Hoosier Heritage Management LLC
Budget to Actual - 9/30/2025

	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		$1,568,011.04		$1,568,011.04	62.88%		$1,870,105.51	($302,094.47)	
Spray	$50,000.00		$6,822.26		$6,822.26	13.64%		$37,500.00	($30,677.74)	61.92%
Subcontractor	$0.00		$0.00		$0.00	#DIV/0!		$1,907,605.51	($332,772.21)	
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		$0.60		$0.60	#DIV/0!				
Total Revenue	**$2,543,474.02**		**$1,575,233.90**	**$0.00**	**$1,575,233.90**	**61.93%**	**75.00%**	-13.07%		
Payroll - Direct	$1,204,252.04	47.35%	$773,798.62		$773,798.62	64.26%	budgeted 23 employees			
Payroll - Overtime	$241,374.63	9.49%	$34,281.14		$34,281.14	14.20%	55.90%			
Cellular Stipend	$3,500.00	0.14%	$1,850.00		$1,850.00	52.86%				
Uniform Costs	$9,000.00	0.35%	$4,401.98		$4,401.98	48.91%	Work shirts for crew			
Other Personnel Costs	$6,871.25	0.27%	$3,162.76		$3,162.76	46.03%	Background checks ($1163)			
Travel/Mileage	$0.00	0.00%	$0.00		$0.00	#DIV/0!				
Health Insurance	$257,970.82	10.14%	$182,384.80		$182,384.80	70.70%				
Health Savings Account Contributions	$0.00	0.00%	$14,317.46		$14,317.46	#DIV/0!				
Life Insurance	$2,888.06	0.00%	$5,442.50		$5,442.50	188.45%				
Disability	$7,345.37	0.00%	$1,525.68		$1,525.68	20.77%				
Simple IRA Match	$29,487.53	1.16%	$10,422.59		$10,422.59	35.35%				
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%	$10,668.55		$10,668.55	79.33%				
FICA	$110,590.44	4.35%	$59,355.23		$59,355.23	53.67%				
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%**	**$1,105,178.96**	**$0.00**	**$1,105,178.96**	**58.41%**	**75.00%**	-16.59%		
		0.00%								
Equipment Leases/Purchases	$0.00	0.00%	$0.00	$0.00	$0.00	#DIV/0!				
Depreciation Expense	$0.00	0.00%	$110,077.30	($110,077.30)	$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%	$11,629.69	$0.00	$11,629.69	775.31%	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%	$67,338.39		$67,338.39	59.91%				
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%	$99,900.25		$99,900.25	82.25%	Larger Truck Repairs ($42k); Timberjack($11k); Vermeer BC1800 XL ($7k)			
Small Equipment Operations & Maintenanc	$24,558.00	0.97%	$12,800.52		$12,800.52	52.12%				
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%**	**$280,877.80**	**$145,211.12**	**$426,088.92**	**92.24%**	**75.00%**	17.24%		
Director Stipends	$9,000.00	0.35%	$6,750.00		$6,750.00	75.00%				
Administrative Outsourcing	$36,000.00	1.42%	$31,510.57		$31,510.57	87.53%	Billing for Dec24, Jan25- Aug25; Bamboo ($4501)			
Accounting Fees	$15,100.00	0.59%	$11,250.00		$11,250.00	74.50%	Billing for Dec24, Jan25-Aug25			
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%	$25,211.21		$25,211.21	73.89%			
Umbrella Insurance Coverage	$5,866.70	0.23%	$4,402.53		$4,402.53	75.04%			
Other Insurance Coverage		0.00%	$0.00		$0.00	#DIV/0!			
Chemicals	$20,000.00	0.79%	$10,595.98		$10,595.98	52.98%			
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%	$3,495.20		$3,495.20	699.04%			Chainsaw Chaps ($802); Safety Mgmt Site Observation ($1250);Darby Fire($1175); Face Sheilds($220)
Office Supplies	$6,000.00	0.24%	$7,229.17		$7,229.17	120.49%			Laptop($2237)
Office Utilities	$8,000.00	0.31%	$5,696.65		$5,696.65	71.21%			
Office Rent	$18,000.00	0.71%	$12,780.00		$12,780.00	71.00%			
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%**	**$137,607.89**	**$0.00**	**$137,607.89**	**72.70%**	**75.00%**	-2.30%	
Margins	$0.00	0.00%				#DIV/0!			
Total Cost	**$2,543,474.02**	**100.00%**	**$1,523,664.65**	**$145,211.12**	**$1,668,875.77**	**65.61%**	**75.00%**	-9.39%	
					$2,543,474.02	65.61%	-3.68%		
Net Income and Net Cash Flow	**$0.00**		**$51,569.25**	**-$145,211.12**	**-$93,641.87**				
Sale of Assets and Scrap			$0.00		$0.00				
Adjusted Net Income and Net Cash Flow			$51,569.25	($145,211.12)	($93,641.87)				
Capital Contribution									
Change in Accounts Receivable					($36,670.40)				
Change in Employee Advances					$0.00				
Change in Prepaid Expenses					($19,754.54)				
Change in Deposits					$0.00				
Change in Accounts Payable					$2,555.64				
Change in Current Liabilities					($1,744.43)				
Change in UDWI Payable					$87,500.00				
Net Receipts (Disbursements)					($61,755.60)				
Ending Cash					$48,865.12	$0.00			