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**THE SPORT ORGANIZATIONAL CLIMATE OF BUFFALO:
THE ISOLATE CONCEPT**

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ABSTRACT

Loyalty is the backbone of effective organizational climate. Professional sports in a community have the ability to develop cohesion and stimulate positive development. The greater Buffalo area was examined to determine what causes such loyalty to develop and to trace its impact.

description of this fact of Buffalo, the AAA tour book states: "At the stadiums and arenas, cheering the local team is almost a prerequisite for citizenship in a town known for its high attendance at sporting events." (1) Not only is this true for the Buffalo Bills, but this type of loyalty is also exhibited with the Sabers, the Bisons, and the array of other sporting events that occur in the Buffalo area.

INTRODUCTION

Buffalo Bills, over the previous six years, have made it to the Super Bowl four times, losing each time. The team has rebounded from each loss with more community support. Most communities would be disheartened and lose interest in their sports teams. There would be major shake-ups and changes in an effort to try to thwart adversity. Banners in Buffalo always reflect their loyalty as indicated by "We're Back, America, Deal With It." This is not a "good times" loyalty. In a

This same type of loyalty has also been observed in Brooklyn Dodgers' baseball, Baltimore Colts' football, and Oakland Raiders' football. Therefore, unrequested loyalty is not a unique experience for fans. Loyalty conditions are reflective of a culture that uses sports to structure the lifestyles of the community. The purpose of this manuscript is to explore loyalty of sport upon Buffalo through the examination of the history of the city, the cultural impact of sport and the configuration of the Buffalo society. This study offers an examination of the independence and positive self-image

of a society that has learned to survive because of its isolation due to economic, geographic and climatic conditions.

HERITAGE

Buffalo has been a crossroads of commerce between the western points of the Great Lakes and the East Coast. The early heritage of the Buffalo area was a strategic military position. After each major military disaster, the village was quickly reconstructed. With the advent of the Erie Canal and the Great Lakes Steamboat, Buffalo became a major city of commerce between East and West.

In the late 1890's industrialization brought an influx of immigrants. (14) Major industries such as glass, rubber, plastics, electronics, aircraft, automobile manufacturing, and agriculture of the region identified the Buffalo location as a strategic basis of economy between Canada and the U.S. (3, 5) Buffalo and its surrounding area of Erie County is made up of ethnic neighborhoods of primarily Polish and Italian descent. This ethnicity is a direct result of the commerce and industrial jobs available, and the growth of Buffalo has coincided with the waves of immigrants, especially through the port of New York. Other migration patterns such as Black minorities traveled from the southern states to Buffalo to find employment. Ethnicity has served as an element of fractionation but also a prideful tradition of loyalty. (2)

CONTENT ANALYSIS

In order to develop a perspective on events during the past 10 years in Buffalo, the USA Today was the primary source that was reviewed. A content analysis approach was

used to identify significant events. A timeline of significant events was developed and basic themes isolated. (Time Line of Significant Events) Each of the events in isolation does not have much meaning, but when the events are viewed on a longitudinal basis and they are repeated a number of times, they become significant.

Findings from significant events indicated that the Buffalo Bills have been a team in transition. The final key to their success was the reorganization of management, aggressive coaching, and good talent. The Bill's went from short to long term planning. The following was important through significant events isolated: (1) Player and fans are driven by intense emotions, (2) Intense emotions cause conflict, (3) Quality competition makes the team better, (4) Adversity helps the team persevere, (5) Development of confidence that can "win" under any circumstances, and (6) Adversity develops cohesion and solidarity.

CONTEXTUAL ANALYSIS

About the turn of the century, Buffalo was no longer a commerce center because there was a shift in the mode of moving goods. Because of Buffalo's position on the Great Lakes, in relation to commerce, the area has become a geographically isolate. (5) Another factor that has isolated Buffalo has been its climate. It is influenced by lake effect snow and inclement weather which creates an isolated environment. (12) Buffalo's political power is affected by its distance from the power centers of New York City and Albany. (6) The political influence of Buffalo extends only to western New York and, therefore, this city is on the political fringe and not in the main business loop within the State of New York. (11)

New York City and Albany proclaim a liberal contingency that controls the state. The Buffalo area reflects ethnic origins that are multicultural, conservative, and independent. (8)

As a result of these isolate conditions, the citizenry of Buffalo has developed a singular identity to deal with their geographical, political, and cultural influences. The usual response to isolation as a social psychological factor is withdrawal. (13) It gives the residents a loyalty to a community identity. Manifestation of this identity within the Buffalo community is the emphasis upon sport. Individuals associate themselves with this identity and, as a result, it provides a superstructure to add meaning to their lives. (9) A protective identity exists that has strong roots in the core values of the community. An example of the strength of this identity has been the question of O.J.'s guilt. O.J. is an icon in the Buffalo community. (4) The people of Buffalo remember O.J. in the era of his fame which brought a positive and popular identity to Buffalo. The symbolism portrayed through the titles and the names given during the time that O.J. played in Buffalo is an indication of the city's need to achieve, affiliate, and associate with power. For example, "the Electric Company," the name of the offensive line turned on the Juice, was symbolic of the name of O.J. Simpson. (4) This symbolism was especially important during the year that he achieved the 2,000 yard rushing record. Another sports symbol from a previous era was Jack Kemp who quarterbacked the Buffalo Bills during the 1960's. Kemp's affiliation is still very strong in that he is a very recognizable figure who is a symbol of power and pride to the Buffalo area. These icons are examples of how sports figures in the Buffalo area have

served as symbols to satisfy community needs of achievement, affiliation, and power. These football players stimulated the community's identity as a positive force for structuring not only an individual's life, but the basic infrastructure of the community.

A group that tends to be isolated and have a common experience, especially where sport may provide the structure, tends to develop new goals and objectives and seek new challenges that were not possible if this experience had not been provided by the sport community. (12) The historical evolution of the community supports this type of hypothesis. With the success of the Bills, there has been a new sense of identity of community-based achievement. Buffalo supports events such as the World Games and sports teams including AAA baseball and, a NHL team, as well as university teams. Buffalo is now eager to sell their community concept to the rest of the United States and to compete effectively with other communities in the United States. (7)

Buffalo affiliates with the Bills using the energy and success of the team as their own. When they have to address defeat, they do so positively by proclaiming to the football world, "We're back, America, deal with it" as a position of loyalty. In most communities, the concept is we win, they lose. The concept that is experienced in Buffalo reflects Buffalo wins, we win; Buffalo loses, we lose. When there is a losing condition the community has learned to adapt and rechannel its energy toward another venture. In this context, the difference is not winning or losing, but the impact is the residual effect that draws positive energy from sports to maintain community pride and solidarity. (10)

The energy generated from sports and its events creates an opportunity to unite community fractions into a cohesive entity which is loyal to a team or an event. The energy that is generated from group dynamics is more than the sum of its parts and the synergism is value added motivation for community. This synergistic impact has previously been observed in other communities such as Brooklyn, Baltimore, and Oakland. The Dodgers and Colts remain viable influences upon the communities. Many individuals still measure their success and failure based upon previous memories and the history of sporting events. These events have created standards within the community. The loss of their teams subsequently has been an impedance to the development of a positive community structure. Communities that use sport as a vehicle to escalate pride, loyalty, and financial success thrive on isolation, identity, and individualism. These types of communities persevere during times of hardship such as inflation, depression, natural disaster, etc. Sport tends to be a stabilizing factor within a community and gives it dynamic homeostasis.

Sport has a bonding effect upon fans and individuals within specific geographic regions. The experience of good times as well as hard times with teams creates a common experience among fans. This experience is an interactive form of entertainment that fans can relive and develop an ongoing life style. The competitive nature of sport adds another dimension to the bonding process. Competition generates a community direction by empowering the community. Communities like Buffalo, Brooklyn, and Baltimore, and Oakland have developed loyalty because of common competitive, cohesiveness. Sport is an intense focus in their lives with a loyalty

that questions logic. An explanation for this phenomenon is the cultural influence of sport upon society. One of the important questions is the saliency of sport in a community. Pervasiveness is an important element to determine the community impact of sports.

The Buffalo Bills team has become the identification tag, much like a large corporation is to other communities. As a community with differences, the Bills is the denominator that unifies the Buffalo working force toward effective community development. (15, 17) The team has become a symbol of determination to survive and a perseverance to win. The original sign that said, "We're back, America, deal with it," does not point out that the Bills are back, it points out that the community of Buffalo is back. The attitude indicates the human integration of one with the other and the pervasiveness of the Bills in the Buffalo community.

The successful years of the Buffalo Bills have had a major impact on the city's economy. (16) The Bills' successes started in the early 80's when the city was in a recessionary period. From the early 80's through the 90's Buffalo has achieved economic stability as a direct result of the positive attitudes from the association with the Bills' success. Another impact is the increased respect that Buffalo has received nationally. (16) The community has utilized this respect to better position itself in the State of New York strategically. This new position has translated into high demand market. Buffalo is now recognized as a sophisticated target market. Buffalo products and services can now be effectively marketed to other regions. (15) Sales and image has increased overall revenues. As a result, the community has a renewed self-worth and is

willing to bid for national events such as the World Games. In the national market, Buffalo is able to attract events, conventions, and businesses. (18)

CONCLUSION

A sport emphasis gives the people of a city a sense of belonging. This affiliation translates into increased self-worth. With loyalty and national recognition, "We're back, America, deal with it", is a statement that is reflective of Buffalo's love affair with their home teams. The geographical, political, and climatic isolation of the Buffalo area has given rise to a unique set of conditions in which there is a very close relationship between sports and the community. This type of relationship is symbolic, communal, and contractual.

Sport, in this context, has had a very positive influence upon Buffalo. Sport has given identity to the Buffalo area which has empowered them with an attitude to overcome any adversity within the area and to achieve a sense of confidence for economic accomplishment. The general population of Buffalo has vicariously wrapped themselves in the success of the Buffalo sports teams. This community awareness has elevated the Buffalo area to an increased level of confidence. This unique sport situation has been utilized by other cities as an identifying tag for their communities. The identification tag acts as the catalyst that embraces a community into the cradle of success. Life events are often perceived in relation to sport and act as stabilizing factors that add meaning to community life.

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17. J. A. Trachtenberg, Warren Buffett Got There Early, Forbes, Vol. 142(14), pp. 102-107, December 26, 1988.
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TIME LINE OF SIGNIFICANT EVENTS

- 11/19/84 Buffalo Bills' spirits lifted by win over Dallas Cowboys.
- 2/15/85 NFL's Buffalo Bills make play for Bruce Smith.
- 2/15/85 Buffalo Bills' bid to sign Bruce Smith.
- 2/21/85 Baltimore Stars makes pitch for Bruce Smith.
- 2/26/85 Bruce Smith announces plans to sign with NFL's Buffalo Bills.
- 4/29/85 Bruce Smith number 1 pick in NFL draft.
- 4/30/85 Buffalo Bills' Greg Bell is success story in NFL draft gamble.
- 5/1/85 Gordon Forbes column on the Buffalo Bills' selections in NFL draft.
- 9/3/85 Gordon Forbes column on the Buffalo Bills' defense.
- 9/18/85 Buffalo Bills and Philadelphia Eagles re-emphasizing running game.
- 10/2/85 Buffalo Bills' owner fires head coach and names replacement.
- 10/7/85 Debuts of Buffalo coach Bullough.
- 10/11/85 Joe Cribbs reaches contract agreement to return to Buffalo.
- 12/24/85 Atlanta Falcons' executive VP and Buffalo Bills' general manager fired.
- 4/16/86 Running back Joe Cribbs fires agent and denies fight with Buffalo.
- 7/29/86 Ex-Buffalo Bills fullback Jim Braxton dies at age 37.
- 7/92/86 Former teammates recall late Buffalo Bill fullback Jim Braxton.
- 8/6/86 Buffalo Bills negotiate with USFL quarterback Jim Kelly.
- 8/7/86 New Buffalo Bills head coach Hank Bullough interviewed.
- 8/19/86 USFL star Jim Kelly signs \$8 million pact with Buffalo Bills.
- 8/19/86 Cover story -- Jim Kelly's five-year contract with Buffalo Bills.
- 8/20/86 Buffalo Bills trade running back Joe Cribbs to San Francisco.
- 8/20/86 Jim Kelly practices with Buffalo Bills.
- 8/20/86 Jim Kelly signs with Buffalo Bills.
- 8/25/86 Buffalo Bills new quarterback Jim Kelly featured.
- 9/4/86 East Brady, Pennsylvania, awaits native son Kelly's NFL debut.
- 9/12/86 Jim Kelly of the Buffalo Bills featured.
- 9/22/86 Tom Weir column on Jim Kelly of the Buffalo Bills.
- 9/26/86 Forbes column on William Perry, Jim Everett, and Jim Kelly.
- 11/4/86 Marv Levy to replace Hank Bullough as coach of Buffalo Bills.
- 11/4/86 Forbes column on Mary Levy's new coaching job with Buffalo Bills.
- 11/7/86 Forbes column on end of Bullough's career with Buffalo Bills.
- 11/12/86 Buffalo Bills general manager Bill Polian denies USA Today report.
- 12/17/86 Cover story -- Buffalo Bills quarterback Jim Kelly.
- 11/30/87 Tom Weir column on Buffalo Bills' 27-0 shutout of the Miami Dolphins.
- 1/18/88 The Lite Beer/NFL Linemen of the Year awards goes to Bruce Smith and Gary Zimmerman. Charities will receive money in player's name.
- 9/2/88 Profile of the Buffalo Bills' linebacker Cornelius Bennett.
- 9/21/88 Gordon Forbes column on the Buffalo Bills' past offensive problems.
- 10/3/88 Gordon Forbes column on Buffalo Bills' head coach Marv Levy's disappointing loss to the Bears.
- 11/15/88 Profile of the Buffalo Bills' football team.

- 11/22/88 Sportscaster Don Criqui discusses the positive aspects of the city of Buffalo, New York, that will host AFC playoff games in December and January.
- 11/28/88 Gordon Forbes column on the weekend failure of the Buffalo Bills' defense.
- 12/12/88 Tom Weir column on the Buffalo Bills' game, played in cold, snowy conditions.
- 12/28/88 Jim Kelly, quarterback for the Buffalo Bills, profiled.
- 12/30/88 Buffalo Bills coach Marv Levy profiled.
- 3/29/89 Defensive end Bruce Smith has just been offered a \$500,000 bonus and \$4 million more per annum to play for the Denver Broncos.
- 3/30/89 Smith is happy with a \$7.5 million contract offer from the Buffalo Bills and will remain with the team.
- 9/26/90 Gordon Forbes says the Buffalo Bills players are immature and have not learned to focus themselves on winning.
- 11/26/90 The Bills are 9-1 for the 1990-91 season.
- 1/11/91 There will be no beer sales, and police dogs will be added to field security; the airing of TV spots urging fan cooperation for the NFL playoff game between the Buffalo Bills and the Miami Dolphins.
- 1/14/91 The Buffalo Bills defeated the Miami Dolphins in the 1991 AFC semi-final game January 12, 1991, and will host the Los Angeles Raiders in the AFC championship game January 20.
- 1/21/91 The Buffalo Bills earned the trip by beating the Los Angeles Raiders and the New York Giants beat the San Francisco 49ers.
- 1/21/91 Buffalo Bills owner Ralph Wilson is thrilled with his team's first AFL title and Super Bowl appearance.
- 1/23/91 Buffalo, New York has been the brunt of many jokes, but the city's residents got the last laugh when the Bills took the 1991 AFC title.
- 1/23/91 The Buffalo Bills have disregarded their obligations to the media a week before they play in Super Bowl XXV.
- 1/25/91 Long-suffering Buffalo Bills fans are hoping their team wins in its first appearance in a Super Bowl on January 27, 1991 in Tampa, Florida.
- 1/25/91 Buffalo Bills owner Ralph Wilson is being praised by fans who booed him out of town a few years back.
- 1/25/91 The rebuilding of the Buffalo Bills following Bill Polian's appointment to general manager in 1985 has required much work.
- 2/11/91 The Buffalo Bills' Bruce Smith won the award for the AFC best defensive line in 1991.
- 2/11/91 Steve Tasker won the 1991 AFC award for special-teams player for the Buffalo Bills.
- 9/5/91 For the Buffalo Bills, the pain of having Scott Norwood miss a field goal for a loss in Super Bowl XXV to the New York Giants is still fresh as the two teams meet again August 5, 1991 in a preseason rematch.
- 1/5/95 The Buffalo Bills beat the Kansas City Chiefs 37-14 in the AFC playoffs on January 5, 1992.
- 1/7/92 Buffalo Bills defensive end Bruce Smith says he is about "80%" healthy for the Bills' January 12, 1992 AFC championship game with the Denver Broncos.

- 1/10/92 The Buffalo Bills will have the home field advantage when they meet the Denver Broncos in the AFC championship game on January 12, 1992.
- 1/10/92 The Buffalo Bills will have the home field advantage when they meet the Denver Broncos in the AFC championship game on January 12, 1992.
- 1/13/92 Linebacker Carlton Bailey scored the Buffalo Bills' touchdown by returning an interception 11 yards in the third quarter and Buffalo nipped Denver 10-7 on January 12, 1992 to win the AFC title and a return trip to the Super Bowl.
- 1/14/92 The Buffalo Bills are savoring the two week break they have before they face the Washington Redskins in the Super Bowl. In the 1991 Super Bowl, the Bills did not have the luxury of time, having only seven days to prepare for their meeting with the New York Giants.
- 1/15/92 Many Buffalo Bills players are upset by the notion that the Washington Redskins will score a lot of points in the teams' January 26, 1992 Super Bowl matchup.
- 1/15/92 Eric Brady asserts that the fans behind the Buffalo Bills are the craziest and most faithful in the NFL.
- 1/22/92 Angry and hurt by racial letters he received when injured, Buffalo Bills defensive end Bruce Smith is thinking about ending his sometimes-turbulent relationship with the team after seven years.
- 1/22/92 A target of racist letters for three years, Buffalo Bills Bruce Smith says there are too many scars and he may leave the team after seven years.
- 1/23/92 Buffalo running back Thurman Thomas, angry that teammates Jim Kelly and Bruce Smith drew prominent play in the newspapers January 22, 1992, stormed out of the team's breakfast and skipped the Bills' meeting with the media.
- 1/23/92 Buffalo Bills Marv Levy January 22, 1992 quickly silenced any talk of trading Bruce Smith because of the defensive end's anger over racial hate mail he received in 1992.
- 1/24/92 Gordon Forbes comments on the chances of the Washington Redskins winning Super Bowl XXIV, saying they will "Take care of business" and win over the Buffalo Bills 30-17.
- 1/27/92 The Washington Redskins beat the Buffalo Bills 37-24 to win Super Bowl XXVI. Redskin quarterback Mark Rypien was named MVP.
- 1/27/92 Buffalo Bills quarterback Jim Kelly suffered a mild concussion in the fourth quarter of the 1992 Super Bowl. The Washington Redskins beat the Bills 37-24.
- 1/27/92 Buffalo Bills running back Thurman Thomas, the MVP of Super Bowl 1991, couldn't understand why he wasn't used more often in the 1992 game, even though he gained just 13 yards on two attempts.
- 8/26/92 Since 1988, when they began their four-year run of AFC East division titles, the Buffalo Bills have led the NFL in several offensive categories, including scoring.
- 9/3/92 Buffalo Bills kicker Steve Christie is profiled for his less-than-inspiring preseason.
- 9/4/92 The Buffalo Bills, twice burned in the Super Bowl, want nothing more than to go back and try again.
- 9/8/92 Buffalo Bills wide receiver James Lofton barely got the 55 yards he needed to break the career 13,089 yards mark of Steve Largent.

- 9/10/92 The team's defense fell from number 8 in 1990, when the Bills allowed an average of 287.9 yards a game, to 27 in 1991, allowing 341.1 yards a game on average.
- 9/11/92 Jim Kelly's throwing arm will be sore when the Buffalo Bills play the San Francisco 49ers on September 13, 1992 because it was put to a test signing copies of his new book, "Armed and Dangerous".
- 9/13/92 The Buffalo Bills defeated the San Francisco 49ers 34-31 on September 13, 1992.
- 10/13/92 Buffalo Bills quarterback Jim Kelly had X-rays after the elbow took another pounding in October 11, 1992's 20-3 loss to the Los Angeles Raiders
- 10/28/92 Gordon Forbes says the Buffalo Bills should take some of the offensive burden off aching quarterback Jim Kelly.
- 12/21/92 Gordon Forbes says the Buffalo Bills' 20-16 win over the New Orleans Saints December 20, 1992 was a big game because the Bills were playing without injured defensive end Bruce Smith, and linebacker Cornelius Bennett as out most of the game with a pulled hamstring.
- 1/4/93 The Bills erased a 32-point deficit to pull out a 41-38 victory over the Houston Oilers.
- 1/4/93 Frank Reich brought the Buffalo Bills back from 32 point down to defeat the Houston Oilers 41-38 on January 3, 1993 in the wildest AFC wild-card games.
- 1/5/93 On January 3, 1993, the Buffalo Bills won the greatest comeback in NFL history, defeating the Houston Oilers 41-39 in overtime after trailing 35-3.
- 1/14/93 The Buffalo Bills have announced that Jim Kelly is their starting quarterback as long as he does not re-injure his right knee.
- 1/18/93 The Buffalo Bills secured their third consecutive Super Bowl appearance and another shot at the elusive NFL championship.
- 1/18/93 Tom Weir says the Buffalo Bills carved out a piece of Super Bowl history, becoming only the second team to three-peat, but he wonders whether they are also headed for a three-peat in Super Bowl losses.
- 1/18/93 The controversy that threatened to pull apart the Buffalo Bills was whether quarterback Jim Kelly or super-sub Frank Reich should start. Controversy was quieted with Jim Kelly's performance.
- 1/25/93 It will either be ignominy or destiny for the fans of the Buffalo Bills as their team faces the Dallas Cowboys in the 1993 Super Bowl. The Bills have lost three successive Super Bowl games thus far.
- 1/25/93 After their comeback win over the Houston Oilers to get to the Super Bowl, the Buffalo Bills as their team faces the Dallas Cowboys in the 1993 Super Bowl. The Bills have lost three successive Super Bowl games thus far.
- 1/25/93 After their comeback win over the Houston Oilers to get to the Super Bowl, the Buffalo Bills have been receiving numerous fan letters saying that they are "America's Team...the guys who fought their way back."
- 1/27/93 Buffalo Bills Bruce Smith is not boasting or bragging as he prepares for the 1993 Super Bowl.

- 1/28/93 Buffalo Bills linebacker Darryl Talley and ex-basketball star Magic Johnson both have denied previous allegations that Talley was slugged by Johnson's bodyguard in a pre-Super Bowl nightclub tiff.
- 1/28/93 Gordon Forbes comments on how the Buffalo Bills have built a winning team through the judicious and wise use of their selections in the NFL draft.
- 1/29/93 Trying to shun forever the label of losers, the Buffalo Bills on January 23, 1993 seek to avoid their third consecutive Super Bowl loss.
- 1/29/93 Buffalo Bills running back Thurman Thomas, who has led the NFL in yards from scrimmage a record four consecutive seasons, says he has nothing to prove in the 1993 Super Bowl.
- 1/29/93 Ralph Wilson, Jr., owner of the Buffalo Bills, is profiled. It was 33 years ago that Wilson invested \$25,000 to buy one of the eight original American Football League franchises.
- 2/1/93 The Dallas Cowboys defeated the Buffalo Bills 52-17 in the January 31, 1993 Super Bowl.
- 2/1/93 Tom Weir recommends that the Buffalo Bills skip the 1994 Super Bowl, since their past three consecutive appearances have been major disappointments.
- 2/1/93 When Buffalo Bill Thurman Thomas scored the first touchdown in the 1993 Super Bowl, he had 19 yards rushing, 10 yards receiving, one sprained ankle, and one fumble lost.
- 2/1/93 When Buffalo Bills quarterback Jim Kelly reinjured his right knee in the second quarter of the 1993 Super Bowl, he already had thrown two interceptions and turned loose a fumble that produced an instant Dallas Cowboys touchdown.
- 2/1/93 Buffalo Bills fans still believe in their team. They say it is not the losses that hurt so much, but the belief each time that this was Buffalo's moment.
- 2/2/93 Rachel Shuster urges Buffalo Bills fans to take heart, rising from the disaster of Super Bowl XXVII and set an example for their beleaguered team.
- 2/2/93 Buffalo Bills coach Marv Levy said the rumor that he had taken ill after the Bills lost Super Bowl XXVII, their third consecutive Super Bowl loss, were "totally unfounded".
- 2/3/93 Tom Weir says no other game in the regular pro football season wound up so lopsided as the Super Bowl January 31, 1993.
- 2/5/93 Buffalo Bills owner Ralph C. Wilson, Jr. fired general manager Bill Polian four days after the team's third consecutive Super Bowl loss.
- 2/8/93 Gordon Forbes reports that Buffalo Bills quarterback Jim Kelly responded to news about the firing of Bills general manager Bill Polian by saying that the team lost the "best general manager in football".
- 7/23/93 Buffalo Bills running back Thurman Thomas signed a four-year \$13.5 million contract.
- 9/10/93 Bryan Burwell suggests that with the Buffalo Bills' Super Bowl XXVII rematch against the Dallas Cowboys coming up on September 12, 1993, with all the painful reminders being dredged up, surely it will serve as some revenge-based incentive, despite what the Bills say.
- 9/14/93 Taylor Buckley comments on the Buffalo Bills' defeat of the Dallas Cowboys in a September 12, 1993 football game.

10/29/93 Rudy Martzke reports that NBC's Bob Trumpy is convinced that the Buffalo Bills have a good chance to make a fourth consecutive trip to the Super Bowl in 1994.

1/24/94 Buffalo qualifies for fourth consecutive Super Bowl.

1/26/94 Buffalo breaks jinx; a team fleeing infamy while lusting for credibility.

1/27/94 Slogan: "Deal with it" was developed to reflect fans sentiments.

1/31/94 Fans heartbroken with fourth Super Bowl loss.

2/1/94 Buffalo jokes abound.

2/3/94 Buffalo management bolsters morale and begins rebuilding.

9/23/94 Exhibition of O.J. jersey but no mention of murder charges.

9/26/94 Jack Kemp honored.

12/1/94 Vowing broken win for heartbroken city.

1/12/95 Advertisers prepare for Super Bowl; 1 million for 30 seconds.

1/13/95 More attention without Buffalo in playoff.

1/24/95 Buffalo fans will attend Super Bowl.

1/31/95 Ratings up without Buffalo in Super Bowl.

3/28/95 World Wide Web on Interned Site for Fans: NFL Sidelines.