

**Hoosier Heritage Management LLC**  
**Budget to Actual - 7/31/2025**

	Budget		Per Profit/Loss	Per Balance Sheet	Total	% of Budget		
Beginning Cash - 12/31/2024					<b>\$110,620.72</b>			
Service Revenue								
Regular	\$2,493,474.02		\$1,212,002.43		\$1,212,002.43	48.61%	\$1,454,526.51	(\$242,524.08)
Spray	\$50,000.00		\$4,209.10		\$4,209.10	8.42%	\$29,166.67	(\$24,957.57)
Subcontractor	\$0.00		\$0.00		\$0.00	#DIV/0!	\$1,483,693.18	(\$267,481.65)
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		\$0.28		\$0.28	#DIV/0!		
<b>Total Revenue</b>	<b>\$2,543,474.02</b>		<b>\$1,216,611.81</b>	<b>\$0.00</b>	<b>\$1,216,611.81</b>	<b>47.83%</b>	<b>58.33%</b>	-10.50%
Payroll - Direct	\$1,204,252.04	47.35%	\$611,435.88		\$611,435.88	50.77%	budgeted 23 employees	
Payroll - Overtime	\$241,374.63	9.49%	\$32,317.64		\$32,317.64	13.39%		
Cellular Stipend	\$3,500.00	0.14%	\$1,550.00		\$1,550.00	44.29%		
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%	\$1,562.76		\$1,562.76	22.74%	Background checks (\$1163)	
Travel/Mileage	\$0.00	0.00%	\$0.00		\$0.00	#DIV/0!		
Health Insurance	\$257,970.82	10.14%	\$145,069.25		\$145,069.25	56.23%		
Health Savings Account Contributions	\$0.00	0.00%	\$14,317.46		\$14,317.46	#DIV/0!		
Life Insurance	\$2,888.06	0.00%	\$3,925.70		\$3,925.70	135.93%		
Disability	\$7,345.37	0.00%	\$1,525.68		\$1,525.68	20.77%		
Simple IRA Match	\$29,487.53	1.16%	\$8,399.81		\$8,399.81	28.49%		
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%	\$8,200.32		\$8,200.32	60.97%		
FICA	\$110,590.44	4.35%	\$47,291.84		\$47,291.84	42.76%		
FUTA/SUTA	\$3,588.00	0.14%	\$1,917.65		\$1,917.65	53.45%	Front loaded (first \$9500/\$7000)	
<b>Total Personnel Costs</b>	<b>\$1,892,267.09</b>	<b>74.40%</b>	<b>\$882,137.65</b>	<b>\$0.00</b>	<b>\$882,137.65</b>	<b>46.62%</b>	<b>58.33%</b>	-11.72%
		0.00%						
Equipment Leases/Purchases	\$0.00	0.00%	\$0.00	\$0.00	\$0.00	#DIV/0!		
Depreciation Expense	\$0.00	0.00%	\$84,546.10	(\$84,546.10)	\$0.00	#DIV/0!		
Capital Replacement	\$180,000.00	7.08%	(\$31,500.00)	\$203,053.15	\$171,553.15	95.31%	Grapple for Skid Steer(\$4120); Bucket Truck (\$190k); Pole Saw(\$9034); sale of Equip(-\$32k)	
Bucket Truck Equipment	\$1,500.00	0.06%	\$9,442.24	\$0.00	\$9,442.24	629.48%	Medical box for office (\$1460); Power Washer (\$645); Hard Hats (\$5550)	
Pickup Truck Equipment	\$0.00	0.00%	\$0.00		\$0.00	#DIV/0!		
Fuel Cost	\$112,408.00	4.42%	\$48,499.37		\$48,499.37	43.15%		
Fuel Tax	\$0.00	0.00%	\$0.00		\$0.00	#DIV/0!		
Personal Property Tax	\$12,000.00	0.47%	\$6,048.90		\$6,048.90	50.41%	Payable of half in May/Nov	
Large Equipment Maintenance	\$121,455.00	4.78%	\$72,424.33		\$72,424.33	59.63%		
Small Equipment Operations & Maintenance	\$24,558.00	0.97%	\$8,263.16		\$8,263.16	33.65%		
Licensing	\$10,000.00	0.39%	\$4,582.75		\$4,582.75	45.83%	Licensing in Jan	
Radio Install	\$0.00	0.00%	\$0.00		\$0.00	#DIV/0!		
<b>Total Equipment Overhead</b>	<b>\$461,921.00</b>	<b>18.16%</b>	<b>\$202,306.85</b>	<b>\$118,507.05</b>	<b>\$320,813.90</b>	<b>69.45%</b>	<b>58.33%</b>	11.12%
Director Stipends	\$9,000.00	0.35%	\$5,250.00		\$5,250.00	58.33%		
Administrative Outsourcing	\$36,000.00	1.42%	\$24,528.57		\$24,528.57	68.13%	Billing for Dec24, Jan25, Feb25, Mar25, Apr25, May25, Jun25; Bamboo (\$3519)	
Accounting Fees	\$15,100.00	0.59%	\$8,750.00		\$8,750.00	57.95%	Billing for Dec24, Jan25, Feb25, Mar25, Apr25, May25, Jun25	
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%	\$19,608.75		\$19,608.75	57.47%		
Umbrella Insurance Coverage	\$5,866.70	0.23%	\$3,424.19		\$3,424.19	58.37%		
Other Insurance Coverage		0.00%	\$0.00		\$0.00	#DIV/0!		
Chemicals	\$20,000.00	0.79%	\$6,043.31		\$6,043.31	30.22%		
Computer Hardware/Software	\$1,500.00	0.06%	\$1,177.00		\$1,177.00	78.47%	Annual payroll subscription	
Equipment Rentals	\$0.00	0.00%	\$0.00		\$0.00	#DIV/0!		
Membership/Licensing Fees	\$0.00	0.00%	\$3,744.00		\$3,744.00	#DIV/0!	NRECA Dues (\$2894); Chemical Licensing (\$850)	
Education/Training	\$32,000.00	1.26%	\$13,765.58		\$13,765.58	43.02%		
Safety/Compliance Fees	\$500.00	0.02%	\$3,486.64		\$3,486.64	697.33%	Chainsaw Chaps (\$802); Safety Mgmt Site Observation (\$1250); Darby Fire(\$1175); Face Sheilds(\$220)	
Office Supplies	\$6,000.00	0.24%	\$6,212.97		\$6,212.97	103.55%	Laptop(\$2237)	
Office Utilities	\$8,000.00	0.31%	\$4,578.80		\$4,578.80	57.24%		
Office Rent	\$18,000.00	0.71%	\$9,940.00		\$9,940.00	55.22%		
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%		
<b>Total General Overhead</b>	<b>\$189,285.93</b>	<b>7.44%</b>	<b>\$110,509.81</b>	<b>\$0.00</b>	<b>\$110,509.81</b>	<b>58.38%</b>	<b>58.33%</b>	0.05%
Margins	\$0.00	0.00%				#DIV/0!		
Total Cost	<b>\$2,543,474.02</b>	<b>100.00%</b>	<b>\$1,194,954.31</b>	<b>\$118,507.05</b>	<b>\$1,313,461.36</b>	<b>51.64%</b>	<b>58.33%</b>	-6.69%
					<b>\$2,543,474.02</b>	<b>51.64%</b>		-3.81%
Net Income and Net Cash Flow	<b>\$0.00</b>		<b>\$21,657.50</b>	<b>-\$118,507.05</b>	<b>-\$96,849.55</b>			
Sale of Assets and Scrap			\$0.00		\$0.00			
Adjusted Net Income and Net Cash Flow			\$21,657.50	(\$118,507.05)	(\$96,849.55)			
Capital Contribution								
Change in Accounts Receivable					(\$34,028.02)			
Change in Employee Advances					\$0.00			
Change in Prepaid Expenses					\$30,705.50			
Change in Deposits					\$0.00			
Change in Accounts Payable					\$15,673.62			
Change in Current Liabilities					\$19,358.92			
Change in UDWI Payable					\$67,500.00			
Net Receipts (Disbursements)					\$2,360.47			
Ending Cash					<b>\$112,981.19</b>	\$0.00		