



# TENNESSEE TITANS

**TITANS EXECUTIVES**



## K.S. "BUD" ADAMS, JR. Founder, Owner, Chairman of the Board, President and CEO



Entering his 52nd year as Founder, Owner, Chairman of the Board, President and CEO of the Titans/Oilers franchise, K.S. "Bud" Adams, Jr. is an enduring figure in the NFL. As one of the original team owners in the American Football League, he has guided his franchise to new heights since relocating to Nashville in 1997, posting six playoff appearances, including an AFC Championship (1999), AFC Central title (2000), two AFC South titles (2002 & 2008), AFC Championship appearance (2002) and Wild Card teams in 2003 and 2007. He is one of only four current NFL owners to reach the 350-win plateau – Adams, Ralph Wilson (Buffalo), Dan Rooney (Pittsburgh) and Al Davis (Oakland/Los Angeles). Consistently fielding winning teams, the franchise has earned 21 playoff appearances in 51 seasons, a total that ranks sixth among NFL teams since 1960.

A native of Bartlesville, Okla., Adams' interest in sports was first displayed while at Culver Military Academy where he earned letters in football, basketball and baseball. Upon graduation from Culver in 1940, Adams attended Menlo College (California), lettering in both rugby and football. Adams then transferred to the engineering school at the University of Kansas where he also lettered in football for the Jayhawks. During his days at KU, Adams met his future wife Nancy Neville and began his loyal affiliation with Sigma Chi Fraternity.

In 1942, while still in school at KU, Adams joined the U.S. Naval Reserve. In July 1943, he was called to active duty in the Navy's V-12 college program, which allowed him to continue in school. In early 1944, he received orders to report to Midshipman Officer Specialty School at Notre Dame where he earned his Navy ensign commission in an accelerated 60-day program. He was sent overseas and was assigned to a PAC-Fleet carrier unit, where he served as an aviation engineering officer. He returned to the U.S. in December 1945. Lt. j.g. Adams served as an aide in the U.S. Navy's Congressional Liaison Office in Washington, D.C. prior to his discharge in 1946.

Adams parlayed a 1946 chance stop in Houston, resulting from fog that grounded his plane, into a highly successful and diversified business empire which ranks him among the most prominent businessmen in the country.

In 1946, Adams started ADA Oil Company, which was a forerunner of the publicly-held American Stock Exchange-listed Adams Resources & Energy, Inc. (AE), an energy company engaged in the business of marketing crude oil, natural gas and petroleum products; tank truck transportation of liquid chemicals; and oil and gas exploration and production. Adams' other business interests include extensive farming and ranching in California and Texas, cattle feeding, real estate, automobile dealerships and leasing. He has been a longtime collector of Western art and Native American artifacts.

During his early business career, Adams, a year-round sports fan, was an avid sponsor of amateur and AAU teams in basketball and softball. His ADA Oilers were a perennial power in the National Industrial Basketball League in the '50s, capturing third place in the national AAU tournament in 1956. His interest in sports was further evidenced by past ownership participation in professional baseball, basketball and boxing.

Football history was made in Adams' office in Houston on Aug. 3, 1959, where he and Lamar Hunt held a press conference to announce the formation of the new American Football League, which would begin playing in 1960. Hunt would have a team in Dallas, Adams would have a team in Houston, and other teams would be forthcoming.

In his fifth decade as founder, owner, chairman, president and CEO of the Tennessee Titans (formerly Houston Oilers and Tennessee Oilers), the hardworking and aggressive Adams has made professional football history numerous times. In 1968, Adams' Oilers became the first AFL/NFL team to play its home games indoors by moving into Houston's Astrodome. A team rich in tradition and pride, the Oilers were the dominant team in the American Football League during the 10-year era (1960-69), playing in the championship game four times (1960, 1961, 1962, 1967) - and winning twice consecutively (1960, 1961); earning four AFL Eastern Division Championships (1960, 1961, 1962, 1967); and making the playoffs five years out of 10 (1960, 1961, 1962, 1967, 1969). In 1970, the AFL merged into the expanded NFL, and Adams' teams made the playoffs 16 times (1978, 1979, 1980, 1987, 1988, 1989, 1990, 1991, 1992, 1993, 1999, 2000, 2002, 2003, 2007, 2008). In fact, the Oilers' streak of seven consecutive playoff appearances (1987-93) was the longest streak in the NFL during that time span. In 2008, the franchise posted the best record in the NFL (13-3), while capturing its fifth division title and second AFC South crown (2002) after winning

the AFC Central division in 1991, 1993 and 2000.

The Houston Oilers played their final season in 1996 at the Houston Astrodome. In 1997, Adams led the National Football League into the Mid-South region, the last untapped area without a major professional sport. That feat allowed his team to be the first NFL franchise to call "the Volunteer State" home. During construction of the stadium in Nashville, the Tennessee Oilers played the 1997 season at the Liberty Bowl in Memphis, and the 1998 season at Vanderbilt Stadium in Nashville.

On July 29, 1998, Adams announced that the Oilers' name would be changed beginning with the 1999 season. The Oilers' name was retired by the NFL – a first in league history – allowing the Tennessee franchise to retain the team's winning tradition, and launching a new era in the Mid-South.

The Tennessee Titans made their debut in 1999. In Greek mythology, Titans were men of strength and power. The Titan Prometheus brought fire to man, and the new Tennessee Titans brought fire to the football fans in the Mid-South during a very memorable inaugural season, unveiling a new name, stadium, training facility, logo, uniform and colors. Adams personally selected T-Rac as the team's new mascot.

In 12 seasons as the Titans, the franchise has won the American Football Conference Championship for the 1999 season (culminating in a trip to Super Bowl XXXIV in Atlanta, where the Titans were defeated by the Rams in one of the most exciting games in Super Bowl history), captured the AFC Central Division Championship (2000) and AFC South Division Championships (2002, 2008), built an enormous home field advantage (60-36 record at home) and the loyalty of millions of fans across the nation and throughout the world. The popularity of the Titans has translated into 124 consecutive sell-outs at LP Field (through 2010).

During Adams' illustrious career, 67 of his players have been Pro Bowl selections, including one AFL Most Valuable Player, two NFL MVP's and five offensive or defensive Rookies of the Year. Also, eight of Adams' players, including Bruce Matthews in 2007, have been inducted into the Pro Football Hall of Fame in Canton, Ohio. In each of the past five seasons, Adams was nominated for the Pro Football Hall of Fame as a special contributor. In recognition of the 40th season of the Houston Oilers/Tennessee Titans organization, Adams created an official team Hall of Fame that features players and staff from the past, while creating a special place for Titans stars of the future to be recognized.

Adams is currently a working member on several prominent NFL committees, including the NFL's Finance, Hall of Fame, Legislative and Audit Committees; and he is a Trustee for the NFL Trust. Very active in national, state and local programs, Adams is on the Board of Directors of the Cherokee Indian National Historical Society; the Board of Trustees of the Pro Football Hall of Fame in Canton, Ohio; the Board of Directors of the Boy Scouts of America - Sam Houston Area Council; and a Lifetime Director of The Hundred Club in Houston. He is a Governor Emeritus of the Sigma Chi Fraternity Foundation; an Emeritus Trustee of the Culver Educational Foundation; and a Lifetime Director of the Houston Livestock Show and Rodeo. In Tennessee, he is on the Board of Directors of the Middle Tennessee Council of the Boy Scouts of America; a member of the Nashville Chamber of Commerce, and on the Board of Trust of the 100 Club of Nashville.

Adams has received numerous awards through the years. This past Spring, Adams was honored with the Lifetime Humanitarian Award by the T.J. Martell Foundation. In February 2010, he was inducted into the Texas Sports Hall of Fame. In 2008, he was awarded the inaugural Lamar Hunt Award for Professional Football by the Committee of 101. The award honors those of visionary leadership who have helped the NFL reach preeminent status and was given jointly to the "Foolish Club," the original founders of the AFL. Also in 2008, Adams and his wife, Nancy, were inducted into Baptist Hospital's Seton Society for excellence in their profession and service to the hospital. In October 2006, he was inducted into the Menlo College Athletic Hall of Fame. In February 2006, he was inducted into the Tennessee Sports Hall of Fame, becoming the first member of the organization to enter the state hall. In June 2005, he was given the Jack Smith Leadership Award recognizing his West Point Buick dealership in Houston as Dealer of the

Year. Tennessee Governor Phil Bredesen appointed him Colonel Aide de Camp for the State of Tennessee in October 2004. The Tennessee General Assembly honored him and the Titans at the State Capitol in March 2001. He was awarded the Community Spirit Award by the Nashville Sports Council at the Third Annual American General Dinner of Champions in February 2001; was honored by the Cherokee National Historical Society at a dinner at the Gilcrease Museum in Tulsa, Okla., in September 2000; was honored at Tennessee State University in August 2000; was the recipient of the Lamar Hunt Outstanding Pro Football Executive Award for the year 2000 from the All-American Football Foundation; and in March 2000, he received the National Multiple Sclerosis Society's Silver Hope Chest Award in Nashville. In 1997, he was honored by Sigma Chi Fraternity with a formal portrait and bust on permanent display in the foyer and museum of their Evanston, Ill., headquarters. He was inducted into Culver Academy's Athletic Hall of Fame in the inaugural class in 1994. In 1991, he was given the Order of Constantine from Sigma Chi, which is the highest honor that fraternity can bestow. In 1990, he was given Sigma Chi Foundation's Semi-Centennial Award.

Other noteworthy honors bestowed upon Adams in the past have included the 1988 prestigious "Golden Buckle Award" from the Greater Houston Convention and Visitors Bureau; and the 1987 Distinguished American Award, presented jointly by the Houston Chapter of the National Football Hall of Fame and the Houston Athletic Committee (Chamber of Commerce). He was named 1983 "King Capon" by Bill Williams' Annual Capon Charity Dinner, Inc.; 1981 "Man of the Year" by Culver Military Academy; 1981 "Outstanding Chief Executive Officer" by Financial World Magazine; 1980 "Distinguished Alumnus" by California Community and Junior College Association; 1969 "Westerner of the Year" by the Houston Farm and Ranch Club; 1963 "Significant Sig" by Sigma Chi Fraternity; 1961 "Mr. Sportsman" by the Interfaith Charity Group; and 1960 "Houston Salesman of the Year" by the Houston Sales Association.

Adams and his wife Nancy were married for 62 years before her passing in February of 2009. They raised two daughters, Susie Smith and Amy Strunk, and a son, Kenneth S. Adams III, who is deceased. Adams has seven grandchildren.

#### **ADAMS IN THE COMMUNITY**

Football fans in the Mid-South applauded the relocation of the Titans to Tennessee in 1997, but local charities should raise a cheer as well. Since the Titans moved to Tennessee, local charities have seen approximately \$19.5 million flow into their organizations as a direct result of the Titans and the NFL. The great majority of the money and gifts have come from Mr. Adams and the Tennessee Titans Foundation.

In recognition of his many charitable endeavors, the Nashville Sports Council presented the "2000 Community Spirit Award" to Adams at their annual Dinner of Champions on Feb. 1, 2000. The award was given for Adams' "countless charitable contributions that helped so many in the Metro Nashville community during 1999."

Mr. and Mrs. Adams established the Tennessee Titans Foundation in 1999 with an initial gift of \$500,000. The Foundation offers financial support and other resources to non-profit organizations. The largest fundraiser for the Titans Foundation is the annual Titans Charity Golf Classic, which has generated in excess of \$1.5 million in 12 events.

The Titans license plate has been a great success as fans can show support for the team on their vehicle. In eight years, the Titans specialty plate has generated over \$2.1 million dollars for Tennessee charities through the Titans Foundation. In addition to the Tennessee Arts Commission, the following 10 organizations receive equal shares from the proceeds of the plate sales:

- Baptist Hospital Maternity/Birthing Center
- Boys & Girls Clubs of Tennessee
- Boy Scouts of Tennessee
- Camp Discovery
- Fisk University Scholarship Fund
- Girl Scouts of Tennessee
- Jason Foundation
- St. Jude's Children Research Hospital
- Tenn. St. University Scholarship Fund
- Vanderbilt Children's Hospital

Adams was an early responder to the historic flooding that struck the Middle Tennessee area in May of 2010. He teamed up with the NFL and NFLPA to donate \$400,000 for disaster relief that was split between the

Community Foundation of Middle Tennessee and the American Red Cross. In 2009, he donated \$500,000 to the Baptist Hospital Foundation (Nashville) which was designated for the hospital's Obstetrics expansion project and resulted in the "Bud and Nancy Adams and Tennessee Titans Family Waiting Area," and now brings the total to \$675,000 given to Baptist Hospital.

The Titans contributed more than \$5 million over the last 13 years (1999-2010) to the NFL's Youth Football Fund, and over \$1.6 million has been allocated within the Titans' market. The fund improves youth football programs and facilities worldwide. Locally, the fund is responsible for improving 14 area fields, including 12 Metro Nashville schools and two in Dickson County, Tenn.

Youth football is also being addressed through the Titans sponsorship of the TSSAA's Titans Mr. Football Awards, which honor the best high school players from the state each year.

Over the last 13 years (1999-2010), \$6.8 million has been raised for approximately 155 charitable organizations through volunteers working in LP Field concession booths. The money volunteers would have been paid instead went to their favorite charities, all of which benefited from Titans home games being played.

Adams initiated the "Titans Join the Team Scholarship Program" that ran from 2005-07. The program rewarded high school athletes throughout the state of Tennessee with scholarships for community service. The program generated over \$500,000 in scholarship money and 30,000 service hours by students in communities throughout Tennessee.

The Titans also worked with AmSouth and Channel 5 in co-sponsoring "America's Fund" which raised \$664,000, including a \$75,000 personal gift from Mr. and Mrs. Adams and \$25,000 from the Titans organization, for victims of the Sept. 11 tragedies.

Adams' gifts have not been limited to cash donations. In January 2000, he gave the "trip of a lifetime" to Super Bowl XXXIV in Atlanta to 40 Nashville teenagers and 10 chaperones that were chosen from six local charities. "Bud's Kids" were treated to 50-yard-line seats and a three-night stay at the Titans' team hotel and a trip home on the team's 747-charter airplane.

Adams donated Super Bowl tickets to the Nashville Red Cross during a time when their available blood supply was at a critically low stage. Blood donors were eligible to win two Super Bowl tickets, and the "Super Bowl Blood Drive" resulted in 3,549 pints of blood, one of the most successful drives in the history of Nashville.

Adams donated a pair of Super Bowl tickets to be raffled off to help pay medical expenses for Kaia Jergenson, a member of the David Lipscomb University women's basketball team, who lost her legs due to bacterial meningitis.

The team's historic 1999 Super Bowl season saw Adams get heavily involved in area schools with three unique programs. He established a state-wide art contest that spotlighted the importance of art in education and also added some Tennessee artistic flair to LP Field.

The art contest was open to high school students (grades 9-12) and resulted in 150 entries that hung in the suites at the stadium. One winner from each grade won \$1,000 with runners-up in each grade winning \$750 each. Adams rewarded area sixth, seventh and eighth grade students for their hard work by donating 3,500 pairs of tickets to the inaugural preseason game at LP Field versus the Atlanta Falcons.

Adams and his late wife Nancy have given generously to many charitable organizations over the years. After Tropical Storm Allison devastated the Houston area in June 2001 with more than 30 inches of rain, Adams contributed \$100,000 to the "Spirit of Texas Fund" established by the Red Cross to aid flood victims. Houston Texans owner Bob McNair and NFL Charities also contributed \$100,000 each for a combined gift of \$300,000 to the fund.

In 1998, Mr. and Mrs. Adams teamed with NFL Charities to donate \$200,000 to help families in East Nashville following a devastating tornado. He purchased more than 500 copies of "Tennessee: A History" and presented them to seventh grade history classes at public schools across the state. Wilma Dykeman was the author of the book and was a member of the Titans Advisory Board of Directors that aided Adams in selecting the new name and logo for the franchise.

Adams spearheaded the drive for construction and operation of the original Ronald McDonald House in Houston. The team also hosted a bi-annual fundraising gala from 1978-94, which raised more than \$3.5 million to support, operate and provide the permanent endowment of that Ronald McDonald House.

**ADAMS IN THE COMMUNITY**

Since the Titans moved to Tennessee, local charities have seen approximately \$19.5 million dollars flow into their organizations as a direct result of the Titans and the NFL:

- More than \$2.1 million to statewide charities through Titans License Plate program
- \$1.6 million spent for area youth football efforts within the Titans' market, including upgrades to 14 youth football fields in both Nashville and Dickson County, Tenn.
- \$760,000 in gifts to the various charities in the greater Memphis area (1997 and 1998)
- \$675,000 to the Baptist Hospital Foundation
- \$500,000 distributed for scholarships through the Titans "Join the Team" Scholarship program
- \$445,000 in gifts distributed among United Way offices throughout Tennessee
- \$400,000 (divided between the Community Foundation of Middle Tennessee and American Red Cross) for disaster relief following the 2010 Middle Tennessee flood
- \$250,000 to Tennessee Governor's residence restoration
- More than \$240,000 in gifts to Tennessee State University
- \$200,000 (divided between American Red Cross and Nashville's Public Schools) for disaster relief following Nashville's 1998 tornado damage
- More than \$170,000 to both the Boy Scouts and Girl Scouts of Tennessee
- \$138,000 to Tennessee high school football programs for the Coach of the Week program
- \$128,000 in gifts to Habitat for Humanity
- More than \$130,000 to Boys & Girls Clubs of Tennessee
- More than \$130,000 to Camp Discovery
- More than \$130,000 to Fisk University Scholarship Fund
- More than \$130,000 to Jason Foundation
- More than \$130,000 to St. Jude's Children Research Hospital
- More than \$130,000 to Vanderbilt Children's Hospital
- \$120,000 in gifts to the Salvation Army's Red Shield Family Initiative
- \$105,000 to Nashville's Backfield in Motion Program
- \$100,000 to Red Cross America's Fund (Sept. 11th Funding)
- \$100,000 worth of weight-training equipment to Nashville schools
- \$90,000 to Iroquois Steeplechase which benefits Vanderbilt Children's Hospital
- \$53,500 in gifts to the Junior League of Nashville
- \$33,000 gift to American Cancer Society for the Hope Lodge
- \$30,000 gift to Fannie Battle Day Home
- \$25,000 gift to Susan Gray School for Children at Vanderbilt University
- \$25,000 gift to Special Olympics
- \$20,000 gift to Nashville Public Library Foundation
- \$16,000 gift to Martha O'Bryan Center
- \$15,000 in gifts to W.O. Smith/ Nashville Community Music School
- \$11,000 gift to Auxiliary Probation Center of Memphis
- \$11,000 gift to Nashville Family Shelter
- \$11,000 gift to Kingsport "Meals on Wheels" program
- \$10,000 gift to Nashville school district to underwrite teen violence video
- \$10,000 gift to Boys & Girls Club of Middle Tennessee
- \$10,000 gift to Taft Youth Development Center Football program
- \$10,000 gift to Bethlehem Center of Nashville
- \$10,000 gift to Hands-on Science Center in Tullahoma, Tenn.
- \$10,000 gift to Franktown Open Hearts in Franklin, Tenn.
- \$10,000 gift to "The Contributor" – Nashville's Homeless Newspaper
- \$10,000 gift to Hickman County Long Term Recovery Committee



## DON MACLACHLAN EVP of Administration and Facilities

Don MacLachlan is in his 21st season with the Titans and his 14th as Executive Vice President. He is responsible for all non-football operations with the organization, including marketing, corporate sales, ticketing, community relations, media relations, broadcasting, is president of Tennessee Titans Entertainment, Inc. and oversees LP Field and Baptist Sports Park.

He plays an integral role in securing team sponsorships and corporate relationships, while interfacing with the Titans' radio and broadcast partners. MacLachlan's efforts have created an excitement surrounding the team, built a fun and festive experience for fans at home games, and worked hard to link the organization with the greater Nashville community and the entire Mid-South region on a number of different levels.

MacLachlan's labors helped launch a successful campaign in 1999 that increased the team's recognition throughout the region. Under his leadership, the club has sold out a franchise-record 124 consecutive home games (through 2010). For the 12th consecutive season in 2010 the team drew over 500,000 fans, a mark that was never touched for the franchise's first 39 years. The team's radio network is comprised of over 70 stations in the Mid-South and ranks as one of the largest in the league. In addition, MacLachlan helped oversee the club's move to Nashville in 1997.

The Detroit, Mich., native started his tenure with the Houston Oilers in March 1991, as Vice President of Marketing and Broadcasting. He was elevated to Senior Vice President in 1994 and was promoted to Executive

Vice President of Marketing, Broadcasting and Ticketing in 1997. MacLachlan oversaw marketing, media, community relations, and the ticket office while in Houston. He also served as the liaison between both the radio and television rights-holders. MacLachlan administered off the field operations in both Memphis and Nashville during the club's first season in Tennessee in 1997.

MacLachlan began his career in 1978 in the athletic department at Northwestern University, where he worked for 13 years. He first served as both Assistant Sports Information Director and Golf Coach. In 1981, MacLachlan was named Athletic Ticket Manager, and he was promoted to Assistant Athletic Director in 1985. MacLachlan was promoted to Associate Athletic Director in 1988 and remained in that role until joining the Oilers.

MacLachlan currently serves on the board for the Nashville Sports Council, Music City Bowl and the Tennessee Sports Hall of Fame.

A 1978 graduate of the University of Michigan, Don and his wife Kathy are parents of two daughters: Shannon and Kelly.



## MIKE REINFELDT EVP and General Manager

Mike Reinfeldt enters his 31st NFL season, fifth as Titans Executive Vice President/General Manager and 13th with the Oilers/Titans franchise. Reinfeldt's first tenure with the team was from 1976-83 as an All-Pro safety. He re-joined the franchise in 2007, after spending seven years with the Seattle Seahawks.

Reinfeldt has built an impressive resume during his career in sports, gaining 25 years of experience as a front office executive and another nine as an NFL player. In his 19 years as an NFL executive split between Tennessee, Seattle and Green Bay, the teams he was associated with have won a combined seven division titles, made 12 playoff appearances, four NFC Championship game appearances, three Super Bowl appearances, captured one world title (1996), amassed 14 winning seasons and tallied 179 regular season wins.

This past offseason, Reinfeldt was heavily involved in the process to identify the Titans new head coach which resulted in the hiring of Mike Munchak.

In his first four years with the Titans he has shown the ability to build a team through the draft, free agency and young talent retention. In free agency, key players he added to the roster include defensive end Jason Babin, wide receivers Justin Gage and Nate Washington, guard Jake Scott, linebacker Will Witherspoon, tight end Alge Crumpler, cornerback Nick Harper and defensive tackle Jovan Haye.

From a draft standpoint, the team has continued to see an influx of talent arrive. Running back Chris Johnson, the 2008 first round selection, and safety Michael Griffin, the 2007 first round selection, have both been selected to multiple Pro Bowls. Returner/wide receiver Marc Mariani joined that group last year earning a selection to the Pro Bowl as a rookie. In 2009, Johnson was named AP Offensive Player of the Year and produced a 2,000-yard rushing season. 2009 first-round draft pick Kenny Britt led the Titans in receiving yards in each of his first two years in the league, while becoming the first rookie to lead the team in receiving since 1995 (Chris Sanders).

During his tenure, Gage, cornerback Cortland Finnegan, fullback Ahmad Hall, defensive tackle Tony Brown, guard Eugene Amano, offensive tackles Michael Roos and David Stewart, kicker Rob Bironas, safety Vincent Fuller, punter Brett Kern and quarterback Kerry Collins each signed long-term deals that add to the stability of the roster.

In Seattle, Reinfeldt last held the title of Vice President of Football Administration and was responsible for player contract negotiations, salary cap management, player evaluations and numerous aspects of the day-to-day football operations. In eight seasons at Green Bay, he served a number of roles, including Chief Financial Officer for three years (1991-93) and VP of Administration from 1994-98. While with the Packers and under his financial leadership, the team's cash reserves went from \$4.5 million in 1991 to more than \$50 million in 1998 and improved in revenues from 23rd in 1993 to ninth in 1997. Additionally, Reinfeldt was instrumental in bringing general manager Ron Wolf to the Packers in 1991. When Mike Holmgren left the Packers for Seattle, he handpicked Reinfeldt to join him with the Seahawks with the title of Senior Vice President (1999-03).

Reinfeldt was a safety for the Oilers franchise from 1976-83, earning Pro Bowl, All-Pro and AFC Defensive Player of the Year (Kansas City Committee of 101) honors in 1979. He ranks seventh on the club's career interception list with 26 and matched the team record for interceptions in a season with 12 in 1979, which also led the NFL that season. Reinfeldt started 102 consecutive games as the franchise reached the height of the "Luv Ya Blue" era and the team advanced to two AFC Championship games (1978 and 1979). He entered the NFL in 1975, as an undrafted free agent out of the University of Wisconsin-Milwaukee, originally signing with the Oakland Raiders, spending one season on injured reserve and playing in two games in 1976, before being waived and signed by the Oilers.

Before joining the Packers' front office in 1991, Reinfeldt spent three years (1988-90) at the University of Southern California as the associate athletic director and spent another three years (1985-88) with the Los Angeles Raiders as the Chief Financial Officer. He earned an MBA in management and finance at Houston Baptist University.

A native of Baraboo, Wisc., Reinfeldt was a four-year starter at the University of Wisconsin-Milwaukee and recorded a school-record 24 interceptions, while earning a degree in marketing. He is the only player from the



University of Wisconsin-Milwaukee program to play in the NFL, a distinction which should stand since the school dropped football as a sport in 1975. Reinfeldt and his wife, Susan, have two children – Jared and Elise.

**REINFELDT'S BACKGROUND:**

**2007-11:** EVP/General Manager, Tennessee Titans

**2005-06:** Vice President of Football Operations, Seattle Seahawks

**1999-03:** Senior Vice President, Seattle Seahawks

**1994-98:** Vice President of Administration, Green Bay Packers

**1991-03:** Chief Financial Officer, Green Bay Packers

**1988-90:** Associate Athletic Director, Southern California

**1985-87:** Chief Financial Officer, Los Angeles Raiders

**1976-83:** Safety, Houston Oilers

**1975-76:** Safety, Oakland Raiders



**ELZA BULLOCK**  
**Vice President/Asst. General Counsel**

Elza Bullock is in his 13th season with the Titans and his seventh season as Vice President/Assistant General Counsel.

He handles a variety of legal duties for the Titans and the related football companies, including litigation, employment matters, corporate transactions and the negotiation and preparation of vendor contracts.

In addition to his duties for the Titans and the other football companies, Bullock also serves as Assistant General Counsel for KSA Industries, Titans owner K. S. "Bud" Adams, Jr.'s private holding company, as well as Mr. Adams' automobile dealerships, his aviation company and his ranching company.

Prior to joining the Titans, Bullock was in private practice in Houston working in a wide variety of legal areas, including corporate securities, municipal bonds, corporate transactions and litigation.

He served as outside counsel for the Houston Oilers and was actively involved in negotiations to move the franchise to Tennessee.

Bullock is a member of the State Bar of Texas, the Houston Bar As-

sociation and is licensed to practice law in the State of Texas, the United States District Court for the Southern District of Texas, the United States Court of Appeals for the Fifth Circuit, the United States Court of Appeals for the Sixth Circuit and the United States Tax Court. He is also a Certified Public Accountant licensed in Texas.

A Houston native, Bullock received his B.B.A., with honors, from the University of Texas at Austin. He received his law degree, with honors, from the University of Houston where he was a member of the Houston Law Review and the Order of the Barons.



**LAKE DAWSON**  
**Vice President/Football Operations**

Lake Dawson enters his first season with the Titans as Vice President/Football Operations and his fifth overall with the team. He originally joined the Titans in 2007 as Director of Pro Scouting. He came to the Titans' organization with 12 years of NFL experience and is entering his 15th NFL season. While with the Seattle Seahawks, Dawson was an instrumental member of the personnel department, as the organization won the NFC West Divisional Championship in three consecutive seasons and a Super Bowl berth in 2005.

In his current position, he manages and oversees all day-to-day football operation duties for the pro personnel department and staff, including free agent signings, scouting and advances. Dawson works closely with General Manager Mike Reinfeldt and Head Coach Mike Munchak in evaluating personnel and managing the Titans' roster. He scouts all levels of professional football, including the NFL, CFL and Arena Football League. In addition, he assists in coordinating, evaluating and ranking the nation's top rated collegiate prospects for the annual NFL Draft.

In Seattle, Dawson last held the title of Assistant Director of Pro Personnel and he originally joined the Seahawks as a Pro Personnel Assistant in 2001. Dawson was an NFL wide receiver and a third-round selection by Kansas City in 1994. He also spent time on the Colts' roster before retiring due to injuries.

He is a graduate from the University of Notre Dame, where he played football for four years. He is working towards a graduate degree in business. Dawson and his wife, Lori, have three children: Bella, Myles and Leila





## BOB HYDE Vice President of Community Relations

Bob Hyde is in his 23rd season with the Titans and 14th as Vice President/Community Relations. His tenure spans five of the team's six decades. One of the hallmarks of the Titans' success has been the team's presence in the community and a responsibility to make a positive impact in that community. Hyde has directed that effort for the franchise in a multi-faceted way.

An annual tradition, Hyde and the team's staff have partnered with Titans Radio to make the Titans Caravan the team's major fan outreach program each spring (an event that was postponed due to the labor situation this year). During the first 13 years, the Titans Caravan has made more than 600 stops, personally touching an estimated 375,000 fans in Tennessee, Alabama and Kentucky since its inception in 1998. A model program, the Caravan uses a variety of interactions to reach a wide-range of fans and affect communities in a positive way. He has successfully coordinated the club's major fundraiser in the Titans Charity Golf Classic, which has raised more than \$1.5 million during the first 12 years for local charities through the Titans Foundation.

Hyde is heavily involved in the Titans specialty license plate program, which has seen Titans owner Bud Adams raise over \$2.1 million dollars for statewide charities from the sale of the motor vehicle plates over the first eight years.

Hyde also serves as the club's contact for grants to improve football fields at area schools and parks. To date, more than \$550,000 has been secured in recent years from a program funded by Adams, his fellow NFL owners and NFL players to improve football fields in Nashville/Davidson County and Nashville's seven contiguous counties. He also serves as the main contact for the Titans/USA Football Youth Coaches School and Youth Football Summit.

Hyde also works closely with service members from Fort Campbell Army Base, home to both the 101st Airborne Division (Air Assault) and the 160th Special Operations Aviation Regiment (Airborne), also known as the Night Stalkers. In 2010, Hyde was one of 30 individuals selected by the Depart-

ment of Defense to participate in the Joint Civilian Orientation Conference (JCOC). The JCOC program is sponsored by the Secretary of Defense for civilians interested in growing their knowledge of the military and national defense issues. JCOC is the oldest existing Pentagon outreach program having been held 79 times since 1948.

His office is responsible for the team's relationships with area non-profit organizations, player appearances, special events and memorabilia donation requests to assist local charities in their fundraising efforts.

In 1998, Hyde served as the club's liaison between Mr. Adams and the Titans Advisory Council. The information gathered by the council and from focus groups that included hundreds of fans across the state, aided Adams in giving the franchise a new name, logo and uniform.

A native of Tullahoma, Tenn., Hyde returned to the franchise in 1998 in his current position. He was a member of the team's media relations department from 1977-85, serving as the team's Media Director from 1980-85. Hyde also spent five years with the PGA TOUR serving as a media official prior to returning to the Titans in 1998. Hyde is a member of the Board of Directors of the Middle Tennessee Chapter of the National Football Foundation and College Hall of Fame.

A graduate of Tullahoma (Tenn.) High School, Hyde attended Middle Tennessee State University before transferring to the University of Houston. Hyde is single and has two daughters, Ashley and Hannah. He resides in Nashville, Tenn.



## JENNEEN KAUFMAN Vice President/CFO

Jenneen Kaufman is in her 15th season and her third as Vice President/CFO for the Titans. Kaufman spent her first 11 seasons as the team's controller before being promoted to Vice President/Controller in 2008.

Kaufman is responsible for financial reporting, budgeting and the Collective Bargaining Agreement audit for the franchise. She also oversees the accounting of ticket and suite sales, sponsorships and broadcast revenues, player and staff payroll, while assisting with special projects. In addition, she oversees the accounting for LP Field, including concerts, TSU football games, the Music City Bowl and other events; and serves as human resources liaison for all Titans employees in Nashville.

In 2008, Titans owner K.S. "Bud" Adams, Jr. selected Kaufman to attend the NFL's Stanford Program for Managers, which included a wide range of educational programs designed for league executives.

Before joining the Titans, Kaufman was Vice President of Finance and Human Resources for the American Cancer Society from 1995-97. She previously worked for Arthur Andersen LLP (1992-95) as an audit division senior accountant.

A native of Knoxville, Tenn., Kaufman graduated summa cum laude with a B.S. in Business Administration from the University of Tennessee. She

earned her CPA certification in 1994 and is a member of the Tennessee Society of CPA's, serving as the chair of the Sports and Entertainment Conference Committee.

For the past 10 years, Kaufman has participated in the Tennessee Society of CPA's Accounting Academy, promoting accounting to high school students throughout Tennessee. Kaufman is featured in an award-winning video produced by the American Institute of Certified Public Accountants. The video is played for high school and college students across the country seeking to get into the accounting field.

An active member of the Nashville community, Kaufman serves as a volunteer at her church and speaks at various financial seminars in Nashville. She and her daughter, Maggie, reside in Nashville, Tenn.





## VIN MARINO Vice President/Football Administration

Vincent Marino enters his first season with the Titans as the Vice President/Football Administration and his fifth season overall with the team. He originally joined the organization in 2007 as the Senior Director of Football Operations after spending 18 years in the NFL offices in New York. Marino's primary responsibilities include the management of the Titans' salary cap and player contract negotiations. He interacts closely with GM Mike Reinfeldt on numerous football related issues.

During his time with the NFL's Management Council, Marino spent eight years in the Player Personnel Department (Analyst, 1990-95; Manager/Player Personnel, 1995-98) and eight years in Labor Operations (Sr. Manager of Labor Operations, 1998-03), the last three as the Director of Labor Operations (2003-06). Marino gained expertise in various capacities and his experience includes: being a primary club contact for player contract valuations, enforcing the rules of the CBA (collective bargaining agreement), salary cap regulation and participating in a strategic group related to forming the last CBA between the league and the players.

Additionally, he has assisted the league in Super Bowl game operations

and has served as a replay communicator at numerous games during his tenure. He originally joined the NFL as an assistant in the Public Relations department, where he spent two years.

Born and raised in the Bronx, N.Y., Marino graduated from Bronx High School of Science and went on to earn summa cum laude honors from Fordham University. While at Fordham, he earned a communications degree and is a member of Phi Beta Kappa.

An avid runner, Marino has completed six marathons, including four New York City Marathons. Marino and his wife, Nikoleta, have two children: Nikolas and Alexander. They reside in Brentwood, Tenn.



## RALPH OCKENFELS Vice President of Marketing

Ralph Ockenfels is in his 14th season with the Titans, sixth as Vice President of Marketing and 21st overall in the National Football League.

Ockenfels is responsible for developing corporate sponsorship packages, retail promotions and gameday presentations and enhancements for Titans games. In 2008, he directed the Titans 10-Year Campaign by coordinating a number of elements that helped celebrate the team's 10th season as "Titans." He also was responsible for introducing the "12th Titan" campaign last year as a way to incorporate and celebrate the role of the fans in the gameday experience.

In 2006, Ockenfels was the point person for negotiating a 10-year naming rights deal with LP Building Products that resulted in the LP Field name and various marketing offshoots between the Titans and LP.

Ockenfels also helped launch the Titans' syndicated feature television show, "Titans All Access," which enters its ninth season in 2011 and brings Titans programming into eight television markets throughout the Mid-South region.

During the 2000 season, The Sporting News selected the Tennessee Titans' gameday atmosphere the best in the NFL. Ockenfels has worked with

a variety of national programs and personalities to create fun and interesting elements for fans at LP Field, including Jeopardy, Family Feud, Who Wants to Be a Millionaire, Wheel of Fortune, The Rock, Frank Caliendo and Budweiser's "Real Men of Genius."

Prior to joining the Titans, Ockenfels was the Assistant Director of Marketing for the Green Bay Packers from 1992-98 after joining the team as an intern in 1991. Ockenfels served on the advance team for the Packers in Super Bowls XXXI and XXXII and Super Bowl XXXIV for the Titans.

A native of Iowa City, Iowa, Ockenfels earned his B.A. from the University of Northern Iowa and M.S. from Western Illinois University.



## STUART SPEARS Vice President of Business Operations and Sales

Stuart Spears enters his 25th season with the organization and his third as Vice President of Business Operations and Sales.

Spears' primary responsibilities include the administration of the club's sales and advertising efforts and the coordination of all team travel and training camp activities.

Spears began his tenure with the Oilers in 1987 in the ticket office. He worked in the ticket department for five years, finishing as the club's Assistant Director of Ticket Administration and Services until 1992, when he assumed the duties of Marketing and Broadcasting Assistant. He was promoted to Sales and Promotions Coordinator in 1995, to Director of Sales and Operations in 1998, to Senior Director of Sales and Operations in 2006 and to Vice President of Business Operations and Sales in 2010.

Playing a role in preparing for the team's relocation to Tennessee,

Spears was actively involved in the promotion of luxury suite and personal seat license sales. He also worked on a wide range of operational and political activities. He moved to Tennessee in December of 1995 in order to prepare for the team's arrival in 1997.

A native of Wilmington, Del., Spears is a graduate of Baylor University with a B.A. degree in Journalism and Marketing. He and his wife Joyce reside in Franklin, Tenn., with their sons, Wesley and Dustin.





## RUSTON WEBSTER

### Vice President of Player Personnel

---

Ruston Webster enters his second season with the Titans as Vice President of Player Personnel after spending four years with the Seattle Seahawks. He is involved in all aspects of personnel, but focuses most of his attention on evaluation of college talent.

An experienced football man, Webster gained 22 years of personnel experience split between the Seahawks and the Tampa Bay Buccaneers. In his four years in Seattle, Webster was the VP of Player Personnel and oversaw the day-to-day management of the pro personnel and college scouting departments. Upon the departure of Tim Ruskell in December of 2009 as the General Manager of the Seahawks, Webster was named interim General Manager until John Schneider was hired to fill that role in January 2010.

Webster spent 18 years with the Tampa Bay Buccaneers in a variety of roles, including the Director of Player Personnel (2005), Director of College Scouting (2001-04), Director of Pro Personnel (1989-91) and regional college scout (1988, Northeast; 1992, South; 1993, Midwest; 1995-2000,

Southwest). He was a part of the front office staff that helped build the Super Bowl XXX-VII Champion Buccaneers in 2002. Webster started his career as a college coach with stops as a graduate assistant at Southwestern Louisiana (1985), Alabama (1986) and Tulsa (1987).

A native of Madison, Miss., Webster earned his college degree at the University of Mississippi. He and his wife, Gayle, have a daughter Hannah and sons Jacob and Drew.

