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Boston sport organizations and community disaster recovery

Boston sport organizations

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Abstract

Purpose – The purpose of this paper is to examine the role played by sport organizations in the community recovery efforts in Boston following the 2013 marathon bombings.

Design/methodology/approach – Interview questions were created following initial site visits and content analysis of 40 media reports specifically dealing with social recovery efforts following the attacks. Six semi-structured interviews with professional team and organizational leaders were completed and analyzed to gain insight into the leader's perspectives of the relief process. Finally, the media reports and interviews were reviewed and specific recovery efforts were classified into tangible, emotional, or informational support categories.

Findings – The findings of this case study are specific to the disaster relief efforts in Boston, Massachusetts following the 2013 marathon bombings and therefore cannot be generalized beyond this scope. This paper provided focussed analysis of the reactions of several Boston area sport organizations during the immediate disaster recovery period. The long-term impacts of these efforts require further investigation.

Practical implications – The examination of the viewpoints of the sport organization leaders following the disaster may provide insight for other sport organization leaders and civic officials as they prepare for future challenges.

Originality/value – This paper provides a detailed examination of several sport organizations responses following the community disaster in Boston. It also provides unique perspectives from the sport organization leaders.

Keywords Aftercare, Emergency response, Disasters, Manmade disaster, Sport organizations

Paper type Case study

Introduction

In 2014, there were 336 disaster events worldwide, leading to 12,700 deaths and \$110B in economic losses (SwissRe.com, 2014). Emergency responses to disasters have typically been coordinated by local and national government agencies (Kapucu, 2007; Wilson and Oyola-Yemaiel, 2001). More recently, corporations and other private and public organizations have played an increasingly active role in recovery efforts (Johnson *et al.*, 2011). While organizations and corporations often play an important role in the daily lives of individuals in a community, their impact may become most evident during times of crisis. Research has found that a majority of Fortune 100 companies participated in disaster-relief activities. The organizational responses were often reactionary and were driven by both practical business implications and an ethical duty to assist the community following a disaster (Johnson *et al.*, 2011).

Sport organizations and events have also played important roles in community recovery. Following the September 11, 2001 terrorist attacks, members of the Yankees baseball team visited several sites throughout New York City to meet and encourage citizens, including local firehouses and shelters (Lavine and Shapiro, 2004). After the disastrous earthquakes in Nepal in 2014, the Prime Minister and other politicians played in a friendly soccer match to promote fund raising for victims (Drew, 2015). In Buffalo, New York, the local professional football franchise, the Bills, partnered with



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the National Football League foundation to donate \$137,000 to citizens impacted by deadly snowstorms in December 2014 (Foxnews.com, 2014).

Several researchers have looked at the potential of sport organizations to impact people and communities. Smith and Westerbeek (2007) posit that sport organizations have the power to contribute to the development of social capital in a community and bring individuals together. Other studies have investigated the role of professional sports in society in areas including social impacts, environmental responsibility, and charitable support (Anagnostopoulos *et al.*, 2014; Babiak and Trendafilova, 2011; Babiak and Wolfe, 2009). A gap in the literature exists in the exploration of the role the sport organizations may play in disaster response. One of only a few studies in this area, Wicker *et al.* (2013) focussed on the organizational resilience of community-based sport clubs in Australia following a disaster. Inoue and Havard (2015) conducted a content analysis of sport and disaster relief, categorizing relief efforts and developing a framework to identify these activities. Inoue and Havard specifically called for future studies to analyze specific disaster response efforts of sport organizations and athletes. In response to this call, and to address this gap in the literature, this study focussed on the role played by sport organizations in the community recovery efforts in Boston, Massachusetts following the 2013 marathon bombings. Both non-profit (Boston Athletic Association (BAA), The Sport Museum in Boston) and for-profit organizations (Boston Red Sox, Boston Celtics, Boston Bruins) were included in this study. The research questions focussed on identifying the types of responses to the disaster and exploring the sport organizations leader's perspectives on the relief process:

- RQ1. What type of tangible, emotional, or informational support did Boston area sport organizations and athletes provide following the 2013 marathon bombings?
- RQ2. What perceptions did sport organization leaders have during the recovery process?

Research setting

In Boston, Massachusetts, the annual Boston Marathon has gained global recognition as the most famous marathon in the world. Events during the race in 2013 resulted in a strong and passionate collective reaction across the Boston region, highlighting the important role several other sport organizations hold in this sports-centric New England city.

Boston is the capital and largest city in Massachusetts (USA). Since its founding in 1630, Boston has served as a commercial and cultural hub in New England. In 2010, the city had a population of 617,594, with over 722,000 people residing in Suffolk County (US Census Bureau, 2010). Boston boasts world class organizations in health care, business, and technology and is home to several renowned institutions of higher learning. It is historical sites and other tourist attractions help draw over 12 million visitors yearly (CityofBoston.gov, 2014).

Boston is also recognized as a community with a long tradition of support for their local athletic events and teams (Hardy, 2003). Generations of Bostonians have grown up cheering for their beloved Major League Baseball team, the Red Sox. One writer described the legendary home field of the Red Sox, Fenway Park, as the central landmark of Boston's community identity (Borer, 2008). Other franchises enjoy loyal fan support, including the Patriots of the National Football League, the Celtics of the National Basketball Association, and the Bruins of the National Hockey League. Local university teams add to the regional sport offerings, from Boston College to Boston University to Harvard. However, even with

so many sports played throughout the year, no annual event is older and more closely tied to the heart and history of the city than the Boston Marathon.

The marathon has been run through the streets of Boston since 1897 (ESPN.com, 2014). It is held each Patriot's Day, the third Monday in April. Patriot's Day is an official holiday in Boston celebrating the central role that the town played in the Revolutionary War and the founding of the USA. The 26.2 mile race winds from Main Street in Hopkinton to the finish line in Copley Square. Approximately 500,000 spectators typically line the race route to cheer on runners and other race participants, although some estimates put the number of spectators for the 2014 race at one million (Vincent, 2014). The event is organized and directed by the BAA with a staff of 68 race officials and a volunteer group of approximately 10,000 people (BAA.org, 2014).

On April 15, 2013, during the running of the 117th Boston Marathon, two explosions occurred near the finish line on Boylston Street. Three spectators were killed and dozens severely injured. Over the next five days, the investigation and apprehension of one of the two main bombing suspects (one was killed during the police response) captured the focus of the American and international news media. Following the bombings, people in and around Boston sought for ways to support the victims and their families, as well as searching for comfort and healing for their collective civic identity. Within days, a non-profit charitable fund, the One Fund, had been established to accept donations for victims of the bombing (OneFundBoston.org, 2013). Several moving ceremonies were held in the days following the attacks, including a Boston Bruins home hockey game with an emotional singing of The Star Spangled Banner and a defiant speech given before the Red Sox home baseball game at Fenway by star player David Ortiz. These major events are included in the timeline of critical events in Table AI.

Scientists from several areas outside of business and organizational research have analyzed the response in Boston following the attacks in 2013. Ferrer and Conley (2015) reviewed the public health challenges of the disaster response, arguing that the collective recovery following a traumatic event, or community resilience, is a social quality that requires investment and planning to successfully develop. Williamson and Bond (2014) looked at the response from a public administration perspective, positing that interorganizational communication and coordination is paramount to effective recovery efforts. Nadworny *et al.* (2014) reviewed the response of a local hospital that was heavily involved in medical treatment of victims. Their findings, from a health care perspective, were that organizational disaster response must be practiced and reviewed across all levels of employees. Lin and Margolin (2014) reviewed the connections of the emotional responses of fear and sympathy with the outpouring of support and solidarity through social networking.

Literature review

Several investigations have examined the organizational-community relationship (Babiak and Wolfe, 2009). Some authors have researched the impact of a community on the actions of an organization (Marquis and Battilana, 2009), while others have studied the potential for positive public benefits (Elkington, 1998), as well as tendencies for self-promotion over common good (Margolis and Walsh, 2003). Additionally, other scientists have examined the effects of a community on the actions of corporations, demonstrating that community standards drive organizational decision making (Marquis *et al.*, 2007; Marquis and Battilana, 2009).

Other researchers have focussed on organizational response to disasters. Johnson *et al.* (2011) found that most Fortune 100 companies recognized their ethical responsibilities and engaged in relief efforts after disasters. Beyond corporations, research in disaster

relief has been extended into non-profit organizations. Atkinson (2014) reviewed the role of non-profit and faith-based groups played in the recovery efforts following flooding in Minot, North Dakota in 2011. Educational entities have also been discussed in disaster relief. Donahue and O'Keefe (2007) reviewed the role the Louisiana State University had in emergency efforts following Hurricane Katrina in 2005. Chikoto *et al.* (2012) found that non-profit organizations often have better emergency preparedness than public or private organizations, but were often limited in financial resources. Public organizations tended to be better prepared to respond to disasters than private organizations.

The potential community impacts from sport organizations and events have also been investigated (Anagnostopoulos *et al.*, 2014; Babiak and Wolfe, 2009; Sheth and Babiak, 2010; Smith and Westerbeek, 2007; Trendafilova *et al.*, 2013; Walker and Parent, 2010). Social support activities have been identified by sport organization leaders as priorities in their role in local communities (Babiak and Wolfe, 2009). Clopton and Finch (2011) include sport organizations among several types of organizations and events that may enhance community development. While the interaction between sport organizations and communities have been studied, far fewer research has focussed on sport and relief efforts following a disaster. The impact of flooding in Australia on community sport club resilience and resource utilization was examined (Filo *et al.*, 2015; Wicker *et al.*, 2013). Kunz (2009) reviewed the role that youth sport played in recovery efforts in Iran following a 2003 earthquake. Rosentraub and Ijla (2008) found that sport events and activities after tragedies can help socialize new residents and youth to the community's ideal of normal. The literature had failed to analyze specific responses implemented by sport organizations and athletes until Inoue and Havard (2015) provided a content analysis of sport and disaster relief. By examining media reports from an 11-year period Inoue and Havard identified 11 forms of activities that athletes and sport organizations performed to assist in recovery efforts. These 11 types of activities were categorized into tangible, emotional, or informational support, following the categories of social-support reported by Norris *et al.* (2001). In their implications, Inoue and Havard suggested a specific extension of this research topic: "(u)sing the forms of disaster relief activities identified in this study as an initial framework, future studies should engage in the focussed analysis of disaster relief response among sport organisations and athletes" (p. 355). Using this framework, this study sought to answer the research questions by focussing on disaster relief efforts of sport organizations in Boston following the 2013 marathon bombings.

Method

Initial information for this case study was gathered from three sources: published media reports about the Boston bombing and recovery efforts; observations made by the author during visits to six Boston sport venues or events in May 2013; and informal interviews with approximately ten Boston residents and Boston sport organization employees.

Following this initial information gathering, media reports were downloaded from the Boston Globe and ESPNBoston.com websites. Over 40 articles, approximately 130 pages, published between April 15, 2013 and November 1, 2013, were selected based on their relevance to the research questions regarding community reaction to the bombing and the events following the marathon at local Boston sport gatherings. Media reports were also used in the development of the interview topics and questions. A ten question semi-structured interview set was developed based on an initial analysis of media reports and information gathered during the previous site visits (Table AII).

In order to gain insights into the organizational leadership and decision making during the recovery process, Boston area sport executives were contacted and

invited to participate. Key informants were initially identified from personal contacts made during initial field visits in Boston. Using a snowball approach, informants were asked to suggest additional informants.

Participants included six high-level executives from local teams or organizations, including the Red Sox, Bruins, Celtics, The Museum in Boston, and The BAA. Pseudonyms were created to present data in the results section. The participants included two Executive Directors (Dick and Al), one President (Susan), one Vice-President (Jim), one Director of Public Relations (May), and one Marketing Director (Lee). Five of the six participants had lived a majority of their lives in Boston. Interviews were conducted in person during a second trip to Boston by the author or were completed via telephone. Notes were hand-written during the interviews, which lasted from approximately 20 to 45 minutes. The notes were typed following the interview and e-mailed to each participant for verification as a means of member checking (Myers, 2009). Five informants had no changes, and one provided corrections on the types and amounts of fund-raising efforts listed. Data were categorized into initial clusters or constellations of ideas using sorting and thematic categorization (Holsti, 1969). With each interview, additional data were coded into the previous categories (Lally and Kerr, 2005; Lincoln, 1995). Themes and emerging patterns were analyzed with respect to frequency and emphasis or importance to the interviewee (Denzin, 1970). Finally, the media reports and final interview copies underwent content analysis to categorize organizational and athlete actions into tangible, emotional, or informational support (Norris *et al.*, 2001).

Findings

To examine the perceptions of the Boston sport organization leaders during the recovery process, interview data were organized into four broad themes: Patriot's Day in Boston, initial disaster response, fund raising, and special events. First, the interviewee's views of the importance of Patriot's Day in Boston provided insight into the setting of the race and the general atmosphere of the events. The three remaining themes arose as the leaders addressed emergency responses then shifted their focus toward financial efforts and community support activities.

For perspective and context, subjects gave their opinions of the place that their sport organization, the Boston Marathon, and the Patriot's Day holiday hold in the Boston community. Each participant was very familiar with the history of the Boston Marathon and the importance of Patriot's Day in Boston culture. Dick, an executive director, commented:

The marathon is an event where people in all of New England feel ownership. The BAA is the steward of an event that is a public trust. People take it personally- people who live along the route come out and support the runners.

Lee, the marketing director, discussed the importance of sports in Boston:

In Boston, there is a real passion for the local teams. There aren't really any college teams to cheer for, so people really get behind their pro teams. I don't know a woman in Boston that doesn't own sports gear from the local teams.

Al, another executive director, echoed Lee's comments on the importance of sports in the Boston community:

Sport is a big part of the community of Boston. Sports, politics, hospitals, and universities make up the fabric of a community. The identity of Boston is interwoven with the teams that

wear Boston on the front of their jerseys. People define themselves around their local sports teams. How the teams are doing reflects the identity of Bostonians. Their values and principles are shared- work ethic and loyalty.

Lee, the marketing director, specifically mentioned the excitement and importance of Patriot's Day and the marathon:

Patriot's Day is unique and quirky. It is a special day around here. The Red Sox play their 11:00AM game and then you have the marathon simultaneously.

The coach of the Boston Celtics at the time, Doc Rivers, commented on his tradition of watching the marathon finish for an article on ESPN.com (Forsberg, 2013):

I always go down after practice and watch. I've done it every year that we've been in town, because I literally live two blocks from the finish line.

Jim, a vice-president, also resonated the message of the role that sports plays in Boston:

The power of sports in Boston is self-evident and still resonates with the people in this community.

The initial organizational responses in the days after the bombing were focussed on the sport organizations' roles as "citizens" in Boston. Like many individual residents, the focus of the sport organizations was to assist local and federal authorities in the criminal investigation and security efforts. May, the public relations director, commented on how challenging it was to coordinate resources following the attacks, including ensuring the safety of employees and communication:

We had 23 charity numbers (people) from the organization running in the marathon. I was at Kenmore Square working until 10:30pm to check on and confirm the safety of all our runners.

Each of the three professional sport teams included in this study had multiple participants running in the marathon, so organizational resources were expended to ensure the well-being of race participants from their teams.

Jim discussed the responsibility to the community that he and his organization felt after the attacks:

The city and people were looking at you as a team to lead. We canceled the upcoming Celtics game and worked with the city so as not to drain from their needed resources.

Susan also focussed on the security and safety issues that remained since the people responsible for the bombings had yet to be apprehended:

We had a game scheduled for that evening. I went to turn on the TV to watch coverage of the race. We had several runners in the marathon from the Bruins foundation. Once the attack happened, we postponed the game for that night. The Celtics game was canceled. We sent all of the workers home. We had planned on keeping the Bruins game on for Wednesday. We were working on security issues and fan safety.

Dick and his organization were concerned about the property and well-being of the marathon participants:

That evening, our staff meeting was focused on the runners. We had their belongings, medals, bags. How do we get things to them? Then, on day two, we provided counseling assets for volunteers and runners to support them. We wanted to play our part.

Following the initial security and safety actions, the focus turned quickly to recovery and specifically fund-raising. Coinciding with this focus on fund-raising was the

creation of the “Boston Strong” theme and the “One Fund.” The “Boston Strong” theme provided a rallying point for recovery efforts and financial goals. It was printed on t-shirts, hats, and other memorabilia and sold to provide funds for victims. A second important fundraising tool was the creation of a centralized donation account, the “One Fund,” quickly organized by Boston government leaders. This allowed a central point of focus where funds could be donated. May mentioned that the Red Sox, through various donations from their ownership group and other events were able to raise \$2.4M for the One Fund.

Susan discussed the importance of the One Fund as a place to concentrate fund-raising efforts, as well as the emotional importance of the Boston Strong logo:

The One Fund was created the day after the bombings. The One Fund creation was bringing together non-profits with support from the mayor and governor and business leaders. The ‘marathon’ part of the Boston logo was scratched to create the Boston Strong logo. The Red Sox, Celtics, and Bruins all had volunteers and community members attend games for recognition to help the community cope and to help identify with the recovery from the events.

Jim provided his perspective on the rallying of fund-raising efforts:

Sometimes it is easy to forget just how impactful a team can be in a community. Our role in community recovery was to promote fundraising. We did this through our platforms, promotions, marketing, using courtside signage, media, and sending out a unified message of support. We promoted the One Fund and raised awareness to the community. It was comparable to the efforts after September 11, 2001, although on a smaller scale, but it had a similar feeling. We thought, how could this happen?

In a story on ESPN.com, Dave Mellor, long-time Fenway Park groundskeeper, was quoted on his feelings about the Boston Strong motto (Marantz, 2013):

(It means) a sense of community, of friendship, of making new friends and making new experiences and coming together from not only our celebrations but our pain, and knowing that there’s support there.

While almost all comments regarding fund-raising were positive, Lee did voice some negative feedback on the intense focus on fund-raising for the One Fund, suggesting that resources were likely to be shifted away from other worthy causes:

One negative was a reduction in giving to other non-profits. Several non-profits are behind in their goals which has an impact on youth, education, and violence issues in Boston. Other charity events have also had less support. It is too bad. The marathon trends toward upper economic classes, not towards the larger part of our city in the lower economic classes.

The diversion of funds away from local charities following a large disaster has been examined in the literature. Brown *et al.* (2012) reviewed donation patterns following the 2014 Indian Ocean tsunami and did not find any evidence that funds were shunted away from local charities. Similar results were found in a study by Pena *et al.* (2014). These authors suggested that existing non-profit organizations actually see an increase in revenues in the years following a major disaster.

Following the fund-raising focus, the sport organizations began planning and executing various recognition events in connection with their competitions. Participants discussed their organizations’ opportunities to allow many members of the Boston community to gather together, share grief, and begin a general healing process.

May mentioned the special place that Fenway Park holds in the fabric of the Boston community:

Fenway Park can be a healing place in itself.

Additionally, the organizations sought to encourage the sense of pride and resilience associated with attending public gatherings such as sporting events. Al provided his perceptions of the role of the three professional sport team's efforts:

The healing process was very connected to Boston Strong. The public gatherings at the Red Sox and Bruins games were the two most important events that happened after the attacks. The Bruins national anthem was big, where people came together to sing and rallied around the "we are Boston" theme. The Red Sox game and the Ortiz quote was important as well. The games had a direct connection to the psyche of the area.

Susan was one of several interviewees who commented on the desire to return to a place of normalcy:

Everybody wanted to do something to get back to normal. That is our job. We are very communal. It was a great opportunity to get back to normal and start the healing process. The National anthem turned into a lightning rod. People began to sing together. People wanted to show that they won't break this city. That's part of the fabric of Boston.

This sentiment was echoed in media reports from Larry Lucchino, President and CEO of the Boston Red Sox. Larry voiced his sense of his team's responsibilities after the tragedy in an article on ESPNBoston.com (Edes, 2013):

Part of the urging we have received from the public has been to get back to normality as quickly as possible.

Susan also mentioned the resilience of the people of Boston:

In Boston, day to day life hasn't changed. We look for ways to prevent it from happening again, but we won't be held hostage after the event. I took pride and comfort in the response and recovery, and was happy to have played a small part in helping.

To explore the types of tangible, emotional, and informational support that the Boston area sport organizations and athletes provided, a content analysis of the media reports and participant interviews was completed. This examination yielded examples from seven out of the 11 categories listed by Inoue and Havard (2015). Under the category of tangible support, four examples of monetary donations were found, including gifts from Boston team owners, team owners of professional sport franchises outside of Boston, and specific athletes. Eight specific examples of fund-raising were mentioned, including charity auctions and memorabilia sales. Examples of cause-related marketing included promotions for other charity events, such as a fundraising concert, and promotions of the Boston Strong theme. One specific example of a public service announcement was the Celtics encouraging fans in attendance at a basketball game to give financially. Examples of matching donations, in-kind donations, volunteering, and sheltering were not found.

Under the category of emotional support, all three forms of activities were identified. Ten examples of memorials were recorded, including pre-game recognitions for victims and first-responders, banners, and other symbols of support, such as the cutting of the "Boston Strong" logo into the outfield grass at Fenway Park for a Red Sox game. Players from the Red Sox made a number of site visits to hospitals in Boston to visit recovering victims and hung a custom made Red Sox jersey in the dugout with

“Boston Strong” and the Boston area code “617” stitched on the back. Finally, the BAA provided counseling support for runners and victims who needed emotional assistance following the attacks. While Inoue and Havard (2015) did not find an example of informational support in their review, one case was included in the data. The Celtics organization used social media to direct fans to give financially to the One Fund and inform them of other charitable events upcoming with the team.

Discussion and implications

This study sought to examine the disaster relief efforts of sport organizations in Boston through a content analysis of media reports and interviews with sport executives. Boston area sport organizations participated in tangible and emotional support activities following the attacks in 2013. Activities that provided tangible support included fundraising, donations, cause-related marketing, and public service announcements. Most fundraising efforts were directed toward support of the One Fund, which dispersed over \$62M to victims and families affected by the bombings. In addition to tangible support, three types of emotional support were reviewed. Memorials during pre-game activities included special recognition of victims, families, and first responders. Other memorials included ceremonial first-pitch events and in-game musical tributes. Several reports discussed the site visits that five or six Red Sox players made to local hospitals. The BAA, the non-profit group in charge of organizing and officiating the marathon, were the only direct example of community outreach. The BAA set up counseling opportunities for runners, victims, and families dealing with the emotional toll of the traumatic events.

Inoue and Havard (2015) failed to find any examples of informational support. This study did uncover one example from the Celtics, who used social media to promote fund raising efforts for their own merchandise sales and for One Fund. This example was mentioned during one of the interviews, which confirms Inoue and Havard's assumption that they might not have heard about informational support because it was not covered in the news reports.

Findings in this study support results of other studies in the literature regarding organizational response to disaster. Private organizations have been found to have both a business necessity and ethical duty to respond to community disasters (Johnson *et al.*, 2011). Similarly, the Red Sox, Celtics, and Bruins professional sport franchises all felt a responsibility and duty to support the disaster relief efforts in Boston following the marathon bombings. Their role as a high-profile organization allowed them to not only be an active part of the fund raising efforts, but to serve as a rallying point for many people affected. Likewise, the nonprofit BAA, which organizes and oversees the marathon itself, played an important role in the recovery, from fund raising to support for runners and spectators. These four organizations all worked closely with public organizations to assist in recovery and relief.

Several limitations of this study should be addressed. The purpose was to gain a deeper understanding of sport organization's actions following a disaster by focussing on one specific event and location. Boston itself was blessed with world class medical and emergency response teams and the sport organizations were already involved in community support through various charities and events (Ferrer and Conley, 2015). This may not be the case in other cities in the USA or internationally. Also, the viewpoints elicited for the sport organizations were from high-level managers. Their perspectives are likely different than other members of the organization. Due to limitations in time and access, only partial saturation of data were reached in the interview process. Follow-up and additional interviews would likely provide more

insights and data for analysis. Future research could expand the analysis and seek perspective from additional stakeholder groups, including ownership, rank-and-file organizational employees, fans, athletes, and other community members.

Researchers could also gain insight into the recovery process from talking to established non-profit and emergency management organizations. Furthermore, this paper focussed on the actions of several high-profile professional sport organizations and events. Much more information may be available by including investigations of activities by collegiate, youth, and amateur sport organizations. Finally, this paper did not seek to measure how effective the sport organizations were in their disaster relief efforts. Measuring the response of those affected by the disaster in the public, both in the short and long term, might provide perspectives that support or refute the perspectives of the leaders of the sport organizations.

Conclusions

The purpose of this paper was to examine the role played by sport organizations in the community recovery efforts in Boston following the 2013 marathon bombings. Relief activities were identified including tangible, emotional, and informational support. The exposure of these activities, along with the perspectives from various executives from the sport organizations, may provide insight for other sport organizations that will be looked to for assistance during a future disaster. The examination of organizational actions and leader's perceptions following the disaster should provide insight for other sport organization leaders and civic officials as they prepare for future challenges.

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Appendix

 Boston sport
 organizations

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April 15, 2013	117th running of the Boston Marathon
April 15, 2013	2:50 p.m.: two bombs explode killing three and injuring 264 people
April 16, 2013	Boston Red Sox hang "Boston Strong" Jersey in dugout during game in Cleveland, OH
April 17, 2013	Boston Bruins hockey game, featuring crowd singing national anthem
April 18, 2013	NHL and NBA games canceled due to manhunt for suspects
April 19, 2013	FBI and police shootout and apprehension of remaining living suspect
April 20, 2013	Red Sox MLB game at Fenway Park, featuring David Ortiz's emotional pre-game speech
April 22, 2013	Creation of One Fund donation program
April 27, 2013	Celtics NBA playoff pre-game tribute
June, 2013	One Fund distributes approximately \$60M to bombing victims and families

Table AI.
 Critical incident
 timeline

What is your view of Patriot's Day, and what impact did the bombings have on Boston?
 What was your organization's role in the recovery efforts?
 How did you plan/coordinate with the public, government, and other teams for memorials or fund raising?
 What was the experience working with non-profit and volunteer groups?
 What special ceremonies or events were held with your teams?
 How did the public respond to the events?
 What did you learn from this unique challenge?
 What events were most impactful?
 Would you do anything differently?
 Do you have any other comments?

Table AII.
 Semi-structured
 interview
 question list

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