

Buffalo Bills Strategic Communication Plan

Grace Normand

Department of Communication, Taylor University

COM 301: Strategic Communication

April 29, 2026

Table of Contents

Executive Summary.....3
Researching.....4
Scanning and Monitoring.....11
Planning.....18
Communicating.....23
Evaluating.....28
References.....30

Executive Summary

This proposal outlines a strategic communication plan for the Buffalo Bills to implement from April to August of the 2026 offseason. The purpose of the plan is to promote the new Highmark Stadium with a message of tradition and innovation, pointing to the cutting-edge technology that the facility will boast as it remains true to the team's roots of outdoor football.

The strategic communication plan goal was developed after thorough research of public discourse and media coverage of the organization, including a content analysis and scanning of X and Google Alerts. Results showed that the stadium aesthetics and open-air design were receiving mixed sentiment, and therefore, the goal was developed to improve sentiment.

A calendar for plan implementation was developed and spans from April to August. Most of the plan implementation will be carried out through social media posts of images and videos that provide behind-the-scenes content and show off new features of the stadium. Team reporter Mady Glab, radio play-by-play broadcaster Chris Brown, and former quarterback Jim Kelly will all participate as on-screen talent. Several mock-up posts with captions and scripts are included in the plan for reference.

Additionally, a media day is planned for select, influential media members to receive an exclusive tour of the stadium right after its completion with the objective of generating more positive earned media content that highlights stadium features and weather provisions. A budget and risk management plan for the project are included. Finally, methods for evaluation and measurement of the strategic communication plan's performance are recommended.

Together, the efforts in this plan are designed to enhance the Buffalo Bills' public image, strengthen fan identification, and grow excitement around the new Highmark Stadium by positioning it as a venue that embraces football tradition while delivering a premium experience to fans.

Researching

Gaining an accurate understanding of the Buffalo Bills' current landscape requires a review of financials, fan demographics, fanbase history and morale, and the recent news generated surrounding the soon-to-be-completed Highmark Stadium. Although the team is at a disadvantage in the second smallest market in the NFL, it outperforms select teams with larger market sizes in revenue, average regular season game attendance, and average ticket prices. The resilience of Bills Mafia and the excitement surrounding the new stadium are advantages for the Bills' reputation that can be leveraged in the organization's strategic communication.

Finances

The Bills' organization has quadrupled in value since owner Terry Pegula purchased the franchise in 2014, despite the disadvantage of being located in the second smallest market in the NFL (Whitt, 2025b). In Forbes' valuation of all NFL teams, the Bills' value increased by \$1.8 billion from 2024 to 2025, in large part due to the anticipation of the new Highmark Stadium (Forbes, 2025). However, the team only ranks 25th in value across NFL teams. Sports Illustrated similarly ranks the organization's worth at 26th overall in the league, a jump from its position in 30th place as recently as 2020 (Whitt, 2025b).

According to Statista (2025), the Bills organization:

- Is valued at almost \$6 billion
- Has seen an increase in revenue every year since 2014, except for 2020 (during the COVID-19 pandemic)
- Earned \$585 million in 2024 (ranked 27th in the league)
- Recorded an average game attendance of 70,878 in 2025, a slight increase from the previous two years
- Ranked 11th in highest average regular season home game attendance in 2025
- Ranked 6th in highest average ticket prices among teams in 2025

Recent Performance

To understand the team's recent history, a review of performance statistics is useful. According to Schmude, 2026; Pro Football Reference; and FOX Sports, 2026:

- The Bills fell to second place in the AFC East in the 2025 season with a 12-5 record after taking the division for the previous five years.
- Josh Allen's MVP-worthy performance was the key to the 2025 season, recording 3,668 passing yards (ranked 11th), 25 passing touchdowns (T-9th), and 10 interceptions for a 102.2 passer rating (7th).
- The offense recorded an 87.7 receiving efficiency rate from Pro Football Focus (8th), but only averaged 11.6 yards per catch (29th).

- The team was ranked 1st in passing defense, with 156.9 average passing yards allowed per game. However, the team fell to 28th in rushing defense, allowing an average of 136.2 rushing yards per game and 24 rushing touchdowns.
- The defense ranked 7th overall, with 293.1 average yards allowed and 43 touchdowns allowed.
- Consistently considered to be playoff and even championship contenders, the team's recent playoff runs over the past six years have ended in disappointment. Two of these were close overtime losses, and several were against the Kansas City Chiefs:
 - 2025 Divisional Round loss vs. Broncos (33-30/OT)
 - 2024 Conference Championship loss vs. Chiefs (32-29)
 - 2023 Divisional Round loss vs. Chiefs (27-24)
 - 2022 Divisional Round loss vs. Bengals (27-10)
 - 2021 Divisional Round loss vs. Chiefs (42-36/OT)
 - 2020 Conference Championship loss vs. Chiefs (38-24)

After nine seasons of relatively successful regular seasons but disappointing playoff performances under head coach Sean McDermott, the Bills parted ways with McDermott at the conclusion of the 2025 season. The team promoted offensive coordinator Joe Brady to fill the vacancy, who was hired in 2022 as quarterbacks coach (Ostly, 2026). The hiring decision has received mixed reactions, with some fans pointing to recent promotions from within at other NFL franchises that were unsuccessful.

Audience Demographics and Engagement

The Bills' audience across the United States is approximately 72% male and 28% female (TelmarHelixa, 2024). However, as market segments are narrowed closer to the team's location, the female audience increases, with 41% of fans living in New York State being female, and 43% in Buffalo.

Online engagement is strong for the organization. Although the Bills are not even in the top 15 for NFL teams with the largest social media following (Vitale, 2025a), the team is sixth overall for social media engagement (BN Staff, 2023). The Bills are one of the most Googled NFL teams at 49 million searches annually, second only to the Dallas Cowboys (BN Staff, 2023).

Although little research is available for Bills-specific audience demographics, much can be learned from the NFL audience at large that can be considered applicable for any team within the league. Males represent 54% of NFL fans. The fan base is becoming increasingly more female, with female viewership increasing by 9% in 2024 alone (Jaimes, 2025).

The league's audience is diverse in age group, with 35-44 year olds representing the largest percentage of avid fans at 41%. As for ethnicity, 70% of fans are Caucasian, 15% are African-American/Black, and 8% are Hispanic (Williams, 2023). Around 70% of NFL fans in the U.S. have an annual household income exceeding \$100,000, illustrating the purchasing power that

many fans have, and the NFL's ability to target marketing toward these wealthier individuals (Jaimes, 2025).

Television viewership is growing for the NFL, and the league saw its second-highest regular season average viewership since 1989 in the 2025 season (Associated Press, 2026). Viewership was up 10% from 2024 at 18.7 million. All five weekly packages (*Thursday Night Football*, *Sunday Night Football*, *Monday Night Football*, plus CBS and Fox afternoon games) showed viewership increases. CBS's most viewed regular season game of 2025 was the November 2 Bills-Chiefs matchup, which averaged 30.84 million.

Bills Mafia

Known for their giving hearts, Bills Mafia is one of the most engaged NFL fanbases when it comes to community involvement and charitable donations (Henderson, 2024). They are even known to give to charitable efforts in support of players on opposing teams. When the Bills were able to claim a playoff spot in 2017 for the first time in 17 years thanks to a late-season win by the Cincinnati Bengals, Bills Mafia donated \$415,000 to the foundation of Bengals' quarterback Andy Dalton. Dalton reciprocated with his own donation to the pediatric cancer unit of a Buffalo hospital.

In 2021, when Baltimore Ravens Quarterback Lamar Jackson left a playoff game vs. the Bills due to injury, Bills Mafia donated almost half a million dollars to Jackson's favorite charity. Of course, Bills Mafia doesn't forget its own, either. In 2019, after Josh Allen's grandmother passed away, Bills fans donated over \$1.4 million to a Buffalo children's hospital in her honor.

The Bills organization oversees the chapter developments of Bills Backers, which are community pockets of Bills fans located not only around the country, but around the world. The team's website makes locating the closest Backers chapter to a fan's home location a breeze, and if they can't find one in their area, it's easy to apply to start one. Bills Mafia is a community – a family – connected all over the world.

Fan Morale

The Bills have been described as “one of the most snake-bitten organizations over the past several decades” (Brasky, 2025). Despite the devastating disappointments the team has faced over the years – four straight Super Bowl losses in back-to-back years (1990-1993), the Music City Miracle that gave the Tennessee Titans a last-second playoff win in 2000, a 17-year playoff drought (2000-2016), and more recently “13 seconds” (Patrick Mahomes and the Kansas City Chiefs' 2021 playoff win after a 13-second touchdown drive that sent the game to overtime) – Bills Mafia has remained resilient and supportive of their team throughout the highs and lows.

Bills Mafia is ranked the third most loyal fan base in the NFL, surrounded by Super Bowl-winning teams on either side (no. 1 Eagles, no. 2 Packers, no. 4 Cowboys, no. 5 49ers) that have been able to boast multi-ring success to keep their fans engaged (Vitale, 2025b). There is no

doubt that Bills fans are around for the long haul and are not fair-weather fans. However, the pain of continued disappointments over the years is present in the fan base. As one fan put it, “I can't enjoy anything good this team gives me without worrying about when something bad will happen” (Penepent, 2024).

In a survey before the 2025 season, Bills fans ranked first in BetMGM's fan confidence index, with 80.36% of fans expressing high confidence in the team and only 7.14% expressing low confidence, the lowest score for low confidence of any team (Brasky, 2025). This continued confidence, even though it may have fallen since the start of the 2025 season, is a great sign for the organization.

It may even be the lack of a championship victory that keeps fans more passionately engaged than ever. As one fan described it, “The ever-elusive Super Bowl championship is what keeps every fanbase hungry. Some fanbases are lucky enough to have experienced the euphoria of winning more than once. Some have only gotten one.... Bills fans are endlessly optimistic about the team's chances of winning. The last few seasons have given us all reason to be” (Penepent, 2024).

The fan base has recently been able to enjoy a team that has improved exceedingly since those 17 years of playoff drought, witnessing five straight AFC East titles (2020-2024). Still, the most recent playoff runs have ended in heartbreaking disappointments. The team had even more of a mountain to climb to make the playoffs in the 2025 season, earning a wild card spot when the New England Patriots took the AFC East and ultimately went to the Super Bowl. With regression in regular season performance and a Super Bowl-contending team in the division that the Bills must continue to compete with, there is no doubt the fan base feels angst about the future of the team.

New Highmark Stadium

The Bills' new stadium project is slated to finish in summer 2026 after its groundbreaking three years earlier in June of 2023 (Mozarsky, 2025). To avoid confusion with the old Buffalo stadium of the same name and the Highmark Stadium soccer field in Pittsburgh, the project is often referred to as the *new* Highmark Stadium. The new stadium is directly across the street from the Bills' historic home, originally built in 1973 (The Associated Press, 2021). It is 1.7 million square feet, compared to the original venue's 1.1 million (McCormick & Fischer, 2026).

The new Highmark Stadium is lower in seating capacity, dropping from the old location's 71,608 seats to roughly 62,000 (Mozarsky, 2025). It will include 1,755 suite seats and 4,500 club seats (McCormick & Fischer, 2026). The Bills implemented a PSL (paid seat license) program, allowing fans to purchase and hold rights to buy season tickets for a specific seat in the stadium. All PSLs were sold by December 2025 (400, sold at \$50,000 each), and premium seating was sold out back in May of the same year. The average length of the premium programs sold was more than 14 years, and six suites were sold on 20-year terms.

Like the original stadium, the new Highmark has no roof, partially due to “the conclusion that a covered stadium’s cost would produce limited upside for additional events, while simultaneously stripping the Bills of one of their most meaningful postseason advantages” (McCormick & Fischer, 2026). New stadiums coming in the next five years to Nashville, Cleveland, Washington D.C., Denver, and Kansas City will replace their current open-air stadiums with covered ones. Bills’ owner Terry Pegula stands firm in his belief that “football is meant to be played outside and on natural grass” (McCormick & Fischer, 2026). The decision to leave the stadium uncovered has been met with mixed feedback from fans.

The new stadium includes a canopy for easy snowfall removal that covers most seats, a heated playing field and concourses, climate-controlled warmup areas for both teams, and premium event spaces, which are perhaps the biggest upgrade from the 50-year-old venue (McCormick & Fischer, 2026). Buffalo has long been considered outdated by NFL fans, since 50 years of stadium developments and trends have occurred since the last time a change was made in the city.

The modern design reflects how Buffalo views itself – “modern and forward-looking, built for the weather rather than defeated by it, worthy of an MVP quarterback and the largest construction project in the region’s history” (McCormick & Fischer, 2026). It will feature a media, broadcast, and game operations exclusive level (the press box) that was not available in the old stadium, as well as a fivefold increase in elevators and escalators and a standing room only deck twelve and a half feet above the playing surface, giving fans closer access (McCormick & Fischer, 2026).

A key part of preliminary survey findings showed that attendees, including suite holders and sponsors, valued feeling together rather than being walled off. Based on this, several gathering spaces were created behind each side of the suites, club seating, and premium spaces. The East Club, a space around 73,000 square feet of which 68% of premium seating feeds into, will be the largest unified club in the NFL across stadiums (McCormick & Fischer, 2026).

The stadium project has incurred significant overruns due to inflation and supply chain issues, causing its cost to increase to over \$2 billion after an initial \$1.4 billion budget (Forbes, 2025). New York Governor Kathy Hochul advanced a \$600 million investment in the stadium, matched by investments from the NFL, Bills, and Erie County (New York State Governor, 2022). The agreement stipulates that the team will stay in Buffalo for the next 30 years. The team generates an annual \$27 million for the state of New York, Erie County, and Buffalo across direct income, sales, and use taxes. The state projects this revenue to accumulate to over \$1.6 billion over the next 30 years, making the contribution to the new stadium a worthy investment. Still, some taxpayers are unhappy with the use of their tax dollars.

Allegiant Stadium in Las Vegas and SoFi Stadium in Los Angeles have boasted success as the two most recently built NFL stadiums, both opening in 2020. Allegiant Stadium’s economic

impact for the city exceeded \$2.29 billion in 2023, and 1.52 million people reported visiting Las Vegas for the stadium, with 88% describing it as their primary reason for visiting (Wright, 2023).

Allegiant was the highest-grossing U.S. stadium in both 2024 and 2025, increasing from the fourth spot in 2023, when SoFi Stadium held the top position (Sports Business Journal, 2025). These cities naturally attract more tourists as destination locations with many other entertainment options for visitors and warmer weather. While Buffalo is a much smaller market, the success of these newer stadiums shows that there is still room for growth in Buffalo, especially with a new, luxury stadium to attract visitors.

X Content Analysis

To participate in social listening and gauge the public discourse surrounding the state of the Bills' organization, a content analysis was conducted on X with the guiding research question: *What is the conversation surrounding the Buffalo Bills at the start of the 2026 offseason?*

The advanced search option of X was used to narrow posts. A six-week timeframe (January 26, 2026 – March 8, 2026) at the beginning of the offseason was selected, and a random generator was used to select one day from each week within the timeframe. For each date randomly generated, a search was run using the keywords "Buffalo Bills." Any posts by journalists or news outlets were disregarded to maintain focus on the general public's discourse. News coverage was reviewed in the later scanning section.

Because there was a limited number of results for each day selected, each relevant post in the results was used rather than having a sampling interval. The goal of the analysis was to collect 20 posts from each sample day. On selected days with fewer than 20 post results, the following day was included as well. Collection stopped when either the sample hit 20 posts or all posts from both days were analyzed in full. Samples were gathered from the following dates: 1/27-1/28, 2/5-2/6, 2/10-2/11, 2/15-2/16, 2/27, 3/5.

Each post was categorized by subject (new stadium, transaction speculation, Joe Brady hiring, general/team) and valence (positive, negative, or neutral). Transaction speculation refers to any posts speculating or sharing desires for players the Bills may sign or draft. The general/team category included comments on the overall state of the team, its performance, and expectations for its future. Table 1 features the total results for each category and valence. In total, 106 posts were examined ($n = 106$).

Table 1

	New Stadium	Transaction Speculation	Joe Brady Promotion	General/Team	Total
Positive	2	10	2	16	30
Negative	2	6	0	36	44
Neutral	0	17	5	10	32
Total	4	33	7	62	106

The majority of posts were about the team in general (58.5%), followed by transaction speculation (31.1%). General team-related posts leaned negative (58.1%). Most of these negative posts expressed a lack of belief that the Bills' playoff results would improve, and pointed to the many disappointments of the past. It is important to note that most of these negative views did not appear to come from Bills fans specifically, but individuals commenting on the state of the NFL overall. Regardless, the narrative of playoff failure is a difficult one for the Bills to beat.

Transaction speculation consisted of discourse about potential trades or signings the Bills could make, as well as reaction to the organization's trade for DJ Moore, which occurred on one of the sampling days (3/5). Joe Brady's promotion to the head coaching position was not a frequent topic, but when it was mentioned, reactions were either positive (28.6%) or neutral (71.4%), with some fans sharing their excitement for a new era in Buffalo.

While the new stadium was not a frequent topic in this sample (only 3.8% of total posts), it was split 50-50 between positive and negative sentiment. Positive posts expressed excitement for its completion, while negative posts discussed the use of tax dollars to fund part of the project and blamed Governor Kathy Hochul.

Overall, a slight majority of posts in the sample were negative (41.5%), followed by neutral (30.2%), and finally positive (28.3%). This sample was made up of posts from the X community as a whole, and not specifically Bills' fans. As such, it is important to note that it does not reflect fan sentiment, but is more reflective of the organization's reputation among all NFL fans.

This analysis is limited by the small sample size and time period used, and therefore only provides a glimpse into the conversations surrounding the Bills for a small period of the offseason. However, it provided insight into the continued playoff narrative, initial reactions to Joe Brady's promotion, and various opinions surrounding the new Highmark Stadium.

Scanning and Monitoring

Scanning provides the opportunity to review the chatter surrounding the Buffalo Bills and Highmark Stadium in a variety of online contexts to gain a general sense of the important storylines that should receive continued monitoring. News headlines via Google Alerts were reviewed, in addition to stadium-related comments on X, to gain a sense of the most common current topics surrounding the organization and stadium. Finally, based on the previous research conducted and the information gained from scanning, a SWOT analysis was created.

Google Alerts Scanning

A daily Google Alerts email notification was set for both “Buffalo Bills” and “Highmark Stadium” from February 20 to March 17 to scan media coverage and notice popular storylines for the organization. With the official start of free agency on March 11, much of the media discourse was related to the state of the roster, predictions for signings and trades, and news of roster moves once free agency began.

Among the Bills’ re-signings mentioned the most were offensive lineman Alec Anderson, safety Sam Franklin Jr., and center Connor McGovern. McGovern received a significant amount of media coverage due to earlier comments he had made that he did not expect to re-sign with the team because he had not heard anything from a team representative. Additionally, the team’s decisions to exercise tight end Dalton Kincaid’s fifth-year option and restructure Josh Allen and tight end Dawson Knox’s contracts to open salary cap space were also highlighted.

The Bills have been active since the start of free agency, and media coverage has focused on the signings of safety Geno Stone, cornerback Dee Alford, offensive lineman Bradley Chubb, and safety C.J. Gardner-Johnson. The biggest news, however, came from the Bills’ trade with the Chicago Bears for wide receiver D.J. Moore. The media had previously speculated several trade ideas for different wide receivers, Moore being one.

Philadelphia Eagles’ wide receiver A.J. Brown came up more frequently than Moore in media coverage as a possible target for the Bills to trade for. There was also coverage indicating that wide receiver Mike Evans chose the San Francisco 49ers over the Bills when he had the option of both in free agency. Overall, the receiver position has garnered the most attention for the Bills.

Another trade the Bills were speculated to be in the mix for was that of defensive end Maxx Crosby. After the Las Vegas Raiders’ trade to send Crosby to Baltimore fell through, there was renewed interest once again in considering Buffalo as a possible landing spot. Coverage of free agent losses the Bills have incurred included fullback Reggie Gilliam (headed to the Patriots) and left guard David Edwards (moving on to the Saints).

While the Bills have had an active free agency, the media’s evaluation of it has been mixed and includes some heavy criticism that the new signings are of athletes who are declining. One *Newsweek* headline reads, “Bills criticized for targeting ‘rapidly declining’ players in free

agency” (Armstrong, 2026). An *Athletic* headline claims, “Bills promised a new way, but Josh Allen remains their answer for everything” (Graham, 2026). The article explains that while the roster moves have provided the team with some upgrades, “The Bills also lost quality players and, thus far, have failed to make any moves that go beyond what the team always was: Josh Allen and a bunch of people hoping his cape is strong enough to pull everybody on a long ride.”

Outside of roster moves, wide receiver Keon Coleman’s inconsistency in performance after the conclusion of his second season was a major topic of media coverage. This included a discussion of recent comments Terry Pegula made, which suggested that the coaching staff pushed to draft Coleman rather than President of Football Operations/General Manager Brandon Beane. Coleman was selected as the first pick in the second round of the 2024 draft (33rd overall) and has dealt with off-the-field issues, including being benched for a game this past season for missing a team meeting.

Additional coverage, especially from the Combine, centered around interviews with Joe Brady and Brandon Beane. These included speculation about the front office’s positions of focus for free agency and the draft, with most coverage again focusing on the receiver position. Some other notable coverage was in regard to Joe Brady’s assistant coach hires, the NFLPA’s 2025 report card that gave the Bills an ‘F’ for home field conditions, and the announcement that the Bills will not play an international game in the 2026 season.

Highmark Stadium coverage has focused heavily on the vandalism incident that occurred in February and caused \$150,000 in graffiti damage. Media coverage included the week-long pause in construction, updates from local law enforcement on suspects and their potential ties to the construction firm, and the \$100,000 reward offered for information connected to the case. Two workers were removed from the project, but no arrests were made.

Other highlighted topics related to the new stadium included the logo and jersey patch unveiled for the inaugural season, new stadium views and drone footage, continued commentary on the open-air design, demolition plans for the old facility, and a recent job fair held by the Bills for positions at the stadium. Parking rate increases and the PSL revenue also received coverage.

X Scanning

The previous research section outlines a content analysis conducted on X to determine the discourse surrounding the Bills during the 2026 offseason. There were not enough results when searching for the keywords “Highmark Stadium” to conduct a similar study around the project, but a scan of X can still provide insight into fan sentiment and reaction. Comments were reviewed under recent posts (February – March 2026) on the official Highmark Stadium X account (@HighmarkStadm) and its reposts from the official Bills account that related to the new stadium.

Many fans expressed their excitement for the stadium to officially open and their anticipation of attending a game. The design and look of the stadium received mixed reviews, with some

celebrating it and others describing it as bland. Many comments expressed a desire for it to be more colorful or wondered if the outer grey panels could change color. One user wrote, “My thought is all that money for a very unimpressive looking stadium...” A significant number of users commented (some through an image comparison) that, from above, the stadium’s shape and open design remind them of a bedpan or toilet lid (see images below).



Comments regarding the open-air design and how cold weather could affect fan experience were also mixed, with one user writing, “seems pointless to not have a retractable roof that you can close for lake effect snow events when games aren’t going on.” Some mockingly referred to the team’s post-season woes, with one comment saying, “Losing heartbreaking games is going to look so good here, congrats Buffalo!” Others referred to taxpayer grievances. Some created graphic images mocking the recent vandalism at the stadium. Finally, some left light-hearted comments along the lines of, “Where are the buffalos?” and “How big are the buffalos?”

AI Scanning

After completing the above scanning with the human eye, the written results were given to ChatGPT as a foundation to understand the purposes of the project. It was then asked to scan social media on its own and “report back the most common subjects/trends that social media users are discussing related to the new stadium.” The results seemed true to the previously conducted research and broke down the main themes in helpful ways. The conversation clusters it provided were the following, ranked from most to least dominant:

1. Stadium design – across platforms, users are heavily focused on the visual identity of the stadium, and it’s producing:
 - Negative leaning humor (bedpan/toilet seat comparisons, circulating side-by-side images and edits)
 - “Underwhelming for the price” sentiment (expectations for something more iconic or futuristic)
 - Color complaints (too grey, bland, corporate)

2. Open-air design vs. Buffalo weather debate – one of the most polarizing discussions
 - Supporters describe “real football weather,” and say it preserves the Bills’ identity and tradition
 - Critics describe concern about lake-effect snow, fan comfort, and playoff conditions
3. Taxpayer funding and cost sensitivity – consistent, especially outside of core fans
 - Complaints about public funding contributions, often tied to stadium appearance
4. Excitement and event anticipation – strong enthusiasm shown by fans
 - Fans excited to attend games and experience new amenities
 - Interests in concerts and other non-NFL events
 - Pride in “new era” of Bills’ football
5. Team performance bleeds into stadium discourse
 - Jokes about playoff losses and Super Bowl drought
 - The stadium becomes a symbolic extension of team success/failure
6. Vandalism incident – short-term spike topic with mixed reactions
 - Concern over security
 - Mockery – memes incorporating graffiti
 - Conspiracy style speculation (less dominant, but present)
7. “Where are the buffalos?” meme trend – light, viral engagement trend
 - Repeated comments like, “Where are the buffalos?” “How big are the buffalos?”
 - Often posted under official team/stadium content
 - Low risk, high-engagement humor

ChatGPT was then asked to similarly scan recent news coverage related to the Bills’ organization from February to the present date (March 20) and list the top five recurring narratives. The results were as follows (in order of most to least dominant):

1. Free agency activity – constant, high volume
 - Key acquisition: D.J. Moore, Bradley Chubb, C.J. Gardner-Johnson, Geno Stone
 - Depth signings and roster reshaping, losses, and potential gaps
 - Often framed as: “busy offseason,” “aggressive but incomplete roster build”
2. Mixed (often critical) evaluation of roster strategy – skepticism about the quality of moves
 - Additions are often described as “veteran,” “coming off injuries,” “declining”
 - Questions about whether the move actually elevates the team

- Coverage emphasizes the lack of a clear “game-changing” addition and continued roster holes (especially at wide receiver and on defense)
3. Super Bowl window and “Josh Allen dependency” narrative – one of the most repeated frames
 - Core storyline: the Bills remain contenders but are not clearly at the top
 - Common angles: heavy reliance on Josh Allen, questions about supporting cast, playoff shortcomings lingering in evaluation
 4. Salary cap management and financial flexibility moves
 - Contract restructures, cap space creation, financial maneuvers
 - Framing: “setting up the next move,” “creating flexibility,” “kicking money down the road”
 5. Transition era: new head coach and organizational direction
 - Key storyline: 2026 as a new era under Head Coach Joe Brady after Sean McDermott’s departure
 - Media focus: evaluating Brady’s leadership, staff changes and adjustments, and whether the team’s identity will shift

These results aligned well with the previous human scanning conducted and aided in simplifying the findings into a few key categories that can be kept in the forefront as a strategic communication plan is developed.

Monitoring Recommendations

Based on the scanning conducted, it is recommended that certain storylines continue to be monitored. First, it would be helpful to continue to monitor comments underneath posts made by the official Highmark Stadium account. Due to the repeated comparison of the exterior design to a bedpan, *it is crucial for communication professionals to stay up to date with online sentiment and be aware of any new memes or discourse relating to the issue.* This aids in strategic communication planning by revealing certain content to stay away from (like marketing the exterior and discussing the outer panels) that would fuel more of this discussion.

Closely monitoring commentary on roster moves, especially heading into the 2026 NFL Draft, is key after some negative framing that claims the team is mostly picking up declining athletes past their prime. Joe Brady is in the proverbial hot seat as a green head coach replacing a rather successful predecessor. Coverage is keen on his interviews, which should continue to be closely monitored as well.

As for coverage surrounding the new stadium project, discourse related to the recent vandalism would benefit from continued monitoring. Additionally, the communications staff should keep an

eye out for any coverage related to design, especially after the stadium has already received some backlash online for the open-air design choice that brings weather concerns with it.

SWOT Analysis

Based on the preceding research and scanning, a SWOT analysis was created to outline the internal and external state of the Bills' organization. Three points under each category were selected and underlined as the most significant at this time.

Strengths

- Resilient, loyal fanbase
- New, state-of-the-art stadium with modern upgrades previously missing
- Consistent playoff contenders for the past six years
- Star franchise quarterback and MVP candidate in Josh Allen
- Yearly increase in revenue growth
- High home game attendance despite small market size
- Organization has quadrupled in value since 2014
- Limited competition from other professional sports in the Buffalo market
- Strong social media engagement
- Fanbase reputation for charitable giving
- Community feeling of new stadium layout, including large gathering spaces

Weaknesses

- Never won a Super Bowl (lost four)
- Strong culture has not translated to on-field success
- Small market size
- Reduced seating capacity in new stadium may limit ticket availability
- Repeated playoff eliminations despite championship-caliber teams
- Imbalance in defense (1st in pass defense, 28th in rush defense)
- Heavy reliance on Josh Allen and his health for offensive success

Opportunities

- Interest in new stadium from tourists/ability to host concerts and other special events to boost local economy
- Fan optimism and excitement for new stadium opening
- Continued growth in league viewership
- Potential growth of Canadian fanbase
- Bills Mafia's care for charity could provide opportunities for additional community involvement
- Growth of "Bills Backers" fan chapters located across the world

- Potential growth of female fan segment as it increases across the NFL

Threats

- Scrutiny of stadium exterior design
- Media and fan scrutiny due to championship expectations
- Climate/weather risks and fan response to open-air stadium
- Potential damage/harm to stadium
- Construction delays
- Small market size could tap out revenue growth
- Fan dissolution from playoff failures/low morale
- Weak sales due to high ticket prices
- Uncertainty surrounding new head coach
- Backlash due to taxpayer stadium funding
- Stadium cost overruns
- Meeting the Kansas City Chiefs and Patrick Mahomes in the playoffs
- Increasing competition in the AFC East (New England Patriots)

Planning

After reviewing the online sentiment and coverage surrounding the Buffalo Bills and the new Highmark Stadium through the scanning and researching phases and developing the SWOT analysis, the following goal for the strategic communication plan was developed:

Improve the sentiment surrounding the new Highmark Stadium and its exterior aesthetics, cost, and open-air design through social media and earned media during the offseason from April-August.

This goal addresses one of the organization's most significant current threats – the scrutiny the stadium has received. The core message to communicate within this goal is that the new Highmark Stadium is visually appealing, contains many interior fan amenities, and that provisions have been made to address possible weather inconveniences stemming from the open-air design. The following objectives were identified to manage meeting this goal in specific, measurable ways:

Objective 1: Provide more behind-the-scenes content of the stadium through images and videos on social media that are focused on the interior in order to generate excitement for fans to be inside. This objective works to shift the online focus from the exterior while still highlighting the stadium.

Objective 2: Share more information about new features that make snow clearing easier and fan areas warmer on social media and through earned media. This objective addresses open-air and weather concerns by demonstrating the detailed considerations that the Bills made when designing the stadium. Many fans are most likely not aware of some of these features yet, as they have not been widely discussed.

Objective 3: Engage with and add to the playful “Where are the buffalos?” jokes on social media through replies and original posts to encourage lighthearted and positive discourse related to the stadium. This objective allows the Bills' social media accounts to have fun with fans in a playful way and contribute to online jokes to shift attention away from negative criticism.

The targeted market segments for this goal are the casual NFL audience, potential attendees focused on the experience, and the core Bills Mafia fanbase. Casual NFL fans are not Bills-specific fans, but follow news about the league in general. They engage with much of the viral content on social media, especially X, and are some of the main contributors to the bedpan/toilet seat narrative in addition to leaving reminders about the team's past disappointments. This segment is key to shaping public discourse.

Potential attendees could live in or outside of the Buffalo market and are crucial to revenue impact. Those who would consider spending time and money on a trip to Buffalo must be left with a good impression and believe the effort would be worth it. This audience tends to be made

up of higher-income consumers, likely earning above \$100,000 a year per household, as discussed in the earlier demographics section. These individuals are more likely to spend money on NFL tickets and prioritize comfort, amenities, and the overall experience.

Finally, the Bills Mafia fanbase is made up of the team's core, loyal fans. While they express excitement for the new stadium, they have also shared some concerns about aesthetics and weather implications. Providing them with reassurance can help reinforce their confidence in the new facility. They are strong engagers on the team's social media pages and will easily be reached through those channels. Winning over Bills Mafia is key to building fanbase support and backing for the stadium.

Schedule

The guiding objectives will mostly be carried out on social media through organic posts of three different categories: behind-the-scenes of the stadium interior and features, further details regarding snow and cold weather provisions, and playful posts responding to the popular "Where are the buffalos?" joke. Based around the NFL calendar and special events occurring over the offseason, 2-4 social posts are scheduled per month as part of the strategic communication plan and will be integrated around the team's high-frequency social content, including other stadium-related posts the social media team will create at their discretion.

These posts are meant to serve as anchors, while additional social listening and online monitoring will be continued, which may cause the social media team to adjust the schedule or add additional media. The social media team is also encouraged to use the Bills' official pages to reply to fans for active engagement and light-hearted fun, especially surrounding the "Where are the buffalos?" theme.

To highlight interior features, videos will be filmed with a few well-known Bills personalities who will describe the amenities and walk through parts of the stadium to show fans. Maddy Glab, the Bills' team reporter, will film most of the amenity highlight videos. Chris Brown, known as "the voice of the Bills," serves as the play-by-play radio broadcaster for the team and will film a press box tour in addition to narrating a few videos highlighting weather provisions.

Finally, former Bills' QB Jim Kelly, an active and involved supporter of the team, will finish the weather-focused content with a video that highlights amenities and gives a players' perspective on cold-weather football alongside throwback images and videos from his playing days. Kelly led the team to all four of its Super Bowl appearances and is beloved by the fanbase. This gives fans an emotional, nostalgic connection with the messaging that "this is who we are." Kelly is a trusted voice who will convey that the team is remaining authentic while making the experience more comfortable for fans.

To receive earned media coverage focused on additional details about the stadium interior and its amenities, a media day is tentatively scheduled based on the stadium's projected opening date. This visit will allow a select, small but influential group of media members to have an exclusive

tour and produce visual and written content about their experience, including the allowance of videography and photography inside the facility. The preparation for this media day, as well as behind-the-scenes filming days and social media posting days, are represented on the schedule below:

Date	Description
April 1	Preliminary filming day with Maddy Glab
April 3	Social Post (BTS) – images of some finishing touches in the interior
April 20	Social Post (Snow) – climate-controlled warmup areas for both teams, heated playing field (video narrated by Chris Brown)
NFL Draft, April 23-25	
April 29	Social Post (Buffalos) – details about bison family statues outside stadium tied to “Where are the buffalos?”
May 1	Finalize media day guest list and send invites with an RSVP deadline of May 18
May 5	Social Post (BTS) – suites video with Maddy Glab
May 18	Send media members credentials for their facility visit and details on parking, security, and meeting location
May 27	Social Post (BTS) – ease of moving around, elevators, escalators, etc. (video with Maddy Glab)
Stadium Completion, June 1	
June 2	Exclusive tour of stadium that highlights best features and amenities (including provisions for snow and cold weather) with selected media members
June 2-7	Social Posts – reposts/shares of earned media resulting from media day (broadcast clips, online articles, etc.)
June 3	Filming day with Jim Kelly, Maddy Glab, and Chris Brown
June 4	Social Post (Snow) – canopy for easy snow removal (video narrated by Chris Brown)
June 16	Social Post (BTS) – standing room only deck video with Maddy Glab
June 29	Social Post (Buffalos) – countdown to first home game with buffalos graphic
July 16	Social Post (BTS) – East Club feature video with Maddy Glab
Training Camp	
July 28	Social Post (BTS) – press box video with Chris Brown
August 6	Social Post (Snow) – Jim Kelly highlighting what it means to players to have the new stadium, what playing in Buffalo weather means to him, and the amenities for fans
Start of NFL Preseason	
August 18	Social Post (BTS) – food vendors video with Maddy Glab

Budget

Associated costs for this communication plan are minimal, as most steps can be completed in-house through the work of salaried employees. The following estimated budget is built with the assumption that the Bills' production team will film and photograph the necessary content with team-owned equipment, with a slight budget for freelance support if needed.

All on-screen talent for promotional videos are salaried employees, apart from Jim Kelly. A conservative cost for his participation is estimated due to the relationship-based nature of his involvement. Media event day costs include light catering with basic setup, signage, and printed materials for the media kits.

Select high-priority social media posts that focus on interior amenities and/or weather features will receive a paid boost to increase exposure to the target audience. The social media team may use its discretion for budgeting and post selection after monitoring initial organic performance. Finally, a contingency fund is built into the budget to cover unexpected overruns.

Category	Cost
Content production (editing time, graphics/design purchases, occasional freelance support as needed)	\$7,500
Talent appearance (minimal, relationship-based)	\$5,000
Media day (light catering, staff coordination, basic signage, media kits and printed materials)	\$6,500
Paid social media boosts (limited to priority posts highlighting interior and weather features)	\$5,000
Contingency fund	\$4,000
Total	\$28,000

Risk Management Plan

Based on the provided objectives and schedule, the following risks and subsequent precautionary measures were identified for close monitoring throughout the plan's execution.

- Media day does not produce desired earned media coverage or produces negative coverage.
 - Brief media members before tour with key story angles.
 - Design tour locations and information based on what would most spread the key message of the strategic communication plan (fan amenities, weather provisions).
- Interior design/aesthetics receives criticism similar to exterior or is also perceived as "underwhelming."
 - Stagger stadium reveals by only revealing small sections/features at a time in short clips.
 - Save a few "wow" features for reveal right before the start of the season.

- Humor strategy of using “Where are the buffalos?” turns into more ridicule and mockery regarding the exterior stadium design.
 - Maintain tone guidelines of lightheartedness but not self-deprecation.
 - Require approval checkpoints for all “Where are the buffalos” related posts and comment replies.
 - Continually monitor sentiment and adjust communication plan accordingly.

- Weather messaging unintentionally reinforces concerns by focusing attention on it.
 - Focus communication on enhancing the fan experience, not fixing a problem.
 - Pair weather messaging with positive visuals of fans enjoying the facility (even if through mockups/AI).

- Unforeseen offseason narratives take over the Bills’ media spotlight (i.e., player behavior, roster moves, front office controversy).
 - Allow for flexibility in schedule as continual social listening and monitoring is conducted.
 - Review scheduled social media posts in light of any unforeseen events to maintain an appropriate tone.

- Stadium is over-associated with team performance and championship expectations.
 - Maintain messaging focused on fan experience and community identity.
 - Avoid messaging tied to championship or future expectations.

Communicating

The following social media samples were selected from the original schedule for inclusion in this proposal because they highlight each area of focus (interior behind the scenes, weather amenities, and “Where are the buffalos?”). Additionally, they provide an overview of a variety of content through images, graphics, and video scripts. Finally, Jim Kelly’s video script, the most important deliverable for the strategic communication campaign, is also included.

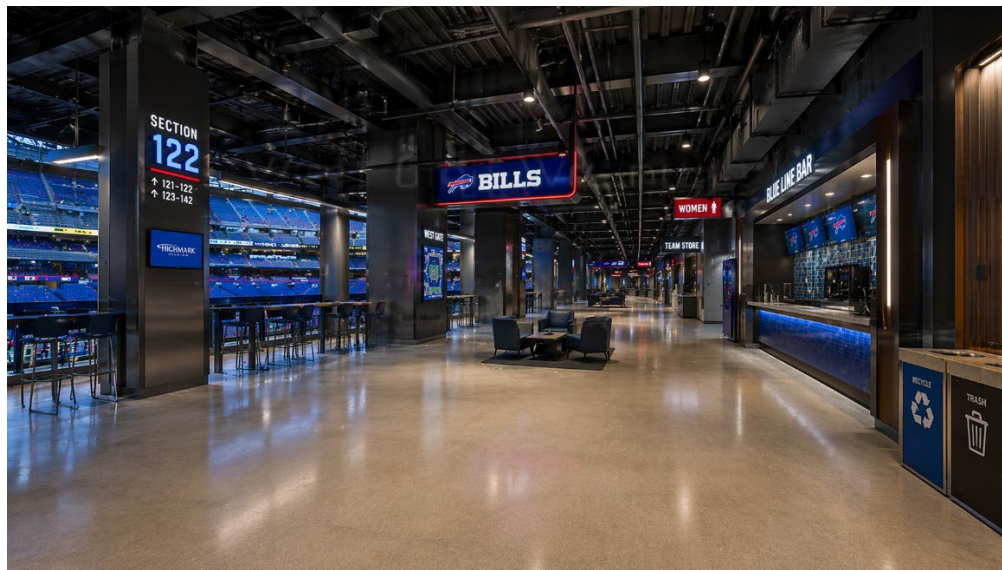
While it is recognized that certain deliverables for the planned media day will be necessary (invitations, media kit materials, additional logistical information), it is beyond the scope of this initial plan to provide those deliverables, as much information still needs to be filled in (confirmed day, meeting location, members invited, tour spot locations, etc.). It is expected that those items will continue to be developed as the strategic communication plan is implemented.

Social Media Post Samples

April 3 – (BTS images) finishing touches on interior

Caption: Highmark Stadium is almost ready for a #BillsMafia takeover! Check out these sneak peeks 🙈

Mockup images (produced by ChatGPT):





April 20 – (Weather video) highlight of climate-controlled warmup areas and heated playing field, narrated by Chris Brown

Caption: In the game of football, you have to be prepared for anything – including Buffalo winters. Here’s how the new Highmark Stadium is making it easier for players to perform at their best in any conditions. @ChrisBrownBills

Video description: Blends clips of recent Bills snow games with footage of the new warmup areas and field, along with animated mockups of the underground heating and irrigation system.

Approximate length: 60-90 seconds

Script:

If there's one thing Buffalo football is known for, it's the atmosphere of December and January play. It makes us who we are, and we're staying true to it while also making sure our players are equipped for any conditions.

That's why the new Highmark Stadium features state-of-the-art technology to keep players comfortable during warmups and ensure the playing field stays clear.

The stadium features the NFL's first-ever indoor warm-up areas for both the Bills and the visiting team. Players can now complete a full run-through inside, avoiding exposure to freezing temperatures hours before the game even starts.

A full heating and irrigation system under the playing field keeps the surface in the low sixties, preventing freezing and snow buildup, so the game goes on no matter what Buffalo weather brings. Grow lights and a modern drainage design will help keep the field healthy all year long.

It's still Buffalo football this winter – and it's built to bring out the best in every snap.

Sources: McCormick & Fischer, 2026, Miller, 2025b.

April 29 – (Buffalos graphic) details about bison family statues outside of stadium

Caption: You've been asking – where are the buffalos? Right outside the new Highmark Stadium, of course! Learn more here about our centerpiece bison installations arriving in June: <https://www.sportsbusinessjournal.com/Articles/2026/03/24/bills-unveil-design-of-bison-family-statues-whose-nostrils-can-blow-steam/>

Mockup graphic:



Sources: Maiorana, 2026b, McCormick, 2026.

July 16 – (BTS video) East Club spotlight with Maddy Glab

Caption: #BillsMafia loves to feel connected, and that’s what prompted us to design the East Club in the new Highmark Stadium in a way that brings our community together. Watch @MadGlab walk through the premium space!

Video description: Cuts between Maddy Glab in the East Club and detailed shots of the space, including the bar, seating areas, and field views.

Approximate length: 45-60 seconds

Script:

Welcome to the East Club at Highmark Stadium! This premium space offers an experience unlike any other in the NFL. Come on, let me show you around!

This two-level club spans 73,000 square feet. It was designed to be the largest unified club in the league – because Bills Mafia loves being together.

The majority of premium seating leads directly into this space, providing fans with field views and a warm, comfortable place to step inside on chilly game days.

You’ll find a variety of food and beverage options here, plus lounge areas with cushioned seats, couches, and plenty of TVs, so you don’t miss a second of the action on the field.

To learn more about the East Club and other premium spaces, visit BillsStadiumExperience.com.

Sources: McCormick & Fischer, 2026, *East Club*, n.d.

August 6 – (Weather video) Jim Kelly highlights fan amenities and Buffalo football

Caption: The hard work of a fan is never done – but we’re making it easier for #BillsMafia to enjoy the game at the new Highmark Stadium. They deserve it. @JimKelly1212

Video description: Alternates between shots of Jim Kelly in the stadium, old Bills winter game and Jim Kelly footage, and supporting visuals of the panels, canopy, seating areas, and field as he describes them.

Approximate length: 90-120 seconds

Script:

Take it from me: Buffalo knows a thing or two about winter. And for this team, it's part of who we are. You come into our house, you play in our environment.

Bills Mafia is no stranger to braving the elements. Now, the new Highmark Stadium makes it easier for them to focus on what matters most – bringing the energy every Sunday!

From the ground up, this stadium was built with the fans in mind. Outer metal panels cut down on wind while holding in the noise, keeping the excitement right where it belongs.

A steel canopy covers most seats, built to melt snow and ice so fans can stay safe and comfortable. And even in many uncovered areas, overhead structures still provide some protection.

Inside, the heated concourses and premium event spaces provide warmth with field views and a wide selection of food and beverage options.

And for the players, a heated field and indoor warm-up areas make sure they're ready to go in any conditions.

No matter how you do game day, Highmark Stadium makes it easier to enjoy every moment while staying true to Buffalo football. Because here, we're not ruled by the weather – we're built for it.

Sources: McCormick & Fischer, 2026, R. Miller, 2025a, Maiorana, 2026a

Evaluating

The evaluation process for this strategic communication plan will determine if deadlines were met, if the project fell under or over budget, if the objectives were met, and what the communications team learned and would do differently next time. Determining the timeliness and final costs associated with the project is straightforward and may provide insight into adjustments for future projects. However, each objective must be examined individually to determine if it was accomplished.

The first objective was to “Provide more behind-the-scenes content of the stadium through images and videos on social media that are focused on the interior in order to generate excitement for fans to be inside.” At a broad level, the first part of this objective is met simply by carrying through with the proposed social media schedule.

The second part of the objective focuses on fan sentiment and reaction toward the social media posts, which will be gathered through continual content analysis of comments under the posts. Additionally, the success of social media posts for all objectives can be considered through engagement levels (impressions, likes, comments, shares) in comparison with the Bills’ general social media performance. Posts that meet or exceed engagement averages and have positive sentiment surrounding their responses would suggest success.

Next, the second objective was to “Share more information about new features that make snow clearing easier and fan areas warmer on social media and through earned media. The same evaluation methods of implementing the social media schedule, monitoring sentiment analysis, and analyzing engagement levels apply here as well.

Additionally, because this objective includes generating earned media coverage (which was the purpose of the planned media day at Highmark Stadium), a content analysis of news coverage, similar to the one conducted in the earlier research section of this proposal, will be conducted a week after the media day tour. This content analysis will look at both the sentiment surrounding recent news articles and the topics of focus, with success being marked by increased, positive coverage of stadium details.

Finally, the third objective was to “Engage with and add to the playful ‘Where are the buffalos?’ jokes on social media through replies and original posts to encourage lighthearted and positive discourse related to the stadium.” This requires more hands-on work from the Bills’ social media team as they engage in this content through comment sections in addition to the two planned posts.

Because the risk management plan identified the risk of the Bills’ participation in the buffalos jokes being received negatively and leading to criticism, the social media team will monitor sentiment in real-time and make any necessary adjustments. The above evaluation methods of overall engagement rates also apply to this final objective.

If social media sentiment improves surrounding Highmark Stadium and its aesthetics and open-air design, then it will be clear that the strategic communication plan met its goal and contributed to the organization's crucial overall goal of maintaining positive social evaluation. Lastly, the communications team will discuss their experiences while working on the project and write up any recommendations for future changes that could make the process go more smoothly.

References

- Armstrong, M. (2026, March 13). Bills criticized for targeting ‘Rapidly declining’ players in free agency. *Newsweek*. <https://www.newsweek.com/sports/nfl/bills-criticized-for-targeting-rapidly-declining-players-in-free-agency-11676155>
- Associated Press. (2021, August 31). *Buffalo Bills propose new \$1.4 billion NFL stadium by 2027*. CNBC. <https://www.cnbc.com/2021/08/31/buffalo-bills-propose-new-1point4-billion-nfl-stadium-by-2027.html?utm>
- Associated Press. (2026, January 7). NFL sees second-highest regular season average viewership since 1988 at 18.7M, up 10% from 2024. *NFL.com*. <https://www.nfl.com/news/nfl-sees-second-highest-regular-season-average-viewership-since-1988>
- BN Staff. (2023, August 3). Which NFL Fan Base Is the Best? By the Numbers. *Bleacher Nation*. <https://www.bleachernation.com/nfl-fan-engagement/>
- Brasky, A. (2025, September 2). How confident are Buffalo Bills fans this season? Survey says. *Sports Illustrated*. <https://www.si.com/nfl/bills/onsi/news/how-confident-are-bills-fans-this-season-survey-says>
- East Club*. (n.d.). Bills Stadium Experience. <https://www.billsstadiumexperience.com/east-club>
- Forbes. (2025, August). *Buffalo Bills on the Forbes NFL team valuations list*. <https://www.forbes.com/teams/buffalo-bills/>
- FOX Sports. (2026, January 30). 2025 NFL defense rankings: Team pass and rush stats. *FOX Sports*. <https://www.foxsports.com/articles/nfl/2025-nfl-defense-rankings-team-pass-and-rush-stats>
- Graham, T. (2026, March 13). Bills promised a new way, but Josh Allen remains their answer for everything. *The Athletic*. <https://www.nytimes.com/athletic/7114915/2026/03/13/bills-2026-free-agency-josh-allen/>
- Henderson, C. (2024, January 22). What is “Bills Mafia?” Here’s everything you need to know about Buffalo’s beloved fan base. *USA TODAY*. <https://www.usatoday.com/story/sports/nfl/bills/2024/01/15/what-is-bills-mafia-explaining-buffalo-bills-fan-base/72180195007/>
- Jaimes, R. (2025, October 22). NFL Demographics 2025. *Quantumrun Foresight*. <https://www.quantumrun.com/consulting/nfl-demographics/>
- Maiorana, S. (2026a, March 25). *Covered areas, heated concourses among key facets of Bills new stadium* [Video]. Democrat and Chronicle. <https://www.democratandchronicle.com/videos/sports/football/nfl/bills/2026/03/25/new-bills-stadium-includes-covered-areas-heated-concourses/89312534007/>

- Maiorana, S. (2026b, March 25). *Inside the Bills' new stadium, from giant bison to fan-focused design*. <https://www.msn.com/en-us/sports/nfl/inside-the-bills-new-stadium-from-giant-bison-to-fan-focused-design/ar-AA1Znsh2>
- McCormick, B. (2026, March 24). Bills unveil design of bison family statues, whose nostrils can blow steam. *Sports Business Journal*. <https://www.sportsbusinessjournal.com/Articles/2026/03/24/bills-unveil-design-of-bison-family-statues-whose-nostrils-can-blow-steam/>
- McCormick, B., & Fischer, B. (2026, January 28). Buffalo's \$2.2B Highmark Stadium brings modern amenities to Bills fans while keeping football first. *Sports Business Journal*. <https://www.sportsbusinessjournal.com/Articles/2026/01/19/buffalos-22b-highmark-stadium-brings-modern-amenities-to-its-ardent-bills-fan-base-while-keeping-football-the-priority/>
- Miller, R. (2025a, October 5). Is the new Buffalo Bills stadium a dome? What to know about the roof design. *Democrat and Chronicle*. <https://www.democratandchronicle.com/story/sports/football/nfl/bills/2025/10/05/buffalo-bills-new-highmark-stadium-dome-roof-design/86431651007/>
- Miller, R. (2025b, December 7). Is the new Buffalo Bills stadium grass or turf? And is it heated? *The Journal News*. <https://www.lohud.com/story/sports/football/nfl/bills/2025/12/07/buffalo-bills-new-stadium-grass-turf-heated-field/87584793007/>
- Mozarsky, J. (2025, October 16). Bills new stadium details: What to know about Buffalo's future home across from current Highmark Stadium. *The Sporting News*. <https://www.sportingnews.com/us/nfl/buffalo-bills/news/bills-new-stadium-details-what-know-about-future-home/289388e866cc51317eba8d64?utm>
- New York State Governor. (2022, March 28). *Governor Hochul announces joint Public-Private agreement to ensure the Buffalo bills remain in New York State*. <https://www.governor.ny.gov/news/governor-hochul-announces-joint-public-private-agreement-ensure-buffalo-bills-remain-new-york>
- Ostly, A. (2026, January 28). Buffalo Bills don't have history on their side with Joe Brady hire. *USA TODAY*. <https://www.usatoday.com/story/sports/nfl/2026/01/27/joe-brady-buffalo-bills-hire-head-coach/88384345007/>
- Penepent, S. (2024, December 5). Why we root: Taking an extensive look into the Buffalo Bills fandom. *BuffaLowDown*. <https://buffalowdown.com/why-we-root-taking-an-extensive-look-into-the-buffalo-bills-fandom-01jdan3p7929>
- Romano, J. (2025, November 20). *Reaching NFL Fans: Demographics & Behavior Insights*. Lotame Solutions Site. <https://www.lotame.com/resources/nfl-fan-demographics-behavior-insights/>

- Schmude, F. (2026, February 28). Evaluating the Buffalo Bills' 2025 roster: QB, TE, and WR. *Yahoo Sports*. <https://sports.yahoo.com/articles/evaluating-buffalo-bills-2025-roster-205406055.html>
- Sports Business Journal. (2025, December 11). Allegiant Stadium tops U.S. revenue charts for second year. *Sports Business Journal*. <https://www.sportsbusinessjournal.com/Articles/2025/12/11/allegiant-stadium-tops-us-revenue-charts-for-second-year/>
- Statista. (2025, December 17). *Buffalo Bills - Statistics & Facts*. <https://www.statista.com/topics/4319/buffalo-bills/#topicOverview>
- TelmarHelixa. (2024, August 6). Professional Football Team Audience Analysis: The Buffalo Bills. *TelmarHelixa*. <https://telmarhelixa.com/resources/football-team-analysis-buffalo-bills>
- Vitale, R. (2025a, August 8). *Top 15 NFL teams with the largest social media followings*. The Big Lead. <https://lists.thebiglead.com/sports/top-15-nfl-teams-with-the-largest-social-media-followings/>
- Vitale, R. (2025b, June 21). *Ranking the most loyal fan bases in the NFL*. The Big Lead. <https://lists.thebiglead.com/sports/ranking-the-most-loyal-fan-bases-in-the-nfl/>
- Whitt, R. (2025, August 15). "Small-market" Bills rewarding owner Terry Pegula with hefty return on investment. *Sports Illustrated*. <https://www.si.com/nfl/bills/onsi/news/business-small-market-bills-rewarding-owner-terry-pegula-with-hefty-return-on-investment>
- Williams, J. (2023, October 19). *NFL Fan Demographics: 76 User Facts & Numbers [2023]*. Techpenny. <https://techpenny.com/nfl-viewers-demographics-stat/>
- Wright, J. (2023, December 21). Channel 13 Las Vegas News KTNV. *Channel 13 Las Vegas News KTNV*. <https://www.ktnv.com/sports/raiders/raiders-economic-impact-of-allegiant-stadium-is-over-2-29-billion>