

Hoosier Heritage Management LLC
Budget to Actual - 02/28/2023

	Budget		Per Profit/Loss	Per Balance Sheet	Total	% of Budget	
Beginning Cash - 12/31/2021					\$160,819.00		
Service Revenue							
Regular	\$1,699,814.57		\$203,673.78		\$203,673.78	11.98%	\$283,302.43 (\$79,628.65)
Spray	\$40,000.00		\$2,241.71		\$2,241.71	5.60%	\$6,666.67 (\$4,424.96)
Subcontractor	\$0.00		\$0.00		\$0.00	#DIV/0!	\$289,969.09 (\$84,053.60)
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		\$50.40		\$50.40	#DIV/0!	
Total Revenue	\$1,739,814.57		\$205,965.89	\$0.00	\$205,965.89	11.84%	16.67%
Payroll - Direct	\$842,432.71	48.42%	\$112,074.30		\$112,074.30	13.30%	
Payroll - Overtime	\$98,620.20				\$0.00		
Cellular Stipend	\$3,000.00	0.17%	\$423.57		\$423.57	14.12%	
Uniform Costs	\$6,500.00	0.37%	\$0.00		\$0.00	0.00%	
Other Personnel Costs	\$5,676.25	0.33%	\$86.00		\$86.00	1.52%	
Travel/Mileage	\$0.00	0.00%	\$0.00		\$0.00	#DIV/0!	
Health Insurance	\$151,220.50	8.69%	\$25,385.19		\$25,385.19	16.79%	
Life Insurance	\$0.00	0.00%	\$811.34		\$811.34	#DIV/0!	
Simple IRA Match	\$14,472.04	0.83%	\$1,496.75		\$1,496.75	10.34%	
Med Evac Coverage	\$1,950.00	0.11%	\$1,046.00		\$1,046.00	53.64%	Pay coverage up front
Workers Compensation Insurance	\$15,017.81	0.86%	\$1,703.55		\$1,703.55	11.34%	
FICA	\$71,990.55	4.14%	\$8,353.62		\$8,353.62	11.60%	
FUTA/SUTA	\$4,641.00	0.27%	\$1,037.42		\$1,037.42	22.35%	Front loaded (first \$9500/\$7000)
Total Personnel Costs	\$1,215,521.06	69.86%	\$152,417.74	\$0.00	\$152,417.74	12.54%	16.67%
		0.00%					
Equipment Leases/Purchases	\$0.00	0.00%	\$0.00	\$0.00	\$0.00	#DIV/0!	
Depreciation Expense	\$0.00	0.00%	\$27,057.72	(\$27,057.72)	\$0.00	#DIV/0!	
Capital Replacement	\$0.00	0.00%		\$0.00	\$0.00	#DIV/0!	
Bucket Truck Equipment	\$21,000.00	1.21%	\$1,330.36	\$0.00	\$1,330.36	6.34%	
Pickup Truck Equipment	\$1,000.00	0.06%	\$0.00		\$0.00	0.00%	
Fuel Cost	\$117,150.00	6.73%	\$15,499.42		\$15,499.42	13.23%	
Fuel Tax	\$0.00	0.00%	\$0.00		\$0.00	#DIV/0!	
Personal Property Tax	\$13,000.00	0.75%	\$0.00		\$0.00	0.00%	
Large Equipment Maintenance	\$172,008.80	9.89%	\$30,900.42		\$30,900.42	17.96%	
Small Equipment Operations & Maintenance	\$10,746.65	0.62%	\$9,608.54		\$9,608.54	89.41%	Invoices to Linton Equip
Licensing	\$10,000.00	0.57%	\$9,126.60		\$9,126.60	91.27%	Licensing 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	\$344,905.45	19.82%	\$93,523.06	-\$27,057.72	\$66,465.34	19.27%	16.67%
Director Stipends	\$9,000.00	0.52%	\$1,500.00		\$1,500.00	16.67%	
Administrative Outsourcing	\$36,000.00	2.07%	\$3,005.25		\$3,005.25	8.35%	
Accounting Fees	\$15,100.00	0.87%	\$1,313.00		\$1,313.00	8.70%	
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	\$31,282.20	1.80%	\$4,921.00		\$4,921.00	15.73%	
Umbrella Insurance Coverage	\$6,305.85	0.36%	\$967.66		\$967.66	15.35%	
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	\$33,000.00	1.90%	\$884.25		\$884.25	2.68%	
Computer Hardware/Software	\$1,200.00	0.07%	\$0.00		\$0.00	0.00%	
Equipment Rentals	\$0.00	0.00%	\$0.00		\$0.00	#DIV/0!	
Membership/Licensing Fees	\$0.00	0.00%	\$0.00		\$0.00	#DIV/0!	
Education/Training	\$15,000.00	0.86%	\$2,585.00		\$2,585.00	17.23%	CPR Training
Safety/Compliance Fees	\$3,500.00	0.20%	\$0.00		\$0.00	0.00%	
Office Supplies	\$4,000.00	0.23%	\$713.58		\$713.58	17.84%	Lamar Print (\$312); Postage (\$126)
Office Utilities	\$5,000.00	0.29%	\$907.95		\$907.95	18.16%	
Office Rent	\$17,500.00	1.01%	\$2,840.00		\$2,840.00	16.23%	
Photocopies/Binding	\$1,000.00	0.06%	\$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	\$179,388.05	10.31%	\$19,637.69	\$0.00	\$19,637.69	10.95%	16.67%
Margins	\$0.00	0.00%				#DIV/0!	
Total Cost	\$1,739,814.57	100.00%	\$265,578.49	-\$27,057.72	\$238,520.77	13.71%	16.67%
					\$1,739,814.57	13.71%	-1.87%
Net Income and Net Cash Flow	\$0.00		-\$59,612.60	\$27,057.72	-\$32,554.88		
Capital Contribution							
Change in Accounts Receivable					\$5,879.16		
Change in Employee Advances					\$0.00		
Change in Prepaid Expenses					\$20,906.06		
Change in Deposits					\$0.00		
Change in Accounts Payable					(\$8,666.94)		
Change in Current Liabilities					(\$8,817.72)		
Net Receipts (Disbursements)					(\$23,254.32)		
Ending Cash					\$137,564.68	\$0.00	