



**POLICY  
AND  
PROCEDURE  
MANUAL**

**ROBERT M. ROSENTHAL**  
**SPIRIT OF AMERICA TOUR**  
Robert and Nina Rosenthal Foundation, Inc.  
4444 Riverside Drive — Suite 303  
Burbank CA 91505  
818-559-2480 — Fax: 818-559-2488  
[rosenthal@spiritofamericatour.org](mailto:rosenthal@spiritofamericatour.org)

January 1, 2008

# INDEX

<b>INTRODUCTION</b> .....	4
Base Command Authority and Enthusiasm .....	5
The Spirit of America Tour is a	
Fully Professional Organization .....	5
Modification of The Spirit of America	
Tour Policy and Procedure Manual .....	6
Keep the Tour Fully Informed .....	6
Conflict Parameters .....	7
<b>BASE REQUIREMENTS</b> .....	7
Base Liaison .....	7
Base Teams .....	8
Base Contact Information .....	8
Base Contact with Artist’s Representatives .....	9
Audience .....	9
Venue, Stage, Risers, Electricity .....	9
A. Venue and Stage .....	9
B. Risers .....	10
C. Electricity and Electric Hookup .....	10
Forklift, Cherry Picker and Operator .....	11
Stage Hands and Assorted Helpers .....	11
Publicity, Promotion and Credits .....	11
A. Publicity and Promotion .....	11
B. T-Shirts .....	13
C. Tour Logo .....	13
D. Signs, Cards, Passes, etc. ....	13
E. Web Site Address .....	13
F. Promotion Scheduling .....	14
G. Public Affairs Coordination with Press	
Departments of Artist and Tour .....	14
H. All Media Access to Base .....	14
Rain Prediction .....	14
Time Lines .....	14
Commercial Sponsorships .....	15
Show Photography .....	15
Security .....	16
A. Identification Requirements .....	16
B. Base Entry .....	16

C. Base Entry Passes . . . . .	16
D. Meeting the Artist at the Gate . . . . .	17
E. Show Set-Up . . . . .	17
F. Stage Area . . . . .	17
G. Onsite Parking . . . . .	17
H. Security Control . . . . .	17
Meals for the Band and Crews . . . . .	18
Dressing Rooms and Amenities . . . . .	18
Artist’s Merchandise Set-Up . . . . .	18
Local Transportation . . . . .	19
A. Arrival by Bus . . . . .	19
B. Arrival by Plane . . . . .	19
C. Sound, Light and Stage Companies . . . . .	19
Maps and Directions . . . . .	19
Accommodations . . . . .	19
Presentations . . . . .	20
Thank You Letters . . . . .	20
<b>A FEW COMMENTS . . . . .</b>	<b>21</b>
Local Guests . . . . .	21
Tour Leadership and Communication . . . . .	21
Social Appearances and Events . . . . .	22
Media . . . . .	22
Military Television and Radio . . . . .	22
Meet and Greets . . . . .	22
Meals with the Artist and the Band . . . . .	23
Stage Use and Set-Up Time . . . . .	23
VIP Seating at the Show . . . . .	23
Opening Acts . . . . .	23
Pre-Show Activities . . . . .	23
Announcement of Show . . . . .	24
The Tour is Not a “Sponsoring” or “Commercial”	
Entity as Defined in Military Regulations . . . . .	24
Written Contracts . . . . .	24
<b>A FEW WORDS ABOUT SPONSORSHIPS . . . . .</b>	<b>24</b>
Sponsor Concert Banners . . . . .	24
Base Sale of Commercial Sponsorships . . . . .	25
Sponsorship Exceptions . . . . .	25
A. Catering Exception . . . . .	25
B. Stage Donor Exception . . . . .	25

Addendum to Basic Guidelines – Publicity and Promotion

Assigned Photographer Instructions

A Letter to the Command Authority at a Base Receiving  
a Spirit of America Tour Show

A Letter to the Public Affairs Officer at a Base Receiving  
a Spirit of America Tour Show

## **INTRODUCTION**

Congratulations! Your base has been offered an opportunity to receive a show from The Spirit of America Tour. The tour brings major entertainers to America's stateside Military Bases for both morale boosting events for the troops and their families and to expose these entertainers to the people who make up America's great Military. These star entertainers are the opinion makers of America today and must be treated as such.

### **Since the tour was created in 2002 through the end of 2007 we have arranged over 90 star shows at Military Bases.**

These shows are a gift to the United State Military and the military family from the Robert and Nina Rosenthal Foundation, Inc., a California non-profit corporation as defined in Internal Revenue Service Code Section 501(c)(3). The directors and officers of the Foundation are volunteers and are not paid by either the tour or the Foundation. The tour and the Foundation have no paid employees. The tour and the Foundation neither ask for nor receive any Federal grants. The performers are all volunteers and receive no fee for their services though the tour does pay their expenses. Many of the tour's entertainers would normally be paid in excess of \$75,000 for a similar concert stop were it at a paid venue. The Spirit of America Tour is a **fully professional operation** unlike certain other military support organizations with which you may come into contact.

The way the tour works is this: We have a selection of entertainers who have agreed to appear at military bases because they want to show their support for America's Armed Forces. These artists establish their own tour routes during the year. We ask them to use breaks in their schedule to volunteer to do a show on a military base located near their route. These available dates are usually mid week, though some are on weekends. The performers let us know their availability and we contact you with an offered date. It is your choice to accept the offered entertainer and date or reject it. Please make your decision within four days. The tour does not operate on an appointment basis.

We point out that an appearance by the Spirit of America Tour is hard work. The very nature of bringing major stars, as volunteers, to your base is completely unlike a concert that you pay for. Therefore the tour requires that the procedures in this manual be followed.

To continue to insure the tour's phenomenal success we have set forth this Policy and Procedure Manual. Please read the Manual thoroughly.

If, after reading it, you decide that your base is unable to comply with the procedures of The Spirit of America Tour, please reject the offered show.

In making this gift to the military it is the intention of the tour to absorb the costs related to the entertainer and to provide and pay for professional sound and lights for the event. The military base is required to provide a stage, stage cover and trusses as part of staging, sound wings, all risers, stage hands and certain other facilities along with supplying meals for the cast, crew and stage hands as more fully described below. If you do not have a stage of the type needed, usually a minimum of 30' by 40', you can rent one for between \$2,000 and \$5,500, plus the cost of the cover, depending on your location. Please read further below. The remaining costs to your base should not exceed two to three thousand dollars out-of-pocket cash (internal bookkeeping transfers of accounting charges do not concern us).

Because the acts are volunteers the base **may not charge any admission** to the concert. You may, in fact you should, operate your normal concessions including those selling food and beer. Most bases who fully promote our shows find they break even or better.

### **BASE COMMAND AUTHORITY AND ENTHUSIASM**

The tour has found that the success of our shows is directly related to whether the Base or Wing Commander is enthusiastic about an appearance of the Spirit of America Tour. If your Wing or Base Commander is uninterested in troop entertainment or prefers only grand opera or Gregorian chants, please do not accept the offer of a tour appearance. Without the enthusiasm, desire and cooperation of the base command structure these shows will play to a mediocre audience. It causes a major problem for the tour when stars of the caliber we bring to military bases play to an audience of only a couple of hundred people.

It is also important that the Base or Wing Commander ensure the assistance of all base departments. For instance, it is counter productive to our shows when Public Affairs refuses to cooperate in promoting the show or decides that National Media who have been contacted by the Artist's publicity people and who want to cover the show should be barred from the base. Our shows are not the place for exhibitions of ego.

At the end of this manual are two letters. One for the Base or Wing Commander and the other for the Public Affairs Officer. They set forth our position in relation to base attitude towards the stars we bring to America's Armed Forces. Please make sure these letters are delivered.

### **THE SPIRIT OF AMERICA TOUR IS A FULLY PROFESSIONAL ORGANIZATION**

The tour has arranged over 90 shows in its six years of operation. All of these shows were by headline entertainers. We understand what is required to bring artists to your base as *volunteers* and how to produce these shows. It is not our intention by this Manual to be patronizing to base personnel, but we do say that from all of our points of view a Spirit of America Tour event is **hard work** and these show can be more demanding then a show for which you have hired and paid the entertainer. When you hire the artist you can do as you want about promoting the show or dealing with the entertainer. With our shows you are getting one of America's major opinion makers on your base as a volunteer. Because of that your efforts

must be more extensive. **Therefor with a Spirit of America Tour show you must follow our Policy and Procedure Manual.** This Manual is meant to help your base shine. To belabor the obvious, volunteers expect more. Remember, if there is a screw up, the artist will be totally nice about it, but will contact his or her agent and manager, bad mouth the military and the tour and neither we nor the military will get any more help from that agency and management office. So, trust us, we know what we are doing. Please don't be fooled! You cannot compare our fully professional productions with other shows that you may have come into contact with. There is NO comparison!

**In asking you to trust us we are also agreeing to trust you and your base to do the show our way. If you feel that our requirements are too stringent or not the "Camp Swampy" way then please decline the show.**

### **MODIFICATION OF THE SPIRIT OF AMERICA TOUR POLICY AND PROCEDURE MANUAL**

Please follow the tour's Policy and Procedure Manual carefully. **Only an executive of the tour can waive, modify or change it. Your Base cannot disregard or ignore our procedures.** Please read through to the last page. Our phenomenal success since we started in 2002 has been based on intense attention to details so that the artists leave your base wanting to do more shows for the military. We will be sending you a copy of the artist's Contract Rider with the tour's offer of the show. In reading the rider common sense should prevail. Our artists fully understand that a Military Base is not the Universal Amphitheater and do not expect only one color jelly bean.

### **KEEP THE TOUR FULLY INFORMED**

**PLEASE** keep the tour's executives in the loop. This appears to be a continuing problem and has caused a couple of near disasters at bases. There is nothing more frustrating for us and more counter productive to our mutual interests than to find out that the base has been making arrangements with the artist that we know nothing about. That includes tours, trips, side visits, extra days, etc. So, please – do NOT make any arrangement with the artist's road or tour manager or other person connected with the artist without telling the Tour's executives.

Please copy the tour with all e-mail between you and the artist's representatives, including road managers, production managers, publicists, etc.

**Though the show is at your Base the show is a production of The Spirit of America Tour. It is not a production of your MWR department.**

## **CONFLICT PARAMETERS**

Please, do NOT accept a tour appearance within 30 to 45 days of an appearance at your base of any other major entertainment. This includes service shows such as Tops in Blue, the Army Soldier Show, the Army Concert Tour, Air Shows or other significant entertainments including carnivals. Also, to avoid confusion, if our show is an all lady group and we try to do at least one a year, it is simply not politic to have Rosanne and her Bouncing Babes the week before at your on-base club.

It is our position that our shows must take precedence over any other entertainment on your base at the same time.

Also do not accept a tour appearance if it's right in the middle of your major training schedule and, please, NO training alerts the night of the concert. If you are a training base the tour is an opportunity to march in your full base compliment for the show. It is essential that you have the most troops in uniform that you can. The more uniforms the happier the entertainer.

## **BASE REQUIREMENTS**

**BASE LIAISON:** Your Base should appoint one individual to act as Point of Contact and liaison with the tour. The POC should be the base's Team Leader. The base POC **must** be a complete professional. The POC **must** have the authority to make all of the necessary arrangements as set forth herein.

The POC should have some experience in dealing with major concerts, shows and celebrities. If the POC does not have such experience then the tour will guide the POC through concert procedures.

Please do not appoint as your base's POC an individual who has not been granted the authority to deal with the many base components that are needed to make the show a success. The POC must be a leader in explaining what is required of the folks from Public Affairs, security, accommodations, food service, electric, maintenance and any other services needed to ensure that the production of the show is a complete success.

The POC should be able to deal with the Base Command structure easily and must be able to explain the structure and requirements of the show to Base Command. The POC should be able to say "No."

The POC must be an individual who will cooperate completely and enthusiastically with the Spirit of America Tour executives, the artist's representatives and is a person who will follow this manual. The POC should not be an individual who will become infected with Impresario Syndrome and thus become a major headache. In other words the POC should fully understand that it is the Spirit of America Tour that has arranged the artist's appearance at your base and it is the Spirit of America Tour that is paying for that appearance.

**BASE TEAMS:** Periodically we are able to bring to your base two acts, i.e., a main act and an opening act or co-act. If we do so please appoint a parallel team to supervise the second act's agenda. Having an assistant POC for the extra act will make the primary POC's life so much easier. We have discovered that as time gets close to show day one POC cannot handle two acts arriving on your base at the same time, especially if they are both star acts.

**BASE CONTACT INFORMATION:** Because of a few prior misunderstanding the tour requires that certain information be Faxed or e-mailed to the tour immediately upon accepting the tour's appearance.

This is the information requested:

**Name of POC**

Title of POC

Mailing address of POC

If PO Box, street address of POC for FedEx envelopes

Office phone number of POC

Cell phone number of POC

Fax number of POC

E-mail address of POC

If the POC has an assistant or is contemplating being away in the four week period prior to the show then please also supply:

**Name of POC's Assistant**

Title of POC's Assistant

Office phone number of POC's Assistant

Cell phone number of POC's Assistant

Fax number of POC's Assistant

E-mail address of POC's Assistant

The tour now requires full command authority contact. Therefore please also supply:

**Name, rank and title of the Services Group/Squadron or  
MWR Department Commander**

Office phone number of said Commander

Cell phone number of said Commander

E-mail address of said Commander

**Name, rank and title of the Base Public Affairs Officer**

Office phone number of Base PAO

Cell phone number of Base PAO

E-mail address of Base PAO

**BASE CONTACT WITH ARTIST'S REPRESENTATIVES:** Because of a couple of prior problems (one of which almost caused the cancellation of the concert) the tour has decided that we must set some parameters on contact between the Base POC and the Artist's Road or Tour Manager and Publicist. We do want you to have contact, but common sense should prevail! We know you are excited by this entertainer coming to your base, but please restrict your contact to obviously essential queries. There should be no e-mails relating to meal choice questions (on the rider) and tenting questions (staging).

The following two points should be emblazoned on the POC's desk:

Do not swamp the Road Manager with e-mails or phone calls and, please, use some thought when asking questions. In all probability the Road Manager will not even consider working the show until about ten days before show time.

Most of the questions that drive the artist's staff to distraction can and should be answered by the tour's office.

**AUDIENCE:** It is essential that we get the largest audience that your base can muster.

When setting up your venue please consider segregating the area directly in front of the stage for men and women in uniform. The artists like to see them and direct a part of their performance towards them. Please do not split the audience area in half up and down with uniforms on one side, civilians on the other. The shows are meant primarily for the armed forces. Therefore looking out from stage center the artist should see: Uniformed personnel first, then uniformed personnel with their families, and finally, civilians. If this is not practical or if the date and time of the concert lends itself to everyone wearing civilian clothes then please make sure personnel who have direct contact with the artist are in uniform.

If your venue is usually a closed club, you must designate on all posters, flyers and advertising that the club is open to the whole base for the show.

### **VENUE, STAGE, RISERS, ELECTRICITY:**

A. VENUE and STAGE: The base must supply the venue and stage.

The venue must be **on base**. It can be outside or inside. No off-base or commercial facilities are acceptable. The venue should have a reasonably large stage. Many of our acts require a stage with minimum useable dimensions of 30 feet by 40 feet *plus* off-stage sound wings and one or two drum risers. With some of the major acts we supply you will need a larger stage. Exact stage dimensions and riser requirements will be found in the artist's rider. The artist's requested stage size can usually be adjusted. **If outdoors, the stage and all sound consoles must be covered.** Most professional stages are three to six feet above ground level.

The stage must be accessible by large trailer trucks.

When positioning an outdoor stage please remember this rule: The setting sun should be in the eyes of the performers and NOT in the eyes of the audience. A squinting audience is an unhappy audience. The performers are used to bright lights in their faces.

A caution about small mobile stages: Stageline Stages are always good, but some other mobile stages are not high enough off the ground. The larger the audience, the higher the stage must be to achieve clear lines of sight. Also some mobile stages have permanently fixed, built in roofs that are not high enough for adequate lighting, risers and sound. Please keep this in mind when considering the adequacy of your own stage.

A word about stage rental: The tour has found that nearly all sound and light companies have stages and canopies to rent and will do so at a minimum price through the Spirit of America tour to a military base. The tour does make one exception to its no commercial sponsorship policy and that exception applies to an outside entity that will donate the rental of a covered stage for you. Please see the section on Base Sale of Commercial Sponsorships at the end of these Guidelines.

The Spirit of America Tour also knows that most of the services have large stages that are available for your use. They often include lights and some sound. Why not check to see if one of those is available.

Oh, yes, if you are going to use the base theater and are measuring the stage, please remember that the movie screen may be permanently fixed in the middle of the stage, thus cutting the stage in half. Stop laughing – Yes, it did happen.

To be absolutely clear, the tour does **not** supply the stage, stage risers, console risers and light and cover trusses and rigging. You may have to rent a stage and assorted risers and rigging to meet the acts requirements. Sometimes acts can use smaller stages than they request. The tour or the act's Road Manager will confirm this with you and the rental company.

B. RISERS: Please also understand that the "stage" includes all necessary sound wings, drum risers, covered console mix positions, stage covers, sound risers and associated scaffolding and rigging. Though we supply the sound and light equipment, you must supply the rigging and trusses where necessary.

C. ELECTRICITY AND ELECTRIC HOOKUP: You are required to supply all electric power for the show. The necessary power for our shows will probably be two 400 amp, 208 volt, three phase service at the venue and within 50 to 100 feet of the stage. If the venue you have chosen has inadequate power you will be required to supply a professional theater style generator. You might also be required to supply electrical hook-up to the artist's buses for shore power if requested.

Because we have had two mid show power failures in 2005 you are now also required to supply backup generators adequate to produce the necessary power.

You must also supply a base electrician. Please bring the base electrician into your early meetings and give him a copy of the artist's rider. He should make contact with the sound and light company early on to confirm electricity needs.

Please make sure that your base electrician **fully** understands the electrical requirements before the day of the show. Discovering on the day of the concert that the show needs a generator because the venue doesn't have sufficient electricity is patently unprofessional. The 2005 power problems were primarily caused by the base POC not bringing in the base electrician until the morning of the show.

**FORKLIFT, CHERRY PICKER AND OPERATORS:** You can assume that a fork lift and operator will be required for both the sound and light company and the artist. You might also need a cherry picker. If the show is inside a structure such as a field house you may also need a man-lift. Most bases have all of these types of equipment available for use. If required they should be on-site no later than 8:00 AM the morning of the show, or earlier if the staging company is arriving the night before the show.

**STAGE HANDS AND ASSORTED HELPERS:** At the venue you will need to supply approximately ten to twelve stage hands to assist with the set up and breakdown of the lights and sound, i.e., load in and load out. An additional four or five helpers will be required to assist the entertainers in unloading and then loading the ground transportation vehicles at the venue. In some cases we ask that four people be supplied at the entertainer's lodging when he arrives to assist in unloading vans and buses. The entertainer's rider sets forth the stage hand requirement.

Because of the technical needs of our professional sound and light company they may require that, based on the size of the show, a couple of their experienced stage hands also be hired.

Please – All stage hands and helpers must be on time as instructed!

## **PUBLICITY, PROMOTION AND CREDITS:**

A. **PUBLICITY AND PROMOTION:** Let's make one thing completely clear: You will be getting a major artist who is volunteering to perform at your base at minimal cost to you. Therefore the size of the audience is critical. An audience of 200 at an outside venue that could accommodate 2,000 is a complete disaster.

**So Remember: Promotion - Promotion - Promotion!!!**

The tour is directed at the complete military family, including active duty, National Guard, Reserves, and their spouses and children along with all civilian employees, local retirees and their families.

Therefore, please make sure that your base's public affairs, newspaper and bulletin people are notified of the show so that the total base population is informed of the activity. A schedule of promotional output is below.

It is important that your base newspaper and the Public Affairs Office fully understand that they must be on stream for this show. As we do not bring garage bands to military bases we expect that your base will cover the Spirit of America Tour show commensurate with the status of the artist. In other words the appearance of a major star at your base is a front page event, not page 20 with the movie schedule. If the base newspaper is controlled by Public Affairs then they should be brought in to meetings at day one.

Also, please remember, the part played by the Robert and Nina Rosenthal Foundation in bringing the Spirit of America Tour to your base.

**THE SPIRIT OF AMERICA TOUR EXPECTS FULL PROMOTION OF OUR SHOWS.**

Please include in your promotion schedule base newspaper articles with pictures, full color posters, dining facility and club table tents, unit notices, notice boards, flash and blast e-mails and advertising. You should have full size, color posters at all major walk by sites such as dining facilities, headquarters, clubs, etc. Plug the show at electric signs at post gates if available. The tour expects that the base newspaper will strongly support the show by doing feature articles and using photographs. The appearance of this star on your base to do a free show is **PAGE ONE NEWS!** Feature stories with pictures are required. It is not sufficient to just place ads on your web site or in the base newspaper.

**If you are unwilling to promote the show or if Command and Public Affairs do not believe that the show should be fully promoted please do not accept the show.**

We will supply press kits including photographs and information about the artists. Much of the same material is available off the internet.

**You may NOT advertise or promote the show using non-military or outside radio, television or print media without our specific authority. Period!** This is contractual as the entertainer may have conflict clauses in his other contracts. Remember that your show is what is defined in the concert industry as a "private party." Please do not assume that because a local radio or television station is a big supporter of your base and wants to broadcast from the venue that this is an automatic waiver. It is not. Your "commercial sponsorship" department may not bring in local media without our specific approval. This will avoid any untoward problems.

In your publicity and promotion the tour **MUST** be credited as set forth in the “Publicity and Promotion” addendum attached hereto.

→→ Therefor, please notify everyone whose responsibility may effect the promotion of the show that the base must not only name the artist, but ***must*** credit the Spirit of America Tour.

The Tour **MUST** approve your standard poster and ad: Before distribution, it is important that you e-mail a draft of your poster and all other advertising to the tour before use for the tour’s approval. Please use JPG, PDF of GIF formats.

We would appreciate copies of all press releases and newspaper articles about the show. The reason the tour insists on full credit is to show that it is acting within the guidelines set up by the IRS for non profit, private operating foundations. The tour is also branding itself within the entertainment industry and the military.

A word about other shows: If, by chance, you are having a smaller, non-star show at a base club or similar facility near the same time as the show provided by the Spirit of America Tour our show must be considered the primary show for promotional purposes. Stars of the caliber we bring to your base should receive promotion equivalent to their stature in the entertainment community. Promotion should be based on the entertainer, not on the facility used as a venue.

B. T-SHIRTS: Many bases like to have event-staff t-shirts made for the event. This is a great idea. The tour spends a great deal of money branding itself as the Spirit of America Tour. Therefore the tour insists that the front of the shirt must have our logo on it. You can use our logo with the stars name and picture on the front and you can use “Event Staff” on the back, you can do anything you like, but you must use our logo somewhere on the front of the shirt.

C. TOUR LOGO: Our logo can be found at: [www.spiritofamericatour.org/military](http://www.spiritofamericatour.org/military). Just click the logo button.

D. SIGNS, CARDS, PASSES, ETC.: Please remember that in creating the Spirit of America Tour we have spent substantial funds establishing our logo and name recognition. Therefore we insist on getting credit where credit is due. Please do not use any signs pertaining to the show that do not have our logo on them. This includes table folders, throw-aways, all access passes, e-mail notices, t-shirts, mini posters, parking signs, etc. We want to be remembered as the organization that brought the show. Thank you for that consideration.

E. WEB SITE ADDRESS: On all posters, press releases, advertising material, etc., you must include our web site address: [www.spiritofamericatour.org](http://www.spiritofamericatour.org)

F. **PROMOTION SCHEDULING:** The following is a suggested press and promotional schedule for the show:

Before Show

4 Weeks	Teaser article in base newspaper
3 Weeks	Feature article in base paper, including picture of artist; Teaser blast e-mail to all base personnel Large posters go up at all highly trafficked areas: Dining facilities, day rooms, hospital waiting rooms, clubs, stores, etc. Table tent cards in all dining facilities
2 Weeks	Flyers spread throughout the base Secondary base newspaper article Renew large posters as required Notice on electric signs at gates;
1 Week	Feature article in base paper, including picture of artist; Feature blast e-mail to all base personnel

G. **PUBLIC AFFAIRS COORDINATION WITH PRESS DEPARTMENTS OF ARTIST AND TOUR:** To avoid incidents that may cause confusion please notify Public Affairs that it should coordinate all requested press interviews through the Spirit of America Tour press office and with the artist's staff publicity contacts. Please do not leave this to the last minute.

H. **ALL MEDIA ACCESS TO BASE:** The Spirit of America Tour and the artist reserve the right to invite media (television, radio and print) to the show on your base. Please notify Public Affairs that they may receive requests from the tour or the artist to grant access and to issue the appropriate press credentials to our invited media. Barring invited national media because of "misunderstandings" is truly petty and embarrassing to the artist.

**RAIN PREDICTION:** When you have a rain prediction you must be prepared. The show may have to be moved to your back up location. If it looks like rain will stop at your outdoor location then you must have a few items in your ready box. They are: 10 plastic tarps to cover the instruments and electrical equipment; 3 rolls of gaffers tape; 2 leaf blowers to clear all moisture from the stage and the electrical connections. Basically, if the electrical connections can be dried off most shows will go on. It helps if your field is well drained.

**TIME LINES:** Please send to the tour office a time line or schedule of the total base activities pertinent to the event no less than six days before the show. Please include anticipated arrival times for all

staffing including staging companies. Please make sure that the Time Line and the Command Briefing mention the presentations by the Base or Wing Commander, in uniform, and the Four Day Thank You letter requirement.

**COMMERCIAL SPONSORSHIP:** To avoid any confusion the term “commercial sponsorship” has a completely different meaning in the concert and entertainment world than what it means in the military and MWR world. In concert lingo “commercial sponsors” are the people and businesses who are paying for the show at a commercial venue, i.e., those little logos at the bottom of ads. Our shows are free, they are NOT commercially sponsored. Your base is NOT permitted to seek commercial sponsors other than as set forth below. Please do not use the words “commercial sponsorship,” “commercial sponsors,” or “commercial sponsorship department” in dealing with any artist’s representatives. This was a major problem at one base and we hope this nips in the bud any future problems.

**SHOW PHOTOGRAPHY:** It is a formal requirement of the tour that the base arrange for a photographer to take digital pictures at the show. Please request that a professionally qualified base photographer be assigned to the concert.

The base should supply **two disks of all photographs** which should be given to the tour’s on site representative or sent to the tour offices **immediately** after the show. By “immediately after the show” we mean the very next day, by an express mail service such as FedEx. Do not send the tour’s pictures by e-mail. This is vitally important.

**Waiting three weeks for the picture disks is simply insulting to the artist and the tour and a terrible reflection on your base. Please send the pictures the day after the show.**

The pictures should not be snap-shots! The photographs must be of professional quality. There are also a group of DoD people who should get copies of fully captioned photographs. They are more fully designated in the “Assigned Photographer Instructions” at the end of this manual.

These photographs are used by the artist and the tour for our own publicity purposes. They are also used by the tour to promote the tour’s activities to other artists and their agents and managers so they can see what we do, how we do it and how well our shows are received. Please arrange for the photographer to arrive at the venue at least an hour before show time for a briefing on the needed pictures. The photographer should be advised that pictures of the performance, the presentations, the meet and greet and the audience from stage height during the show are especially important. Please make sure the photographs are sent to the tour unedited, i.e., please don’t cull them. The tour has a fully qualified art director who will use the pictures we believe are appropriate.

**SECURITY:** Yes, we have heard about 9/11 and no, we are not trying to be difficult, it's just that we live in the world of common sense.

A. **IDENTIFICATION REQUIREMENTS:** Each base has different security requirements. Please include at your first meeting a representative from your base's Security Department. Please notify the tour immediately as to Security's information request for the artist and the staging crews. Please be reasonable and use a bit of common sense when requesting the artist's information. Bluntly, asking an entertainer to supply driver's license numbers, home addresses, birth dates, social security numbers and the name of their first born for his whole crew is a bit much.

If you haven't received the required information from the artist or the sound and light company by *two* weeks before the show date let the tour office know.

If your base is on high security requiring pertinent information about personnel and vehicles entering your base **PLEASE DO NOT LEAVE THIS UNTIL FOUR DAYS BEFORE THE SHOW**. If you do you probably will not get the information. The band's road manager and the sound and light company foreman are simply too busy to compile such a list on short notice. They also will probably not be working the show until ten days before the show date. Remember, if you leave this to the last minute you will not be getting it and the base security honcho will have you for breakfast when two busses and two trucks show up with no information on hand. Also, please do not leave this to civilian or contract security services. We have had difficulties with them before. Your administrative security contact should be military.

B. **BASE ENTRY:** The artist, road manager and stage and light crew manager have been advised about security on military bases and expect that their busses and trucks will be inspected and delayed at the gate, but, please alert the base security office of the artist's anticipated arrival time so that they are not unduly held up. Please remember that the staging and the sound and light people will probably arrive at the base the morning of the show or the night before. The tour's representative will also be arriving separately.

Please have a member of the POC's staff at the gate to escort the production crew and the artist's buses and trucks through security and on to the venue. This is vitally important. Do not leave it to someone who cannot speed things up for arrival.

If your base commercial entry gate is so tied up that the normal wait is 45 minutes then please arrange for the artist and crew to use a separate gate. Such a long wait is highly unprofessional and causes unease in the mind of the artist and his group. If there is only one gate available arrange for a security staffer to bring the artist's bus up to the front of the line.

C. **BASE ENTRY PASSES:** There should be a list at base security and at the base entrance to cover on and off base entry for the stage, sound and light personnel and for the Spirit of America Tour executives. Please make sure that the list is NOT "taken home" by a civilian security officer so that no one can get back on the base if they have to leave. If you don't think the resulting varied

telephone calls can cause embarrassment, just use your imagination. (Yes, it did happen.)

D. MEETING THE ARTIST AT THE GATE: A representative of the POC must meet the artist at the gate to assist with clearing through security.

Also, the tour has found that it is really impressive to the artist if a senior Officer, in uniform, also meet the artist and welcome him or her to the base. Remember that the artist will be having discussions after the show about the experience at a military base so a bit of *schmoosing* is required. Please check with the Road Manager a couple of days before arrival to see about such a greeting. If they are traveling a long distance it may be impossible, but an offer should be made.

The base should also assign one senior MP as personal security for the entertainer. He or she should be at the gate, be introduced and ride into the venue area with the star. Then he should stay with the star the full day.

E. SHOW SET-UP: During set up of the sound and lights, during meal breaks and during the concert you will be required to provide security. At least one or two security officers or MPs during the day and during meals. During the concert itself security as the base feels will be necessary. If the base's policy requires a security sweep of the concert area, please coordinate this with the artist's road manager so it can be done during dinner. Having 5 dogs and 20 security types arriving right in the middle of the sound check is really quite counterproductive to the artist's peace of mind. The base security officers should not barge in during sound check, but should inquire of the POC if the time is right.

F. STAGE AREA: You must have security fencing in front of the stage area and the backstage area to prevent free roaming in these areas. Some artist's will decline front of stage fencing. BUT, please make sure that at the end of the show your security has blocked off a path from the stage to the dressing rooms or the artist's busses. Free roaming people with demands on the artist will not be tolerated, period. This has happened before and has caused comments by the entertainer and management. Towards the end of the show security should sweep the back stage area of unauthorized people and maintain a clear exit for the artist. The artist may stop at the fencing to sign autographs so be prepared. "Unauthorized" is defined as anyone NOT wearing an All-Access pass or who visibly belongs to the show. The fact that someone was part of the concession area or a pre-show entertainment is not synonymous with "authorized."

G. ON SITE PARKING: Backstage parking should be for all vehicles connected with the show. This includes artist's busses and trucks, stage company trucks, catering vehicles, runners and vans, Spirit of America Tour executive's vehicles, and MWR vehicles. In your early meetings with security please explain the necessity for these vehicles to be back stage. Interference by security personnel in the easy use of backstage access by show personnel will not be tolerated.

H. SECURITY CONTROL: Finally, we must mention the following to avoid a problem we had in the past: The base POC along with the artist's tour and road managers and the Spirit of America

Tour on-site executive have control of backstage security NOT the reverse. Simply stated Security cannot attempt to control the backstage operation to the detriment of a smoothly flowing show.

**MEALS FOR THE BAND AND CREWS:** The base will be required to arrange for full, hot meals to be supplied to the artist, band and the staging, sound and lighting crew. You can definitely assume at least lunch for the set up crew and dinner for the complete band and crew. In some cases lunch will include the band members. Absolutely **no** box lunches. If sound and light crews arrive the day before the concert you should supply their breakfast. It is suggested that you arrange passes for their meals at a nearby dining facility. You will be sent a copy of the entertainer's contract rider which has advice about cast and crew meals.

If you decide to use buffets to serve please use glasses, plates and silverware for service. Cheap paper plates and cheap plastic forks and knives are not acceptable.

Please make sure that no later than 0900 on the day of the concert there are at least two ice chests filled with bottled water, a variety of soft drinks, Gatorade and ice at the venue. Please assign a staff member to check these periodically and keep them filled from set up through take down.

**DRESSING ROOMS AND AMENITIES:** You should be able to supply reasonable dressing room facilities. You will be asked to provide reasonable food, ice and soft drinks for the entertainer and his band in both the dressing rooms and his busses. Some stars ask for extra amenities, but are fully aware that they will only get reasonable requests. The tour does not expect military bases to supply alcoholic beverages. Everyone understands that the show is on a military base, not at Radio City Music Hall, so you don't have to supply everything the artist asks for on his amenity wish list. Provide what a normal person would believe is reasonable. Remember that the band needs to be fed after the concert as the busses roll on to the next date so expect to supply food to the busses if requested in the band's rider. Again, common sense should prevail. Please check with the artist's road manager to see what is really needed. Please, do not be insulted if your prepared dressing rooms are not used because of the nearness and familiarity of the busses to the artist. You might note the time parameters after discussion with the road manager and decide that dressing rooms will not be needed.

**ARTIST'S MERCHANDISE SET-UP:** Following the usual practice in the concert industry the artist will be bringing a selection of CDs and other merchandise such as t-shirts and sweat shirts that he or she will make available for sale. The base is asked to supply three or four tables of approximately six feet by three feet to accommodate artist's representatives and merchandise. Please also supply three or four chairs. The tables should have electricity and light and be under tenting or other cover if the concert is held outdoors. Though the artist's road manager will advise you where he wants these tables and the tent set up you can assume it will be near either the main entrance or the side of the stage. You may be asked to supply a couple of volunteers to help man the tables.

To avoid any disagreement the tour points out that this is a contractual requirement. **There may be NO other merchandise sales at the venue by any entity.** No clubs, no units, no exchanges – Only the

artist can sell merchandise. As a further point the tour grants the artist 100% of all merchandise revenue. Please don't pretend to be "helpful" by getting the artist or the tour into conversations with such organizations as NAFI. No executive of the tour or the artist will get into a pointless discussions with base individuals about this topic.

**LOCAL TRANSPORTATION:** In all cases we ask the base to supply certain local ground transportation. This eases the movement of the band or the tour's representative within the local community and eliminates extensive security checks to come onto the base.

A. **ARRIVAL BY BUS:** The band will usually arrive by one or two tour busses, sometimes accompanied by one or two trucks or trailers. In nearly all cases the artist will require a driver (runner) and a van to take the road manager and bus drivers back to their hotel after arrival and to pick them up later in the day and to run errands for the artist. You must supply this driver and van and you should count on having this driver and van available at the venue throughout the day and until released at the end of the show. The artist's road manager will notify you of the accurate schedule and vehicle needs. You may also be asked to supply runners and vans for the sound and light company and the tour's representative.

B. **ARRIVAL BY PLANE:** If the artist or the tour's representative arrives by plane on what is designated a "fly date" then they will need transportation from airport to lodging to venue and return to lodging and back to airport. This usually encompasses two separate days. A driver and van, possibly two, will also be required.

C. **SOUND, LIGHT AND STAGE COMPANIES:** The sound, light and stage companies arranges their own transportation. Please clear easy access to the base and to the venue.

**MAPS AND DIRECTIONS:** Please arrange for accurate maps and written directions to the base showing the correct entry gate to be sent to the artist's Road Manager, the staging, sound and light companies and to the executive of the tour who will be at your base about ten days before the show date. Remember in picking your entry gate that tractor trailer trucks and tour busses may not fit through your regular gate.

**ACCOMMODATIONS:** In most cases the base is not required to offer or supply accommodations to the entertainer and his group. The base may do so if desired. If the artist arrives by bus and is departing after the show you should offer accommodations for the entertainer's drivers so they can sleep until departure time. This good will gesture will be gratefully appreciated by the road manager. If the busses are arriving early in the day offered accommodations for the artist and the band for napping and showers will also be appreciated. Please, discuss this with the road manager.

Under certain conditions the base will be requested to supply accommodations for the artist and cast of the show if they are arriving the night before the show or departing the day after the show. This is especially true on fly in dates.

If the staging and/or the sound and light company arrives the night before the show they will expect accommodations so they can begin work at an early hour. They may also require accommodations the night of the show. The base is required to supply all accommodations for sound, light and staging crews.

In all cases the tour's on site representative will require VIP accommodations to be supplied by the base. This is to prevent delays getting on and off base the afternoon of the show.

**PRESENTATIONS:** The tour requires that the Base or Wing Commander or their immediate deputy make a thank you presentation on stage to both the artist and the tour. Please notify the presenting individual that he or she should be in uniform as this enhances the demonstration of appreciation by the base. We will discuss this with you before the date of the concert. Please remember that the artist is volunteering his or her time to do the show and that the show is supplied by the tour and its non profit foundation. If there is an opening act they must be included as part of the presentation ceremony.

Presentations must be personalized, i.e., the artist's name, the base's name and the date of the show must be on the presented item. If the entertainment is supplied by a group then each of the members of the group must receive an *individual* presentation. We will advise you of each of the individual names.

Please, absolutely **NO** generic base souvenir type plaques! Do not be stingy on this as the artist expects a meaningful gesture and recognizes cheapness immediately.

**The tour requests that the presenter also make the nice gesture of presenting the artist's band and road crew with command coins. Many band members and crews are starting to collect these so dip into the bag and give them the real thing, not some imitation.**

**THANK YOU LETTERS:** No later than **four days after the show** Thank You letters from the Base or Wing Commander should be sent to the entertainer, the tour and the opening act. Getting these letters has become a recurring problem because many bases require that thank you letters be reviewed by JAG or other staffers and they are delayed. Therefore we make the following suggestion:

Please have the appropriate staff individual prepare these letters ahead of time. Fill in specific details the day after the show and mail them shortly thereafter. Please send these thank you letters care of the tour's address:

The Spirit of America Tour  
4444 West Riverside Drive  
Suite 303  
Burbank, CA 91505

---

## **We have discovered that problems arise in certain situations and therefore offer a few comments to prevent any embarrassment**

**LOCAL GUESTS:** The Spirit of America Tour concerts are open to the full military family located on and around your base. This encompasses all military personnel (active duty, National Guard and Reserves of all services) along with other Department of Defense ID card holders including base civilians and area retirees and all of their families. The tour is fully aware that it's appearance can assist base leadership in enhancing the base's relationship with the local community. Therefore, if the Base or Wing Commander or your base Public Affairs Department feels that it will help the base's relationship with the local community to invite local people please feel free to invite anyone who would be valuable to your mission. Basically the show is open to anyone you invite.

**TOUR LEADERSHIP AND COMMUNICATION:** The Spirit of America Tour authorizes base personnel to deal directly with the artist's road and production manager and with the company supplying the sound and light equipment for technical purposes. The base is reminded that the tour **must** be kept fully informed of all of said communications and copied with all e-mail and letters. Neither artist's management nor sound and light company management may waive or change this Policy and Procedure Manual **in any way**. As lack of communication with the tour has now proven, in a few cases, to lead to embarrassing situations and shabby treatment of the artist the tour states as courteously and as formally as possible:

**You MUST keep the tour's executives fully informed of all of your dealings with the artist, the artist's road or tour manager and the sound and light company. This is especially true of arrangements involving the artist. The tour should receive copies of all e-mails and letters sent to the artist's road or tour manager and other representatives of the artist. Do not make "side" arrangements with the artist without fully informing the tour and before suggesting or agreeing to anything. This especially means separate tours, visits, side trips, social invitations, extra days, etc.**

**The Spirit of America Tour takes the position that its responsibility to the artist is not limited solely to the concert. The Spirit of America Tour brought the artist to your base and must make sure that the totality of the artist's visit is without any confusion, embarrassment or problems.**

**SOCIAL APPEARANCES AND EVENTS:** The tour finds that this is also is a recurring problem so the following instruction is included:

The artist and the tour decide on whether they will participate in social events to which they are invited. Time may preclude such an opportunity. The artist may also simply be uninterested in lunch with a base big-wig. These folks are on the road and their down time is extremely valuable to them. Therefore to avoid any unfortunate misunderstanding and embarrassment it is essential that any such thoughts about private social invitations such as lunch or dinner be discussed with the **tour's** management directly, **before approaching the artist**. Please, don't even think of avoiding this requirement. There are NO exceptions to this rule – PERIOD!

**MEDIA:** The tour and the artist's management take the position that they have the right to invite and arrange for local or national print or television media to cover the event all to the benefit of the military and the entertainers who are donating their time for these concerts. Such media coverage benefits the military from, at the minimum, an increased awareness of the benefits of belonging. The tour may use photographs of the concert for publication by media in conjunction with stories about the artist and the tour and for our web site. To avoid any misunderstanding and embarrassment please notify the base Public Affairs office of the fact that the artist and the Spirit of America Tour may invite local and national media to cover our events so that such media are granted entrance to the post and access to the venue. The tour will notify you if such arrangements have been made. The tour expects and the artist deserves full cooperation from base Public Affairs. Barring media that have been invited to the show by the artist or the tour is insulting, counter productive and absolutely unacceptable.

**MILITARY TELEVISION AND RADIO:** The base may not permit the televising or radio broadcasting of the show or any parts thereof without first obtaining permission from the artist and the tour. The fact that the show is on your base does not grant blanket broadcast authority. If your services' media folk want to conduct artist interviews, please contact the tour's office for further contact information.

**MEET AND GREET:** The artist reserves the right to hold a meet and greet. The time will be determined by the artist. It may be either before or after the concert. It may also be on a limited, invitation only basis. If so, you will be asked to determine who should appear. The artist's representative will discuss

the full meet and greet procedure with you a week or two before the show. Please remember that the tour insists that a substantial number of uniformed enlisted personnel must be represented at the meet and greet. The meet and greet is not a way to reward civilian base personnel or a private event for Base Command. Please make sure there is a box of Sharpies at hand and tables and chairs for the artist to sit at while signing autographs. The same applies to after show, pre set autograph sessions.

**MEALS WITH THE ARTIST AND THE BAND:** The tour always suggests that the artist consider arriving early enough to have a meal with the troops. Most entertainers do not eat before a show, so often such a meal is unlikely. If the artist says he will join the troops for a meal at a dining facility (mess hall) do not set up a “reserved” area as this defeats the whole purpose. The entertainer is **not** going to sit with Base Command. The artist and the band will sit with the troops.

**STAGE USE AND SET-UP TIME:** To avoid any confusion the tour restricts the use of the venue and stage on the day of the show. Even though the base is supplying the stage, the base may **not** use the stage or the venue during the day. There will be many people doing many things. Sound and lights are setting up and sound checks are being made. Please do not ask to use the venue for other events the day of the show. Gates may **not** open until approximately one hour before show time. Please instruct security of this requirement. Wandering guests during sound checks should and will be asked to leave. Surprise guests will not be tolerated.

**VIP SEATING AT THE SHOW:** Some bases insist on setting up chairs for VIPs at these shows. Show amplification is set to cover through to the rear of the venue and the capacity thereof so unless you want the ear drums of your VIPs to receive a pounding please set up these chairs not less than 80 to 100 feet from the stage, i.e., about where the sound control risers are located. Leave the front area for the younger folks and the artillery men. At indoor shows use the same thinking. Please have your “protocol” office check with the sound engineer and do some self testing before putting down the reserved seating signs. The tour’s on site executive is authorized to simply move the chairs back to a safe location if they are too far forward.

**OPENING ACTS:** The tour decides on whether there should be an opening act. Decisions on opening acts are **not** made by the base. Please, to help keep our sanity, do not even suggest an opening act. For carnival acts that the base wants to use while people are entering the venue please contact us prior to making a commitment.

**PRE-SHOW ACTIVITIES:** If the base wishes to have any pre-show activity or preliminary announcements made before the show these **must first** be cleared with the tour. NO exceptions! This includes the singing of the National Anthem, flag presentations, welcoming speeches or community prayers of any kind. The reason for this is “show biz” and not breaches of protocol. Very often the artist has built into the show the National Anthem or some patriotic medley. If your base has a set way to open events, please let us know early on for our approval.

The Spirit of America Tour controls the show. Please do **NOT** schedule anything pre-show without our consent and, please, no surprises the day of the show.

**ANNOUNCEMENT OF SHOW:** The tour's on-site representative will announce the show and introduce the artist. If a representative of the tour is not available to introduce the show the base may appoint an announcer. The introduction must state that the artist is appearing courtesy of the Spirit of America Tour which is a non profit, civilian organization which brings headline entertainment to stateside military bases at no charge to the military. The announcer must also point out that the artist is volunteering to appear in support of the military and not getting paid for the appearance.

**THE TOUR IS NOT A "SPONSORING" OR "COMMERCIAL" ENTITY AS DEFINED IN MILITARY REGULATIONS:** The tour is **not** an entity falling within the military rules and regulations defining "sponsors" and/or "commercial" entities. The tour is making a gift, a donation, to the military, i.e., the tour is a donor and the base is the donee. The gift is a substantial show of appreciation for what the military does for America. There is **no** *quid pro quo* with your base. The tour is **not** a commercial entity that is selling anything, sponsoring anything or seeking anything in exchange for the gift of the concert. A non profit foundation seeks no mutual exchange nor commercial benefit in return for its donations and gifts. The fact that you must promote the show and the appearance of the entertainer, use the tour's logo and title in such promotion and abide by these guidelines does **not** create a sponsorship or commercial relationship with your base. Though the President of the Rosenthal Foundation and the Spirit of America Tour is a retired attorney he is uninterested in getting into an educational discussion about the difference between a donor and a sponsor.

**WRITTEN CONTRACTS:** Neither the Spirit of America Tour nor the Robert and Nina Rosenthal Foundation, Inc. will enter into any written contract with your base. The fact that your base has accepted the show is an agreement by your base to follow the tour's Policy and Procedure Manual.

### **A FEW WORDS ABOUT SPONSORSHIPS**

**SPONSOR CONCERT BANNERS:** This is being mentioned because it happened at one show and we do not wish a similar recurrence. Beer companies, food suppliers, etc. may not put a banner at the venue entrance or other venue position saying words such as "A Biggy Beer Entertainment Show" or "Another Biggy Beer Concert" or "A Biggy Beer Event to Support Our Troops." Such banners and signs will not be tolerated. If such a sign is requested the POC or the base's Commercial Sponsorship Department is to immediately reject such a request. If signs or banners of this nature are seen by or pointed out to the base POC they are to remove such signs immediately. It makes no difference that Biggy Beer is a major help at your other activities. As a matter of note, the artist may have their own commercial sponsor for their current tour, a sponsor different from Biggy Beer. Also Biggy Beer, in all probability, has not offered to be a sponsor of the Spirit of America Tour. (This does not apply to signs near concession stands in the food court.)

**BASE SALE OF COMMERCIAL SPONSORSHIPS:** Please remember that the Spirit of America Tour does not accept commercial sponsorships. Therefore the base may **not** sell sponsorships to the show without making prior arrangements with the tour. We do offer the two exceptions listed below. Neither the advertising, publicity, posters, stage perimeter or the venue itself may have sponsor logos or banners showing. This especially includes any banners of other non profit military support organizations or entities (USO, AUSA, etc.) hung without the tour's approval. The Spirit of America Tour is a fully professional operation not connected with any other civilian or military support organizations. If the base has reasons to have a non tour banner, poster or flag hung in the venue please contact the tour. Please do not assume that the banner may appear. The fact that a commercial entity has "sponsored" the venue is **not** a reason to hang their banner within the venue during an appearance of the Spirit of America Tour. The tour reserves the right to hang its own banner on or about the stage.

Please understand that the fact that you have done things differently for other events at your base does not mean that you can fail to follow our commercial sponsorship policy.

**SPONSORSHIP EXCEPTIONS:** The tour has determined that it should offer two exceptions to its "no commercial sponsorship" rule. Please contact the tour with any questions.

**A. CATERING EXCEPTION:** The tour does not object to the base obtaining sponsorship of food and beverage service during the concert, especially since these are proven money earners for base MWR. Food and beverage service booths should be at the rear or rear-sides of the venue. These catering entities may put their banner above and around their booths, but not near the stage.

**B. STAGE DONOR EXCEPTION:** The tour acknowledges that the cost of the stage, cover and rigging could prevent some bases from agreeing to accept a tour concert. Therefore the tour will permit the base to obtain a donation or sponsorship of the cost of the staging from a local or national merchant or sponsor. That merchant or sponsor's banner may be hung near the entrance to the venue. For instance: If a local car dealer wants to line the entry to the arena with his cars and he is supplying the base with a professional stage the tour has no objection. The dealers banners may appear near the cars. In fact, the tour will publically thank the dealership. BUT – the dealers banners may not appear on or near the stage and its name and logos may not appear on concert posters or in concert advertising. It is suggested that the stage be rented from the same company supplying sound and lights for the show.

I hope this Policy and Procedure Manual answers any questions you have. Obviously there may be changes as location and conditions warrant. If you need more information please contact Robert Rosenthal at 818-559-2480 or [rosenthal@spiritofamericatour.org](mailto:rosenthal@spiritofamericatour.org).

## ADDENDUM TO BASIC GUIDELINES

### PUBLICITY AND PROMOTION

1. On all posters and advertising the words “The Spirit of America Tour Presents” shall be above or to the left of the artists name in type of approximately 50% of the artist's name by use of the combination “[Spirit Tour logo] Presents” in the upper left hand corner of the poster.

2. The Spirit of America Tour logo is available on our website in bitmap and PDF format. Just click “logo” after going to:

[www.spiritofamericatour.org/military](http://www.spiritofamericatour.org/military)

3. In all publicity, press releases, flyers, news releases and promotional material you must credit the show as being presented by “The Spirit of America Tour” and later on that “The Spirit of America Tour is a project of the California based Robert and Nina Rosenthal Foundation.”

4. Though the tour is acting in coordination with your base MWR office, the tour is **not** an adjunct or part of base MWR organizations and must be treated separately. You may include your base MWR logo alone in the lower left or right corner of all posters in approximately 25% of artist’s name, i.e., one-half the size of the Spirit of America Tour logo. You may **not** use words such as “[Base] MWR Presents” or “[Base] in association with the Spirit of America Tour Presents.”

5. Other than the tour’s logo and your MWR logo you may **not** include any other logos or names on your posters. The tour does not accept commercial sponsors and therefore you may not include any local or national commercial sponsors in any of your advertising or media releases.

6. On all posters, press releases, advertising material, etc., please include our web site address: [www.spiritofamericatour.org](http://www.spiritofamericatour.org)

7. It is important that you e-mail a draft of your poster and all other advertising to the tour before use for the tour’s approval. Please use JPG, PDF or GIF formats.

8. Your approved poster will be posted on our web site.

# SPIRIT OF AMERICA TOUR

## Assigned Photographer Instructions

Thank you for taking pictures of the Spirit of America Tour event that is happening on your base. This page sets forth the requirements of the Spirit of America Tour.

The pictures you are taking will be used for publicity and story purposes by the United States Military, the artist and the Spirit of America Tour. The time schedules for sending the pictures are vitally important. **THEY MUST BE MET.**

1. Please make sure you arrive at the venue early enough to meet the Tour's representative.

2. You will need to photograph all activities from the meet and greet through to the presentations at the encore break or at the end of the show. The tour's representative may have some specific requests.

3. Please take pictures of:

The meet and greet;

The audience enjoying the show;

The entertainer;

The audience from behind the artist so you  
get both the artist and the audience;

The presentations.

You will probably be taking at least 50 to 100 pictures. Do NOT cull them. The Tour has a fully qualified picture editor. Send us ALL pictures.

4. **Within two hours after the end of the show** you must send six or eight, fully captioned pictures to DefenseLink, Defend America and America Supports You by e-mailing them to:

[Allison.Barber@osd.mil](mailto:Allison.Barber@osd.mil)

[If this address does not work please let us know immediately.]

At the same time you must also send the same pictures and captions to your service media outlet. Please send a copy of this e-mail to the Spirit of America Tour representatives listed below.

5. The **morning after the show** you must send, by an express mail service, one complete set of disks of **all** pictures to **each** of the following people:

**ROBERT M. ROSENTHAL**

Spirit of America Tour  
4444 Riverside Drive - Ste. 303  
Burbank, CA 91505

**CATHY GURLEY**

Gurley & Company  
PO Box 150657  
Nashville, TN 37215

PLEASE NOTE the requirement for speed. We need these disks immediately. Do NOT e-mail all of the pictures. Send the full, unedited disks. There is no excuse to wait any period of time to send the pictures as waiting ends their immediacy so please send them the day **AFTER** the show by an express mail service.

Thank you for your help and cooperation.



## A LETTER TO THE COMMAND AUTHORITY AT A BASE RECEIVING A SPIRIT OF AMERICA TOUR SHOW

The Spirit of America Tour has brought over 90 shows to America's stateside military bases since 9/11. All of these shows were headed by major, headline entertainers primarily from the Country Music Industry. These artists are patriotic and pro-military. They are also influential, household names. In other words, they are America's "**Opinion Makers!**" They have volunteered their time to do these shows. The tour just pays their expenses. No officer or director of the tour or the Foundation receives any remuneration, either directly or indirectly. The Spirit of America Tour does not receive Federal funds.

NO other organization is bringing star caliber entertainers to America's military bases on the same regular, organized and professional basis as the Spirit of America Tour. Please note that the Spirit of America Tour is not like any other military support organization.

The appearance on your base by these entertainers is a fabulous opportunity for you and your base to reinforce the very high regard that these artists hold for America's Armed Forces. Also the pictures taken at the appearances go directly to DefenseLink, America Supports You, Defend America, public press and the major managers and agents of the entertainment industry. Don't forget that these entertainers are interviewed regularly and can give a very positive opinion of their time on your base.

The following suggestions are given as respectfully as possible. You will note that I often ask for "uniformed" personnel. Truthfully, a General, Colonel or Senior Master Sergeant looks more like a General, Colonel or Senior Master Sergeant when she or he is in uniform. The artist will be truly impressed by the interest a uniformed, senior officer or NCO shows if the artist can see the rank.

Now, please forgive me, as I make a few respectful suggestions:

1. Please make sure that your full command staff supports the show. Without that support we may not get the full base support we require nor will we attract a large audience which is essential to our success. Please make sure that Public Affairs will cooperate in promoting the show.

2. If it can be arranged with the artist's road manager please have a senior officer, in uniform, meet the artist at the gate and welcome him or her. Though this may appear to be a bother the impact of such a meeting is so truly obvious that I don't want to belabor the point. The artist is giving up a paid date to appear on your base. He expects a bit in return. By making sure that the initial contact with your base is memorable you have defined both the military and yourself. A Tour Manager once commented to me when his client was met at the gate by a General, "Boy, and he only has one platinum record." Presentation is all ego and opinion! In some cases such a gate opportunity may not work because of the artist's schedule, but please be prepared.

3. When the cast and crew are eating lunch or dinner, please have a senior officer, in uniform, and a senior enlisted man, in uniform, drop by to say "hello" and offer brief welcoming comments. As you know, a little interest and a handshake goes a very long way.

4. If a tour of the base and its specific equipment is offered and accepted, please make an appearance, in uniform, to help in conducting the tour. Make sure your picture is taken with the artist.

5. When presentations are made on stage during the show please be in uniform. You should make some welcoming remarks, tell the artist how pleased the base is that they came, go through the band and crew with coins, thanking them also, and then make the formal presentation to the artist. Then, please, make a few remarks of appreciation to the tour, then make the tour's presentation.

6. The Base or Wing Commander's Thank You letters to the entertainers (main act and opening act) and the tour should be sent within four days of the show. These should be sent c/o the Spirit of America Tour office. We suggest that these letters be prepared in advance with a few blanks that can be filled in after the show. Please don't forget these as they mean a lot and please don't delay them. A four week delay in getting out Thank You letters is noticed by the entertainer and is truly rude.

Please don't think I am being patronizing in making these suggestions. After doing over 90 shows for the military, all by major stars who have volunteered their time, I have a pretty good grasp on the meaningful considerations of dealing with artists and their thinking. So please trust me on these few suggestions. I know what I'm speaking about.



## **A LETTER TO THE PUBLIC AFFAIRS OFFICER AT A BASE RECEIVING A SPIRIT OF AMERICA TOUR SHOW**

The Spirit of America Tour has brought over 90 shows to America's stateside military bases since 9/11. All of these shows were headed by major, headline entertainers primarily from the Country Music Industry. These artists are patriotic and pro-military. They are also influential, household names, i.e., they are America's *Opinion Makers*. They have volunteered their time to do these shows. The tour only pays their expenses. No officer or director of the tour or the Foundation receives any remuneration, either directly or indirectly. The Spirit of America Tour and its executives are not members of the "patriotism industry."

NO other organization is bringing such star caliber entertainers to America's military bases on such a regular, organized and professional basis.

The appearance on your base by these entertainers is a fabulous opportunity for you and your base to reinforce the very high regard that these artists hold for America's Armed Forces. Don't forget that these entertainers are interviewed regularly and can give a very positive opinion of their time on your base.

The Spirit of America Tour requests complete support from the Base Public Affairs Department. If the base newspaper is controlled or directed by PA then please make sure that the concert gets front page publicity, not page 20 with the movie schedule. A publicity and promotion schedule has been supplied to the base POC. Press kits will be sent to the POC for delivery to your office.

The tour requires pictures be taken of the show. Immediately after the show a group of these pictures, fully captioned, go directly to DefenseLink, America Supports You, Defend America and your service's media outlet. The following morning disks of the pictures **MUST** be sent to the two tour offices by an express mail service. These pictures will be sent by the tour's publicity office to the public press and the major managers and agents of the entertainment industry. Please – Do NOT delay these pictures. This is vitally important.

Thank you.