

Community Opportunity Initiative Strategic Brief

Definitive research brief incorporating the 2020-2021 grant record, photographic evidence, documented outcomes through 2026, duplication analysis, and a responsible inquiry posture.

Prepared for: Brian Crawford Memorial / Baseball Heaven

Date: September 29, 2026

This is not a grant application. It does not presume that Avedis Foundation should fund, sponsor, endorse, or operate a new initiative.

1. Executive Summary

Avedis Foundation and the Brian Crawford Memorial already share a documented institutional history. The recovered 2020 grant record shows the Brian Crawford Memorial Sports Complex being presented as a regional community asset, with the Adaptive Field identified as a component dependent on outside funding.

Avedis awarded \$250,000. The September 2021 follow-up confirms the award, reports a then-current total complex cost of \$9,549,816, and describes an intended collaborative model involving SSCEF, the Cal Ripken, Sr. Foundation, and BCMF.

The original record contemplated regional access, structured programming, school and community relationships, outcome measurement, financial stewardship, an expanded complex-director role, and long-term arrangements for operating expenses and developmental programming.

Later evidence documents the field opening in 2022, another \$70,000 Avedis investment in 2024 for shade and accessible seating, and continuing adaptive recreation programming through 2026.

Central conclusion: The strongest inquiry is whether this six-year record reveals lessons or an unmet need concerning community-asset stewardship after capital construction is complete.

2. The Original Avedis Grant Record — 2020–2021

2020 scope. The draft listed an \$8,180,284 total project cost and described a BCMF-SSCEF partnership serving SSC's five-county region. It envisioned recreation, school/agency relationships, recruitment, specialized programming, financial management, and evaluation.

Funding dependency. The application stated that unless other external funding was identified, the facility would not include an adaptive field. It estimated a high-standard adaptive field at roughly \$500,000 excluding lighting.

BCMF role. Kenneth Crawford, then President of BCMF, was named among the critical collaborators and described as continuing in an expanded BCMSC director role.

2021 follow-up. The Avedis system confirms the \$250,000 award and states SSCEF had spent more than \$200,000 on the field in addition to grant funds, with remaining Avedis funds encumbered for final turf installation.

Access and sustainability. The follow-up proposed priority consideration for Avedis-service-area usage and described 20-year arrangements for operating expenses and developmental programming.

Evidence rule: These are historical proposals and representations. They are not treated as completed outcomes unless later evidence establishes them.

3. Original Commitment vs. Documented Outcome

Original record	Documented outcome	Status
Adaptive Field depended on outside funding.	\$250,000 Avedis award; field opened in 2022.	Documented.
Regional inclusive access.	Adaptive programming documented; 54 participants reported in 2026.	Partial. Regional pattern unmeasured.
SSCEF/BCMF/CRSF collaborative model.	Construction/programming documented; long-term division of roles not fully established here.	Verify.
Expanded BCMF/complex-director role.	BCM/SSC operating history continued through 2022.	Evolved.
20-year SSC operating-expense arrangement.	Facility operational; current terms/financial performance not established here.	Unverified current status.
20-year CRSF developmental-program arrangement.	Adaptive programming exists; continuation of original CRSF framework not established here.	Verify.
Broad first-year participation projections.	Specific adaptive participation documented; broad projections not validated here.	Projection.
Formal outcome measurement.	No comprehensive post-opening evaluation identified in present evidence set.	Potential evidence gap.
Continued philanthropic leverage.	\$70,000 Avedis reinvestment in 2024.	Documented.

Where evidence is incomplete, the matrix preserves the issue as a question rather than supplying an answer.

4. Construction, Dedication, and the Visual Record

The BCM archive now contains construction-phase aerials, Adaptive Field ribbon-cutting photographs, and an opening-ceremony photograph. Together they support a visual chronology: **Concept & Construction** → **Dedication** → **Stewardship & Use**.





Opening ceremony at the Brian Crawford Memorial Sports Complex — BCM historical archive.

The photographs establish chronology and context. Programmatic outcomes remain grounded in records rather than inferred from images.

5. Mission Intersection, Duplication, and Boundaries

Avedis already works across the built environment, parks, schools, youth development, disability inclusion, nonprofit leadership, grant writing, and cross-sector collaboration. The initiative therefore must add a specific capability rather than duplicate those functions.

- Do not frame the concept simply as a new youth-recreation program or convening organization.
- Keep political advocacy, lobbying, IRS matters, and governmental accountability investigations separate from any Avedis-funded concept.
- Test whether domain-specific youth-sports/facility stewardship knowledge fills a genuine gap.

The strongest potential addition is a framework for durable access, programming, governance, continuity, measurement, and community benefit after a capital asset is built.

6. From Investment to Stewardship

The Adaptive Field provides a real-world lifecycle: **vision** → **funding** → **construction** → **opening** → **programming** → **reinvestment** → **long-term stewardship**. The current initiative can ask what that lifecycle teaches about affordable access, written operating rules, financial transparency, maintenance and reserves, institutional continuity, inclusive programming, school/family connections, and outcome measurement.

This is a hypothesis to test with Avedis, not a conclusion about what Avedis should fund or lead.

7. Responsible Inquiry and Next Steps

Recommended initial ask: Invite Avedis to review the Executive Brief and landing page, acknowledge the prior Adaptive Field investment, and ask whether the historical record reveals a genuine stewardship or community-opportunity question worth further discussion.

- Does the 2020-2021 vision reveal any unresolved need relevant to Avedis's current priorities?
- Which original assumptions changed as the complex moved into operations?
- Would a post-investment stewardship review add value or duplicate existing work?
- Which existing organizations should be involved before any new structure is considered?

Recommended communication path: Email → Landing Page → Executive Brief → Strategic Brief → supporting evidence only as needed.

8. Evidence Record

Primary recovered records: 2020 Avedis grant-development draft; September 2021 Avedis Grant Lifecycle Manager follow-up; shorter duplicate/earlier follow-up print. Visual record: construction aerials, ribbon-cutting photographs, and opening-ceremony photograph from the BCM archive.

Public corroboration used in the research includes Avedis Foundation and Seminole State College materials documenting the award, opening, 2024 enhancement, and later adaptive programming. Historical projections remain labeled as projections; unresolved points remain questions.