Hoosier Heritage Management LLC
Budget to Actual - 06/30/2026

	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		$954,160.71		$954,160.71	38.18%		$1,249,690.94	($295,530.23)	
Spray	$70,000.00		$3,164.40		$3,164.40	4.52%		$35,000.00	($31,835.60)	37.26%
Subcontractor	$0.00		$0.00		$0.00	#DIV/0!		$1,284,690.94	($327,365.83)	
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		$9,500.00		$9,500.00	#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		$0.24		$0.24	#DIV/0!				
Total Revenue	**$2,569,381.87**		**$981,523.14**	**$0.00**	**$981,523.14**	**38.20%**	**50.00%**	-11.80%		
Payroll - Direct	$1,161,709.60	45.21%	$456,091.82		$456,091.82	39.26%	budgeted 22 employees			
Payroll - Overtime	$50,028.30	1.95%	$2,174.79		$2,174.79	4.35%	37.82%			
Cellular Stipend	$2,500.00	0.10%	$900.00		$900.00	36.00%				
Uniform Costs	$10,000.00	0.39%	$2,454.49		$2,454.49	24.54%				
Other Personnel Costs	$5,500.00	0.21%	$2,171.00		$2,171.00	39.47%	Background checks ($718)			
Travel/Mileage	$0.00	0.00%	$0.00		$0.00	#DIV/0!				
Health Insurance	$251,002.98	9.77%	$126,806.01		$126,806.01	50.52%				
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%	$3,819.40		$3,819.40	42.24%				
Simple IRA Match	$24,784.76	0.96%	$5,988.74		$5,988.74	24.16%				
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%	$12,630.20		$12,630.20	80.57%	2025 audit addtl ($1019)			
FICA	$92,697.95	3.61%	$33,520.52		$33,520.52	36.16%				
FUTA/SUTA	$3,432.00	0.13%	$1,682.36		$1,682.36	49.02%	Front loaded (first $9500/$7000)			
Total Personnel Costs	**$1,650,638.10**	**64.24%**	**$670,121.33**	**$0.00**	**$670,121.33**	**40.60%**	**50.00%**	-9.40%		
		0.00%								
Equipment Leases/Purchases	$0.00	0.00%	$0.00	$0.00	$0.00	#DIV/0!				
Depreciation Expense	$0.00	0.00%	$66,078.00	($66,078.00)	$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%	$6,728.10	$0.00	$6,728.10	42.05%				
Pickup Truck Equipment	$0.00	0.00%	$0.00		$0.00	#DIV/0!				
Fuel Cost	$94,274.00	3.67%	$47,266.48		$47,266.48	50.14%				
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%	$80,548.07		$80,548.07	57.59%	Skidder repair ($36k)			

Small Equipment Operations & Maintenanc	$17,921.00	0.70%	$4,281.26		$4,281.26	23.89%		
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%**	**$210,187.59**	**$53,487.00**	**$263,674.59**	**36.77%**	**50.00%**	-13.23%
Director Stipends	$9,000.00	0.35%	$3,750.00		$3,750.00	41.67%		
Administrative Outsourcing	$42,000.00	1.63%	$24,460.25		$24,460.25	58.24%	Billing for Dec25, Jan26-Jun26 Bamboo ($3459)	
Accounting Fees	$15,000.00	0.58%	$8,750.00		$8,750.00	58.33%	Billing for Dec25, Jan26-Jun26	
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%	$18,580.50		$18,580.50	48.90%		
Umbrella Insurance Coverage	$6,891.65	0.27%	$3,370.02		$3,370.02	48.90%		
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%	$265.00		$265.00	5.30%		
Education/Training	$20,000.00	0.78%	$14,536.53		$14,536.53	72.68%	Annual ACRT ($13,400) paid in June	
Safety/Compliance Fees	$5,000.00	0.19%	$0.00		$0.00	0.00%		
Office Supplies	$10,000.00	0.39%	$2,451.52		$2,451.52	24.52%		
Office Utilities	$8,000.00	0.31%	$3,891.49		$3,891.49	48.64%		
Office Rent	$18,000.00	0.70%	$9,000.00		$9,000.00	50.00%		
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%**	**$101,005.59**	**$0.00**	**$101,005.59**	**50.08%**	**50.00%**	0.08%
Margins	$0.00	0.00%				#DIV/0!		
Total Cost	**$2,569,381.87**	**100.00%**	**$981,314.51**	**$53,487.00**	**$1,034,801.51**	**40.27%**	**50.00%**	-9.73%
					$2,569,381.87	40.27%	-2.07%	
Net Income and Net Cash Flow	**$0.00**		**$208.63**	**-$53,487.00**	**-$53,278.37**			
Sale of Assets and Scrap			$0.00		$0.00			
Adjusted Net Income and Net Cash Flow			$208.63	($53,487.00)	($53,278.37)			
Capital Contribution								
Change in Accounts Receivable					($35,070.54)			
Change in Employee Advances					$0.00			
Change in Prepaid Expenses					$8,083.00			
Change in Deposits					$0.00			
Change in Accounts Payable					$1,239.32			
Change in Current Liabilities					($21,005.25)			
Change in UDWI Payable					$142,000.00	$65k Equip/$105k Liquidity Loan less $28k repayment		
Net Receipts (Disbursements)					$41,968.16			
Ending Cash					$114,326.52	$0.00		