Hoosier Heritage Management LLC
Budget to Actual - 09/30/2026

	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		$1,519,077.83		$1,519,077.83	60.78%	$1,874,536.41	($355,458.58)	
Spray	$70,000.00		$7,158.64		$7,158.64	10.23%	$52,500.00	($45,341.36)	59.40%
Subcontractor	$0.00		$0.00		$0.00	#DIV/0!	$1,927,036.41	($400,799.94)	
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		$0.32		$0.32	#DIV/0!			
Total Revenue	**$2,569,381.87**		**$1,550,434.58**	**$0.00**	**$1,550,434.58**	**60.34%**	**75.00%**	-14.66%	
Payroll - Direct	$1,161,709.60	45.21%	$702,008.91		$702,008.91	60.43%	budgeted 22 employees		
Payroll - Overtime	$50,028.30	1.95%	$2,221.12		$2,221.12	4.44%	58.12%		
Cellular Stipend	$2,500.00	0.10%	$1,350.00		$1,350.00	54.00%			
Uniform Costs	$10,000.00	0.39%	$2,704.49		$2,704.49	27.04%			
Other Personnel Costs	$5,500.00	0.21%	$5,626.00		$5,626.00	102.29%	Background checks/drug screens ($2528)		
Travel/Mileage	$0.00	0.00%	$0.00		$0.00	#DIV/0!			
Health Insurance	$251,002.98	9.77%	$185,545.30		$185,545.30	73.92%			
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%	$2,066.28		$2,066.28	73.47%			
Disability	$9,043.16	0.00%	$5,591.29		$5,591.29	61.83%			
Simple IRA Match	$24,784.76	0.96%	$9,177.92		$9,177.92	37.03%			
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%	$10,745.28		$10,745.28	68.54%	2025 audit addtl ($1019)		
FICA	$92,697.95	3.61%	$52,196.90		$52,196.90	56.31%			
FUTA/SUTA	$3,432.00	0.13%	$1,878.14		$1,878.14	54.72%	Front loaded (first $9500/$7000)		
Total Personnel Costs	**$1,650,638.10**	**64.24%**	**$1,002,993.63**	**$0.00**	**$1,002,993.63**	**60.76%**	**75.00%**	-14.24%	
		0.00%							
Equipment Leases/Purchases	$0.00	0.00%	$0.00	$0.00	$0.00	#DIV/0!			
Depreciation Expense	$0.00	0.00%	$99,117.00	($99,117.00)	$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%	$10,890.39	$0.00	$10,890.39	68.06%			
Pickup Truck Equipment	$0.00	0.00%	$0.00		$0.00	#DIV/0!			
Fuel Cost	$94,274.00	3.67%	$70,070.05		$70,070.05	74.33%			
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%	$141,285.06		$141,285.06	101.02%	Skidder repair ($36k); AUG Truck Repairs ($18k); SEP Truck Repairs ($30k)		
Small Equipment Operations & Maintenanc	$17,921.00	0.70%	$11,463.45		$11,463.45	63.97%			

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%**	**$338,145.13**	**$20,448.00**	**$358,593.13**	**50.01%**	**75.00%**	-24.99%
Director Stipends	$9,000.00	0.35%	$5,250.00		$5,250.00	58.33%		
Administrative Outsourcing	$42,000.00	1.63%	$31,961.13		$31,961.13	76.10%	Billing for Dec25, Jan26-Aug26 Bamboo ($4958)	
Accounting Fees	$15,000.00	0.58%	$11,250.00		$11,250.00	75.00%	Billing for Dec25, Jan26-Aug26	
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%	$27,870.71		$27,870.71	73.35%		
Umbrella Insurance Coverage	$6,891.65	0.27%	$5,055.03		$5,055.03	73.35%		
Other Insurance Coverage		0.00%	$0.00		$0.00	#DIV/0!		
Chemicals	$20,000.00	0.78%	$12,719.55		$12,719.55	63.60%	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%	$540.00		$540.00	10.80%		
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%	$4,688.90		$4,688.90	93.78%	New hard hats/safety glasses ($4552)	
Office Supplies	$10,000.00	0.39%	$3,721.28		$3,721.28	37.21%		
Office Utilities	$8,000.00	0.31%	$5,936.78		$5,936.78	74.21%		
Office Rent	$18,000.00	0.70%	$13,500.00		$13,500.00	75.00%		
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%**	**$138,388.81**	**$0.00**	**$138,388.81**	**68.62%**	**75.00%**	-6.38%
Margins	$0.00	0.00%				#DIV/0!		
Total Cost	**$2,569,381.87**	**100.00%**	**$1,479,527.57**	**$20,448.00**	**$1,499,975.57**	**58.38%**	**75.00%**	-16.62%
					$2,569,381.87	58.38%	1.96%	
Net Income and Net Cash Flow	**$0.00**		**$70,907.01**	**-$20,448.00**	**$50,459.01**			
Sale of Assets and Scrap			$0.00		$0.00			
Adjusted Net Income and Net Cash Flow			$70,907.01	($20,448.00)	$50,459.01			
Capital Contribution								
Change in Accounts Receivable					($117,749.93)			
Change in Employee Advances					$0.00			
Change in Prepaid Expenses					($20,926.05)			
Change in Deposits					$0.00			
Change in Accounts Payable					$8,732.23			
Change in Current Liabilities					($5,760.04)			
Change in UDWI Payable					$100,000.00	$65k Equip/$105k Liquidity Loan less $70k repayment		
Net Receipts (Disbursements)					$14,755.22			
Ending Cash					$87,113.58	$0.00		