

# FRONTIER *Texas!*

625 North First Street ★ Abilene, Texas 79601 ★ Phone: 325.437.2800

## FRONTIER TEXAS, INCORPORATED

A meeting of the Frontier Texas, Incorporated Board of Directors, is to be held on Wednesday, January 20, 2021, commencing at 11:30 A.M. via electronic videoconferencing technology or telephone (please see access details below and on page 2) to consider items on the following agenda.

Signed:



Jeff Salmon, Executive Director  
Frontier Texas

### AGENDA

Wednesday, January 20, 2021, 11:30 A.M.  
Online Via Zoom or Phone

This meeting can be accessed electronically via the following link:

<https://zoom.us/j/99561145950?pwd=MkcwZko2ZmtobUhDVE4xcitZYXg3UT09> Passcode: 1881

To access by phone dial: 1 346 248 7799; enter meeting ID: 995 6114 5950, Passcode: 1881

1. Welcome and Electronic Meeting Procedures - Board President
  - a. Roll-call, attendance confirmations
2. Consent Agenda:
  - a. Past Meeting Minutes
  - b. Treasurer's Report – Financial Statement(s)
  - c. Attendance & Marketing Report
3. Nominations Committee and Possible Action
4. Bylaws Committee and Possible Action
5. Executive Director's Report and Possible Action:
  - a. Operations: facility, finances, fundraising, Covid-19 Pandemic procedures
  - b. Programs: education, events, volunteers
  - c. Marketing: advertising, public relations, gift shop
6. Board Recommendations on Operations in response to the Covid-19 Pandemic
7. Next meeting date: February 17, 2021 at 11:30am
8. Adjourn

### CERTIFICATION

I hereby certify that the above notice of meeting was posted on the bulletin board at the City Hall of

Abilene, Texas, on the 15th day of January 2021 at 9:50 a.m.

  
Deputy City Secretary

NOTICE: Persons with disabilities who would like special assistance or need accommodations to participate in this meeting should contact Frontier Texas at (325) 437-2800 at least forty-eight (48) hours in advance of this meeting.

## NOTICE REGARDING PUBLIC PARTICIPATION

Texas Governor Greg Abbott has granted a temporary suspension of certain rules to allow for telephone or video conference public meetings in an effort to reduce in-person meetings that assemble large groups of people, due to the COVID-19 (coronavirus) public health emergency.

In an effort to reduce the spread of the virus, this Frontier Texas board meeting is being hosted electronically for board members and the public.

Topic: Frontier Texas Board Zoom Meeting January 2021

Time: Jan 20, 2021 11:30 AM Central Time

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<https://zoom.us/j/99561145950?pwd=MkcwZko2ZmtobUhdVE4xcitZYXg3UT09>

Passcode: 1881

To access by phone dial:

+1 346 248 7799

Meeting ID: 995 6114 5950

Passcode: 1881

One tap mobile

+13462487799,,99561145950#,,,,\*1881# US (Houston)

# FRONTIER *Texas!*

## BOARD MEETING MINUTES

October 21, 2020

### VOTING MEMBERS PRESENT:

Alex Russell  
Audrey Perry  
Bera Johnson  
Brent Hill  
Caitlin Richards

Derek Hood  
Jessica Adams  
Jessica Haile  
Mindy Patterson  
Randy Burchell

### EX-OFFICIO MEMBERS PRESENT:

Nanci Liles  
Kathy Keane

Jeff Salmon

### MEMBERS ABSENT:

Brad Birchum  
David Hernandez  
Donna Long Wolfer  
Jack Rentz  
Jay Evans  
Jeff Gore

Lynn Barnett  
Marshall Morris  
Sylvia Leal  
Tammie Virden  
Tim Chandler  
Weldon Hurt

### GUESTS:

Stanley Smith

### STAFF PRESENT:

Chris Allen

Patrice Sharbutt

1. **WELCOME AND MEETING PROCEDURES.** Having a quorum of ten members present via in person, by phone or by Zoom, President Jessica Adams called the Frontier Texas Board meeting to order using the website [www.zoom.com](http://www.zoom.com) to an electronic Board meeting. President Adams called roll of board members who had RSVP for the board meeting and she went through the procedures for electronic meetings. President Adams welcomed Stanley Smith, City Attorney of Abilene.
2. **CONSENT AGENDA.** Having a quorum, President Jessica Adams asked any discussions concerning the Consent Agenda. There being none, she asked for a motion to approve the Consent Agenda. Motion was made by Randy Burchell and second was by Derek Hood. Consent Agenda was approved.
3. **BY-LAWS COMMITTEE REPORT AND POSSIBLE ACTION.** Chairperson Caitlyn Richards reported that the committee met last week and then Executive Director Jeff Salmon met with Mindy Patterson and Robert Hanna this morning. The conclusion was reached that first step in the process will begin with review of the lease agreement with the City. This would define the relationship between Frontier Texas and the City of Abilene. Once the lease is amended, then Frontier Texas would be able to move forward in making changes to the By-laws.
4. **FUNDRAISING COMMITTEE REPORT AND POSSIBLE ACTION.** Board Secretary and co-chairman of the Belt Sander Race, Derek Hood reported the success of the event. The event met fundraising goal.
5. **EXECUTIVE DIRECTOR'S REPORT AND POSSIBLE ACTION.**
  - a. **Operations:** Executive Director Jeff Salmon reported that things look solid at the time. The first venue check for 2020-2021 budget year came in above budget.
  - b. **Programs:** Mr. Salmon reported that he, Operation Manager Chris Allen and Education Coordinator Pam Thomas have completed the video portion for the virtual school tours and are in the editing portion. He also reported that Mr. Allen also has begun the redevelopment of the Rath Store exhibit and the goal is to be completed by Christmas. Ms. Jere Madison has been helping with research on items for Rath Store.
  - c. **Marketing:** Mr. Salmon said he has pulled back on marketing and trying to be strategic in his marketing of Frontier Texas.

**Frontier Texas! Inc.**  
**Treasurer's Report Summary**  
**For the month of November and the Two months ended November 30, 2020**

**Statement of Financial Position – Balance Sheet as of November 30, 2020**

• Current Assets – Cash and inventory	\$	329,714
Facilities & Equipment		2,585,759
Total Assets		3,533,828
• Current Liabilities	\$	114,293

**Statement of Activities – Income Statement for the month and period ended November 30, 2020**

Revenues		Current Mo	YTD
• Revenues – Admissions	\$	4,871	12,083
Total Attendance		912	2,218
Exhibit Attendance		716	2,225
Admissions per attendee	\$	6.80	
• General Store Sales	\$	6,431	6,431
Store sales per attendee	\$	8.98	
• Revenues - Venue Tax	\$	31,541	66,468
• Facility Rental	\$	-	500
• Grants & Restricted Net	\$	-	1,052
• Fundraising & Unrestricted	\$	47	58
• Educational Programs Net	\$	-	-

**Expenses**

- Educational Development/Supply is below budget for the month and below budget for year-to-date.
- Office Operations is above budget for the month and below budget for year-to-date.
- Insurance is below budget for the month and below budget for year-to-date.
- Maintenance is below budget for the month and below budget for year-to-date.
- Cleaning Services are below budget for the month and below budget for year-to-date.
- Utilities is above budget for the month and above budget for year-to-date.
- Advertising/Public Relations is above budget for the month and above budget for year-to-date.
- Salary and Wages are above budget for the month and year-to-date.
- Non-cash item depreciation of \$20,751 shown independent of other expenses for this and future statements.
- All other expenses very close to or below budget for the current month.

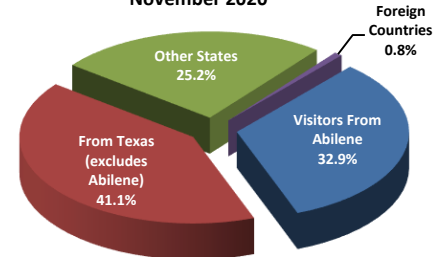
# FRONTIER *Texas!*

## Attendance-Marketing Report November 2020

### ATTENDANCE

	<u>2020</u>	<u>2019</u>
Attendance Total November 2020	912	2,149
Attendance Total Fiscal Year-to-Date	2,218	4,386
Exhibit Admissions November 2020	716	1,759
Exhibit Admissions Fiscal Year-to-Date	1,755	3,203
Visitor-Center-Only November 2020	196	390
Visitor-Center-Only Fiscal Year-to-Date	463	1,183
Point of Origin:		
November		
Abilene	31.4%	14.1%
Other Texas	36.9%	46.6%
Other States	31.1%	33.8%
Other Countries	.6%	5.5%

Point of Origin for Fiscal Year 2020-2021  
November 2020



November 2020 - Frontier Texas had visitors from 30 States, 0 US Provinces and 4 Foreign countries

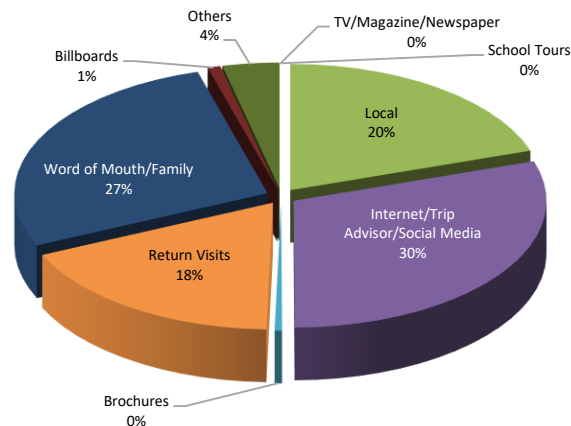
### REVENUES

	<u>2020</u>	<u>2019</u>
Admissions Revenue November 2020	\$ 4,918	\$10,106
Admissions Revenue Year-to-Date	\$12,103	\$18,934
Gift Shop Revenue November 2020	\$ 5,523	\$ 8,884
Gift Shop Revenue Year-to-Date	\$11,954	\$16,618
Membership Revenue November 2020	\$ 3,240	\$ 1,750
Membership Revenue Year-to-Date	\$ 3,490	\$ 1,830
Facility Rentals November 2020	\$ -0-	\$ 775
Facility Rentals Year-to-Date	\$ 500	\$ 775

### MARKETING

How Did You Hear About Us

How Did You Hear about Us - November 2020



**Frontier Texas!**  
**Statement of Financial Position**  
**Comparison of November 30, 2020 and 2019**

ASSETS	<u>2020</u>	<u>2019</u>
Current Assets		
Bank Account	\$ 168,106.47	\$ 239,403.00
Depreciation Savings Account	89,064.57	108,939.26
Accounts Receivable	121.00	58.00
Current Portion of Pledges Receivable	3,000.00	750.00
Inventory Asset	63,084.55	67,424.14
Cash Drawer	529.88	2,058.01
Undeposited Funds	0.00	2,764.32
Prepaid Expenses	5,807.26	24,575.52
Total Current Assets	<u>329,713.73</u>	<u>445,972.25</u>
Fixed Assets		
Exhibit Programming and Construction	3,585,819.91	3,583,079.91
Leasehold Improvements	77,502.52	77,502.52
Audio Visual Equipment	109,512.65	109,092.71
Exhibit Redevelopment	1,941,875.71	1,938,174.91
Audio Visual Equip, Visitor Ctr	27,102.93	27,102.93
Office Equipment & Furnishings	111,019.97	110,144.04
Software-Asset	3,546.53	3,546.53
Accumulated Depreciation	<u>-3,270,621.31</u>	<u>-3,021,614.83</u>
Total Fixed Assets	<u>2,585,758.91</u>	<u>2,827,028.72</u>
Other Assets		
Endowment	314,643.63	211,565.60
Print License	3,000.00	3,000.00
Historical Artifacts	20,245.00	20,245.00
Sculptures	273,600.16	273,600.16
Statues	6,866.70	6,866.70
Total Other Assets	<u>618,355.49</u>	<u>515,277.46</u>
<b>TOTAL ASSETS</b>	<b><u>3,533,828.13</u></b>	<b><u>3,788,278.43</u></b>
<b>LIABILITIES AND NET ASSETS</b>		
Liabilities		
Current Liabilities		
Accounts Payable	14,078.26	34,229.08
Payroll Liabilities	18,774.93	11,635.37
Sales Tax Payable	341.68	675.06
Capital Lease	0.00	0.00
Grants/Restricted Donations	75,997.99	0.00
Unearned Revenue - Other	5,100.00	5,100.00
Total Current Liabilities	<u>114,292.86</u>	<u>51,639.51</u>
Long-Term Liabilities		
Capital Lease	0.00	0.00
Total Long-Term Liabilities	<u>0.00</u>	<u>0.00</u>
Total Liabilities	114,292.86	51,639.51
Net Assets		
Beginning Unrestricted Net Assets	3,469,176.51	3,772,479.23
Temporarily Restricted Net Asset	2,981.00	2,981.00
Net Current Change in Unrestricted Net Assets	<u>-52,622.24</u>	<u>-38,821.31</u>
Total Net Assets	<u>3,419,535.27</u>	<u>3,736,638.92</u>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b><u>3,533,828.13</u></b>	<b><u>3,788,278.43</u></b>

**Frontier Texas!, Inc.**  
**Statement of Activities**  
**For the Month Ended**  
**November 30, 2020**

	<u>Actual</u>	<u>Budget</u>	<u>Favorable/ (Unfavorable) Variance</u>
Revenues			
Merchandise Sales	\$ 5,523.04	\$ 7,107.00	(1,583.96)
Less Cost of Goods Sold	3,177.03	3,910.00	(732.97)
Gross Profit	2,346.01	3,197.00	(850.99)
Exhibit Admissions	4,871.00	8,073.00	(3,202.00)
Total Memberships	3,240.00	1,750.00	1,490.00
Venue Tax	31,541.30	35,844.00	(4,302.70)
Facility Rentals	-	-	-
Grants & Restricted Net	-	-	-
Fundraising & Unrestricted	53.94	-	53.94
Total Revenues	<u>42,052.25</u>	<u>48,864.00</u>	<u>(6,811.75)</u>
Expenses			
Accounting Services	-	5,000.00	5,000.00
Educational Development/Supply	39.53	250.00	210.47
Office Operations	86.34	320.00	233.66
Telephone/Internet	615.82	680.00	64.18
Employee Dev/Travel	-	100.00	100.00
Insurance	2,243.16	2,400.00	156.84
Maintenance	3,364.12	5,200.00	1,835.88
Cleaning Services	1,323.32	1,800.00	476.68
Utilities (Electric & Water)	2,630.31	2,743.00	112.69
Rent	-	-	-
Educational Programs Net	-	-	-
Fundraising Expenses	-	-	-
Merchant Fees	208.83	376.00	167.17
Interest Expense	-	-	-
Advertising/Public Relations	9,979.09	6,000.00	(3,979.09)
Salaries & Wages	31,755.71	31,378.00	(377.71)
Total Expenses	<u>52,246.23</u>	<u>56,247.00</u>	<u>4,000.77</u>
Net Change in Unrestricted Net Assets			
Before Depreciation	<u>(10,193.98)</u>	<u>(7,383.00)</u>	<u>(2,810.98)</u>
Depreciation	<u>20,750.54</u>	<u>-</u>	<u>(20,750.54)</u>
Net Change in Unrestricted Net Assets	<u><u>(30,944.52)</u></u>	<u><u>(7,383.00)</u></u>	<u><u>(23,561.52)</u></u>

**Frontier Texas!, Inc.**  
**Statement of Activities**  
**For the Two Months Ended**  
**November 30, 2020**

	<b>Actual</b>	<b>Budget</b>	<b>Favorable/ (Unfavorable) Variance</b>
<b>Revenues</b>			
Merchandise Sales	\$ 11,954.04	\$ 12,908.00	(953.96)
Less Cost of Goods Sold	6,477.53	7,100.00	(622.47)
Gross Profit	5,476.51	5,808.00	(331.49)
Exhibit Admissions	12,083.00	14,684.00	(2,601.00)
Total Memberships	3,490.00	2,000.00	1,490.00
Venue Tax	66,468.26	65,429.00	1,039.26
Facility Rentals	500.00	-	500.00
Grants & Restricted Net	1,052.15	-	1,052.15
Fundraising & Unrestricted	72.07	-	72.07
<b>Total Revenues</b>	<b>89,141.99</b>	<b>87,921.00</b>	<b>1,220.99</b>
<b>Expenses</b>			
Accounting Services	-	5,000.00	5,000.00
Educational Development/Supply	50.01	500.00	449.99
Office Operations	479.57	670.00	190.43
Telephone/Internet	1,231.64	1,360.00	128.36
Employee Dev/Travel	-	200.00	200.00
Insurance	4,486.32	4,800.00	313.68
Maintenance	7,200.48	10,400.00	3,199.52
Cleaning Services	2,646.64	3,300.00	653.36
Utilities (Electric & Water)	4,862.20	5,576.00	713.80
Rent	-	-	-
Educational Programs Net	-	-	-
Fundraising Expenses	-	-	-
Merchant Fees	527.37	683.00	155.63
Interest Expense	-	-	-
Advertising/Public Relations	15,760.22	12,000.00	(3,760.22)
Salaries & Wages	63,018.70	62,756.32	(262.38)
<b>Total Expenses</b>	<b>100,263.15</b>	<b>107,245.32</b>	<b>6,982.17</b>
<b>Net Change in Unrestricted Net Assets</b>			
Before Depreciation	(11,121.16)	(19,324.32)	8,203.16
Depreciation	41,501.08	-	(41,501.08)
<b>Net Change in Unrestricted Net Assets</b>	<b>(52,622.24)</b>	<b>(19,324.32)</b>	<b>(33,297.92)</b>



**Frontier Texas!, Inc.**  
**Statement of Activities**  
**For the Month Ended**  
**Comparison of November 30, 2020 and 2019**

	<u>2020</u>	<u>2019</u>
Revenues		
Merchandise Sales	\$ 5,523.04	\$ 8,883.72
Less Cost of Goods Sold	3,177.03	4,528.75
Gross Profit	<u>2,346.01</u>	<u>4,354.97</u>
Exhibit Admissions	4,871.00	10,091.00
Total Memberships	3,240.00	1,750.00
Venue Tax	31,541.30	44,804.83
Facility Rentals	-	775.00
Grants & Restricted Net	-	631.29
Fundraising & Unrestricted	53.94	38.27
Total Revenues	<u>42,052.25</u>	<u>62,445.36</u>
Expenses		
Accounting Services	-	5,800.00
Educational Development/Supply	39.53	463.73
Office Operations	86.34	6.75
Telephone/Internet	615.82	284.83
Employee Dev/Travel	-	13.50
Insurance	2,243.16	2,243.16
Maintenance	3,364.12	4,367.99
Cleaning Services	1,323.32	1,319.32
Utilities (Electric & Water)	2,630.31	2,637.12
Rent	-	-
Educational Programs Net	-	-
Fundraising Expenses	-	-
Merchant Fees	208.83	459.87
Interest Expense	-	-
Advertising/Public Relations	9,979.09	14,623.16
Salaries & Wages	31,755.71	29,586.02
Total Expenses	<u>52,246.23</u>	<u>61,805.45</u>
Net Change in Unrestricted Net Assets Before Depreciation	<u>(10,193.98)</u>	<u>639.91</u>
Depreciation	<u>20,750.54</u>	<u>20,750.54</u>
Net Change in Unrestricted Net Assets	<u><u>(30,944.52)</u></u>	<u><u>(20,110.63)</u></u>

**Frontier Texas!, Inc.**  
**Statement of Activities**  
**For the Two Months Ended**  
**Comparison of November 30, 2020 and 2019**

	<u>2020</u>	<u>2019</u>
Revenues		
Merchandise Sales	\$ 11,954.04	\$ 16,618.02
Less Cost of Goods Sold	6,477.53	8,663.64
Gross Profit	<u>5,476.51</u>	<u>7,954.38</u>
Exhibit Admissions	12,083.00	18,905.00
Total Memberships	3,490.00	1,830.00
Venue Tax	66,468.26	84,251.07
Facility Rentals	500.00	775.00
Grants & Restricted Net	1,052.15	631.29
Fundraising & Unrestricted	72.07	1,079.05
Total Revenues	<u>89,141.99</u>	<u>115,425.79</u>
Expenses		
Accounting Services	-	5,800.00
Educational Development/Supply	50.01	463.73
Office Operations	479.57	324.79
Telephone/Internet	1,231.64	928.17
Employee Dev/Travel	-	86.75
Insurance	4,486.32	4,486.30
Maintenance	7,200.48	8,988.33
Cleaning Services	2,646.64	2,769.51
Utilities (Electric & Water)	4,862.20	5,361.62
Rent	-	-
Educational Programs Net	-	-
Fundraising Expenses	-	-
Merchant Fees	527.37	867.51
Interest Expense	-	-
Advertising/Public Relations	15,760.22	23,472.50
Salaries & Wages	63,018.70	59,196.81
Total Expenses	<u>100,263.15</u>	<u>112,746.02</u>
Net Change in Unrestricted Net Assets		
Before Depreciation	<u>(11,121.16)</u>	<u>2,679.77</u>
Depreciation	<u>41,501.08</u>	<u>41,501.08</u>
Net Change in Unrestricted Net Assets	<u><u>(52,622.24)</u></u>	<u><u>(38,821.31)</u></u>

**6. BOARD REMOMMENDATIONS ON OPERATION IN RESPONSE TO THE COVID-19 PANDEMIC.**

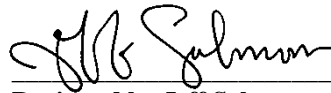
President Adams asked if the board had any recommendations for the staff at Frontier Texas. No comments were made.

**7. NEXT MEETING DATE:** Next meeting date is Wednesday, November 18, 2020 at 11:30 a.m. The format of meeting i.e. in person and/or electronic meeting TBA.

**8. ADJOURNMENT.** There was no further business, the meeting was adjourned.



**Compiled by Patrice Sharbutt**



**Reviewed by Jeff Salmon**