Finance Department at the Amarillo City Hall, 601 S Buchanan St., Amarillo, TX 79101 or online at amarillo.gov.

GOVERNMENT FUNDS

Governmental funds are used to account for essentially the same functions reported as governmental activities in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund financial statements focus on near-term inflows and outflows of spendable resources, as well as on balances of spendable resources available at the end of the fiscal year. Accordingly, these statements do not reflect capital assets or long-term debt, and they report capital outlay as opposed to depreciation and report proceeds and principal reductions of long-term debt as sources and expenditures which increase or decrease fund balance. Such statements are useful in evaluating a government's near-term financial requirements.

Because the focus of governmental funds is narrower than that of the government-wide financial statements, it is useful to compare the information presented for governmental funds with similar information presented for governmental activities in the government-wide financial statements. By doing so, readers may better understand the long-term impact of the government's near-term financing decisions. Both the governmental fund balance sheet and the governmental fund statement of revenues, expenditures, and changes in fund balances provide a reconciliation to facilitate this comparison between governmental funds and governmental activities.

In addition to a general fund, the City maintains special revenue funds, two debt service funds, ten capital projects funds, and one permanent fund. Included in this special newsletter is the general fund statement of revenues, expenditures, and changes in fund balance with comparative data from fiscal year ending September 30, 2020. Largest of the City's funds, the general fund accounts for the majority of the City services, including police, fire, street maintenance, solid waste collection and disposal, traffic, parks, library, transit, and administrative services.

General Fund revenues increased over the previous fiscal year. Sales tax continued to increase, coming in at \$67.5 million an increase of approximately \$7.7 million. The City also saw an increase in net hotel occupancy tax revenue in 2020/21, recording approximately \$7.9 million, up from \$4.9 million. This was due to increased tourism and events as COVID-19 pandemic restrictions have been lifted over the last year. The City saw increased property tax collections of \$58.0 million versus \$55.4 million during 2019/20 due to increased appraised values in the City limits and an increase in the tax rate for operations, maintenance, and debt. In addition to increased tax revenues, the City of Amarillo also saw increases in charges for services and capital grants.

Utilities

WATER & SEWER

STATEMENT OF REVENUES, EXPENSES & CHANGES IN NET POSITION

OPERATING REVENUES	FYE 9/30/2021	FYE 9/30/2020
Utility Sales and Service	\$83,042,837	\$83,280,330
Tap Fees and Frontage Charges	364,792	331,639
Rents and Miscellaneous	449,088	(291,299)
Total Operating Revenues	\$83,856,717	\$83,320,670
OPERATING EXPENSES		
Salaries, Wages and Fringe Benefits	\$12,786,077	\$14,123,864
Supplies	1,846,864	1,687,910
Fuel and Power	4,102,560	3,573,897
Contractual Services	8,390,402	6,666,801
Water Authority Charges	4,358,958	4,348,316
Other Charges	13,737,712	12,308,265
Depreciation	14,970,724	14,782,725
Total Operating Expenses	60,193,297	57,491,778
Operating Income	23,663,420	25,828,892
NONOPERATING REVENUES (EXPENSE	ES)	
Total Nonoperating Revenues (Expenses)	(2,493,028)	(4,278,672)
Income before Contributions and Transfers	21,170,392	21,550,220
Capital Contributions	2,667,471	3,629,687
Net Transfers from (to) Other Funds	(289,139)	(420,998)
Change in Net Position	23,548,724	24,758,909
NET POSITION - BEGINNING OF YEAR	494,194,996	469,436,087
NET POSITION- END OF YEAR	\$517,743,720	\$494,194,996

AAMW Canine Drive-Thru Vaccination Clinic

It isn't unusual to find the parking lot at Dick Bivins Stadium full of cars. When the cars are full of dogs — that is unique.

In a first for the city, the Animal Management and Welfare Department (AAMW) held a Canine Drive-Thru Vaccination Clinic in August and September – free of charge.

The clinic was moved to Dick Bivins Stadium to meet demand.

During three clinics, AAMW vaccinated more than 1,700 dogs for illnesses such as rabies, parvo and distemper. That is an average of more than 560 dogs for each clinic.

"The response was phenomenal," said AAMW Director Victoria Medley.

Support came from across the community, including local veterinary offices, West Texas A&M University, the Texas A&M College of Veterinary Medicine and AISD AmTech Career Academy. The Bissell Pet Foundation donated more than 3,400 vaccines. Amarillo National Bank provided funding.

DEFINITIONS

Fund balance is the net position of a governmental fund (difference between assets and liabilities).

Capital outlay represents the acquisition or contraction of capital assets in the governmental funds. For governmental fund accounting, capital assets are expensed when purchased or constructed through the line item capital outlay.

Other financing sources (uses) represent increases (decreases) in the fund balances of a governmental fund other than revenue (expenditures). Examples include transfers between funds within the City bond proceeds.

Depreciation is the allocation of the cost of using a capital asset over the assets estimated useful life.

Capital contributions are funds and/or assets contributed to the City specifically for the acquisition, construction or improvement of capital assets.

	ER OF CITY VER CUSTO	
FYE	WATER	SEWER
2011	69,754	67,654
2012	70,151	68.020
2013	70,161	68,111
2014	70,441	69.039
2015	71,029	69,166
2016	72,272	69,999
2017	72,348	70,071
2018	73,136	70,661
2019	70,277	69,446
2020	71,892	70,464
2021	71,559	70,672





DRAINAGE & UTILITY FUND

STATEMENT OF REVENUES, EXPENSES & CHANGES IN NET POSITION

OPERATING REVENUES Drainage Utility Assesments	FYE 9/30/2021 \$6,428,931	FYE 9/30/2020 \$6,220,367
Forfeited Discounts	100,032	119,444
Total Operating Revenues	\$6,528,963	\$6,399,811
OPERATING EXPENSES		
Salaries, Wages, and Fringe Benefits	\$1,067,784	\$1,124,934
Supplies	157,088	741,311
Contractual Services	892,409	880,851
Other Charges	1,127,052	1,204,980
Depreciation	319,530	313,533
Total Operating Expenses	3,563,863	4,265,609
Operating Income (Loss)	2,965,100	2,074,202
Total Nonoperating Revenues (Expenses)	(680,735)	(201,526)
Income (loss) before Contributions and Trans	fers 2,284,365	1,872,676
Capital Contributions	618,463	3,900
Net Transfers from (to) Other Funds	(36)	(39)
Change in Net Position	2,902,792	1,876,537
NET POSITION - BEGINNING OF YEAR	22,350,045	20,473,508
NET POSITION- END OF YEAR	\$25,252,837	\$22,350,045

PROPRIETARY FUNDS

The City maintains three different types of proprietary funds. Enterprise funds are used to report the same functions presented as business-type activities in government-wide statements. The City uses enterprise funds to account for its water and sewer system, the drainage utility system, and for its international airport. Internal service funds are an accounting device used to accumulate and allocate costs internally among a governmental entity's various functions. The City uses internal service funds to account for its fleet of vehicles, its management information systems, and its general and employee self-insured programs.

Proprietary funds provide the same type information as the government-wide financial statements, only in more detail. The water and sewer fund, drainage utility fund, and airport fund statements of revenues, expenditures and changes in net position are presented in this special newsletter with comparative data from fiscal year ending September 30, 2021.

PREP Academy A Win-Win for Amarillo

Helping keep city parks clean has become a way to help the homeless in Amarillo.

The City of Amarillo (COA) began the Peer Reintegration Employment Partnership (PREP) Academy in December 2021.

Unique and historic for the city would be accurate terms to describe the PREP Academy.

Led by the creativity of the COA Community Development Department, the PREP Academy's primary goal is to help the homeless in Amarillo regain their independence. And here's where the creative aspect of the PREP Academy becomes part of the goal homeless individuals begin to get back on their feet by earning a salary cleaning and maintaining city parks.

It is a win-win for Amarillo. The city provides an opportunity for the homeless to reclaim their independence with a job, while city parks benefit from the cleanup.

"The PREP Academy is unique for Amarillo, and it has been successful in many ways," said COA Community Development Director Jason Riddlespurger. "A key way to help prevent homelessness is to provide individuals the opportunity to reclaim their lives with a purpose and goals. This is what the PREP Academy does" The PREP Academy



is a partnership between several segments of the community, including Goodwill Industries of Northwest Texas (Career Resource Center), Hillside Christian Church Amarillo North Grand Campus, and Amarillo National Bank.

Participants in the PREP Academy come from the city's successful Coming Home program, another city initiative to help the homeless. Funding for the year-long PREP Academy comes from the American Rescue Plan.

Upon successful completion of the PREP Academy, participants have an opportunity to earn employment positions within the city and other partner businesses in the community.

CAirport

AIRPORT FUND

STATEMENT OF REVENUES, EXPENSES & CHANGES IN NET POSITION

OPERATING REVENUES	FYE 9/30/2021	FYE 9/30/2020
Airfield Fees and Commissions	\$826,120	\$823,735
Terminal Building Revenue	6,415,916	6,087,449
Other Building Revenue	1,916,145	1,674,401
Total Operating Revenues	\$9,158,181	\$8,585,585
OPERATING EXPENSES		
Salaries, Wages, and Fringe Benefits	\$3,391,556	\$3,603,178
Supplies	713,664	569,784
Fuel and Power	554,855	428,620
Other Contractual	2,503,656	1,561,221
Other Charges	3,207,887	2,858,394
Depreciation	6,264,993	5,751,939
Total Operating Expenses	16,636,611	14,773,136
Operating Income	(7,478,430)	(6,187,551)
Total Nonoperating Revenues (Expenses)	7,293,440	7,909,350
Net loss before Contributions and Transfers	(184,990)	1,721,799
Capital Contributions	3,536,136	1,132,167
Net Transfers from (to) Other Funds	(3,045)	(200)
Change in Net Position	3,348,101	2,853,766
NET POSITION - BEGINNING OF YEAR	87,268,560	84,414,794
NET POSITION- END OF YEAR	\$90,616,661	\$87,268,560

Amarillo Connected

Bridging Amarillo's Digital Divide: The internet is a part of daily life. From paying bills to education, online access is essential.

The City of Amarillo is ensuring residents have access to the web and its countless uses.

Amarillo Connected represents a significant technological advancement for the city. The goal is to provide low-cost internet access to as many as 10,000 students and underserved residents.

"The COVID-19 pandemic magnified the problem of internet access in the city," said City of Amarillo Chief Information Officer Rich Gagnon. "We had a dramatic increase in online education. Far too many of our students struggle with internet access."

Amarillo City Council began exploring citywide broadband before the COVID-19 pandemic.

In October of 2021, Amarillo City Council unanimously approved \$6 million in American Rescue Plan funds for the citywide broadband program. Plans are to expand Amarillo Connected across the Texas Panhandle.

National Clean Up Day

National CleanUp Day is not the traditional holiday – think New Year's Day or the Fourth of July.

But that did not stop Amarillo from celebrating.

Led by the City of Amarillo and the COA Public Works Department, volunteers from across the city picked up more than 72 tons of trash and debris on National CleanUp Day — Sept. 18, 2021.

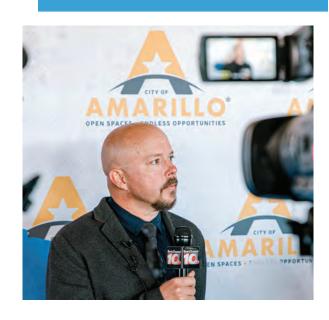
It was a monumental and historic effort for Amarillo and the COA.

City equipment and personnel piled up 60.7 tons of assorted debris, such as tires, mattreses and tree limbs. COA staff drove a total of 708.69 miles and used 29 pieces of equipment: nine tandem dump trucks, three front-end loaders, three one-ton trucks, seven knuckle-boom trucks, three rear-loader trash trucks, three brush trucks and a roll-off truck.

In addition, COA and Republic Services placed 32 roll-off waste containers at various locations in the city. The roll-off containers collected 11.9 tons of waste (all from volunteers).

This brought the grand total to 72.6 tons of trash and debris removed from the Amarillo community.

"National CleanUp Day was a tremendous success," said COA Director of Public Works Donny Hooper. "Thanks to the efforts of our volunteers and support from neighborhoods around Amarillo, a significant amount of trash was removed within the city. More than 100 volunteers made this success possible, and we are so grateful for their dedication and commitment."



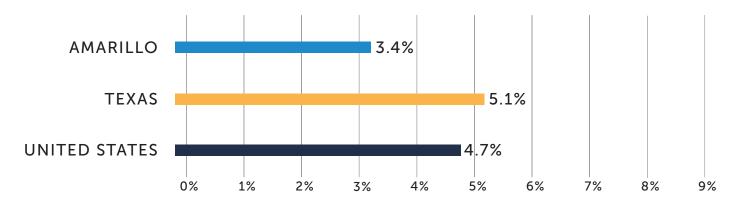
Employment

PRINCIPAL EMPLOYERS

EMPLOYER	EMPLOYEES
Amarillo Independent School District	4,500
Tyson Foods Inc.	4,300
CNS Pantex	3,844
BSA Health Systems	3,100
Northwest Texas Healthcare	2,150
City of Amarillo	1,953
Xcel Energy	1,431
Canyon Independent School District	1,168
Bell Helicopter	900
Texas Department of Criminal Justice	850



UNEMPLOYMENT RATES



S&P GLOBAL RATING

Amarillo continues to receive a AAA debt rating from Standard & Poor's rating service on general obligation debt, water and sewer revenue bond debt and drainage utility debt. AAA is the highest rating which allows the City to enjoy favorable interest rates on the issuance of debt.

GAAP NOTICE

While this presentation does not conform to Generally Accepted Accounting Principles (GAAP), the purpose of these statements is to provide the citizen with a selection of the information contained within the City's Annual Comprehensive Financial Report (ACFR). Component unit information has been excluded from this presentation in order to focus on the primary government. The City's accounting policies do conform to GAAP as set forth by the Governmental Accounting Standards Board. The City's separately prepared and audited ACFR offers a complete description of the City's significant accounting policies and other disclosures required by GAAP, as well as a more detailed analysis of the City's financial position. A copy of the ACFR can be obtained at the Finance Department at the Amarillo City Hall (601 S Buchanan St.) or on the City website at amarillo.gov.

MAYOR AND CITY COUNCIL

Ginger Nelson, Mayor Cole Stanley, Place 1 Freda Powell, Place 2 Eddy Sauer, Place 3 Howard Smith, Place 4

CITY MANAGEMENT

Jared Miller, City Manager
Floyd Hartman, Assistant City Manager
Laura Storrs, Assistant City Manager
& Chief Financial Officer
Andrew Freeman, Assistant City Manager

CITY OFFICIALS

Martin Birkenfeld, Chief of Police
Rich Gagnon, Information Technology Director
Jonathan Gresham, Director of Utilities
Stephanie Coggins, City Secretary
Michael Kashuba, Director of Parks & Recreation
Matthew Poston, City Auditor
Donny Hooper, Director of Public Works
Jason Mays, Fire Chief
Bryan McWilliams, City Attorney
Debbie Reid, Director of Finance
Jordan Schupbach, Director of Public Communications

CONTACT

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