

BCM SPORTS

USER-GROUP SUMMARY

Brian Crawford Memorial Sports | Longitudinal User-Group Case Study

FRAMEWORK	PRIMARY OPERATING CASE
Before Bouse → During Bouse → After Bouse → Pre-Game → Hidden Valley	Bouse Sports Complex, Choctaw, Oklahoma 2016-June 2018

Purpose. This report adapts the Hidden Valley facility-summary discipline to a user group. It separates documented operational activity, BCM accounting, calculated USSSA activity, municipal relationships, outside tournament providers, and research-evolution evidence. Calculated Team Entry Fees are not treated as verified revenue, profit, compensation, bank deposits, or taxable income.

COMMERCIAL METHODS ≠ COMMERCIAL MISSION

Current evidence shows that Bouse dramatically increased BCM Sports' operating scale and required commercial-like methods. It does not presently establish that BCM abandoned its charitable purpose. The evidence supports continued testing of **mission financing** and **hybrid institutional pressure** alongside the original mission-drift hypothesis.

1. User-Group Identity & Longitudinal Framework

BCM Sports developed from the Brian Crawford Memorial mission and annual Memorial tournament tradition. Bouse was not the origin of that mission; it was the point at which the organization moved into recurring municipal facility operations, league administration, gate activity, officials management, municipal usage obligations, and relationships with outside sanctioned tournament producers.

PHASE	USER-GROUP ROLE	SIGNIFICANCE
Before Bouse 2005-2015	Memorial mission; annual tournament; fundraising; facility renter/user.	Mission and small-scale baseline before municipal operation.
During Bouse 2016-June 2018	Municipal field/program operator; leagues; tournaments; gate; officials; usage obligations.	Direct exposure to fragmented youth-sports economics and governance.
After Bouse	Seminole State/BCM Sports Complex; comparative facility research.	Expands analysis from one municipal relationship to comparative institutional research.
Pre-Game → Hidden Valley	Dashboards; economic-impact analysis; officials research; practitioner discussions; AI USSSA.	Operational questions become statewide research variables.

2. Bouse Operating Network

ACTOR	ROLE DURING BCM ERA
BCM Sports	Municipal field/program operator; community league programming; BCM/Memorial events; gate and officials responsibilities depending on event arrangement.
Rick Glasser / Shootout Baseball	Principal outside USSSA baseball tournament provider permitted to conduct events at Bouse.
Jeremy McDowell / MSP	Principal outside USSSA softball tournament provider using Bouse.
Eddie Woods / UIC	Officials recruitment, training, evaluation, assignment and management.
Separate concession operator	Concession activity structurally separated from BCM's field/program operation.
City of Choctaw	Owner of the taxpayer-funded complex and municipal contracting authority.

3. Quantitative User-Group Profile

\$617,229.75	\$1,622.95	\$275,430
2017-2018 combined BCM income	2017-2018 combined reported net income	Donation-expense entries identified as Memorial Fund transfers

FINANCIAL ITEM	2017	2018
Total income	\$324,625.06	\$292,604.69
Gate income	\$214,950.40	\$210,923.90
Tournament fee income	\$73,943.41	\$43,010.25
League fee income	\$29,327.03	\$22,333.30
Umpire expense	\$123,707.00	\$99,365.00
Usage fees	\$36,185.00	\$18,435.00
Donation expense	\$125,050.00	\$150,380.00
Total expenses	\$323,160.77	\$292,446.03
Net income	\$1,464.29	\$158.66

Interpretation. Large gross receipts should not be equated with retained profit. The accounting statements label \$125,050 in 2017 and \$150,380 in 2018 as Donation Expense; Kenneth Crawford identifies those amounts as transfers/deposits into the Brian Crawford Memorial Fund. Underlying transfer records remain a recommended corroborating source.

4. Outside USSSA Tournament Providers

PROVIDER	SPORT	CALCULATED TEAM ENTRY FEES	TEAMS	MIN. GAMES	MIN. UMPIRE ASSIGNMENTS
Shootout Baseball / Rick Glasser	Baseball	\$84,879	377	912	1,777
MSP / Jeremy McDowell	Softball	\$100,855	174	596	1,192
Combined subset	Both	\$185,734	551	1,508	2,969

These values are **Calculated Team Entry Fee activity** from the research reports. They are not, by themselves, proof of actual collections, BCM revenue, provider income, profit, compensation, taxable income, bank deposits, or disposition of funds.

5. Financial-Flow Architecture

The Bouse case demonstrates why user-group economics cannot be reduced to one gross-revenue figure. The same event could involve different entities controlling different transactions.

STREAM / RESPONSIBILITY	POTENTIAL CONTROLLING ACTOR IN BCM-ERA MODEL
Team entry fee	BCM for BCM-produced events or an outside tournament producer such as Shootout/MSP, depending on the event.
Gate	BCM or outside producer depending on the event arrangement.
Officials / umpire expense	BCM/UIC structure or outside producer depending on the event.
Municipal field/game obligation	BCM under its City operating relationship.
Concessions	Separate concession operator.
Sanctioning / registration framework	USSSA-associated event structure.
Off-site visitor spending	Local/regional businesses; economic-impact activity rather than facility/user-group revenue.

Research principle: Association is not allocation. An event associated with Bouse, BCM and an outside director does not establish how every dollar was divided among the participants. Allocation requires contracts, settlement records, bank/deposit records, or other independent documentation.

6. Mission vs. Commercialization

HYPOTHESIS	CURRENT STATUS
H1 - Mission Drift	Open for testing. Current evidence does not establish that commercial operations displaced BCM's founding mission.
H2 - Mission Financing	Strongly plausible. Commercial-like activity may have financed the underlying Memorial mission.
H3 - Hybrid Institutional Pressure	Strongly plausible. BCM may have retained its mission while being required to operate commercially because responsibility, revenue rights and risk were fragmented.

The distinction between **commercial methods** and **commercial mission** is central. BCM's gross activity expanded dramatically at Bouse, yet reported year-end residuals were small and substantial amounts were recorded as donation expense and identified as Memorial Fund transfers.

7. Officials Workforce Sub-Case

BCM's officials experience became an early laboratory for later workforce research. First-person accounts describe recruitment difficulty at lower per-game rates, stronger labor supply at higher compensation, and delegation of the officials program to Eddie Woods as UIC. The financial summaries confirm that officials were one of BCM's largest operating costs. This experience later evolved into Pre-Game analysis of games, official slots and compensation, and ultimately into statewide umpire-workforce research.

8. Research Evolution: BCM Sports → Pre-Game → Hidden Valley

OPERATIONAL EXPERIENCE	LATER RESEARCH VARIABLE
Operating a municipal complex	Facility ownership, operating model and municipality.
Working with Shootout and MSP	Tournament director / outside-provider structure.
Scheduling and staffing games	Games and minimum umpire assignments.
Gate and separate concessions	Revenue-stream separation and control.
City usage obligations	Facility/user-group financial relationship.
USSSA events	Sanctioning, public fees and event reconstruction.
Economic-impact discussions	Sports-tourism and public-finance analysis.

The Pre-Game dashboards and the Jeremy McDowell practitioner discussion should be preserved as methodological history. They document the period in which lived operational questions were converted into candidate research variables before the mature Hidden Valley 2001-2026 dataset existed.

9. Evidentiary Boundaries & Next Verification Priorities

- Calculated Team Entry Fees are calculated public-data activity, not verified revenue, profit, compensation, bank deposits or tax liability.
- USSSA season labels can span August 1-July 31; exact event-date reconciliation remains important for the BCM operating window.
- The \$275,430 identified as Memorial Fund transfers should be corroborated with underlying bank/fund records if available.
- BCM event-level operating records should continue to be reconciled to annual financial summaries.
- Multi-facility event amounts must not be assigned wholly to Bouse or any other listed facility without allocation evidence.
- First-person recollections about motive, political conflict or unpaid obligations should remain testimony unless independently corroborated.

10. User-Group Summary Finding

BCM Sports is best understood as a **longitudinal nonprofit user-group case** that links memorial mission, community programming, municipal facility operation, outside tournament-provider relationships, officials workforce development, financial-flow questions and the evolution of statewide research. Bouse transformed the scale and complexity of BCM's operations, but the evidence presently supports a more nuanced interpretation than simple mission drift.

The strongest current proposition is that municipal youth-sports user groups can be required to adopt commercial operating methods even when their underlying purpose remains community-serving or charitable. Whether that structure preserves mission, creates mission drift, or ultimately becomes unsustainable depends on how municipalities allocate facility authority, revenue rights, operating risk, transparency and accountability.

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