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BEFORE THE
FEDERAL COMMUNICATIONS COMMISSION
WASHINGTON, D.C. 20554

In re Application of)
Scripps Howard)
Broadcasting Company)
For Renewal of License of)
Station WMAR-TV,)
Baltimore, Maryland)
and)
Four Jacks)
Broadcasting, Inc.)
For a Construction Permit for)
a New Television Facility on)
Channel 2 at Baltimore, Maryland)

MM Docket No. 93-94 ✓
File No. BRCT-910603KX

File No. BPCT-910903KE

To: The Honorable Richard L. Sippel
Presiding Administrative Law Judge

SCRIPPS HOWARD BROADCASTING COMPANY EXHIBIT 3

TESTIMONY OF EMILY L. BARR
VOLUME 1

Respectfully submitted,
Scripps Howard
Broadcasting Company

By: Kenneth C. Howard, Jr.
Leonard C. Greenebaum
David N. Roberts

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Dated: September 13, 1993

Federal Communications Commission	
Docket No. <u>93-94</u>	Exhibit No. <u>3</u>
Presented by <u>Scripps Howard</u>	
Disposition	Identified <u>10.5.93</u>
	Received <u>10.6.93</u>
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Date <u>10.5.93</u>	

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TESTIMONY OF EMILY L. BARR

I. BACKGROUND AND EXPERIENCE

1. My name is Emily L. Barr. I reside at 116 East Churchill Street, Baltimore, Maryland. I am the Acting General Manager of WMAR-TV, Baltimore, Maryland, a position I have held since July 17, 1993. Prior to being named Acting General Manager, I was Assistant General Manager. I was promoted to Assistant General Manager in May 1993, after serving as Director of Broadcast Operations for nearly five years.

2. I have been working full-time in broadcasting since I graduated from Carleton College in June 1980. I was a news editor at KSTP-TV in St. Paul, Minnesota from June 1980 through June 1981, and a news promotion specialist from June 1981 through December 1982. From January 1983 through August 1985, I was a writer/producer for WJLA-TV in Washington, D.C. In August 1985, I joined KHOU-TV in Houston, Texas, where I was Advertising and Promotion Manager until December 1987, and then Director of Creative Services until I joined WMAR-TV in July 1988.

3. While working, I continued my education and received an M.B.A. in marketing from The George Washington University in 1986. I also graduated from the Greater Baltimore Committee's Leadership Program in 1990.

4. As Director of Broadcast Operations for WMAR-TV, my position during the license term period (May 30, 1991 through September 30, 1991) (the "License Term"), I was responsible for directing all aspects of programming and production (except news programming and production), creative services, public affairs, and public relations. In accordance with my responsibilities, I supervised the Director of Public Affairs (Janet Covington), the Director of Public Relations (Maria Velleggia), the Program Manager (Tonie Wright), the Director of Creative Services (Kathleen Baylies), and the Production Manager (Harry Kakel). Each of these individuals reported to me on a regular basis.

5. As Assistant General Manager, I continued to be responsible for programming, production, creative services, public affairs, and public relations. In addition, I was involved on a daily basis in news, sales, engineering, and, to a lesser extent, business affairs. As Acting General Manager, I am responsible for all aspects of station operations.

6. I live in Baltimore, and am active here in the community. I have served, since prior to May 30, 1991, on the Board of Trustees of The Children's Guild, a school for emotionally disturbed children, and on the Board of Directors of Magic Me, an organization that runs a program through the schools matching teenagers at risk of dropping out with elderly residents of nursing homes in order to help the teens gain self-esteem. For three years (1990-92), I was a member of the Marketing and Communications Committee of Partners for Giving,

a non-profit organization that worked to raise the level of charitable giving, and I have been an active volunteer for the United Way of Central Maryland since 1988. I have been a member since 1991 of the Member Outreach Committee of the Greater Baltimore Committee, a business leadership organization, and I am now serving as co-chair. I have been a member of the Black/Jewish Forum of Baltimore ("BLEWS") since 1989.

7. I am very active in promoting education and educational opportunities for Baltimoreans. I am a member of the advisory board of the downtown campus of the Johns Hopkins University School of Continuing Studies (January 1991-Present), and I am the Maryland Alumni Admissions Coordinator for Carleton College (1988-Present). I am also a volunteer literacy tutor with Baltimore Reading Aides (1989-Present).

8. Professionally, I have been a member of the National Association of Television Program Executives since 1988, and was a member of Broadcast Promotion & Marketing Executives ("BPME") from 1983 to 1993. I received two BPME silver and bronze medallion awards for my promotion work. I also served as a member of the CBS Promotion Caucus from 1987-1988, and was a member of American Women in Radio & Television from 1985-1990.

9. Based on my observations as a member of these organizations and on my professional experience, I am familiar with the ordinary and customary practices in the television broadcast industry.

II. PROGRAMMING SUMMARY

10. During the Renewal Period, which the Presiding Judge in this proceeding has defined as the period from May 30, 1991 to September 3, 1991, WMAR-TV dedicated over 35% of its broadcast time to news and public affairs programs.¹ From May 30, 1991 to September 15, 1991, WMAR-TV regularly broadcast three and one-half hours of local news programs Monday through Friday. Beginning September 16, 1991, WMAR-TV effectuated an expansion of its early morning news program from thirty minutes to one and one-half hours, an expansion which was planned prior to September 3, 1991.² This expansion brought the total of regularly broadcast, locally produced weekday newscasts on WMAR-TV to four and one-half hours per day, more than any other

¹ This calculation is based on a review of the WMAR-TV Daily Program Reports from June 1, 1991 to September 3, 1991. The Daily Program Reports, copies of which constitute Attachment A hereto, are documents kept in the regular course of business that record WMAR-TV's programming as it was actually broadcast. The numerator of the fraction was derived from adding together the number of minutes of each WMAR-TV or NBC network news broadcast, news special, news special report or public affairs program broadcast on WMAR-TV during the Renewal Period. News magazine programs (i.e., "Expose," "Real Life with Jane Pauley," "Meet the Press," "It's Your Business" and "This Morning's Business"), the "Today Show" and WMAR-TV's broadcast of "CNN Headline News" were also included. Syndicated talk shows and children's programming were not included. The denominator of the fraction was derived by adding together the total number of minutes in the period from midnight, 12:01 a.m., May 30, 1991 to 11:59 p.m. on September 3, 1991. Commercial inventory was not subtracted from the time allotted to news and public affairs programming.

² Attachment B is a set of copies of documents which demonstrate that the expanded morning news program was planned prior to September 3, 1991.

station in the market according to TV Guide's listings of regularly scheduled programming for the period from September 23, 1991 to September 29, 1991. See Attachment C.³ During this time, WMAR-TV regularly broadcast 26 hours of news and public affairs programming, which was also more than any others station in the market.⁴ On the weekends throughout the License Term, WMAR-TV regularly carried one hour each day of local news on Saturday and Sunday. WMAR-TV also interrupted its scheduled programming with special news reports and bulletins, produced either by WMAR-TV or NBC, as breaking events warranted. These special reports included coverage of the attempted coup in the former Soviet Union during August, 1991. See Attachment A.

11. WMAR-TV regularly broadcast two local public affairs programs: "Front Page" and "2 the Point." "Front Page" is produced by WMAR-TV and was regularly broadcast during the License Term on Saturday evenings at 6:30 p.m. and was generally repeated on Sunday mornings. "2 the Point" also is produced by

³ Attachment C was prepared under my supervision and summarizes the program schedules of the commercial television stations licensed to Baltimore during the period from September 23, 1991 to September 29, 1991. Attachment C also sets out the regularly scheduled programming of all the Baltimore television stations during July, 1991 based on Nielsen grids and TV Guide data.

⁴ During July, 1991, WMAR-TV regularly broadcast 20.5 hours per week of local news and public affairs programming; WJZ-TV regularly broadcast 21 hours per week of such programming; WBAL-TV regularly broadcast 24.75 hours; WBFF-TV regularly broadcast 12 hours; and WNUV-TV did not regularly broadcast any locally produced news or public affairs programming.

WMAR-TV and focuses on minority issues. It was generally broadcast during the License Term on Sunday mornings.

12. In addition to WMAR-TV's locally produced news and public affairs programming, the station regularly broadcast three hours per weekday of NBC network news programming from May 30, 1991 to September 15, 1991. Included in this three hours is NBC's "Today Show," which is produced by the network's news department. Beginning September 16, 1991, WMAR-TV broadcast two and one-half hours of NBC network news programming per weekday due to the expansion of WMAR-TV's locally produced early morning news program. On weekends during the License Term, WMAR-TV regularly broadcast 30 minutes of network nightly news on Sunday and a one and one-half hour Sunday edition of the "Today" show.

13. Throughout the License Term, WMAR-TV broadcast the regularly scheduled NBC news programs "Real Life with Jane Pauley," "Expose" and "Meet the Press." WMAR-TV also carried news specials, including NBC's "First Person with Maria Shriver" on June 29, 1991, and WMAR-TV's locally produced "Town Meeting: Surviving the Streets" on September 24, 1991.

14. From May 30, 1991 to September 15, 1991, WMAR-TV broadcast the 30-minute business affairs program "This Morning's Business" regularly on weekday mornings at 5:30 a.m. On September 16, 1991, WMAR-TV moved this program to a 5:00 a.m. weekday slot. On Sunday mornings during the License Term, WMAR-

TV regularly broadcast the business affairs program "It's Your Business."

15. In addition, during the License Term, WMAR-TV regularly broadcast "CNN Headline News" from 2:30 a.m. to 5:30 a.m. weeknights and 3:00 a.m. to 5:30 a.m. on weekends.

16. WMAR-TV's news department maintained a news bureau in Annapolis, the state capitol, to cover state government activities during the License Term and through the present. This bureau's office was and is staffed by a full-time WMAR-TV reporter, Lou Davis, and a full-time photographer.

17. In light of the particular interest in the environment as ascertained by WMAR-TV, the station during the License Term and through the present dedicates a full-time reporter, Scott Broom, to covering this issue. His regularly scheduled reports are identified under the umbrella name, "Project Environment."

18. In addition to the programming that was included in the calculation of the 35% figure, many of the more than two thousand Public Service Announcements ("PSA's") which aired during the License Term ran outside public affairs and news programming hours. WMAR-TV also carried the syndicated talk shows "Donahue," "Sally Jessy Raphael," "The Oprah Winfrey Show," "The Jesse Jackson Show," and "The Montel Williams Show" during the License Term. These programs sometimes dealt with topics that were responsive to issues that WMAR-TV had ascertained as important in the Baltimore community.

19. During the Renewal Period, WMAR-TV regularly broadcast two locally produced programs in addition to its news and public affairs programming. One of these programs was "Turn It Up." This was a local variety and music show featuring talent from the Baltimore/Washington area which was targeted to minority youth. "Turn It Up" was produced by an African-American station employee who originated the idea. "Turn It Up" first aired on June 15, 1991. The other program, "Lift Every Voice," featured gospel and religious music by area church choirs.

20. Further, WMAR-TV broadcast regularly scheduled programs throughout the License Term that addressed the informational and educational needs of children sixteen years of age and younger, including "Romper Room," "K-TV" and "Captain Planet."

21. With the exception of the local morning news expansion, the amounts and types of news and public affairs programming offered by WMAR-TV did not change substantially after Scripps Howard acquired the station on May 30, 1991. Scripps Howard consistently supported and continued the station's prior efforts in these areas. I never received directions from anyone to change the station's public affairs programming in any way either in anticipation of a comparative renewal challenge being filed or as a result of the filing of the Four Jacks Broadcasting, Inc. comparative renewal challenge. No changes in the station's public affairs programming occurred

either before or after September 3, 1991 where concern about the effects of a comparative challenge to the station's license played any role in the decision.

III. ISSUES ASCERTAINMENT

22. WMAR-TV's management and staff participate in a number of types of ascertainment efforts as part of an ongoing process to determine the issues of concern to the Baltimore community. The results of those ascertainment efforts are then utilized to plan and implement the station's programming and public service activities.

A. Ascertainment Efforts

23. WMAR-TV's management and staff regularly conduct individual ascertainment interviews with a broad spectrum of leaders of the community and with members of the general public. In addition to me, the station personnel with this specific job responsibility and who conducted such interviews both prior to and during the Renewal Period included Arnold ("Arnie") J. Kleiner, the General Manager; Janet Covington, the Director of Public Affairs; Maria Velleggia, the Director of Public Relations; Bob Feldman, the News Director; Willy Walker, the Executive Producer; and Harry Kakel, the Production Manager.⁵ Ascertainment interviews were augmented by the daily input station personnel received from outside sources, including newspapers and other periodicals, radio, and other contacts with

⁵ Attachment D contains the resumes and other personnel information about these employees (except for Arnie Kleiner and me) taken from the station's files and kept in the ordinary course of business. The least experienced of these employees was Maria Velleggia, who began as Assistant Public Relations Director of WMAR-TV in 1985. The most experienced was Janet Covington who started at WMAR-TV in 1948 and served as Public Affairs Director of WMAR-TV from 1975 through 1991.

individuals in the community. WMAR-TV encourages employees at all levels to participate in the process of ascertaining community issues and help develop issues-responsive programming. It was my responsibility, with Mr. Kleiner, to ensure that WMAR-TV maintained contact with a wide range of groups in the community. The station undertook affirmative efforts to maintain close contacts with church and community group leaders representing minority group interests, among others.

24. In addition to my other ascertainment efforts during the Renewal Period, I read the Baltimore Sun daily and the Baltimore Business Journal weekly, plus I received and regularly read approximately six publications addressing community issues, including the Citizens Planning and Housing Authority's newsletter (published quarterly); the Action for the Homeless newsletter, Homefront (published quarterly); the Maryland Food Committee Monitor (published monthly); and periodic reports from the Children's Guild. I have been reading these publications since at least 1989, and they have provided information about the Baltimore community and contributed to programming decisions at the station.

25. Further, through my involvement in the community during the Renewal Period, I was able to maintain a continuing, informal dialogue with community leaders and members of the general public about community issues. The knowledge that I gained from those discussions was considered in and served as

a backdrop for all programming decisions in which I participated.

26. The more formal individual ascertainment interviews were conducted in various locations, including the station, the interviewee's place of business, or some other mutually agreeable location. The topics discussed at each ascertainment interview depended on the concerns of the interviewee and any organization the interviewee represented.

27. If the ascertainment interview was conducted by someone under my supervision, that individual usually would give me a verbal report about the interview. This report would either be given to me during a one-on-one meeting or, more typically, during a weekly staff meeting I held with the station employees I supervised. At this weekly meeting, called the "Barr Group," the six people I supervised reported to me on their areas of operations including the ascertainment efforts they had made during the preceding week. The participants in the Barr Group meetings during the Renewal Period were Harry Kakel, Janet Covington, Maria Velleggia, Kathleen Baylies (Director of Creative Services), Dave Horner (the Art Director), and occasionally Tonie Wright.

28. With respect to ascertainment interviews conducted by a department head, the interview often would be discussed at the weekly department head meeting or in informal luncheon meetings that were held frequently in Mr. Kleiner's office. The participants in the department head meetings during the Renewal

Period were Arnie Kleiner, the General Manager; Bob Feldman, the News Director; Joe Bruno, the Engineering Director; Bob Imhoff, the Controller; Nancy Schachnovsky, the Human Resources Director; Howard Zeiden, Director of Sales and Marketing (until August 20, 1991); Kathleen Baylies, Director of Creative Services; Maria Velleggia, Public Relations Director; and myself. At the department head meeting, each participant gave a brief report of issues and developments in his or her area and information was exchanged informally among the managers.

29. At both the Barr Group meeting and the department head meeting, the participants would discuss, among other things, the issues that had been ascertained and possible responses by the station, including programming, to those issues.

30. The weekly department head meetings were augmented by a monthly department head report, which the other department heads and I each submitted to Mr. Kleiner to use in his monthly General Manager's report. My monthly department head report normally contained information on public affairs, programming, and production. My monthly report discussed any special programming that was being planned or had recently been produced or broadcast. My monthly report also explained the reason for the special programming and whether it was in response to any ascertained issues. These department head reports were not routinely kept in the ordinary course of business.

31. In addition to the above ascertainment procedures, I received regular daily feedback on what issues were of primary

concern in the community from the station's full-time Public Affairs Director, Janet Covington. The Public Affairs Director's responsibility includes being aware of the issues that are of paramount concern or interest in the community at any given time. Ms. Covington's ascertainment reports to me were based on her personal ascertainment efforts that were undertaken in the context of her job, information she received from other station employees regarding their individual ascertainment efforts, and any Community Advisory Board (see infra) meetings held during the relevant time period.

32. Issues that affect a community do not remain static throughout a particular quarter. Instead, those issues change and evolve constantly. A television station must respond to those changing issues as they arise. Ms. Covington's daily visits to my office gave immediate feedback to me on community issues. These discussions helped station management stay abreast of community issues as those issues developed so that the station could make prompt programming responses to developing issues. For example, Ms. Covington's community contacts played a role in the decision to produce the September town meeting, "Surviving the Streets," (discussed infra) which was a subject of our ascertainment discussions during July and August of 1991. Another important part of the process of sharing issues ascertainment efforts with management was that frequent informal discussions occurred among Mr. Kleiner, Ms. Covington, Ms. Velleggia, myself, and the other station

personnel who were involved, some frequently and some infrequently, in the ascertainment process.

33. Issues ascertainment is a standard part of the operation of WMAR-TV, and the various informal discussions among station personnel and between station personnel and members of the community that are part of issues ascertainment are likewise a part of the day-to-day operation of the station. For example, Ron Shapiro, a prominent Baltimore attorney active in civic affairs, met with me on a weekly basis, including during the Renewal Period, to discuss the program he hosts, "Front Page." Mr. Shapiro served as an excellent source of information about civic and community issues. Separately, Reverend William Calhoun, pastor of Trinity Baptist Church and then a member (now president) of the Interdenominational Ministerial Alliance (a longstanding organization of prominent local religious leaders), participated weekly in the taping of WMAR-TV's locally produced inspirational gospel music show, "Lift Every Voice." On a regular (at least monthly) basis (including during the Renewal Period), he stopped by my office before taping the show to discuss issues which he would identify as of concern to the community.

34. The preparation of the issues/programs list also played a role in the ongoing ascertainment process. Its preparation focused my attention on the issues we had addressed in the previous quarter and served as the starting point for the next quarter's programming decisions.

35. The documents in Attachment E summarize 114 of the ascertainment interviews conducted by selected station personnel during the License Term (86 of these interviews occurred during the Renewal Period).⁶ Although it is impossible in many cases to tie specific meetings to specific programming, a number of the documents in Attachment E tie ascertainment interviews to specific news, public affairs programming, or PSA's. For example, among the ascertainment interviews discussed in Attachment E was a meeting between Norm Taylor, President of the United Way, and Mr. Kleiner on May 31, 1991 that led to airing a series of PSA's for the United Way Campaign during the License Term. See Attachment E at 1.

36. Page 10 of Attachment E reports a meeting Arnie Kleiner, Janet Covington and I held at WMAR-TV on June 6, 1991 with Dr. Sam Banks of the Baltimore City Public Schools and Hilton Bostick of the Oliver Community Association. The topics discussed at the meeting were the need for more positive images of African-Americans on television and the impact of the rising tide of urban violence and death on minorities. In part as a

⁶ The material in Attachment E was originally prepared in 1992 under my direction from information gathered by individuals working under my supervision. In preparing the attachment, I relied upon my own calendar and recollections and the calendars and recollections of Arnold Kleiner and Maria Velleggia. In addition, I relied upon discussions with and notes of Janet Covington, the former Public Affairs Director. At that time, Ms. Covington already was a former employee of the station who had volunteered to help me on her own time and who had kept these notes in her possession when she left the station. It did not occur to me to preserve Ms. Covington's handwritten notes after our discussions.

result of this meeting, both "2 the Point" and "Front Page" covered these subjects on numerous occasions in 1991 and 1992. For example, the August 11, 1991 edition of "2 the Point" profiled volunteer efforts to preserve an historic African-American cemetery. See Attachment F.⁷ The September 14, 1991 edition of "Front Page," planned during the Renewal Period, contained a story on a conference of African-American businesses. See id. Both of these programs served to promote positive images of African-Americans.

37. The issue of rising urban crime was addressed in, among other programs, a WMAR-TV Town Meeting on September 24, 1991 entitled "Surviving the Streets." See id. In this program, which was planned and scheduled during the Renewal Period, the Maryland State's Attorney, crime victims, law enforcement personnel and local citizens discussed the effects of crime and how to reduce crime in their communities. Id. The program featured three remotes from different neighborhoods in Maryland which enabled members of neighborhood watch committees to participate in the live meeting. Id. In addition, law enforcement officials answered viewer calls. Id. This Town Meeting simultaneously served as programming responsive to the issue of crime and as an ascertainment effort in its own right in that it allowed ordinary citizens, local leaders, experts, and station personnel to interact on this important issue.

⁷ Attachment F contains WMAR-TV's issues/programs lists for the second and third quarter of 1991.

38. Further examples of ascertainment efforts that can be tied directly to particular programming include a June 14 meeting that Rick White and I held with Craig Rocklin, the development director for Magic Me, a mentoring program for at-risk youth, that led to PSA's being produced to promote the organization and a three-part news series on Magic Me that aired in September and October of 1991 and was repeated with discussion on "Front Page" in October, 1991. See Attachment E at 18. In addition, on August 14, 1991, Maria Velleggia held a meeting with Mindy Mintz of East Baltimore Resources that ultimately led to Ms. Mintz's participation in WMAR-TV's December, 1991 Town Meeting "Surviving the Pink Slip." See Attachment E at 74. Additional examples of WMAR-TV's issues responsive programming are discussed, infra, in the section "Response to Ascertained Needs."

39. In sum, a decision to do some type of issues responsive programming typically was made based on a series of meetings, often with various community leaders, rather than on a discrete meeting that resulted in a discrete program. Likewise, a single ascertainment interview might cover a wide range of topics that would be covered in various programs. Issue ascertainment was and is a fluid and ongoing process rather than a mechanistic procedure in which a specific meeting and a specific program always can be tied together.

40. To augment WMAR-TV's ascertainment process, the station joined the Baltimore Broadcasters Coalition during the

Renewal Period at the express direction of Richard Janssen, then President of Scripps Howard Broadcasting Company. The Baltimore Broadcasters Coalition conducts joint ascertainment efforts. The first such meeting after WMAR-TV joined was not held until after the License Term.

41. Scripps Howard policy required that a written quarterly ascertainment report be prepared and forwarded to corporate headquarters by each television station, but WMAR-TV was given some time after the purchase to adjust its reporting practices to Scripps Howard's more formal approach. As a result, a written ascertainment report was not prepared or forwarded to Scripps Howard for the License Term, to the best of my recollection.

B. The Community Advisory Board

42. Since before I arrived at the station in 1988, as part of its regular ascertainment process, WMAR-TV has utilized a Community Advisory Board (the "Board"). The Board is composed of individuals who are leaders in various groups and organizations in the Baltimore community.⁸ The Board meets with station management approximately six times per year to discuss issues of concern to various segments of the Baltimore community. Although the Board was in existence throughout the Renewal Period and individual members offered advice to station

⁸ Attachment G is a list prepared under my supervision of the persons who were members of the Board throughout the License Term.

personnel during that period, no formal meetings were held during that time due to scheduling difficulties.

C. The Issues/Programs List

43. For each quarter during the License Term, the Program Manager, Tonie Wright, prepared the station's issues/programs list. To accomplish this after each of the second and third quarters of 1991, Ms. Wright received program descriptions from the station's news and public affairs program producers on the programming the station had presented in response to ascertained community needs. It was the responsibility of the producer to identify the issue to which the programming had responded. After preparing the list which demonstrated how the station's programming was tied to specific issues, Ms. Wright submitted it to me for review. Following my review, the issues/programs list was placed in the station's public inspection file and a copy was sent to Scripps Howard's corporate office and to station counsel.

44. In the third quarter of 1991, as a result of the acquisition of the station by Scripps Howard, there was a change in the types of programming included in the issues/programs list. Beginning with the third quarter of 1991, WMAR-TV became more selective in the type of programming included in its issues/programs list.

IV. RESPONSE TO ASCERTAINED NEEDS

A. General Practice

45. WMAR-TV consistently directs its news, public affairs, and public service programming to respond to community needs as identified in its ascertainment efforts. This practice was followed throughout the License Term.

46. After ascertaining what issues were of concern to the community, the station's management determined what the appropriate response should be to the issues raised. In other words, we determined whether an issue should be addressed in a news report, on a public affairs program, as an editorial, through PSA's, as part of a town meeting, or in some other manner.

47. One of the sources we used in planning the next quarter's public affairs programs was the last quarter's issues/programs list, because the list identified those issues that were found to be ascertained needs in the community during the past three months.

48. With respect to public affairs programming, in consultation with the Public Affairs Director and generally based on discussion of the issue with other station personnel, I generally made the determination as to what was the best format for dealing with each particular issue. These discussions would include the people affected by the issue, the information available on the issue (including the programming the station had already offered on that issue) and the

appropriate responsive programming. Once the determination to produce a program was made, I contacted the appropriate individual on the programming end. If, for example, we determined that an issue would be a good subject for a particular public affairs program, I contacted the producer of that program.

49. An example of the way in which ascertainment results were translated into programming was a regularly scheduled meeting with Mike Convry, the producer of "Front Page," to discuss the issues to be addressed in upcoming episodes. This meeting enabled Mr. Convry and me to discuss issues that the station ascertained had arisen in the community and whether "Front Page" was the appropriate forum in which to respond to those issues. Once it was decided that an issue should be addressed in "Front Page," Mr. Convry did the production work associated with the program.

50. If we determined that the issue should be the subject of an editorial, I presented it to the Editorial Board, which is comprised of seven or eight persons from different departments at the station and chaired by the Public Affairs Director. The Editorial Board meets weekly and did so during the Renewal Period. At each meeting, proposed topics are discussed, with an emphasis on the timeliness of the subject and the probable interest in the subject to the community. Any member may propose a topic for an editorial. A democratic decision is then made by the Editorial Board as to which