

**Hoosier Heritage Management LLC**  
**Budget to Actual - 11/30/2021**

	Budget		Per Profit/Loss	Per Balance Sheet	Total	% of Budget	
Beginning Cash - 12/31/2020					<b>\$611,556.92</b>		
Service Revenue							
Regular	\$1,761,756.84		\$1,491,675.34		\$1,491,675.34	84.67%	\$1,614,943.77 (\$123,268.43)
Spray	\$50,000.00		\$30,000.78		\$30,000.78	60.00%	\$45,833.33 (\$15,832.55)
Subcontractor	\$0.00		\$0.00		\$0.00	#DIV/0!	\$1,660,777.10 (\$139,100.98)
Outside Projects	\$0.00		\$0.00		\$0.00	#DIV/0!	
Private Work	\$0.00		\$0.00		\$0.00	#DIV/0!	
Gain on Sale of Assets	\$0.00		\$0.00		\$0.00	#DIV/0!	
Other Income - Sale of Scrap	\$0.00		\$38.85		\$38.85	#DIV/0!	
Other Income - Covid Payroll Tax Credits	\$0.00		\$0.00		\$0.00	#DIV/0!	
Interest Income	\$0.00		\$463.41		\$463.41	#DIV/0!	
<b>Total Revenue</b>	<b>\$1,811,756.84</b>		<b>\$1,522,178.38</b>	<b>\$0.00</b>	<b>\$1,522,178.38</b>	<b>84.02%</b>	<b>91.67%</b>
Payroll - Direct	\$1,050,666.64	57.99%	\$937,669.41		\$937,669.41	89.25%	
Cellular Stipend	\$3,600.00	0.20%	\$2,768.34		\$2,768.34	76.90%	
Uniform Costs	\$6,500.00	0.36%	\$6,595.66		\$6,595.66	101.47%	
Other Personnel Costs	\$6,871.25	0.38%	\$5,169.00		\$5,169.00	75.23%	Background Checks/Drug Screens (\$1736)
Travel/Mileage	\$0.00	0.00%	\$0.00		\$0.00	#DIV/0!	
Health Insurance	\$140,230.53	7.74%	\$127,219.19		\$127,219.19	90.72%	Dental (\$5275); Vision (\$462)
Simple IRA Match	\$21,588.33	1.19%	\$10,337.67		\$10,337.67	47.89%	
Med Evac Coverage	\$1,725.00	0.10%	\$1,747.00		\$1,747.00	101.28%	Annual premium paid
Workers Compensation Insurance	\$6,322.56	0.35%	\$11,179.86		\$11,179.86	176.82%	Underbudgeted, projecting to be \$6K over
FICA	\$80,376.00	4.44%	\$70,218.23		\$70,218.23	87.36%	
FUTA/SUTA	\$6,279.00	0.35%	\$3,252.92		\$3,252.92	51.81%	Front loaded (first \$9500/\$7000); Affected by turnover
<b>Total Personnel Costs</b>	<b>\$1,324,159.31</b>	<b>73.09%</b>	<b>\$1,176,157.28</b>	<b>\$0.00</b>	<b>\$1,176,157.28</b>	<b>88.82%</b>	<b>91.67%</b>
Equipment Leases/Purchases	\$0.00	0.00%	\$0.00	\$0.00	\$0.00	#DIV/0!	
Depreciation Expense	\$0.00	0.00%	\$203,865.51	(\$203,865.51)	\$0.00	#DIV/0!	
Capital Replacement	\$0.00	0.00%		\$2,800.00	\$2,800.00	#DIV/0!	2004 Yamaha Rhino
Bucket Truck Equipment	\$12,000.00	0.66%	\$13,306.01	\$0.00	\$13,306.01	110.88%	New Ropes, Helmets, COVID (\$1320), Saws (\$2707)
Pickup Truck Equipment	\$1,000.00	0.06%	\$0.00		\$0.00	0.00%	
Fuel Cost	\$76,749.67	4.24%	\$73,464.42		\$73,464.42	95.72%	Fuel costs starting to creep up due to prices
Fuel Tax	\$0.00	0.00%	\$129.00		\$129.00	#DIV/0!	
Personal Property Tax	\$10,000.00	0.55%	\$12,221.98		\$12,221.98	122.22%	100% of year paid
Large Equipment Maintenance	\$184,112.30	10.16%	\$135,295.37		\$135,295.37	73.49%	
Small Equipment Operations & Maintenance	\$17,899.38	0.99%	\$14,824.03		\$14,824.03	82.82%	Saw Repair
Licensing	\$12,000.00	0.66%	\$6,145.65		\$6,145.65	51.21%	January renewal on a majority of equip
Inland Marine Insurance	\$0.00	0.00%	\$0.00		\$0.00	#DIV/0!	
Auto Insurance	\$0.00	0.00%	\$0.00		\$0.00	#DIV/0!	
Radio Install	\$0.00	0.00%	\$0.00		\$0.00	#DIV/0!	
<b>Total Equipment Overhead</b>	<b>\$313,761.35</b>	<b>17.32%</b>	<b>\$459,251.97</b>	<b>-\$201,065.51</b>	<b>\$258,186.46</b>	<b>82.29%</b>	<b>91.67%</b>

Director Stipends	\$7,200.00	0.40%	\$6,900.00	\$6,900.00	95.83%	
Administrative Outsourcing	\$36,000.00	1.99%	\$32,942.91	\$32,942.91	91.51%	
Accounting Fees	\$15,000.00	0.83%	\$15,325.00	\$15,325.00	102.17%	ERC Credit billing
Auditing Fees	\$0.00	0.00%	\$0.00	\$0.00	#DIV/0!	
Legal Fees	\$1,000.00	0.06%	\$0.00	\$0.00	0.00%	
Management Fees - SS	\$0.00	0.00%	\$0.00	\$0.00	#DIV/0!	
General Liability Insurance	\$38,096.31	2.10%	\$31,953.42	\$31,953.42	83.88%	
Umbrella Insurance Coverage	\$0.00	0.00%	\$0.00	\$0.00	#DIV/0!	
Pollution Insurance	\$0.00	0.00%	\$0.00	\$0.00	#DIV/0!	
Other Insurance Coverage	\$0.00	0.00%	\$0.00	\$0.00	#DIV/0!	
Chemicals	\$32,500.00	1.79%	\$22,517.95	\$22,517.95	69.29%	
Computer Hardware/Software	\$1,000.00	0.06%	\$695.50	\$695.50	69.55%	QB Payroll Renewal
Equipment Rentals	\$0.00	0.00%	\$0.00	\$0.00	#DIV/0!	
Membership/Licensing Fees	\$0.00	0.00%	\$667.50	\$667.50	#DIV/0!	
Education/Training	\$15,000.00	0.83%	\$13,971.79	\$13,971.79	93.15%	ACRT Training completed for the year
Safety/Compliance Fees	\$3,500.00	0.19%	\$663.93	\$663.93	18.97%	
Office Supplies	\$1,799.87	0.10%	\$2,685.76	\$2,685.76	149.22%	Checks (\$630), Copier Repair (\$414)
Office Utilities	\$3,600.00	0.20%	\$4,018.57	\$4,018.57	111.63%	
Office Rent	\$17,040.00	0.94%	\$15,620.00	\$15,620.00	91.67%	
Photocopies/Binding	\$1,600.00	0.09%	\$609.00	\$609.00	38.06%	Envelopes/Permission Forms (\$489)
Contract Labor	\$0.00	0.00%	\$0.00	\$0.00	#DIV/0!	
Donations	\$0.00	0.00%	\$0.00	\$0.00	#DIV/0!	
Advertising and Promotion	\$500.00	0.03%	\$214.00	\$214.00	42.80%	BT#5 Graphics
<b>Total General Overhead</b>	<b>\$173,836.18</b>	<b>9.59%</b>	<b>\$148,785.33</b>	<b>\$0.00</b>	<b>\$148,785.33</b>	<b>85.59%</b> <b>91.67%</b>

Margins	\$0.00	0.00%				#DIV/0!	
Total Cost	\$1,811,756.84	100.00%	\$1,784,194.58	-\$201,065.51	\$1,583,129.07	87.38%	91.67%
					\$1,811,756.84	87.38%	-3.36%

Net Income and Net Cash Flow	\$0.00		-\$262,016.20	\$201,065.51	-\$60,950.69		
------------------------------	--------	--	---------------	--------------	--------------	--	--

Capital Contribution							
Change in Accounts Receivable					\$8,519.93		
Change in Employee Advances					\$0.00		
Change in Prepaid Expenses					(\$14,625.46)		
Change in Deposits					\$0.00		
Change in Accounts Payable					\$11,645.74		
PPP Second Installment					\$242,709.00		
Change in Current Liabilities					(\$2,815.08)		

Net Receipts (Disbursements)					\$184,483.44		
------------------------------	--	--	--	--	--------------	--	--

Ending Cash					\$796,040.36		\$0.00
-------------	--	--	--	--	--------------	--	--------

PPP 1st	\$	242,700
PPP 2nd	\$	242,709
	\$	485,409

ERC Credit \$ 336,287 Received \$154,489.34 on 12/14/2021; balance to come later