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Head Coach Ron Rivera, General Manager Martin Mayhew, and Executive Vice President of Football/Player Personnel Marty Hurney

Head Coach Ron Rivera opening statement:

“Good afternoon everybody. I appreciate you guys being on. I’m excited to introduce you both to a couple new additions to our personnel department, starting with Martin Mayhew as General Manager and Marty Hurney as Executive Vice President of Football/Player Personnel. Both of these guys were very impressive during this process, a process that lasted almost three full weeks. But we got through it. Both [Owner] Mr. [Dan] Snyder and I both feel very comfortable with the decisions that we’ve made going forward. These men have both been with this organization in the past, and this is a homecoming of sorts for both of them. They understand the rich history and tradition of this franchise and are eager to get to work to get us back to playing championship football here in the DMV. I also would like to take a moment to also announce that we have officially promoted Eric Stokes to the role of Senior Director of Player Personnel. Eric was a great addition to our organization last year. Myself, Martin and Marty all believe that he will be an instrumental part of what we’re building here in our personnel department. With that, we’d like to open this up for questions.”

On the quarterback position:

MM: “Obviously, it’s one of the key positions on the football field. It’s something that we’ve been giving a lot of thought to. We’re working through that process right now. We’re very impressed with what [QB] Alex Smith did last year, being 5-1 and all of that. We certainly plan to look at that position very thoroughly and talk about it.”

MH: “I agree with Martin. We were here basically two days, and then we went down and spent the whole week at the Senior Bowl. We’re still getting our feet on the ground, but obviously we’re evaluating all areas. We’re extremely impressed with the way Alex Smith played last year, the way [QB] Taylor Heinicke came in and played in the playoff game. We’ve just got to go through the process. We have a lot of work to do, and we’re just right now getting comfortable with the entire roster.”

On what they look for in a franchise quarterback:

MM: “I’ll tell you, that’s the most important position on the football field really, so you’ve got to have football intelligence to play the position. You’ve got to have the arm talent. The leadership ability is really important. One of the most important things I think is the football character. That’s all the preparation that goes into it, that’s understanding the game, that’s being mentally tough, that’s having passion for it. All of those things are required in that position. You really can’t cut any corners there. You’ve got to really be a complete football player to be successful there.”

MH: “Obviously, you look at his skillset. You look at his techniques. You look at how he’s gotten along with his teammates, what his teammates have said about him. Again, the guys we have on roster right now, you hear nothing but complimentary things about all of them. The bottom line is, just like an organization, the quarterback is really the lead piece for you as far as your offensive system goes. He’s very important to winning football games. You look at skillset, you look at leadership, everything Martin said.”

On what attracted them to come to Washington:

MM: “It’s just very personal for me as I said before. Some of the best football I’ve ever been around was here. I was actually in this building my last year here in 1992. But just incredible memories of the experiences I had in this area. Two of my kids were actually born here. I met my wife here. This franchise has just really been an important part of my life. Throughout my NFL career, I have really kept my eye on it and have really wanted to be here. The opportunity, for me, is just really special for me personally. From a football standpoint, you saw what they did last year. 7-9 is not what you want, but winning that division was really important, I think. When you look at the young pieces that this football team has, that was exciting to me, just having the opportunity to be around the front four, some of the younger players on this team. It’s just really impressive what I think Ron did as far as changing the culture here in the last year. You can see the different energy on the football field when you watch this team play. I’m excited about where we are. I think we’re on the cusp of something special. We’ve got to have a great offseason to take that next step, I think.”

MH: “Just like Martin, it’s neat to come back home. I grew up here. I grew up in Wheaton, Maryland. It’s just great to return. I think it starts with having an owner that has a passion and desire to win and is willing to give you the resources to do whatever we can to do that. Then, these two guys. I have obviously spent time with Ron for about five years and have a great relationship with him. I’ve known Martin for 30 years. Martin was a player in 1989 when I was here in public relations. I think the most important thing is, philosophically, all three of us are on the same page. We can have direct and honest discussions among all three of us, and Eric Stokes as well. The only thing that matters is getting to the right decision. I’m just very comfortable with the people here. I know a lot of other people that I was with in Carolina that are up here. It’s just a great thing.”

On how the Senior Bowl affected their analysis of the draft process:

MM: “Well, the draft process is ongoing. We’re always working on the draft process. The Senior Bowl, I think, kind of helped us as far as evaluating the players that are there. But there’s a lot of evaluation that happens before that already. It’s just one step in the process. It was valuable being there, but we were really at the office for one day, then at the Senior Bowl. Now, we’ve been here for three days now. We’re just starting the process, really, of evaluating our team, trying to work on what our needs are and moving the process forward for free agency and the draft.”

MH: “I think what’s so important this year because of the pandemic, you couldn’t get out to schools during the week. You could get to the games, but you couldn’t get the view on the sidelines before the game like we normally do. It gave us a chance to see guys up close. We had a chance to basically interview 136 players. I think Jim Nagy, the director of the Senior Bowl, did a terrific job organizing this process. I think everybody—you ask around the league—everybody came out and thought it was a very valuable piece of the puzzle. As Martin said, there’s so much involved in the draft process, but it was an excellent start.”

On defining each of their roles:

MM: “We’re going to both be collaborating, both working with Ron to make the right personnel decisions. It is really very loosely defined. There’s no ego here between either one of us. Our goal is to win a championship. We’re working toward that together. We’re both going to be evaluating, both going to be working on the road some, and just working together to win as many games as we can this year.”

MH: “I think it’s so important to me, we have both been in positions that—Martin has been in the general manager seat, I’ve been in the general manager seat. We really have a very similar philosophy. We like each other. We respect each other. We can talk things out, and then we work together along with Eric and along with the personnel staff to make recommendations to Ron. The only thing that matters to either one of us is to win games. That’s all it’s about. Having people that you really like personally, and you respect professionally, and

you can have fun with and work extremely hard—I think that’s the ideal situation. That’s the way I view this is that I think I am, and we are in an ideal situation.”

On how they will divvy responsibilities:

MM: “Again, it’s going to be a collaboration on everything. We’ve all been involved in different things at different walks, but we’ve all been in that chair and had to make those decisions. We’re going to be really working collaboratively together and just setting the table for Ron to make the decision.”

MH: “I think we complement each other very well in just the conversations that Martin and I have had. Sometimes we have the same philosophy and then sometimes you have different angles that you look at things. The important thing is having communication and being able to talk things out. We talk 20 times a day, and that might be a low estimate. It is constant communication. If this first two weeks is any indication, I think we both enjoy working with each other. I think we really do complement each other very well.”

On what Mayhew learned from his first role as a general manager in Detroit:

MM: “I’ve learned a lot. It wasn’t just that first run as GM, it was being able to lead Detroit having grown as a GM in that seven-year period and going to the New York Giants and working with [former Giants General Manager] Jerry Reese and learning from him. Then going to San Francisco and working with [49ers General Manager] John Lynch and learning from him. One thing that was really interesting and intriguing to see is that they have sort of a coach-centric approach there, too, with [49ers Head Coach] Kyle [Shanahan] and John working together. That relationship was really tight. I just learned a lot watching those guys have that relationship together. They didn’t always agree, but they always maintained that closeness and never lost focus of what the ultimate goals were. The lack of ego in that relationship is sort of hopefully bleeding into this so we can have a sort of similar relationship here. I’m looking forward to working with Marty. As he said, I’ve known Marty for 30 years now. I’ve known Ron, we’ve both been on the Bill Walsh Diversity Committee with the league, so I’ve known him for seven or eight years. Just the collaborative nature of what we’re doing and working together—I feel really good about that. I think that what I’ve seen in the past is going to help that work even better.”

On the keys to bringing a team to the next level:

MM: “Well, I think one of the key things from what we saw last year and what I mentioned earlier was Ron being able to come in and start to change the culture here and make it about being great. When it comes to playing on Sundays, everybody wants to play on Sundays. You’ve got to have guys that like the full process and enjoy being together and enjoy the competition and just the competitive nature. I think we want to keep adding guys that have those similar traits, and keep adding young, talented players that love the game and have what I call ‘football passion’ and what we called in San Francisco ‘football passion,’ that love the entire process. When you add the right kind of people, you’re going to have the right kind of success, I think.”

MH: “I agree with Martin. That’s what it starts with is the right kind of people. Then, you look at how this coaching staff developed the young players last year. I do believe it takes a mix. Ideally, you’ll have a veteran in each room to help groom those guys. When you draft guys, you can teach them the culture day one. I think it helps if you have veterans in every room. I thought you saw the leadership on this team really, really grow and stand out last year. I think that’s a credit to Ron and his coaching staff.”

On the line between getting a franchise quarterback without giving up too much in the process:

MM: “Yeah, that’s kind of a hard question to answer. I think what you want to do is make sure you target somebody that fits what you want to do offensively. Then, you have to have a guy that has all those traits that we talked about earlier in terms of the leadership and work ethic and all those kinds of things. The most important thing, I think, is to have somebody that’s going to come in and be able to lead the team and be able to

win games for you. I don't believe that there is a line. I think you want to be smart, but you want to be aggressive in that process. That's kind of what our plan is right now."

MH: "I agree. You want to be aggressive, but you do not want to mortgage the future. Again, this is a team game. As important as that quarterback position is, you have to have people around him. You have to have an offensive line to protect him. You have to have skill players. It really does. You can't isolate one position, although it is an extremely important one. All the traits Martin said, and I think you take one decision at a time, you make one good decision at a time, and go from there."

On if it is imperative to find the franchise quarterback this year:

MM: "Well, what I think as far as the quarterback—every position on the football field, you're always looking to be as good as you can be. That's the priority. There's a lot to talk about, a lot to discuss and a lot to evaluate. I think it was remarkable what Alex was able to do last year. There's going to be a book—there should be a book, a movie. I have watched that 60 minutes [episode], and I haven't seen anything like that before. He should be the Comeback Player of the Year. What he did was really incredible. I have great respect for that. But like every position, we're going to look at everything and see if there are opportunities to improve our roster. We're going to go about it that way. Is it going to be this year, is it going to be next year? Whenever it is, we're going to get the right guy."

MH: "Again, I think it's one day at a time. If you look, Alex Smith was 5-1 as a starter. We all saw how Taylor Heinicke played in the playoff game. First, you start with evaluating your roster. Then you look at the quarterbacks that are out there. A lot of times it's all about timing in the draft, what position you're in and who's out there available. Again, it comes down to currency. It does come down to where you are. Can you protect the quarterback? Do you have weapons for him? So, there's so much that is included in that process that it's going to take much longer than the week and a half that we've been here."

RR: "I think the biggest thing as they both said—we've got to make sure we find the right one. That's the key. Is it imperative to find the right guy now? No, not necessarily. We would love to, but as we go through this process, we're going to exhaust all avenues. We're going to take nice, long looks at every option we have out there that's available to us. We'll go with the one we think is best for us going forward. Would I like to find him? Absolutely. Are we in a hurry? No. We want to make sure we do this right and we get it right."

On if the expectation is Smith will be on the roster next season:

RR: "Well, as I said, the biggest thing we have to do is we have to continue to go through our process. We've got to sit down and talk about it, discuss it. We've got to sit down and talk about it and discuss it with our players. We have not really had the opportunity now that we've gotten a chance to discuss the things we have now in place as opposed to the things we want to get in place. We'll see how it goes. But right now, we're still in a situation where we are looking at all of our options."

On making a push to trade for QB Matt Stafford:

RR: "I think the biggest thing, again, is like I said we're going to look at and explore all of our options. We'll go forward. I'm not going to get into details about the things we're doing and how we're doing them. Just so everybody understands, we're looking at all of our options."

On if now is the right time to go for a veteran quarterback in free agency:

RR: "Well, in our current situation, yes, it is. But at the same time, you don't want to necessarily mortgage your future. You don't want to take away the opportunity to continue your growth. We've done some really good things in the last few years bringing players here. Last year, I thought our coaches did an excellent job as far as getting our guys in position. So, going forward, I think the future is going to be bright if we do it the right way."

On if there is a sense of pride coming back to the Washington franchise:

MM: “Absolutely. For me, so many former teammates in the area still. So many fans have reached out to me. Just, like I said, very fond memories of the way things were then and wanting to get back to that era and getting this team back to the top of the NFL. That’s a driving force for me, and something I’ve been really focused on. This is my dream job. I’ve wanted this job for a long time. Having this job now and having this opportunity is truly special. I want to make it special not only for our fans, for our players, for our ownership, for everybody. I want this to be what it should be. I just have great respect for the history of this organization. I think we can get back there. That’s what the goal is, to get back to being at the very top.”

MH: “To do it, I think you have to have tremendous drive. Being back here at home, that drive is just escalated. Nothing would be greater. I think that’s something that Martin and I talk about all the time. I still have family and friends in the area. They certainly don’t hesitate to text me their opinions about what to do [laughs]. At the end of the day, it’s just great being back home. There is. There is a special part of this being back with this Washington Football Team and trying to get to the ultimate goal.”

On being a part of a team that is setting the bar for diversity within an NFL franchise:

MM: “We are certainly at the forefront. It’s great to be part of that. I had the opportunity to meet with [President] Jason [Wright] the other day. Just sitting and talking with him, I have tremendous respect for him. It’s special. It is special being part of that. Obviously, winning is the most important thing. If you don’t win, all of that doesn’t matter. While I’m glad to be a part of it, my focus remains on winning.”

MH: “I think it says a lot about the organization in getting it. It’s not only in diversity, but again, it’s the right people. Martin and Ron and Eric—I can go through a whole list of people here that are just very talented and exceptional at what they do. It’s just that common thread of having that desire and work ethic to win. I do think it says a lot about the organization.”

On how close Washington is to competing for a Super Bowl:

MM: “One thing I’ve learned—and I went to two Super Bowls 28 years apart—is you don’t get there by talking about it. You get there by working every single day to be the best you can be every single day. That’s the only way this team will have a chance to actually get there. That’s where my focus is. I was with this team in ’91, and we ended up winning it. Then in 2019 with San Francisco. There were a lot of similarities in those two locker rooms, but one of those was the ability to consistently work to get better every single day. Having guys that love it, having guys that like the process, not just working on Sunday, that enjoy the work and enjoy the practice and enjoy the film study—we have to get there. We have to get that culture instilled here, and then we have to get better every single day. Then we have a chance to talk about championships.”

MH: “I agree with Martin. I’ve been to two and lost two, and there’s a big difference now between getting there and winning it. I think that, as Martin said, it starts with one good decision at a time. You take it in steps. Then when you get there and you have a chance, as Bum Phillips said: ‘If you knock on the door long enough, eventually you’re going to kick it down.’ That’s just what we have to do is keep making the right decisions to put ourselves in the position to have a chance. When I say a chance, I mean winning it. When you’ve gone to two and you’ve lost two, the longer, the further you go in the playoffs, the more it hurts. It takes months. When you lose that Super Bowl, it takes months to get over it. Martin’s been fortunate enough to be on the winning end once. That’s why you do this. That’s what you strive for.”

On if they anticipate any changes to the front office:

MM: “I think we’re all set as far as those preparations. I don’t anticipate any changes anytime soon. Obviously, we just got here, so we’re evaluating the entire staff. However, I had a great opportunity to spend time with our

college scouts at the Senior Bowl and felt great about all of those guys. They're very diligent. They work very hard and did a great job with the interviews. I'm excited about working with this group. I don't anticipate making anymore changes, but time will tell."

On what they noticed about the teams in Washington over the years:

MM: "The one thing that I noticed over the years is just the continual change. I experienced that in Detroit as well. I think it's really important to, one, make good hires, but then have that continuity and stick with your processes, stick with your core group, and grow that group together. You look at some of the franchises that have been really successful over the last couple years whether you're talking about Seattle, New England, teams like that. There is a certain amount of continuity that has existed. I think that's really important because that's the way you build and grow together. I think that's going to be a focus going forward here. Obviously, we have to do a good job, hire the right staff, bring in the right players, coach the right schemes. All of those things have to happen. But I think we have people in place to do all of those things. I'm looking forward to being here, working with Marty and working with Ron for a while, and putting solid teams out there every year. They won the division last year—we talk about relevant—when you win the division, I think you are pretty relevant. Our goal is to go day-by-day, but to win the division again this year and go forward. We'll keep growing. We'll just keep growing that way."

MH: "I tend to be a single-focused person, so I was really focused on what we were doing in Carolina. As I say, I deal on the present. I think it starts with having an owner that has a great passion and desire to win consistently and to ultimately win Super Bowls. We have a head coach who I know extremely well. As good as a coach he is, he's even a better person. He's a great leader. He's got a great view of the bigger picture. He's a great evaluator. Martin is—I can't respect Martin more. He has experience and a skillset that covers all of the areas. I think we have a good group in the front office. Obviously, the coaching staff showed what they are made of last year. I think you just deal in the present in this business. That's all we're focused on. We come in every day, we come in early, we stay late. It's really about where we're going. I think that we feel very confident that we can make the decisions and, hopefully, become a very consistent, winning football team."

On their favorite places in the D.C. area they are excited to return to:

MM: "That's a good one. Honestly, the best restaurant I've been to so far is our cafeteria downstairs. Connor and Josh do a great job down there, it's the best food that I've had around here lately. I was here so long ago. I guess if I'm going to another restaurant I want to get paid for it, so I'm not going to go there."

MH: "Yeah, it's been a while. I really can't name a restaurant, but as Martin said right now we're doing a lot of lunches and dinners in the office and our focus is just working and trying to get ready for free agency and the draft."

On moments they have already had working together so far:

MM: "You know what, there's just been a lot of moments with Marty and I where we've been talking about players, totally hadn't talked about the player before and we have the exact same viewpoint. There's one guy in college – I won't mention his name – but we were talking about where we would play this player and there's a lot of debate about where to play him, and we were exactly on the same page. There's just so much that we have in common with the way that we view the game. I think our history here, both of us feel the impact that we can have here and appreciate what we had here before. Just the passion I think for both of us to get back to being the best and I look forward to working with Marty and Ron toward that goal."

MH: “I mean, Ron’s a great communicator, Martin’s a great communicator, I would like to think I’m a great communicator and that’s where it all starts. As Martin said earlier, there’s nothing wrong with having disagreements and that helps. You talk things through and the important thing is that once you come out of that office that you’re on the same page because I think that everybody else follows that lead. That’s what we have the great ability to do I think. Listen, this is a group, collaborative effort, you listen to opinions. I’m not always right, when people disagree I go back and you go back and you double-check things, and Martin does the same thing. It does help when you have great trust for each other, you respect each other and you like each other, and that’s the situation that we’re in right now.”

On who will decide Smith’s future in Washington:

MM: “I really can’t speak on that. I know Coach has spoken to [QB] Alex [Smith]. I haven’t spoken to Alex yet. I plan to, but I don’t know all the ins and outs. Like I said, we’ve been here for a few days and we’re evaluating everything.”

RR: “For the most part, again folks, the one thing we talk about is we’re exploring all our options as we go through this process. This process has by no means come to an end, so we’ll continue to work through these things and as we make decisions you guys will know.”

On how appealing a ‘bridge’ quarterback would be for next year:

MM: “I think you’re asking the same question a different way. Again, I think we’ve already covered that.”

On if they planned to increase diversity within the organization:

RR: “Well, as far as the diversity goes, it’s not planned. I can tell you when we went to the Super Bowl in 2015, they told me at the Super Bowl press conference that my coaching staff was the most diverse in the league and I didn’t know that. What had happened was I hired people that I thought were the best fit for us and that’s what I’ve done here, I’ve hired people that I believe are the best fit for us. In talking with [Owner] Mr. Snyder about some of the decisions that I’ve made, some of the decisions that we’ve made, some of the decisions that he’s made, it just turns out that way. I do think it is important that there is diversity, I think that’s huge whether it’s by race or gender. I just think making sure things are all equal and everybody’s given the opportunity. This is really the result of what happened in our interview process as Mr. Snyder and I were both going through this together. We brought in the final two candidates to meet and we were so impressed, and he and I were talking and I said, ‘Gosh, I’m really stuck because I really love both’ and he said ‘Really? Maybe we can do something.’ That was really the genesis of coming to this decision and it just so happens that it increases our optics in terms of our diversity. Again, it was done because we feel both these guys are very good, they’re highly qualified at what they do, we did it with an eye on the immediate future and the future going forward, so it’s a pretty exciting situation for us. I couldn’t be happier, I really couldn’t because to me it also just shows the commitment that Mr. Snyder is making in terms of giving us the tools and the opportunity to be successful.”

On Mayhew’s second opportunity as a general manager:

MM: “As far as this second opportunity, from my standpoint I certainly felt very capable throughout the time I was with New York and with San Francisco. But I was a 10th round draft choice and it probably colors my perspective about this league and that is that nothing is promised to anybody. There are a number of guys that I met who are personnel guys in this business who I think are very capable of being GMs, but there’s nothing promised. Like I said before, I was focused on improving and learning. And then to come and have the opportunity to interview, really I can just tell you with Mr. Snyder and Ron, it was a really exciting process for me because in the interview process we really just sat down and talked about football, actually for a few days about football. Marty was there too the last two days, I think. The interview process was different than some of my other interviews in that I really felt like Mr. Snyder and Ron wanted to get to know me and just get to know my football viewpoints. Everything kind of meshed together. Marty came in and Marty and I were on the same

page about so many things, so again I just put my head down and worked and was fortunate enough to have this opportunity. It's been a blessing and I look forward to this opportunity to making Mr. Snyder and Ron right."

On if there are any players on roster they would not trade for a quarterback:

RR: "I'm not going to get into that. Again, I don't think that's fair. We've got a lot of really good football players that we really, truly do like on our football team."

On QB Kyle Allen's surgery and recovery:

RR: "Yeah, Kyle is going through his rehab right now. He's been doing a great job. He is out of town right now and working with somebody else on his rehab. Kyle is somebody that most certainly is part of what we're doing right now."

On the price of a franchise quarterback through trade:

MM: "As far as trades and things like that, I did a lot in Detroit and what I found is the more you talk about compensation or who you would give or what you would do the less people want to do business with you. I really wouldn't get into a value, I would not grade what the Rams or what Detroit did, it's not what I do. It looked to me like both teams got what they wanted. From the outside looking in, I have no idea how that process went, but as far as talking about trades I don't really do that."

On the balance of giving up multiple first round picks for a franchise quarterback:

RR: "Well, that's the struggle. That's what you really, truly worry about. You may get what you want from the individual, but as Martin said – and it's something that we talked about a long time ago – if you do have your franchise quarterback, can you protect him? Do you have enough playmakers around him? I'd hate to go get a franchise quarterback or have a franchise quarterback and not have enough tools in place to make him efficient. It's interesting because you talk about some of these quarterbacks that are out there right now, a lot of people go, 'Oh, wow. Look what he's done,' but then you say, 'Yeah, but he hasn't won a lot.' Well that's because he hasn't a lot of tools around him and there's reasons why. One of the reasons I don't want to get into why is I don't want to see us get into a situation where we can't put playmakers around our guy, we can't protect our guy. That's something that we've got to make sure we can do."

On conversations with Mr. Snyder through the interview process:

MM: "I don't know much about that whole situation. I know this, this is a very, very special place with a very passionate owner about winning who will do whatever it takes to win. He's committed to diversity and he's been a guy that I have respected for a very long time. I'm excited about being here."

MH: "I just echo what Martin says. I've said it several times, he's got a burning desire to win and I think he has a very good idea of what it takes. I think that he's got Ron and he's got people that he trust to do that. We both feel a responsibility to accomplish that for him because he does have such a great burning desire to do that."

On a particular quarterback that fits the system:

MM: "That is a very, very good question that I cannot answer. We are looking right now at a lot of different alternatives and we're working through that process, and it really wouldn't help us at all to start saying who we think is an ideal fit. Obviously, Alex and Kyle fit this system very well, but as far as anybody else out there we're looking at all the options."

RR: "Just really quick on that, one of the beauties of what we do offensively is we're not stuck on one particular style of play for our quarterback. If you look at what we've done in the past, [Offensive Coordinator] Scott Turner has been part of a mobile quarterback situation that we have, a pocket passer type of situation that

we have. We can go quick stuff, we can go dropback stuff, so we're not stuck on one image, we're stuck on the right kind of person, the right kind of player for us as far as that's concerned."

On G Brandon Scherff's contract negotiations:

RR: "That's most certainly one of the players that we are most certainly discussing. We've had a chance, an opportunity as a coaching staff to meet with Marty and Martin and the rest of our personnel staff and we reviewed the entire roster on Monday. We're formulating plans on the players we're going to approach quickly and we're also formulating our plans going forward for free agency and then we'll most certainly be diving into the draft as well. That's all in the situation where we're preparing to do all those things."

On if Washington's defense was good or great this season:

MM: "I would say somewhere between good and great. I think the front was obviously great. I recall being in San Francisco and playing this team late in the year and having a sense from our game plan and what we planned to do. We thought we could exploit some things on the back end defensively. Unfortunately, we never had time to do any of that, our quarterback was under duress the entire game. There's definitely some strengths there and some areas where we can build on. It's a very, very good defense. I think [Defensive Coordinator] Coach [Jack] Del Rio has done a fantastic job. Obviously, the defensive line play is the engine that drives this team, that drives this defense at least. I'm excited about that group and about adding to it."

MH: "Yeah, I'm a big believer that you start building defenses from the front back. If quarterbacks don't have time to throw the ball it makes it a lot easier on the back end. I thought it was an excellent defense. I think our job is to just kind of continue to improve it, come up with players that can help make it better, but when you can get pressure on quarterbacks, when you can stop the run that's where defense starts in my opinion. I think it certainly was one of the top defenses in the league in my opinion."

On if they would be interested in bringing QB Cam Newton to Washington:

RR: "Well, I think the biggest thing we can say is, guys, we're exploring all of our options. Nothing is off the table and, again, as we go through this we're going to do what we believe is best for us."

On when he decided he wanted to hire a general manager:

RR: "You know, probably about the middle of the season. In all honesty, I just finished my treatment and thinking about all the work that I was doing, thinking about all the work that [Senior Vice President of Football Administration] Rob Rogers was handling. You know, Rob Rogers was a hero throughout this whole process because here's a guy that not only did his job, but he really picked up a lot of my slack as well with the daily administrative stuff. Quite honestly, it was taking away from his own duties, I mean he was tremendous, he really was. Mr. Snyder and I really have talked a great deal about that, the fortune of having a guy like Rob Rogers. But what we were looking at and our discussion was there's a lot of things that go on that I really can't handle and I really, truly needed to have somebody come in that can really set things up for us. There was a lot of things that I'm used to doing, there's a lot of things I'm used to seeing being done a specific way and I just felt bringing a veteran general manager into the mix would be much more beneficial for us as a football team and would take a lot of those duties and responsibilities off of my plate, and would also take it off of Rob Rogers. As I said, Rob was a hero throughout this entire season. He's one of those behind the scene guys who did not get enough credit. So, that's really kind of what the genesis was for me and the later we went into the season and had things come up – like I would try to start watching practice after we got off the field, I'd do the press conference with you guys, I'd grab something quick to eat and I'd set up to start watching tape and then Rob would have to come in and say, 'Hey Coach, we have to take a look at this; Hey Coach, can we go through this; Hey Coach, let's go through the roster; Hey Coach, we've got to go through who the actives are going to be.' So now, all of a sudden I'm in the middle of trying to watch the team, but now I'm trying to do the other parts of it that are for the team. Just thinking that what we needed to do was bring an extra set of eyes in. As I

said, to my benefit, to this organization's benefit, we were able to get two extra sets of eyes, two very experienced guys in the league, so that was really the genesis of this entire situation to me."

On moving on from former Vice President of Player Personnel Kyle Smith:

RR: "Well, in the big scheme of things for me, when you're changing things and you're looking at things – I was in a place for nine seasons and quite honestly it was a great opportunity to start fresh. As we go forward, I'm going to make decisions that I think are best for us because I believe they help us. Now, Kyle did a great job here, he really did. He did some really good things, he'd been a part of some things that happened here and just looking at it I just thought it was an opportunity for us to go forward. Really happy for him that he got the Atlanta job. I think it's a great opportunity for him to start fresh and start new."

On how they will handle disagreement:

RR: "I'll say this, and Martin said it best and Marty always reiterates it too, is it is collaborative. What Martin said that I really appreciated and it was when the three of us were sitting there discussing football decisions – and Mr. Snyder was in the room and he was listening in – and Martin said, 'You know, that's the beauty of this. If we collaborate properly, if we all go through the process and talk together, we're not going to have any disagreements.' It made all the sense in the world because I think we have enough quality minds in the room, enough experience that when we go through it and somebody points something out it's going to catch our attention. In this group, there's not enough ego between the three of us that there's just going to be one dominant attitude. It is coach-centric, but the truth is both those men have been in the situation where it is coach-centric. It's always been coach-centric, it's just about titles and who everybody has a perception of who has the final say, but I promise you I'm going to listen to Martin, I'm going to listen to Marty, I really am. That's who I've always done it, I've listened to the people that have been through this. It's important because – you know, one of my favorite sayings is, 'Don't draw me a map unless you've been there.' Well, both these men have been there and I really do think if we do these things the right way and we collaborate and we listen to one another, we'll come out of the room with the right frame of mind that we just made a good decision."