

Hoosier Heritage Management LLC
Budget to Actual - 9/30/2022

	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		\$1,003,889.34		\$1,003,889.34	54.08%	\$1,392,227.19 (\$388,337.85)
Spray	\$40,000.00		\$47,181.15		\$47,181.15	117.95%	\$30,000.00 \$17,181.15
Subcontractor	\$0.00		\$0.00		\$0.00	#DIV/0!	\$1,422,227.19 (\$371,156.70)
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		\$5,508.88		\$5,508.88	#DIV/0!	
Total Revenue	\$1,896,302.92		\$1,056,579.37	\$0.00	\$1,056,579.37	55.72%	75.00%
Payroll - Direct	\$1,133,976.47	59.80%	\$659,606.62		\$659,606.62	58.17%	
Cellular Stipend	\$3,600.00	0.19%	\$2,163.40		\$2,163.40	60.09%	
Uniform Costs	\$6,500.00	0.34%	\$0.00		\$0.00	0.00%	
Other Personnel Costs	\$6,871.25	0.36%	\$5,760.00		\$5,760.00	83.83%	Background checks (\$3380); Employee Guidance (\$1500)
Travel/Mileage	\$0.00	0.00%	\$0.00		\$0.00	#DIV/0!	
Health Insurance	\$151,506.58	7.99%	\$87,949.38		\$87,949.38	58.05%	
Simple IRA Match	\$23,254.53	1.23%	\$8,612.07		\$8,612.07	37.03%	
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%	\$8,720.30		\$8,720.30	62.65%	
FICA	\$86,749.20	4.57%	\$49,431.27		\$49,431.27	56.98%	
FUTA/SUTA	\$6,279.00	0.33%	\$2,438.20		\$2,438.20	38.83%	Front loaded (first \$9500/\$7000)
Total Personnel Costs	\$1,434,380.32	75.64%	\$826,501.24	\$0.00	\$826,501.24	57.62%	75.00%
		0.00%					
Equipment Leases/Purchases	\$0.00	0.00%	\$0.00	\$0.00	\$0.00	#DIV/0!	
Depreciation Expense	\$0.00	0.00%	\$166,453.92	(\$166,453.92)	\$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%	\$11,957.48	\$0.00	\$11,957.48	95.66%	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%	\$73,584.01		\$73,584.01	89.07%	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%	\$110,082.49		\$110,082.49	76.11%	100 ft bucket maintenance (\$28,278); Burke Spring (\$3950)
Small Equipment Operations & Maintenan	\$20,054.91	1.06%	\$7,514.04		\$7,514.04	37.47%	
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%	\$386,536.69	-\$166,453.92	\$220,082.77	77.74%	75.00%

Director Stipends	\$7,200.00	0.38%	\$6,750.00	\$6,750.00	93.75%		
Administrative Outsourcing	\$36,000.00	1.90%	\$27,000.00	\$27,000.00	75.00%		
Accounting Fees	\$15,100.00	0.80%	\$11,325.00	\$11,325.00	75.00%		
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%	\$22,144.50	\$22,144.50	67.57%		
Umbrella Insurance Coverage	\$6,444.66	0.34%	\$4,354.49	\$4,354.49	67.57%		
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%	\$21,771.90	\$21,771.90	72.57%	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%	\$2,540.00	\$2,540.00	986.41%	National Rural Electric Coop Assn	
Education/Training	\$19,000.00	1.00%	\$14,345.14	\$14,345.14	75.50%	ACRT annual training (\$12,100)	
Safety/Compliance Fees	\$3,500.00	0.18%	\$0.00	\$0.00	0.00%		
Office Supplies	\$3,000.00	0.16%	\$3,035.51	\$3,035.51	101.18%		
Office Utilities	\$5,000.00	0.26%	\$4,205.68	\$4,205.68	84.11%		
Office Rent	\$17,040.00	0.90%	\$13,530.00	\$13,530.00	79.40%		
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%	\$131,697.72	\$0.00	\$131,697.72	73.65%	75.00%
Margins	\$0.00	0.00%				#DIV/0!	
Total Cost	\$1,896,302.92	100.00%	\$1,344,735.65	-\$166,453.92	\$1,178,281.73	62.14%	75.00%
					\$1,896,302.92	62.14%	-6.42%
Net Income and Net Cash Flow	\$0.00		-\$288,156.28	\$166,453.92	-\$121,702.36		
Capital Contribution							
Change in Accounts Receivable					(\$8,531.79)		
Change in Employee Advances					\$0.00		
Change in Prepaid Expenses					(\$16,725.92)		
Change in Deposits					\$0.00		
Change in Accounts Payable					(\$22,792.35)		
ERC Credit					\$181,797.42		
Transfer to UDWI					(\$700,000.00)		
Change in Current Liabilities					\$8,526.10		
Net Receipts (Disbursements)					(\$679,428.90)		
Ending Cash					\$251,832.43		\$0.00

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