

March 30, 2026

## **Managing Partner Josh Harris**

### **Opening Statement:**

“Thank you guys for traveling. I know it's a long way from D.C. although, a little hot, but pretty nice out there. Anyway, what can I help with?”

### **On whether plans for the new stadium are on track:**

“On track, on track, totally on track. Hard at work on so many cool things when you start to think about it. But basically, we're starting utility construction this month, next year about this time we'll start construction. We're doing some of the detailed design features, there are so many cool opportunities with the innovation and stadiums. Whether it's the shape of the scoreboard, whether it's the size of the scoreboard, the sound, the nature of the roof, the premium, how close many of the seats are relative to other stadiums. There are so many great opportunities, but we're definitely on track and looking forward. This is going to be an amazing project. The best part of every week for me is spending several hours on the stadium.”

### **On the priority of the new uniforms:**

“Yeah, the priority is honoring our past and then looking to the future. Updating but not forgetting about our heritage, who we are and honoring that. And we have a bunch of things up our sleeves. I don't want to ruin the surprise, but we're going to continue to embrace our past, but then update it. And so, stay tuned.”

### **On the importance of embracing the history of the franchise in relation to the new uniforms:**

“Well, I lived through our past. Hey, I mean, I'm only 61, so I didn't go back before the seventies, but I was there for the 70s, 80s and early 90s, right? And so, I lived through how amazing those teams were, and you know, what an impact it had on me. I know that thousands of our fans, or millions maybe, feel the same way. I think it's important to go back to that as much as you can. But at the same time we have a bright future ahead. Even the shape of the stadium and the look of the stadium. When you look at it, it looks like RFK but it's been modernized, right? And so that's a great example. And so, our uniforms are similar. I mean, some of the Super Bowl era uniforms, some, you know, there are many ways to honor our past and you're seeing how we treat athletes and, you know, bringing back some of our past superstars. So, all those things go into it.”

### **On the coaching changes during the offseason and if there is a heightened sense of urgency:**

“There is. Look, no one was happy with last season, and we wanted to make a lot of progress. And so, we, obviously, made some changes. And I think [General Manager] Adam [Peters] and [Head Coach] Dan [Quinn] had a great free agency. We, you know, picked up a lot of great players. I think, as you all know. We know, next up is the draft. And so pretty much every waking hour we're trying to improve our team. And we want to go back, you know, we had an amazing first year, a tougher

second year, but we have a young quarterback that we have a lot of faith in, and we got to get on it and that's what we're doing.”

**On his faith in Quinn’s decision-making during the hiring process of new coaches:**

“Yeah, both Dan and Adam have my confidence, have our confidence, we're solidly behind them, and we made the changes we thought were appropriate under their leadership. And one of the great things was that the minute, you know, like I said, no one was happy with last season, but we immediately got on it, right? And they got on it. And, you know, sometimes there were some injuries, there were some other things that happened, but none of that's an excuse. We knew we had a lot of work to do, and watching them, you know, get back at it quickly, Dan ran an incredible process for the coordinators. Met with tons of people. I was very much up to date. And, you know, we ended up with two guys that I think are a little younger, but really have massively high ceilings and I think can hopefully have a big impact on a franchise. And then Adam took over, got right into free agency and you saw the activity. It took a little time for us to get started, but that's sometimes the way things are, right? And he made a lot of important moves to get the team younger and to get the team faster and to go back to hopefully players that can deliver a more aggressive playing style. And our front seven, our pass rush is going to be much improved. We're way deeper there. Picked up some offensive weapons. And so, looking forward. Re-signed [T Laremy] LT [Tunsil] you know, [QB] Marcus [Mariota]. And so, you know, we made a lot of progress, right? But the good news is we now have the draft, and we have a very high draft pick and we're going to get a great player there.”

**On QB Jayden Daniels’ performance last season:**

“Yeah, look, I think that Jayden, you know, we have a lot of confidence in Jayden, and I spoke with him yesterday. I keep in touch with him. He's working super hard in the offseason. I got to say, you know, when he lined up in flag football, I'm not going to say I wasn't nervous, but, you know, glad that we got through that one. And he's our guy. We have a lot of faith in him. And so, he's hard at work learning and implementing, what's going to change with [Offensive Coordinator] David Blough. And so, you know, listen, moving forward and excited about next season, and, you know, sometimes injuries happen and other things happen. Good news about Jayden is that he's right back at work. And I have a lot of confidence in him.”

**On if the Fanatics Football Classic was a league priority in getting star players to participate:**

“Yeah it is a league priority in the sense that flag creates inclusivity in football It's very hard. I mean, you know, you need to be, it's harder to play tackle football for girls, for women, for people that might not be big enough or fast enough. And what it does is it expands the sport greatly. That was really Jayden's call. The league doesn't really get involved in that, and everyone took their own point of view on that. And my point of view was that Jayden's someone I trust. He's an individual. He's a grown man. He's a grown person. And, you know, I left that decision up to him.”

**On the importance of NFLPA Report Cards:**

“Incredibly important. So, it's good to have an “A”, more work to do. Look, I think for us, we went to the players. Our process was to go talk to the players directly, right? To have Adam talk to the players, to have Dan talk to the players, to have myself talk to the players and say, ‘look, what can we do different? What can we do better?’. And there's a very, look, players win titles, players win Super Bowls and so getting that, having the patina and also the respect of the players that we care about what they think, and we may we actually act on it, that's really important. So it's good to see that, but our process was to go direct, and we continue to do that.”

**On future plans for the team's health department:**

"Yeah, so I mean, obviously there's nothing more important than the health and the safety of our players. And so, it's a massively strategic area for us. And so, what we're doing is, we're right now meeting a lot of people, and Adam is leading a search to hire a new head of Player Care. And clearly, as an NFL team, you know, you're looking for every way to advantage yourself. Obviously, being a home for amazing players where they feel like you're taking care of them, that's a massive advantage. And we're working really hard and it's really strategic priority for the team, for the club, and, you know, you can, I know you're going to speak to Adam later, and he's front and center on that."

**On if the name of the new stadium will honor franchise history:**

"Yeah. So, we're about four years or more away from that. So, we're, that's not, right now, we're focused on building a great stadium, having amazing fan experience. I mean, one of the things I'll say about the stadium is that, you know, it's not just a stadium, it's going to be, that's a small part of what's going to be four neighborhoods and it's going to be really a community for the DMV. And so, the first step is building the stadium, and we're targeting 75,000 kind of seats or availability. We want to host amazing events. We're trying to get the Women's World Cup to play there, and you know, all the best acts will play there. And so, there's so many things to do, but the naming rights is kind of way off. But good try."

**On balancing financial investments in maintenance at Northwest Field know that a new stadium is a couple years away:**

"Yeah, so we're investing about 25 million this year across the practice facility and the stadium. Most of that's going to the stadium. We've invested over 100 million in the stadium, and we're still upgrading that. I mean, we didn't inherit a great situation there, but look, ultimately, right, you have to keep your fans happy, you have to keep the city happy and the DMV happy and, you know, you have to just lean in, unfortunately. So those are going to be some lower ROI investments, but we want to make sure that everyone has a first-class experience and do what we can do there."

**On modernizing and expanding the practice facility:**

"We're literally just, what we're doing is we're modernizing all the meeting rooms, the fitness center. You saw, we took that incredible high school field that reminded me of my high school but 30 years later and you know, this year, we, you know, are changing the showers just like the player facilities themselves. Like where they hang out and just making it a really comfortable place. It's not really about expanding the footprint. Right now we're, listen, like we have a lot on our plate, and so it's not like, I mean, we're right now there's no real plans to leave. People love that area. The team loves it. That doesn't mean that we'll never leave, but right now we're focused on the stadium. And so, like, making that a great place is important to us."

**On OLB Odafe Oweh's 100-million-dollar contract discussions during free agency:**

"Yeah, so right now I've had the opportunity now to go through my second free agency with Adam. And this year they made a lot of progress on systems, on analytics, there's just an incredible amount of information that they develop around player science. And they have a whole library of information, everything from medical to interviews to what they've heard, to analytics, to scouting, and so it's all available. And so, that gives me a lot of confidence to support what they want to do. And so, it gives me a lot of confidence to lean into these big signings. But in a big signing like that, I'm consulted, but generally I'm going to defer, you know, to Adam and what he wants to do. And so far, you know, and like I said, for me, the confidence, my confidence is growing in the sense that

when someone gives me a lot of information and they have an incredible rationale develop, and then like, obviously you do comps. I mean, we're in a hard cap system, right? So, you try to figure out, 'okay, you know, what's the right level of compensation as well'."

**On what he's learned from owning other teams and how it's applied to Washington:**

"Yeah, I mean, I've learned a lot. It's all about people, right? So, Adam, his staff, like the technology that they bring in, the medical that they bring in, the process they follow, that ultimately and your level of confidence in those people allows you to lean in. And so, number one, you know, it's about picking the right people, developing the organization and developing, you know, these various systems and you improve them every year. So that's the first thing. And secondly, it's about, and by people also, it's about players, right? And, you know, it's not, and you know, it's like talent, but also who they are as people where, how they are in the locker room, how much they love the game of football. So, all those softer things, you know, come into it as well. And so, that those are some of the learnings that I've gotten. And clearly, I mean, I've seen, you know, systems across different sports, and so I have much more of a frame of reference now as to what, what's really good and what's not so good. And so again, you know, we had a big free agency, and you know, what I learned, right? you have to let go and trust the people that are working with you. You're going to have to defer to them because the thing is so fast moving. And so, you do a lot of upfront prep work, you talk a lot, but then things change, right? And, you know, the market for free agency changes, right? Every day. And so, you're deferring, so who's in that seat? And in this case, it's Adam, you know, is so important to what's going on."

**On navigating conversations about players that have fractured relationships with past teams:**

"It's really the same way. I'm a presence in the room. I'm listening, I'm asking questions, you know, making sure that there's some rationality to it. And what I find is that, you know, Adam has a very disciplined, rational approach. He knows, he thinks about it upfront, he understands where he wants to go, him and his staff, he has a good staff. And so, it's sort of the same thing where I'm deferring, but I mean, to a large extent, but then, you know, if you're, if you're basically overruling your GM, you know, that's not going to last very long. That's not the way the league works."

**On being the hosting city for the 2027 NFL Draft:**

"Yeah, so we're going to go visit Pittsburgh. That's just all getting started. And listen, that's a massively important thing for us and for the DMV and for the NFL and for the nation. We're going to be working really hard to be amazing hosts. I mean, putting on, you know, I visited San Francisco and watched the Super Bowl this year, and how great of a job they did. And you know, we needed to do that. You know, the draft is a huge thing right there. We estimate there'll be over a million people on the National Mall and that's a big deal. There hasn't been that crowd in a long, in years and years, maybe forever, right? So, I think that, you know, all eyes will be upon us, and we need to be amazing hosts, make sure everything goes well, work with the city and really exciting, really exciting time for us."

**On Las Vegas Raiders DE Maxx Crosby's free agency:**

"Yeah, I'm going to defer that question to the league, as you might imagine. We saw it, I mean, obviously it was unusual. It was unusual, I'll leave it at that."

**On discussions about logos with the new uniforms:**

"Yeah, we're always looking at this stuff and like I said, you know, we're committed to the Commanders name. Yeah. I'm going to leave, we have a lot of surprises up our sleeve this season. I

think people will be, I'm excited to see the reaction. I think we've got it right and I'm going to leave it to, you know, the surprise situation to allow everyone to enjoy it.”

**On feedback from past players on the team’s current state:**

“Look, I mean, obviously for me personally, it's really important, those were warriors that are part of our heritage and part of who we are. And so, you know, obviously the, you know, being there with [Former Washington DB] Darrell Green being there with [Former Washington WR] Art Monk. Showing up in Art Monk's house and watching his surprise on his face was, you know, a moment I'll remember the rest of my life. But, you know, obviously there've been a lot, there's been a lot more than that. And so, we have more up our sleeve there too. There's, there's an obvious one we need to take care of and we're working on that. But you know, there's so many people to honor that we're going to keep doing it.”