

# FRONTIER *Texas!*


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

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## FRONTIER TEXAS, INCORPORATED

A meeting of the Frontier Texas, Incorporated Board of Directors, is to be held on Wednesday, October 20, 2021, commencing at 11:30 A.M. in the back meeting room located at 626 N. 1<sup>st</sup> Street, Abilene, Texas 79601 to consider items on the following agenda.

Signed:

  
Jeff Salmon, Executive Director, Frontier Texas

### AGENDA

Wednesday, October 20, 2021, 11:30 A.M.

Frontier Texas back meeting room

1. Welcome and Public Comment - 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. Officer Nominations and Possible Action
4. Fundraising Committee Report 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: November 17, 2021
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 14th day of October 2021 at 4:40 p.m.

  
Shawna Atkinson, TRMC, CMC, 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.

# FRONTIER Texas!

## BOARD MEETING MINUTES

August 18, 2021

### VOTING MEMBERS PRESENT:

Audrey Perry  
Bera Johnson  
Caitlin Richards  
David Hernandez

Derek Hood  
Jessica Adams  
Jessica Haile  
Logan Bussell

### EX-OFFICIO MEMBERS PRESENT:

Brad Birchum  
Jeff Salmon  
Lori Dodd

Tammie Virden  
Rebecca Bridges

### MEMBERS ABSENT:

Alex Russell  
Brent Hill  
Cameron Wiley  
Jeff Gore  
Kay Richards  
Martez Hawkins

Mindy Patterson  
Nanci Liles  
Sylvia Leal  
Tim Chandler  
Weldon Hurt

**GUESTS:** No guests

**STAFF PRESENT:** Patrice Sharbutt

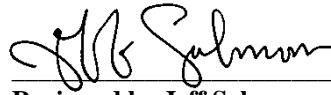
1. **WELCOME AND MEETING PROCEDURES.** Having a quorum of **eight** members present via in person, by phone or by Zoom, President Jessica Adams called the Frontier Texas Board meeting to order using the website [www.zoom.com](http://www.zoom.com) to an electronic Board meeting. President Adams asked 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 Bera Johnson and second was by Caitlyn Richards. Consent Agenda was approved.
3. **FUNDRAISING COMMITTEE REPORT AND POSSIBLE ACTION.** Board member, Logan Bussell updated the board on the Belt Sander Races – over 1,600 business and donors will be receiving the packets later this week. The event is scheduled on September 21, 2021 at 6 p.m. He encouraged all board members to attend.
4. **ANNUAL BUDGET PRESENTATION AND POSSIBLE ACTION.** Executive Director Jeff Salmon presented the 2021/2022 Budget. He proposed an operating budget of \$621,991 as the frame work for 2021/2022. This is a decrease of \$11,365 from the previous year. He is being conservative in the budget for 2021/2022. After presentation and discussion, President Adams asked for a motion and Board member Bera Johnson so moved to approve the budget as presented. Board member Logan Bussell second the motion and the motion passed.
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 the buffalo pole has been repaired and the lights to the buffalos have been restored thanks to Operations Manager Chris Allen.
  - b. **Programs:** Mr. Salmon informed the board that he wants to increase programs in 2021/2022. He used the Saturday shoot outs as an example.
  - c. **Marketing:** Mr. Salmon told the board that he will be attending the TTIA meeting and training the week of September 13-16 and said there would be no board meeting in September due to his absence.

7. **NEXT MEETING DATE:** Next meeting date is Wednesday, October 20, 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.



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**Compiled by Patrice Sharbutt**



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**Reviewed by Jeff Salmon**

**Frontier Texas! Inc.**  
**Treasurer's Report Summary**  
**For the month of September and the Twelve months ended September 30, 2021**

**Statement of Financial Position – Balance Sheet as of September 30, 2021**

• Current Assets – Cash and inventory	\$	525,540
Facilities & Equipment		2,380,556
Total Assets		3,541,434
• Current Liabilities	\$	133,992

**Statement of Activities – Income Statement for the month and period ended September 30, 2021**

Revenues		Current Mo	YTD
• Revenues – Admissions	\$	6,532	103,437
Total Attendance		1,694	23,004
Exhibit Attendance		963	17,447
Admissions per attendee	\$	6.78	
• General Store Sales	\$	8,512	121,578
Store sales per attendee	\$	8.84	
• Revenues - Venue Tax	\$	54,301	478,113
• Facility Rental	\$	375	1,250
• Grants & Restricted Net	\$	-	2,315
• Fundraising & Unrestricted	\$	26,406	68,560
• Educational Programs Net	\$	-	-

**Frontier Texas!**  
**Statement of Financial Position**  
**Comparison of September 30, 2021 and 2020**

ASSETS	<u>2021</u>	<u>2020</u>
Current Assets		
Bank Account	\$ 313,918.30	\$ 147,116.02
Depreciation Savings Account	114,133.62	84,050.17
Accounts Receivable	3.65	50.00
Current Portion of Pledges Receivable	0.00	3,750.00
Inventory Asset	61,527.96	62,536.98
Cash Drawer	527.00	606.21
Undeposited Funds	385.34	165.84
Prepaid Expenses	35,044.37	18,777.14
Total Current Assets	<u>525,540.24</u>	<u>317,052.36</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	1,938,192.16
Audio Visual Equip, Visitor Ctr	27,702.92	27,102.93
Office Equipment & Furnishings	112,876.52	111,019.97
Software-Asset	3,546.53	3,546.53
Accumulated Depreciation	-3,478,280.54	-3,229,204.13
Total Fixed Assets	<u>2,380,556.22</u>	<u>2,623,492.54</u>
Other Assets		
Endowment	331,656.07	331,656.07
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>635,367.93</u>
<b>TOTAL ASSETS</b>	<b><u>3,541,464.39</u></b>	<b><u>3,575,912.83</u></b>
LIABILITIES AND NET ASSETS		
Liabilities		
Current Liabilities		
Accounts Payable	35,291.17	33,728.78
Payroll Liabilities	15,491.92	15,485.45
Sales Tax Payable	646.01	482.56
Capital Lease	0.00	0.00
Grants/Restricted Donations	77,463.00	67,029.99
Unearned Revenue - Other	5,100.00	100.00
Total Current Liabilities	<u>133,992.10</u>	<u>116,826.78</u>
Long-Term Liabilities		
Capital Lease	0.00	0.00
Total Long-Term Liabilities	<u>0.00</u>	<u>0.00</u>
Total Liabilities	133,992.10	116,826.78
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	-148,643.75	-316,374.18
Total Net Assets	<u>3,407,472.29</u>	<u>3,459,086.05</u>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b><u>3,541,464.39</u></b>	<b><u>3,575,912.83</u></b>

**Frontier Texas!, Inc.**  
**Statement of Activities**  
**For the Month Ended**  
**September 30, 2021**

	<u>Actual</u>	<u>Budget</u>	<u>Favorable/ (Unfavorable) Variance</u>
Revenues			
Merchandise Sales	\$ 8,511.56	\$ 7,062.00	1,449.56
Less Cost of Goods Sold	5,458.06	3,884.00	1,574.06
Gross Profit	3,053.50	3,178.00	(124.50)
Exhibit Admissions	6,532.00	7,437.00	(905.00)
Total Memberships	60.00	250.00	(190.00)
Venue Tax	54,300.58	41,390.00	12,910.58
Facility Rentals	375.00	200.00	175.00
Grants & Restricted Net	-	-	-
Fundraising & Unrestricted	26,411.03	33,000.00	(6,588.97)
	<u>90,732.11</u>	<u>85,455.00</u>	<u>5,277.11</u>
Expenses			
Accounting Services	300.00	-	(300.00)
Educational Development/Supply	21.97	250.00	228.03
Office Operations	522.23	320.00	(202.23)
Telephone/Internet	668.83	680.00	11.17
Employee Dev/Travel	961.34	1,500.00	538.66
Insurance	2,294.95	2,400.00	105.05
Maintenance	5,247.62	4,800.00	(447.62)
Cleaning Services	1,352.90	1,800.00	447.10
Utilities (Electric & Water)	3,024.71	3,016.00	(8.71)
Rent	-	-	-
Educational Programs Net	-	-	-
Fundraising Expenses	878.29	1,500.00	621.71
Merchant Fees	293.68	360.00	66.32
Interest Expense	-	-	-
Advertising/Public Relations	2,033.59	6,000.00	3,966.41
Salaries & Wages	31,267.43	31,376.00	108.57
Total Expenses	<u>48,867.54</u>	<u>54,002.00</u>	<u>5,134.46</u>
Net Change in Unrestricted Net Assets			
Before Depreciation	<u>41,864.57</u>	<u>31,453.00</u>	<u>10,411.57</u>
Depreciation	<u>20,750.54</u>	<u>-</u>	<u>(20,750.54)</u>
Net Change in Unrestricted Net Assets	<u><u>21,114.03</u></u>	<u><u>31,453.00</u></u>	<u><u>(10,338.97)</u></u>

**Frontier Texas!, Inc.**  
**Statement of Activities**  
**For the Twelve Months Ended**  
**September 30, 2021**

	<u>Actual</u>	<u>Budget</u>	<u>Favorable/ (Unfavorable) Variance</u>
<b>Revenues</b>			
Merchandise Sales	\$ 121,577.53	\$ 106,041.00	15,536.53
Less Cost of Goods Sold	66,082.82	58,318.00	7,764.82
Gross Profit	<u>55,494.71</u>	<u>47,723.00</u>	<u>7,771.71</u>
Exhibit Admissions	103,437.25	121,099.00	(17,661.75)
Total Memberships	7,140.00	6,220.00	920.00
Venue Tax	478,112.61	433,714.00	44,398.61
Facility Rentals	1,250.00	1,600.00	(350.00)
Grants & Restricted Net	2,314.73	-	2,314.73
Fundraising & Unrestricted	<u>68,643.38</u>	<u>33,000.00</u>	<u>35,643.38</u>
	<u>716,392.68</u>	<u>643,356.00</u>	<u>73,036.68</u>
<b>Expenses</b>			
Accounting Services	15,892.00	14,500.00	(1,392.00)
Educational Development/Supply	1,026.56	3,000.00	1,973.44
Office Operations	3,189.34	3,870.00	680.66
Telephone/Internet	7,887.85	8,160.00	272.15
Employee Dev/Travel	4,570.06	3,200.00	(1,370.06)
Insurance	26,593.23	28,800.00	2,206.77
Maintenance	64,515.53	62,600.00	(1,915.53)
Cleaning Services	18,227.97	19,300.00	1,072.03
Utilities (Electric & Water)	34,492.08	34,106.00	(386.08)
Rent	1.00	1.00	-
Educational Programs Net	-	650.00	650.00
Fundraising Expenses	7,685.61	3,000.00	(4,685.61)
Merchant Fees	4,565.36	5,633.00	1,067.64
Interest Expense	-	-	-
Advertising/Public Relations	52,983.44	80,000.00	27,016.56
Salaries & Wages	<u>374,329.99</u>	<u>376,536.00</u>	<u>2,206.01</u>
Total Expenses	<u>615,960.02</u>	<u>643,356.00</u>	<u>27,395.98</u>
<b>Net Change in Unrestricted Net Assets</b>			
Before Depreciation	<u>100,432.66</u>	<u>-</u>	<u>100,432.66</u>
Depreciation	<u>249,076.41</u>	<u>-</u>	<u>(249,076.41)</u>
Net Change in Unrestricted Net Assets	<u><u>(148,643.75)</u></u>	<u><u>-</u></u>	<u><u>(148,643.75)</u></u>

**Frontier Texas!, Inc.**  
**Statement of Activities**  
**For the Month Ended**  
**Comparison of September 30, 2021 and 2020**

	<u>2021</u>	<u>2020</u>
Revenues		
Merchandise Sales	\$ 8,511.56	\$ 6,393.02
Less Cost of Goods Sold	5,458.06	3,911.47
Gross Profit	3,053.50	2,481.55
Exhibit Admissions	6,532.00	4,982.00
Total Memberships	60.00	850.00
Venue Tax	54,300.58	31,374.36
Facility Rentals	375.00	-
Grants & Restricted Net	-	-
Investment Income	-	20,090.47
Fundraising & Unrestricted	26,411.03	31,814.77
	<u>90,732.11</u>	<u>91,593.15</u>
Expenses		
Accounting Services	300.00	-
Educational Development/Supply	21.97	40.86
Office Operations	522.23	548.48
Telephone/Internet	668.83	625.36
Employee Dev/Travel	961.34	-
Insurance	2,294.95	2,151.77
Maintenance	5,247.62	3,873.83
Cleaning Services	1,352.90	1,383.77
Utilities (Electric & Water)	3,024.71	2,469.36
Rent	-	-
Educational Programs Net	-	-
Fundraising Expenses	878.29	1,610.99
Merchant Fees	293.68	319.05
Interest Expense	-	-
Advertising/Public Relations	2,033.59	4,658.82
Salaries & Wages	31,267.43	36,434.47
Total Expenses	<u>48,867.54</u>	<u>54,116.76</u>
Net Change in Unrestricted Net Assets		
Before Depreciation	<u>41,864.57</u>	<u>37,476.39</u>
Depreciation	<u>20,750.54</u>	<u>20,834.44</u>
Net Change in Unrestricted Net Assets	<u><u>21,114.03</u></u>	<u><u>16,641.95</u></u>



**Frontier Texas!, Inc.**  
**Statement of Activities**  
**For the Twelve Months Ended**  
**Comparison of September 30, 2021 and 2020**

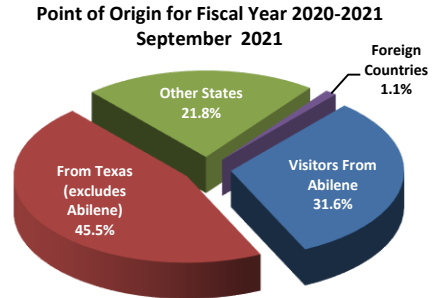
	<u>2021</u>	<u>2020</u>
Revenues		
Merchandise Sales	\$ 121,577.53	\$ 77,262.35
Less Cost of Goods Sold	<u>66,082.82</u>	<u>42,534.66</u>
Gross Profit	55,494.71	34,727.69
Exhibit Admissions	103,437.25	82,767.60
Total Memberships	7,140.00	5,500.00
Venue Tax	478,112.61	392,683.56
Facility Rentals	1,250.00	2,208.75
Grants & Restricted Net	2,314.73	1,262.58
Investment Income	-	20,090.47
Fundraising & Unrestricted	<u>68,643.38</u>	<u>36,397.56</u>
	<u>716,392.68</u>	<u>575,638.21</u>
Expenses		
Accounting Services	15,892.00	15,300.00
Educational Development/Supply	1,026.56	1,399.07
Office Operations	3,189.34	3,775.14
Telephone/Internet	7,887.85	7,626.98
Employee Dev/Travel	4,570.06	2,374.79
Insurance	26,593.23	26,369.51
Maintenance	64,515.53	60,918.11
Cleaning Services	18,227.97	18,187.11
Utilities (Electric & Water)	34,492.08	30,811.68
Rent	1.00	1.00
Educational Programs Net	-	-
Fundraising Expenses	7,685.61	3,145.09
Merchant Fees	4,565.36	3,694.22
Interest Expense	-	-
Advertising/Public Relations	52,983.44	107,690.53
Salaries & Wages	<u>374,329.99</u>	<u>361,628.78</u>
Total Expenses	<u>615,960.02</u>	<u>642,922.01</u>
Net Change in Unrestricted Net Assets		
Before Depreciation	<u>100,432.66</u>	<u>(67,283.80)</u>
Depreciation	<u>249,076.41</u>	<u>249,090.38</u>
Net Change in Unrestricted Net Assets	<u><u>(148,643.75)</u></u>	<u><u>(316,374.18)</u></u>

# FRONTIER *Texas!*

## Attendance-Marketing Report September 2021

### ATTENDANCE

	<u>2021</u>	<u>2020</u>
Attendance Total Sept 2021	1,694	1,405
Attendance Total Fiscal Year-to-Date	23,004	15,834
Exhibit Admissions Sept 2021	963	1,166
Exhibit Admissions Fiscal Year-to-Date	17,447	12,015
Visitor-Center-Only Sept 2021	731	236
Visitor-Center-Only Fiscal Year-to-Date	5,557	3,789
Point of Origin:		
Sept		
Abilene	46.2%	30.6%
Other Texas	35.6%	47.5%
Other States	18.0%	21.2%
Other Countries	0.2%	0.7%



September 2021- Frontier Texas had visitors from 34 States, 1 US Province and 2 Foreign countries

### REVENUES

	<u>2021</u>	<u>2020</u>
Admissions Revenue Sept 2021	\$ 8,069	\$ 6,026
Admissions Revenue Year-to-Date	\$101,581	\$80,122
Gift Shop Revenue Sept 2021	\$ 8,511	\$ 6,493
Gift Shop Revenue Year-to-Date	\$121,377	\$77,918
Membership Revenue Sept 2021	\$ 60	\$ 850
Membership Revenue Year-to-Date	\$ 7,140	\$ 5,550
Facility Rentals Sept 2021	\$ 375	\$ -0-
Facility Rentals Year-to-Date	\$ 1,450	\$ 2,251

### MARKETING

#### How Did You Hear About Us

#### How Did You Hear about Us - September 2021

