

**Hoosier Heritage Management LLC**  
**Budget to Actual - 2/28/2025**

	Budget		Per Profit/Loss	Per Balance Sheet	Total	% of Budget		
Beginning Cash - 12/31/2024					\$110,620.72			
Service Revenue								
Regular	\$2,493,474.02		\$318,879.00		\$318,879.00	12.79%	\$415,579.00	(\$96,700.00)
Spray	\$50,000.00		\$0.00		\$0.00	0.00%	\$8,333.33	(\$8,333.33)
Subcontractor	\$0.00		\$0.00		\$0.00	#DIV/0!	\$423,912.34	(\$105,033.34)
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		\$0.00		\$0.00	#DIV/0!		
Other Income - Sale of Scrap	\$0.00		\$400.00		\$400.00	#DIV/0!		
Other Income - Covid Payroll Tax Credits	\$0.00		\$0.00		\$0.00	#DIV/0!		
Interest Income	\$0.00		\$0.08		\$0.08	#DIV/0!		
<b>Total Revenue</b>	<b>\$2,543,474.02</b>		<b>\$319,279.08</b>	<b>\$0.00</b>	<b>\$319,279.08</b>	<b>12.55%</b>	<b>16.67%</b>	<b>-4.11%</b>
Payroll - Direct	\$1,204,252.04	47.35%	\$158,861.00		\$158,861.00	13.19%	budgeted 23 employees	
Payroll - Overtime	\$241,374.63	9.49%	\$2,767.86		\$2,767.86	1.15%		
Cellular Stipend	\$3,500.00	0.14%	\$550.00		\$550.00	15.71%		
Uniform Costs	\$9,000.00	0.35%	\$0.00		\$0.00	0.00%		
Other Personnel Costs	\$6,871.25	0.27%	\$814.08		\$814.08	11.85%	Background checks (\$714)	
Travel/Mileage	\$0.00	0.00%	\$0.00		\$0.00	#DIV/0!		
Health Insurance	\$257,970.82	10.14%	\$40,696.39		\$40,696.39	15.78%		
Health Savings Account Contributions	\$0.00	0.00%	\$14,000.00		\$14,000.00	#DIV/0!		
Life Insurance	\$2,888.06	0.00%	\$402.00		\$402.00	13.92%		
Disability	\$7,345.37	0.00%	\$838.72		\$838.72	11.42%		
Simple IRA Match	\$29,487.53	1.16%	\$2,217.12		\$2,217.12	7.52%		
Med Evac Coverage	\$1,950.00	0.08%	\$0.00		\$0.00	0.00%	Pay coverage up front	
Workers Compensation Insurance	\$13,448.94	0.53%	\$2,124.32		\$2,124.32	15.80%		
FICA	\$110,590.44	4.35%	\$11,817.53		\$11,817.53	10.69%		
FUTA/SUTA	\$3,588.00	0.14%	\$1,435.78		\$1,435.78	40.02%	Front loaded (first \$9500/\$7000)	
<b>Total Personnel Costs</b>	<b>\$1,892,267.09</b>	<b>74.40%</b>	<b>\$236,524.80</b>	<b>\$0.00</b>	<b>\$236,524.80</b>	<b>12.50%</b>	<b>16.67%</b>	<b>-4.17%</b>
Equipment Leases/Purchases	\$0.00	0.00%	\$0.00	\$0.00	\$0.00	#DIV/0!		
Depreciation Expense	\$0.00	0.00%	\$19,432.22	(\$19,432.22)	\$0.00	#DIV/0!		
Capital Replacement	\$180,000.00	7.08%	\$0.00	\$4,119.50	\$4,119.50	2.29%	Grapple for Skid Steer	
Bucket Truck Equipment	\$1,500.00	0.06%	\$1,057.02	\$0.00	\$1,057.02	70.47%	Medical box for office (\$411); Power Washer (\$645)	
Pickup Truck Equipment	\$0.00	0.00%	\$0.00		\$0.00	#DIV/0!		
Fuel Cost	\$112,408.00	4.42%	\$11,154.50		\$11,154.50	9.92%		
Fuel Tax	\$0.00	0.00%	\$0.00		\$0.00	#DIV/0!		
Personal Property Tax	\$12,000.00	0.47%	\$0.00		\$0.00	0.00%		
Large Equipment Maintenance	\$121,455.00	4.78%	\$13,991.03		\$13,991.03	11.52%		

Small Equipment Operations & Maintenan	\$24,558.00	0.97%	\$1,748.34		\$1,748.34	7.12%		
Licensing	\$10,000.00	0.39%	\$4,172.65		\$4,172.65	41.73%	Licensing in Jan	
Radio Install	\$0.00	0.00%	\$0.00		\$0.00	#DIV/0!		
<b>Total Equipment Overhead</b>	<b>\$461,921.00</b>	<b>18.16%</b>	<b>\$51,555.76</b>	<b>-\$15,312.72</b>	<b>\$36,243.04</b>	<b>7.85%</b>	<b>16.67%</b>	<b>-8.82%</b>
Director Stipends	\$9,000.00	0.35%	\$1,500.00		\$1,500.00	16.67%		
Administrative Outsourcing	\$36,000.00	1.42%	\$7,045.94		\$7,045.94	19.57%	Billing for Dec24, Jan25; Bamboo (\$1046)	
Accounting Fees	\$15,100.00	0.59%	\$2,500.00		\$2,500.00	16.56%	Billing for Dec24, Jan25	
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	\$34,119.23	1.34%	\$5,602.50		\$5,602.50	16.42%		
Umbrella Insurance Coverage	\$5,866.70	0.23%	\$978.34		\$978.34	16.68%		
Other Insurance Coverage		0.00%	\$0.00		\$0.00	#DIV/0!		
Chemicals	\$20,000.00	0.79%	\$0.00		\$0.00	0.00%		
Computer Hardware/Software	\$1,500.00	0.06%	\$0.00		\$0.00	0.00%		
Equipment Rentals	\$0.00	0.00%	\$0.00		\$0.00	#DIV/0!		
Membership/Licensing Fees	\$0.00	0.00%	\$55.00		\$55.00	#DIV/0!		
Education/Training	\$32,000.00	1.26%	\$0.00		\$0.00	0.00%		
Safety/Compliance Fees	\$500.00	0.02%	\$802.44		\$802.44	160.49%	Chainsaw Chaps (\$802)	
Office Supplies	\$6,000.00	0.24%	\$754.45		\$754.45	12.57%		
Office Utilities	\$8,000.00	0.31%	\$1,437.11		\$1,437.11	17.96%		
Office Rent	\$18,000.00	0.71%	\$2,840.00		\$2,840.00	15.78%		
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%		
<b>Total General Overhead</b>	<b>\$189,285.93</b>	<b>7.44%</b>	<b>\$23,515.78</b>	<b>\$0.00</b>	<b>\$23,515.78</b>	<b>12.42%</b>	<b>16.67%</b>	<b>-4.24%</b>
Margins	\$0.00	0.00%				#DIV/0!		
Total Cost	<b>\$2,543,474.02</b>	<b>100.00%</b>	<b>\$311,596.34</b>	<b>-\$15,312.72</b>	<b>\$296,283.62</b>	<b>11.65%</b>	<b>16.67%</b>	<b>-5.02%</b>
					<b>\$2,543,474.02</b>	<b>11.65%</b>	<b>0.90%</b>	
Net Income and Net Cash Flow	<b>\$0.00</b>		<b>\$7,682.74</b>	<b>\$15,312.72</b>	<b>\$22,995.46</b>			
Sale of Assets and Scrap			\$0.00		\$0.00			
Adjusted Net Income and Net Cash Flow			\$7,682.74	\$15,312.72	\$22,995.46			
Capital Contribution								
Change in Accounts Receivable					(\$28,088.29)			
Change in Employee Advances					\$0.00			
Change in Prepaid Expenses					\$6,962.38			
Change in Deposits					\$0.00			
Change in Accounts Payable					(\$44.90)			
Change in Current Liabilities					\$1,826.64			
Net Receipts (Disbursements)					\$3,651.29			
Ending Cash					<b>\$114,272.01</b>		<b>\$0.00</b>	