

**Hoosier Heritage Management LLC**  
**Budget to Actual - 6/30/2022**

	Budget		Per Profit/Loss	Per Balance Sheet	Total	% of Budget	
Beginning Cash - 12/31/2021					<b>\$931,261.33</b>		
Service Revenue							
Regular	\$1,856,302.92		\$681,953.22		\$681,953.22	36.74%	\$928,151.46 (\$246,198.24)
Spray	\$40,000.00		\$18,658.90		\$18,658.90	46.65%	\$20,000.00 (\$1,341.10)
Subcontractor	\$0.00		\$0.00		\$0.00	#DIV/0!	\$948,151.46 (\$247,539.34)
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		\$5,460.82		\$5,460.82	#DIV/0!	
<b>Total Revenue</b>	<b>\$1,896,302.92</b>		<b>\$706,072.94</b>	<b>\$0.00</b>	<b>\$706,072.94</b>	<b>37.23%</b>	<b>50.00%</b>
Payroll - Direct	\$1,133,976.47	59.80%	\$439,434.03		\$439,434.03	38.75%	
Cellular Stipend	\$3,600.00	0.19%	\$1,316.99		\$1,316.99	36.58%	
Uniform Costs	\$6,500.00	0.34%	\$0.00		\$0.00	0.00%	
Other Personnel Costs	\$6,871.25	0.36%	\$2,512.00		\$2,512.00	36.56%	
Travel/Mileage	\$0.00	0.00%	\$0.00		\$0.00	#DIV/0!	
Health Insurance	\$151,506.58	7.99%	\$58,073.75		\$58,073.75	38.33%	
Simple IRA Match	\$23,254.53	1.23%	\$5,766.02		\$5,766.02	24.80%	
Med Evac Coverage	\$1,725.00	0.09%	\$1,820.00		\$1,820.00	105.51%	Full premium up front
Workers Compensation Insurance	\$13,918.29	0.73%	\$5,632.47		\$5,632.47	40.47%	
FICA	\$86,749.20	4.57%	\$32,952.81		\$32,952.81	37.99%	
FUTA/SUTA	\$6,279.00	0.33%	\$2,113.61		\$2,113.61	33.66%	Front loaded (first \$9500/\$7000)
<b>Total Personnel Costs</b>	<b>\$1,434,380.32</b>	<b>75.64%</b>	<b>\$549,621.68</b>	<b>\$0.00</b>	<b>\$549,621.68</b>	<b>38.32%</b>	<b>50.00%</b>
		0.00%					
Equipment Leases/Purchases	\$0.00	0.00%	\$0.00	\$0.00	\$0.00	#DIV/0!	
Depreciation Expense	\$0.00	0.00%	\$110,969.28	(\$110,969.28)	\$0.00	#DIV/0!	
Capital Replacement	\$0.00	0.00%		\$0.00	\$0.00	#DIV/0!	
Bucket Truck Equipment	\$12,500.00	0.66%	\$11,713.85	\$0.00	\$11,713.85	93.71%	Safety Helmets(\$2845); Ropes (\$1892); Saws (\$3995); First Aid Kit (\$1176)
Pickup Truck Equipment	\$1,000.00	0.05%	\$0.00		\$0.00	0.00%	
Fuel Cost	\$82,613.21	4.36%	\$46,031.30		\$46,031.30	55.72%	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%	\$59,485.14		\$59,485.14	41.13%	
Small Equipment Operations & Maintenan	\$20,054.91	1.06%	\$5,273.32		\$5,273.32	26.29%	
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!	
<b>Total Equipment Overhead</b>	<b>\$283,106.58</b>	<b>14.93%</b>	<b>\$250,417.64</b>	<b>-\$110,969.28</b>	<b>\$139,448.36</b>	<b>49.26%</b>	<b>50.00%</b>

Director Stipends	\$7,200.00	0.38%	\$4,500.00		\$4,500.00	62.50%	
Administrative Outsourcing	\$36,000.00	1.90%	\$18,000.00		\$18,000.00	50.00%	
Accounting Fees	\$15,100.00	0.80%	\$7,575.00		\$7,575.00	50.17%	
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%	\$14,763.00		\$14,763.00	45.05%	
Umbrella Insurance Coverage	\$6,444.66	0.34%	\$2,903.00		\$2,903.00	45.05%	
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%	\$18,538.94		\$18,538.94	61.80%	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%	\$125.14		\$125.14	0.66%	
Safety/Compliance Fees	\$3,500.00	0.18%	\$0.00		\$0.00	0.00%	
Office Supplies	\$3,000.00	0.16%	\$1,799.45		\$1,799.45	59.98%	
Office Utilities	\$5,000.00	0.26%	\$2,605.26		\$2,605.26	52.11%	
Office Rent	\$17,040.00	0.90%	\$8,520.00		\$8,520.00	50.00%	
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%	
<b>Total General Overhead</b>	<b>\$178,816.02</b>	<b>9.43%</b>	<b>\$80,025.29</b>	<b>\$0.00</b>	<b>\$80,025.29</b>	<b>44.75%</b>	<b>50.00%</b>
Margins	\$0.00	0.00%				#DIV/0!	
Total Cost	<b>\$1,896,302.92</b>	<b>100.00%</b>	<b>\$880,064.61</b>	<b>-\$110,969.28</b>	<b>\$769,095.33</b>	<b>40.56%</b>	<b>50.00%</b>
					<b>\$1,896,302.92</b>	<b>40.56%</b>	<b>-3.32%</b>
Net Income and Net Cash Flow	<b>\$0.00</b>		<b>-\$173,991.67</b>	<b>\$110,969.28</b>	<b>-\$63,022.39</b>		
Capital Contribution					\$3,986.33		
Change in Accounts Receivable					\$0.00		
Change in Employee Advances					\$22,343.28		
Change in Prepaid Expenses					\$0.00		
Change in Deposits					\$7,665.67		
Change in Accounts Payable					\$181,797.42		
ERC Credit					(\$700,000.00)		
Transfer to UDWI					\$11,278.80		
Change in Current Liabilities							
Net Receipts (Disbursements)					(\$535,950.89)		
Ending Cash					<b>\$395,310.44</b>	<b>\$0.00</b>	

	154,489	12/14/2021
	181,797	4/12/2022
ERC Credit \$	336,287	