



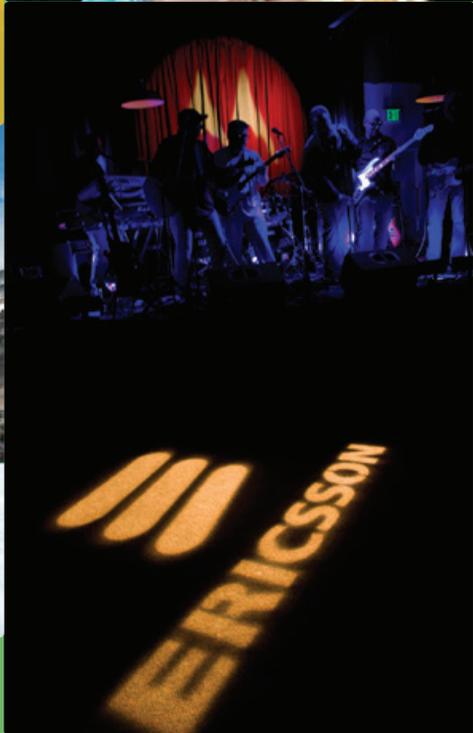
Adaptive Spirit's 2013 Annual Report



ADAPTIVE  
*Spirit*



**Loyalty to SkiTAM is high:  
More than 36% of SkiTAM 2013  
attendees have attended SkiTAM  
six or more years.**



## A Message from the Adaptive Spirit Board Chairperson

For all of you who attended the 18th annual Adaptive Spirit event in Vail, we hope you enjoyed renewing bonds with industry colleagues and family. After all, that is our secret for success: combining business networking with support for the amazing athletes of the U.S. National Paralympic Ski Team.



We continue to hear from cable industry executives who are very happy with the unique networking opportunities the organization offers. We are also very proud of our annual educational components which continue to raise the content bar for topics that are driving our industry from a technical and revenue basis.

Adaptive Spirit's partnership with the cable industry and U.S. Paralympics continues to grow. You, as part of that industry, can be especially proud of the support, which over the last 18 years has led to a donation of over \$10 million to Paralympic Ski Teams. In turn, that financial support led to advancements in 2013 including tripling the team size, adding development talent, winning yet another Nations Cup, awarding competition scholarships to military veterans and creating the newest adaptive team, the U.S. Paralympic Snowboard Team, which will compete at the 2014 Paralympics in Sochi.

Our collective success sets the team up for a successful run at medals in Sochi and throughout the 2013-2014 competition season. Now, it's time to make plans for celebrating your National Paralympic Team's success in Sochi and experience, in person, the results of our great partnership.

*Steve Raymond*

*Chairperson, Adaptive Spirit Board of Directors*

### No Sophomore Slump Here! Adaptive Spirit Makes Tremendous Progress In Year Two

Adaptive Spirit, reborn in 2011 due to CTAM's decision to discontinue its local chapters program, has made great strides to solidify itself as a pivotal networking association within the cable industry. The focus of Adaptive Spirit remains steadfast: We aim to unite members with resources that enhance the business outcome, stimulate innovative networking opportunities resulting in growth and success of the cable industry and share best practices with our members. Also an important goal, Adaptive Spirit provides the telecommunications industry a way to give back to the community through the organization's venerable annual event.

Adaptive Spirit is a not-for-profit trade association which focuses on building business relationships and effective networking practices in the cable television industry. Through initiatives that focus on education and networking, Adaptive Spirit champions the strength of business relationships and the end result of creating a more profitable industry. To that end, Adaptive Spirit provides education, recognition, information and networking opportunities for cable companies, content providers and others who supply products and services to the cable industry.

Adaptive Spirit strives to serve as the premier networking and business relationship-building organization in the cable television industry. We develop and support business relationships providing our members with better results than they would have without Adaptive Spirit.



### Adaptive Spirit's Goals

- Unite members with vendors and resources that enhance the outcome of their business dealings
- Stimulate innovative networking resulting in the growth and successes in the cable industry
- Sharing best industry practices with our members

# About Adaptive Spirit

## Adaptive Spirit Membership

### An Adaptive Spirit membership creates:

1. Access to knowledge sharing, collaboration and networking opportunities at all Adaptive Spirit events;
2. Connections to cable operators, suppliers, vendors and other cable industry professionals via the member-only directory;
3. Member-only access to Adaptive Spirit research; and,
4. Access to member-only events.

Membership is open to any individual engaged in the cable television industry including multisystem operators, independent system operators, programmers and suppliers of equipment or services to the cable television industry, but not including direct broadcast satellite, incumbent local exchange carriers, electric utilities or municipally-owned cable systems and subsidiaries and affiliates of the foregoing. Honorary memberships may be conferred by the board of directors upon any person who, in the opinion of the board, has provided to the success of Adaptive Spirit and/or the well being of the industry.

## Adaptive Spirit Organization Leadership

### Steve Raymond, Chairperson

Working for Disney and ESPN Media Networks as Senior Vice President, national accounts, affiliate sales and marketing, western division, Steve is based in the network's Denver office. He is responsible for developing and implementing affiliate marketing strategies and promotions, affiliation agreements and all aspects of the corporate sales and marketing efforts for this division. Steve has won numerous awards for his volunteer work in the adaptive skiing arena such as the CTAM Chairman's Award and ESPN Volunteer of the Year in 2003. An immense honor was awarded when the U.S. Olympic Committee named him "Chef de Mission" for the 2010 Winter Paralympics. Steve served this year on the board's Endowment Fund and Physical Diversity committees.

### Deborah Flippo, Secretary

Senior Director of Affiliate Sales at Vubiquity (formerly Avail-TVN), Debbie has more than 20 years of experience in the telecommunications industry. She held several senior executive positions at iN DEMAND Networks and Request

Television including vice president of national accounts and programming. Debbie began her broadband career in cable operations with the launch of NVOD at Media General Cable (now Cox Communications), a flagship cable system in Fairfax County Virginia. She has served as Communications Chair on the SkiTAM event committee for the last ten years. She also served as co-chairperson for Cable Positive Denver for five years. Her non-profit experience also includes serving as president of the Denver alumni chapter of Virginia Tech for eight years.

### Amos Smith, Treasurer

As SVP and Chief Financial Officer for Time Warner Cable Residential Business, Amos is responsible for financial planning and analysis for residential customers and is a key strategic partner working to ensure optimization of financial returns, accurate revenue and expense planning, budgeting and forecasting. In addition, he is responsible for residential payment services and signal security. Amos began his career at Time Warner Cable in 2002 as Vice President of Finance for National Division. Prior to joining Time Warner Cable, he spent seven years at AT&T Broadband (formerly TCI) in various financial positions from Analyst to Executive Director of Finance. Amos served this year on the board's Endowment Fund committee.

### Nomi Bergman, Director

Nomi Bergman is President of Bright House Networks, the sixth largest domestic MSO. As President, Nomi leads the company on a variety of levels, from strategic planning of its advanced network operations to the innovation, creation and deployment of the company's technically advanced products and services. She has received many industry accolades from WICT, *CableFax Magazine*, SCTE, *MultiChannel News*, CED and the prestigious Distinguished Vanguard Award for Leadership. Nomi holds a degree in Economics and Statistics from the University of Rochester. She is an avid skier and enjoys activities such as running, swimming and hiking with her husband and three daughters. People attending SkiTAM over the years have watched her daughters grow up as they attend the event with Nomi. Nomi served this year on the board's Physical Diversity committee.



**“I am a former member of the Paralympic Team and have always enjoyed the opportunity the event offers. Now, as a professional, I see SkiTAM as an excellent networking opportunity to further my post-athletic career.”**

### **Mike Hayashi, Director**

Mike Hayashi is Executive Vice President, Architecture, Development and Engineering at Time Warner Cable. Joining Time Warner in 1992, Mike is the creative engineering force behind most of Time Warner Cable's technological endeavors. His contributions include involvement in digital television, video on demand, HD and DVRs. Prior to joining Time Warner Cable Mike held various positions at ScientificAtlanta and started his career at Pioneer Communications. He earned his B.S. in Engineering from Harvey Mudd College and an M.B.A. from Ohio State University. Mike, his wife and daughters have been strong supporters of SkiTAM from the beginning, and this year, SkiTAM guests were introduced to his adorable Shiba Inu named Hanako.

### **Ron Pitcock, Director**

Ron Pitcock is currently General Manager of the cable television group for Huawei Technologies USA. He is a technology entrepreneur with over 35 years in the industry. In addition to serving on the Adaptive Spirit board, Ron serves as a board member for Leptron Industrial Robotic Helicopters and Hunting for Purpose. He has served as the Chairman/CEO/President for HomeSync, CEO/President and board member for ICC Speed cell, ComPath as board member, Chairman/CEO of LifeStyle Innovations (lfsi) and Integra5 as President and board member. He was co-founder and President of High Speed Access Corporation. In 1999, Ron was recognized as a top 100 cable executive and is a Cable TV Pioneer. Ron served this year on the board's Endowment Fund and Physical Diversity committees.

### **Jay Rolls, Director**

Jay Rolls is SVP and Chief Technology Officer at Charter Communications. He and his team have responsibility for Advanced Engineering & Architecture across all lines of business. Previously, Jay served in a variety of roles during 13 years at Cox Communications, at Pacific Broadband where he was VP of Business Development and two years serving as VP of Network Engineering at Excite@Home. Earlier, Jay spent nine years in Germany with Alcatel and BBN Communications (now part of Level3) and began his career working in the U.S. intelligence community. He received a B.S. in Electrical Engineering from the University of Virginia

and an M.S. in Systems Management from the University of Southern California. Jay served this year on the board's Physical Diversity committee.

### **Joe Rooney, Director**

Currently SVP Branding, Advertising and Social Media for Cox Communications, Joe has been a cable marketer since 1981. His first job out of college was selling cable door to door, and he has moved with the industry ever since. Joe has been with Cox for 26 years. Joe joined the Atlanta headquarters from the Cox Orange County, California, where he helped create a bundling strategy in the system which was recognized as being the first in the nation to offer the triple-play of digital video, telephone and high speed Internet. Joe's catch phrase "It's the bundle, baby" was borne out of his experiences driving bundle penetration in the OC. Joe served this year on the board's Physical Diversity committee.

### **Ken Tolle, Legal Liaison**

President and Senior Advisor, Launch Pad Media Advisors

### **Susan Burgstiner, Administrator**

President, Marketing On Demand, Inc.

## About Adaptive Spirit, continued

### No Excuses Unlimited

No Excuses Unlimited's mission is to foster skiing competitions for U.S. Adaptive Skiers. The board and advisers of No Excuses Unlimited include a number of longtime SkiTAM supporters, SkiTAM Steering Committee members and former team members.

To maximize the charitable contribution made to the Paralympic Ski Team, Adaptive Spirit partners with No Excuses Unlimited to provide the opportunity for the event's sponsors and participants to make tax-deductible charitable donations to the team. In addition, No Excuses functions as the administrator for Adaptive Spirit's Athlete Partner Program (APP).

The APP supplies athletes with a funding opportunity for expenses associated with ski training and competitions. Funded primarily by Adaptive Spirit and administered by No Excuses Unlimited (NEU), APP funds are granted based on an application process.

No Excuses Unlimited is a 501(c)(3) organization and meets the public support tests of IRS Standards Section 509(a)(1). More information about No Excuses Unlimited, including a secure online donation process, is available at [NoExcusesUnlimited.org](http://NoExcusesUnlimited.org).



## Adaptive Spirit Member Companies

**Adaptive Spirit's membership pulls from a wide variety of industry segments including operators, programmers and suppliers. Here is a sample of the companies that understand the value of supporting Adaptive Spirit.**

Accenture	D & B	Juniper Networks	Samsung
ADB Cable Inc.	Deloitte & Touche	LeapFrog Online	Sand Cherry Associates
Alcatel Lucent	Deluxe Digital Distribution	Media Vest Global	Scripps Networks
Alliant Consulting	Disney & ESPN Media Networks	Mediacom	SeaChange International
Alticast	DraftFCB	Midcontinent Communications	Sportsman Channel
Amdocs	EMC	Motorola Mobility	Starz Entertainment
ARRIS	Ericsson	MRV Optical Communications Systems	Suddenlink Communications
AXS TV	Firstsource Advantage	NBCUniversal	Synacor
BBC Worldwide Americas	Fox Networks	NCTC	Technicolor
Bright House Networks	Fox News Channel	NetCracker Technologies	The Cable Center
CableLabs, Inc	Fujitsu Network Communications	NetScout Systems	ThinkAnalytics
Cablevision Systems	General Communication Inc.	Neustar	Time Warner Cable
CAS Group	GMC / Aspire	New England Sports Network	Turner Broadcasting Systems
Charter Communications	HBO	Newwave Communications	TV Guide Network
Ciena	Horowitz Assoc. Market & Multicultural Research	NFL Network	TV One
Cisco Systems	HSN	Oracle	Universal Electronics
Cognizant	Huawei Technologies	Outdoor Channel	Universal Sports
Columbus Communications	Humax USA, Inc.	Pace Americas	Univision
Comcast Cable	iN DEMAND Networks	Periscope	Visible World
Contec Holdings Ltd.	INSP Networks	Rogers Cable	Vubiquity
Convergys	ION Media Networks	S & D Marketing   Advertising	WGN America
Cox Communications			WideOpenWest
CSG International			

# 2013 Financial Overview

## Financial Summary

Adaptive Spirit's second year as a non-profit cable industry organization continued the great success experienced in year one. SkiTAM 2013, Adaptive Spirit's annual educational and networking meeting held April 4 to 7 in Vail, generated total revenue of \$1,083,946. After paying event expenses and examining the budget, the board approved a net donation of \$500,000 to the U.S. Olympic Committee to benefit the Paralympic National Ski Team for its 2013-2014 season. In addition, No Excuses Unlimited received revenue totaling \$71,249 from the silent auction, raffle and individual donations from Adaptive Spirit and individual contributors. These funds will be used to support the Athlete Partner Program.

## Statement of activities

July 1, 2012 to June 30, 2013

### Revenues

SkiTAM 2013	\$1,083,946
Membership dues	\$45,100
Educational event	\$6,267
Other	\$1,371
<b>Total</b>	<b>\$1,136,684</b>

### Expenses

SkiTAM 2013	\$520,048
Organization	\$9,015
<b>Total</b>	<b>\$529,063</b>

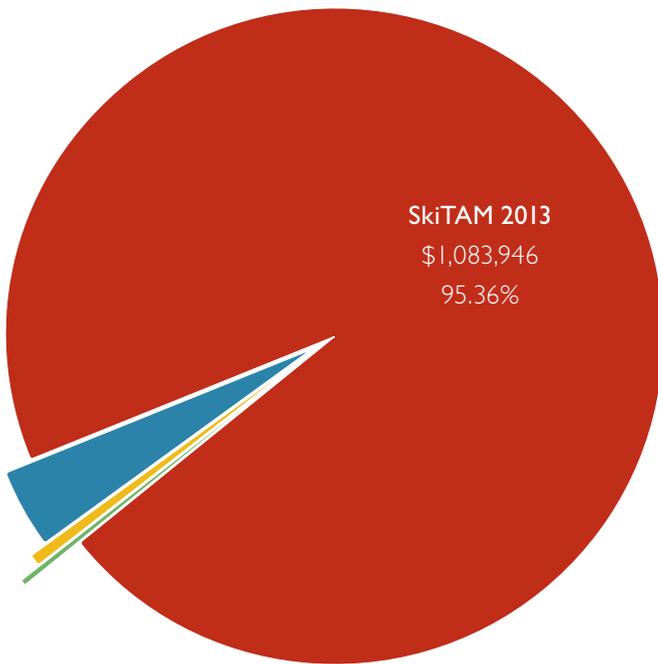
### Charitable donations

Athlete Partner Program	\$20,879
Empire State Games Adaptive	\$965
U.S. Paralympics	\$500,000
<b>Total</b>	<b>\$521,844</b>

### Profit from operations

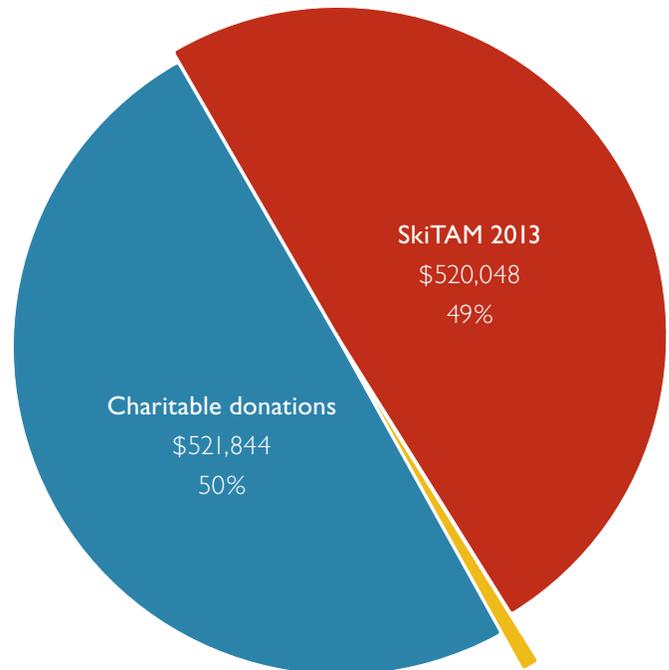
In-kind services value received	\$98,738
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Source of Funds



- Membership dues — \$45,100, 3.97%
- Educational event — \$6,267, 0.55%
- Other — \$1,371, 0.12%

Use of Funds



- Organization — \$9,015, 1%

## 2013 Financial Overview, continued

### Statement of financial position

June 30, 2013

#### Assets

Cash and cash equivalents	\$307,026
W&R Investment Account	\$100,000
Accounts receivable and pre-paid expenses	\$2,000
<b>Total assets</b>	<b>\$409,026</b>

#### Liabilities

Accounts payable and accrued expenses	\$2,000
<b>Net assets</b>	<b>\$407,026</b>

### SkiTAM Donations to the USAST



“This is one of the only activities I participate in where I can learn, network, and enjoy time with my family while giving back to others in need. SkiTAM has it all!”

—Adaptive Spirit Member



## 2012-2013 Year in Review

### 2012-2013 Board of Directors

One task necessary to accomplish Adaptive Spirit goals was bringing together a leadership group to make the organization as successful as possible. The Adaptive Spirit board was expanded from four to eight senior industry leaders who bring their passion and energy for the cable business and support the relationship nature that has made our industry so successful. From the board, two advisory committees were also created that focused on financial initiatives and adaptive workforce issues. The board also continued its investment in the cable industry by creating educational and networking events at SkiTAM.

### Deloitte Once Again Gives Us A Helping Hand

For the second year, Adaptive Spirit wishes to express its appreciation to Deloitte. Utilizing resources from its tax and financial group, Deloitte assisted to produce our organization's tax and financial documents. This assistance was available to Adaptive Spirit due to Deloitte's relationship to the U.S. Olympic Committee as presenting sponsor of the Paralympic Military Program. Deloitte also attends SkiTAM

**Deloitte.**

to further their leading advisory role in the media and entertainment arena.

Their clients include the top organizations in cable, satellite, entertainment and media companies. Known as an employer of choice for innovative human resources programs, Deloitte is dedicated to helping clients and people excel.

### Physical Diversity Initiatives Committee

The board created a committee to investigate the organization's involvement with adaptive workforce issues. The long term goals set by the committee are to investigate partnerships with established broadband industry organizations such as CTHRA and NAMIC and become involved at a national level to create awareness on adaptive workforce issues. The committee will continue its work in the coming year to identify specific physical diversities Adaptive Spirit will focus on. The committee plans to create a topical panel for representation at local and national conferences on the expanded views of physical diversity in the work place.

### Adaptive Spirit Endowment Fund

Between 1996 and 2006, reserve funds from SkiTAM events were accumulated. By 2007, the amount held was so significant that in July 2008, the decision was made to create an endowment fund with the U.S. Ski and Snowboard Association (USSA). (At the time, USSA was the national governing board (NGB) for the adaptive ski team.) The agreement allowed our organization to retrieve the fund if USSA could not use it to benefit the team. When the team's NGB changed to U.S. Paralympics (USP) in 2010, USSA returned the fund balance. No Excuses Unlimited (NEU) became guardians of the funds until Adaptive Spirit determined the best use of the money.

In 2012, the board created the Adaptive Spirit Endowment Fund (ASEF) committee to research the best way to utilize these funds. The committee was comprised of Amos Smith, Ron Pitcock, Steve Raymond, Rick Simms and Trygve Myhren. The committee heard presentations from four entities which were considered to manage the ASEF. In December 2012, the committee recommended donating the ASEF to the USOC to set up a matching program to help the USOC grow the Paralympic Champions Fund. The USOC plans to grow the corpus to \$1.7 million for the 2014 Paralympic Winter Games in Sochi. Beyond that goal, Adaptive Spirit would like to see this fund become the seed money to support Paralympic skiing in perpetuity. Following the ASEF committee recommendation, the Board voted unanimously to donate \$860,000 and establish the fund with the USOC. An official announcement and ceremony are scheduled to take place in October 2013.

### Waddell & Reed Investment Fund

As part of the Adaptive Spirit financial plan, the ASEF committee recommended allocating \$100,000 into a managed portfolio account. The purpose of the account is to have a portion of the organization's money in an account with a better return than one would see in a standard money market while allowing Adaptive Spirit to access funds if needed. After one year, the board will review the account and, if the board concludes the account is meeting expectations, Adaptive Spirit may consider allocating additional funds to the investment account. Another goal

## 2012-2013 Year in Review, continued

of locating the investment with Waddell & Reed is the organization's desire to support ski team alumni. Guests at SkiTAM may have met Monte Meier as he was an alpine team member for 18 years. Monte is the organization's investment fund Financial Advisor. Waddell & Reed, Inc. (Waddell & Reed) is a securities broker-dealer and a federally registered investment advisor serving clients nationwide. Following the ASEF committee recommendation, the Board voted unanimously to establish the fund with Waddell & Reed.



### In Memory of Jack Benedick

With great sadness, we report Jack Benedick, one of Paralympic skiing's greatest pioneers, a founding member of No Excuses Unlimited and a regular guest at SkiTAM, passed away in March. A relentless advocate for adaptive skiing over four decades, his efforts resulted in U.S. athletes achieving hundreds of Paralympic and World Championship medals and the elevation of his sport to the highest level globally. "He was a significant leader in the Paralympic Movement who demanded and delivered excellence," said USOC Chief of Paralympics Charlie Huebner. "His motto 'Fourth is not good enough' aligns with our Paralympic vision of competitive excellence and push for podium finishes." A special video and recognition at the SkiTAM banquet was created to honor his memory. His family attended as SkiTAM's guests and the emotional bond of the video was felt throughout the room. Adaptive Spirit's charitable organization partner, No Excuses Unlimited, is in the process of creating memorial funds to benefit adaptive athletes during the coming year and keep Jack's memory and his legacy alive.



## Adaptive Spirit and U.S. Paralympics

The connection between the cable industry and the U.S. Paralympic National Ski Team was formed in 1996 when cable industry executives recognized the need for the Paralympic Ski Team to secure additional funding to continue operations and opportunities for disabled athletes. After its formation in 2011, Adaptive Spirit continued the industry support of this group and now, not only does Adaptive Spirit secure funding for the team's operating budget, Adaptive Spirit is dedicated to increasing knowledge of the U.S. Paralympic National Ski Team and the Paralympics among key constituents. The intent is to attain additional public support for the team while attracting corporate sponsorships and media exposure for these remarkable athletes.

Since December 2010, U.S. Paralympics (USP) has governed the team (formerly known as the U.S. Adaptive Ski Team). A division of the Olympic Committee, USP is the national governing body for Paralympic skiing in the United States. USP renamed the team the U.S. Paralympic National Ski Team and now provides support and programs for the team. It also assists with grass root development, athlete identification and competition opportunities in collaboration with partner organizations and ski clubs around the country on a local basis. More information is available at [USParalympics.org](http://USParalympics.org).



## 2012-2013 Year in Review, continued

### What Is SkiTAM?

SkiTAM is the annual networking and educational event hosted by Adaptive Spirit. This three-day event brings together cable industry executives and their families from all over the country and is widely recognized as one of the industry's top-ranked networking opportunities. Thanks to industry support, this annual cable event brings Adaptive Spirit members together to build up the cable business.

In 2013, Adaptive Spirit chose the U.S. Paralympic National Ski Team as the recipient of funds raised during the event. For 16 years, SkiTAM was hosted by CTAM of the Rocky Mountains. SkiTAM 2013 marked the 18th event and was hosted by Adaptive Spirit. SkiTAM 2013 can boast 956 participants and 131 industry companies represented.

### Adaptive Spirit and the Rocky Mountain Cable Association... A Continuing Collaboration

Adaptive Spirit and the Rocky Mountain Cable Association (RMCA) continued a successful partnership this year by co-hosting a heavily attended and highly successful panel. The panel was sponsored by Facebook and NASDAQ providing a unique spin on the topic which extended beyond the cable industry. The panel focused on the consumers who want their TV more personal, more social and above all, more compelling. The next generation of "TV Everywhere" will offer interfaces with major social media recommendation and analytical engines. The panel discussed key points including the idea of "Identity" and recommendations for engagement strategies. The panel was moderated by Michael Grebb, Executive Editor, CableFAX Group. The panel members were Brian Curtis, Senior Director Product Management, Comcast; Tim Connolly, VP Digital Distribution, Disney & ESPN Media Networks; Joe Rooney, SVP Brand and Media, Cox Communications; Tania Yuki, CEO, Shareablee; and, Dhiraj Kumar, Head Global Performance Solutions, Facebook.

RMCA also gave an additional platform to Adaptive Spirit at their annual kick-off meeting in February. Adaptive Spirit Chair Steve Raymond addressed the group providing organization information and encouraging RMCA members to attend the Annual Event.



**"I was able to convince the management team to move sponsorship funding away from other cable industry events because we felt SkiTAM offered unique and better interaction and networking opportunities."**

—SkiTAM 2013 Attendee

### New Addition To Schedule Bolsters Networking Opportunities

Adaptive Spirit added the "Brain Trust Breakfast" to the annual event lineup. The early morning breakfast was sponsored by LeapFrog Online. It gave a select group of Adaptive Spirit members exclusive access to industry leaders in a small, candid, roundtable setting. The Brain Trust Breakfast allowed attendees the rare opportunity for one-on-one Q & A with some of the most forward-thinking executives in the cable industry today. Brain Trust Breakfast hosts were Cass Baker, EVP of Industry Practices and Product Development, Leapfrog Online; Nomi Bergman, President, Bright House Networks; Jay Rolls, SVP & CTO, Charter Communications; and Trygve Myhren, cable industry legend and president of Myhren Media. With every seat in the house taken, the Brain Trust Breakfast will most certainly return in 2014.



# 2012-2013 Year in Review, continued

## 2013 SkiTAM Sponsors

SkiTAM 2013 would not have been possible without the generous support of our outstanding partners — many who return year after year. Please join us in thanking the following sponsors for their support and the fundamental reason for the success of SkiTAM 2013.



### Platinum

Amdocs  
Cisco  
Cox Communications  
Disney & ESPN Media Networks  
Ericsson  
HBO  
Huawei Technologies USA  
NBCUniversal

### Gold

Bright House Networks  
Deluxe Digital Distribution  
NetCracker Technology  
Samsung  
S&D Marketing | Advertising

### Silver

Alcatel-Lucent  
ARRIS  
Contec  
CSG International  
DRAFTFCB  
Fujitsu  
GameSnake.com  
Horowitz Associates | Market & Multicultural Research  
Humax USA, Inc.  
ION Media Networks  
Motorola  
SeaChange International  
Starz Entertainment  
Technicolor

### Bronze

Accenture  
ADB Cable Inc.  
Alticast  
BBC America / BBC World News  
CAS Group  
Charter Communications  
Ciena  
Cognizant  
Convergys  
D & B  
Firstsource Solutions  
Fox Networks  
Fox News Channel/ Fox Business Network  
GMC/Aspire  
iN DEMAND  
Knotice  
MediaVest  
MRV Optical Communications Systems  
Myhren Media  
NetScout Systems  
Neustar  
New England Sports Network (NESN)  
NFL Network  
Outdoor Channel  
Periscope  
Sand Cherry Associates  
Scripps Networks Interactive  
ThinkAnalytics  
Turner Broadcasting System  
Univision  
Visible World  
Vubiquity



## 2012-2013 Year in Review, continued

### SkiTAM 2013 Event Committee

Each year, SkiTAM depends on a talented and diverse base of professionals from the cable and telecommunication industries to create our annual meeting. Beyond already demanding day jobs, the following individuals volunteered their time and talents to make SkiTAM 2013 a success. An experienced and virtually-connected group from a variety of disciplines, this committee spent untold hours during the year to make SkiTAM a remarkable weekend.



**Nomi Bergman**, Silent Auction Co-Chairperson  
Bright House Networks, President

**Patty Bullington**, Silent Auction Co-Chairperson  
Charter Communications, Senior Director of Marketing

**Susan Burgstiner**, Social Chairperson  
Marketing On Demand, President

**Colette Carey**, Publicity Chairperson  
AXS TV, Director, Marketing and Public Relations

**Alex D'Addio**, Video Chairperson  
D'Addio Communications, Owner

**John Farra**, Nordic Team Liaison  
U.S. Olympic Committee,  
Nordic High-Performance Director

**Cheryl Feingold**, Sponsorship Co-Chairperson  
TransCend Resources, CEO

**Deborah Flippo**, Communications Chairperson  
Vubiquity, Senior Director, Affiliate Sales

**Bill Futera**, Athlete Partner Program Co-Chairperson  
Bright House Networks, EVP/CFO

**Steve Havey**, Athlete Partner Program Co-Chairperson  
Contec Holdings, SVP, Marketing

**Nancy Heffernan**, Sponsorship Co-Chairperson  
Cox Communications, Director, Video Marketing

**Anne Marie Hukriede**, Marketing and Race Co-Chairperson  
S&D Marketing | Advertising, Vice President, Client Services

**Kevin Jardine**, Alpine Team Liaison  
U.S. Olympic Committee, Alpine High-Performance Director

**Molly McCaskill**, Silent Auction Co-Chairperson  
MJM Events & Marketing, President

**Brad Parobek**, Race Co-Chairperson  
Amdocs, Executive Director, Sales

**Steve Raymond**, Event Committee Co-Chairperson  
Disney and ESPN Networks, SVP, National Accounts

**Joe Rooney**, Event Committee Co-Chairperson  
Cox Communications, SVP, Brand & Media

**Todd Stewart**, Sponsorship Co-Chairperson  
Bright House Networks, Corporate VP, Advertising

**Lori Wood**, Volunteer Chairperson  
Digitas, Senior Associate, Marketing

## Looking Forward To 2014 And The Sochi Paralympics

With the majority of 2012-2013 fiscal year goals accomplished, Adaptive Spirit looks forward to the continued success of the organization and cable industry during 2013 and 2014. At the same time, our favorite teams of adaptive athletes are training to compete at the 2014 Paralympics in Sochi, Russia.

At SkiTAM 2014, Adaptive Spirit will create another high level panel as well as build on the success of the Brain Trust Breakfast. Working with the event committee to build SkiTAM 2014, the organization also plans to create a

partnership with another industry organization to explore physical diversity issues and solutions in the cable industry.

The 2013-2014 year is going to be a great one! We hope you will be pleased with the progress of Adaptive Spirit and enjoy as many member benefits as possible.



**“We have always believed in the event and its support for the team and the opportunity it offers participants to network across the industry in a phenomenal setting.”**

—Adaptive Spirit Member





81% of survey respondents gave SkiTAM 2013 an excellent rating for professional networking opportunities.



Adaptive Spirit  
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Littleton, Colorado 80120  
Phone: 303-797-9507, Fax: 303-797-6746



*Save the Date!*



Adaptive Spirit's 19th Annual will take place April 3 to 6 in Vail. We look forward to seeing everyone at this annual networking and educational event where your company can share better business practices and learn how to build a more profitable industry. To become a sponsor or to learn more about Adaptive Spirit, visit our website at [www.adaptivespirit.com](http://www.adaptivespirit.com).

***See you on the mountain!***