

Hoosier Heritage Management LLC
Budget to Actual - 02/28/2026

	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		\$246,605.41		\$246,605.41	9.87%	\$416,563.65	(\$169,958.24)
Spray	\$70,000.00		\$489.60		\$489.60	0.70%	\$11,666.67	(\$11,177.07)
Subcontractor	\$0.00		\$0.00		\$0.00	#DIV/0!	\$428,230.31	(\$181,135.30)
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		\$5,000.00		\$5,000.00	#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		\$0.08		\$0.08	#DIV/0!		
Total Revenue	\$2,569,381.87		\$266,792.88	\$0.00	\$266,792.88	10.38%	16.67%	-6.28%
Payroll - Direct	\$1,161,709.60	45.21%	\$138,312.55		\$138,312.55	11.91%	budgeted 22 employees	
Payroll - Overtime	\$50,028.30	1.95%	\$645.20		\$645.20	1.29%	11.47%	
Cellular Stipend	\$2,500.00	0.10%	\$300.00		\$300.00	12.00%		
Uniform Costs	\$10,000.00	0.39%	(\$283.68)		(\$283.68)	-2.84%	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%	\$41,842.29		\$41,842.29	16.67%		
Health Savings Account Contributions	\$19,500.00	0.00%	\$20,250.00		\$20,250.00	103.85%	Paid up front in February	
Life Insurance	\$2,812.39	0.00%	\$0.00		\$0.00	0.00%		
Disability	\$9,043.16	0.00%	\$1,377.28		\$1,377.28	15.23%		
Simple IRA Match	\$24,784.76	0.96%	\$1,805.41		\$1,805.41	7.28%		
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%	\$4,192.95		\$4,192.95	26.75%	2025 audit addtl (\$1019)	
FICA	\$92,697.95	3.61%	\$10,130.94		\$10,130.94	10.93%		
FUTA/SUTA	\$3,432.00	0.13%	\$1,211.02		\$1,211.02	35.29%	Front loaded (first \$9500/\$7000)	
Total Personnel Costs	\$1,650,638.10	64.24%	\$219,893.96	\$0.00	\$219,893.96	13.32%	16.67%	-3.34%
Equipment Leases/Purchases	\$0.00	0.00%	\$0.00	\$0.00	\$0.00	#DIV/0!		
Depreciation Expense	\$0.00	0.00%	\$22,026.00	(\$22,026.00)	\$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%	\$25,000.00		\$25,000.00	50.00%	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%	\$11,273.24		\$11,273.24	11.96%		
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%	\$44,406.96		\$44,406.96	31.75%	Skidder repair (\$36k)	

Small Equipment Operations & Maintenan	\$17,921.00	0.70%	\$1,356.42		\$1,356.42	7.57%		
Licensing	\$7,000.00	0.27%	\$704.06		\$704.06	10.06%		
Radio Install	\$0.00	0.00%	\$0.00		\$0.00	#DIV/0!		
Total Equipment Overhead	\$717,055.00	27.91%	\$106,441.29	-\$22,026.00	\$84,415.29	11.77%	16.67%	-4.89%
Director Stipends	\$9,000.00	0.35%	\$1,500.00		\$1,500.00	16.67%		
Administrative Outsourcing	\$42,000.00	1.63%	\$7,461.00		\$7,461.00	17.76%	Billing for Dec25, Jan26 + Bamboo (\$970)	
Accounting Fees	\$15,000.00	0.58%	\$2,500.00		\$2,500.00	16.67%		
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%	\$6,193.50		\$6,193.50	16.30%		
Umbrella Insurance Coverage	\$6,891.65	0.27%	\$1,123.34		\$1,123.34	16.30%		
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%	\$755.19		\$755.19	7.55%		
Office Utilities	\$8,000.00	0.31%	\$1,387.96		\$1,387.96	17.35%		
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%		
Total General Overhead	\$201,688.77	7.85%	\$23,712.52	\$0.00	\$23,712.52	11.76%	16.67%	-4.91%
Margins	\$0.00	0.00%				#DIV/0!		
Total Cost	\$2,569,381.87	100.00%	\$350,047.77	-\$22,026.00	\$328,021.77	12.77%	16.67%	-3.90%
					\$2,569,381.87	12.77%	-2.38%	
Net Income and Net Cash Flow	\$0.00		-\$83,254.89	\$22,026.00	-\$61,228.89			
Sale of Assets and Scrap			\$0.00		\$0.00			
Adjusted Net Income and Net Cash Flow			(\$83,254.89)	\$22,026.00	(\$61,228.89)			
Capital Contribution								
Change in Accounts Receivable					(\$21,605.98)			
Change in Employee Advances					\$0.00			
Change in Prepaid Expenses					\$9,872.18			
Change in Deposits					\$0.00			
Change in Accounts Payable					(\$27,423.92)			
Change in Current Liabilities					(\$21,453.08)			
Change in UDWI Payable					\$130,000.00		\$65k Equip/\$65k Liquidity Loan	
Net Receipts (Disbursements)					\$8,160.31			
Ending Cash					\$80,518.67		\$0.00	