

**WHITE ASH BROADCASTING, INC.**  
**STRATEGIC AND OPERATING ASSUMPTIONS**  
**2023-2024**

The principal elements of the Corporation's financial strategy for the fiscal year 2023-2024 are as follows:

1. The Legacy Society and the Endowment Funds will contribute \$5,000 to the overall revenues.
2. Depreciation is one hundred sixty-five thousand dollars (\$165,000).
3. Special Projects include a wish list, these projects are funded by members, foundations, and community partners.
4. The organization will seek to strategically and collaboratively increase corporate and membership revenue.
5. The organization will continue to work towards expanding news coverage in the Merced and Bakersfield markets through the support of its foundation partners.
6. The organization will work on developing fresh and more effective ways of providing local content to its listeners.
7. The organization will focus on increasing listener engagement and donor cultivation. This will happen through the use of community engagement events, digital media and donor gatherings.

**WHITE ASH BROADCASTING, INC.**

Operating Budget  
2023-2024

Summary of Statement of Revenue and Expenses  
For Year-Ending September 30, 2024

Operating Revenue	\$2,497,000
Endowment Revenue	\$ 5,000
<b>Total Operating Revenue</b>	<b><u>\$2,502,000</u></b>
Operating Expense	\$2,495,100
Depreciation	\$ 165,000
<b>Total Operating Expense</b>	<b><u>\$2,660,100</u></b>
<b>Net Operating Income (Loss)</b>	<b><u>(\$158,100)</u></b>

Statement of Changes in Financial Position  
Source of Funds

Net Operating Income (Loss)	(\$158,100)
Principal payments on mortgage	(\$28,000)
Depreciation	\$165,000
<b>Total Loss of Funds</b>	<b><u>(\$21,100)</u></b>

**WHITE ASH BROADCASTING INC.**

**2023-2024 Budget**

**OPERATING REVENUES:**

Corporate & Paid Spots	\$350,000
Membership	1,070,000
Grants & Foundations	835,000
Misc. & Interest Income	30,000
Events	212,000
Endowment	5,000
<b>TOTAL OPERATING REVENUES</b>	<b><u>\$2,502,000</u></b>

**OPERATING EXPENSES:**

Salary & Wages	1,339,000
Contractual Services	15,000
Taxes – Benefits	230,000
Office Supplies	9,000
Postage/Shipping	9,000
Facility Costs	74,000
Telephone & Utilities	88,000
Tower Rental	13,200
General Insurance	32,700
Development Printing	18,000
Travel & Training	13,000
Program Acquisition	375,000
Satellite Fees	22,200
Advertising & Premiums	14,000
Equipment Maintenance	6,000
Engineering/Production	12,000
Dues & Subscriptions	11,000
Tech Services	42,000
Professional Services	39,000
Miscellaneous	3,000
Events	75,000
Taxes	4,000
Data Processing	51,000
Depreciation	165,000
<b>TOTAL OPERATING EXPENSES</b>	<b><u>\$2,660,100</u></b>
<b>NET OPERATING INCOME</b>	<b><u><u>-\$158,100</u></u></b>