

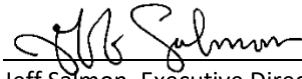
FRONTIER *Texas!*

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, April 21, 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, April 21, 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://zoom.us/j/94184844758?pwd=SGJxOWEvd2pUTW5TNDV3REVZNGdaZz09>

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

1. Welcome and 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. Bylaws Update and Possible Action
4. Board President's Report:
 - a. Board Member Orientation and Governance
 - b. Ex-Officio Organization Updates
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. Next meeting date: May 19, 2021 at 11:30am
7. 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 16th day of April 2021 at 8:30 a.m.

Shawna Atkinson, TRMC, 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 ALSO being hosted electronically for board members and the public.

Topic: Frontier Texas April 21, 2021 Board Meeting Zoom Link
Time: Apr 21, 2021 11:30 AM Central Time (US and Canada)

Join Zoom Meeting

<https://zoom.us/j/94184844758?pwd=SGJxOWEvb2pUTW5TNDV3REVZNGdaZz09>

Meeting ID: 941 8484 4758

Passcode: 1836

One tap mobile

+13462487799,,94184844758#,,,,*1836#

Dial by your location

+1 346 248 7799

Meeting ID: 941 8484 4758

Passcode: 1836

FRONTIER *Texas!*

BOARD MEETING MINUTES

March 24, 2021

VOTING MEMBERS PRESENT:

Alex Russell	Caitlin Richards	Mindy Patterson
Audrey Perry	David Hernandez	Tim Chandler
Bera Johnson	Jessica Adams	Weldon Hurt
Brent Hill	Jessica Haile	

EX-OFFICIO MEMBERS PRESENT:

Nanci Liles	Jeff Gore	Jeff Salmon
-------------	-----------	-------------

MEMBERS ABSENT:

Brad Birchum	Jay Evans	Sylvia Leal
Derek Hood	Kathy Keane	Tammie Virden

GUESTS:

Kelly Messer	Ryan Gibson	Rebecca Bridges
--------------	-------------	-----------------

STAFF PRESENT:

Patrice Sharbutt

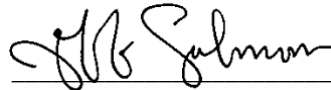
1. **WELCOME AND MEETING PROCEDURES.** Having a quorum of eleven members present via in person, by phone or by Zoom, President Jessica Adams called the Frontier Texas Board meeting to order using the website www.zoom.com to an electronic Board meeting. President Adams called roll of board members who had RSVP for the board meeting and she went through the procedures for electronic meetings. President Adams welcomed Ryan Gibson from Condley & Co., Rebecca Bridges a nominee for the Board and Kelly Messer, Assistant 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 Caitlyn Richards and second was by Bera Johnson. Consent Agenda was approved.
3. **AUDIT PRESENTATION AND POSSIBLE ACTION.** President Adams yielded the floor to Ryan Gibson of Condley & Co. to make the 2020 annual audit presentation. Mr. Gibson reported an unqualified opinion for Frontier Texas for the September 30, 2020. He also reported that there were no significant or unusual transactions and no significant issues or disagreements the management during the audit. President Adams asked for a motion to accept the audit as presented. Motion was made by Caitlyn Richards and second by Britt Hill. The motion passed.
4. **NOMINATIONS COMMITTEE AND POSSIBLE ACTION.** President Adams submitted the 2021 Board nominations from the Nominating Committee – Martez Hawkins and Logan Bussell as voting “at-large” members and Cameron Wiley, Kay Richards and Rebecca Bridges as Ex-officio “designated” members (see attached 2021 Board Nominations as of February 12, 2021). Since the nominations came from a committee, President Adams asked for a second to the nominations as put forth by the committee. Bera Johnson second the nominations as put forth and nominations were approved.
5. **EXECUTIVE DIRECTOR’S REPORT AND POSSIBLE ACTION.**
 - a. **Operations:** Executive Director Jeff Salmon reported no major concerns with the building at this time. Finances are below what we expected. Frontier Texas received the second draw of PPP in January 2021.
 - b. **Programs:** Mr. Salmon reported about the Saturday Shoot-outs coming this summer. Education Coordinator is in the process of hiring actors and writing the script for this new event. Stay tune.
 - c. **Marketing:** Mr. Salmon updated the Board on the upcoming fundraising event with the Buffalo Gap Historical Village. This event will be a virtual online event featuring Tom Perini. The event will take place on May 20, 2021. The mail outs to foundations will occur this week and other mail outs about the event will follow shortly. The money received through this event will be put in our

endowment at the Community Foundation. He also informed the board that the Belt Sander event in the Fall is still a high probability.

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, April 21, 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! Inc.
Treasurer's Report Summary
For the month of March and the Six months ended March 31, 2021

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

• Current Assets – Cash and inventory	\$	288,639
Facilities & Equipment		2,503,273
Total Assets		3,503,036
• Current Liabilities	\$	215,499

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

Revenues		Current Mo	YTD
• Revenues – Admissions	\$	14,052	38,374
Total Attendance		2,372	7,120
Exhibit Attendance		2,132	5,734
Admissions per attendee	\$	6.59	
• General Store Sales	\$	14,738	41,117
Store sales per attendee	\$	6.91	
• Revenues - Venue Tax	\$	24,472	176,485
• Facility Rental	\$	200	800
• Grants & Restricted Net	\$	1,263	23,155
• Fundraising & Unrestricted	\$	74	395
• Educational Programs Net	\$	-	-

Expenses

- Accounting Services is below 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 below 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 above budget for the month and above budget for year-to-date.
- Cleaning Services are above 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 below budget for the month and below budget for year-to-date.
- Salary and Wages are below 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!
Statement of Financial Position
Comparison of March 31, 2021 and 2020

ASSETS	<u>2021</u>	<u>2020</u>
Current Assets		
Bank Account	\$ 189,542.91	\$ 114,906.88
Depreciation Savings Account	99,095.63	69,012.14
Accounts Receivable	47.53	330.00
Current Portion of Pledges Receivable	0.00	0.00
Inventory Asset	62,693.76	65,793.92
Cash Drawer	500.00	500.00
Undeposited Funds	0.00	500.00
Prepaid Expenses	12,515.02	52,012.08
Total Current Assets	<u>364,394.85</u>	<u>303,055.02</u>
Fixed Assets		
Exhibit Programming and Construction	3,585,819.91	3,584,299.91
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	111,019.97	111,019.97
Software-Asset	3,546.53	3,546.53
Accumulated Depreciation	<u>-3,353,707.37</u>	<u>-3,104,616.99</u>
Total Fixed Assets	<u>2,503,272.84</u>	<u>2,746,542.43</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>3,503,035.62</u>	<u>3,664,874.91</u>
LIABILITIES AND NET ASSETS		
Liabilities		
Current Liabilities		
Accounts Payable	48,900.99	29,150.27
Payroll Liabilities	15,857.65	9,316.23
Sales Tax Payable	1,147.80	444.42
Capital Lease	0.00	0.00
Grants/Restricted Donations	144,492.99	0.00
Unearned Revenue - Other	5,100.00	4,457.00
Total Current Liabilities	<u>215,499.43</u>	<u>43,367.92</u>
Long-Term Liabilities		
Capital Lease	0.00	0.00
Total Long-Term Liabilities	<u>0.00</u>	<u>0.00</u>
Total Liabilities	215,499.43	43,367.92
Net Assets		
Beginning Unrestricted Net Assets	3,486,105.05	3,772,479.23
Temporarily Restricted Net Asset	2,981.00	2,981.00
Net Current Change in Unrestricted Net Assets	-201,549.86	-153,953.24
Total Net Assets	<u>3,287,536.19</u>	<u>3,621,506.99</u>
TOTAL LIABILITIES AND NET ASSETS	<u>3,503,035.62</u>	<u>3,664,874.91</u>

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

	<u>Actual</u>	<u>Budget</u>	<u>Favorable/ (Unfavorable) Variance</u>
Revenues			
Merchandise Sales	\$ 14,738.04	\$ 13,173.00	1,565.04
Less Cost of Goods Sold	8,087.87	7,244.00	843.87
Gross Profit	6,650.17	5,929.00	721.17
Exhibit Admissions	14,052.25	16,982.00	(2,929.75)
Total Memberships	760.00	900.00	(140.00)
Venue Tax	24,472.42	30,912.00	(6,439.58)
Facility Rentals	200.00	200.00	-
Grants & Restricted Net	1,262.58	-	1,262.58
Fundraising & Unrestricted	74.42	-	74.42
Total Revenues	<u>47,471.84</u>	<u>54,923.00</u>	<u>(7,451.16)</u>
Expenses			
Accounting Services	-	-	-
Educational Development/Supply	86.42	250.00	163.58
Office Operations	121.52	320.00	198.48
Telephone/Internet	610.62	680.00	69.38
Employee Dev/Travel	19.00	100.00	81.00
Insurance	2,151.76	2,400.00	248.24
Maintenance	19,513.39	5,800.00	(13,713.39)
Cleaning Services	1,323.32	1,400.00	76.68
Utilities (Electric & Water)	2,441.42	2,419.00	(22.42)
Rent	-	-	-
Educational Programs Net	-	-	-
Fundraising Expenses	-	-	-
Merchant Fees	656.96	748.00	91.04
Interest Expense	-	-	-
Advertising/Public Relations	4,056.49	8,000.00	3,943.51
Salaries & Wages	31,143.20	31,376.00	232.80
Total Expenses	<u>62,124.10</u>	<u>53,493.00</u>	<u>(8,631.10)</u>
Net Change in Unrestricted Net Assets			
Before Depreciation	<u>(14,652.26)</u>	<u>1,430.00</u>	<u>(16,082.26)</u>
Depreciation	<u>20,750.54</u>	<u>-</u>	<u>(20,750.54)</u>
Net Change in Unrestricted Net Assets	<u><u>(35,402.80)</u></u>	<u><u>1,430.00</u></u>	<u><u>(36,832.80)</u></u>

Frontier Texas!, Inc.
Statement of Activities
For the Six Months Ended
March 31, 2021

	<u>Actual</u>	<u>Budget</u>	<u>Favorable/ (Unfavorable) Variance</u>
Revenues			
Merchandise Sales	\$ 41,116.70	\$ 42,782.00	(1,665.30)
Less Cost of Goods Sold	22,286.17	23,528.00	(1,241.83)
Gross Profit	18,830.53	19,254.00	(423.47)
Exhibit Admissions	38,374.25	51,724.00	(13,349.75)
Total Memberships	4,830.00	3,970.00	860.00
Venue Tax	176,484.96	191,597.00	(15,112.04)
Facility Rentals	800.00	400.00	400.00
Grants & Restricted Net	2,314.73	-	2,314.73
Fundraising & Unrestricted	395.34	-	395.34
Total Revenues	<u>242,029.81</u>	<u>266,945.00</u>	<u>(24,915.19)</u>
Expenses			
Accounting Services	15,592.00	14,500.00	(1,092.00)
Educational Development/Supply	421.56	1,500.00	1,078.44
Office Operations	1,133.43	1,950.00	816.57
Telephone/Internet	3,809.84	4,080.00	270.16
Employee Dev/Travel	167.50	750.00	582.50
Insurance	12,910.54	14,400.00	1,489.46
Maintenance	39,634.40	32,400.00	(7,234.40)
Cleaning Services	9,097.36	9,300.00	202.64
Utilities (Electric & Water)	17,684.54	17,617.00	(67.54)
Rent	-	-	-
Educational Programs Net	-	-	-
Fundraising Expenses	1,622.23	-	(1,622.23)
Merchant Fees	1,778.27	2,342.00	563.73
Interest Expense	-	-	-
Advertising/Public Relations	28,207.17	42,000.00	13,792.83
Salaries & Wages	187,017.59	188,266.99	1,249.40
Total Expenses	<u>319,076.43</u>	<u>329,105.99</u>	<u>10,029.56</u>
Net Change in Unrestricted Net Assets			
Before Depreciation	<u>(77,046.62)</u>	<u>(62,160.99)</u>	<u>(14,885.63)</u>
Depreciation	<u>124,503.24</u>	<u>-</u>	<u>(124,503.24)</u>
Net Change in Unrestricted Net Assets	<u><u>(201,549.86)</u></u>	<u><u>(62,160.99)</u></u>	<u><u>(139,388.87)</u></u>

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

	<u>2021</u>	<u>2020</u>
Revenues		
Merchandise Sales	\$ 14,738.04	\$ 5,660.11
Less Cost of Goods Sold	8,087.87	3,238.25
Gross Profit	<u>6,650.17</u>	<u>2,421.86</u>
Exhibit Admissions	14,052.25	8,251.00
Total Memberships	760.00	920.00
Venue Tax	24,472.42	34,347.18
Facility Rentals	200.00	-
Grants & Restricted Net	1,262.58	-
Fundraising & Unrestricted	74.42	203.87
Total Revenues	<u>47,471.84</u>	<u>46,143.91</u>
Expenses		
Accounting Services	-	-
Educational Development/Supply	86.42	44.53
Office Operations	121.52	108.03
Telephone/Internet	610.62	637.54
Employee Dev/Travel	19.00	-
Insurance	2,151.76	2,243.14
Maintenance	19,513.39	5,415.26
Cleaning Services	1,323.32	1,266.93
Utilities (Electric & Water)	2,441.42	2,673.09
Rent	-	-
Educational Programs Net	-	-
Fundraising Expenses	-	-
Merchant Fees	656.96	297.91
Interest Expense	-	-
Advertising/Public Relations	4,056.49	9,796.14
Salaries & Wages	31,143.20	29,879.54
Total Expenses	<u>62,124.10</u>	<u>52,362.11</u>
Net Change in Unrestricted Net Assets Before Depreciation	<u>(14,652.26)</u>	<u>(6,218.20)</u>
Depreciation	<u>20,750.54</u>	<u>20,750.54</u>
Net Change in Unrestricted Net Assets	<u><u>(35,402.80)</u></u>	<u><u>(26,968.74)</u></u>

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

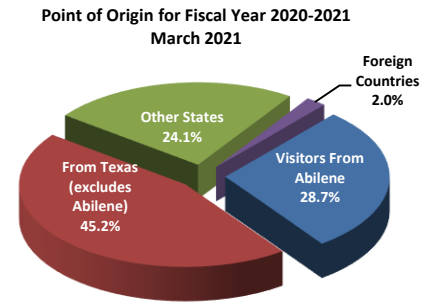
	<u>2021</u>	<u>2020</u>
Revenues		
Merchandise Sales	\$ 41,116.70	\$ 41,984.26
Less Cost of Goods Sold	22,286.17	22,875.66
Gross Profit	<u>18,830.53</u>	<u>19,108.60</u>
Exhibit Admissions	38,374.25	50,693.10
Total Memberships	4,830.00	3,570.00
Venue Tax	176,484.96	230,976.84
Facility Rentals	800.00	2,521.25
Grants & Restricted Net	2,314.73	1,262.58
Fundraising & Unrestricted	395.34	1,981.02
Total Revenues	<u>242,029.81</u>	<u>310,113.39</u>
Expenses		
Accounting Services	15,592.00	15,300.00
Educational Development/Supply	421.56	1,241.54
Office Operations	1,133.43	2,015.86
Telephone/Internet	3,809.84	3,799.40
Employee Dev/Travel	167.50	1,397.69
Insurance	12,910.54	13,458.86
Maintenance	39,634.40	30,426.33
Cleaning Services	9,097.36	8,599.06
Utilities (Electric & Water)	17,684.54	17,286.24
Rent	-	-
Educational Programs Net	-	-
Fundraising Expenses	1,622.23	-
Merchant Fees	1,778.27	2,248.66
Interest Expense	-	-
Advertising/Public Relations	28,207.17	66,577.69
Salaries & Wages	187,017.59	177,212.06
Total Expenses	<u>319,076.43</u>	<u>339,563.39</u>
Net Change in Unrestricted Net Assets		
Before Depreciation	<u>(77,046.62)</u>	<u>(29,450.00)</u>
Depreciation	<u>124,503.24</u>	<u>124,503.24</u>
Net Change in Unrestricted Net Assets	<u><u>(201,549.86)</u></u>	<u><u>(153,953.24)</u></u>

FRONTIER *Texas!*

Attendance-Marketing Report March 2021

ATTENDANCE

	<u>2021</u>	<u>2020</u>
Attendance Total March 2021	2,372	2,196
Attendance Total Fiscal Year-to-Date	7,120	11,632
Exhibit Admissions March 2021	2,132	1,685
Exhibit Admissions Fiscal Year-to-Date	5,734	8,662
Visitor-Center-Only March 2021	232	457
Visitor-Center-Only Fiscal Year-to-Date	1,361	2,945
Point of Origin:		
Abilene	26.1%	31.1%
March		
Other Texas	50.1%	52.6%
Other States	23.6%	15.3%
Other Countries	0.2%	1.0%



March 2021- Frontier Texas had visitors from 45 States, 0 US Province and 4 Foreign countries

REVENUES

	<u>2021</u>	<u>2020</u>
Admissions Revenue March 2021	\$13,992	\$ 8,251
Admissions Revenue Year-to-Date	\$38,767	\$50,146
Gift Shop Revenue March 2021	\$14,738	\$ 6,216
Gift Shop Revenue Year-to-Date	\$26,379	\$42,540
Membership Revenue March 2021	\$ 760	\$ 920
Membership Revenue Year-to-Date	\$ 4,830	\$ 3,570
Facility Rentals March 2021	\$ 200	\$ -0-
Facility Rentals Year-to-Date	\$ 800	\$ 2,521

MARKETING

How Did You Hear About Us

