

Hoosier Heritage Management LLC
Budget to Actual - 5/31/2022

	Budget		Per Profit/Loss	Per Balance Sheet	Total	% of Budget	
Beginning Cash - 12/31/2021					\$931,261.33		
Service Revenue							
Regular	\$1,856,302.92		\$578,605.26		\$578,605.26	31.17%	\$773,459.55 (\$194,854.29)
Spray	\$40,000.00		\$8,180.26		\$8,180.26	20.45%	\$16,666.67 (\$8,486.41)
Subcontractor	\$0.00		\$0.00		\$0.00	#DIV/0!	\$790,126.21 (\$203,340.69)
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		\$0.00		\$0.00	#DIV/0!	
Other Income - Covid Payroll Tax Credits	\$0.00		\$0.00		\$0.00	#DIV/0!	
Interest Income	\$0.00		\$5,190.24		\$5,190.24	#DIV/0!	
Total Revenue	\$1,896,302.92		\$591,975.76	\$0.00	\$591,975.76	31.22%	41.67%
Payroll - Direct	\$1,133,976.47	59.80%	\$356,437.07		\$356,437.07	31.43%	
Cellular Stipend	\$3,600.00	0.19%	\$1,171.05		\$1,171.05	32.53%	
Uniform Costs	\$6,500.00	0.34%	\$0.00		\$0.00	0.00%	
Other Personnel Costs	\$6,871.25	0.36%	\$1,546.00		\$1,546.00	22.50%	
Travel/Mileage	\$0.00	0.00%	\$0.00		\$0.00	#DIV/0!	
Health Insurance	\$151,506.58	7.99%	\$46,723.56		\$46,723.56	30.84%	
Simple IRA Match	\$23,254.53	1.23%	\$4,717.81		\$4,717.81	20.29%	
Med Evac Coverage	\$1,725.00	0.09%	\$1,762.00		\$1,762.00	102.14%	Full premium up front
Workers Compensation Insurance	\$13,918.29	0.73%	\$4,631.46		\$4,631.46	33.28%	
FICA	\$86,749.20	4.57%	\$26,739.37		\$26,739.37	30.82%	
FUTA/SUTA	\$6,279.00	0.33%	\$1,861.00		\$1,861.00	29.64%	Front loaded (first \$9500/\$7000)
Total Personnel Costs	\$1,434,380.32	75.64%	\$445,589.32	\$0.00	\$445,589.32	31.06%	41.67%
		0.00%					
Equipment Leases/Purchases	\$0.00	0.00%	\$0.00	\$0.00	\$0.00	#DIV/0!	
Depreciation Expense	\$0.00	0.00%	\$92,474.40	(\$92,474.40)	\$0.00	#DIV/0!	
Capital Replacement	\$0.00	0.00%	\$0.00	\$0.00	\$0.00	#DIV/0!	
Bucket Truck Equipment	\$12,500.00	0.66%	\$9,209.22	\$0.00	\$9,209.22	73.67%	Safety Helmets(\$1669); Ropes (\$1892); Saws (\$3995)
Pickup Truck Equipment	\$1,000.00	0.05%	\$0.00		\$0.00	0.00%	
Fuel Cost	\$82,613.21	4.36%	\$35,603.91		\$35,603.91	43.10%	Starting to see impact of higher prices
Fuel Tax	\$300.00	0.02%	\$0.00		\$0.00	0.00%	
Personal Property Tax	\$13,000.00	0.69%	\$11,436.30		\$11,436.30	87.97%	Full year paid in April
Large Equipment Maintenance	\$144,638.45	7.63%	\$44,832.94		\$44,832.94	31.00%	
Small Equipment Operations & Maintenance	\$20,054.91	1.06%	\$4,404.75		\$4,404.75	21.96%	
Licensing	\$9,000.00	0.47%	\$5,508.45		\$5,508.45	61.21%	Approx 50% licensed in Jan
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!	

Total Equipment Overhead	\$283,106.58	14.93%	\$203,469.97	-\$92,474.40	\$110,995.57	39.21%	41.67%
Director Stipends	\$7,200.00	0.38%	\$3,750.00		\$3,750.00	52.08%	
Administrative Outsourcing	\$36,000.00	1.90%	\$15,000.00		\$15,000.00	41.67%	
Accounting Fees	\$15,100.00	0.80%	\$6,250.00		\$6,250.00	41.39%	
Auditing Fees	\$0.00	0.00%	\$0.00		\$0.00	#DIV/0!	
Legal Fees	\$1,000.00	0.05%	\$0.00		\$0.00	0.00%	
Management Fees - SS	\$0.00	0.00%	\$0.00		\$0.00	#DIV/0!	
General Liability Insurance	\$32,773.86	1.73%	\$12,302.50		\$12,302.50	37.54%	
Umbrella Insurance Coverage	\$6,444.66	0.34%	\$2,419.17		\$2,419.17	37.54%	
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	\$30,000.00	1.58%	\$17,289.05		\$17,289.05	57.63%	Prepaid chemicals to lock in price/delivery
Computer Hardware/Software	\$1,000.00	0.05%	\$695.50		\$695.50	69.55%	Payroll Subscription renewal
Equipment Rentals	\$0.00	0.00%	\$0.00		\$0.00	#DIV/0!	
Membership/Licensing Fees	\$257.50	0.01%	\$0.00		\$0.00	0.00%	
Education/Training	\$19,000.00	1.00%	\$0.00		\$0.00	0.00%	
Safety/Compliance Fees	\$3,500.00	0.18%	\$0.00		\$0.00	0.00%	
Office Supplies	\$3,000.00	0.16%	\$1,278.16		\$1,278.16	42.61%	
Office Utilities	\$5,000.00	0.26%	\$2,254.66		\$2,254.66	45.09%	
Office Rent	\$17,040.00	0.90%	\$7,100.00		\$7,100.00	41.67%	
Photocopies/Binding	\$1,000.00	0.05%	\$0.00		\$0.00	0.00%	
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%	\$0.00		\$0.00	0.00%	
Total General Overhead	\$178,816.02	9.43%	\$68,339.04	\$0.00	\$68,339.04	38.22%	41.67%
Margins	\$0.00	0.00%				#DIV/0!	
Total Cost	\$1,896,302.92	100.00%	\$717,398.33	-\$92,474.40	\$624,923.93	32.95%	41.67%
					\$1,896,302.92	32.95%	-1.74%
Net Income and Net Cash Flow	\$0.00		-\$125,422.57	\$92,474.40	-\$32,948.17		
Capital Contribution							
Change in Accounts Receivable					(\$43,584.86)		
Change in Employee Advances					\$0.00		
Change in Prepaid Expenses					\$19,808.80		
Change in Deposits					\$0.00		
Change in Accounts Payable					\$7,561.91		
ERC Credit					\$181,797.42		
Change in Current Liabilities					\$3,585.14		
Net Receipts (Disbursements)					\$136,220.24		
Ending Cash					\$1,067,481.57		\$0.00
	154,489	12/14/2021					
	181,797	4/12/2022					
ERC Credit \$	336,287						