

Community Services Report 2009

Music is a gift that has touched all our lives. When musicians and those who support them share the gift of music, they bring people together in a way nothing else has the power to do. In 1989, The Recording Academy® established MusiCares® to sustain music and its makers.

MusiCares provides emergency health and human services and addiction recovery resources to music people. Whether it's artists or other industry professionals who are in need, MusiCares is there with support for those who have given us the gift of music.

MISSION

MusiCares provides a safety net of critical assistance for music people in times of need. MusiCares' services and resources cover a wide range of financial, medical and personal emergencies, and each case is treated with integrity and confidentiality. MusiCares also focuses the resources and attention of the music industry on human service issues that directly impact the health and welfare of the music community.



MusiCares experienced another landmark year in 2009 by serving more than 1,400 clients with \$2.3 million in aid.





OUR PROGRAMS AND SERVICES

Since its inception, MusiCares has developed into a premier support system for music people by providing innovative programs and services designed to meet the specific needs of its constituents.

Emergency Financial Assistance Program

The "heart and soul" of MusiCares is the Emergency Financial Assistance Program. With a commitment to providing help to those in need as quickly as possible, this program provides assistance for basic living expenses including rent, utilities and car payments; medical expenses including doctor, dentist and hospital bills; psychotherapy; and treatment for HIV/AIDS, Parkinson's disease, Alzheimer's disease, hepatitis C and other critical illnesses.

The Emergency Financial Assistance Program is open to music people who are able to document at least five years of employment in the music industry and/or who have credited contribution on six commercially released recordings or videos, and who can demonstrate proof of need. MusiCares operates toll-free phone lines serving all regions of the United States.

Personal attention and confidential care are given to anyone who contacts MusiCares. Professionally trained staff evaluate a situation, provide crisis intervention if needed and offer any appropriate referrals to local and national organizations. They review the financial assistance application and the approval process with the applicant. Clients are notified as soon as possible about the available resources, and approved financial assistance grants are paid directly to a third party or creditor to ensure proper use of the funds. In addition, MusiCares staff negotiate lower rates with service providers or creditors to stretch the value of financial resources.



"We are so grateful for your help with the expense of laying our dear brother to rest. Without your help this would have been very difficult to do. What an asset you are to the various artists and their families."

— MusiCares Client

EMERGENCY FINANCIAL ASSISTANCE



Healthy Essentials

MusiCares has developed a range of nationwide educational workshops and programs to address the unique needs of music professionals. Workshops cover a variety of subjects, including financial, legal and substance abuse issues, as well as topics of concern to specific constituencies such as vocal and hearing health. At music industry health fairs, MusiCares provides information to promote medical well-being and brings together health care professionals offering services such as flu shots, hearing tests, medical screenings, mammograms, and dental care. The Nashville Chapter has convened a hepatitis C support group to provide education and support for individuals afflicted with this serious disease.

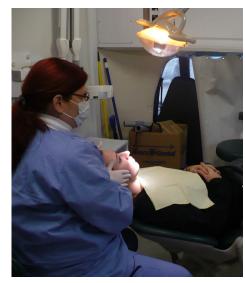
Dental clinics are free of charge to our clients. Each client receives oral examination, X-rays and cleaning. Follow-up care is provided at a rate that is typically 40-60 percent less than dental office charges. In fiscal year 2009, 12 dental clinics were held in various cities across the United States. Our partnerships with both local and national organizations and dentists allowed us to provide 165 clients with basic dental services free of charge at minimal or no cost to MusiCares. Through our innovative relationship with the Smiles/Mobile Dentists Program, American Mobile Dental, Mathew Walker Center, the Ben Massell Center and several other local dental providers, MusiCares was able to arrange for their mobile dental teams consisting of a dentist, two hygienists, and a dental X-ray technician to set up the equivalent of a complete dental treatment office in either Chapter office space or in American Federation of Musicians offices in several cities across the country.

Each mammogram clinic is also free of charge to our clients. The client receives an exam and X-ray. Mammogram clients are then set up under state programs to receive free follow-up care if needed. In fiscal year 2009, two mammogram clinics were held and provided 26 women with free mammograms and follow-up care.

Our free artists' clinics allow our clients to receive the full spectrum of primary and preventive services provided by medical professionals on a monthly basis. At our eight flu shot clinics, more than 300 music industry professionals were immunized.

Other partners who help us offer clinics include Country Doctor Community Clinic, Faith Family Medical Center, Dr. Pacita Franco, Haight Ashbury Free Clinics, New York Eye and Ear Infirmary's Voice and Swallowing Institute, KayPentax, Santa Monica Women's Breast Center, Dr. Patrick Sherrard, Starkey Hearing Foundation, and Venice Family Clinic.

The success of these efforts ensures that this initiative will expand further so that more clients can have access to these valuable services.



MusiCares client receives dental services in Memphis. Tenn.

"This is awesome! It's been years — years — since I've been able to go to a dentist. This is amazing! Thanks so much."

— MusiCares Client, Chicago Dental Clinic





Addiction Recovery

MusiCares operates an addiction recovery program called the **MusiCares MAP Fund**® that has become a leading force in the effort to identify and address the problems of addiction in our industry. The MusiCares MAP Fund provides access to addiction recovery treatment and sober living resources for members of the music community regardless of their financial circumstances. The MusiCares MAP Fund assisted close to 250 individuals with \$1 million in addiction recovery resources in 2009.

MusiCares also provides addiction recovery support through its **MusiCares Safe Harbor Room**[®]. Staffed by qualified chemical dependency and intervention specialists, MusiCares Safe Harbor Rooms offer a support network to those in recovery while they are participating in the production of televised music shows and other major music events. During 2009, we served more than 582 attendees at concerts, award shows and other events across the country.

MusiCares provides a Safe Harbor Room at the following shows/events:

- CMA Awards
- ACM Awards
- Latin GRAMMY® Awards
- GRAMMY® Awards
- NAMM Convention
- Coachella Music Festival
- Stagecoach Music Festival
- Sasquatch Music Festival
- SXSW
- CMT Video Music Awards
- GRAMMY Nomination Live Concert Countdown to Music's Biggest Night

MusiCares offers **weekly addiction support groups** for people in the music industry to discuss how to best cope with the issues surrounding the recovery process. **The MusiCares Sober Connection**® provides access to a database of individuals across the United States who take music people to recovery support meetings while on the road.

Additionally, MusiCares advocates on behalf of the health of the music community with congressional leaders.

While MusiCares works confidentially with its clients, some individuals, like Ozzie Osborne, want to share their inspiring stories.



"If it were not for the Safe Harbor Room that MusiCares provided during this Awards show, I would have definitely relapsed after having over three years of sobriety. I am forever grateful to your organization!"

— Crew, 9th Latin GRAMMY Awards Show







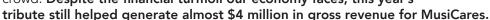


FUNDRAISING INITIATIVES

2009 Person of the Year Honoree Neil Diamond

The annual **MusiCares Person of the Year** tribute dinner and silent auction take place during GRAMMY Week two nights before the GRAMMY Awards. Each year, the dinner honors a recording artist who has made important contributions to the world of music and has demonstrated extraordinary humanitarian and philanthropic efforts.

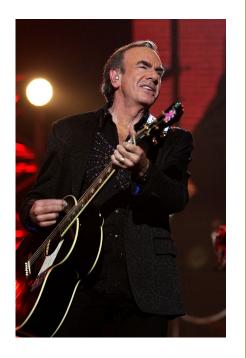
The 19th annual MusiCares Person of the Year tribute honored Neil Diamond for his exceptional artistic achievements as well as his philanthropic work, which has included many generous charitable donations over the years. About 2,200 guests came together at the Los Angeles Convention Center on Feb. 6, 2009 just two days before the 51st Annual GRAMMY Awards telecast, to enjoy performances by Adele, Eric Benet, Terence Blanchard and Cassandra Wilson, Coldplay, Chris Cornell, Foo Fighters, Josh Groban and Jennifer Hudson, The Jonas Brothers, Kid Rock, Los Volcanos (who were personally invited to participate by the evening's honoree), Raul Malo, Tim McGraw, Urge Overkill, and Faith Hill, who was joined on stage by Neil Diamond for a heartfelt version of "You Don't Bring Me Flowers" before Diamond sang several of his most loved songs for the crowd. Despite the financial turmoil our economy faces, this year's





On an evening in early June, MusiCares held the first of what is expected to become a fundraising model for both Foundations.

Hosted by two MusiCares Board members, the Inaugural MusiCares House Concert was held in Beverly Hills on June 3, 2009 and featured an extraordinary acoustic performance by multi-GRAMMY-winning artist Michael McDonald. The festive atmosphere, which included sumptuous hors d'oeuvres and beverages, was made truly celebratory when Neil Portnow announced the event had raised more than \$100,000 for MusiCares. Similar House Concerts will be announced in select cities across the country to benefit both MusiCares and the GRAMMY Foundation.



"Just a quick note to tell you again how much I greatly appreciate your support. I'm truly blown away by the generosity. The staff at the treatment facility is kind and patient, and I'm excited to really get started. And you're right — the food is good."

— MUSICARES CLIENT MUSICARES MAP FUND

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The MusiCares MAP Fund Benefit Concert is held annually to generate funds for our addiction recovery services. In fiscal year 2009, the fifth annual MusiCares MAP Fund Benefit Concert was moved to a larger and more prominent venue to both raise the profile of this event and increase its revenue opportunities. This goal was achieved by a sold-out event. The benefit honored Anthony Kiedis of Red Hot Chili Peppers and drew such noted performers as Iggy Pop and the Rolling Stones' Ronnie Wood. As a result of the popularity of the event, it attracted more media and we expanded our red carpet to accommodate the press turnout.

Throughout the year, MusiCares benefits

from our **GRAMMY Charity Online Auctions**, which feature exclusive VIP experiences and memorabilia presented in partnership with Kompolt at www.ebay.com/grammy and Julien's Auctions at www.juliensauctions.com. Some highlights this year included a lunch at the Ivy in Beverly Hills with John Stamos, a private DJ lesson that the late DJ AM (who he also signed an iPod featuring his own personal playlist which also sold at auction), a limited edition Les Paul Robot Studio guitar signed by Coldplay during rehearsals for the GRAMMY telecast, and much more.

MusiCares 20th Anniversary Campaign

In 2009, MusiCares laid the groundwork for a major fundraising campaign that launched in 2010 to celebrate our 20th anniversary year. Industry giants Jerry Moss and Mo Ostin set the bar with significant lead gifts to be matched by the ELMA Music Foundation.



Anthony Keidis of the Red Hot Chili Peppers performs with bandmate Flea (left) and the Rolling Stones' Ronnie Wood at the fifth annual MusiCares MAP Fund Benefit Concert. "Because MusiCares was willing to help me when nobody else could, I have my family back, my career, and am celebrating 1 year clean and sober today! Thank you MusiCares for making a difference in this musician's life."

- MusiCares Client, MusiCares MAP Fund

The late DJ AM donated his time and talents to our GRAMMY Charity Online Auctions in 2009.



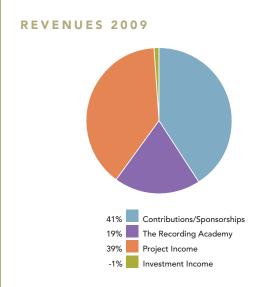


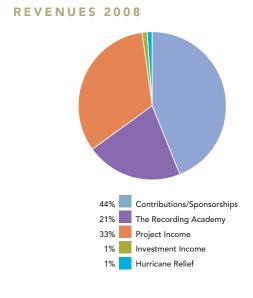


Financials

MUSICARES STATEMENT OF FINANCIAL POSITION 2008 & 2009

ASSETS		
CURRENT ASSETS:	2009	2008
Cash and Cash Equivalents	\$4,524,125	\$4,578,262
Receivables from Affiliates	162,577	152,712
Board Campaign Pledges Receivable	240,000	
Accounts Receivable	109,710	119,201
Board Designated Investments	957,863	1,042,346
Prepaids and Deposits Merchandise and Barter	22,670 63,800	57,599 40,152
TOTAL CURRENT ASSETS	\$6,080,745	\$5,990,272
NON CURRENT ASSETS:	122.075	255.073
Restricted Cash Board Campaign Pledges Receivable, Net	132,975 354,727	255,063
Property and Equipment, Net	45,354	38,567
Deferred Compensation Assets	13,829	8,360
TOTAL NON CURRENT ASSETS	546,885	301,990
TOTAL ASSETS	\$6,627,630	\$6,292,262
CURRENT LIABILITIES:	4000 447	4007.545
LIABILITIES AND NET ASSETS		
	¢200 447	¢207 E4E
Accounts Payables and Accrued Liabilities Deferred Revenue	\$298,467 29,201	\$397,545 98,501
Payable to Affiliate	355,431	,,,,
Pension Liability		187,333
TOTAL CURRENT LIABILITIES	683,099	683,379
DEFERRED COMPENSATION LIABILITY	13,829	8,360
TOTAL LIABILITIES	696,928	691,739
NET ASSETS:		
Unrestricted net assets:		
General	5,203,000	5,345,460
Board-Designated Campaign	29,736	
TOTAL UNRESTRICTED NET ASSETS	5,232,736	5,345,460
Temporarily Restricted		
Purpose restricted	132,975	255,063
Board-designated Campaign	564,991	
TOTAL TEMPORARILY RESTRICTED NET ASSETS	697,966	255,063
TOTAL NET ASSETS	5,930,702	5,600,523
TOTAL LIABILITIES AND NET ASSETS	\$6,627,630	\$6,292,262









Financials

MUSICARES STATEMENT OF ACTIVITIES 2008 & 2009

REVENUES

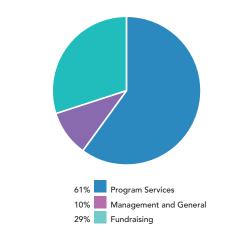
Contributions/Sponsorships	\$4,613,904	\$4,421,410
Support from The Recording Academy	2,051,952	2,105,510
Grants	32,500	15,000
Project Income	1,227,695	1,576,328
Investment Income	(67,450)	124,389
Hurricane Relief / Music Rising		62,744
In Kind Donations	3,032,335	1,718,363
TOTAL REVENUE	\$10,890,936	\$10,023,744
EXPENSES		
Program Services — Direct Client Assistance	2,233,308	2,822,237
Hurricane Relief / Music Rising	127,085	256,861
Program Services — Other	1,390,136	1,438,932
Management and General	459,704	688,117
Fundraising and Special Events	3,318,189	3,159,372
In Kind Expenses	3,032,335	1,718,363
TOTAL EXPENSES	10,560,758	10,083,882
NET INCOME (LOSS)	\$330,179	\$(60,138)

Financial information is excerpted from MusiCares audited reports. Functional Expenses information is as reported on the IRS 990 filings.

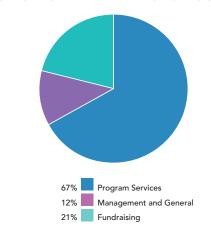
FUNCTIONAL EXPENSES 2009

2008

2009



FUNCTIONAL EXPENSES 2008



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\$50,000 AND ABOVE

AEG Global Partnerships Driven Communications

Eagle Rock Entertainment, Inc.

Gelfand, Rennert & Feldman, LLP

Gibson Foundation

Julien's Auctions

MJJ Productions LLC

Moss Foundation

PEOPLE Magazine

The Recording Academy

Red Stripe Plane Music

Sony Corporation of America

Starkey Hearing Foundation

Warner Music Group

Young Presidents Organization (Southern Cal. Chapter)

\$49,999 to \$10,000.00

Agua Fund

Alfred Haber Distribution

ARAMARK

ASCAP

Avnet Management

BCD Travel

Bertelsmann Direct North America, Inc.

Best Buy

Lynn and Les Bider Family Foundation

Bill Silva Entertainment

Black Family Trust

BMI

Bounce Event Marketing

John Branca

Brownstein Hyatt Farber Schreck, LLP

CBS

Chrysalis Music Group

City National Bank

Classic Wines of California

Cooley Godward Kronish

Creative Artists Agency

Crest Cadillac

The Community Foundation of Middle Tennessee

Curtom Classics

Deloitte & Touche, LLP

Denise Rich Songs

Neil Diamond

Friday Records

Frontline Management

Gang, Tyre, Ramer & Brown, Inc.

Gaylord Entertainment

The H & S Foundation

Haber Corporation

Nate "Danja" Hills

IBM

Jonas Brothers

Jonathan M. Tisch Foundation

Darren Julien

Katten Muchin Rosenman,

Jerry Kohl

Landmark

The Latin Recording Academy

Live Nation

Lotus U.S. Foundation

Madison Square Garden

Manatt, Phelps & Phillips

Marcraft Clothes, Inc.

Clement Meadmore

Momentous Insurance Brokerage Inc.

Morgan Keegan & Company

Music Choice

Nederlander

Nixon

Martin Nolan

Ostin Family Foundation

David Paich

Scott Pascucci

Primary Wave Music Publishing

Proskauer Rose, LLP

Phil Quartararo

Quinn, Emanuel, Urquhart, Oliver & Hedges, LLP

Recording Industry Association of America, Inc.

Rock and Roll Fantasy Camp

RPM Music

Sanctuary Artist Management

SESAC

STAPLES Center

Stiletto Entertainment

Ticketmaster

Tickets for Charity, LLC

Trailer Park
Cal Turner

Universal Music Group

Vanguard Charitable Endowment Program

Wasserman Foundation

Wells Fargo Bank

William Morris Endeavor

Ziffren Brittenham LLP

\$ 9,999 to \$5,000

Apregan Group

Audio Visual Entertainment

Carole Bayer Sager

Borders

Country Music Television

The Cooper Family Foundation

David Rose Publishing

Delta Dental

FedEx

Finnegan Henderson Farabow Garrett & Dunnar LLP

First Community Bank

Stephanie Fisch

Harry Fox Agency

The David Geffen Foundation

Barry Gibb

Groovemaster Recording

Hoffman, Sabban & Watenmaker

Douglas J. Howard

Elton John Charitable Fund Julie Ingram Enterprises

Bruce Karsh

Kataphonic Records

Wayne Kirkpatrick

La Polt Law, P.C.

Landry Design Group, Inc.

Levy Restaurants

Linda Wassner

Jeffrey Lynne

Estate of Arif Mardin

Marsh Risk & Insurance

Services

Mission Fish Iason Mraz

John Muller

NMPA

Nigro Karlin Segal & Feldstein, LLP

Tero Ojanpera

Paramount Pictures

Peer Music Ltd. Rupert Perry

Rock-It Charter

Sam, LLC

Sober Musicians Fundraiser

SoundExchange

SunTrust Bank

Daphne Tooley Upstaging Inc.

Keith Urban Foundation

\$4,999 to \$1,000

AFTRA

Altour

Another Planet Entertainment

APM Music

Apple, Inc.

Marco Argenti

Robert Aubry Davis

Loreen Aukstik Ayco Charitable Foundation

BET on IAZZ

Billion Dollar Babes

Doug Birdsley

Bragman, Nyman, Cafarelli, LLC

BRE Presents, LLC

Bridges Academy, Inc.

Harry Brittenham

Budde Music

Leo Bunnin

Matthew Burrows
Cal IV Entertainment

Our I / Enter tu

Capitol Records
Celebrity Fight Night

Foundation Arlene Clanny

Karen Clark and Company

Bryan Coleman

Concord Music

Mary Cossette Cathi Cunningham

Iamie Cutler

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D.L.P. Production
Amit Dhawan
Feeling Productions
D'Lish a Catering and Special Event Co.
Ruth Eckerd Hall, Inc.
Ego Trips
Valari Elardo
Electronic Arts
EMI Christian Music Group
Rodney A. Essig
Robert E. Evanoff
Evergreen Copyrights
The Arthur Fogel/Kaleen Lemmon Family Trust
John Frankenheimer
Mark Friedman
Meredith Frye
Clifford W. Gilbert-Lurie
The Gillin Group Partners
Global Positioning Services
Berry Gordy
Amy Grant Gill
Michael Green
Jerry Greenberg
Steve Greenberg
Bernard Gudvi
Hatch Consulting, Inc.
Jewel Hearn
Law Offices of David A. Helfant
Howard Building Corp.
Ben Howland

	. ~
I.M.P.	Nashville Songwriters Assoc. Int'l.
JAM Productions	Antonio Navarro
Mark Kaplan	Nixon Peabody, LLP
Bruce Kaufman	Nocturne Productions
Keaton Music Ventures	Richard Pachulski
Margi Kent Studio	Michael Perlstein
Dana Koehn	Anthony J. Perry
Leet Corporation	Tom Poleman
Leiber/Stoller Songs, Inc.	Tom Pollock
Leonard Business Managment, Inc.	Neil R. Portnow
Lexington Financial	Albert Praw
Management, LLC	Prospect Park, LLC
Judith A. Lindquist	David Pullman
Bill Lloyd	Bonnie Raitt
Jaako Maki-Petaja	Realsongs
Sha Chelle Manning	Regina Productions
Lisa Margolis	Renaissance Charitable
Thomas P. Marriot	Foundation Inc.
Massconcerts, Inc.	Renovated Metals
Jeffery McFarland	Ressler/Gertz Family Foundation
Michael Mesnick	
Metropolitan Talent	Ric Concerts, LLC
Presents LLC	Jamie Roberts
The Meyer Levy Charitable Foundation	Jonathan Rosner Tyley Ross
Reed Midem	Law Offices of Jeffrey S.
Alan Mintz	Sacharow
Mira Music	Roger Sarchet
Mitchell, Silberberg &	Jordan Schur
Knupp, LLP	Criseeda J. Seals
Linda Moran	Mark Shimmel
Daryth Morrissey-Reyes	Lori Silfen
Music Aid Northwest	Jennifer Smythe
Music Asset Management	Source Nashville, Inc

Domenica Donna Spinelli
Stage Rigging, Inc.
State of California
Barbra Streisand
Talking House Productions, LLC
Nakomi Tanaka
Time Warner
UBS
Randy Wachtler
Micheal S. and Anna B. Webb
Susan Weintraub
Tom Whalley
Woburn Enterprises Limited
Wolcott Architecture
Matthew Zweig
U Р то \$999
Adam Abeshouse
Alan Abrahams
Katrina Abrahemian
Beegie Adair
Mr. Adassa
Martin Agelo, Jr.
Adrienne Albert
Jeff Albert
Charlie Alejandro
Theodore Alevios
Drew Alexander
Thomas Alexander
Seth Allen
Thomas Altman

Norman Arnold
Ralph Arosemena
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Dick Asher
Alyssa Attakamon
Denby Auble
Deena Avery
Backstreets Publishing, Inc.
Michael Bagent
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Don Bassey
Barry Bays
Tom Beal
Bugs Beddow
Maya Beiser
Greg Berger
Joshua Berkman

Alisa B. Anderson

John Berthelot Margot Bingham Ruben Blades James Blades Gerod Blue Blue Plate Music, Inc. Gail Bluestone Merlin Bobb Paul Bodamer Bernie Bolivar Guillermo Bordarampe Matthew Borenzweig Kenneth O. Boulton David Bowling Clement Bozewski Taylor Bray Kristin Bredimus Megan Breen Pam Brendlinger Denise Brigham Winslow Bright Cary D. Brock Rhoan Bromfield Arnie Brown Elliot Brown Judy Brown Lisa Brown Nicholas Brown Nicole Brown Sharyl L.Brown Sierra D'Lannie Brown

Vanessa Brown Ben Howland Music Aid Thomas Altman Andee Husney Music Ass (continued on next page) American Express Source Nashville, Inc musicares.com musicares.com musicares.com musicares.com musicares.com



Rick Brulte	Mario Cepeda	Nathan Cooley	Marino Desilva	Eagles Auditorium, Inc.	Brian Foraker
Bernard 'Bunny' Brunel	Armen Chakmakian	Juanita Copeland	John Desmarteau, MD	Tyler Edwards	William Fowler
Ashley Brunes	Angelin Chang	Brian Copeland	Sharon Deuby	Kevin Lee Edwards	Martin Frainer
Marvin Bryan	Stephen Chapin	Myles Corbin	Batya Diamond	Jose Abella Eggleton	Sherese Francis
Zachary Bryant	Tom Chapin	Julie Correia	Steven Diamond	Electric Factory Concerts	Jennifer Frank
Tavio Bucci-Fernandez	Rohan Charlton	Cortazzo Inc.	Juan Dies	J. Scott Elson	Susan Frantz
David Buchanan	John Howard Chase	Barbra Cosentino	Christian Digirolamo	Mark Emery	Tema Freed
Travis L. Budlong	Kortney Chase	Jerry Cotton	Carol Dimond	Skip Erickson	Bryan Freeze
Craig Burbidge	Josepha Cheong, MD	J. Coulter	Pamela A. Dinerman	Thomas Espanet	William A. Freimuth
Kate Burgun	David Christensen	David Cox	Don Discenza Productions	David Evans	Shirley E. Friedman
Kalyn Burke	L.C. Cicalo	Shirley Crabbe	John P. Dixon	Werner F.	Andrew Fromm
Idris Busari	John Ciccone	Larry Crane	Victor Dobrin	Susan Faccenda	Greg Fuess
Larry Butler	Daniel A. Cicconi	John E. Crawford	Patrick A. Doheny, Jr.	Sheila D. Farina	Howie Fugate
David A. Byrnes	James Clark	Hector Crisantes	Debbie Doherty	Jeffery Farley	Miles Fulwider
Marryl Cahil	Gary Clark	Steven Lennon Crowder	Joann Doherty	Thomas J. Feeley	Frankie G Music, Inc.
Anthony Calleja	Macquarie Clark	Shirley L. Cumonow	Lois A. Doherty	Donna Fein	Issa Gadala
Aubrey Cambra	Amy Clarke	Michael Damian	Mark Doornbosch	Dino Fekaris	Joe A. Galdo
Aisha Candor	Priscilla Clarke	Ava Danner	Bernard Doss	Justin Feldman	Keith Garde
John J. Cannon	Alf Clausen	Martha Danner	Delon Dotson	Jose Feliciano	John Garlick
Lauren Cantore	Michael Clink	Glo Dio Dati	Adrian Dotson	Charles Fernandez	Tony Garnier
Kori Carothers	Ronald Cloud	Bill Davidow	Jenny Douglass	Manuel J. Fernandez	Gerdes Law
Tom Carr	Judy Clymens	Roger C. Davidson	Johnette Downing	Enrique Fernandez	George A. Gesner
Robert John Carranza	Barry Cocuzzo	Biff Dawes	Downloadpunk.com	Stu Fine	Diana S. Getchell
Michael Carrasquillo	Joseph G. Cocuzzo	Mark M. Dawson	Bernard Drayton	Robert Henry Fischer	Talia Ghaffari
Barbara J. Carson	Kemba Cofield	Ben Dayan	Joewand Drumgoole	Joseph Fisher	Greg Giancola
Crystal Cartier	Beth Cohen	Craig William Dayton	Mark Drury	Lauren Flaherty	Banu Gibson
Alex Case	Peter Cohen	Steve Debruler	DS Management	C.J. Flanagan	Benjamin Gipson
Neko Case	Thomas F. Colantuono	Francis E. Delaney	Greg Duckett	Deaton Flanigen	Felix Girard
Christina Cassidy	John Colby	Diane Delin	Curtis Duggan	Productions, Inc.	Karen Glenn
Latrell Castanon	Lisa Coleman	Don DeMarco	Laura L. Dunn	Terrence Flannery	Melissa Gold Jelinek
Carlos Castillo	Greg Collins	Rick Depofi	Fletcher Durant	Carl Fleischhauer	Henry Golis, Jr.
Dionne Castleberry	Jay Condiotti	Frederic Deraiche	Marybeth Durant	Kathy Fleming	Don Gomez
Leslie Cavanaugh	Kelly Cook Ekizian	Marisabel V. Deschumacher	Laurence Dvoskin	JC Flores	(continued on next page)





Jil Matsumoto Gonzalez	Tommy Hancock	Gary Greg Horn	Michael L Jones	Savan Kotecha	Regina Leonard
David Goodermuth	Jennifer S. Hancock	Mark Hornsby	Sam Jones	Rebecca Kovacik	Adam Levy
Brad Goodman	Ashley Hans	Bill Horwedel	Jeff Jones	Marcy Kraft	Richard Lewis
Sue Goodwin	Leeann Hard	Murray Horwitz	Kimberly Kate	Wayne Kramer	Carlton Lewis
L. Stuart Gordon	Hard Rock Café – Orlando	David Hoskins	Alex Kater	Craig Krampf	John Lewis
Melissa Gordon	Hard Rock Café Foundation	Leeann Houck	Debbie Katz Knowles	Kamilo Kratc	Terje Lie
Marc Gordon	Howie Harnick	David S. Hough	Mindy Kaufman	Sandra Kratc	Alexi F. Lima
Chris Goslow	Barry Harris	Joseph Hrubovcak	Donald Kaulia	Jeff Kreinik	Matt Lincoln
Desiree Goyette	Ashley Harvey	Warren Huart	Robert Kaus	Michelle Kreuz	Lisa Linsky
Charles D. Graham	Jeremy Haselwood	Brian L. Hughes	Robert Kaye	Ronnie Krinsky	Cynthia M. Lipsett
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