

Hoosier Heritage Management LLC
Budget to Actual - 03/31/2026

	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		\$397,594.53		\$397,594.53	15.91%	\$624,845.47	(\$227,250.94)
Spray	\$70,000.00		\$489.60		\$489.60	0.70%	\$17,500.00	(\$17,010.40)
Subcontractor	\$0.00		\$0.00		\$0.00	#DIV/0!	\$642,345.47	(\$244,261.34)
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		\$417,782.00	\$0.00	\$417,782.00	16.26%	25.00%	-8.74%
Payroll - Direct	\$1,161,709.60	45.21%	\$211,834.05		\$211,834.05	18.23%	budgeted 22 employees	
Payroll - Overtime	\$50,028.30	1.95%	\$645.20		\$645.20	1.29%	17.54%	
Cellular Stipend	\$2,500.00	0.10%	\$450.00		\$450.00	18.00%		
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%	\$898.00		\$898.00	16.33%	Background checks (\$2495)	
Travel/Mileage	\$0.00	0.00%	\$0.00		\$0.00	#DIV/0!		
Health Insurance	\$251,002.98	9.77%	\$63,357.93		\$63,357.93	25.24%		
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%	\$1,965.74		\$1,965.74	21.74%		
Simple IRA Match	\$24,784.76	0.96%	\$2,709.00		\$2,709.00	10.93%		
Med Evac Coverage	\$1,950.00	0.08%	\$1,632.00		\$1,632.00	83.69%	Pay coverage up front	
Workers Compensation Insurance	\$15,676.97	0.61%	\$6,189.88		\$6,189.88	39.48%	2025 audit addtl (\$1019)	
FICA	\$92,697.95	3.61%	\$15,506.74		\$15,506.74	16.73%		
FUTA/SUTA	\$3,432.00	0.13%	\$1,424.67		\$1,424.67	41.51%	Front loaded (first \$9500/\$7000)	
Total Personnel Costs	\$1,650,638.10	64.24%	\$326,579.53	\$0.00	\$326,579.53	19.79%	25.00%	-5.21%
Equipment Leases/Purchases	\$0.00	0.00%	\$0.00	\$0.00	\$0.00	#DIV/0!		
Depreciation Expense	\$0.00	0.00%	\$33,039.00	(\$33,039.00)	\$0.00	#DIV/0!		
Capital Replacement	\$375,000.00	14.59%	\$0.00	\$65,000.00	\$65,000.00	17.33%		
UDWI Short Term Loan Repayment	\$50,000.00	1.95%	\$0.00	\$37,500.00	\$37,500.00	75.00%	4 mo payments	
Bucket Truck Equipment	\$16,000.00	0.62%	\$2,107.89	\$0.00	\$2,107.89	13.17%	Headsets (\$1605)	
Pickup Truck Equipment	\$0.00	0.00%	\$0.00		\$0.00	#DIV/0!		
Fuel Cost	\$94,274.00	3.67%	\$17,398.35		\$17,398.35	18.46%		
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%	\$47,232.99		\$47,232.99	33.77%	Skidder repair (\$36k)	

Small Equipment Operations & Maintenan	\$17,921.00	0.70%	\$1,675.58		\$1,675.58	9.35%		
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%	\$102,157.87	\$69,461.00	\$171,618.87	23.93%	25.00%	-1.07%
Director Stipends	\$9,000.00	0.35%	\$2,250.00		\$2,250.00	25.00%		
Administrative Outsourcing	\$42,000.00	1.63%	\$10,461.00		\$10,461.00	24.91%	Billing for Dec25, Jan26-Feb26 Bamboo (\$1461)	
Accounting Fees	\$15,000.00	0.58%	\$3,750.00		\$3,750.00	25.00%		
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%	\$9,290.25		\$9,290.25	24.45%		
Umbrella Insurance Coverage	\$6,891.65	0.27%	\$1,685.01		\$1,685.01	24.45%		
Other Insurance Coverage		0.00%	\$0.00		\$0.00	#DIV/0!		
Chemicals	\$20,000.00	0.78%	\$947.27		\$947.27	4.74%		
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%	\$1,075.01		\$1,075.01	10.75%		
Office Utilities	\$8,000.00	0.31%	\$1,936.74		\$1,936.74	24.21%		
Office Rent	\$18,000.00	0.70%	\$4,500.00		\$4,500.00	25.00%		
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	\$201,688.77	7.85%	\$37,186.81	\$0.00	\$37,186.81	18.44%	25.00%	-6.56%
Margins	\$0.00	0.00%				#DIV/0!		
Total Cost	\$2,569,381.87	100.00%	\$465,924.21	\$69,461.00	\$535,385.21	20.84%	25.00%	-4.16%
					\$2,569,381.87	20.84%		-4.58%
Net Income and Net Cash Flow	\$0.00		-\$48,142.21	-\$69,461.00	-\$117,603.21			
Sale of Assets and Scrap			\$0.00		\$0.00			
Adjusted Net Income and Net Cash Flow			(\$48,142.21)	(\$69,461.00)	(\$117,603.21)			
Capital Contribution								
Change in Accounts Receivable					(\$43,922.17)			
Change in Employee Advances					\$0.00			
Change in Prepaid Expenses					\$14,808.27			
Change in Deposits					\$0.00			
Change in Accounts Payable					(\$29,289.32)			
Change in Current Liabilities					(\$19,495.39)			
Change in UDWI Payable					\$170,000.00		\$65k Equip/\$105k Liquidity Loan	
Net Receipts (Disbursements)					(\$25,501.82)			
Ending Cash					\$46,856.54		\$0.00	