

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, August 18, 2021, commencing at 11:30 A.M. in the back meeting room located at 626 N. 1st Street, Abilene, Texas 79601, and also 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, August 18, 2021, 11:30 A.M.

Frontier Texas back meeting room, and online via Zoom or phone

This meeting can also be accessed electronically via the following link:

<https://us06web.zoom.us/j/88519518070?pwd=cUM4Vmx4cHduR2xsemh2cEJBTXE3Zz09>

Passcode: 1836 (phone call-in instructions on page 2)

1. Welcome and Meeting Procedures - Board President
 - a. Roll-call, attendance confirmations
 - b. Public Comment, limit 2 minutes per person
2. Consent Agenda:
 - a. Past Meeting Minutes
 - b. Treasurer's Report – Financial Statement(s)
 - c. Attendance & Marketing Report
3. Fundraising Committee Report and Possible Action
4. Annual Budget Presentation and Possible Action
5. Board President's Report:
 - a. Ex-Officio Organization Updates
6. Executive Director's Report and Possible Action:
 - a. Operations: facility, finances, fundraising
 - b. Programs: education, events, volunteers
 - c. Marketing: advertising, public relations, gift shop
7. Next meeting date: TBD
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 11th day of August 2021 at 11:25 am.


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

In an effort to make the meeting accessible to more participants this Frontier Texas board meeting is ALSO being hosted electronically for board members and the public.

Topic: Frontier Texas August 2021 Board Meeting Zoom Access

Time: Aug 18, 2021 11:30 AM Central Time

Join Zoom Meeting

<https://us06web.zoom.us/j/88519518070?pwd=cUM4Vm4cHduR2xsemh2cEJBTXE3Zz09>

Meeting ID: 885 1951 8070

Passcode: 1836

One tap mobile

+13462487799,,88519518070#,,, *1836#

Dial by your location

+1 346 248 7799

Meeting ID: 885 1951 8070

Passcode: 1836

FRONTIER *Texas!*

BOARD MEETING MINUTES

July 21, 2021

VOTING MEMBERS PRESENT:

Alex Russell
Bera Johnson
Brent Hill
David Hernandez
Derek Hood

Jessica Adams
Logan Bussell
Martez Hawkins
Weldon Hurt

EX-OFFICIO MEMBERS PRESENT:

Cameron Wiley
Jeff Salmon
Lori Dodd

Tammie Virden
Rebecca Bridges

MEMBERS ABSENT:

Audrey Perry
Brad Birchum
Caitlin Richards
Jeff Gore
Jessica Haile
Lynn Barnett

Kay Richards
Kathy Keane
Mindy Patterson
Nanci Liles
Sylvia Leal
Tim Chandler

GUESTS:

Kelly Messer

STAFF PRESENT:

Patrice Sharbutt

1. **WELCOME AND MEETING PROCEDURES.** Having a quorum of **nine** 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 to an electronic Board meeting. President Adams asked for any public comments and there were no public comments.
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 Alex Russell and second was by Bera Johnson. Consent Agenda was approved.
3. **VENUE TAX REPORT AND POSSIBLE ACTION.** President Adams yielded the floor to Executive Director Jeff Salmon. Mr. Salmon reported that he, President Adams and Ex-officio member Nanci Liles met with the Executive committee of the Expo Center After a good meeting, they came to an agreement to put forth a recommendation from both organizations to the Venue Tax Board that 1.5% be shifted from the Frontier Texas portion of 53.5% (current allocation) for the 2021-2022 venue tax allocation; and another allocation shift of 1.5% from Frontier Texas (52%) in 2022-2023; and the final allocation shift of .5% from Frontier Texas (50.5%) in 2023-2024 so that by the 2024 sunset of the venue tax, the allocation the split for Frontier Texas! Inc and the Expo Center would be a 50/50 split. Mr. Salmon asked the board for a motion to put forth this recommendation to be presented at the Venue Tax Board meeting on August 4, 2021. Brent Hill made the motion to put forth this recommendation to the Venue Tax Board and it was seconded by Bera Johnson. The motion was passed.
4. **FUNDRAISING COMMITTEE REPORT AND POSSIBLE ACTION.** Mr. Salmon reported that the May fundraiser from the Perini online event had concluded with Frontier Texas receiving about \$35,000 from it. The Belt Sander event is scheduled for September 21st. Board members Logan Bussell and Lori Dodd volunteered to help with the event.
5. **BOARD PRESIDENT'S REPORT:**
 - a. **Ex-Officio Organization Updates:** Ex-Officio members, Cameron Wiley, Lori Dodd, Rebecca Bridges and Tammie Virden gave a report for their organizations.

6. EXECUTIVE DIRECTOR'S REPORT AND POSSIBLE ACTION.

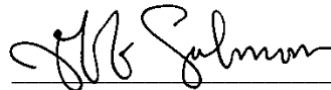
- a. Operations:** Executive Director Jeff Salmon reported that finances are in good shape. Gift shop sales were very good in June. Frontier Texas received the insurance reimbursement for the damages sustained from the winter storm in February. The buffalo poles and lights are scheduled to be repaired in the next month. He informed the landscaping is in sad condition and he will be adding to the maintenance budget 2021-2022 to supplement the landscaping to help in areas that are not being maintained by the City.
- b. Programs:** Mr. Salmon reported for the 2020-2021 school year, we had 1,278 students. The Saturday Shootouts were a success with lots of media coverage
- c. Marketing:** No report given.

7. NEXT MEETING DATE: Next meeting date is Wednesday, August 18, 2021 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



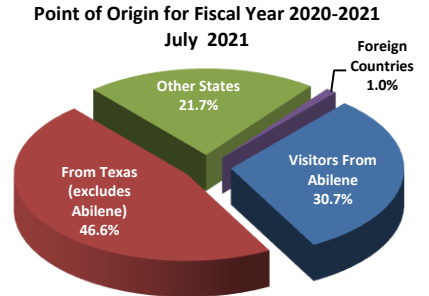
Reviewed by Jeff Salmon

FRONTIER *Texas!*

Attendance-Marketing Report July 2021

ATTENDANCE

| | <u>2021</u> | <u>2020</u> |
|---|-------------|-------------|
| Attendance Total July 2021 | 3,356 | 1,431 |
| Attendance Total Fiscal Year-to-Date | 19,645 | 14,429 |
| Exhibit Admissions July 2021 | 2,687 | 1,128 |
| Exhibit Admissions Fiscal Year-to-Date | 15,069 | 10,849 |
| Visitor-Center-Only July 2021 | 653 | 301 |
| Visitor-Center-Only Fiscal Year-to-Date | 4,511 | 3,553 |
| Point of Origin: | | |
| July | | |
| Abilene | 26.0% | 30.1% |
| Other Texas | 46.9% | 47.2% |
| Other States | 26.9% | 22.1% |
| Other Countries | 0.2% | 0.6% |



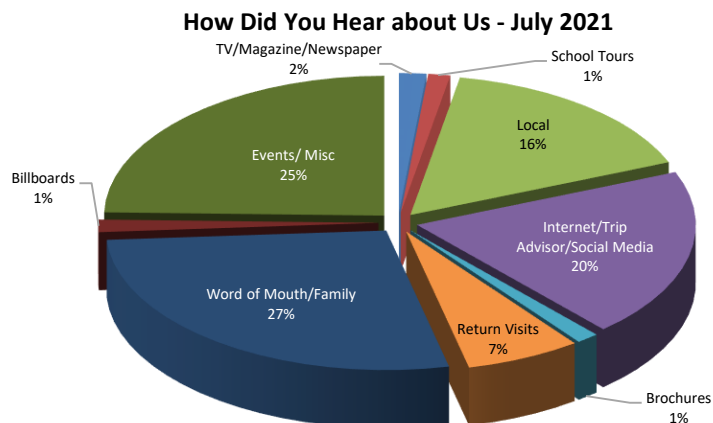
July 2021- Frontier Texas had visitors from 47 States, 0 US Province and 3 Foreign countries

REVENUES

| | <u>2021</u> | <u>2020</u> |
|---------------------------------|-------------|-------------|
| Admissions Revenue July 2021 | \$13,868 | \$ 7,656 |
| Admissions Revenue Year-to-Date | \$86,043 | \$66,016 |
| Gift Shop Revenue July 2021 | \$19,051 | \$ 9,870 |
| Gift Shop Revenue Year-to-Date | \$102,774 | \$61,873 |
| Membership Revenue July 2021 | \$ 1,000 | \$ -0- |
| Membership Revenue Year-to-Date | \$ 6,840 | \$ 3,650 |
| Facility Rentals July 2021 | \$ -0- | \$ -0- |
| Facility Rentals Year-to-Date | \$ 1,000 | \$ 2,209 |

MARKETING

How Did You Hear About Us



Frontier Texas! Inc.
Treasurer's Report Summary
For the month of July and the Ten months ended July 31, 2021

Statement of Financial Position – Balance Sheet as of July 31, 2021

| | | |
|---------------------------------------|----|-----------|
| • Current Assets – Cash and inventory | \$ | 463,539 |
| Facilities & Equipment | | 2,420,911 |
| Total Assets | | 3,519,817 |
| | | |
| • Current Liabilities | \$ | 126,754 |

Statement of Activities – Income Statement for the month and period ended July 31, 2021

| Revenues | | Current Mo | YTD |
|------------------------------|----|------------|---------|
| • Revenues – Admissions | \$ | 13,659 | 89,697 |
| Total Attendance | | 3,356 | 19,645 |
| Exhibit Attendance | | 2,687 | 15,069 |
| Admissions per attendee | \$ | 5.08 | |
| | | | |
| • General Store Sales | \$ | 19,052 | 102,974 |
| Store sales per attendee | \$ | 7.09 | |
| | | | |
| • Revenues - Venue Tax | \$ | 57,077 | 367,865 |
| | | | |
| • Facility Rental | \$ | - | 1,000 |
| | | | |
| • Grants & Restricted Net | \$ | - | 2,315 |
| | | | |
| • Fundraising & Unrestricted | \$ | 24,198 | 41,217 |
| | | | |
| • Educational Programs Net | \$ | - | - |

Expenses

- Accounting Services is even budget for the month and above budget for year-to-date.
- 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.
- Employee Development/Travel is below budget for the month and above budget for year-to-date.
- Insurance is below budget for the month and below budget for year-to-date.
- Maintenance is over 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 below budget for year-to-date.
- Salary and Wages are above budget for the month and below budget for year-to-date.
- Non-cash item depreciation of \$20,758 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!
Statement of Financial Position
Comparison of July 31, 2021 and 2020

| ASSETS | <u>2021</u> | <u>2020</u> |
|---|----------------------------|----------------------------|
| Current Assets | | |
| Bank Account | \$ 272,344.53 | \$ 130,144.70 |
| Depreciation Savings Account | 109,124.47 | 79,037.05 |
| Accounts Receivable | 203.79 | 1.00 |
| Current Portion of Pledges Receivable | 0.00 | 0.00 |
| Inventory Asset | 53,813.97 | 63,571.47 |
| Cash Drawer | 1,223.09 | 594.52 |
| Undeposited Funds | 2,569.42 | 0.00 |
| Prepaid Expenses | 24,259.55 | 28,232.81 |
| Total Current Assets | <u>463,538.82</u> | <u>301,581.55</u> |
| Fixed Assets | | |
| Exhibit Programming and Construction | 3,585,819.91 | 3,585,819.91 |
| Leasehold Improvements | 77,502.52 | 77,502.52 |
| Audio Visual Equipment | 109,512.65 | 109,512.65 |
| Exhibit Redevelopment | 1,941,875.71 | 1,938,174.91 |
| Audio Visual Equip, Visitor Ctr | 27,702.92 | 27,102.93 |
| Office Equipment & Furnishings | 111,729.94 | 111,019.97 |
| Software-Asset | 3,546.53 | 3,546.53 |
| Accumulated Depreciation | <u>-3,436,779.46</u> | <u>-3,187,619.15</u> |
| Total Fixed Assets | <u>2,420,910.72</u> | <u>2,665,060.27</u> |
| Other Assets | | |
| Endowment | 331,656.07 | 311,565.60 |
| 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>635,367.93</u> | <u>615,277.46</u> |
| TOTAL ASSETS | <u>3,519,817.47</u> | <u>3,581,919.28</u> |
| LIABILITIES AND NET ASSETS | | |
| Liabilities | | |
| Current Liabilities | | |
| Accounts Payable | 32,252.39 | 35,357.29 |
| Payroll Liabilities | 15,468.18 | 12,035.46 |
| Sales Tax Payable | 1,470.78 | 748.20 |
| Capital Lease | 0.00 | 0.00 |
| Grants/Restricted Donations | 77,463.00 | 67,029.99 |
| Unearned Revenue - Other | 100.00 | 100.00 |
| Total Current Liabilities | <u>126,754.35</u> | <u>115,270.94</u> |
| Long-Term Liabilities | | |
| Capital Lease | 0.00 | 0.00 |
| Total Long-Term Liabilities | <u>0.00</u> | <u>0.00</u> |
| Total Liabilities | 126,754.35 | 115,270.94 |
| Net Assets | | |
| Beginning Unrestricted Net Assets | 3,553,135.04 | 3,772,479.23 |
| Temporarily Restricted Net Asset | 2,981.00 | 2,981.00 |
| Net Current Change in Unrestricted Net Assets | <u>-163,052.92</u> | <u>-308,811.89</u> |
| Total Net Assets | <u>3,393,063.12</u> | <u>3,466,648.34</u> |
| TOTAL LIABILITIES AND NET ASSETS | <u>3,519,817.47</u> | <u>3,581,919.28</u> |

Frontier Texas!, Inc.
Statement of Activities
For the Month Ended
July 31, 2021

| | <u>Actual</u> | <u>Budget</u> | <u>Favorable/ (Unfavorable) Variance</u> |
|--|-------------------------|-------------------------|--|
| Revenues | | | |
| Merchandise Sales | \$ 19,051.64 | \$ 11,855.00 | 7,196.64 |
| Less Cost of Goods Sold | 9,443.72 | 6,520.00 | 2,923.72 |
| Gross Profit | 9,607.92 | 5,335.00 | 4,272.92 |
| Exhibit Admissions | 13,659.00 | 13,207.00 | 452.00 |
| Total Memberships | 1,000.00 | 250.00 | 750.00 |
| Venue Tax | 57,077.17 | 42,304.00 | 14,773.17 |
| Facility Rentals | - | 200.00 | (200.00) |
| Grants & Restricted Net | - | - | - |
| Fundraising & Unrestricted | 24,197.92 | - | 24,197.92 |
| | <u>105,542.01</u> | <u>61,296.00</u> | <u>44,246.01</u> |
| Expenses | | | |
| Accounting Services | - | - | - |
| Educational Development/Supply | 80.58 | 250.00 | 169.42 |
| Office Operations | 188.03 | 320.00 | 131.97 |
| Telephone/Internet | 609.82 | 680.00 | 70.18 |
| Employee Dev/Travel | 12.99 | 300.00 | 287.01 |
| Insurance | 2,294.95 | 2,400.00 | 105.05 |
| Maintenance | 5,349.33 | 4,800.00 | (549.33) |
| Cleaning Services | 1,484.43 | 1,600.00 | 115.57 |
| Utilities (Electric & Water) | 3,029.38 | 2,800.00 | (229.38) |
| Rent | - | - | - |
| Educational Programs Net | - | - | - |
| Fundraising Expenses | - | - | - |
| Merchant Fees | 607.44 | 622.00 | 14.56 |
| Interest Expense | - | - | - |
| Advertising/Public Relations | 7,280.52 | 6,000.00 | (1,280.52) |
| Salaries & Wages | 31,211.93 | 31,381.00 | 169.07 |
| Total Expenses | <u>52,149.40</u> | <u>51,153.00</u> | <u>(996.40)</u> |
| Net Change in Unrestricted Net Assets | | | |
| Before Depreciation | <u>53,392.61</u> | <u>10,143.00</u> | <u>43,249.61</u> |
| Depreciation | <u>20,757.53</u> | <u>-</u> | <u>(20,757.53)</u> |
| Net Change in Unrestricted Net Assets | <u><u>32,635.08</u></u> | <u><u>10,143.00</u></u> | <u><u>22,492.08</u></u> |

Frontier Texas!, Inc.
Statement of Activities
For the Ten Months Ended
July 31, 2021

| | <u>Actual</u> | <u>Budget</u> | <u>Favorable/ (Unfavorable) Variance</u> |
|--|----------------------------|---------------------------|--|
| Revenues | | | |
| Merchandise Sales | \$ 102,974.24 | \$ 90,097.00 | 12,877.24 |
| Less Cost of Goods Sold | 54,282.96 | 49,550.00 | 4,732.96 |
| Gross Profit | 48,691.28 | 40,547.00 | 8,144.28 |
| Exhibit Admissions | 89,697.25 | 102,069.00 | (12,371.75) |
| Total Memberships | 6,840.00 | 4,970.00 | 1,870.00 |
| Venue Tax | 367,865.12 | 341,730.00 | 26,135.12 |
| Facility Rentals | 800.00 | 1,200.00 | (400.00) |
| Grants & Restricted Net | 2,314.73 | - | 2,314.73 |
| Fundraising & Unrestricted | 41,217.29 | - | 41,217.29 |
| | <u>557,425.67</u> | <u>490,516.00</u> | <u>66,909.67</u> |
| Expenses | | | |
| Accounting Services | 15,592.00 | 14,500.00 | (1,092.00) |
| Educational Development/Supply | 791.30 | 2,500.00 | 1,708.70 |
| Office Operations | 2,507.42 | 3,230.00 | 722.58 |
| Telephone/Internet | 6,490.23 | 6,800.00 | 309.77 |
| Employee Dev/Travel | 2,924.43 | 1,500.00 | (1,424.43) |
| Insurance | 22,003.33 | 24,000.00 | 1,996.67 |
| Maintenance | 49,027.84 | 53,000.00 | 3,972.16 |
| Cleaning Services | 15,051.75 | 16,100.00 | 1,048.25 |
| Utilities (Electric & Water) | 28,694.65 | 28,058.00 | (636.65) |
| Rent | 1.00 | 1.00 | - |
| Educational Programs Net | - | 650.00 | 650.00 |
| Fundraising Expenses | 4,584.25 | - | (4,584.25) |
| Merchant Fees | 3,829.15 | 4,765.00 | 935.85 |
| Interest Expense | - | - | - |
| Advertising/Public Relations | 49,708.82 | 68,000.00 | 18,291.18 |
| Salaries & Wages | 311,697.09 | 313,781.33 | 2,084.24 |
| Total Expenses | <u>512,903.26</u> | <u>536,885.33</u> | <u>23,982.07</u> |
| Net Change in Unrestricted Net Assets | | | |
| Before Depreciation | <u>44,522.41</u> | <u>(46,369.33)</u> | <u>90,891.74</u> |
| Depreciation | <u>207,575.33</u> | <u>-</u> | <u>(207,575.33)</u> |
| Net Change in Unrestricted Net Assets | <u><u>(163,052.92)</u></u> | <u><u>(46,369.33)</u></u> | <u><u>(116,683.59)</u></u> |

Frontier Texas!, Inc.
Statement of Activities
For the Month Ended
Comparison of July 31, 2021 and 2020

| | <u>2021</u> | <u>2020</u> |
|---------------------------------------|-------------------------|---------------------------|
| Revenues | | |
| Merchandise Sales | \$ 19,051.64 | \$ 8,670.33 |
| Less Cost of Goods Sold | 9,443.72 | 4,333.63 |
| Gross Profit | <u>9,607.92</u> | <u>4,336.70</u> |
| Exhibit Admissions | 13,659.00 | 7,214.00 |
| Total Memberships | 1,000.00 | 80.00 |
| Venue Tax | 57,077.17 | 13,786.39 |
| Facility Rentals | - | - |
| Grants & Restricted Net | - | - |
| Fundraising & Unrestricted | 24,197.92 | 1,734.16 |
| | <u>105,542.01</u> | <u>27,151.25</u> |
| Expenses | | |
| Accounting Services | - | - |
| Educational Development/Supply | 80.58 | 68.34 |
| Office Operations | 188.03 | 490.01 |
| Telephone/Internet | 609.82 | 610.70 |
| Employee Dev/Travel | 12.99 | 350.00 |
| Insurance | 2,294.95 | 2,151.76 |
| Maintenance | 5,349.33 | 5,070.49 |
| Cleaning Services | 1,484.43 | 1,323.32 |
| Utilities (Electric & Water) | 3,029.38 | 2,045.77 |
| Rent | - | - |
| Educational Programs Net | - | - |
| Fundraising Expenses | - | - |
| Merchant Fees | 607.44 | 322.07 |
| Interest Expense | - | - |
| Advertising/Public Relations | 7,280.52 | 7,429.56 |
| Salaries & Wages | 31,211.93 | 29,381.95 |
| Total Expenses | <u>52,149.40</u> | <u>49,243.97</u> |
| Net Change in Unrestricted Net Assets | | |
| Before Depreciation | <u>53,392.61</u> | <u>(22,092.72)</u> |
| Depreciation | <u>20,757.53</u> | <u>20,750.54</u> |
| Net Change in Unrestricted Net Assets | <u><u>32,635.08</u></u> | <u><u>(42,843.26)</u></u> |

Frontier Texas!, Inc.
Statement of Activities
For the Ten Months Ended
Comparison of July 31, 2021 and 2020

| | <u>2021</u> | <u>2020</u> |
|---|----------------------------|----------------------------|
| Revenues | | |
| Merchandise Sales | \$ 102,974.24 | \$ 61,316.85 |
| Less Cost of Goods Sold | 54,282.96 | 33,299.84 |
| Gross Profit | <u>48,691.28</u> | <u>28,017.01</u> |
| Exhibit Admissions | 89,697.25 | 69,709.10 |
| Total Memberships | 6,840.00 | 3,650.00 |
| Venue Tax | 367,865.12 | 331,072.26 |
| Facility Rentals | 800.00 | 2,208.75 |
| Grants & Restricted Net | 2,314.73 | 1,262.58 |
| Fundraising & Unrestricted | 41,217.29 | 3,872.58 |
| | <u>557,425.67</u> | <u>439,792.28</u> |
| Expenses | | |
| Accounting Services | 15,592.00 | 15,300.00 |
| Educational Development/Supply | 791.30 | 1,355.41 |
| Office Operations | 2,507.42 | 2,949.48 |
| Telephone/Internet | 6,490.23 | 6,386.26 |
| Employee Dev/Travel | 2,924.43 | 2,374.79 |
| Insurance | 22,003.33 | 22,065.98 |
| Maintenance | 49,027.84 | 52,077.52 |
| Cleaning Services | 15,051.75 | 14,980.02 |
| Utilities (Electric & Water) | 28,694.65 | 26,046.32 |
| Rent | 1.00 | 1.00 |
| Educational Programs Net | - | - |
| Fundraising Expenses | 4,584.25 | - |
| Merchant Fees | 3,829.15 | 3,040.49 |
| Interest Expense | - | - |
| Advertising/Public Relations | 49,708.82 | 98,832.61 |
| Salaries & Wages | 311,697.09 | 295,688.89 |
| Total Expenses | <u>512,903.26</u> | <u>541,098.77</u> |
| Net Change in Unrestricted Net Assets | | |
| Before Depreciation | <u>44,522.41</u> | <u>(101,306.49)</u> |
| Depreciation | <u>207,575.33</u> | <u>207,505.40</u> |
| Net Change in Unrestricted Net Assets | <u><u>(163,052.92)</u></u> | <u><u>(308,811.89)</u></u> |

FRONTIER TEXAS PROPOSED BUDGET FY21-22

| | October | | | | November | | | | December | | | | January | | | | February | | | | March | | | |
|--------------------------------|--------------|---------------|--------------|--------------|--------------|--------------|---------------|--------------|---------------|--------------|---------------|--------------|---------------|---------------|---------------|--------------|---------------|---------------|---------------|---------------|--------------|--------------|---------------|---------------|
| | Oct.2020 | FY20/21 | Proposed | Variance | Nov.2020 | FY20/21 | Proposed | Variance | Dec.2020 | FY20/21 | Proposed | Variance | Jan.2021 | FY20/21 | Proposed | Variance | Feb.2021 | FY20/21 | Proposed | Variance | Mar.2021 | FY20/21 | Proposed | Variance |
| Revenues | | | 0.95 | | | | 0.97 | | | | 0.98 | | | | 0.98 | | | | 0.98 | | | | 0.98 | |
| Merchandise Sales | 6431 | 5801 | 6109 | 308 | 5523 | 7107 | 5357 | -1750 | 5268 | 6716 | 5163 | -1553 | 4951 | 4209 | 4852 | 643 | 4205 | 5776 | 4121 | -1655 | 14738 | 13173 | 14443 | 1270 |
| Less Cost of Goods Sold | 3301 | 3190 | 3360 | 170 | 3177 | 3910 | 2947 | -963 | 2712 | 3694 | 2840 | -854 | 2481 | 2315 | 2669 | 354 | 2528 | 3177 | 2267 | -910 | 8088 | 7245 | 7944 | 699 |
| Gift Shop Sales Net | 3131 | 2611 | 2750 | 139 | 2346 | 3197 | 2411 | -786 | 2556 | 3022 | 2324 | -698 | 2471 | 1894 | 2184 | 290 | 1677 | 2599 | 1855 | -744 | 6650 | 5928 | 6500 | 572 |
| Exhibit Admissions | 7212 | 6611 | 6851 | 240 | 4871 | 8073 | 4725 | -3348 | 4364 | 5999 | 4277 | -1722 | 4914 | 6115 | 4816 | -1299 | 2961 | 7944 | 2902 | -5042 | 14052 | 16982 | 13771 | -3211 |
| Total Memberships | 250 | 250 | 250 | 0 | 3240 | 1750 | 2800 | 1050 | 580 | 250 | 500 | 250 | 0 | 570 | 80 | -490 | 0 | 250 | 80 | -170 | 760 | 900 | 600 | -300 |
| Venue Tax | 34927 | 29585 | 33181 | 3596 | 31541 | 35844 | 30595 | -5249 | 34643 | 34961 | 33950 | -1011 | 27419 | 30588 | 26870 | -3718 | 23482 | 29707 | 23013 | -6694 | 24472 | 30912 | 23983 | -6929 |
| Facility Rentals | 500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 200 | 200 | 0 | 0 | 0 | 0 | 100 | 200 | 200 | 0 | 200 | 200 | 200 | 0 |
| Grants & Restricted Net | 1052 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1263 | 0 | 0 | 0 |
| Fundraising & Unrestricted | 18 | 0 | 0 | 0 | 54 | 0 | 0 | 0 | 114 | 0 | 0 | 0 | 119 | 0 | 0 | 0 | 16 | 0 | 0 | 0 | 74 | 0 | 0 | 0 |
| Total Revenues | 47090 | 39057 | 43032 | 3975 | 42052 | 48864 | 40531 | -8333 | 42258 | 44232 | 41251 | -2981 | 34922 | 39167 | 33950 | -5217 | 28236 | 40700 | 28049 | -12651 | 47472 | 54922 | 45054 | -9868 |
| Expenses | | | | | | | | | | | | | | | | | | | | | | | | |
| Accounting Services | 0 | 0 | 0 | 0 | 0 | 5000 | 0 | -5000 | 5825 | 0 | 8500 | 8500 | 0 | 5000 | 0 | -5000 | 9767 | 4500 | 0 | -4500 | 0 | 0 | 0 | 0 |
| Educational Development/Supply | 10 | 250 | 200 | -50 | 40 | 250 | 200 | -50 | 0 | 250 | 200 | -50 | 41 | 250 | 100 | -150 | 244 | 250 | 250 | 0 | 86 | 250 | 150 | -100 |
| Office Operations | 393 | 350 | 400 | 50 | 86 | 320 | 200 | -120 | 110 | 320 | 200 | -120 | 117 | 320 | 200 | -120 | 305 | 320 | 320 | 0 | 122 | 320 | 200 | -120 |
| Telephone/Internet | 616 | 680 | 680 | 0 | 616 | 680 | 680 | 0 | 626 | 680 | 680 | 0 | 661 | 680 | 680 | 0 | 681 | 680 | 680 | 0 | 671 | 680 | 680 | 0 |
| Employee Dev/Travel | 0 | 100 | 200 | 100 | 0 | 100 | 200 | 100 | 0 | 100 | 100 | 0 | 149 | 100 | 100 | 0 | 0 | 250 | 100 | -150 | 19 | 100 | 600 | 500 |
| Insurance | 2152 | 2400 | 2400 | 0 | 2152 | 2400 | 2400 | 0 | 2152 | 2400 | 2400 | 0 | 2152 | 2400 | 2400 | 0 | 2152 | 2400 | 2400 | 0 | 2152 | 2400 | 2400 | 0 |
| Maintenance | 3769 | 5200 | 4400 | -800 | 3297 | 5200 | 4400 | -800 | 3993 | 5800 | 5000 | -800 | 4501 | 5200 | 5000 | -200 | 4560 | 5200 | 5000 | -200 | 8272 | 5800 | 5800 | 0 |
| Cleaning Services | 1323 | 1500 | 1500 | 0 | 1323 | 1800 | 1400 | -400 | 1920 | 1400 | 1800 | 400 | 1323 | 1800 | 1500 | -300 | 1884 | 1400 | 1800 | 400 | 1323 | 1400 | 1400 | 0 |
| Utilities (Electric & Water) | 2232 | 2833 | 2321 | -512 | 2630 | 2743 | 2736 | -7 | 3276 | 3231 | 3407 | 176 | 3588 | 3252 | 3732 | 480 | 3517 | 3139 | 3657 | 518 | 2441 | 2419 | 2539 | 120 |
| Rent | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Educational Programs Net | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fundraising Expenses | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 325 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1297 | 0 | 2000 | 2000 |
| Merchant Fees | 319 | 308 | 321 | 13 | 209 | 376 | 250 | -126 | 246 | 315 | 234 | -81 | 222 | 256 | 240 | -16 | 126 | 340 | 174 | -166 | 657 | 748 | 700 | -48 |
| Interest Expense | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Advertising/Public Relations | 3982 | 6000 | 5000 | -1000 | 8231 | 6000 | 5000 | -1000 | 5937 | 8000 | 5000 | -3000 | 2715 | 8000 | 5000 | -3000 | 1856 | 6000 | 5000 | -1000 | 2834 | 8000 | 5000 | -3000 |
| Salaries & Wages | 31263 | 31378 | 32318 | 940 | 31756 | 31378 | 32318 | 940 | 30819 | 31378 | 32318 | 940 | 30959 | 31378 | 32318 | 940 | 31078 | 31378 | 32318 | 940 | 31143 | 31378 | 32318 | 940 |
| Total Expenses | 46059 | 50999 | 49741 | -1258 | 50339 | 56247 | 49784 | -6463 | 54904 | 53874 | 59840 | 5966 | 46753 | 58636 | 51270 | -7366 | 56169 | 55857 | 51700 | -4157 | 51017 | 53495 | 53787 | 292 |
| Net Cash Flow | 1031 | -11942 | -6709 | 5233 | -8287 | -7383 | -9253 | -1870 | -12646 | -9642 | -18588 | -8946 | -11831 | -19469 | -17320 | 2149 | -27933 | -15157 | -23651 | -8494 | -3545 | 1427 | -8733 | -10160 |
| Cumulative Annual Cash Flow | | | -6709 | | | | -15962 | | | | -34551 | | | | -51870 | | | | -75521 | | | | -84254 | |

| April | | | | May | | | | June | | | | July | | | | August | | | | September | | | | TOTALS PROPOSED | | | |
|----------|---------|----------|----------|----------|---------|----------|----------|----------|---------|----------|----------|----------|---------|----------|----------|----------|---------|----------|----------|-----------|---------|----------|----------|-----------------|---------|----------|----------|
| Apr.2021 | FY20/21 | Proposed | Variance | May.2021 | FY20/21 | Proposed | Variance | Jun.2021 | FY20/21 | Proposed | Variance | Jul.2021 | FY20/21 | Proposed | Variance | Aug.2020 | FY20/21 | Proposed | Variance | Sep.2020 | FY20/21 | Proposed | Variance | Actual | FY20/21 | Proposed | Variance |
| 0.98 | | | | 0.98 | | | | 0.98 | | | | 0.97 | | | | 1.00 | | | | 0.98 | | | | | | | |
| 11394 | 9494 | 11167 | 1673 | 14400 | 12398 | 14112 | 1714 | 17012 | 13568 | 16672 | 3104 | 19052 | 11855 | 18480 | 6625 | 9552 | 8882 | 9552 | 671 | 6393 | 7062 | 6265 | -797 | 118920 | 106041 | 116294 | 10253 |
| 6322 | 5222 | 6142 | 920 | 7094 | 6819 | 7761 | 942 | 9122 | 7462 | 9169 | 1707 | 9444 | 6520 | 10164 | 3644 | 5323 | 4885 | 5254 | 369 | 3585 | 3884 | 3446 | -438 | 63175 | 58323 | 63962 | 5639 |
| 5073 | 4272 | 5025 | 753 | 7306 | 5579 | 6351 | 772 | 7890 | 6106 | 7503 | 1397 | 9608 | 5335 | 8317 | 2982 | 4229 | 3997 | 4299 | 302 | 2808 | 3178 | 2820 | -358 | 55744 | 47724 | 52339 | 4615 |
| 9911 | 11336 | 9713 | -1623 | 12037 | 12393 | 11796 | -597 | 15716 | 13409 | 15402 | 1993 | 13659 | 13207 | 13249 | 42 | 8077 | 11593 | 8077 | -3516 | 5894 | 7437 | 5776 | -1661 | 103668 | 121099 | 101354 | -19745 |
| 890 | 250 | 800 | 550 | 40 | 250 | 80 | -170 | 80 | 250 | 250 | 0 | 1000 | 250 | 250 | 0 | 1000 | 1000 | 1000 | 0 | 850 | 250 | 250 | 0 | 8690 | 6220 | 6940 | 720 |
| 40264 | 29819 | 39458 | 9639 | 47114 | 36010 | 46172 | 10162 | 46925 | 42000 | 45986 | 3986 | 57077 | 42303 | 55365 | 13062 | 30237 | 50594 | 30237 | -20357 | 31374 | 41391 | 30747 | -10644 | 429476 | 433714 | 419558 | -14156 |
| 0 | 200 | 200 | 0 | 0 | 200 | 200 | 0 | 0 | 200 | 200 | 0 | 0 | 200 | 200 | 0 | 0 | 200 | 200 | 0 | 0 | 200 | 200 | 0 | 800 | 1600 | 1800 | 200 |
| 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2315 | 0 | 0 | 0 |
| 45 | 0 | 32000 | 32000 | 15028 | 0 | 0 | 0 | 1551 | 0 | 0 | 0 | 24198 | 0 | 0 | 0 | 1710 | 0 | 0 | 0 | 31815 | 33000 | 18000 | -15000 | 74742 | 33000 | 50000 | 17000 |
| 56182 | 45877 | 87196 | 41319 | 81526 | 54432 | 64599 | 10167 | 72162 | 61965 | 69341 | 7376 | 105542 | 61295 | 77381 | 16086 | 45253 | 67384 | 43812 | -23571 | 72741 | 85456 | 57793 | -27663 | 675435 | 643356 | 631991 | -11365 |
| 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 15592 | 14500 | 8500 | -6000 |
| 162 | 250 | 200 | -50 | 120 | 250 | 150 | -100 | 7 | 250 | 150 | -100 | 81 | 250 | 150 | -100 | 3 | 250 | 150 | -100 | 41 | 250 | 150 | -100 | 835 | 3000 | 2050 | -950 |
| 303 | 320 | 320 | 0 | 457 | 320 | 320 | 0 | 426 | 320 | 320 | 0 | 188 | 320 | 200 | -120 | 277 | 320 | 320 | 0 | 548 | 320 | 320 | 0 | 3333 | 3870 | 3320 | -550 |
| 670 | 680 | 680 | 0 | 670 | 680 | 680 | 0 | 670 | 680 | 680 | 0 | 610 | 680 | 680 | 0 | 615 | 680 | 680 | 0 | 625 | 680 | 680 | 0 | 7731 | 8160 | 8160 | 0 |
| 885 | 250 | 600 | 350 | 875 | 100 | 600 | 500 | 984 | 100 | 600 | 500 | 13 | 300 | 600 | 300 | 0 | 200 | 200 | 0 | 1200 | 1500 | 1500 | 0 | 4124 | 3200 | 5400 | 2200 |
| 2295 | 2400 | 2500 | 100 | 2208 | 2400 | 2500 | 100 | 2295 | 2400 | 2400 | 0 | 2295 | 2400 | 2500 | 100 | 2243 | 2400 | 2500 | 100 | 2243 | 2400 | 2500 | 100 | 26490 | 28800 | 29300 | 500 |
| 4229 | 5800 | 5000 | -800 | 4137 | 4800 | 4400 | -400 | 6920 | 5200 | 5800 | 600 | 5349 | 4800 | 5000 | 200 | 5016 | 4800 | 4800 | 0 | 3929 | 4800 | 4496 | -304 | 57973 | 62600 | 59096 | -3504 |
| 1323 | 1400 | 1400 | 0 | 1823 | 1900 | 1800 | -100 | 1323 | 1900 | 1800 | -100 | 1484 | 1600 | 1600 | 0 | 1823 | 1400 | 1400 | 0 | 1384 | 1800 | 1400 | -400 | 18259 | 19300 | 18800 | -500 |
| 2367 | 2400 | 2462 | 62 | 2630 | 2467 | 2467 | 0 | 2984 | 2774 | 2774 | 0 | 3029 | 2800 | 2800 | 0 | 2296 | 3032 | 3032 | 0 | 2469 | 3016 | 2568 | -448 | 33460 | 34106 | 34495 | 389 |
| 1 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 1 | 0 |
| 0 | 0 | 0 | 0 | 0 | 50 | 50 | 0 | 0 | 600 | 600 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 650 | 650 | 0 |
| 330 | 0 | 0 | 0 | 2632 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1534 | 1500 | 1500 | 0 | 1611 | 1500 | 1500 | 0 | 7729 | 3000 | 5000 | 2000 |
| 393 | 517 | 518 | 1 | 406 | 615 | 643 | 28 | 645 | 669 | 795 | 126 | 607 | 622 | 787 | 165 | 335 | 508 | 437 | -71 | 319 | 360 | 299 | -61 | 4483 | 5633 | 5398 | -236 |
| 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 5779 | 6000 | 5000 | -1000 | 7714 | 8000 | 7000 | -1000 | 3382 | 6000 | 5000 | -1000 | 7281 | 6000 | 6000 | 0 | 5985 | 6000 | 6000 | 0 | 6227 | 6000 | 5000 | -1000 | 61921 | 80000 | 64000 | -16000 |
| 31087 | 31378 | 32318 | 940 | 30955 | 31378 | 32318 | 940 | 31425 | 31378 | 32318 | 940 | 31212 | 31378 | 32318 | 940 | 29505 | 31378 | 32318 | 940 | 29893 | 31378 | 32318 | 940 | 371096 | 376536 | 387821 | 11285 |
| 49823 | 51396 | 50999 | -397 | 54627 | 52960 | 52928 | -32 | 51063 | 52271 | 53238 | 967 | 52149 | 51150 | 52635 | 1485 | 49633 | 52468 | 53338 | 870 | 50491 | 54004 | 52731 | -1272 | 613027 | 643356 | 631991 | -11365 |
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