

THE ALLIANCE

30 January 2023

SOUTH DAKOTA MILITARY HERITAGE ALLIANCE, INC.



2022 ANNUAL REPORT

**South Dakota Military Heritage Alliance, Inc.
And the South Dakota Veterans Alliance, Inc.**

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1600 W. Russell St.
Sioux Falls, SD 57104

the **ALLIANCE**
South Dakota Military Heritage Alliance, Inc.

♦ A Place for Freedom ♦ A Place to Remember ♦ A Place for All
CELEBRATING AMERICA AND THOSE WHO SERVED



In order to stand out, we first have to
know what we stand for.

Simon Sinek



501(C)(3) Board of Directors

- Stacy Kooistra – Founder/Chairman
- Tony Bour – Major Donor
- Chuck Nelson – Nelson/Nelson CPA
- Kendra Siemsonsma- Sanford Health
- Craig Hagen – NAI Realtor
- Hosea Bennett – Commander VFW Post 628
- Bill Peters - Commander, American Legion Post 15



THE ALLIANCE

SOUTH DAKOTA MILITARY HERITAGE ALLIANCE, INC.

501(C)(7) Board of Directors

- Stacy Kooistra – Founder/Chairman
- Chuck Nelson – Nelson & Nelson, CPAs
- Ken Teunissen – Military Order of the Purple Heart
- Nikki Wajer – SDANG Family Services
- Paul Weckman – Sanford Health Veteran Affairs
- John Bachmeier – Past Commander, American Legion Post 15
- Hosea Bennett – Commander, VFW Post 628
- Jim Myers – Myers Billion Law Firm
- SDARNG Representative
- SDANG Representative





Message from Executive Director – Brian Phelps, *Certified Leader, Trainer, & Coach*

2022 WAS CHALLENGING TO SAY THE LEAST. IT WAS ALSO VERY SUCCESSFUL!

Writing a summary of our busiest year to date can be challenging. I was looking through the notes and calendar trying to figure out how to summarize all that has happened. Do we talk about all of the concerts, meetings, or thousands of guests? Do we attempt to summarize all the stories and tears that were shared?

Yes, the numbers (as you'll see) are important, but I believe they don't tell the story or the "why" of the Alliance.

I've long believed the good Lord talks to us every day; we just need to listen.

What we're doing is working! We're leading by example, mentoring where possible, changing the status quo. We've learned so much and at the same time have led so many.

Breathe you're NOT drowning...

The daily list of tasks can be overwhelming to say the least. To help us stay focused, you'll notice the staff members all wearing a new button. This serves as a simple, yet important, reminder of why we're here. It's about the people and helping to ensure we take care of each other.

Sincerely



Button worn by the Alliance staff

FROM THE CHAIRMAN STACY KOOISTRA

What a remarkable year for the Alliance! All of us, together, continue to demonstrate South Dakota's commitment to our military men and women, and their families. From our generous donors and sponsors, to the sweat equity of our veterans, to the ongoing service of our active servicemembers, we continue to prove that we can take the abilities and assets we have, and efficiently collaborate to the benefit of everyone.

This never resonates louder than when we think of our children and grandchildren. What are we leaving them? How do we pass on our most important patriotic principles? We do it by committing to something bigger than ourselves, and to an effort where no one is focused on taking credit, but rather on *giving* credit. Credit to those who have taken the oath, those who have supported them and, most importantly, to those who have made the ultimate sacrifice.

On behalf of the Board of Directors, leaders, and teammates of the Alliance, THANK YOU for being part of this unbelievable mission to preserve and share what we stand for in South Dakota, and to show the rest of America what is possible.

97,130
Total Guests

535
Mil/Vet Activities

1,318
Meetings & Events

13,931
Total Membership

\$8,195,305 Total Brand Impressions

The Alliance is committed to uniting the military, veteran, and civilian communities through a holistic organization offering services, hospitality, and entertainment that celebrates military heritage in an environment welcoming to all, and with a dedication to benefiting military and veteran individuals, families, and organizations.

TABLE OF CONTENTS

TO OUR ALLIES	5
Strategic Highlights	5
Financial Highlights	6
Operating Highlights	7
Looking Ahead	8
Organization Chart	9
FINANCIAL SUMMARY	10
Statement of Financial Position	10
Pledges and Donations	11
C3 & C7 Summaries	13
2023	18
Budgets	18
Plans	19

SOUTH DAKOTA MILITARY HERITAGE ALLIANCE

In 2022, we have received **\$1,980,000** in fulfillment of original pledges and restricted cash donations (some requiring a matching gift) that will be used to help reduce the debt of the building(s) and property as well as fund new operations/services within the Alliance. We also gratefully received another **\$290,000** in general funds donations. But there is more work to be done to both maintain and grow our beautiful facility and the services we provide.

List of Needs:

- **Capital Items (10-year horizon)**
- **Main Russell St. Marquee**
- **Building(s) Improvements**
- **Gun Range Improvements**
- **Range Entrance**
- **Repair Decking on Balconies**
- **Tech/Event Equipment**
- **Warehouse Family Space**
- **Endowment for Sustainability**
- **Existing Loan Balance Pay Off**

Please text Brian Phelps if you're interested in helping with any of these areas.
605-595-3422

TO OUR ALLIES

STRATEGIC HIGHLIGHTS

The South Dakota Military Heritage Alliance, Inc. was started in October of 2018 as a vision for creating a “first-of-a-kind” collaborative environment for veterans, active military members and the civilian community. In November of 2019, the Alliance purchased the former Badlands Pawn land, buildings, fixtures and nearly all its personal property.

The uniqueness of this facility has not only afforded the Alliance the opportunity to create a world-class environment for military and veteran support organizations and services, but also for the entertainment and recreation of the public.

For the past 3 years the Alliance team has been busy crafting this new destination and getting this amazing

facility ready for members of the public to enjoy what we are calling the “***ALLIANCE EXPERIENCE***”. All this while preserving 100% of the net proceeds to support our veteran and military organizations.

CELEBRATING AMERICA AND THOSE WHO SERVED

We strongly believe that we have yet to see what would be called “normal”. The learning curve of a completely new concept, the challenges of COVID19, interrelation dynamics, and the most recent supply chain / staffing / inflation / and lack of ammo situations have painted a picture that has been unanticipated. Yet, we are seeing “Proof of Concept” throughout the Alliance.

Some of the past year highlights, include:

- Support of the Mil/Vet community through reduced rate use of space.
- 97,000 people coming thru our doors
- Traceable and untraceable lives impacted
- 94 Gifts of Support received
- Progress on the new museum plans
- 10 Concerts
- New “Store My Gun” Program
- Started the Alliance Round-Up Program; 60% of customer round up their bill totaling \$3,572 in additional funds
- New Family Center completed – adding a pickleball court

FINANCIAL HIGHLIGHTS

In short, 3 years in, this is nothing short of miraculous. Few will comprehend the effort and energy it has taken over the

past years – not from any one individual or team, but a community of like-minded individuals and business.

	<u>Original PROFORMA</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
Office Space Rental	\$93,000	\$24,000	\$111,624	\$182,082↑
Facilities Rental	\$18,000	\$1,500	\$205,212	\$116,498↓
Gun Range	\$688,000	\$142,000	\$260,335	\$327,040↑
Event Center	\$1,600,000	\$5,500	\$109,360	\$240,389↑
Donations	\$431,000	\$577,700	\$2,594,172	\$2,319,421↓
Grill/Club Lobo	\$156,000	\$161,000	\$359,864	\$232,085↓
Other Income:	\$0	\$0	\$285,346	\$150,624↓

Operating the Alliance is a costly venture. We need to average roughly \$110/hour to cover overhead, maintenance, cost of good, and labor. Examples: Excel Energy at \$12,000/mo., indoor Daktronics display at \$50/day, event licensing at \$26,000/yr. Current staffing includes Executive Director, Admin. Assistant, Controller, 3 managers, and a constantly revolving door with cooks, servicers, and bartenders.

Funding for the Alliance has been coming in streaks. The original pledges

are being honored as promised, for which we are very thankful. The pledges are the backbone for the purchase of the building(s) and property. We have also been gifted by several very generous donors. A common theme from them is, “these are the guys who fought to protect and serve us; now it’s time we return the favor” and “it’s the right thing to do”.

We are reminded that all gifts are just that (a gift), and while not equal in amount, they are equal in sacrifice.



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OPERATING HIGHLIGHTS - "PROOF OF CONCEPT".

You'll see in the highlights below, there are several line-listed areas where the Alliance can blow the trumpets and beat the drums with pride. But we're not done yet. As proof of our support to the Mil/Vet and community at large, the Alliance provided over **\$171,172 in free space use to various groups in 2022, \$187,785 in 2021, and \$141,040 in 2020 = >\$499,997 total.**

In 2022, we saw: (Red are 2021 and blue are 2020 numbers for reference)

- **3,581** New Members **4,650** (5,700) nearly 14,000 total
- **558** Meeting **440** (175)
- **58** Classes/Training **25** (30)
- **2** Weddings **14** (2)
- **11** Funerals **11** (6)
- **21** Retirements **18** (9)
- **232** Private Events **153** (45)
- **92** Other Events **140** (22)
- **42** Community Gatherings **63** (20)
- **6** Military Events **6** (10)
- Range: **11,363** Shooters **9,154** (4,656), 58 Classes **128** (85), 118 Special Events **108** (19)
- Grill/Club: **29,665** Customers **38,587** (21,695)

Other Support

The Alliance also supports those who support the mil/vet community thru reduced office space rental totaling **>\$26,700**

2022 IN KIND SUPPORT	
ORGANIZATION	YTD
AF Class	\$ 580.00
AFA	\$ 40.00
AGC	\$ 75.00
Air Guard Coffee	\$ 9,500.00
Air Guard Event	\$ 2,000.00
Air Show Meetng	\$ 40.00
American Legion	\$ 26,165.00
Armed Forces Day	\$ 1,000.00
Army Guard	\$ 250.00
Civil Air Patrol	\$ 1,905.00
Community	\$ 28,075.00
Cooties	\$ 12,130.00
Cosmos	\$ 150.00
Crimestoppers	\$ 975.00
Dusty Johnson Vietnam Pinning	\$ 1,000.00
Election	\$ 7,000.00
Folds of Honor	\$ 370.00
Guardians	\$ 400.00
K9 Training	\$ 1,250.00
Maintenance Officers-AG	\$ 40.00
MCL	\$ 1,110.00
Memorial Day Event	\$ 2,902.51
Men's STAG	\$ 12,000.00
Midwest Honor Flight	\$ 130.00
Mil/Vet	\$ 250.00
MOAA	\$ 320.00
POW/MIA Reception	\$ 85.00
Purple Heart	\$ 480.00
Q B	\$ 1,050.00
Range Mil Vet Monday	\$ 7,500.00
Red Cross Blood Drive	\$ 14,000.00
Rolling Thunder	\$ 480.00
Sanford Heart Screening	\$ 275.00
SD Widows Sons	\$ 900.00
SDDVA	\$ 530.00
Stand Down	\$ 1,400.00
VA Care Givers	\$ 205.00
Vet Council/Chamber	\$ 850.00
Veterans Day Program	\$ 1,000.00
Vet Legal Clinic	\$ 2,000.00
VFW	\$ 19,020.00
Vietnam Vets	\$ 800.00
VOA	\$ 250.00
WNGU	\$ 1,690.00
Women's STAG	\$ 9,000.00
Total	\$ 171,172.51

LOOKING AHEAD – BUILDING THE “BRAND”

Our effort is remaking the landscape of the military and veteran relationship with our civilian community. The Alliance is becoming a national model for military, veteran, and civilian relations. It all starts with the unique facility remarkably equipped to provide a world-class venue:

But the Alliance is more than a building. The Alliance is quickly becoming a “**brand**” with a unique product, a promise, and a personality. From field trips for our thousands of local school kids, to military training events, to community patriotic celebrations, to reigniting our most historic and iconic veteran groups and traditions, the opportunities are very real. What may be most important, however, is preserving for future generations the stories of service, valor, honor, and sacrifice of so many from our own families, neighborhoods, city, and state.

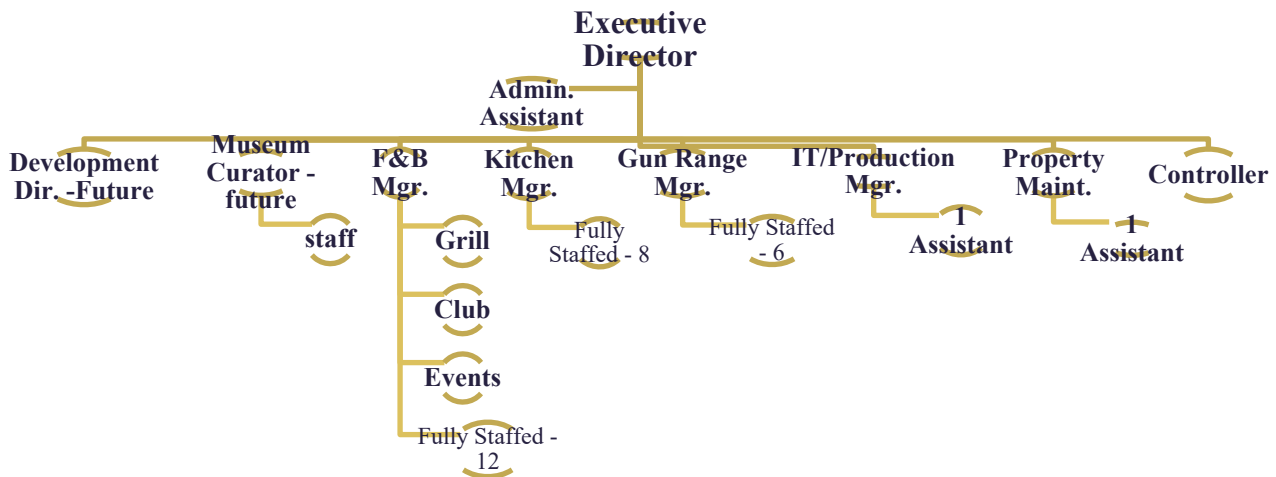
Product + Promise + **Personality**

Brand



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Alliance Org Chart



Full-time Staff:

Executive Director – Brian Phelps Kitchen Manager – Steve Harris Property Maintenance – Stu Simpson
 Admin. Assistant – Rachel Vanderze Gun Range Manager – Matt Kopecky Controller – Lisa Blankers
 Food & Beverage Manager – Amy Harris IT/Production Mgr. – Michael Glascock

Part-time: (fully-staffed numbers)

Range Safety Officers - 6 Bartenders – 2 Maintenance - 1
 Cooks - 3 Event Staff – 3
 Servers - 10 Security – 9



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FINANCIAL SUMMARY

We are now through 3 years of operation. We have learned a lot; good, bad, and ugly. We have seen the “proof of concept” in operations, while gaining a better understanding of the financial sustainability of the Alliance.

STATEMENT OF FINANCIAL POSITION

The non-profit world is challenging. To date, we’ve been able to fund the Alliance thru our own revenue centers and some private gifts. Do we need more money? Of course, we do. Per the IRS, a non-profit must raise 30% or

more of its operating revenue thru fundraising. We are currently working thru a major capital campaign and defining the “needs” for the next few years. While not a final list, these are some of the highlights

Museum:

- | | | |
|-------------------------|----------------------------|---------------------------|
| • Handicap Accessible | • Main Marquee | • Existing Debt |
| • HVAC | • Other capital items (10- | • Endowment |
| • Museum Marquee/Signs | year horizon) | • Range Improvements |
| • Internal and External | • Existing buildings | • Repair Wood Decking |
| signage | improvements | • Tech/Event Expenditures |

Over the past couple of years, we’ve been blessed by those who believe in the mission and those who continue to celebrate America and those who served. While the Alliance’s internal funding sources (range, grill, club, coffee, events, etc.) continue to handle the day-

to-day operations; the very generous donors are truly making a difference.

We sincerely thank all who have helped financially in the past and anxiously await to see what the future holds for the Alliance. Our future isn’t written as we are traveling roads uncharted.



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Pledge/Donations Funding Received in 2022:

Pledge for Building Purchase: \$1,980,000 received

Non-Profit General Donations: \$290,000 received

Miles & Lisa Beacom Concert Series: \$150,000 received

Gifts Received by Tiers Since 2019:

>\$1 million – 4 gifts

\$500,000 to \$999,999 – 5 gifts

\$100,000 to \$499,999 – 9 gifts

\$25,000 to \$99,999 – 11 gifts

\$5,000 to \$24,999 – 47 gifts

Under \$4,999 – 103 gifts

Groups who did a funding activity in support of the Alliance in 2022:

- WNGU
- Wings of Valor
- Duck Unlimited
- Home for Heroes
- Dakota Wheelin'
- Cosmo Club
- ChicageDogNose.com
- Maximum Promotions
- Central Bank
- VFW Post 628
- Holstein Convention
- SD Dept of Corrections
- Dow Rummel Village
- Bowhunters
- Collison
- Ace Round up
- Texas Roadhouse

22 FOUNDATION SPONSORS:

Tony Bour – Lorraine Bour – Pepper Entertainment – The Rob Everist Family
– CCL Label – Paul & Nancy Schock – Rick and Michal Everist



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CORPORATE SPONSORS:

A&B Business
American Legion, Post 15 (investor)
**Bird Dog Equity Partners
*C&B Equipment
*Capital Services
**Carstensen Contracting, Inc.
*CCL Label
CNA Surety
Cornerstone Financial Solutions
*Costco UW Campaign
*Dakota Wheelin Club
*Dow Rummel Village
E-C Investments, LLC
**Eide Bailly
**First Bank and Trust
First Dakota National Bank
**First National Bank in Sioux Falls
**First PREMIER Bank/PREMIER Bankcard
Greenfield Law
Henkel Foundation
**JDS Industries
**L. G. Everist, Inc.
*Land O'Lakes Foundation
**Lloyd Construction
*Mary Chilton DAR Foundation
Maximum Promotions
Midwest Railcar Repair
*Minnesota Holstein Association
Nelson & Nelson CPAs
Nyberg's ACE Hardware
OM Consulting, LLC
Pepper Entertainment
Pfeifer Implement
*R.L. Drywall and Insulation, Inc.
Results Radio
**Reynolds Construction
**Sammons Financial
**Sanford Health
*Scheels
*SD Department of Corrections
SD Department of Veteran Affairs
*SD Grand Chapter Widows Sons
*SD Trust Company
*Security National Bank
**SF Area Community Foundation
*SF Cosmopolitan Club
**Showplace Cabinetry
*Stone Group Architects, Inc.

Syverson Tile & Stone
TSP Architects
*VFW, Post 628
*Woods, Fuller, Shultz & Smith
*Xcel Energy

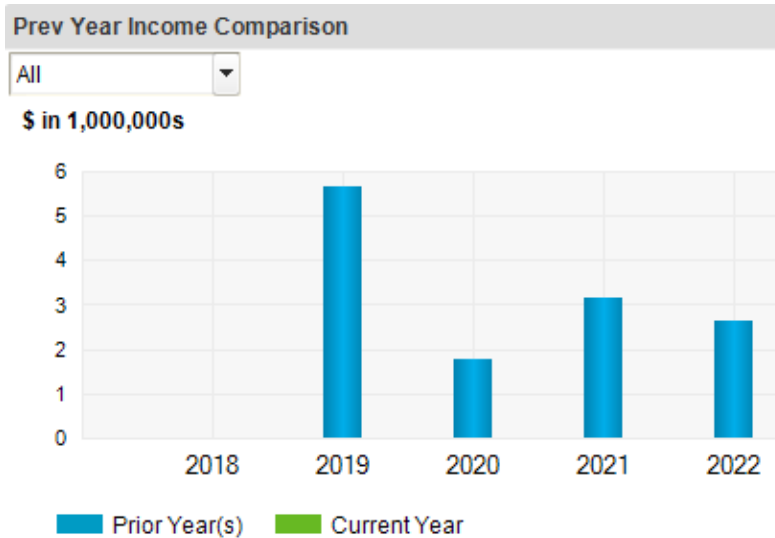
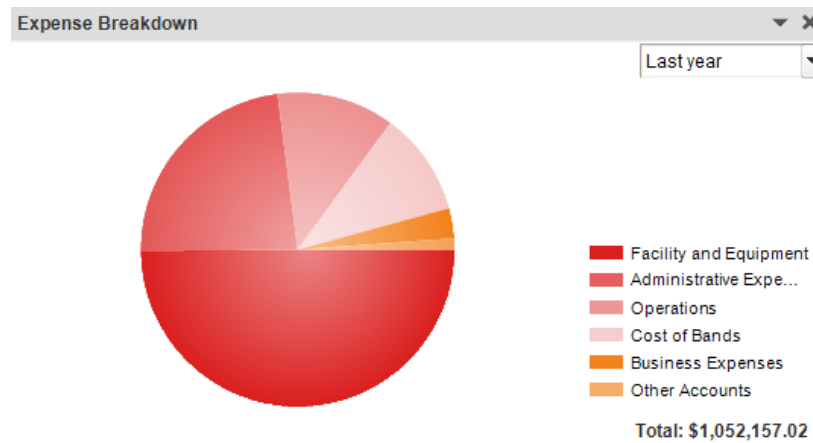
INDIVIDUAL SPONSORS:

*Thomas & Karen Asfeldt
**Miles & Lisa Beacom
*Hosea Bennett
**Tony & Lorraine Bour
Dennis Breske
Nicole Bruce
Carole Carlisle
*David Carlisle
Jeff Carlson
**Brad Colby
*Burdett DeBoer
Dennis A Dingman Memorial
*Thomas Donohue
**Rob & Joette Everist
**Tom & Barb Everist
**Craig & Lisa Hagen
Keith Halgerson
*Jolene Hanson-Krump
*Harms Family
Chad Hatch
John & Ann Henkhaus
Steve Henning
*Kevin & E. Kristine Hittle
Tim Hoggarth
Peter Houff
Chris Houwman
Dana Iverson
*John & Karla Jackson
*Theodore & Emily Jackson
Garry & Dianne Jacobson
Rick & Lori Jeffers
Michael Johnson
*Biff Jones
*Shawna Kleinwolterink
Dave & De Knudson
Stacy & Anna Kooistra
Richard Lang
*Roger Lauth
Carole Lee
Craig & Pat Lloyd
Gene & Joan Loos
Gene Luke

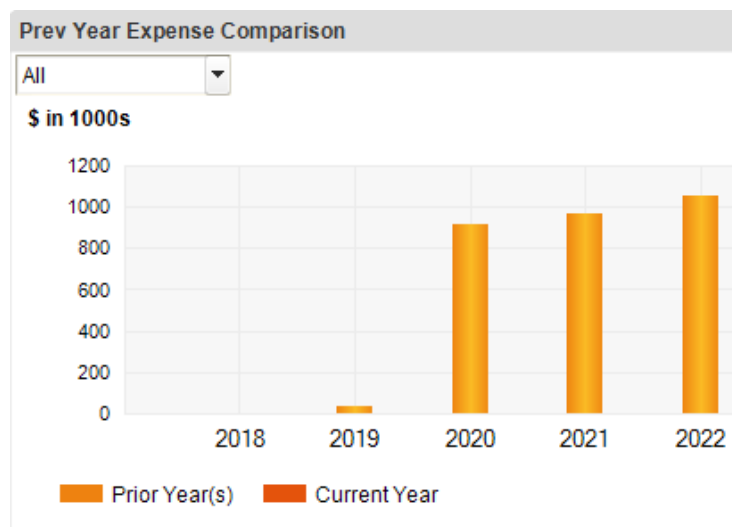
Julie Lyon
Nicholas Magera
Corrine Maske
*David Mettler
*Ron Mielke
Janice Mitchell
Owen Moon
Jim & Patty Myers
Steve & Nancy Neff
Chuck & Kristi Nelson
Julie Nelson
In Honor of July & Frank Neuman
Jody Nyberg-Rasmussen
**Paul Reynolds
*John Rozell
*Scott Rysdon
*Larry & Sarah Perry
**Brian & Brenda Phelps
**Jeff Pray
Jim & Vonda Shaeffer
James Stalzer
Anthony & Kendra Siemonsma
Darwin & Jane Sletten
Edward Smedsrud
*James & Vonda Shaeffer
*Michael Skuodas
*James & Laura Slade
David Spitznagel
Jane Stavem
*Robert & Kara Storey
**Richard & Kathleen Sweetman
*Kelvin Tellinghuizen
Ken & Sharon Teunissen
**Steven & LeAnn Tinklenberg
David Trei
Onishchuck Vadeem
*Scott & Heather Vanderberg
**Rob & Sheryl VanHove
Brian Vognild
Nikki & Jeremy Wajer
Jon Waddell
**Paul & Penny Weckman
Tracey Wilbeck
*Myrna Williamson
**Ronald Williamson
*Shelby Woodring
Judith Zabdyr
Larry Zikmund
Tammy Jo & Dennis Zingmark
Dale & Myra Zomer

*** New in 2022 ** Multi-Year Sponsors**

C3 SOUTH DAKOTA MILITARY HERITAGE ALLIANCE, INC.:



2019 income reflects revenue for building/land purchase.



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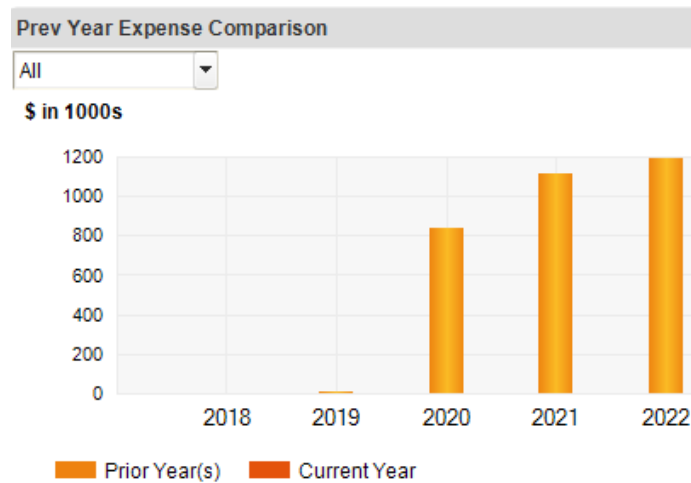
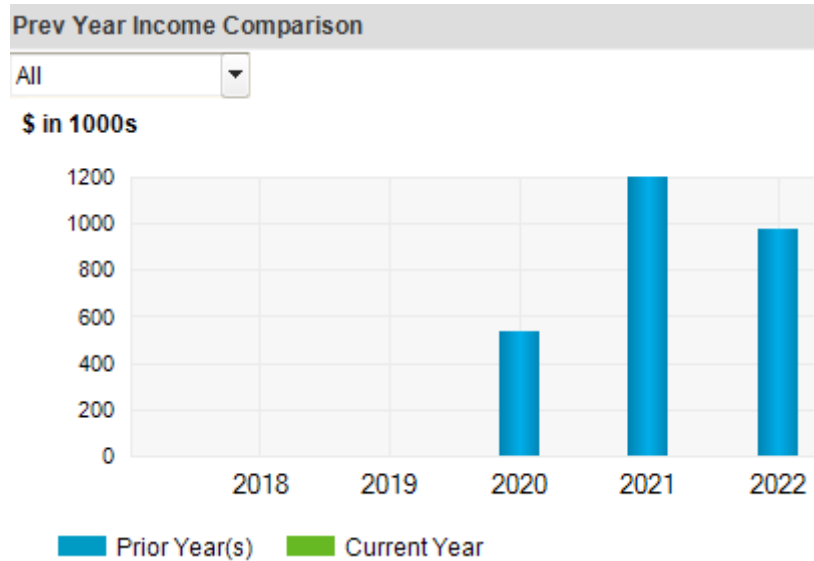
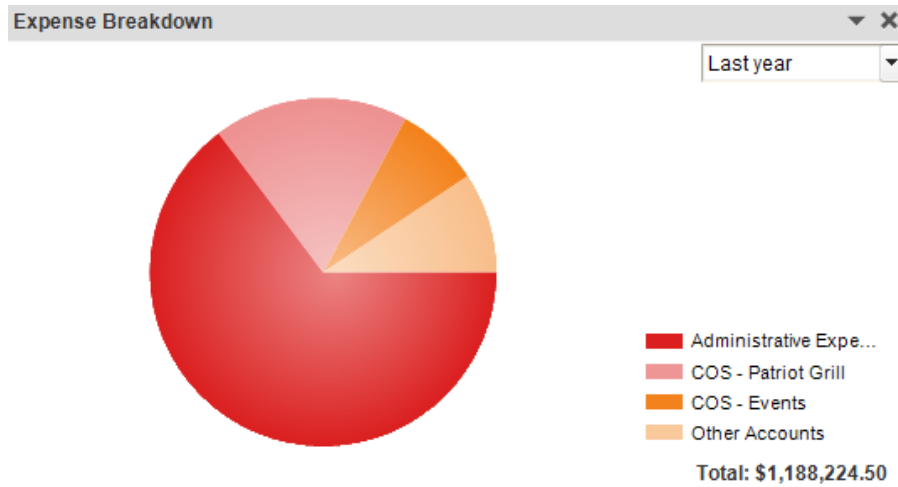
South Dakota Military Alliance
Balance Sheet
As of December 31, 2022

	Dec 31, 22
ASSETS	
Current Assets	
▶ Checking/Savings	1,316,092.05
▶ Other Current Assets	474,912.79
Total Current Assets	1,791,004.84
Fixed Assets	
▶ Auto and Truck	2,250.00
▶ Building	8,110,512.46
▶ Furniture and Fixtures	2,750.84
▶ Improvements	130,667.83
▶ Land	1,116,975.79
▶ Machinery and Equipment	14,291.41
Total Fixed Assets	9,377,448.33
TOTAL ASSETS	<u>11,168,453.17</u>
LIABILITIES & EQUITY	
Liabilities	
▶ Current Liabilities	999,764.16
Total Liabilities	999,764.16
Equity	
Unrestricted Net Assets ▶	8,565,731.48 ◀
Net Income	1,602,957.53
Total Equity	10,168,689.01
TOTAL LIABILITIES & EQUITY	<u>11,168,453.17</u>

South Dakota Military Alliance
Profit & Loss
January through December 2022

	Jan - Dec 22
Ordinary Income/Expense	
▶ Income	2,623,687.87
Gross Profit	2,623,687.87
▶ Expense ▶	1,020,730.34 ◀
Net Ordinary Income	1,602,957.53
Net Income	<u>1,602,957.53</u>

C7 SOUTH DAKOTA VETERANS ALLIANCE:



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South Dakota Veterans Alliance Inc.
Balance Sheet
As of December 31, 2022

	Dec 31, 22
ASSETS	
Current Assets	
Checking/Savings	32,490.72
Accounts Receivable	3,324.00
Other Current Assets	17,181.65
Total Current Assets	52,996.37
Fixed Assets	
Furniture and Equipment	45,944.60
Total Fixed Assets	45,944.60
TOTAL ASSETS	98,940.97
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	496,214.08
Long Term Liabilities	19,682.24
Total Liabilities	515,896.32
Equity	-416,955.35
TOTAL LIABILITIES & EQUITY	98,940.97

South Dakota Veterans Alliance Inc.
Profit & Loss
January through December 2022

	Jan - Dec 22
Ordinary Income/Expense	
Income	968,100.17
Cost of Goods Sold	388,873.70
Gross Profit	579,226.47
Expense	779,712.41
Net Ordinary Income	-200,485.94
Other Income/Expense	
Other Income	560.28
Other Expense	
Interest/Penalties	59.86
Total Other Expense	59.86
Net Other Income	500.42
Net Income	-199,985.52

CLASS	SOUTH DAKOTA VETERANS ALLIANCE, INC. 2022 PLANS	ACCOMPLISHED
Memberships	We ended 2021 with nearly 11,000 members. We plan on growing that to 15,000 by the end of 2022.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Video Lottery	We would like to remove the machines in 2022 to make room for other uses.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Patriot Grill/ Club Lobo	Focus on speed, flavor, and profitability – hired Kitchen Manager Develop the brand message and track cost controls while growing customer counts	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Range & Armory	With the availability of ammo, will come shooters. We will continue to offer classes and special events. We will continue to work with partners (not competitors) to help create a “unique” range experience.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Event Space	We will continue to book corporate events, private events, and Alliance Events with a goal to have ¾ of the weekends filled with an event.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Leased Offices	Alliance: old security room and Garden Level common area. Armory: 4 available spaces	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Hangar Gift Shoppe	Currently the space is full. We have 9+ vendors and the inventory is replenished as needed.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Heritage Theater	Promote more for more traffic/use	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Heritage Museum	New building is purchased. Planning a capital campaign.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
IMPACT Coffee	Fully Functioning. Possibly add outside kiosk in 2022. Added ice cream and donuts.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
VIP Suites/Naming	Pricing is set – pending Event Schedule to show value and services offered for the suites.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Family Center	Design is done – should be built very soon	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Spiritual Reflection	Done.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Meeting Rooms	7 Meeting Rooms: some events will continue as free or exchange for food/bev purchase. “A Place for All”	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Armory	Need to Finish Branding the building with sign interior/exterior	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Being part of a team and feeling support from your teammates is one of the best feelings at work. With great team dynamics, decisions, and diverse personalities in place, everyone wins. Great leaders know that the soul of their business is their team, and they must allow and trust their team to produce their very best work; that's why you recruited them in the first place.

2023 BUDGETS - LOOKING FORWARD:

- We must continue to maintain the separation of the non-profit 501(C)(3) and the 501(C)(7) as both entities are governed separately, financed separately, and provide unique/separate functions.
- South Dakota Military Heritage Alliance, Inc.: 501(C)3
This entity is the non-profit for charitable donations. Businesses and individuals wanting the charitable deduction will choose to support this business.
- South Dakota Veterans Alliance, Inc.: 501(C)7
The operational partner of the SDMHA, the Veterans Alliance, is modeled to make a profit via individual P&L tracking. Many businesses and individuals who are not attracted to the non-profit charitable donation will be open supporting these businesses. Also, foundations may be opening to operations support.

South Dakota Military Alliance Profit & Loss Budget Overview January through December 2023

	Alliance	Armory	Museum	TOTAL
	Jan - Dec 23	Jan - Dec 23	Jan - Dec 23	Jan - Dec 23
▼ Ordinary Income/Expense				
▼ Income				
▶ Restricted Contributions	300,000.00		150,000.00	450,000.00
▶ Unrestricted Contributi...	600,000.00			600,000.00
▶ Investments	3,100.00			3,100.00
▶ Rentals	186,225.00	8,000.00		194,225.00
Total Income	1,089,325.00	8,000.00	150,000.00	1,247,325.00
Gross Profit	1,089,325.00	8,000.00	150,000.00	1,247,325.00
▼ Expense				
▶ Administrative Expenses	259,450.00		85,250.00	344,700.00
▶ Fundraising Expenses	15,000.00		20,000.00	35,000.00
▶ Facility and Equipment	481,950.00	26,350.00	33,100.00	541,400.00
Total Expense	756,400.00	26,350.00	138,350.00	921,100.00
Net Ordinary Income	332,925.00	-18,350.00	11,650.00	326,225.00
Net Income	332,925.00	-18,350.00	11,650.00	326,225.00

South Dakota Veterans Alliance Inc.
Profit & Loss Budget Overview
January through December 2023

	Club Lobo	Event Cen...	Family Ce...	Grill	Gun Range	Hangar Gi...	IMPACT C...	Machine M..	Operations	TOTAL
	Jan - Dec 23	Jan - Dec 23	Jan - Dec 23	Jan - Dec 23	Jan - Dec 23	Jan - Dec 23	Jan - Dec 23	Jan - Dec 23	Jan - Dec 23	Jan - Dec 23
▼ Ordinary Income/Expense										
▼ Income										
▶ Program Income					28,500.00					28,500.00
▶ Events Income		352,200.00	4,000.00							356,200.00
▶ Patriot Grill				295,500.00						295,500.00
▶ Club Lobo	105,000.00									105,000.00
▶ Gun Range					286,000.00					286,000.00
Coffee Sales							2,300.00			2,300.00
▶ Hanger Gift Shop						7,000.00				7,000.00
▶ Miscellaneous Income								18,500.00	500.00	19,000.00
Total Income	105,000.00	352,200.00	4,000.00	295,500.00	314,500.00	7,000.00	2,300.00	18,500.00	500.00	1,099,500.00
▼ Cost of Goods Sold										
▶ COS - Events		226,010.00								226,010.00
▶ COS - Patriot Grill				73,750.00						73,750.00
▶ COS - Club Lobo	32,600.00						9,000.00			41,600.00
▶ COS - Gun Range					30,000.00					30,000.00
▶ COS - Hanger						2,600.00				2,600.00
▶ COS - Miscellaneous	5,000.00			5,000.00	2,100.00					12,100.00
Total COGS	37,600.00	226,010.00		78,750.00	32,100.00	2,600.00	9,000.00			386,060.00
Gross Profit	67,400.00	126,190.00	4,000.00	216,750.00	282,400.00	4,400.00	-6,700.00	18,500.00	500.00	713,440.00
▼ Expense										
▶ Administrative Expen...	66,050.00	13,800.00	3,700.00	197,940.00	231,740.00			100.00	204,640.00	717,970.00
▶ Fundraising Expenses									1,500.00	1,500.00
Business Expenses									1,300.00	1,300.00
▶ Facility & Equipment									9,200.00	9,200.00
Total Expense	66,050.00	13,800.00	3,700.00	197,940.00	231,740.00			100.00	216,640.00	729,970.00
Net Ordinary Income	1,350.00	112,390.00	300.00	18,810.00	50,660.00	4,400.00	-6,700.00	18,400.00	-216,140.00	-16,530.00
▼ Other Income/Expense										
▶ Other Income									925.00	925.00
Net Other Income									925.00	925.00
Net Income	1,350.00	112,390.00	300.00	18,810.00	50,660.00	4,400.00	-6,700.00	18,400.00	-215,215.00	-15,605.00

KEY AREA	2023 PLANS
Alliance	Make the Alliance a more seamless “Plug-n-Play” environment
Patriot Grill/Club Lobo	Focus on speed, flavor, and profitability Develop the brand message and track cost controls while growing customer counts Increase traffic and sales in club lobo during non-event nights. Cross train staff & develop staff
Range & Armory	We will continue to offer classes and special events. Work with partners (not competitors) to help create a “unique” range experience.
Event Space	We will continue to book corporate events, private events, and Alliance Events with a goal to have ¾ of the weekends filled with an event. Remodel Production Room and Balcony to create a special guest experience.
Leased Offices	Alliance: 1 available; goal is to be full - Armory: 3 available; goal is to be full
Heritage Museum	Complete the Capital Campaign and begin construction
Family Center	Expand the games and grow the number of people using the space
Armory	Need to Finish Branding the building with sign interior/exterior
Staff	Add Development Director and Add Event Coordinator

Leadership is a tremendous responsibility and a privilege because you can positively influence the trajectory of someone's personal and professional life. That's the essence of leadership; helping your people reach their full potential, helping your team maximize their gifts, helping people to become the best version of themselves.



♦ A Place for Freedom ♦ A Place to Remember ♦ A Place for All
CELEBRATING AMERICA AND THOSE WHO SERVED