



42nd National Conference and Theatre Tour

July 15-18, 2018 ✦ Austin, TX

TOOLS & TECHNIQUES: 4th Segment

Tuesday, July 17, 2018

2:00 PM - 3:15

(All sessions will only be offered once.)

Last Update: 6/25/18

At the Sheraton Austin Hotel at the Capitol

See presenter biographies following session descriptions

Reducing the Risk: Minimizing Fraud in the Box Office and Online

There has been an explosion of fraud in recent years - and not just in large theatres and national tours. Scammers are using stolen credit card information to purchase tickets and resell them online. Many box office managers are unaware of this practice and even fewer are ready for these situations when they occur. This session will provide an overview of current fraud trends and what to do when fraud occurs.

Presenter: Mandi Grimm, Director of Training, Etix, Morrisville, NC

Seating and Accessibility Strategies for Your Historic Theatre Renovation

This presentation will address the unique challenges of applying the current building code and accessibility regulations to auditorium seating within historic venues. Attendees will gain a better understanding of the assembly code and how it may be applied to their theatre renovation, and strategies for addressing the seating-related regulations within the context of their existing architecture. Very often original chair widths and row spacing are uncomfortable for modern audiences, and the aisle widths and ADA accessibility do not meet current code. The challenge for theatre operators (and their design teams) is to increase comfort and satisfy code while also respecting the historic character of the venue and maintaining as many seats as possible. Presenters will share photos and drawings from several historic renovation projects to show how modern standards can be integrated with the existing architecture and encourage questions and discussion from the attendees regarding their own venues.

Presenters: Michael DiBlasi, Partner, and **Michael Burgoyne**, Partner, Schuler Shook, Minneapolis, MN; and **John Bell**, President & CEO, Tampa Theatre, Tampa, FL

Federal and State Historic Tax Credits and Other Creative Financing Opportunities (After the 2017 Tax Reform Act) to Help You Pay for Your Theatre Rehab

This session will provide education about federal and state historic tax credits ("HTCs"), federal and state new markets tax credits ("NMTCs"), and maybe other economic development incentive opportunities that may exist for theatres to help them finance a rehabilitation, especially after the 2017 Tax Reform Act. The panelists will describe the technical requirements and various structures related to HTCs and NMTCs and discuss current market pricing, transaction costs and reasonably expected net benefits. They will blend in "real life" examples from past and current HTC/ NMTC historic theatre transactions.



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Presenters: **Alex Szilvas**, Partner, and **Christina Novotny**, Counsel, Baker & Hostetler LLP, Cleveland, OH; **Darlene Smolik**, Plymouth Soundings, LLC, Loudon, TN; and **Randy McKay**, Executive Director, Jefferson Live!, (Cascade & Holly Theatres), Medford, OR

The Melba Theater Hosts ‘A Very Melba Christmas’ with Tremendous Success

The Melba Theater is located in Batesville, AR, which has a population of 10,200. In December 2017, we brought 20,000 people into our 400-seat theatre to see free classic Christmas movies. People are looking for a movie experience to remember. We figured out that, when you create a sense of community, people come back for more. When people clap at the end of the movie, you know you've done something right. People are also looking for something different. We added snow machines to the exterior of the Melba. People were in awe as they exited the theatre to find snow falling around the neon marquee. We also have Christmas sing-alongs before each movie. During this session, we'll show a five-minute video that outlines the success of the series and share how it was planned, how we fundraised, how social media played a key role (and what platforms were used), and how involving the community made it a series that was on the front page of every local newspaper. Through a mix of handouts and visual presentations, the audience will not only leave inspired to host a free Christmas movie series, they will also see the financial benefit, including how it plays in their favor at the concession stand.

Presenters: **Mandi Curtwright**, Co-Owner, **Adam Curtwright**, Co-Owner, **Joe Shell**, Co-Owner, and **Janelle Shell**, Co-Owner, Melba Theater, Batesville, AR

Women Who Wow – How to Create, Encourage or Be a Leader Who Sees Beyond Gender

With ten thousand cracks in the glass ceiling and increasing opportunities for women in our industry to lead, the battlefield is sometimes less from the outside and more inside of our minds and mindsets. With more opportunities and the ease of access for some, what is holding women back? Drawing on a 20-plus year career in the ticketing business, Lynne King Smith invites LHAT attendees to join her for a frank, open, and honest conversation about what both women AND men can do to work together to encourage and tap into leadership opportunities; discuss the roadblocks that still exist for women; and deal responsibly with sexism and other gender bias issues that continue to arise. Attendees will leave with these takeaways: how to examine the unique challenges and opportunities women in our industry and beyond face; how to look at what still holds women back from leadership roles—fear, work/life balance and insecurity -- and how both men and women can combat them in a positive way; and how to deal with sexism and gender bias in a professional setting.

Presenter: **Lynne King Smith**, CEO, TicketForce, Mesa, AZ

“Two-for-One” Marketing Session: Each of these two sessions will only be 30 mins long; the second session will begin immediately after the first with no break; there will be a joint Q&A period at the end.

1st Half: Maximizing your Customer Journey: Before, During and After

While each customer's journey may not directly mirror another's, there are consistent components to how your customers first discover you, then interact, and continue their relationship with your organization. This



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session will be a workshop focused on what you can do to optimize your customer touchpoints. During the session, we'll map out points of interaction that your customers most often have with your brand. At the end, you'll be armed with a document that you can use to impact these touchpoints and maximize your message at each one in order to increase ticket sales, loyalty and donations.

Presenter: **Kenneth Foster**, Account Executive, Spektrix, New York, NY

2nd Half: Who's Sitting in Your Seats? Leveraging Data in Historic Theatres

Most theatres only know one-third of the audience members sitting in their seats. The other two-thirds -- or the non-ticket buyers -- remain a mystery. New in-venue engagement technologies are changing the house map by de-anonymizing audience members and providing a full, 360-degree view of who sits in your seats on any given night. By linking ticket transaction data with on-site patron data -- acquired via wifi, social check-ins, pixels and native apps -- your venue can employ applications in audience mining, local cross-promotion, and ancillary data monetization that lead to richer patron data, deeper relationships, and more effective marketing opportunities. Attendees will learn how: knowing more than a patron's zip code -- demographic breakdowns combined with social preference and interest data -- is essential for audience mining and lucrative data-based revenue streams; how to think outside the seat, how concessions, parking, Instagram pics -- every piece of information -- helps you learn more about your audience and their preferences; how sharing is caring and it pays the bills -- your clients and fellow luxury brands want and need robust data and behavioral information; become your industry's supplier.

Presenter: **Sarah Hutton**, Director of Sales, Choice Entertainment Technologies, Boulder, CO

Presenter Biographies

John Bell is an experienced historic theatre leader having successfully managed two different historic theatre projects over his career. He began his career in arts administration with the North Carolina Arts Council and later assumed duties as the Managing Director of the historic Carolina Theatre in Greensboro, NC in 1979. After he assumed management responsibilities in Tampa in 1985, Tampa Theatre revamped its programming to include a heavy mix of first run and classic films supplemented by concerts, education programs and special events. This successful formula remains in place today, as the Theatre presents approximately 535 film events, 20 major concerts, 45 educational field trips, four weeks of summer camp, and scores of corporate and community events a year. In spite of having a stage depth of only 8', Tampa Theatre's annual attendance averages 140,000 a year and remains one of the busiest venues in the country. John has served on the Board of Directors of the League of Historic American Theatres, is a member of Rotary, the Florida Facility Managers Association, the Florida Professional Presenters Consortium, the Tampa Cultural Executives Council, and was a



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founding member of the Ybor City Cultural Heritage Consortium. John holds a BA degree in Theatre Arts from Catawba College in North Carolina.

Michael Burgoyne is a partner at Schuler Shook with over 18 years at the firm. He applies his extensive theatrical design and technical experience to shape theatres, entertainment venues and worship spaces across the US and internationally. In addition to lighting and rigging system design, Michael develops spatial allocations, programming documents, system budgets and specifications. Close collaboration with the design team and end-users assures each project is carefully detailed and highly functional.

Kenneth Foster is an Account Executive for Spektrix Ltd. While at Spektrix, he has worked with both their client support and project management team - helping clients innovate their business and develop smart solutions for marketing and fundraising challenges. Prior to his work at Spektrix, Kenneth served as General Management Associate, and Company Manager for Daryl Roth Theatrical Management - a Broadway, Off-Broadway, and theatrical event management company based in NYC. While with DRTM, he had the benefit of working on major commercial ventures, and with some of NYC's premiere non-profit theatres.

Adam & Mandi Curtwright along with Joe & Janelle Shell are the proud co-owners of the Historic Melba Theater in Batesville, AR. What began as a fun thought turned into a two-year adventure of restoring one of Batesville Main Street's treasures. Each maintaining full time jobs, their unique skill sets and backgrounds in construction, marketing, finance and graphic design allowed them to be very hands on and work as their own contractors. The group had a desire to see new life breathed back into the one-screen landmark and the Theater has since been honored as one of the top Historic Preservation projects in the state of Arkansas. The re-opening of the theater lit a spark that ignited a passion in others which revitalized the downtown area and brought their community together. During their two years of operation, they've developed programs and initiatives that have inspired others and brought their motto to life for thousands of visitors that have come to the Melba Theater and enjoyed "An Experience to Remember".

Michael DiBlasi is a partner and principal designer in the Minneapolis office and has been an integral part of Schuler Shook since its inception. His hands-on understanding of performance venue requirements; including technical, functional and aesthetic issues; provides an invaluable resource to the design of theatre facilities. Michael's involvement in the project begins with pre-design and programming studies that help shape the immediate and long-range requirements for the facility. His involvement continues throughout the project as Michael collaborates with all members of the design team to develop the project's original vision into its successful completion.

Mandi Grimm is Director of Training for Etix. She was Box Office Manager for a 20,000 capacity Live Nation Amphitheatre and has held various Box Office Roles in Amphitheatres, Arenas, and Performing Arts Centers before joining Etix. During that time, she also helped to create Audit Guidelines, train new Box Office Managers and consult for new venues. Since joining Etix she has created the Training Department, collaborated on system development, oversaw many high impact client conversions and currently oversees the Anti-Fraud Department with Krister Larsson.



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Interacting with clients on a daily basis via phone and onsite helps her to better understand the needs and challenges they face in their business. Mandi is also a Co-Officer of CaRTA, the Carolina Regional Ticketing Association and has planned and participated in their events and success since its inception.

Sarah Hutton was a founding member of Shubert's Partner Sales + Marketing group where she also oversaw account management for Lincoln Center Theatre, Disney Theatrical Group, Wicked, The Kimmel Center, and several other large institutions and high touch point Broadway productions. In 2016, she moved into Shubert's tech division (Choice Entertainment Technologies) where she works with performing arts organizations of all sizes on enhancing their audience development and technology solutions. Previously, Sarah was Communications Director at Camp Broadway, and served as a production associate on three Broadway plays (most notably, LOMBARDI). Sarah holds a BS in Marketing from Emerson College, and an MS in Media Management from The New School. She is the Co-Chair of the Young Professionals Broad of CO/LAB, a non-profit that offers individuals with developmental disabilities a creative and social outlet through theater arts.

Randy McKay is the Executive Director for Jefferson Live and manages the Cascade (Redding, CA) and Holly (Medford, OR) Theatres in Southern Oregon and Northern California. Randy is a frequent CHAT user, a vocal ambassador for the League on the West Coast and a member of LHAT's Board of Directors. Both the Holly and Cascade Theatres are venues in smaller communities.

Christina Novotny is Counsel in the Cleveland office of Baker Hostetler whose practice focuses on the federal tax treatment of real property transactions, specifically including transactions involving partnerships, federal and state HTCs and NMTCs, and Section 1031 tax-deferred exchanges.

Adam & Mandi Curtwright along with **Joe & Janelle Shell** are the proud co-owners of the Historic Melba Theater in Batesville, AR. What began as a fun thought turned into a two-year adventure of restoring one of Batesville Main Street's treasures. Each maintaining full time jobs, their unique skill sets and backgrounds in construction, marketing, finance and graphic design allowed them to be very hands on and work as their own contractors. The group had a desire to see new life breathed back into the one-screen landmark and the Theater has since been honored as one of the top Historic Preservation projects in the state of Arkansas. The re-opening of the theater lit a spark that ignited a passion in others which revitalized the downtown area and brought their community together. During their two years of operation, they've developed programs and initiatives that have inspired others and brought their motto to life for thousands of visitors that have come to the Melba Theater and enjoyed "An Experience to Remember".

Lynne King Smith, Lynne King Smith is a co-founder and CEO of TicketForce - one of just several women C-suite executives in ticketing. With over 20-years in the technology field, she is also a writer, blogger, lover of social media, and loves to share ideas about using technology across markets. King Smith is a frequent presenter via webinars and national conferences, including Association of Arts Presenters (AAP), International Association of Venue Managers (IAVM), International Ticketing Association (INTIX), and The League of Historic American Theatres (LHAT). Format



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includes formal presentations, round-table discussions and one-on-one consulting. Lynne has received the Most Influential Women in Arizona award from the AZ Biz Journal and the Most Admired Leaders in Phoenix from the Phoenix Business Journal. Her leadership at TicketForce with a focus on positive company culture has resulted in being voted one of the Best Places to Work in Arizona 2 years in a row. This fall, she will open Thrive Coworking for Women, a workspace devoted to creating a strong community of women in business.

Darlene (“Dee”) Smolik is Principal of Plymouth Soundings, LLC. She has been the tax credit coordinator for several of LHAT member theatres wishing to access the benefits of HTC’s and NMTCS. She has closed over \$900,000,000 in projects to date. Dee has been a member of the LHAT Board, has served as Treasurer, head of the Audit Committee, and most recently was honored with being named as a member of the Board Emeritus.

Alex Szilvas is a Partner in the Cleveland office of Baker Hostetler, a national law firm with 14 offices throughout the country, which is nationally recognized in the field of Tax Credit Financing. Alex has been practicing law at Baker Hostetler for almost 30 years. He is the Co-leader of the firm’s Tax Credit Finance and Economic Development Incentives Practice as well as the leader of the Real Estate Tax Transactions Team. Alex has extensive experience in the structuring and financing of projects utilizing federal and state HTC’s and NMTCS.