

**Hoosier Heritage Management LLC**  
**Budget to Actual - 01/31/2026**

	Budget		Per Profit/Loss	Per Balance Sheet	Total	% of Budget		
Beginning Cash - 12/31/2025					\$72,358.36			
Service Revenue								
Regular	\$2,499,381.87		\$107,216.73		\$107,216.73	4.29%	\$208,281.82	(\$101,065.09)
Spray	\$70,000.00		\$456.96		\$456.96	0.65%	\$5,833.33	(\$5,376.37)
Subcontractor	\$0.00		\$0.00		\$0.00	#DIV/0!	\$214,115.16	(\$106,441.47)
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		\$0.00		\$0.00	#DIV/0!		
Other Income	\$0.00		\$14,697.79		\$14,697.79	#DIV/0!		
Interest Income	\$0.00		\$0.04		\$0.04	#DIV/0!		
<b>Total Revenue</b>	<b>\$2,569,381.87</b>		<b>\$122,371.52</b>	<b>\$0.00</b>	<b>\$122,371.52</b>	<b>4.76%</b>	<b>8.33%</b>	-3.57%
Payroll - Direct	\$1,161,709.60	45.21%	\$54,380.75		\$54,380.75	4.68%	budgeted 22 employees	
Payroll - Overtime	\$50,028.30	1.95%	\$0.00		\$0.00	0.00%	4.49%	
Cellular Stipend	\$2,500.00	0.10%	\$150.00		\$150.00	6.00%		
Uniform Costs	\$10,000.00	0.39%	\$0.00		\$0.00	0.00%	Work shirts for crew	
Other Personnel Costs	\$5,500.00	0.21%	\$110.00		\$110.00	2.00%	Background checks (\$2495)	
Travel/Mileage	\$0.00	0.00%	\$0.00		\$0.00	#DIV/0!		
Health Insurance	\$251,002.98	9.77%	\$20,123.60		\$20,123.60	8.02%		
Health Savings Account Contributions	\$19,500.00	0.00%	\$20,250.00		\$20,250.00	103.85%	Paid up front in January	
Life Insurance	\$2,812.39	0.00%	\$0.00		\$0.00	0.00%		
Disability	\$9,043.16	0.00%	\$688.64		\$688.64	7.62%		
Simple IRA Match	\$24,784.76	0.96%	\$715.57		\$715.57	2.89%		
Med Evac Coverage	\$1,950.00	0.08%	\$0.00		\$0.00	0.00%	Pay coverage up front	
Workers Compensation Insurance	\$15,676.97	0.61%	\$2,296.67		\$2,296.67	14.65%	2025 audit addtl (\$1019)	
FICA	\$92,697.95	3.61%	\$3,951.79		\$3,951.79	4.26%		
FUTA/SUTA	\$3,432.00	0.13%	\$568.24		\$568.24	16.56%	Front loaded (first \$9500/\$7000)	
<b>Total Personnel Costs</b>	<b>\$1,650,638.10</b>	<b>64.24%</b>	<b>\$103,235.26</b>	<b>\$0.00</b>	<b>\$103,235.26</b>	<b>6.25%</b>	<b>8.33%</b>	-2.08%
Equipment Leases/Purchases	\$0.00	0.00%	\$0.00	\$0.00	\$0.00	#DIV/0!		
Depreciation Expense	\$0.00	0.00%	\$11,013.00	(\$11,013.00)	\$0.00	#DIV/0!		
Capital Replacement	\$375,000.00	14.59%	\$0.00	\$0.00	\$0.00	0.00%		
UDWI Short Term Loan Repayment	\$50,000.00	1.95%	\$12,500.00		\$12,500.00	25.00%	4 mo payments	
Bucket Truck Equipment	\$16,000.00	0.62%	\$1,674.61	\$0.00	\$1,674.61	10.47%	Headsets (\$1605)	
Pickup Truck Equipment	\$0.00	0.00%	\$0.00		\$0.00	#DIV/0!		
Fuel Cost	\$94,274.00	3.67%	\$5,742.04		\$5,742.04	6.09%		
Fuel Tax	\$0.00	0.00%	\$0.00		\$0.00	#DIV/0!		
Personal Property Tax	\$17,000.00	0.66%	\$0.00		\$0.00	0.00%	Payable of half in May/Nov	
Large Equipment Maintenance	\$139,860.00	5.44%	\$39,208.44		\$39,208.44	28.03%	Skidder repair (\$36k)	

Small Equipment Operations & Maintenan	\$17,921.00	0.70%	\$987.27		\$987.27	5.51%		
Licensing	\$7,000.00	0.27%	\$704.06		\$704.06	10.06%	Licensing in Jan	
Radio Install	\$0.00	0.00%	\$0.00		\$0.00	#DIV/0!		
<b>Total Equipment Overhead</b>	<b>\$717,055.00</b>	<b>27.91%</b>	<b>\$71,829.42</b>	<b>-\$11,013.00</b>	<b>\$60,816.42</b>	<b>8.48%</b>	<b>8.33%</b>	0.15%
Director Stipends	\$9,000.00	0.35%	\$750.00		\$750.00	8.33%		
Administrative Outsourcing	\$42,000.00	1.63%	\$3,970.00		\$3,970.00	9.45%	Billing for Dec25, Bamboo (\$970)	
Accounting Fees	\$15,000.00	0.58%	\$1,250.00		\$1,250.00	8.33%	Billing for Dec25	
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	\$37,997.12	1.48%	\$3,096.75		\$3,096.75	8.15%		
Umbrella Insurance Coverage	\$6,891.65	0.27%	\$561.67		\$561.67	8.15%		
Other Insurance Coverage		0.00%	\$0.00		\$0.00	#DIV/0!		
Chemicals	\$20,000.00	0.78%	\$0.00		\$0.00	0.00%		
Computer Hardware/Software	\$1,600.00	0.06%	\$0.00		\$0.00	0.00%		
Equipment Rentals	\$0.00	0.00%	\$0.00		\$0.00	#DIV/0!		
Membership/Licensing Fees	\$5,000.00	0.19%	\$155.00		\$155.00	3.10%		
Education/Training	\$20,000.00	0.78%	\$1,136.53		\$1,136.53	5.68%		
Safety/Compliance Fees	\$5,000.00	0.19%	\$0.00		\$0.00	0.00%		
Office Supplies	\$10,000.00	0.39%	\$572.84		\$572.84	5.73%		
Office Utilities	\$8,000.00	0.31%	\$629.05		\$629.05	7.86%		
Office Rent	\$18,000.00	0.70%	\$1,500.00		\$1,500.00	8.33%		
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>\$201,688.77</b>	<b>7.85%</b>	<b>\$13,621.84</b>	<b>\$0.00</b>	<b>\$13,621.84</b>	<b>6.75%</b>	<b>8.33%</b>	-1.58%
Margins	\$0.00	0.00%				#DIV/0!		
Total Cost	<b>\$2,569,381.87</b>	<b>100.00%</b>	<b>\$188,686.52</b>	<b>-\$11,013.00</b>	<b>\$177,673.52</b>	<b>6.92%</b>	<b>8.33%</b>	-1.42%
					<b>\$2,569,381.87</b>	<b>6.92%</b>	<b>-2.15%</b>	
Net Income and Net Cash Flow	<b>\$0.00</b>		<b>-\$66,315.00</b>	<b>\$11,013.00</b>	<b>-\$55,302.00</b>			
Sale of Assets and Scrap			\$0.00		\$0.00			
Adjusted Net Income and Net Cash Flow			<b>(\$66,315.00)</b>	<b>\$11,013.00</b>	<b>(\$55,302.00)</b>			
Capital Contribution								
Change in Accounts Receivable					\$26,687.74			
Change in Employee Advances					\$0.00			
Change in Prepaid Expenses					\$4,936.09			
Change in Deposits					\$0.00			
Change in Accounts Payable					\$26,856.78			
Change in Current Liabilities					<b>(\$41,282.02)</b>			
Change in UDWI Payable					<b>(\$12,500.00)</b>			
Net Receipts (Disbursements)					<b>(\$50,603.41)</b>			
Ending Cash					<b>\$21,754.95</b>	<b>(\$12,500.00)</b>		