Hoosier Heritage Management LLC

Budget to Actual - 07/31/2026

	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		$1,140,162.53		$1,140,162.53	45.62%		$1,457,972.76	($317,810.23)	
Spray	$70,000.00		$4,280.96		$4,280.96	6.12%		$40,833.33	($36,552.37)	44.54%
Subcontractor	$0.00		$0.00		$0.00	#DIV/0!		$1,498,806.09	($354,362.60)	
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		$0.28		$0.28	#DIV/0!				
Total Revenue	**$2,569,381.87**		**$1,168,641.56**	**$0.00**	**$1,168,641.56**	**45.48%**	**58.33%**	-12.85%		
Payroll - Direct	$1,161,709.60	45.21%	$548,502.60		$548,502.60	47.22%	budgeted 22 employees			
Payroll - Overtime	$50,028.30	1.95%	$2,174.79		$2,174.79	4.35%	45.45%			
Cellular Stipend	$2,500.00	0.10%	$1,050.00		$1,050.00	42.00%				
Uniform Costs	$10,000.00	0.39%	$2,704.49		$2,704.49	27.04%				
Other Personnel Costs	$5,500.00	0.21%	$3,140.00		$3,140.00	57.09%	Background checks/drug screens ($1742)			
Travel/Mileage	$0.00	0.00%	$0.00		$0.00	#DIV/0!				
Health Insurance	$251,002.98	9.77%	$145,114.54		$145,114.54	57.81%				
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%	$4,422.07		$4,422.07	48.90%				
Simple IRA Match	$24,784.76	0.96%	$7,230.72		$7,230.72	29.17%				
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%	$9,962.69		$9,962.69	63.55%	2025 audit addtl ($1019)			
FICA	$92,697.95	3.61%	$40,749.12		$40,749.12	43.96%				
FUTA/SUTA	$3,432.00	0.13%	$1,774.04		$1,774.04	51.69%	Front loaded (first $9500/$7000)			
Total Personnel Costs	**$1,650,638.10**	**64.24%**	**$788,707.06**	**$0.00**	**$788,707.06**	**47.78%**	**58.33%**	-10.55%		
		0.00%								
Equipment Leases/Purchases	$0.00	0.00%	$0.00	$0.00	$0.00	#DIV/0!				
Depreciation Expense	$0.00	0.00%	$77,091.00	($77,091.00)	$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%	$6,931.14	$0.00	$6,931.14	43.32%				
Pickup Truck Equipment	$0.00	0.00%	$0.00		$0.00	#DIV/0!				
Fuel Cost	$94,274.00	3.67%	$54,349.89		$54,349.89	57.65%				
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%	$81,956.21		$81,956.21	58.60%	Skidder repair ($36k)			

Small Equipment Operations & Maintenanc	$17,921.00	0.70%	$5,280.63		$5,280.63	29.47%		
Licensing	$7,000.00	0.27%	$747.06		$747.06	10.67%		
Radio Install	$0.00	0.00%	$0.00		$0.00	#DIV/0!		
Total Equipment Overhead	**$717,055.00**	**27.91%**	**$230,928.05**	**$42,474.00**	**$273,402.05**	**38.13%**	**58.33%**	-20.20%
Director Stipends	$9,000.00	0.35%	$4,500.00		$4,500.00	50.00%		
Administrative Outsourcing	$42,000.00	1.63%	$27,957.25		$27,957.25	66.56%	Billing for Dec25, Jan26-Jul26 Bamboo ($3956)	
Accounting Fees	$15,000.00	0.58%	$10,000.00		$10,000.00	66.67%	Billing for Dec25, Jan26-Jul26	
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%	$21,677.25		$21,677.25	57.05%		
Umbrella Insurance Coverage	$6,891.65	0.27%	$3,931.69		$3,931.69	57.05%		
Other Insurance Coverage		0.00%	$0.00		$0.00	#DIV/0!		
Chemicals	$20,000.00	0.78%	$11,140.76		$11,140.76	55.70%	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%	$430.00		$430.00	8.60%		
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%	$2,947.42		$2,947.42	29.47%		
Office Utilities	$8,000.00	0.31%	$4,665.92		$4,665.92	58.32%		
Office Rent	$18,000.00	0.70%	$10,500.00		$10,500.00	58.33%		
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%**	**$113,645.72**	**$0.00**	**$113,645.72**	**56.35%**	**58.33%**	-1.99%
Margins	$0.00	0.00%				#DIV/0!		
Total Cost	**$2,569,381.87**	**100.00%**	**$1,133,280.83**	**$42,474.00**	**$1,175,754.83**	**45.76%**	**58.33%**	-12.57%
					$2,569,381.87	45.76%	-0.28%	
Net Income and Net Cash Flow	**$0.00**		**$35,360.73**	**-$42,474.00**	**-$7,113.27**			
Sale of Assets and Scrap			$0.00		$0.00			
Adjusted Net Income and Net Cash Flow			$35,360.73	($42,474.00)	($7,113.27)			
Capital Contribution								
Change in Accounts Receivable					($31,076.01)			
Change in Employee Advances					$0.00			
Change in Prepaid Expenses					$8,520.91			
Change in Deposits					$0.00			
Change in Accounts Payable					($583.23)			
Change in Current Liabilities					($21,871.87)			
Change in UDWI Payable					$128,000.00	$65k Equip/$105k Liquidity Loan less $42k repayment		
Net Receipts (Disbursements)					$75,876.53			
Ending Cash					$148,234.89	$0.00		