

Hoosier Heritage Management LLC
Budget to Actual - 8/31/2025

	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		\$1,391,678.19		\$1,391,678.19	55.81%	\$1,662,316.01	(\$270,637.82)
Spray	\$50,000.00		\$6,321.70		\$6,321.70	12.64%	\$33,333.33	(\$27,011.63)
Subcontractor	\$0.00		\$0.00		\$0.00	#DIV/0!	\$1,695,649.34	(\$297,649.45)
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		\$0.56		\$0.56	#DIV/0!		
Total Revenue	\$2,543,474.02		\$1,398,400.45	\$0.00	\$1,398,400.45	54.98%	66.67%	-11.69%
Payroll - Direct	\$1,204,252.04	47.35%	\$691,620.95		\$691,620.95	57.43%	budgeted 23 employees	
Payroll - Overtime	\$241,374.63	9.49%	\$34,203.86		\$34,203.86	14.17%	50.21%	
Cellular Stipend	\$3,500.00	0.14%	\$1,700.00		\$1,700.00	48.57%		
Uniform Costs	\$9,000.00	0.35%	\$3,473.66		\$3,473.66	38.60%	Work shirts for crew	
Other Personnel Costs	\$6,871.25	0.27%	\$1,662.76		\$1,662.76	24.20%	Background checks (\$1163)	
Travel/Mileage	\$0.00	0.00%	\$0.00		\$0.00	#DIV/0!		
Health Insurance	\$257,970.82	10.14%	\$162,352.79		\$162,352.79	62.93%		
Health Savings Account Contributions	\$0.00	0.00%	\$14,317.46		\$14,317.46	#DIV/0!		
Life Insurance	\$2,888.06	0.00%	\$4,730.96		\$4,730.96	163.81%		
Disability	\$7,345.37	0.00%	\$1,525.68		\$1,525.68	20.77%		
Simple IRA Match	\$29,487.53	1.16%	\$9,405.79		\$9,405.79	31.90%		
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%	\$9,556.40		\$9,556.40	71.06%		
FICA	\$110,590.44	4.35%	\$53,307.59		\$53,307.59	48.20%		
FUTA/SUTA	\$3,588.00	0.14%	\$1,917.65		\$1,917.65	53.45%	Front loaded (first \$9500/\$7000)	
Total Personnel Costs	\$1,892,267.09	74.40%	\$991,425.55	\$0.00	\$991,425.55	52.39%	66.67%	-14.27%
		0.00%						
Equipment Leases/Purchases	\$0.00	0.00%	\$0.00	\$0.00	\$0.00	#DIV/0!		
Depreciation Expense	\$0.00	0.00%	\$97,311.70	(\$97,311.70)	\$0.00	#DIV/0!		
Capital Replacement	\$180,000.00	7.08%	(\$31,500.00)	\$255,288.42	\$223,788.42	124.33%	Grapple for Skid Steer(\$4120); Bucket Truck (\$190k); Pole Saw(\$9034); sale of Equip(-\$32k); Truck(\$52k)	
Bucket Truck Equipment	\$1,500.00	0.06%	\$11,047.56	\$0.00	\$11,047.56	736.50%	Medical box for office (\$1460); Power Washer (\$645); Hard Hats (\$5550); Saw (\$1220)	
Pickup Truck Equipment	\$0.00	0.00%	\$0.00		\$0.00	#DIV/0!		
Fuel Cost	\$112,408.00	4.42%	\$57,275.64		\$57,275.64	50.95%		
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%	\$81,579.39		\$81,579.39	67.17%		
Small Equipment Operations & Maintenance	\$24,558.00	0.97%	\$8,791.16		\$8,791.16	35.80%		
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!		
Total Equipment Overhead	\$461,921.00	18.16%	\$235,137.10	\$157,976.72	\$393,113.82	85.10%	66.67%	18.44%
Director Stipends	\$9,000.00	0.35%	\$6,000.00		\$6,000.00	66.67%		
Administrative Outsourcing	\$36,000.00	1.42%	\$28,019.57		\$28,019.57	77.83%	Billing for Dec24, Jan25- Jul25; Bamboo (\$4010)	
Accounting Fees	\$15,100.00	0.59%	\$10,000.00		\$10,000.00	66.23%	Billing for Dec24, Jan25-Jul25	
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	0.00%		
Management Fees	\$0.00	0.00%	\$0.00	\$0.00	\$0.00	#DIV/0!		
General Liability Insurance	\$34,119.23	1.34%	\$22,410.00	\$22,410.00	\$22,410.00	65.68%		
Umbrella Insurance Coverage	\$5,866.70	0.23%	\$3,913.36	\$3,913.36	\$3,913.36	66.70%		
Other Insurance Coverage		0.00%	\$0.00	\$0.00	\$0.00	#DIV/0!		
Chemicals	\$20,000.00	0.79%	\$9,582.01	\$9,582.01	\$9,582.01	47.91%		
Computer Hardware/Software	\$1,500.00	0.06%	\$1,177.00	\$1,177.00	\$1,177.00	78.47%	Annual payroll subscription	
Equipment Rentals	\$0.00	0.00%	\$0.00	\$0.00	\$0.00	#DIV/0!		
Membership/Licensing Fees	\$0.00	0.00%	\$3,744.00	\$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	\$13,765.58	43.02%		
Safety/Compliance Fees	\$500.00	0.02%	\$3,486.64	\$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%	\$6,942.11	\$6,942.11	\$6,942.11	115.70%	Laptop(\$2237)	
Office Utilities	\$8,000.00	0.31%	\$5,003.03	\$5,003.03	\$5,003.03	62.54%		
Office Rent	\$18,000.00	0.71%	\$11,360.00	\$11,360.00	\$11,360.00	63.11%		
Photocopies/Binding	\$0.00	0.00%	\$0.00	\$0.00	\$0.00	#DIV/0!		
Contract Labor	\$0.00	0.00%	\$0.00	\$0.00	\$0.00	#DIV/0!		
Advertising and Promotion	\$2,200.00	0.09%	\$0.00	\$0.00	\$0.00	0.00%		
Total General Overhead	\$189,285.93	7.44%	\$125,403.30	\$0.00	\$125,403.30	66.25%	66.67%	-0.42%
Margins	\$0.00	0.00%				#DIV/0!		
Total Cost	\$2,543,474.02	100.00%	\$1,351,965.95	\$157,976.72	\$1,509,942.67	59.37%	66.67%	-7.30%
					\$2,543,474.02	59.37%		-4.39%
Net Income and Net Cash Flow	\$0.00		\$46,434.50	-\$157,976.72	-\$111,542.22			
Sale of Assets and Scrap			\$0.00		\$0.00			
Adjusted Net Income and Net Cash Flow			\$46,434.50	(\$157,976.72)	(\$111,542.22)			
Capital Contribution								
Change in Accounts Receivable					(\$45,534.70)			
Change in Employee Advances					\$0.00			
Change in Prepaid Expenses					\$35,092.00			
Change in Deposits					\$0.00			
Change in Accounts Payable					\$3,071.50			
Change in Current Liabilities					(\$365.68)			
Change in UDWI Payable					\$60,000.00			
Net Receipts (Disbursements)					(\$59,279.10)			
Ending Cash					\$51,341.62	(\$0.00)		