Exhibit E

Reply to Part I
of Section IV-A

In order to determine the proposed programming of KGLA, we have conducted three different surveys over a period of several months. The first was by Arthur N. Holt, Vice-President and Assistant to the President of The McLendon Corporation, the second by Donald C. Keyes, Vice-President in charge of Programming for The McLendon Corporation, and the third by Richard McGrath, an independent and experienced Los Angeles advertising man whom we engaged especially and specifically for such survey purposes. In addition to these three formal surveys, applicant's President, Mr. Gordon McLendon, has personally spent several weeks in Los Angeles since June 1965, when discussions first began with the owners of KGLA looking to a possible sale of the station. In those days in Los Angeles, Mr. McLendon spent many hours, on several different days, listening to all of the FM, as well as AM stations readily receivable on the Los Angeles dial, and many more hours discussing Los Angeles radio programming with friends and acquaintances.

It was Mr. McLendon's opinion, after his preliminary study that, with the multitude of Los Angeles AM and FM stations (not to mention many outside signals which were clearly receivable), there was a plethora of varied radio services. He initially concluded that KGLA could best serve the interests, tastes and desires of the citizens of Los Angeles by

providing the only all-news service on the FM radio dial. Mr. Holt's survey confirmed Mr. McLendon's belief that such a station would provide a definite and needed service. Mr. McLendon is thoroughly conversant with such all-news programming because of The McLendon Corporation's creation of the first all-news radio station in the United States (WNUS in Chicago) and his study of the other all-news stations which followed the pattern set by WNUS.

Because of his familiarity with all-news operation and the costs of such operations, Mr. McLendon finally and reluctantly concluded that he could not see any way, at this moment, that an FM station in Los Angeles could sustain the enormous operating losses that such an FM all-news operation would entail. Mr. McLendon also felt that the large losses from such an operation, at least until some new technique of all-news operation could be found and proved practicable, could continue indefinitely on an FM station to the point that they might impair any organization's ability to perform its program commitments on that or any other of its licensee properties with efficiency.

Having so concluded, Mr. McLendon directed the head of all McLendon programming, Donald C. Keyes, to go to Los Angeles and conduct a second survey. A number of specific interviews were made in order to determine what other programming KGLA could do (in addition to its present programming) which would best serve the interests

of the citizens of Los Angeles. Both Mr. McLendon and Mr. Keyes (who had himself spent considerable time in Los Angeles and engaged in many informal discussions of Los Angeles radio programming with friends and acquaintances) had earlier concluded that while the present KGLA programming clearly satisfied a need, it did not, in their opinion, pinpoint itself to a unique need, not being fulfilled by another radio station on the crowded and multi-programmed Los Angeles AM and FM dial, and that this was the type of community need they personally preferred to try to fill.

Nonetheless, Mr. McLendon felt that the corporation should once again re-examine the possibility that KGLA's existing programming, with certain additions and deletions which were proposed, might be the best available programming avenue for KGLA to take in providing the answer to KGLA's obligation to serve in the public interest, convenience and necessity. When Mr. Keyes had concluded his interviews and provided a report of them to Mr. McLendon, Mr. McLendon felt that the interviews, in total, were of such an indecisive nature that they did not provide him with facts of such a definite nature that, upon them, he could base a conclusion that the present programming of KGLA, even with alterations here and there, represented in his opinion a clear answer that this programming represented the corporation's best practical opportunity to serve the public of Los Angeles.

Nearly five months had gone by since Mr. McLendon and the KGLA owner had agreed on the general terms of a sale. During that period the proposed assignee had been attempting to determine what it wished to do to make KGLA most responsive to community needs.

Finally, in November, 1965, Mr. McLendon again went himself to Los Angeles and spent more hours listening to the radio in an attempt to seek an answer to the question of how KGLA might best serve the community. Mr. McLendon again observed the multitudinous variety of programming services already being offered. Of course, the easiest course of action would be to improve on what was being done, but, yet, not offer a new service, which might be needed.

At this point, he remembered once having heard a want-ad program on a radio station and remembered that this program had been on that radio station for many years--a definite indication that the program might have been of service to listeners. For almost a full day, he then studied the want-ad pages of the Los Angeles Times. He concluded that radio, if it could provide such a want-ad page of the air, would be doing a service not only for individuals, but to the small businessman--and the many large businesses who also use the want-ad pages of the Times--and also to the city governments, hospitals, police departments, clinics and many other civic and eleemosynary institutions which regularly used the Times' want-ad service.

Mr. McLendon promptly engaged the services of Mr. Richard McGrath, an experienced Los Angeles advertising executive, for in-depth community interviews designed to provide information which might confirm or refute the validity of Mr. McLendon's idea: a totally want-ad radio station providing an opportunity for all of the persons, organizations and busines who use newspaper want-ads to utilize the service of radio in precisely the same manner--only at such a far lower wordage rate.

The results of Mr. McGrath's survey are attached. As a result, we conclude that while the present KGLA programming answers a type of community need, it is our opinion that a change to a want-ad format would better serve the public needs, tastes and desires in Los Angeles, and represents an experiment which we are prepared to undertake for a minimum of one year and which we are prepared and able to sustain during whatever period we determine that such programming represents our best practical opportunity to serve the needs, tastes and desires of the Los Angeles community.

12-9-65

Mr. Lairitz Miller
Assistant Director - Public Relations
Cedars of Lebanon, Mt. Sinai Hospital, Mt. Sinai Rehabilitation Institute

East Los Angeles, California

Nature of Business: Hospital
Persons Employed: 2,500 permanently employed

My meeting with Mr. Miller took place in his office at Cedars of Lebanon Hospital in Los Angeles. My first question concerned his use of newspaper want ads, and he replied, "I have used want ads for the house and for my personal use at various times, and also the Personnel Department of Cedars of Lebanon uses them." He then stated that the want ads served a very definite purpose for him, and that, "want ads are a real institution -- the American way of life." When discussing with him the possibility of a radio station providing a similar service, he said, "I know from personal experience that the radio reaches far more people faster, and I do feel the want ad radio station would serve our interests." In addition, he stated that if he were satisfied that results would be obtained from a want ad radio station, he would most certainly use the service.

Dick McGrath, Interviewer

12-9-65

Mr. John H. Ahl
Assistant Vice President
Personnel Coordinator
California Federal Savings
5670 Wilshire Boulevard
Los Angeles, California

Nature of business: Savings and Loan Association
Persons employed: 14 Branches - employing 675 people

Mr. Ahl met with me in his office in the California Federal Building on Wilshire Boulevard, and I proceeded to outline for him the reason for the interview. When asked if he has used want ads in the past, he said, "Well, I use the want ads section of the newspaper to check other Associations, to see our ad, and also out of professional curiosity." He said that want ads have been extremely successful for the Association's purposes. He further stated that the Association uses the want ads section to acquire employees. When asked if a radio station providing this service would be more helpful, he said that having a later closing date for advertisements on radio than in the newspaper would be good, but that, "It's hard to say because there is usually no real urgency connected with the ads we place, so my answer would be a qualified yes." He answered with an emphatic "Yes," however, when asked if he would avail himself of the services of a want ad type of radio station.

Dick McGrath, Interviewer

12/9/65

Mr. Gene Neer
Personnel Manager
Blue Cross of Southern California
4777 Sunset Boulevard
Los Angeles, California

Nature of Business: Non-profit, pre-paid health care
Persons employed: 900

I met with Mr. Neer in his office on Sunset Boulevard, and after giving him a brief explanation of the purpose of the interview, I asked him if he had ever had occasion to use want ads in the past. His reply: "almost daily, "and that results obtained had "definitely been satisfactory." He said that he had not used want ads for personal reasons, but that Blue Cross places daily ads in the want ads sections of a number of newspapers. In addition, he said, "As a matter of fact, in the month of November alone we spent $2,344 on want ads. In a heavy month, it usually runs $4,000 plus." When I questioned him regarding the service of a want ad radio station, he said that the idea was a little new to him but that he would give a qualified "yes" as to whether or not he would use the station. He said that in the event of an urgent situation -- as in needing a particular type of employee quickly-- he would again give a "qualified yes" due to the newness of the idea.

Dick McGrath, Interviewer

12/9/65

Miss Mary Ames Anderson
Public Relations Director
Childrens Hospital of Los Angeles
4614 Sunset Boulevard
Los Angeles, California

Nature of business: Hospital
Persons employed: 1,061 permanent staff

Miss Anderson met with me in her office at the Childrens Hospital at the time and date above. After outlining briefly the reason for the interview, we discussed generally the service provided by the want ads section of all metropolitan newspapers. Miss Anderson stated that she had used the want ads in the past for purposes of a personal nature, and that the Hospital has also used them. She further said that she believed it was a good service to have. We then discussed the service that could be provided by a radio station that was programmed as a want-ad newspaper of the air. She said that the availability of such a radio station "certainly would serve the interests of the Hospital. In fact, radio is a great server in emergencies. I have personally put out an appeal three times within the past year for rare types of blood for children in the hospital." Miss Anderson said, in summation, that she would definitely make use of the services provided by such a radio station if available, and if she was satisfied that the service would be effective for her needs and those of the Hospital.

Dick McGrath, Interviewer

12/10/65

Mr. Bill Rivers
Public Information Officer
Office of Economic Opportunity
220 North Broadway
Los Angeles, California

Nature of Business: Joint powers - both County & Federal Governments

I interviewed Mr. Rivers over the telephone in the evening. After first outlining for him the purpose of the interview, we discussed the service provided by the want ads section of the newspaper, and then went on to discuss the merits of a radio station that would provide a similar service. He said that he had had occasion to use want ads in the past, and that they were useful. He further stated, "I'm talking in behalf of 1,000,000 people who make $4,000 or less. Sounds to us a very good idea. It will reach everyone in this lower income bracket. Radio is a traditional means of communication, and other means we have been using do not seem to reach the people. The spoken word is more effective than the written word -- people concentrate more on a verbal message." I asked him if he felt a want ad radio station would serve a real need of the community, and he said the service would be "very valuable." He went on to say, "In New York and Los Angeles the biggest problem is communicating with the unemployed and people in the lower income brackets," and said that this type of service would definitely be a good one to have.

Dick McGrath, Interviewer

12-10-65

Honorable Billy G. Mills
Councilman of the Eighth District
220 Spring Street
City Hall - Room 37
Los Angeles, California

Nature of business: City Government
Persons employed: Councilman Mills represents in in excess of 220,000 people residing in his District.

Councilman Mills' interview took place in his office in Los Angeles City Hall, and when I informed him of the purpose of the interview he was extremely cordial and said that he was glad to be of service. When discussing in general his usage of want ads, whether they served a useful purpose, and if he used them often, he said, "Oh yes! Looking for jobs for myself, and also it's a good indication on the labor market -- to see what is available and what is not." We then discussed whether or not the idea of a radio station that would provide a want ad service was appealing and had merit, and he said, "It can bring the unemployed and the employer together faster than newspaper ads because of the immediacy of radio. There is an additional problem of literacy where the radio would be a better means of communication. You can quote me . . . I am very enthusiastic about the idea."

Councilman Mills then took the time to introduce me to another Councilman at City Hall because he felt the additional opinion might be of help. However, Councilman Lindsay was not in and I spoke with his Deputy, Charles Williams (see interview).

Dick McGrath, Interviewer

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Dick McGrath, Interviewer

12-10-65

Mrs. Muriel M. Morse
General Manager
Civil Service Department of Los Angeles
200 South Spring Street
Los Angeles, California

Nature of business: State Government Agency
Persons employed: 40,000 (including Post Office Department employees, Police Department employees, and all Civil Service employees).

After first informing Mrs. Morse of the purpose of the interview, my first question concerned her office's usage of the want ads section of the newspaper. She stated that Civil Service uses this section daily, with some ads running on a continuing basis. She further stated that due to the rates charged by newspapers, and the fact that her entire yearly advertising budget amounts to only $19,000, they have had to depend on free public service cooperation from various Los Angeles media for acquiring civil service personnel. She said, "Want ads definitely serve our purposes when we can place them. We have found them to be more effective than special bulletins or any other recruiting technique that we have tried." We went on to discuss the idea of a radio station that would provide a want ad service in the Los Angeles area, and she said, "If it proved effective and did not interfere with public service announcements already provided, yes, we would use this service."

Dick McGrath, Interviewer

10-14-65

Mr. Bob Hilburn
Public Information Officer
Los Angeles City Schools
450 North Grande Avenue
Los Angeles, California

Nature of business: Public Schools

I met with Mr. Hilburn in his office, and outlined for him the purpose of the interview. When questioned as to his usage of the newspaper want ads section, he said, "Certainly, we've used both display advertising and the classified section. The classified ads have been run for purposes of recruiting our non-teaching personnel (secretaries, janitors, etc.), as well as the Legal Notices section for the placement of notices on bids for buildings to be constructed." We then discussed the services that could be provided by a want ad radio station, and he stated that the ability of an advertiser to get his message to the public more quickly would be an advantage, ". . . assuming that it was that urgent." In addition, he said that the use of such a radio station would certainly be considered, and if proven to be as effective as newspaper advertising, he would recommend it. When questioned about the extent of classified advertising done by his organization, he told me that this was under the jurisdiction of Mr. Kenneth Ellingwood, Recruitment Representative, and called him on the telephone while I was in his office. Mr. Ellingwood said their usage of the want ads was quite extensive, and that they employed 45,000 people in this area alone who were classified as non-teachers.

Dick McGrath, Interviewer

12-10-65

Charles Williams
Deputy to Councilman Gilbert Lindsay
Councilman for the Ninth District
220 Spring Street
City Hall
Los Angeles, California

Nature of business: City Government
Persons employed: Councilman Lindsay represents in excess of 200,000 people residing in his District.

(Deputy Charles Williams is, in addition to being Deputy Coucilman, head of his own public relations firm which handles P.R. for Western Union and for the local Chrysler Corporation.)

Councilman Mills introduced me to Deputy Williams, and outlined for the Deputy the purpose of the interview. Deputy Williams said,

"Radio could be more personal. I think it is a wonderful idea. It would get more attention than newspapers, and I feel that there is a 'catch' in newspapers as far as qualifications, and so forth. Men out of work will definitely listen to the radio, and it would help in the up-grading of the low economic areas. I would certainly pick up the phone, and I think it comes at a time when our country most needs it because of the unemployment situation."

Dick McGrath, Interviewer

12/10/65

Mr. Adam Burton
Deputy Supervisor for Kenneth Hahn
866 Hall of Administration Building
Supervisor for Second District - Los Angeles County
Los Angeles, California

Nature of Business: County Government
Persons employed:

Mr. Burton's interview took place in his office in the Administration Building, and I first outlined briefly for him the purpose of the interview. I then asked him if he had used newspaper want ads in the past and if they had served his purposes. He said that he had used them, and that, "Without a question of a doubt, they serve a need of the community." When I brought forth the idea of a radio station that would provide this same service, he said, "Many people can't read, many people don't bother reading newspapers for one reason or another, and some don't know where to look in a large metropolitan newspaper for this information. The need is definitely there..." He further stated that if such a service were available, he would use it.

Dick McGrath, Interviewer

12/10/65

Mr. A. White
National Account Representative
Olivetti Corporation
(8112 Gould Avenue - home address)
Los Angeles, California

Mr. White was interviewed on the telephone during the evening. We discussed the want ads section of the newspaper and the service it provides after I first gave him information as to the reason for the interview. He said that the want ads do serve a very real function, and that he has used want ads a number of times in the past. I then went on to explain the idea of a want ad newspaper of the air, and although he was somewhat noncommittal, he said, "Yes, it appears definitely to be a good idea, and I can't see any draw back to it." When discussing the more immediate availability of advertising on radio than in the want ads, he seemed to feel that would have very little bearing where he was concerned because of a lack of urgency in ads that might be placed. However, he felt the service would serve a definite need.

Dick McGrath, Interviewer

12/10/65

Miss Michelle De Temple
3277 Rosewood Avenue
West Los Angeles, California

Nature of Business Accounting Secretary

Miss De Temple was interviewed by me over the telephone. I first outlined for her the reason for the interview, and then proceeded to discuss generally with her the services provided by the newspaper want ads. She said, "Yes, I have used want ads for various purposes in the past, and I usually look through them for furniture and that sort of thing." She further stated that they served a purpose of the community and that they were a good thing to have. When I presented the idea of a radio station that would provide the same service, she liked the idea very much. She said, "I think it's progress, and I would use the radio service because it would be faster for my needs."

Dick McGrath, Interviewer

12/11/65

Dr. Alan Kristal (retired)
1294 Devon Street
Los Angeles 24, California

I interviewed Dr. Kristal on the telephone on Saturday morning, and outlined for him the reasons for the interview. When asked if he had used want ads in the past, he said that he had used this service a number of times for real estate purposes, and that he thought it served a need of the community. When I discussed with him the idea of a radio station that would provide a similar service, he said that he thought the idea was extremely worthwhile, and that he would probably use the service if available. He qualified this somewhat, saying that since the idea was experimental at this point, he would like to find out how it worked in reality.

Dick McGrath, Interviewer

12/11/65

Mrs. Dave Provence
1209 South Lake Street
Burbank, California

Housewife

This interview took place on the telephone. I told Mrs. Provence the purpose of the interview, and she was very happy to be of service. She said that she has used want ads in the past, both when looking for something to buy -- a service or product -- as well as for selling things, and that she thought it was a good service to have. I then outlined for her the idea of a radio station that would provide a want ad type of service, and she said, "I would use radio for want ad advertising, and I think it's a wonderful idea. In fact, I think everyone would use it -- I know I would, definitely."

Dick McGrath, Interviewer

12/11/65

Mr. Bob Pemberton
Noble Girls Employment Agency
401 Levering Avenue
Westwood, California

Nature of business: Employment Agency
(Mr. Pemberton said he was also associated with "a mortgage company")

Mr. Pemberton was interviewed over the telephone on Saturday morning. After first telling him the purpose of the interview, I asked him if he had had occasion in the past to use the want ads section of the newspaper and what the results had been. He said, "Yes, I have used the want ads to get a test pattern, but most of my advertising is direct mail." He then said, after I outlined for him the idea of a want ad radio station, "I think it would be very helpful to have this kind of service available on radio. It's a very good idea, and I would definitely use it myself."

Dick McGrath, Interviewer

12/11/65

Mr. Bob Lasirriers
OL 6-3090

Occupation: Bartender

Mr. Lasirriere's name was picked out at random from the telephone directory, and after discussing with him the purpose of the interview, I asked him if he has had occasion to use the want ads section of the newspapers. He said that he uses them consistently, both to sell things and to look for employment, and that they were a good service to have. When I brought up the possibility of a radio station that would provide this type of service, he seemed very enthusiastic about it. He said, "I would certainly use the radio, and feel that it would have a great advantage over newspaper advertising." The advantage of having a later closing date then newspapers was considered by him to be one of the advantages, as well as better possibility of getting an immediate reply to his ad.

Dick McGrath, Interviewer

12-11-65

Mr. William Klugman
Klugman Paint Store
342 North Fairfax
Los Angeles, California 90036

Nature of Business: Paint and Hardware Store

I met with Mr. Klugman in his store on Fairfax on the date and time shown above. I first explained to him the reason for the interview and then proceeded to ask him if he had used want ads in the past, and if they had done an effective job for him. He said, "yes, I have used want ads before. I believe in them and have received satisfactory results." He went on to say that he felt want ads were a vital part of the community and part of our society. I then outlined for him the possibility of a radio station that would provide a want ad service and he was very inthusiastic about the idea. He said, "if I had a choice of newspaper or radio want ad type of advertising I would put it on the radio." He then said that if such a radio station were in existence he would be "100% for it, and that's my honest opinion."

Dick McGrath, Interviewer

12-11-65

Mr. William F. Carroll
Assistant Administrator
Broadway Hospital
9500 South Broadway
Los Angeles 30, California

Nature of Business: Hospital
Persons employed: About 130, permanent staff

My interview with Mr. Carroll was handled on the telephone on Saturday morning. I first outlined for him the reason for the interview, and asked him a few questions concerning his usage of want ads and whether or not he had gotten satisfactory results from them. He said that he used the want ads quite often to advertise for hospital help, and that he had used them in the past for other purposes as well and had found them to be helpful. I then outlined for him the idea of a radio station that would provide this service, and asked if he would avail himself of the services of such a radio station. He stated that he believed it would be more beneficial to utilize radio for want ads rather than newspapers, and further stated, "Sure I'd use it, and also I think it would be a tremendous savings financially. Radio would be a lot faster, and I am definitely for it."

Dick McGrath, Interviewer

12-13-65

Mr. Felix Adams
Community Relations Coordinator
Goodwill Industries of California
342 San Fernando Road
Los Angeles, California 90031

Nature of Business: Eleemosynary Institution
Persons Employed: 750 Handicapped People Employed at Plant and Other Facilities

My interview with Mr. Adams took place in his office on Monday, December 13th, and I proceeded to outline the reason for the interview. When asked if he had used want ads in the past he said, "I have used them in the past and think they serve a worthwhile purpose." We then discussed the service that could be provided by a radio station programmed as a want ad newspaper of the air, and when asked if he would be interested in using this type of service he said, "yes, indeed I would. We would use this method in endeavoring to place our rehabilitated and trained handicapped people." When discussing it further he indicated that he felt the idea was an excellent one.

Dick McGrath, Interviewer

12/13/65

Mr. Maurice Simon
Public Information Director
Jewish Federation Council of Greater Los Angeles
590 North Vermont
Los Angeles, California

Persons employed: Represents approximately 500,000 Jewish people.

Mr. Simon met with me in his office, and I outlined for him the reason for the interview. Following that I asked him some general questions about want ads -- if he had used them in the past, were they effective, etc. He stated that he had used want ads from time to time for the organization, and that they had proved satisfactory as an area of communication. When asked to express himself concerning the possibility of a radio station that would provide this service, he said, "I think this service would serve a definite need. We need communication not just for jobs but for other services that people need, and that would not be so expensive to use. There is a need for it (radio) to announce camps, counseling, recreation centers; and persons with handicaps who need rehabilitation would hear on the air where services they may require can be located." He went on at length about the people who would benefit from such a service, mentioning in addition to the above the fact that working mothers would be able to hear about places where children are kept during the day without having to spend the time consulting a newspaper. He indicated that he would use the services for advertising if it was available.

Dick McGrath, Interviewer

12-13-65

Mr. James P. Kalivas
American National Red Cross
1200 So. Vermont Avenue
Los Angeles, California 90006

Nature of Business: Eleemosynary Institution
Persons Employed: 300 on permanent staff

Mr. Kalivas met with me in the Red Cross office in Los Angeles and I outlined briefly for him the purpose of the interview. I then questioned him concerning his usage of newspaper want ads. He told me that the Red Cross uses the want ad section often to advertise for their paid staff, and said that they had been reasonably effective. I then discussed with him generally the idea of a want ad radio station. He stated that he felt it would be advantageous to any charity organization in the community to have as many communication outlets as possible, and, "... an informed public will help." He said that he felt such a radio station would be a definite service to the community, and said he would certainly use it if the service was available.

Dick McGrath, Interviewer

Exhibit F

Reply to Part VI of Section IV-A

The General Manager of the station, who has not as yet been selected, will make the day-to-day decisions. He will, of course, be a fulltime employee. Gordon B. McLendon, President of the applicant corporation, and Donald C. Keyes, Vice President in Charge of Programming for the McLendon stations, will also be active in the more major decisions. B. R. McLendon, Chairman of the Board of Directors of The McLendon Pacific Corporation, will participate and be active when decisions of general policy are involved. Its present contemplation is to have one or two secretaries, two engineer-announcers, one or two continuity writers, four sales personnel (salesmen or saleswomen) and one person in charge of "traffic".

The reply to Paragraph 28 of Part VI is that the station will make every effort to follow the "Code of Ethics and Standards of Acceptance for Classified Advertising" which was adopted by the Association of Newspaper Classified Advertising Managers, Inc., the recognized trade association of that field. That Code sets forth standards for acceptance of copy and other related matters.

The proposed assignee will keep informed of the requirements of the Communications Act and the Commission's Rules and Regulations through its Washington counsel, who regularly supplies such information

and through the periodic meetings which are held of all the General Managers of the McLendon stations and its Washington counsel. Memoranda on specific subjects are, from time to time, directed to all General Managers when there has been a change in Commission Rules or policies or a shift in emphasis.

The answer to Paragraph 30 of Part VI is that the station identification announcements will not make any reference to any business, profession or activity in which the applicant or its stockholders are directly or indirectly interested.

MARCUS COHN
PAUL DOBIN
STANLEY S. NEUSTADT
STANLEY B. COHEN
ROY F. PERKINS, JR.
MARTIN J. GAYNES
JOEL H. LEVY
ROBERT B. JACOBI

LAW OFFICES
COHN AND MARKS
CAFRITZ BUILDING
WASHINGTON, D. C. 20006

TELEPHONE
STERLING 3-5880

CABLE ADDRESS
COMAR-WASHINGTON, D. C.

December 21, 1965

Mr. Mitchell Lewis
Radio Station KLIF
2114 Commerce Street
Dallas, Texas

Dear Mitch

I am herewith enclosing a copy of the two main exhibits in the application for the assignment of license of KGLA. Please let me know if I can be of any further help.

Sincerely

Marcus Cohn

Enclosures.

cc: Gordon B. McLendon
B. R. McLendon

COPY

GENERAL | LEGAL QUESTIONS | MAT INFO. | PUBLIC SERVICES DEPARTMENT | ICE OPERATION

"Legal Questions"

LOFTIN RESEARCH & DEVELOPMENT CORPORATION

INTER OFFICE MEMORANDUM

TO

DATE

FROM

SUBJECT

CONVERSATION GBM MARCUS COHN 10/25/66

GBM I am trying to be doubly careful about some of thses ads , because until you can get a chance to do whst you want to do there, so if I amy just to ...a bunch more that just came in you can just tell me yes,no, or indifferent or what...

ORKIN:

Marcus : A questionable yes
GBM : A questionable yes
Marcus : I really have four categories, yes or no are the two extremes
GBM Yes she told me what you had said about some ...probably
Marcus : The middle is Yes-question, no-question,

GBM: Second one: Add glamour to your life....

Marcus : This is an employement add, not for the treatment but for employement
GBM Yah, I suppose that is what they are advertising for , advertising for salesmen I gather
Marcus: The answer is yes, this is employement
GBM: But the closing line , Woodland Hills, Post XXXXXX mark, appeal 8953 for full information , America's most famous cosmetic firm Merrill Norman
Marcus: But that was for employement, the answer is yes.
GBM: Even though they say Americas most famous cosmetic's...
Marcus: It dows mot make any difference , they are advertising for employees, this is Hughes Aircraft, this is American Airlines, asking for hostesses,

GBM: Why be a wallflower....

Marcus: Questionable yes

GBM: Beat the growing....

Marcus: Questionable NO

GBM: What did you say you did bot like it

GENERAL FORMAT INFO. PUBLIC SERVICES DEPARTMENT OPERATION

LOFTIN RESEARCH & DEVELOPMENT CORPORATION

INTER OFFICE MEMORANDUM

TO DATE

FROM

SUBJECT

2-2-2-2

Marcus No, I said you are not going to like it , because this is your product.

GBM: Well it is not my product, it is Roy's, but they want to spend dough on it with us, it is actually

Marcus: Questionable no

GBM: I'll just finish it... Unique ....

Marcus: Incidentally what you can do...would you have typed up all these proposed adds, so I can have them in fornt of me and actually go through, with George Smith, or whoever else he appoints over there to help formulate concrete standards for this so I can discuss this with him...It'd be terribly important rather than ...for me to try to do it simply in theory alone

GBM: Right , we will have them all for you ...whern are you leaving for Indianapolis ?

Marcus: Wednesday morning.
GBM: All right Now here..
Midas mufflers....

Marcus: Well, that's no

GBM No? ....Alarge selection of formerly leased automobiles...

Marcus: That is yes

GBM Answer yes ...some of these adds, there are not many more but let me just finish these adds because you caould say yes

Marcus No, I know exactly waht...

GBM Yes, but they might came back and say we also sell...we also would like to invite you to look at our 1966 furs..

Marcus All right go ahead..

GBM: I don't know, because I haven't even read all the adds myself...

Marcus I am not going to each word

LOFTIN RESEARCH & DEVELOPMENT CORPORATION

INTER OFFICE MEMORANDUM

TO 3-3-3-3 DATE

FROM

SUBJECT

GBM No

Marcus: There was only one time.. when that girl called me that I deleted one word, but outside of that it is just the _____ of the product and to whom it is addressed

GBM: Let me finish that one..John Porter Executive leasing ....

Still yes?

Marcus Right
GBM Planning on building.....etc;;

Marcus I would put that as a probable yes

GBM Probable yes .....Discusss your dream house of to morrow...

GBM Probable yes....Close out of Muntz TV

Marcus: This is NO

GBM: no...lall right...I am going to finish it...table models....
Top one of a kind savings Edwards...etc
That is still no...

Marcus Right

GBM: After...this is evidently a brand name quote after six unquote the etc...

Marcus Probable yes

GBM And the last page of these the national business federation...

Marcus This is one of the situations, I know it is the classified newspapers , it is still by my test...the answer is no.

GBM: Your answer is no..I don't know that it is...

GBM This is See our disply add in this morning's LA Times..Block's Nationally recognized as Etc...

Marcus The answer is no

GBM Now here are two that are kind of unusual, and this I have seen in newspapers, want adds, I think, these I imagine are called rate holders, they are just probably just in there beccause if they don't advertise something every day they lose their frequen

LOFTIN RESEARCH & DEVELOPMENT CORPORATION

INTER OFFICE MEMORANDUM

TO

DATE

FROM 4-4-4-4

SUBJECT

cy discount ...we got a guy here who wnats to say 10 times no, form one to ten times a day...on a year's contract only this: and we don't know will it be one or ten times...a day..he will designate that about once a week he says nad the next one is pretty much the same thing so the first question is: Butler publications , that is all he wants to say

Marcus What is Butler Publications?

GBM It is a perfectly reputable outfit...publishes among other things law books ...many other things and he is not advertising law books obviously

Marcus nonononononono....publishing movie magazine

GBM nonono we checked into that they don't even publish ...nothing that they have is the slightest bit questionable,

Marcus No, it is not a question of being questionable Gordon, it is a question of whether of not it is designed for mass circulation,

GBM A quesiton of whetther or not the ....well they have ...

Marcus Difer the law book circus..stunt...it is omly a limited number of people , that would be interested in XX it, now if they publish only law books and only architect's books nad only doc tor's books then I say yes

GBM: Well, that is waht they do, they have nothing that would be of mass circulation , I did not see what you meant, everything they have is fitted for certain ...industrial engineers or on the other hand

Marcus I would sya yes to that,

GBM And then the next one is...you know damn well the firm....Kimberl ley Clark , that all they want to say...

Marcus Well the answer is no... Resoundingly so...

GBM Why

Marcus Because I see in Life Magazine display addsthere

GBM Well Butler was in Life two weeks ago with a display...

Marcus What were they advertising?

LOFTIN RESEARCH & DEVELOPMENT CORPORATION

INTER OFFICE MEMORANDUM

TO 5-5-5-5 DATE

FROM

SUBJECT

GBM They were advertising theit specialized books for architects, law books,

Marcus It is a different thing, because the paper product

GBM OK, that is fine that is all I want to know

Marcus That's just a 185 Million people they were advertising to

GBM but Butler

Marcus Butler is not...

GBM I got you

Marcus I would not care less about Butler...

GBM Fine...because we do have a magazine coming up we will have it in just a moment, it is the last one...
Atnea Collection service...etc...

Marcus Questionable yes

GBM The last theee Do you nneed...etc...power tools for your machine shopp

Marcus Questionable yes

Gbm Your Dun and Bradstreet rating....etc...

Marcus Questionable yes

GBM Now before we launch on to Jacobson...we have got about four of these accoutns that we have questionable yes or nos that we are supposed to talk to morrow, we have already checked with all of them, and told them that thay can't gor on to morrow, so that is all right, but we told them that we would attempt to have them an answer within the next 24 hours so what I am going to do to morrow Marcus , if I may, without worrying you is to phone your secretary and dictate them over the air the telephone, is that all right with you...

Marcus I 'll be gald to Gordon, but I was only trying to expedite the

LOFTIN RESEARCH & DEVELOPMENT CORPORATION

INTER OFFICE MEMORANDUM

6-6-6-6

TO

DATE

FROM

SUBJECT

whole thing and actually get the whole ...

GBM: Well I...then I would give her all of the ones that are even remotely questionable plus all the ones

Marcus Let me tell you waht my point of view is... I want to get them all in writing, I actually would plan on putting them on separate cards, and I would segregate the cards myself, and I would go in where I say this is the problem:....now on some of these. on some of the se, on Kimberley Clark for example I am the first to agree that this does not belong in Classified Ads and I'll explain to _____ why I believe that , that gives me the basis for discussion for the whole thing , I don't want the selected...I wnat them all... in order for them to participate _____ I dont' want to go over there with a chip on my shoulder, to beat them over ther head ...all I'll say is this is the problem we have got here and this is one in good faith and i think this is the way we can get to them _____

GBM Now Marcus, ...the Don I think has a coupke of questions, one from the telephone company....

Marcus There are a couple of things...One we have a letter from the FCC on WYSL, about a disk jockey problem up there XXXXXXXXXXX promoting hops..it is a whole question etc...etc....

(here a long discussion on WYSL.....)

DON Two questions
one : we are at the persent time recording , utilizing a tpae recorder at KADS to effect a seven second delay, in the braodcast

(This part not to be transcribed....)

GBM

Marcus I send you to day copies of the wanttad sections of three newsapers here in Washington, these are the kind of want ads that the FCC is reading

GBM IN that connection send me 3 copies of the Wasington Post...

LOFTIN RESEARCH & DEVELOPMENT CORPORATION

INTER OFFICE MEMORANDUM

7-7-7-7

TO DATE

FROM

SUBJECT

GBM Now last one Speens Newstand, 4836 La Cienega...etc..

Marcus The answer is no

GBM Another one:Faucet Publications ...etc...

Marcus Questionable no

GBM One that would be...I am trying to figure out ~~xxx~~ Your definition as opposed ...you had Butler Publication which we covered a while ago, which I am not overly familiar with ...except that I know that they don't at this time have any .... Butler Publications,,,,suppose they submit Butler Publications blank balnk....now Tax Education guide with a nationwide circula tiuon already achieved of 30,000

Marcus The answer is no

GBM Let's talk about ....And we send Marcus the telgram to the FCC

_____parts not recorded_____

Marcus that is all right. Just a 100 cards....there is a limited supplied ....and the other side of the coin is the limited number of purchasers , it is both I think if you had suits and it said men only nine feet tall, I think that would be all right for classified ad...even though you had a million of them ....What it really is , the more I thought about it to day, it is something that is not in mass production and can't be readily produced, in ~~xxxxxx~~ quantity, depending on what the demand is
This is part of it. Leaving aside the Employement completely because I put employement absolutely separately, I don't care what employement it is, you can have Safeway running employement ads

Don Now, I am sure that your description is stated in the light of your feelings about the attitude of the Commissioners...

Marcus I am guessing

Don I know

Marcus One thing I intended to do is go down there and talk ~~xxxxxx~~ to the Broadcast Bureau

LOFTIN RESEARCH & DEVELOPMENT CORPORATION

INTER OFFICE MEMORANDUM

8--8-8-8

TO

DATE

FROM

SUBJECT

This is what I told Gordon I anted to do yesterday, I want the telgram forst, in my possession and copies of all these proposed ads, and put them on cards, and go with these cards as illustrations of what the problems are, and try to work out on that level, at this particular point once I give you the OK on all the employement ads and then they fall in two other categories: the products and the services , the products simply you cannot advertize Del Monte Peaches, period and the reason you can't is because no matter what the deamnd is you can always get more Del Maonte peaches to sell , but if your advertising Del Monte peaches which are 3 feet wide and there is only 24 cans of them I think it is perfectly legitimate... for classified ads,

Don Oh boy, of course there is that grey area between...

Marcus Of course, but we are going to try to work out over a period of time a definition with which we can live...and obviously we are going to make mistakes on both sides...in trying to get the broadest possible definition as I sit and talk to the Commissionees about it

Don Do you feel the FCC will be reasonably tolerant ....

Marcus I don't know...I haven't talked to anybody at the commission but I do know that we have to make some kind of good faith effort in tlaking over this before we go ahead in making up the rules of the game ourselves, because I don't want this thing to end up in court that is not the way to solve this problem, we can solve it in taking the approach which is sensible

GBM

Mitch Effie turned down an ad to day, she said on your instructions, and they are running that ad that says mail order prescriptions or something, same time and money, I think you told her that was all right

Marcus I don't recall that ,

Marcus That is probably no

Mitch That is probably no I see because we got on from White Cross Pharmacy whaich has been a charter advertiser with us , and we had to turn them down earlier , so why do you take one prescription and not the othert ?

LOFTIN RESEARCH & DEVELOPMENT CORPORATION

9-9-9-9--9-9-9-

"Categories"
(Also: "Legal Questions")

LOFTIN RESEARCH & DEVELOPMENT CORPORATION

INTER OFFICE MEMORANDUM

TO

DATE

FROM

SUBJECT TENTATIVE DEFINITIONS OF CLASSIFIED ADS AS PER CONVERSATION GBM-MARCUS COHN 10/25/66

GBM: A CLASSIFIED AD IS AN ADVERTISEMENT UNDER A CLASSIFICATION IN THE CLASSIFIED SECTION AS OPPOSED TO BEING PUT IN THE DISPLAY SECTION

MARCUS JUST LIKE THE YELLOW PAGES IN THE PHONE BOOK

MARCUS I PUT THE APARTMENT HOUSES, THE HELP WANTED , EVEN THE LARGE ONES, I CONSIDER THAT ALL CLASSIFIED AD EVEN THPOUGH IT TAKES UP A WHOLE HALF PAGE.

marcus IF SOMETHING COMPARABLE TO: A SINGLE SERVICE OR PRODUCT OFFERED TO A SINGLE BUYER.

MARCUS

GENERAL FORMAT INFO. PUBLIC SERVICES DEPARTMENT PUBLIC SERVICE OPERATION PROCEDURES

GENERAL

FORMAT INFO.

PUBLIC SERVICES DEPARTMENT OPERATION PROCEDURES

G B McLENDON — H.O.—DALLAS — INFO

JJD

Pol. Birk

Format

TO: KADS PRODUCTION PERSONNEL AND ALL ANNOUNCERS 16 JANUARY 1967

FROM: JACK DANAHY - OPERATIONS MANAGER, KADS

SUBJECT: PRODUCTION

1. Having monitored intensively for the past five days, I have some comments on KADS' sound. We all tend to get too close to each individual spot that is produced, losing sight of the overall sound. The purpose of this memo is to try to get us back in focus.

2. Almost all telephone numbers are still being given too quickly. Remember that, no matter how good the copy is, or how well your music and sound effects fit the want-ad, if the telephone number is rushed....-then that advertiser is not going to get any results. No results means that all our careful work is right down the tubes. Read a telephone number as if the listener were right in front of you, writing it down as you speak to him. When producing each ad, read the phone number very very very very very deliberately.

3. Music-announcer balance is too erratic on many ads. Since everything that goes on the air is taped, there is no reason for a bad piece of production. Listen to every ad that you produce. If it is not satisfactory, re-cut it. If you allow an ad which is poorly produced to be aired, then I must assume that you consider that ad satisfactory. If that is the case, I must then revaluate your capabilities as an announcer-producer.

4. Specifically:

a. Do not time yourself with the stopwatch when you record a "take". The starting "click" of the watch is clearly audible on the air. Listen... -and you'll hear it yourself. That tiny, audible "click" can become quite disconcerting after ten minutes of listening. By the time you are ready to record a "take", you should have eliminated any problems with timing so that you won't need to use the stopwatch.

b. Never put music behind a telephone interview ad. I don't know how this practice started, but it is just inappropriate. As the phone sales girls become more proficient in recording sixty-second interview ads, your production time will decrease. All you will have to do is transfer the ad from Norelco to Ampex window tape. Don't complicate matters and make more work for yourself by trying to jam in some unnecessary background music.

c. Make certain that each ad is complete before you hit the window of the tape. By that I mean any music or sound effect should be completed before the window. Too many times in monitoring I hear music or sound that simply cuts off. Although tight segues are vital, I think that they can be made smoother if you don't run right off the end of the tape. This comment has nothing to do with insertion of the 25-cycle tone at the end of each ad. The tone merely triggers the next function of the automatic equipment. Make certain that each ad is completely produced before you run out of tape. Then insert the tone on top of the last note of stinger, stab or sound of the ad. Your intensive efforts in this area will clean up a lot of our ragged edges. Listen!

d. When doing two-voice spots be sure that both voices are not off mike. Listen to the produced ad. If one voice sounds like it's in a barrel, it's off mike and unsatisfactory. (Case in point is the "Holiday Magic" ad. This account is potentially thousands of dollars for KADS. Executives of the firm were interested so much that they came up to the studio to voice their own ad. But what I heard on the air won't get them any results. If it does, it will be purely accidental because both voices are off mike and their reading of the copy that they brought with them is much too slow and sluggish. Whoever produced that session had a responsibility to advise those executives that

their voicing of the ad wasn't quite right, and he should have had them do it over until it made them sound acceptable for broadcast. Handled diplomatically and professionally, I'm sure that the "Holiday Magic" people would have been most grateful for such constructive criticism. I put down strongly the producer of that ad.)

e. Use more imagination in selecting music and sound effects. It may take a few extra minutes to search for something new and different and appropriate, but the next time you get a similar production order, you'll be able to put your hands on exactly the production aid that you need. Avoid production "crutches". Reach. Walk. Listen!

f. Listen.

g. Listen critically.

h. Many ads (especially those done by Jack Manning who is not yet entirely familiar with KADS production techniques) contain long blank spaces on the tape before the ads themselves. All production personnel are reminded to carefully watch the indicator light after pushing the "record" button. When that light comes on, JUMP RIGHT INTO THE AD WITH MUSIC,SOUND OR VOICE. DON'T WAIT! IT CAUSES DEAD AIR! If you're not ready to record...-then don't push the "record" button.

i. The same thing goes for the end of the produced want-ad. Hit the 25-cycle tone exactly at the end of the ad, as you speak your last syllable or on the final note of music or sound effect. DON'T WAIT! IT CAUSES DEAD AIR! If you don't hit the tone just right, re-cut the want-ad to put the tone in correctly.

j. Be professional in your production...-and you'll be proud of your work. -And so will I.

Thanks.....

Jack

INFO: G.B. McLENDON - H.O.- DALLAS

TO: EACH KADS STAFF MEMBER 23 JANUARY 1967

FROM: JACK DANAHY - OPERATIONS MANAGER, KADS

SUBJECT: PRODUCTION CRITIQUE

1. Come on, guys....-If you don't know by now, this radio station is currently broadcasting five categories of classified advertising. They are:

EMPLOYMENT
MERCHANDISE
REAL ESTATE
AUTOMOTIVE
CLASSIFIED ANNOUNCEMENTS

To my knowledge, I have not authorized anyone to change the titles of those categories. Jack Manning, -the MERCHANDISE section is not the MERCHANDISING section! Randy Chase, -the REAL ESTATE section is not the REELETTY section! Ron Schaeffer and Lou Emerson, - the EMPLOYMENT section is not the SITUATIONS WANTED section!

Phone sales girls should also make note of the correct category titles and use them uniformly on the sales orders. Dina Itson, - the EMPLOYMENT section is not the SITUATIONS WANTED section!

2. Specific comments:

a. Lou Emerson, -loosen up in your delivery. Don't bite your words so much. It sounds as though you have an electrical lower jaw.

b. Jack Manning, -open your mouth more when you speak. You sound as though you're talking out of the side of your mouth. Don't be so informal in your delivery. Slow down on the telephone numbers. You have already won last week's award for being able to cripple the most number of little old ladies who run around their livingrooms looking for paper and pencil to write down those numbers that you give too quickly. Don't be greedy. Let Lou Emerson have a crack at this week's award.

c. Randy Chase, -ACCESSORIES is pronounced ak ses e riz, not ass ses e riz.

d. Ron Schaeffer, -sometimes you mumble and work the mike too closely. Also, your sound-voice levels are still not balanced as well as they should be.

e. Jack Danahy, -you tend to talk through your nose. Learn to breathe properly before reading a spot.

f. Jim Reid, -get on the stick! Where are the first person PSAs we discussed? Clear out all other PSAs.

g. Roger Martin, -ZING WENT THE STRINGS OF MY HEART is not exactly appropriate to put behind that BIRTH DEFECTS PSA.

h. Jim Reid, -clear out all PSAs which do not conform to KADS' PSA policy.

GENERAL
PUBLIC SERVICE DEPARTMENT
PROCEDURES
PUBLIC SERVICE OPERATION
PROCEDURE

3. SLOW DOWN ON THE PHONE NUMBERS!!!! Advertisers are to be discouraged from using an area code number. But if they insist, use the area code only once....-and use it at the end of the want ad. Like this: "...buy this good transportation car today! 937-1035. Ford with new tires. 937-1035. Area code 213." Avoid using other numbers adjacent to the phone number. Notice that I didn't say "...1956 Ford with good tires...". The year would only help to hide the phone number. Notice the placement of the area code, -at the end of the want ad, almost as an afterthought. Sales girls should try to convince advertisers who want to use an area code that the use of a city or suburb name would be more beneficial.

4. SLOW DOWN ON THE PHONE NUMBERS!!!!! A seven digit telephone number should take five full seconds to read. Use even pacing in reading each digit. Don'T let the XTRA NEWS voice-dropping syndrome completely dominate your style. What I mean by that is this: read all digits with an even pace 9...3...7...1...0...3...5. Do not bunch up the prefix digits into a mad mumble, dragging out the remaining four digits with ever-increasing pauses in between, like this: 937..1....0.....3.....5.

5. SLOW DOWN ON THE PHONE NUMBERS!!!!!!!!!!!!!!!!!!!! -okay? please? huh

Jack
23 JAN 67

PUBLIC SERVICE DEPARTMENT
PROCEDURES

TO: EACH KADS STAFF MEMBER 1 FEBRUARY 1967 61

FROM: JACK DANAHY - OPERATIONS MANAGER, KADS

SUBJECT: SPONSORSHIP IDENTIFICATION RE WANT-AD FORMAT OF KADS

1. On 18 January 1967, the FCC granted KADS a waiver of the requirement that sponsorship identification must be made in all advertisements sponsored by individuals. This waiver was not granted in the case of advertisements sponsored by corporations.

2. This means that individuals who buy "private party" want ads on KADS need not have their names mentioned on the air. The principal reason for the waiver is to avoid abuse of advertisers when their names are mentioned in their want ads. Since the possibility of abuse generally need be of concern only when the advertiser is an individual, the sponsorship identification waiver was not extended to cover larger businesses or corporations.

3. This waiver does not mean that "private party" ad buyers must not use their own names. It means that the individual may, or may not, use his name as he chooses. The FCC action does mean that all corporations or all businesses who buy want ads on KADS must be identified in their ads. All sales personnel should be able to tell by now who is a "private party" and who represents a business or a corporation. If in doubt, ask your supervisor. If still in doubt, ask me.

4. When writing rough copy on a sales order for a business or corporation, the sales girl should include the name of the company or firm purchasing the want ad. In writing finished copy, the copywriter should also include that name in copy readied for production personnel. As a final check to insure that this station complies with sponsorship identification requirements, production personnel will not fail to include company names or firm names in all produced want ads, as appropriate. Since production often must edit finished copy before producing it, I must emphasize that business, company or firm names must not be deleted from the produced want ad.

5. Any questions concerning unanticipated ramifications of this waiver should be directed to me as soon as they arise.

Thanks.....

Jack
1FEB67

cc: KADS Policy File
KADS Operations Manual

INFO: G.B. McLENDON - DALLAS

GENERAL
PUBLIC SERVICE DEPARTMENT
PROCEDURES
PUBLIC SERVICE OPERATION
PROCEDURE

Normal

THE McLendon STATIONS MEMORANDUM

To ALL SALES PERSONNEL - KADS
cc: Policy file

Date 29 NOVEMBER 1966

From JACK DANAHY

Subject INTERVIEW ADS and RESULTS PROMOS

1. To achieve the warmth-of-the-human-voice sound in KADS' format, it is necessary to increase the frequency of the "interview ad". Our immediate goal is at least one interview ad every ten minutes. Current format frequency of the interview ad is far less than that goal.
To get more interview ads into each category, I must rely heavily upon each of you to recognize the need for the interview ad and, then, to place immediate emphasis in this area of your sales approach. You are all familiar with operation of the Norelco recorders. For content of each interview ad, the basic elements are again outlined:

SLATE: Begin each sixty-second ad with a slate. A slate is any close variation of the following: "On K-ADS, you're listening to the Classified Announcements section."...or..."Thisbis the Automobile and Motor Vehicle section on K-ADS."

LEAD-LINE: Just after the slate, and immediately before the body of the interview, use a lead-line. The lead-line will depend on the content of the ad. Examples of lead-lines follow. If a caller, for example, needs a babysitter on a last-minute basis, the lead-line could be: "Babysitter needed tonight in the El Segundo area." An even better lead-line is: "Babysitter needed tonight in El Segundo." For a client who is advertising for his lost attache case, this could be the lead-line: "Fifty-dollar reward for attache case lost near Wilshire and Fairfax."

BODY: Vary your entry into the actual interview with each ad. Try to avoid the trite methods such as: "We have a Mr Smith on the line who wants to sell a refrigerator. Could you tell us about it, Mr Smith?"....and...."Mrs Jones, I understand you have a house for sale. Can you describe it for us?" Get right to the meat of each ad using opening techniques like these: " Mr Smith, how much do you want for your two-year-old refrigerator?"....and.... "Mrs Jones, why are you selling your home in Beverly Hills for only $40,000?" Obviously, before beginning each interview ad, you will have taken notes so that you will know essentially what the client wants to insert. My point is that you should vary each opening of the body of the interview, getting directly into the facts of what is to be advertised.

SUMMARY: The summary is even more terse than the lead-line and should run like this: "...531-0062. Babysitter wanted. 531-0062." ....and.... "...876-2345. Found an attache case? Call 876-2345." The summary should always precede final repetition of the phone number.

GENERAL
PUBLIC SERVICE DEPARTMENT
PROCEDURES
PUBLIC SERVICE OPERATION
PROCEDURE

Jmcat 1

THE McLendon STATIONS MEMORANDUM

To

Date 29 Nov 66

Jack Danahy to all KADS Sales Personnel, continued. Page 2.

From

Subject

To obtain desirable format frequency of the interview, I'm setting a daily goal for each of you of two interview ads, effective today. This means that I will expect you to turn into the production department two interview ads every day for the next several days. KADS' sound and, consequently, your sales volume depend on your efforts in this direction.

2. RESULTS PROMOS: From the general discussion held yesterday, youmare all aware of the station's need for results promos, voiced by satisfied customers. To get more success stories for broadcast, I want you to do two things:

When you make a sale, tell the customer that we're very interested to know what kind of response he will have received. Ask him to call you back at the end of his schedule, or when he is satisfied, to tell you what kind of results he had.

When he does call back (and he will), connect your norelco to the phone and let him tell you what happened. If is comments are favorable at the end of your recorded conversation, ask him for permission to broadcast his comments. Give that cartridge immediately to production for editing and production. While recording, simply carry on a normal conversation eliciting the customer's success story. Production will piece it together when you give it to them.

KADS needs results promos. You can get them. Ask for a customer call-back. You just might find that your caller has something else to advertise.

Thanks,

Jack

GENERAL
PUBLIC SERVICE DEPARTMENT
PROCEDURES
PUBLIC SERVICE OPERATION
PROCEDURES

Journal

THE McLendon STATIONS MEMORANDUM

To K-ADS STAFF Date NOVEMBER 9, 1966

From DON KEYES Subject TELEPHONE INTERVIEW COMMERCIALS

While our station has assumed a great deal of vitality and variety in the past 24 hours, I do detect a certain sameness in the manner in which our telephone interview commercials have been recorded. These commercials are at this time the most dramatic and vivid presentations we have. For that reason I don't wish to let them fall into a rut and in this note will map out a few approaches that can be made to the telephone interview commercial.

Basically, there are 4 main ingredients to be inserted into the telephone interview commercial approach:

1. The slate which identifies the category
2. The name of the product or service
3. The slow and careful repetition of the phone number or address
4. A maximum length of 62 seconds

Using this as a framework for the telephone interview commercial you should then regard as a matter of good basic practice the 5 W's of journalism: Who, What, Why, When, Where and, time permitting, the "schmaltz" element that will make the respondent a warm, personable human being. For example, if in the middle of the 5 W's you threw in a question or statement that suggested the personal side of the advertiser's life, you would then have an excellent 60-second spot. For example, if you were interviewing a man selling his home, one of the 5 W's would be, "Why are you selling your home, Mr. Smith?". The answer is that he is moving to Omaha. At this point you might say, "My goodness, Mr. Smith, that's a long way from Los Angeles. Why are you moving to Omaha?". He then says that he has an excellent job opportunity with a meat packing plant and that he's really looking forward to it. At this point you would say, "Well, I certainly want to wish you the very best of luck in your new job." He then says "thank you" and you briskly move along back into the commercial matter of the 5 W's. It goes without saying that this approach takes additional seconds of time, but it makes for a better sounding commercial because:

Formal/

THE McLendon STATIONS MEMORANDUM

To K-ADS STAFF — Date NOVEMBER 9, 1966

PAGE TWO

From DON KEYES — Subject TELEPHONE INTERVIEW COMMERCIALS

1. It makes you sound more human

2. It makes him sound more human

It is, therefore, more entertaining to listen to than if you had restricted your questions to the 5 W's, and as we discussed previously, if the station is listenable, it will get listeners and hence results.

For the moment follow as best you can the outline for the telephone interview commercial as I have just stipulated.

Before abandoning the subject I would like to pass on to you some techniques with words that can be effectively utilized in the telephone interview spot as well as pitfalls. I may be mistaken but I believe I recorded the first telephone interview commercial on this station, and I said in that approach, "This is the so and so section of K-ADS and we have on the telephone Mr. Andre Dunstetter." You would be hard pressed today to find a telephone interview commercial on this station that doesn't lead off in exactly the same manner. There are many variations you can use to artfully get out of the slate and into the meat of the commercial. Suggestions are as follows:

"On our K-ADS telephone now is..."
"Want to buy a German Shepherd puppy? Mrs. Smith has a litter of them for sale. Mrs. Smith, how old are the puppies?"
"Ever wondered what it might be like to drive a 1930 Rolls Royce coupe. Mr. Randall knows and he is on the phone with us right now. Mr. Randall..."
"Mr. John Doe of Alhambra has chosen to broadcast his want ad in person. Mr. Doe, tell us about that boat you have for sale." (or better yet, tell our K-ADS listeners about that boat)

Or how about a statement of fact after the slate:

"Almost everybody likes boating here in Southern California. If you've longed for a boat but felt you couldn't afford one, Mr. John Doe will tell you about a boat bargain. What about it, Mr. Doe?"

So, you see, with some imagination devoted to the construction of the telephone interview we will eliminate the sameness that we have already indicated and each interview will be interesting and colorful.

GENERAL
SALES DEPARTMENT
PUBLIC SERVICE OPERATION
PROCEDURES

Firmatl

THE McLendon STATIONS MEMORANDUM

To K-ADS STAFF
PAGE THREE

Date NOVEMBER 9, 1966

From DON KEYES

Subject TELEPHONE INTERVIEW COMMERCIALS

The pitfalls are numerous but I'll only cover a few of the more obvious:

1. Once you have learned what the individual has to sell, you should make notes to which you can refer. This will help prevent your constant repetition of the syllable "ah" and will also help prompt the advertiser into a new area.

2. The verbal crutch spoken at every opportunity, "I see." which only indicates to the audience that you are not blind.

3. This relates to #1...the use of "Well, ah".

4. The saccharin coated phrase of "O.K. fine, Mr. Doe" which indicates that you cannot possibly find fault with anything he says and that you heartily endorse his entire approach.

While these pitfalls are serious ones and can be serious detriments to a really effective commercial, it is comforting to know that 30 seconds spent making skeletal notes before the interview starts will eliminate virtually all of them. Those notes relate directly to the 5 W's. Your questions should be stated in a warm, friendly yet professional manner. After all, Mr. Doe really can't afford to pay his money for precious seconds spent in our bumbling around.

If any of you have further questions on the subject of conducting telephone interview, please ask me and I will be glad to demonstrate this for you.

One last point, when you have reached your end of the telephone interview, allow a couple of seconds to pass to keep the tape clear. This will enable us to dub it onto our automatic tapes with a minimum of time spent in its production.

Don Keyes

DK:kc

GENERAL
SALES DEPARTMENT
PUBLIC SERVICE OPERATION
PROCEDURES

Format 1

THE McLandon STATIONS MEMORANDUM

To K-ADS STAFF Date NOVEMBER 9, 1966

From DON KEYES Subject COPY WRITER

The following policy shall be effective immediately.

All commercial copywriter's to be broadcast on this station shall be channelled through ~~Dina Itson's~~ office. Dina is to be considered a specialist in this area, has received specific instructions from me and therefore knows the various areas in which copy might be bettered.

Should any of you have what you consider to be a particularly good idea for a copy approach for a given client, you'll find Dina not only receptive but eager to explore it with you. However, she will have the jurisdiction in the copy area over sales personnel and her decision in these areas is to be observed. I'm sure sales personnel will welcome this decision since it will enable them to spend less time in the writing of result-producing copy and more time in revenue producing telephone calls.

Naturally, Dina's creative efforts are subject to the revisions of higher authority.

Don Keyes

DK:kc

PUBLIC SERVICE DEPARTMENT PROCEDURES

GENERAL

PUBLIC SERVICE LES DEPARTMENT PROCEDURES

ICE OPERATION PROCEDURE

INFO: GORDON McLENDON — H.O.

THE McLendon STATIONS MEMORANDUM

To KADS STAFF
cc: Bill McDowell - XTRA
KADS Policy Book

Date 3 JANUARY 1967

From JACK DANAHY - OPERATIONS MGR, KADS

Subject PUBLIC SERVICE ANNOUNCEMENT POLICY

1) Effective today, as an intregal part of his duties as Traffic Director, Jim Reid will be responsible for gathering, producing and scheduling all public service announcements. KADS will broadcast between 300 and 400 PSAs each week, as is current practice.

2) The following is KADS' policy concerning Public Service Announcements:
   a. Announcements will not exceed twenty seconds, each, that is.
   b. Each PSA must be voiced by the director or local executive of the organization for whom the announcement will be broadcast.
   c. Each PSA will contain at least one mention of K-ADS.
   d. Each PSA will be as localized as possible, mentioning Los Angeles or a section or suburb, as appropriate.
   e. For the time being, no more than five organizations will be scheduled for public service time during a 24-hour broadcast period.
   f. PSA ETs will not be used on this station unless the produced recording fulfills all of the above requirements.

3) Organization directors or executives may be invited to KADS' studios, or may call the station to tape announcements. A Norelco telephone recording of the PSA is quite adequate for broadcast. If appointments are made for studio taping, organization directors or executives are to be greeted by the Operations Manager, the Office Manager, or the Program Director. During all studio taping, the Program Director will supervise the production of PSAs.

4) It is felt that first person Public Service announcements are more effective than the announcer-read hackneyed copy distributed by public service organizations. The announcement becomes more intimate and ear-catching when it contains a mention of K-ADS and Los Angeles, voiced by the organization director, himself.

5) Here's an example of the kind of PSA KADS will broadcast:

   " I'm Mrs Fred Smith, chairman of this year's MOTMER'S MARCH AGAINST POLIO in Los Angeles, asking all K-ADS listeners to fight Polio in your neighborhood by giving your dollars to the mother who will ring your doorbell on January 31st. "

   " On K-ADS, thid is David Rice who has organized a Social Book Club as a non-profit avocation for anyone between 21 and thirty-five who likes to discuss books. I'm inviting K-ADS listeners to our next discussion on January 10th at 6644 Fountain Avenue, Hollywood. Walker Percy's The Moviegoer will be discussed. "

6) Attached to this memorandum is a K-ADS STATION PROMO/PSA RECORD ORDER. Each PSA scheduled for broadcast must be reflected on an ORDER. File will be maintained by the Traffic Director, who will give the Office Manager a weekly report of Public Service Announcements broadcast during the previous week. Report will contain name of organization, address, name of director or executive voicing PSA and number of times broadcast.

K-ABC STATION PROMO/ PSA RECORD ORDER

To Production: Date_____

From:_____

SP/PSA_____LENGTH_____

BEGIN:_____ BROADCAST TIME LIMITATIONS:

END:_____ _____

COPY (or summary of taped announcement):

GENERAL
SALES DEPARTMENT PROCEDURES
OFFICE OPERATION PROCEDURES

Pattern for Contact GBM P.S.

Part I, Paragraph 1, Section A

It is the policy of the applicant to ascertain the needs and interests of the public by conducting surveys of the community on a continuing basis as well as consentrated specific surveys during February and November of each year. In order to determine the proposed programming of KGLA-FM, Donald C. Keyes, a Vice President of the McLendon Corporation, made a survey of various Los Angeles Civic and Community leaders during the week of November 10, 1965. Mr. Keyes asked these individuals how KGLA-FM or FM radio in general might better serve their needs. Since it has been our experience that many such individuals do not have specific ideas along these lines, Mr. Keyes observed various programming voids in the community and suggested program ideas. All of these suggestions were met with approval. Persons interviewed and their organizations are as follows:

1.) Leonard Wines
Executive Director of University Relations
University of Southern California

2.) Mr. Reinig
Director of Public Health Education
Los Angeles City-County Health Department

3.) Al Weinberg
Public Relations Director
American Legion
Los Angeles Area

4.) Warren Swanson
President
Los Angeles Division
North American Aviation

5.) Eugene L. Zechmeister
Finance/Public Relations Director
Girl Scouts of America
Los Angeles Area

6.) Ed Shattuck
President
Los Angeles County Bar Association

7.) Reverend McKnight
Executive Director
Los Angeles Council of Churches

GENERAL
SALES DEPARTMENT
PROCEDURES
OFFICE OPERATION
PROCEDURE

8.) Robert Carlotti
Director of Audio-Visual Education
Los Angeles City-County Superintendent
of Schools

MR. PHILIP EDMAN
Radio Coordinator
(Was unable to attend the interview)

The applicant proposes to [illegible] Mason [illegible] of the educational [illegible] Los Angeles Interest Association [illegible] Los Angeles City-County [illegible] Southern California [illegible]

10.) Mabel Elliston
[illegible] of the district.

American Indian [illegible] Association

The applicant proposes to initiate other educational programs dealing with new developments which [illegible] Advisory Committee in cooperation with the [illegible] boards of citizens. These programs will [illegible] of Greater Los Angeles who are [illegible]

12.) Boy Scouts
Girl Scouts
Los Angeles Public Library [illegible]
Health Department, [illegible] American Civil [illegible] the Girl Scouts of America, the American Bar Association, and the American Legion through campaigns of public service announcements relating to the efforts of those [illegible]

The applicant proposes to serve principally the city and county of Los Angeles, California, as well as smaller cities and towns within the [illegible] of [illegible]. With respect to the needs and [illegible] to broadcast frequent editorial comment, frequent [illegible] dealing with national and international matters, editorial comment from newspapers around the nation, as [illegible] as those national and international matters that are coincidentally covered by the programs proposed in the first paragraph of this section.

GENERAL
SALES DEPARTMENT
PROCEDURES
NICE OPERATION
PROCEDURE

Part I, Paragraph 1, Section B

The significant needs and interests of the public to be served by the applicant during the coming license period are as follows. The dissemination of religious news through specialized news broadcasts which contain news items of significance to all faiths. These programs will be produced in cooperation with the Los Angeles Council of Churches and other religious organizations.

The applicant proposes to broadcast a number of newscasts specializing in news of the educational field. Among those organizations which have expressed interest in the development of such programming are the Los Angeles City-County School District, UCLA and USC. Further, the applicant is considering the making available of daily air time to be used by the Los Angeles City-County School District in its effort to broadcast instructional material directly into the classrooms of the district.

The applicant proposes to initiate other informational programs dealing with new developments within the aviation industry and the motion picture industry in cooperation with the trade organizations representing those industries. These prograsm will be of service to the hundreds of thousands of citizens of Greater Los Angeles who are employed in those industries.

The applicant further proposes to aid the goals of the Los Angeles City-County Health Department, the American Civil Liberties Union, the Girl Scouts of America, the Los Angeles Bar Association, and the American Legion through campaigns of public service announcements relating to the efforts of those organizations.

With respect to the needs and interests of the public in the areas of national-international matters, the applicant proposes to broadcast frequent editorial comment, frequent news broadcasts dealing with national and international matters, editorial comment from newspapers around the nation, as well as those national and international matters that are coincidentally covered by the programs proposed in the first paragraph of this section.

SALES DEPARTMENT PROCEDURES

Part I, Paragraph 1, Section C

Typical and illustrative programs (other than Entertainment and News) that Applicant plans to broadcast during the coming license period, to meet those needs and interests expressed previously, are as follows.

PUBLIC AFFAIRS -- One 5-minute program per day, Monday through Saturday, pertaining to news of interest to memebers of the aviation industry. Broadcast times are not yet determined.

PUBLIC AFFAIRS -- One 5-minute program per day, Monday through Saturday, pertaining to news of interest to members of the motion picture industry. Broadcast times are not yet determined.

PUBLIC AFFAIRS -- Applicant proposes to broadcast "Guest Editorials" nine times each day, seven days a week. These editorials will be taken from some of America's most outstanding daily newspapers and will be presented in an effort to not only inform but to stimulate thinking on national and international matters.

EDUCATION -- Applicant proposes to broadcast one 5-minute program per day, Monday through Saturday, pertaining to the interests of all educators in the Greater Los Angeles area. This includes both public school and college and university educators.

EDUCATION -- Applicant proposes to broadcast one 15-minute program per day, Monday through Saturday, for the purposes of carrying various instructional material into the classrooms of the Los Angeles City-County School District.

Applicant further proposes to aid the Los Angeles City-County School District in obtaining additional air time for this purpose on other Los Angeles stations.

RELIGION -- Applicant proposes to broadcast two 5-minute programs per day dealing with news of religion. All major faiths will be equally represented.

SPORTS -- Applicant proposes to broadcast a minimum of thirteen 1-minute sports program per day, seven days a week, pertaining to both amateur and professional sports in the Los Angeles metropolitan area. These will consist mainly of scores, schedules and pertinent sports items such as news stories.

EDITORIALS -- Applicant proposes to broadcast an average of ten 1-minute editorial programs per day, Monday through Saturday, in which the editorial opinion of the licensee will be expressed.

GENERAL
SALES DEPARTMENT PROCEDURES
OFFICE OPERATION PROCEDURE

Part III

LWNIN

3780 min = 100%
378 m = 10%
37 min = 1%

63 126 70 = 4200 min = 10%
420 m = 10%
42 min = 1%

3780 ⟌ 54000
3780
16200

13 :

14 : (a) News
7 hours 5.55% 8.7%

(b) Public Affairs
5 hours 15 minutes 4.15% 1.4%

(c) All other programs
exclusive Entertainment and
Sports 1 hour 10 minutes .92% 8.5%

15 min cooks — M-Sat - 45 x 6 270
8 - 12 Noon + 5 PM

1 min. capsules — on half hr. 8:30 AM & the 4:30 PM = 9 min x 6 days = 54 min
Sundays. - on half hr 12:30 PM & the 4:30 PM = 5 min.

270
54
5
329 min news wk

GENERAL
SALES DEPARTMENT PROCEDURES
OFFICE OPERATION PROCEDURES

Part III

15 : The staff will consist of two announcers whose partial duties will be the gathering, editing, and broadcasting of news. They will make telephone contact with various news sources in Metropolitan Los Angeles and will also gather news for the specialized news programs from contacts in the Aviation industry and Motion Picture industry. Station will subscribe to either UPI or AP ~~as well as the Los Angeles City News Service~~.

(b) The station will devote approximately ~~50%~~ 10-12% of its news program time to local and regional news each week.

GENERAL
SALES DEPARTMENT PROCEDURES
OFFICE OPERATION PROCEDURES

Part III

16 : Applicant's policy with respect to making time available for the discussion of public issues will be as follows.

Applicant will aggressively seek out editorial response from qualified individuals or groups in order that both sides of editorial issues might be fairly presented.

Subjects and participants will be determined by the applicant's familiarity with the community through day to day contact as well as through continuing community surveys previously mentioned and participants will be selected if, in the opinion of the applicant or legal counsel, they are deemed responsible or qualified.

17 : Applicant's proposed programming format will consist primarily of variety in what might be best described as the most outstanding popular music over the past 40 years. The blend will be one of pop concert orchestras, light instrumental groups, chorals, soloists, dance orchestras, etc. The music will be chosen primarily for its familiarity, beauty and melodic line. It will be entirely adult oriented. After subtracting Commercial Matter, this programming will represent approximately 62.91% of the broadcast schedule.

GENERAL
SALES DEPARTMENT PROCEDURES
OFFICE OPERATION PROCEDURES

Part III

18 : Applicant proposes to contribute to the over-all diversity of program services available in the Los Angeles community by broadcasting such programs as the aforementioned news of the motion picture industry, news of the aviation industry, editorials by the licensee, news of religious activity, news of interest to educators and the making available of time to the Los Angeles City-County School District. To the best of the Applicant's knowledge, the quantity and quality of all of these program services are unique in Metropolitan Los Angeles.

19: 252

As well as other programs which will be suggested to the licensee by the public as soon as licensee becomes a part of the Community.

20 : No

21 : (a) No

(b) Not applicable

GENERAL
SALES DEPARTMENT PROCEDURES
FICE OPERATION PROCEDURE

Part V

25 : (a) 25%

See Exp Shows Key.

25%

(b) During political campaigns, Applicant will make additional time available to the various candidates or groups. However, this will not cause the Commercial Matter percentage to go beyond 28%.

26: (a) 18 minutes

(b) See question # 25

GENERAL
SALES DEPARTMENT
PROCEDURES
OFFICE OPERATION
PROCEDURES

Part VI

27 : At this writing, applicant has not yet determined what individual or individuals will be responsible in this area. } ?

28 : (a) Yes

(b) Applicant will adhere to the programming and advertising standards outlined by the National Association of Broadcasters.

29 : Applicant intends to keep informed of the requirements of the Communications Act and the Commission's Rules and Regulations by frequent contact with its legal counsel in Washington, Cohn & Marks; by reading news of such in Broadcasting Magazine and other trade journals; by the use of national news wire on which broadcast information is frequently carried; and by contact with broadcasting trade associations and fellow broadcasters.

Employees and agents of the applicant will be kept informed of such information by printed memoranda and meetings as the situations might warrant.

Employees' compliance with such directives shall be obtained by the vigilance of the licensee, whatever form it might take.

30 : ~~None~~ None at present

31: Number of employees _____

GENERAL
SALES DEPARTMENT
PROCEDURES
OFFICE OPERATION
PROCEDURE

GENERAL

SALES DEPARTMENT PROCEDURES

FICE OPERATION PROCEDUR

MEMO

TO: All K-ADS Staff Members

FROM: Effie Cooper, Office Manager

RE: Kill Orders

DATE: July 6, 1967

In future the following procedure is to be followed with all Kill Orders phoned into the station:

1. No Kill Order is to be accepted by anyone not working in the sales department.

2. Whenever possible, all kills are to be handled by the original sales person. If that person is not available the Kill Order is to be turned over to Joyce Shircliff.

3. Should a kill order be phoned in over the weekend the advertiser should be informed that our office staff is not available and that the kill order will have to be phoned in on Monday after 8:30 AM. This does not mean that we will not accept a kill on advertising during the weekend, or that an announcer cannot take the spot off the air. It simply means that an additional call will have to be placed by the advertiser during our regular business hours (8:30 AM to 5:00 PM, Monday thru Friday) in order to settle the billing of the account.

Thank you,

Effie

Effie

GENERAL

OFFICE OPERATION PROCEDUR

M E M O

TO: All K-ADS Sales Personnel
Randall Chase

DATE: June 6, 1967

FROM: Keith Trantow, K-ADS

I should like to draw your attention to the attached notice from the Commission. You will note that our waiver of Sec. 317 (which permits us to air private party advertising without mentioning the name of the individual on the air) has been incorporated into the Rules.

In no respect has either our waiver or the rule been changed however, to permit the anonymous airing of ads paid for by commercial enterprises.

Please be certain that whenever an ad for a business is accepted, the name of the advertiser or company be clearly included in the copy. In the case of the ad I have attached (which is an example of what not to do), the ad could be started with a phrase like:

"The Genex Company has this message of interest for you . . .

Two secretaries are needed now in Sun Valley . . . etc."

If you have any doubts about whether or not to use the name of an advertiser, use the name.

When you do not use the name, be absolutely certain that the advertiser is, in fact, a legitimate private part (individual) advertiser.

Thank you for your cooperation.

GENERAL
OFFICE OPERATIONS PROCEDUR

THE McLendon STATIONS MEMORANDUM

To AL HERION - OUTSIDE SALES, KADS
cc: Bill McDowell - XTRA
B. R. McLendon - DALLAS
~~C.~~ B. McLendon - DALLAS
D. D. Manning - DALLAS

Date 31 DECEMBER 1966

From
JACK DANAHY - OPERATIONS MGR, KADS

Subject
OUTSIDE SALES DAILY CALL REPORT

Al..... ATTACHED IS AN EXAMPLE OF THE TYPE OF SALES REPORT THAT I WANT YOU TO BEGIN USING EFFECTIVE TUESDAY, 3 JANUARY 1967. For the time being, I will need only one copy of your report each day. You should keep a carbon copy for your files.

I feel that this report will help you organize your day and will give you a reference for recalls. It will give me an idea of what is going on "outside" and will allow me to understand the problems you are meeting in pitching the want-ad format.

If you have any suggestions for improving the report form, by all means let me know immediately. Otherwise, the attached example will be stenciled for use each day.

Jack

GENERAL
OFFICE OPERATION
PROCEDUR

KADS OUTSIDE SALES DAILY CALL REPORT

NAME _____ DATE _____

1. CALLS MADE TODAY (USE BACK OF FORM FOR MORE LISTINGS):

NAME	POSITION	AGENCY OR BUSINESS	DISPOSITION OR RESULT

2. TOTAL MILEAGE TODAY: _____

3. SALES PROBLEMS ENCOUNTERED TODAY AND RECOMMENDED SOLUTIONS:

GENERAL
OFFICE OPERATIONS PROCEDUR

INFO: GORDON McLENDON

THE McLendon STATIONS MEMORANDUM

To BARBARA FRANKLIN - PHONE SALES SPVSR, KADS
cc: EACH TELEPHONE SOLICITOR - KADS
BILL McDOWELL - XTRA

Date 31 DECEMBER 1966

From JACK DANAHY - OPERATIONS MGR, KADS

Subject KADS CALL-OUT SHEET

1) ATTACHED TO THIS MEMORANDUM IS A KADS CALL-OUT SHEET. USE OF THIS FORM WILL BEGIN TUESDAY, 3 JANUARY 1967.

2) EACH TELEPHONE SOLICITOR (including night and weekend girls) WILL RECORD THE TELEPHONE NUMBER OF EVERY CALL-OUT MADE DURING HER SHIFT. WHEN A CALL-OUT RESULTS IN A SALE, THEN A CHECK-MARK IS TO BE MADE IN THE APPROPRIATE COLUMN.

3) AT THE END OF HER SHIFT, EACH TELEPHONE SOLICITOR WILL GIVE COMPLETED CALL-OUT SHEETS TO THE PHONE SALES SUPERVISOR. NIGHT AND WEEKEND GIRLS WILL LEAVE COMPLETED SHEETS IN PHONE SALES SUPERVISOR'S MAILBOX.

4) IN AN EIGHT HOUR PERIOD, I WOULD EXPECT THAT EACH TELEPHONE SOLICITOR CAN EASILY COMPLETE EIGHTY CALL-OUTS, USING THE CLASSIFIED SECTIONS OF ALL NEWSPAPERS AS LEADS.

Jack

GENERAL
OFFICE OPERATIONS PROCEDUR

THIS FORM IS BEING STENCILED.....

KADS CALL-OUT SHEET

PHONE SOLICITOR _____ DATE _____

NUMBER CALLED	SALE

GENERAL
OFFICE OPERATING PROCEDUR

cc: INFO GORDON McLENDON

THE McLendon STATIONS MEMORANDUM

To BARBARA FRANKLIN - PHONE SALES SUPVSR, KADS
cc: ALL SALES PERSONNEL, KADS
BILL McDOWELL, XTRA

Date 30 DECEMBER 1966

From JACK DANAHY - OPERATIONS MGR, KADS

Subject CLASSIFIED ACCOUNT LISTS - KADS

1) To date, you have not provided clear working areas for each telephone solicitor.

2) In an attempt to organize the efforts of KADS' phone operation, I've come up with the attached "account lists" for each girl. They are to be used on a trial basis, effective today. Undoubtedly, some modifications will have to be made...-but the only way to modify something is to start at a beginning.

3) Evaluate the lists in two weeks, on 13 January 1967. During this period, gather notes and written comments from all telephone solicitors for discussion with me on that date.

4) Lists attached were compiled from the Classified Section of the 29 December 1966 edition of the Los Angeles Times.

Jack

GENERAL
OFFICE OPERATIONS PROCEDUR

JOYCE — REAL ESTATE — AND →

MERCHANDISE — AND →

- HOME APPLIANCES
- SEWING MACHINES
- MUSICAL INSTRUMENTS
- ~~PETS (CATS AND DOGS)~~
- LIVESTOCK
- AIR CONDITIONING - HEATING
- PETS (OTHER THAN CATS & DOGS)

BUSINESS AND FINANCIAL

- BUSINESS OPPORTUNITIES
- BUSINESS OPPORTUNITIES, VARIOUS
- BUSINESSES WANTED

DENA — EMPLOYMENT — AND →

MERCHANDISE — AND →

- FURNITURE
- FURNITURE AT AUCTION
- ANTIQUES
- BUSINESS EQUIPMENT
- OFFICE FURNITURE & EQUIPMENT
- MISCELLANEOUS FOR SALE
- PETS (CATS AND DOGS)

BUSINESS AND FINANCIAL

- MONEY TO LOAN
- PERSONAL LOANS
- JEWELRY LOANS

BARBARA — TRANSPORTATION — AND →

MERCHANDISE — AND →

- TV, RADIO, HI-FI
- CAMERAS, EQUIPMENT
- BINOCULARS, SCOPES, ETC
- TRACTORS
- MACHINERY, EQUIPMENT
- LUMBER, BLDG MATERIALS
- BUILDINGS TO BE MOVED
- BUILDINGS AT AUCTION

BUSINESS AND FINANCIAL

- BUSINESSES WANTED
- INCOME LEASES FOR SALE
- INCOME LEASES WANTED
- OIL & MINING
- PROFESSIONAL PRACTICES
- SWIMMING POOLS

#4 — ANNOUNCEMENTS — AND →

MERCHANDISE

- HOUSEHOLD GOODS
- SPORTS EQUIPMENT
- BICYCLES, EQUIPMENT
- STORE EQUIPMENT
- CAFE, RESTAURANT, BAR EQUIPMENT
- HOBBY SUPPLIES

AND → BUSINESS AND FINANCIAL

- INVESTMENT OPPORTUNITIES
- INVESTMENT OPPORTUNITIES WANTED
- HEIRS AND LEGATEES
- COLLATERAL LOANS
- REAL ESTATE LOANS
- MORTGAGES - T.D.s
- MORTGAGES - T.D.s FOR SALE
- MONEY WANTED
- MONEY WANTED - REAL ESTATE
- CALIFORNIA LIVING
- ALUMINUM AWNINGS
- ~~MAIL ORDER~~

GENERAL
OFFICE OPERATIONS PROCEDUR

NIGHT GIRL — 1) CALL-OUTS
ALL "AFTERG" AND "EVENINGS" NUMBERS
LISTED IN ALL CLASSIFICATIONS OF L.A. TIMES.....
HERALD EXAMINER, AD-TAB, LA COURIER, ETC.

2) CALL-INS
ALL CLASSIFICATIONS.

ERRY FERLO — 1) CALL-OUTS — ALL "WEEKEND" NUMBERS.
(WEEKEND GIRL)
ALL NEW ADS PRINTED FRI EVENING, SAT &
SUNDAY — ALL PUBLICATIONS.

2) CALL-INS — ALL CLASSIFICATIONS.

GENERAL
OFFICE OPER
PROCEDUR

THE McLendon STATIONS MEMORANDUM

To BILL MC DOWELL
General Manager
X-TRA

Date 19 December 1966

From JACK DANAHY
Operations Manager
K-ADS

Subject

1. As we've discussed this morning, the adjusted salary schedule for K-ADS sales personnel will be:

$100.00 - base
400.00 - draw
$500.00 per month, plus 20% commission

This means that a telephone sales girl will earn 20% commission on all collections in excess of $2,000.00 within a given month.

2. This schedule should provide telephone sales personnel with a true incentive for more intensive phone soliciting and will give them more realistic goals for future billing (and collection).

3. The schedule becomes effective 1 January 1967 and is subject to readjustment by management as business volume increases.

JD

cc: Policy book -- K-ADS
B. R. McLendon -- Dallas
G. B. McLendon -- Dallas ✓
Dorothy Manning -- Dallas

GENERAL
OFFICE OPERATIONS PROCEDUR

THE McLendon STATIONS MEMORANDUM

Sales Dept.

To JIM REID, TRAFFIC DIRECTOR, KADS Date 5 DECEMBER 1966
cc: Sales staff
Policy file

From JACK DANAHY Subject TRAFFIC CONTROL - FREEBEES

1. Current policy on "no charge" ads is that such an ad will not, under any circumstances, be broadcast longer than 10 days. A no charge ad will always be deleted to provide an availability for a paying customer.

2. No charge ads are accepted to build program material in lieu of paying accounts.

3. Sales personnel have been instructed that all no charge ads must be written on a sales order. Each sales order for such an ad will contain explicit instructions to end the schedule of that no charge ad before a maximum of ten days from its begin date. (For example....A no charge ad that begins on 1 December will end on or before 10 December.)

4. So that announcers will follow through on these no chargeend dates, indicate them on your control sheets. What I mean is this: do not write "TF" after any account...always indicate the end date of each ad. No charge ads, especially, should reflect a mandatory end date.

GENERAL
OFFICE OPERATIONS PROCEDUR

Effective Policy

Sales Dept.

THE McLendon STATIONS MEMORANDUM

To EACH KADS STAFF MEMBER Date 29 NOVEMBER 1966

From JACK DANAHY Subject OLD-SOUNDING FREE-BEES

1. We are still accepting want ads, at no charge, from you, your relatives, or non-business friends. Object of such acceptance is to build program material in lieu of paying accounts ("in lieu" does not mean "instead").

2. I will make only a few stipulations to the airing of no charge ads:
   a. Such ads will come from KADS' "immediate family".
   b. Ads that have even a remote possibility of being sold will not be broadcast for free.
   c. Ads accepted at no charge must be somewhat unique or unusual and should lend themselves to format-enhancing production.
   d. A sales order will be written on each no charge ad.
   e. THAT SALES ORDER WILL CONTAIN EXPLICIT INSTRUCTIONS TO KILL OR END THE SCHEDULE OF THAT NO CHARGE AD BEFORE A MAXIMUM OF TEN DAYS FROM THE BEGIN DATE.

All "N.C." ADS WILL BE OKAYED BY OFC MGR OR OPNS MGR.

JJD

GENERAL OFFICE OPERATIONS PROCEDURE

Sales Dept

THE McLandon STATIONS MEMORANDUM

To SALES PERSONNEL

Date NOVEMBER 10, 1966

From DON KEYES

Subject

The following policy is hereby effective and relates directly to the rough copy that you will be writing when closing a sale.

At the end of each commercial regardless of length, 3 sequences will take place:

1. The slow, deliberate delivery of the telephone number
2. A one line or one word of the product and service
3. A repeat of the phone number read at the same pace

Therefore, when you are writing rough copy, be sure to include for Dina the summary line, which could be for example, "puppies' in the case of one of our present commercials,"a 1930 Rolls Royce" in the case of another ... just the barest essentials of the product or service previously described.

Don Keyes

DK:kc

GENERAL

OFFICE OPERATIONS PROCEDUR

GENERAL

OFFICE OPERATIONS
PROCEDUR

M E M O

TO: K-ADS Staff

FROM: Effie Cooper-Office Mgr.

RE: Office Procedures effective May 1, 1967

DATE: April 30, 1967

BANK AMERICARD SERVICES

Effective May 1, 1967 K-ADS is an authorized Bank Americard Merchant. This means that our advertisers may charge their their K-ADS' Ad on their Bank Americards.

Here is how this is to be handled:

1. Inform all advertisers that they may use their BOA card with us.

2. If they want to use this service you are to take the following information from them:

   (a) Name, Address and Phone Number
   (b) Number of Bank Americard
   (c) Expiration date of Bank Americard

3. If the amount of advertising is under $5.00 you will not need to get authorization from Bank Americard Offices .

4. If the amount of advertising is $5.00 or more you MUST get authorization from BOA Offices. You are to call MU-1-3611 for this authorization.

   Authorization hours are: Monday thru Friday -- 8 AM to 9PM
   Saturday---------- 9 AM to 6PM
   Sunday---------- Closed

   During hours when it is not possible to get authorization for accounts of $5.00 and over you may explain to the advertiser that you will take his advertising and BOA Card number and expiration date, but that his advertising aan not be aired until authorization can be obtained. Tell him that you will call BOA Office when it re-opens to obtain this authorization and will immediately begin airing of his commercial. If he wants to be notified when his ad will start airing, we will re-call him before putting the ad on the air.

5. To obtain authorization dial MU-1-3611 and ask for authorization clerk.

   (a) Give Bankamericard number and last name of customer.
   (b) Give your identifying merchant number. Ours is 333-823.
   (c) Amount of sale.
   (d) When sale is authorized, code number will be given and must be written in the space provided on the sales draft.

6. Below you will see a copy of a BOA Sales Draft. You are to fill in the information I have listed for each and every client. On the orders of under $5.00 you will not have to fill in the release number given you by the authorization clerk at BOA, since you will not have to call for authorization on amounts under $5.00.

Fill in your initials where I have marked the (x).

7. Should an advertiser come into the station with his BOA Card you will have him sign the sales draft and you will use his card to fill in the top left hand corner of the sales draft. The card will go on our imprinter for this purpose.

8. All sales drafts go thru the imprinter to print our Member # and name.

NAME OF CUSTOMER BOA # Expiration date of BOA	PURCHASER NAME NO.	DATE fill in	DEPT.	SALES	INITIALS X	SEND TAKE	
		QUAN	CLASS	Description	UNIT COST	AMOUNT	
				TIME ORDER #		AMOUNT OF SALE	
THIS IS SPACE FOR OUR K-ADS IMPRINTER	MEMBER NO. NAME	Authorization Code ( )			TAX		
		RELEASE #			TOTAL	AMOUNT OF SALE	
Sales Confirmed + Draft Accepted PHONE ORDER X Purchaser-Accepted Sign Here		SALES DRAFT					

9. When you have finished this procedure you will have three sales drafts plus your time order. Distribution of time order is as usual. The BANK COPY of the Sales Draft is to be turned over to Evelyn Unell IMMEDIATELY. The MEMBER COPY is to be stapled to the original time order. The CUSTOMER COPY should be given to Joyce Shircliff for her file.

10. ON ALL TIME ORDERS WHERE PAYMENT IS GOING TO BE CHARGED ON BOA---- Fill out the time order as usual. Next to to total price mark BOA --minus 3%. Next to, or underneath, the CREDIT: ATTACHED column mark PAID IN ADVANCE-BOA. <u>D O</u> <u>N O T</u> <u>F A I L</u> <u>T O</u> <u>D O</u> <u>T H I S</u>.

11. For your customer's information --- K-ADS will not bill the advertiser using BOA Credit Card. Customer will receive regular monthly bill from BOA. If customer needs copy of billing and/or schedule of spots run on K-ADS we will send an invoice marked PAID BOA which will show dates schedule ran and times commercial ran if needed. Most probably, clients using BOA will be private party advertisers and will not need an invoice from us for their records.

ON-THE-AIR COPY

1. All on-the-air copy will be handled by the announcer-producers. You are to take down all facts presented by advertiser. Actual on-the-air copy will be made up by announcer from the supplied facts.

2. For announcer-producers ------ we are to include articles, verbs, and promouns in copy. It will no longer be necessary to use Western Union-style "telegraphese" on this radio station since only 60 second spots will be sold.

3. All facts for on-the-air copy will go on the time-orders as usual. But you no longer have to single space these at the top of the copy portion of the order. Do your typing of facts as neatly as possible. Our announcers will not have time to translate too many typigraphical errors.

NORELCOS

1. The salesstaff is no longer required to do Norelco Interviews at any time.

2. Use your Norelco to take notes from advertiser if you wish to but do not promote his doing a Norelco. In fact don't offer that service at all.

INSTANT WANT ADS

1. All inside sales staff members will be given copies of each instant ad being run on K-ADS. These will be distributed to you from Joyce Shircliff.

2. You are to promptly call these people back to see if they will take repeat ads. Make them clearly understand that they have all ready been charged $1.00 for their instant ad and that you are trying to see if they are interested in further advertising.

3. If the customer does want a repeat ad, make out a time order. Under our price columns type: IWA $1.00 Then write out the normal charges for the additional air-time purchased. Add the $1.00 IWA charge in with your total time purchased and distribute time order as usual.

4. Give all copies of instant ad forms back to Linda Gracia for her billing purposes. Linda will immediately bill those who have bought only the $1.00 instant ad. She will then turn over all instant ad forms (those who repeat and those who do not) to Lou Emerson for his use in logging.

5. It is very important that the person handling the phones during all of our instant-ad segments get as much billing information as possible from the caller. If this can not be accomplished prior to his going on the air, then at least get his name and phone number where he can be reached so that a sales girl can re-call him both for additional sales, and for billing information. Forms for instant ads have been provided. Linda has these.

6. Instant Ad placers can use their BOA cards. Push this, since it will cut down on paper work on Instant Ads.

GENERAL INFORMATION

1. K-ADS business will be increasing in the coming days. We hope that more people will be visiting the station. This office has got to start being kept in a neater fashion. I am tired of the cyclone look which we have taken on. Starting right now I want the tops of all desks to be cleaned up by the end of business at 5:00 PM. We are going to move the Arrowhead Water Cooler and coffee supplies up to the front of the office, with a screen to cut it and the kitchen sink from view of the general public. Just because it is screened off-- don't leave that area in a mess. Clean up any spills etc., and don't drop trash near a basket ---- put it in the basket.

2. Whenever possible, answer your own questions and find your own equipment to work with. Linda is going to be extremely busy with the new Instant Ad program. She has to handle all these calls in addition to billing them. She can't drop everything to find you a pencil, etc. You all know where the store room is --- use it. And if you see that we are running low on some item mention it to me or to Linda. Neither of us have time to take inventory of supplies too often-so let us know when something is about to run out. Don't wait until 4:30 PM to tell us you don't have anymore paper, and expect us to have it to you at 4:45 PM.

3. Today starts a new programming format. I have been through this before at this station, and others. Things may move fast and nobody has time to explain to you why something has to be dome. Just do what you are told, when you are told to do it. If something we do today doesn't work, we can change it later on --- but do it now and we will talk about it later when things are running smoothly. O.K.??? Thank you.

Effie

Off. Oper. Proc. 1.

GENERAL

M E M O

1/11/67

TO: K-ADS STAFF

cc: R.R. McLendon
C.B. McLendon
Dorothy Manning
Mitch Lewis
Bill Stewart
Bill Mc Dowell
Jerry Johnson
Len Gaebb
cc: Policy Book ?

FROM: Effie Cooper,
Office Manager, K-ADS

In recent weeks much re-organization has been done at K-ADS. To clarify the policies and procedures currently in effect, I am re-stating the items covered in the policy and procedures memo issued early in November. Since that time it has become evident that some additional guidelines are needed. These have been added.

All K-ADS staff members are actively involved in the daily growth and development of the station, and you will probably have additional policy and procedural suggestions.

As a part of the Mc Lendon Corporation, and of K-ADS, you are expected to learn from your daily encounters with this new breed of radio -- and to pass on what you have learned to the rest of us. This is the only way that we can make K-ADS a successful and purposeful service to the community -- as it has been pledged to be.

On the subject of policy -- it goes without saying that K-ADS' overriding policy is to make the maximum effort to ascertain and serve the needs and desires of the public.

We have accomplished and learned a great deal during the past three months. However, there are still many areas wherein more thought and effort are needed. Our staff is comprised of talented and professional people -- consequently any ideas or suggestions which you have to offer will be gratefully accepted and thoughtfully considered. But please put all ideas and suggestions on paper.

Thank you...

Effie

Effie Ann Cooper

K-ADS POLICIES AND PROCEDURES 1/11/67 (1)

Several months ago I issued a memo of this type. Since then there have been some changes in policies and procedures and in our staff. Therefore, to bring everybody up to date, here are our ground rules:

OFFICE

1. We do not have any secretaries available for dictation. But the Operations Manager, Program Director, or Outside Salesmen, may occasionally need some typing done. This will be handled by our Receptionist.

2. Memos circulating in the office should be checked first with the Operations or Office Manager.

3. All mailing will be handled by the receptionist. Give all your out-going mail to her be 4:45 PM so that she can have them stamped, etc. before 5:00 PM. We will be sending only one envelope of mail to the Home Office per day. This is to be sent air-mail. Give all mail for the Home Office to the receptionist.

4. All supplies will be ordered on Friday mornings. Please fill out supply requisitions and give them to the Receptionist. She will in turn give them to the Office Manager for approval.

5. All members of the staff are required to fill out two time sheets for each pay period. The only exemptions to this rule are the Office Manager, Chief Engineer, and Outside Salesmen. All time sheets for the period of the 1st to the 15th of the month should be given to the Office Manager by the 10th of the month. All time sheets for the period of the 16th to the 30th or 31st should be handed in by the 25th of the month.

6. All overtime must be approved before it is worked by the Office Manager. This applies to all personnel, announcers, office staff, etc.

7. The Receptionist will be responsible for removing the Classified Sections of all incoming newspapers and stacking them daily on the white table provided for this purpose in the hall next to the sales offices. So that we will not look like the city dump-all sections of the papers (other than the Classified) are to be thrown out daily.

8. We will provide coffee, tea, etc. for all employees. But please be neat. Don't spill on the carpets, and please keep the coffee supply table cleaned up. The coffee and goodies will be in the back office -- but remember -- it is an office and our Outside Sales Department has to live there too.

PROGRAMMING

1. Our 3:00 to 3:15 PM listener comment section is to be handled by Jack Danahy or Randall Chase. Only in emergency situations will this be handled by another staff member.

2. All personnel are to stay out of the Control Room as much as possible to enable the production staff to work without interruption. When it is necessary for you to enter the Control Room make sure that you are not walking in during the taping of a spot.

SALES:

1. Whenever possible all telephone sales personnel should try to get Norelco Interviews. When you have completed a cartridge, and checked the quality and timing of it, wrap the cartridge in the yellow time order form and deliver it to the Control Room. When you need clean cartridges check the box in the control room -- if there are none there come to me for a new cartridge. For those of you who would prefer not to leave your Norelco equipment in your desks at night, or over the week-end, I will be happy to lock them in my safe for you.

2. All time orders must be completely filled out. This includes start and end dates (be sure to add the year on these). Fill out the complete schedule of spots for the day, week, month, etc. in the appropriate spaces. If you are selling a contract at a 50% discount --- mark that on the contract. However, you should always put down the actual prices that the client is to be charged. It is very important that you put down the catagory of the spot on the time order, since we include this information on our invoice to the client.

3. We hope that we will not have many kill orders. And it is the duty and responsibility of each sales person to try and save any account from being killed. However, if it is necessary to kill an account you should make out a total of five kill orders. These should be given to the following personnel:

   Original ---------Operations Manager
   1st copy ---------Traffic Director
   2nd copy ---------Bookkeeper
   3rd copy ---------Office Manager
   4th copy ---------Office Manager

   All copies of the kill order must be dark enough to be read.

K-ADS POLICIES AND PROCEDURES 1/11/67 (3)

SALES CONT'D.

4. When an advert iser gives you the copy he wants aired make a note of that fact on the contract so the Copywriter will not re-write it. Mark on the time order "DO NOT EDIT/PER CLIENT REQUEST."

5. On rough copy --- take down all the information that a client would have to have in the ad. However, put the most important items to be said in the order of their importante so that the Copywriter will know what can be deleted if the copy runs too long. You might use the inverted triangle principle -----

1962 Tempest Sedan for sale by private party
4 cylinder, automatic transmission
$700.00 or best offer accepted
has new tires and battery
white/blue interior
dealer serviced

6. After the copywriter has finished with an order, please call back your client and read the finished copy. This will serve several purposes: (1) it will eliminate placing phony ads on the air (2) it will eliminate the possibility of a client being able to say that he did not want his ad to read as it did (3) it will establish that the client actually does live at the phone number listed on his time order

When you have gotten the client approval on the copy mark the time order "RB/PQ" This will mean that you have read the copy back to the client and quoted the price for running the ad to him again.

I know that this all takes time -- but it will help us to collect our bills -- and that means commission in your pockets.

GENERAL INFORMATION

1. All Operations Manager, Office Manager, and Bookkeeping Records are confidential. When you need information from any of these departments, ask for it, don't look for it yourself.

2. Be sure to call in if you expect to be late arriving at work or if you are not going to be able to come in. We need to know this as soon as possible, since you are all valuable and we have to assign somebody to cover your desk at all times. This information should always be given to the Operations Manager or Office Manager.

GENERAL

K-ADS RESULTS

1. From now on, when we get result stories from our clients I would like you to fill out our "Result Story" form. I will put a stack of these on the white table in the hall. We will then use these as promotional materials that you can read to clients who you are trying to sell, or send out in the mail. The form is self-explanatory. It should be given to the office Manager as soon as it is filled out. We would like to have these ready to send out and to be read to clients while we are still broadcasting them on the air. The Office Manager will re-write and run these off for use as soon as they are received. They will also be filed in our FCC Report Book, so please make them accurate and neat.

2. Don't forget to keep filling out the listener comment forms which have been provided for you. Give these to the office manager when they are completed.

Thank you,

Effie

Effie Cooper
Office Manager, K-ADS

1/11/67

GENERAL

K-ADS RESULT STORY

Client: _____ Address: _____

_____

_____

Item (sold) (bought) _____

Number of calls received _____

Remarks: _____

_____

_____

_____

_____

_____

_____

Date: _____

Interviewed by: _____

Would advertiser object to us using this story on the air, or in print advertising? _____

May we use the name of the advertiser in our result story? _____

GENERAL

General
(Also: "Categories")

MEMORANDUM

November 3rd, 1966

TO: Bill McDowell
Don Keyes
Bill Stewart
Mitch Lewis
Effie Cooper
Madelin Miller Smith

cc: B.R. McLendon
Dorothy Manning
Rose Hutton
Marcus Cohn
✓Policy Book

FROM: Gordon B. McLendon

RE: K-ADS

Below I have listed a number of categories or, rather, ideas where I felt radio would be more serviceable than newspapers as a vehicle for want-ads, particularly in the vein of immediacy. Please remember that when the Top 40 format started, those of us who had the responsibility for its beginning asked what can radio do that television could not do or, instead, what can radio do better than television? Having arrived at the thought that "Music and News" were these two areas, we proceeded in that direction. In the case of "Want Ads", radio's immediacy and the warmth of the human voice which is provided by radio are the advantages we have over newspaper classified advertising. All of you will receive draft of the letter which I have written to the FCC, in which I say that "two of radio's basic utilities as in classified advertising service are its greater immediacy and the warmth and emphasis of the human voice. Since no classified advertising deadline among either of the two Los Angeles daily newspapers is less than 13 hours in advance of the publication of the issue--as far as we have been able to determine, at least--and since this is a delay from a weekday acceptance deadline of 11:00 AM to first publication of the ad at 12 midnight, with major readership not beginning until the next morning, thus almost a full day after insertion of the ad, one is again impressed by the possibilities of service to the public through a radio's advantages of immediacy. Many other editions of the two major Los Angeles dailies call for even longer deadline delays. Only time will tell to what extent and in what quantity there may be a public need and desire for far greater immediacy in certain types of classified advertising. Since, up to now, the point has been moot because greater immediacy has been unachieveable in printed practice, who is yet to say that there may not be an entirely new and undiscovered area of classified advertising merely awaiting a medium able to serve the public three, five, seven, eleven or even more hours faster. Above all, however, assignee, as the pinneer in this new field, feels the responsibility to those who will follow to run whatever reasonable risks and experimentation that are necessary to establish practicable ways in which radio may still protect the public and yet avoid an abdication of the inherent service advantages of its immediacy. So, to give away our chance to bring an entirely new time dimension to the

more - more - more

classified advertising user in the interest of mere timidity alone--in the fear of an occasional early and inadvertent error inevitable in any unique and experimental business effort--would be tragic. To say that one should not attempt ever to make a take-off in a new and experimental airplane which holds the promise that it may have valuable new consumer utilities, unless and until all possible risks or chances of error have been provably eliminated in advance, is merely to say that no such experimental craft should ever fly.

The above could not be more serious. I wish to take advantage of radio's immediacy if there is a way we can do it. We may be several weeks away from taking full advantage but, nonetheless, I wish to try. Here are some ways in which I think radio's advantages of immediacy could be utilized.

1.) EVENTS OCCURRING TOMORROW

2.) HELP WANTED! - TONIGHT or TOMORROW

3.) SPECIALS! - IMMEDIATE OFFERINGS

4.) THEATER and FOOTBALL TICKETS

5.) DOMESTICS NEEDED! - THIS WEEK - THIS DAY - THE NEXT 48 HOURS

6.) ANSWERING SERVICES AVAILABLE IMMEDIATELY!
Answering Services might give an on-the-air demonstration of their type of service, for example.

7.) NEED CASH NOW!
These are people who want to pawn jewels or some other things and need cash not "now", as it says in the want ads but, on the contrary, they need it "really now", in the sense of needing cash THIS MINUTE or THIS HOUR.

8.) AUCTIONS!
This idea does not really represent one of those advantages of immediacy, but I just throw it in as a side light. We would actually need to check on what are the legal rules for "Auctions". Can auctions and legal and special notices be advertised on radio or on television and thus still become a legal publication? If not, some legislation to this effect should be introduced in the California Legislature.

Continuing now with the advantages of radio's immediacy, warmth of the human voice, etc. . . .

9.) MISSING AUTOS
People don't want to know about their missing automobiles 6 weeks from now -- they want to know about them RIGHT NOW. Check your want ads and find out.

more - more - more

10.) WITNESSES WANTED! - Who saw the accident? Who saw someone run away? Who was the un-known benefactor of a bunch of school kids the other day and who never gave his name?

11.) MUST LOCATE (persons's name) "so-and-so".

12.) MOM ILL -- PLEASE COME HOME!

13.) NEED SECRETARIES NOW...NOW!
Such as Kelly Girl, Manpower and other similar type services, as well as individual firms in Los Angeles -- for example:
"Secretaries needed within the hour...today...this afternoon...before 6 o'clock tonight..." etc.

14.) WE ARE MOVING TODAY!

15.) SWAPS
Swaps are matters of impulse and are thus to be considered as part of radio's advantages of immediacy.

16.) CHARTER SERVICES -- LIMOUSINES
For rainy days, in bad weather, in a multitude of unusual conditions.

17.) DRIVING TODAY TO (name of destination)
People who wish to have a second or third driver when going on a long trip or people who need someone to share expenses, etc.

18.) BARTENDERS - WAITERS - WAITRESSES - WANTED NOW
For businesses caught short since some of the regular personnel did not show up.

19.) INSTRUCTIONAL SCHOOLS STARTING IMMEDIATELY ... that is TODAY!

20.) INSTRUCTIONAL SCHOOLS - TESTIMONIALS FOR SAME
Schools that are starting today.

21.) PERSONALS (personal messages)
This does not relate to radio's immediacy but rather does relate to the warmth of the human voice. So, how about "personals" and personal type messages in the voice of the person placing the want ad.

22.) LOST and FOUND
Same thought applies here as given under "Personals"

23.) JOBS WANTED
Same thought applies here as given under "Personals"

more - more - more

24.) PIANO PLAYER or COMBO WANTED! FOR PARTY TONIGHT!

25.) PETS FOR SALE TODAY!
Must relocate...Must move today...Puppies looking for homes... something of this general nature.

26.) GARDENER NEEDED TODAY!

27.) RAINY DAY SPECIALS!
Various things can happen on rainy days and special items needed immediately--because it is raining now--will be wanted as well as offered. For example: Umbrellas (merchandise)...Taxis (service)... etc.

28.) CANCELLATION OF EVENTS
Where you have unusual weather conditions, people want to publish "want ads" notifying others of cancellations, rain-outs, etc., etc.

29.) ANNOUNCEMENT OF EVENT
This might cover announcements of parties which have been suddenly scheduled...meetings that had to be called immediately...speeches scheduled on short notice...other gatherings of groups or organizations ...barbecues, etc.

30.) LEGAL NOTICE!
This is very, very immediate. The type of "legal notice" I refer to here, is the one whereby John Jones states: "I am not to be held responsible for debts incurred by so-and-so". You will find in the Los Angeles Times as well as many other newspapers no less than 15 or 20 of these ads on a Sunday, at least, in which a husband and/or wife wishes to disavow any connection with or responsibility for the debts of the spouse.

31.) TICKETS AVAILABLE!
This might be another "rainy day special" type ad. How many times have you had tickets available for some outstanding charity ball, opera affair, football game and other important and leading events, and then wanted or needed to get rid of them in a hurry. The reason of "bad weather" is only one of the many possibilities here.

32.) LATE EVENING LISTENING
This could be a great thing for late evening listening segments. For example: How many times have you wanted to know about...is there an all-night florist available in the near vicinity...is there an all-night druggist or pharmacy available in the near vicinity...I am having unexpected guests for the evening and are caterers available anywhere in the neighborhood...will a good restaurant bring food to my home or apartment on short notice...etc.

more - more - more

Now, most of the above listed ideas are those types of classified advertisements depending upon immediacy but, Don Keyes points out that one can construct an equally long or longer list which depends upon the warmth and emphasis of the human voice as the advantage in radio when compared to newspaper classified advertisements and, as Don Keyes also points out, that could emcompass virtually any commercial announcement. Still, there are some particular categories where the warmth and emphasis of the human voice are even more outstanding as, for instance, in the "Lost and Found" category or in the "Person to Person" messages in the sense where an individual (maid or workman, for example) is looking for work and expresses himself in a sincere tone, looking for individual employment.

By the way, in this connection, one of the most devastating commercials that we do NOT want to do is one where we send a direct message by radio, such as from John Jones to Suzie Brown: "Suzie, would you please come to see me, Love, John." That is a violation of the Communications Act, in my opinion. Nonetheless, it is a "person to person" announcement, and since we are--as Don Keyes has pointed out--in a new area and, perhaps, because "personals" have never been intended as point-to-point communication because radio has never carried "personals" before, it is a point that I am going to check on.

Bill McDowell raised the question as to cost of recording on-the-air clients--the ones we would call "interview type ad". The most economical way to accomplish this is via our Norelco recording units now in use at all of our stations. Ursula Schweitzer orders these units directly from the manufacturer in Chicago and thus we get rock-bottom price. Don Keyes advises that 6 units should be employed at KADS for just this purpose and, also, members of the sales staff can use the Norelco units on their "demonstration" and/or "audition" sales calls, etc. Ursula will see to it that this equipment is supplied to you post-haste.

We are keeping the essential rates as per the original rate card which was issued although I am, by no means, in accord with this rather cheap printing and cheap format.

I would ask all of you to remember that there are many ways to vary the sound of a want-ad station as we have brought home in a letter to the FCC, which letter is being furnished to you. There are 2, 3 and 4 voice ads, singing commercials (I rather shy away from the term "singing jingles"), commercials with musical backgrounds, commercials done by celebrities, little children, commercials done in interview type (as demonstrated throughout the experimental survey period preceding actual station operation), dramatic approach type spots, mood spots, personal testimonial type commercial announcements, contest commercial announcements similar to those you see in the newspapers and, as well, public service announcements in which leading citizens of the community come to the station, using the radio call letters and record same, thus getting considerable local comment, we hope.

All people who are closely involved in station policy should have a copy of the "Handbook of Classified Advertising" by Mochel.

more - more - more

An investigation should be made to see what means of establishing credit we can accomplish through Western Union or the Telephone Company. The "Handbook of Classified Advertising" by Mochel can provide other leads in this connection.

We should definitely prepare one announcement of a kind in each category of the major classified advertisers, speculative recorded want-ads, etc., so that members of the sales staff can play same as auditions. The sales demonstrations in sound should be produced on Norelco cartridges.

As to what we do after 10 PM at night, I would suggest you confer with Don Keyes and Marcus Cohn, since there seems to be some question as to exactly what we are allowed to do.

By all means, we should keep a continuing record and the copy of those classified advertisements which we, for one reason or another, refused to accept--such as Date Clubs and things of this sort, although we have not declared ourselves out of the running on this in the sense that we want to take a look at them to see whether or not we want them. It is my opinion that they are simply too risky for us to touch--certainly at this early stage in our pioneering effort. The same would be true of dice systems, black jack systems, card systems and/or other such gambling and risk devices.

Above all, let us all remember that we agreed to concentrate on RESULTS. This is the final objective for our format since we will not be able to achieve ratings, in all likelihood.

Gordon McLendon

P.S.:
Copy of the "Inaugural Program Schedule" has already been mailed.

-/us

Policy Book

Tom Gray
Bob Rossen
George Smith

October 28, 1966
11:15 a.m.
Conference in Washington

GENERAL INFORMATION

23, October, 1966

1. We presently have approximately fifty (50) Advertisers --- all 100% Classified.

See footnote

2. Like two (2) major Los Angeles newspapers we plan (we prefer-- would like, or?) to schedule approximately eighty (80) percent classified ads and twenty (20) percent classified display ads.

3. Weak Categories;

Real Estate and Automotive at this writing.

3a. Why Weak?

Current economic situation and uncertainty of prospects of the new media. -- Station personel have confidence in both areas.

4. Instructions on effective copy.

All sales personnel have been previously trained in writing advertising copy, unfortunately not pure radio copy, but an understanding of what is needed is known and operations and daily critiques should bring us up to the required norm.

The part time copy writer/announcer is not qualified and will be replaced.

5. Signal Improvements.

General comments in most areas are gratifying. Storecasting clients have requested the volume be cut down. Only known problem is the La Habra area where K-ADS signal picks up interferance from the local airport and its traffic.

6. Cost of recording "On-Air Clients",

Footnote: Source: Madeline Smith currently with K-ADS..6½ years with L.A. Times Classified and 2 years with the Herald-Examiner.

Cont'd.

Norelco recorders (4) (if not available from extra company source)	$500.00
Production Time	NA
Production Time (or loss of same)	NA
Sales Time	NA
Telephone Calls	NA

Major cost <u>might</u> be loss of effectiveness of station sound.

7. Time to develop success with GBM at the helm.

This is an unknown but, would certainly be a needed short cut to economic success.

8. <u>Rate Card</u>.

Sales personnel who are working with the rate card do not have the problem anticipated by Mitch.

We will find ways to simplify and correct the rate card, but I believe we should belay any changes until they are needed.

9. <u>Personnel</u>

To date, no real problems.

A mistake was made in the copy/anncr. area, but this will be correct ed.

Don Keyes is more than satisfied with the announcers.

Station Management and inside sales management have combined to develop an operating team.

It is too early to evaluate outside sales or their required management controls.

10. Summary

A. Reading from agencies

1. "I don't think it will work but if McLendon thinks it will ... it probably will."
2. "McLendon may have a gold mine.."
3. General reaction to concept has been good. We have created some problems by overcalling agencies, but this was corrected (we hope) the first week.

B. Personal reading from agency friends and acquaintances.

Much more confident in our concept, now than was evident early this year.

C. Saleability

Now ...very good considering we have an intangible compounding an intangible (we are not on the air).

D. One, December 1966

Unkown---we will need an audience to react to a percentage of the ads, to ensure a base of professional classified users. We will pick up personals, but this will not (editorial by McDowell) pay our way ... we must have the professionals .. Auto Dealers, Recruitment, etc. We can do this, but we must develop an audience.

-----30------

THE McLendon STATIONS MEMORANDUM

"General"

To Bill McDowell - X-TRA

Date August 9th, 1966

From Ursula Schweitzer - H.O.

Subject (Job Applicant Letter)

Dear Bill:

I am enclosing original letter, as well as Xerox copy for your KGLA Policy Book Ring Binder, from another applicant. Please Bill, either you or Rosie answer them just as you did the other applicants--either tell them we'll be in touch later or, whenever you think it advisable, you can write, suggesting a personal interview, etc.

Thanks and

Ta, ta,

P.S.:
This is, of course, in line with the previous memoranda I had sent you on the matter.

L & K

PGK - Book

THE McLandon STATIONS MEMORANDUM "General"

To Bill McDowell - X-TRA Date August 3rd, 1966

From Ursula Schweitzer - H.O. Subject KGLA

Dear Bill:

Please be referred to my memo of July 21st to GBM, copy of which I forwarded to you with a covering memo.

Gordon has now had a chance to read my memo and he agrees with my suggestions made there. Therefore, will you please go ahead and contact the various parties involved and report back to us on your findings?

Thank you and

Regards,

Voc. Book:

THE McLendon STATIONS MEMORANDUM

"General"

To Bill McDowell - XTRA Date July 22nd, 1966

From Ursula Schweitzer - H.O. Subject KGLA (K-ADS) FM

Dear Bill:

You will be receiving early this week a ring binder with all of the matter GBM thought necessary to have in what is going to be--in time--a string of policy books for our new all-Classified Advertising format in Los Angeles.

Needless to say, Gordon wants you to read everything contained in the ring binder. Under the category "Classified Advertising Market Information" you will find a memo from Kevin Sweeney together with an article from Editor & Publisher, headed "Tieline". Gordon wants you immediately to start investigating the "Tieline International" mentioned in this article, and then report back to us.

As for the books themselves--we'll have to keep things coordinated. Whatever material I have to incorporate, I shall send you immediately--appropriately marked and categorized. I expect there will be many new categories as time goes by. By the same token, whatever material you come across that should be kept in the policy books, please send it to me right away.

I am enclosing copy of a memo I wrote Gordon, just for your own information. I haven't received his comments as yet, so don't do anything unless you hear from us.

Let me know if you have any questions on this, although I doubt it. Incidentally, didn't Gordon say something to you about looking around for a possible manager? You can't attend to all of this without having to neglect a lot of XTRA stuff. As a matter of fact, I think I should come on out there and help you! How about that?

L & K

encls.

Pol. Book!

THE McLendon STATIONS MEMORANDUM

"General"

To Gordon McLendon Date July 21st, 1966

From Ursula Schweitzer Subject KGLA (KADS) Policy Books

Dear Gordon:

I am sending you herewith the beginning -- or, if you like: the embryo of your very own brain child about to be delivered to the Los Angeles public -- of our KADS Policy Books.

As you will see, I have assembled and categorized the book in my usual logical and brilliant fashion (pardon me!).

Although you told me to, I have not yet written to John Arthur (Bloomquist), Rod Smith, Lenore Kingston and Russ Potter, who are job applicants.

Neither have I written to Robert K. Strauss of the San Fernando Valley Sun who is offering us informational material as well as advice and who, as much as I know, will by now have gotten together with Bill McDowell.

Neither have I written to Richard M. Meltzer who has sent us a presentation brochure on Automated Classified Advertising. Obviously, he is trying to sell us a service that could be profitably applied to this type of operation--I stress "profitably applied" as I'm sure they want to make some money out of this, too. ~~XXXX~~

Neither have I written to M.E. Lukins, who is offering us marketable information and wants to arrange for a meeting with you so that he can present his ideas in both written and tape recorded form.

The reason I have not done so as yet is that the moment these people hear from us, they will expect to arrange for personal meetings and personal interviews, etc. Since you plan to leave for Europe next week, and I plan to take my own vacation during that time, maybe we should wait for a few weeks.

Closing will not take place till the end of this month or August 1st, and then we still have a couple of month after that till we actually hit the air--don't we?

Except for Lukin who is located in Louisville, Ky., everybody else is located in the Los Angeles area, and it might be a good idea for Bill McDowell to screen interview all the job applicants at his leisure and send us a report.

(cont'd)

THE McLendon STATIONS MEMORANDUM

To Date

Page -2-

From Subject KADS

Mr. Meltzer, who offers the automation is located in San Francisco but he, too, could get together with Bill McDowell first, to see whether his idea and/or price would be feasible to give serious consideration or whether it would be better for us to wait till we are actually in operation and see where we are going, and then give this a try.

Please let me have your thoughts on the above. If, of course, you'd rather I go ahead and write all of them--in your name--I shall do so forthwith.

You know, I am getting pretty excited now about our "little fish" here--this is new, novel, unique and I can't wait to see what will develop. It ought to be a ball and I wonder how many people are going to imitate it, just like they did with your all-news format.

I bet you, the FCC can't wait either -- as Confucius say: "This here, year of Gold-Fish-Bowl --he who not learn to swim big fool."

Swimmingly yours,

Mac