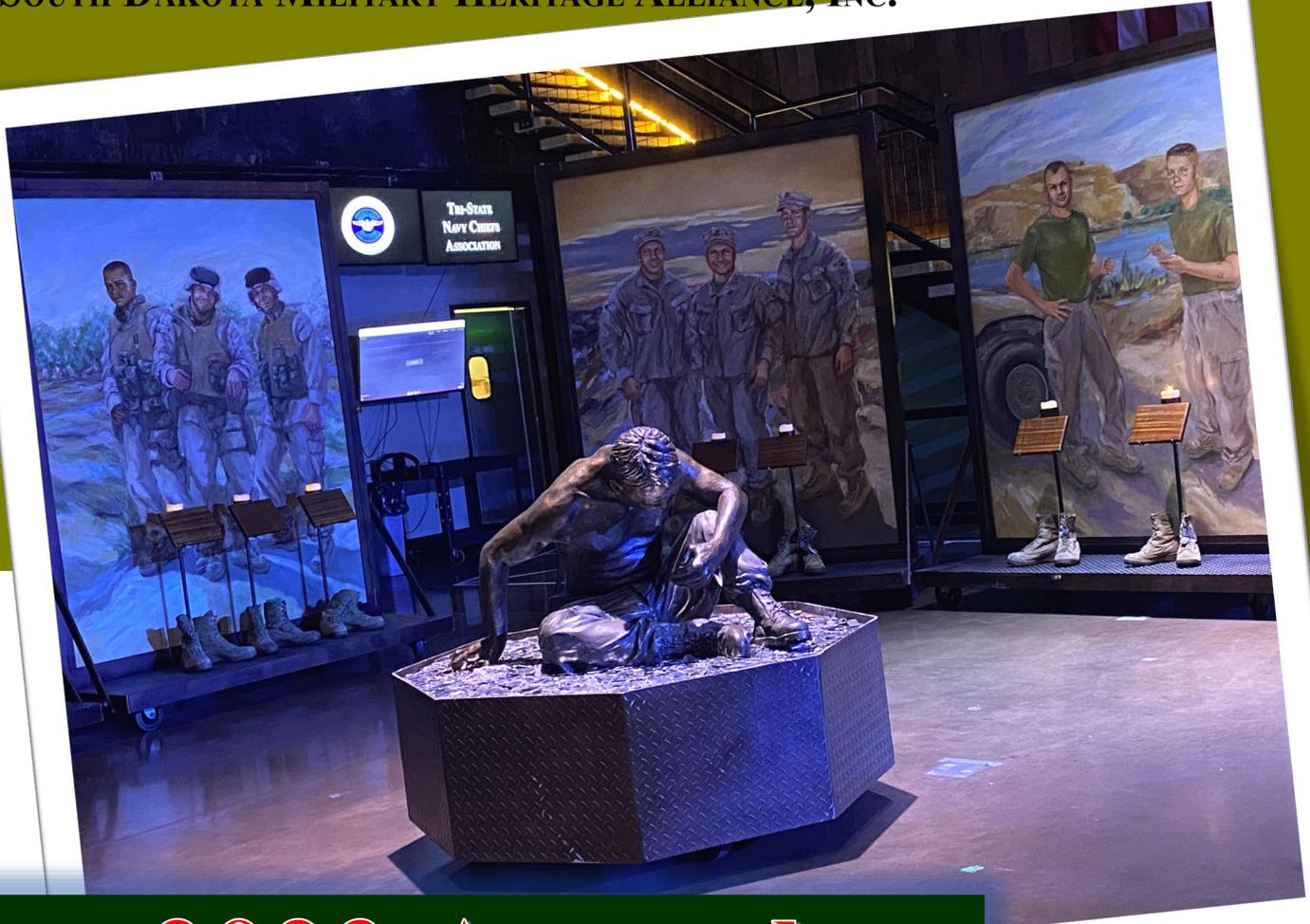


THE ALLIANCE

31 January 2024

SOUTH DAKOTA MILITARY HERITAGE ALLIANCE, INC.



2023 Annual Report

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

And the South Dakota Veterans Alliance, Inc.

South Dakota Military Heritage Alliance, Inc.

info@southdakotaalliance.org
www.southdakotaalliance.org
605.271.1582

1600 W. Russell St.
Sioux Falls, SD 57104

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



Instead of trying to convince customers to become fans of the business, thriving businesses of the future will become fans of their customers. Because endearing actions create enduring companies.

Jeff Henderson w/John Maxwell



THE ALLIANCE

SOUTH DAKOTA MILITARY HERITAGE ALLIANCE, INC.

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
- Dale Hill - Commander, American Legion Post 15

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
- Patrick Branco – American Legion Post 15
- Hosea Bennett – Commander, VFW Post 628
- J.J. Everist – L.G. Everist, Inc.
- SDARNG Representative
- SDANG Representative



Button worn by the Alliance staff



<https://www.objectivezero.org/>

You can use the app to contact Brian Phelps if you're in need or need to talk.



Message from Executive Director – Brian Phelps, CNE, CDE, CNC

Certified Nonprofit Executive, Certified Development Executive, Certified Nonprofit Consultant

2023 - STABILITY

(established or comfortable in a new environment or circumstance)

We are now in our 5th year of operations. I believe we have some of our most challenging years in the rear-view mirror; with startup curves, COVID, economic situations, staffing, and more. I don't want to get bogged-down in the memories from the past years; however, there are lessons learned that are making the Alliance stronger than we imagined.

We implemented many best business practices – as the saying goes “bad habits are made during good times”. We needed to change the “way we always have done it” mentality. And we created the *Alliance Experience* which is unlike anything in the region.

Who would have imagined the Alliance would have (even could have) provided over \$1.5 million in support?

In the following pages, you'll see not only how we ended 2023, but also how we compare to the previous years. We are now seeing some stability in the numbers, while many are continuing to climb. Trends are positive and we're excited to see what 2024 brings our direction.

Sincerely

FROM THE CHAIRMAN STACY KOOISTRA

2023 was another epic year for the Alliance – and what an amazing finish! Night Ranger, record-breaking gun range attendance, Christmas parties, and more!

To Sioux Falls, our surrounding communities, and the State of South Dakota: THANK YOU for the incredible opportunities you have given us to serve you and, in turn, serve others. Did you notice in Brian's Executive Director Report that the Alliance has **provided** more than \$1.5 million in support to other veteran and military organizations? Brian and the whole Alliance team, led by our incredible Board members, marshal everything we can to the benefit of others. It's the Alliance mission, culture, and mindset.

THANK YOU to our Alliance Directors, who through their input, insights and guidance continue to answer the call and ensure the Alliance stays on mission.

THANK YOU to Brian and the whole Alliance team for making the Alliance such a powerful and unique force for good. As I like to say, they consistently make the impossible look routine.

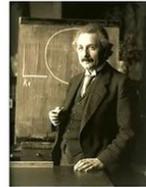
I once had a Brigade Commander in the First Infantry Division that repeatedly told us, “You don't know how good you are.” That absolutely applies to the entire Alliance family and, if you are reading this, you are one of us. We are grateful for you, and we stand united in our shared love of God and country. Together we continue to write an amazing story of service and patriotism. Here's to 2024!

96,238 Total Guests	539 Mil/Vet Activities	1,138 Meetings & Events	15,700 Total Membership
8,079,683↑ Total Brand Impressions			

MISSION: *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

“If you cannot explain it simply, you don’t understand it well enough” - Albert Einstein



Corporate “oversight” information (blue banner)

- To Our Allies Page 5
- Financial Highlights Page 6
- Operating Highlights Page 7
- Support Given Page 8
- Building the Brand & Alliance Page 8-9
- Financial Summary Page 10

C3 – Military Alliance Information (green banner)

- C3 Funding and Donors Page 11-12
- C3 Income, Expenses and Financial Position Page 13-14

C7 - Veterans Alliance Information (gold banner)

- C7 Income, Expenses and Financial Position Page 15-17

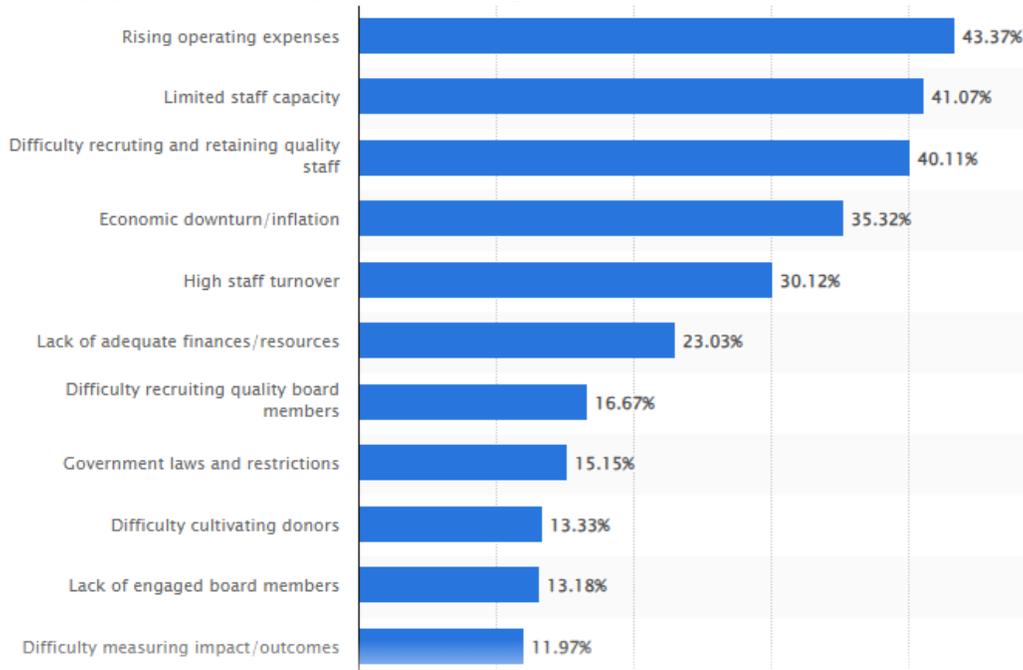
Corporate Budget and Plans (blue banner)

- Corporate Dashboard Page 18
- 2024 Budgets Page 19
- 2024 Plans Page 20

Nonprofit organizations in the United States are created to serve benevolent causes and support the public community. From food banks and homelessness services to medical research and animal shelters. Over the years, these services have become even more crucial. Today there are around 1.5 million nonprofit organizations registered in the United States.

Nonprofits are supposed to be organizations whose primary purpose is to help instead of just making money. While this is true, nonprofits still have lots of money flowing through them to accomplish this task.

Biggest challenges for nonprofits in the United States



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.

For the past 4 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.

Typical Small Business Lifecycle:

- Development Cycle – 2019 to 2022
- Startup Cycle – 2020 to 2024
- Growth Cycle – 2024 to
- Expansion Cycle – TBD
- Maturity Cycle – TBD

Small Business Lifecycle



It should also be noted that with maturity and growth often comes complexity. This includes the number of customers you have; the number of products or services you deliver; the extent to which people cooperate and multi-task within your organization; and the number of people you employ all increase the level of complexity in your company as well as helping you to make more money.

CELEBRATING AMERICA AND THOSE WHO SERVED

We believe that we are achieving “stability” in the organization.

We have seen “Proof of Concept” throughout the Alliance.

Stability is a broad term, especially with the many external challenges presented to all businesses – especially nonprofits.

However, you’ll see in the following numbers, we are seeing consistency and moderate growth in most areas.

FINANCIAL HIGHLIGHTS

In short, 4 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>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Office Space Rental	\$24,000	\$111,624	\$182,082	\$236,075 ↑
Facilities Rental	\$1,500	\$205,212	\$116,498	\$106,188 - Stable
Gun Range	\$142,000	\$260,335	\$327,040	\$302,103 - Stable
Event Center	\$5,500	\$109,360	\$240,389	\$ 99,655 ↓
Donations	\$577,700	\$2,594,172	\$2,319,421	\$833,411 ↑ non-restricted only
Grill/Club Lobo	\$161,000	\$359,864	\$232,085	\$517,704 ↑
Other Income:	\$0	\$285,346	\$150,624	\$ 88,077 ↓

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

Sioux Falls area nonprofits

There are 1,949 organizations in the greater Sioux Falls metro area. Combined, these Sioux Falls metro nonprofits employ 27,770 people, earn more than \$4 billion in revenue each year, and have assets of \$9 billion.

South Dakota Military Heritage Alliance

The purpose of this corporation is to provide support services, encouragement, camaraderie, entertainment and esprit de corps for military veterans, active-duty service members, actively serving Reserve Component

Revenue \$2.7m **Assets** \$11.2m **Employees** 34
EIN 83-2381925 **IRS type** 501(c)(3)



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 **\$1,585,746 in free space use to various groups.**

Miles & Lisa Beacom Concert Series:

Night Ranger	Aaron Watson	Chase Rice
Buckcherry	Matt Stell	

Other Alliance Events:

VanHove Auction w/Chancey Williams	Memorial Day – SF Vets Council	Southeast SD Tourism Annual Meeting
Reliving Rush	Activation Ceremony - Army Reserve	Small Business Entrepreneurial Event
Last Out	Buddy Aid Training(Victim Advocacy)	Marine Corps League Ball
VetAidSD-2023	SDDVA - C/TVSO Conference	Veteran's Day Program
Elvis Night	Veteran's Stand Down	SF Development Foundation Meeting
Rock and Roll Hall of Fame Veterans Legal Education Workshop	Multiple Red Cross Blood Drives	Vietnam Veterans Pinning

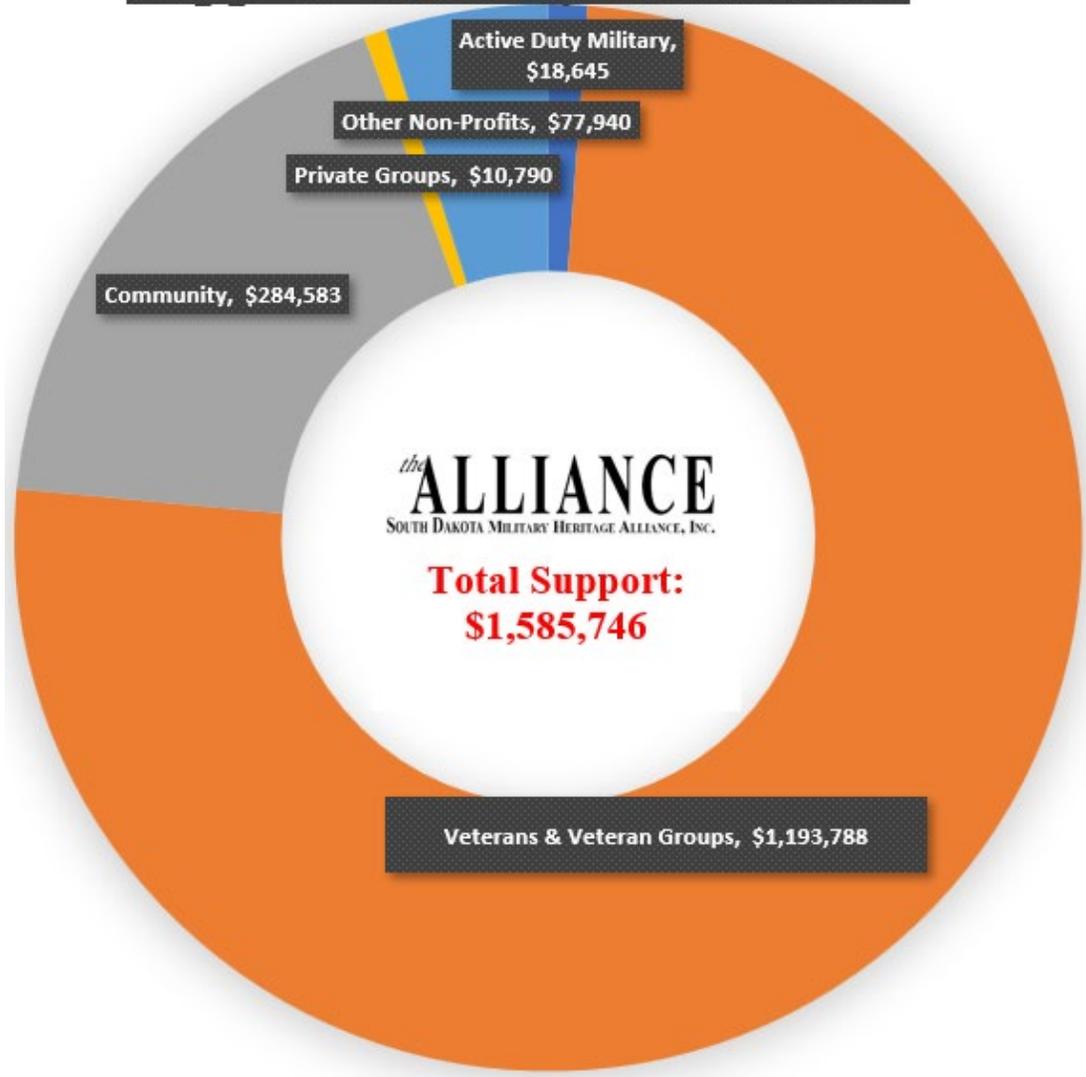
Area Businesses and Organizations using the Alliance in 2023: (partial list)

AGSPIRE	First National Bank in Sioux Falls	Runge Enterprises
American Cancer Society	Girls Scouts	Scheels
American Legion National Commander	Hegg Reality	Sioux Empire Fair Association
Augustana Athletics	Henry Carlson	Sioux Fall Ballooning Association
Avera	Home Depot	Sioux Falls Development Foundation
Benchmark Mortgage	IMEG Corp	Sioux Falls Specialty Hospital
Building Products, Inc	Interstate Power Systems	Small Business Association
C& B Operations	Johnstone Supply	SONFI Solutions
Creative Surfaces	Journey Group	Southeast South Dakota Tourism
Crosswalk Community Church	L.G. Everist, Inc.	US Foods
Dept of Homeland Security	McCrossan's	Van Hove
Expansion Capital	Muth Electric	West Rock
Farmers National	Nelson & Nelson	
Feeding South Dakota	Prairie State Trucking	
First Liberty	Premier Bank	



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

Support Given by the Alliance



Support Given by the Alliance

Active-Duty Military	\$18,645	Private Groups	\$10,790
Veterans & Veteran Groups	\$1,193,788	Other Non-Profits	\$77,940
Community	\$284,583		

In 2023, we saw: (Purple - 2022, Red - 2021, Blue - 2020 numbers for reference)

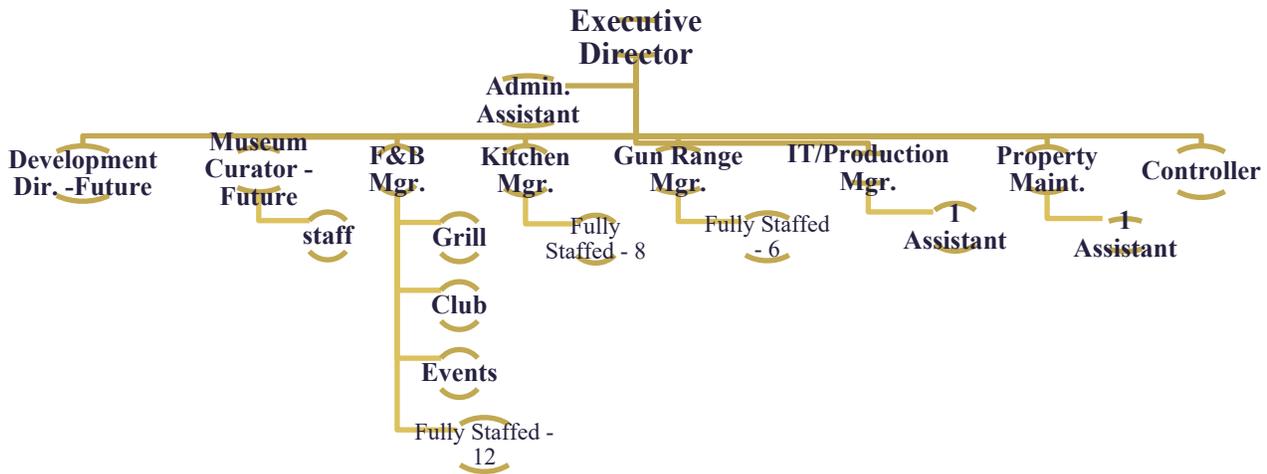
- | | |
|---------------------------------------|---|
| 1,815 Members (3,581) (4,650) (5,700) | ↑103 Other Events (92) (140) (22) |
| ↑689 Meetings (558) (440) (175) | ↑61 Community Gatherings (42) (63) (20) |
| ↑80 Classes/Training (58) (25) (30) | ↑14 Military Events (6) (6) (10) |
| ↑7 Weddings (2) (14) (2) | 10,713 Gun Range (11,363) (9,154) (4,656) |
| ↑19 Funerals (11) (11) (6) | ↑80 Classes (58) (128) (85) |
| 15 Retirements (21) (18) (9) | 104 Special Events (118) (108) (19) |
| ↑263 Private Events (232) (153) (45) | |

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

LOOKING AHEAD

Our effort is remaking the landscape of the military and veteran relationship with our civilian community. The Alliance is quickly becoming a “**brand**” with a unique product, a promise, and a personality. 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.

Alliance Org Chart



Full-time Staff:

Executive Director – Brian Phelps
Admin. Assistant – Rachel Vanderzee

Food & Beverage Manager – Amy Harris
Kitchen Manager – Steve Harris
Gun Range Manager – Don Saxton

IT/Production Mgr. – Michael Glascock
Controller – Lisa Blankers

Part-time: (fully-staffed numbers)

Range Safety Officers – 6
Cooks – 6
Servers – 2

Bartenders – 1
Event Staff – 5
Security – 6

Maintenance – 1



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

FINANCIAL SUMMARY

We are now through 4 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 through a major capital campaign and defining the “needs” for the next few years. While not a final list, these are some of the highlights

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



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

Pledge/Donations Funding Received in 2023:

Pledge for Original 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 – 48 gifts

Under \$4,999 – 103 gifts

CORPORATE SPONSORS:

AARP-Sioux Falls
Amazon Smiles
American Legion Post 15
Bird Dog Equity Partners
Blackbaud Giving Fund-Land O'Lakes Fund.
C & B Operations
Capital Services
Carstensen Contracting, Inc.
CatalystIT
CCL Label
Climate Systems
CNA
Constant Contact
Cornerstone Financial Solutions
Dakota Wheelin Club
Dell Rapids Coop Grain
Department of Corrections
Dow Rummel Village
Eide Bailly
Expansion Capital Group
Facebook Donors
Fawcett Holdings
First Bank and Trust
First Dakota National Bank in Sioux Falls
First Premier
Frontstream-Costco
UW Campaign
Haugan Heating & Air Conditioning, Inc.
Heavy Constructors, Inc.
Henkel Foundation

JDS Industries
Justice Enterprises
KELO Tradition of Caring
Kory and the Firefires
L.G. Everist, Inc.
Last Out-Freewill Donations
Mary Chilton DAR Foundation
Maximum Productions
Midwest Railcar Repair
Miles & Lisa Beacom Concert Series
Miles and Lisa Beacom Charitable Foundation
Minnehaha County Historical Society
Minnesota Holstein Assoc.
MLAEA Charitable Fund of the Sioux Falls Area Community Foundation
Network for Good
Nyberg's ACE Hardware
Owen Moon/OM Consulting
Pepper Entertainment
R.L. Drywall and Insulation
Redcross of South Dakota
Results Radio
Reynolds Construction
Rosenbauer
Sammons Financial
Sanford Health
Scheels
SD Grand Chapter Widows Sons MRA

Security National Bank
Service First Credit Union
SF Cosmopolitan Club
Showplace Cabinetry
Sioux Falls Specialty Hospital
Smithfield
South Dakota Trust Company
Sterling eMarketing
Stone Group Architects, Inc.
Target Employee thru CyberGrants.com
Texas Roadhouse
The First National Bank in Sioux Falls
Tim Hoggarth Acres Away Ag
TNT Entertainment-Wiley's Tavern
TSP by Ron Mielke
Two Men and A Truck
VAVS Program
VETAIDSD-Donations
VFW Post 628
Wellmark South Dakota
WestRock
Woods, Fuller, Shultz & Smith P.C.
Xcel Energy

INDIVIDUAL SPONSORS:

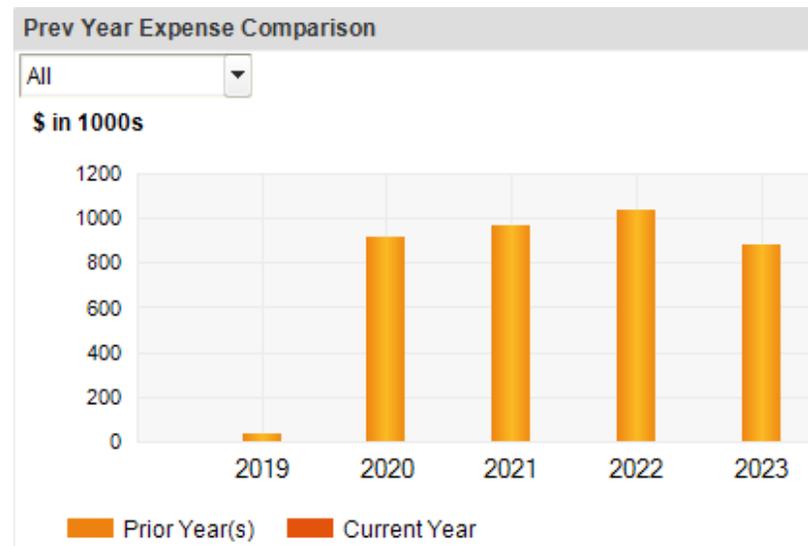
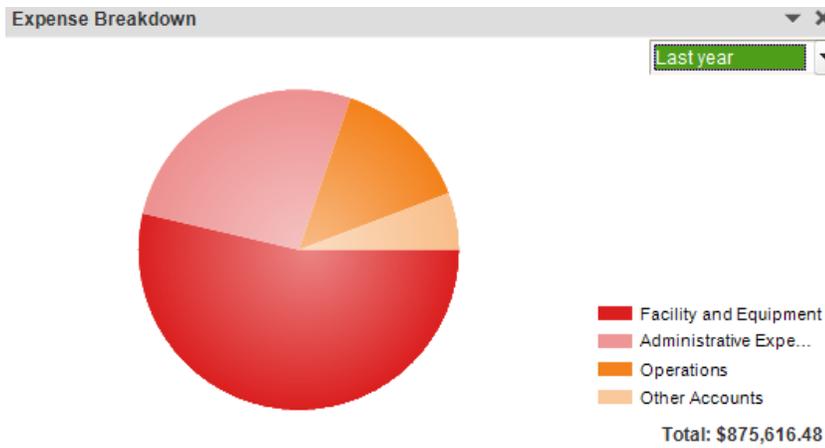
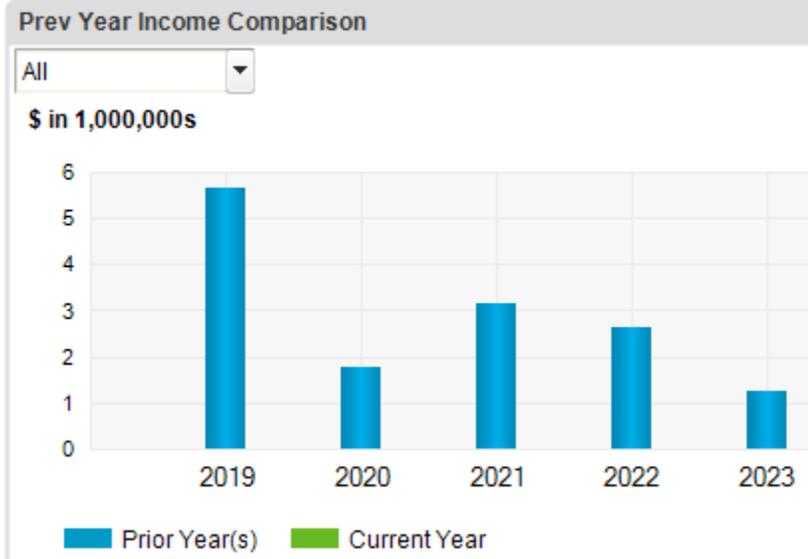
Anonymous Donors
Alishouse, Kevin and Carol
Anderson, Karen
Asfeldt, Thomas and Karen
Bennett, Hosea
Blankers, Joel and Lisa
Bour, Anthony
Breske, Dennis
Bruce, Nicole
Bunkers, Joseph
Carlisle, David
Colby, Brad
Conzemius, Nancy
Curley, Kevin
DeBoer, Burdett E.
Dingman, Carol
Donohue, Thomas
Dugan, Karen
Enstad, Debby
Everist, Rick and Michal
Everist, Rob and Joette
Everist, Tom and Barb
Frentz, Suzanne
Grismer, Sandy
Hagen, Craig and Lisa
Halgerson, Keith
Hanson-Krump, Jolene
Harms, Dennis
Hatch, Chad
Hauff, Peter
Haugen, Malcolm
Henkhaus, John and Ann
Henning, Steve and
 Wilbeck, Tracey
Hinnant, Shawn
Hittle, Kevin and E. Kristine
Iverson, Dana
Jackson, John and Karla
Jackson, Theodore and
 Emily
Jacobson, Garry and Dianne
Jeffers, Rick and Lori

Johnson, Michael
Jones, Biff
Kapusta, Thomas
Kelly, Mary
Kleinwolterink, Shawna
Knapper, Dick
Lautt, Roger
Lee, Carol
Lloyd, Craig
Loos, Gene
Luke, Gene
Lyon, Julie
Magera, Nicholas
Maguire, Colleen
Martin, Edmund and Candis
Maske, Corrine
McKean, Barbara
Mead, Katherine
Mettler, David
Mielke, Ron
Miller, John
Miller, Rebecca
Mitchell, Janice
Nelson, Chuck and Kristi
Nelson, Dar
Nelson, Gary
Nelson, Julie
Ness, Marjorie
Neuman, Frank and Julie
Nyberg-Rasmussen, Jody
Ommen, Terry and Sandra
Perry, Larry and Sarah
Phelps, Brian and Brenda
Pray, Jeff
Redinius, Kathleen
Ritter, Jacqueline
Rolfing, Rex and Margie
Rozell, John
Ruzhitsky, Daniel
Ryan, Richard
Rysdon, Scott
Sanford, Denny

Schlapkohl, Rick
Schneider, Charles
Schneider, Gaylen and Julie
Schock, Paul and Nancy
Shaeffer, James and Vonda
Siemonsma, Anthony and
 Kendra
Skibinski, Stephen
Skuodas, Michael
Slade, James and Laura
Sletten, Darwin
Smedsrud, Edward
Sperlich, Kevin
Spitznagel, David
Stalzer, James
Stavem, Jane
Storey, Robert and Kara
Sweetman, Richard and
 Kathleen
Tellinghuisen, Kelvin
Tinklenberg, Steven and
 LeAnn
Trei, David
Trevett, Mark
Vanderberg, Scott and
 Heather
Vanderzee, Rachel
VanHove, Rob and Sheryl
Vognild, Brian
Vollan, Carolyn
Waples, Chad
Weckman, Paul and Penny
Williamson, Myrna
Williamson, Ronald
Woodring, Shelby
Zabdyr, Judith
Zikmund, Larry
Zingmark, Dennis and
 Tammy Jo
Zomer, Dale

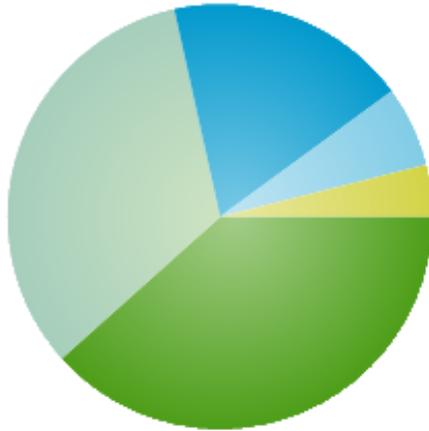
C3 SOUTH DAKOTA MILITARY HERITAGE ALLIANCE, INC.:

2019 income reflects revenue for building/land purchase.



Income Breakdown

This year-to-date



- Restricted Contribu...
- Unrestricted Contrib...
- Lease Rentals
- Special Events Sales
- Other Accounts

Total: \$1,172,277.98

South Dakota Military Alliance Statement of Financial Position

As of December 31, 2023

	Dec 31, 23	Dec 31, 22	\$ Change	% Change
ASSETS				
▶ Current Assets	2,185,558.86	1,858,470.03	327,088.83	17.6%
▶ Fixed Assets	9,147,746.24	9,377,448.33	-229,702.09	-2.5%
TOTAL ASSETS	11,333,305.10	11,235,918.36	97,386.74	0.9%
LIABILITIES & EQUITY				
▶ Liabilities	736,887.90	1,011,934.98	-275,047.08	-27.2%
▶ Equity	▶ 10,596,417.20	◀ 10,223,983.38	372,433.82	3.6%
TOTAL LIABILITIES & E...	11,333,305.10	11,235,918.36	97,386.74	0.9%



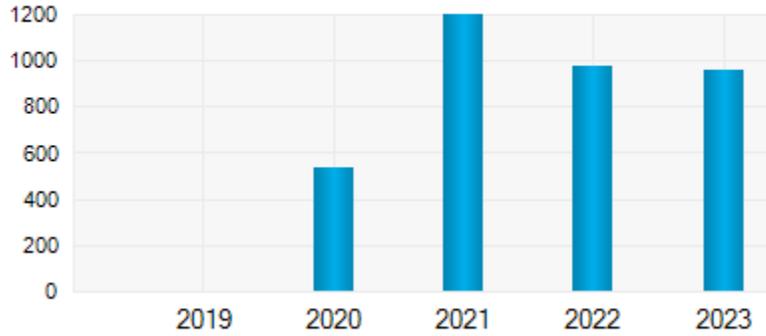
♦ A Place for Freedom ♦ A Place to Remember ♦ A Place for All
CELEBRATING AMERICA AND THOSE WHO SERVED

C7 SOUTH DAKOTA VETERANS ALLIANCE:

Prev Year Income Comparison

All

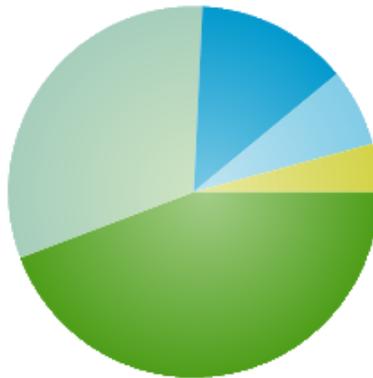
\$ in 1000s



■ Prior Year(s) ■ Current Year

Income Breakdown

Last year



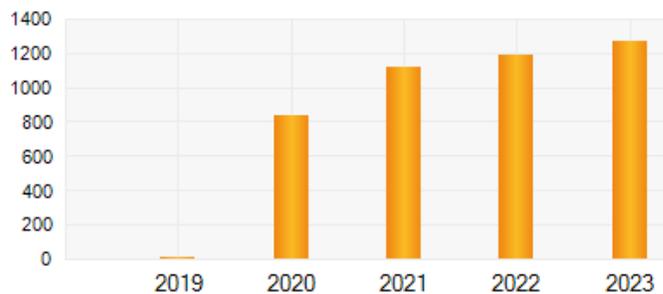
- Events Income
- Gun Range
- Patriot Grill
- Club Lobo
- Other Accounts

Total: \$957,883.91

Prev Year Expense Comparison

All

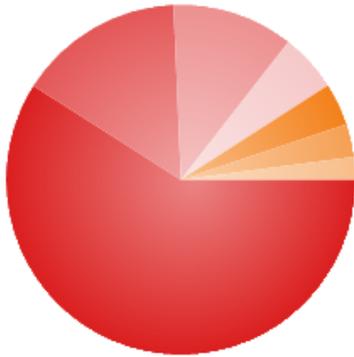
\$ in 1000s



■ Prior Year(s) ■ Current Year

Expense Breakdown

Last year



- Administrative Expen...
- COS - Events
- COS - Patriot Grill
- COS - Club Lobo
- COS - Gun Range
- Facility & Equipment
- Other Accounts

Total: \$1,261,945.36

South Dakota Veterans Alliance Inc.
Statement of Financial Position
As of December 31, 2023

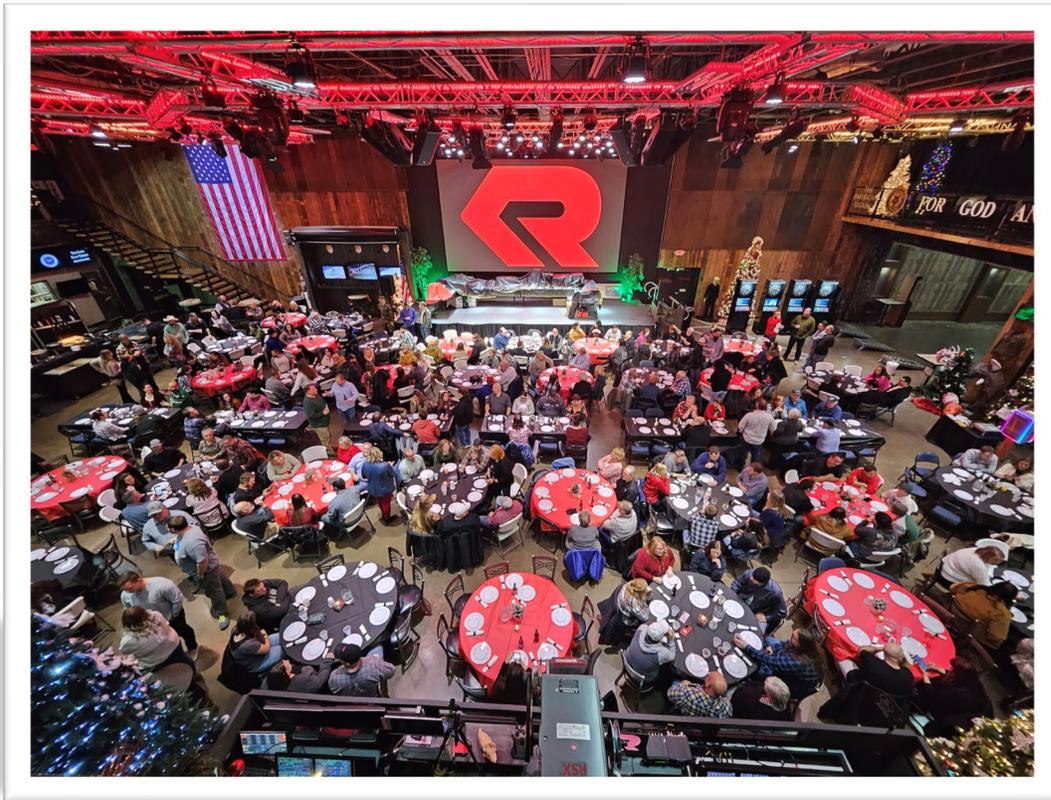
	Dec 31, 23	Dec 31, 22	\$ Change	% Change
ASSETS				
▶ Current Assets	45,453.26	66,464.67	-21,011.41	-31.6%
▶ Fixed Assets	36,755.53	45,944.60	-9,189.07	-20.0%
TOTAL ASSETS	82,208.79	112,409.27	-30,200.48	-26.9%
LIABILITIES & EQUITY				
▶ Liabilities	814,727.23	540,866.26	273,860.97	50.6%
▶ Equity	-732,518.44	-428,456.99	-304,061.45	-71.0%
TOTAL LIABILITIES & EQU...	82,208.79	112,409.27	-30,200.48	-26.9%



South Dakota Veterans Alliance Inc.
Statement of Financial Income and Expense
January through December 2023

	Club Lobo	Event Center	Family Center	Gift Certificates	Grill	Gun Range	Hangar Gift Shop	IMPACT Coffee	Machine Money	Membership	Operations	TOTAL
Ordinary Income/Expense...												
Income	261,134.87	99,654.76	14,896.91	3,245.32	251,569.08	302,103.45	3,875.97	993.34	9,382.74	115.00	10,107.17	957,078.61
Cost of Goods So..	67,202.01	193,277.51	0.00	0.00	152,633.00	62,273.43	312.00	481.00	0.00	0.00	0.00	476,178.95
Gross Profit	193,932.86	-93,622.75	14,896.91	3,245.32	98,936.08	239,830.02	3,563.97	512.34	9,382.74	115.00	10,107.17	480,899.66
Expense	18,969.31	8,676.09	570.95	0.00	267,238.73	145,391.39	0.00	0.00	100.00	0.00	344,819.94	785,766.41
Net Ordinary Income	174,963.55	-102,298.84	14,325.96	3,245.32	-168,302.65	94,438.63	3,563.97	512.34	9,282.74	115.00	-334,712.77	-304,866.75
Other Income/Expense												
Other Income												
Sales Tax Reb...	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	805.30	805.30
Total Other Incom...	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	805.30	805.30
Total Other Income	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	805.30	805.30
Net Other Income	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	805.30	805.30
Net Income	174,963.55	-102,298.84	14,325.96	3,245.32	-168,302.65	94,438.63	3,563.97	512.34	9,282.74	115.00	-333,907.47	-304,061.45

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.



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

B+

The Alliance is a believer in accountability and empowerment of the staff. The team is responsible for their “9 classes” of operations, the P&L, customer touches, mission fulfillment, and the satisfaction of the staff.

To help accomplish our goals we monitor 36 metrics across the organization. This year, we’re excited to announce that the team achieved a 32 out of 36 or a B+ ranking.

The chart to the right shows all the measurable metrics from 2023. A couple of areas that did not achieve their goal are the Gun Range Classes (in large part to SD switching to a Constitutional Carry State) and the major event (concerts) that were held.

We are working on reformatting our gun range classes to other offerings and planning on a minimum of 12 major events/concerts in 2024. With a little luck and a lot of hard work, all areas will be highlighted in green next year.

	Status
NUMBER OF GUESTS	
Range & Armory	Light Green
Club Lobo	Green
Patriot Grill	Light Green
Other Guests	Green
RANGE & ARMORY	
Revenue	Green
Cost of Good	Green
Classes Held	Yellow
Revenue Per Employee	Green
PATRIOT GRILL / CLUB LOBO	
Revenue	Light Green
Cost of Goods	Light Green
Revenue Per Employee	Green
EVENTS / CONCERT/CONTRACTED	
Revenue	Red
Expenses	Green
Guests	Yellow
Revenue Per Employee	Red
SPACE RENTAL REVENUE	
Event Floor	Green
Meeting Rooms	Green
Other: Family Ctr, Armory, etc.	Green
# OF EVENTS / ACTIVITIES	
Mill/Vet	Green
Community/Public	Light Green
Private	Green
MARKETING	
Social Media Impressions	Green
E-Blasts Contacts	Green
Other: Google, etc	Green
REVENUE vs EXPENSES	
C3 Revenue	Green
C3 Expenses	Green
Donations	Light Green
C7 Revenue	Light Green
C7 Expenses	Light Green
SUCCESS / SUPPORT	
Memberships	Green
Gift Shoppe	Light Green
Rental Space Occupied	Light Green
ACCOUNTING / FINANCE	
AR - Gross Rev.	Light Green
AP - Gross Rev.	Green
PEOPLE & CULTURE	
Staff Training Held	Green
Customer Training Classes Held	Green

THE ALLIANCE ORGANIZATION



2024 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 2024

	Alliance Jan - Dec 24	Armory Jan - Dec 24	Museum Jan - Dec 24	TOTAL Jan - Dec 24
▼ Ordinary Income/Expense...				
▶ Income	858,500.00	63,000.00		921,500.00
Gross Profit	858,500.00	63,000.00		921,500.00
▶ Expense	797,895.00	36,600.00	169,125.00	1,003,620.00
Net Ordinary Income	60,605.00	26,400.00	-169,125.00	-82,120.00
Net Income	<u>60,605.00</u>	<u>26,400.00</u>	<u>-169,125.00</u>	<u>-82,120.00</u>

South Dakota Veterans Alliance Inc. Profit & Loss Budget Overview January through December 2024

	Club Lobo Jan - Dec 24	Event Cen... Jan - Dec 24	Family Ce... Jan - Dec 24	Gift Certif... Jan - Dec 24	Grill Jan - Dec 24	Gun Range Jan - Dec 24	Hangar Gl... Jan - Dec 24	IMPACT C... Jan - Dec 24	Machine M... Jan - Dec 24	Members... Jan - Dec 24	Operations Jan - Dec 24	TOTAL Jan - Dec 24
▼ Ordinary Income/Expense...												
▶ Income	254,000.00	443,500.00	15,000.00	3,100.00	277,000.00	301,500.00	5,000.00	900.00	12,000.00	100.00	2,500.00	1,314,600.00
▶ Cost of Goods So...	22,400.00	329,000.00			102,750.00	58,600.00	1,000.00	315.00				514,065.00
Gross Profit	231,600.00	114,500.00	15,000.00	3,100.00	174,250.00	242,900.00	4,000.00	585.00	12,000.00	100.00	2,500.00	800,535.00
▶ Expense	30,900.00	73,600.00	600.00		224,000.00	166,450.00					316,653.50	812,203.50
Net Ordinary Income	200,700.00	40,900.00	14,400.00	3,100.00	-49,750.00	76,450.00	4,000.00	585.00	12,000.00	100.00	-314,153.50	-11,668.50
▼ Other Income/Expense												
▶ Other Income											900.00	900.00
Net Other Income											900.00	900.00
Net Income	<u>200,700.00</u>	<u>40,900.00</u>	<u>14,400.00</u>	<u>3,100.00</u>	<u>-49,750.00</u>	<u>76,450.00</u>	<u>4,000.00</u>	<u>585.00</u>	<u>12,000.00</u>	<u>100.00</u>	<u>-313,253.50</u>	<u>-10,768.50</u>

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

2024 Plans

While nobody possessed the magic crystal ball showing the future; we'll allow our passion, hindsight, and experience guide us forward. The Alliance has literally received hundreds of encouraging messages of support over the past couple years. We draw upon the energy of our guests to help propel us into new ventures and ensure what we have and are doing creates a one of kind Alliance Experience and continues to release the *DREAM* in all of us.

KEY AREAS	2024 PLANS
Alliance	Advance the Alliance toward self-sufficiency and more independence.
Patriot Grill/Club Lobo	Develop the brand message and track cost controls while growing customer counts. Increase traffic and sales in Club Lobo during non-event nights.
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.
Leased Offices	This is constantly evolving. The goal is to be full.
Heritage Museum	Prepare to rollout the Capital Campaign.
Family Center	Expand the games and grow the number of people using the space.
Armory	Need to finish branding the building and increase traffic from visitors.
Staff	Add Development Director, Event Coordinator, Box Office Mgr.

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.

2024 ALLIANCE WISH LIST:

- Pickup for pushing snow
- Parking lot resurfacing
- Handicap curb cutouts
- Large floor scrubber
- Large gas flat-top grill for kitchen
- Catering serving equipment, plates, and chafers
- Round table clothes
- New vacuums
- Permanent curtains around liquor cage
- Permanent walls in Family Center
- Folding chairs for the Event Center
- 100 cup coffee maker
- Rental guns for our gun range
- Commercial 2-way radios
- All service men and women to safely come home to their families

♦ A Place for Freedom ♦ A Place to Remember ♦ A Place for All

CELEBRATING AMERICA AND THOSE WHO SERVED