## Front Office Directory

### Officers

- **Principal Owner**: Stuart Sternberg
- **President**: Matt Silverman
- **Senior Vice President, Baseball Operations**: Andrew Friedman
- **Senior Vice President, Business Operations**: Brian Auld
- **Senior Vice President, Administration/General Counsel**: John Higgins
- **Senior Vice President, Baseball Operations**: Gerry Huniskier
- **Senior Vice President, Development and Business Affairs**: Michael Kalt
- **Director, Finance**: Rob Gagliardi
- **Vice President, Marketing/Community Relations**: Tom Hoef
- **Vice President, Development**: Melanie Lenz
- **Vice President, Operations/Facilities**: Rick Nafe
- **Vice President, Branding and Fan Experience**: Darcy Raymond
- **Vice President, Sales and Service**: Brian Richeson
- **Vice President, Communications**: Rick Vaughn

### Baseball Operations

- **Director, International Operations**: Carlos Alfonso
- **Director, Pro Scouting**: Matt Arnold
- **Director, Major League Administration**: Sandy Dengler
- **Director, Baseball Operations**: Dan Feinstein
- **Director, Scouting**: R.J. Harrison
- **Director, Minor League Operations**: Mitch Lukevis
- **Assistant Director, Minor League Operations**: Chaim Bloom
- **Manager, Baseball Research and Development**: James Click
- **Manager, Baseball Research and Development**: Erik Neander
- **Special Assignment Scout**: Bart Braun
- **Special Assignment Scout**: Mike Cubbage
- **Special Assistant, Baseball Operations**: Andres Reiner
- **Senior Baseball Advisor**: Don Zimmer
- **Field Coordinator**: Jim Hoff
- **Architect, Baseball Systems**: Brian Plexico
- **Developer, Baseball Systems**: Rob Naberhaus
- **Baseball Operations Analyst**: Joshua Kalk
- **Advance Scouting Coordinator**: Mike Calitri
- **Assistant, Baseball Research and Development**: Peter Bendix
- **Assistant, Baseball Operations Systems**: Matt Hahn
- **Assistant, Baseball Research and Development**: Shawn Hoffman
- **Assistant, Scouting and Minor League Operations**: Rob Metzler
- **Assistant, International and Minor League Operations**: Patrick Walters
- **Administrator, Scouting**: Nancy Berry
- **Administrator, Player Development**: Giovanna Rodriguez
- **Medical Director**: Dr. James Andrews
- **Medical Team Physician**: Dr. Michael Reilly
- **Orthopedic Team Physician**: Dr. Koco Eaton
- **Head Athletic Trainer**: Ron Porterfield
- **Assistant Athletic Trainer**: Paul Harker
- **Assistant Athletic Trainer**: Mark Vinson
- **Strength and Conditioning Coach**: Kevin Barr
- **Video Coordinator**: Chris Fernandez
- **Director, Team Travel**: Jeff Ziegler
- **Equipment Manager, Home Clubhouse**: Chris Westmoreland
- **Assistant Manager, Home Clubhouse**: José Fernandez
- **Manager, Visiting Clubhouse**: Guy Gallagher

### Administration & Human Resources

- **Senior Director, Procurement and Business Services**: Bill Wiener Jr.
- **Director, Human Resources**: Jennifer Lynn Tran
- **Executive Assistant**: Diane Villanova
- **Coordinator, Business Services**: Sean Higgins
- **Coordinator, Mail Services**: Tom Melodado
- **Coordinator, Purchasing**: Mike Yodis
- **Receptionist**: Carol McMahon
- **Receptionist**: Snow Rose

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Tropicana Field, One Tropicana Drive, St. Petersburg, FL 33705

**General Information**: 727-825-3137  |  **Website**: raysbaseball.com

**Ticket Information**: 1-800-745-3000 or 1-888-FAN-RAYS

**Communications**: 727.825.3242  |  **Communications Fax**: 727.825.3111
CORPORATE PARTNERSHIPS

Senior Director, Corporate Partnerships .......................................................................................................... Aaron Cohn
Director, Corporate Partnerships ...................................................................................................................... Joshua Bullock
Manager, Corporate Sales ................................................................................................................................ Geoff McQueen
Manager, Corporate Partnership Services ........................................................................................................ Devlin O’Connell
Manager, Corporate Partnership Services ........................................................................................................ Brett Torrence
Corporate Sales Account Executive/Burke ........................................................................................................ Kristin Burke
Corporate Sales Account Executive ................................................................................................................... Joe Ciavarino
Corporate Sales Account Executive ................................................................................................................... Scott Ester
Project Coordinator ........................................................................................................................................... Lindsey Burket

DEVELOPMENT & BUSINESS AFFAIRS

Senior Director, Business Affairs ....................................................................................................................... William Walsh
Manager, Business Operations ............................................................................................................................ Stephen Thomas
Senior Coordinator, Business Affairs .................................................................................................................. Robbie Artz

FINANCE & ACCOUNTING

Controller .............................................................................................................................................................. Patrick Smith
Manager, Financial Planning & Analysis ........................................................................................................... Jason Gray
Manager, Accounting ......................................................................................................................................... Karen Sanborn
 Supervisor, Payroll ............................................................................................................................................... Brenda Richardson
Staff Accountant .................................................................................................................................................. Amanda Hudson
Staff Accountant .................................................................................................................................................. Rebecca Byers
Coordinator, Accounting .................................................................................................................................. Jill Baetz
Coordinator, Accounts Payable .......................................................................................................................... Sam Reams

GAME OPERATIONS

Director, Game Production ................................................................................................................................. Lou Costanza
Director, Customer Service and Stadium Experience ...................................................................................... Eric Weissberg
Manager, Game Production ............................................................................................................................... Courtney Jantz
Manager, Guest Services .................................................................................................................................. Craig Champagne
Senior Coordinator, Video .................................................................................................................................. Jon Dougherty
Senior Coordinator, Game Production ................................................................................................................ Sean Liston
Senior Coordinator, Game Production ................................................................................................................ Jamie Patterson
Senior Coordinator, Multimedia ........................................................................................................................ Matt Rivlin
Coordinator, Mascot .......................................................................................................................................... Will Harris
Video Specialist Engineer ....................................................................................................................................... Jerry Pettit

INFORMATION TECHNOLOGY

Senior Director, Information Technology ............................................................................................................. Juan Ramirez
Network Manager ................................................................................................................................................ Elpidio Ortega
Senior Coordinator, Help Desk ........................................................................................................................ Steven Xiong
Coordinator, Help Desk ....................................................................................................................................... Nick D’Amico
Assistant, Information Technology .................................................................................................................... Michael Auld

MARKETING & COMMUNITY RELATIONS

Senior Director, Marketing .................................................................................................................................. Brian Killingsworth
Senior Director, Community Relations ............................................................................................................... Suzanne Murchland
Senior Manager, Community Relations ............................................................................................................. Leslie Tieszen
Manager, Advertising ........................................................................................................................................... Carey Cox
Senior Coordinator, New Media and External Marketing ................................................................................... Steve Dapicic
Senior Coordinator, Youth Marketing ................................................................................................................... Pete Mayta
Coordinator, Community Relations .................................................................................................................... Jennifer Funk
Coordinator, Community Relations .................................................................................................................... Shannon Lapsley
Coordinator, Promotions and Media ..................................................................................................................... Amy Miller
RAYS ORGANIZATION

STADIUM OPERATIONS
Senior Director, Stadium Operations ................................................................. Scott Kelyman
Director, Guest Relations .................................................................................. Cass Halpin
Director, Stadium Operations ............................................................................. Tom Karac
Director, Stadium Operations ............................................................................. Chris Raineri
Head Groundskeeper .......................................................................................... Dan Moeller
Senior Project Manager, Event Bookings ......................................................... Caren Dana
Manager, Security .............................................................................................. Michael Griffith
Manager, Stadium Operations .......................................................................... Todd Hardy
Manager, Systems ............................................................................................. Eric Kampfmann
Senior Coordinator, Operations ......................................................................... Meghan Maloney
Coordinator, Audio/Visual .................................................................................. Ritchie Ritchison
Coordinator, Conversion .................................................................................... Bradley Schaefer
Coordinator, Stadium Operations ..................................................................... Andy Waites
Security ................................................................................................................ Doug Wright

PUbLICATIONS & GRApHICS
Graphic Designer .............................................................................................. Michael Nolasco
Manager, Print and Graphics .............................................................................. Erik Ruiz
Assistant, Graphics ............................................................................................. Warren Hypes

TICKET SALES
Senior Director, Group and Suite Sales ......................................................... Clark Beacom
Director, Ticket Operations ............................................................................... Robert Bennett
Director, Group Sales ....................................................................................... Chad Collard
Director, Season Ticket Sales and Service ..................................................... Jeff Tanzer
Assistant Director, Ticket Operations ............................................................... Ken Mallory
Manager, Box Office/Call Center ...................................................................... Tim Burke
Manager, Inside Sales ....................................................................................... Derek Cheung
Season Ticket Account Executive ...................................................................... Michael Hano
Season Ticket Account Executive ...................................................................... Marc Richman
Group Sales Account Executive ........................................................................... David Baggs
Group Sales Account Executive ......................................................................... Dan Newhart
Group Sales Account Executive ........................................................................... Alex Sheffield
Group Sales Account Executive ........................................................................... Jason Tuton
Group Sales Account Executive ......................................................................... Allison Van Drie
Group Sales Account Executive ........................................................................... Bob Windheim
Supervisor, Box Office ...................................................................................... Karen Richardson
Supervisor, Box Office ...................................................................................... Ed Vonnes
Coordinator, Fan Clubs ................................................................................... Matt Fitzpatrick
Senior Season Ticket Service Specialist ......................................................... Josh Muirhead
Season Ticket Service Specialist ...................................................................... Christopher Mead
Season Ticket Service Specialist ........................................................................ Matt Price
Season Ticket Service Specialist ........................................................................ Scott Scheibner
Ticket Sales Representative ................................................................................ Hillary Adams
Ticket Sales Representative ................................................................................ Taylor Cain
Ticket Sales Representative ................................................................................ Jonathan Eckert
Ticket Sales Representative ................................................................................ Kip Kollmeyer
Ticket Sales Representative ................................................................................ Molly McKesson
Ticket Sales Representative ................................................................................ Meagan Robinson
Ticket Sales Representative ................................................................................ Gregory Ruggiero
Ticket Sales Representative ................................................................................ Sara Simons

TAMPA OFFICE
Manager, Merchandise ....................................................................................... Debbie Brooks

OWNERSHIP
Stuart Sternberg (Principal Owner), P.J. Benton, Andrew Cader, Mel Danker, Claude Focardi Family Trust, Randy Frankel, Gary Goldring, Robert Kleiner, Stephen Levick, Gary Markel, Timothy Mullen, Arthur Nagle, Vincent Naimoli (Chairman Emeritus), MacDougald Family Limited Partnership, Daniel O’Connell, Frank Richardson, Lance Ringhaver, Thomas Sansone, Gus Stavros, Stephen Waters
Stuart Sternberg's first five years as principal owner of the Tampa Bay Rays represent one of the greatest turnarounds in all of sports history. Most visible, of course, are the two American League East championships won by a team that had nine last-place finishes in its 10 previous seasons; the historic, last-place-to-first-place 2008 championship season; and last year’s American League-high 96 wins.

Those on-field successes, spawned by a fiscally responsible business plan in the richest division in baseball, only partly define Sternberg’s body of work.

His fan-friendly approach and attention to customer service led to the team's selection by ESPN as having the most affordable fan experience among the 122 MLB, NFL, NBA and NHL franchises in 2009 and a similar rating in 2010. His desire for fans to watch the Rays in a clean, comfortable environment led him to invest nearly $20 million in improvements to Tropicana Field. It was under his direction that the Rays became the first major league team ever to offer free parking (still in place today for fans who carpool) and the only major professional sports team in Florida to allow fans to bring food into the ballpark.

Sternberg’s commitment to community service led to the team’s increased investment in Tampa Bay. Soon after he took over, the team established the Rays Baseball Foundation. Focusing primarily on youth and education programs in the region, the Foundation continues to grow. Sternberg and his fellow team owners pledged an initial $1 million, and the club also encourages players who sign long-term contracts to support the Foundation.

Through grants and other contributions, the Rays Baseball Foundation has invested over $1.7 million in the Tampa Bay region over the past three years. While the figure is impressive, the investment has been more than simply writing checks. Through the Foundation, players and team employees have literally built new playgrounds and rebuilt youth baseball fields throughout the Tampa Bay area.

Under Sternberg, the Rays have built training facilities in Colombia, the Dominican Republic, Venezuela and Brazil (the first major league team to do so). In 2009, the team moved its spring training operation to a new, state-of-the-art training facility in Charlotte County where an enthusiastic community has filled the park to 90 percent capacity and sold out 12 of 31 home games in the first two seasons.

Not only has the training site become a point of pride for staff and players alike, it has served as a centerpiece for one of Sternberg’s first directives: to make the Rays a regional franchise reaching across all of Central and Southwest Florida. In both 2007 and 2008, the team played regular season games at the Disney Sports Complex in Orlando. Interest is at an all-time high. Rays television ratings throughout the state were the fifth highest in all of baseball in 2010.

In the fall of 2007, Sternberg initiated a complete organizational rebranding, including a new name, colors, uniforms and icon, a bright yellow sunburst invoking the magnificence of life in the Sunshine State. That change led to one of baseball’s biggest surges in merchandise sales.

From playing baseball to watching his first game with his father at Shea Stadium, to coaching his sons’ Little League teams, Sternberg’s passion for baseball runs deep.

Prior to his ownership of the Rays, Sternberg spent 25 years in the financial securities industry, serving as a partner in Spear, Leeds & Kellogg and the Goldman Sachs Group (from which he retired in 2002). Sternberg, his wife and their four children live in Rye, N.Y.
Commissioner Bud Selig had this to say last fall when asked about the Tampa Bay Rays after the team had clinched its second American League East championship: “It is a great franchise; they have done a marvelous job. They have run it beautifully.”

That praise, echoed by many others in Major League Baseball, is due in no small part to Rays President Matt Silverman.

One of the youngest team presidents in the history of the game, 34-year-old Matt Silverman is in his sixth year of overseeing the day-to-day operations of the Rays, widely recognized as one of professional sports’ best success stories.

Under his direction, the revitalized Rays continue to develop fresh ideas with an emphasis on customer service to keep Tropicana Field fan-friendly and fun. ESPN selected the Rays as having the most affordable fan experience among the 122 MLB, NFL, NBA and NHL franchises in 2009 and ranked them sixth in 2010.

After nine last-place finishes in their first 10 seasons, the Rays 277 wins the past three seasons are fourth most in the majors. Under Silverman, the Rays have combined a winning, exciting product on the field with a creative promotional strategy to sell out 34 home games in the past five seasons. In the eight previous years, the Rays sold out only three games. Last season, in another unique offering to the community, the team gave away free tickets to the first 20,000 fans attending the Rays-Orioles game on September 29, the day after they clinched a berth in the postseason.

Off the field, major capital improvements to Tropicana Field and a refreshed commitment to improving staff preparation and training has greatly enhanced the Rays game-day experience. The team’s rebranding efforts prior to the 2008 season included a new team name, colors and uniforms and produced the major leagues’ largest increase in retail sales.

Meanwhile, the team’s charitable work through the Rays Baseball Foundation has invested more than $1.7 million into the Tampa Bay region over the past three years and brought the team and the community even closer together.

The organization’s objective to expand its reach and become a regional standard bearer is being realized. In 2010, the Rays local television ratings rose to fifth highest in all of baseball. And in 2011, the FOX network has tabbed the Rays for eight national or regional telecasts.

To build this regional presence, Silverman decided early on to do things a little differently. In 2007 and 2008, he relocated a series of regular-season games to the Disney Sports Complex in Orlando, expanding the team’s reach across Central Florida. In 2009, the team opened its first spring training camp at Charlotte Sports Park, a state-of-the-art facility that has drawn glowing reviews and given the Rays a year-round presence in the southern part of its region along Florida’s Gulf Coast. In their first two seasons in Charlotte County, the Rays have played before 90 percent capacity in 31 home games.

Silverman also serves as the president of the Sunburst Entertainment Group, a wholly owned subsidiary of the Rays, which serves as a vehicle to attract events to Tropicana Field. Sunburst provides consulting services to industry partners and enables the Rays organization to make investments in other sports and entertainment-related business opportunities.

Prior to joining the Rays, Silverman worked closely with Principal Owner Stuart Sternberg at Goldman Sachs and orchestrated Sternberg’s purchase of controlling interest in the franchise. The partnership and friendship that first developed on Wall Street has now found its way to Tampa Bay and directed the Rays triumphant last-place-to-World Series season in 2008.

In 2010 Silverman received the George M. Steinbrenner III Citizen of the Year award from the Sports Club of Tampa Bay. Street & Smith’s Sports Business Journal named Silverman to its 2009 “Forty Under 40” list honoring accomplished and promising sports executives under age 40.

A lifelong baseball fan, Silverman also enjoys running and writing. The Dallas native holds a bachelor of economics degree from Harvard University. He is a member of the board of the Rays Baseball Foundation the Hillsborough Education Foundation, and Starting Right, Now. He also serves as chairman of the Tampa Bay Partnership’s Council of Governors and is a member of the Florida Council of 100.
Perhaps even more impressive than winning two American League East Championships in the last three years is the manner in which the Tampa Bay Rays have accomplished it under Executive Vice President of Baseball Operations Andrew Friedman.

In finishing first in 2008 and again in 2010 in what may be the toughest division in all of sports, the Rays have bested teams with an average payroll two to four times that of their own. While employing unconventional strategies and placing a heavy emphasis on scouting and player development, Friedman has built what many in baseball consider a model for sustained success.

Having never won more than 70 games in a season in their first 10 years, the Rays have averaged 90 wins over the last three seasons. No team in major league baseball history has experienced a similar turnaround.

Since he was appointed to his post on November 3, 2005, Friedman has engineered 37 trades that have turned over the major league roster and improved the franchise’s minor league system. Seven players acquired by Friedman either through trades, free agent signings or the draft have made their first All-Star Team with the Rays.

Faced with losing free agents Carl Crawford, Rafael Soriano, Grant Balfour, Carlos Peña and others following the 2010 season, Friedman maintained his opportunistic approach bringing in 12 new faces over the winter via trade or free agent signings to replenish the roster with talented players. The Rays current 40-man roster features a dozen players whom Friedman has acquired via trade: Chris Archer, Robinson Chirinos, Sam Fuld, Brandon Gomes, J.P. Howell, Matt Joyce, Cesar Ramos, Sean Rodriguez, Adam Russell, Kelly Shoppach, Alex Torres and Ben Zobrist.

In 2008, Friedman was named Sporting News Executive of the Year as the Rays turned the baseball world on its ear by winning both the American League East and American League titles. At 31 years of age, he was the youngest to win the award in its 72-year history. Of the 27 Rays players eligible for postseason play that year, 20 were acquired after Friedman’s arrival. Likewise, 29 of the 38 players who suited up for the Rays 2010 AL East Championship team were Friedman acquisitions including bullpen hero Joaquin Benoit, who Friedman signed as a minor league free agent, and Soriano, the AL save leader.

A greater emphasis on player development and renewed attention on international scouting are two of the hallmarks of Friedman’s tenure as the Rays top baseball official. In December 2008, the Rays were named Baseball America’s Organization of the Year and in 2007, in large part due to a farm system widely recognized as one of the deepest and most talented in baseball, the Rays were named Topps Organization of the Year.

Recent drafts have produced 2008 AL Rookie of the Year and three-time All-Star Evan Longoria and 2008 USA Today Minor League Player of the Year and 2010 AL Cy Young runner-up David Price.

On the international front, the Rays have significantly increased their presence in Latin America with an expanded scouting staff and new training facilities in the Dominican Republic, Venezuela and Colombia and they are the first major league team to open a training facility in Brazil. The Rays have also expanded their efforts in Europe and Asia.

Prior to assuming his current role in November 2005, Friedman spent two years with the Rays serving as director of baseball development. His previous experience includes two years as an analyst with New York City-based investment firm Bear, Stearns & Co., Inc. and three years as an associate for the private equity firm MidMark Capital.

Friedman received a baseball scholarship to Tulane University where he graduated with a bachelor of science in management with a concentration in finance. He played outfield for the Green Wave before injuring his shoulder.

Andrew and his wife, Robin, reside in St. Petersburg with their one-year-old son, Ethan Jack.
GERRY HUNSICKER
SENIOR VICE PRESIDENT, BASEBALL OPERATIONS

Named senior vice president, baseball operations for the Rays in November 2005, Gerry Hunsicker touches all areas of baseball operations. He has been particularly instrumental in helping to establish the Rays international program. Over the past four years, the Rays have created a significant presence in Venezuela, Dominican Republic and Colombia. In December 2008, the team and the city of Marília, Brazil, announced a partnership that includes construction of a training facility, the first baseball academy run by a major league organization in Brazil. In 2009, the Rays also expanded efforts in Asia and Europe.

Hunsicker’s experience in major league baseball spans four decades. In the past 15 years, he has been to the postseason seven times. Prior to joining the Rays, Hunsicker served as an advisor for the Houston Astros during the 2005 season. Previously, he served as general manager of the Astros for nine seasons. He was instrumental in building the team that carried the team to four National League Central Division championships in five seasons. In addition to the four division titles, the club finished second in four of his other five seasons and reached the playoffs as the National League Wild Card entry in 2004.

In 1998, Hunsicker was named Sporting News Executive of the Year after assembling an Astros team that won a franchise-best 102 games during the season.

Hunsicker began his career with the Astros in 1978, then went on to become the minor league director for the New York Mets. During his seven-year tenure, he oversaw scouting and assisted in the major league operation.

Previously, he had been the assistant athletic director and assistant baseball coach at Florida International University.

A native of Collegeville, Pa., Hunsicker received his B.S. degree from St. Joseph’s University where he played baseball and was named to the All-Mid-Atlantic Conference team. He also holds an M.S. in management from FIU. In recent years he was inducted into the St. Joseph’s Baseball Hall of Fame and Athletic Hall of Fame, as well as the Texas Baseball Hall of Fame. Hunsicker also received the prestigious Torch Award from FIU, recognizing distinguished alumni of the university.

JOHN P. HIGGINS
SENIOR VICE PRESIDENT AND GENERAL COUNSEL

John P. Higgins joined the Rays organization as its first employee on April 1, 1995, when he was named the team’s senior vice president and general counsel. From 1999 through 2007, he served as the organization’s chief financial officer. He also currently serves in a similar role for Sunburst Entertainment Group, a wholly owned subsidiary of the Rays which serves as a vehicle for the franchise to invest in new sports and entertainment-related business opportunities.

Higgins has practiced law in the Tampa Bay area since 1979, specializing in corporate, commercial and real estate law. He is also a certified public accountant. For three years, he represented Vince Naimoli and the rest of the Tampa Bay ownership group in its efforts to acquire a Major League Baseball franchise. In addition to his responsibilities with the Rays, he is “of counsel” to the Holland & Knight law firm.

Higgins received his bachelor of business administration degree from the University of Notre Dame in 1975 and his juris doctorate degree from Duke University School of Law in 1979. He resides in St. Petersburg, his home since 1960, with his wife, Robin. They have two sons, Sean Patrick and Patrick Ryan.
BRIAN AU LD

SENIOR VICE PRESIDENT, BUSINESS OPERATIONS

As Rays senior vice president, business operations, Brian Auld oversees the team’s human resources, information technology, marketing, community relations, fan experience and stadium operations departments. Auld also serves in a similar role for Sunburst Entertainment Group, a wholly owned subsidiary of the Rays which serves as a vehicle for the franchise to invest in new sports and entertainment-related business opportunities.

Auld joined the Rays in June 2005 as director of planning and development where he worked closely with Matt Silverman to define organizational priorities and assist with the transition in ownership. Since then, he has worked to build an employee-friendly organization, including helping establish the Employee Community Outreach Team (ECOT). All Rays staff are encouraged to spend up to one day each month volunteering in the community and ECOT assists by finding opportunities.

Prior to joining the Rays, Auld attended Harvard Business School where he earned his MBA focusing on managing human capital, marketing and finance. Auld’s previous work experience includes serving as lead teacher and director of development for the East Palo Alto Charter School in California.

Auld received a bachelor’s degree in economics and master’s degree in education from Stanford University, where he also captained the lacrosse team. He was born in Berkeley, Calif., and attended high school in Dallas. Brian is proud to claim that he once trekked to the bottom of Mount Everest.

He currently serves on the board of directors of the Rays Baseball Foundation, the Ronald McDonald House of Tampa Bay, Big Brothers Big Sisters of Tampa Bay and Leadership Tampa Bay.

He and his wife, Molly, reside in St. Petersburg.

MARK FERNANDEZ

SENIOR VICE PRESIDENT

Mark Fernandez was named senior vice president/chief sales officer in December 2005. He oversees the Rays sales and corporate marketing efforts, broadcast operations, ticket and suite sales, box office operations and merchandising operations. Under his leadership, Rays corporate sponsorships have grown in record numbers and the team’s TV and radio networks have greatly expanded throughout Florida. In addition, the team has experienced an increase in home attendance in four consecutive seasons.

Fernandez also serves in a similar capacity for Sunburst Entertainment Group, a wholly owned subsidiary of the Rays which serves as a vehicle for the franchise to invest in new sports and entertainment-related business opportunities.

A native of Tampa, Fernandez owns more than 19 years of experience in professional sports. He joined the Rays from the Arizona Diamondbacks where he served as senior vice president of sales and marketing. Previously, he spent two years as the Diamondbacks vice president of community affairs and executive director of Arizona Diamondbacks Charities, followed by four years as the team’s vice president of corporate sales. His initial tenure with the organization was a two-year stint as the director of operations in Tucson, where he represented both the D-backs and the Chicago White Sox in the development and construction of Tucson Electric Park. Mark also spent five years with the Phoenix Suns organization as director of marketing and booking for the America West Arena.

In April 2009 Fernandez was elected to the board of directors of the prestigious Helios Education Foundation, a philanthropic organization focusing on education in Arizona and Florida. He currently serves on the board of directors for the United Way of Tampa Bay and in 2011 is chairing that organization’s Tocqueville Society fundraising campaign. He also sits on the board of directors for the Tampa Bay Partnership, the Greater Tampa Chamber of Commerce, Junior Achievement of West Central Florida, the Rays Baseball Foundation and the American Heart Association’s 2011 Heart Ball Executive Committee, along with serving on the community advisory board for the St. Petersburg Times’ Bay Magazine. Mark was honored in 2010 as the inaugural recipient of the United Way’s Advocacy Award for his outstanding service as volunteer community leader.

He and his wife, Trudie, have three children: Grace, Jamie, and Eden.
MICHAEL KALT  
SENIOR VICE PRESIDENT, DEVELOPMENT AND BUSINESS AFFAIRS

As senior vice president of development and business affairs, Michael Kalt manages business development activities for the Rays. Kalt oversaw the construction of the Rays spring training home in Charlotte County and is currently leading the team’s effort in evaluating options for a new major league ballpark. His responsibilities also include identifying other long-term revenue enhancements and developing new business lines and partner relationships. Kalt serves in a similar capacity for Sunburst Entertainment Group, a wholly owned subsidiary of the Rays which serves as a vehicle for the franchise to invest in new sports and entertainment-related business opportunities.

Kalt came to the Rays in March 2006 after three years as a senior advisor to the New York city deputy mayor for economic development. In that capacity, he managed relations between the mayor’s office and the city’s economic development corporation, coordinated area-wide planning and economic development initiatives throughout the five boroughs and oversaw the sale of city-owned land that brought hundreds of millions of dollars in new revenue to the city and will spur over $3 billion in new construction activity. He also served as the city’s point person in negotiations to construct two new major league baseball stadiums, the first new major professional sports facilities to be constructed in New York City in almost 40 years.

Prior to joining the Bloomberg administration, Kalt was a management consultant with McKinsey and Company where he focused on addressing both strategic and operating issues for media and telecommunications firms.

Kalt currently serves on the board of directors for Big Brothers Big Sisters of Pinellas, Hernando, and Citrus Counties and the Rays Baseball Foundation. He received his bachelor’s degree in political science and urban studies from Brown University in 1996 and his juris doctorate from Harvard Law School in 1999. A native of Brooklyn, he and his wife, Laurie, were recently married.

ROB GAGLIARDI  
VICE PRESIDENT, FINANCE

Rob Gagliardi was named vice president, finance in August 2007. He oversees all accounting and finance operations of the Rays organization.

Rob brought with him more than 15 years of managerial experience in developing and implementing financial-based initiatives for industry leaders Comcast and Ernst & Young. Gagliardi joined the Rays after seven years with Comcast, the last two as vice president of finance for the cable service leader’s Maryland, Delaware, Richmond region. Prior to Comcast, he worked for more than seven years at Ernst & Young where he left as a senior manager in their assurance and advisory business services group.

A certified public accountant, Rob earned a degree in accounting from Villanova University. Rob is a Philadelphia native and is married to Gabrielle.

RAYS DID YOU KNOW?

FIRST RAYS EMPLOYEE

John P. Higgins, Senior Vice President and General Counsel, joined the Rays organization as its first employee on April 1, 1995. Prior to Game 1 of the 2008 American League Division Series vs. Chicago, he threw out the ceremonial first pitch.
Tom Hoof joined the Rays in January 2006. He oversees both the team’s marketing and community relations departments. Hoof played a key role in coordinating the team’s launch of its new name, colors, logo and uniforms in November 2007. He is also largely responsible for developing the team’s image, the Rays Baseball Foundation, team advertising campaigns, promotions, social media, concerts, clubs and youth camps.

Previously, he spent 10 years at Walt Disney World Marketing as director. There, he was responsible for partnership marketing in Florida and in Disney’s 20 top attendance markets including New York, Los Angeles, Dallas, Philadelphia and Atlanta.

Hoof developed the first co-marketing program with Disneyland for “50 Years of Disney Theme Parks.” He also worked on numerous events, including “100 Years of Magic Celebration,” Walt Disney World’s 25th Anniversary and the openings of attractions and theme parks such as Disney’s Animal Kingdom, Mission: Space and Disney Cruise Lines. Additionally, Hoof worked on Florida resident projects which included the Epcot Food & Wine Festival, Disney’s Magical Holidays, Resident Season and Annual Passes, as well as Atlanta Braves spring training. He also served as a brand manager for Disney’s Wide World of Sports Complex.

Prior to joining Disney, Hoof worked in marketing and promotions for a cruise line and a water park. He has also worked in radio in Orlando and in Richmond, Va., where he held a variety of positions including sales, marketing, and programming.

A native of Richmond, Va., Hoof graduated from the University of Richmond with a degree in journalism. Tom and his wife, Debbie, have three children, McKenna, Christopher and Daniel. He currently serves on the board of directors for the Children’s Dream Fund, Eckerd Youth Alternatives and the Boys and Girls Clubs of the Suncoast.

Melanie Lenz was named vice president of development in December 2008. She joined the Rays in November 2006 as a senior director, was responsible for managing the design and construction of the Rays spring training facility in Charlotte County, and currently oversees various business analytics activities for the club. She came to the team from the New York City Economic Development Corporate where she had served as vice president, real estate development since 2000. During that period, Melanie directed many real estate transactions within the five boroughs of New York City, resulting in over 15 million square feet of new development and several billion dollars in investment.

Melanie attended the University of Pittsburgh’s Graduate School of Public and International Affairs, and received her master’s degree in urban and regional planning in 1999. She earned her bachelor’s degree from Duquesne University in 1995. Melanie is a native of Gramercy, Pa., and is married to Kurt. She serves on the board of directors for the Children’s Dream Fund, Eckerd Youth Alternatives and the Boys and Girls Clubs of the Suncoast.

ESPN selected the Rays as having the most affordable fan experience among the 122 MLB, NFL, NBA and NHL franchises in 2009 and ranked them sixth in 2010.
FRONT OFFICE

A prominent member of the Tampa Bay sports scene for the past three decades, Rick Nafe was named vice president, operations/facilities for the Rays in October 1996.

In his 30 years of facility management, Rick is one of only two facility managers in history to have hosted a Super Bowl (two), the NCAA Final Four and the World Series.

Nafe joined the Rays from the Tampa Sports Authority (TSA) where he served as executive director since 1992. He joined TSA as director of operations and Stadium Director for Tampa Stadium in 1980.

During his tenure as executive director, Nafe coordinated efforts with Tampa and Hillsborough County to build Legends Field for the New York Yankees spring training, and the St. Pete Times Forum as a home to the Tampa Bay Lightning. The TSA, under his leadership, also secured funding and designed the new Raymond James Stadium for the Tampa Bay Buccaneers.

Nafe served as venue host and committee chairman for Tampa’s Super Bowl XVIII and XXV. He also was a member of the National Football League’s operations staff for nine other Super Bowls. Nafe is a longtime board of director member for the Outback Bowl of Tampa Bay and also sat on the board of the National Alumni Association for Florida State University. After 12 years of serving as president of the Stadium Managers association, he now holds the position of chairman and in 2010 was honored with the Association’s Lifetime Achievement Award. He also serves on the board for the MacDonald Training Center, St. Petersburg Bowl, the Department of Sports Management at St. Leo’s University, Tampa Bay Company, the Tampa Bay Sports Commission as well as the Florida Sports Foundation.

Nafe is a native of Miami and a 1975 graduate of Florida State University. He and his wife, Ellen, have three children: Travis, Parker and Katie.

Darcy Raymond joined the Rays in January 2006 as the team’s first vice president, branding and fan experience. Since then he has developed a breakthrough fan experience at Tropicana Field, while overseeing the areas of customer service, game entertainment and ballpark experience.

Raymond has extensive consumer products and branding experience including five years with Procter and Gamble, the last two as a brand manager. He also led all marketing efforts as vice president of marketing for Mamma.com, a search engine company.

Raymond has an MBA from Harvard Business School. He also holds a Bachelor of Commerce from Concordia University’s John Molson School of Business, in Montreal. A proud native of Montreal, Darcy is fluent in French and was a fervent Expos fan. In his spare time, Darcy enjoys playing hockey, teaching and international travel.

Brian Richeson came to the Rays in January 2007 as vice president, sales and service. Richeson oversees all ticket sales, suite sales and ticket operations for the organization.

Prior to joining the Rays, Richeson spent eight years in the Arizona Diamondbacks organization, the last two as director of season ticket and Legacy Club sales. Richeson started his career working in ticket sales for the Kansas City Royals.

A native of suburban Kansas City, Richeson holds a B.A. from the University of Missouri-Columbia. He resides in St. Petersburg with his wife, Nichole, and son, Brett. He is a graduate of the Leadership Tampa Bay Class of 2008 and currently serves on the board of directors for the nonprofit organization.
Rick Vaughn, Rays vice president, communications since April 1996, begins his 24th season in major league baseball and 28th in professional sports.

At the 2003 baseball winter meetings he received the prestigious Robert O. Fishel Award for Public Relations Excellence. The award, named after the longtime baseball executive, goes to the “active, non-uniformed representative of Major League Baseball whose ethics, character, dedication, service, professionalism and humanitarianism best represent the standards propounded by Robert O. Fishel.”

In November 2002 he served as public relations director for the MLB All-Star Team’s tour of Japan. Before joining the Rays, he spent 10 years in the Baltimore Orioles public relations office, the last five as director, and then two as director of communications for the NFL’s Washington Redskins.

Vaughn is a 1979 graduate of George Mason University, where he threw the first no-hitter in school history. In 2000, his hometown of Alexandria, Va., named him among its 100 greatest high school athletes. Rick and his wife of 31 years, Sue, have two daughters, Amanda and Elissa, and three adopted Pomeranians. He serves on the board of directors for Clearwater for Youth and is an active volunteer for the Miracle League of St. Petersburg.

Dick Crippen was named senior advisor in 2005. He joined the Rays as executive director of community development in December 1999.

Crippen has been involved in area charity work for five decades. He serves as emcee at countless charity fundraisers and aids the team in broadcasting ticket and sponsorship sales. The former sports director at Channel 10 (1965-81) and Channel 8 (1981-99) lists four Florida Outstanding Sportscaster of the Year awards among his many honors. He also serves on the board of many Bay Area charitable foundations including the Pinellas Education Foundation, Florida Blood Services, Blossom Montessori School for the Deaf, St. Petersburg YMCA and the St. Petersburg Salvation Army, and he is an honorary lifetime board member of the Suncoast Ronald McDonald Houses. He serves on the advisory board of the PAL and Charity Works and is a president’s associate at Eckerd College. Crippen and his wife, Penny, live in St. Petersburg. They have two children, Kevin and Wendy, and three grandchildren.

Dan Feinstein joined the Rays in February 2006 as the team’s director, baseball operations. Feinstein assists Andrew Friedman in all aspects of the baseball operations department, including contract negotiation, arbitration, and trade analysis, as well as managing the interpretation of the major league rules. Feinstein also oversees the department’s budgets.

Prior to joining the Rays, Feinstein served as coordinator, baseball operations for the Los Angeles Dodgers. Feinstein worked for the Oakland Athletics from 1994 to 2004, working a variety of different jobs, including assistant, amateur scouting and video coordinator.

Feinstein graduated from the University of California at Davis with a B.A. in medieval European history. He is a native of Lafayette, Calif., and is married to Meghan.
Mitch Lukevics begins his 36th season in pro ball and his 15th with the Rays organization. He joined the Rays in November 1995, serving as pitching coach for the Gulf Coast League team for one year before he was named assistant to player development and scouting in 1997. In 2006, he was promoted to director of minor league operations.

The 1975 White Sox second round pick worked in the Chicago farm system as a pitching coach (1981-85) and minor league administrator (1986-88) before directing the Yankees minor league operations from 1989 to 1995.

As a pitcher, Lukevics was 24-5 at Penn State, where he earned a degree in health and physical education. He hurled 8.1 innings in a 3-1 loss to Arizona State in the Nittany Lions’ College World Series opener his freshman year, 1973. He went 42-39 in 176 games over six seasons with White Sox affiliates.

Lukevics is serving his second three-year term as a member of the Board of Trustees for the National Association of Professional Baseball Leagues and is a member of the Major League Farm Directors Steering Committee.

MITCH LUKEVICS
DIRECTOR, MINOR LEAGUE OPERATIONS

Robert Joseph (R.J.) Harrison was one of the first hires by the Rays organization when he joined the club in September 1995. He was named director of scouting in December 2005 after serving as assistant director of scouting for one year. Harrison had served the club as western U.S. crosschecker, national crosschecker and national scouting coordinator.

Prior to joining the Rays, Harrison spent five seasons as an area scout for the New York Mets and eight seasons as a manager or coach in the Seattle Mariners and San Francisco Giants organizations. He was drafted as a catcher by the St. Louis Cardinals in 1975 and was a member of the Florida State League champion St. Petersburg Cardinals that season. He converted to pitcher the following year and played six more seasons in the Cardinals and Mariners systems before moving to the dugout.

Harrison is a graduate of Arizona State University and played in two College World Series. He and his wife of 32 years, Jane, have two daughters, Lauren and Anna. They reside in Phoenix, Ariz.

R.J. HARRISON
DIRECTOR, SCOUTING

Matt Arnold was named the Rays director of pro scouting prior to the start of the 2010 season. In his role, Matt coordinates the organization’s major league and minor league scouting coverage and the flow of information between the scouts and the baseball operations staff. Along with evaluating players in the Rays farm system and organizing playoff advance scouting coverage, he also assesses potential trade and free agent targets. Arnold joined the Rays in 2006 as a pro scout after serving with the Cincinnati Reds for four years, the last two as assistant director of pro scouting. After interning with the Los Angeles Dodgers for a year, he joined the Texas Rangers baseball operations staff in 2002.

A right-handed pitcher at Highland High School in Bakersfield, Ca., Matt’s playing career was cut short when he suffered a shoulder injury during the summer following his senior year. He attended the University of California-Santa Barbara where he met his wife, Jodi, and earned a degree in economics in 2000. They reside in Seminole, Fla., with their daughter, Julianne.

MATT ARNOLD
DIRECTOR, PRO SCOUTING
Carlos Alfonso was named director of international operations on January 9, 2006. In this capacity, he oversees the team’s international scouting and baseball operations efforts with a focus on the Dominican Republic, Venezuela, and Colombia.

Alfonso enters his 41st season in professional baseball having taken on a variety of roles from front office posts to coaching assignments throughout the Caribbean in his career. He previously spent 19 seasons with the San Francisco Giants organization where he served on the major league staff for 11 years. He acted as the organization’s coordinator of Latin American operations in 1995.

Originally signed by the Houston Astros as a catcher/infielder in 1968, Alfonso converted to a full-time pitcher in 1971 and played nine seasons, including six in winter ball in Latin America. He spent 10 years (1977-86) as a coach in the Astros organization at the major and minor league levels before joining the Giants.

Alfonso attended the University of South Florida and Florida International University. He holds a second degree black belt in tae kwon do. Carlos and his wife, Teresa, have four children and six grandchildren.

Andres Reiner, 73, begins his sixth season as a special assistant, helping with the Rays’ international outreach efforts. He spent 17 years in the Houston organization, the last eight as special assistant to the general manager for Venezuelan scouting and development. He joined the Rays after one season with the Cincinnati Reds.

Reiner is recognized as the founder of the Astros academy in Venezuela responsible for not only discovering promising young players and developing their skills, but also instructing them in English language classes, nutrition, social skills and basic finance. The academy has produced more than 130 professional players including major league All-Stars Johan Santana, Bobby Abreu, Melvin Mora, Carlos Guillen and Freddy Garcia.

Reiner and his wife, Carmina, have three children, Robert, Andres and Sylvia, and reside in Houston.

Jeff Ziegler will serve his 13th season as the Rays Team Travel Director in 2011. In his role, he coordinates all of the travel logistics during spring training, the regular season, and the postseason. This includes securing charter aircraft, ground transportation, and hotel accommodations for the players, coaches, and traveling staff. In 2008, he was selected as the Traveling Secretary of the Year by his peers.

Prior to joining the Rays in 1999, Ziegler was a St. Petersburg Police Officer for nearly 13 years, serving as a patrol officer, narcotics detective, and internal affairs detective. In 1997, he was selected by Major League Baseball to serve as the Rays Resident Security Agent, which eventually led to his transition from law enforcement to baseball. Ziegler, a native of Warren, Ohio, moved to Florida in 1986 and received his bachelor’s degree (cum laude) from St. Leo University.

He has two children, Jordan and Alyssa, and and resides in Palmetto.
The Rays Baseball Foundation, the official charity of the Tampa Bay Rays, will continue its community investment strategy in 2011 through grants, scholarships and programs. Since 2008, the Rays Baseball Foundation has proudly invested almost $1.7 million in youth and education programs in the Tampa Bay area. Key contributors to the Foundation include Rays owners, players, sponsors, fans and employees.

All Rays players currently signed to multi-year contracts contribute to the Rays Baseball Foundation and its programs. Among the current players who have contributed to the Foundation are Evan Longoria, James Shields, Kelly Shoppach and Ben Zobrist. The Rays Baseball Foundation’s programs are detailed below:

**Community Fund Grant Program** The Rays Community Fund Grant Program provides assistance to local nonprofits in the Tampa Bay region. Grants up to $5,000 are awarded through this program. These funds help add to and support current programs offered by community-based nonprofit organizations.

**The Field Renovation Program** The Rays Baseball Foundation Field Renovation Program renovates youth ball fields in various communities throughout the Tampa Bay region. Through municipal and corporate partnerships, the Rays Baseball Foundation works with landscapers and contractors to renovate individual fields. The Rays Baseball Foundation primarily works with Parks and Recreation Departments throughout the year to identify appropriate fields for renovation.

**Youth fields renovated under the program:**
- 2010 Ross Norton Field Clearwater
- 2009 Norma Lloyd Park Bradenton
- 2008 South Brandon Little League Brandon
- 2008 Azalea Little League St. Petersburg
- 2007 West Tampa Little League Tampa
- 2006 Oliver Field at Campbell Park St. Petersburg

**Reading with the Rays** The “Reading with the Rays – Read Your Way to the Ballpark” summer reading program uses the magic of baseball to encourage kids to keep up their reading habits over the summer months. Kids who read a designated number of hours can make their way around the bases on a game card and earn prizes along the way, including a free ticket to a Rays game. Game cards and prizes are available at public libraries in Hillsborough, Pinellas, Manatee and Pasco counties. This program is made possible through a partnership with St. Petersburg Times Newspapers in Education and the public library systems.

**PLAYER PROGRAMS**

**Big Game James Club** James Shields has been actively involved with supporting efforts to assist foster children through the Eckerd Youth Alternatives and the Heart Gallery of Pasco and Pinellas Counties over the past four seasons. James’ involvement with these organizations began with providing tickets to Rays games and serving as a spokesperson for a public service announcement. In 2010 he started the Big Game James Club to provide a stable environment for the children from both agencies. The kids attended several Rays games in the Big Game James Club suite at Tropicana Field and
spent time with Shields on the field during Rays batting practice. Shields has also been nominated for the Congressional Coalition on Adoption’s “Angels in Adoption” award in recognition of the efforts he and his wife, Ryane, have made for children in foster care in the Tampa Bay region. The program will continue in 2011.

**Ben Zobrist’s Sandlot Club** Ben Zobrist partnered with the Boys & Girls Clubs of the Suncoast to create a Sandlot Club for kids from the North Greenwood Center. Zobrist meets with the kids from the Sandlot Club about once a month during the season to teach them the basics of baseball and character-building skills such as sportsmanship and teamwork.

**Dugout Club with David Price and B.J. Upton** The Tampa Bay Rays and the Rays Baseball Foundation launched the South St. Petersburg Neighborhood Initiative, an underserved community located next to Tropicana Field. As part of the initiative, Rays players David Price and B.J. Upton provide funding for the Dugout Club for children attending recreation centers in South St. Petersburg. Each player has adopted two recreation centers and created a club in each. Price sponsors “Price’s Pals” and Upton sponsors “B.J.’s Bunch.” Each player visits each of his clubs several times throughout the summer to address the youngsters about making positive choices and working hard. In 2010, they also hosted the 800-plus Dugout Club children at a Rays game.

**South St. Petersburg Initiative** In addition to the Dugout Club, the Rays hosted several Real Talk Teen Summits in 2010 in conjunction with the Department of Juvenile Justice and the Childs Park YMCA. The sessions were designed to give teens an opportunity to talk about difficult, relevant issues facing today’s youth and how to address them. The program was so successful that Community Tampa Bay has joined the effort.

**Scholarships** In 2010, the Rays Baseball Foundation funded four scholarship programs. One outstanding minority student from the Tampa Bay area was selected to receive a $10,000 scholarship through the Jackie Robinson Foundation Scholars program. The Foundation created the Monte Irvin Scholarship program to provide a total of $5,000 to two minority students residing in Pinellas County. Academy Prep selected two students – one from each of its campuses in St. Petersburg and Tampa – to receive a total of $15,000 in scholarship funding for an intensive middle school curriculum targeting at-risk students. The Barry Jones Memorial Scholarship was established to honor the beloved Rays front office staff member who passed away in March 2009. The scholarship provides $2,500 to a Manatee County high school senior who demonstrates outstanding academic achievement and community service.

**Environmental Education Programs** The Rays Baseball Foundation supports programs aimed at environmental education through two programs. The Foundation partners with Earthwatch Institute, a worldwide environmental research and education organization, to send six local teachers from the Tampa Bay area on scientific expeditions across the globe. The teachers receive a $2,500 grant to bring the lessons learned on their expeditions back into their classrooms. In 2010, the Foundation partnered with the U.S. Green Building Council, Florida Gulf Coast Chapter and the Pasco County Education Foundation on an environmental education project as part of its “Teaming Up for the Environment” initiative, which was launched in 2008. This dynamic partnership with Pasco County Schools is the first of its kind, to “green” an existing school building. A green school is defined as a school building or facility that creates a healthy environment that is conducive to learning while saving energy, resources and money.

**Rays in the Community** In addition to the financial investments made in the community through the Rays Baseball Foundation, the Rays contributed an additional $1.7 million through in-kind donations and non-financial assets in 2010. Rays front office employees donated over 2,000 hours of volunteer time to nonprofit organizations in 2010 including construction of a new playground for the children of the James B. Sanderlin Family Center in South St. Petersburg.

For more information on any of the grant programs listed above, please contact the Rays Community Relations department at (727) 825-3157 or email community@raysbaseball.com.