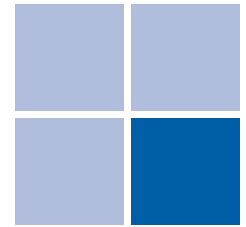


Quarterly Report from G.S.O.



Activities of the General Service Board Including A.A. World Services, Inc., AA Grapevine, Inc.

This is a confidential bulletin, for use only within A.A.

February 2020

General Service Board Meeting

The General Service Board of Alcoholics Anonymous, Inc. held its quarterly meeting at the Crowne Plaza Times Square Hotel on Monday, February 3, 2020. Michele Grinberg, chair of the General Service Board, warmly welcomed all present.

All committees met during the weekend. Highlights of committee reports appear below:

Archives

The committee considered two similar requests for a new A.A. history book and agreed to forward to the 2020 Conference Committee on Archives a request to consider the development of a book on A.A. history from 1955 through the present.

The committee considered a request to publish a new book of Bill W.'s unpublished correspondence and agreed to take no action. It was the sense of the committee that the scope of this project is extensive and there are considerable published writings of Bill W. already available.

Conference

The committee agreed to program a presentation/discussion topic at the 2020 General Service Conference as requested by a subcommittee of the trustees' Literature Committee. It was noted that the presentation will include an overview of the trustees' Literature subcommittee work performed to date regarding different topics addressing language and access to the A.A. message.

Cooperation with the Professional Community/ Treatment and Accessibilities

Cooperation with the Professional Community: The committee discussed the A.A.W.S. LinkedIn page and agreed to forward a progress report to the 2020 Conference Committee on C.P.C. and include a 2017 subcommittee report on LinkedIn. The committee also agreed to forward a request to create a pamphlet for mental health professionals to the 2020 Conference Committee on C.P.C., and discussed the broad scope of this professional setting.

Treatment and Accessibilities: The committee discussed materials related to Bridging the Gap activities and agreed to forward a progress report and a request to create a Bridging the Gap Workbook to the 2020 Conference Committee on Treatment and Accessibilities. The committee noted that some local A.A. communities do not participate in Bridging the Gap

or Temporary Contact activities due to limited access of shared experience in this service area.

Corrections

The committee had a wide-ranging discussion on language options to refer to incarcerated individuals in A.A. literature for Corrections, including discussion on a request forwarded from an area to review Corrections-related literature for use by members in correctional facilities and remove the words "in-mate" and "offender" and replace them with more inclusive terms. The committee considered the alternatives provided in the request, noting the relevance of providing the appropriate language for the appropriate audience. The committee suggested that a plan be considered by the trustees' Corrections Committee for a full review of the corrections literature with a focus on identifying the appropriate language based on the audience the corrections literature is trying to reach.

Finance

2020 International Convention Update: The Talley Management Group (TMG) presented an updated budget, based on firm contracts entered into and actual amounts spent to date, to the A.A.W.S. board and the trustees' Committee on International Conventions/Regional Forums. To date there are approximately 27,000 (60% of predicted total of 47,500) registrants, which accounts for a little under \$3.1 million in registration fees. Registration for accessibilities registrants is down about 30%, however, and stadium production costs are still being negotiated.

A.A.W.S. Self-Support Committee: The committee discussed a draft of the newly designed self-support card and forwarded it to the Conference Committee on Finance for additional input. The committee also reviewed a Grapevine flyer and will continue further development.

Google Grants and Seventh Tradition Discussion: Relative to a 2019 advisory action to apply for Google Grants, the trustees' Public Information Committee requested background regarding how such an in-kind donation of services would be reported on A.A. financial statements. In-kind donations, such as those for TV PSAs have historically been accepted, but the committee will continue looking into the best ways to report this information to the Fellowship.

G.S.O. Financial Results

For the twelve months ended December 31, 2019, the G.S.O. income statement shows a \$313,530 deficit (loss) for the period.

Revenues were 1.94% higher than budgeted and 3.79% higher than the twelve months ended December 31, 2018. Operating expenses were 6.61% greater than budgeted and 7.93% more than last year.

Actual contributions for the year were \$8,855,697, 5.62% higher than budget and 5.61% higher than the year ended December 31, 2018. Online contributions for the first twelve months of 2019 amounted to \$1,001,083. This compared with \$878,333 in 2018, \$803,909 in 2017, \$565,885 in 2016, and \$434,274 in 2015. The 2019 online contributions account for 11.30% of our total contributions. It was noted that considerable savings in processing charges are achieved with contributions received online.

The following variances from the 2019 budget were noted for the twelve months:

A large variance in net sales was caused mainly by less than budgeted sales of *Our Great Responsibility*, with actual sales for the three languages ending the year at 34,137 copies, against a budget forecast of 100,000 copies to be sold. Additionally, for the twelve months, the salary line was \$7,981,695 (1.68%) more than budget and \$596,557 (8.08%) more than 2018. Professional fees were \$277,913 (77.20%) higher than budget and \$129,643 (25.51%) higher than 2018. These variances were mainly caused by contract reviews being over budget by \$125,471 for the year. There were also additional legal fees (general counsel) that amounted to \$142,327 higher than budget. Contracted Services were over budget by \$998,651 (83.22%) and also \$660,857 (42.97%) over 2018. This variance was caused by ERP costs amounting to \$596,894 over budget. Travel, Meetings and Accommodations were \$74,701 (6.12%) higher than budget and \$3,435 (6.12%) more than 2018. There was \$79,467 more international travel than budget.

G.S.O. 2020 Budget

The 2020 G.S.O. budget projects gross sales of \$14,750,000, which is \$300,920 greater than 2019 actual. Contributions are budgeted at \$9,000,000 which is slightly higher than 2019 actual. Total budgeted expenses for 2020 of \$18,798,860 are \$27,564 or 0.15% less than 2019 actual. After deducting \$18,798,860 of operating expenses from the anticipated revenue of \$18,800,000, the result is a budgeted net profit of \$1,140, compared to the net loss of \$313,530 in 2019.

The committee recommended and the General Service Board approved the 2020 G.S.O. budget, which reflects gross sales of \$14,750,000 and a bottom-line profit of \$1,140.

Grapevine Financial Results

For 2019, the 66,376 average paid circulation of the Grapevine magazine decreased by 481 copies from 2018 actual of 66,857. This compared with 69,139 budgeted. Online circulation was 3,152 versus a budget of 3,894 and 3,390 for 2018. The GV subscription app circulation was 1,654, compared with a budget of 3,053 and an actual of 2,053 in 2018.

Gross profit on the magazine of \$1,240,469 was \$172,769 less than budget. Gross profit on other content related activities of \$656,089 was approximately \$3,554 greater than budget and \$93,653 more than 2018. Total gross profit for the year was \$1,896,558, which is \$169,215 less than budget and \$12,426 more than 2018.

Total costs and expenses of the magazine for the year were \$1,971,937, which were \$248,395 less than budget and \$92,126 less than 2018.

After adding interest earned, there was a net loss in 2019 of \$44,461 compared with a budgeted net loss of \$134,559 for 2019 and a net loss of \$149,171 in 2018.

Grapevine 2020 Budget

The 2020 Grapevine budget anticipates an average paid circulation of 67,802 print copies, 2,747 online copies and 1,200 GV subscription app. Total magazine Gross Profit and content related items income are expected to be \$2,000,027 which is \$103,469 more than the \$1,896,558 in 2019. Total direct costs are expected to be \$1,086,035, which is \$106,294 more than 2019.

The committee recommended and the General Service Board approved the 2020 Grapevine budget reflecting a net income of \$5,141.

La Viña Results

For the year ended December 31, 2019, income from magazine sales was \$129,734 compared with a budget of \$126,060. The average paid circulation for La Viña was 10,150 versus 9,709 budgeted and 9,635 for 2018. Gross profit on the magazine was \$68,338 compared with \$66,793 budgeted. Other publishing income added \$21,051 of revenue. After deducting the costs and expenses of \$373,401, a shortfall between revenues and expenses of \$289,314 resulted for this service activity. This compares with a budgeted shortfall of \$165,838 and a shortfall of \$148,467 for 2018. The shortfall for the La Viña service activity is funded by a transfer from the General Fund of the G.S.B.

It was noted that the increase in the net loss for La Viña is caused mainly by the reallocation of salaries to accurately reflect which magazine each employee works on. These allocations were reported differently in previous years.

La Viña 2020 Budget

The 2020 budget for La Viña projects gross profit on the magazine of \$53,234 and content related items of \$14,174, totaling \$67,408. After deducting costs and expenses of \$384,433, the 2020 budget reflects a shortfall of \$317,025, which is \$27,711 greater than the 2019 shortfall.

The committee recommended and the General Service Board approved the 2020 La Viña budget reflecting a shortfall between revenue and expenses of \$317,025 to be covered by the General Fund.

Reserve Fund

As of December 31, 2019, the Reserve Fund had a balance of \$18,126,339.

The Reserve Fund represents approximately 9.17 months of operating expenses. Upon the completion of the audits of A.A.W.S. and Grapevine, there will most likely be no transfer from 2019 to the Reserve Fund.

General Sharing Session

Regional trustee Jan L. welcomed all, especially the Conference committee chairs, and introduced the topic: "The

Group Conscience.” General service trustee David N. shared on “Our Group Conscience in Changing Times,” trustee-at-large/U.S. Newton P. shared on “The Group Conscience As Our Guide at All Levels,” and A.A.W.S. nontrustee director Carolyn W. spoke on “The Trusted Servant Connected to Our Group Conscience.”

David shared that he looks to Warranties 4, 5 and 6 in Concept XII to help define what a group conscience is and how to reach it: that decisions are reached by discussion, vote, and wherever possible by substantial unanimity; that actions not be personally punitive nor incitements to public controversy; and that we always remain democratic in thought and action.

He sees many changes in society that have impacted A.A. members’ pursuit of the group conscience, including the faster pace (less time for talking, listening, and substantial unanimity) and a hardening of beliefs. Technology has also had an impact. Secret groups on social media often miss the mark in regard to equal participation and can lead to insularity and groupthink.

Newton shared that in our service activities, we need to treat each other with the same patience, tolerance and kindness as we do in recovery. He feels that “the group conscience is not just a utilitarian mechanism for summing up the common welfare, but rather as the Second Tradition states, the very means by which a loving God finds expression in all levels of A.A.” His first sponsor sagely advised him to never trust anything that happens quickly in Alcoholics Anonymous, “but the downside to that stability and continuity is an intentional inertia built into our structure that may stifle or delay needed change and flexibility. It is then that we need strong and visionary leadership from our trusted servants.”

Carolyn spoke about how our connection to the group conscience on any subject is often brief, just long enough to leave one of a great many fingerprints on it as it passes through our hands. “The group conscience gradually shapes and polishes something rough into something shining. Every touch contributes.”

A Conference committee chair shared that without an informed group conscience, God can’t get a word in edgewise. Another Conference committee chair shared how his experience over the board weekend has built his trust and appreciation of the process and faith in the group conscience.

A Class A trustee reflected on what is required to achieve a group conscience: coming prepared, actively listening, keeping an open mind, having great patience. A regional trustee remarked that he always reminds himself to listen as if he has no opinion.

A Conference committee chair shared about how his area assemblies were driven by motions, often fueled by resentments. When they decided to stop accepting motions and only accept discussion topics it encouraged more groups to bring problems forward, more engagement and discussion, and a more informed group conscience before considering a motion.

An appointed committee member shared that in A.A. it’s not about uniformity of thought: “I don’t have to think like you, I just have to respect what you’re saying and trust that a Higher Power is running the ship.”

International

The committee reviewed trip invitations for 2020. These include Czech Republic General Service Conference, Portugal Annual National Service Meeting, Bolivia 24th National Convention and Australia’s 55th National Australian Convention.

Coordination on the 26th World Service Meeting continues and the committee noted that contributions to the WSM fund have been received from six countries since it was established by the 25th WSM in 2018.

International Convention/Regional Forums

International Conventions: The committee recommended to the General Service Board that the 40 millionth copy of *Alcoholics Anonymous* be presented to the National Institute on Alcohol Abuse and Alcoholism (NIAAA).

The committee agreed to forward to the 2020 Conference Committee on International Conventions/Regional Forums a request to discuss methods of closing the Big Meetings at the International Conventions.

Regional Forums: The committee discussed the pros and cons of changing the Regional Forum guidelines to allow local intergroups, Central Offices, Areas or Districts to sell literature at Regional Forums. The staff secretary will develop a brief survey to evaluate the change from the welcome committee and attendee standpoint.

The committee viewed the final draft of the Regional Forum video. Next steps include a professional voice-over. A final version is expected to be shown during the 2020 General Service Conference.

Literature

The trustees’ Literature Committee reviewed and agreed to forward to the 2020 Conference Committee on Literature the draft update of the video, “Your General Service Office, Grapevine and the General Service Structure”; an updated draft version of “The Twelve Traditions Illustrated”; and the revised “A.A.W.S. Inc., Policy on Publication of Literature: Updating Pamphlets and Other A.A. Materials” approved by A.A.W.S. in January 2020. Additionally, the proposed, “A.A.W.S., Inc. Policy on Conversion of Written Conference-Approved Literature and Service Material into Video Format” was forwarded to the 2020 Conference Committee on Literature, along with requests to develop a Fifth Edition of *Alcoholics Anonymous*, a draft Fourth Edition of *Alcohólicos Anónimos* and an update to the pamphlet “A.A. for the Black and African-American Alcoholic.”

Nominating

The committee agreed to forward to the Conference Committee on Trustees an agenda item to consider the revised “Procedures for a Partial or Complete Reorganization of the General Service Board, the A.A.W.S. or AA Grapevine Boards.”

The committee discussed the rotation schedule for Class A trustees. The committee recommended and the General Service Board approved that the terms of Class A trustees be adjusted so that one Class A trustee rotates onto the Board and

one rotates off each year, with the exception of the General Service Board chair. The committee reviewed the candidates submitted for West Central and Western Canada regional trustees and found all candidates eligible for election in April 2020.

Public Information

The committee reviewed a professional survey methodology report on the A.A. Triennial Membership Survey and forwarded it to the 2020 Conference Committee on Public Information. Noting that the survey methodology review is still in its infancy the committee asked that discussion be continued at upcoming meetings.

The committee also discussed and forwarded to the 2020 Conference Committee on Public Information requests to create a new form of communication specifically addressing the use of social media and anonymity, and that a podcast be created to better carry the A.A. message.

Trustees' Planning and Sharing Session

The trustees met on Sunday, November 2, with reports and discussion focusing on planning and policy direction. Additionally, there was sharing from several trustees regarding their activities to ensure that the hand of A.A. is present around the world.

A.A. World Services

Since its November 1, 2019 meeting, the A.A. World Services (A.A.W.S.) Corporate Board met on December 6, 2019 and January 30, 2020 for quarterly corporate meetings. The board also met by conference call on January 6, 2020. During this same period, the A.A.W.S. Finance, Publishing, Technology/Communication/Services and Internal Audit committees each met twice.

Administration

The new Communication Services department successfully launched in November; work continues on the 8th Floor construction project; the Technology Services (TS) team continues to drive support and stabilization initiatives across the NetSuite Phase I implementation.

Administrative Services

Phase I roll out of the portal for Area registrars will take place early in 2020. Training will be conducted via Zoom and a communication with training dates and log-in information will be distributed to Area registrars.

Archives

Throughout 2019, Archives responded to over 1,500 requests for information and research. The Archives has been invited to present a brief film on the history of A.A. for a screening at the International Convention on Saturday night in Detroit in July 2020.

Human Resources

The insurance renewal process for 2020 for A.A.W.S. and AA Grapevine employees was completed. Three options were offered for the medical insurance and two options for dental insurance.

Information Technology Services

There has been a change in IT leadership with Lorna Graham (nonalcoholic) stepping in as interim director of technology services and providing support to the ERP Steering Committee.

Services

Accessibilities/LIM: The assignment is currently collecting stories to update the pamphlet "A.A. for the Older Alcoholic" and developing audio interviews with the military in A.A.

Conference: The Conference Communications Kit was posted to the Conference Dashboard and made available to all Conference members starting January 2, 2020.

Cooperation with the Professional Community/Treatment: The assignment updated welcome letters for district, area, and intergroup/central office chairs for C.P.C., Treatment, H&I and Bridging the Gap committees to include suggestions for getting started, online resources on the aa.org website and information about the A.A.W.S. LinkedIn page and YouTube channel.

Corrections: The assignment has received more than 400 letters a month over the last quarter, bringing the total of letters answered in 2019 to approximately 6,000. Over 80 inmates were linked to outside A.A. members through the Corrections Correspondence Service, bringing the yearly total for 2019 to 1,790 people.

Group Services: In preparation for the quarterly call between G.S.O. and the ICOAA Communications Committee, the committee provided a list of questions that had come from their outreach to Intergroup/Central Offices. Questions focused on: changes to the "A.A. Near You" section of the revised aa.org website and how offices can offer input on future designs; what discounts or pricing changes may still be under consideration by A.A.W.S.; how they might offer suggestions on the revised draft of the Service Manual as it relates to Intergroup/Central Offices; and the possibility of offices being notified about new and revised pamphlets and books in advance to help them with ordering.

Literature: A large number of items considered by the trustees' Literature Committee were forwarded to the 2020 Conference Committee on Literature.

Nominating: Items discussed and considered by the trustees' Nominating Committee were forwarded to the 2020 Conference Committee on Trustees.

Public Information: The committee reviewed a report on the A.A. Triennial Membership Survey and discussed possible development of a podcast to better carry the A.A. message.

Regional Forums: The committee viewed the final draft of the Regional Forum video.

Board Committees

Finance: For details on A.A.W.S. Finance, see the report of the trustees' Finance Committee on page 1 of this report and the summary of unaudited financial results on the last page for the twelve months ended December 31, 2019.

Publishing: The Big Book, "Twelve and Twelve" and *Living Sober* have been completed as audiobooks in English, French and Spanish. The Young People's Video "Young and Sober in A.A.: From Drinking to Recovery" is completed and will be

posted on aa.org and A.A.W.S.'s YouTube channel.

The committee discussed a price normalization proposal that was forwarded to the Finance Committee that would normalize literature pricing to align with the board's ongoing goals for accessibility and provide parity across the A.A.W.S. customer base, with some prices rising slightly and others being reduced. The new pricing would center on the base (or original) edition of each book or piece of literature and apply to most additional formats of that title. It was expected that such price changes would be reflected and take effect with the printing of the next catalog, expected in the first quarter of 2020.

Technology/Communication/Services (TCS): The committee reviewed progress reports and updates on G.S.O.'s A.A. website analytics and visitor's activity reports and heard a report from the interim director of Technology Services summarizing website design progress over the last few months. The committee reviewed and discussed a YouTube progress report and a LegitScript/Google Ads progress report.

Internal Audit Committee (IAC): The committee discussed vendor management topics and generalized criteria for developing a threshold for approval that could provide guidance for which contracts would warrant ongoing legal review and which might not.

Additional Activities

Pricing, Discounts and Distribution Committee (DELTA Project): The board approved the recommendation brought forward by the committee that the current 20% pamphlet discount be eliminated, with repricing of all applicable items at the actual selling price (that is, with the 20% discount already applied).

Review of A.A.W.S. Policy on Publication of Literature (per 2019 General Service Conference floor action): The board approved the following recommendations: that the "A.A.W.S. Policy on Publication: Keeping A.A. Literature Current" (as retitled and amended on January 6, 2020) be approved and forwarded to the trustees' Literature Committee; and that a draft "Proposed A.A.W.S. Policy on Creation of Video" be forwarded to the trustees' Literature Committee.

Eighth Floor Lease and Construction: Some difficulties with the ongoing construction on the 8th floor have pushed the projected move-in date to April.

AA Grapevine

The AA Grapevine Board of Directors met twice since the November 1, 2019 quarterly board meeting: on December 7, 2019; and a quarterly meeting on January 30, 2020.

Board Committees

The Nominating and Governance committee completed revisions to the AAGV Director's Handbook. The director of operations will provide a final review.

The Outreach committee will investigate Grapevine ambassador functions the board could implement.

The Finance and Budget committee reviewed draft #3 of the 2020 Grapevine and La Viña budget.

The ad hoc Strategic Planning committee reviewed examples of new pricing structures for Grapevine and La Viña. In

addition, the committee presented staff updates to the Grapevine and La Viña strategic plan goals and tactics.

The ad hoc AA Magazine committee suggested a possible joint discussion with A.A.W.S. to discuss large print Grapevine ideas and a possible combined "AA magazine."

Board Actions

December 7, 2019: Approved the minutes of the September 14, 2019 board meeting. Approved and accepted the AA Grapevine treasurer's report. Approved and accepted the La Viña treasurer's report. Additionally:

- Agreed to forward the following to the 2020 General Service Conference Committee on the Grapevine: Revise the Preamble to use gender neutral pronouns. For example, "Alcoholics Anonymous is a fellowship of *people* who share their experience, strength and hope with each other..."
- Consider a request that the Grapevine Corporate Board in cooperation with the Grapevine Editorial Advisory Board develop a new pamphlet that would describe how Grapevine can be utilized to carry A.A.'s message of recovery to the still-suffering alcoholic.

January 30, 2020: Approved the minutes of the November 1, 2019 board meeting. Approved and accepted the AA Grapevine treasurer's report. Approved and accepted the La Viña treasurer's report. Additionally:

- Approved and agreed to forward the 2020 Grapevine budget to the trustees' Finance and Budgetary Committee.
- Approved and agreed to forward the 2020 La Viña budget to the trustees' Finance and Budgetary Committee.
- Approved a budget of \$24,000 to develop a French audio version of *Language of the Heart*.

Strategic Planning

The Grapevine Board is engaged in a 3-year Strategic Plan incorporating the Fellowship Feedback Project and working closely with GV's web vendor.

Carrying the message of the A.A. program through Grapevine and La Viña remains the board's focus. Subscriptions/product sales are essential to self-support and Twelfth Step service.

Existing engagement efforts for the print magazines, Grapevine Online, and related products will continue, including the ongoing Carry the Message project that focuses on sponsoring subscriptions through Subscription Gift Certificates and the 2019 outreach "Toolkit" effort celebrating GV's 75th anniversary.

Grapevine has absorbed almost all overhead costs incurred in publishing La Viña since inception. In December 2019, salaries incurred by Grapevine related to producing La Viña were reallocated to La Viña. Thus, there is a corresponding decrease to Grapevine costs and an increase in La Viña costs. No costs have been reallocated for the years prior to 2019 but will be appropriately assigned to La Viña in the future.

Financial

For details on Grapevine Finance, see the report of the trustees' Finance Committee on page 2 of this report and the summary of unaudited financial results on the last page for the period ended December 31, 2019.

Circulation, Development, Outreach Highlights

- Work continues with Grapevine’s ePub vendor to create digital formats for monthly publications to be distributed in various platforms such as Amazon, B&N etc.
- The *Daily Quote* book is currently in production for sale at the 2020 International Convention.
- YouTube page content is being developed for the Grapevine channel.
- Spanish translation of *One Big Tent* is available.
- Ongoing discussion continues with the G.S.O. Corrections desk on inmate requests for *Carry the Message* Grapevine and La Viña subscriptions.
- Pricing options for *LOH* French audio book are under review.

Editorial Advisory Board (EAB): Grapevine and La Viña

The Grapevine EAB met on January 16, 2020 and the La Viña EAB met on January 14, 2020. Both boards will meet again in March.

Editorial Report: Grapevine

Recent issues of the Grapevine have included: “*Holiday Stories/Remote Communities*” (December 2019); “*Spiritual Awakening*” (January 2020); “*Getting Through Adversity*” (February 2020); and “*Emotional Sobriety*” (March 2020).

Editorial Report: La Viña

Upcoming issues of La Viña are “Newcomer Issue” (March/April 2020); “AA in Prison” (May/June 2020); “*AA Around the World*” (July/August 2020).

Grapevine Web Report

The new Grapevine website launched on January 30, 2020, with the new La Viña web pages soon to follow. Monthly web traffic in the 4th quarter averaged at 25,930 unique visitors and 398,878 page views.

Staff Travel — 2020

January: WACYPAA, Los Angeles, CA; Grapevine/La Viña Workshop, Baldwin, NY.

FINANCIAL DATA: For the twelve months ended 12/31/19 (All figures pending final C.P.A. audit)

G.S.O.	2019 Budget	2019 Actual	2018 Actual
Contributions from A.A. groups and members	\$ 8,384,721	\$ 8,855,697	\$ 8,385,009
Sales less cost of production, royalties and shipping	9,775,000	9,657,197	9,452,615
Interest Income	0	0	0
Total Income	18,159,721	18,512,894	17,831,624
Total G.S.O. expenses:	17,658,500	18,826,424	17,442,943
Net Operating Income (expense)	501,221	(313,530)	394,681
AA GRAPEVINE, INC.			
Sales less costs of products	\$ 2,065,773	\$ 1,896,558	\$ 1,884,132
Interest earned — Regular	—	—	—
— Reserve Fund	20,000	30,918	30,760
Total Income	2,085,773	1,927,476	1,914,892
Expenses	2,220,332	1,971,937	2,064,063
Income (loss) from operations	(134,559)	(44,461)	(149,171)
General Service Board Support of La Viña shortfall	(165,838)	(289,314)	(148,467)

SALARIES (2019) G.S.O. seeks to follow Concept XI, which states, “We believe that each paid executive, staff member or consultant should be recompensed in reasonable relation to the value of his or her similar services or abilities in the commercial world.” Shown below are approximate range of salaries actually paid to G.S.O. employees during 2019.

	Number of employees	Approximate ranges of actual G.S.O. salaries
Administrative, A.A. Staff, Supervisory, and Exempt Professionals	46	\$65,000 to \$285,000
Supporting personnel	47	\$42,000 to \$ 73,000

For comments or questions write to: Staff Coordinator, Box 459, Grand Central Station, New York, NY 10163