

Hoosier Heritage Management LLC
Budget to Actual - 12/31/2025

	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		\$2,002,994.91		\$2,002,994.91	80.33%	\$2,493,474.02 (\$490,479.11)
Spray	\$50,000.00		\$8,761.87		\$8,761.87	17.52%	\$50,000.00 (\$41,238.13)
Subcontractor	\$0.00		\$0.00		\$0.00	#DIV/0!	\$2,543,474.02 (\$531,717.24)
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		\$0.68		\$0.68	#DIV/0!	
Total Revenue	\$2,543,474.02		\$2,012,157.46	\$0.00	\$2,012,157.46	79.11%	100.00% -20.89%
Payroll - Direct	\$1,204,252.04	47.35%	\$1,041,119.05		\$1,041,119.05	86.45%	budgeted 23 employees
Payroll - Overtime	\$241,374.63	9.49%	\$35,471.99		\$35,471.99	14.70%	74.47%
Cellular Stipend	\$3,500.00	0.14%	\$2,300.00		\$2,300.00	65.71%	
Uniform Costs	\$9,000.00	0.35%	\$11,482.59		\$11,482.59	127.58%	Work shirts for crew
Other Personnel Costs	\$6,871.25	0.27%	\$5,444.45		\$5,444.45	79.24%	Background checks (\$2495)
Travel/Mileage	\$0.00	0.00%	\$0.00		\$0.00	#DIV/0!	
Health Insurance	\$257,970.82	10.14%	\$239,215.33		\$239,215.33	92.73%	
Health Savings Account Contributions	\$0.00	0.00%	\$14,317.46		\$14,317.46	#DIV/0!	
Life Insurance	\$2,888.06	0.00%	\$2,877.83		\$2,877.83	99.65%	
Disability	\$7,345.37	0.00%	\$6,146.82		\$6,146.82	83.68%	
Simple IRA Match	\$29,487.53	1.16%	\$13,880.26		\$13,880.26	47.07%	
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%	\$15,200.13		\$15,200.13	113.02%	
FICA	\$110,590.44	4.35%	\$79,035.20		\$79,035.20	71.47%	
FUTA/SUTA	\$3,588.00	0.14%	\$2,354.75		\$2,354.75	65.63%	Front loaded (first \$9500/\$7000)
Total Personnel Costs	\$1,892,267.09	74.40%	\$1,470,495.86	\$0.00	\$1,470,495.86	77.71%	100.00% -22.29%
		0.00%					
Equipment Leases/Purchases	\$0.00	0.00%	\$0.00	\$0.00	\$0.00	#DIV/0!	
Depreciation Expense	\$0.00	0.00%	\$150,943.09	(\$150,943.09)	\$0.00	#DIV/0!	
Capital Replacement	\$180,000.00	7.08%	(\$31,500.00)	\$268,626.42	\$237,126.42	131.74%	Grapple for Skid Steer(\$4120); Bucket Truck (\$203k); Pole Saw(\$9034); sale of Equip(-\$32k); Truck(\$52k)
Bucket Truck Equipment	\$1,500.00	0.06%	\$11,947.92	\$0.00	\$11,947.92	796.53%	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%	\$90,013.34		\$90,013.34	80.08%	
Fuel Tax	\$0.00	0.00%	\$0.00		\$0.00	#DIV/0!	
Personal Property Tax	\$12,000.00	0.47%	\$12,097.80		\$12,097.80	100.82%	Payable of half in May/Nov
Large Equipment Maintenance	\$121,455.00	4.78%	\$127,144.03		\$127,144.03	104.68%	UDWI Repairs (\$46k); Timberjack(\$12k); Chipper (\$9k); Semi (\$5k)
Small Equipment Operations & Maintenance	\$24,558.00	0.97%	\$16,320.58		\$16,320.58	66.46%	
Licensing	\$10,000.00	0.39%	\$8,928.09		\$8,928.09	89.28%	Licensing in Jan
Radio Install	\$0.00	0.00%	\$0.00		\$0.00	#DIV/0!	
Total Equipment Overhead	\$461,921.00	18.16%	\$385,894.85	\$117,683.33	\$503,578.18	109.02%	100.00% 9.02%
Director Stipends	\$9,000.00	0.35%	\$9,000.00		\$9,000.00	100.00%	
Administrative Outsourcing	\$36,000.00	1.42%	\$41,484.57		\$41,484.57	115.23%	Billing for Dec24, Jan25- NOV25; Bamboo (\$5474)
Accounting Fees	\$15,100.00	0.59%	\$15,000.00		\$15,000.00	99.34%	Billing for Dec24, Jan25-NOV25
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%	\$34,501.46		\$34,501.46	101.12%		
Umbrella Insurance Coverage	\$5,866.70	0.23%	\$6,087.54		\$6,087.54	103.76%		
Other Insurance Coverage		0.00%	\$0.00		\$0.00	#DIV/0!		
Chemicals	\$20,000.00	0.79%	\$11,512.20		\$11,512.20	57.56%		
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%	\$4,689.00		\$4,689.00	#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%	\$4,337.65		\$4,337.65	867.53%	Chainsaw Chaps (\$802); Safety Mgmt Site Observation (\$1250); Darby Fire(\$1175); Face Sheilds(\$220)	
Office Supplies	\$6,000.00	0.24%	\$7,773.40		\$7,773.40	129.56%	Laptop(\$2237)	
Office Utilities	\$8,000.00	0.31%	\$7,366.79		\$7,366.79	92.08%		
Office Rent	\$18,000.00	0.71%	\$15,620.00		\$15,620.00	86.78%		
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%	\$172,315.19	\$0.00	\$172,315.19	91.03%	100.00%	-8.97%
Margins	\$0.00	0.00%				#DIV/0!		
Total Cost	\$2,543,474.02	100.00%	\$2,028,705.90	\$117,683.33	\$2,146,389.23	84.39%	100.00%	-15.61%
					\$2,543,474.02	84.39%		-5.28%
Net Income and Net Cash Flow	\$0.00		-\$16,548.44	-\$117,683.33	-\$134,231.77			
Sale of Assets and Scrap			\$0.00		\$0.00			
Adjusted Net Income and Net Cash Flow			(\$16,548.44)	(\$117,683.33)	(\$134,231.77)			
Capital Contribution								
Change in Accounts Receivable					\$7,720.64			
Change in Employee Advances					\$0.00			
Change in Prepaid Expenses					(\$1,657.91)			
Change in Deposits					\$0.00			
Change in Accounts Payable					\$23,161.60			
Change in Current Liabilities					\$16,985.29			
Change in UDWI Payable					\$50,000.00			
Net Receipts (Disbursements)					(\$38,022.15)			
Ending Cash					\$72,598.57	\$0.00		