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NATO Marlins Organization Structure

The NATO Marlins organization is divided into five branches which correspond to the members of the Executive Committee: the President, Vice-President, Secretary/Meet Coordinator, Athletic Director and Treasurer. Each member of the *Executive Committee* is responsible for the functions within the branch named after their position. A glossary of terms is available at the end of this document.

Duties and Responsibilities

Duties and responsibilities for each of these positions are described in detail below and should be used as a minimum guideline to accomplish the required tasks. The *Executive Committee* expects every individual who volunteers for a position to read and comply with what is outlined in this document and fulfill its functions described in a responsible way within the organization.

The club relies on volunteers to fulfill the function they have volunteered for. Every individual is responsible to recruit someone who will perform his/her club duties in his/her absence, and in making sure the duty will be performed properly. Small things forgotten early on could have a huge impact later! If a person responsible for a function encounters a difficulty he/she should contact his/her branch head.



- Read the Organizational Statutes and the By-Laws (Rules).
- Read the USA Swimming Rules and Regulations book (look on the EFSL website - <http://swimefsl.org/>).
- Make a "to do" list with estimates of approximate task durations.
- Recruit someone who will perform your club duties in your absence.

Entitlements

Members of the Executive Committee are not paid and work on a voluntarily basis for the club, however, they are exempted from paying for CST or LST classes for two family members.

Communication

Email is the primary means of communication within this club, others being, but not limited to the pool advertisement board and "word of mouth". A roster is created and updated at the beginning of each session. Each member of the *Executive Committee* should update his/her personal address list with the information provided. Once a mail has been sent to the parents of *General Membership and the coaches*, it is advisable that the *Parents Committee* members and coaches use this distribution list to update their contact information.

Information

The following duty list is in the order of branches. For example: the Secretary branch has Advertisement & Membership Drive Coordinator, Publication Editor and Webmaster under its wings. All of those functions duties fall under the Secretary.

Executive Committee Structure

The *Executive Committee* meetings will normally be held monthly, and at the request of the Club's President. The *Executive Committee* members will act as conduits for information flow to the club's President.

Responsibilities

- Annually review and approve all informational documents owned by the organisation.
- Arbitrate grievances, complains or appeals that are beyond Head Coach jurisdiction.
- Approve financial decisions.
- Make administrative decisions regarding the Club.
- Provide program continuity to include overseeing registration and promoting membership within their respective community.
- Select the Head Coach and Assistant Coaches.
- Oversee the *Parents Committee* and their functions.
- Recruit the volunteer members within their respective branch.



Appointments are subject to the approval of the *General Membership* with the exception of the Head Coach and the Treasurer.

President Branch

As the Head of the *Executive Committee*, the **President** re-enforces the compliance with the Club Rules/Statutes. He/she is responsible for the administrative tasks associated with the preparation of the upcoming seasons/sessions to include attendance to the EFSL "President's Meeting", and coordinates the American Red Cross (ARC) "Learn-to-Swim" (LtS) programs and the European Forces Swim League (EFSL) business within the Club. He/she oversees the members of the President's branch.

Webmaster

- Maintains, reviews and updates the club Website.
- Distributes electronic information to the EFSL Webmaster for accurate POC links.

Publication Editor

- Writes articles for publication in local newsletters about significant events in season and about results of swim meets.
- Coordinates with the Schools (Brussels American, St. John's, International School of Brussels, German school, European school, local Belgian communal schools) for further publication of information.

Advertisement & Membership Drive Coordinator

- Schedules recruiting dates with the various organizations & sets up recruiting booths.
- Advertises ALL club sessions & ARC courses by posters, publications, etc.
- Participates at ALL the scheduled advertisement activities together with the **Boutique/Equipment Coordinator** and the **Head Coach** (NATO Army Garrison Brussels Information Day, Brussels American School Newcomers, Bank area sales etc).
- Maintains the pool advertisement board up-to-date, discards unnecessary advertisements and re-arranges so it looks neat at all times.
- Coordinates and helps with the organization of other training facilities; for example ARC Lifeguard training, ARC Water Safety Instructors Training & ARC Community First Aid & Safety Clinics and other courses offered by the club by providing hotel information and ensuring everyone has access to the facility.
- Maintains, revises and updates if necessary and requested by the *Executive Committee*, an electronic copy of logo.
- Prepares, updates and distributes the coaches and membership rosters.
- Schedules and coordinates important photo events such as: start of the year group picture, divisional, championships, Award Banquet, End of Year Banquet, etc) and ensures that photos are posted on the website.

Vice-President Branch

As deputy Head of the *Executive Committee*, the **Vice President** re-enforces the compliance with the Club rules and is responsible for assisting the President in his/her duties. He/She is also supporting Secretary/Meet Coordinator in their duties in preparing for both Home and Away meets. He/she oversees the members of the Vice-President's branch.

Transport Coordinator

- Requests transportation estimates from several companies for approval by the *Executive Committee* following confirmation of away meet dates and locations.
- Tentatively books transportation for all away meets following confirmation by the *Executive Committee*.
- Confirms with the bus company the time and location for pick up, and size of bus requested one week prior to each away meet.
- Forwards bus plate and driver name, birth date, nationality & identification number to the Hosting Swim Meet Coordinator.
- Coordinates bus driver's hotel room reservation and meals allocation, if necessary.
- Ensures all transportation information has been communicated to the Meet Coordinator, Head Coach, Treasurer, parents and swimmers.
- Confirms the type of entertainment system available on the bus.
- Obtains DVD's/videos suitable for ALL ages, as required.

Hosting Coordinator

- Anticipates meets where visiting teams may require an overnight stay may be desired and/or required and researches for suitable accommodations.
- Coordinates with visiting teams for hosting needs; contacts parents to host visitors and secures lodging, meals, if required.
- Coordinates team hotel/family room reservations for over night stay meets.
- Coordinates directly with the families and hotels.

Secretary/Meet Coordinator Branch

As a member of the *Executive Committee*, the **Secretary / Meet Coordinator** is responsible for scheduling, receiving/disseminating information and coordinating the Away Meets. He/She coordinates the Home Meets. He/She prepares meet sequence of events (Pool facility set-up, warm-up times, Officials meeting, start of marshals, etc.). He/She confirms pool doors opening with facility office. He/She coordinates each warm-up time slots with the Head Coach. He/She prepares, posts and records the "Home meet Function and Sequence of Events Sheet". He/She updates the schedule with names of volunteers for each meet task and the times. He/She, together with the Head Official, sets up a break time. He/She prepares a briefing for Head Officials and Head Coaches, Head Stats, Clerk of Course, Concession Coordinator - Subjects: starts time, break time, warm-up time, etc... He/She is also responsible for all equipment (charging starter system) and for conducting all technical facets (other than facility management) of a home meet. He/She oversees the members of the Secretary/Meet Coordinator's branch.

Home Meet Setup Coordinator

- Responsible for home meet facility preparation.
- Recruits *General Membership* volunteers to help set-up one week prior to the event.
- Confirms pool doors opening and lifeguard arrival time with pool office.
- Coordinates the set-up of public address system, CD player, timing system/starting system, tables, chairs and posters.
- Designates and posts team sitting area around pool deck.
- Updates "Home meet Function and Sequence of Events Sheet" posted on pool advertisement board.
- Coordinates with Athletic Director and Vice President.
- Oversees Concession Coordinator.

Away Meet Coordinator

- Coordinates and is responsible for all aspects of away meets to include the collection of family data, payment collection, transport, accommodation, communication, and advertisement. This included both Championships (Long Distance and European Individual Champs).
- Anticipates meets where an overnight stay may be desired and/or required and researches for suitable accommodations.
- Seeks, as required, help among *Parents Committee* for assistance in certain functions.
- Coordinates team hotel/family room reservations for over night stay meets.
- Coordinates directly with the families and hotels.
- Provides hotels information and other worthwhile information to the *General Membership*.
- Reads the hosting rules (Do's and Don'ts), and distributes them among the NATO Marlins parents and swimmers.

Head Official

In addition to his/her normal duties, as described USA Swimming Rules & Regulations book;

- Acts in home meets as Head Official.
- Schedules and trains club officials locally following the EFSL training package and tracks their officiating sessions after each meet.
- Appoints a meet Head Referee, Head Starter, Head Timer, Stroke & Turn Judges, Clerks of Course, and Head Statistician at the beginning of the EFSL season.
- Ensures that each of the key people responsible is available or has made arrangements for his/her replacement in the event that he/she is not available one week prior to the event.
- Recruits Stroke & Turn Judges.
- Pick-ups "meet sheets" from the statistician.
- Briefs the coaches and officials.
- Confirms to the Athletic Director his/her agreement on pool setup 30 minutes before meet starts or at meeting.
- Oversees the Head Referee, Head Starter, Head Timer, Stroke & Turn Judges, Clerks of Course and Head Statistician during home meets.
- Monitors and provides corrections of official records to EFSL, where necessary.
- Distributes officials' identification.

Head Starter

In addition to his/her normal duties, as described USA Swimming Rules & Regulations book;

- Recharges the starting system (see Head Official above).
- Picks-up "meet sheets" from the statistician.
- Sets up the starting system and checks for proper operation.
- Attends Officials briefing.
- Tests the equipment again when testing the timers and stopwatches.

Head Statistician

In addition to his/her normal duties, as described USA Swimming Rules & Regulations book;

- Maintains swimming statistics on every swimmer.
- Prepares statistical information for home and away meets.
- Compiles statistics at home meet for scoring.
- Provides as soon as possible (not later than 15 minutes before the meet starts) a meet print out to the Referee, Head Starter, Clerk of Course and Concession Coordinator.
- Informs clerks of course of any changes throughout the meet.
- Posts out meet results in a very accessible area.
- Acts as a team scorer.
- Prepares and distributes, in a form of package (paper grocery bags), each team results and ribbons at the end of the meet.

- Prints out labels of all individual swimmer improvements after each meet.
- Assists the Award Coordinator.

Head Timer

In addition to his/her normal duties, as described USA Swimming Rules & Regulations book;

- Creates/updates timers check list.
- Checks stopwatches serviceability and ensures availability of clip boards & pencils one week prior to the meet.
- Provides a sign-up sheet for volunteer timers' registration, and recruits 15 timers plus few spares from each team to allow for rotation.
- Ensures that recruits understand how to take split times.
- Debriefs timers in accordance with the check list one week prior to the meet.
- Appoints a "lane head timer" for each swim lane.
- Assists the head starter to perform a start test 5 minutes before meet starts.
- Returns all stopwatches and writing equipment to the Athletic Director for quality control checks prior to storage.

Stroke & Turn Judge(s)

In addition to his/her normal duties, as described USA Swimming Rules & Regulations book;

- Attends the Stroke & Turn clinic scheduled at the start of the season.
- Participates in, as many meets as possible, to all substitutions and replacements during meets.

Ribbons Coordinator

- Coordinates with statistician to sort out ribbons winners for each team for distribution.
- Recruits volunteers for distribution of heat winner ribbons during home meet.
- Informs the equipment coordinator for ordering ribbons when supplies are depleted.

Clerk(s) of Course

In addition to his/her normal duties, as described USA Swimming Rules & Regulations book;

- Recruits 2 marshals and 2 runners one week prior to the event.
- Updates "Home meet Function and Sequence of Events Sheet" posted on pool advertisement board.
- Posts lane numbers 1-2-3-4-5-6 on wall and behind the starting blocks before the meet.
- Coordinates with the statisticians.
- Picks-up "meet sheets" from the statistician.
- Debriefs marshals and runners on the duties to be performed (do not forget to brief the runners that if a swimmer's card shows marking in red, the card must be signed by the Meet Referee before bringing it to the Stats).
- Post the first meet event numbers on wall and start marshal procedures 15 minutes before the meet starts.
- Informs the meet Head Official/referee of any changes.

Athletic Director Branch

As a member of the *Executive Committee*, the **Athletic Director** is responsible for the organization and running of the CST classes and LTS classes by:

- Scheduling with the Head Coach all sessions including the determination of all holidays (NATO and school holidays) and pool closures.
- Completing the American Red Cross (ARC) activity reports for all LtS instructors and submitting the ARC Activity Reports to the American Red Cross.
- Ensures all certificates are printed (in colour), completed by coaches and distributed to the participants.
- Coordinating with the Treasurer for account statuses for all registered swimmers.

He/She oversees the members of the Athletic Director's branch.

Head Coach

- Fulfills normal coaching duties.
- Coordinates with coaches both for the LtS class schedules and the competitive program.
- Prepares yearly planning guidelines for competitive coaches.
- Sets up LtS program for all sessions/sessions.
- Oversees Assistant Coaches and ARC LtS instructors.
- At the request of the *Executive Committee*, provides swimmers attendance list.
- Responsible for all aspects of individual and team discipline (pool-home-bus-away).
- Provides information for individual training and nutrition.
- Carries at all times the NATO Marlins club roster, the NATO Marlins Coaches roster and the EFSL coaches and contact list for emergency purposes.
- Acts as club **Awards Coordinator** (see below for duties).
- Assists the Athletic Director in coordinating home meet warm-ups/time-slots.
- Participates in the membership drives.
- With the assistance of the *Executive Committee* & coaches:
 - Appoints the team captains and the definition of their duties;
 - Coordinates ribbons distribution among swimmers.

Assistant Coaches

- see the Coaches and Instructor contracts

Learn-to-Swim (LtS) Instructors

- see the Coaches and Instructor contracts

Awards Coordinator

- Responsible for the production, collection and distribution of the trophies associated with the Awards Program once data have been compiled by Head Coach.
- Coordinates with the Athletic Director of the Brussels American School (and other schools as required) for the issuance of **Department of Defense Dependents' Overseas Schools** Varsity Letters.
- Informs the Varsity Letter Program winner to attend banquet to receive the award, and advertises the event throughout the team for ceremony attendance to promote team "esprit de corps".

Captains

- Assist in the set-up & tear down of the pool at club practices.
- Lead warm-ups & cool-downs at club practices and competitions.
- Ensure all swimmers participate in warm-ups & cool-downs at practices and competitions.
- Assist and/or find others to assist with swimmers at practices and competitions.
- Assist in locating missing swimmers, at the request of coaches.
- Lead team cheering sessions.
- Post club flag.
- Ensure the 400 meter swim counters get to & from competitions.
- Promote and enforce individual and team discipline.
- Assist with club discipline at all times.
- Any other task required to assist the coaches, as necessary.

Equipment Coordinator

- Conduct regular checks of all equipment owned by the club for health, safety, functionality,
- Recommend additional procurement of required equipment.

Treasurer Branch

As a member of the *Executive Committee*, the **Treasurer** is responsible for preparing financial reports to the *Executive Committee* and other NATO bodies as well as preparing the yearly budget forecast for presentation and approval to the *Executive Committee*. He/She is required to keep accurate financial records; collects fees; prepares and deposits funds into the account, and distributes funds as needed. He/She coordinates the Social, Fund Raising & Charity, events, and supports the Concession Coordinator and the Boutique Coordinator. He/She oversees the members of the Treasurer's branch.

Social & Fund Raising & Charity Coordinator

- Schedules social, fund raising and charity events such as (but not limited to) those listed below.
- Prepares events sign-up sheets, recruits volunteers to work during events, assists with banquet raffle draws, and any other event deemed useful to the club.
- Proposes plans to the *Executive Committee* one or more months before each event.
- Organizes and coordinates the Christmas Party, Awards Banquet and Annual General Meeting & Pool party, according to the *Executive Committee* approved plan.
- Coordinates with Boutique Coordinator and Treasurer for gifts purchasing.
- Coordinates with Secretary for any request letters for gift donation.
- Coordinates with *Parents Committee* members and coaches for assistance as required.
- Recruits volunteers as *General Membership* helpers.
- Advertises and informs parents of the *General Membership* and coaches about the event agenda, location and costs, as applicable.

Possible Fund Raising Events

Swim Marathon	Schedules and organize Swim Marathon(s). Advertises one month before the event how it will be conducted, the cause its serves and how profits will benefit both the club and swimmers independently. Collects sponsorship money from swimmers, and passes it on to the Treasurer.
BBQ	Distributes BBQ rules. Makes the necessary arrangements with Staff Centre Management in coordination with the Athletic Director, and briefs the volunteers of the <i>General Membership</i> and the coaches about the BBQ material Coordinates for picking up of money collected during the event, and hands it over to the Treasurer.
Car Wash	Advertises one month before the event the concept of how it will be conducted, the cause its serves and how profits will benefit both the club and swimmers independently. Team captains should assist in the coordination with swimmers. Coordinates for picking up of money collected during the event, and hands it over to the Treasurer.
Bank Sales	Information distribution and merchandise sales in the NATO concourse. Coordinates for picking up of money collected during the event, and hands it over to the Treasurer.
Sponsorship	Contacts organizations who express an interest in sponsoring the club, negotiates and documents the contract. Ensures the expectations of both organizations are recorded in writing and signed. Coordinates for picking up of money collected during the event, and hands it over to the Treasurer.
Raffle draw	Contacts organizations who express an interest in sponsoring the club, through donations for raffles, negotiates and documents the contract. Ensures the expectations of both organizations are recorded in writing and signed. Coordinates for picking up of money collected during the event, and hands it over to the Treasurer.
Fancy Fair	Organizes a Fancy Fair with individual booth of games. Swimmers, family members and any other kids are welcome to participate and win prizes. Prizes are purchased by the club naturally. Very popular and generate a lot of money.
Other Ideas	Coordinates for picking up of money collected during any event, and hands it over to the Treasurer.

Boutique Coordinator

- Maintains stock of caps and goggles for sale.
- Maintains inventory and manages equipment funds on behalf of the Treasurer.
- Manages all aspect of equipment.
- Maintains good relationships with official suppliers.
- Procures a fair supply of equipment prior the start of a new the season.
- Prepares and briefs the *General Membership* on the procedure for “bulk order” of equipment one week prior to the event.
- Shows and sales merchandise at home meets and other events.
- Brings to away meets spare equipments (goggles, caps etc.) for resale.
- Helps in procuring goods and/or equipment for other representatives.
- Presents a quarterly equipment fund financial report to the Treasurer (last week of March, June, September and December).

Concession Coordinator

- Plans and supervises the concessions for home swim meets.
- Contacts team parents to donate food for the concessions one week prior to the event.
- Purchases food as needed to ensure the proper amount and variety of concessions.
- Maintains and sets up required equipment to operate the concession stands.
- Prepares and tears down concession stands and eating area.
- Provides water/drinks for volunteers during meet.
- Collects money for concessions and turns over all cash immediately after the meet or at the first practice following the home meet to the team Treasurer.

NATO Marlins Organization Structure has been reviews, revised and approved by the *Executive Committee* Members on: **November 2010**

Position	Name	Signature	Date
President	Lori MacRae		
Vice-President	David Zaruk		
Athletic Director	Dorota Florczyk		
* Treasurer	Leong Ho		
Secretary/Meet Coordinator	Piotr Ubysz		
* Head Coach	Karen van den Brink		

*Position not elected by the General Membership.

Glossary of Terms

American Red Cross - ARC	ARC is the organization associated with the International Red Cross, which runs out of the United States of America.
European Forces Swim League - EFSL	The EFSL is the competitive swim league within which the club participates for officially sanctioned competitions. It has the common interests of providing a program of competitive swimming on the local level and a healthy environment in which our children can grow emotionally and physically.
Executive Committee	Refers to a group of parents who have volunteered to assume the management responsibilities of the NATO Marlins Swim Club.
General Membership	Refers to all swimmers' parents and any other interested supporters.
Learn to Swim - LtS	The LtS programs offered by the NATO Marlins as an Authorized Provider to the American Red Cross.
Parent Committee	Refers to a group of parents of the General Membership who volunteered to fulfill at least one function within the club.