

**Hoosier Heritage Management LLC**  
**Budget to Actual - 6/30/2025**

	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		\$1,009,602.91		\$1,009,602.91	40.49%	\$1,246,737.01	(\$237,134.10)
Spray	\$50,000.00		\$1,517.79		\$1,517.79	3.04%	\$25,000.00	(\$23,482.21)
Subcontractor	\$0.00		\$0.00		\$0.00	#DIV/0!	\$1,271,737.01	(\$260,616.31)
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		\$0.24		\$0.24	#DIV/0!		
<b>Total Revenue</b>	<b>\$2,543,474.02</b>		<b>\$1,011,520.94</b>	<b>\$0.00</b>	<b>\$1,011,520.94</b>	<b>39.77%</b>	<b>50.00%</b>	-10.23%
Payroll - Direct	\$1,204,252.04	47.35%	\$509,786.18		\$509,786.18	42.33%	budgeted 23 employees	
Payroll - Overtime	\$241,374.63	9.49%	\$29,887.44		\$29,887.44	12.38%		
Cellular Stipend	\$3,500.00	0.14%	\$1,400.00		\$1,400.00	40.00%		
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%	\$123,361.29		\$123,361.29	47.82%		
Health Savings Account Contributions	\$0.00	0.00%	\$14,317.46		\$14,317.46	#DIV/0!		
Life Insurance	\$2,888.06	0.00%	\$3,256.57		\$3,256.57	112.76%		
Disability	\$7,345.37	0.00%	\$1,525.68		\$1,525.68	20.77%		
Simple IRA Match	\$29,487.53	1.16%	\$7,177.59		\$7,177.59	24.34%		
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%	\$7,071.44		\$7,071.44	52.58%		
FICA	\$110,590.44	4.35%	\$39,630.98		\$39,630.98	35.84%		
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>\$745,518.70</b>	<b>\$0.00</b>	<b>\$745,518.70</b>	<b>39.40%</b>	<b>50.00%</b>	-10.60%
		0.00%						
Equipment Leases/Purchases	\$0.00	0.00%	\$0.00	\$0.00	\$0.00	#DIV/0!		
Depreciation Expense	\$0.00	0.00%	\$72,476.97	(\$72,476.97)	\$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%	\$3,505.17	\$0.00	\$3,505.17	233.68%	Medical box for office (\$1460); Power Washer (\$645)	
Pickup Truck Equipment	\$0.00	0.00%	\$0.00		\$0.00	#DIV/0!		
Fuel Cost	\$112,408.00	4.42%	\$41,777.95		\$41,777.95	37.17%		
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%	\$54,742.21		\$54,742.21	45.07%		
Small Equipment Operations & Maintenance	\$24,558.00	0.97%	\$6,976.43		\$6,976.43	28.41%		
Licensing	\$10,000.00	0.39%	\$4,572.65		\$4,572.65	45.73%	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>\$158,600.28</b>	<b>\$130,576.18</b>	<b>\$289,176.46</b>	<b>62.60%</b>	<b>50.00%</b>	12.60%
Director Stipends	\$9,000.00	0.35%	\$4,500.00		\$4,500.00	50.00%		
Administrative Outsourcing	\$36,000.00	1.42%	\$21,031.63		\$21,031.63	58.42%	Billing for Dec24, Jan25, Feb25, Mar25, Apr25, May25; Bamboo (\$3028)	
Accounting Fees	\$15,100.00	0.59%	\$7,500.00		\$7,500.00	49.67%	Billing for Dec24, Jan25, Feb25, Mar25, Apr25, May25	
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%	\$16,807.50		\$16,807.50	49.26%		
Umbrella Insurance Coverage	\$5,866.70	0.23%	\$2,935.02		\$2,935.02	50.03%		
Other Insurance Coverage		0.00%	\$0.00		\$0.00	#DIV/0!		
Chemicals	\$20,000.00	0.79%	\$4,510.53		\$4,510.53	22.55%		
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%	\$850.00		\$850.00	#DIV/0!		
Education/Training	\$32,000.00	1.26%	\$13,765.58		\$13,765.58	43.02%		
Safety/Compliance Fees	\$500.00	0.02%	\$3,448.12		\$3,448.12	689.62%	Chainsaw Chaps (\$802); Safety Mgmt Site Observation (\$1250);Darby Fire(\$1175); Face Sheilds(\$220)	
Office Supplies	\$6,000.00	0.24%	\$5,754.84		\$5,754.84	95.91%	Laptop(\$2237)	
Office Utilities	\$8,000.00	0.31%	\$3,861.85		\$3,861.85	48.27%		
Office Rent	\$18,000.00	0.71%	\$8,520.00		\$8,520.00	47.33%		
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>\$94,662.07</b>	<b>\$0.00</b>	<b>\$94,662.07</b>	<b>50.01%</b>	<b>50.00%</b>	0.01%
Margins	\$0.00	0.00%				#DIV/0!		
Total Cost	<b>\$2,543,474.02</b>	<b>100.00%</b>	<b>\$998,781.05</b>	<b>\$130,576.18</b>	<b>\$1,129,357.23</b>	<b>44.40%</b>	<b>50.00%</b>	-5.60%
					<b>\$2,543,474.02</b>	<b>44.40%</b>		-4.63%
Net Income and Net Cash Flow	<b>\$0.00</b>		<b>\$12,739.89</b>	<b>-\$130,576.18</b>	<b>-\$117,836.29</b>			
Sale of Assets and Scrap			\$0.00		\$0.00			
Adjusted Net Income and Net Cash Flow			\$12,739.89	(\$130,576.18)	(\$117,836.29)			
Capital Contribution								
Change in Accounts Receivable					\$4,845.59			
Change in Employee Advances					\$0.00			
Change in Prepaid Expenses					\$26,319.00			
Change in Deposits					\$0.00			
Change in Accounts Payable					\$12,948.57			
Change in Current Liabilities					\$995.98			
Change in UDWI Payable					\$75,000.00			
Net Receipts (Disbursements)					\$2,272.85			
Ending Cash					<b>\$112,893.57</b>	\$0.00		