



Antiochian Village Conference Center Report
The Heritage and Learning Center

Your Eminence Metropolitan JOSEPH, Your Graces, and Members of the Board of Trustees:

We have truly had a blessed year here at the Village filled with many successes and many challenges. Our team has received many compliments over the past year about the renewed spiritual atmosphere here at the Village. We want to thank each of you for your continued support as we continue to move thru this transition.

To recap our year here are some specific measurable goals and accomplishments that we achieved in FY2017

- We were able to show a profit of \$34,705.50
- We were able to decrease payroll by \$58,360
- Continuation of our successful sales and marketing program for selling the Archdiocese Orthodox book inventory
- Implemented a new marketing plan with a focus on the “untapped” religious market in the Pittsburgh and surrounding areas within our target market area. (2-4 hours from the Village)
- Negotiated a \$10,000 annual savings in our Health Insurance Costs
- We were able to transfer all accounting processes to QuickBooks
- Successful managed our cash flow
- Increased our occupancy by 2.48% Year end: 18.68%
- Increased our ADR (Average Daily Rate) by \$4.49 Year End: \$80.43
- Payment to the Archdiocese for liability insurance for the property- \$59,000
- Payment to the Archdiocese for their share (60/40 split) of Archdiocesan book sales-\$57,000
- Allowing our capital to reset to a positive number- due to over expenditures in the last FY.

Here is our YTD position as if 4/30/17 for FY2018 compared to YTD FY2017 and FY2016:

	(2016)		(2015)		(2014)
	FY2018	Budget YTD	FY2017		FY2016
Occupancy	13.39%		9.88%		8.13%
ADR	\$76.92		\$79.03		\$79.40
Revenue	\$273,308.53	\$160,393.77	\$197,462.65		\$183,242.11
Expenses	\$319,190.41	\$271,772.63	\$305,282.69		\$306,421.47
Net Profit/(Loss)	\$(45,881.88)	\$(111,378.86)	\$(107,820.04)		\$(123,179.36)

Variance Net Profit/Loss \$65,496.98 Actual vs. Budgeted

Projections for the remainder of FY2018:

- Currently have an additional \$750,026.93 in confirmed bookings for FY2018 with another \$51,971.89 in inquiries
- We are ahead in bookings by 11% or \$107,775.90 compared to where we were at this time in our last comparable season.

Sales-

Our Sales Action Plan: (see Sales and Marketing Plan)

To increase Christian religious group business by:

- Development of programming to attract our faithful to utilize Antiochian Village
- Continue to reach out to past groups to encourage rebooking's
- Use of Word 101.5 FM radio
 - Biz Burgh show-participating 3 times per year.
 - 15 radio spots that run the day before, day of and day after
- Faith Talk Magazine
 - Published twice annually
- Attendance at the Regional Pastors Appreciation Luncheon
 - Booth sponsorship
 - Logo note pads to pass out to each attendee
- Advertising in the Christian Associates of SW PA
 - Classified Ad targeting religious retreats in April, June and September
- Creation of new brochure/Printed materials
- New website design and SEO
- American Church List database mailing
 - Project is currently in process and should be completed Mid/End of June

Bookstore

The bookstore/publications center YTD (as of 4/30/17)

Revenue	\$64,395.33
COG:	\$ 25,301.71
COGS:	60.00%

The bookstore's current inventory is \$ 21,112.89

Our Action Plan to create additional bookstore sales:

- Completion of the new POS for the online bookstore
- Expand our visibility to local Orthodox churches via continued marketing efforts to increase foot traffic
 - Articles in The Word Magazine- work with Bishop JOHN on a "Book Review" column for the Word Magazine each month that would also offer special/discounted prices on that book that month
 - Quarterly Specials/Flyers
- Expand title selection as well as other appropriate merchandise in the Bookstore, taking into consideration the 70% of Conference Center bookings that are non-Orthodox

Museum-

This year our museum curator has worked to leverage the uniqueness of our Museum & Library wing to increase visibility for the Conference Center. Several key components include:

- Promoting our Laurel Highlands Arts & Heritage Tour through a partnership with Westmoreland Heritage, a local non-profit that promotes regional heritage sites
- She is also overseeing a “content marketing” approach to the Center’s use of social media, which leverages the unique artistic, cultural, spiritual, and historical resources of our Museum & Library. The goal is to increase our online presence, bring more people to our website, and therefore encourage more visitors to the Conference Center.

Financial & Other Notes:

- Food & Beverage Position
 - Current Inventory is \$12,134.66
 - COG % YTD 34.08%
- Cash Position
 - Cash Position continues to look positive thru the December
 - We will be monitoring that closely over the next several months
- Accounting
 - All accounts payable still continue to be current- 0-30 days
 - With the exception of the Archdiocese property insurance
 - \$4958.84 Monthly- behind 3 months
 - We are up to date on payments to the Archdiocese for Orthodox Book Inventory
 - We are current with balances owed to the camp for credit card purchases
- Staffing
 - We continue to evaluate/restructure areas of staffing to ensure that the appropriate Staffing levels/employees are in place. Areas of close examination are:
 - Kitchen
 - Museum/Library
 - Bookstore
 - We refined and restructured our staffing for both the front desk and the housekeeping departments.
 - Front desk is now closed from 7-9AM & 5PM-11PM on days where there are no groups in house.
 - Housekeeping department now has a staffing structure to follow
 - We projected that this would create a \$30,000 average saving annually.
 - Savings over the last 5 months of \$16,095.68
 - There is also an immediate need to hire an hourly set-up person who can take on the responsibilities of getting the facility set up for group needs.
 - This would free up our skilled maintenance personnel for other projects
 - This was discussed in February but nothing was finalized

➤ Mountain Ridge (MRHCC)

MRHCC - YTD Position as of 4/30/2017

Revenue: \$892.00 Expenses: \$10,745.69 \$Profit/(Loss): \$ -9853.69

- \$8000.00 of the Net Loss YTD is lease payments that have not been made
 - \$888.66 of the Net Loss YTD is liability insurance that MRHCC owes the center
 - Center paid for this expense in anticipation of a reimbursement once cash flow permitted
 - \$1440.00 is for License renewal
 - Center paid for this expense in anticipation of a reimbursement once cash flow permitted
 - Mountain Ridge LLC and the Liquor License will be dissolved moving forward
 - Dissolution date- as soon as final paperwork is processed
 - Center will need to generate an additional \$112,000 annually to cover lost wedding bookings
 - We will honor our contractual obligations for 2017/2018 weddings
 - We are working on the terms for Bride/Groom to bring their own alcohol
 - Once we honor these contractual obligation for 2017/2018 we will no longer books weddings/receptions
 - All revenues from liquor sales went directly to pay lease payments to the Archdiocese and year end donation of approximately \$6,000 also to the Archdiocese.
- Renovations that need to be completed
- Mary Winstanley OConner and Kelli Khouri are schedule to come June 1-3 to address renovation needs of the facility and to also look at the following:
 - 50 lodging rooms that need new blinds/drapery
 - 1st-floor hallway needs original carpet replaced to match 2nd and 3rd-floor hallways- estimated cost is \$15,000-\$20,000.
 - 50 lodging rooms (that were painted and re-carpeted 12 years ago) will need to be painted and new carpeting within the next two-three years
 - Meetings Rooms need immediate & serious attention- They have seen no attention in 30 years. Our guests spend 75% of their time in these areas during their visit.
 - Paint-Faded, Dark and 30 years old
 - Carpeting- Fraying and Stained beyond repair/cleaning
 - Lighting- Dim and no longer can get replaced bulbs
 - They need to have retrofit insert so they can accept new bulbs
- 20 Rooms on the second floor are ready to have their cable TV boxes installed
- Current Cable costs are \$811 per month (\$10,000 per year) expansion to the additional 20 rooms would increase that by an additional \$7,800 per year
 - The Massad's have donated TV's for the remaining 80 lodging rooms and several for meeting rooms. They have them at their warehouse and are waiting to ship as they are

also trying to see if they have carpeting that will meet our needs for some of our meeting rooms.

- We will continue to work on this process with Vickie

➤ Current Equipment Needs

- Upgrades to the sound system/projection unit in the Ajar- quotes range from \$10,000-\$25,000
- Sound System in the Chestnut Auditorium needs to be completely replaced
 - Speakers are bad
 - System overheats during regular use- requiring constant monitoring and cooling
- Start to replace worn and damaged tables
 - Life-time- Lightweight- 10-year warranty tables
 - 10- 60" rounds @\$199.99 each/ \$1999.99
 - 10 –banquets 96x30x2 @\$159.99 each/\$1599.99
 - 20-seminars 96x18 @\$117.50 each/\$2350.00

➤ More Immediate Maintenance Needs

- Museum Cooling Tower- which was previously placed on hold- however, we are going to need to make a decision to repair or replace- This decision is imminent
 - Have a company coming out on May 15th to look at the system and provide us options for replacement.
 - They also offer GEO Thermal- so they are going to give us a quote on GEO Thermal for the building as well.
- Metropolitan's Suite A/C- Ductwork needs to be completely replaced
- Floor in the walk-in refrigerator needs to be replaced very soon

In closing, we would like to thank His Eminence, Metropolitan JOSEPH, Mr. Abboud, Mr. El Khoury , Mr. Skaff, and the entire Village Council for their continued support.

Respectfully Submitted,

Amy Stiffler
Executive Director
Antiochian Village Conference Center

Dimitri Zeidan
Chairman
Village Council