



Adaptive Spirit's 2012 Annual Report



ADAPTIVE
Spirit



41% of the people at **SkiTAM 2012** have attended five years or more of previous **SkiTAM** events.



A Message from the Adaptive Spirit Board Chairperson

Between 1996 and 2011, the event known as SkiTAM transformed from a way to save the U.S. professional adaptive ski program into the organization called Adaptive Spirit. Adaptive Spirit is now a member-based association serving the cable industry by strengthening its business relationships.



I have the honor of serving as the first chairperson of the Adaptive Spirit board of directors. Other board members and other trusted advisors spent months of volunteer time building the organization. And now, we are proud to present our first Annual Report which highlights the year and the state of the organization's financial health.

Our new board will continue to make sure the best industry networking and education in the cable industry—SkiTAM—continues to prosper. The only change is our goal to provide more value to our partners and members and grow Adaptive Spirit's leadership position among other industry associations.

We are proud of the telecommunications industry's commitment supporting adaptive athletes. It is not a stretch to say that without our support, the team would have folded during the 90's. Because of our strong industry support, the team, now known as the U.S. Paralympics National Ski Team, won the Nation's Cup, which is awarded to the top adaptive ski team in the world! As we have helped build this team, they have changed our lives by reminding us of the importance of tenacity and working hard to meet individual and group goals.

We attribute our success this year to our sponsors, the board, the SkiTAM event committee and everyone who attended SkiTAM 2012. Look for Adaptive Spirit to create more value for your business and new ways to generate success in the 2012–2013 year. Adaptive Spirit thanks you and your company for your partnership and continued support.

*Steve Raymond
Chairperson, Adaptive Spirit Board of Directors*

Year One—Strong Out Of The Gate

Due to CTAM's decision in 2010 to discontinue its local chapters program, 2011–2012 was the first fiscal year that Adaptive Spirit was an independent cable industry association. This small, very local CTAM chapter event has grown into something akin to a small force of nature—a force fueled by the desire to create better business relationships within the cable industry while providing a way to give back to the community.

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 practices with our members

About Adaptive Spirit

Organization 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 members-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 (MSOs), 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 cable television industry.

Adaptive Spirit 2011-2012 Organization Leadership

Steve Raymond, Board 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. Raymond joined ESPN in 1988 and prior to joining ESPN, Raymond served as an account executive at companies including Denver Cable Interconnect, Citicorp Diners Club and TV2 Aspen/Vail. Steve has won numerous awards for his volunteer work in the adaptive skiing arena such as the 1996 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 Paralympic Team. Currently, he is on the board of trustees for the National Sports Center for the Disabled in Winter Park, Colorado.

Deborah Flippo, Board Secretary

Senior Director of Affiliate Sales at Avail-TVN, Deborah 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. Deborah 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 nine years. She also served as co-chairperson at Cable Positive for five years. Her non-profit experience also includes serving as president of the Denver alumni chapter of Virginia Tech for the last seven years.

Amos Smith, Board Treasurer

As Chief Financial Officer for the Time Warner Cable West Region, Amos oversees the financials for over 7.4 million video customers. In this capacity he is responsible for financial operations and information technology in Hawaii, California, Mountain West, Midwest and Texas locations. 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 7 years at AT&T Broadband (formerly TCI, Inc) in various financial positions from Analyst to Executive Director of Finance.

Joe Rooney, Board Director

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 25 years. Joe joined the Atlanta headquarters from 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.

Ken Tolle, Legal Liaison

President and Senior Advisor, Launch Pad Media Advisors

Susan Burgstiner, Administrator

President, Marketing On Demand, Inc.

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.



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 see the value of supporting Adaptive Spirit.

ADB, Inc.	Current Media	iN DEMAND Networks	S&D Marketing Advertising
Alcatel-Lucent	Deloitte Consulting	INSP Networks	Samsung
Amdocs	Digitas	ION Media Networks	Sand Cherry Associates
ARRIS	Disney & ESPN Media Networks	IPgallery	SeaChange International
Avail-TVN	DraftFCB	Juniper Networks	Showtime Networks
BBC Worldwide Americas	EMC	Liberty Global	SMC Networks
Bresnan Communications	Ericsson	MAV TV	Sportsman Channel
Bright House Networks	Finisar	Media Vest Global	Starz Entertainment
Cablevision Systems	Fox Networks	Midcontinent Communications	Suddenlink Communications
Charter Communications	Fox News Channel	Motorola	Synacor
Ciena Corporation	Fujitsu Network Communications	MRV Optical Communications Systems	Technicolor
Cisco Systems	General Communication Inc.	NBCUniversal	Time Warner Cable
Cognizant Technology Solutions	Google	NCTC	Turner Broadcasting
Columbus Communications	Halogen TV	NetScout Systems	TV Guide Network
Comcast Cable	HBO	NeuStar	TV One
Comcast Interactive Media	HDNet	New England Sports Network	Univision
Comcast Media Center	Hewlett Packard	New Frontier Media	Viacom Media Networks
Contec Holdings Ltd.	Horowitz Assoc Market & Multicultural Research	Newwave Communications	Wave Broadband
Convergys Corporation	HSN	Oracle	Weather Channel
Cox Communications	Huawei Technologies	Outdoor Channel	WFN: World Fishing Network
Crown Media Family Networks	Humax USA, Inc.	Pace	WideOpenWest
CSG International	IBM	Rogers Cable	WildBlue Communications

38% of
SkiTAM 2012
attendees
are cable
operators,
MSO
employees
or satellite
providers.

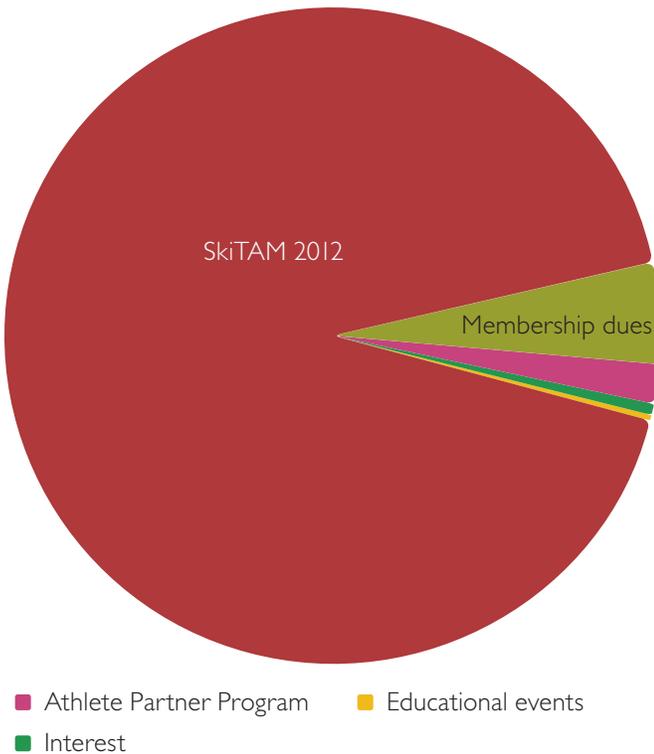


2012 Financial Overview

Financial Summary

Adaptive Spirit's first year as a non-profit cable industry organization continued the success previously established when the group was affiliated with CTAM of the Rocky Mountains. Held March 29 to April 1 in Vail, Adaptive Spirit's first annual educational and networking meeting, SkiTAM 2012, generated \$1,008,843 in total revenue. After event expenses, the board approved a net donation of \$600,000 to the U.S. Olympic Committee to benefit the Paralympic National Ski Team during its 2012-2013 season. In addition, No Excuses Unlimited received revenue totaling \$71,747 from the silent auction, raffle and individual donations both from Adaptive Spirit and individual contributors. These funds will be used to support the Athlete Partner Program.

Sources Of Funds



* The donation to U.S. Paralympics will be completed by October 2, 2012.

Statement of activities

July 1, 2011 to June 30, 2012

Revenues

SkiTAM 2012	\$1,008,843
Membership dues	\$48,500
Athlete Partner Program	\$22,568
Interest	\$1,285
Event income	\$564
Total	\$1,081,760

Expenses

SkiTAM 2012	\$478,106
Organization	\$26,538
Athlete Partner Program	\$8,884
Total	\$513,528

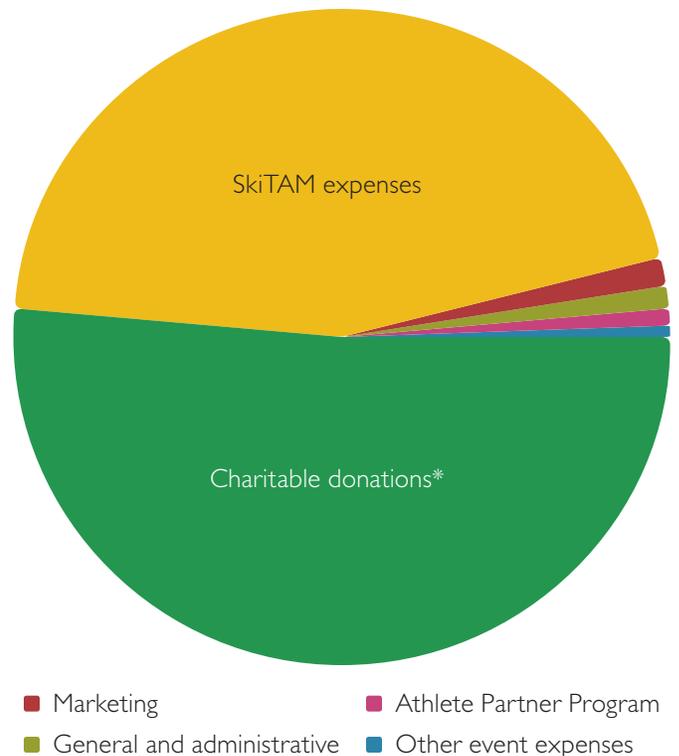
Charitable donations

Athlete Partner Program	\$13,684
US Paralympics*	\$600,000

Deficit from operations

In kind services and value received	\$40,627
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Uses Of Funds



2012 Financial Overview, continued

Statement of financial position

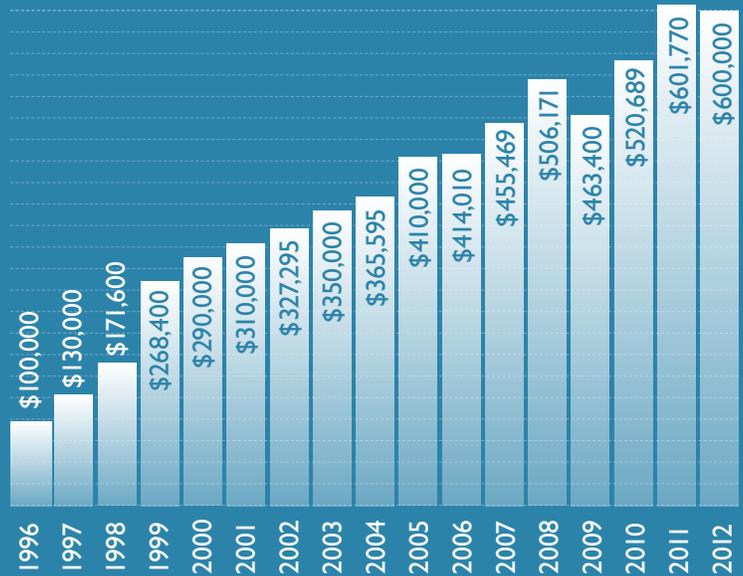
June 30, 2012

Assets	JUNE 30, 2010
Cash and cash equivalents	\$ 920,340
Accounts receivable and pre-paid expenses	\$ 2,000
Property and equipment	\$ 5,336
Total assets	\$ 927,676

Liabilities*	
Accounts payable and accrued expenses	\$ 600,000
Net assets	\$ 327,676

* The donation to U.S. Paralympics will be completed by October 2, 2012.

SkiTAM Donations to the USAST



2011–2012 Year in Review



Movers and Shakers Event

Adaptive Spirit's first official industry participation was in December 2011 at the Movers and Shakers event. Partnering with the Rocky Mountain chapters of WICT, NAMIC and the Rocky Mountain Cable Association, Adaptive Spirit participated by contributing marketing assistance for the event. The evening's keynote speaker, Marge Jackson, Vice President of Sales and Retention for Comcast's West Division, spoke on the topic of optimizing and aligning sales philosophies, enhancing sales and retention techniques to increase and retain market share. All proceeds from this event support WICT, RMCA and NAMIC educational outreach programs.



Adaptive Spirit Board Members Inducted into the WICT "Walk of Fame"

On May 17, 2012, Adaptive Spirit board members Steve Raymond and Joe Rooney were honored by WICT Rocky Mountain for their leadership, impact and commitment to the industry with the Teamwork in Innovation Award. WICT's "Walk of Fame" recognizes industry leaders whose passion and ambition exemplify the WICT Touchstones of Leadership. A distinguished gathering of cable executives and telecommunications personnel applauded the efforts of Raymond, Rooney and the SkiTAM event committee for 17 years of dedication.

Building the Best Organization

During 2011 and the first part of 2012, a number of people and companies volunteered time to create the now functioning professional organization named Adaptive Spirit. We wish to acknowledge and thank them for their assistance.

In order to create the best organization possible, it was decided to get top-notch help and **Dean Ericson** was asked to lend his support. Dean has lived in Colorado for more than three decades. Dean and his family are skiers, snowboarders, tennis players and lovers of the “Colorado lifestyle.” Dean’s career includes business development leadership for ATC, now Time Warner Cable, founding a media consulting company, a Scandinavian channel cable network, a board member of the Colorado Prevention Center Foundation, chairman of Rocky Mountain PBS and President of the International Skiing History Association. Dean has been a supporter and participant in SkiTAM for years, many as a member of “Team Myhren.” He has a keen interest in the future of the group and its continuing significant financial contributions to the U.S. competitive adaptive Alpine and Nordic athletes. We asked Dean to help the organization’s leadership draft a “winning strategy” for 2012 and beyond. After Dean submitted his thorough and candid organizational blueprint, a group of volunteers including the current board, **Rick Simms**, treasurer of No Excuses Unlimited, and **Trygve Myhren** discussed the suggested plan and hammered out the tasks needed to move forward.

Next, it was time to submit the organizational documents needed to become a legitimate professional association. A resource common to both the U.S. Olympic Committee (USOC) and the cable industry is Deloitte and one of our most enthusiastic individual supporters is **Jerry Keane**, who is in the telecommunications division of Deloitte. Deloitte’s sponsorship of the USOC provides strategic insight and professional services. Deloitte, a sponsor of the U.S. Olympic Committee and Team USA

since 2009, recently extended its agreement through 2020. As a trusted advisor to the USOC, Deloitte shapes long-term strategy, improves operational efficiency and provides a range of business services. With Jerry’s guidance, the U.S. Paralympic division of the USOC allocated a portion of their Deloitte consulting hours to Adaptive Spirit that resulted in assistance to file non-profit organizational documents with the IRS. Deloitte practitioners and Team USA members have a lot in common: through a commitment to excellence, they seek to embody integrity, perseverance, teamwork and leadership in action.

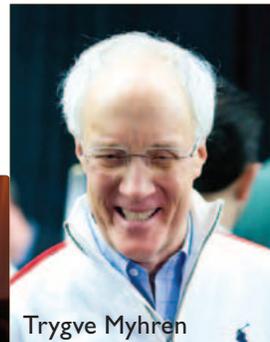
Adaptive Spirit extends its gratitude to Dean Ericson, Jerry Keane and **Tony Stupore** of Deloitte, Trygve Myhren of Myhren Media and **Charlie Huebner**, USOC Paralympics Chief for their assistance during the formation of Adaptive Spirit.



Rick and Cynde Simms



Jerry Keane



Trygve Myhren



Dean Ericson



Tony Stupore



Charlie Huebner





**“We think
it is a great
cause and
it is good
for business,
a powerful
combination.”**

—Adaptive Spirit
member

SkiTAM 2012

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 member together to build the cable business.

In 2012, Adaptive Spirit chose the U.S. Paralympic National Ski Team as the recipient of funds raised during the event. For the previous 16 years, SkiTAM was hosted by CTAM of the Rocky Mountains. SkiTAM 2012 marked the 17th event but it was the first one hosted by Adaptive Spirit. SkiTAM 2012 can boast 1,003 participants and 128 industry companies represented.

Adaptive Spirit and the Rocky Mountain Cable Association... A winning team

At SkiTAM 2012, Adaptive Spirit and the Rocky Mountain Cable Association (RMCA) collaborated on the assembly of a high-powered executive panel. The event included an overview of the marketing suite portion of IBM's 2011 Global CMO Study. A panel then reacted to the study results and discussed marketing challenges and opportunities specific for



the cable industry. This exclusive event was held on March 29, 2012 in front of a packed house in a ballroom at the Vail Cascade Resort. The panel featured top marketing executives: Mark Greatrex, Chief Sales and Marketing Officer at Cox Communications; Brian Hunt, Senior Vice President Marketing and Sales Strategy at NBCUniversal; Allan Samson, Senior Vice President Marketing, Charter Communications; and Marissa Freeman, Senior Vice President Marketing at Time Warner Cable. Rich Maraschi, IBM Global Lead for Business Analytics, Media and Entertainment Industry, presented the marketing suite and moderated the panel. Adaptive Spirit members who attended the panel discussion received a hard copy of the IBM Global Study for further study.

Adaptive Spirit and U.S. Paralympics

You may want to know the connection between the cable industry and the U.S. Paralympic National Ski Team. Before Adaptive Spirit was formed, key cable industry executives recognized the need for the Paralympic Ski Team to secure additional funding to continue their operations and opportunities for disabled athletes and the idea for SkiTAM was born. When formed 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 additional

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. They also assist 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.



2012 SkiTAM Sponsors

SkiTAM 2012 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 2012.



Platinum

- Amdocs
- Cisco
- Cox Communications
- Disney & ESPN Media Networks
- Ericsson
- HBO
- NBCUniversal
- Time Warner Cable

Gold

- Bright House Networks
- Convergys Corporation
- Juniper Networks
- Oracle
- S&D Marketing | Advertising
- Samsung

Silver

- ARRIS
- CAS Group
- Contec
- DraftFCB
- EMC
- Fujitsu
- GameSnake.com
- Huawei Technologies USA
- ION Media Networks
- Motorola
- SeaChange International
- Starz Entertainment
- Technicolor
- Viacom Media Networks

Bronze

- ADB, Inc.
- Alcatel-Lucent
- Alticast
- Avail-TVN
- BBC America & BBC World News
- Ciena Corporation
- Cognizant
- CSG International
- Fox Networks
- Fox News Channel
- Horowitz Associates Market & Multicultural Research
- Humax USA, Inc.
- IBM
- iN DEMAND Networks
- IPgallery
- Knotice
- MavTV
- Media Vest Global
- MRV Optical
- Myhren Media Inc.
- New England Sports Network
- NetScout Systems
- Outdoor Channel
- Sand Cherry Associates
- SMC Networks
- Turner Networks
- TV Guide Network
- Univision



SkiTAM 2012 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 2012 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.

Steve Apodaca, Sponsorship Co-Chairperson
Charter Communications, President, Operations

Amy Bauer, Legal Liaison
University of Colorado Law School, Legal Writing Professor

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

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

Susan Burgstiner, Social Chairperson
Marketing On Demand, President

Colette Carey, Publicity Chairperson
HDNet, Director, Media and Public Relations

Alex D'Addio, Video Chairperson
D'Addio Communications

John Farra, Nordic Team Liaison
Paralympic Ski Team, High Performance Director,
Paralympic Nordic Skiing

Cheryl Feingold, Gift Bag Chairperson
Ericsson, Director of Staffing

Deborah Flippo, Committee Communications
Avail-TVN, Senior Director

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

Steve Havey, Athlete Partner Program Co-Chairperson
Contec Holdings Ltd., 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
Paralympic Ski Team, High Performance Director,
Paralympic Alpine Skiing

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

Steve Raymond, Event Committee Co-Chairperson
Disney and ESPN Networks, SVP, National Accounts,
Affiliate Sales & Marketing

Joe Rooney, Event Committee Co-Chairperson
Cox Communications, SVP, Brand Marketing, Advertising &
Social Media

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

Lori Wood, Volunteer Chairperson
Digitas, Senior Associate, Marketing

U.S. National Paralympic Ski Team

As of December 2010, the U.S. Adaptive Ski Team is governed by U.S. Paralympics (USP). A division of the U.S. Olympic Committee, USP is the national governing body (NGB) for paralympic skiing in the United States. USP provides support and programs for the national teams. They also assist with grassroots 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.

Looking Forward To Year Two

During the next year, Adaptive Spirit has set a number of goals to complete. The primary goal is to continue to execute the best cable networking event in the industry and increase the value and benefits of Adaptive Spirit membership.

One task needed to accomplish the Adaptive Spirit primary goal is to bring together a leadership group to make the organization as successful as possible. We will grow the current board, currently at four members, and add advisory committees. For the board, we are targeting senior leaders in the cable industry who bring their passion and energy for the business and support the relationship nature that has made our industry so successful. We will also bring on advisors who have expertise in specific areas to support the board.

Another major goal is centered on the Adaptive Spirit Endowment Fund. In 2008, using funds from previous SkiTAM events, an endowment fund was created and managed by the U.S. Ski and Snowboard Association who was, at that time, functioning as the national governing board for the adaptive



ski team. When the governance passed to the USOC, the fund was transferred to No Excuses Unlimited. Adaptive Spirit and No Excuses Unlimited will work together to create a financial tool which will act as a "safety net" for the team's funding and also be used to spearhead initiatives that may not be covered by its general budget.

Finally, Adaptive Spirit will complete its mission by providing one or more high-level executive educational panels at SkiTAM 2013. These panels will continue to explore the relevant issues that face our industry. We will continue our relationship with the Rocky Mountain Cable Association and partner with them on marketing events. Adaptive Spirit will also expand its relationship with the National Association of Multi-Ethnicity in Communications by creating a mentoring event or program.

The 2012-2013 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 attend SkiTAM to raise the visibility of our brand with key influencers and decision makers. Also, the charity aspect of this event is very appealing.”

—SkiTAM 2012
Attendee



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Littleton, Colorado 80120
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Save the Date!



Adaptive Spirit's SkiTAM 2013 will take place April 4 to 7 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.

See you on the mountain!

