

Hoosier Heritage Management LLC
Budget to Actual - 05/31/2026

	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		\$824,567.83		\$824,567.83	32.99%	\$1,041,409.11	(\$216,841.28)
Spray	\$70,000.00		\$1,235.44		\$1,235.44	1.76%	\$29,166.67	(\$27,931.23)
Subcontractor	\$0.00		\$0.00		\$0.00	#DIV/0!	\$1,070,575.78	(\$244,772.51)
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		\$0.20		\$0.20	#DIV/0!		
Total Revenue	\$2,569,381.87		\$845,501.26	\$0.00	\$845,501.26	32.91%	41.67%	-8.76%
Payroll - Direct	\$1,161,709.60	45.21%	\$386,087.50		\$386,087.50	33.23%	budgeted 22 employees	
Payroll - Overtime	\$50,028.30	1.95%	\$1,502.51		\$1,502.51	3.00%	31.99%	
Cellular Stipend	\$2,500.00	0.10%	\$750.00		\$750.00	30.00%		
Uniform Costs	\$10,000.00	0.39%	\$2,150.00		\$2,150.00	21.50%		
Other Personnel Costs	\$5,500.00	0.21%	\$1,918.00		\$1,918.00	34.87%	Background checks (\$718)	
Travel/Mileage	\$0.00	0.00%	\$0.00		\$0.00	#DIV/0!		
Health Insurance	\$251,002.98	9.77%	\$107,541.47		\$107,541.47	42.84%		
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%	\$3,296.61		\$3,296.61	36.45%		
Simple IRA Match	\$24,784.76	0.96%	\$5,023.21		\$5,023.21	20.27%		
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%	\$10,594.80		\$10,594.80	67.58%	2025 audit addtl (\$1019)	
FICA	\$92,697.95	3.61%	\$28,347.58		\$28,347.58	30.58%		
FUTA/SUTA	\$3,432.00	0.13%	\$1,621.92		\$1,621.92	47.26%	Front loaded (first \$9500/\$7000)	
Total Personnel Costs	\$1,650,638.10	64.24%	\$570,715.60	\$0.00	\$570,715.60	34.58%	41.67%	-7.09%
Equipment Leases/Purchases	\$0.00	0.00%	\$0.00	\$0.00	\$0.00	#DIV/0!		
Depreciation Expense	\$0.00	0.00%	\$55,065.00	(\$55,065.00)	\$0.00	#DIV/0!		
Capital Replacement	\$375,000.00	14.59%	\$0.00	\$69,565.00	\$69,565.00	18.55%	100' Bucket Truck	
UDWI Short Term Loan Repayment	\$50,000.00	1.95%	\$0.00	\$50,000.00	\$50,000.00	100.00%	4 mo payments (Jan-Apr)	
Bucket Truck Equipment	\$16,000.00	0.62%	\$6,348.03	\$0.00	\$6,348.03	39.68%		
Pickup Truck Equipment	\$0.00	0.00%	\$0.00		\$0.00	#DIV/0!		
Fuel Cost	\$94,274.00	3.67%	\$38,664.51		\$38,664.51	41.01%		
Fuel Tax	\$0.00	0.00%	\$0.00		\$0.00	#DIV/0!		
Personal Property Tax	\$17,000.00	0.66%	\$4,572.12		\$4,572.12	26.89%	Payable of half in May/Nov	
Large Equipment Maintenance	\$139,860.00	5.44%	\$60,562.72		\$60,562.72	43.30%	Skidder repair (\$36k)	

Small Equipment Operations & Maintenan	\$17,921.00	0.70%	\$3,296.71	\$3,296.71	18.40%			
Licensing	\$7,000.00	0.27%	\$713.56	\$713.56	10.19%			
Radio Install	\$0.00	0.00%	\$0.00	\$0.00	#DIV/0!			
Total Equipment Overhead	\$717,055.00	27.91%	\$169,222.65	\$64,500.00	\$233,722.65	32.59%	41.67%	-9.07%
Director Stipends	\$9,000.00	0.35%	\$3,750.00	\$3,750.00	41.67%			
Administrative Outsourcing	\$42,000.00	1.63%	\$17,955.25	\$17,955.25	42.75%	Billing for Dec25, Jan26-Apr26 Bamboo (\$2463)		
Accounting Fees	\$15,000.00	0.58%	\$6,250.00	\$6,250.00	41.67%			
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%	\$15,483.75	\$15,483.75	40.75%			
Umbrella Insurance Coverage	\$6,891.65	0.27%	\$2,808.35	\$2,808.35	40.75%			
Other Insurance Coverage		0.00%	\$0.00	\$0.00	#DIV/0!			
Chemicals	\$20,000.00	0.78%	\$10,591.38	\$10,591.38	52.96%	Majority of expenses in Summer months		
Computer Hardware/Software	\$1,600.00	0.06%	\$1,358.90	\$1,358.90	84.93%	QB Renewal		
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%	\$1,867.58	\$1,867.58	18.68%			
Office Utilities	\$8,000.00	0.31%	\$3,390.35	\$3,390.35	42.38%			
Office Rent	\$18,000.00	0.70%	\$7,500.00	\$7,500.00	41.67%			
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%	\$72,247.09	\$0.00	\$72,247.09	35.82%	41.67%	-5.85%
Margins	\$0.00	0.00%			#DIV/0!			
Total Cost	\$2,569,381.87	100.00%	\$812,185.34	\$64,500.00	\$876,685.34	34.12%	41.67%	-7.55%
					\$2,569,381.87	34.12%		-1.21%
Net Income and Net Cash Flow	\$0.00		\$33,315.92	-\$64,500.00	-\$31,184.08			
Sale of Assets and Scrap			\$0.00		\$0.00			
Adjusted Net Income and Net Cash Flow			\$33,315.92	(\$64,500.00)	(\$31,184.08)			
Capital Contribution								
Change in Accounts Receivable					(\$32,509.51)			
Change in Employee Advances					\$0.00			
Change in Prepaid Expenses					\$24,680.45			
Change in Deposits					\$0.00			
Change in Accounts Payable					(\$23,972.38)			
Change in Current Liabilities					(\$16,603.79)			
Change in UDWI Payable					\$156,000.00	\$65k Equip/\$105k Liquidity Loan less \$14k repayment		
Net Receipts (Disbursements)					\$76,410.69			
Ending Cash					\$148,769.05	\$0.00		