

SPORTS AND ENTERTAINMENT MARKETING OPERATIONS RESEARCH

CAPITAL ONE ORANGE BOWL



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TABLE OF CONTENTS

I. EXECUTIVE SUMMARY



II. INTRODUCTION



- A. Description of the business or organization
- B. Description of the target market
- C. Overview of the business or organization's current business strategy relating to corporate social responsibility initiatives

III. RESEARCH METHODS USED IN THE STUDY



- A. Description and rationale of research methodologies selected to conduct the research study
- B. Process used to conduct the selected research methods

IV. FINDINGS AND CONCLUSIONS OF THE STUDY



- A. Findings of the research study
- B. Conclusions based on the findings

V. PROPOSED STRATEGIC PLAN



- A. Objectives and rationale of the proposed strategic plan
- B. Proposed activities and timelines
- C. Proposed metrics or key performance indicators to measure plan effectiveness

VI. PROPOSED BUDGET



Costs associated with proposed strategies

VII. BIBLIOGRAPHY



List of the sources of information used in the written document



I. EXECUTIVE SUMMARY

OVERVIEW

The Orange Bowl Committee (OBC) is a South Florida-based nonprofit organization which was established in 1935 with the goal of using sporting events to promote tourism and have an economic impact. The OBC has established a nationally recognized brand based on tradition, community involvement, and exceptional event execution. It is best known for hosting the annual Capital One Orange Bowl, a game connected to the College Football Playoffs. With the help of over 1,000 ambassadors and over 400 volunteer committee members, the organization also manages year-round community projects via its Orange Bowl Cares platform and other events like the Orange Bowl Basketball Classic. The OBC's main objective is to provide top-notch sporting experiences while cultivating relationships with supporters, partners, and the South Florida community.



YOUTH SPORTS



EDUCATION



COMMUNITY
ENGAGEMENT



LEGACY
PROGRAMS

The Orange Bowl Cares operates on four sectors displayed above: Youth Sports, Education, Community Engagement, and Legacy Programs. Orange Bowl Cares is able to support youth development, the expansion of access to educational opportunities, strengthen relationships within the South Florida community, and preserve the Orange Bowl's commitment to service and positive impact through those focus areas. All together, these initiatives use the platform of sports to create meaningful, long-term benefits beyond game day.

PURPOSE



The researchers, Justin Poms and Valeria Gonzalez, were tasked with incorporating customer feedback into the company's corporate social responsibility (CSR) initiatives and overall business strategies. Currently, The OBC has very strong and established CSR programs, however, the researchers found that very little customer feedback was being utilized. With this in mind, the research was focused on a new sector which would expand current CSR efforts while also collecting customer input.

RESEARCH METHODS

PRIMARY RESEARCH

SURVEYS



INTERVIEWS



PARTICIPANT OBSERVATION



SECONDARY RESEARCH

ONLINE SEMINAR



CSR CERTIFICATION



SOCIAL MEDIA



FINDINGS AND CONCLUSIONS

Finding 1.1: It is important to understand all parties impacted by Corporate Social Responsibility initiatives.

Finding 2.4: A team with the same goals and priorities is the first critical milestone in CSR efforts, everything else is execution.

Conclusion #1: CSR initiatives must prioritize interactive, inclusive programming.

Conclusion #2: Strategic planning and sustained commitment are essential for impact.

Finding 2.1: Identify and exploit points of greatest leverage when it comes to CSR efforts.

Finding 3.1: Ensuring to consistently bring your community together is an effective way to initiate other CSR initiatives.

Finding 2.3: Long-term goals for CSR efforts create a foundation that can be built upon with the right partners and ideas.

Conclusion #3: Leveraging external collaborators maximizes scalable impact.

Conclusion #4: Year-round engagement strengthens brand credibility and loyalty.

Conclusion #5: A structured Mental Health pillar presents a strategic expansion opportunity.

The OBIE STRONG campaign targets four key areas: Resilience, Balanced Minds, Community Activation, and Wellness Environments. Each area includes two specific activities to promote mental fitness in Youth Sports, Education, Community Engagement, and Legacy Programs. In one year, this focused strategy will elevate the Orange Bowl's CSR impact across South Florida.



On-field & Off-Field Resilience

Improve young athletes' performance and mental skills under pressure.

Establishes a core identity founded on mind and body wellness.

Inclusive Community Activation

Mitigate the social stigma and isolation tied to mental health challenges.

Create a social environment that is more unified, compassionate, and supportive for the entire community.

Building balanced minds

Enhance the current classroom climate for learning and developing mentally.

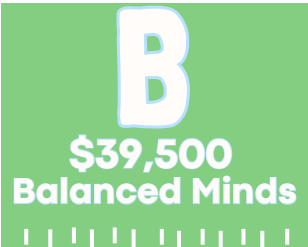
Build a culture around a community that consistently develops and values emotional intelligence and sustained self-care.

Enduring Environments of Wellness

Create a place and symbol of commitment to mental health amongst the community.

Establish mental health as a vital pillar of the community's identity and legacy.

Year 1 Implementation



Year	Annual Expenses	Cumulative Expenses	Annual Revenue	Net Profit	ROI
Year 1 (2026)	\$319,550	\$319,550	\$383,550	+\$64,000	20.0%
Year 2 (2027)	\$304,550	\$624,100	\$392,478	+\$87,928	28.9%
Year 3 (2028)	\$244,550	\$868,650	\$402,466	+\$157,916	64.6%

II. INTRODUCTION

A. DESCRIPTION OF THE BUSINESS OR ORGANIZATION

THE ORANGE BOWL COMMITTEE

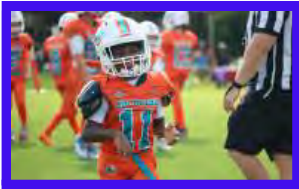
The **Orange Bowl Committee (OBC)**, established in **1935**, is a non-profit organization based in South Florida with the primary goal of attracting tourism to the region through, among other things, hosting major sporting events. Most notably, the annual Capital One Orange Bowl game, hosted in the Miami metropolitan area, is part of the College Football Playoffs System. The organization is composed of over **400 committee members** and about **1,000 ambassadors**, all dedicating their efforts towards building a stronger community and overall leaving a positive impact on the people they serve. For the purpose of this paper, the researchers will focus on the **"Orange Bowl Cares"** section of the committee, which is dedicated specifically to giving back to the community.



Mission Statement: "Inspire youth. Strengthen communities. Serve South Florida."

ORANGE BOWL CARES YOUTH SPORTS

Athlete participating in OB football showcase



The Orange Bowl (OB) organization actively promotes youth athletic development through initiatives such as the **Orange Bowl Youth Football Alliance**, which supports thousands of local athletes. In addition, they host a variety of **tournaments** in tennis, golf, lacrosse, and track, as well as flag football, basketball, and football **showcases**. The Orange Bowl encourages and **provides opportunities** for youth across South Florida to grow and engage in athletics.

EDUCATION

OB "Tag a teacher" program recipient



Beyond athletics, the organization offers academic development opportunities for South Florida students through programs such as the Leadership & Character Academy, which provides resources and planning tools to help them pursue their personal and career goals. It also organizes art contests and teacher-engagement initiatives, such as the Orange Bowl Creative Art Contest, Tag-A-Teacher, and Extra Yard For Teachers, all designed to recognize local talent and educators.

COMMUNITY ENGAGEMENT

Runners of the AvMed 5k with OBIE



The organization actively supports the community by hosting events, including family festivals, 5K and 10K runs, and educator recognition programs. The AvMed Orange Bowl Beach Run and AutoNation Orange Bowl Basketball Classic draw thousands of South Florida residents each year. These events bring families and neighbors together around shared experiences. These efforts represent the committee's mission to contribute to the area's well-being.

LEGACY PROGRAMS

Committee and community members at new park renovation



The committee funds long-term community projects, including multi-million-dollar park and field renovations across South Florida and media center makeovers in over 15 elementary, middle, and high schools. These legacy investments ensure the Orange Bowl's impact lasts long after game day. Moore Park, Carter Park, and Ives Estates Park are just a few examples of spaces transformed through Orange Bowl Cares.

COMMUNITY REPORT



Generates millions in annual tourism and jobs growth



Supports teachers and inspires student leadership



Inspires and provides for young athletes



Hosts events which encourage community unity



Funds park and school facilities renovations



B. DESCRIPTION OF THE TARGET MARKET



Economics: South Florida has a strong, diversified economy driven by tourism, international trade, and health care, producing an estimated \$400 billion GDP annually. The median household income in this region is about \$72,000 according to the U.S. Bureau of Economic Analysis. The variety in the economy is what gives the Orange Bowl Committee the ability to attract large Corporate Sponsors such as Capital One; also utilizing OB Cares to provide low-income children with free athletic and educational programs.

Psychographics: Active; family-oriented; community-focused. In addition to enjoying weekend activities such as park days, water-based recreation, and youth sports (due to year-round weather), many families have children who participate in organized sports, with nearly 62% of local parents enrolling them in some form of organized sport. As a result, South Floridians are highly involved in community-based youth sports.



Demographics: The Orange Bowl Committee primarily serves Miami-Dade, Broward, and Palm Beach Counties, with an estimated population of 6.3 million+ according to the U.S. Census Bureau. Approximately 1.2 million residents in the area are under 18 years old. The median age of this population is 40.2. Based on demographic diversity, the Orange Bowl's Primary Target Market (local youth athletes) and Secondary Target Market (traveling College Football Fans) for marketing would be the youth athletes and the College Football Fans traveling to the event.

Geographic: The Orange Bowl operates at Hard Rock Stadium in Miami Gardens, Florida, about 20 miles (32 km) northeast of downtown Miami. In addition to being able to serve over 300 local parks and 100+ schools within an area of 120 miles of South Florida, OB Cares initiatives reach individuals each year who come from all parts of the United States for the purpose of escaping cold winters by traveling to South Florida where they can enjoy a climate that provides them with warmth and experience premier sporting events; which makes the Orange Bowl a leading destination for tourism.



PRIMARY TARGET MARKET

The primary target audience of the Orange Bowl Committee is young athletes (ages 8-18) and their families residing in South Florida who are involved with OB Cares programs such as the Youth Football Alliance and the Leadership & Character Academy. This demographic usually falls into a mid- to low-income household with an annual gross income of \$40,000-\$70,000. Although these groups do not create immediate event-based revenue for the Orange Bowl Committee, this demographic is crucial to the committee's non-profit goals and future community involvement.

MOCK-UP PROFILE 1



Sofia, 14, is a South Florida student who participates in a local youth sports program supported by Obie Cares. Through school and nonprofit partnerships, she gains access to athletic opportunities, mentorship, and educational resources that support her development both on and off the field.

Jason, 31, is a college football fan and proud university alumnus who travels for major postseason games. Strong school spirit and tradition drive his interest in high-profile live events like the Capital One Orange Bowl. He is willing to invest in tickets, travel, and merchandise, making live college football experiences a priority.

MOCK-UP PROFILE 2



SECONDARY TARGET MARKET

The secondary target audience for the Orange Bowl Committee is U.S.-based college football fans aged 18 to 65 who come to Miami for the annual Capital One Orange Bowl. This demographic includes mainly current and former students of the schools competing in this year's game, slightly more men than women, and has an average household income of \$80,000-\$150,000. Fans in this secondary audience largely drive ticket sales, tourism, and national exposure for the Orange Bowl brand. On average, each of these visitors spends about \$1,000 to \$1,500 while traveling to Miami for the event (i.e., on airfare, lodging, meals).

C. OVERVIEW OF THE BUSINESS OR ORGANIZATION'S CURRENT BUSINESS STRATEGY RELATING TO CORPORATE SOCIAL RESPONSIBILITY INITIATIVES

The researchers assessed the Orange Bowl Committee's current CSR strategy by conducting surveys of 250 community members, interviewing four Orange Bowl Committee senior-level staff members (CEO, COO, SVP-Community Outreach, SVP-Partnerships), and observing events held by the committee; specifically, they observed the AutoNation Orange Bowl Basketball Classic and the AvMed Orange Bowl Beach Run. The committee's CSR administers through OB Cares. This program has four segments: Youth Sports, Education, Community Engagement, and Legacy Programs.



YOUTH SPORTS



EDUCATION



COMMUNITY ENGAGEMENT



LEGACY PROGRAMS

YOUTH SPORTS & EDUCATION

OB Cares works with youth athletes ages 8–18 in sports of youth football (Orange Bowl Youth Football Alliance), tennis, golf, lacrosse, track and field, flag football, and basketball. Through these activities, OB Cares has developed the Leadership & Character Academy and also has educator programs (Tag-A-Teacher, Extra Yard for Teachers) that serve at least 15 local schools. Interviews conducted by the researcher found that the Committee tracks participant numbers; however, it does not measure long-term outcomes, including improved academic performance and/or positive effects on mental health.

COMMUNITY ENGAGEMENT AND LEGACY PROGRAMS

The committee has also hosted two major annual events in South Florida: the AvMed Orange Bowl Beach Run (a 5K) and the AutoNation Orange Bowl Basketball Classic (a high school basketball event). Both are attended by thousands of local people every year. In addition to these events, the committee has invested millions of dollars in park renovations in South Florida, including Moore Park, Carter Park, and Ives Estates Park. As an observer at both the AvMed Orange Bowl Beach Run and the AutoNation Orange Bowl Basketball Classic, it was clear that large numbers of attendees came from each community; however, neither event offered any mental health or wellness programs.

RESEARCH FINDINGS ON CURRENT CSR

Senior leadership interviews indicate that the Orange Bowl Committee is seeking to further develop its corporate social responsibility (CSR) efforts in mental health and wellness. According to Senior Vice President of Partnership's John Mas, "a few items we are looking to collaborate on with the local hospitals is working on the mental health component of young athletes." Orange Bowl CEO Eric Poms also supported this idea, stating, "mental health is important to all people and it should be integrated within every industry. If we were able to create wellness areas within our Orange Bowl events, initiate campaigns pertaining to mental health, and establish clinics centered on improving mental wellness and fitness I believe this would provide a good starting point." However, Senior VP of Community Outreach, Latoya Williams emphasized that while they will look to "enhance" and "streamline" what they currently offer regarding CSR, she indicated that the lack of a focus for measuring the effectiveness of current CSR efforts was a concern.

INTEGRATION WITH BUSINESS STRATEGY

As a nonprofit, CSR is not separate from the Orange Bowl's business strategy — it is the strategy. The Capital One Orange Bowl game generates revenue (Capital One reportedly pays \$25 million annually) that directly funds OB Cares. COO Ana Hernandez-Ochoa explained: "We have to make sure as we continue to do this, we look at the long term planning of how much we need and are willing to reinvest."



CURRENT GAPS

We identified three areas of disconnect in the survey data and interviews. The first gap is that there is no formally developed or implemented mental health program designed specifically for youth athletes. The second area of disconnect is that while the committee tracks how many people participate in the organization (i.e., the number of tickets sold), it does not track longer-term outcomes, such as whether participants experience improved mental health. Lastly, the CSR activities associated with OB Cares are currently segregated from the organization's ticket sales, marketing, and events. These areas represent a strategic opportunity to expand OB Cares.

III. RESEARCH METHODS USED IN THE STUDY

A. DESCRIPTION AND RATIONALE OF RESEARCH METHODOLOGIES — SELECTED TO CONDUCT THE RESEARCH STUDY

The study was designed and carried out by researchers Valeria Gonzalez and Justin Poms, who worked with the Orange Bowl Committee to develop an expanded Strategic CSR initiative as part of Orange Bowl Cares. Each researcher has a distinct experience with respect to this project. Poms is experienced in data collection/analysis and survey methods, whereas Gonzalez has an extensive background in conducting interviews, observing participants, and gathering information through on-site observations. By combining their individual experiences, the team maximized research efforts toward the end goal.



RESEARCH GOALS



INVESTIGATE



ANALYZE



SYNTHESIZE

With the Orange Bowl's strong ties with the South Florida community and significant resources at hands-reach, our research strategy can be broken down into three parts: Investigate corporate social responsibility efforts including community needs and challenges the Orange Bowl approaches, Analyze specific trends within CSR efforts while gaining first hand insight through participatory observation, and Synthesize all research to develop a strategy that furthers the Orange Bowl's CSR efforts. Every researched method was split into two categories: Primary and Secondary Research. The primary aim of this research, as detailed in Table 1, is to develop an in-depth understanding of Corporate Social Responsibility initiatives and opportunities to optimize their impact.

PRIMARY RESEARCH

Table 1: Primary Research Methods

Primary Research	Description	Rationale
1. Surveys 1.1- Community Impact & Wellness Initiative Survey	1.1- Survey was collected from youth, parents, fans/community members, and Orange Bowl Staff/Sponsors using Microsoft Forms.	1.1- Obtain honest feedback from all areas impacted, focused on Orange Bowl Cares and Mental Health implementation.
2- Interviews 2.1- Latoya Williams 2.2- Ana Hernandez-Ochoa 2.3- John Mas 2.4- Eric Poms	2.1- Interviewed Latoya Williams, the Senior Vice President of Community Outreach at the Orange Bowl Committee. 2.2- Interviewed Ana Hernandez-Ochoa, the Chief Operating Officer at the Orange Bowl Committee. 2.3- Interviewed John Mas, the Senior Vice President of Partnerships at the Orange Bowl Committee. 2.4- Interviewed Eric Poms, the Chief Executive Officer at the Orange Bowl Committee.	2.1- Understand the Orange Bowl's CSR strategies/priorities and long-term community vision. 2.2- Assess the operational framework, resource allocation, and measurement outcomes for CSR initiatives. 2.3- Obtain the strategic, operational, and financial plan for the implementation of a Mental Health sector 2.4- Align the Mental Health initiative with the CEO's vision and secure its status as a strategic priority.
3- Participant Observation 3.1- AutoNation Orange Bowl Basketball Classic 3.2- AvMed Orange Bowl Beach Run	3.1- Conducted on-site participant observation at the 2025 AutoNation Orange Bowl Basketball Classic. 3.2- Conducted on-site participant observation at the 2025 AvMed Orange Bowl Beach Run.	3.1- Document the live impact on how the Orange Bowl's community values are experienced at a flagship event. 3.2- Experience community engagement in an active, family-oriented CSR event

1. SURVEYS

1.1 COMMUNITY IMPACT & WELLNESS INITIATIVE SURVEY

A Microsoft Forms survey was distributed to four groups: Youth, Parent/Guardian, Fan/Community Member, and Orange Bowl Staff/Sponsor to assess South Florida community awareness and interest in Orange Bowl Cares, Mental Health & Wellness, and potential CSR program formats. Surveys were promoted at Orange Bowl events using QR codes. The 8-question survey took under 5 minutes, used ranking scales and multiple-choice responses, and received 250 participants. The goal was to evaluate interest in integrating Mental Health & Wellness into Orange Bowl Cares and identify the most appealing initiatives. Below is an example of a survey question.

Community mental health wellness is an urgent priority for South Florida.

Strongly Disagree 1 2 3 4 5 Strongly Agree

2. INTERVIEWS

2.1- LATOYA WILLIAMS

Latoya Williams is the **Senior Vice President of Community Outreach** at the Orange Bowl Committee. Latoya Williams has held this specific position for nearly 8 years, starting back in May of 2018. She began at the University of Florida, obtaining a bachelor's degree in sports and exercise, and later attended Nova Southeastern University to obtain an MBA. William's experience helps us understand the OBC's CSR initiatives and its long-term goals for the South Florida community.

LATOYA WILLIAMS



2.2 ANA HERNANDEZ-OCHOA

Ana Hernandez-Ochoa is the **Chief Operating Officer** of the Orange Bowl Committee. Ana has been a part of the OBC for nearly 25 years, starting in 2002, focusing on everyday operations and working directly with the sponsorships departments. She is a proud member of the South Florida community, having been born and raised there while earning a bachelor's and master's degree from Florida International University. Through her experience, the operational framework, resource allocation, and measurement outcomes of CSR initiatives are accessible.

ANA HERNANDEZ-OCHOA



2.3 JOHN MAS

John Mas is the **Senior Vice President of Partnerships** at the Orange Bowl Committee. John has been part of the OBC for 20+ years, starting as a Marketing Assistant and quickly positioning himself in partnerships and sponsorships. John Mas received his bachelor's degree from Monmouth College before receiving a master's degree in sport management at Western Illinois University. With his connection to partnerships among the OBC, plans that discussed strategy, finance, and operations of the Mental Health & Wellness sector could be obtained and implemented.

JOHN MAS



2.4 ERIC POMS

Eric Poms is the **Chief Executive Officer** of the Orange Bowl Committee. He has 30+ years of managerial/operational experience in college athletics, including serving as Coordinator of Operations at UNLV and Director of Operations for both the Las Vegas Bowl & Blockbuster Bowl. Eric Poms graduated from the University of Florida, earning a Master of Exercise and Sports Sciences. Eric Poms has expanded the Orange Bowl's community outreach and is also active with the Boys & Girls Club of Miami Inc. As CEO, he will ensure that CSR expansion at the Orange Bowl aligns with everyone's vision and remains a top priority.

ERIC POMS



3. PARTICIPANT OBSERVATION

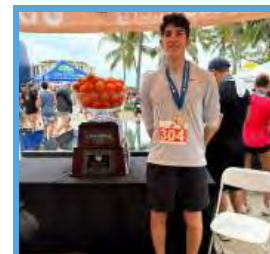
3.1- 2025 AUTONATION ORANGE BOWL BASKETBALL CLASSIC



The 2025 AutoNation Orange Bowl Basketball Classic features a men's college basketball doubleheader that brought community engagement to South Florida with pre-game festivities and a fan experience. The Orange Bowl Basketball Classic occurred on Saturday, December 13, 2025, at Amerant Bank Arena in Sunrise, Florida, featuring the University of Florida vs. George Washington and Florida State vs. UMass. The Orange Bowl granted us all-access passes throughout the stadium for both games, allowing us to immerse ourselves in the South Florida community and converse with fans. Bringing two popular teams, the University of Florida and Florida State, to South Florida for a sporting event allowed for documentation of the live impact on how someone can experience the Orange Bowl's community values at a flagship event.

3.2- 2025 AVMED ORANGE BOWL BEACH RUN

The 2025 AvMed Orange Bowl Beach Run allows participants to run a 5k or 10k with a scenic oceanfront view and family bonding. The event took place on Sunday, December 14, 2025, at South Pointe Park, Miami Beach. The event brings the South Florida community together by offering prizes to top performers, providing music and entertainment, and encouraging participants to bring their families to run or walk. All proceeds from this event go towards the Orange Bowl's CSR initiatives that cover two of the Orange Bowl Care sectors: Legacy Programs and Education.



SECONDARY RESEARCH

Table 2: Secondary Research Methods

Secondary Research	Description	Rationale
4- Online Seminar 4.1- CSR Training Introduction to CSR Corporate Social Responsibility, by Sigma Earth	4.1- 56 min. YouTube video on a webinar meeting covering 3 modules of CSR training: "CSR: Definition, Evolution, and Global Influence," "Legal Framework and Execution of CSR in India," & "Emerging Innovations & Trends in CSR."	4.1- Built a foundation in a CSR training session, learning key definitions, understanding the shift from traditional charity to today's strategic Corporate Social Responsibility, & comprehending its overall impact on communities.
5- CSR Certification 5.1- Essentials of Corporate Social Responsibility	5.1- Completed a 6-9 hour online course to get certified on the essentials of CSR. The course provided 2 modules, 14 lessons with videos, 4 quizzes, and a final exam.	5.1- Completed and earned a CSR certification to expand knowledge and make deliberate decisions on a strategic CSR plan for the Orange Bowl Committee
6- Social Media 6.1- @orangebowl 6.2- @orangebowlcares	6.1- Examined the Instagram feed of @orangebowl. 6.2- Examined the Instagram feed of @orangebowlcares	6.1- Examined CSR initiatives as a vital commitment by the Orange Bowl to the various communities in South Florida. Culminating all their features and exciting events that strengthen the South Florida region, which builds a foundation of legacy and success. 6.2- Showcased the dedicated heart of CSR initiatives for the Orange Bowl in South Florida communities. Presented key moments under all 4 sectors of Orange Bowl Cares.
7- Community Reports 7.1- Orange Bowl 2023-24 Community Report 7.2- Orange Bowl 2024-25 Community Report	7.1- Observed the Orange Bowl's 2023-24 Community Report 7.2- Observed the Orange Bowl's 2024-25 Community Report	7.1- Understand previous information on Orange Bowl Care's initiatives and impact economically, socially, and strategically. Gained expertise in their community efforts and specific projects. 7.2- Gained knowledge of the past years' information on Orange Bowl Care's initiatives and impact economically, socially, and strategically. Gained expertise in their community efforts and specific projects.

—B. PROCESS USED TO CONDUCT THE SELECTED RESEARCH METHODS—

A step-by-step analysis of the process we used to guide our CSR expansion of Orange Bowl Cares is highlighted in the graphic below. Each step represented a 10-yard gain in our game-winning touchdown drive towards a successful CSR initiative.

Yards/Step	Research Process Steps Conducted and Procedural Outline	Data Conducted
10 STEP 1	Step 1- Introduction with Organization & Background Research Organized a meeting with Latoya Williams (Senior VP of Community Outreach) and Ana Hernandez-Ochoa (COO) to gather information on the Orange Bowl's Corporate Social Responsibility initiatives	September 2025
20 STEP 2	Step 2- Establish Research Goals Identified three research goals to navigate a 3 month research process.	September 2025
30 STEP 3	Step 3- Investigate Methods of Primary Research Established primary research methods, including a community survey, employee interviews, and participant observation.	October 2025
40 STEP 4	Step 4- Investigate Methods of Secondary Research Discovered secondary research methods, including a video seminar, an online certification course, social media accounts, and annual community reports	October 2025
50 STEP 5	Step 5- Create Schedule & Timeline of Research Process Broke down all research methods to create a schedule and connected with employees for events & meetings to participate in the Orange Bowl CSR and delve deeper into previous subjects of interest.	October- November 2025
40 STEP 6	Step 6- Implement Secondary Research Concluded secondary research to further build an understanding of Corporate Social Responsibility to develop deep proficiency in this area.	October- November 2025
30 STEP 7	Step 7- Implement Primary Research Apply expertise gained from all secondary research to direct primary research and optimize the CSR impacts of the Orange Bowl.	November 2025
20 STEP 8	Step 8- Analyze All Obtained Data Assessed data obtained from both primary and secondary research to make well-informed decisions that would lead to an efficient CSR initiative for the Orange Bowl.	November 2025
10 STEP 9	Step 9- Synthesize All Obtained Data Select the key findings from our research to present to the Orange Bowl and together come to a conclusion on how we can expand CSR initiatives that benefit the South Florida community.	December 2025
TOUCH DOWN STEP 10	Step 10- Present the Strategic Plan Presented recommendations based on CSR efforts within the Orange Bowl to Eric Poms (CEO).	December 2025

RESEARCH TIMELINE

Research	October	November	December
Interviews			
Surveys			
Participant Observation			
CSR Certification			
Community Reports			
Other Secondary Research			

IV. FINDINGS AND CONCLUSIONS OF THE STUDY

A. FINDINGS OF THE RESEARCH STUDY

1. SURVEYS

1.1 COMMUNITY IMPACT & WELLNESS INITIATIVE SURVEY

A key component of our primary research included our survey distributed to the entire community at Orange Bowl events, which contained 250 participants. The responses to the survey provided honest feedback on the Orange Bowl's CSR initiatives and Mental Health implementation. Key findings from the survey responses are presented in the graphic below.

63%

Of participants believe adding a "Mental Health & Sector" would be extremely valuable

58%

Of participants stated a mental health initiative would improve their perception on the committee

44%

Of participants found a youth-focused mental fitness clinic most appealing

72%

Of participants would be very likely to support this new focus area

1.1 Key Finding: It is important to understand all parties impacted by Corporate Social Responsibility initiatives.

2. INTERVIEWS

2.1 Latoya Williams (held on October 2, 2025)

Latoya Williams, Orange Bowl's Senior Vice President of Community Outreach, introduced us to Orange Bowl Cares and its long-term CSR goals. She stated, "Streamline and enhance the things that could make a larger impact. There are big pebbles and little pebbles." Williams envisions that CSR initiatives would be more impactful if they focus and expand on the areas they see the most impact in the South Florida community.



2.1 Key Finding: Identify and exploit points of greatest leverage when it comes to CSR efforts.

2.2 Ana Hernandez Ochoa (held on October 2, 2025)

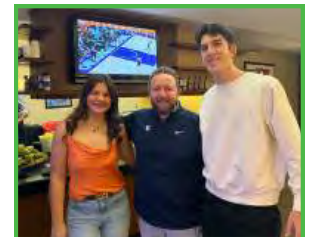
Ana Hernandez-Ochoa, Orange Bowl's Chief Operating Officer, brought to our attention who is contributing most economically to their CSR initiatives and how vital it is to keep a good relationship with them and ensure they continue to contribute. In her words, "We have to make sure as we continue to do this, we look at the long term planning of how much we need and are willing to reinvest and how many [CSR initiatives] are we willing to keep doing." Hernandez-Ochoa really put into perspective how important relationships and resource allocation goes into what the Orange Bowl does for the South Florida community. If we want to proceed on expanding CSR efforts for the Orange Bowl, the right sponsors and resources are significant.



2.2 Key Finding: Identify and exploit points of greatest leverage when it comes to CSR efforts.

2.3 John Mas (held on December 13, 2025)

John Mas, Senior Vice President of Partnerships, when asked to look at the current four pillars of the Orange Bowl How would a dedicated Mental Health & Wellness sector uniquely extend your mission and impact, rather than just overlapping with existing ones? He responded with, "It extends it in existing programs when it comes to our youth sports programs it would really be a game changer. A couple things we have been trying to do is partner with the local hospitals to work on the mental health side of young athletes and identify where they could grow." From a sponsorship perspective they have been looking into how to correctly pursue this new initiative. Knowing mental health has been a point of interest and they are interested in implementing it into their four pillars, builds a foundation on their long-term goals.



2.3 Key Finding: Long-term goals for CSR efforts create a foundation that can be built upon with the right partners and ideas.

2.4 Eric Poms (held on November 24, 2025 & December 18, 2025)

Eric Poms, Chief Executive Officer of the Orange Bowl, shared his visions for the future Orange Bowl Care and where he sees a Mental Health & Wellness sector fitting. He mentioned, "Mental health is important to everyone and should be implemented into every sector. If we could create wellness zones at Orange Bowl events, start campaigns for mental health, and build clinics focused on mental fitness I think that would be a start." Poms clarified that plans for mental health have been in the works and his vision for it is a priority among many of his strategic plans for the Orange Bowl.



2.4 Key Finding: A team with the same goals and priorities is the first critical milestone in CSR efforts, everything else is execution

3. PARTICIPANT OBSERVATION

3.1 2025 AutoNation Orange Bowl Basketball Classic

Being within the atmosphere of such a flagship event for community engagement under the Orange Bowl Committee allowed us to fully understand the live impact on how much the OBC values its community. Meeting with community members at the event we learned about all the little things the Orange Bowl does that the community appreciates. One of these things was these pink Orange Bowl community shirts that they gave out for free to everyone who attended. A nice gesture that brings everyone together.



3.1 Key Finding: Ensuring to consistently bring your community together is an effective way to initiate other CSR initiatives.

3.2 2025 AvMed Orange Bowl Beach Run

The 2025 AvMed Orange Bowl Beach Run allowed us to experience a community engaging event that was family-oriented and brought health and fitness to the community in South Florida. Various community members came to enjoy the oceanview and various amenities like the Dunkin Donuts breakfast truck. Being immersed into physical fitness by the Orange Bowl brought to mind the inclusion of mental fitness at such an active event.



4. ONLINE SEMINAR RECORDING

4.1 CSR Training | Introduction to CSR | Corporate Social Responsibility, by Sigma Earth

The 56 minute YouTube video built a strong foundation on our knowledge of CSR and how to effectively push its initiatives within a community. The seminar greatly emphasized understanding the needs of your community through engagement and assessments. After that, design a long-term sustainable program in partnership with the community and meticulously track real impact.

4.1 Key Finding: Don't assume community needs, engage and assess your community to discover them.

5. CSR CERTIFICATION

5.1 Essentials of Corporate Social Responsibility

An online course on the essentials of CSR furthered our expertise and certified us in this field. The course mainly highlighted the mutual relationship between business and society. Some key information highlighted included the idea that modern CSR has changed from charities to a more strategic business approach. CSR is constantly changing and there are constant debates as to if businesses exist solely to profit or they have a responsibility to all parties it impacts. The course raises questions that help businesses have real impact on their community.

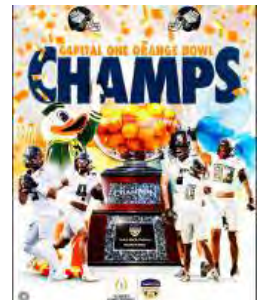


5.1 Key Finding: Impact through CSR efforts is constantly changing; it is important to optimize opportunities at hand to benefit the community.

6. SOCIAL MEDIA

6.1 @orangebowl

The Orange Bowl's main Instagram account was an introduction to all the CSR initiatives the Orange Bowl commits to within the South Florida Community. The account highlights all the exciting events that contribute to their success. Their status in college football is significantly mentioned and shows the name they have built within their community and how they have utilized it to benefit it.



6.2 @orangebowlcare

The feed of the Orange Bowl Cares account goes more in-depth into how the Orange Bowl gives back to the South Florida community. Every event they do throughout the year and all four pillars they are built on is covered. The account brought attention to how much the Orange Bowl does and how much care and commitment goes into it.

6.1/2 Key Finding: Effective CSR requires year-round investment and commitment.

7. COMMUNITY REPORTS

7.1 Orange Bowl 2023-24 Community Report & 7.2 Orange Bowl 2024-25 Community Report

The community reports provided by the Orange Bowl annually showcased the CSR initiatives the Orange Bowl produced and statistically showed the economic, strategic, and social impact. The reports go in-depth on each pillar of Orange Bowl Cares: Youth Sports, Education, Community Engagement, and Legacy Programs. A synopsis on the year-round production of CSR efforts for each pillar provides key data that presents how much time and effort goes into the South Florida community

7.1/2 Key Finding: Strategic planning, time, and effort are all significant to the success of CSR initiatives.

B. CONCLUSIONS BASED ON THE FINDINGS

CONCLUSION #1 | CSR INITIATIVES MUST PRIORITIZE INTERACTIVE, INCLUSIVE PROGRAMMING.

Based on Findings: 1.1, 3.2, 4.1

CSR can never be successful on its own and needs active community involvement. The results of a survey conducted with 250 participants indicated that community members consider it essential for organizations to allow them to be included and listened to as part of an organization's operations. Participant observation during the AvMed Orange Bowl Beach Run also supported that family groups are most responsive to hands-on, participatory experiences when the event allows each group member to feel personally connected to the overall experience.

CONCLUSION #2 | STRATEGIC PLANNING AND SUSTAINED COMMITMENT ARE ESSENTIAL FOR IMPACT.

Based on Findings: 2.4, 6.1, 6.2, 7.1, 7.2

To include Corporate Social Responsibility (CSR) within the current successful model of the Orange Bowl will require a team with aligned views, values, goals, and strategy. According to CEO Eric Poms, he has had plans for expanding mental health services for a while now; however, he stressed that internal stability must be established before creating anything externally. Review of the @orangebowl and @orangebowlcares social media accounts (6.1 & 6.2), indicate long-term commitments to CSR, as opposed to only event-based CSR investments to create legitimacy. A review of the 2023-2024 and 2024-2025 Orange Bowl Community Reports (7.1 & 7.2) illustrate the importance of strategic development, time commitment and employee involvement to achieve CSR outcomes. In order to successfully expand its CSR program through the Orange Bowl, the Board of Directors, Employees and Sponsors must have the same vision.

CONCLUSION #3 | LEVERAGING EXTERNAL COLLABORATORS MAXIMIZES SCALABLE IMPACT.

Based on Findings: 2.1, 2.2, 2.3, 5.1

The financial, social and strategic issues associated with Corporate Social Responsibility (CSR) occur when an organization takes on the obligation to give back for no monetary gain. The senior vice president of community outreach for the Miami Dolphins, Latoya Williams, indicated that there is a need to "refine and increase the amount of impact" in their CSR efforts by focusing strategically as opposed to spreading their limited resources. The chief operating officer (COO), Ana Hernandez-Ochoa, emphasized the value of maintaining positive relationships with sponsors who provide economic support. Senior Vice President of Partnerships John Mas stated that the Orange Bowl is currently developing partnerships with local hospitals to address youth mental health, showing that smart collaborations can extend the reach of CSR efforts without exhausting an organizations internal resources.

CONCLUSION #4 | YEAR-ROUND ENGAGEMENT STRENGTHENS BRAND CREDIBILITY AND LOYALTY.

Based on Findings: 3.1, 5.1, 6.1, 6.2, 7.1

CSR is based in community engagement, with the need for that to be both continuous and for an extended period of time. The participant observations conducted at the AutoNation Orange Bowl Basketball Classic have shown that making small but consistent acts of kindness (such as giving free Orange Bowl community t-shirts to each attendee) builds loyalty. As well, social media analysis has indicated that the Orange Bowl does promote CSR initiatives throughout the calendar year. Instead of thinking about engagement as something that needs to be done; the Orange Bowl could turn it into a competitive advantage if they would continue to provide for the South Florida community through all four areas of OB Cares.

CONCLUSION #5 | A STRUCTURED MENTAL HEALTH PILLAR PRESENTS A STRATEGIC EXPANSION OPPORTUNITY.

Based on Findings: 2.3, 2.4, 1.1, 3.2

Both Chief Executive Officer Eric Poms and Senior Vice President John Mas have stated in interviews with a reporter that the Orange Bowl organization has been making efforts to build on its Community Service Responsibility (CSR) to include programs and services related to mental health and wellness. The survey results reported by the researcher reflect positive responses from 250 local community members who supported the creation of programs designed to promote mental health wellness among youth athletes. Physical fitness events such as the Beach Run also lend themselves well to including activities which support mental wellness.

V. PROPOSED STRATEGIC PLAN

— A. OBJECTIVES AND RATIONALE OF THE PROPOSED STRATEGIC PLAN —

To ensure effectiveness and focus, the OBIE STRONG campaign strategy will outline clear objectives for its proposed activities. OBIE STRONG has four sectors for its overarching goals: On-field & Off-Field Resilience, Building Balanced Minds, Inclusive Community Activation, and Enduring Environments of Wellness. Each of our four sectors will comprise two activities that will contribute to promoting mental fitness and wellness as a fundamental element of success for Youth Sports, Education, Community Engagement, and Legacy Programs within the South Florida community. In one year, Orange Bowl will build on its CSR initiatives and become a STRONG force across the region.



O.B.I.E STRONG

ON-FIELD & OFF-FIELD RESILIENCE

BENEFIT

Short-term:

Improve young athletes' performance and mental skills under pressure.

Long-term:

Establishes a core identity founded on mind and body wellness.

RATIONALE

Shed light to mental health training as a key component of athletic performance, training young athletes to navigate through competitive pressure and personal obstacles.

SOURCE

Interview with John Mas and CEO Eric Poms

BUILDING BALANCED MINDS

BENEFIT

Short-term:

Enhance the current classroom climate for learning and developing mentally.

Long-term:

Build a culture around a community that consistently develops and values emotional intelligence and sustained self-care.

RATIONALE

Create a learning environment that prioritizes stress management and emotional intelligence, emphasizing mental health as a key to success.

SOURCE

Community Impact Survey and Interview with Latoya Williams

INCLUSIVE COMMUNITY ACTIVATION

BENEFIT

Short-term:

Mitigate the social stigma and isolation tied to mental health challenges.

Long-term:

Create a social environment that is more unified, compassionate, and supportive for the entire community.

RATIONALE

To develop a community that openly discusses mental health helps end the stigma and normalizes seeking support, making everyone feel included and valued.

SOURCE

Survey data from 250 participants and CSR certification

ENDURING ENVIRONMENTS OF WELLNESS

BENEFIT

Short-term:

Create a place and symbol of commitment to mental health amongst the community.

Long-term:

Establish mental health as a vital pillar of the community's identity and legacy.

RATIONALE

Install permanent infrastructure that ensures mental wellness support as an accessible asset to the community.

SOURCE

Interview with Ana Hernandez-Ochoa and Community Reports

B. PROPOSED ACTIVITIES AND TIMELINE



ON-FIELD & OFF-FIELD RESILIENCE

The first objective of the OBIE STRONG campaign strategy is to enhance on-field and off-field resilience, pushing the CSR initiative to implement a mental health & wellness sector within the Orange Bowl. The Orange Bowl Committee will implement a mental health toolkit to train young athletes and on-site wellness zones at Orange Bowl Youth Sports events to improve CSR within the pillar of youth sports. These campaign activities will bring attention to the importance of mental health and help mentally strengthen young athletes.

Activity O.1: Mental Health Warm-up Toolkit

Activity Description

The pressure of competitive nature in sports and the personal obstacles that can come along with it can really take a mental toll on a young athlete. With its involvement in youth sports, the Orange Bowl can provide mental health warm-up toolkits that can help young athletes persevere at Orange Bowl tournaments and future competitions. The toolkit would be provided to coaches to give to players at events and these toolkits would feature various mental health exercises. Quick durable waterproof cards that coaches can carry on the field that contain words of affirmation to build team cohesion and calm nerves. A 60-second breathing exercise pamphlet can be handed to players to use during the pre-game to get in the zone and during the game to refocus. Finally, an awareness armband can be included that keeps a positive message always on a player when facing adversity. This toolkit can be provided at current youth sports events at the Orange Bowl like the Youth Football Alliance and Florida Youth Track & Field Invitational.

Rationale

The toolkit provides a place of comfort to athletes in high pressure situations. Sometimes mentors and coaches are not strongly suited to help kids mentally in sports, but with these simple, standardized methods to build mental fitness before and during games young athletes can develop a healthy routine and sports skill. This tool consistently engraves mental resilience and emotional integrity into the aspects of youth sports, promoting the idea of mental exercise.

O.1 Goal: Implement mental exercises for young athletes to use as an asset in athletics.

Activity O.2: On-site "Wellness Zones" at Orange Bowl Youth Sports Events

Activity Description

The Orange Bowl has many well-respected, health focused sponsorships that include Baptist Health, Sunshine Health, Florida Blue, and AvMed. These various sponsors can help contribute staff along with Orange Bowl staff in creating dedicated spaces at Orange Bowl youth sports events offering quiet isolation from competition. Staff members who are well-informed can guide stations where young athletes can practice breathing, participate in interactive activities that focus on stress-management, and other connections to mental health resources. With the right personnel the Orange create a well-put and trusted area where young athletes can get the attention needed to focus on mental fitness. These stations won't be focal points at events but highly encouraged and will be implemented into every youth sport event the Orange Bowl provides. Some of these events would be the High School Basketball Showcase and the International Tennis Championships.

Rationale

These zones will establish an instant, isolated area from the competitive atmosphere at youth sports events, providing standard tools for stress management that are easily accessible. These stations will prevent athletes from completely shutting down mentally during games and embrace mental fitness. Young athletes will be able to directly connect to the supportive resources at the mental point of need.

O.2 Goal: Allow young athletes to debrief from the pressure that comes in a sporting environment.



BUILDING BALANCED MINDS

The second objective of the OBIE STRONG campaign strategy is to build balanced minds by embedding the importance of mental health and its resources into educational environments. By integrating mental health & wellness into educational settings, the Orange Bowl can expand their CSR initiative into the realm of education. The South Florida community will have a much better understanding of mental wellness through efficient, direct efforts by the Orange Bowl Committee.

Activity B.1: School Visits & Assemblies on Mental Resilience

Activity Description

The Orange Bowl is heavily involved in education amongst the South Florida community with the Orange Bowl Creative Art Contest, the Orange Bowl Leadership Academy, and others. Through these initiatives the Orange Bowl is able to connect with K-12 students in Miami-Dade and Broward County. This strong relationship can be expanded further by hosting school visits and assemblies on mental resilience at these county schools. These visits and assemblies will be a program where Orange Bowl staff members host an Orange Bowl or South Florida affiliated athlete to come to school and share personal experiences that involve facing adversity and overcoming obstacles. Practical lessons on growth mindset, stress management, and seeking help will all be featured. This program can go to a few schools a month during the school year and speak to students for about an hour on the importance of mental strength. The Orange Bowl would put a strong message like mental health in the hands of a beloved face of the South Florida community to inform and spread awareness.

Rationale

Role models of the community like athletes can be leveraged to make a sensitive topic such as mental health and wellness more relatable and inspiring, breaking down the social stigma and conversing through respected voices. Critical wellness education is provided through this strategy directly into an educational environment, reaching the youth in a place where they continue to learn and develop.

B.1 Goal: Educate youth on mental health and wellness to help understanding grow amongst the community.

Activity B.2: Scholarships for Mental Health Fields

Activity Description

The Orange Bowl annually awards up to \$20,000 in academic scholarships across the South Florida community. A notable scholarship given out by the Orange Bowl is the Beigel-Feis-Hixon Valor Award that grants \$10,000 to student-athletes in South Florida that display courage during adversity. Offering scholarships for Mental Health Fields will be another slate of contribution to the community. With great sponsorships and substantial money being raised for education, the Orange Bowl will view providing financial awards to students as an efficient strategy to their CSR initiative. The financial award will be presented to high school seniors that are graduating in counties under the Orange Bowl who demonstrate commitment to pursuing mental health related degrees and careers. These include undergraduate degrees in psychology, social work, counseling, etc. The incentive will bring attention to mental health awareness in an educational setting.

Rationale

Scholarships for mental health fields directly address the shortage of mental health professionals all over the world by incentivizing and encouraging future caregivers in the local community. It contributes to the hopes of creating a long-lasting funnel of talented students devoted to serving the community, ensuring mental health infrastructure is sustained long-term.

B.2 Goal: Allow young athletes to debrief from the pressure that comes in a sporting environment.



INCLUSIVE COMMUNITY ACTIVATION

The third objective of the OBIE STRONG campaign strategy is to establish inclusivity within community activation to help promote community-wide wellness. By implementing an annual mental health awareness campaign and creating partnerships with local nonprofit focused on mental health, the Orange Bowl can tackle their CSR expansion under the pillar of community engagement in Orange Bowl Cares. These events will actively promote mental health while bringing the community together.

Activity I.1: Annual Mental Health Awareness Campaign

Activity Description

During the month of May, Mental Health Awareness Month, an organized and coordinated multi-media campaign will occur for the Orange Bowl. The Orange Bowl brand will be leveraged for its trust within the South Florida community. Through social media, the Orange Bowl will provide all sorts of content throughout the month of May shedding light to mental health awareness. Obie the mascot will be used for video regarding scenarios showcasing coping and healing skills. Coaches and athletes with strong ties to the Orange Bowl will use its platform to share personal experiences of mental resilience. A dedicated hashtag of #OBIESTRONG will be encouraged within the community to use to show your support for mental health. The use of social media is an effective way to bring light to an important matter to an area where a lot of eyes are.

I.1 Use social media and brand name to bring attention to mental health and engage the community.

Activity I.2: Nonprofit Volunteer Partnerships

Activity Description

This activity presents the idea of Orange Bowl staff, sponsors, and the community to come together and volunteer with local mental health organizations. The Orange Bowl would be able to support community helplines, build care kits, and participate in projects to improve facilities. For community helplines, volunteers would train to assist in helpline resource coordination. Some local organizations could be 211 Broward, NAMI Miami-Dade, and Crisis Text Line affiliate centers. For building care kits, the Orange Bowl can partner with a local organization to build "Mental Health Kits" containing resources and comfort items. These kits can then be distributed to local nonprofits in the South Florida community. For improving mental health facilities, the Orange Bowl can partner with a current sponsor like Baptist Hospital to paint murals, create gardens, or establish group spaces that all allocate towards mental health and wellness. This would create an environment for clients and staff that is mentally relaxing.

Rationale

Partnerships with nonprofit organizations in the South Florida community will be able turn all the mental health awareness into action by encouraging community members to directly contribute to supporting mental health. This creates strong ties with the Orange Bowl and its partners while establishing a unified community engaged and empathetic through hands-on mental health activities.

I.2 Community members engage in activities directly related to mental health.



ENDURING ENVIRONMENTS OF WELLNESS

The third objective of the OBIE STRONG campaign strategy is to endure environments of wellness to build lasting foundations for mental fitness. By implementing mental health trails and calming parks into their Legacy Program, the Orange Bowl can effectively pursue its Corporate Social Responsibility initiatives in covering mental health and wellness. Legacy Programs are perfect locations to create an environment focused on mental fitness as it already creates much engagement for physical fitness in various communities across South Florida.

E.1: Calming Parks & Green Space Revitalization

Activity Description

The initiative will introduce a new thought-process that goes into building the legacy parks and recreational centers by the Orange Bowl. The parks will now be intentionally created with therapeutic landscapes that are accessible and welcoming to the community regarding mental wellness. This would be more than just a standard park as it would be considered more of an outdoor sanctuary designed for mental cohesion and emotional intelligence. Serene landscape will be carefully selected to be sound buffering and implemented with color psychology pathways that are proven to induce calmness. Marked zones for debriefing will include mental health exercises, individual pods will be created to create the isolation needed to mentally focus, and contemplative lawns that are soft to lie down to cloud watch or stretch will all be incorporated in these calming parks.

Rationale

The calming parks and green space revitalization will transform the legacy programs produced by the Orange Bowl into sanctuaries that are accessible and permanent. These sanctuaries will actively promote mental fitness and social cohesion in the South Florida community. A physical legacy is built, proving an everyday, free of charge intervention for community isolation and stress.

E.1 Goal: Create a sanctuary that isolates community members to work on their mental fitness.

E.2: Orange Bowl Legacy Trail Network

Activity Description

An Orange Bowl Legacy Trail Network would transform the implementation of new and existing legacy programs to include a system of connected trails that meditate the mind. Physical markers will be shown on artistic plaques placed at a consistent interval and each waypoint will introduce a different instruction focused on a wellness skill. For example, breathing waypoints where certain breathing techniques determine steps taken, sensory waypoints that focus on silence and taking in your surroundings, and gratitude waypoints where you need to discuss what you are grateful for and carry the feeling for the next minute. Different segments in the trail will be carefully themed to cover an aspect of mental health and wellness, "The Calming Loop" for debriefing. Moore Park, Carter Park, and Ives Estates Park are a few recreational parks built by the Orange Bowl in South Florida that could implement these trails into their community.

Rationale

These Orange Legacy Trail Networks would directly implement various mental fitness challenges to exercise the mind into the park's physical landscape, making the community more active in mental wellness and making mental wellness a more consistent part of everyday life. An infrastructure that is long-lasting and promotes the Orange Bowl's goals of mental health awareness across the region will effectively expand CSR initiatives.

E.2 Goal: Integrate a long-lasting symbol of mental health into the community.

ACTIVITIES TIMELINE

ACTIVITIES	Jan.	Feb.	Mar.	Apr.	May.	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.
O.1 Mental Health Kits												
O.2 Wellness Zones												
B.1 School Visits												
B.2 Scholarships												
I.1 Awareness Campaign												
I.2 Nonprofit Volunteering												
E.1 Calming Parks												
E.2 Trail Network												

C. PROPOSED METRICS OR KEY PERFORMANCE INDICATORS TO MEASURE PLAN EFFECTIVENESS

To measure the efficiency and success of the OBIE STRONG campaign strategy, Key Performance Indicators (KPIs) will be measured and tracked. Tangible metrics will be identified from the following KPIs to help determine progress and adjust strategies if necessary to optimize the CSR efforts of the Orange Bowl.

Table 3: Key Performance Indicators

Activities	Metric Indicator	Description	Poor	Good	Excellent
O.1 Mental Health Toolkits	Toolkit Engagement Rate	Track usage of toolkits distributed. (coaches/players/leagues)	<55% engagement	55%-69% engagement	70%+ engagement
O.2 Wellness Zones	Community Engagement Rate	Track rate of event attendees who visit the Wellness Zone.	<65% engagement	65%-79% engagement	80%+ engagement
B.1 School Visits	School Visit Engagement Rate	Measure post-assembly survey participation to view students' understanding of mental health & wellness.	<75% survey participation	75%-85% survey participation	86%+ survey participation
B.2 Scholarships	Alumni Placement Rate	Measure percentage of scholarship alumni working in the mental health field	<45% alumni placement	45%-65% alumni placement	65%+ alumni placement
I.1 Awareness Campaign	Social Media Engagement Rate	Measure the month-over-month social engagement growth rate for the #OBIESTRONG campaign. Focus on May's growth.	<70% engagement	70%-79% engagement	80%+ engagement
I.2 Nonprofit Volunteering	Care Kit Attainment Rate	Track the target attainment rate for care kit assembly across all volunteer events.	<75% attainment	75%-94% attainment	95%+ attainment
E.1 Calming Parks	Calming Park Wi-Fi Connectivity Rate	Track connectivity rate through Wi-Fi Bluetooth at Calming Parks to measure engagement.	<69% Wi-Fi connectivity	70-89% Wi-Fi connectivity	90%+ Wi-Fi connectivity
E.2 Trail Network	QR Code Participation Rate	Track participation rate of Waypoint QR code scans per month.	<69% QR code participation	70%-89% QR code participation	90%+ QR code participation

VI. PROPOSED BUDGET

COSTS ASSOCIATED WITH PROPOSED STRATEGIES

The proposed budget outlines a strategic three-year plan for the Orange Bowl Committee's OBIE STRONG mental health and wellness initiative. This financial plan supports the four key objectives: building On-field & Off-field Resilience, Balanced Minds, Inclusive Community Activation, and Enduring Environments of Wellness. Year 1 focuses on program development and launch, Year 2 on expansion and community partnership scaling, and Year 3 on the completion of legacy infrastructure and sustained operations. Detailed expense breakdowns by strategic objective are provided below.

O ON-FIELD & OFF-FIELD RESILIENCE

Activity O.1: Mental Health Warm-up Toolkit

Toolkit Design & Content Development (breathing exercises, affirmation cards): \$4,500

Production of 5,000 Durable, Waterproof Toolkits (cards, pamphlets, armbands): \$17,500

Distribution to Youth Sports Events (YFA, Florida Youth Track & Field): \$3,000

Total Cost for O.1: \$25,000

Activity O.2: On-site "Wellness Zones" at Orange Bowl Youth Sports Events

Zone Materials (portable partitions, floor mats, calming activity supplies): \$18,000

Staff Training for Baptist Health/Florida Blue volunteers: \$8,000

Per-Event Operations & Supplies (for 10+ events): \$7,000

Total Cost for O.2: \$33,000

Total Cost for Objective O (Resilience): \$58,000

B BUILDING BALANCED MINDS

Activity B.1: School Visits & Assemblies on Mental Resilience

Curriculum & Presentation Development: \$7,500

Speaker Honorariums for South Florida Affiliated Athletes (25 visits): \$15,000

Travel & Materials for Miami-Dade & Broward County Schools: \$5,500

Total Cost for B.1: \$28,000

Activity B.2: Scholarships for Mental Health Fields

Annual Scholarship Fund (Two \$5,000 awards): \$10,000

Promotion & Application/Selection Process: \$1,500

Total Cost for B.2: \$11,500

Total Cost for Objective B (Balanced Minds): \$39,500

I INCLUSIVE COMMUNITY ACTIVATION

Activity I.1: Annual Mental Health Awareness Campaign (May)

Social Media Content Creation (OB Mascot videos, athlete stories): \$15,000

Paid Advertising Boost for #OBIESTRONG campaign: \$12,000

Campaign Management & Community Engagement Prizes: \$8,000

Total Cost for I.1: \$28,000

Activity I.2: Nonprofit Volunteer Partnerships

Care Kit Assembly Supplies (for 1,000 "Mental Health Kits"): \$9,000

Facility Improvement Projects (murals, gardens with Baptist Health): \$14,000

Volunteer Coordination with 211 Broward, NAMI Miami-Dade: \$7,500

Total Cost for I.2: \$30,500

Total Cost for Objective I (Community Activation): \$65,500

E ENDURING ENVIRONMENTS OF WELLNESS

Activity E.1: Calming Parks & Green Space Revitalization

Therapeutic Landscape Design & Consultation: \$22,000

Park Features (Sound-buffering plants, color psychology pathways, contemplate lawns): \$35,000
 Signage & "Market Zones for Debriefing": \$8,000

Total Cost for E.1: \$65,000

Activity E.2: Orange Bowl Legacy Trail Network

Artistic Plaque Design & Production for Waypoints (Breathing, Sensory, Gratitude): \$12,000

QR Code System Development for Interactive Trail Instructions: \$5,000

Trail Markers & Installation at Legacy Parks (Moore Park, Carter Park): \$8,000

Total Cost for E.2: \$25,000

Total Cost for Objective E (Environments of Wellness): \$90,000

----- PROGRAM MANAGEMENT & ADMINISTRATION -----

Part-Time Project Manager for OBIE STRONG Initiative: \$42,000

KPI Tracking & Evaluation (Aligns with Table 5 Metrics): \$9,000

Contingency Fund (5% of direct program costs): \$15,550

Total Administrative Cost: \$66,550

Total First Year Cost (Including One-Time Development & Capital): \$319,550	
Year 2 (2027) Expense Breakdown	Year 3 (2028) Expense Breakdown
O – On-field & Off-field Resilience: \$55,000	O – On-field & Off-field Resilience: \$50,000
O.1 Toolkits: Reduced to \$18,000 (bulk reorder, no design cost) O.2 Wellness Zones: \$37,000 (expansion to 5 new events, refreshed materials)	O.1 Toolkits: \$15,000 (sustained production) O.2 Wellness Zones: \$35,000 (maintenance and 3 new events)
B – Building Balanced Minds: \$38,500	B – Building Balanced Minds: \$40,000
B.1 School Visits: \$26,000 (increase to 35 schools) B.2 Scholarships: \$12,500 (two \$5,000 awards + increased promotion)	B.1 School Visits: \$27,000 (40 schools) B.2 Scholarships: \$13,000 (two \$5,000 awards + alumni tracking)
I – Inclusive Community Activation: \$62,500	I – Inclusive Community Activation: \$60,000
I.1 Awareness Campaign: \$33,000 (increased ad spend, video content) I.2 Volunteer Partnerships: \$29,500 (scale to 1,500 care kits, add 2 new nonprofits)	I.1 Awareness Campaign: \$32,000 (optimized campaign, influencer partnerships) I.2 Volunteer Partnerships: \$28,000 (sustained operations, 2,000 care kits)
E – Enduring Environments of Wellness: \$115,000	E – Enduring Environments of Wellness: \$65,000
E.1 Calming Parks: \$70,000 (construction phase for 2 park installations) E.2 Trail Network: \$45,000 (full trail rollout at 3 legacy parks)	E.1 Calming Parks: \$30,000 (maintenance and minor enhancements) E.2 Trail Network: \$35,000 (QR code updates, new trail segment)
Program Management & Administration: \$33,550	Program Management & Administration: \$29,550
Project Manager: \$28,000 KPI Tracking: \$5,000 Contingency (3%): \$550	Project Manager: \$24,000 KPI Tracking: \$5,000 Contingency (2%): \$550
Total Year 2 Expenses: \$304,550	Total Year 3 Expenses: \$244,550

----- REVENUE SOURCES FOR THE PROPOSED STRATEGIC PLAN -----

The following section outlines the revenue sources for the proposed strategic plan. Projections are based on leveraging the Orange Bowl's existing sponsorship network, dedicated event proceeds, and community grants.

DEDICATED SPONSORSHIP REVENUE = \$155,000 - \$165,000

A new "Mental Wellness Partner" sponsorship tier will be established with current partners (Baptist Health, Sunshine Health, Florida Blue, Aetna). Includes one new partner commitment.

Year	Sponsorship Base	Growth/New Partner	Total Revenue
Year 1 (2026)	\$110,000	+ \$45,000	\$155,000
Year 2 (2027)	\$155,000	+ \$5,000 (growth)	\$160,000
Year 3 (2028)	\$160,000	+ \$5,000 (growth)	\$165,000

ORANGE BOWL EVENT ALLOCATION = \$120,000

A formal allocation of proceeds from the Orange Bowl Beach Run and other community events will be directed to the OBIE STRONG initiative, as described in your plan.

Year	Annual Allocation	Total Revenue
Year 1 (2026)	\$40,000	\$120,000
Year 2 (2027)	\$40,000	\$120,000
Year 3 (2028)	\$40,000	\$120,000

GRANT & FOUNDATION REVENUE = \$75,000 - \$79,500

Targeted grant applications to local foundations (e.g., The Children's Trust of Miami-Dade) supporting youth mental health and community wellness.

Year	Grant Base	Growth Rate	Total Revenue
Year 1 (2026)	\$75,000	3%	\$77,250
Year 2 (2027)	\$75,000	3%	\$77,250
Year 3 (2028)	\$77,250	3%	\$79,568

COMMUNITY & INDIVIDUAL DONATIONS = \$33,550 - \$37,200

A coordinated giving campaign linked to the #OBIESTRONG awareness drive, starting modestly and growing with brand engagement.

Year	Donation Base	Growth Rate	Total Revenue
Year 1 (2026)	\$33,550	5%	\$35,228
Year 2 (2027)	\$35,357	5%	\$37,124
Year 3 (2028)	\$35,228	5%	\$36,989

TOTAL FIRST YEAR REVENUE: \$387,477

TOTAL THREE-YEAR REVENUE: \$1,183,408

Year	Annual Expenses	Cumulative Expenses	Annual Revenue	Net Profit	ROI
Year 1 (2026)	\$319,550	\$319,550	\$383,550	+\$64,000	20.0%
Year 2 (2027)	\$304,550	\$624,100	\$392,478	+\$87,928	28.9%
Year 3 (2028)	\$244,550	\$868,650	\$402,466	+\$157,916	64.6%

VII. BIBLIOGRAPHY

Personal Interviews	Internet Sites
2.1 Williams, Latoya, Orange Bowl Committee, Senior VP of Community Outreach	4.1 - Essentials of Corporate Social Responsibility (uniathena.com)
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2.3 Mas, John, Orange Bowl Committee, Senior VP of Partnerships	6.1 - @orangebowl (Instagram)
2.4 Poms, Eric, Orange Bowl Committee, Chief Executive Officer	6.2 - @orangebowlcares (Instagram)
	7.1 - Orange Bowl 2023-24 Community Report (orangebowl.org)
	7.2 - Orange Bowl 2024-25 Annual Report to the Community (orangebowl.org)
	8.1 - About Orange Bowl Cares (orangebowl.org)