

Washington, D. C.
May 21, 1943.

Mrs. Lyndon B. Johnson,
Radio Station KTBC,
Austin, Texas.

Dear Bird:

Got your note on the furniture for the studio. I did not expect you to go into such detail but I do want to insist that the desks, pianos, chairs, draperies, and everything be new looking, bright and modernistic. We must go now from one extreme to the other - from the old to the new, from the dirty to the clean, from the drab to the bright - and I know you, Mother, Betty, with Harfield's assistance, can make each nook and corner look swell. The point I want to emphasize is that you should

(1) Not worry about this initial expense. Remember the looks of the place for years will be determined by it.

(2) Be sure to start your renovating now and start purchasing your drapes, office fixtures, etc., in order that they will be ready by June 1st when you move in. I am extremely anxious that we get in the building on that date. Tell Harfield to follow through on the equipment inventory and start trying to rush the manufacturer for delivery on all items. Be sure that we have more than adequate supply of tubes (I believe that is what we burn out) and the other things that we may need on short notice. I am fearful that in the next 60 days we will be unable to get a lot of this stuff and we better invest some extra money and stock up now.

I am particularly anxious that something be done about working over the sign and having an attractive sign painted on the glass window facing the Internal Revenue Building. I hope Harfield will be able to work out a space in the window to use for pasting news hourly as it comes off the ticker. I would like for all the people in the City Hall, Federal Building, etc. to get the habit of walking by our front, stopping to look at the happenings of the world that we have pasted up in the window.

All of the suggestions I make, of course, are subject to Harfield's approval, and if he doesn't agree, just throw them in the waste basket.

I am sending you a number of pictures. I am going over my personal belongings in the office and will send you some more desk pads, blotters, etc., that you can use in the office. Wilton can probably help you some on these little things. If I were you I would set a budget of the few hundred dollars necessary and take it out of the \$3000 you got from Alabama, and go ahead and have the piano renovated, etc. and purchase the new stuff.

Now for the advertising. We should have a well-planned program from week to week. I don't want it just to be a spasmodic something that we get up Wednesday night for Friday release. One of the first things I think we should do is prepare a letter to be mimeographed (we can mimeograph it here or if Harfield wants to, we can actually ship him my personal mimeograph machine for use in the station). I think the letter should be from you to the thousand business and civic leaders in Austin, and perhaps Williamson, Bastrop and Hays Counties. It should read something like this:

"Dear Mr. Smith:

"We live in a progressive section of a live State. Big people, progressive individuals, make up our citizenry. We will not stand still. The Census Bureau says our section is among the top areas in the United States likely to retain its growth and continue to develop and progress. Radio will certainly play its part. As the operator of 'Central Texas' Most Powerful Voice,' Radio Station KTBC, I am determined to give our Capital City and the Central Texas area a modern, progressive, top-flight radio station.

"I just wanted to drop you this note to tell you that I have selected as General Manager of this live organization Harfield Weedon, one of the Southwest's best known radio personalities. For the past ten years he has worked exclusively in Texas radio. His experience ranges from that of announcer on a 100 watt radio station to General Manager of Segall and Weedon, Inc., an advertising agency that in two short years before Pearl Harbor grew to where it was placing more radio programs than any other agency in Texas. He has been associated

with Radio Stations WFAA in Dallas, KTRH in Houston, and KTAT in Fort Worth, as well as other smaller stations in the state. At one time he was Program Director of the Southwest Broadcasting System. With his long experience in Texas radio production and sales, we feel he is fully qualified to head the new KTBC.

"For Program Director and Chief Announcer, I have selected John Hicks, formerly of WBAP, Fort Worth, WLW, Cincinnati, and more recently of KRLD, Dallas. He is well-known all over the state for his announcing and newscasting, as well as his ability as a writer and producer.

"Both Mr. Weedon and Mr. Hicks are former students of the University of Texas, and as such, are thoroughly familiar with the city and what it takes to do a radio job in the Austin area.

"I am attaching a brief about vital facts of this area, including radio markets, retail sales, etc. I shall personally appreciate your dropping by our new studio in the modern air-conditioned Brown Building and giving us the benefit of your advice and suggestions on our city and section. I hope you will have occasion to meet Harfield personally.

Sincerely,

"P. S. Won't you tune your radio to 1150 and give us any suggestions you have concerning the good and the bad?"

The letter should be signed Claudia T. Johnson. Harfield could then follow this up with systematic personal calls at the rate of ten or twelve daily for the next one hundred days. Of course, after the letter reaches everybody we should get a story in Gordon's column and in the news announcing the appointment of Harfield and Hicks; then the addition of Columbia; then adds on Columbia's stars and outstanding local programs.

I had lunch yesterday with the former advertising manager of Life Magazine who is here with OWI on leave. He told me he thought we should have a new national representative, suggesting Free & Peters, and stating he and Mr. Peters were personal friends and he would put in a plug for us in order that Peters would take a very personal interest in our station and try to get us in some purchasers' doors. I don't want to do anything on this until Harfield gives me his recommendations, but if he thinks we ought to move on it let me know.

I think it would be unwise to use billboards but I definitely feel that we should use the weeklies over a period of three or four weeks, the American Statesman, and our own spot announcements. I was thinking it would be a very good idea to put showcards in all the buses. I have a double idea on this. It will ultimately bring us some advertising from the transportation people and from my very limited experience I think it is a good medium.

We will not know anything about Columbia for several days. Bill Clark is due today and we will probably get up to New York the early part of the week. We are still working on night-time and it now appears that the report we got on XEAZ, which operates on 590 kilocycles from Reynosa, will determine how successful we can expect to be on this application for 1000 day and 250 night for the duration, going to 5000 day and 1000 night with directional after the freeze order is removed. XEAZ lists itself now as operating with 5000 power in the daytime and 250 watts at night. If this listing is correct and they actually operate with 5000 in the daytime our chances are pretty slim. My engineer here believes their listing is incorrect. He thinks they either operate with 5000 watts in the daytime and don't know when sundown comes, meaning 5000 day and 5000 night, or they operate at 250 day and 250 night. That was one of my reasons for calling you the other night. When they finally located you the next day they were ringing the bells for the yea and nay vote and I had just about 30 seconds to make it. I want somebody in our organization to carefully monitor XEAZ on 5000 for the next 48 hours with a strong station and discuss it by airmail letter to me Monday just how the reception is during the daytime and the nighttime and give me their estimates on the power this station has. Of course, it must all be very confidential. I will probably call you about this before this letter reaches you because I remember now you are going to Marshall this weekend.

Now for the finances. I have asked Neal Sheffield immediately upon his return to Austin to get with you and Harfield and try to set you up a very simple, accurate system of books that anyone can keep. I want to change our financial statement form considerably. For instance, under income I want it broken down considerably into local, regional, national, and probably some of the bigger accounts. Under the depreciation account item, instead of having a monthly depreciation of \$57.29, I think the \$30,000 should be depreciated over ten years, meaning \$3000 per year or a depreciation of \$250 per month. I want to be sure that an adequate reserve is set up for all forms of taxes, including income taxes, and that we be sure the reserve is more than enough.

I am attaching for your confidential information the amount of the power bill on KRIS, 8000 watt day and NIGHT station at Corpus Christi. You can use this figure in strict confidence with Walter Seaholm and Tom Miller and approach them along the line of how to reduce the power bill because we are losing considerable money in our operation. I think by asking for their judgment and advice that Walter Seaholm can and will find a different rate to put us on, and we can save a few dollars that way.

*This is not
attached.
Mr. J. said
he would
see it
tomorrow.*

While I am on the subject of accounts I want you and Harfield to put Escoe on the approximately 70 or 80 individual accounts receivable and make him (1) collect them or get an acknowledgment with a plan to pay, or (2) adjust them in accordance with the contracts he has in the file or (3) write them off. My reason for this is that after Escoe is gone a few days from now, I don't want Harfield to attempt to collect an account from someone and have them say they don't owe it or didn't authorize it. Escoe must clean up these old accounts and the ones he doesn't we must write off and forget. Now that you have the \$3000 you should follow the same procedure on the accounts payable. As I remember it, all the old bills have been paid except Mimms, and that should be worked out. In any event, on June 1st, I don't want us to owe any bill that dates back further than 30 days, and I want the auditor to be sure that he has a correct list of the accounts payable and shows that we don't owe anybody. The last two items, accounts receivable and accounts payable, are most important. Be sure that we have in our files a letter from NBC, Schwartz Barron and Mimms Radio, etc, showing that we have discharged all our obligations.

I hope, too, you are checking with Ed and Everett and that you be sure the law suit has been settled or that you know the definite plans in that direction. Also, thank Ed profusely for the help and advice he gave you in the TUCC matter, and work out the exact amount you owe them and pay it quickly in order to be sure that we don't continue to pay additional interest.

Your judgment on the Walker National accounts, the Driskill and the El Charo deal is excellent. I admire more than you know the fine work you have done on these items.

The last but not least thing, I want you all to get busy on right quick is for Harfield to work up a lot of prospective purchasers of time in Dallas and Houston. He could do this probably by monitoring some of the stations in those places and checking the products advertised that are also sold in our area. By listing the names of the manufacturers and the advertising agencies on a two or three page list by cities it may be that some of our friends can be helpful when I am down there next week. We must add two or three thousand dollars a month to our revenue if we are to get over some of these humps and get some of this money back on deposit that has been advanced. This, of course, will mean that we will have to have some program ideas to give some of the potential institutional advertisers, and it occurs to me that we should outline a 30 minute war bond program of some sort and then get 10 or 12 big outfits to sponsor and state they are sponsoring it or state nothing if such procedure is cricket.

I thought your staff meeting was excellent.

I hope Harfield has his feelers out at every station in Texas for a top sales manager and three or four potentially top salesmen. I have no doubt but what Harfield and Hicks can do a top job, and if Harfield had time he could run the sales end but I am afraid he is going to be kept so busy over the state, making local contacts, handling national contracts here and in New York, that I am afraid he will have to rely largely on his sales staff.

I am sure everybody's moral is high because of the perfect job you have done, and I hope by the time this letter gets there Harfield and Hicks and the rest are staying on the job 18 hours a day, putting new ideas in the pot, and executing them without procrastination.

I am enclosing my check for \$300. It is all I can spare at the moment. Use it for anything you want to.

I don't think you have any idea about what a good job you have done, how much you have improved what you already were, namely, perfect, and how much I admire, respect and LOVE you. I am going to try to leave here next Saturday. Will probably have an investigator or two of mine accompany me. Will have to visit Houston, Corpus, Dallas and McAlester, Oklahoma during the two weeks I am off, as well as speak at Georgetown on May 31st. I am trying to make plans for Mary to go to Texas too and have a little rest. However, I can't make anything definite until I know just what the House program will be. Probably if she does come down we will keep her busy on the telephone talking to job hunters, etc.

I think every day after Harfield gets through seeing people he should drop them a little note that night telling them "it was good to see you. We are at your service. If I can do anything in the radio field or anything else on your problems, drop by the studio." He should send out a few letters like this every evening because it will be different and noticed and appreciated. It might be a good idea for you to talk to Wilton and see if Marie Lindau or someone else of that type who is loyal and efficient won't come by from 5:30 to 7:30, take his dictation and get the notes out to potential national advertisers and local people and regional advertisers. We can pay her a very small hourly rate for this, and I am sure she would be glad to make the contribution. If you decide to get out the thousand letters we can do a lot of work here, and I am sure Nellie, Sugar and some of the other girls would be glad to help down there.

I do not plan to come back here for more than a day between the time I leave and come back June 15th. I am going to let Zepher leave for her two weeks vacation. John is getting married about the first of June. These things bother me but I am working them all out to your satisfaction, I think.

I write you something nearly every day or plan to call you and then get scared you will fuss at me for spending the money but your letter indicated that you do not hear from me as often as you want. If you think you are on a 24 hour schedule you should be here following my footsteps during the last month.

God bless and keep you. I hope you can carefully go over each paragraph of this letter, making yes and no decisions, and let me know what your decision is before I come or have it ready when I get there. I am addressing this to you but am writing a note telling Harfield to open it, if you are in Marshall, and get the gist of it.

Love and kisses,

Lyndon
Lyndon B. Johnson. *en.*

P. S. I wish you would tell Mr. Perry that you would appreciate very much his inviting a few of yours and his friends for a drink some evening at the Country Club or his house in order that you and Harfield can at least meet them. You are not to talk business but it will give Harfield a chance to meet people like Scarbrough, Tom Davis, Theo Davis and others who can and should help him on advertising. Try to get up your nerve and have Mr. Perry arrange this meeting Wednesday or Thursday before I get down there.

LBJ

Dictated but not read by L.B.J.

Paul Anderson

Broadway

Chapman Co.

Marion - Oak

Kanawha - Oak

Love and kisses,

Lyndon B. Johnson

P. S. I wish you would tell Mr. Perry that you would appreciate very much his inviting a few of yours and his friends for a drink some evening at the Country Club or his house in order that you and Harfield can at least meet them. You are not to call. Business but it will give Harfield a chance to meet people like Goodrich, Tom Davis, Tom Davis and others who can and should help him on advertising. Try to get up your nerve and have Mr. Perry arrange this meeting Wednesday or Thursday before I get down there.

Richardson but not me by C.R.J.