


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, November 17, 2021, commencing at 11:30 A.M. in the back meeting room located at 626 N. 1st Street, Abilene, Texas 79601 to consider items on the following agenda.

Signed:



Jeff Salmon, Executive Director, Frontier Texas

AGENDA

Wednesday, November 17, 2021, 11:30 A.M.

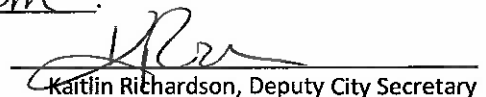
Frontier Texas back meeting room

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. Nominations Committee Report and Possible Action
4. Board President's Report:
 - a. By-laws Changes Update
 - b. Ex-Officio Organization Updates
5. Proposal to transfer \$100,000 to the Operating Endowment
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: To be determined
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 10th day of November 2021 at 2:50pm.



Kaitlin Richardson, 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.

FRONTIER *Texas!*

BOARD MEETING MINUTES

October 20, 2021

625 N. 1st Street, Abilene, TX 79601

VOTING MEMBERS PRESENT:

Bera Johnson
Brent Hill
Derek Hood
Jessica Adams
Jessica Haile

Logan Bussell
Martez Hawkins
Mindy Patterson
Weldon Hurt

EX-OFFICIO MEMBERS PRESENT:

Cameron Wiley
Jeff Salmon

Rebecca Bridges

MEMBERS ABSENT:

Alex Russell
Audrey Perry
Brad Birchum
Caitlin Richards
David Hernandez
Jeff Gore

Kay Richards
Lori Dodd
Nanci Liles
Sylvia Leal
Tammie Virden
Tim Chandler

GUESTS:

Kelly Messer

STAFF PRESENT:

Patrice Sharbutt

1. **WELCOME AND MEETING PROCEDURES.** Having a quorum of **Nine** members present via in person, President Jessica Adams called the Frontier Texas Board meeting to order. President Adams asked for any public comments and there were no public comments.
2. **CONSENT AGENDA.** 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 Weldon Hurt and second was by Bera Johnson. Consent Agenda was approved.
3. **OFFICER NOMINATIONS AND POSSIBLE ACTION:** President Adams asked for volunteers to serve on the Officer Nomination Committee. Brent Hill and Jessica Hale volunteered to serve on the committee with President Adams and Executive Director Jeff Salmon. No action made at this time.
4. **FUNDRAISING COMMITTEE REPORT AND POSSIBLE ACTION.** Board member, Logan Bussell reported to the board that Belt Sander Races exceeding the financial goals for 2021. He encouraged the board to continue this event next year. Executive Director Jeff Salmon informed the board that the fundraising for the 2020-2021 will help build our endowment. Frontier Texas will probably have a joint fundraiser event with Buffalo Gap History Center again in spring 2022. No action was made.
5. **BOARD PRESIDENT'S REPORT:** President Adams gave an update on the status of by-laws changes with the city. She said City Manager Robert Hanna is working on it and hopefully by the end of the year, Frontier Texas will be able to finalize the by-law changes.
 - a. **Ex-Officio Organization Updates:** Ex-Officio members, Cameron Wiley, and Rebecca Bridges gave a report for their organizations.
6. **EXECUTIVE DIRECTOR'S REPORT AND POSSIBLE ACTION.**
 - a. **Operations:** Executive Director Jeff Salmon reported finances are in good shape as Frontier Texas ends its 2020/2021 fiscal year end. Next board meeting, he may recommend moving \$100,000 into the endowment account.
 - b. **Programs:** Mr. Salmon shared that the museum is planning to increase programs in the coming 2021/2022 fiscal year. Schools are beginning to call and setting up tours.

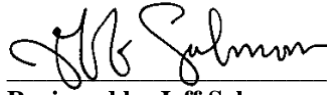
c. **Marketing:** Mr. Salmon stated that he will be more aggressive in marketing in the coming year.

7. **NEXT MEETING DATE:** Next meeting date is Wednesday, November 17, 2021 at 11:30 a.m.

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



Compiled by Patrice Sharbutt



Reviewed by Jeff Salmon

Frontier Texas! Inc.
Treasurer's Report Summary
For the month of October and the One month ended October 31, 2021

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

| | | |
|---------------------------------------|----|-----------|
| • Current Assets – Cash and inventory | \$ | 558,391 |
| Facilities & Equipment | | 2,359,806 |
| Total Assets | | 3,637,889 |
| | | |
| • Current Liabilities | \$ | 54,600 |

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

| Revenues | | Current Mo | YTD |
|------------------------------|----|------------|--------|
| • Revenues – Admissions | \$ | 7,853 | 7,853 |
| Total Attendance | | 1,539 | 1,539 |
| Exhibit Attendance | | 1,156 | 1,156 |
| Admissions per attendee | \$ | 6.79 | |
| | | | |
| • General Store Sales | \$ | 9,898 | 9,898 |
| Store sales per attendee | \$ | 8.56 | |
| | | | |
| • Revenues - Venue Tax | \$ | 47,359 | 47,359 |
| | | | |
| • Facility Rental | \$ | - | - |
| | | | |
| • Grants & Restricted Net | \$ | - | - |
| | | | |
| • Fundraising & Unrestricted | \$ | 110 | 110 |
| | | | |
| • Educational Programs Net | \$ | - | - |

Frontier Texas!
Statement of Financial Position
Comparison of October 31, 2021 and 2020

| ASSETS | <u>2021</u> | <u>2020</u> |
|---|----------------------------|----------------------------|
| Current Assets | | |
| Bank Account | \$ 340,013.85 | \$ 152,092.03 |
| Depreciation Savings Account | 116,638.50 | 86,557.62 |
| Accounts Receivable | 1,305.75 | 9.20 |
| Current Portion of Pledges Receivable | 0.00 | 3,000.00 |
| Inventory Asset | 62,496.87 | 62,772.33 |
| Cash Drawer | 1,117.27 | 728.33 |
| Undeposited Funds | 749.23 | 482.54 |
| Prepaid Expenses | <u>36,069.53</u> | <u>13,974.34</u> |
| Total Current Assets | 558,391.00 | 319,616.39 |
| 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 | 1,941,270.59 |
| 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 | <u>-3,499,031.08</u> | <u>-3,249,961.66</u> |
| Total Fixed Assets | 2,359,805.68 | 2,605,813.44 |
| Other Assets | | |
| Endowment | 415,980.64 | 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 | <u>6,866.70</u> | <u>6,866.70</u> |
| Total Other Assets | <u>719,692.50</u> | <u>635,367.93</u> |
| TOTAL ASSETS | <u>3,637,889.18</u> | <u>3,560,797.76</u> |
| LIABILITIES AND NET ASSETS | | |
| Liabilities | | |
| Current Liabilities | | |
| Accounts Payable | 18,158.58 | 3,347.18 |
| Payroll Liabilities | 21,713.74 | 15,467.67 |
| Sales Tax Payable | 659.96 | 493.52 |
| Capital Lease | 0.00 | 0.00 |
| Grants/Restricted Donations | 8,968.00 | 67,029.99 |
| Unearned Revenue - Other | <u>5,100.00</u> | <u>5,100.00</u> |
| Total Current Liabilities | 54,600.28 | 91,438.36 |
| Long-Term Liabilities | | |
| Capital Lease | <u>0.00</u> | <u>0.00</u> |
| Total Long-Term Liabilities | <u>0.00</u> | <u>0.00</u> |
| Total Liabilities | 54,600.28 | 91,438.36 |
| Net Assets | | |
| Beginning Unrestricted Net Assets | 3,581,370.39 | 3,486,105.05 |
| Temporarily Restricted Net Asset | 2,981.00 | 2,981.00 |
| Net Current Change in Unrestricted Net Assets | <u>-1,062.49</u> | <u>-19,726.65</u> |
| Total Net Assets | <u>3,583,288.90</u> | <u>3,469,359.40</u> |
| TOTAL LIABILITIES AND NET ASSETS | <u>3,637,889.18</u> | <u>3,560,797.76</u> |

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

| | <u>Actual</u> | <u>Budget</u> | <u>Favorable/ (Unfavorable) Variance</u> |
|--|--------------------------|--------------------------|--|
| Revenues | | | |
| Merchandise Sales | \$ 9,897.88 | \$ 6,109.00 | 3,788.88 |
| Less Cost of Goods Sold | 3,333.48 | 3,360.00 | (26.52) |
| Gross Profit | 6,564.40 | 2,749.00 | 3,815.40 |
| Exhibit Admissions | 7,853.00 | 6,851.00 | 1,002.00 |
| Total Memberships | 80.00 | 250.00 | (170.00) |
| Venue Tax | 47,358.99 | 33,181.00 | 14,177.99 |
| Facility Rentals | - | - | - |
| Grants & Restricted Net | - | - | - |
| Donations | 60.00 | - | 60.00 |
| Fundraising & Unrestricted | 54.88 | - | 60.00 |
| Total Revenues | <u>61,971.27</u> | <u>43,031.00</u> | <u>(42,976.12)</u> |
| Expenses | | | |
| Accounting Services | - | - | - |
| Educational Development/Supply | 115.59 | 200.00 | 84.41 |
| Office Operations | 15.39 | 200.00 | 184.61 |
| Telephone/Internet | 656.14 | 680.00 | 23.86 |
| Employee Dev/Travel | - | 200.00 | 200.00 |
| Insurance | 2,294.95 | 2,400.00 | 105.05 |
| Maintenance | 1,556.17 | 4,400.00 | 2,843.83 |
| Cleaning Services | 1,419.44 | 1,500.00 | 80.56 |
| Utilities (Electric & Water) | 2,572.29 | 2,321.00 | (251.29) |
| Rent | - | - | - |
| Educational Programs Net | - | - | - |
| Fundraising Expenses | - | - | - |
| Merchant Fees | 263.26 | 321.00 | 57.74 |
| Interest Expense | - | - | - |
| Advertising/Public Relations | 1,969.71 | 5,000.00 | 3,030.29 |
| Salaries & Wages | 31,420.28 | 32,318.46 | 898.18 |
| Total Expenses | <u>42,283.22</u> | <u>49,540.46</u> | <u>7,257.24</u> |
| Net Change in Unrestricted Net Assets | | | |
| Before Depreciation | <u>19,688.05</u> | <u>(6,509.46)</u> | <u>26,197.51</u> |
| Depreciation | <u>20,750.54</u> | <u>-</u> | <u>(20,750.54)</u> |
| Net Change in Unrestricted Net Assets | <u><u>(1,062.49)</u></u> | <u><u>(6,509.46)</u></u> | <u><u>5,446.97</u></u> |

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

| | <u>Actual</u> | <u>Budget</u> | <u>Favorable/ (Unfavorable) Variance</u> |
|--|--------------------------|--------------------------|--|
| Revenues | | | |
| Merchandise Sales | \$ 9,897.88 | \$ 6,109.00 | 3,788.88 |
| Less Cost of Goods Sold | 3,333.48 | 3,360.00 | (26.52) |
| Gross Profit | 6,564.40 | 2,749.00 | 3,815.40 |
| Exhibit Admissions | 7,853.00 | 6,851.00 | 1,002.00 |
| Total Memberships | 80.00 | 250.00 | (170.00) |
| Venue Tax | 47,358.99 | 33,181.00 | 14,177.99 |
| Facility Rentals | - | - | - |
| Grants & Restricted Net | - | - | - |
| Donations | 60.00 | - | 60.00 |
| Fundraising & Unrestricted | 54.88 | - | 54.88 |
| Total Revenues | <u>61,971.27</u> | <u>43,031.00</u> | <u>54.88</u> |
| Expenses | | | |
| Accounting Services | - | - | - |
| Educational Development/Supply | 115.59 | 200.00 | 84.41 |
| Office Operations | 15.39 | 200.00 | 184.61 |
| Telephone/Internet | 656.14 | 680.00 | 23.86 |
| Employee Dev/Travel | - | 200.00 | 200.00 |
| Insurance | 2,294.95 | 2,400.00 | 105.05 |
| Maintenance | 1,556.17 | 4,400.00 | 2,843.83 |
| Cleaning Services | 1,419.44 | 1,500.00 | 80.56 |
| Utilities (Electric & Water) | 2,572.29 | 2,321.00 | (251.29) |
| Rent | - | - | - |
| Educational Programs Net | - | - | - |
| Fundraising Expenses | - | - | - |
| Merchant Fees | 263.26 | 321.00 | 57.74 |
| Interest Expense | - | - | - |
| Advertising/Public Relations | 1,969.71 | 5,000.00 | 3,030.29 |
| Salaries & Wages | 31,420.28 | 32,318.46 | 898.18 |
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Frontier Texas!, Inc.
Statement of Activities
For the Month Ended
Comparison of October 31, 2021 and 2020

| | <u>2021</u> | <u>2020</u> |
|---------------------------------------|-------------------|--------------------|
| Revenues | | |
| Merchandise Sales | \$ 9,897.88 | \$ 6,431.00 |
| Less Cost of Goods Sold | 3,333.48 | 3,300.50 |
| Gross Profit | <u>6,564.40</u> | <u>3,130.50</u> |
| Exhibit Admissions | 7,853.00 | 7,212.00 |
| Total Memberships | 80.00 | 250.00 |
| Venue Tax | 47,358.99 | 34,926.96 |
| Facility Rentals | - | 500.00 |
| Grants & Restricted Net | - | 1,052.15 |
| Donations | 60.00 | |
| Fundraising & Unrestricted | 54.88 | 18.13 |
| Total Revenues | <u>61,971.27</u> | <u>47,089.74</u> |
| Expenses | | |
| Accounting Services | - | - |
| Educational Development/Supply | 115.59 | 10.48 |
| Office Operations | 15.39 | 393.23 |
| Telephone/Internet | 656.14 | 615.82 |
| Employee Dev/Travel | - | - |
| Insurance | 2,294.95 | 2,151.76 |
| Maintenance | 1,556.17 | 3,769.23 |
| Cleaning Services | 1,419.44 | 1,323.32 |
| Utilities (Electric & Water) | 2,572.29 | 2,231.89 |
| Rent | - | - |
| Educational Programs Net | - | - |
| Fundraising Expenses | - | - |
| Merchant Fees | 263.26 | 318.54 |
| Interest Expense | - | - |
| Advertising/Public Relations | 1,969.71 | 3,981.60 |
| Salaries & Wages | 31,420.28 | 31,262.99 |
| Total Expenses | <u>42,283.22</u> | <u>46,058.86</u> |
| Net Change in Unrestricted Net Assets | | |
| Before Depreciation | <u>19,688.05</u> | <u>1,030.88</u> |
| Depreciation | <u>20,750.54</u> | <u>20,757.53</u> |
| Net Change in Unrestricted Net Assets | <u>(1,062.49)</u> | <u>(19,726.65)</u> |

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Statement of Activities
For the One Month Ended
Comparison of October 31, 2021 and 2020

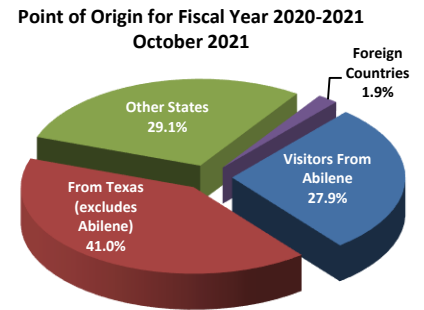
| | <u>2021</u> | <u>2020</u> |
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| Rent | - | - |
| Educational Programs Net | - | - |
| Fundraising Expenses | - | - |
| Merchant Fees | 263.26 | 318.54 |
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FRONTIER *Texas!*

Attendance-Marketing Report October 2021

ATTENDANCE

| | <u>2021</u> | <u>2020</u> |
|---|-------------|-------------|
| Attendance Total October 2021 | 1,539 | 1,306 |
| Attendance Total Fiscal Year-to-Date | 1,539 | 1,306 |
| Exhibit Admissions October 2021 | 1,156 | 1,039 |
| Exhibit Admissions Fiscal Year-to-Date | 1,156 | 1,039 |
| Visitor-Center-Only October 2021 | 380 | 267 |
| Visitor-Center-Only Fiscal Year-to-Date | 380 | 267 |
| Point of Origin: | | |
| October | | |
| Abilene | 27.9% | 30.7% |
| Other Texas | 41.1% | 45.9% |
| Other States | 29.1% | 22.8% |
| Other Countries | 1.9% | 0.6% |



October 2021- Frontier Texas had visitors from 41 States, 0 US Province, 0 US Province and 7 Foreign countries

REVENUES

| | <u>2020</u> | <u>2019</u> |
|---------------------------------|-------------|-------------|
| Admissions Revenue October 2021 | \$8,183 | \$7,185 |
| Admissions Revenue Year-to-Date | \$8,183 | \$7,185 |
| Gift Shop Revenue October 2021 | \$9,898 | \$6,431 |
| Gift Shop Revenue Year-to-Date | \$9,898 | \$6,431 |
| Membership Revenue October 2021 | \$ 80 | \$ 250 |
| Membership Revenue Year-to-Date | \$ 80 | \$ 250 |
| Facility Rentals October 2021 | \$ -0- | \$ -0- |
| Facility Rentals Year-to-Date | \$ -0- | \$ -0- |

MARKETING

How Did You Hear About Us

