

2013 Ambassador Guide



BRINGING CLARITY TO POLITICS





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Contributions to Clear Channel PAC are not tax deductible. All contributions are voluntary and you may refuse to contribute without reprisal. The guidelines are merely suggestions. You can contribute more or less than the guidelines suggest, Clear Channel will not favor or disadvantage anyone by reason of the amount of their contribution or their decision not to contribute. A legal maximum of \$5,000 may be given to the PAC in a calendar year. You must be a U.S. citizen or a green card holder with permanent resident status to participate. Contributions by foreign nationals are not permitted. Contributions to the PAC will be used for political purposes.

WELCOME LETTER

Dear Clear Channel PAC Ambassadors,

On behalf of Clear Channel PAC, thank you for agreeing to participate in the Clear Channel PAC Ambassador program. By increasing our PAC's revenues and membership percentages, we will be able to effectively keep policymakers informed about our businesses and support candidates who understand the critical importance of Clear Channel's role in the communities in which we all live and work - which are also the communities they represent.

Clear Channel PAC has had a positive 2013 because of PAC members like you, and we are continuing to focus on the goal that I set earlier this year for Clear Channel PAC to more than double in size by the end of 2014. Because of your commitment to Clear Channel PAC, I believe we will reach our goal.

The Clear Channel PAC Ambassador's Guide will provide you with the tools and information necessary to effectively introduce Clear Channel PAC, including best practices and sample materials. If you have any questions, or would like more information about the PAC or the Clear Channel PAC's Ambassador Program, please contact Misty Galvin, Clear Channel PAC Manager, at 210-832-3323 or mistygaltin@clearchannel.com.

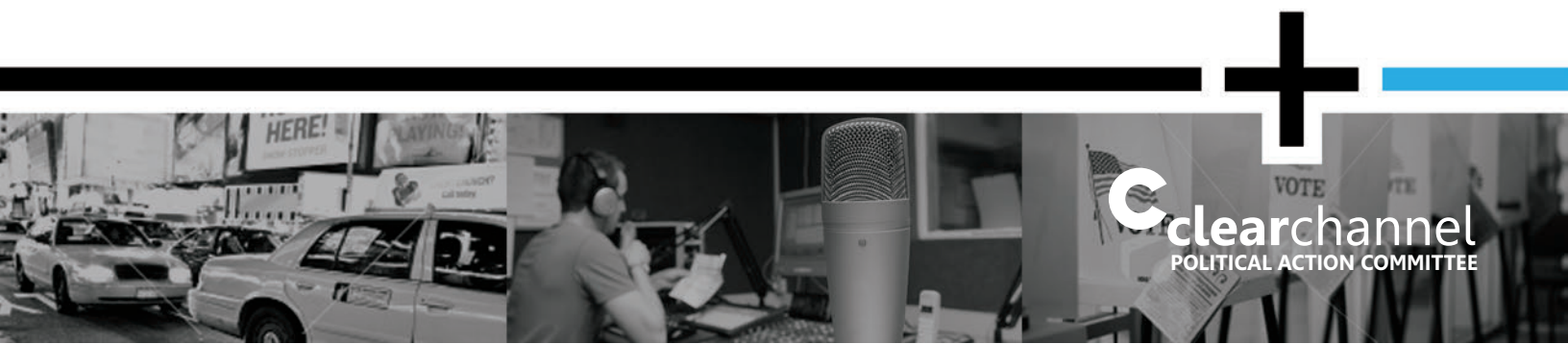
I appreciate your commitment to Clear Channel PAC and its future success.

Good luck and thank you for all that you do!

Sincerely,



Bob Pittman
CEO, Clear Channel



PAC AMBASSADOR KEYS TO SUCCESS

As a Clear Channel PAC Ambassador, you will help us to increase participation and contributions to our PAC, and in doing so play a critical role in helping our company support candidates who understand our issues and our industries. Through the PAC, we can educate key decision-makers about our company and its businesses. Fundraising can pose many challenges, and preparation will be key to your success. So as you conduct your outreach this year, remember three simple yet vital steps: **Educate**; **Request Participation**; and **Follow up**.

Educate

- Use and share the materials provided for you in this guide to help as you discuss the importance and purpose of Clear Channel PAC with your eligible colleagues.
- Understand and share legislative issues relevant to Clear Channel and our industry that might be of particular interest to you and your peers.
- Highlight the fact that they are investing in the future of Clear Channel by voluntarily participating in the PAC.
- Detail the benefits of involvement and emphasize the ease of joining.

Request Participation

- Once your prospects have been educated, be sure to make a specific ask for a contribution to Clear Channel PAC. This step is often overlooked, but is absolutely critical to your success.
- Remember that participation in Clear Channel PAC is voluntary. Be polite and sincere – but please remember the guidelines and appropriate tone as you make the ask.

Follow-Up

- Give your colleagues enough time to consider the information you have provided. After an appropriate period has passed, check in with them again to ensure you can answer any additional questions they may have.
- Provide all information promised in a timely manner.
- Send occasional reminders or updates to build relationships and increase participation.
- Do not over-communicate, since this can actually discourage participation. Make sure your prospects hear from you, but avoid pestering them.
- Our goal is to secure both long-term participation and loyalty to the program.

GENERAL FUNDRAISING DOS AND DON'TS

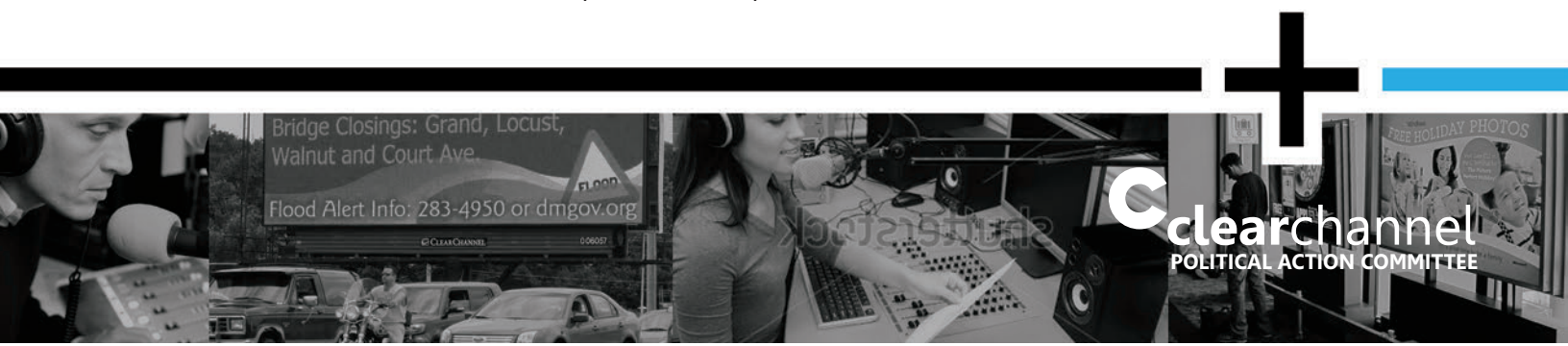
When communicating with prospective Clear Channel PAC contributors, it is important to be aware of the legal guidelines that Clear Channel PAC must abide by. The following list of “Dos and Don’ts” is easy to learn and imperative to follow. This list has been formulated with federal laws and effective PAC fundraising practices in mind.

As a solicitor, **Do**:

- Tell eligible employees about Clear Channel PAC and why they should get involved.
- Explain the purpose of Clear Channel PAC.
- Use testimonials to show personal reasons for joining.
- Tell them the following:
 - PAC Contributions are not deductible for federal income tax purposes.
 - Contribution guidelines are merely suggestions, and an individual is free to contribute more or less than the guidelines suggest.
 - An individual’s decision to participate, as well as, the level of participation is voluntary.
 - An individual’s decision not to participate will not disadvantage him/her.
 - PAC contributions are only used for political purposes (written disclaimer language will be provided).
- Ask them to participate. Actually making the ask is the most critical, but often forgotten, step.
- Thank employees for their time.

As a solicitor, **Don’t**:

- Solicit employees who are not eligible to participate in Clear Channel PAC.
- Use high-pressure sales tactics or threaten reprisals of any kind.
- Apologize for soliciting contributions for Clear Channel PAC, which plays an important role in our business and protects our interests.
- Directly solicit a direct-reporting employee or anyone at a lower level in your own department, or request that a supervisor do so.
- Suggest or imply in any way that an employee’s supervisor or upper management will know how much is contributed, except as provided through the Federal Election Commission’s (FEC’s) disclosure system.
- Try to answer questions if you’re not sure of the answer. Instead, contact Misty Galvin at 210- 832-3323 or mistygaltin@clearchannel.com in order to obtain accurate information and follow up with a response.



TELEPHONE DOS AND DON'TS

As a solicitor, **Do**:

- Use telecommunications to reinforce written appeals.
- Use a carefully-scripted telephone appeal.
- Routinely follow up with telephone pledges.

As a solicitor, **Don't**:

- Don't assume that all pledges will be collected.
- Don't be afraid to change scripts or lists if you happen to incur poor results.

FREQUENTLY ASKED QUESTIONS

What is a PAC?

A Political Action Committee (PAC) is an entity established and administered by a corporation, labor union, membership organization or trade association to provide financial support for candidates for elective office.

Corporations cannot provide direct political support to candidates. For this reason, the Federal Election Commission (FEC) allows PACs to be used as a means of providing individuals, who share common interests, a way to leverage financial contributions to candidates.

What is Clear Channel PAC?

Clear Channel PAC is our federally registered political action committee. Our platform is pro-broadcasting, pro-advertising and pro-business. The PAC contributes to candidates on a non-partisan basis whose views and actions on issues affecting our industries are similar to ours. Political affiliation is not a factor. Contributions made to Clear Channel PAC are not tax deductible.

FREQUENTLY ASKED QUESTIONS (CONTINUED)

Why is the PAC important?

Contributions given to Clear Channel PAC allow us to support candidates who represent issues of importance to Clear Channel. Because both CCME and CCO operate in regulated industries, it's critical that we are engaged in the political process.

If we're not, decisions that would have a very significant impact on our company will be made without our participation, and without our voices being heard.

That means that our company's future could be determined by others — competitors or those who don't understand our business or our important role in the lives of audiences across America — which could in turn stifle innovation and growth.

How much should I contribute to Clear Channel PAC?

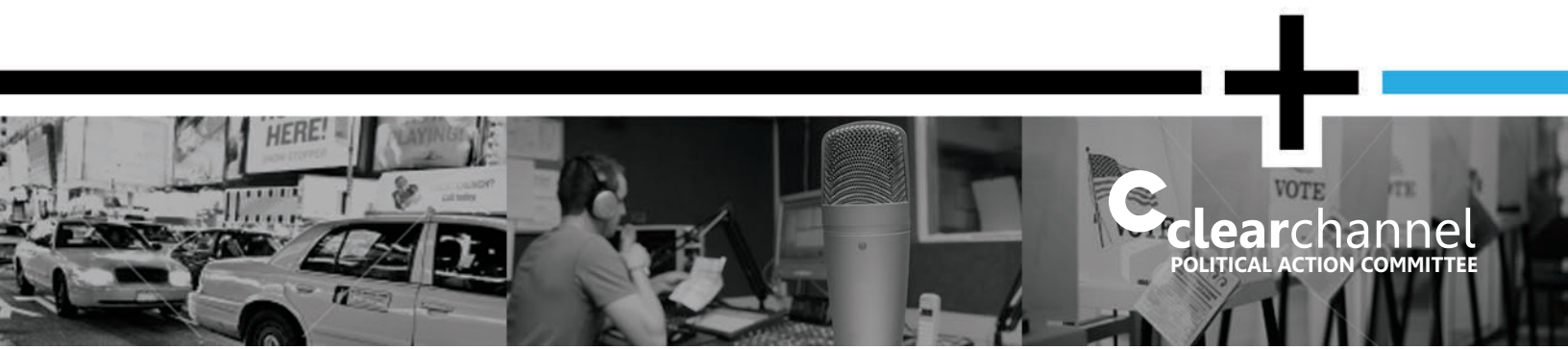
Every contribution, regardless of the amount, is important to the success of Clear Channel PAC. Below are some suggested PAC giving levels:

Position	% of Annual Gross Salary	Deduction (approx.)
Executive and Sr. Mngt.	1% of salary or \$5,000 annually	approx. \$75 - \$209*
Director/Upper Mngt.	½% of salary or \$2,000 annually	approx. \$25 - \$85
Manager/Associate	¼% of salary	approx. \$5 - \$25

*Chairman's Club

Please remember that these guidelines are only suggestions, and eligible participants may choose to give more or less, or not at all, and will not be favored or disadvantaged by reason of the amount of their contribution or their decision not to contribute.

Some contribution limits do apply; eligible individuals may contribute up to a maximum of \$5,000 per calendar year to the PAC. Clear Channel PAC may only contribute up to \$5,000 per election to candidates, \$5,000 to other PACs and \$15,000 to party committees per calendar year.



FREQUENTLY ASKED QUESTIONS (CONTINUED)

What are the benefits of involvement in Clear Channel PAC?

The real benefit of your PAC membership is the chance to make a direct impact on the political process. A strong PAC enables us to help elect government representatives who will create a better political environment for Clear Channel. Your involvement in Clear Channel PAC strengthens the standing of our company and our industries in Washington, DC.

Clear Channel PAC members receive:

- Special information and updates on politics, public policy and regulations affecting us all.
- A free subscription to the weekly electronic newsletter The Cook Political Report, which is written by political experts and is the most reliable, non-partisan, in-depth analysis of the political scene available today.
- It also includes participation in conference calls with political analyst Charlie Cook, during which PAC members are able to ask questions and speak one-on-one with Charlie.

What are the criteria for PAC contributions to candidates?

Our philosophy on giving is pretty straightforward. Clear Channel PAC is nonpartisan and supports candidates who support legislative and policy approaches important to our businesses, regardless of party affiliation. First and foremost, we look for individuals – on both the state and federal levels -- who share our policy objectives.

Clear Channel PAC contributions are evaluated by our Government Affairs team according to the following candidate criteria:

- Hold a leadership or committee role pertinent to Clear Channel's business interests.
- Have previously shown support of our company, or the media, entertainment or outdoor industries.
- Represent a region or demographic area relevant to the communities in which Clear Channel's employees live and work.

Clear Channel PAC also focuses on the balance between political parties.

How do I get involved?

You can enroll online by going to our registration page at:

<http://parc.clearchannel.com/PACRegistrationPage>. **Please note**, you may need to use Internet Explorer as your web browser to access this Clear Channel internal website.

If you have further questions, please contact Misty Galvin, PAC Manager, at 210-832-3323 or mistygaltin@clearchannel.com.



SAMPLE SOLICITATION EMAIL TO ELIGIBLE PEERS

From: <<NAME>>, <<TITLE>>
Subject: <<SUBJECT>>
Date: <<DATE>>
To: <<NAME>>, <<EMAIL ADDRESS>>

I'm contacting you today on behalf of Clear Channel PAC. Because of my personal commitment to the PAC, I've been selected as a Clear Channel PAC Ambassador – which gives me the opportunity to reach out to fellow colleagues like you.

The main purpose of Clear Channel PAC is to help elect candidates who support our industry. This enables us to strengthen the perception and position of our businesses in Washington, DC. As we continue on the path toward becoming a one-of-a-kind media company, it is crucial that we be engaged in the political process. If we're not, decisions that would have a very significant impact on our company will be made without our participation, and without our voices being heard. Our future could be determined by others — competitors or those who don't understand our business -- which could stifle innovation and growth.

Clear Channel PAC had a positive start in 2013, and we are continuing to focus on the goal that Bob Pittman set for us earlier this year: that Clear Channel PAC should more than double in size by the end of 2014 in order to have the most impact on issues important to our company,. With that in mind, we want to recruit more dedicated people like you to become PAC members and help us continue to keep policymakers informed about our businesses -- and our presence in the communities they represent, and where our employees live and work. This will help to ensure our future success and the success of Clear Channel PAC.

I hope you'll consider joining Clear Channel PAC, become more involved in the political process and enable us to meet our goals. To join, visit the Clear Channel PAC website here to enroll.

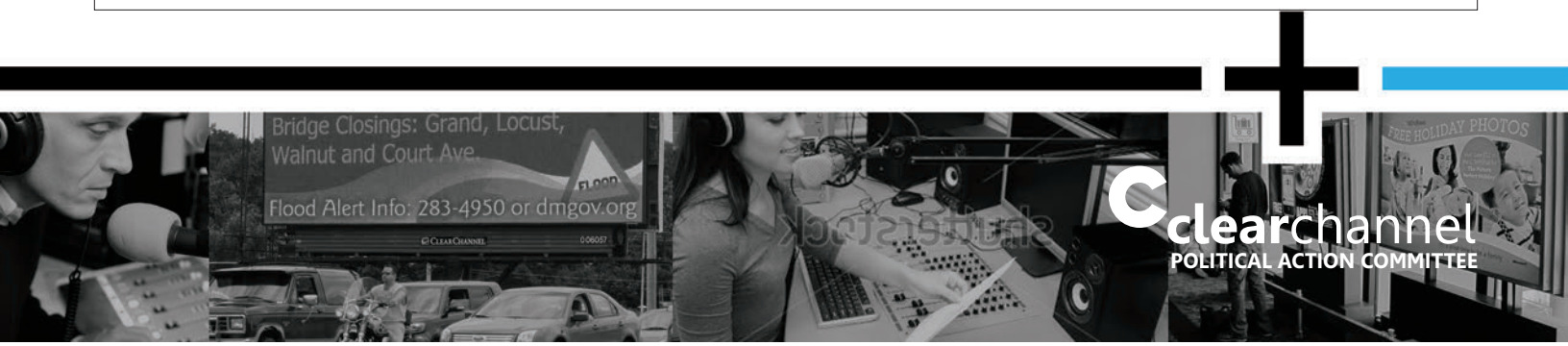
If you have any questions about Clear Channel PAC, please do not hesitate to contact me directly at <<phone>> or <<email>>; you can also contact Misty Galvin, our PAC Manager, at 210-832-3323 or mistygalvin@clearchannel.com.

Thank you for your support of Clear Channel PAC!

Sincerely,

<<NAME>>
<<TITLE>>

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SAMPLE SOLICITATION EMAIL REMINDER TO ELIGIBLE PEERS

From: <<NAME>>, <<TITLE>>
Subject: <<SUBJECT>>
Date: <<DATE>>
To: <<NAME>>, <<EMAIL ADDRESS>>

Within the past few days you should have received an email from me following up on our last communication and asking you to consider becoming a member of Clear Channel PAC. As I mentioned in my last email, Clear Channel PAC is an important tool in helping our company effectively reach and educate our important Washington, DC audiences.

Clear Channel PAC is focused on strengthening our business by supporting candidates who share our views on issues affecting our industry regardless of their political affiliation.

The importance of Clear Channel PAC to our company is immeasurable. The PAC is a vital tool in accelerating Clear Channel's growth opportunity, and helps us to positively position our company within the political arena.

With that in mind, we need your help. Please consider joining Clear Channel PAC today; with your assistance, we will be able to effectively keep policymakers informed about our businesses -- and the critical importance of Clear Channel's role in the communities in which we all live and work, which are also the communities they represent.

To join, visit the Clear Channel PAC website [here](#) to enroll online or access a printable form, which may be filled out and returned by mail to Attn: Clear Channel PAC 200 East Basse Rd. San Antonio, TX 78209.

If you have any questions about Clear Channel PAC, please do not hesitate to contact me directly at <<phone>> or <<email>>. You can also contact Misty Galvin, PAC Manager at 210-832-3323 or mistygaltin@clearchannel.com.

Thank you for your support of Clear Channel PAC!

Sincerely,

<<NAME>>
<<TITLE>>

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SAMPLE SOLICITATION CALL SCRIPT TO ELIGIBLE PEERS

Hi. This is <<NAME>> from [name your division, BU, or market]. I'm a supporter of Clear Channel PAC, which helps to support candidates who understand the issues important to our company. I'm also a PAC Ambassador, which is why I am reaching out to you today. Are you familiar with the company's Political Action Committee, Clear Channel PAC?

(Familiar): Great! (Skip to Info section)

(Not Familiar): Let me give you a quick description. Clear Channel PAC is our company's federally registered political action committee. Our platform is pro-broadcasting, pro-property and pro-business.

INFO

As you know, the political climate is constantly changing in this country. It is important that our industry has resource in Washington focused on looking out for our company's interests. The PAC helps build relationships with government leaders who can influence policies that affect Clear Channel, and plays a role in shaping policy decisions.

By helping policymakers understand Clear Channel's businesses, and the contributions we make to the communities in which we live and work, we strengthen our position within the political sphere and our industry. Can we count on you today to make a personal investment in Clear Channel PAC?

(Yes): Great! Contributing is easy through payroll deduction! I can email the link to you, or if you want to jot it down, the Clear Channel PAC registration website is <<information>>. (Go to thank you)

(Maybe): Thank you for considering it. Let me know if you have any questions or concerns I could help you with? Would you like more information? Should I follow-up at a later time? (Go to thank you)

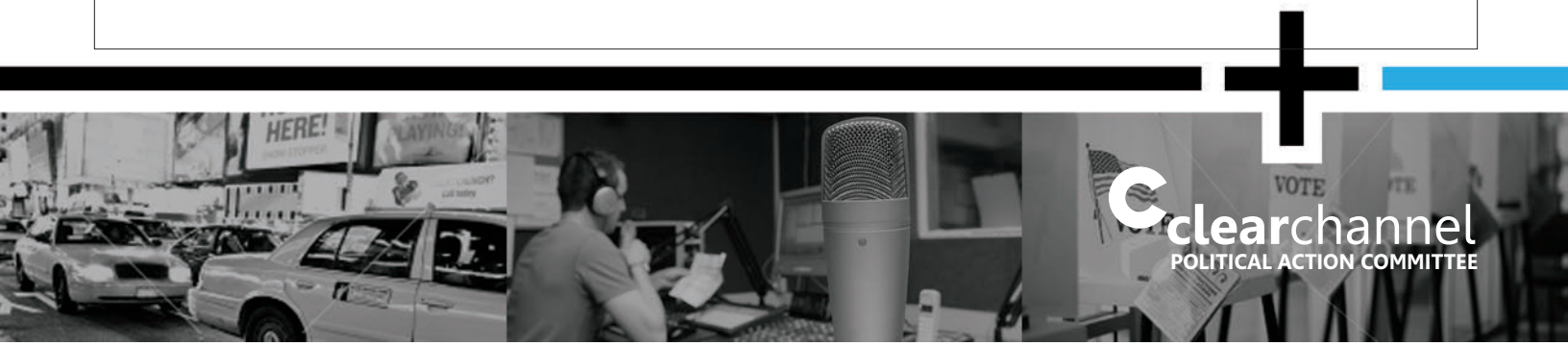
(No): Thank you for considering it. If you have any questions or would like more information about Clear Channel PAC, please feel free to contact Misty Galvin, PAC Manager at 210-832-3323 or by email at mistygaltin@clearchannel.com.

Before we go, federal law requires that I notify you of the following:

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[Thank you]

Thank you for your support of Clear Channel PAC! If you have any questions please feel free to contact Misty Galvin, PAC Manager at 210-832-3323 or by email at mistygaltin@clearchannel.com. I appreciate your time. Have a nice day!





200 East Basse Rd
San Antonio, TX 78209

FOR MORE INFORMATION CONTACT:

Misty Galvin
Clear Channel PAC Manager
(210) 832-3323
mistygalvin@clearchannel.com



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