

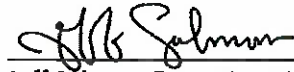
FRONTIER Texas!

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 19, 2022, commencing at 10:30 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, January 19, 2022, 10:30 A.M. Frontier Texas back meeting room

1. Welcome and Public Comment - Board President
 - a. Welcome. Confirmation Quorum
 - 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. Bylaws Report
4. Fundraising Committee: Buck Taylor Heritage Award Event April 28th at Potosi Live
5. Board President's Report:
 - a. 2022 Meeting Schedules
 - b. Community Updates
6. Executive Director's Report and Possible Action:
 - a. Operations: facility, finances, fundraising: Starting major tech upgrades
 - b. Programs: education, events, volunteers: Historic Happy Hours, Shootouts
 - c. Marketing: advertising, public relations, gift shop:
7. Next meeting date: Wednesday, February 16, 2022; 10:30am
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 13th day of January 2022 at 11:45 a.m.


Shawna Atkinson, 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

December 21, 2021

VOTING MEMBERS PRESENT:

Alex Russell
Audrey Perry
Bera Johnson
Brent Hill
Caitlin Richards
Derek Hood

Jessica Adams
Jessica Haile
Martez Hawkins
Tim Chandler
Weldon Hurt

EX-OFFICIO MEMBERS PRESENT:

Brad Birchum
Cameron Wiley

Jeff Salmon
Rebecca Bridges

MEMBERS ABSENT:

David Hernandez
Kay Richards
Jeff Gore
Logan Bussell
Lori Dodd

Mindy Patterson
Nanci Liles
Sylvia Leal
Tammie Virden

GUESTS:

Kelly Messer

STAFF PRESENT:

Patrice Sharbutt

1. **WELCOME AND MEETING PROCEDURES.** Having a quorum of **Eleven** members present, 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.** Having a quorum, President Derek Hood asked any discussions concerning the Consent Agenda. There being none, he asked for a motion to approve the Consent Agenda. Motion was made by Bera Johnson and second was by Jessica Adams. Consent Agenda was approved.
3. **BY-LAWS COMMITTEE REPORT AND POSSIBLE ACTION:** By-Law committee consisted of – Derek Hood, Caitlyn Richards, Jessica Adams, Jessica Haile, Brent Hill and Jeff Salmon
 - a. **Remote Participation Guidelines:** President Hood asked for discussion on the Frontier Texas Board Remote Participation Guidelines. After discussion and since this motion comes from a committee, President Hood asked for a vote on the guidelines as presented and the motion passed.
 - b. **Proposed By-laws amendments from Committee:** President Derek Hood and Executive Director Jeff Salmon met with City staff and presented the Committee's recommendation for amendments to the By-Laws. The City responded with a few of their recommendations. Derek opened up discussions on the amendments which showed the Committee's recommendations and the City's. After a discussion from the Board during the meeting, the only change from the Committee's recommendation that Board wanted was the change to the Special Meetings portion from 72-hour notice to 24-hour notice. The By-Laws amendments passed and was to be sent to the City Council for approval. See attached final documents that were approved and sent to the City.
4. **PROPOSAL TO ADJUST THE ANNUAL BUDGET:** President Hood recognized Executive Director Jeff Salmon. Mr. Salmon reported the need to adjust the annual budget to increase Marketing budget by \$36,000 and the Maintenance by \$24,000; and to stop the monthly \$2,500 savings transfer for depreciation. He explained that the venue tax has been much higher than budget. Maintenance needs to replace the main computer system for the exhibits which is going to be around \$60,000 and increasing marketing budget will bring it back in line to pre-covid. Motion was made by Jessica Adams to make these changes in the budget and was seconded by Audrey Perry. The motion passed.

5. BOARD PRESIDENT REPORT:

- a. Board Service Recognition:** President Hood recognized Past President Jessica Adams for her service as President and gave her a gavel. Executive Director Jeff Salmon recognized Nanci Liles for her 18years of service from 2003 to 2021. Ms. Liles was not present but Mr. Salmon wanted the Board to know and applaud this accomplishment.
- b. Board Governance and participation:** President Hood informed the Board that he is currently working to finalize the 2022 calendar and that it is important for Board members participate.
- c. Ex-Officio Organization Update:** No reports.

6. EXECUTIVE DIRECTOR'S REPORT AND POSSIBLE ACTION:

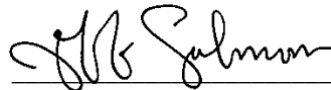
- a. Operations: facility, finances, fundraising:** Mr. Salmon reported that April 28th is the Buck Taylor recognition and fundraising event. We are also still moving forward with plans to expand the facilities.
- b. Programs: education, event, volunteers:** No report.
- c. Marketing: advertising, public relations, gift shop:** No Report

7. NEXT MEETING DATE: Next meeting date is tentatively set for Tuesday, January 18, 2022 at 11:30 a.m.; later moved to Wednesday, January 19, 2022 at 10:30a.m.

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



Compiled by Patrice Sharbutt



Reviewed by Jeff Salmon

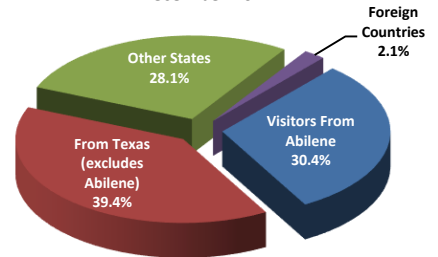
FRONTIER *Texas!*

Attendance-Marketing Report December 2021

ATTENDANCE

	<u>2021</u>	<u>2020</u>
Attendance Total December 2021	1,356	912
Attendance Total Fiscal Year-to-Date	4,440	2,218
Exhibit Admissions December 2021	1,102	623
Exhibit Admissions Fiscal Year-to-Date	3,485	2,371
Visitor-Center-Only December 2021	252	229
Visitor-Center-Only Fiscal Year-to-Date	945	692
Point of Origin: Abilene	28.8%	37.7%
December: Other Texas	45.8%	38.6%
Other States	23.8%	22.4%
Other Countries	1.6%	1.3%

Point of Origin for Fiscal Year 2020-2021
December 2021



December 2021- Frontier Texas had visitors from 44 States, 0 US Province and 8 Foreign countries

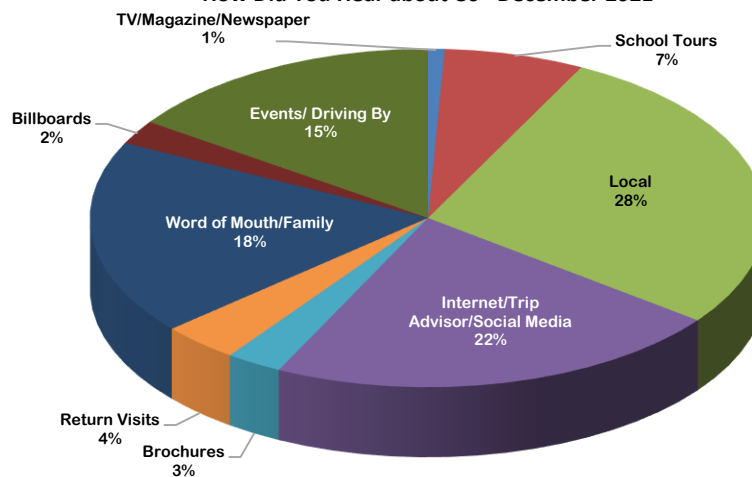
REVENUES

	<u>2021</u>	<u>2020</u>
Admissions Revenue December 2021	\$ 7,413	\$ 4,470
Admissions Revenue Year-to-Date	\$23,407	\$16,573
Gift Shop Revenue December 2021	\$ 8,561	\$ 5,268
Gift Shop Revenue Year-to-Date	\$26,653	\$17,222
Membership Revenue December 2021	\$ 3,240	\$ 580
Membership Revenue Year-to-Date	\$ 3,460	\$ 4,070
Facility Rentals December 2021	\$ 150	\$ -0-
Facility Rentals Year-to-Date	\$ 150	\$ 500

MARKETING

How Did You Hear About Us

How Did You Hear about Us - December 2021



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

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

• Current Assets – Cash and inventory	\$	458,398
Facilities & Equipment		2,318,305
Total Assets		3,496,395
• Current Liabilities	\$	34,708

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

Revenues		Current Mo	YTD
• Revenues – Admissions	\$	7,413	23,407
Total Attendance		1,356	4,440
Exhibit Attendance		1,102	3,485
Admissions per attendee	\$	6.73	
• General Store Sales	\$	8,561	26,653
Store sales per attendee	\$	7.77	
• Revenues - Venue Tax	\$	46,780	145,920
• Facility Rental	\$	-	150
• Grants & Restricted Net	\$	-	-
• Fundraising & Unrestricted	\$	260	1,012
• Educational Programs Net	\$	-	-

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

ASSETS	<u>2021</u>	<u>2020</u>
Current Assets		
Bank Account	\$ 246,557.61	\$ 169,167.21
Depreciation Savings Account	119,143.34	91,572.22
Accounts Receivable	611.07	8.35
Current Portion of Pledges Receivable	0.00	0.00
Inventory Asset	59,474.74	61,160.70
Cash Drawer	765.88	500.00
Undeposited Funds	1,368.11	0.00
Prepaid Expenses	30,476.77	12,618.06
Total Current Assets	<u>458,397.52</u>	<u>335,026.54</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	1,941,875.71
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	-3,540,532.16	-3,291,476.73
Total Fixed Assets	<u>2,318,304.60</u>	<u>2,564,903.49</u>
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	6,866.70	6,866.70
Total Other Assets	<u>719,692.50</u>	<u>635,367.93</u>
TOTAL ASSETS	<u>3,496,394.62</u>	<u>3,535,297.96</u>
LIABILITIES AND NET ASSETS		
Liabilities		
Current Liabilities		
Accounts Payable	1,568.13	30,667.44
Payroll Liabilities	18,507.19	16,212.74
Sales Tax Payable	564.56	378.14
Capital Lease	0.00	0.00
Grants/Restricted Donations	8,968.00	75,997.99
Unearned Revenue - Other	5,100.00	5,100.00
Total Current Liabilities	<u>34,707.88</u>	<u>128,356.31</u>
Long-Term Liabilities		
Capital Lease	0.00	0.00
Total Long-Term Liabilities	<u>0.00</u>	<u>0.00</u>
Total Liabilities	34,707.88	128,356.31
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	-22,664.65	-82,174.40
Total Net Assets	<u>3,561,686.74</u>	<u>3,406,911.65</u>
TOTAL LIABILITIES AND NET ASSETS	<u>3,596,394.62</u>	<u>3,535,267.96</u>

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

	<u>Actual</u>	<u>Budget</u>	<u>Favorable/ (Unfavorable) Variance</u>
Revenues			
Merchandise Sales	\$ 8,561.14	\$ 5,163.00	3,398.14
Less Cost of Goods Sold	4,864.63	2,840.00	2,024.63
Gross Profit	3,696.51	2,323.00	1,373.51
Exhibit Admissions	7,413.30	4,278.00	3,135.30
Total Memberships	3,240.00	500.00	2,740.00
Venue Tax	46,780.24	33,950.00	12,830.24
Facility Rentals	-	200.00	(200.00)
Grants & Restricted Net	-	-	-
Fundraising & Unrestricted	260.00	-	260.00
Total Revenues	<u>61,390.05</u>	<u>41,251.00</u>	<u>20,139.05</u>
Expenses			
Accounting Services	-	8,500.00	8,500.00
Educational Development/Supply	240.08	250.00	9.92
Office Operations	336.36	200.00	(136.36)
Telephone/Internet	668.23	680.00	11.77
Employee Dev/Travel	122.70	100.00	(22.70)
Insurance	2,294.94	2,400.00	105.06
Maintenance	802.65	5,000.00	4,197.35
Cleaning Services	1,352.90	1,800.00	447.10
Utilities (Electric & Water)	3,002.10	3,407.00	404.90
Rent	-	-	-
Educational Programs Net	-	-	-
Fundraising Expenses	-	-	-
Merchant Fees	272.03	234.00	(38.03)
Interest Expense	-	-	-
Advertising/Public Relations	8,408.96	5,000.00	(3,408.96)
Salaries & Wages	32,153.01	32,318.46	165.45
Total Expenses	<u>49,653.96</u>	<u>59,889.46</u>	<u>10,235.50</u>
Net Change in Unrestricted Net Assets			
Before Depreciation	<u>11,736.09</u>	<u>(18,638.46)</u>	<u>30,374.55</u>
Depreciation	<u>20,750.54</u>	<u>-</u>	<u>(20,750.54)</u>
Net Change in Unrestricted Net Assets	<u><u>(9,014.45)</u></u>	<u><u>(18,638.46)</u></u>	<u><u>9,624.01</u></u>

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

	<u>Actual</u>	<u>Budget</u>	<u>Favorable/ (Unfavorable) Variance</u>
Revenues			
Merchandise Sales	\$ 26,652.75	\$ 16,629.00	10,023.75
Less Cost of Goods Sold	12,439.82	9,147.00	3,292.82
Gross Profit	14,212.93	7,482.00	6,730.93
Exhibit Admissions	23,407.30	15,854.00	7,553.30
Total Memberships	3,460.00	3,550.00	(90.00)
Venue Tax	145,919.92	97,726.00	48,193.92
Facility Rentals	150.00	200.00	(50.00)
Grants & Restricted Net	-	-	-
Fundraising & Unrestricted	1,011.72	-	1,011.72
Total Revenues	<u>188,161.87</u>	<u>124,812.00</u>	<u>63,349.87</u>
Expenses			
Accounting Services	-	8,500.00	8,500.00
Educational Development/Supply	511.30	650.00	138.70
Office Operations	837.83	600.00	(237.83)
Telephone/Internet	1,980.50	2,040.00	59.50
Employee Dev/Travel	544.40	500.00	(44.40)
Insurance	6,884.82	7,200.00	315.18
Maintenance	9,768.56	13,800.00	4,031.44
Cleaning Services	5,176.78	4,700.00	(476.78)
Utilities (Electric & Water)	8,125.91	8,464.00	338.09
Rent	-	-	-
Educational Programs Net	-	-	-
Fundraising Expenses	-	-	-
Merchant Fees	815.88	805.00	(10.88)
Interest Expense	-	-	-
Advertising/Public Relations	18,207.59	15,000.00	(3,207.59)
Salaries & Wages	95,721.33	96,955.38	1,234.05
Total Expenses	<u>148,574.90</u>	<u>159,214.38</u>	<u>10,639.48</u>
Net Change in Unrestricted Net Assets			
Before Depreciation	<u>39,586.97</u>	<u>(34,402.38)</u>	<u>73,989.35</u>
Depreciation	<u>62,251.62</u>	<u>-</u>	<u>(62,251.62)</u>
Net Change in Unrestricted Net Assets	<u><u>(22,664.65)</u></u>	<u><u>(34,402.38)</u></u>	<u><u>11,737.73</u></u>

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

	<u>2021</u>	<u>2020</u>
Revenues		
Merchandise Sales	\$ 8,561.14	\$ 5,268.16
Less Cost of Goods Sold	4,864.63	2,711.69
Gross Profit	<u>3,696.51</u>	<u>2,556.47</u>
Exhibit Admissions	7,413.30	4,364.00
Total Memberships	3,240.00	580.00
Venue Tax	46,780.24	34,643.29
Facility Rentals	-	-
Grants & Restricted Net	-	-
Fundraising & Unrestricted	260.00	114.11
Total Revenues	<u>61,390.05</u>	<u>42,257.87</u>
Expenses		
Accounting Services	-	5,825.00
Educational Development/Supply	240.08	-
Office Operations	336.36	110.00
Telephone/Internet	668.23	625.82
Employee Dev/Travel	122.70	-
Insurance	2,294.94	2,151.76
Maintenance	802.65	3,993.35
Cleaning Services	1,352.90	1,920.31
Utilities (Electric & Water)	3,002.10	3,276.04
Rent	-	-
Educational Programs Net	-	-
Fundraising Expenses	-	-
Merchant Fees	272.03	245.82
Interest Expense	-	-
Advertising/Public Relations	8,408.96	5,936.86
Salaries & Wages	32,153.01	30,818.81
Total Expenses	<u>49,653.96</u>	<u>54,903.77</u>
Net Change in Unrestricted Net Assets		
Before Depreciation	<u>11,736.09</u>	<u>(12,645.90)</u>
Depreciation	<u>20,750.54</u>	<u>20,757.53</u>
Net Change in Unrestricted Net Assets	<u><u>(9,014.45)</u></u>	<u><u>(33,403.43)</u></u>

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

	<u>2021</u>	<u>2020</u>
Revenues		
Merchandise Sales	\$ 26,652.75	\$ 17,222.20
Less Cost of Goods Sold	12,439.82	9,189.22
Gross Profit	<u>14,212.93</u>	<u>8,032.98</u>
Exhibit Admissions	23,407.30	16,447.00
Total Memberships	3,460.00	4,070.00
Venue Tax	145,919.92	101,111.55
Facility Rentals	150.00	500.00
Grants & Restricted Net	-	1,052.15
Fundraising & Unrestricted	1,011.72	186.18
Total Revenues	<u>188,161.87</u>	<u>131,399.86</u>
Expenses		
Accounting Services	-	5,825.00
Educational Development/Supply	511.30	50.01
Office Operations	837.83	589.57
Telephone/Internet	1,980.50	1,857.46
Employee Dev/Travel	544.40	-
Insurance	6,884.82	6,455.27
Maintenance	9,768.56	11,059.43
Cleaning Services	5,176.78	4,566.95
Utilities (Electric & Water)	8,125.91	8,138.24
Rent	-	-
Educational Programs Net	-	-
Fundraising Expenses	-	-
Merchant Fees	815.88	773.19
Interest Expense	-	-
Advertising/Public Relations	18,207.59	18,149.03
Salaries & Wages	95,721.33	93,837.51
Total Expenses	<u>148,574.90</u>	<u>151,301.66</u>
Net Change in Unrestricted Net Assets Before Depreciation	<u>39,586.97</u>	<u>(19,901.80)</u>
Depreciation	<u>62,251.62</u>	<u>62,272.60</u>
Net Change in Unrestricted Net Assets	<u><u>(22,664.65)</u></u>	<u><u>(82,174.40)</u></u>

FRONTIER *Texas!*

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

December 21, 2021

Mayor Anthony Williams & City Council
Abilene City Hall
555 Walnut Street
Abilene, TX 79601

Dear Abilene City Council,

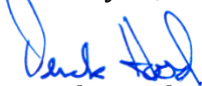
The purpose of this letter is to submit the attached changes to the Frontier Texas bylaws, as approved by the board at our December 21, 2021 meeting, for final approval by the Abilene City Council, as required by our bylaws. We request this be considered at the soonest possible council meeting.

Our board had the following goals in making bylaws changes:

- (1) To move Frontier Texas towards a similar relationship to the City of Abilene as currently exists between other private nonprofit organizations who lease space from the City of Abilene; and free from the limitations of the Texas Open Meetings Act. After receiving counsel from city staff we removed our request to gain bylaws autonomy and we retained the current provision for a city appointee as a voting member.
- (2) To allow Frontier Texas to self-determine all future board appointments. We've been advised by city staff that the removal of this appointment provision will remove the requirement for our board to comply with the limitations of the Texas Open Meetings Act.
- (3) To allow Frontier Texas board members to participate in board meetings remotely and to reduce the special meetings notifications time to 24-hours.
- (4) Allow both entities to maintain a close working relationship and mutual responsibilities, defined primarily through the property lease agreement and the terms of the Abilene Taylor County Events Venue District.

We appreciate your consideration and prompt response to this request. If you have any questions or comments you can direct those to both or either of the signatories below.

Thank you,



Derek Hood
NextEra Energy
Board President
derek.hood@nexteraenergy.com
325-370-8759



Jeff Salmon
Frontier Texas
Executive Director
jeff@frontiertexas.com
325-725-1366

BY-LAWS
OF
FRONTIER TEXAS!, INC.

TABLE OF CONTENTS

ARTICLE ONE – OFFICES	Page 3
1.01 Registered Office and Registered Agent	
1.02 Principal Office	
ARTICLE TWO – PURPOSES	Page 3
2.01 Purposes	
ARTICLE THREE – NO STOCK AND NO STOCKHOLDERS	Page 3
3.01 No Stock and No Stockholders	
ARTICLE FOUR – BOARD OF DIRECTORS	Page 4
4.01 Responsibility of Board of Directors	
4.02 Number of Directors	
4.03 Ex-Officio Directors	
4.04 Term of Office	
4.05 Vacancies and Appointment of New Directors	
4.06 Regular Meetings, Notice and Quorum	
4.07 Special Meetings	
4.08 No Compensation	
ARTICLE FIVE – OFFICERS	Page 6
5.01 Composition of Officers	
5.02 Executive Committee	
5.03 Other Committees	
5.04 Election of Officers	
5.05 Removal of Officers	
5.06 President	
5.07 Vice President of Finance	
5.08 Vice President of Operations	
5.09 Secretary	
5.10 Treasurer	
5.11 Salary of Officers	

ARTICLE SIX – FINANCIAL ADMINISTRATION Page 8

- 6.01 Fiscal Year
- 6.02 Operating Funds
- 6.03 Entering into Contracts

ARTICLE SEVEN – AMENDMENTS TO BY-LAWS Page 9

- 7.01 Amendments to By-Laws

ARTICLE EIGHT – INDEMNITY Page 9

- 8.01 Indemnity

ARTICLE NINE – MISCELLANEOUS Page 10

- 9.01 Miscellaneous
- 9.02 Table of Contents
- 9.03 Construction
- 9.04 Relation to Articles of Incorporation

CERTIFICATE Page 11

BY-LAWS
OF
FRONTIER TEXAS!, INC.

ARTICLE ONE

OFFICES

1.01 Registered Office and Registered Agent

The Corporation shall have and shall continuously maintain in the State of Texas a registered office, which is located at 625 N. 1st Street., Abilene, Texas 79601, and whose mailing address is P.O. Box 60, Abilene, Texas 79604. The Corporation shall also have and continuously maintain a registered agent whose office is identical with such registered office. The registered agent shall be the Executive Director of the Corporation. The Board of Directors may, from time to time, change the registered agent and/or the address of the registered office; provided that such change is appropriately reflected in these By-Laws and in the Articles of Incorporation.

1.02 Principal Office

The Principal office of the Corporation in the State of Texas shall be located in the City of Abilene, Taylor County, Texas, and it may be, but need not be, identical with the registered office of the Corporation. The Corporation may have such other offices, either within or without the State of Texas, as the Board of Directors may determine or as the affairs of the Corporation may require from time to time.

ARTICLE TWO

PURPOSES

2.01 Purposes

The purpose of Frontier Texas!, Inc. is to promote the cultural and educational welfare of the citizens of the City of Abilene and surrounding region, in accord with the Articles of Incorporation. More specifically, Frontier Texas!, Inc. will provide a historical, cultural and educational perspective of life on the Texas frontier, including a transportation component and aspects of the Texas Forts Trail. Frontier Texas!, Inc. shall perform governance and oversight duties of the Frontier Texas operations.

ARTICLE THREE

NO STOCK AND NO STOCKHOLDERS

3.01 No Stock and No Stockholders

The Corporation shall have no capital stock and no stockholders.

ARTICLE FOUR

BOARD OF DIRECTORS

4.01 Responsibility of Board of Directors

The business and affairs of the Corporation and all corporate powers shall be exercised by or under authority of the Board of Directors, subject to the Texas Business Organizations Code, the Articles of Incorporation, and these By-Laws. The Board of Directors shall have full charge of the property and business of the Corporation, with full power and authority to manage and to conduct the same.

The Board of Directors may, by contract, resolution, or otherwise, give general or limited or special power and authority to the officers and agents of the Corporation to transact the general business or any special business of the Corporation.

4.02 Number of Directors

The Board of Directors shall be composed of fifteen (15) voting members. Fourteen (14) members will be at large and one (1) City Representative that will be a member of the City Council of the City of Abilene or the City Manager or an Assistant City Manager. The Directors of the Corporation shall be nominated and approved by the Board of Directors.

4.03 Ex-Officio Directors

The following shall be Ex-Officio Directors without vote:

- a. The Taylor County Judge or a Taylor County Commissioner.
- b. The Mission Support Group Commander from Dyess Air Force Base or his/her designee.
- c. The general manager or an executive officer of the Abilene Convention and Visitors Bureau.
- d. The general manager or an executive officer of the Abilene Cultural Affairs Council.
- e. The general manager or an executive officer of the Texas Midwest Community Network.
- f. The general manager or an executive officer of the Texas Forts Trail.
- g. The general manager or an executive officer of the Taylor County Expo Center.
- h. A representative of the Abilene Downtown Association.
- i. A representative of the Western Heritage Classic Board.
- j. The Executive Director of Frontier Texas!, Inc., who shall also be responsible for carrying out the day-to-day operations of the corporation.
- k. The Past President of Frontier Texas!, Inc.

4.04 Term of Office

The at large Directors appointed in paragraph 4.02 above shall hold their office for a term of three (3) years or until their successors are nominated and appointed by the Board of Directors. All Directors shall serve no more than six (6) years, except that the City representative, Directors who are also officers of the Corporation, Ex-Officio Directors, and initial Directors serving less than a three year initial term may exceed the six (6) year limit. The members of the Board of Directors shall have staggered terms.

4.05 Vacancies and Appointment of New Directors

Upon the death, resignation, removal or expiration of the term of office of any of the Directors, a nominating committee appointed by the President shall recommend candidates to the Board of Directors. The Director shall hold his or her office for the unexpired term of the Director she or he is appointed to succeed, or for the period of three (3) years when the appointment is made due to the expiration of a Director's term of office; and further provided that in the event the best interests of the Corporation require the removal of any Director, removal of such Director shall be effected through appointment of such Director's successor as noted above. Any Director appointed for less than a full term may be eligible for re-election for two successive full three (3) year terms.

4.06 Regular Meetings, Notice and Quorum

Regular meetings of the Board of Directors shall be held at least quarterly, or as directed by the President and shall be held at such place as they may determine. Notice of each regular meeting shall be provided by mail, fax or e-mail. Eight (8) Directors present at the meeting shall constitute a quorum. An affirmative vote of five (5) Directors present or 51% of Directors present, whichever is greater, shall be necessary for approval of motions before the Board.

The board authorizes remote/electronic participation in any meeting of the board, unless otherwise indicated in a distributed meeting agenda.

4.07 Special Meetings

Special meetings of the Board of Directors may be called by the President upon twenty-four hours (24 hours) notice, stating the purpose or purposes thereof, or such special meeting may be held at any time by unanimous consent of the Directors.

4.08 No Compensation

No salary or compensation of any kind shall be paid to any members of the Board of Directors.

ARTICLE FIVE

OFFICERS

5.01 Composition of Officers

The officers of the Corporation are President, Vice President of Operations, Vice President of Finance, Secretary and Treasurer. The President, Vice President of Operations, Vice President of Finance, Secretary and Treasurer shall be elected by the Board. No officer shall serve in any one office for a term longer than two consecutive years.

The President shall appoint a Nominating Committee consisting of three (3) voting members of the Board to nominate officers for that year. The Board shall elect the Officers at its annual meeting in August with terms beginning October 1. The President and both Vice-Presidents shall be voting members of the Board.

The Board of Directors may appoint such other officers and agents as it deems necessary. Such officers and agents shall be appointed for such terms and shall exercise such powers and perform such duties as may be determined from time to time by the Board.

5.02 Executive Committee

The Executive Committee shall consist of the President, Vice President of Finance, Vice President of Operations, Secretary and Treasurer.

The Executive Committee shall at intervals between meetings of the Directors, authorize and exercise all functions of the Board, subject to final approval by the Board. The Executive Committee shall as directed by the President, at a time and place to be designated and may be called for special meetings at any time by the President, or either Vice President on notice of three days. Three (3) members of the Executive Committee shall constitute a quorum.

5.03 Other Committees

The President may appoint other committees as necessary. These committees may be comprised either from current board members or from members of the community and region. The mission of these other committees is to further assist in the successful workings of Frontier Texas!

5.04 Election of Officers

The Officers of the Corporation shall be elected annually by the Board of Directors at the annual meeting of the Board of Directors. Vacancies shall be filled at any meeting of the Board of Directors and any person who fills a vacancy shall serve until the next election of officers. Each officer shall hold office until his successor has been elected and qualifies, or until the death, resignation, or removal of the officer.

5.05 Removal of Officers

Any officer or agent elected or appointed by the Board of Directors may be removed at any time for any reason by the affirmative vote of a majority of the entire Board of Directors.

5.06 President

The President shall be the chief executive officer of the Corporation and, subject to the direction of the Board of Directors, shall monitor the business and affairs of the Corporation, with the assistance of the Executive Director, who shall be in charge of carrying out day-to-day operations. He shall preside at all meetings of the Board of Directors. He may, and upon written demand addressed to the President by any three (3) Directors, call a special meeting of the Board of Directors. He shall see that all orders and resolutions of the Board are carried into effect, and he shall perform all other duties that usually pertain to the office or are delegated to him by the Board of Directors.

The President or the Vice President of Finance, acting in the place of the President shall have the power to execute Promissory Notes or other evidences of indebtedness of the Corporation, or to execute contracts or deeds of conveyance for and in behalf of the Corporation; provided, however, that each such note, evidence of indebtedness, contract, or deed shall be a binding obligation of the Corporation only when executed pursuant to resolution by the Board of Directors, granting special authority for the execution thereof. All notes, contracts and deeds of conveyance must be attested by the Secretary of the Corporation.

5.07 Vice President of Finance

The Vice President of Finance shall assist the Board in the financial undertakings of Corporation. In the absence of the President or in the event of the President's inability or refusal to act, the Vice President of Finance shall perform the duties of the President and, as such, the Vice President of Finance shall have the powers of, and be subject to all the restrictions upon, the President. The Vice President of Finance shall also have such powers and shall perform such other duties as may be assigned to him by the President or by the Board of Directors.

5.08 Vice President of Operations

The Vice President of Operations shall assist the Board in the operational transactions of the Corporation. In the absence of the President or Vice President of Finance, or in the event of their inability or refusal to act, the Vice President of Operations shall perform the duties of the President and, as such, the Vice President of Operations shall have the powers of, and be subject to all the restrictions upon, the President. The Vice President of Operations shall also have such powers and shall perform such other duties as may be assigned to him by the President or by the Board of Directors.

5.09 Secretary

The Secretary shall keep permanent records of the proceedings of the Board of Directors, including the minutes of all meetings of the Board of Directors. He shall also be the custodian of the records and the seal of the Corporation, if any, and shall affix the seal to documents, the execution of which is duly authorized. He shall give or cause to be given all notices required by law or by these By-Laws. He shall perform all duties that usually pertain to the office of Secretary or which are delegated to him by the Board of Directors or by the President.

5.10 Treasurer

The Treasurer, with the assistance of the Executive Director of Frontier Texas! Inc. shall keep regular books, records and books of account of the Corporation, and shall ensure the deposit of all monies and other valuable effects of the Corporation in a depository selected by the Directors, and make such financial reports as directed by either the Board of Directors or the President. All checks of the Corporation shall be signed by two members of the Executive Committee or a designated staff member, as approved by the Frontier Texas! Inc. Board of Directors, and a member of the Executive Committee or as otherwise indicated by the Board of Directors. The Treasurer shall render to the President and Directors at the regular meetings of the Board of Directors or whenever they may require it, an account of all his transactions as Treasurer and of the financial condition of the Corporation. The Treasurer shall perform all other duties as may be prescribed by the Board of Directors or by the President.

5.11 Salary of Officers

The officers, agents of the Corporation, shall not receive any salary for their service to the Corporation. This provision shall not apply to the employees of Frontier Texas! including the Executive Director.

ARTICLE SIX

FINANCIAL ADMINISTRATION

6.01 Fiscal Year

The initial fiscal year of the Corporation shall begin on September 1, 2003 and end on September 30, 2004. For each year thereafter, the fiscal year of the Corporation shall begin on the 1st day of October and end on the 30th day of September.

6.02 Operating Funds

No profit shall ever be realized by any person in the operation of this Corporation. It shall be the policy of the Corporation to seek to maintain a sum of money in reserve, over and above the current obligations, for various contingencies to include fundraising, endowments, capital expenditures, etc. in connection with the operation thereof. In the event of dissolution of this Corporation, all funds or assets of said Corporation, after the payment of all corporate debts, shall vest in the City of Abilene for the purpose of promoting the educational and cultural improvements and welfare of the citizens of the City of Abilene and surrounding regions.

The Board shall require members of the operational staff of Frontier Texas!, Inc. and each Officer referred to in these by-laws to execute a surety bond made out to the Corporation, in such amount as it deems advisable, the cost of such bonds to be borne by the Corporation.

6.03 Entering into Contracts

The Board of Directors may authorize, in writing, any officer(s) or agent(s) to enter into any contract or to execute and deliver any instrument in name of and on behalf of the Corporation, and such authority may be general or may be confined to specific instances.

ARTICLE SEVEN

AMENDMENTS TO BY-LAWS

7.01 Amendments to By-Laws

These By-Laws shall be adopted by the Board of Directors of said Corporation and subsequently approved by a written resolution passed by the City Council of Abilene. The power to alter, amend, or repeal the By-Laws or to adopt new By-Laws is vested in the Board of Directors. Any alteration, amendment or repeal requires at least eight (8) members of the Board of Directors to vote in favor of such alteration, amendment or repeal in a meeting called for that purpose. Furthermore, any alteration, amendment or repeal shall not become effective nor have any force or effect whatsoever unless and until same has been approved by a written resolution passed by the City Council of Abilene, Texas.

ARTICLE EIGHT

INDEMNITY

8.01 Indemnity

The Board of Directors shall authorize the Corporation to pay or reimburse any current or former Director or Officer of the Corporation for any costs, expenses, fines, settlements, judgments, and other amounts, actually and reasonably incurred by such persons in any action, suit, or proceeding to which he or she is made a party by reason of holding such position as Officer or Director; provided, however, that such Officer or Director shall not receive such indemnification if he/she be finally adjudicated in such instance to be liable for negligence or misconduct in office. The indemnification herein provided shall also extend to good faith expenditures incurred in anticipation of, or preparation for, threatened or proposed litigation. The Board of Directors may, in proper cases, extend the indemnification to cover the good faith settlement of any such action, suit, or proceedings, whether formally instituted or not.

Furthermore, the Corporation agrees to indemnify and hold harmless and defend the City of Abilene, its officers, agents, and its employees, from and against all claims and suits for damages, injuries to persons (including death), property damage (including loss of use), and expenses, including court costs and attorney's fees, arising out of or resulting from the Corporation's work and from any liability arising out of or in connection with the City of Abilene or its agents, officers, or employees entry upon said property, common, constitutional, or statutory law, or based in whole or in part upon the negligent or intentional acts or omissions of the Corporation, its officers, employees, agents subcontractors, licensees, invitees, or trespassers or based in whole or in part upon the negligent acts or omissions of the City of Abilene, its officers, employees, agents, licensees, or invitees. The Corporation agrees to waive any and all claims it may have against the City of Abilene, connected with, resulting from, or arising out of,

claims and suits covered by this indemnification provision and agrees that any insurance carrier involved shall not be entitled to subrogation under any circumstances against the City of Abilene, its officers, agents, and employees.

ARTICLE NINE

MISCELLANEOUS

9.01 Miscellaneous

The Board of Directors shall provide a Corporate Seal which shall be in the form of a circle and shall have inscribed thereon the name of the Corporation, substantially as follows: Frontier Texas!, Inc.

9.02 Table of Contents and Headings

The Table of Contents and Headings used in these By-Laws have been inserted for convenience only and do not constitute matter to be used in construing or interpreting them.

9.03 Construction

Whenever the context so requires, the use of a masculine pronoun shall include the feminine, and singular shall include plural and conversely.

If any portion of these By-Laws shall be invalid or inoperative, then, so far as is reasonable and possible:

- a. The remainder of these By-Laws shall be considered valid and operative, and
- b. Effect shall be given to the intent manifested by the portion held invalid or inoperative, insofar as not prohibited by law.

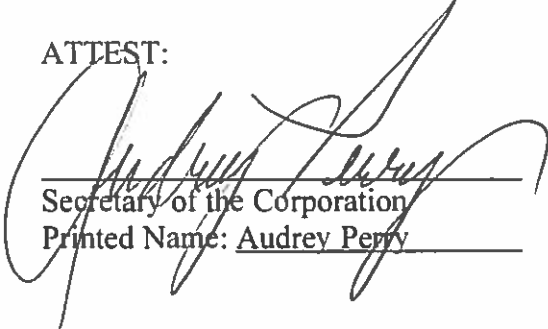
9.04 Relation to Articles of Incorporation

These By-Laws are subject to and are governed by the Articles of Incorporation of Frontier Texas!, Inc.

CERTIFICATE


This is to certify that the foregoing is a true and correct copy of the By-Laws of Frontier Texas!, Inc. and that such By-Laws were duly adopted by the Board of Directors of said Corporation on December 21, 2020.

ATTEST:



Secretary of the Corporation
Printed Name: Audrey Perry

FRONTIER TEXAS!, INC.

By: 

President
Printed Name: Derek Hood

ACKNOWLEDGMENT

STATE OF TEXAS §
COUNTY OF TAYLOR §

This instrument was acknowledged before me on December 30, 2021,
by Derek Hood, President of Frontier Texas!, Inc.,
a Texas corporation, on behalf of said corporation.





Notary Public, State of Texas

Frontier Texas Board Remote Participation Guidelines

(FOR APPROVAL December 21, 2021)

The board authorizes remote/electronic participation in any meeting of the board, according to the provisions below, unless otherwise indicated in a distributed meeting agenda.

1. A member may attend a meeting and participate in board deliberations and decisions by remote participation if the member is prevented from physically attending the meeting.
2. Remote participation is not to be used solely for a board member's convenience or to avoid attending a particular meeting in person.
3. Acceptable means of remote participation include telephone, internet, or satellite enabled audio or video conferencing, or any other technology that enables the remote participant and all persons present at the meeting location to be clearly audible to one another. Text messaging, instant messaging, email, and web chat without audio are not acceptable means of remote participation.
4. A board member participating in a meeting remotely shall use his or her best efforts to participate in all or as much of the meeting as circumstances permit and not merely for a limited number of agenda items. A board member participating remotely will be considered present at the meeting for purposes of establishing a meeting quorum and will be entitled to participate in open session deliberations at the meeting if:
 - a. the member is able to hear other members of the board and any members of the public present at the meeting who are recognized by the board during public comment;
 - b. all persons present at the meeting location are able to hear the board member who is participating remotely;
 - c. and when video technology is used, it is preferred that the remote participant is visible to all persons present at the meeting location.
 - d. A board member may participate remotely in a closed session of the board provided the member provides assurance to the board that no other person is able to hear, see, or otherwise participate in the closed session from the remote location.
 - e. A board member considered present through remote participation will be permitted to vote on any action item at the meeting except:
 - i. any item for which the member was not participating remotely during the entire discussion and deliberation of the matter preceding the vote; and
 - ii. any item that was being discussed when an interruption to the electronic communication occurred, if the board's discussion was not suspended during the interruption. A brief loss of simultaneous communication, such

as a few seconds, will not disqualify the member from voting on the matter under discussion.

5. A member of the board who desires to participate in a meeting remotely shall notify the board chair and the superintendent at least four hours in advance of the meeting so that necessary arrangements can be made.
6. The chair or designee at the meeting location shall initiate contact with the member prior to the start of the meeting to secure participation.
7. The chair shall announce the remote participant and the means of remote participation at the beginning of the meeting.
8. The meeting chair may decide how to address technical difficulties that arise when utilizing remote participation, but whenever possible, the chair should suspend discussion while reasonable efforts are made to correct any problem that interferes with a remote participant's ability to hear or be heard clearly by all persons present at the meeting location. If, however, the technical difficulties distract from or impede the orderly progress of the meeting, a majority of the members physically present may vote to end the remote participation.
9. A member participating remotely shall notify the chair if leaving the meeting before it is adjourned or rejoining the meeting after a period of absence.
10. All votes taken will be by voice vote (rather than by a show of hands).
11. Participation by electronic communication will be noted in the official board minutes. Any interruption to or discontinuation of the member's participation will also be noted in the minutes.
12. Any costs associated with remote participation other than normal telephone or Internet connection shall be borne by the remote participant unless given prior approval for the expenses.