

Hoosier Heritage Management LLC
Budget to Actual - 3/31/2025

	Budget		Per Profit/Loss	Per Balance Sheet	Total	% of Budget		
Beginning Cash - 12/31/2024					\$110,620.72			
Service Revenue								
Regular	\$2,493,474.02		\$501,307.05		\$501,307.05	20.10%	\$623,368.50	(\$122,061.45)
Spray	\$50,000.00		\$0.00		\$0.00	0.00%	\$12,500.00	(\$12,500.00)
Subcontractor	\$0.00		\$0.00		\$0.00	#DIV/0!	\$635,868.50	(\$134,561.45)
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		\$400.00		\$400.00	#DIV/0!		
Other Income - Covid Payroll Tax Credits	\$0.00		\$0.00		\$0.00	#DIV/0!		
Interest Income	\$0.00		\$0.12		\$0.12	#DIV/0!		
Total Revenue	\$2,543,474.02		\$501,707.17	\$0.00	\$501,707.17	19.73%	25.00%	-5.27%
Payroll - Direct	\$1,204,252.04	47.35%	\$241,827.23		\$241,827.23	20.08%	budgeted 23 employees	
Payroll - Overtime	\$241,374.63	9.49%	\$8,292.32		\$8,292.32	3.44%		
Cellular Stipend	\$3,500.00	0.14%	\$600.00		\$600.00	17.14%		
Uniform Costs	\$9,000.00	0.35%	\$2,973.66		\$2,973.66	33.04%	Work shirts for crew	
Other Personnel Costs	\$6,871.25	0.27%	\$986.30		\$986.30	14.35%	Background checks (\$896)	
Travel/Mileage	\$0.00	0.00%	\$0.00		\$0.00	#DIV/0!		
Health Insurance	\$257,970.82	10.14%	\$61,127.37		\$61,127.37	23.70%		
Health Savings Account Contributions	\$0.00	0.00%	\$14,000.00		\$14,000.00	#DIV/0!		
Life Insurance	\$2,888.06	0.00%	\$1,092.36		\$1,092.36	37.82%		
Disability	\$7,345.37	0.00%	\$838.72		\$838.72	11.42%		
Simple IRA Match	\$29,487.53	1.16%	\$3,413.85		\$3,413.85	11.58%		
Med Evac Coverage	\$1,950.00	0.08%	\$1,650.00		\$1,650.00	84.62%	Pay coverage up front	
Workers Compensation Insurance	\$13,448.94	0.53%	\$3,246.74		\$3,246.74	24.14%		
FICA	\$110,590.44	4.35%	\$18,332.99		\$18,332.99	16.58%		
FUTA/SUTA	\$3,588.00	0.14%	\$1,719.14		\$1,719.14	47.91%	Front loaded (first \$9500/\$7000)	
Total Personnel Costs	\$1,892,267.09	74.40%	\$360,100.68	\$0.00	\$360,100.68	19.03%	25.00%	-5.97%
		0.00%						
Equipment Leases/Purchases	\$0.00	0.00%	\$0.00	\$0.00	\$0.00	#DIV/0!		
Depreciation Expense	\$0.00	0.00%	\$36,269.58	(\$36,269.58)	\$0.00	#DIV/0!		
Capital Replacement	\$180,000.00	7.08%	\$0.00	\$4,119.50	\$4,119.50	2.29%	Grapple for Skid Steer; Bucket Truck paid for in April	
Bucket Truck Equipment	\$1,500.00	0.06%	\$1,572.58	\$0.00	\$1,572.58	104.84%	Medical box for office (\$927); Power Washer (\$645)	
Pickup Truck Equipment	\$0.00	0.00%	\$0.00		\$0.00	#DIV/0!		
Fuel Cost	\$112,408.00	4.42%	\$19,123.79		\$19,123.79	17.01%		
Fuel Tax	\$0.00	0.00%	\$0.00		\$0.00	#DIV/0!		
Personal Property Tax	\$12,000.00	0.47%	\$0.00		\$0.00	0.00%		
Large Equipment Maintenance	\$121,455.00	4.78%	\$23,806.42		\$23,806.42	19.60%		

Small Equipment Operations & Maintenance	\$24,558.00	0.97%	\$1,950.55		\$1,950.55	7.94%		
Licensing	\$10,000.00	0.39%	\$4,172.65		\$4,172.65	41.73%	Licensing in Jan	
Radio Install	\$0.00	0.00%	\$0.00		\$0.00	#DIV/0!		
Total Equipment Overhead	\$461,921.00	18.16%	\$86,895.57	-\$32,150.08	\$54,745.49	11.85%	25.00%	-13.15%
Director Stipends	\$9,000.00	0.35%	\$2,250.00		\$2,250.00	25.00%		
Administrative Outsourcing	\$36,000.00	1.42%	\$10,539.94		\$10,539.94	29.28%	Billing for Dec24, Jan25, Feb25; Bamboo (\$1540)	
Accounting Fees	\$15,100.00	0.59%	\$3,750.00		\$3,750.00	24.83%	Billing for Dec24, Jan25	
Auditing Fees	\$0.00	0.00%	\$0.00		\$0.00	#DIV/0!		
Legal Fees	\$1,000.00	0.04%	\$0.00		\$0.00	0.00%		
Management Fees	\$0.00	0.00%	\$0.00		\$0.00	#DIV/0!		
General Liability Insurance	\$34,119.23	1.34%	\$8,403.75		\$8,403.75	24.63%		
Umbrella Insurance Coverage	\$5,866.70	0.23%	\$1,467.51		\$1,467.51	25.01%		
Other Insurance Coverage		0.00%	\$0.00		\$0.00	#DIV/0!		
Chemicals	\$20,000.00	0.79%	\$0.00		\$0.00	0.00%		
Computer Hardware/Software	\$1,500.00	0.06%	\$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%	\$220.00		\$220.00	#DIV/0!		
Education/Training	\$32,000.00	1.26%	\$365.58		\$365.58	1.14%		
Safety/Compliance Fees	\$500.00	0.02%	\$2,052.44		\$2,052.44	410.49%	Chainsaw Chaps (\$802); Safety Mgmt Site Observation (\$1250)	
Office Supplies	\$6,000.00	0.24%	\$1,112.95		\$1,112.95	18.55%		
Office Utilities	\$8,000.00	0.31%	\$2,120.84		\$2,120.84	26.51%		
Office Rent	\$18,000.00	0.71%	\$4,260.00		\$4,260.00	23.67%		
Photocopies/Binding	\$0.00	0.00%	\$0.00		\$0.00	#DIV/0!		
Contract Labor	\$0.00	0.00%	\$0.00		\$0.00	#DIV/0!		
Advertising and Promotion	\$2,200.00	0.09%	\$0.00		\$0.00	0.00%		
Total General Overhead	\$189,285.93	7.44%	\$36,543.01	\$0.00	\$36,543.01	19.31%	25.00%	-5.69%
Margins	\$0.00	0.00%				#DIV/0!		
Total Cost	\$2,543,474.02	100.00%	\$483,539.26	-\$32,150.08	\$451,389.18	17.75%	25.00%	-7.25%
					\$2,543,474.02	17.75%	1.98%	
Net Income and Net Cash Flow	\$0.00		\$18,167.91	\$32,150.08	\$50,317.99			
Sale of Assets and Scrap			\$0.00		\$0.00			
Adjusted Net Income and Net Cash Flow			\$18,167.91	\$32,150.08	\$50,317.99			
Capital Contribution								
Change in Accounts Receivable					(\$50,787.92)			
Change in Employee Advances					\$0.00			
Change in Prepaid Expenses					\$11,193.62			
Change in Deposits					\$0.00			
Change in Accounts Payable					\$5,778.19			
Change in Current Liabilities					\$5,584.29			
Net Receipts (Disbursements)					\$22,086.17			
Ending Cash					\$132,706.89	\$0.00		