

Research & Evidence Guide

How the supporting record informs — and limits — the Community Opportunity inquiry

Community Opportunity Initiative • September 2026

Purpose of This Guide

This guide is the evidence map for the Brian Crawford Memorial Community Opportunity Initiative. It is designed to help Communities Foundation of Oklahoma (CFO) and prospective partners decide what to read, why it matters, what each source supports, and what it does not establish. The research supports the inquiry; it is not a condition of partnership.

How to Read the Evidence

The project distinguishes four source types: family/first-person recollection, primary documents, historical datasets, and research/analysis. A source should be used for the proposition it actually supports. Hypotheses and interpretations remain distinct from documented facts. Prospective partners are invited to challenge the research and make independent judgments.

1. Human Origin & Memorial History

PRIMARY MATERIAL: From Memorial to Mission; Brian Crawford Memorial archive; Brian Crawford Memorial Tournament History.

WHY IT MATTERS: Establishes why the initiative exists and the chronology from personal loss to community service.

SUPPORTS: Brian Allen Crawford's memorial history; seventeen annual Memorial Tournament editions from 2006-2022; scholarship beginning in 2015; permanent scholarship fund through CFO in 2016; BCM Sports; Prague memorial field; Seminole memorial complex; the distinction among memorial, operations and later research.

DOES NOT ESTABLISH: That later research conclusions were known at the beginning or that every later institutional proposal is part of the original memorial mission.

2. March 12, 2025 CFO Partnership Origin

PRIMARY MATERIAL: March 12, 2025 audio transcript; Expanding Community Partnerships for the Brian Crawford Memorial Scholarship: A Strategic Discussion.

WHY IT MATTERS: Establishes that the present inquiry is a continuation and maturation of an earlier CFO conversation.

SUPPORTS: Discussion of philanthropic services, fiscal sponsorship, endowments, public-private/nonprofit partnership, a possible follow-up, and the possibility of referrals if CFO was not the appropriate fit.

DOES NOT ESTABLISH: Any CFO commitment, approval, sponsorship, funding decision or present willingness to participate.

3. Community Asset Stewardship

PRIMARY MATERIAL: From Facility User to Community Asset Steward, September 22, 2026.

WHY IT MATTERS: Provides the most mature institutional-design framework in the current research.

SUPPORTS: Mission-protected governance; durable facility access/control; transparent financial reporting; representative governance; capital-reserve planning; written operating rules; institutional continuity; tournament activity supporting rather than replacing community programming.

DOES NOT ESTABLISH: That nonprofit fee-simple ownership is always required or that one legal structure fits every Oklahoma community.

4. Pre-Opening Governance & Operating Design

PRIMARY MATERIAL: Before the Gates Opened; November 24, 2021 operating presentations.

WHY IT MATTERS: Preserves governance and operating questions before the Seminole facility developed an established operating history.

SUPPORTS: Consideration of user-group models, facility utilization, event operation versus field rental, concessions, technology, documentation, community programming and institutional continuity.

CAUTION: An older project summary contains a superseded 2021 employment-end date. The corrected chronology used in the CFO package is December 31, 2022, followed by the January 16, 2023 SSCEF Executive Committee meeting.

5. Statewide Tournament Economics

PRIMARY MATERIAL: Hidden Valley / HVI OG research and July 2026 working briefing packet.

WHY IT MATTERS: Demonstrates the scale and complexity of one major Oklahoma youth baseball/softball tournament ecosystem.

SUPPORTS: The July 2026 working dataset documented 20,317 division-level records, 165,190 recorded team entries and \$36,339,630 in calculated team-entry fees.

DOES NOT ESTABLISH: That modeled gate, concessions, umpire fees or economic-impact values were actually collected, retained, reported or taxable. Those fields are explicitly modeled. The CFO initiative uses this research to establish scale and structural questions, not to ask partners to adopt investigative allegations.

6. Municipal Planning, Economic Impact & Existing Community Assets

PRIMARY MATERIAL: Shawnee Regional Sports Park: Promise vs. Actual Outcome.

WHY IT MATTERS: Examines the difference among sports-tourism projections, facility-level outcomes, existing community infrastructure and public decision-making.

SUPPORTS: A long municipal planning history; repeated site/design/financing decisions; continuing importance of Lions Club Ballfields; and the analytical distinction among regional economic impact, facility revenue, operator revenue and community benefit.

DOES NOT ESTABLISH: That economic-impact analysis is inherently invalid or that one causal explanation accounts for the project's history.

7. Distributed Community Programming Concept

PRIMARY MATERIAL: Pottawatomie County Parks & Recreation Commission concept, June 26, 2025.

WHY IT MATTERS: Shows an earlier attempt to connect centralized sports activity with distributed school/community facilities, year-round programming and shared governance.

SUPPORTS: The evolution toward schools, municipalities, nonprofits, advisory participation and distributed access.

DOES NOT ESTABLISH: Adoption of the proposal or validity of every proposed financing mechanism. The CFO initiative carries forward the collaborative principle, not a predetermined tax, bond or facility plan.

8. Operational Experience

PRIMARY MATERIAL: BCM Sports case study; Brian Crawford Memorial Tournament History; Seminole/Prague project records.

WHY IT MATTERS: Shows that the research arose from direct program and facility experience rather than desk research alone.

SUPPORTS: Tournament operations, officials management, facility relationships, community programming, technology, event economics, scholarship history and facility-development experience.

DOES NOT ESTABLISH: That past operating models should be replicated unchanged.

9. Community-Based Access & Little League Research

PRIMARY MATERIAL: Little League Research Summary; Who Controls the Field Controls the Future; related Oklahoma Little League work.

WHY IT MATTERS: Frames questions about community entry points, local-program sustainability, facility control and the relationship between recreational and competitive pathways.

SUPPORTS: A research basis for asking how children without pre-formed teams gain access and how governance/facility structures affect continuity.

DOES NOT ESTABLISH: That one sanctioning organization or format should control future community programming.

10. CFO Structural Context

PRIMARY MATERIAL: CFO public materials concerning mission/community engagement, fiscal sponsorship, community funds and scholarship funds.

WHY IT MATTERS: Explains why CFO is a reasonable organization to ask for professional assessment.

SUPPORTS: CFO publicly describes collaboration, community impact, fiscal sponsorship for qualifying projects, locally advised community funds supported by CFO administration, and scholarship-fund services.

DOES NOT ESTABLISH: That the Community Opportunity Initiative qualifies for any CFO vehicle or that CFO has agreed to a role.

Evidence-to-Question Crosswalk

QUESTION: Why is BCM bringing this forward? -> Memorial history + BCM operational record.

QUESTION: Why might local programs need institutional support? -> Community Asset Stewardship + Little League/field-control research.

QUESTION: Is youth-sports activity economically significant? -> Hidden Valley, with modeled-value cautions.

QUESTION: Why distinguish economic impact from community benefit? -> Shawnee Regional Sports Park + Before the Gates Opened.

QUESTION: Why consider distributed/local programming? -> Pottawatomie County concept + community-access research.

QUESTION: Why CFO? -> Existing scholarship relationship + March 2025 discussion + CFO current public service structures.

QUESTION: What is being asked now? -> Master Strategic Concept + Executive Brief + Proposed Discovery Charter.

Recommended Reading Order

1. Executive Brief.
2. Master Strategic Concept.
3. BCM Organizational & Experience Profile.
4. This Research & Evidence Guide.
5. Proposed Discovery Charter.
6. March 12, 2025 historical discussion.
7. Individual research studies only as relevant to a reviewer's role.

Evidence Standard for the Initiative

The initiative should continue to distinguish documented facts, attributed recollection, research interpretation and unanswered questions. No prospective partner should be asked to endorse an allegation or conclusion as a condition of participation. The evidence is offered to make the inquiry transparent and reviewable.

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