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.

January 2021

General Service Board Meeting

The General Service Board of Alcoholics Anonymous, Inc. held its quarterly meeting via videoconference on Monday, February 1, 2021. 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 reviewed and accepted the draft "Report on Proposed Book on A.A. history" and forwarded it to the 2021 Conference Committee on Archives. The committee added new language to address digital materials to the first bullet of the "Purpose" section of the Archives "Mission and Purpose" statement.

Conference

The committee discussed a report on the newly developed Conference Committee Assignment Application implemented for the 2020 Incoming Panel Delegate Conference Committee Selection process and forwarded it to the 2021 Conference Committee on Policy and Admissions for consideration. The committee received a report on General Service Board Strategic Plan items relevant to the committee and noted that the committee is acting on some of the plan's goals by scheduling activities and making improvements to the Conference experience using the 70th G.S.C. evaluation responses.

Cooperation with the Professional Community/ Treatment and Accessibilities

Cooperation with the Professional Community: The committee reviewed a memorandum from the senior manager of the Communication Services department regarding the "Does Alcoholics Anonymous Work?" video produced by Stanford University and requested that the working group continue exploring ways to use the video. The committee agreed to forward to the 2021 Conference Committee on Cooperation with the Professional Community the draft update of the pamphlet "Members of the Clergy Ask about A.A."

Treatment and Accessibilities: The committee listened to an audio interview with an A.A. member in the military and asked the secretary to work with the Publishing department to finalize three remaining audio interviews. Discussions are underway with senior military personnel about how Alcoholics Anonymous can be of service at a time when alcohol abuse continues to be a serious problem within the military community.

Corrections

The committee discussed inquiries from inmates who are transgender and are requesting correspondence with other alcoholics of similar experience. The assignment will continue adding to the internal list of A.A. members with transgender and non-binary experience who are willing to correspond with alcoholics behind the walls.

Finance

Ad Hoc Committee Progress Report — Google Grants and the Seventh Tradition: The report reviewed the facts regarding non-profits who receive the benefit of a Google Grant and also noted other nonprofit benefits currently received by A.A.W.S. and other similar nonprofit organizations, such as audit rates and bank fees. The committee agreed to forward the Ad Hoc Committee Progress Report "Google Grants and the Seventh Tradition" to the Conference Committee on Finance.

Policy Reviews: The committee reviewed and discussed proposed policies for: 1) selection of the independent auditor, and 2) annual review of IRS Form 990 information return for notfor-profits. The policies will be brought back in July with amendments.

Grapevine Support: Josh E. presented an accounting of Grapevine losses as a result of the cancellation of the 2020 International Convention. The committee recommended that \$180,000 of the 2020 International Convention insurance claim payment be paid to Grapevine.

Reserve Fund: On December 31, 2020, the Reserve Fund balance was \$12,297,131. There were a total of four withdrawals from the reserve fund totaling \$4 million in 2020 due to the pandemic and the Voluntary Retirement Incentive Program.

The current balance covers 7.74 months of expenses.

G.S.O. Financial Results

The committee reviewed G.S.O. unaudited financial results for 2020. Gross Sales for 2020 of \$9,098,578 were \$757,531 lower than budgeted. Gross Profit from literature was \$6,315,675 and represented a 72.00% Gross Profit Percentage.

Contributions for 2020 are a record breaking \$10,304,185. This is \$417,930 greater than budgeted and \$1,440,705 more than 2019 (\$8,863,480 was received from the Fellowship in 2019). The committee expressed its gratitude to the Fellowship for the continuing Seventh Tradition support.

Historically about 58% of revenue comes from literature

sales and about 42% from contributions. In 2020, literature sales make up 37% of revenue with 63% coming from contributions.

Total Revenue (gross profit from literature, contributions, Conference delegate fees, World Service Meeting, and International Literature Fund) was \$16,878,787 and \$502,849 more than budgeted.

Preliminary total expenses for 2020 were \$16,667,870. This is \$45,195 less than budgeted. The Travel, Meals and Accommodations line is \$205,987 which is significantly lower than last year due to a reduction in travel caused by the cancellation of events because of COVID-19. This reduction in travel also reflects that the G.S.B., A.A.W.S. and AAGV board meetings are now held virtually. Professional fees and contracted services for 2020 are \$2,760,151, which is \$323,527 more than budgeted.

The combination of the above revenues and expenses resulted in G.S.O. reporting a preliminary gain of \$210,917 for 2020. This compares to a budgeted loss of \$337,127.

General Service Board support of the La Viña service activity was \$392,625 compared with a budgeted amount of \$317,025 and an actual of \$297,396 in 2019.

G.S.O. 2021 Budget Presentation

The 2021 G.S.O. budget projects gross sales of \$8,865,000. After subtracting manufacturing costs and shipping expense, gross profit is budgeted at \$5,639,400 or 64% gross profit percentage.

Contributions are budgeted at \$9,725,000 and assumes \$810,417/month. In comparison, actual individual/group contributions since COVID have averaged \$881,000 per month.

Total budgeted expenses for 2021 of \$14,952,613 are \$1,715,257 less than 2020 actual. After deducting \$14,952,613 of operating expenses from the anticipated revenue of \$15,594,000, the result is a budgeted net profit of \$641,387 before depreciation compared to the preliminary net gain of \$210,917 in 2020.

The committee recommended that the General Service Board approve the 2021 G.S.O. budget, which reflects total revenues of \$15,594,000, total expenses of \$14,952,613 and a bottom-line surplus of \$641,387 before depreciation.

Grapevine Financial Results

Average paid circulation of the Grapevine magazine was 63,397. This compared with a budget of 67,802 and 2019 actual of 66,376. Online and GV Subscription app circulation are 5,175 in 2020 compared to a budget of 4,046 and actual of 4,806 in 2019.

Gross profit on the magazine of \$1,003,700 was \$205,945 less than budgeted. Gross profit on other content-related materials of \$313,535 was \$476,318 lower than budgeted and \$346,996 less than 2019.

Total gross profit for the year was \$1,358,481 which is \$671,017 lower than budgeted and \$619,774 less than the \$1,978,255 achieved in 2019.

Total costs and expenses of the magazine for the year were \$1,732,443, which were \$292,442 lower than budgeted and \$274,026 less than the \$2,006,470 in 2019.

After adding interest earned, there was a shortfall in 2020

of \$373,963 compared with a net loss of \$28,215 in 2019 and a budgeted net profit of \$4,612 for 2020.

Grapevine 2021 Budget Presentation

The 2021 budget assumed average paid circulation of the Grapevine magazine of 62,124 and Grapevine Subscription app circulation of 5,442. Total income is \$1,358,481.

Total gross profit for the year is estimated to be \$1,463,633. Total costs and expenses of the magazine are \$1,817,859.

After adding interest earned there's a budgeted deficit of \$354,225.

The committee recommended that the General Service Board approve the 2021 Grapevine budget, which reflects total revenues of \$1,358,481 and a bottom-line deficit of \$354,225.

La Viña Results

For the unaudited year end results for 2020, average paid subscriptions for La Viña were 6,435 compared to 10,100 budgeted and 10,150 for 2019. Income from magazine sales at year end of 2020 was \$73,895 compared with a budget of \$116,567. After deducting the costs and expenses of \$426,881, a shortfall between revenue and expenses of \$392,625 resulted for this service activity. This compares with a budgeted shortfall of \$317,025 for 2020 and a shortfall of \$297,396 for 2019. The shortfall for the La Viña service activity is funded by a transfer from the General Fund of the G.S.B.

La Viña 2021 Budget Presentation

The 2021 budget assumed average paid circulation for La Viña of 5,605. Total income is \$62,968. After deducting the costs and expenses of \$426,783, a shortfall between revenue and expenses of \$401,790 is assumed for this service activity. The committee recommended that the General Service Board approve the 2021 La Viña budget, which reflects total revenues of \$62,968 and a bottom-line net cost of \$401,790.

General Sharing Session

Regional trustee Mark E. warmly welcomed everyone to the quarterly General Sharing Session, including delegate chairs and Class A trustee candidates. The topic was: "Communication Up and Down the Triangle."

Grapevine director Cindy F. began with a presentation on the subtopic, "Has the Fellowship Abdicated Their Responsibility to the Service Structure? Making group involvement practical and effective." Cindy shared that "We have a participation problem, and I am not entirely sure what the solution is."

"Are we making service work attractive," she asked, "so that the Fellowship, i.e., individual members, will participate in service beyond their Twelfth Step responsibilities of sponsorship?... Are members getting an idea that service work is exceedingly time consuming and will adversely affect them in some way?"

"It starts with me in my home group," she said. "It is important for me to practice these principles in all my affairs, including the group conscience meetings."

General service trustee and Grapevine director Josh E. followed with the subtopic, "Is General Service Disconnected from the Fellowship? Effectively Using Technology to Support Concept I."

"I keep picturing the upside-down triangle," said Josh. "The groups at the top of the triangle overtaken by a series of ever-expanding lines to represent all those groups that do not connect with Conference structure at all. The overarching critique is that 'Information is not traveling up or down the Conference structure effectively or efficiently."

Josh suggested that we often use technology and communication interchangeably but, "Can technology help with the more intangible purpose of coming to a healthy group conscience?... Can technology take my inventory, or hear my Fifth Step, or help me to make service more attractive through how I participate?" With respect to technology and Concept I, Josh said, "Unity, clarity, and inclusivity; none of these are challenges that technology can solve... But just like in my personal recovery, if I focus on my own spiritual growth and try to put those principles before my personality, I will likely be more welcoming and attractive when I find those who are not connected to our group conscience and invite them in."

Mark thanked both presenters and invited attendees to share. One Class A trustee noted that the pandemic has freed us from the fear of change and has helped us communicate better. She also asked that we consider, "How many faces of color are in this room?... How many who speak a different language as their first language are here?... and are we making service attractive for those not in the room?"

A delegate shared experience of his early days in A.A. when newcomers came directly to the Fellowship; however, since the 1980s they often arrive after they've been to treatment, where they may have developed a different picture of A.A. than if they had come to us first.

A regional trustee asked, are we saying you need to be financially secure, have constant connectivity to the internet, an endless amount of time to spare in order to do service? Or do we show the spirit of A.A.?

Two delegates rounded out the sharing with a few thoughts. "We do not go to an A.A. meeting to talk about how much we dislike recovery, so why do it with service?" "It is hard to listen if no one is talking and we all need work on communication, based on the current data."

International

The committee noted that the virtual 26th World Service Meeting was fully self-supporting for the first time due to the generous support of the World Service Meeting Fund by service structures around the world, and the reduced expenses for a virtual meeting. The committee agreed that all invitations for international travel should come to the Trip Consultation Team. The committee reviewed a proposal to participate in a virtual pan-continental two-way shared experience, extending the virtual hand of A.A. from the extreme latitudes in the North (the upper reaches of Eastern and Western Canada) to the extreme latitudes in the South (Patagonia and Tierra del Fuego in Argentina and Chile). Phase 1 of the proposal consists of the U.S./Canada participating as guests in Argentina's upcoming Region 6 Forum (Patagonia, Tierra del Fuego) on May 15, 2021. The U.S./Canada would provide the virtual platform, technical expertise, interpretation in French and Spanish, and participate as appropriate with projected cost of \$16,500.

International Conventions/Regional Forums

International Conventions: The committee reviewed the G.S.B. Strategic Plan, noting that all suggestions pertaining to Goal 1 (the G.S.B. will bring an inclusivity focus to all aspects of our services) have been implemented accordingly on the Regional Forums and International Convention assignments, including implementation of the "Who's Not in the Room" workshop at regional forums.

Regional Forums: The committee discussed a request submitted from A.A.W.S. to consider holding similar events like the U.S./Canada Forum in the future (even when we are not held under the restrictions of a pandemic) and to explore the feasibility of broadcasting in-person events to maintain this newly discovered accessibility. It was noted that the committee had already agreed to the addition of a virtual component when returning to in-person regional forums in 2022.

Literature

The committee reviewed proposed agenda items for the General Service Conference and forwarded a number of items to the Conference Committee on Literature for consideration. The committee also continued exploring if proposed agenda items related to the accessibility of the Big Book can be addressed with a common solution. The committee noted that the video presentation "The Big Book: Researching Issues, Possible Tools and Access (70th General Service Conference 2020)," was made available, in English, Spanish and French and agreed to forward to the 2021 Conference Committee on Literature a progress report on "Researching Issues, Possible Tools and Access to the Book (2020-21 RIPTAB)." The report's focus is on accessibility and relatability of Alcoholics Anonymous in terms of reaching a wider demographic of alcoholics. Also noted are specific options to discuss digital material along with the idea of developing a plain language version of the Big Book. The idea of a new book is not meant to replace the Big Book, rather to overcome barriers so the A.A. message might reach more suffering alcoholics.

Nominating

The committee reviewed all candidates submitted for Southeast regional trustee, trustee-at-large/U.S., and East Central regional trustee and found all the candidates eligible for election in April 2021, with one exception. The committee forwarded slates of Trustees and Officers of the General Service Board and Directors of the A.A.W.S. and AA Grapevine Corporate Boards to the General Service Board.

Public Information

The committee discussed a request to create a G.S.O. podcast and forwarded a draft plan to the 2021 Conference Committee on Public Information. The committee forwarded a report on the Triennial A.A. Membership Survey to the 2021 Conference Committee on Public Information, including the suggestion that the 2021 A.A. Membership Survey be conducted and that the questionnaire expand the gender markers to allow for better reflection of the diversity of our membership and potential members.

A.A. World Services

Since its October 30, 2020 meeting, the A.A. World

Services Corporate Board has met twice by videoconference: December 11, 2020 and January 29, 2021. During this same period, the A.A.W.S. Finance, Publishing, Technology/Communication/Services and Internal Audit committees each met twice.

As previously announced, Greg T. will leave the position of general manager effective February 1, 2021. The general manager search committee continues its process to identify a successor for the position. In the meantime, effective January 1, 2021, Stephanie L., senior director of administration and strategy, is serving as interim general manager.

Administration

The office has continued functioning on an entirely remote basis. A tentative date for returning to the workplace has been moved back from March to April or May (post-Conference) at the earliest and will incorporate a voluntary modified schedule.

Archives

Archives staff is preparing to relocate 300 cartons (392 cubic feet) of archival materials to a secured, onsite storage room on the 8th Floor. This relocation will significantly reduce Archives expenses and help in appraisal of the unprocessed materials.

Human Resources

Recent new hires: Amy B. joined G.S.O. Staff Services as a G.S.O. staff member on the CPC assignment. Sareen Pearl (nonalcoholic) joined the Human Resources department as HR director. Bruce Hartley (nonalcoholic) joined the Technology Services department as senior project manager. James H. joined G.S.O. Staff Services as a G.S.O. staff member on the Regional Forums assignment.

Operations

Fellowship Connection 2.0 was successfully launched on December 14, 2020, with about 88 area registrars trained in December on this first release. Fellowship Connection 2.1 launched on Tuesday, January 26, 2021, allowing registrars to have an interactive Dashboard and view the language of the interface in English, French and Spanish.

Technology Services

Significant Technology Services activities are underway to improve cyber and data security, integrating tools and technology used to protect computer hardware devices, e.g. laptops, desktops, etc., from potential threats. Additionally, encryption began for the hard drives of all laptops and remotely-deployed desktops currently supporting G.S.O.'s fully-remote workforce.

Services Summary

Accessibilities/LIM: The Remote Communities Service page will soon be available on the aa.org website. The page will include relevant literature and access to useful links for service work.

Conference: The new Committee Assignment Application implementation produced randomized committee assignments for all incoming Panel 71 delegates, meeting all the policy requirements requested by the General Service Conference for this process.

CPC/Treatment: The new coordinator continues training

and responding to requests from CPC committees throughout the U.S. and Canada.

Corrections: The Winter version of "Sharing from Behind the Walls" was distributed to prisoners across the U.S. and Canada. Over 560 male inmates were matched January-December 2020 for the CCS,105 females were matched for the same period.

Group Services: The new coordinator is continuing to work with the Fellowship Connection team gathering post-launch feedback from area registrars on how to improve the database.

International: The International desk is working with the Publishing department to produce the 26th World Service Meeting Final Report. The report will be published in an anonymity-protected digital format; no print version will be produced. The 27th WSM will be held in Tokyo, Japan, October 1-6, 2022 and the theme will be "Carrying the Message of A.A. in the Digital Age."

Literature: Committee support has taken place for a sub-committee of the trustees' Literature Committee, the 2020-21 Conference Literature Committee and the A.A.W.S. Publishing Committee.

Nominating: The coordinator has begun work with the Conference coordinator on the trustee elections that will take place at the virtual 2021 General Service Conference.

Public Information: In February, all panel 70 and 71 delegates will be sent a memo outlining the Procedures for Anonymity Breaks at the public level. Included are sample letters that can be sent with relevant A.A. literature (or email links) on anonymity.

Regional Forums: The new coordinator joined the planning already in progress for the four 2021 virtual forums. The assignment will also be included in the planning for the pancontinental virtual Forum under the purview of the International assignment, targeting remote communities in Argentina and Canada.

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 of this report for the twelve months ended December 31, 2020.

Publishing: The 2020 International Convention souvenir book, A Visual History of Alcoholics Anonymous: An Archival Journey was available for pre-order at a special early bird discount of \$1 off the list price of \$12: December 1, 2020 – January 31, 2021.

A.A.W.S. officially launched its enhanced ebook and audiobook distribution implementation with Ingram CoreSource Plus, effectuating distribution via 38 major ebook platforms as well as 13 major audiobook vendors.

The committee reviewed the "A.A. World Services, Inc., Policy on Publication: Keeping A.A. Literature Current" and forwarded "Frequently Asked Questions about A.A.," "Is A.A. for You?," "Is There an Alcoholic in Your Life?" and "This is A.A." to the trustees' Literature Committee. The committee also forwarded a proposed revision for "Members of the Clergy Ask About A.A." to the trustees' Cooperation with the Professional Community/Treatment-Accessibilities Committee.

Technology/Communication/Services (TCS): Phase I of the ongoing website design project is coming to a successful close and the team has begun looking at the next phase. Phase II will include web server setup and development of page templates. The A.A.W.S. App team launched the first Meeting Guide application upgrade. One serious issue related to the display on iPhone 12 models was reported and resolved. The team is currently working on extending Seventh Tradition contribution forms to include PayPal and Square, and is working with OIAA to get their meetings listed in the application.

There are 113 A.A.W.S. videos posted to YouTube and as of January 2021 there are over 5,400 subscribers.

In the 30 days that the A.A.W.S. Google Ads have been live, the total Grant spend for this period was \$4,560. The cost and average CPC (cost per click) are based on the keyword bidding system. The recommended bid setting for Google Grants automatically sets keywords to a \$2 maximum bid limit. Within the account are two ad groups. "Find a Meeting" continues to see far greater attention and engagement than "Get Help." The ads are reaching a wide range of ages and genders. Men between 25-34 continue to be the top group interacting with the ads.

Internal Audit Committee (IAC): The committee reviewed recommendations from the 2018/2019 External Audits, with topics including: cybersecurity; outdated software, systems and servers; document encryption; ongoing development of the Business Continuity Plan (BCP) and Business Disaster Recovery Plan (BCDR). The committee also reviewed the Management RACI Matrix, with topics including: preservation of electronic records; e-commerce and PCI compliance; review of insurance coverage; budget and contract process compliance; and a policy of responsibility that the defines roles as it pertains to consultants, directors, trustees, and employees.

The Ad Hoc Committee on Pricing, Discounts and Distribution (Delta) recommended and the board approved that A.A.W.S., Inc. conduct a mixed unit discount plan on a three- to sixmonth trial basis; and that A.A.W.S., Inc. conduct a three- to six-month implementation of an updated shipping charge schedule as a special pilot project by April 1, 2021 with communication to include the rationale as to how it is beneficial.

Other business: G.S.O. staff shared a proposed new service piece "Safety and A.A." flyer and proposed updates to existing service pieces: "Safety and A.A: Our Common Welfare" and the yellow Safety Card for A.A. groups. These items will be forwarded for editing and legal review.

The board continued discussion of the 2020 PI committee consideration that shared concerns on the relevancy of a print copy workbook and kit for PI committees. Many feel that evolution to a digital or web-based approach as a publishing model should be explored.

AA Grapevine

The AA Grapevine Board of Directors met on December 12, 2020 and for its quarterly board meeting on January 29, 2021. The Conference Committee on Grapevine and La Viña, AA Grapevine board chair and Grapevine and La Viña Conference Committee secretary met on January 22. The full board met for a special meeting on January 24.

Overview

Publisher, Albin Z., is on medical leave. On January 29, 2021, Chris C., began working as our Acting Publisher. Grapevine and La Viña are on track to have available two new books in the spring: *AA on the Inside* and *Women in AA* (in Spanish), with a book of stories on prayer and meditation scheduled for publication in the Fall.

Major effects from the pandemic and cancellation of the International Convention are still being felt. Book sales are down 60% and La Viña subscriptions continue to drop, having gone from just over 10,000 to just over 6,000. The board continues to implement plans such as the SMS project for Hispanic readers which is set to begin in 2021 with hopes of bringing about a difference. For Grapevine, the "Carry the Message Project" has provided almost 5,000 subscriptions.

Board Actions

December 12, 2020: Approved the minutes of the September 12, 2020 board meeting. Approved and accepted the AA Grapevine treasurer's report. Approved and accepted the La Viña treasurer's report. Additionally:

- Agreed to amend AAGV, Inc. Strategic Plan dates to reflect 2021-2024:
 - Approved Marks, Paneth as the AAGV, Inc.'s 2021 auditor.

January 29, 2021: Approved the minutes of the October 30, 2020 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 2021 Grapevine budget to trustees' Finance and Budgetary Committee.
- Approved and agreed to forward the 2021 La Viña budget to trustees' Finance and Budgetary Committee.
- Agreed to change March 6, 2021 board meeting date to March 20, 2021.
- Approved request from Portugal to translate *Language of the Heart* into European Portuguese.

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 of this report for the period ended December 31, 2020.

Circulation, Development and Outreach — Highlights

- GV Today and La Viña Hoy sent to printer for inclusion in GSR kits;
- Ongoing communications and planning with Market Partners and associates regarding GV book distribution project;
- GV and La Viña intellectual property loaded onto tablets by vendor;
 - GV and La Viña store images updated;
 - Carry the Message effort to continue into 2021.

Editorial Advisory Board (EAB): Grapevine and La Viña

The Grapevine EAB met on December 15, 2020 and the La Viña EAB met on November 11, 2020.

Editorial Report: Grapevine

Grapevine issues currently in production: March (Ninth

Step Amends); April (Fun in Sobriety); May (Our Twelve Steps); June (Dating and Relationships).

Editorial Report: La Viña

La Viña issues currently in production: January/February (The Home Group); March/April (Newcomer Issue); May/June (Spirituality); July/August (La Viña Celebrates its 25th Anniversary).

Grapevine Web Report

The Web Coordinator reported monthly web traffic in the 4th quarter averaged at 88,503 unique visitors and 371,404 page views.

General Service Conference

The AA Grapevine Board reviewed agenda item requests and agreed to forward the following to the 2021 General Service Conference Committee on the Grapevine:

- Review progress report on Grapevine Workbook revisions. (2020 carryover)
- Review progress report on actions taken from the findings of the AA Grapevine Fellowship Survey. (2020 carryover)

- Consider a request to develop an A.A. Grapevine pamphlet on how the AA Grapevine can be utilized to carry the A.A. message. (2020 carryover)
- Review progress report on development of Instagram account.
 - Review generalized language options to the A.A. Preamble.
- Consider the list of suggested Grapevine book topics for 2022 and later.

Requests not forwarded:

- Grapevine and La Viña provide the option to receive the "Daily Quotes" via text message. (The Board took no action as this matter is currently under management's review for implementation.)
- Request for the addition of "One Day at A Time" to the set of five slogans the GV currently has for purchase (MS-04). (The Board took no action as this matter is currently under management's review for possible implementation.)

Staff Travel

None due to COVID-19 pandemic.

G.S.O.	2020 Budget	2020 Actual	2019 Actual
Contributions from A.A. groups and members	\$ 9,000,000	\$10,304,185	\$ 8,442,578
Sales less cost of production, royalties and shipping	9,800,000	6,315,675	9,358,751
Other Income (GSC, WSM, and ILF)	0	358,874	421,002
Total Income	18,800,000	16,978,734	18,222,331
Total G.S.O. expenses:	18,798,860	16,767,818	16,893,892
Net Operating Income (expense)	1,140	210,916	1,328,439
AA GRAPEVINE, INC.			
Sales less costs of products	\$ 2,066,906	\$ 1,357,063	\$ 2,012,428
Interest earned — Regular	_	_	-
 Reserve Fund 	30,000	30,000	30,918
Total Income	2,096,906	1,387,063	2,043,346
Expenses	2,409,318	2,136,667	2,368,957
General Service Board Support of La Viña shortfall		387,678	
Income (loss) from operations	(312,412)	(361,925)	(325,611)

SALARIES (2020) 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 2020.

	Number of employees	Approximate ranges of actual G.S.O. salaries
Administrative, A.A. Staff, Supervisory, and Exempt Professionals	52	\$65,000 to \$300,000
Supporting personnel	53	\$43,679 to \$ 78,695

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

F-14 March 2021 – Digital