

Acknowledgements

Enter His gates with thanksgiving. Psalm 100:4

PEOPLE INTO GOD wish to thank our Daddy in heaven for the people, inspiration and resources to make this application and the IRTC for their foresight and vision in giving Dublin it's first opportunity for a religious radio service.

Index

| | Page No. | |
|------------|--|----|
| Section 1 | Index | 2 |
| Section 2 | Introduction to the Application | 3 |
| Section 3 | Membership and Description of the Applicant Group | 3 |
| Section 4 | Ownership, Control and Staffing of Company, which will operate the Licence | 4 |
| Section 5 | The Programme Service | 5 |
| Section 6 | Market Analysis | 10 |
| Section 7 | Financial and Business Plan | 12 |
| Section 8 | Transmission Proposals | 16 |
| Section 9 | Studios and Operations | 18 |
| Section 10 | Proposed Commencement of Broadcasting | 19 |
| Section 11 | Appendices | |
| | Appendix A: Trustees Details | 21 |
| | Appendix B: David McCabe Current Directorships | 24 |
| | Appendix C: Dave Heffernan CV | 25 |
| | Appendix D: Music Format | 26 |
| | Appendix E: Letter from Comptons International Fundraising | 27 |
| | Appendix F: Capital Expenditure | 28 |
| | Appendix G: Staff Costs for first three Years | 29 |
| | Appendix H: Detailed Income/Expenditure for three Years | 32 |

SECTION 2

Introduction to the Application

a) **PEOPLE INTO GOD**

PEOPLE INTO GOD is the working title of the consortium.

The new company will be a company limited by guarantee, with no share capital, and will be seeking Charitable Status in due course.

b) **Main Contact (For Public Purposes)**

Dave Heffernan
88a Wyattville Park
Loughlinstown
Co. Dublin
01-2823036
daveheff@hotmail.com

c) **Proposed Station Name**

Name as yet undecided.

However the shortlist includes 'Home', 'Hope', 'Shine' and 'Glow'

d) **Brief Description of Programme Service**

Christian values with attitude. CCM (Contemporary Christian Music), news and chat with an edge to meet the needs of a new generation crying out for God.

e) **List of Advisers**

Solicitors: Sean O' Ceallaigh & Co, Phibsborough, Dublin 7.

SECTION 3

Membership and Description of the Applicant Group

PEOPLE INTO GOD is the working title of the consortium. The new company will be a company limited by guarantee, with no share capital, and will seek Charitable Status. (See Appendix A: *Trustees Details*). The board of Trustees represent a broad cross section of denominations and expertise. The station will advocate unity and understanding between all denominations. Dr Brendan McCarthy will present a programme exploring other world religions.

SECTION 4

Ownership, Control and Staffing of Company, which will operate the Licence

a) **Board of Trustees**

(See Appendix A: *Trustees Details*, for further information)

Chairperson: Andrew Hunter, Partner Accenture (formerly Andersen Consulting)

David McCabe, Former Director Investment Bank of Ireland
(See Appendix B: *David McCabe Current Directorships*)

Dave Heffernan, Former CEO East Coast Radio

Peter Slazenger, Airline Pilot

Ruairí O Ceallaigh, Partner, Sean O Ceallaigh & Co., Solicitors

Stephen Kennaugh, Financial Manager, COCO Television

Clíodhna Purcell, International Brand Director, Bushmills

Christine Ryan, Journalist

Roisin Ni Cheallaigh, Former Administrative Manager Oxfam Ireland

Jim Donnan, General Director of Scripture Union Ireland

b) **Proposed Shareholding Structure**

Not relevant to a registered charity.

c) **Management Structure**

Chief Executive Officer: Dave Heffernan, See Appendix C: *Dave Heffernan CV*

Programme Controller: To be appointed

Financial Board Member: David McCabe, Chartered Accountant and Former Director of Investment Bank of Ireland will oversee recruitment of Station Accountants and Auditors to ensure that adequate controls and monthly management accounts are put in place

d) **Staffing Matters**

See Appendix G: *Staff Costs for 1st three Years*, together with staff training budgets.

We have people in mind for many of the positions and anticipate hiring a Programme Controller with Christian Radio Broadcast experience in other markets. Friends in the Irish Radio industry have shown willingness to get involved in training our staff.

SECTION 5

The Programme Service

Broadcasting Philosophy

Vision

The vision is to affirm and inspire young people of all denominations to share their hope. Dublin young people are hungry for something new. It is their hunger which drives the underground pirate radio scene. The growth in Internet Radio is just one more sign of their hunger for something new.

Although more revenue is available for an older audience it is right to target young people because:

1. Dublin has the highest rate of suicide amongst young men in the world. The CSO statistics show suicide as the biggest cause of death in the 15-24 age group. It is time to give hope a voice. The economic boom with all its new opportunities for career, education and prosperity has no answers for those caught in despair, loneliness and spiritual emptiness. Many young people need encouragement to turn back from lives of crime, drugs and hopelessness. We will give it to them and support those that do (e.g. Teen Challenge, etc). There are many confused, hurting young people searching for answers to life's challenging issues or hard times.
We will be there for them and offer a listening ear. **Lifeline** will be our confidential telephone helpline, staffed by committed Christians, to talk and pray with listeners. It will be at the very heart of what we represent as a Christian station: providing care, support and an understanding ear to Dublin.
2. Young people who believe in God and His mercy have answers for their friends. In pockets all about the city young people are turning to God in droves at youth masses, youth churches and other communities. These are the young people we will serve and encourage to reach out.
3. This will be a radically different alternative, broadcasting the very best CCM for 24 hours a day to young people looking for something new and vibrant. By their nature young people are more likely to try out a new station.
4. Today's young listeners are tomorrow's leaders who will lead our nation. It is right to invest in them now.

Values (some of)

Everything we do is done for the love of God.

The station will foster and encourage respect, understanding and compassion towards all religious groups. Open honest communication at every level of its organisation and its dealings with others is a fundamental value of the station.

This station is for service not for profit.

The station building will include a prayer room.

The station is committed to continuous training and building of its people.

Pastoral support will be available to staff.

The station will adhere to the Biblical Principal of giving 10% of its income to God's purposes, a practical example being donations to worthy causes such as Teen Challenge & the Simon Community.

Programme Research:

The station will implement a number of programme research strategies to produce the highest quality of Christian youth programming.

Programme Production:

Programme production will be the responsibility of the Programme Controller who reports to the Chief Executive.

Quality Control:

The station will implement a number of quality control procedures, including the programming manual, a proper filing system, regular meetings between presenters/producers and the programme controller, weekly staff meetings, weekly management meetings, snoop tapes, spot checks and the standards station logs.

Compliance with programming elements of statutory and contractual obligations:

This area will be the responsibility of the Chief Executive in consultation with the Programme Controller.

Success Criteria

The success of programming will not simply be measured by the JNLR. Although difficult to measure, the degree to which we encourage young believers is a key factor. Any action the station can take to participate in efforts to reduce the number of young suicides in Dublin is another key factor. The station will encourage and promote unity amongst the various religious denominations in Dublin and will monitor the success of this. It is also a stated objective to support the church at large in Dublin.

Programme Schedule

| Time | Mon. | Tue. | Wed. | Thurs. | Fri. | Saturday | Sunday | |
|-------|--|------|------|--------|------|--|---|--|
| 5am | Sponsored Programme | | | | | | Sunday Worship For those confined to home unable to get to mass, etc. | |
| 6 | WWW Breaky Show | | | | | Breaky Kids Playhouse favorite songs, features: pets corner, Bible Stories etc. | | |
| 7 | Wild, wacky, wonderful dawn chorus singability worship songs, Christian perspective on the news, road hogs traffic report, stone age weather reports, spitting feathers vox-pops. God slots like morning devo and body talk. Emphasis on fun but easier on ear that Strawberrys! | | | | | | Phone Show Competitions, quizzes, dedications, requests, testimonies, Event Guide, Helping Hand. | 10 -12 Worship Hour Extra with occasional live broadcast feature: Welcome to our Church. |
| 8 | | | | | | | | |
| 9 | Magazine programme. Sit back relax with this newsy chatty magazine show hosted by senior presenter aided by volunteer producer, researchers. Features like: Where is God when; Focus on Dublin Charity; Reflection Time; Doctor Dan; Soap Box; Talk Back; Worship Time; Request Box & This is my Story. All this and advice, encouragement and support for Christians in the workplace. Prayer line open throughout this programme. | | | | | News Round Up. A refreshing Christian perspective on the events of the past week. Revival update brings news of church growth from around the world; Voice for the Voiceless issues facing Christians around the world. | Family Request Show include: Talk Back where Dublin Clerics face listeners' response on the phone. Shaken not Stirred personal stories on the impact of Christian Belief. | |
| 10 | | | | | | | | |
| 11 | | | | | | | | |
| 12p m | Afternoon Delights. <i>Angelus</i> followed contemplative worship and word for today. Lunchtime news round up anchored by station news editor. Lunchbox Live listeners Requests followed by more favorites with helping hand features. | | | | | The Gospel Chart | Afternoon Jukebox Listeners requests direct from the 'A' list | |
| 1 | | | | | | Soul Survivor Latest Christian music & news of personalities, events & current issues from a youth perspective | | |
| 2 | | | | | | Home Run. Picking up the pace refocus on 15-24's with the usual drivetime features and snappy Student Talkback slots. <i>Angelus</i> | Sponsored Programme | Sponsored Programme |
| 3 | | | | | | | | |
| 4 | | | | | | Sponsored Programme | Grasp the Nettle Studio audience question a decision maker on their role in the community | Souled Out Black gospel music plus news and interviews with Dublin's growing African community |
| 5 | | | | | | | | |
| 6 | | | | | | | | |
| 7 | Volunteer Presenters. Evening programming more sharply focused on those with a clear Christian Commitment or special interest. Dr. Brendan McCarthy looks at Other World Religions. Tomás Kennedy features as <i>Gaeilge</i> . Mastercuts – Showcase the best of new Dublin Bands. All under the watchful eye of senior producers reporting to the Prg Controller. | | | | | Well Wicked Worship Christian contemporary worship for young by young people | bangingtunes.com | |
| 8 | | | | | | | | |
| 9 | | | | | | | | |
| 10 | | | | | | | | bangingtunes.com |
| 11 | Seeks to provide a channel for the 15-24's to hear the newest and best of global Christian Alternative and Dance music. Presented & Produced by Roly Miller. | | | | | Hope in the Night | Hope in the Night | |
| 12am | | | | | | | | |
| 1 | Hope in the Night. Music and Ministry to inspire you through the night | | | | | Hope in the Night | Hope in the Night | |
| 2 - 5 | | | | | | | | |

Programme Policy Statement

Broadcast the very best CCM to, by and with Dublin's emerging generation. A small team of radical young believers will be coached by able broadcast veterans, to offer Dublin a new high-energy youth culture station with short, sharp, cringe-free God slots. The wisdom of years and the energy of youth harnessed to convey the message of hope in ways deeply relevant to this generation.

- 20% music to speech ratio
- 25% percentage of speech programming proposed to be devoted to news and current affairs
- National, international coverage to be supplied by INN subject to final negotiation
Local News generated by three full-time staff and some volunteer input. Significant own produced news in am and pm drive times with news round up lunchtime Monday to Saturday
- Current affairs coverage includes daily magazine style chat show and other programmes during the evening and weekends
- Sports coverage will be minimal
- CCM (Contemporary Christian Music) and other worship music. It is the policy of the station, as agreed by the board, to play no secular music. One reason for this is that there is little point broadcasting secular music on AM that is readily available in FM Stereo from other stations. We reserve the right to review this decision, but will not do so lightly. There is a number of specialist (Christian) Music programmes scheduled in off peak times. See Programme Schedule. (See also Appendix D: *Music Format*)

- **Sample music Playlist**

Breakfast Show 6am – 9am:

| | |
|----------------|------------------|
| Eoghan Heaslip | All I want to Do |
| Mary Mary | Shackles |
| Jars of Clay | Flood |
| Delirious | |
| Matt Redman | |
| DC talk | |

Mid-Morning Show 9am – 12 pm:

| | |
|----------------------------------|----------------------|
| Iona | When I Survey |
| Robin Marks | Days of Elijah |
| Brian Doerksen & Wendy Whitehead | Come Now is the Time |
| Maire Brennan | |
| Noel Richards | |
| Michael W Smith | |
| Michael Card | |

Lunch Time Show 12pm – 2 pm:

| | |
|-----------------|---------------|
| Eoghan Heaslip | Lord We Turn |
| Matt Redman | O Sacred King |
| K2S | Channel 3 |
| Storm | |
| All Star United | |

Early Evening till 10pm:

| | |
|-----------------|---------------|
| Delerious | Promise |
| Snow Patrol | Velocity Girl |
| Ian Archer | Here I am |
| All Star United | |
| Emmaus | |
| Booley | |
| Shine | |

Bangingtunes.com 10 pm – 2 am:

| | |
|--------------------------|--------------------|
| Amethyst & Matt Redman | Nothing to Declare |
| Sarah Erasmus | I Fall Down |
| Hydro | Push |
| World Wide Message Tribe | Hypocrite |
| Cameron Dante | |
| T3 | |
| Pete Wilson | |
| dBA | |

- **Irish language programming**

Irish language programming will be the responsibility of Tomas Kennedy and Ruairí O Ceallaigh. Apart from taking responsibility for the weekly Irish Language Programmes and inserts they will be responsible for training on-air staff in Basic Irish.

"Idir Tusa's Mise" ("Between You and Me") – weekly 'Desert Island' style interview programme with 60% music mainly Celtic Christian Music.

- **Opportunities for Irish talent**

It is the stated aim of the station to create new opportunities for Irish talent in music, drama, entertainment and other areas of production. Examples of this include the provision of a digital recording studio in house to record and promote local young Dublin worship bands. Fireside radio dramas involving young Dublin actors will be produced by award winning Roger Gregg.

Mastercuts – 1 hour programme on Friday nights showcasing the best of new Dublin bands. With the unit cost price of CD producing now under £2 each, we aim to record and promote new bands through the network of Dublin Christian Music Shops.

SECTION 6

Market Analysis

a) Analysis of Existing Marketplace

Dublin is a young city, with 56% of the population under 35 years. There are 400,000 15-24 year olds in the proposed target market. The station's primary target is the 15-24 age group. The secondary target 25-34 age group is encompassed daytime 9am to 4pm; the least popular time for 15-24's to listen (Source: *Youth Radio Survey, May '99, by Lansdowne Market Research*).

A recent youth radio survey by Lansdowne Market Research confirms JNLR statistics that FM104 (51%) is clear leader among 15-24's followed by 98FM (30%). However, one significant difference emerged. The JNLR showed 2FM in third place whereas the Lansdowne research showed 2FM (15%) trailing in 4th place after pirate station Pulse103 (23%).

No surprise that big budget marketing machines like 104 and 98 dominate, but the fact that an unlicensed pirate station with no marketing presence came in third place shows that even in this highly competitive market place a small focused operator can make its presence felt (Source: *Youth Radio Survey, May '99, by Lansdowne Market Research*).

b) Demand and Potential for the Type of Service Proposed

Market leader FM104's strong 'listened yesterday' figures camouflage low market share (hours listened) typical in a market of 'dial hoppers'. As that small focused operator we would aim to pick up some of those 'dial hoppers' and convert them into loyal listeners.

Within the target market of 400,000 15-34's average mass attendance is 50% the highest in Europe. This means some 200,000 young people still attend mass every week in Dublin. At the time of writing no exact information is available on the growth in the numbers of young people attending Youth Masses and other Youth Churches. The potential for this service lies with the increasing number of young Dublin people hungry for something new. At last young believers of all denominations will find a station where they can belong that identifies with them. Here they will find that greater sense of community they long for.

c) Anticipated Performance of Service

Our objective is to achieve 10% penetration of the 200,000 estimated 15-34 churchgoers in Dublin within 12 months of launch. Building up this audience of 20,000 young people will take longer if Spin FM gets established first, but is still achievable. Success will be indicated by 2.3% 'listened yesterday' result in our second JNLR book. The sound and format will sit comfortably with all other Dublin and national stations. However as Dublin's only Youth Christian Radio Station it will be distinctive from other stations.

d) Strategies for Achieving Proposed Revenue Targets

1. Donations income will be the lifeblood of this station. The Direct Marketing Strategy is being devised by Roisin Ni Cheallaigh former Administrative Manager of Oxfam Ireland. Roisin was responsible for a direct marketing unit generating approx. £500,000 p.a. from their database.
2. Year 1 Sponsorship Revenue is based on selling 21 hours a week at £100 per hour to various Christian Ministry organisations who would provide us with appropriate Youth Talk programmes. This rate was recommended by Premier Radio, London based on the relative size of the Dublin market and their knowledge of these programme providers. This is a conservative entry price and represents only 12.5% of available airtime. Once the station has established itself this will be a strong earner for the station. Interestingly, some of Premier's most listened to programmes are these sponsored programmes they are paid to run.
3. By any standards our ad revenue projections are small and conservative. Year 1 revenue target can be easily achieved from sympathetic small businesses. It is only in Year 3 when the station is well tried and tested that we begin to expect significant ad revenues.

NOTE: The consortium regrets that it has not been able to supply fuller details on Marketing Strategy and will continue to develop & complete this following the submission of this application.

SECTION 7

Financial and Business Plan

a) Funding requirements

| | |
|-----------------------------------|---------|
| Capital expenditure | 375,000 |
| Other pre-operational expenditure | 125,000 |
| Working capital (at on-air date) | 175,000 |
| TOTAL: | 675,000 |

Method of funding proposed to meet these requirements:

| | |
|----------------------------|---------|
| Donations Campaign Phase 1 | 675,000 |
|----------------------------|---------|

NOTE: See Appendix F: *Capital Expenditure*.

b) Source of Funding

Compton International Fundraising (see Appendix E: *Letter from Comptons*) have agreed to work with us to raise both the start up capital of £675,000 and the remainder of Year 1 Donations Income £325,000. At least £675,000 of this £1m fund will be raised within 5 months of the award of the licence contract. Compton's Fees and expenses have been provided for in the Pre-operational costs.

In 1997, two of the trustees of this radio group, Andrew Hunter and Stephen Kennaugh, were directly involved in fund raising £1.7m for the restoration of St Catherine's Church in Thomas Street, Dublin 8. This was in conjunction with Compton International Fundraising.

Stephen Kennaugh comments on the current application as follows:

Comptons International is confident that it is possible to achieve the projected level of donations. They have considerable experience fundraising throughout the world and in Ireland. The fundraising campaign will be a combination of a limited number of carefully targeted approaches to sympathetic parties who are in a position to make significant donations, and a well organised widespread personalised appeal.

Scale of Giving

| | | |
|-------------|---------|-----------|
| 1 gift of | 150,000 | 150,000 |
| 2 gifts of | 100,000 | 200,000 |
| 4 gifts of | 50,000 | 200,000 |
| 7 gifts of | 25,000 | 175,000 |
| 10 gifts of | 10,000 | 100,000 |
| 25 gifts of | 5,000 | 125,000 |
| 50 gifts of | 1,000 | 50,000 |
| ----- | | |
| 99 gifts | | 1,000,000 |

By breaking the amount down into a scale of giving it is clear that the level of donations can be achieved within a reasonably small donor base through personalised approaches, a method which is always more successful than anonymous requests for funds.

c) Projections

Projected Income and Expenditure for the 1st three Years

| | Year 1 | Year 2 | Year 3 |
|--------------------------|-------------|-------------|--------------|
| Net Advertising | 80 | 120 | 208 |
| Direct Agency | 20 | 30 | 52 |
| Sponsorship | 100 | 150 | 265 |
| Donations | 500 | 600 | 600 |
| TOTAL INCOME | 700 | 900 | 1,125 |
| Salaries | 346 | 397 | 455 |
| Levy and Royalties | 63 | 81 | 101 |
| Marketing | 100 | 120 | 169 |
| All other expenses | 121 | 129 | 143 |
| TOTAL EXPENSES | 630 | 724 | 868 |
| OPERATING SURPLUS | 70 | 176 | 257 |
| TITHE | (70) | (90) | (112) |
| DEPRECIATION | (58) | (58) | (58) |
| NET SURPLUS | (58) | (58) | (58) |
| NO. EMPLOYED | | | |
| Full time | 14 | | |
| Part time | 2 | | |

NOTE: See Appendix H: *Detailed Income/Expenditure for 1st three Years.*
Also see Appendix G: *Staff Costs for 1st three years*

Projected Balance Sheets for 1st three Years**Balance Sheet**

| | Year 1 | Year 2 | Year 3 |
|--------------------------------------|-------------------|-------------------|-------------------|
| Fixed Assets | | | |
| Studios | 120000 | 90000 | 60000 |
| Fast Aging Technology | 30000 | 15000 | 0 |
| Office | 27000 | 24000 | 21000 |
| Transmission System | 140000 | 130000 | 120000 |
| | <u>317000</u> | <u>259000</u> | <u>201000</u> |
| Current Assets | | | |
| Trade Debtors | 17000 | 25000 | 44000 |
| Bank Accounts | 178000 | 265350 | 397848 |
| | <u>195000</u> | <u>290350</u> | <u>441848</u> |
| Current Liabilities | | | |
| Trade Creditors | 8000 | 15000 | 20000 |
| Revenue Commissioners (PAYE/PRSI) | 12000 | 14000 | 16000 |
| | <u>20000</u> | <u>29000</u> | <u>36000</u> |
| Net Current Assets | 175000 | 261350 | 405848 |
| Net Assets | <u>492000</u> | <u>520350</u> | <u>606848</u> |
| Accumulated Fund | <u>492000</u> | <u>520350</u> | <u>606848</u> |

Cash Flow Statements

Due to time constraints it was not possible to complete the projected monthly cash flow statements requested. However we have made provision of £175,000 working capital in our funding requirements, which is equal to a full three months trading costs in Year 1.

Assumptions

Rent + rates:

Studios: £24,000, i.e. 2,000 sq.ft. @ £20 per sq.ft.

Transmission site: £12,000 budget for rent of suitable 3 – 4 acre AM transmission site in the Dublin area. RTE have stated that they will not open the Beaumont site. Therefore we have included construction of our own AM transmission facility.

News Service:

We have exciting plans to collect our own local news and news of what God is doing at home and around the world. As a registered charity (created for charitable service and not for profit), we have asked I.N.N. to consider granting us their News Service free gratis; as they do for community stations in the Dublin area. However, in the event that we are unable to negotiate an arrangement with I.N.N., we have set aside a budget of £10,000 for other possible solutions.

Telephone + post:

Year 1 budget includes £500 for post, but does not include extensive mail shots included in the marketing budget. Although telephone costs continue to fall, we have increased the budget to £17,000 in Year 2, to facilitate extra staff and volunteers and increasing use of web services.

Light, heat + power:

Year 1 budget of £25,000 includes £6,000 for light and heat of studios and £19,000 conservative estimate of power consumption by 10Kw AM transmitter.

Insurance:

Insurance cost of £5,000 includes libel and general insurance.

Programme sundries:

Includes tapes, batteries, consumables and only some CDs as new releases come free from the companies promoting them.

SECTION 8

Transmission Proposals

Frequency Choice

It is believed that 531 would get out better. However, it would be easier to combine 1143 onto RTE's Beaumont facility if allowed. The tower height allocated to 1143 is shorter and may have cost and planning advantages. One suggestion would be to construct the higher tower west of the city with provision to combine the two frequencies in the event of a second AM licence being granted in the future. We propose to find a suitable site west of the city in consultation with the IRTC and ODTR and are flexible in the choice of frequency.

(i) Site Location

RTE has made it clear that the co-ordinated location at Beaumont will not be available. Following consultation with the ODTR it seems that the most likely solution is to find a site West of the city thereby minimizing sea-path to UK. Since it is very unlikely that we will find a suitable site within a few kilometers of Beaumont, re-co-ordination seems inevitable which, it is believed, will take three to nine months. In sourcing a site we will seek to find a site close to Dublin County boundary but far enough west to minimize interference and planning objections. In the event that RTE could be persuaded to allow temporary use of the Beaumont facility we would supply them with new transmitter etc. while the West City site is being developed.

(ii) Site Description

The transmission site is to be a green field development West of Dublin City. The site will have good conductivity soil with a water table close to the surface. The antenna will likely be a self-supporting tower shunt fed with a ground plane of thirty-six number one-quarter-wavelength radials buried 300mm beneath the surface. The antenna will be centred in a circle (radius 135m for 531kHz or 65m for 1143kHz), which can be fully inscribed in a field. To minimise the potential for interference to Eircom lines and electronic equipment and to guard against exposure of the public to RF electromagnetic fields, the antenna will be located no nearer than 175m, in the case of the 531kHz frequency, from a roadway, public right of way, dwelling, outhouse or telecommunications cable or facility.

NOTE: Points (iii) to (vi) will be answered fully upon location of suitable site.

(vii) Transmission Equipment Capital Costs

Transmission System:

| | |
|-------------------------------|----------------|
| 10Kw AM Transmitter & standby | 75,000 |
| Construct 60m insulated tower | 45,000 |
| Ground system | 20,000 |
| Building | 5,000 |
| Miscellaneous | 5,000 |
| TOTAL | 150,000 |

(viii) **Technical Expertise Available**

Technical Expertise available to the group includes consultant Dr John Battison, winner of the US NAB Hall of Fame award, whose expertise is freely available to the station. Local expertise is available from both Peter Gibney and Andy Linton. The proposed CEO also has a working knowledge of AM transmission systems.

(ix) **Planning Application**

Planning application will be sought on location of a suitable site. See section (i) above (Site Location).

SECTION 9

Studios and Operations

Although this licence was advertised in October it was only after learning of the success of Premier Radio as a registered charity during the course of a chance meeting with one of their board members over Christmas that we decided to apply for this licence. Now that it has become clear that the transmitter will likely be sited west of the city we can search for a studio location with clear line of sight signal path for the STL. We will also seek the studio location with a view to minimising any planning difficulties. Wheel chair access and sound insulation will be provided for.

Provision has been made in the budget for renting 2,000 square feet at £24,000 per annum. Outlined below are the budgets allocated for all studio equipment, computer system and building renovation work. These budgets have been prepared in consultation with a number of suppliers with detailed quotes to hand but insufficient time to make final selection of equipment.

| | |
|-----------------------------|----------------|
| Studios: | |
| Studio 1 | 30,000 |
| Studio 2 / Production | 25,000 |
| Rack Room including S.T.L. | 35,000 |
| Talk Studio | 3,000 |
| Miscellaneous wiring, etc. | 12,000 |
| New Room + Production Suite | 10,000 |
| O.B.U. | 5,000 |
| Furniture + fittings | 20,000 |
| Telephone system | 10,000 |
| Total | 150,000 |

SECTION 10

Proposed Commencement of Broadcasting

a) Readiness Date

September 2001 seems a likely target based on the following assumptions:
Oral Hearings in February with IRTC decision in late March.
Comptons International Fundraising Phase 1 complete before late March with Campaign launch immediately following announcement of IRTC decision.
Suitable transmitter and studio locations pinpointed and agreed before late March.
Temporary use of RTE facility agreed before July 2001.
Studio location without planning complications or temporary facility.

b) Critical Path Analysis

The consortium was unable to complete this at the time of application. It will be completed and made available to the IRTC.
The IRTC may be aware of the proposed CEO Dave Heffernan's involvement in the successful launch of Radio Kerry.
The chairman Andrew Hunter, Partner in Accenture (formerly Andersen Consulting), has considerable experience of project start-ups management.
There is an enormous amount of goodwill towards this project, evidenced by the completion of a well-rounded board of Trustees in just two weeks since this application was initiated.

Appendices

Appendix A: Trustees Details

Name: Andrew Hunter (chairman)
Address: 'Knockranny'
 Rocky Valley Drive
 Kilmacanogue
 Co Wicklow
Age: 48
Nationality: Irish
Occupation: Partner in Accenture (formerly Andersen Consulting)

Other Directorships:

Partner in Accenture since 1986
 Country Managing Partner 1992-1994
 Managing Partner North Europe Industrial Products sector 1994 - 1999
 Managing Partner Global Automotive Industry Sector 1994 -1999
 Partner Lead of Business Launch Centre 1999 to present

Name: David McCabe
 13 Waltham Terrace
 Blackrock
 Co. Dublin
Age: 61
Nationality: Irish
Occupation: Chartered accountant

Other Directorships:

See Appendix B: David McCabe Current Directorships

Background: David McCabe was a director of Investment Bank of Ireland where he was head of Corporate Banking and the Venture Capital Division. In 1987 he was founding managing director of Bank of Ireland international finance in the IFSC where he was head of the groups international lending programme. Mr. McCabe retired in 1995, since when he has been a professional non-executive director of a portfolio of companies in the financial and charity sectors

Name: Dave Heffernan
Address: 88A Wyattville Park
 Loughlinstown
 Co. Dublin
Age: 42
Nationality: Irish
Occupation: Builder, specializing in structural alterations to private dwellings
Background: Formerly Chief Executive of East Coast Radio, Sales & Marketing Manager of Radio Kerry, and Manager of Fitzpatricks Castle Hotel Nightclub

Name: Cliodhna Purcell
Address: 51 Ferncourt Green
 Firhouse
 Dublin 24
Age: 32
Nationality: Irish
Occupation: International Brand Director, Bushmills
Background: Unilever Graduate Program Trainee of the Year 1992. Has held marketing posts of increasing seniority throughout an international career in Europe and Asia

Name: Peter Slazenger
Address: West Lodge
 Anacrevy
 Bray
 Co. Wicklow
Age: 47
Nationality: Irish
Occupation: Airline pilot (captain with CityJet / Air France)

Other Directorships:

Director of Powerscourt Estates
 Formerly director of STARC Studios (recording studios)

Name: Stephen Kennaugh
Address: 14 Inglewood Drive
 Clonsilla
 Dublin 15
Age: 32
Nationality: Irish
Occupation: Financial Manager COCO Television

Other Directorships:

TV Manager Limited
 25% shareholding in TV Manager Limited; a software company specialising in the development of Television Production Management Software

Name: Albert Treacy
Address: Donaguile
 Castlecomer
 Co Kilkenny
Age: 51
Nationality: Irish
Occupation: Chief Executive Chadwicks Ltd.

Other directorships:

Heat Event Ltd, CMC Ltd

Name: Christine Ryan
 47 London Bridge Rd.
 Sandymount
 Dublin 4.
Age: 47
Nationality: Irish
Occupation: Journalist/Editor/Copywriter

Other media and Content interests:

Worked at Sunshine Radio for the first five years of its existence – responsible for setting up many of its administrative systems. Latterly, worked as a Broadcast Journalist on the News Team
 Deputy Editor of Carlow/Kilkenny and Liffey Valley News
 Q102 (Radio) – Administration
 Columnist (Entertainment) with Evening Press 1985 to 1989
 Editor of Fresh Magazine (for teenagers), 1987 to 1989
 Guest Contributor to RTE's 'Beat Box' from September 1988 to April 1989
 Managing Editor, Southside Newspapers, for the Sunday Tribune, 1990
 Music Publicist, Brassneck Promotions
 Raised over £90,000 for Temple Street Children's Hospital

Name: Ruairi O Ceallaigh
Address: 7 Woodville Rd.
Drumcondra
Dublin 9
Age: 29
Nationality: Irish
Occupation: Solicitor

Other Directorships:

Founder of ROC Promotions (Contemporary Christian Concert Promotion Group)

Name: Roisin Ni Cheallaigh
3 River Road Cottages
Castleknock
Dublin
Age: 36
Nationality: Irish
Occupation: Administrative Manager, Victory Christian Fellowship
Background: Former Administrative Manager, Oxfam Ireland

Name: Jim Donnan
Address: 174 River Forest
Leixlip
Co Kildare
Age: 45 years
Nationality: Irish
Occupation: General Director of Scripture Union, Republic of Ireland
Background: Worker for 25 years with Dublin Corporation in numerous Departments and at various administrative and management levels

Appendix C: David McCabe Current Directorships

Appendix C: Dave Heffernan CV

Dave Heffernan

88a Wyattville Park, Loughlinstown, Co. Dublin.
Tel: 01-2823036 daveheff@hotmail.com

Experience

'98 - Present *Following sale of ECR shares refurbished home, undertook extensive travels, went back to college (Ministry Studies) for a year and currently self-employed as a specialist builder.*

'95 – '98 **Niteclub Manager**

'Jesters', Fitzpatrick Castle Hotel, Killiney, Co. Dublin.

- Devised and implemented Turnaround Strategy
- Turnover doubled in first 10 Months
- Established membership database and numerous fun promotions

'91 - '94 **Chief Executive**

East Coast Radio, Bray, Co. Wicklow.

- Negotiated merger of two ailing radio stations
- Drove company into profit

'90 - '91 **Sales & Marketing Manager**

Radio Kerry, Tralee, Co. Kerry

- Designed and implemented marketing strategy
- Recruited, trained and led sales team
- Exceeded year one sales target by 36%

'83 – '89 **Managing Director**

WKLR, West Cork Local Radio, Bandon, Co. Cork

- Created and implemented business plan for new radio station
- Secured investors, launched station and expanded from profits
- Organised supporters club to raise 138,000 petitions and £50k
- Won local radio licence for Cork City and County

Education

'77-'79 University of Limerick, Electronics Degree Course
Other training includes: IMI Management Certificate,
Radio Marketing USA and Computer Skills

Interests God, Travel & Sailing

Appendix D: Music Format

CCM (Contemporary Christian Music) has been the fastest growing music sector in the USA for several years. In Christian Bookshops throughout Dublin CCM sales have been rising rapidly since the mid '90s. So rapid has the growth been that two main subsets have emerged:

- In the 14 – 20 age group, bands like DC Talk, Delirious and the Powerscourt album recorded in Wicklow have become very trendy and literally fly out the door! This 14 – 20 age group communicate (text) incessantly. A new album can explode on the scene then die a death.
- The 30 somethings, usually married, are more consistent buyers and will buy worship music by Robin Mark (Belfast), Maire Brennan, Iona and Joseph (Dublin).

It is the intention of the station to Broadcast 100% Religious/Christian music relevant to the 15 – 34 target audience. Only after careful consideration and market research would we alter this policy. Listeners have a good choice of FM stations broadcasting secular music. Our aim is to provide an alternative service that consistently enables listeners to look towards God.

Our music will provide a positive alternative for the youth culture (15 – 34) of Dublin. This will be Christian music with an edge; Christian values with attitude. Expect the latest in contemporary Christian music to meet the needs of a new generation crying out for God.

Appendix E: Letter from Compton International Fundraising

Appendix F: Capital Expenditure

CAPITAL EXPENDITURE

| | £ | £ |
|---|----------------|------------------------------|
| 1. Studios: | | |
| Studio 1 | 30,000 | |
| Studio 2 / Production | 25,000 | |
| Rack Room including S.T.L. | 35,000 | |
| Talk Studio | 3,000 | |
| Miscellaneous wiring, etc. | 12,000 | |
| New Room + Production Suite | 10,000 | |
| O.B.U. | 5,000 | |
| Furniture + fittings | 20,000 | |
| Telephone system | 10,000 | |
| Total | <u>150,000</u> | |
| 2. Fast Aging Technology: | | |
| Software, training & hardware | 35,000 | |
| Music Library | 10,000 | |
| Total | <u>45,000</u> | |
| 3. Studio / Office construction work | | 30,000 |
| 4. Transmission System: | | |
| 10Kw AM Transmitter & standby | 75,000 | |
| Construct 60m. insulated tower | 45,000 | |
| Ground system | 20,000 | |
| Building | 5,000 | |
| Miscellaneous | 5,000 | |
| Total | <u>150,000</u> | |
| TOTAL | | <u><u>375,000</u></u> |

Notes:

Depreciation reducing balance as follows:

| | per annum |
|--|---------------|
| 1. Studios 150,000 over 5 years | 30,000 |
| 2. Fast Aging Technology 45,000 over 3 years | 15,000 |
| 3. Studio Construction 30,000 over 10 years | 3,000 |
| 4. Transmission 150,000 over 15 years | 10,000 |
| | <u>58,000</u> |

Appendix G: Staff Costs

STAFF COSTS - Year 1

| | £ | |
|--|----------------|----------------------------|
| Motherly intercessor - prayer line | 15,000 | |
| Chief Executive Officer | 40,000 | |
| Programme Controller + Breakfast Presenter | 25,000 | |
| Chat Presenter | 20,000 | |
| D.J. 12.00 noon - 4.00 p.m. | 12,500 | |
| D.J. 4.00 - 7.00 p.m. | 12,500 | |
| D.J. 10.00 p.m. - 2.00 a.m. | 12,500 | |
| News Editor | 20,000 | |
| Reporter | 15,000 | |
| Receptionist / Administrator | 17,000 | |
| Weekend Receptionist | 5,000 | |
| Production Technician + I.T. | 18,000 | |
| Part-time Book-keeper | 10,000 | (5 x 0.5 days) |
| Weekend Presenter | 0 | |
| Sales Executive | 25,000 | (15,000 + 10% of 100,000) |
| Database Administrator | 15,000 | |
| Fund-raising Executive 1 | 25,000 | (15,000 + 5% of 200,000) |
| Fund-raising Executive 2 | 25,000 | (15,000 + 5% of 200,000) |
| Total | 312,500 | |
| 12% Employer's P.R.S.I. | 33,000 | (not for free-lance D.Js.) |
| TOTAL | 345,500 | |

Notes:

14 full-time + 2 part-time staff in Year 1,
 Chief Executive Officer + Programme Controller sell sponsorships,
 In Year 2 Fund-raising Executive 1 becomes Fund-raising Manager,
 Holiday relief nil in Year 1, for D.Js. + News Editor in Year 2,
 3 D.Js., £12,500 each, self-employed free-lance @ £12 per hour.

STAFF COSTS - Year 2

| | £ | |
|--|----------------|--|
| Motherly intercessor -prayer line | 15,000 | |
| Chief Executive Officer | 40,000 | |
| Programme Controller + Breakfast Presenter | 26,000 | |
| Chat Presenter | 21,000 | |
| D.J. 12.00 noon - 4.00 p.m. | 15,000 | |
| D.J. 4.00 - 7.00 p.m. | 15,000 | |
| D.J. 10.00 p.m. - 2.00 a.m. | 15,000 | |
| News Editor | 21,000 | |
| Reporter | 16,000 | |
| Receptionist / Administrator | 17,500 | |
| Weekend Receptionist | 5,250 | |
| Production Technician + I.T. | 19,000 | |
| Part-time Book-keeper | 11,000 | (5 x 0.5 days) |
| Weekend Presenter | 16,640 | (40 hours @ £8 per hour free-lance) |
| Sales Executive | 27,000 | (15,000 + 10% of 120,000) |
| Database Administrator | 15,500 | |
| Fund-raising Manager | 32,500 | (20,000 + 5% of 250,000) |
| Fund-raising Executive | 27,500 | (15,000 + 5% of 250,000) |
| Total | 355,890 | |
| 12% Employer's P.R.S.I. | 40,710 | (not for free-lance Weekend Presenter) |
| TOTAL | 396,600 | |

STAFF COSTS Year 3

| | £ | |
|--|----------------|--|
| Motherly intercessor -prayer line | 16,000 | |
| Chief Executive Officer | 42,000 | |
| Programme Controller + Breakfast Presenter | 27,000 | |
| Chat Presenter | 22,000 | |
| D.J. 12.00 noon - 4.00 p.m. | 18,000 | |
| D.J. 4.00 - 7.00 p.m. | 18,000 | |
| D.J. 10.00 p.m. - 2.00 a.m. | 18,000 | |
| News Editor | 22,000 | |
| Reporter | 18,000 | |
| Receptionist / Administrator | 18,000 | |
| Weekend Receptionist | 5,600 | |
| Production Technician + I.T. | 20,000 | |
| Part-time Book-keeper | 12,000 | (5 x 0.5 days) |
| Weekend Presenter | 20,800 | (40 hours @ £10 per hour free-lance) |
| Sales Executive | 29,000 | (15,000 + 10% of 140,000) |
| Sales Executive | 27,000 | (15,000 + 10% of 120,000) |
| Database Administrator | 15,500 | |
| Fund-raising Manager | 32,500 | (20,000 + 5% of 250,000) |
| Fund-raising Executive | 27,500 | (15,000 + 5% of 250,000) |
| Total | 408,900 | |
| 12% Employer's P.R.S.I. | 46,572 | (not for free-lance Weekend Presenter) |
| TOTAL | 455,472 | |

Appendix H: Detailed Income/Expenditure for three Years

INCOME and EXPENDITURE - Year 1

| | £ | £ | £ |
|--------------------------------|---------|----------------|----------------|
| INCOME: | | | |
| Net advertising - direct | 80,000 | | |
| - agency | 20,000 | | |
| Programme sponsorship | 100,000 | | |
| Donations | 500,000 | | |
| TOTAL INCOME | | | 700,000 |
| EXPENDITURE: | | | |
| VARIABLE OVERHEADS: | | | |
| I.R.T.C. levy - 3% gross | 21,000 | | |
| Royalties - 6% | 42,000 | | |
| Sales commissions | 70,000 | | |
| Total | | 133,000 | |
| FIXED OVERHEADS: | | | |
| Production: | | | |
| Staff costs | 345,500 | | |
| Staff training + recruitment | 5,000 | | |
| News service | 10,000 | | |
| Subscriptions | 1,500 | | |
| Programme sundries | 2,000 | | |
| J.N.L.R. Survey | 1,500 | | |
| Total | | 365,500 | |
| Establishment: | | | |
| Rent + rates | 24,000 | | |
| Transmission site rental | 12,000 | | |
| Insurance | 5,000 | | |
| Light, heat + power | 25,000 | | |
| Canteen + cleaning | 2,000 | | |
| Maintenance | 2,000 | | |
| Technical repairs | 2,000 | | |
| Alarm monitor | 400 | | |
| Broadcast permit | 600 | | |
| Total | | 73,000 | |
| Administration: | | | |
| Telephone | 15,000 | | |
| Postage + stationery | 4,500 | | |
| Director's expenses | 1,000 | | |
| Audit + accountancy | 3,000 | | |
| Consultancy + legal fees | 1,000 | | |
| Sundry / contingency | 2,000 | | |
| Bank charges | 1,000 | | |
| Bad debts | 1,000 | | |
| Total | | 28,500 | |
| Marketing: | | | |
| Motor expenses - sales. + P.R. | 15,000 | | |
| Donor mailshots | 35,000 | | |
| Advertising | 50,000 | | |
| Total | | 100,000 | |
| TRADING COSTS | | 700,000 | |
| Depreciation | | 58,000 | |
| TOTAL OVERHEADS | | 758,000 | |
| SURPLUS / DEFICIT | | | -58,000 |

INCOME and EXPENDITURE - Year 2

| | £ | £ | £ |
|--------------------------------|---------|----------------|----------------|
| INCOME: | | | |
| Net advertising - direct | 120,000 | | |
| - agency | 30,000 | | |
| Programme sponsorship | 150,000 | | |
| Donations | 600,000 | | |
| TOTAL INCOME | | | 900,000 |
| EXPENDITURE: | | | |
| VARIABLE OVERHEADS: | | | |
| I.R.T.C. levy - 3% gross | 27,000 | | |
| Royalties - 6% | 54,000 | | |
| Tithe | 90,000 | | |
| Total | | 171,000 | |
| FIXED OVERHEADS: | | | |
| Production: | | | |
| Staff costs | 396,600 | | |
| Staff training + recruitment | 5,000 | | |
| News service | 10,500 | | |
| Subscriptions | 1,500 | | |
| Programme sundries | 2,100 | | |
| J.N.L.R. Survey | 1,500 | | |
| Total | | 417,200 | |
| Establishment: | | | |
| Rent + rates | 24,000 | | |
| Transmission Site Rental | 12,000 | | |
| Insurance | 5,250 | | |
| Light, heat + power | 25,000 | | |
| Canteen + cleaning | 2,000 | | |
| Maintenance | 2,100 | | |
| Technical repairs | 2,200 | | |
| Alarm monitor | 400 | | |
| Broadcast permit | 600 | | |
| Total | | 73,550 | |
| Administration: | | | |
| Telephone | 17,000 | | |
| Postage + stationery | 4,800 | | |
| Director's expenses | 2,000 | | |
| Audit + accountancy | 3,000 | | |
| Consultancy + legal fees | 1,000 | | |
| Sundry / contingency | 2,000 | | |
| Bank charges | 1,100 | | |
| Bad debts | 1,000 | | |
| Total | | 31,900 | |
| Marketing: | | | |
| Motor expenses - sales. + P.R. | 20,000 | | |
| Donor mailshots | 40,000 | | |
| Advertising | 60,000 | | |
| Total | | 120,000 | |
| TRADING COSTS | | 813,650 | |
| Depreciation | | 58,000 | |
| TOTAL OVERHEADS | | 871,650 | |
| SURPLUS / DEFICIT | | | 28,350 |

INCOME and EXPENDITURE - Year 3

| | £ | £ | £ |
|--------------------------------|---------|----------------|------------------|
| INCOME: | | | |
| Net advertising - direct | 208,000 | | |
| - agency | 52,000 | | |
| Programme sponsorship | 265,000 | | |
| Donations | 600,000 | | |
| TOTAL INCOME | | | 1,125,000 |
| EXPENDITURE: | | | |
| VARIABLE OVERHEADS: | | | |
| I.R.T.C. levy - 3% gross | 33,750 | | |
| Royalties - 6% | 67,500 | | |
| Tithe | 112,500 | | |
| Total | | 213,750 | |
| FIXED OVERHEADS: | | | |
| Production: | | | |
| Staff costs | 455,472 | | |
| Staff training + recruitment | 8,000 | | |
| News service | 12,000 | | |
| Subscriptions | 1,600 | | |
| Programme sundries | 2,500 | | |
| J.N.L.R. Survey | 1,600 | | |
| Total | | 481,172 | |
| Establishment: | | | |
| Rent + rates | 25,000 | | |
| Transmission Site Rental | 12,600 | | |
| Insurance | 5,500 | | |
| Light, heat + power | 25,500 | | |
| Canteen + cleaning | 2,200 | | |
| Maintenance | 2,300 | | |
| Technical repairs | 3,000 | | |
| Alarm monitor | 400 | | |
| Broadcast permit | 630 | | |
| Total | | 77,130 | |
| Administration: | | | |
| Telephone | 20,000 | | |
| Postage + stationery | 5,000 | | |
| Director's expenses | 2,100 | | |
| Audit + accountancy | 4,000 | | |
| Consultancy + legal fees | 1,300 | | |
| Sundry / contingency | 3,000 | | |
| Bank charges | 1,300 | | |
| Bad debts | 3,000 | | |
| Total | | 39,700 | |
| Marketing: | | | |
| Motor expenses - sales. + P.R. | 30,000 | | |
| Donor mailshots | 53,750 | | |
| Advertising | 85,000 | | |
| Total | | 168,750 | |
| TRADING COSTS | | 980,502 | |
| Depreciation | | 58,000 | |
| TOTAL OVERHEADS | | | 1,038,502 |
| SURPLUS / DEFICIT | | | 86,498 |