

Program Coordinator Leadership & Operations Development Guide

Prepared for City of Oklahoma City
Parks & Recreation Department Athletics Division

City of Oklahoma City Parks & Recreation Department Athletics Division

Program Coordinator Leadership Development Guide
Supervisory Training Modules Prepared in Response to the Field Operations Supervisor (Athletics)
Leadership Assessment

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Leadership Through Service
Accountability
Continuous Improvement

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"Leadership is measured not by the number of decisions we make, but by the number of leaders we develop."

Purpose, Leadership Philosophy & Leadership Framework

Purpose: The purpose of this Leadership Development Guide is to provide Program Coordinators with a practical leadership framework for supervising employees, managing athletic facilities, supporting recreational programming, and delivering exceptional public service throughout the City of Oklahoma City Parks and Recreation Department. Athletic operations require more than technical knowledge. Successful supervisors create environments where employees understand expectations, communicate effectively, work safely, and consistently provide outstanding service to residents, athletic organizations, and community partners. The five training modules that follow are designed to strengthen supervisory decision-making by providing practical guidance for situations commonly encountered in municipal athletics operations. While every situation is unique, the leadership principles presented throughout this guide establish a consistent approach to evaluating conditions, communicating expectations, making informed decisions, documenting actions, and continuously improving operational performance. The goal is not simply to solve today's problems. The goal is to develop supervisors who consistently make sound decisions that strengthen employees, protect public resources, and build confidence within the community.

Leadership Philosophy: I believe leadership begins with service.

Supervisors establish the culture of an organization through their actions, communication, and professionalism. Employees are more likely to demonstrate accountability, teamwork, and initiative when they clearly understand expectations and see those expectations modeled consistently by their leaders. Program Coordinators should strive to develop employees rather than simply direct them. Effective supervisors coach, mentor, communicate openly, encourage collaboration, and create opportunities for professional growth while maintaining accountability and operational excellence.

Every decision should support four fundamental responsibilities:

- Protect people.
- Protect public resources.
- Support employees.
- Serve the community.

When these responsibilities remain the focus, operational decisions become more consistent, employees become more confident, and residents receive better service.

Leadership Framework: Every training module in this guide follows the same leadership model.

This framework provides Program Coordinators with a consistent process for responding to operational challenges while promoting safety, professionalism, accountability, and continuous improvement.

ASSESS: Evaluate conditions objectively before making decisions. Gather accurate information. Identify operational priorities. Consider safety first.

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COMMUNICATE: Provide timely, accurate, and consistent information. Keep employees informed. Coordinate with supervisors. Support coaches, officials, residents, and community partners through professional communication.

ACT: Implement the safest and most effective operational solution. Assign responsibilities. Support employees. Remain visible throughout the operation. Adjust plans as conditions change.

DOCUMENT: Maintain accurate records of inspections, decisions, communications, operational changes, and follow-up actions. Documentation promotes accountability, organizational learning, and future planning.

REVIEW: Conduct an After-Action Review. Identify lessons learned. Recognize employee success. Develop improvement strategies. Apply those lessons to future operations.

Leadership Commitment: Program Coordinators influence every aspect of athletic operations through their leadership, communication, and professionalism. Employees watch supervisors. Residents observe supervisors. The community evaluates the Parks and Recreation Department through the actions of its leaders. Every interaction represents an opportunity to strengthen trust, develop employees, improve operations, and demonstrate the City's commitment to exceptional public service.

The following training modules are designed to provide practical leadership guidance that supports those responsibilities while preparing Program Coordinators to lead confidently, communicate effectively, and continually improve the quality of service delivered to the citizens of Oklahoma City.

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Program Coordinator Leadership Module 1: Athletic Facilities Management & Safety Response

Scenario: Flooded athletic fields and washed-out base anchors prior to scheduled competition.

Learning Objective: Equip Program Coordinators with the leadership skills necessary to evaluate field conditions, communicate operational decisions, and maintain safe athletic facilities during weather-related events.

Leadership Focus: Program Coordinators are responsible for protecting people before protecting schedules. Every operational decision should begin with a thorough assessment of field conditions, followed by clear communication, timely action, proper documentation, and a review of lessons learned. Leaders establish confidence by remaining calm, consistent, and focused on safety.

Supervisor Action Plan

1. Assess: Conduct a complete inspection of playing surfaces, drainage, anchors, fencing, dugouts, spectator areas, and weather conditions before permitting athletic activity.

2. Communicate: Notify maintenance personnel, supervisors, officials, coaches, and affected users as early as possible using accurate and consistent information.

3. Act: Determine whether fields can safely remain open, require repairs, or should be temporarily closed. Coordinate maintenance priorities and adjust schedules as necessary.

4. Document: Record inspections, decisions, repairs, weather conditions, communications, and operational impacts to support accountability and future planning.

5. Review: Conduct a brief after-action discussion with staff to identify lessons learned and opportunities to improve future weather response.

Coaching Points: Program Coordinators should:

- Prioritize safety over scheduling.
- Communicate early and professionally.
- Support employees making safety-based decisions.
- Maintain composure during changing conditions.

Performance Expectations: Successful Program Coordinators will:

- Demonstrate sound judgment.
- Protect participants and employees.
- Communicate consistently.
- Complete accurate documentation.
- Lead by example throughout the incident.

Leadership Takeaway: Strong supervisors do more than solve problems—they prepare their teams to make sound decisions before problems occur.

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Program Coordinator Leadership Module 2: Athletic League & Tournament Operations Management

Scenario: A large weekend tournament is underway when multiple teams are inadvertently double-booked. At the same time, weather delays interrupt the schedule, officials are waiting for field assignments, coaches are requesting updates, and spectators are seeking information.

Learning Objective: Equip Program Coordinators with the leadership skills necessary to manage scheduling conflicts, maintain operational control, communicate effectively, and minimize disruption during high-volume athletic events.

Leadership Focus: Tournament operations require calm, organized leadership during rapidly changing situations. Program Coordinators should focus on maintaining participant safety, protecting the integrity of competition, communicating consistently, and coordinating resources efficiently. Leaders create confidence by remaining organized, making timely decisions, and ensuring all stakeholders receive accurate information.

Supervisor Action Plan

1. Assess: Immediately verify the scheduling conflict by reviewing tournament schedules, field availability, weather conditions, official assignments, and staff resources before making operational changes.

2. Communicate: Establish one consistent source of information. Notify tournament staff, officials, coaches, maintenance personnel, and supervisors of schedule adjustments using clear, factual, and timely updates.

3. Act: Develop a revised tournament schedule that prioritizes participant safety, efficient field utilization, and competitive fairness. Reassign fields, officials, and staff as needed while minimizing unnecessary delays.

4. Document: Record schedule changes, weather delays, operational decisions, communication timelines, and any significant issues affecting tournament operations for future reference and continuous improvement.

5. Review: Conduct a post-event review with Program Coordinators and tournament staff to identify scheduling improvements, communication enhancements, and operational lessons that can strengthen future events.

Coaching Points: Program Coordinators should:

- Maintain professionalism under pressure.
- Focus on solutions rather than assigning blame.
- Communicate consistently with all stakeholders.
- Anticipate operational impacts before making schedule changes.

Performance Expectations: Successful Program Coordinators will:

- Maintain organized tournament operations.
- Demonstrate sound decision-making.
- Provide timely and accurate communication.
- Support officials, coaches, staff, and participants.
- Preserve the integrity of tournament competition.

Leadership Takeaway: Successful tournament leadership is measured not by the absence of challenges, but by the ability to respond with organization, communication, and professionalism that maintains confidence in the event.

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Program Coordinator Leadership Module 3: Staff Team Building, Conflict Resolution & Performance Improvement

Scenario: Two athletic maintenance crews are experiencing ongoing conflict, resulting in poor communication, declining morale, inconsistent work quality, and reduced operational efficiency.

Learning Objective: Equip Program Coordinators with the leadership skills necessary to identify workplace conflict, improve communication, rebuild trust, evaluate performance, and develop high-performing teams that work collaboratively to accomplish departmental goals.

Leadership Focus: Strong supervisors recognize that unresolved conflict affects more than employee morale—it impacts customer service, operational efficiency, safety, and public confidence. Program Coordinators are expected to address conflict early, listen objectively, coach employees professionally, and create an environment where accountability, teamwork, and mutual respect become the standard. The goal is not simply to resolve disagreement. The goal is to strengthen the team.

Supervisor Action Plan

1. Assess: Meet individually with employees involved to understand the situation, identify operational impacts, and gather factual information before drawing conclusions. Focus on behaviors, communication, and work performance rather than assumptions or personalities.

2. Communicate: Facilitate a professional discussion with employees by establishing clear expectations for respectful communication, active listening, and collaborative problem-solving. Reinforce that disagreements should never interfere with serving residents or supporting fellow employees.

3. Act: Develop a corrective action plan that clearly defines responsibilities, performance expectations, communication standards, and follow-up timelines. When appropriate, provide coaching, mentoring, additional training, or temporary work adjustments to support improvement.

4. Document: Maintain accurate documentation of meetings, performance concerns, coaching provided, agreed-upon action items, and follow-up evaluations. Documentation supports accountability while providing a record of leadership efforts and employee development.

5. Review: Evaluate progress through regular follow-up meetings, observation of workplace interactions, and performance feedback. Recognize positive improvement while addressing remaining concerns promptly and professionally.

Coaching Points: Program Coordinators should:

- Address conflict early before it affects operations.
- Listen objectively and avoid assumptions.
- Focus discussions on behaviors and performance rather than personalities.
- Coach employees toward solutions that strengthen teamwork and accountability.

Performance Expectations: Successful Program Coordinators will:

- Foster a respectful and collaborative work environment.
- Maintain professional communication during difficult situations.
- Hold employees accountable while treating them fairly and consistently.
- Develop stronger teams through coaching, mentoring, and positive leadership.
- Improve operational performance by resolving conflict constructively.

Leadership Takeaway: The most effective supervisors do not avoid conflict—they use conflict as an opportunity to strengthen communication, develop employees, and build a more resilient team.

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Program Coordinator Leadership Module 4: Customer Service Excellence & Complaint Management

Scenario: A resident contacts the Parks and Recreation Department to report that a staff member responded unprofessionally when explaining why athletic fields were closed following weather-related conditions.

Learning Objective: Equip Program Coordinators with the leadership skills necessary to respond professionally to resident concerns, coach employees effectively, reinforce customer service expectations, and strengthen public confidence in the City of Oklahoma City's Parks and Recreation Department.

Leadership Focus: Every interaction with the public reflects the reputation of the City of Oklahoma City. Program Coordinators should view complaints as opportunities to improve communication, reinforce professionalism, and strengthen trust with residents. Effective leaders address concerns promptly, gather facts objectively, support employees through coaching, and ensure every resident is treated with respect, courtesy, and professionalism. The objective is not simply to resolve a complaint. The objective is to strengthen relationships.

Supervisor Action Plan

1. Assess: Gather factual information before reaching conclusions. Speak with the resident, the employee involved, and any witnesses. Review relevant policies, field conditions, and operational decisions to fully understand the circumstances.

2. Communicate: Acknowledge the resident's concern respectfully and professionally. Explain the reason for operational decisions, such as field closures or weather-related safety measures, using clear, accurate, and consistent information. Ensure employees understand that professionalism should remain constant even during stressful situations.

3. Act: If coaching is needed, meet privately with the employee to review expectations, discuss communication techniques, and reinforce the City's commitment to respectful customer service. Recognize positive performance when appropriate and provide additional training if communication improvements are needed.

4. Document: Document the complaint, investigation, communication with the resident, coaching provided, corrective actions taken, and follow-up activities. Accurate documentation supports accountability, organizational learning, and continuous improvement.

5. Review: Follow up with both the employee and the resident when appropriate. Evaluate whether communication improved, determine if additional coaching is necessary, and identify opportunities to strengthen customer service practices across the work unit.

Coaching Points: Program Coordinators should:

- Listen actively before responding.
- Demonstrate empathy while remaining objective.
- Focus on solutions rather than assigning blame.
- Reinforce professionalism during every public interaction.

Performance Expectations: Successful Program Coordinators will:

- Respond promptly and professionally to resident concerns.
- Communicate operational decisions clearly and respectfully.
- Coach employees to improve customer service skills.
- Maintain public confidence through honesty, consistency, and accountability.
- Use complaints as opportunities for organizational improvement.

Leadership Takeaway: Exceptional customer service begins with leadership. When supervisors model professionalism, communicate respectfully, and coach employees effectively, they strengthen public trust while creating a culture of accountability and service.

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Program Coordinator Leadership Module 5: Time Management, Prioritization & Operational Leadership

Scenario: Program Coordinators are responsible for managing work orders, supervising staff, responding to resident inquiries, coordinating athletic programming, overseeing field operations, and completing administrative responsibilities while operating with limited personnel and changing priorities.

Learning Objective: Equip Program Coordinators with the leadership skills necessary to prioritize work effectively, balance administrative responsibilities with field supervision, allocate resources efficiently, and maintain high-quality customer service while meeting operational deadlines.

Leadership Focus: Effective supervisors understand that every task is important, but not every task has the same level of urgency or operational impact. Program Coordinators should lead by establishing priorities, planning proactively, delegating responsibilities appropriately, and maintaining flexibility as conditions change throughout the workday. The objective is not to accomplish more work. The objective is to accomplish the right work at the right time while supporting employees and serving the public.

Supervisor Action Plan

1. Assess: Begin each workday by reviewing scheduled activities, work orders, staffing levels, weather conditions, facility priorities, resident requests, and upcoming athletic events. Identify critical tasks that affect public safety, operational continuity, and scheduled programming.

2. Communicate: Conduct a daily briefing with staff to establish priorities, assign responsibilities, discuss safety expectations, and communicate schedule changes or operational concerns. Ensure employees understand both individual assignments and the overall operational objectives for the day.

3. Act: Allocate personnel and resources according to operational priorities. Delegate responsibilities appropriately, monitor progress throughout the day, adjust assignments as conditions change, and remain visible in the field to support employees and maintain situational awareness.

4. Document: Maintain accurate records of completed work orders, staffing assignments, equipment usage, resident concerns, operational issues, schedule adjustments, and significant decisions. Documentation supports accountability, performance evaluation, and future planning.

5. Review: At the conclusion of each operational period, evaluate completed assignments, identify unfinished priorities, recognize employee accomplishments, and determine improvements that can increase efficiency during future operations.

Coaching Points: Program Coordinators should:

- Prioritize safety before productivity.
- Plan each day with flexibility for changing conditions.
- Delegate responsibilities while maintaining accountability.
- Balance administrative duties with visible field leadership.
- Communicate expectations clearly and consistently.

Performance Expectations: Successful Program Coordinators will:

- Complete high-priority work efficiently.
- Maintain awareness of field conditions and staff activities.
- Respond promptly to resident concerns.
- Demonstrate sound judgment when priorities change.
- Lead employees through organization, communication, and professional example.

Leadership Takeaway: Effective supervisors do not measure success by how busy they are. They measure success by how well they prioritize work, develop employees, adapt to changing conditions, and consistently deliver quality service to the community.

LEADERSHIP PHILOSOPHY

Leadership Through Service, Accountability & Continuous Improvement

"Great athletic programs are built by developing great people."

Throughout my career in military service, the Department of Defense, collegiate athletics, nonprofit leadership, and youth sports administration, I have learned that successful organizations are built on people, not programs. Athletic facilities, equipment, schedules, and budgets are essential resources, but they achieve their greatest value only when supported by engaged employees, effective communication, and leaders who are committed to serving others. I believe leadership begins with service. Supervisors should establish trust by demonstrating integrity, professionalism, consistency, and respect in every interaction. Employees perform at their highest level when expectations are clearly communicated, decisions are made fairly, and supervisors remain visible, approachable, and willing to support their teams. Effective supervisors do more than assign work—they develop people. Coaching, mentoring, recognizing accomplishments, and providing constructive feedback create an environment where employees continue to grow professionally while strengthening the organization. Accountability and encouragement are not opposing concepts; together they establish a culture where individuals understand both their responsibilities and their opportunities to succeed. I also believe every operational decision should be guided by four priorities:

Protect People: The safety of employees, participants, volunteers, and visitors will always be the first consideration. Athletic schedules, deadlines, and operational demands should never outweigh sound judgment or safe work practices.

Serve the Community: Every resident, coach, volunteer, official, and visitor should be treated with professionalism, courtesy, and respect. Public confidence is built through honest communication, responsive service, and consistent leadership.

Develop Employees: Supervisors should prepare employees to become future leaders by providing training, clear expectations, meaningful feedback, and opportunities for continued professional growth. Organizations improve when leaders invest in people.

Improve Every Day: Continuous improvement should be part of daily operations. Every project, event, weather incident, customer concern, and operational challenge provides an opportunity to evaluate performance, identify lessons learned, and strengthen future operations. As leaders, we set the standard for our teams. Employees observe how supervisors communicate during difficult situations, respond to unexpected challenges, and treat others under pressure. Leadership is demonstrated not only through decisions, but through consistency, humility, and a commitment to helping others succeed. My goal as a supervisor is to create an environment where employees understand expectations, feel supported in their responsibilities, and take pride in serving the citizens of Oklahoma City. When leaders develop people, encourage teamwork, and remain committed to continuous improvement, organizations become stronger, public trust grows, and communities benefit from safe, efficient, and well-managed recreational programs.

Leadership Commitment: "Leadership is not measured by the number of decisions a supervisor makes. Leadership is measured by the number of employees who become more confident, more capable, and more successful because of that supervisor's guidance."

CONCLUSION & COMMITMENT TO PUBLIC SERVICE

Leadership Is a Daily Commitment: Effective leadership is not defined by a single decision, a successful tournament, or the completion of an individual project. Leadership is demonstrated through the consistent actions supervisors take every day to support employees, protect public resources, serve residents, and strengthen the organization. Throughout this Leadership Development Guide, five common operational scenarios have been used to demonstrate a consistent supervisory approach. Although each situation presents different challenges, the leadership expectations remain the same:

- Place safety first.
- Communicate clearly and respectfully.
- Make informed decisions.
- Document significant actions.
- Learn from every experience.

When these principles become part of an organization's daily culture, employees become more confident, operations become more consistent, and the public receives better service. Supervisors influence organizational culture through the example they set. Employees observe how leaders respond to difficult conversations, changing priorities, customer concerns, weather emergencies, and operational challenges. Every interaction provides an opportunity to demonstrate professionalism, reinforce accountability, and strengthen trust within the organization. Successful Program Coordinators understand that their greatest responsibility is not simply managing facilities or coordinating athletic events. Their greatest responsibility is developing employees who are prepared to make sound decisions, communicate effectively, solve problems professionally, and serve the community with integrity. As supervisors develop people, organizations become stronger. As organizations become stronger, communities benefit. That commitment to continuous improvement is what transforms daily operations into exceptional public service.

Commitment to Public Service: If selected to serve the City of Oklahoma City, my commitment is to lead with professionalism, integrity, accountability, and respect while supporting employees, protecting public resources, and delivering exceptional recreational opportunities to the citizens we serve. I believe supervisors should remain visible, approachable, and actively engaged with their teams. Leadership is strengthened through communication, consistency, coaching, and a willingness to continually improve both individual performance and organizational effectiveness. My goal is to foster a work environment where employees understand expectations, feel supported in their responsibilities, and take pride in the quality of service they provide. By investing in people, encouraging collaboration, and maintaining high standards of professionalism, we create athletic programs and facilities that reflect the values of the City of Oklahoma City and the trust placed in us by the public.

"Leadership is measured not by authority, but by responsibility. It is demonstrated through service, earned through trust, strengthened by accountability, and sustained through continuous improvement."

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