

not via digital gadgets or broadband but via CDs. Sales in the publishing industry at large for books on CD as well as our own sales reflect continued need.

Now available for the first time are recently completed CD sets of the unabridged French and Spanish Big Books on CD, and new recordings of the unabridged English Big Book as well as the abridged English, French and Spanish Big Books. These are demonstrating robust sales via the AAWS webstore.

New videos

“Your GSO, the Grapevine and the General Service Structure” and “Regional Forums” have been completed and folks can watch them free of charge on aa.org. “Your GSO, the Grapevine and the General Service Structure” DVD (DV-07) is now off press, in stock and available for purchase.

Video public service announcements (PSAs), both animated and live action, move forward, as is customary via committee oversight and Conference Advisory Action.

Braille

With guidance and input from an appointed committee member, we have converted our Braille items to Unified English Braille (UEB). These items are also now being produced with spiral-bound (lay-flat) bindings.

Notable for 2021:

- New readable covers (for both sighted and Braille readers) for the UEB Braille Big Book.
- New readable covers (for both sighted and Braille readers) for the UEB Braille “Twelve and Twelve”.
- Revised and reformatted Braille “Twelve and Twelve”, implementing Advisory Actions of the 71st General Service Conference.

Large Print

Addressing one of our most requested formats during the past decade, we implemented an AAWS Large Print Strategic Plan, and we are moving through our books, booklets and pamphlets to redesign them to conform with now widely accepted standards (type-faces, font sizes, page layouts and so forth). Completed in English, French and Spanish and catalogued by April 2020 were the following pamphlets: “A.A. for the Older Alcoholic,” “This Is A.A.” and “Frequently Asked Questions About A.A.”

Also approved by the board to move forward are the following: the books *As Bill Sees It* (English printed; French and Spanish ready to print), *Came to Believe* (English printed; French and Spanish ready to print), and *A.A. in Prison* (ready to print in all languages), and pamphlets “Access to A.A.,” “The A.A. Group,” and “Questions and Answers on Sponsorship” (ready to print in all languages). These titles are on our deferred projects list and will be revisited mid-year 2022.

American Sign Language (ASL) and Quebec Sign Language (LSQ)

Addressing significant expressed need to update pre-

viously produced ASL videos to reflect changes in the ASL vernacular, new translations of the ASL videos for *Alcoholics Anonymous* and *Twelve Steps and Twelve Traditions* were completed and released on DVD in 2019. Visitors to aa.org as well as to YouTube may watch these videos free of charge, chapter by chapter.

- “Access to A.A.” pamphlet in LSQ and ASL
- A Quebec Sign Language version (LSQ) version of the pamphlet “Access to A.A.” is budgeted and moving into the production phase currently.
- An ASL version of the pamphlet is budgeted and slated to move to production in late 2022.
 - » *Spanish Sign Language (SSL)* Expressed need for SSL versions of our items of literature has been received, and we will explore production possibilities in 2022 for a proposed future project to be brought to AAWS.

Accessibility on digital platforms

Communications services’ Julie Gonzalez and Publishing Managing Editor Julia D. are beginning to explore new strategies and tools for integrating accessibility features across digital and print platforms.

Staple-less pamphlets

Based on expressed need from Corrections and CPC / Treatment & Accessibilities, an AAWS Strategic Plan has been implemented, with nine (9) items of literature slated by an intra-office GSO ad hoc committee and approved by the AAWS board in process of new staple-less production. Current printing supply chain disruptions combined with excess inventory of existing formats of these pamphlets have resulted in a pause, with inventory levels and budget to be reassessed mid-year 2022.

Conclusion

Our service corporation AAWS, Inc. has been assigned the deep moral and spiritual responsibility for preserving and protecting the integrity of our literature.

Our efforts move forward projects for the sharing of A.A.’s profound spiritual message, and, together with our global A.A. “able helpers,” we achieve real, tangible results.

In conclusion, from Bill W.’s message of 1964 (found on page 348, *The Language of the Heart*):

“Millions of our pamphlets and hundreds of thousands of our books are today in circulation. A.A.’s message can never be garbled; anyone at all can find out about us with ease. What the dividends of this single project in world communication have been, only God himself knows.”

The effect of all these efforts? To borrow one of Bill W.’s favorite words: *incalculable*.

We cannot even begin to measure these life-saving dividends!

Thank you very much.

David R., AAWS Publishing Director

■ GSO Department Reports

Administration — *Robert W., General Manager:* The general manager, an A.A. member, is employed by the General Service Board. The scope of the position of general manager is broad and encompasses participation in and support to both the General Service Board (GSB) and the AAWS Board; leadership in the General Service Office (GSO) and the general service structure; accountability for the oversight and management of GSO Operations. In addition, the general manager serves on the Board of Directors of Alcoholics Anonymous World Services, Inc., as president and is a voting member of and co-chairs the annual General Service Conference.

On June 1, 2021, Bob W. took on the role of general manager. During his first AAWS Strategic Planning Session in September of 2021, he brought forth goals to carry out office-wide. The central theme of the goals is rooted in the development of “Service Standards” that will address how services are delivered. Emphasis will be placed on prompt response times, answering and routing calls and emails, and in-depth training of employees on all aspects of service to the Fellowship. One of his goals is to continue expanding the native functions offered by NetSuite in order to streamline processes and allow for a higher level of services to our members. Another major priority is to address the growing number of translations making sure to meet the needs of our French and Spanish members. These efforts are not solely focused on the growing translation needs surrounding the General Service Conference but the number of translation requests throughout the office. A working group was formed to consider solutions for the translation requests to best serve French- and Spanish-speaking members. One improvement was translating all letterhead, GSO, AAWS, and GSB in French and Spanish. A seemingly small but very significant addition in better reflecting the Fellowship.

Another goal is to infuse A.A. principles into the daily life and operations of the office. Many of the employees at GSO are nonalcoholics. In a workplace survey, a number of employees expressed a desire to increase their knowledge of A.A.’s Three Legacies of Recovery, Unity and Service. As a result, the general manager, along with the help of the staff coordinator, developed an in-house GSO 1728 meeting, the first of which was held Friday, December 10. These

meetings will be held virtually and continue the second Friday of every month. The name “1728” is derived from 12x12x12: the Twelve Steps, Twelve Traditions and Twelve Concepts.

The virtual format is intended to encourage wide participation from all employees of AAWS and AAGV as well as trustees, nontrustee directors and appointed committee members, providing the opportunity to learn and understand more about the boards and our various roles and responsibilities.

The format consists of presentations that focus on the Concept, Tradition and Step each month. The meeting will begin with two informal talks, prepared in advance, on the Concept, Tradition or Step of that month and how A.A.’s principles may offer guidance and perspective on current projects at the office, actions by the board, and ideas bubbling up in the Fellowship. The brief talks are meant to inspire sharing from the floor and an opportunity for any questions. The goal is not only to expand the understanding of the principles but also to experience how they are part of the work done every day.

Executive Assistant: The EA provides high-level administrative support to the general manager and plays a key role with senior management. This EA serves as AAWS Board secretary and secretary to AAWS Nominating Committee.

Plans are in motion to bring further administrative assistance to the department to focus on legal affairs and coordination of projects, background and board meeting preparation.



Archives — *Michelle Mirza, Archivist*: The mission of the Alcoholics Anonymous General Service Office Archives is to document permanently the work of Alcoholics Anonymous, to make the history of the organization accessible to A.A. members and other researchers, and to provide a context for understanding A.A.'s progression, principles and traditions.

Consistent with A.A.'s primary purpose of maintaining our sobriety and helping other alcoholics achieve recovery, the Archives of the General Service Office will:

- Receive, classify, and index all relevant material, such as administrative files and records, correspondence, digital materials, and literary works and artifacts considered to have historical importance to Alcoholics Anonymous;
- Hold and preserve such material;
- Provide access to this material, as determined by the archivist in consultation with the trustees' Archives Committee, to members of Alcoholics Anonymous and to others who may have a valid need to review such material, contingent upon a commitment to preserve the anonymity of our members;
- Serve as a resource and laboratory to stimulate and nourish learning;
- Provide information services to assist the operations of Alcoholics Anonymous;
- Promote knowledge and understanding of the origins, goals and programs of Alcoholics Anonymous.

Communication Services — The Communication Services department welcomes a new director in February, Clorinda V. succeeding the leadership of Clement C., who retired from GSO after many years of service. What began as an assignment, Staff member and assistant in 2015 has blossomed into a department with very specialized employees. The department is currently comprised of a digital product manager, responsible for the development of the new A.A. website, Meeting Guide app; a digital analyst, accountable for analytics of the A.A. website, YouTube channel, Webstore and the Meeting Guide app, as well as various digital properties; a project coordinator, responsible for the scheduling, tracking, status of ongoing projects, tasks and the creation and maintenance of a content calendar; and an administrative assistant, who provides support in the development of agendas, background, Meeting Guide application support and development, and communication to internal and external facing entities. The director of the Communication Services department has oversight of the department, reports to the general manager, and works closely with the AAWS Technology/Communication/Services committee. The director also sits on the Executive Technology Strategy Committee and multiple digital property working groups; serves as a resource for the Public Information Comprehensive Media plan subcommittee and Ad hoc board committees as requested.

In December of last year, the department launched our new A.A. website, aa.org. It provides a wealth of

information to those with a drinking problem, professionals working with alcoholics, the media, and the public at large. Of particular note is the "A.A. Near You" feature that connects visitors to local area Intergroups allowing them to access local services and find meetings. Our website also provides accurate and consistent information about A.A., details about services coordinated by GSO, and encourages participation of A.A. members, groups, and committees in A.A. services and activities.

The YouTube channel continues to develop as an added platform from which videos carrying the A.A. message can be easily shared with a broader audience. New video content is being created to carry the message and effectively engage viewers of the channel. The Meeting Guide app has successfully expanded to provide local and virtual meeting information, Daily Reflections, news and alerts, and user contact with A.A. entities in the United States and Canada.

The department has grown into the hub of digital communication from GSO and the three boards, to the Fellowship and public.

The department collaborates with other GSO departments, staff assignments, working groups, corporate boards, and Grapevine on media and proposal creation, Conference Advisory Actions, and communications related projects of all types.

Finance and Accounting — *Paul Konigstein, Chief Financial Officer and Zenaida Medina, Assistant Director of Finance*: The mission of the Finance and Accounting department is:

- To provide the AAWS corporate Board, the General Service Board, and General Service Conference delegates with the information needed to ensure the financial health of A.A., be good stewards of A.A.'s assets and make sure financial activity is faithful to the Twelve Traditions and Concepts.
- To provide GSO department leaders with the information needed to make informed business decisions consistent with our financial plan.
- To facilitate GSO's day-to-day business by processing transactions such as contributions, literature sales and vendor payments.

Responsibilities of this department include: Accounts Receivable; Contributions; Accounts Payable; Budgeting; Assistance with Forum, Conference, World Service Meeting and International Convention planning; Management reporting; Facilitating audits; Literature inventory valuation; Assistance with the General Service Board's Reserve Fund and the AAWS and AA Grapevine employee retirement plans; Property and liability insurance; Sales tax.

Accounts receivable includes balancing daily cash receipts for literature orders, preparation of bank deposits, recording of account payments, collection of outstanding balances and control of credit for customer accounts. Responsibilities also include account research and sending accounts receivable statements to customers.

Contributions includes processing daily receipts of contributions, posting contributions to group accounts, acknowledging all contributions, answering inquiries and doing any research necessary regarding contributions. *More than 77% of contributions are received by paper checks, requiring additional research, time and money to process. You can help reduce processing cost by sharing our new contributions mailing address: PO Box 2407, James A Farley Station, New York, NY 10116-2407 and by encouraging online contributions through our new website: www.aa.org.*

Accounts payable includes verifying proper approval of payments and issuing payments to vendors through specialized software that records the expenses in the appropriate accounts.

Budgeting includes collaborating with board committees and senior management to develop a financial plan for each GSO department and assignment, monitoring actual financial activity compared to plan and recommending revisions to the plan when appropriate.

Assistance with Forum, Conference, World Service Meeting and International Convention Planning includes serving as secretary to finance committees and providing support to their chairs, being a resource for information during the budget process of these events, reconciling bank accounts and providing cash inflows/outflows reports.

Management reporting includes performing account analysis and bank reconciliations to ensure accurate reports, summarizing income and expense transactions, preparation of financial profit and loss, asset and liability and cash reports to staff, management and the boards on a monthly, quarterly and annual basis.

Facilitating audits includes providing information and responding to inquiries from auditors of the books of AAWS and GSB, the employee retirement plan. Responsibilities also include managing insurance company premium audits.

Literature inventory valuation includes ensuring that appropriate, generally accepted accounting principles are followed in the valuation of AAWS inventory.

Providing information necessary for trusted servants to make appropriate decisions about the General Service Board's Reserve Fund and the AAWS and AA Grapevine employee retirement plans includes chairing quarterly retirement committee meetings, reconciling reserve fund and pension account statements, and reporting on funding adequacy to the Boards and the Fellowship.

Property and liability insurance includes collaborating with the AAWS Internal Audit Committee and insurance broker to ensure that financial risks are properly covered.

Sales tax includes ensuring that the applicable sales tax on literature sales is collected from customers and remitted to the appropriate local, state, provincial, or national taxing jurisdiction along with filing of the appropriate tax return.

Human Resources — *Sareen Pearl, Director:* The primary goal of the Human Resources department is to promote a comprehensive and effective program of human resources management embracing recruitment, compensation and benefits, employee relations, executive and professional development, training, payroll and regulatory and legal compliance. The Human Resources department supports the ability of GSO to attract, retain, develop, motivate and reward a highly competent and effective workforce.

The Human Resources department ensures that all aspects of the overall GSO employment program are in conformance with all applicable Federal, state and local laws and regulations. Also, Human Resources ensures effective communication of all policies, programs and procedures to all managerial, professional and non-managerial employees; advises the general manager on industry trends and developments in compensation and employee benefits; and makes revisions to existing plans and policies.

In order to recruit and retain an effective workforce, Human Resources works closely with appropriate senior managerial and supervisory personnel to attract qualified candidates for employment using the most cost-effective means. Orientation programs, training and development are conducted for all employees. In addition to training and development, the Human Resources department orchestrates recognition, awards and organization-wide events for employees.

The Human Resources department provides resources to AA Grapevine, as well, on an as-requested basis.

Mail/Shipping/Receiving — *Aubrey Pereira, Manager:* The Mail/Shipping/Receiving department is responsible for annually processing nearly 47,717 pieces of incoming and 3,991 pieces of outgoing mail. Because of the pandemic and the lockdown at GSO, we did not process as large an amount of mail as we did in previous years. This department did not ship literature orders from New York to the Fellowship, the orders were shipped from our Kansas City and Canadian warehouses.

The department assembles, wraps and ships more than 70 different complimentary (no-charge) packages, including Conference and DCM Kits and Public Information packages, which are available in English, Spanish and French. This department completes an average of nearly 200 literature orders per week at our pick/pack operation in New York and is also responsible for gathering and mailing literature for Regional Forums and Health Fairs. Additional responsibilities include support of the AA Grapevine's Mail/Shipping department.

Each person in the department is trained to assemble the various items, such as discount packages, kits, etc. Duties also include stocking and replenishing literature supplies and packing material. This requires receiving weekly quantities of literature from our warehouses, enabling us to fill orders shipped from GSO.

As we enter into the future we will continue to explore methods to better serve the Fellowship and help carry the message through efficient distribution of printed and digital material.

Meetings, Events and Travel Services (METS) — *Sharon Vasquez, Manager:* The METS department manages the planning, implementation and logistics of GSB meetings, the General Service Conference, Regional Forums and other meetings/events held by the GSO/Grapevine. METS is available during all events to provide virtual and/or onsite assistance. The department is responsible for providing vendors with contract specifications and ensuring contracts are correct; maintaining an ongoing relationship with vendors; and recommending the best solutions for event planning. During the last year the METS department has managed events across virtual, in-person and hybrid settings.

Operations — *Malini Singh, Director of Operations:*

Inventory and Warehousing: This unit monitors inventory on-hand at the warehouses and reviews the rates of depletion to project future inventory requirements. The department determines reorder points based on average monthly distribution and advises the production manager when items are up for reordering. The department ensures that inventory is kept at optimal levels at all warehouses and updates and maintains the item maintenance file on NetSuite. New items are issued and set up as needed. Inventory sets up safety stock for each item and reviews the safety-stock alert report daily. This department peruses the goods received reports from the warehouses and resolves inconsistencies, posting all receipts and transfers to and from all distribution points. Inventory also reviews warehouse activity reports monthly and reconciles significant variances.

The Inventory department is responsible for researching and negotiating with freight companies to guarantee that AAWS is getting the most competitive pricing and to secure new freight vendors as needed. Another function of this department is to audit the freight invoices to ensure that shipments are charged at the correct rates and that truckers' discounts are properly applied. The department assigns freight carriers for all shipments from the printers/manufacturers to the distribution points; reviews and processes invoices received from the printer/manufacture; and updates the production log when goods and invoices are received. The Inventory department reviews the warehousing invoices and investigates discrepancies.

Member Services: The Member Services department manages and troubleshoots all member and customer-related issues that arise in the order fulfillment, contributions and records processes. They manage the warehousing, shipping and literature delivery issues to ensure smooth operations and timeliness. They also troubleshoot issues relating to the online bookstore.

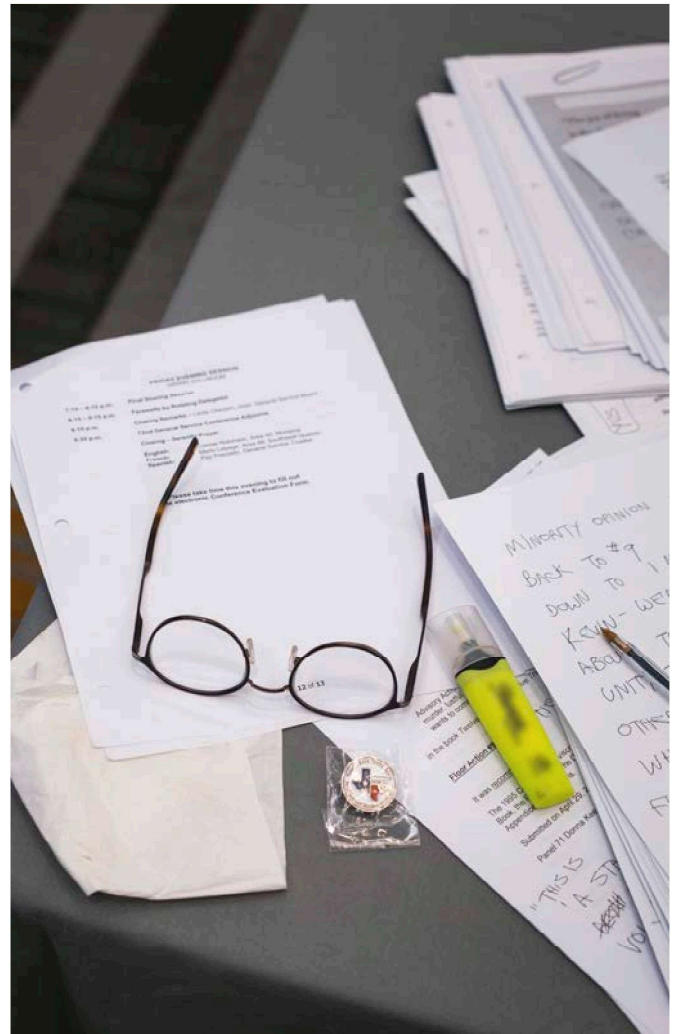
The Member Services department is responsible for processing and posting all orders. The team processes orders received each day from the United States, Canada and overseas. The orders are received by mail, phone, fax, email and the online bookstore. Overseas orders are processed from the Canadian warehouse. Member Services also generates and processes the invoices for

sales orders. The department gives price quotes and provides members and customers with general information regarding the ordering of literature. We also process all complimentary literature initiated by Staff, which includes New Group, New GSR and other complimentary literature. Orders being shipped from our warehouses are transmitted daily via Celigo integrator.

The Member Services team updates group information in NetSuite, processing new group applications, responding to email/phone inquiries, and maintenance of the mailing lists. This team is the direct link from GSO to the Area Registrars. They provide Fellowship Connection training to the Area Registrars and advise on any updates or changes to the online portal. They also update and maintain the Fellowship Connection User Manual and instructional videos.

The Member Services team also process daily receipt of contributions; posting contributions to group accounts and making sure all contributions are acknowledged. They manage all the necessary research and inquiries relating to member contributions.

Front Desk/Receptionist: This department is responsible for managing operations at the Front Desk, including but not limited to greeting visitors to the General Service



Office, answering incoming switchboard calls and forwarding the calls to the appropriate individuals.

Publishing — *David R., Publishing Director:* All of the Publishing department's efforts continue to serve the mission of AAWS, Inc., and to support our primary purpose of carrying the message to the next sick and suffering alcoholic via our literature and to help those who help us in this mission. We work together across departments, in collaboration with our corporate boards, trustees' committees and Conference committees to achieve these goals with this overarching imperative: To maintain the highest quality editorial, production and distribution standards while implementing economies of best industry-wide practices. This year, we continued to achieve great strides forward, with several major projects reaching fruition, as we continued our focus on attraction, inclusivity and accessibility.

Overall, it is the responsibility of the Publishing department to meet publishing goals determined by the General Service Board, A.A. World Services, Inc., and the General Service Conference.

Publishing department divisions are: Editorial, Production (print and digital), International Licensing and Translation, Intellectual Property and Permissions, Spanish Translation, French Translation, and Webstore. The Publishing department coordinates all aspects of publishing literature, shepherding the origination, editing, revision and implementation of General Service Conference Advisory Actions that pertain to items of literature; translation into French and Spanish; production and manufacturing; and overseeing the webstore presentation of our portfolio of more than 1,100 items of literature — in formats ranging from print, ebook, audiobook and video. Also, we provide licenses for whole works to be translated, printed and distributed in more than 110 languages abroad, as well as permissions for approved excerpts of literature or linking to the aa.org website; and providing related services, including supplying content for GSO's website aa.org.

The publishing director oversees the department's team and its projects; and works with his team's managers, the general manager and the chief finance officer to determine the Publishing department budget requirements and sales projections. Regular reports are presented to the AAWS Publishing Committee. The publishing director works with the general manager and chief finance officer with cost information gathered and analyzed from our production and fulfillment department professionals for proposed new AAWS items to be presented to the AAWS board for their fiduciary oversight and pricing approvals.

The executive editor, managing editor, French and Spanish editors work closely with each GSO staff member to provide editorial direction and expertise regarding Conference-approved literature and a host of regularly distributed announcements, reports, service material, newsletters, and other items of literature in print and digital formats. Copyediting manuscripts, incorporating

board and Conference committee and staff suggestions for editorial changes, rewriting, proofreading and preparing copy for the printer are the responsibility of these editors. Freelance writers and artists, who are also A.A. members, are hired to develop material and design covers and layouts.

Translation of Spanish and French Conference background material: Under the management of the managing editor, with linguistic supervision from our in-house French and our offsite Spanish editorial teammates, our enhanced French and Spanish freelancer pools successfully provided 2021 Conference background material for the fourth year running under tight deadlines.

The senior production manager/print works with the production coordinator to ensure optimum manufacturing quality of print literature at the most competitive prices. Bids are gathered from a variety of vendors and printers are selected who will produce quality products on time and at a reasonable cost. Paper costs, often quite volatile, are monitored and negotiated and the publishing director, chief finance officer and operations director are apprised on costs, timing of printings, and opportunities for cost savings, as appropriate.

The senior production manager/digital works closely with the senior production manager/print, the executive editor, the managing editor, the chief finance officer, and members of the Communication Services department, as well as relevant staff services positions to gather costs, budget, produce and shepherd digital assets for ebooks, audiobooks and videos through the production, manufacturing and distribution processes.

The webstore operations manager works with the Publishing and Member Services departments and oversees all content and NetSuite-based operations of the AAWS webstore. Working closely with the publishing director, this position maintains and implements the AAWS calendar of special offers, posting of new items and special notices on new items and backordered items. This position analyzes sales results monthly and reports results and trends regularly to the AAWS board's Publishing Committee. Digital distribution operations including vendor relationships, onboarding, metadata consistency and maintenance in collaboration with an in-house workgroup, and content ingestion activities also fall under this position's direction. Addressing the needs from Intergroup/Central Offices (working with the Group Services staff desk and Member Services department) relating to special offers and webstore operations is also of primary concern for this position.

The routine monitoring and protecting of AAWS, Inc. copyrights and trademarks continues under the guidance of the Intellectual Property administrator, as does meeting the steady stream of Intellectual Property requests for the granting of permission to reprint copyrighted material. Administrative oversight for trademarks, logos, domain names, and responding to potential infringement falls under this position's purview.

The licensing administrator, with the assistance of an in-house part-time assistant, addresses the contin-

ual surge in queries regarding international translation and licensing of AAWS, Inc. and AA Grapevine, Inc. copyrighted material. Notably in 2021, the publishing director and international licensing administrator attended zonal gatherings via Zoom for the Asia Oceania Service Meeting (AOSM), Sub-Saharan Africa Service Meeting (SSASM), Meeting of the Americas (REDELA), and European Service Meeting (ESM), along with dozens of one-on-one follow-up Zooms with individual countries' literature and translation committee representatives.

New: Translations of A.A. material have been submitted in the Paraguayan language of Guarani (spoken in Argentina, Bolivia, Brazil and Paraguay). Also, a Kinyarwanda Big Book project moved forward, with a local Rwanda A.A. committee reviewing translated text. This language is spoken in Congo, Rwanda, Tanzania, and Uganda.

Notable: Arabic-speaking countries joint translation and licensing has been instituted in collaboration with the Middle East Regional Committee of Alcoholics Anonymous (MERCAA) in efforts to address widespread expressed need for enhancing the availability of A.A. materials in the MERCAA-member countries of Bahrain, Egypt, Jordan, Kuwait, Lebanon, Oman, Qatar, Saudi Arabia, and United Arab Emirates.

New 8th Floor Offices

The Publishing department moved into its new office space on the 8th Floor, and employees returned to the office on hybrid schedules in this new space starting in April 2021. The organization has made use of the new 8th Floor conference room this year as well.

New aa.org website

The publishing director and members of the Publishing department were integral participants on the steering committee and workgroups in the development and review of content for the new aa.org website. Next phase of continued added content, corrections and polishing is ongoing.

New enhanced AAWS ebook and audiobook distribution

In mid-January 2021, AAWS, Inc. officially launched its enhanced ebook and audiobook distribution implementation with Ingram CoreSource Plus, effectuating distribution via 38 major ebook platforms (including Amazon, Apple, B&N, Kobo, Google Play books, BibliU, Hoopla, Libreka, Libri, Mackin Education, Scribd, and OverDrive: as well as 13 major audiobook vendors, including Audio Apple, Audible, Audio Kobo, Audio Google Play, Hummingbird, and Storytel).

Corrections-specific digital distribution

Progress milestones in our efforts to get items of AAWS, Inc.-copyrighted literature in PDFs, ebook and audiobook into prisons, jails and other corrections venues via tablets and other devices included signing contracts with major vendors Securus Jpay and Edovo. Ingestion of ebooks and audiobooks and content testing are in progress. In

the works are continued explorations with Corrections Service Canada and local A.A. Corrections efforts.

New souvenir gift book

With the cancellation of the 2020 International Convention in Detroit, the event souvenir book, *A Visual History of Alcoholics Anonymous: An Archival Journey* was released in English, French and Spanish editions on February 14, 2021. The book includes a highlight on the Virtual 2020 International Convention, a special focus on A.A. in Detroit, and updated coverage of recent digital innovations in A.A. group life. By end of 2021, more than 20,000 copies have been distributed.

New Big Book audiobooks in CD sets

Alcoholics Anonymous, the Big Book — in new professional recordings with state-of-the-art production features — were released in newly manufactured CD sets to address widespread expressed need for accessibility of the Big Book in audio CD format for members who have limited digital and WiFi access and other barriers to access.

Daily Reflections audiobook production

Following approval by the AAWS board for professional narrator production to commence, audio recordings in English were completed in 2021. French and Spanish recordings to proceed in 2022. Plans for distribution will be formalized when all three (English, French, and Spanish) editions are professionally recorded.

Supply chain delays

Due to Covid-19 disruptions, 2021 was a year marked by delays in the paper supply, manufacturing, printing, shipping, and trucking delivery supply chain for the delivery of printed materials worldwide, and these disruptions directly impacted the supply chain for AAWS literature and other items. Working together across our GSO service departments, and having regular communication with our members, service structures and Intergroup/Central Offices — and implementing daily updates about stock availability item-by-item on our AAWS webstore — has been a key focus.

A.A. Service Manual combined with Twelve Concepts for World Service, 2021–2023 Edition

By Advisory Action of the 71st General Service Conference, the newly updated, revised and redesigned service manual was released in print in English (BM-31), French (FBM-31) and Spanish (SBM-31).

Pamphlets

By Advisory Actions of the 71st General Service Conference, two new pamphlets were released in English, French and Spanish: “Experience Has Taught Us: An Introduction to Our Twelve Traditions” and “Hispanic Women in A.A.” Revised and retitled: “Faith Leaders Ask About Alcoholics Anonymous” (formerly titled “Members of the Clergy Ask About Alcoholics Anonymous”).

Revised A.A. Preamble items

By Advisory Action of the 71st General Service Conference, the A.A. Preamble was updated in the following materials (in English, French and Spanish): Preamble Placard and Wallet Card.

Revised and reformatted Twelve Steps and Twelve Traditions

By Advisory Action of the 71st General Service Conference, revised and reformatted "Twelve and Twelves" in English, French and Spanish have been printed and made available. This effort will continue as reprints in different formats are needed.

"Your General Service Office, the Grapevine and the General Service Structure" DVD

Manufacturing was completed, with delivery to warehouse and on-sale dates projected for early January 2022.

Our Great Responsibility ebook project update

English ebook conversion is completed. Projected final review of Spanish and French editions to be completed for an on-sale release date of all three languages in first quarter 2022.

Quebec Sign Language (LSQ) video and American Sign Language (ASL) video of "Access to A.A." pamphlet

Production to begin in early 2022.

Alcoholics Anonymous, Fifth Edition; Alcohólicos Anónimos, Cuarta Edición [Fourth Edition]; Plain & Simple Language Big Book project

See the report of the trustees' Literature Committee for information on these projects recommended by Advisory Actions of the 71st General Service Conference.

Five-month Reduced Shipping Charges Test Pilot results

AAWS had widespread participation in its Five-Month Reduced Shipping Test Pilot, which ran from May 17 to October 18, 2021. As a result, a new schedule of shipping charges for items of AAWS literature will be implemented in first quarter 2022.

Registering Canadian copyrights

In response to recent developments specific to Canadian copyright law and term limitations of copyright, our IP team (with research assistance from nonalcoholic Archives director Michelle Mirza) completed copyright registration with the Canadian Intellectual Property Office (CIPO) for our Big Book, *Alcoholics Anonymous*, and 36 other AAWS, Inc. books and booklets in their English, French and Spanish editions.

Staff Services — *Sandra W., Director:* The director of staff services reports directly to the general manager and is responsible for the oversight and management of GSO Staff and services. The position works closely with the general manager on a broad spectrum of activities that are critical to the operations and management of the General Service Office. The director undertakes, at the request of the general manager, special projects and committee assignments and informs the general manager on all significant issues involving the Fellowship and/or the GSO that come to his or her attention.

The principal duties and responsibilities of this position are the following:

- Provides supervision and leadership to GSO staff and staff services manager, ensuring sound performance management and procedures are implemented.

- Ensures staff functions are effectively and efficiently supported, including, but not limited to assessment of staffing needs and requirements.
- Coordinates budgeting and monitors the annual budget for the Staff Services department. Works with CFO to ensure accounting for staff services projects and activities is accurate and timely. Authorized to sign checks within identified thresholds.
- Participates as part of the senior management team of the GSO.
- As senior management, assists in the development and implementation of strategic planning policies and initiatives necessary to meet the objectives of the GSO.
- Chairs or participates on various committees and teams as requested.
- Lends support, at the direction of the general manager, in the execution of special projects and programs in furtherance of the mission and goals of the GSO.
- Provides support in coordination of the General Service Board meetings.
- Communicates with the general manager on all relevant matters of Services including the Fellowship and the General Service Office.
- Coordinates with the staff coordinator and staff services manager the training of new staff and staff assistants.

Technology Services — *Lorna Graham, Director:* The Technology Services department is an integral part of GSO and aligned with GSO's business strategy and day-to-day functions.

The primary goal of the Technology Services department is to both improve and support GSO's ability to provide service to the Fellowship, which we do through the following: design, manage and monitor the technical infrastructure; provide project management expertise; participate in major software design, development, and implementation projects; and to provide technical support to the employees of GSO. The Technology Services department also provides technical support to those in the Fellowship who use our applications, e.g., Fellowship Connection, or access our dashboards.

The department is also responsible for GSO's cybersecurity and PCI compliance. As such, the Technology Services department is responsible for keeping applications up to date with the latest versions and all hardware and software compliant by industry standards; preserving the anonymity of our data with tight security; and maintaining a healthy physical and digital environment with anti-virus and intrusion detection programs.

The Technology Services department provides leadership and expertise to the entire organization on company-wide projects, such as the launch of the new aa.org website in December 2021 and the development of GSO's Business Continuity/Disaster Recovery Plan.

■ Literature Distributed — 2021

ENGLISH

Books

Alcoholics Anonymous (hard cover)	396,883
Alcoholics Anonymous (soft cover)	250,904
Alcoholics Anonymous (large print)	49,247
Alcoholics Anonymous (pocket abridged)	45,535
Alcoholics Anonymous (large print/abridged)	22,072
Daily Reflections	95,427
Daily Reflections (large print)	13,504
Twelve Steps and Twelve Traditions (hard cover)	137,027
Twelve Steps and Twelve Traditions (gift ed.)	2,258
Twelve Steps and Twelve Traditions (soft cover)	122,426
Twelve Steps and Twelve Traditions (large print)	33,614
Twelve Steps and Twelve Traditions (pocket ed.)	11,684
A.A. Comes of Age	7,436
As Bill Sees It	11,030
As Bill Sees It (soft cover)	18,225
As Bill Sees It (large print)	3,380
Dr. Bob and the Good Oldtimers	3,368
'Pass It On'	3,990
Our Great Responsibility	4,016
Experience, Strength & Hope	5,610
A Visual History of Alcoholics Anonymous: An Archival Journey	18,694
Total	1,256,330

Booklets

The A.A. Service Manual/Twelve Concepts	17,492
Twelve Concepts for World Service	447
Living Sober	75,186
Living Sober (large print)	8,266
Came to Believe	19,473
Came to Believe (large print)	3,068
A.A. in Prison: Inmate to Inmate (now A.A. in Prison: A Message of Hope)	4,301
Total	110,741

Pamphlets

A.A. and the Armed Services	4,255
LGBTQ Alcoholics in A.A.	12,899
A.A. as a Resource for the Health Care Professional	10,851
A.A. for the Native North American	4,813
Women in A.A.	25,866
The A.A. Group	36,363
A.A. in Your Community	12,086
A.A. in Correctional Facilities	6,277
A.A. in Treatment Facilities	7,489
The A.A. Membership Survey	5,189
The A.A. Member — Medications and Other Drugs	23,014
A.A. Tradition — How It Developed	7,611
A.A.'s Legacy of Service	3,148
A Brief Guide to Alcoholics Anonymous	40,132
Circles of Love and Service	14,288
Bridging the Gap	9,960

Faith Leaders Ask About A.A.	8,970
The Co-Founders of Alcoholics Anonymous	6,093
Do You Think You're Different?	33,886
Frequently Asked Questions	69,825
Frequently Asked Questions (large print)	2,185
G.S.R.	14,195
A.A. Grapevine and La Viña — Our Meetings in Print	8,584
How A.A. Members Cooperate	5,218
How It Works	23,858
If You Are a Professional	9,097
Inside A.A.	15,565
A.A. for the Black and African-American Alcoholic	7,355
Is A.A. for You?	143,965
Is A.A. for Me?	37,451
Is There a Problem Drinker in the Workplace?	5,867
Is There an Alcoholic in Your Life?	13,993
It Happened to Alice	7,365
It Sure Beats Sitting in a Cell	10,913
The Jack Alexander Article	4,191
Let's Be Friendly with Our Friends	2,327
A Member's-Eye View of A.A.	12,682
Memo to an Inmate Who May Be an Alcoholic (now Behind the Walls: A Message of Hope)	9,932
A Message to Correctional Facilities Administrators	4,630
A Newcomer Asks	130,318
Problems Other Than Alcohol	25,826
Questions and Answers on Sponsorship	100,568
Speaking at Non-A.A. Meetings	4,438
The Twelve Concepts for World Service Illustrated	13,914
The Twelve Steps Illustrated	18,892
Twelve Tradition Flyer	2,062
The Twelve Traditions Illustrated	22,976
This Is A.A.	109,561
This Is A.A. (large print)	2,384
A.A. for the Older Alcoholic (large print)	12,084
Too Young?	13,118
Understanding Anonymity	16,080
What Happened to Joe	5,969
The "God" Word — Agnostic and Atheist Members in A.A.	17,010
A.A. for Alcoholics with Mental Health Issues — and their sponsors	13,974
Young People and A.A.	25,894
Access to A.A. — Members share on overcoming barriers	6,243
Many Paths to Spirituality	19,613
Hispanic Women in A.A.	4,522
Experience Has Taught Us: An Introduction to Our Twelve Traditions	6,338
Total	1,254,172

Miscellaneous

Wallet cards — two-fold	85,513
Wallet cards — I Am Responsible	12,184

Wallet cards — Anonymity	7,778
Anonymity Display Card	943
Parchment-scrolls	1,164
Placards	693
C.P.C. Workbook	658
Archives Workbook	277
Corrections Workbook	421
P.I. Workbook	641
Treatment Facilities Workbook	645
Treatment Facility Kit	149
Accessibilities Workbook	290
A.A. Guidelines	23,704
Group Handbook	56
Wire Racks	803
Archival recordings on cassette, various	7
Three Legacies by Bill CD	55
Voices of our Co-Founders CD	59
Bill Discusses the Twelve Traditions	66
A Brief Guide to A.A. CD	89
A.A. for the Alcoholic with Special Needs CD	8
Markings on the Journey	53
A.A. in Correctional Facilities DVD	134
Bill's Own Story DVD	82
Bill Discusses the Twelve Traditions DVD	87
Carrying the Message Behind These Walls	124
Your A.A. G.S.O., the Grapevine, and the General Service Structure	43
Hope: A.A. DVD	99
Young's People's Videos	189
Alcoholics Anonymous ASL DVD	219
Twelve Steps and Twelve Traditions ASL DVD	481
A.A. Cooperation with the Professional Community DVD	196
Young People's Animation Videos (Set of 4) DVD	9
ASL A.A. for the Alcoholic with Special Needs	198
A New Freedom DVD	128
Alcoholics Anonymous (cassette album)	19
Alcoholics Anonymous (4th Ed cassette album)	10
Alcoholics Anonymous (4th Ed CD album) unabridged	594
Alcoholics Anonymous (4th Ed CD album) abridged	416
A.A. Comes of Age (CD album)	79
Twelve Steps and Twelve Traditions (cassette album)	4
Twelve Steps and Twelve Traditions (CD album)	400
TV Public Service Announcement	0
Radio Public Service Announcements	9
Twelve Steps shade displays	1,175
Twelve Traditions shade displays	1,109
Fact File	446
Table Top Display 12 & 12	157
Pioneers of AA (cassette album)	1
Pioneers of AA (CD album)	14
Living Sober (CD album)	62

Total 142,740
Grand Total 2,763,983

SPANISH

Libros

Alcohólicos Anónimos (Alcoholics Anonymous), tapa blanda	5,851
Alcohólicos Anónimos (Alcoholics Anonymous), tapa dura	9,411
Alcohólicos Anónimos (Alcoholics Anonymous), versión abreviada de bolsillo	3,050
Alcohólicos Anónimos (Alcoholics Anonymous), letra grande	4,101
Alcohólicos Anónimos (Alcoholics Anonymous), versión abreviada, letra grande	2,090
Como Lo Ve Bill (As Bill Sees It)	2,798
AA Llega a su mayoría de edad (A.A. Comes of Age)	2,523
El Dr. Bob y los buenos veteranos (Dr. Bob and the Good Oldtimers)	1,766
'Transmitelo' (Pass it On)	2,046
Reflexiones diarias (Daily Reflections)	6,366
Viviendo sobrio (Living Sober)	8,493
El Manual de Servicio de AA / Doce Conceptos para el Servicio Mundial (A.A. Service Manual/Twelve Concepts)	3,989
Doce Pasos y Doce Tradiciones (Twelve Steps and Twelve Traditions)	10,612
Llegamos a creer (Came to Believe)	2,594
AA en prisiones (A.A. in Prison)	2,236
Doce Pasos y Doce Tradiciones (bolsillo)	2,055
Doce Pasos y Doce Tradiciones (letra grande)	5,293
De las tinieblas hacia la luz	2,330
Nuestra gran responsabilidad (Our Great Responsibility)	2,754
Una historia visual de Alcohólicos Anónimos: un viaje archivístico (A Visual History of Alcoholics Anonymous: An Archival Journey)	1,889
Total	82,247

Folletos

AA en su comunidad (A.A. in Your Community)	1,284
Preguntas frecuentes acerca de AA (Frequently Asked Questions)	7,293
Esto es AA (This is A.A.)	7,495
¿Es AA para usted? (Is A.A. for You?)	24,128
¿Hay un alcohólico en su vida? (Is There an Alcoholic in Your Life?)	1,952
Carta a un preso que puede ser un alcohólico (Memo to an Inmate)	694
El punto de vista de un miembro de AA (A Member's-Eye View)	526
Alcohólicos Anónimos por Jack Alexander (Jack Alexander Article)	900
Seamos amistosos con nuestros amigos (Let's be Friendly with our Friends)	392
Un principiante pregunta (A Newcomer Asks)	4,991
Cómo funciona (How It Works)	1,209
Lo que le sucedió a José (What Happened to Joe)	2,913
Comprendiendo el Anonimato (Understanding Anonymity)	1,445
El Grupo de AA (The A.A. Group)	4,677
Preguntas y respuestas sobre el apadrinamiento (Questions and Answers on Sponsorship)	4,610
El miembro de AA — Los medicamentos y otras drogas (The A.A. Member — Medications and Other Drugs)	1,395

Las Doce Tradiciones Ilustradas (The Twelve Traditions Illustrated)	1,813
AA en los entornos de tratamiento (A.A. in Treatment Settings)	655
Los jóvenes y AA (Young People and A.A.)	3,476
La Tradición de AA — ¿Cómo se desarrolló? (A.A. Tradition — How It Developed)	1,568
Una breve guía a AA (A Brief Guide to A.A.)	3,414
AA en las instituciones correccionales (A.A. in Correctional Facilities)	1,051
Problemas diferentes del alcohol (Problems Other Than Alcohol)	2,757
Es mejor que estar sentado en una celda (It Sure Beats Sitting In a Cell)	1,428
¿Cómo cooperan los miembros de AA? (How A.A. Members Cooperate)	1,325
Dentro de AA (Inside A.A.)	986
AA como recurso para los profesionales de la salud (A.A. as a Resource for the Health Care Professional)	942
Los líderes religiosos preguntan acerca de AA (Faith Leaders Ask About A.A.)	1,554
RSG (G.S.R.)	1,283
¿Se cree usted diferente? (Do You Think You're Different?)	1,668
Le sucedió a Alicia (It Happened to Alice)	2,209
Hablando en reuniones no AA Speaking at non-A.A. Meetings	575
Las mujeres en AA (Women in A.A.)	4,293
Encuesta sobre los miembros de AA (A.A. Membership Survey)	329
¿Hay un bebedor problema en el lugar de trabajo? (Is there a problem drinker in the workplace?)	1,565
¿Es AA para mí? (Is A.A. for Me?)	3,975
AA para el alcohólico de edad avanzada (A.A. for the older alcoholic)	1,615
Los Doce Pasos Ilustrados (The Twelve Steps Illustrated)	1,066
Círculos de amor y servicio (Circles of Love & Service)	1,299
Uniendo las orillas (Bridging the Gap)	769
Los Doce Conceptos Ilustrados (Twelve Concepts Illustrated)	1,181
Los alcohólicos LGBTQ en AA (LGBTQ Alcoholics in A.A.)	1,186
El legado de servicio de AA (A.A. Legacy of Service)	615
Si usted es un profesional (If you are a Professional...)	395
El Grapevine y La Viña de AA (Grapevine and La Viña — Our Meetings in Print)	599
¿Demasiado joven? (Too Young?)	2,079
Acceso a AA: los miembros hablan sobre superar las barreras (Access to A.A. — Members share on overcoming barriers)	692
Muchas sendas hacia espiritualidad (Many Paths to Spirituality)	1,521
AA y las fuerzas armadas (A.A. and the Armed Services)	256
La palabra "Dios" — Los miembros de de AA agnósticos y ateos (The "God" Word — Agnostic and Atheist Members in A.A.)	1,466
AA para los alcohólicos con problemas de salud mental — y sus padrinos (A.A. for Alcoholics with Mental Health Issues — and their sponsors)	755
AA para el alcohólico negro y afroamericano (A.A. for the Black and African-American Alcoholic)	145
Esto es AA (This is A.A.), letra grande	312

Preguntas frecuentes acerca de AA (Frequently Asked Questions about A.A.), letra grande	30 0
AA para el nativo norteamericano (A.A. for the Native North American)	235
Mujeres hispanas en AA (Women in A.A.)	4,282
La experiencia nos ha enseñado: una introducción a nuestras Doce Tradiciones (Experience Has Taught Us: An Introduction to Our Twelve Traditions)	1,635
Total	124,903

Otros artículos

Guías (Guidelines)	4,742
Pergaminos (parchments)	307
Tarjetas tamaño billetera (wallet cards)	3,161
Alcohólicos Anónimos (juego de cassettes) (Big Book on cassette)	0
Alcohólicos Anónimos (juego de CD), texto íntegro (Big Book on CD)	11
Alcohólicos Anónimos (juego de CD), versión abreviada (Big Book on CD)	367
Doce Pasos y Doce Tradiciones (juego de CD)	302
Total	8,890
Gran total	216,040

FRENCH

Livres

Les Alcooliques Anonymes (Alcoholics Anonymous — format relié)	2,460
Les Alcooliques Anonymes (Alcoholics Anonymous — format souple)	331
Les Alcooliques Anonymes (Alcoholics Anonymous — format poche)	52
Les Alcooliques Anonymes (Alcoholics Anonymous — gros caractères)	339
Les Alcooliques Anonymes (Alcoholics Anonymous — gros caractères/abrége)	50
Les Douze Étapes et les Douze Traditions (Twelve & Twelve — format relié)	910
Les Douze Étapes et les Douze Traditions (Twelve & Twelve — format souple)	428
Les Douze Étapes et les Douze Traditions (Twelve & Twelve — gros caractères)	213
Les Douze Étapes et les Douze Traditions (Twelve & Twelve — format poche)	129
Le Mouvement des A.A. devient adulte (A.A. Comes of Age)	88
Réflexions de Bill (As Bill Sees It)	964
Réflexions Quotidiennes (Daily Reflections)	1,781
Dr Bob et les pionniers (Dr. Bob and the Good Oldtimers)	79
Expérience, Force & Espoir (Experience, Strength and Hope)	85
'Transmets-Le' (Pass It On)	72
Les A.A. en Prison (A.A. in Prison)	60
Une histoire visuelle des Alcooliques anonymes : voyage au coeur des archives (A Visual History of Alcoholics Anonymous: an archival journey)	37
Total	8,967

Livrets

Nous en sommes venus à croire (Came to Believe)	384
Vivre... sans alcool! (Living Sober)	1,753
Le Manuel du Service et les Douze Concepts	843
Total	2,980

Brochures

Voici les AA (This is A.A.)	3,527	Vous croyez-vous différent? (Do You Think You're Different?)	487
Foire aux questions sur les AA (Frequently Asked Questions About A.A.)	672	Sondage sur les membres des AA (The A.A. Membership Survey)	424
Les AA : sont-ils pour vous? (Is A.A. for You?)	2,879	Les jeunes et les AA (Young People & A.A.)	407
Les femmes des AA (Women in AA)	176	Votre BSG (Your G.S.O.)	396
Collaboration des membres des AA (How A.A. Members Cooperate)	91	AA pour l'alcoolique plus âgé (A.A. for the older alcoholic)	35
Y a-t-il un buveur à problème dans votre milieu de travail? (Is there a problem drinker in the workplace?)	301	Un nouveau veut savoir (A Newcomer Asks)	1,658
Le membre des AA face aux médicaments et à la drogue (The A.A. Member — Medications & Other Drugs)	238	Les AA sont-ils pour moi? (Is A.A. for Me?)	307
Les AA — Article du Saturday Evening Post (The Jack Alexander Article)	133	Favoriser de rapprochement (Bridging the Gap)	11
Collaborons avec nos amis (Let's Be Friendly With Our Friends)	64	Les Douze Étapes Illustrées (Twelve Steps Illustrated)	212
Questions et réponses sur le parrainage (Questions and Answers on Sponsorship)	734	Les AA et les autochtones d'Amérique du Nord (A.A. and the Native North American)	83
Les AA : Une ressource pour les médecins (A.A. as a Resource for the Health Care Professional)	931	L'accès aux AA — des membres racontent comment ils ont surmonté des obstacles (Access to A.A. — Members share on overcoming barriers)	330
Les AA dans les centres de traitement (A.A. in Treatment Facilities)	190	Différentes avenues vers la spiritualité (Many Paths to Spirituality)	3,552
La Tradition des AA et son développement (A.A. Tradition/How It Developed)	32	Les AA et les forces armées (A.A. and the Armed Services)	102
Vous vous occupez professionnellement d'alcoolisme? (If You Are a Professional)	264	Le mot « Dieu » — Membres agnostiques et athées chez les AA (The "God" Word — Agnostic and Atheist Members in A.A.)	338
L'Histoire de Nicole (It Happened to Alice)	323	Les alcooliques LGBTQ des AA (LGBTQ Alcoholics in A.A.)	335
Jean face à son problème d'alcool (What Happened to Joe)	54	Les AA pour les alcooliques atteints de maladie mentale (A.A. for Alcoholics with Mental Health Issues — and their sponsors)	306
Les AA dans votre milieu (A.A. in Your Community)	186	Voici les AA (This is A.A. — gros caractères)	
Problèmes autres que l'alcoolisme (Problems Other Than Alcohol)	429	Foire aux questions sur les AA (Frequently Asked Questions about A.A. — gros caractères))	25
Point de vue d'un membre sur les AA (A Member's-Eye View of A.A.)	36	Lignes de conduite des AA (Guidelines)	1,034
Les Douze Traditions illustrées (The Twelve Traditions Illustrated)	658	Les femmes hispaniques chez les AA (Hispanic Women in A.A.)	0
Les AA dans les établissements correctionnels (A.A. in Correctional Facilities)	298	L'expérience nous a appris : une introduction à nos Douze Traditions (Experience Has Taught Us: An Introduction to Our Twelve Traditions)	740
Ça vaut mieux que de languir en prison (It Sure Beats Sitting in a Cell)	106	Total	27,920
Petit guide pratique sur les AA (A Brief Guide to A.A.)	471	Divers	
Les leaders religieux s'informent sur les AA (Faith Leaders Ask About A.A.)	21	12 & 12 (jeu de cassettes)	0
Les deux fondateurs d'AA (The Co-founders of A.A.)	366	12 & 12 (jeu de CD)	65
Message à l'intention d'un détenu (Memo to an Inmate)	54	Les Alcooliques Anonymes/Intégrale (jeu de CD)	0
Message aux directeurs d'établissements correctionnels (Message to Correctional Facilities Administrators)	21	Les Alcooliques Anonymes/Abrégée (jeu de CD)	128
Le groupe des AA (The A.A. Group)	568	Carte 12 Étapes/12 Traditions (Wallet card 12 Steps & 12 Traditions)	383
Les Douze Concepts illustrés (Twelve Concepts Illustrated)	356	Carte sur l'anonymat (Français/anglais) (Anonymity wallet card)	0
Le sens de l'anonymat (Understanding Anonymity)	839	Carte Je Suis Responsable (I am responsible wallet card)	11
Y-a-t-il un alcoolique dans votre vie? (Is There an Alcoholic in Your Life?)	436	La transmission du message (DVD)	8
Le RSG (The G.S.R.)	351	Votre Bureau des Services généraux (DVD)	1
Causeries à l'extérieur des AA (Speaking at Non-A.A. Meetings)	92	Notre méthode (How It Works)	4822
Trop jeune? (Too Young?)	207	Manuel de groupe	23
La structure de l'association des AA (Inside A.A.)	355	Pochette de l'Information Publique	5
L'héritage des services des AA (A.A.'s Legacy of Service)	3	Pochette des Centres de Detention	8
Cercles d'amour et de service (Circles of Love & Service)	341	Pochette de la CMP	8
		Prière de la Sérénité (12x16) (parchemin)	23
		Pochette des Centres de Traitement	3
		Dossier d'Information sur les A.A. (Fact File)	28
		Total	5,516
		Somme final	45,383

■ AA Grapevine Literature Distributed — 2021

A Rabbit Walks Into a Bar (softcover)	1,031
AA in the Military	319
Bajo El Mismo Techo	1,420
Beginners' Book: Getting & Staying Sober in AA	2,203
Best of Bill (softcover)	4,109
Best of Bill (large print softcover)	788
El Grupo Base	664
El Lenguaje del Corazón	1,347
Emotional Sobriety II (softcover)	3,583
Emotional Sobriety: The Next Frontier (softcover)	10,118
En Tête à Tête	81
Felices, Alegres y Libres	1,136
Forming True Partnerships	710
Free on the Inside	4,032
Frente a Frente	1,241
Grapevine Citation du jour Livre	1,133
Happy, Joyous & Free:	
The Lighter Side of Sobriety (softcover)	1,300
Heureux, Joyeux et Libres	219
I Am Responsible: The Hand of AA	359
In Our Own Words:	
Stories of Young AAs in Recovery (softcover)	272
Into Action: Stories from AA Grapevine (softcover)	699
La Sobriété Émotive	561
Language of the Heart (hardcover)	2,719
Language of the Heart (large print softcover)	486
Language of the Heart (softcover)	6,342
Le Groupe d'Attache	93
Le Langage du Coeur	147
Les Meilleurs Articles de Bill	380
Libro de Cita Diara con el Grapevine	1,193
Lo Mejor de Bill	2,333
Lo Mejor de La Viña	856
Making Amends	883
No Matter What: Dealing With Adversity in Sobriety	1,219
One Big Tent	1,302
One on One: AA Sponsorship in Action	1,031
Our Twelve Traditions	1,363
Prayer and Meditation	9,264
Sober & Out	531
Spiritual Awakenings II (softcover)	724
Spiritual Awakenings: Journeys of the Spirit (softcover)	1,825
Step By Step	952
Take Me to Your Sponsor	1,491
Thank You for Sharing (softcover)	313
The Best of the Grapevine: Volumes 1, 2 & 3	832
The Grapevine Daily Quote Book	185
The Grapevine Daily Quote Book (new cover)	1,391
The Home Group: Heartbeat of AA	676
Un Día a la Vez	1,194
Voices of Long-Term Sobriety	644
Voices of Women in AA:	
Stories of Experience, Strength & Hope (softcover)	5,023
Women in AA	3,457
Young & Sober: Stories from AA Grapevine (softcover)	515
Total Books	86,689
E-books (showing only annual sales of 75 or more)	
Beginners' Book	96
Emotional Sobriety	1,119
Emotional Sobriety II	328
One Big Tent	143
Prayer & Meditation	198
Spiritual Awakenings	167
The Best of Bill	294
The Best of Grapevine, Vols. 1,2,3	203
The Grapevine Daily Quote Book	77
The Language of the Heart	1,127
Voices of Women in AA	316
Total E-Books	4,805
CDs, Cassettes and MP3s — English	658
CDs, Cassettes and MP3s — Spanish, French	1,028
Total:	1,686
Miscellaneous	10,049
Grand Total	103,229

GRAPEVINE SUBSCRIPTIONS* — Geographical Breakdown

	APRIL 2022	APRIL 2021	INCREASE/ DECREASE
UNITED STATES*			
Alabama	382	354	28
Alaska	256	289	(33)
Arizona	1,414	1,431	(17)
Arkansas	291	283	8
California	6,033	5,713	320
Colorado	1,147	1,125	22
Connecticut	704	667	37
Delaware	233	229	4
District of Columbia	83	89	(6)
Florida	3,254	3,119	135
Georgia	1,337	1,308	29
Hawaii	292	287	5
Idaho	449	446	3
Illinois	1,850	1,856	(6)
Indiana	882	868	14
Iowa	633	642	(9)
Kansas	551	541	10
Kentucky	505	439	66
Louisiana	340	348	(8)
Maine	375	377	(2)
Maryland	872	850	22
Massachusetts	1,144	1,182	(38)
Michigan	1,747	1,773	(26)
Minnesota	1,628	1,638	(10)
Mississippi	190	180	10
Missouri	1,031	1,045	(14)
Montana	472	435	37
Nebraska	518	538	(20)
Nevada	631	593	38
New Hampshire	359	341	18
New Jersey	1,498	1,480	18
New Mexico	363	374	(11)
New York	2,902	2,998	(96)
North Carolina	1,368	1,367	1
North Dakota	254	295	(41)
Ohio	1,346	1,358	(12)
Oklahoma	371	362	9
Oregon	1,114	1,135	(21)
Pennsylvania	3,255	3,272	(17)
Rhode Island	202	202	0
South Carolina	603	607	(4)
South Dakota	162	186	(24)
Tennessee	689	664	25
Texas	2,491	2,351	140
Utah	370	390	(20)
Vermont	205	209	(4)
Virginia	1,391	1,425	(34)
Washington	1,699	1,759	(60)
West Virginia	221	217	4
Wisconsin	1,416	1,526	(110)
Wyoming	146	156	(10)
Possessions & Other Areas	25	28	(3)
Subtotal US	51,694	51,347	347
CANADA*			
Alberta	396	403	(7)
British Columbia	702	653	49
Manitoba	139	166	(27)
New Brunswick	114	113	1
Newfoundland and Labrador	48	39	9
Northwest Territories	15	16	(1)
Nova Scotia	129	154	(25)
Nunavut	3	1	2
Ontario	1,392	1,595	(203)
Prince Edward Island	58	57	1
Quebec	174	185	(11)
Saskatchewan	195	226	(31)
Yukon	29	35	(6)
Canada (Unknown)	1	0	1
Subtotal CANADA	3,395	3,643	(248)
FOREIGN*			
	557	454	103
Grand Total	55,646	55,444	202
LA VIÑA SUBSCRIPTIONS*			
	Mar./Apr. '22	Mar./Apr. '21	Diff.
Total	5,882	5,026	856

(*does not include monthly orders)

■ Report of the Independent Auditor

The Board of Trustees

The General Service Board of

Alcoholics Anonymous, Inc. and Affiliates

475 Riverside Drive, New York, New York 10115

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the consolidated financial statements of The General Service Board of Alcoholics Anonymous, Inc. and its Affiliates: Alcoholics Anonymous World Services, Inc. and Alcoholics Anonymous Grapevine, Inc. (collectively, the “Organization”), which comprise the consolidated statement of financial position as of December 31, 2021, and the related consolidated statements of activities, functional expenses and cash flows for the year then ended, and the related notes to the consolidated financial statements.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of the Organization as of December 31, 2021, and the change in their net assets and their cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America (“GAAS”). Our responsibilities under those standards are further described in the Auditors’ Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are required to be independent of the Organization and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Report on December 31, 2020 Consolidated Financial Statements

The consolidated financial statements of the Organization as of and for the year ended December 31, 2020 were audited by another auditor whose report dated April 15, 2021 expressed an unmodified opinion on those consolidated statements.

Responsibilities of Management for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, man-

agement is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Organization’s ability to continue as a going concern for one year after the date that the consolidated financial statements are available to be issued.

Auditors’ Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors’ report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the consolidated financial statements.

In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the consolidated financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization’s internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the consolidated financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Organization’s ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

Mayer Hoffman McCann C.PAs

New York, NY April 22, 2022

The General Service Board of Alcoholics Anonymous, Inc. and Affiliates

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

Year Ended December 31, 2021 (with comparative totals for 2020)

	General Service Board of A.A.										Consolidated Total 2021	Consolidated Total 2020
	General Fund	Reserve Fund	Capital Projects Fund	Postretirement Medical Fund	Pension Benefits	A.A. World Services, Inc.	AA Grapevine, Inc.	Eliminations	Total 2021	Total 2020	Total 2021	Total 2020
ASSETS												
Cash and cash equivalents (Notes 2D & 7)	\$1,806,964	\$ 5,596,553		\$ 99,710		\$ 1,123,202	\$ 631,921		\$ 9,258,350	\$ 4,493,813	\$ 4,493,813	
Investments (Notes 2E, 2F, 4, 5 & 8)		8,697,138		8,608,074					17,305,212	20,343,034	20,343,034	
Accounts receivable, net (Note 2K)						445,023	112,489		557,512	379,792	379,792	
Inventory (Note 2G)						3,289,548	375,381		3,664,929	3,306,831	3,306,831	
Prepaid expenses and other assets (Note 9)	523,663	2,095			3,572,594	299,998	238,296	(14,000)	4,622,646	697,505	697,505	
Due from affiliates/ intercompany funds (Note 11)						3,226,792	1,443,500	(4,670,292)				
Property and equipment, net (Notes 2H & 6)			2,534,562			803,286	114,981		3,452,829	3,556,635	3,556,635	
Total Assets	\$2,330,627	\$14,295,786	\$2,534,562	\$8,707,784	\$3,572,594	\$9,187,849	\$2,916,568	\$(4,684,292)	\$38,861,478	\$32,777,610	\$32,777,610	
LIABILITIES												
Accounts payable and accrued expenses (Note 11)	2,915,281	1,457,500				1,528,524	698,349	(4,684,292)	1,915,362	1,461,438	1,461,438	
Deferred revenue (Note 2I)						113,305	1,761,964		1,875,269	1,811,460	1,811,460	
Postretirement benefit (Note 8)				7,382,319					7,382,319	8,388,741	8,388,741	
Accrued pension benefit (Note 9)										3,118,300	3,118,300	
Total Liabilities	\$2,915,281	\$1,457,500		\$7,382,319		\$1,641,829	\$2,460,313	\$(4,684,292)	11,172,950	\$14,779,939	\$14,779,939	
COMMITMENTS AND CONTINGENCIES (Note 10)												
NET ASSETS – WITHOUT DONOR RESTRICTIONS (Note 2c)	(584,654)	12,838,286	2,534,562	1,325,465	3,572,594	7,546,020	456,255		27,688,528	17,997,671	17,997,671	
TOTAL LIABILITIES AND NET ASSETS	\$2,330,627	\$14,295,786	\$2,534,562	\$8,707,784	\$3,572,594	\$9,187,849	\$2,916,568	\$(4,684,292)	\$38,861,478	\$32,777,610	\$32,777,610	

The accompanying notes are an integral part of these financial statements.

The General Service Board of Alcoholics Anonymous, Inc. and Affiliates

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

Year Ended December 31, 2020

General Service Board of A.A.

	General Fund	Reserve Fund	Capital Projects Fund	Postretirement Medical Fund	Pension Benefits	A.A. World Services, Inc.	AA Grapevine, Inc.	Eliminations	Consolidated Total 2020
ASSETS									
Cash and cash equivalents (Notes 2D & 7)	\$2,198,160	\$ 1,063,149		\$ 47,776		\$ 678,829	\$ 505,899		\$ 4,493,813
Investments (Notes 2E, 2F, 4, 5 & 8)		12,610,224		7,732,810					20,343,034
Accounts receivable, net (Note 2K)						348,933	30,859		379,792
Inventory (Note 2G)						2,967,743	339,088		3,306,831
Prepaid expenses and other assets (Note 9)	129,393	250,091				252,549	231,318	(165,846)	697,505
Due from affiliates/ intercompany funds (Note 11)						4,682,311	1,443,500	(6,125,811)	
Property and equipment, net (Notes 2H & 6)			2,368,912			1,013,542	174,181		3,556,635
Total Assets	\$2,327,553	\$13,923,464	\$2,368,912	\$7,780,586		\$9,943,907	\$2,724,845	\$(6,291,657)	\$32,777,610
LIABILITIES									
Accounts payable and accrued expenses (Note 11)	4,579,080	1,473,500				1,242,188	458,327	(6,291,657)	1,461,438
Deferred revenue (Note 2I)	1,575					112,236	1,697,649		1,811,460
Postretirement benefit (Note 8)									6,388,741
Accrued pension benefit (Note 9)				8,388,741	3,118,300				3,118,300
Total Liabilities	\$4,580,655	\$1,473,500		\$8,388,741	\$3,118,300	\$1,354,424	\$2,155,976	\$(6,291,657)	\$14,779,939
COMMITMENTS AND CONTINGENCIES (Note 10)									
NET ASSETS – WITHOUT DONOR RESTRICTIONS (Note 2c)	(2,253,102)	12,449,964	2,368,912	(608,155)	(3,118,300)	8,589,483	568,869		17,997,671
TOTAL LIABILITIES AND NET ASSETS	\$2,327,553	\$13,923,464	\$2,368,912	\$7,780,586		\$9,943,907	\$2,724,845	\$(6,291,657)	\$32,777,610

The accompanying notes are an integral part of these financial statements.

The General Service Board of Alcoholics Anonymous, Inc. and Affiliates
CONSOLIDATED STATEMENT OF ACTIVITY
 Year Ended December 31, 2021 (with comparative totals for 2020)

	General Service Board of A.A.				A.A. Grapevine, Inc.		Consolidated Total 2021	Consolidated Total 2020			
	General Fund	Reserve Fund	Capital Projects Fund	Postretirement Medical Fund	Pension Benefits	A.A. World Services, Inc.			Grapevine	La Viña	Total
OPERATING REVENUE AND SUPPORT:											
Gross sales revenue (Note 2I)						\$12,110,603	\$2,524,055	\$109,811	\$2,633,866	\$14,744,469	\$11,660,098
Less: discounts						(758,528)				(758,528)	(274,480)
Net sales						11,352,075	2,524,055	109,811	2,633,866	13,985,941	11,385,618
Cost of literature distributed											
Printing						(2,875,814)	(56,112)	(2,000)	(58,112)	(2,933,926)	(1,740,504)
Direct shipping and warehousing						(2,178,583)	(965,644)	(66,646)	(1,032,290)	(3,210,873)	(1,427,664)
Gross profit from literature						6,297,678	1,502,299	41,165	1,543,464	7,841,142	8,217,450
Contributions (Note 2J)	10,848,620									10,848,620	10,344,052
Investment income (Notes 2E and 4)		112,512		1,152,607			14,000		14,000	1,279,119	1,186,623
TOTAL OPERATING REVENUE AND SUPPORT	10,848,620	112,512		1,152,607		6,297,678	1,516,299	41,165	1,557,464	19,968,881	19,748,125
OPERATING EXPENSES (Note 2L):											
Program services	4,342,450					3,125,079	1,724,859	429,811	2,154,670	9,622,199	10,810,066
Supporting services	2,983,711		648,586			4,216,305	84,065		84,065	7,932,667	7,996,153
TOTAL OPERATING EXPENSES	7,326,161		648,586			7,341,384	1,808,924	429,811	2,238,735	17,554,866	18,806,219
OPERATING SURPLUS (LOSS)	3,522,459	112,512	(648,586)	1,152,607		(1,043,706)	(292,625)	(388,646)	(681,271)	2,414,015	941,906
NON-OPERATING ACTIVITIES AND OTHER (Note 2N):											
G.S.B. support for La Viña	(388,646)					243		388,646	388,646	254	863,604
Insurance Settlement and other								11	11		
Intercompany and interfund transfers (Note 11)	(1,465,365)	275,810	814,236	195,319		180,000			180,000		
TOTAL NON-OPERATING ACTIVITIES AND OTHER	(1,854,011)	275,810	814,236	195,319		243	180,011	388,646	568,657	254	863,604
CHANGE IN NET ASSETS BEFORE PENSION-RELATED CHANGES	1,668,448	388,322	165,650	1,347,926		(1,043,463)	(112,614)		(112,614)	2,414,269	1,805,510
Curtailment and Settlement Cost (Notes 8 and 9)				(380,687)						46,300	(5,467,084)
Other components of net periodic pension cost (Notes 8 and 9)				966,381						7,230,288	(492,827)
Pension and post-retirement changes other than net period costs				585,694						7,276,588	1,776,778
TOTAL CHANGE IN NET ASSETS AFTER PENSION-RELATED CHANGES											(4,183,133)
CHANGE IN NET ASSETS WITHOUT DONOR RESTRICTIONS	1,668,448	388,322	165,650	1,933,620		(1,043,463)	(112,614)		(112,614)	9,690,857	(2,377,623)
Net Assets — Without donor restrictions	(2,253,102)	12,449,964	2,368,912	(608,155)		8,589,483	568,869		568,869	17,997,671	20,375,294
— Beginning of Year											
NET ASSETS — WITHOUT DONOR RESTRICTIONS	(584,654)	12,838,286	2,534,562	1,325,465		7,546,020	456,255		456,255	27,688,528	17,997,671
— END OF YEAR											

The accompanying notes are an integral part of these financial statements.

The General Service Board of Alcoholics Anonymous, Inc. and Affiliates

CONSOLIDATED STATEMENT OF ACTIVITY

Year Ended December 31, 2020

	General Service Board of A.A.				A.A. Grapevine, Inc.		Consolidated Total 2020		
	General Fund	Reserve Fund	Capital Projects Fund	Postretirement Medical Fund	Pension Benefits	A.A. World Services, Inc.		Grapevine	La Viña
OPERATING REVENUE AND SUPPORT:									
Gross sales revenue (Note 2I)						\$9,098,279	\$2,455,790	\$106,029	\$2,561,861
Less: discounts						(274,480)			(274,480)
Net sales						8,823,799	2,455,790	109,029	2,561,819
Cost of literature distributed						(1,608,913)	(103,694)	(27,897)	(1,740,504)
Printing						(632,620)	(766,337)	(28,707)	(795,044)
Direct shipping and warehousing						6,582,266	1,585,759	49,425	1,635,184
Gross profit from literature									
Contributions (Note 2J)	10,344,052						30,000		30,000
Investment income (Notes 2E and 4)		245,191		911,432					
TOTAL OPERATING REVENUE AND SUPPORT	10,344,052	245,191		911,432		6,582,266	1,615,759	49,425	1,665,184
OPERATING EXPENSES (Note 2L):									
Program services	5,201,355					3,343,095	1,830,420	435,196	2,265,616
Supporting services	3,741,795		411,172			3,774,731	68,455		68,455
TOTAL OPERATING EXPENSES	8,943,150		411,172			7,117,826	1,898,875	435,196	2,334,071
OPERATING SURPLUS (LOSS)	1,400,902	245,191	(411,172)	911,432		(535,560)	(283,116)	(385,771)	(668,887)
NON-OPERATING ACTIVITIES AND OTHER (Note 2N):									
G.S.B. support for La Viña	(385,771)							385,771	385,771
Insurance Settlement and other	863,604								863,604
Intercompany and interfund transfers (Note 11)	2,625,190	(4,000,000)	1,374,810	23,083	11,250	(18,750)	(15,583)		(15,583)
TOTAL NON-OPERATING ACTIVITIES AND OTHER	3,103,023	(4,000,000)	1,374,810	23,083	11,250	(18,750)	(15,583)	385,771	370,188
CHANGE IN NET ASSETS BEFORE PENSION-RELATED CHANGES	4,503,925	(3,754,809)	963,638	934,515	11,250	(554,310)	(298,699)	(298,699)	1,805,510
Curtailment and Settlement Cost (Notes 8 and 9)			(543,893)	(4,923,191)					(5,467,084)
Other components of net periodic pension cost (Notes 8 and 9)			(279,695)	(213,132)					(492,827)
Pension and post-retirement changes other than net period costs			(1,167,033)	2,943,811					1,776,778
TOTAL CHANGE IN NET ASSETS AFTER PENSION-RELATED CHANGES			(1,990,621)	(2,191,512)					(4,183,133)
CHANGE IN NET ASSETS WITHOUT DONOR RESTRICTIONS	4,503,925	(3,754,809)	963,638	(1,056,106)	(2,181,262)	(554,310)	(298,699)	(298,699)	(2,377,623)
Net Assets — Without donor restrictions									
— Beginning of Year	(6,757,027)	16,204,773	1,405,274	447,951	(937,038)	9,143,793	867,568	867,568	20,375,294
NET ASSETS — WITHOUT DONOR RESTRICTIONS	(2,253,102)	12,449,964	2,368,912	(608,155)	(3,118,300)	8,589,483	568,869	568,869	17,997,671

The accompanying notes are an integral part of these financial statements.

The General Service Board of Alcoholics Anonymous, Inc. and Affiliates

For The Year Ended December 31, 2021

	Program Services									
	Literature Development & Distribution	Communi- cations	Group Services	Public Information	Cooperation with Profes. Community	Treatment / Accessibility	Correctional Facilities	Loners and Overseas Services	General Service Conference	Regional Forums
Salaries	\$1,865,537	\$459,699	\$359,386	173,170	\$95,031	\$120,065	\$122,266	\$190,327	\$218,378	\$145,269
Payroll taxes and benefits (Notes 8 and 9)	491,959	141,508	65,838	31,361	20,741	24,076	23,057	31,830	35,161	28,583
Curtailment and settlement costs (Notes 8 and 9)	-	-	-	-	-	-	-	-	-	-
Total Personnel Costs	2,357,496	601,207	425,224	204,531	115,772	144,681	145,323	222,157	253,539	173,852
Professional fees	181,323	76,753	74,706	104,314	12,350	23,810	31,694	125,369	177,197	100,521
Printing	76,097	8,530	62,574	17,749	59	603	5,896	165	16,711	95
Data, automation and website	59,527	74,925	21,117	3,778	3,643	3,017	3,269	5,199	6,086	4,746
Selling expenses	-	-	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-	-	-
Facility and equipment	264,080	232	104,081	16,300	16,789	21,067	11,894	35,320	18,700	5,673
Travel and meetings	2,575	188	492	-	-	158	1,200	17,299	14,979	149
Bad debt expenses	-	-	-	-	-	-	-	-	-	-
E-Commerce and bank service fees	-	-	-	-	-	-	-	-	-	-
Depreciation and amortization (Note 6)	113,810	-	-	-	-	-	-	-	-	-
Stationery and office supplies	-	-	-	-	-	-	-	-	-	-
Office services and expenses	-	-	-	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-	-	-	-
Delegate fees	-	-	-	-	-	-	-	-	(233,965)	-
Total expenses before pension and capital projects changes	3,054,908	761,655	688,194	346,672	148,613	193,336	199,276	405,509	253,247	285,036
Less: contributions to retirement plan	-	-	-	-	-	-	-	-	-	-
Less: contributions to post-retirement plan	-	-	-	-	-	-	-	-	-	-
Less: net periodic pension and post-retirement cost	-	-	4,670	2,353	1,009	1,312	1,352	2,752	3,306	1,934
Less: Curtailment and Settlement Cost (Notes 8 and 9)	-	-	-	-	-	-	-	-	-	-
Plus: capital projects depreciation	-	-	90,854	13,297	14,417	17,096	7,883	19,566	13,297	3,799
TOTAL EXPENSES	3,054,908	761,655	783,718	362,322	164,039	211,744	208,511	427,827	269,850	290,769

The accompanying notes are an integral part of these financial statements.

CONSOLIDATED STATEMENT OF FUNCTIONAL EXPENSES

(With Comparative Totals For 2020)

Program Services								Supporting Services					Total	Total
Archives	Nominating	International Literature Fund	World Service Meeting	International Convention	Grapevine	La Viña	Total Program Services	General Service Board	A.A.W.S.	Grapevine	Total Supporting Services	Total 2021	Total 2020	
\$346,451	\$166,482	\$-	\$-	\$-	\$747,481	\$243,184	\$5,253,266	\$1,878,684	\$1,545,586	\$-	\$3,424,270	\$8,677,536	\$10,188,746	
67,837	37,360	-	-	-	222,192	58,714	1,280,217	362,622	433,658	-	796,280	2,076,497	3,055,019	
-	-	-	-	-	-	-	-	-	-	-	-	-	5,467,084	
414,288	203,842	-	-	-	969,673	301,898	6,533,483	2,241,306	1,979,244	-	4,220,550	10,754,033	18,710,849	
3,308	1,135	4,510	2,364	80	399,213	87,628	1,406,095	199,842	1,123,310	-	1,323,152	2,729,247	2,563,634	
996	708	-	-	1,850	-	-	192,033	26,365	158,885	-	185,250	377,283	347,046	
9,146	3,856	-	-	-	-	-	198,309	59,983	367,835	-	427,818	626,127	486,095	
-	-	-	-	-	164,889	10,049	174,938	-	-	-	-	174,938	383,605	
-	-	-	-	-	-	-	-	28,959	28,959	-	57,918	57,918	53,761	
138,680	9,836	-	-	-	80,935	20,496	744,083	398,027	307,715	-	705,742	1,449,825	1,457,745	
140	-	-	-	-	-	-	37,180	175,095	54,097	-	229,192	266,372	206,860	
-	-	-	-	-	-	-	-	-	32,347	5,600	37,947	37,947	28,049	
-	-	-	-	-	-	-	-	133,717	27,772	-	161,489	161,489	161,489	
-	-	-	-	-	-	-	113,810	-	96,446	49,959	146,405	260,215	186,303	
-	-	-	-	-	17,419	444	17,863	-	-	-	-	17,863	14,980	
-	-	-	-	-	92,730	9,296	102,026	-	-	6,584	6,584	108,610	116,711	
-	-	-	-	-	-	-	-	10,461	39,695	21,922	72,078	72,078	7,056	
-	-	-	-	-	-	-	-	(233,965)	-	-	-	(233,965)	(299,011)	
566,558	219,377	4,510	2,364	1,930	1,724,859	429,811	9,285,855	3,273,755	4,216,305	84,065	7,574,125	16,859,980	24,389,291	
-	-	-	-	-	-	-	-	-	-	-	-	-	(11,250)	
-	-	-	-	-	-	-	-	-	-	-	-	-	(23,083)	
3,845	1,486	29	15	12	-	-	24,075	22,225	-	-	22,225	46,300	(492,827)	
-	-	-	-	-	-	-	-	-	-	-	-	-	(5,467,084)	
124,177	7,883	-	-	-	-	-	312,269	336,317	-	-	336,317	648,586	411,172	
694,580	228,746	4,539	2,379	1,942	1,724,859	429,811	9,622,199	3,632,297	4,216,305	84,065	7,932,667	17,554,866	18,806,219	

**The General Service Board of
Alcoholics Anonymous, Inc. and Affiliates
For The Year Ended December 31, 2020**

	Program Services									
	Literature Development & Distribution	Group Services	Public Information	Cooperation with Profes. Community	Treatment / Accessibility	Correctional Facilities	Loners and Overseas Services	General Service Conference	Regional Forums	Archives
Salaries	\$1,971,782	\$1,104,410	\$175,683	\$122,564	\$71,079	\$178,468	\$325,516	\$256,839	\$125,208	\$451,740
Payroll taxes and benefits (Notes 8 and 9)	462,099	359,432	49,503	34,395	20,931	66,488	126,063	10,260	38,490	130,650
Curtailment and settlement costs (Notes 8 and 9)	-	1,033,183	172,026	120,153	68,697	158,553	284,399	313,603	192,291	438,976
Total Personnel Costs	2,433,881	2,497,026	397,212	277,112	160,707	403,509	735,978	580,702	355,989	1,021,366
Professional fees	221,410	43,391	16,230	28,856	9,906	2,812	481	40,283	49,402	24,389
Printing	5,443	111,325	4,321	2,545	1,142	7,292	4,224	26,612	10,487	2,327
Data, automation and website	148,595	65,831	33,547	7,608	2,326	11,259	2,326	25,338	6,982	36,416
Selling expenses	119,716	-	-	-	-	-	37,780	-	-	-
Insurance	2,687	1,422	37	43	123	27	13	9,307	2,178	813
Facility and equipment	293,300	147,717	26,667	17,082	16,243	15,873	9,962	60,258	15,458	131,823
Travel and meetings	3,969	417	181	682	74	-	-	96,606	11,679	192
Bad debt expenses	-	-	-	-	-	-	-	-	-	-
E-Commerce and bank service fees	1,270	5,793	151	175	502	109	52	37,916	8,873	3,314
Depreciation and amortization (Note 6)	112,924	-	-	-	-	-	-	-	-	-
Stationery and office supplies	-	-	-	-	-	-	-	-	-	-
Office services and expenses	-	-	-	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-	-	-	-
Delegate fees	-	-	-	-	-	-	-	-	(299,011)	-
Total expenses before pension and capital projects changes	3,343,095	2,872,921	478,346	334,103	191,023	440,881	790,816	573,011	461,048	1,220,640
Less:										
contributions to retirement plan	-	-	-	-	-	-	-	-	-	-
Less:										
contributions to post-retirement plan	-	-	-	-	-	-	-	-	-	-
Less:										
net periodic pension and post-retirement cost	-	(93,136)	(15,507)	(10,831)	(6,193)	(14,293)	(25,637)	(28,270)	(17,334)	(39,571)
Less:										
Curtailment and Settlement Cost (Notes 8 and 9)	-	-	-	-	-	-	-	-	-	-
Plus:										
capital projects depreciation	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES	3,343,095	1,746,602	290,813	203,119	116,133	268,035	480,780	231,138	251,423	742,032

The accompanying notes are an integral part of these financial statements.

CONSOLIDATED STATEMENT OF FUNCTIONAL EXPENSES

Program Services								Supporting Services					Total 2020
Nominating	Trustee and Director Activities	World Service Meeting	Communi- cations	Spanish Services	International Convention	Grapevine	La Viña	Total Program Services	General Service Board	A.A.W.S.	Grapevine	Total Supporting Services	
\$182,997	\$ -	\$12,475	\$143,901	\$ -	\$134,900	\$886,259	\$269,539	\$6,413,360	\$2,088,825	\$1,686,561	\$ -	\$3,775,386	\$10,188,746
76,986	-	-	64,237	-	58,945	241,525	72,122	1,812,126	794,518	448,375	-	1,242,893	3,055,019
153,766	27,528	59,287	117,216	2,563	111,158	-	-	3,253,399	2,213,685	-	-	2,213,685	5,467,084
413,749	27,528	71,762	325,354	2,563	305,003	1,127,784	341,661	11,478,885	5,097,028	2,134,936	-	7,231,964	18,710,849
2,662	3,195	92,246	78	-	2,322	303,684	52,364	893,711	449,576	1,220,347	-	1,669,923	2,563,634
121	583	48	31	3,671	951	-	-	181,123	22,360	143,563	-	165,923	347,046
1,633	5,722	16,371	-	1,356	-	-	-	365,210	73,992	46,893	-	120,885	486,095
-	-	-	-	-	-	213,864	12,245	383,605	-	-	-	-	383,605
123	207	27	27	13	57	-	-	17,104	13,407	23,250	-	36,657	53,761
8,132	2,932	17,825	106	2,034	224	80,204	23,214	80,204	440,350	146,266	2,075	588,691	1,457,745
649	63,066	10,027	233	-	304	-	-	183,079	2,945	20,836	-	23,781	206,860
-	-	-	-	-	-	-	-	-	1,214	24,805	2,030	28,049	28,049
500	841	109	109	52	232	-	-	59,998	54,622	10,988	-	65,610	125,608
-	-	-	-	-	-	-	-	112,924	-	14,541	58,838	73,379	186,303
-	-	-	-	-	-	14,488	195	14,683	-	-	297	297	14,980
-	-	-	-	-	-	90,396	5,517	95,913	-	-	20,798	20,798	116,711
-	-	-	-	-	-	-	-	-	-	7,056	-	7,056	7,056
-	-	-	-	-	-	-	-	(299,011)	-	-	-	-	(299,011)
427,569	104,074	208,415	325,938	9,689	309,093	1,830,420	435,196	14,356,278	6,155,494	3,793,481	84,038	10,033,013	24,389,291
-	-	-	-	-	-	-	-	-	-	-	(11,250)	(11,250)	(11,250)
-	-	-	-	-	-	-	-	-	-	(18,750)	(4,333)	(23,083)	(23,083)
(13,861)	(2,481)	(5,344)	(10,566)	231	(10,020)	-	-	(292,813)	(200,014)	-	-	(200,014)	(492,827)
(153,766)	(27,528)	(59,287)	(117,216)	(2,563)	(111,158)	-	-	(3,253,399)	(2,213,685)	-	-	(2,213,685)	(5,467,084)
-	-	-	-	-	-	-	-	-	411,172	-	-	411,172	411,172
259,942	74,065	143,784	198,156	7,357	187,915	1,830,420	435,196	10,810,066	4,152,967	3,774,731	68,455	7,996,153	18,806,219

The General Service Board of Alcoholics Anonymous, Inc. and Affiliates

Consolidated Statement of Cash Flows

For the Years Ended
December 31, 2021 and 2020

CASH FLOWS FROM OPERATING ACTIVITIES:	<u>2021</u>	<u>2020</u>
Change in net assets	\$9,690,857	\$(2,377,623)
Adjustments to reconcile change in net assets to net cash provided by (used in) operating activities:		
Pension related changes other than net periodic pension cost	(6,263,907)	(2,943,811)
Postretirement related changes other than net periodic cost	(966,381)	1,167,033
Unrealized (gain) loss on investments	(1,026,812)	(793,687)
Bad debt	37,947	28,049
Loss on disposal of fixed assets	21,921	-
Depreciation and amortization	908,801	597,550
Sub-total	<u>2,402,426</u>	<u>(4,322,489)</u>
Changes in assets and liabilities:		
(Increase) decrease in assets:		
Accounts receivable, net	(215,667)	3,158
Inventory	(358,098)	(815,963)
Prepaid expenses and other assets	(3,925,141)	1,078,847
Increase (decrease) in liabilities:		
Accounts payable and accrued expenses	453,924	135,829
Deferred revenue	63,809	(3,153,112)
Postretirement benefit	(40,041)	823,588
Accrued pension benefit	3,145,607	5,125,073
Net Cash (Used in) Provided by Operating Activities	<u>1,526,819</u>	<u>(1,125,069)</u>
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchases of investments	(8,685,428)	(143,488)
Proceeds from sales of investments	12,750,062	3,395,163
Acquisition of property and equipment	(826,916)	(1,995,285)
Net Cash (Used in) Provided by Investing Activities	<u>3,237,718</u>	<u>(1,256,390)</u>
NET INCREASE IN CASH AND CASH EQUIVALENTS	4,764,537	131,321
Cash and cash equivalents — beginning of year	<u>4,493,813</u>	<u>4,362,492</u>
CASH AND CASH EQUIVALENTS — END OF YEAR	<u>\$9,258,350</u>	<u>\$4,493,813</u>

The accompanying notes are an integral part of these consolidated financial statements.



182 Clinton Street in Brooklyn, early home of Bill W. and his wife Lois; just blocks from the site of the 72nd General Service Conference.

**THE GENERAL SERVICE BOARD OF ALCOHOLICS ANONYMOUS, INC. AND AFFILIATES NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2021 AND 2020**

Note 1 — Organization and Nature of Activities: The General Service Board of Alcoholics Anonymous, Inc., (“G.S.B.”) and its affiliates, A.A. World Services, Inc. (“A.A.W.S.”) and A.A. Grapevine, Inc. (“AAGV”) (collectively, the “Organization”) are not-for-profit organizations organized in New York for the purpose of assisting in the formation of A.A. groups and coordinating the A.A. program of rehabilitating alcoholics throughout the world, and publishing books, magazines, pamphlets and other material directly related to that purpose. The trustees of G.S.B. are ex officio members of A.A.W.S. and AAGV, and as such, elect their boards of directors. As members, they also have the sole right to amend the A.A.W.S., and AAGV bylaws and approve their budgets.

G.S.B., A.A.W.S. and AAGV are exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code.

The activities of G.S.B. are conducted in five separate funds, as follows:

GENERAL FUND — This fund is comprised of those assets not included in any of the other funds and that may be used for any purpose for which the Organization was formed. These purposes presently include activities related to communication and information services to A.A. groups and members, public information, cooperation with the professional community and regional, national and international meetings, conferences and conventions.

RESERVE FUND — This fund was established in 1954 for the purpose of accumulating a prudent operating reserve,

which during 1977, was redefined by a special General Service Board Committee as the prior year’s combined operating expenses of A.A.W.S., AAGV and the general fund of G.S.B. The committee also recommended that all investment activities of the operating entities be consolidated into the Reserve Fund. That advisory action was approved by the Board of Trustees and since that time, all funds of the operating entities in excess of those required for working capital have generally been transferred to the Reserve Fund. Included in such transfers from AAGV have been amounts held for unfulfilled subscriptions reflected as a liability of the Reserve Fund on the accompanying consolidated statements of financial position. Any withdrawals from the Reserve Fund must be specifically authorized by the G.S.B. upon recommendation of the Trustee’s Finance Committee.

CAPITAL PROJECTS FUND — This fund accounts for the cost of leasehold improvements and computer hardware and software incurred under major capital projects and records depreciation and amortization on such assets.

POSTRETIREMENT MEDICAL FUND — In 2016, a goal of accumulating assets was established to fund 100% of the liability by 2025. The goal was achieved in 2021.

CONVENTION FUND — A separate fund established to record the direct revenue and expenses of international

A.A. conventions held every five years. These events are separate from the regular operations of the General Service Office (“GSO”), but the General Fund receives any excess of revenue and pays any excess of expense resulting from the activity.

Note 2 — Summary of Significant Accounting Policies

A. *Basis of Consolidation* — The consolidated financial



statements of the Organization have been prepared by consolidating the financial statements of G.S.B., A.A.W.S. and AAGV. All material intercompany transactions and balances (when applicable) have been eliminated in the consolidation.

B. **Basis of Presentation** — The accompanying consolidated financial statements of the Organization have been prepared on the accrual basis of accounting. The Organization adheres to accounting principles generally accepted in the United States of America (“U.S. GAAP.”).

C. **Net Assets** — The Organization maintains its net assets under the following classes:

Without donor restrictions — This represents net assets not subject to donor-imposed stipulations and that have no time restrictions. Such resources are available for support of the Organization’s operations over which the Board of Directors has discretionary control.

With donor restriction — This represents net assets subject to donor-imposed stipulations that will be met by actions of the Organization or by the passage of time. When a stipulated time restriction ends or purpose restriction is accomplished, such net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the consolidated statements of activities as net assets released from restrictions. The Organization has no net assets with donor restrictions as of both December 31, 2021 and 2020.

The Organization does not accept contributions with restrictions. Therefore, all net assets of the Organization are net assets without donor restrictions as of December 31, 2021 and 2020.

D. **Cash and Cash Equivalents** — The Organization considers all highly liquid investments with a maturity of three months or less when acquired to be cash equivalents, except for cash equivalents held as part of the Organization’s investment portfolio.

E. **Investments** — Investments are stated at fair value. Interest, dividends and gains and losses on investments are reflected in the accompanying consolidated statements of activities as increases and decreases in net assets without donor restrictions.

F. **Fair Value Measurements** — Fair value measurements are based on the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. In order to increase consistency and comparability in fair value measurements, a fair value hierarchy prioritizes observable and unobservable inputs used to measure fair value into three levels, as described in Note 5.

G. **Inventory** — Inventory is valued at the lower of cost or net realizable value, as determined on the weighted average cost method. Net realizable value is defined as the estimated selling price (in the ordinary course of business) less reasonably expected costs for com-

pletion, disposal and transportation. Literature distributed without charge is included in the cost of printing as a reduction of inventory. Inventory costs include paper, printing, binding and shipping.

H. **Property and Equipment** — Property and equipment are stated at cost less accumulated depreciation and amortization. These amounts do not purport to represent replacement or realizable values. The Organization capitalizes property and equipment with a useful life of one year or more and a cost of at least \$1,000. Depreciation is provided on a straight-line basis over the estimated useful lives of the assets. Leasehold improvements are amortized over the lesser of the estimated useful life or the term of the lease.

I. **Revenue Recognition** — The Organization earns revenue from the publication of magazines and distribution of literature. Magazine revenue is recorded as subscriptions are fulfilled. Revenue from the distribution of other publications are recognized when goods are shipped. Performance obligations are identified in the arrangement based on the relative standalone selling price of each publication and are recognized as revenue when the subscriptions are fulfilled or when shipped. Payments received in advance related to subscriptions are reflected as deferred revenue on the accompanying consolidated statements of financial position. Revenue is accounted for under Financial Accounting Standards Board (“FASB”) Accounting Standards Update (“ASU”) 2014-09.

J. **Contributions** — The Organization accepts contributions from A.A. groups and members. Contributions are recorded as increases in net assets with or without donor restrictions, depending on the existence and/or nature of any donor restrictions. Contributions that are restricted by the donor are considered as increases in net assets without donor restrictions if the restrictions are satisfied in the period in which the contributions are recognized. The Organization does not receive or solicit pledges, so contributions are recorded as revenue when cash is received. The Organization does not accept contributions with restrictions. For the years ended December 31, 2021 and 2020, all contributions were included in net assets without donor restrictions. Contributions are accounted for under FASB ASU 2018-08.

K. **Allowance for Uncollectible Receivables** — The Organization provides a reserve for uncollectible accounts receivable based on management’s assessment of the current status of individual accounts outstanding, the creditworthiness of its customers, the aged basis of the receivable and prior historical experience. As of December 31, 2021 and 2020, the Organization determined an allowance of approximately \$22,700 and \$6,400, respectively, was necessary for uncollectible accounts receivable.

L. **Functional Allocation of Expenses** — The cost of providing the various program and supporting services has been summarized on a functional basis in the accompanying consolidated statements of func-

tional expenses. Accordingly, certain costs have been allocated among the program and supporting services benefited. The Organization only considers costs that are directly spent for the fellowship as program expenses. Other expenses are not indirectly allocated and are considered as supporting services.

M. Use of Estimates — The preparation of consolidated financial statements in conformity with U.S. GAAP requires management to make estimates and assumptions that affect the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

N. Operating Measure — The Organization includes in its definition of operations all revenues and expenses that are an integral part of its program and supporting activities. Changes in retirement liabilities, support for La Viña, and intercompany and interfund transfers are recognized as non-operating activities.

O. Reclassification — Certain line items in the December 31, 2020 consolidated financial statements have been reclassified to conform to the December 31, 2021 presentation.

Note 3 — Liquidity and Availability of Resources for Operating Expenditures: A.A.W.S. regularly monitors its financial assets available to meet general expenditures during the course of twelve months. It operates within a budget and anticipates collecting sufficient revenue to cover general expenditures. A.A.W.S. and G.S.B. have six non-interest-bearing accounts that enable them to meet these needs.

The Reserve Fund was established in 1954 for the purpose of accumulating a prudent operating reserve, which, during 1977 was redefined as one year’s combined oper-

ating expenses of A.A.W.S., AAGV and the General Fund of G.S.B. To assure liquidity, the Reserve Fund shall contain investment instruments having maturities of one year or less in an amount equal to the sum of the unearned AAGV subscription liability and the operating cash requirements of the service entities. The balance of the Reserve Fund shall be invested in instruments with maturities of between zero and ten years, provided that at no time shall more than 50% of the principal amount of such balance consist of investments having maturity dates of five or more years.

The Organization considers all expenditures related to its ongoing program, as well as services undertaken to support these activities, to be general expenditures.

The Organization’s liquid financial assets were as follows as of December 31:

	<u>2021</u>	<u>2020</u>
Cash and cash equivalents	\$ 9,258,350	\$ 4,495,813
Investments	17,305,212	20,343,034
Accounts receivable, net	557,512	379,792
Total financial assets	<u>\$27,121,074</u>	<u>\$25,216,639</u>

The Organization’s liquid financial assets available to meet general expenditures over the next twelve months were as follows as of December 31:

	<u>2021</u>	<u>2020</u>
Cash and cash equivalents	\$3,661,797	\$3,430,664
Accounts receivable, net	557,512	379,792
Total financial assets	<u>\$4,219,309</u>	<u>\$3,810,456</u>

The Reserve Fund is not considered available for operations. Cash and cash equivalents in the Reserve Fund amounted to \$5,596,553 and \$1,063,149 as of December 31, 2021 and 2020, respectively.



Note 4 — Investments: As described in Note 1, all funds of the Organization not required for working capital are invested in the Reserve Fund of G.S.B. In accordance with established policy, the Reserve Fund invests in certificates of deposit.

The postretirement medical fund holds investments designed to assist in reaching the stated goal of accumulating assets equal to 100% of the accrued postretirement health benefits by December 31, 2025. The goal was achieved in 2021. This fund invests in bond and equity mutual funds.

Investments were as follows as of December 31:

	<u>2021</u>	<u>2020</u>
Reserve fund:		
Certificates of deposit	\$ 8,697,138	\$12,610,224
Postretirement medical fund:		
Mutual funds — bond funds	2,384,571	2,419,635
Mutual funds — equity funds	6,223,503	5,313,175
	<u>8,608,074</u>	<u>7,732,810</u>
	<u>\$17,305,212</u>	<u>\$20,343,034</u>

Investments are subject to market volatility that could substantially change their carrying value in the near term. Investment activity consisted of the following for the years ended December 31:

	<u>2021</u>	<u>2020</u>
Interest and dividends	\$288,351	\$429,692
Unrealized gain (loss)	1,026,812	793,687
Investment expenses	(36,044)	(36,756)
	<u>\$1,279,119</u>	<u>\$1,186,623</u>

Note 5 — Fair Value Measurements: The fair value hierarchy defines three levels as follows:

- Level 1: Valuations based on quoted prices (unadjusted) in an active market that are accessible at the measurement date for identical assets or liabilities. The fair value hierarchy gives the highest priority to Level 1 inputs.
- Level 2: Valuations based on observable inputs other than Level 1 prices such as quoted prices for similar assets or liabilities; quoted prices in inactive markets; or model-derived valuations in which all significant inputs are observable or can be derived principally from or corroborated with observable market data.
- Level 3: Valuations based on unobservable inputs are used when little or no market value data is available. The fair value hierarchy gives the lowest priority to Level 3 inputs.

In determining fair value, the Organization utilizes valuation techniques that maximize the use of observable inputs and minimize the use of unobservable inputs to the extent possible in its assessment of fair value. Investments in mutual funds are valued on quoted market prices and valued at Level 1. Investments in certificates of deposit are valued using observable market data and are valued at Level 2.

Financial assets carried at fair value as of December 31, 2021 are classified as follows:

	<u>Level 1</u>	<u>Level 2</u>	<u>Total</u>
Reserve fund:			
Certificates of deposit	\$8,697,138		\$ 8,697,138

Postretirement medical fund:			
Mutual funds — bond funds	2,384,571		2,384,571
Mutual funds — equity funds	6,223,503		6,223,503
	<u>\$8,608,074</u>	<u>\$8,697,138</u>	<u>\$17,305,212</u>

Financial assets carried at fair value as of December 31, 2020 are classified as follows:

	<u>Level 1</u>	<u>Level 2</u>	<u>Total</u>
Reserve fund:			
Certificates of deposit		\$12,610,224	\$12,610,224
Postretirement medical fund:			
Mutual funds — bond funds	2,419,635		2,419,635
Mutual funds — equity funds	5,313,175		5,313,175
	<u>\$7,732,810</u>	<u>\$12,610,224</u>	<u>\$20,343,034</u>

Note 6 — Property and Equipment: Property and equipment consisted of the following as of December 31:

	<u>2021</u>	<u>2020</u>	<u>Estimated Useful Lives</u>
Furniture and equipment	645,341	991,571	8 years
Computers and software	3,187,828	2,535,771	3-5 years
Leasehold improvements	2,220,420	2,133,041	Life of lease
Total cost	<u>6,053,589</u>	<u>5,660,383</u>	
Less: accumulated depreciation and amortization	<u>(2,600,760)</u>	<u>(2,103,748)</u>	
Net book value	<u>\$3,452,829</u>	<u>\$3,556,635</u>	

Depreciation and amortization expense amounted to \$908,801 and \$597,550 for the years ended December 31, 2021 and 2020, respectively. During 2021, property and equipment with a cost of \$433,710 and accumulated depreciation and amortization of \$411,789 were written off resulting in a loss of \$21,921.

Note 7 — Concentration: Cash and cash equivalents that potentially subject the Organization to a concentration of credit risk include cash accounts with a bank that may exceed the Federal Deposit Insurance Corporation (“FDIC”) insurance limits. Accounts are insured up to \$250,000 per depositor per insured financial institution. As of December 31, 2021 and 2020, cash and cash equivalents held in banks exceeded FDIC limits by approximately \$2,962,000 and \$2,031,000, respectively.

Note 8 — Postretirement Health Benefits: The Organization provides health care benefits for retired employees, substantially all of whom become eligible if they attain retirement age while working at the GSO. Benefits are provided through health insurance contracts maintained by the Organization.

For employees hired before 2004, 25% of the cost is borne by the retirees.

For employees hired after January 1, 2004 through June 30, 2016, there is a three-tier structure in the level of group medical insurance premiums paid for on behalf of employees who retire directly from the GSO. For employees with five to nine years of service, the Organization pays 25%, 10-15 years, 50%, and more than 15 years, 75%.

In March 2016, the Organization decided to no longer provide healthcare benefits upon retirement for employees hired after June 30, 2016.

Change in benefit obligation as of December 31 is as follows:

	<u>2021</u>	<u>2020</u>
Benefit obligation at beginning of the year	\$8,388,741	\$6,398,120
Service cost	171,368	143,228
Interest cost	209,319	206,100
Plan Participants' Contributions	135,284	85,861
Amendments, curtailments and special termination	-	1,043,216
Actuarial gain	(966,381)	827,244
Benefits paid	<u>(556,012)</u>	<u>(315,028)</u>
Benefit obligation at end of year	<u>\$7,382,319</u>	<u>\$8,388,741</u>

As described in Note 1, a postretirement medical fund has been created by the Board with the purpose of accumulating assets to fund 100% of the postretirement health benefits liability. As of December 31, 2021 and 2020, this fund had assets with a fair value of \$8,707,784 and \$7,780,586, respectively. As required under U.S. GAAP, such assets are not reported net of the related postretirement benefit obligation on the accompanying consolidated statements of financial position.

The net change in the retirement liability is reported as non-operating activity in the accompanying consolidated statements of activities and amounted to \$966,381 and \$1,167,033 for the years ended December 31, 2021 and 2020, respectively.

The components of the net periodic benefit cost for the years ended December 31 are as follows:

	<u>2021</u>	<u>2020</u>
Service cost	\$171,368	\$143,228
Interest cost	209,319	206,100
Amortization of net gain	-	(69,633)
Net periodic (income) cost	<u>\$380,687</u>	<u>\$279,695</u>

The Organization offered special voluntary retirement incentives outside of the retiree health plan during 2020. As a result of the incentives, the retiree health plan saw employee retirements during 2020 and a decrease in expected future working years of the covered population. Due to the changes, a curtailment cost of \$543,893 was recognized during the year ended December 31, 2020.

The assumed health care cost trend rate used to measure the expected cost of benefits covered by the plan was 4.5% as of both December 31, 2021 and 2020 and the ultimate trend rate is anticipated to 3.784% by 2075. A discount rate of 3.00% and 2.56% has been used to measure the accrued postretirement health benefit obligation reflected on the accompanying consolidated statements of financial position as of December 31, 2021 and 2020, respectively.

Contributions expected to be paid to the plan during the next fiscal year amounted to \$394,323.

Included in net assets without donor restrictions is an unamortized net gain of \$966,381 as of December 31, 2021 which has not yet been recognized as a component of net periodic benefit cost. The amount of the net gain anticipated to be amortized into net periodic benefit cost in the next year is \$16,215.

The expected postretirement benefits to be paid for the next ten years are as follows:

2022	\$ 394,323
2023	385,221
2024	316,982
2025	321,811
2026	<u>313,519</u>
2027-2031	<u>\$1,605,258</u>

Note 9 — Retirement Plan: The Organization adopted a defined benefit pension plan (the "Plan") effective January 1, 1965 to provide retirement benefits to eligible employees who have completed one year of service.

The Plan provides an annual benefit equal to two percent of final average compensation multiplied by years of service (not to exceed 35 years), less 0.65% of average social security earnings multiplied by years of service (not to exceed 30 years). The social security offset cannot reduce the gross benefit by more than 50%.

The funding status of the Pllan as of December 31 is as follows:

	<u>2021</u>	<u>2020</u>
Change in benefit obligation:		
Benefit obligation at beginning of the year	\$37,736,654	\$40,710,438
Service cost	500,199	647,278
Interest cost	921,665	1,210,178
Amendments, curtailments and special termination	-	1,581,113
Actuarial (loss) gain	(3,201,014)	2,910,971
Benefits paid	<u>(1,952,920)</u>	<u>(9,323,324)</u>
Benefit obligation at end of year	<u>34,004,584</u>	<u>37,736,654</u>
Fair value of Plan assets	<u>37,577,178</u>	<u>34,618,354</u>
Funded status	<u>\$3,572,594</u>	<u>\$(3,118,300)</u>
Prepaid (accrued) pension benefit obligation recognized in the consolidated statement of financial position	<u>\$3,572,594</u>	<u>\$(3,118,300)</u>

The components of the net periodic benefit cost for the years ended December 31 are as follows:

	<u>2021</u>	<u>2020</u>
Service cost	\$500,199	\$647,278
Interest cost	921,665	1,210,178
Expected return on Plan assets	(2,355,136)	(2,583,067)
Amortization of prior service cost	19,268	21,478
Amortization of actuarial loss	<u>487,017</u>	<u>917,265</u>
Net periodic (income) cost	<u>\$(426,987)</u>	<u>\$213,132</u>

Other changes in Plan assets and benefit obligations recognized in the change in net assets without donor restrictions for the years ended December 31 are as follows:

	<u>2021</u>	<u>2020</u>
Actuarial gain (loss)	\$5,757,622	\$(1,337,010)
Amortization of prior service cost	19,268	21,478
Curtailment gain	-	913,355
Curtailment cost	-	4,502
Settlement cost	-	2,424,221
Amortization of actuarial loss	<u>487,017</u>	<u>917,265</u>
Net periodic cost	<u>\$6,263,907</u>	<u>\$2,943,811</u>

Weighted-average assumptions used to determine benefit obligations were as follows as of December 31:

	<u>2021</u>	<u>2020</u>
Discount rate	2.95 %	2.50 %
Salary increases	3.0 %	4.00 %
Expected long-term return on assets	7.00 %	7.00 %

The rate of compensation increase assumption was updated from 4.00% to 3.00% as of December 31, 2021 based on revised expectations from the employer regarding future experience. The change in the salary scale assumption resulted in a decrease in liabilities.

Weighted-average assumptions used to determine net periodic pension cost were as follows for the years ended December 31:

	<u>2021</u>	<u>2020</u>
Discount rate	2.50 %	3.22 %
Salary increases	4.0 %	4.00 %
Expected long-term return on assets	7.00 %	7.00 %

The expected rate of return on Plan assets is determined by those assets' historical long-term investment performance, current asset allocation, and estimates of future long-term returns by asset class.

The fair value of Plan assets as of December 31, 2021 were classified as follows:

	<u>Level 1</u>	<u>Total</u>
Cash and cash equivalents	\$2,455,437	\$2,455,437
Mutual funds — domestic equity	20,370,651	20,370,651
Mutual funds —		
international equity	4,361,882	4,361,882
Mutual funds — bond funds	<u>10,389,208</u>	<u>10,389,208</u>
	<u>\$37,577,178</u>	<u>\$37,577,178</u>

The fair value of Plan assets as of December 31, 2020 were classified as follows:

	<u>Level 1</u>	<u>Total</u>
Cash and cash equivalents	\$899,249	\$899,249
Mutual funds — domestic equity	18,596,458	18,596,458
Mutual funds —		
international equity	4,601,688	4,601,688
Mutual funds — bond funds	<u>10,520,959</u>	<u>10,520,959</u>
\$(426,987)	<u>\$34,618,354</u>	<u>\$34,618,354</u>

The expected benefits to be paid for the next ten years are as follows:

2022	\$1,963,501
2023	1,973,182
2024	1,919,018
2025	1,861,224
2026	1,852,179
2027-2031	<u>8,434,155</u>

For the years ended December 31, 2021 and 2020, the Organization contributed \$0 and \$11,250, respectively, to the Plan.

The Organization amended the Plan to offer a Voluntary Retirement Incentive Program ("VRIP"). The VRIP was available for certain eligible participants and increased accrued benefits as well as offered a lump sum option for those participants who chose to participate as of September 1, 2020 and October 1, 2020. The amendment

and associated VRIP resulted in a curtailment cost, special termination benefit cost and settlement cost of \$4,923,191 for the year ended December 31, 2020.

Effective January 1, 2013, the Organization implemented a soft freeze of the Plan. Employees in the Plan as of December 31, 2012 continue to accrue benefits; however, employees hired after that date are eligible to participate in a new defined contribution plan. The Organization contributes 5% of eligible salary plus a 50% match on employee contributions up to a maximum of 5% of eligible salary. For the years ended December 31, 2021 and 2020, contributions to the defined contribution plan amounted to approximately \$273,000 and \$234,000, respectively.

Note 10 — Commitments and Contingencies: The Organization has a lease agreement for the office space at 475 Riverside Drive in New York City expiring on December 31, 2025. Future minimum annual rent payments related to the lease for each of the four years ended after December 31, 2021 are as follows:

2022	\$1,020,000
2023	1,034,000
2024	1,014,000
2025	1,029,000
	<u>\$4,097,000</u>

Rent expense for real property amounted to \$1,077,000 and \$1,103,000 for the years ended December 31, 2021 and 2020, respectively.

The Organization believes it had no uncertain tax positions as of December 31, 2021 and 2020, in accordance with FASB Accounting Standards Codification ("ASC") Topic 740, "Income Taxes", which provides standards for establishing and classifying any tax provisions for uncertain tax positions.

Note 11 — Intercompany and Intenterfund Transactions: As of December 31, 2021 and 2020, G.S.B. owed A.A.W.S. \$3,226,792 and \$4,682,311, respectively, for various organizational expenses.

The Reserve Fund of G.S.B. includes transfers from AAGV that represent amounts held for unfulfilled subscriptions. This balance amounted to \$1,443,500 as of both December 31, 2021 and 2020. The balance is reflected as an asset of AAGV and a liability of the Reserve Fund of G.S.B on the accompanying consolidated statements of financial position. In addition, as of December 31, 2021 and 2020, the Reserve Fund owes AAGV an additional \$14,000 and \$30,000, respectively.

Additionally, \$195,319 and \$23,083 was transferred from the General Fund and A.A.W.S. to the Postretirement Medical Fund for the years ended December 31, 2021 and 2020, respectively. Funds of \$814,236 and \$1,374,810 were transferred from the General Fund and A.A.W.S. to the Capital Projects Fund for the years ended December 31, 2021 and 2020, respectively.

Note 12 — Subsequent Events: Management has evaluated, for potential recognition and disclosure, events subsequent to the date of the consolidated statement of financial position through April 22, 2022, the date the consolidated financial statements were available to be issued.

The General Service Office 2022 OPERATING BUDGET

PROFIT AND LOSS

OPERATING REVENUE	<u>2022 Budget</u>	<u>2021 Actual</u>	<u>Variance</u>
Publishing			
Gross Literature Sales	11,000,000	11,708,522	(708,522)
Shipping Charges	385,000	402,081	(17,081)
Discounts	495,000	758,528	(263,528)
Net Sales	10,890,000	11,352,075	(462,075)
Cost of Goods Sold	4,356,000	5,054,397	(698,397)
Gross Profit	6,534,000	6,297,678	236,322
Contributions			
Individuals/Groups	10,000,000	10,775,870	(775,870)
Conference Delegate Fees	167,400	165,206	2,194
Additional Conference Contributions	50,000	68,759	(18,759)
World Service Meeting	0	3,327	(3,327)
International Literature Fund	10,000	69,423	(59,423)
Total Contributions	10,227,400	11,082,585	(855,185)
TOTAL OPERATING REVENUE	16,761,400	17,380,263	(618,863)
OPERATING EXPENSE			
Salary and Fringe	10,606,373	9,909,456	696,917
Professional Fees	1,562,559	2,242,400	(679,841)
Printing, Postage, and Supplies	557,821	370,372	187,449
Data, Automation & Website	663,789	626,130	37,659
Insurance	102,339	57,919	44,420
Facility and Equipment	2,229,829	2,207,235	22,594
Travel and Meeting	1,835,914	266,369	1,569,545
Other	553,344	3,242	550,102
TOTAL OPERATING EXPENSE	18,111,969	15,683,122	2,428,847
OPERATING SURPLUS/(DEFICIT)	(1,350,569)	1,697,141	(3,047,710)

NOTE: Other is considered non-operating expense in 2021 actual, but to be conservative, is included in operating expense in the 2022 budget.

Other includes:

- Credit card and bank service fees
- La Vina service activity
- Bad debt expense
- Interest expense
- Currency exchange loss

2022 Budget AA Grapevine, Inc.

(For the Year Ending December 31, 2022)

	Actual 2021	Budget 2021	Budget 2022
GRAPEVINE			
Circulation			
Paid Circulation Average	56,081	60,970	62,000
GV Complete	5,144	4,957	5,340
GV ePub	3,828	1,638	3,502
Total Circulation	65,053	67,565	70,842
Revenue per Magazine	2.10	2.25	2.25
Revenue per GV Online Sub	2.04	2.49	3.01
INCOME			
Subscription income			
Circulation Income	1,440,956	1,638,890	1,674,000
By the Month Income	111,054	46,525	63,631
Single Copy Sales	2,938	2,601	2,963
Back Issues	28,352	42,000	35,500
Digital Edition — Income	-	289	289
GV Complete	164,824	109,518	192,875
Sales ePub	74,861	32,977	69,346
Undeliverables Written Off	(2,539)	(10,663)	(7,800)
Total Subscription Income	1,820,445	1,862,137	2,030,804
Total Direct Cost	729,041	728,421	794,371
Net Profit on Subscription	1,091,404	1,133,716	1,236,434
Content Related Income			
Books and other merchandise	647,454	517,320	660,581
Cassettes CDs Income	9,706	11,500	10,176
Sales Other	46,451	20,477	19,576
Total Books and other merchandise	703,610	549,297	690,333
Content Related Direct Cost	292,714	249,379	250,558
Net Profit Other Published Items	410,896	299,918	439,775
Miscellaneous Income	180,011	-	-
Interest Income Reserve Fund	14,000	30,000	30,000
Total Income	1,696,310	1,463,634	1,706,208
EXPENSES			
Editorial Cost	910,458	901,739	752,110
Circulation Cost	814,405	793,608	894,543
General and Administrative Cost	84,065	122,512	40,322
Total Expenses	1,808,929	1,817,859	1,686,975
Net Operating Income (Loss)	(112,618)	(354,225)	19,234
Total Change in Net Assets	(112,618)	(354,225)	19,234
LA VIÑA			
Circulation			
Paid Circulation Average	6,312	5,592	7,500
LV Complete	24	8	18
LV ePub	79	75	79
Total Circulation	6,415	5,675	7,597
Revenue per Magazine	1.81	1.80	2.00
Revenue per LV Complete	2.16	2.16	3.32
INCOME			
Subscription income			
Circulation Income	65,211	61,890	85,000
By the Month Income	13,304	2,344	5,389
Back Issues	6,692	2,100	3,000
Complete — Income	289	185	365
Sales ePub	669	909	766
Undeliverables Written Off	(2,392)	(4,460)	(3,000)
Total Subscription Income	83,773	62,968	91,520
Total Direct Cost	59,614	50,365	89,271
Gross Profit On Subscription	24,159	12,603	2,248
Content Related Income			
Books and other merchandise	18,069	18,000	24,300
Cassettes CDs Income	3,607	4,200	6,000
Sales Other	4,364	-	1,080
Total Content Related Income	26,039	22,200	31,380
Total Cost	9,035	9,990	8,640
Gross Profit On Content Related Income	17,004	12,210	22,740
Total Income	41,163	24,813	24,988
EXPENSES			
Editorial Cost	251,988	263,143	278,956
Circulation Cost	177,821	158,701	140,660
General and Administrative Cost	-	4,940	7,440
Total Expenses	429,809	426,783	427,055
Net Operating Income (Loss)	(388,646)	(401,970)	(402,067)
Contribution GSB	388,646	401,970	402,067
Consolidated	(112,618)	(354,225)	19,234

■ 2022 Conference Committees

Agenda

PANEL 71

Ruth C. — *Area 1, Alabama/NW Florida*
Donna K. — *Area 53, Central SE Ohio*
Matt K.** — *Area 11, Connecticut*
Kimberley M. — *Area 83, Eastern Ontario*
Beth P.* — *Area 10, Colorado*

PANEL 72

Bryon B. — *Area 74, N. WI/Upper Pen. MI*
Mitchell B. — *Area 9, Mid-Southern CA*
Sally T. — *Area 35, Area 12, Delaware*
Secretary: Steve S.

Cooperation with the Professional Community

PANEL 71

Tom B.* — *Area 49, Southeast New York*
Julie C. — *Area 42, Nevada*
Pam K. — *Area 39, Western Missouri*
Gordon N. — *Area 21, Southern Illinois*
Ruth R.** — *Area 14, North Florida*

PANEL 72

Shannon C. — *Area 64, Tennessee*
Claude G. — *Area 87, Southwest Québec*
Alison H. — *Area 61, Rhode Island*
Secretary: Diana L. (interim)

Corrections

PANEL 71

Monica F.* — *Area 19, Chicago, Illinois*
Mario L. — *Area 88, Southeast Québec*
Glenn N.** — *Area 91, Saskatchewan*

PANEL 72

Candice C. — *Area 18, Idaho*
Shellia D. — *Area 66, Northwest Texas*
Cara G. — *Area 41, Nebraska*
Jennifer S. — *Area 26, Kentucky*
Kurt W. — *Area 29, Maryland*
Secretary: Sandra W. (interim)

Finance

PANEL 71

Connie R. — *Area 40, Montana*
Susan R.** — *Area 54, Northeast Ohio*
Sharon S.* — *Area 57, Oklahoma*

PANEL 72

Peter B. — *Area 28, Maine*
Chris D. — *Area 20, Northern Illinois*
Jeff S. — *Area 86, Western Ontario*
Charles T. — *Area 37, Mississippi*
Tandy W. — *Area 2, Alaska*
Secretary: Zenny Medina

Grapevine

PANEL 71

Tim B. — *Area 22, Northern Indiana*
Kris H.* — *Area 67, Southeast Texas*
Jody K. — *Area 60, W. Pennsylvania*
Sheryl T.** — *Area 69, Utah*

PANEL 72

Katie B. — *Area 63, South Dakota*
Tammie E. — *Area 48, H/MB New York*
Amber N. — *Area 58, Oregon*
Normand P. — *Area 90, Northwest Québec*
Pablo R. — *Area 77, Puerto Rico*
Secretary: Karina C.

Literature

PANEL 71

Kunane D.* — *Area 17, Hawaii*
Don M.** — *Area 32, Central Michigan*
Anne S. — *Area 89, Northeast Québec*
Sherry W. — *Area 71, Virginia*

PANEL 72

Jenn D. — *Area 7, Northern Interior CA*
Janet F. — *Area 23, Southern Indiana*
Michael K. — *Area 70, Vermont*
Steve L. — *Area 35, Northern Minnesota*
Eloy M. — *Area 46, New Mexico*
Secretary: Irene D.

Policy and Admissions

PANEL 71

Bob K. — *Area 79, BC/Yukon*
Mary M. — *Area 85, Northwest Ontario*
Stacy M. — *Area 36, Southern Minnesota*
Caroline N. — *Area 59, E. Pennsylvania*
Brian T. — *Area 73, West Virginia*

PANEL 72

Mike B. — *Area 31, W. Massachusetts*
Monty C. — *Area 8, San Diego/Imp. CA*
Andrea H. — *Area 56, Southwest Ohio*
Barbara R. — *Area 68, Southwest Texas*
Secretary: Jeff W.

Public Information

PANEL 71

Lauren A.* — *Area 5, Southern California*
Jim F.** — *Area 38, Eastern Missouri*
Katherine H. — *Area 75, Southern Wisconsin*
Nick P. — *Area 27, Louisiana*
Jan W. — *Area 30, E. Massachusetts*

PANEL 72

Fred A. — *Area 81, New Brunswick/PEI*
Mary M. — *Area 76, Wyoming*
Richard M. — *Area 80, Manitoba*
Ben N. — *Area 92, Washington East*
Secretary: Patrick C.

Report and Charter

PANEL 71

Mark B. — *Area 4, Arkansas*
Geene D.* — *Area 72, Western Washington*
Sherri P. — *Area 52, North Dakota*
Russell R. — *Area 13, Washington, D.C.*
Russ R.** — *Area 33, Southeast Michigan*

PANEL 72

Tami L. — *Area 78, Alberta/NWT*
Jack M. — *Area 62, South Carolina*
Denise M. — *Area 50, Western New York*
Secretary: Craig W.

Treatment and Accessibilities

PANEL 71

Jim A.* — *Area 44, Northern New Jersey*
Trudy D. — *Area 82, Nova Scotia/NL*
Thomas W. — *Area 15, S. FL/Bhms/VII/Antigua*
Karla Y.** — *Area 93, Central California*

PANEL 72

Grace F. — *Area 43, New Hampshire*
Darin H. — *Area 25, Kansas*
Tracy M. — *Area 16, Georgia*
Sherry S. — *Area 55, Northwest Ohio*
Secretary: Brenda B.

Trustees

PANEL 71

Jennifer B.* — *Area 6, Northern Coastal CA*
Todd D. — *Area 47, Central New York*
Mary Ann G. — *Area 24, Iowa*
Wayne H. — *Area 65, Northeast Texas*
Rainer L.** — *Area 51, North Carolina*

PANEL 72

Bill F. — *Area 84, Northeast Ontario*
Jim H. — *Area 34, Western Michigan*
Kathy R. — *Area 3, Arizona*
Ken T. — *Area 45, Southern New Jersey*
Secretary: Diana L.

Archives¹

PANEL 71

Glenn N.** — *Area 91, Saskatchewan*
Russell R. — *Area 13, Washington, D.C.*
Connie R. — *Area 40, Montana*
Russ R.* — *Area 33, Southeast Michigan*

PANEL 72

Chris D. — *Area 20, Northern Illinois*
Shellia D. — *Area 66, Northwest Texas*
Cara G. — *Area 41, Nebraska*
Denise M. — *Area 50, Western New York*
Secretary: Michelle Mirza

International Conventions/Regional Forums¹

PANEL 71

Tim B. — *Area 22, Northern Indiana*
Caroline N. — *Area 59, E. Pennsylvania*
Anne S.* — *Area 89, Northeast Québec*
Karla Y.** — *Area 93, Central California*

PANEL 72

Shannon C. — *Area 64, Tennessee*
Darin H. — *Area 25, Kansas*
Mary M. — *Area 76, Wyoming*
Richard M. — *Area 80, Manitoba*
Secretary: James H.

*Chair

**Alternate Chair

¹Members of this committee serve on this as a secondary committee assignment.

2023 CONFERENCE CHAIRPERSONS AND ALTERNATE CHAIRPERSONS

Committee	Chairperson	Alternate
Agenda	Mitchell B., Mid-Southern California	Bryon B., N. Wisc./ U.P. Mich.
Cooperation with the Professional Community	Shannon C., Tennessee	Alison H., Rhode Island
Corrections	Kurt W. Maryland	Candice C., Idaho
Finance	Jeff S., Western Ontario	Tandy W., Alaska
Grapevine	Normand P., Northwest Québec	Amber N., Oregon
Literature	Jenn D., Northern Interior California	Eloy M., New Mexico
Policy and Admissions	Andrea H., Southwest Ohio	Barbara R., Southwest Texas
Public Information	Mary M., Wyoming	Richard M., Manitoba
Report and Charter	Denise M., Western New York	Jack M., South Carolina
Treatment and Accessibilities	Grace F., New Hampshire	Cheryl S., Northwest Ohio
Trustees	Ken T., Southern New Jersey	Kathy R., Arizona
Archives*	Chris D., Northern Illinois	Cara G., Nebraska
International Conventions/Regional Forums*	Darin H., Kansas	Richard M., Manitoba

*Members of this committee serve on this as a secondary committee assignment.

2022 Trustees' Committees**

Archives

Al Mooney, *chair*
Molly Anderson
Cathi C.
Coree H.
Nancy McCarthy
Irma V.
John W.
Michelle Mirza, *secretary*

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Kevin Prior, *chair*
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Paz P.
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Beau B.
Christine Carpenter
Cathi C.
Jimmy D.
Irma V.
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Cooperation with the Professional Community/ Treatment and Accessibilities

Nancy McCarthy, *chair*
Molly Anderson
Cathi C.
Vera F.
Cindy F.
Tom H.
Al Mooney
Diana L., *interim secretary*

Corrections

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Coree H.
Sister Judith Karam
Jan L.
Marita R.
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Finance & Budgetary

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Kathi F.
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Zenaida Medina, *secretary*

International

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Christine Carpenter
Ino F.
Kathi F.
Sister Judith Karam
Paz P.
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International Conventions/ Regional Forums

Francis G., *chair*
Christine Carpenter
Ino F.
Tom H.
Deborah K.
Jan L.
Paz P.
Kevin Prior
Irma V.
Sandra W., *interim secretary*,
—*International Conventions*
James H., *secretary*,
—*Regional Forums*

Literature

Deborah K., *chair*
Beau B.
Vera F.
Cindy F.
Mike L.
Al Mooney
Marita R.
Carolyn W.
John W.
*Amalia C., ACM
*Katie H., ACM
Irene D., *secretary*

Nominating

Jan L., *chair*
Christine Carpenter
Josh E.
Francis G.
Trish L.
Paz P.
Irma V.
Diana L., *secretary*

Public Information

Beau B., *chair*
Molly Anderson
Vera F.
Cindy F.
Coree H.
Trish L.
Nancy McCarthy
John W.
*Morgan B., ACM
*Kirk H., ACM
Patrick C., *secretary*

G.S.B. Sharing Session

Francis G., *chair*
Jeff W., *secretary*

Officers of the General Service Board

Chair, Linda Chezem, J.D.
First Vice-Chair, Trish L.
Second Vice-Chair, Jan L.
Treasurer, Kevin Prior, MBA, CFA, CPA
Secretary, Francis G.
Assistant Treasurer, Paul Konigstein
Assistant Secretary, Jeff W.

*Appointed Committee Member

**Linda Chezem is an ex officio member on all committees; G.S.O.'s general manager is an ex officio member on all committees except the Audit Committee, Compensation Committee and the Nominating Committee

■ 2022 Conference Members

CLASS A (NONALCOHOLIC) TRUSTEES

Molly A. Anderson (Williamsville, NY) was elected Class A trustee in April 2021. Molly is currently the Executive Director of the Center for Leadership and Organizational Effectiveness at the University of Buffalo. Molly has 30 years of experience developing organizations around the world, and her areas of expertise include strategic planning, board development, fundraising, communications and program development. She has fostered strong partnerships with leading companies, organizations, government leaders and educational partners to deliver programs locally and globally. A leader in her community, Molly has achieved recognition and awards in several notable disciplines. She serves on the trustees' Public Information, CPC/Treatment & Accessibilities and Archives Committees.

***Christine Carpenter** (Columbia, MO) was elected Class A trustee in April 2016. Judge Carpenter retired from the bench in 2017 and is now a Senior Judge for the 13th Judicial Circuit Court of Missouri. She is continuing to accept trial assignments and also works as a consultant and lecturer for the National Drug Court Institute. Judge Carpenter currently serves on four trustees' committees: Nominating, Conference, International and International Conventions/Regional Forums.

Linda S. Chezem, JD (Plainfield, IN) was elected chair of the General Service Board following the 71st General Service Conference. In her professional career, Linda was a trial court judge for 12 years and then served on the Indiana Court of Appeals for 10 years. She is professor emerita of Youth Development and Agriculture Education at Purdue University and formerly an adjunct professor at the Indiana University School of Medicine; she is currently an adjunct professor at Ivy Tech Community College. Linda previously served on the General Service Board as a Class A trustee from 1996 to 2002 and was first vice chair from 2000 to 2003. She serves on the trustees' Corrections, CPC/Treatment & Accessibilities, Nominating, Finance and Archives Committees.

Sr. Judith Ann Karam, CSA, FACHE (Richfield, OH) was elected Class A trustee in May 2019. Sister Judith Ann is the congregational leader of the Sisters of Charity of St. Augustine and the immediate past president and CEO of the Sisters of Charity Health System. Begun in 1962, her health care ministry has included working as a clinical pharmacist as well as serving in numerous executive positions and leadership roles in health care administration, among them as board chair of the Catholic Health Association in 2015. She has won many awards and distinctions along the way and is a Life Fellow of the American College of Healthcare Executives. She serves on the trustees' Corrections, International, Orientation 2022 and 1728 Committees, as well as past search committees for a General Manager and a Grapevine Publisher.

***Nancy McCarthy** (St. Louis, MO) was approved by the

General Service Conference for the position of Class A trustee in 2016. Nancy retired from the Missouri Department of Corrections, Board of Probation and Parole in 2017 after 33 years of service. She started as a probation and parole officer and was promoted into a number of supervisory roles, working primarily with individuals with substance use disorders. In 2004, Nancy was promoted to the position of Regional Administrator for the St. Louis metro area and served in this position until her retirement. Nancy currently serves as a consultant for the Institute of Justice Research and Development (IJRD) and works for the Archdiocese of St. Louis. As a Class A trustee, Nancy currently chairs the CPC/Treatment & Accessibilities Committee and serves on the trustees' Public Information and Archives Committees. She is also a director on the AA Grapevine Board.

Al J. Mooney, III, MD, FAAFP, FASAM (Cary, NC) was elected Class A trustee in May 2019. He has provided medical care in the specialties of family, behavioral, community and addiction medicine for over 40 years. A noted author and a respected pioneer in the field, Al helped establish the certification standards for addiction medicine in the United States in the 1980s. For most of his career, Al has held an adjunct faculty position with the Department of Family Medicine at the University of North Carolina. Currently, he is involved in projects promoting addiction awareness worldwide. He serves as chairman of the trustee's Archives Committee, and he is a member of the CPC/Treatment & Accessibilities and Literature Committees.

Kevin J. Prior, MBA, CFA, CPA (St. Louis, MO) was elected Class A trustee in May 2021. With a professional background in accounting and finance, Kevin is currently Senior Director of Finance of the Catholic Health Association of the United States, which advances the interests of the largest group of nonprofit healthcare providers in the nation. In addition to managing a \$25 million budget, Kevin serves in a cross-functional role impacting resource planning, investment and treasury management, risk management, financial reporting and operations. Kevin is currently treasurer of the General Service Board, chair of the Finance and Audit Committees, and serves on the trustees' International and International Conventions/Regional Forums Committees.

ALCOHOLIC (CLASS B) TRUSTEES

***Beau B.** (Neptune, NJ) was elected general service trustee in April 2018, before which he was a nontrustee director on A.A.W.S. from 2014 to 2018. In his area, Beau has served as the section coordinator and as a DCM. He currently manages a consulting service company focused on strategy development, data management and financial analytics. Beau chairs both the AAWS Technology, Communications and Services (TCS) Committee and the trustees' Public Information Committee. He also serves

on the trustees' Literature and Conference Committees.

Cathi C. (Indianapolis, IN) was elected East Central regional trustee in April 2021. Cathi was a Panel 64 delegate and has stayed active in area service since rotating, most recently as chair of the ad hoc Committee on Virtual Assemblies and as Area 23 archivist. She has served as area secretary and on a variety of group, district and area committees including CPC, Finance, Literature, Grapevine/La Viña, Archives, Group Services and State Convention. Now retired, Cathi has wide experience in retail management, customer service, staff training and management development. She serves on the trustees' Archives, Conference and CPC/Treatment & Accessibilities Committees, as well as on the Audit Committee.

James (Jimmy) D. (Dallas, TX) was elected Southwest regional trustee in May 2019. A Panel 59 delegate, Jimmy believes that being actively engaged in a home group and participating in the fundamental A.A. principle of sponsorship is vital to recovery. Currently Director Support Services of a corporation that markets proprietary software, Jimmy has extensive experience in business operations and financial planning. He has also served a range of local nonprofits in various capacities. Jimmy chairs the A.A.W.S. board and serves on the trustees' Conference and Finance Committees.

Josh E. (Durham, NC) was elected General Service Trustee in April of 2020. Josh served as an AA Grapevine director from 2016 to 2020, and as an appointed committee member from 2013 to 2016 on the trustees' Public Information Committee. Josh has worked in film and television for 25 years, the last 17 in advertising. Josh is the Managing Director of a full-service post-production company and past Director of Production for a global advertising agency. He serves on the trustees' Nominating and Finance Committees and is chair of the AA Grapevine Board.

***Kathryn F.** (Tucson, AZ) was elected Pacific regional trustee in April 2018. "Kathi" has served on several ad hoc and trustees' committees over the past few years, including Exploring Online Group Participation in the U.S./Canada General Service Structure and Strategic Planning, as well as chairing the trustees' Nominating Committee. In her second and third years she served as a director on the AAGV Board and as chair of AAGV in her third year. In addition to chairing the General Service Conference Committee this year, Kathi serves on the Finance, International and Compensation committees. Kathi and her husband, Kevin, have recently retired and enjoy hiking, traveling and spending time with family and friends.

Francis G. (Chelmsford, MA) serves as Northeast regional trustee. As a Panel 57 delegate, he served as chair of the Conference Committee on Archives and as alternate chair of the Conference Committee on Finance. Now retired, Francis has extensive experience as a CPA (with both the IRS and the U.S. Department of Defense). Francis serves as secretary of the General Service Board; chairs the trustees' International Conventions/Regional Forums Committee; and serves on the trustees' Nominating and Corporate Audit and Compensation Committees. He is

also a member of the ad hoc Committee on Increasing Participation in the Service Structure through the Lens of the Third and Fifth Traditions. Francis remains active in his area's young people's activities as a perennial member-at-large. In his spare time, he volunteers for several community organizations.

Tom H. (Marietta, GA) was elected Southeast regional trustee in April 2021. As a Panel 62 delegate, Tom chaired the Conference Committee on Trustees. He has also served on the Grapevine Online Editorial Advisory Board and as alternate delegate, area chair, and in many other home group, intergroup, district and area service positions, including co-chair of the volunteer host committee for the 2015 International Convention. Tom served extensively with the International Conference of Young People in Alcoholics Anonymous (ICYPAA), including as chair of its advisory council. He retired as a lieutenant in his county's fire and emergency services department. Tom continues to be an active sponsor and service sponsor. He is vice chair of both the trustees' CPC/Treatment & Accessibilities Committee and the International Conventions/Regional Forums Committee, and he chairs the Subcommittee on Audio Military Interviews. He also serves on the trustees' Corrections Committee and on the ad hoc Committee on Online Groups and the Relocation Plus Study Committee.

Deborah K. (Durham, NC) was elected general service trustee in April 2021. She served as an A.A.W.S. director from 2017 to 2021. Deborah was a Panel 59 delegate from Area 51 (North Carolina). She is a clinical neuropsychologist and associate professor at a major university medical center, and has expertise in clinical diagnosis, research design and global health. She chairs the trustees' Literature Committee and serves on the International Conventions/Regional Forums and Finance Committees.

Patricia (Trish) L. (Vancouver, BC) was elected trustee-at-large/Canada in May 2019. A Panel 57 delegate, Trish is active in her district and area, where she facilitates workshops and inventories. Now retired, she was executive director of a nonprofit charitable organization and has extensive experience in communication and other leadership positions. Trish currently serves on several advisory boards in her community. She serves on the trustees' International, Nominating and Public Information Committees.

***Jan L.** (Plympton-Wyoming, ON) was elected Eastern Canada regional trustee in April 2018. A Panel 54 delegate from Area 86 (Western Ontario), she has served at the district and area levels, and has chaired many round-ups, workshops and other A.A. events. She is retired from a 28-year career as an executive assistant in local county government. Jan is currently second vice chair of the General Service Board and chair of the trustees' Nominating Committee. She also serves on the trustees' Corrections and International Conventions/Regional Forums Committees, as well as on the General Service Board ad hoc Committee Increasing Participation in the Service Structure through the Lens of the Third and Fifth Traditions.

Mike L. (Omaha, NE) was elected West Central regional trustee in May 2020. A Panel 53 delegate from Area 24, Mike has held numerous service positions at the district and area level, actively participating in corrections service work, workshops and other A.A. events. Mike is operations manager of a truck equipment company and has extensive experience in management, distribution and operations. Additionally, he is a member of several local community boards and historical societies. He currently chairs the trustees' Corrections Committee and serves on the Literature and Finance Committees.

Paz P. (Tucson, AZ) was elected general service trustee in April 2021. Paz served as a nontrustee director on the AA Grapevine Board from 2014 to 2018 and as a member of the La Viña Editorial Advisory Board from 2008 to 2014. In her area, she has been Hispanic coordinator, interpreter, newsletter editor and AA Grapevine coordinator. Paz is currently a human resources specialist, with skills in benefits administration, data and compliance management, and on-boarding activities. She serves on the trustees' International, Nominating and International Conventions/Regional Forums Committees, and as director on the AA Grapevine Board.

Marita R. (Mesquite, NV) was elected trustee-at-large/U.S. in April 2021. As a Panel 49 delegate, she chaired the Conference Report and Charter Committee. While residing in other areas, she served as director of an intergroup board and as liaison to a Hospitals & Institutions intergroup. Marita also created and chaired the first Native American Intertribal/G.S.O. meeting in Southern California. Now retired, Marita has professional experience in both education (including on a Native American reservation) and in economic development (including projects in several southeast Asian countries). She has traveled extensively throughout the world and within the U.S. She serves on the trustees' Corrections, International and Literature Committees.

Irma V. (Esterhazy, SK) was elected Western Canada regional trustee in May 2020. Irma has held numerous service positions at the group, district and area level, including as Panel 59 delegate. She has participated at many Regional Forums and other regional and local A.A. events. As an executive director of a not-for-profit organization for over 25 years, she has experience in business management, human resources, fund development and marketing as well as senior case management. She currently serves on several community boards and on a national management council. Irma serves on the trustees' Archives, Conference, International Conventions/Regional Forums and Nominating Committees, and also serves as an A.A.W.S. trustee director.

NONTRUSTEE DIRECTORS

Vera F. (Bend, OR) was elected A.A.W.S. director in April 2021. She has served in several roles, including quality assurance coordinator and general manager, during her 17 years at a nonprofit whose mission is to empower people of diverse abilities. A Panel 68 delegate for Area 58,

Vera has served in her area on Grapevine/La Viña and various host committees. She brings a multidimensional view to her professional life and service by utilizing the myriad of her lived experiences. Vera has focused her life work on advising others to move toward healing in the areas of cancer survivorship, sexual identity, drug and alcohol addiction, and racialized trauma. She enjoys traveling, camping, theater, dance, photography and spending time with family and friends. Vera serves on the trustees' Literature, Public Information and CPC/Treatment & Accessibilities Committees. As a director on the A.A.W.S. board, she serves on the Internal Audit, Publishing, and Technology and Communications Services (TCS) Committees, and chairs the Self-Support Committee.

***Inocencio F.** (Miami Beach, FL) was elected AA Grapevine director in April 2018. A Panel 60 delegate, "Ino" has taken on numerous leadership service roles at the area level, many of them involving Spanish-language translation/interpretation. Now retired from his position as CEO of a family business, Ino is also highly skilled in web/mobile design and animation technologies. He serves on the trustees' International and International Conventions/Regional Forums Committees.

Cindy F. (Fairfax, VA) was elected AA Grapevine director in May 2020. Cindy has been active in A.A. service since 1994, serving in various positions at the local and area levels, including as a Panel 61 delegate. She also served as an appointed committee member on the trustees' Literature Committee from 2015 to 2019. Cindy has extensive professional experience in the fields of finance, strategic planning, information technology and operations. She is currently the vice president of program management for a large government contractor, where she is responsible for planning, developing, implementing, and monitoring support systems for program management teams to consistently deliver software development projects and IT support services. She serves on the trustees' Literature, Public Information and CPC/Treatment & Accessibilities Committees, and on the Grapevine Board's Strategic Planning committee.

Coree H. (Portland, OR) was elected Grapevine director in April 2021. A skilled marketing professional, Coree has expertise in client acquisition strategies, go-to-market strategic planning, multichannel performance analysis, and CRM adoption and implementation. Coree was the first Asian-American officer at the area level and served as chair of the Virtual Assembly ad hoc Committee. Coree was also a featured speaker at the 2017 National A.A. Technology Workshop. Coree serves on the trustees' Public Information, Corrections and Archives Committees.

***Carolyn W.** (Surrey, BC) has served as a nontrustee director on the A.A.W.S. Board since 2017. She serves on the trustees' Finance, Literature and Conference Committees. She also serves on the Retirement Committee and the Compensation Committee. Prior to serving on A.A.W.S., she served as the Panel 63 delegate for Area 79. Carolyn remains very active locally in her home group and in sponsorship. Professionally Carolyn is the Privacy

Director for a large health care company in Canada. She is certified as an Information Privacy Professional and an Information Privacy Manager. Prior to this role, she was responsible for clinics with combined revenues of over \$14 million per year. Carolyn serves on the Canadian Advisory Board for the International Association of Privacy Professionals.

John W. (New York, NY) was elected A.A.W.S. director in April 2021. He has over 25 years' experience as a nonprofit executive, specializing in resource development, strategic planning and governance. John has also served in a leadership capacity on various civic and nonprofit boards over the last two decades. As the Panel 67 delegate for Area 49, he served on the Conference Literature Committee, which he chaired in 2018, as well as on the Archives Committee. He serves on the trustees' Archives, Corrections, Literature and Public Information Committees.

Class A Trustees elected by the General Service Board following the 2022 Conference

Hon. Kerry Meyer (Minneapolis, MN) was elected Class A trustee in April 2022. Kerry is a district court (trial) judge for the Fourth Judicial District in Minneapolis. Kerry has presided over the DWI, Mental Health and Veterans Treatment Courts. She has held court leadership and assignments at the district, county and state levels, including criminal and treatment courts. She is also the State Judicial Outreach Liaison to address impaired driving issues with judges throughout Minnesota. Kerry is actively involved in community service, appearing as a guest speaker at local schools and colleges as well as local A.A. conferences, sharing on topics of cooperating with professionals.

Anadora "Andie" Moss (Washington, D.C.) was elected Class A trustee in April 2022. Andie is the principal and owner of a criminal justice consulting firm based in Washington, DC. The firm provides consulting services to federal, state, and local government agencies and private organizations, including the National Institute of Corrections (NIC), Bureau of Justice Assistance (BJA), and the Bureau of Justice Statistics (BJS) in the field of criminal justice. Andie has given numerous presentations throughout the U.S. on various aspects of the criminal justice system and on organizational leadership and related subjects. She is also the author of several textbooks and papers. Andie is a current member of the American Correctional Association, American Probation and Parole Association and other professional associations and has been the recipient of several notable awards.

Class B Trustees elected by the General Service Board following the 2022 Conference

Reilly K. (Winston, OR) was elected Pacific regional trustee in April of 2022. Reilly was a Panel 66 delegate

from Area 58 (Oregon) and has been actively involved in A.A. service since the mid-1960s. Some of Reilly's more recent service work includes serving as the area's Grapevine/La Viña Committee chair, creating a \$7.14 on 7/14 Grassroots Area Self-Support Challenge, and chairing various committees. Reilly holds decades of experience in financial management as a licensed tax consultant of 23 years and owner of a tax and consulting firm.

Joyce S. (Toronto, Ontario) was elected Eastern Canada regional trustee in April 2022. A Panel 65 delegate, Joyce has served at the district and area levels, and has chaired and assisted in various conferences and service assemblies, including the first Eastern Canada Delegates Orientation in 2021. Joyce also served as co-chair and treasurer for the Canadian Eastern Regional Alcoholics Anonymous Service Assembly CERAASA in 2015. Joyce is semi-retired and has been employed as an executive assistant for the past 35 years. Joyce enjoys golfing and traveling and is currently involved in volunteer work at a local community organization, providing mentoring and support to those in need

Carolyn W. (Surrey, BC) (see above) was elected general service trustee in April 2022.

Nontrustee directors elected by the General Service Board following the 2021 Conference

Clinton M. (Ottawa, Ontario) was elected A.A.W.S. director in April 2022. A Panel 64 delegate for Area 80 (Manitoba), Clinton also served in various positions at the local and area levels, including chair of the Policies and Procedures Committee of Ottawa Area Intergroup. Professionally, Clinton is a manager of a professional accounting practices group with over 25 years of experience leading multi-disciplinary teams in the federal public service and private sector, where he is responsible for strategic planning, budgeting and professional staff development. Clinton is a member of a local Masters' Swim Club, is a pilot and speaks French as a second language.

David S. (East Chatham, NY) was elected Grapevine director in April 2022. David is actively involved in local service activities, held several service positions including group and district treasurer, and participated in several area service workshops. David's professional experience lies in media business, subscription marketing for a variety of products, print and digital, as well as in online product development and marketing. He leads his own consultancy, working with challenged businesses to help accelerate their growth through various strategies. David has worked with many nonprofit organizations and as a result of recent work in helping to launch a new digital platform for an organization was the recipient of a 2020 award for outstanding contribution.

Area Delegates

What do panel numbers mean? Delegates to each Conference are made up of two "panels." One is even-numbered and includes those elected to start serving in an even year. The other is odd-numbered and includes those elected to start serving in an odd year. The 72nd Conference includes Panel 71 (delegates now serving for their second year) and Panel 72 (new delegates).

**1. ALABAMA/
NORTHWEST FLORIDA** (Panel 71)

Ruth C., Pensacola, FL

2. ALASKA (Panel 72)

Tandy W., Anchorage, AK

3. ARIZONA (Panel 72)

Kathleen (Kathy) R., Tucson, AZ

4. ARKANSAS (Panel 71)

Mark B., North Little Rock, AR

5. SOUTHERN CALIFORNIA (Panel 71)

Lauren A., Los Angeles, CA

**6. NORTHERN COASTAL
CALIFORNIA** (Panel 71)

Jennifer B., Santa Rosa, CA

**7. NORTHERN INTERIOR
CALIFORNIA** (Panel 72)

Jennifer (Jenn) D., Magalia, CA

**8. SAN DIEGO/IMPERIAL
CALIFORNIA** (Panel 72)

Montrell (Monty) C.,
San Diego, CA

**9. MID-SOUTHERN
CALIFORNIA** (Panel 72)

Mitchell B., Costa Mesa, CA

10. COLORADO (Panel 71)

Beth P., Woodland Park, CO

11. CONNECTICUT (Panel 71)

Matt K., Hartford, CT

12. DELAWARE (Panel 72)

Sally T., Wilmington, DE

13. DISTRICT OF COLUMBIA (Panel 71)

Russell R., Washington, DC

14. NORTH FLORIDA (Panel 71)

Ruth R., Jacksonville, FL

**15. SOUTH FLORIDA/BAHAMAS/
VIRGIN ISLAND/ANTIGUA** (Panel 71)

Thomas W., Lake Worth, FL

16. GEORGIA (Panel 72)

Tracy M., Warner Robins, GA

17. HAWAII (Panel 71)

Kunane D., Hauula, HI

18. IDAHO (Panel 72)

Candice C., Pocatello, ID

19. CHICAGO, ILLINOIS (Panel 71)

Monica F., Chicago, IL

20. NORTHERN ILLINOIS (Panel 72)

Chris D., Elgin, IL

21. SOUTHERN ILLINOIS (Panel 71)

Gordon N., Belleville, IL

22. NORTHERN INDIANA (Panel 71)

Tim B., Valparaiso, IN

23. SOUTHERN INDIANA (Panel 72)

Janet F., Evansville, IN

24. IOWA (Panel 71)

Mary Ann G., Bettendorf, IA

25. KANSAS (Panel 72)

Darin H., Shawnee, KS

26. KENTUCKY (Panel 72)

Jennifer S., Bardstown, IN

27. LOUISIANA (Panel 71)

Nick P., Lake Charles, LA

28. MAINE (Panel 72)

Peter B., Deer Isle, ME

29. MARYLAND (Panel 72)

Kurt W., Perry Hall, MD

**30. EASTERN
MASSACHUSETTS** (Panel 71)

Jan W., Falmouth, MA

**31. WESTERN
MASSACHUSETTS** (Panel 72)

Michael (Mike) B., Chicopee, MA

32. CENTRAL MICHIGAN (Panel 71)

Don M., Munith, MI

33. SOUTHEAST MICHIGAN (Panel 71)

Russ R., Saint Clair Shores, MI

34. WESTERN MICHIGAN (Panel 72)

James (Jim) H., Belmont, MI

35. NORTHERN MINNESOTA (Panel 72)

Steve L., Biwabik, ND

36. SOUTHERN MINNESOTA (Panel 71)

Stacy M., Columbia Heights, MN

37. MISSISSIPPI (Panel 72)

Charles T., Braxton, MS

38. EASTERN MISSOURI (Panel 71)

Jim F., Saint Louis, MO

39. WESTERN MISSOURI (Panel 71)

Pam K., Kansas City, MO

40. MONTANA (Panel 71)

Connie R., East Helena, MT

41. NEBRASKA (Panel 72)

Cara G., Lincoln, NE

42. NEVADA (Panel 71)

Julie C., Chester, CA

43. NEW HAMPSHIRE (Panel 72)

Grace F., Jaffrey, NH

44. NORTHERN NEW JERSEY (Panel 71)

James (Jim) A., Spring Lake, NJ

45. **SOUTHERN NEW JERSEY** (Panel 72)

Kenneth (Ken) T.,
Little Egg Harbor, NJ

46. **NEW MEXICO** (Panel 72)

Eloy M., Los Lunas, NM

47. **CENTRAL NEW YORK** (Panel 71)

Todd D., Cortland, NY

48. **HUDSON/MOHAWK/
BERKSHIRE NEW YORK** (Panel 72)

Tammie E., New York Mills, NY

49. **SOUTHEAST NEW YORK** (Panel 71)

Tom B., Patchogue, NY

50. **WESTERN NEW YORK** (Panel 72)

Denise M., Buffalo, NY

51. **NORTH CAROLINA** (Panel 71)

Rainer L., Wilmington, NC

52. **NORTH DAKOTA** (Panel 71)

Sherri P., Kulm, ND

53. **CENTRAL &
SOUTHEAST OHIO** (Panel 71)

Donna K., Columbus, OH

54. **NORTHEAST OHIO** (Panel 71)

Susan R., Orwell, OH

55. **NORTHWEST OHIO** (Panel 72)

Cheryl (Sherry) S., Curtice, OH

56. **SOUTHWEST OHIO** (Panel 72)

Andrea H., Montezuma, OH

57. **OKLAHOMA** (Panel 71)

Sharon S., Edmond, OK

58. **OREGON** (Panel 72)

Amber N., Milwaukie, OR

59. **EASTERN PENNSYLVANIA** (Panel 71)

Caroline N., Glenside, PA

60. **WESTERN PENNSYLVANIA** (Panel 71)

Jody K., Punxsutawney, PA

61. **RHODE ISLAND** (Panel 72)

Alison H., Warwick, RI

62. **SOUTH CAROLINA** (Panel 72)

Jack M., Anderson, SC

63. **SOUTH DAKOTA** (Panel 72)

Katie B., Aberdeen, SD

64. **TENNESSEE** (Panel 72)

Shannon C., Nashville, TN

65. **NORTHEAST TEXAS** (Panel 71)

Wayne H., Frisco, TX

66. **NORTHWEST TEXAS** (Panel 72)

Shellia D., Amarillo, TX

67. **SOUTHEAST TEXAS** (Panel 71)

Kris H., Katy, TX

68. **SOUTHWEST TEXAS** (Panel 72)

Barbara R., Austin, TX

69. **UTAH** (Panel 71)

Sheryl T., Salt Lake City, UT

70. **VERMONT** (Panel 72)

Michael K., Bennington, VT

71. **VIRGINIA** (Panel 71)

Sherry W., Winchester, VA

72. **WESTERN WASHINGTON** (Panel 71)

Geene D., Olympia, WA

73. **WEST VIRGINIA** (Panel 71)

Brian T., Keyser, WV

74. **N. WISCONSIN/
UPPER PENN. MICHIGAN** (Panel 72)

Bryon B., Fall Creek, WI

75. **SOUTHERN WISCONSIN** (Panel 71)

Katherine H., Wauwatosa, WI

76. **WYOMING** (Panel 72)

Mary M., Cheyenne, WY

77. **PUERTO RICO** (Panel 72)

Pablo R., Bajadero, PR

78. **ALBERTA/NWT** (Panel 72)

Tami L., Okotoks, AB

79. **BRITISH COLUMBIA/
YUKON** (Panel 71)

Bob K., Roberts Creek, BC

80. **MANITOBA** (Panel 72)

Richard M., Winnipeg, MB

81. **NEW BRUNSWICK/
PRINCE EDWARD ISLAND** (Panel 72)

Fred A., Summerside, NB

82. **NOVA SCOTIA/NEWFOUNDLAND/
LABRADOR** (Panel 71)

Trudy D., Stellarton, NS

83. **EASTERN ONTARIO** (Panel 71)

Kimberley M., Pickering, ON

84. **NORTHEAST ONTARIO** (Panel 72)

William (Bill) F., North Bay, ON

85. **NORTHWEST ONTARIO** (Panel 71)

Mary M., Thunder Bay, ON

86. **WESTERN ONTARIO** (Panel 72)

Jeffrey (Jeff) S., Hamilton, ON

87. **SOUTHWEST QUÉBEC** (Panel 72)

Claude G., Béthanie, QC

88. **SOUTHEAST QUÉBEC** (Panel 71)

Mario L., Montmagny, QC

89. **NORTHEAST QUÉBEC** (Panel 71)

Anne S., Quebec, QC

90. **NORTHWEST QUÉBEC** (Panel 72)

Normand P., Joliette, QC

91. **SASKATCHEWAN** (Panel 71)

Glenn N., Esterhazy, SK

92. **WASHINGTON EAST** (Panel 72)

Ben N., Hauser, ID

93. **CENTRAL CALIFORNIA** (Panel 71)

Karla Y., Mission Hills, CA

A.A. WORLD SERVICES DIRECTORS

Jimmy D., *chairperson, regional trustee*
Beau B., *general service trustee*
Vera F., *director*
Deborah K., *general service trustee*
Irma V., *regional trustee*

Carolyn W., *director*
John W., *director*
Robert W., *G.S.O. general manager*
Jeff W., *G.S.O. staff member*

AA GRAPEVINE DIRECTORS

Josh E., *chairperson, general service trustee*
Chris C., *AAGV publisher*
Ino F., *director*
Cindy F., *director*
Francis G., *regional trustee*

Coree H., *director*
Mike L., *regional trustee*
Nancy McCarthy, *Class A trustee*
Paz P., *general service trustee*

GENERAL SERVICE OFFICE STAFF

Brenda B.
Patrick C.
Irene D.
James H.
Racy J.
Diana L.

Steve S.
Craig W.
Sandra W.
Jeff W.

GRAPEVINE STAFF

Karina C., *associate editor La Viña*
Jon W., *senior editor*

Nonvoting Resource Attendees Assisting with the 72nd General Service Conference

Administration Department

Terri Surratt-Skeet, *Executive Assistant*

Archives Department

April Hegner, *Senior Archivist*
Michelle Mirza, *Archives Director*

Communication Services Department

Tracey G., *Digital Product Manager*
Julie Gonzalez, *Senior Digital Communications Analyst*
Clorinda V., *Communication Services Director*

Finance Department

Josualdo Hernandez, *Accounts Payable Associate*
Paul Konigstein, *Chief Financial Officer*
Jonathan Lobo, *GSO Accounting Supervisor*
Zenaida Medina, *Assistant Director of Finance*
Yamilka Perez, *Accounts Receivable Associate*

METS Department

Rebekah Jimenez, *METS Assistant*
Attallah Sophas, *METS Coordinator*
Sharon Vasquez, *METS Manager*

Operations Department

Margaret Matos, *Member and Customer Service Manager*
Jomary Sabino, *Member Service Associate*
Malini Singh, *Director of Operations*

Publishing Department

Julia D., *Managing Editor*
Juliette L., *French Editor/Translator*
Edward Nyland, *Senior Production Manager, Print*
David R., *Publishing Director*
Julisa Soriano, *Senior Production Manager, Digital*
Ames S., *Executive Editor*

Staff Services Department

Nuris Cevallos, *Literature Staff Assistant*
Jacob Diaz, *Staff Coordinator Staff Assistant*
Katherine Jose, *Group Services Staff Assistant*
Charlene Meade, *Staff Assistant*
Victor Navas, *International Staff Assistant*
Massiel Peralta, *CPC/Treatment/Accessibilities Staff Assistant*
Marissa Sblendorio, *Public Information Staff Assistant*
Nathalia Sande, *Conference Staff Assistant*
Nay Williams, *Staff Services Manager*

Technology Services Department

Lorna Graham, *Director Technology Services*
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Published by **Alcoholics Anonymous World Services, Inc.**

475 Riverside Drive 11th Floor, New York, New York 10115

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32M - 10/22 (WR) M-23