



**Testimony of Tom Glade**  
**San Antonio Market Manager**  
**Clear Channel Radio**  
**Before the Localism Task Force**  
**of the**  
**U.S. Federal Communications Commission**

Good evening, I'd like to welcome the Members of the Commission and its staff to our fine city. My name is Tom Glade, and I am the Market Manager for Clear Channel's radio stations in San Antonio.

I want to thank you for the opportunity to address the issue of localism, and explain how I make sure the stations I manage are meeting the needs of the San Antonio community.

There is no question that from 20,000 feet, the concept of localism is something we all agree is essential for radio and television broadcasters. But, here on the ground, in my world, localism takes on an even more practical significance. It couldn't be any more simple – it's called the radio scan button.

That one button has more power than most people know. It makes absolutely certain that we meet the needs of our local listeners every day in every way or they will simply turn us off.

Let me be clear, that job is easier said than done. Because here on the ground, the concept of localism isn't anywhere near as clear as it may appear from 20,000 feet. It

changes throughout the day, as the makeup of our audience changes. It changes geographically, from one part of the city to another. And it has changed over time, as demographics continue to shift in markets everywhere.

In my view, the government's increased reliance on market forces to drive content now requires us to better identify what people want, meet those desires, and adapt to local changes more quickly than ever before. And if we don't meet those needs, rest assured, we know it just as quick. A company called Arbitron is extremely adept at bringing that to my attention.

In fact, the new ratings book just released is testament to how dynamic and competitive the market is in San Antonio. Some of our stations moved up in the ratings, some moved down – and it is my job to figure out what we're doing right and what we're not. But there's one thing you can count on: I will get my hands on as much audience feedback as I can, and then move heaven and earth to make those listeners happy.

To that end, our stations do an abundance of market research – over \$200,000 last year alone – to identify local audience needs and try to meet them. My five minutes here tonight won't allow me to describe everything we do to stay connected to our community, but I hope the following sampling will give you new insight into how deeply committed and responsive we are to the needs of San Antonions.

- **All** of our stations provide local newscasts, traffic, and weather;
- Just last year we donated over \$3 million in commercial time to important causes in San Antonio;
- Our stations in San Antonio sponsor community service projects too numerous to mention, in fact, we raised nearly \$6 million last year alone for charitable and civic causes;

- We maintain telephone hotlines, conduct polls, do call-out research, and perform auditorium testing to give our listeners a voice in what we do;
- We produce public affairs shows, such as *Community Focus*, *Talk San Antonio*, and *San Antonio Living* to bring fresh perspectives on issues to the public;
- And we provide a tremendous array of public services like the *Stranger Danger* program, where elementary school students are taught how to stay safe; *Learn a Living*, where local workers are trained to perform new jobs; and *Trouble Shooters*, where rip-off artists are investigated and disclosed to the public.

As FCC Commissioners, you know first hand that it's not every day when someone takes the time to tell you when you're doing something right. That's why we're so proud of the letters I brought with me tonight. There are 898 letters before me that were sent to our stations right here in Texas from local folks just saying thank you for the efforts we've made to help their charity or publicize their cause. As far as I'm concerned it doesn't get more rewarding than this. These letters are from our stations' public files, but with your approval, I'd like to submit them for the record of this proceeding.

We've also prepared a short video containing brief interviews with local citizens who talk about the job they think we do serving our community. This video answers the question better than I ever could of just how "local" local broadcasting is here in San Antonio. We have submitted the video as an exhibit for the record, and the Commission's staff has graciously agreed to provide a link to it on the FCC website.

Our commitment to identifying what our local audiences want – and then, giving it to them – is absolutely unwavering. We own six radio stations out of 55 in the San Antonio market, and each station's play list is hand picked by a program director based not only on the local research I mentioned earlier, but on that PD's personal knowledge

of the station's audience. And while we conduct year-round audience research, it still comes down to what I call the "golden gut" of the PD to determine what we play and when we play it.

Clear Channel may be a big company that is licensed to operate a lot of radio stations, but I can tell you that it is **my** job – as a *local* market manager – to run my stations as I best see fit to meet the needs of our local audience. And I know too well that listeners can change stations at the push of a button. They can do it while they're chatting on the phone; they can do it while they're driving 65 miles per hour. And if they're anything like me, they do it while chatting on the phone *and* driving 65 miles per hour. Our listeners have many, many choices for news, information and entertainment. The bottom line is if we fail to serve them well, they will simply desert us for one of our competitors.

While I admire and respect the leadership of my company, I know that they can't program our stations from corporate headquarters – and they know it too. Clear Channel recognizes the importance of local autonomy and has a structure that relies upon local control to make sure market managers like me are always in touch with our local listeners.

And just as Clear Channel can't be successful programming all of its stations out of its headquarters, I think that it's just as unlikely that the same can be done from Washington, D.C. I say that with enormous respect for the work of the Commission and the Localism Task Force. But each community across the country is different, and has local needs that reflect those differences. In my view, a "cookie cutter" approach to localism from Washington will be *less* effective than one developed right here at home.

Mr. Chairman and Commissioners, we trust the American people to elect our President. We trust them to elect Members of Congress, and state and local officials. I believe we should likewise trust them to determine *for themselves* which stations do the best job of meeting the needs of their local communities.

Thank you for inviting me tonight, and I'll be happy to answer any questions you may have.