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National Model Railroad Association Executive Handbook



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National Model Railroad Association

EXECUTIVE HANDBOOK

Revised February 18, 2017

This version has incorporated all of the Board of Trustees and Board of Director's actions since the last update of the Handbook in 2008

The RAC Director, the Secretary, the Policy Committee and NMRA General Counsel have completed the removal of the references to the Constitution, Bylaws and Trustees. In addition, many additional contradictions and improper references have been corrected and aligned with the Regulations of the National Model Railroad Association.

This version of the revised Executive Handbook was presented to the Board of Directors at its January 2007 meeting and approved as the current Executive Handbook of the National Model Railroad Association. It was further revised by actions of the Board, the latest revision being done at the February 2017 meeting. An update to the Standards and Conformance Department Section dated 10/29/2010 is included.

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*Note: Sections of the Regulations shown in **gray highlight** require a membership vote to amend.*

ARTICLE I

1. The National Model Railroad Association, Inc. (hereinafter Association or NMRA) was organized at Milwaukee, Wisconsin, September 1, 1935, and incorporated as a non-profit organization under the laws of the State of Ohio, May 17, 1947. The full legal name of the organization is the National Model Railroad Association, Inc., and in the shortened version the organization is also known as the NMRA.
2. The NMRA is a membership organization with a primary responsibility to operate for and in the best interests of the membership while achieving the stated purposes of the NMRA
3. The purposes of the National Model Railroad Association are, in part, to promote, stimulate, foster, and encourage by all manner and means the art and craft of model railroading; to preserve the history, science, and technology thereof; and to advance the global model railroading community through education, development of standards and recommended practices, advocacy, and social interaction. The corporation is organized for charitable, educational, literary, and scientific purposes consistent therewith included for such purposes. These purposes include, but are not limited to:
 - A. To assemble, define, set up, investigate, publish, and encourage the use of Model Railroad Standards for better interchange and operation of model railroad equipment and to develop the technology of model railroading through scientific processes.
 - B. To promote closer understanding and cooperation between model railroad manufacturers, distributors, dealers, publishers, consumers, and the general public.
 - C. To develop the technical skills of persons engaged in the art and craft of model railroading and to promote fellowship among model railroaders.
 - D. To educate persons engaged in model railroading in prototypical railroad practices and in methods of building and operating model railroad equipment.
 - E. To advance the hobby of model railroading wherever and whenever possible by publications, meetings, communications, and all things necessary or incidental to the foregoing purposes.

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4. The principal office shall be in the City of Chattanooga, Tennessee, or at such location as directed by the Board of Directors. In accordance with Article II herein, the Association shall maintain an agent for purposes of service within the State of Ohio to the extent required by the laws of Ohio. The Association may also have offices at such other places as the Board of Directors from time to time selects, or as the business of the Association may require.
5. The official Mission Statement of the NMRA is “The National Model Railroad Association, Inc. advances the global scale model railroading community through education, advocacy, standards, and social interaction”.

Change Record:

February 2011 language added for clarification and scrivener’s errors corrected.

July 2014 Mission Statement added.

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Article II

1. The authority within Regulations is established by the corporation for its own governance and that of its members, directors, and officers.
2. The purposes of the Regulations include:
 - A. To set down rules which are to be followed in regulating the general affairs of the corporation.
 - B. To advise the rights, duties, and powers of the membership and officers in relation to the corporation and among themselves.
 - C. To make legal provision for a ballot on any matter which in the judgment of the membership may be necessary and proper.
 - D. Such other and further purposes as may be defined herein and as are recognized by law.
3. These Regulations may be amended consistent with the provision of the laws of the State of Ohio, and in accordance with the provisions set forth in Article XI *infra*.

Change Record:

February 2011 language modified to clarify authority

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Article III

1. The officers of the NMRA shall consist of a President, a Vice President – Administration and a Vice President – Special Projects, such additional Vice Presidents as may be appointed and called herein, a Secretary, and a Treasurer.
 - A. The President and Vice President-Administration and the Vice President-Special Projects shall be determined by popular election by the NMRA members.
 - B. The Secretary and Treasurer shall be appointed by the President and approved by a two-thirds majority of the Board of Directors. The Secretary or Treasurer may be removed by a two-thirds vote of the Board.
2. The term of office for the President and Vice Presidents shall begin on the day of the Annual Business Meeting following their election and continue for a duration of three (3) years until the day of the Annual Business Meeting following the election of the successors. The Regulations shall set forth their duties.
3. The NMRA President shall perform the usual duties of such officer and be the official spokesperson and representative of the NMRA. The President shall preside at the Annual Business Meeting and at meetings of the Board of Directors. In the event of a tie vote of the Board of Directors, the President shall cast the deciding vote.
4. The Vice Presidents shall aid and assist the President in any way possible.
5. The duties of the NMRA Secretary shall be as follows:
 - A. To keep minutes of Board of Directors meetings, the Annual Business Meeting, and any other meeting of the NMRA members as a whole.
 - B. To sign, countersign, or attest all official papers and perform the usual duties of a secretary.
 - C. To issue and maintain records of Conformance Warrants.
 - D. To be a member of the Policy Committee.
 - E. The Board of Directors, by a two-thirds majority, shall approve of the appointment of an Assistant to the Secretary.
6. The NMRA Chief Financial Officer/Treasurer shall be bonded by a regular established bonding company satisfactory to the Board of Directors and for

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such amount as the Board may determine. The expense of such bond shall be borne by the NMRA. All disbursements of the NMRA funds shall be made by the CFO/Treasurer or an authorized assistant. The duties of the NMRA CFO/Treasurer shall be as follows:

- A. To keep a record of all funds received and funds paid out by the NMRA.
- B. To balance the books and prepare a written financial report prior to the opening date of the Annual Convention, at the end of each fiscal year, and at such other times as the Board of Directors may request.
- C. To prepare financial reports so arranged as to show separately the transactions of each fiscal year. The fiscal year shall run from January 1 to December 31.
- D. To chair the Budget Committee and be a member of the Finance Committee.
- E. To have financial records audited by a Certified Public Accountant at the close of each appointed term, the cost of such audit to be paid for by the NMRA. The Auditor's report and all written financial statements shall be sent to the Administration Department for permanent filing with copies sent to the Board of Directors and the Finance Committee Chair.
- F. To set up such depository bank accounts as required for the convenience of those persons who receive the NMRA funds. All such funds shall be immediately deposited upon receipt and a duplicate deposit slip and detailed explanation of entries thereon sent to the Treasurer. These depository bank accounts shall not be subject to withdrawals by the same person making the deposit.
- G. To make disbursements by checks drawn on one of the depository or other bank accounts upon receipt of an invoice. Except for disbursements of funds with respect to the Meetings and Trade Shows Department, the President or Vice President – Administration shall countersign any disbursements in excess of \$20,000. All invoices must be approved by the person responsible for the expenditure, and must be accompanied by a detailed analysis, or prescribed form of the invoice as required by the Treasurer's Accounting Plan. Persons authorized to make miscellaneous expenditures out of personal funds may be reimbursed in a similar manner. Bank account statements shall be received and reconciled by a person not authorized to draw checks on the account.
- H. The Board of Directors, by a two-thirds majority vote, shall approve of the appointment of an Assistant to the Treasurer. The Board, by a two-thirds

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majority vote, shall appoint such additional Assistants to the Treasurer as they may deem necessary.

7. The Secretary and Treasurer and their assistants shall be appointed for three-year terms concurrent with the terms of office of the President and Vice Presidents. Office holders must be NMRA members in good standing and continue as members in good standing throughout their terms of office. Those holding Family Memberships shall not be appointed.
8. No officer shall serve simultaneously as a member of the Board of Directors.
9. The President, Vice President-Administration, Vice President-Special Projects, Secretary, and Chief Financial Officer/Treasurer shall constitute the Executive Committee, which shall be the operating body of the NMRA between the meetings of the Board of Directors. The Legal Committee Chair shall be a non-voting member of the Executive Committee.
10. The general management of the day-to-day operations of the NMRA may be vested in an Executive Director whose duties shall be set forth in the Executive Handbook and whose actions shall be under the general direction of, and subject to review by, the Board of Directors. The Executive Director reports and accounts for the day-to-day operations of the NMRA to the Vice President - Administration. If there is no Executive Director, the President shall designate the person who is in charge of the day-to-day operations of the NMRA. If appointed, the Executive Director shall be a proven professional hired by the Board of Directors upon recommendation of the President and Search Committee.
11. The Board of Directors of the NMRA shall consist of nine members as set forth *infra* in the following paragraphs. The Directors may caucus independently prior to the formal Board Meeting. The NMRA President shall preside over all sessions of the Board of Directors. The Lead Director shall serve as Chair for the Directors Caucus.
12. Five of the position on the Board of Directors shall be district-elected positions, which districts are defined as follows:
 - A. The Eastern District is defined as the states of Florida, Georgia, South Carolina, North Carolina, Virginia, West Virginia, Maryland, Delaware, Pennsylvania, New Jersey, New York, Connecticut, Rhode Island, Massachusetts, Vermont, New Hampshire, and Maine; and the District of Columbia.
 - B. The Western District is defined as the states of Alaska, Hawaii, Washington, Oregon, California, Idaho, Nevada, Montana, Utah, Arizona,

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New Mexico, Colorado, Wyoming, North Dakota, South Dakota, Nebraska, Kansas, Oklahoma, Louisiana, Arkansas, Missouri, and Texas.

- C. The Central District is defined as the states of Minnesota, Iowa, Mississippi, Alabama, Tennessee, Kentucky, Illinois, Wisconsin, Michigan, Indiana, and Ohio.
 - D. The Atlantic District includes Europe, Mexico, Central and South America, the Caribbean, and Africa.
 - E. The Pacific District includes Asia, Australia, New Zealand, and the Middle East.
13. The Board of Directors may adjust said districts based upon changes in member populations of the NMRA. The term "district" is utilized herein as a railroad term of art and to differentiate it from Regions, but shall have no other legal meaning.
 14. Each district shall elect one representative to serve on the Board of Directors. Candidates for each district shall be nominated in the manner set forth in this Article and any procedures adopted as policy in the Executive Handbook, and with the qualifications set forth therein.
 15. There shall be a position on the Board of Directors for a representative of the Regional Advisory Council (RAC) as established under the provisions of Article VIII, Paragraph 10 of the Regulations. The Regional Advisory Council shall nominate and select a Director for said position in accordance with the procedures in Article X and any further direction by the Board of Directors as set forth in the Executive Handbook.
 16. There shall be two at-large positions on the Board of Directors. One at-large position shall be voted upon by NMRA members worldwide. The second at-large position shall be voted upon by members only within the United States and Canada.
 17. NMRA (Canada) shall have a voting position on the Board of Directors selected in accordance with the existing provisions governing NMRA (Canada).
 18. A majority of all qualified Directors shall constitute a quorum of the Board of Directors. A Director is present when he or she appears in person or participates in any manner allowed by law.
 19. The nine Directors shall be elected in the manner and under the procedures provided for in Article X herein.
 20. Directors are responsible for:

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- A. Developing policies for the benefit of all NMRA members.
 - B. Maintaining liaison between the Regions and the NMRA through the use of the Regional Advisory Council, defined herein.
 - C. Keeping the NMRA informed of Region issues and desires.
 - D. Transmitting to the NMRA such recommendations as are made by Region members.
 - E. Performing such duties as required under the laws of the State of Ohio and as fiduciarily required under the Internal Revenue Code for a non-profit corporation under Section 501(c)(3) of said code.
21. The term of office of a Director shall be for three (3) years.
- A. Directors cannot be elected to more than two consecutive terms.
 - B. Nothing prohibits Directors from running for an additional two terms after leaving office for at least one term.
 - C. The terms of office shall be staggered so that the terms of three Directors expire each year.
 - D. The term limits shall apply at the beginning of a Director's first elected three-year term.
 - E. The term of office for a Director shall begin on that date set forth in the Executive Handbook and continue for a duration of three (3) years until that time set forth in the Executive Handbook.
22. The office of a Director shall become vacant upon:
- A. Receipt of written resignation or evidence of death of the Director by the President of the NMRA, or
 - B. Declaration of vacancy by two-thirds vote of the remaining Directors after presentation of evidence and finding that a Director:
 - 1. Is unable or unwilling to serve;
 - 2. Has violated the Code of Ethics policy;
 - 3. Has brought disrepute on the organization by actions in his or her official capacity; or
 - 4. Has materially breached his or her duties as Director.

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Upon such declaration of such vacancy, pursuant to subparagraphs 2, 3, and 4, such Director shall be ineligible for any office in the NMRA.

- C. In the event of a vacancy in the office of Director, the NMRA President shall appoint a replacement upon recommendation from the Chair of the appropriate Nominating Committee.
 - 1. The successor shall serve for the remainder of the term of the former Director.
 - 2. None of this time period served shall be included or counted toward the limits in Section 21 of this Article.

- 23. Should an elected officer be suspected of misuse of office, misconduct, detrimental performance, or malfeasance in office, the officer can be removed by the following procedures:
 - A. A written petition against the officer, signed by a majority of the Board of Directors, must be submitted to all members of the Board. Upon receipt by the Board and the officers, the officer will be immediately suspended.
 - B. Within sixty (60) days thereafter, the Board shall meet to hear from the accused and the accusers.
 - C. If the Board feels that the charges are sustained, a three-fourths majority vote in favor of a motion to remove the officer from office will effect the action. If not, the officer shall be reinstated.

- 24. In the event of a vacancy in the Office of Vice President–Administration or Vice President-Special Projects, the Board of Directors shall appoint a successor who shall hold office for the balance of the term of the person replaced. The Vice President - Administration shall assume the office of the President during the absence of the latter; or at his or her written request; or in the event of his or her death, resignation, or incapacitation. In the event the offices of both the NMRA President and Vice Presidents should be vacated by death, resignation, or incapacitation, the NMRA Secretary shall contact Directors by phone or other means to announce the vacancies and obtain replacement recommendations. The NMRA Secretary shall then forward these recommendations to the National Nominating Committee Chair. The National Nominating Committee Chair shall then be responsible for contacting those individuals recommended. Upon acceptance by said individuals, the National Nominating Committee Chair shall compile a slate of candidates for each of the offices. The NMRA Secretary shall then transmit ballots to the Directors, who will return them to the NMRA Secretary for tabulation. Those receiving the

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most votes will assume office immediately and serve the remaining balance of the terms. This election process should be completed within thirty (30) days.

25. The Directors and Officers of the NMRA shall not hold incompatible offices.
 - A. With the exceptions noted infra, a Director of the NMRA cannot simultaneously serve as:
 1. An officer or director of a Region,
 2. An officer or director of NMRA (Canada),
 3. A National Officer or Department Manager, or
 4. A paid employee or paid contractor of the NMRA.
 - B. The Regional Advisory Council Director may simultaneously serve as a Region President or Vice President, and the Canadian Director may simultaneously serve as an officer or director of NMRA Canada.
 - C. The Officers of the NMRA (i. e. the President, Vice President-Administration, Vice President-Special Projects, Secretary, and Treasurer) cannot simultaneously serve as:
 1. An officer or director of a Region,
 2. An officer or director of NMRA (Canada),
 3. A National Officer or Department Manager, or
 4. A paid employee or paid contractor of the NMRA.

26. No person can be qualified to run for more than one Director position simultaneously. Nothing, however, prevents a nominating committee from proposing a member who is in the process of obtaining nomination by petition as one of their candidate choices, provided that such nomination shall not interfere with the right of petition.

27. If a Director cannot attend a Board of Directors meeting, he may appoint a proxy to represent the NMRA at that meeting only.
 - A. The proxy must be an NMRA member of the district.
 - B. Overseas Directors may appoint an elected officer of the NMRA by written proxy to act in their behalf.
 - C. All proxies shall be a directed vote on agenda items.

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- D. Notice of the appointment shall be sent to the NMRA President, with a copy to the Secretary. The appointment shall be provided to the President and Secretary prior to the Call to Order of the meeting.
 - E. The Director shall furnish the proxy with a copy of the agenda.
 - F. The Director shall acquaint the person appointed by proxy with the agenda of the forthcoming meeting and fully instruct him or her on the issues involved, the manner of voting, and how to discuss each item.
 - G. As soon after the meeting as practicable, the proxy shall report back to the Director all actions.
 - H. The proxy is entitled to travel reimbursement in place of the Director unless the proxy is claiming reimbursement due to attendance in another capacity.
28. Upon certification by the Secretary that an election is complete:
- A. The officer-elect or director-elect will be provided with a written summary of the fiduciary responsibilities of someone in such a position.
 - B. The officer-elect or director-elect will sign and return to the Secretary a confidentiality agreement. This agreement will signify an understanding of, and bind the officer-elect or director-elect to, said fiduciary responsibilities.
 - C. Upon receipt of the signed agreement, the Secretary will arrange for the officer-elect or director-elect to be included in the normal channels of communication of officers and directors. The officer-elect or director-elect will be free to take part in any discussions of the Board of Directors, but will not have the authority to take any action reserved to sitting members.

Change Record:

- July 2005 – Section 21 Modified
- July 2005 – Added Pacific and Atlantic Directors to 25A. Changed “Regional officer...” to “Regional President or Vice President” in 25A1.
- July 2006 – Paragraph 28 added.
- January 2007 - Section 6 C changed FY from August 31 to September 1 to January 1 to December 31.
- January 2007 - Section 3 amended to add President’s authorization to cast tie-breaking vote if Board tied.
- August 2015- Section 11 amended to better define Directors’ Caucus and who presides over sessions.

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- Jan 2007 Section 21 amended to remove reference to process for term of office for first elected Directors as no longer necessary. This also included the Atlantic and Pacific Directors under term limitations.
- July 2010 Section 1 modified by the Board to reflect two Vice Presidents; other sections modified to reflect the two positions.
- Feb 2011 Language inserted to clarify the added title of Chief Financial Officer (CFO) to the Treasurer title.
- July 2011 Section 12 modified deleting the reference “to the nation of Canada” in the Central District definition. Canada was addressed elsewhere.
- July 2014 Revised Section 25 Incompatible Offices
- Feb 2015 Section 1 modified to reflect two Vice Presidents, other sections modified to reflect two positions.

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Article IV

Due to insurance considerations and potential individual liabilities accruing to Divisions and Regions by allowing repeated guest attendance of Division and Region events without requiring these guests to become members, it shall be NMRA policy that the maximum number of visits by individual guests shall be limited to three.

1. All dues submitted to the Headquarters Office shall be paid in US dollars in accordance with the schedule of dues adopted by the Board of Directors for each category of membership and published in the Executive Handbook. There shall be the following classes of membership for which the following rights and obligations apply:
 - A. **Regular Member.** Any person interested in model railroading may become a Regular Member upon application to the Administration Department and payment of the appropriate dues as set forth in the Executive Handbook. This class of membership includes full rights of membership plus basic communication (*NMRA Bulletin*).
 - B. **Sustaining Member.** Any person, association, corporation, or other business organization interested in model railroading may become a Sustaining Member upon application to the Administration Department and payment of the appropriate dues as set forth in the Executive Handbook. This class of membership includes full rights of membership, plus a subscription to NMRA Magazine and the NMRA Bulletin.
 - C. **Family Member.** The spouse or minor child of any member in good standing may become a Family Member upon application to the Administration Department and payment of the appropriate dues as set forth in the Executive Handbook. This class has no publication benefits.
 - D. **Student Member.** Any person 18 years of age and under, and interested in model railroading, may become a Student Member upon application to the Administration Department and payment of the appropriate dues as set forth in the Executive Handbook. Additionally, any person between the ages of 19 and 25, possessing a current valid student ID from an accredited institution, may also apply for Student Membership. This class will include a subscription to *NMRA Magazine and the NMRA Bulletin*.
 - E. **Life Member.** Other than Honorary Life Member, this class of membership is closed. The subcategories other than Life Member describe existing membership only and do not create new rights. The

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category of Life Member shall be categorized into the follow sub-classifications:

1. **Honorary Life Member.** As recognition for meritorious service to the National Model Railroad Association, any person or organization may be elected as an Honorary Life Member by vote of a majority of the Board of Directors and shall not be required to pay any additional dues. This includes full rights of membership plus a subscription to *NMRA Magazine* and the *NMRA Bulletin*.
 2. **Non-Actuarial Life Member.** Any member who purchased an NMRA Life Membership prior to the implementation of the actuarial process for pricing the cost of Life Membership shall be a member of this class. This includes full rights of membership plus a subscription to *NMRA Magazine* and the *NMRA Bulletin*.
 3. **Actuarial Life Member.** Any member who purchased an NMRA Life Membership after the implementation of the actuarial process for pricing the cost of Life Membership shall be a member of this class. This class includes full rights of membership plus a subscription to *NMRA Magazine* and the *NMRA Bulletin*.
- F. Corporate Member.** Any manufacturer, retailer, wholesaler, or other person engaged in the business of model railroading may become a Corporate Member of the NMRA upon application to the Administration Department and payment of the appropriate dues as set forth in the Executive Handbook. This class will include a subscription to *NMRA Magazine* and the *NMRA Bulletin*.
- G. RailPass Member.** A RailPass membership is a trial membership for a period not to exceed six months from the date of activation. The following provisions apply to the RailPass class:
1. U.S. RailPass memberships are available only to persons holding a U.S. address of record. Canada RailPass memberships are available only to persons holding a Canada address of record.
 2. A RailPass membership is available only to those persons who would otherwise satisfy requirements for Regular Membership.
 3. A RailPass membership is available only to persons who have never been NMRA members or who have not been NMRA members for at least two years.

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4. A person shall hold no more than one RailPass membership during his or her lifetime.
5. A RailPass Member shall have the full rights of membership with the exception of the right to hold office or elected position and the right to vote.
6. RailPass Members are eligible to attend conventions and participate in contests at every level of the NMRA.
7. A U.S. or NMRA Canada RailPass membership includes a subscription to the *NMRA Magazine* during the period the membership is in effect.
8. A RailPass Member is eligible for all awards presented by the Achievement Program, except the MMR Award.
9. A RailPass Member is eligible to earn and receive a Golden Spike Award.

Membership in the NMRA commences at the time in which the requisite membership dues for the class of membership sought and for which the applicant qualifies, is paid to an authorized representative of the NMRA. Said membership shall enlist the member, with the exception of Corporate Member, at all levels of the NMRA organizational structure on both the National (and International) and local levels in accordance with Article VIII, this Article and other applicable provisions of the EHB.

2. Membership Rights and Privileges:

A. All the above membership classes, including Honorary Life Member but excluding Family Member, shall include basic communications from both the National and Regional levels, the exact nature and form of national communications is to be set forth in accordance with these Regulations and any policies adopted by the Board of Directors, in the Executive Handbook, provided further that Regional communications may vary depending upon the policies and frequencies adopted by each Region.

The fee for a new member to obtain a Region publication shall be \$6.00 for the initial year.

B. Each member in the above classes, including Honorary Life Member, shall have the right to:

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1. Receive a membership card as proof of membership and the class of membership, and be listed in all rosters for their class of membership.
2. Participate in all NMRA activities, including those administered through any Region or division, but subject to the payments of any user fees otherwise imposed upon members of the Region or division in which the activity is occurring, and meeting any other qualifications or conditions established by the Region/Division and/or NMRA.
3. Except for Family Members; and Sustaining and Corporate Members other than individuals, the right to vote and run for an elective office in any Region or Division of which the member is a resident member, subject to any qualifications and conditions established by the NRMA and, if applicable, by the Region and/or Division.
4. Participate in and benefit from programs at the nation, Regional, and Divisional levels. However, certain costs of said programs may vary depending upon location and practicability of delivering the program to individual members. Nothing prevents the Board of Directors and/or the Region or Division delivering said services or administering the program from charging a reasonable cost for those services where appropriate and where consistent with these Regulations and the Executive Handbook.
5. Obtain merchandise or premiums offered exclusively to NMRA members or, if offered to the general public, at a discounted cost. Insofar as Regions/Divisions offer said merchandise or premiums, said merchandise shall be available to NMRA members in that Region/Division and, if the Region/Division desires, throughout the NMRA. The level of NMRA offering the premium or merchandise should be responsible for the administration of the program and collection of any monies and accounting as well as delivery of the merchandise or premium.
6. Participate in contests under the following conditions. At the national level, any NMRA member in good standing shall be able to enter the contest in person or by proxy. The procedures for said national contest shall be set forth in the Executive Handbook. Any cost for participating in the national contest should be borne by the individual member. The Board of Directors, through and with the Education Department, shall set uniform standards for judging NMRA national contests. Regions must also offer judging pursuant to said uniform

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standards provided that Regions can also create non-NMRA judging rules, including but not limited to additional categories of the contest beyond those utilized by national. Upon request, the national contest rules must be applied to contest entries for a legitimate national purpose; if the purpose is to insure compliance with the Achievement Program, AP judging may be substituted by the Region at its discretion. As for Regional contests, a Regional resident member can enter a Regional contest by proxy or in person. Out-of-Region NMRA members can enter only in person so as to prevent abuse of the contest process by allowing multiple entries in various Regions by proxy.

7. Have access to programs offered externally through NMRA but not administered by NMRA and, where offered, said program must be offered to all NMRA members otherwise qualifying for such programs. Nothing herein requires Regional programs to conform to this provision.
8. Be protected by event liability insurance offered by National for qualifying NMRA events.
9. Have access as a member to the Kalmbach Memorial Library and the Howell Day Model Railroad Museum and such other facilities as may be operated by or in affiliation with the NMRA, which benefit may be fee-based, as further delineated by the Board of Directors.
10. Be considered for and receive recognition through special awards or special certificates.
11. Petition and seek referendum of issues and decisions in accordance with the procedures and provisions that are set forth in these Regulations as adopted by the Board of Directors.

C. Each member who is a natural person, except those holding a Family Membership, shall have the privilege of seeking an elective office and holding elective or appointive office in the NMRA.

3. Membership, other than the Life Membership categories, shall be on a yearly basis and shall expire on the last day of the month at the end of the term for which the dues were paid.

4. Dues:

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- A. No additional dues shall be required for membership in a Region or Division for NMRA members who reside in such Region or Division. For purposes of this Article, a member has only one residence.
- B. A Region or Division may charge additional fees for services, including communications, to NMRA members residing outside the Region or Division boundaries. Such fees shall be limited to the additional actual costs associated with providing said services beyond the Region or Division boundaries.
- C. In lieu of dues paid by NMRA members residing within the territory of a Region and one of its divisions, if any, each Region shall receive from the NMRA an allocation from dues set forth below.
- D. The allocation of dues shall be made pursuant to guidelines approved by the Board. The Board shall adopt an amount of the total dues for each class of membership representing the share between National and Regional levels. The allocation of dues shall also take into account the number of rebate-qualified resident members within each Region:
- E. The Region and Division shall apply the amount remitted for administration of NMRA mandated programs and activities. Each Region shall transfer to each active division from the Region's allocation of dues an amount which shall cover divisional administration of NMRA mandated programs and activities, with the allocation being made pursuant to guidelines approved by the Board of Directors.
- F. Any Region or Division may charge additional user or attendance fees necessary to cover the expenses of region or Division programs or activities.
- G. The dues shall be indexed to a national index as specified by the Board of Directors and specifically the United States Consumer Price Index. The allocation and the index utilized by National in setting dues may only be changed in accordance with these Regulations.
- H. The Board of Directors, in accordance with the provisions of Article X, is authorized to change the dues amount charged based upon any change in the index with a single vote of the Board and nothing shall prevent the Board of Directors from approving dues on a cumulative basis – *i.e.*, not on an annual basis – provided that the cumulative adjustment in dues does not exceed the cumulative changes in the index for the same period of time in which the adjustment in dues is sought.

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- I. Any adjustment in dues beyond that allowed by the index – *i.e.*, beyond the change in index for the period of time in which the dues were last set – shall require two votes of the Board of Directors. Following the first and initial vote the proposed adjustment shall be publicized in the *NMRA Bulletin* for comment and shall not be effective until the second vote, taken at the next available meeting of the Board. The Board shall also solicit and receive input from the Regional Advisory Council and the membership concerning said adjustment beyond and above the index.

5. Region and Division Membership:

- A. Every natural NMRA member, except Family Members, shall be a member of the Region, if one exists, and of the division, if one exists, in which territory the member has an address of record, and have voting rights therein.
- B. Each NMRA member may subscribe to Region or Division publications outside the territory in which the member resides. Out-of-territory subscribers of a Region or Division shall not be allowed to vote in either Region or Division elections, and shall not be allowed to run for Region or Division office.

Regions are authorized to process membership applications and collect dues for the NMRA and in so doing act as an agent for the Board of Directors in the collection and accounting of dues. Regions may authorize divisions to collect membership applications and dues, but said applications and dues shall be remitted to the Region for transmission to National. National shall maintain a uniform membership record, which shall be available through secure file access by each Regional organization and thereafter shared by Regions with Divisions pursuant to procedures and safeguards to be approved by the Board.

Change Record:

- January 2006 - Section 1, Paragraphs A through D reworded for consistency.
Section 1, Paragraph E reworded to add sub-classifications of Life Membership.
Section 1, Paragraphs F and G reworded for consistency.
Grammatical corrections to several paragraphs of Section B.
Grammatical corrections to several subparagraphs of Section 2, Paragraph B.
Section 2, Paragraph C reworded for clarity.
Corrected excepted class of membership in Section 5, Paragraph A.
Section 5, Paragraph B deleted (redundant to revised A).
Reworded Section 5, new Paragraph B to eliminate concept of joining out-of-territory Regions and divisions.
- May 2006 - Restored Board of Directors guidance to Paragraph 4, Section E, as stipulated by membership vote (which also formalized earlier rewording of this section).

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- July 2009 Section 1, Paragraphs A through F reworded for definitions of classes of membership.
- July 2009 Section 1, paragraph following F added to clarify when membership commences.
- July 2014 Section 1 paragraph G added to define RailPass Membership

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Article V

1. The Board of Directors shall employ such personnel as may be needed to administer and oversee the affairs of the Association.
2. The personnel of the headquarters office under this Article shall have the duties outlined herein and as set forth by the Board of Directors in the Executive Handbook. The specific duties are set forth *infra* in Article VI, Section 5, or at such other places as may be established by the Board.

Change Record:

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Article VI

1. The duties of the respective person or persons under this Article shall be as outlined below and as set forth in the Executive Handbook. Participation in these activities is a privilege and not a right, and each volunteer participant serves at the pleasure of each person having direct or indirect supervisory authority over the volunteer.
2. Each department shall be under the administration of the Executive Director, if there is one, and otherwise under the direction of the President and shall be headed by a Department Manager.
3. The President shall appoint all Department Managers, not including the Administration Department Manager, the Kalmbach Memorial Library Director, and the Curator of the Howell Day Memorial Museum. The President shall also appoint chairs of individual committees not under a manager, after consultation with the Vice Presidents. Managers must be NMRA members in good standing and continue as members in good standing throughout their terms of office. Those holding Family Memberships shall not be appointed.
4. Except as otherwise provided herein, Department Managers shall appoint the chairs of the various committees in their departments. Individuals must be NMRA members in good standing and continue as members in good standing throughout their terms of office. Those holding Family Memberships shall not be appointed.
5. The work product of all departments, committees and subcommittees formed and operated to complete tasks as part of or under NMRA authority will be the property of the NMRA. To this end, any individual nominated to appointment shall acknowledge the NMRA rights to work product and will execute an NMRA Code of Ethics agreement.
6. The **Administration Department** shall consist of a Manager and other personnel who shall have duties as outlined herein, and as set forth in the Executive Handbook and Article V above, including but not limited to the following:
 - A. To keep an up-to-date roster of members and solicit by mail renewals of membership from all members other than Life Members.
 - B. To accept and record renewals and new memberships and transmit funds so obtained, together with a report of the source of such funds, to the Treasurer, and submit a duplicate report to the President.
 - C. To handle all NMRA supplies available to the membership.

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- D. To assemble and distribute mail and electronic ballots as set forth elsewhere in the NMRA Regulations.
 - E. To keep in permanent form, except for financial records kept by the Treasurer, all of the official records of the NMRA, including, but not limited to, minutes of meetings, annual reports of all committees, financial reports of the Treasurer, official election results, and copies of all *NMRA Bulletins*, Data Sheets, and other publications and mailings made by the NMRA.
 - F. To be responsible for the distribution of all materials which go to the entire membership unless otherwise determined by the Board of Directors.
 - G. To provide by contract for other non-profit organizations whose purposes include prototype or model railroading the same types of services that are listed in this Article. Such contracts shall be subject to approval by the Board of Directors and shall be on terms that are financially beneficial to the NMRA.
7. The **Fund Raising Department** is responsible for developing and executing a variety of outside fund raising activities to benefit the NMRA. The Department is headed by the Fund Raising Manager who is appointed by and reports administratively to the President or another officer designated by the President. The primary responsibilities of the Department include creating, developing, managing, and participating in comprehensive fund raising. This should include, but is not limited to:
- A. Target identification,
 - B. Proposal submission,
 - C. Grant requests,
 - D. Internal funding development, and
 - E. Outreach programs.
- This should be accomplished while working closely with appropriate staff, the President, and the Treasure/Chief Financial Officer.
8. The **Education Department** shall consist of a Manager and chairs of programs whose activities are primarily of an educational nature. These include, but are not limited to:
- A. Youth education that could include the scout merit badge program and similar.

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- B. National Model Contests.
- C. Education clinics.
- D. Achievement Program.
- E. Modeling with the Masters.

All positions for national programs performed at a Regional level in the Education Department shall be appointed following the procedures set forth in the EHB.

9. The **Howell Day Museum Department** shall consist of a Curator and other staff as the Curator may deem necessary for museum operations.
10. The **Information Technology Department** shall consist of a Manager and additional personnel as determined by the Manager. The department is responsible for overseeing the technological operations of the Association and the home office, including both computing and communications technologies.
11. The **Kalmbach Memorial Library Department** shall consist of a Library Director and other personnel as deemed necessary for library operations, and shall also be responsible for publication of books and the periodical index and such other duties as established by the Board of Directors.
12. The **Marketing Department** shall consist of a Manager and chairs of such various related committees as the Manager may deem necessary. The Department is responsible for promoting the Association and the hobby to members and non-members alike.
13. The **Membership Services Operations Department** is managed by the Chief Administrative Officer (CAO) and chairs of such various related committees as the Manager may deem necessary. The Department shall be responsible for recruiting and retaining the membership of the Association and shall manage programs designed to provide a direct benefit to the members and perform such other duties as established by the Board of Directors.
14. The **Meetings and Trade Show Department** shall consist of a Manager and chairs of such various related committees as the Manager may deem necessary. The Department shall be responsible for:
 - A. Managing and running the National Convention and National Train Show, as approved by the Board of Directors.
 - B. Establishing a Convention Handbook approved by the Board of Directors containing policy and technical guidance for national conventions.

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- C. Arranging with host cities to bid for a convention center and necessary supporting services for the National Convention.
 - D. Providing necessary technical assistance and guidance to local host groups that are supporting the National Convention and Train Show.
 - E. Accumulating data on costs, attendance, and program details on each convention held to provide information for use in planning future conventions.
 - F. Making arrangements for national Association meetings.
15. The **Publications Department** shall consist of a Publisher and chairs of such related committees as the Publisher may deem necessary, including, but not limited to, those responsible for the *NMRA Bulletin*, *NMRA Magazine*, and any additional periodicals authorized by the Board of Directors. The Department shall be responsible for the preparation and publication of all NMRA periodicals and official materials, and shall advise and assist all other departments in regard to printed matter. The Department shall contract for the *NMRA Magazine* Editor and Advertising Chair with prior approval from the Board of Directors.
16. The **Standards and Conformance Department** shall consist of a Manager and subcommittee members as active in and representing each scale/gauge combination for which the NMRA has written standards or plans to do so. The power and duties of the Department shall include:
- A. To continue the work of standardization in the various scales and gauges, including the proposal of and adoption of Standards and Recommended Practices (RP).
 - B. To study ways and means of improving existing designs in model railroading.
 - C. To develop, propose, and, where appropriate, patent or copyright new designs in such equipment.
 - D. To perform conformance inspections of model railroad products and, based on the results of such inspections and consultations with the manufacturers or marketers who produced or market the products, to notify the Manager of the Standards and Conformance Department whether conformance warrants should be issued or withdrawn.

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- E. To issue, modify, revoke, or withdraw conformance warrants under the procedures and conditions as set forth by the Board of Directors in the Executive Handbook.
 - F. To develop a program to encourage the use by manufacturers and other members of industry of conformance warrants, and to develop a code of conduct for the use, display, and enforcement of the conformance warrant by the manufacturer or industry representative. Said program shall be subject to the policy approval of the Board of Directors and the procedures for said program shall be set forth in the Executive Handbook. The purpose of the program is not to entangle the NMRA in legal disputes but to create a mechanism by which NMRA standards are encouraged to be used appropriately and properly so as to give model railroad consumers confidence that the products displaying said warrant fully comply with the applicable NMRA standards.
 - G. To publicize and communicate with members and non-members as to the performance of model railroad products and equipment in accordance with the standards and conformance warrants issued, including the enlisting of the Model Railroad media in said effort.
 - H. To regularly communicate with the Secretary of the Association on any conformance warrants issued, modified, revoked, or withdrawn.
17. The President or his designee, who may be a committee, shall conduct an annual review of the activities of each department. This review shall be conducted after each annual meeting but before the mid-year meeting or the commencement of the work to prepare the next year's budget.
- A. This review of each department's past year's performance shall include, but not be limited to:
 1. The degree the department met its goals and objectives, on an item-by-item basis, using performance measurements authorized by the President, together with an explanation of why goals and objectives were not met where there is a lack of achievement. Timeliness of performance shall be one of the objectives to be measured.
 2. The financial impact of the activities of each department, including both expenditures and income.
 3. Which activities should be added, deleted, expanded, contracted, or modified, together with anticipated fiscal and non-fiscal impacts and the basis of such projections. This item is the President's prerogative.

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- B. All Department Managers and Committee Chairs shall cooperate in a timely manner.
 - C. A copy of this review shall be provided to the Finance Committee prior to that committee's commencement of the budget preparation process, and shall accompany the copy of the annual budget proposal distributed to the Board of Directors before the mid-year meeting.
18. No less frequently than every five years, each department shall undergo an independent analysis of all of its activities to be performed by a committee appointed by the President subject to the approval of the Board of Directors.
- A. The President shall recommend a schedule for such analyses, which shall be subject to approval by the Board of Directors. The purpose of this independent analysis is to determine whether the program should be allowed to lapse or continue.
 - B. Its membership shall include at least one Director and at least one non-Board member who has never served in that department. The President may also appoint individuals who are not NMRA members and, with Board approval, employ such individuals and entities as may be beneficial to this analysis.
 - C. The committee shall have access to all of that department's portion of the annual reviews since the last analysis, any internal documents used in preparing that department's portion of those annual reviews, and any other relevant NMRA documents.
 - D. The report shall address:
 - 1. Whether the department is meeting its goals and objectives, and why not if it is not meeting the goals and objectives.
 - 2. Whether each activity is cost-effective, regardless of whether the particular activity meets its goals and/or objectives, and provide recommendations regarding reducing the costs of such activities when such is warranted.
 - 3. Any activity or program not meeting its goals and objectives and shall identify them and either recommend its elimination or state why it should be retained (including any recommended changes that should be made if it is retained).
 - 4. Any additional sources of revenue that the department might generate, including but not limited to grants, sponsorships by or with

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other entities, and new revenue-generating activities. It also may recommend the addition, expansion, modification, contraction, and deletion of any activity when so accompanied by its rationale for any such recommendation.

- E. The Department Manager and the President shall have the opportunity to add their comments as appendices to the report, but shall not have the power to change the report.

A copy of the report shall be provided to each director and officer and to the Manager of the department being analyzed.

Change Record:

- January 2006 - Information Technology Department added.
Member Services Department renamed Membership Services and Promotion Department.
Technical Department renamed Standards and Conformance Department.
- July 2007 Development Department name changed to Fund Raising Department; professional staff development responsibility removed.
- July 2007 Responsibility for data sheets removed from Membership Services and Promotion Department. This responsibility already included in Publications Department.
- February 2011 Removed reference to the Junior College Program as it is no longer in effect.
- July 2011 Intellectual property policy
- August 2015 Expanded Fund Raising Department duties

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Article VII

1. The duties of the respective person or persons under this Article shall be as published below, and set forth in the Executive Handbook.
2. Unless otherwise provided, Board Committees shall consist of a chair appointed by the President and of such members as the chair may deem necessary and appoint.
 - A. The **Audit Committee** Chair and members shall be appointed as set forth above upon advice and consent of the Board of Directors. The **Audit Committee** shall:
 1. Retain the auditor of the NMRA, who shall be a Certified Public Accountant familiar with auditing non-profit organizations. The Auditor will not provide other financial services to the NMRA.
 2. Consult with the Auditor and the NMRA Treasurer with regard to the plan of the audit.
 3. Review the fees of the auditor for audit services.
 4. Review the audit report, in consultation with the Auditor and, as appropriate, in consultation with the officers.
 5. Consult with the Auditor, as appropriate, out of the presence of the officers with regard to the adequacy of the systems of accounting and internal control of the NMRA.
 6. Serve as a communication liaison between the Directors and the Auditor.
 7. Work with the other board committees, officers, and the Executive Director and report its activities and recommendations periodically to the Board of Directors.
 8. Only Directors of the NMRA are eligible to serve on the Audit Committee. The members of the Audit Committee cannot serve on the Finance or Investment Committees.
 9. The Audit Committee will ensure that the officers and staff of the NMRA adhere to the "whistle blower" and document destruction policies.

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10. The Audit Committee shall complete an annual review of the Disclosure Statements, and update the Code of Ethics when necessary.
- B. The **International Committee** Chair shall be appointed as set forth in 2 above.
 1. The **International Committee** shall monitor, evaluate, and propose programs to provide better services to international (non-US) members including, but not limited to, programs and issues concerning manufacturers (Standards and Recommended Practices), public relations, promotions, conventions, and dues. It shall work with other Board Committees to monitor and assess how their proposals and activities will affect the NMRA internationally. It will also bring before the Board of Directors issues of international concern, delineating problems and their solutions.
 2. The **International Committee** shall establish rules and procedures for the establishment, boundaries, administration and operation of the sub-districts established in Article VIII, Section 11. All rules and procedures of the International Committee shall be published in the Executive Handbook and subject to review or revision by the Board of Directors in the same manner as any other committee.
 - C. The **Operations Committee** shall be appointed as set forth in 2 above. The **Operations Committee** shall review performance evaluations for all positions and recommend necessary changes to the President. It will evaluate the effectiveness and relevance of departments and programs in regards to the NMRA's stated purposes, mission statement, and long range goals. It will work with other Board Committees to monitor and assess how proposals and activities can be coordinated and streamlined for increased efficiency in delivering services to members.
 - D. The **Policy Committee** shall be appointed as set forth in 2 above. The **Policy Committee** shall analyze new programs, proposals, and motions for conformity with existing NMRA Regulations and Policies, and work with the other Board Committees to develop new policies as needed for Board of Directors approval to guide the NMRA toward its stated goals and purposes. It shall cooperate with the Operations Committee to ensure program compliance with Board policies. The Secretary may be Chair, but in any case will be a member of the committee.
 - E. The **Investment Committee** shall be appointed as set forth in 2 above. The **Investment Committee** shall:

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1. Consist of a Director, the Treasurer, and other persons who have special expertise helpful to the committee. The President, subject to confirmation by the Board of Directors, shall appoint each member of the committee.
 2. Determine the nature and amount of securities in which the funds of the NMRA shall be invested, within guidelines recommended by the committee and approved by the Board of Directors.
 3. Authorize, by a majority vote, the purchase or sale of such securities, in accordance with such determinations.
 4. Keep a contemporaneous written record of transactions involving the investments of the NMRA, and make a written report of such transactions quarterly to the President and the Chairs of the Audit and Finance Committees.
 5. The members of the Investment Committee shall serve without compensation except for budgeted reimbursement of their reasonable expenses. A member shall be appointed for a two-year term, and may be reappointed.
- F. The **Finance and Budget Committee** shall be appointed as set forth in 2 above. The **Finance and Budget Committee** shall consist of the Treasurer as Chair, the NMRA President, Vice President - Administration, Executive Director, Department Managers, and one representative from the Board of Directors, selected by the Board. The Board representative shall have at least one year of tenure on the Board of Directors when he or she is selected. It shall be the responsibility of the committee to review budget requests submitted, to develop a proposed budget, and to submit their proposal and recommendation to the Board of Directors for action. The President is responsible for the submission of budget requests for Presidential and Vice Presidential Committees.
- G. The **National Nominating Committee** Chair shall be appointed by the President. Members of the committee shall be the President of each Region that has members residing in the U.S., serving *ex officio*. Each U.S. Region President may designate a U.S. member of his/her Region to serve in his/her place.
1. The committee shall solicit, investigate, and, when possible, nominate at least two candidates for each position of President, Vice President-Administration, Vice President-Special Projects, and for five Directors of the Board, those being the three U. S. Districts (Western, Central, and Eastern) and the two at-large positions. The

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at-large Director positions, which are open for nominations from any district, shall be subject to nominations from the National Nominating Committee as well as the NMRA Canada Nominating Committee, Atlantic District Nominating Committee and the Pacific District Nominating Committee with input from the Regional Advisory Council.

2. The committee shall be appointed and commence its work so as to enable it to render an adequate report by June 15.
 3. Qualifications for and procedures to be utilized by the nominating committee shall be set forth in the Executive Handbook and in Article X *infra* regarding Nominations and Voting.
 4. No Chair of the National Nominating Committee shall be a national director or national officer.
 5. By June 15, the National Nominating Committee Chair should receive reports from all the other Nominating Committees participating in the current election. The National Nominating Committee Chair will then combine the results of the National Nominating Committee with the results of all the other Nominating Committees participating in the current election to form the Combined Nominating Committees Final Report. The National Nominating Committee Chair will then forward the report to the NMRA Secretary no later than July 1.
- H. The **NMRA Canada Nominating Committee** shall consist of a Chair appointed by the President of NMRA Canada and at least six members appointed by the Chair with the concurrence of the President of NMRA Canada.
1. The committee shall solicit, investigate, and, when possible, nominate at least two candidates for each position of NMRA Canada Director, NMRA Canada President, and NMRA Canada Vice President. The committee should also solicit candidates for the At-Large North American Director position and the At-Large World-Wide Director position.
 2. The committee shall be appointed and commence its work so as to enable it to render an adequate report to the NMRA National Nominating Committee Chair by June 15.

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3. Qualifications for and procedures to be utilized by the nominating committee shall be set forth in the Executive Handbook and in Article X *infra* regarding Nominations and Voting.
 4. No Chair of the NMRA Canada Nominating Committee shall be a national director, national officer, or be an elected representative of NMRA Canada.
- I. The **Atlantic District Nominating Committee** shall be appointed as set forth in 2 above. The **Atlantic District Nominating Committee** shall consist of a Chair appointed by the President and at least six members, with representation from every Region in the District, appointed by the Chair with the concurrence of the President.
1. The committee shall solicit, investigate, and, when possible, nominate at least two candidates for the position of Atlantic District Director. The committee should also solicit candidates for the At-Large World-Wide Director position.
 2. The committee shall be appointed and commence its work so as to enable it to render an adequate report to the NMRA National Nominating Committee Chair by June 15.
 3. Qualifications for and procedures to be utilized by the nominating committee shall be set forth in the Executive Handbook and in Article X *infra* regarding Nominations and Voting.
 4. No Chair of the Atlantic District Nominating Committee shall be a national director or national officer.
- J. The **Pacific District Nominating Committee** shall be appointed as set forth in 2 above. The **Pacific District Nominating Committee** shall consist of a Chair appointed by the President and at least six members, with representation from every Region in the District, appointed by the Chair with the concurrence of the President.
1. The committee shall solicit, investigate, and, when possible, nominate at least two candidates for the position of Pacific District Director. The committee should also solicit candidates for the At-Large World-Wide Director position.
 2. The committee shall be appointed and commence its work so as to enable it to render an adequate report to the NMRA National Nominating Committee Chair by June 15.

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3. Qualifications for and procedures to be utilized by the nominating committee shall be set forth in the Executive Handbook and in Article X *infra* regarding Nominations and Voting.
 4. No Chair of the Pacific District Nominating Committee shall be a national director or national officer.
- K. The **Convention Committee** shall consist of a chair appointed by the President upon advice and counsel of the Board of Directors, and at least four members appointed by the Chair with the concurrence of the President, one of whom shall be a representative of the Meetings & Trade Show Department. The Committee shall provide assistance and oversight to the Meetings & Trade Show Department in administering the policy of the Board on conventions and trade show activities, including, but not limited to review of major contracts prior to execution and bids by candidate host cities prior to consideration by the Board of Directors. The Chair shall report to the Board on a periodic basis.

The President shall establish any additional committees as may be required for temporary or continuing purposes.

Change Record:

- January 2005 - Entire article restructured
- July 2005 - Exception for International Committee deleted from Section 2. Provision naming President of NMRA (Canada) as chair of International Committee deleted from Section 2, Paragraph B.
Responsibility for maintaining the Executive Handbook deleted from Paragraph D.
- January 2007 - Process for the appointment of committee chairs amended and language added to each applicable section.
- January 2007 - Section J. Convention Committee and responsibilities added.
- July 2010 - Section 2, Part B amended to add additional responsibilities to International Committee
- July 2014 - Expanded the definition of the National Nominating Committee, NMRA Canada Nominating Committee, Atlantic District Nominating Committee, and the Pacific District Nominating Committee
- August 2015 - Removed Audit Committee requirement to change auditor after five audits.
- August 2015 - National Nominating Committee added Requirement for Region Presidents to nominate members to the Committee
- February 2016 - National Nominating Committee added requirement making US Region Presidents ex officio members of Committee

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Article VIII

1. Each Region shall elect:
 - A. A President who shall be responsible for those duties generally developing upon such office.
 - B. Such local officers to serve under the President as are necessary to the transaction of its business.
2. Every member, officer, and director of a Region shall be a member of the NMRA.
3. The Regions shall adopt and maintain a set of governing documents consistent with the Regulations and Articles of Incorporation of the NMRA.
4. Each Region may subdivide into divisions to facilitate the execution of the objectives of the Region. The divisions shall adopt and maintain a set of governing documents consistent with those of the Region. The Regions shall define the divisions by any combination of the following criteria:
 - (a) Country names or boundaries
 - (b) State name or boundaries or the equivalent
 - (c) County names or boundaries or the equivalent
 - (d) Postal or Zip codes
 - (e) Cities, townships, villages or other descriptors to describe a landmass
 - (f) Latitude and longitude descriptors

Further:

- A. A Region or Division shall consist of all NMRA members within the geographic area established by the NMRA (for Regions) or Region (for Divisions) as provided in these regulations. The Region shall have no less than three (3) officers (or more if required by law) and the Region shall hold no less than one business meeting per fiscal year. Said officers of the Region shall be elected by the NMRA membership within the Region. No person shall hold concurrent elected positions within Region leadership. A person may hold a Region elected position and a Division elected position concurrently.

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- B. Each Division within a Region shall have no less than two (2) officers (or more if required by law) and the Division shall hold no less than one business meeting per fiscal year. It is preferred that said officers of the Division be elected by the NMRA membership within the Division. In the event that a Division cannot determine a slate of candidates for a ballot election, the Region President shall be permitted to appoint a Division Leader (Superintendent, President, etc.) and a Secretary/Treasurer (Chief Clerk/Paymaster, etc.) to serve for a period of no more than two years at which time the Division shall again attempt to determine a slate of candidates for a formal election ballot. The same person may not hold both offices simultaneously. Division requirements shall not apply to Divisions in the British, European, and Australasian Regions.
5. Every member, officer, and director of a division shall be a member of the NMRA and of the Region of which the division is a part.
6. The Board of Directors of the NMRA shall have final authority in all matters relating to Regional organization, including any amendments of boundaries or additions to, or consolidations of, any Regions set up under this Article including, but not limited to, the power to regulate a Region's or Division's authority to operate.
7. The Regions of the NMRA shall be defined using any combination of the following criteria:
- a) Country names or boundaries
 - b) State names or boundaries or the equivalent
 - c) County names or boundaries or the equivalent
 - d) Cities, townships, villages, or other descriptors to describe a landmass
 - e) Latitude and Longitude descriptors

The Regional boundaries shall be as follows:

A. Australasian Region

- 1. Includes Australia and New Zealand

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B. British Region:

1. Includes the England, Scotland, Wales, Northern Ireland, the Republic of Ireland, the Isle of Man and the Channel Islands, together with the offshore islands under the same administrations.

C. European Region:

1. Includes Abkhazia, Akrotiri and Dhekelia, Aland, Albania, Andorra, Armenia, Austria, Azerbaijan, Belarus, Belgium, Bosnia, and Herzegovina, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Georgia, Germany, Greece, Hungary, Iceland, Italy, Kazakhstan, Kosovo, Latvia, Liechtenstein, Lithuania, Luxembourg, Macedonia, Malta, Moldova, Monaco, Montenegro, Nagorno-Karabakh, Northern Cyprus, Norway, Poland, Portugal, Romania, Russia east to the Ural Mountains, San Marino, Serbia, Slovakia, Slovenia, South Ossetia, Spain, Svalbard, Sweden, Switzerland, The Netherlands, Transnistria, Trans-Dniester, Turkey, Ukraine, and Vatican City.

D. Lone Star Region:

1. Includes all of the State of Louisiana as well as
2. all of the State of Texas except for El Paso County.

E. Mid Central Region:

1. Includes the following counties in the State of Indiana:
 - (a) Clark, Crawford, Dearborn, Decatur, Fayette, Floyd, Franklin, , Harrison, Henry, Jefferson, Ohio, Randolph, Ripley, Rush, Switzerland, Union, Washington, and Wayne as well as
2. the following counties in the Commonwealth of Kentucky:
 - (a) Adair, Allen, Anderson, Barren, Bath, Bell, Boone, Bourbon, Boyd, Boyle, Bracken, Breathitt, Breckinridge, Bullitt, Campbell, Carroll, Carter, Casey, Clark, Clay, Clinton, Cumberland, Edmonson, Elliott, Estill, Fayette, Fleming, Floyd, Franklin, Gallatin, Garrard, Grant, Grayson, Green, Greenup, Hardin, Harlan, Harrison, Hart, Henry, Jackson, Jefferson, Jessamine, Johnson, Kenton, Knott, Knox, La Rue, Laurel, Lawrence, Lee, Leslie, Letcher, Lewis, Lincoln, McCreary, Madison, Magoffin, Marion, Martin, Mason, Meade, Menifee, Mercer, Metcalfe, Monroe, Montgomery, Morgan, Nelson, Nicholas, Oldham, Owen, Owsley, Pendleton, Perry, Pike, Powell, Pulaski,

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- Robertson, Rockcastle, Rowan, Russell, Scott, Shelby, Simpson, Spencer, Taylor, Trimble, Warren, Washington, Wayne, Whitley, Wolfe, and Woodford as well as
3. the following counties in the State of New York,
 - (a) Allegheny, Cattaraugus, and Chautauqua as well as,
 4. the following counties in the State of Ohio:
 - (a) Adams, Ashland, Ashtabula, Athens, Belmont, Brown, Butler, Carroll, Champaign, Clark, Clermont, Clinton, Columbiana, Coshocton, Cuyahoga, Darke, Delaware, Erie, Fairfield, Fayette, Franklin, Gallia, Geauga, Greene, Guernsey, Hamilton, Hardin, Harrison, Highland, Hocking, Holmes, Huron, Jackson, Jefferson, Knox, Lake, Lawrence, Licking, Logan, Lorain, Madison, Mahoning, Marion, Medina, Meigs, Mercer, Miami, Monroe, Montgomery, Morgan, Morrow, Muskingum, Noble, Perry, Pickaway, Pike, Portage, Preble, Richland, Ross, Scioto, Shelby, Stark, Summit, Trumbull, Tuscarawas, Union, Vinton, Warren, Washington, and Wayne as well as
 5. the following counties in the Commonwealth of Pennsylvania:
 - (a) Allegheny, Armstrong, Beaver, Butler, Cameron, Clarion, Clearfield, Clinton, Crawford, Elk, Erie, Fayette, Forest, Green, Indiana, Jefferson, Lawrence, McKean, Mercer, Potter, Venango, Warren, Washington, and Westmoreland as well as
 6. the following counties in the State of West Virginia:
 - (a) Barbour, Boone, Braxton, Brooke, Cabell, Calhoun, Clay, Doddridge, Fayette, Gilmer, Grant, Greenbrier, Hancock, Harrison, Jackson, Kanawha, Lewis, Lincoln, Logan, Marion, Marshall, Mason, McDowell, Mercer, Mingo, Monongalia, Monroe, Nicholas, Ohio, Pleasants, Pocahontas, Preston, Putnam, Raleigh, Randolph, Ritchie, Roane, Summers, Taylor, Tucker, Tyler, Upshur, Wayne, Webster, Wetzel, Wirt, Wood, and Wyoming.

F. Mid-Continent Region:

1. Includes all of the States of Arkansas, Kansas, Missouri, Nebraska, and Oklahoma as well as
2. the following counties in the State of Illinois:
 - (a) Alexander, Bond, Calhoun, Clay, Clinton, Edwards, Franklin, Gallatin, Greene, Hamilton, Hancock, Hardin, Henderson,

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Jackson, Jefferson, Jersey, Johnson, Macoupin, Madison, Marion, Massac, Montgomery, Monroe, Perry, Pope, Pulaski, Randolph, St. Clair, Saline, Union, Wabash, Washington, Wayne, White, and Williamson as well as

3. the following counties in the State of Iowa:
 - (a) Adair, Adams, Appanoose, Audubon, Benton, Boone, Cass, Cedar, Clarke, Clinton, Dallas, Davis, Decatur, Des Moines, Fremont, Greene, Guthrie, Hamilton, Hardin, Harrison, Henry, Iowa, Jackson, Jasper, Jefferson, Johnson, Jones, Keokuk, Lee, Linn, Louisa, Lucas, Madison, Mahaska, Marion, Marshall, Mills, Monroe, Montgomery, Muscatine, Page, Polk, Pottawattamie, Poweshiek, Ringgold, Scott, Shelby, Story, Tama, Taylor, Union, Van Buren, Wapello, Warren, Washington, and Wayne,

G. Mid Eastern Region:

1. Includes all of the State of Delaware, and Maryland, the Commonwealth of Virginia and the District of Columbia, as well as
2. the following counties in the State of New Jersey:
 - (a) Atlantic, Burlington, Camden, Cape May, Cumberland, Gloucester, Mercer, Monmouth, Ocean, and Salem as well as
3. the following counties in the State of North Carolina:
 - (a) Alamance, Alexander, Alleghany, Anson, Ashe, Beaufort, Bertie, Bladen, Brunswick, Burke, Cabarrus, Caldwell, Camden, Carteret, Caswell, Catawba, Chatham, Chowan, Cleveland, Columbus, Craven, Cumberland, Currituck, Dare, Davidson, Davie, Duplin, Durham, Edgecombe, Forsyth, Franklin, Gaston, Gates, Granville, Greene, Guilford, Halifax, Harnett, Hertford, Hoke, Hyde, Iredell, Johnston, Jones, Lee, Lenoir, Lincoln, Martin, Mecklenburg, Montgomery, Moore, Nash, New Hanover, Northampton, Onslow, Orange, Pamlico, Pasquotank, Pender, Perquimans, Person, Pitt, Randolph, Richmond, Robeson, Rockingham, Rowan, Sampson, Scotland, Stanly, Stokes, Surry, Tyrell, Union, Vance, Wake, Warren, Washington, Watauga, Wayne, Wilkes, Wilson, and Yadkin as well as
4. the following counties in the Commonwealth of Pennsylvania:

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- (a) Adams, Bedford, Berks, Blair, Bucks, Cambria, Carbon, Centre, Chester, Columbia, Cumberland, Dauphin, Delaware, Franklin, Fulton, Huntingdon, Juniata, Lackawanna, Lancaster, Lebanon, Lehigh, Luzerne, Lycoming, Mifflin, Monroe, Montgomery, Montour, Northampton, Northumberland, Perry, Philadelphia, Pike, Schuylkill, Snyder, Somerset, Sullivan, Susquehanna, Union, Wayne, Wyoming, and York as well as
- 5. the following counties in the State of South Carolina:
 - (a) Chester, Lancaster, and York as well as
- 6. the following counties in the State of West Virginia:
 - (a) Berkeley, Hampshire, Hardy, Jefferson, Mineral, Morgan, and Pendleton.

H. Midwest Region:

- 1. Includes the following counties in the State of Illinois:
 - (a) Adams, Boone, Brown, Bureau, Carroll, Cass, Champaign, Christian, Clark, Coles, Cook, Crawford, Cumberland, DeKalb, DeWitt, Douglas, Dupage, Edgar, Effingham, Fayette, Ford, Fulton, Grundy, Henry, Iroquois, Jasper, Jo Daviess, Kane, Kanakee, Kendall, Knox, Lake, La Salle, Lawrence, Lee, Livingston, Logan, McDonough, McHenry, McLean, Macon, Marshall, Mason, Menard, Mercer, Morgan, Moultrie, Ogle, Peoria, Piatt, Pike, Putnam, Richland, Rock Island, Sangamon, Schuyler, Scott, Shelby, Stark, Stephenson, Tazewell, Vermilion, Warren, Whiteside, Will, Winnebago, and Woodford as well as
- 2. the following counties in the State of Indiana:
 - (a) Bartholomew, Benton, Boone, Brown, Carroll, Cass, Clay, Clinton, Daviess, Delaware, Dubois, Elkhart, Fountain, Fulton, Gibson, Greene, Hamilton, Hancock, Hendricks, Howard, Jackson, Jasper, Jennings, Johnson, Knox, Lake, La Porte, Lawrence, Madison, Marion, Marshall, Martin, Miami, Monroe, Montgomery, Morgan, Newton, Orange, Owen, Parke, Perry, Pike, Porter, Posey, Pulaski, Putnam, St Joseph, Scott, Shelby, Spencer, Starke, Sullivan, Tippecanoe, Tipton, Vanderburgh, Vermillion, Vigo, Warren, Warrick, and White as well as
- 3. the following counties in the Commonwealth of Kentucky:

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(a) Ballard, Butler, Caldwell, Calloway, Carlisle, Christian, Crittenden, Daviess, Fulton, Graves, Hancock, Henderson, Hickman, Hopkins, Livingston, Logan, Lyon, McCracken, McLean, Marshall, Muhlenberg, Ohio, Todd, Trigg, Union, and Webster as well as

4. the following counties in the State of Michigan:

(a) Alger, Baraga, Berrien, Delta, Cass, Dickinson, Gogebic, Houghton, Iron, Keweenaw, Marquette, Menominee, Ontonagon, and Schoolcraft as well as

5. the following counties in the State of Wisconsin

(a) Adams, Brown, Calumet, Clark, Columbia, Dane, Dodge, Door, Florence, Fond du Lac, Forest, Green, Green Lake, Iowa, Iron, Jefferson, Juneau, Kenosha, Kewaunee, Lafayette, Langlade, Lincoln, Manitowoc, Marathon, Marinette, Marquette, Menominee, Milwaukee, Oconto, Oneida, Outagamie, Ozaukee, Portage, Price, Racine, Richland, Rock, Sauk, Shawano, Sheboygan, Taylor, Vilas, Walworth, Washington, Waukesha, Waupaca, Waushara, Winnebago, and Wood.

I. Niagara Frontier Region:

1. Includes the following counties in the State of New York:

(a) Broome, Chemung, Cortland, Erie, Jefferson, Niagara, Oswego, Schuyler, Tioga, and Tompkins, as well as

2. the following counties in the Commonwealth of Pennsylvania:

(a) Bradford, and Tioga as well as

3. all of the Canadian Province of Ontario except the Districts of:

(a) Kenora, Rainy River, and Thunder Bay.

J. Northeastern Region:

1. Includes all of the State of Connecticut, Maine, New Hampshire, Rhode Island, and Vermont, and the Commonwealth of Massachusetts, as well as

2. the following counties in the State of New Jersey:

(a) Bergen, Essex, Hudson, Hunterdon, Middlesex, Morris, Passaic, Somerset, Sussex, Union, and Warren as well as

3. the following counties in the State of New York:

(a) Albany, Bronx, Cayuga, Chenango, Clinton, Columbia, Delaware, Dutchess, Essex, Franklin, Fulton, Genesee,

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Greene, Hamilton, Herkimer, Kings, Lews, Livingston, Madison, Monroe, Montgomery, Nassau, New York, Oneida, Onondaga, Ontario, Orange, Orleans, Otsego, Putnam, Queens, Rensselaer, Richmond, Rockland, St Lawrence, Saratoga, Schenectady, Schoharie, Seneca, Steuben, Suffolk, Sullivan, Ulster, Warren, Washington, Wayne, Westchester, Wyoming, and Yates, as well as

4. the Canadian Provinces of New Brunswick, Newfoundland, Nova Scotia, Prince Edward island, and Quebec.

K. North Central Region:

1. Includes the following parts of the State of Indiana:
 - (a) Adams, Allen, Blackford, De Kalb, Grant, Huntington, Jay, Kosciusko, La Grange, Noble, Steuben, Wabash, Wells, and Whitney as well as
2. the following counties in the State of Michigan:
 - (a) Alcona, Allegan, Alpena, Antrim, Arenac, Barry, Bay, Benzie, Branch, Calhoun, Charlevoix, Cheboygan, Chippewa, Clare, Clinton, Crawford, Eaton, Emmet, Genesee, Gladwin, Grand Traverse, Gratiot, Hillsdale, Huron, Ingham, Ionia, Iosco, Isabella, Jackson, Kalamazoo, Kalkaska, Kent, Lake, Lapeer, Leelanau, Lenawee, Livingston, Luce, Mackinac, Macomb, Manistee, Mason, Mecosta, Midland, Missaukee, Monroe, Montcalm, Montmorency, Muskegon, Newaygo, Oakland, Oceana, Ogemaw, Osceola, Oscoda, Otsego, Ottawa, Presque Isle, Roscommon, Saginaw, St Clair, St Joseph, Sanilac, Shiawassee, Tuscola, Van Buren, Washtenaw, Wayne, and Wexford as well as
3. the following counties in the State of Ohio:
 - (a) Allen, Auglaize, Crawford, Defiance, Fulton, Hancock, Henry, Lucas, Ottawa, Paulding, Putnam, Sandusky, Seneca, Van Wert, Williams, Wood, and Wyandot.

L. Pacific Coast Region:

1. All of the State of Hawaii as well as
2. the following counties in the State of California:

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(a) Alameda, Alpine, Amador, Butte, Calaveras, Colusa, Contra Costa, Del Norte, El Dorado, Fresno, Glenn, Humboldt, Kern, Kings, Lake, Lassen, Madera, Marin, Mariposa, Mendocino, Merced, Modoc, Monterey, Napa, Nevada, Placer, Plumas, Sacramento, San Benito, San Francisco, San Joaquin, San Luis Obispo, San Mateo, Santa Barbara, Santa Clara, Santa Cruz, Shasta, Sierra, Siskiyou, Solano, Sonoma, Stanislaus, Sutter, Tehama, Trinity, Tulare, Tuolumne, Yolo, and Yuba as well as

3. the following counties in the State of Nevada:
 - (a) Churchill, Douglas, Elko, Eureka, Humboldt, Lander, Lyon, and Mineral, Pershing, Storey, Washoe, White Pine as well as
4. the Consolidated Municipality of Carson City.

M. Pacific Northwest Region:

1. Includes the States of Alaska, Idaho, Montana, Oregon, and Washington as well as
2. the Canadian Provinces of Alberta, British Columbia, Saskatchewan, Yukon Territory, and the Northwest Territories.

N. Pacific Southwest Region:

1. Includes the State of Arizona as well as
2. the following counties in the State of California:
 - (a) Imperial, Inyo, Los Angeles, Mono, Orange, Riverside, San Bernardino, San Diego, and Ventura as well as
3. the following counties in the State of Nevada:
 - (a) Clark, Esmeralda, Lincoln, and Nye

O. Rocky Mountain Region:

1. Includes the States of Colorado, New Mexico, Utah, and Wyoming as well as
2. the following county in the State of Texas:
 - (a) El Paso as well as
3. the following counties in the State of South Dakota:
 - (a) Butte, Custer, Fall River, Lawrence, Meade, Pennington, and Shannon.

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P. Southeastern Region:

1. Includes all of the States of Alabama, Georgia, Mississippi, and Tennessee as well as
2. the following counties in the State of Florida
 - (a) Bay, Calhoun, Escambia, Gulf, Holmes, Jackson, Okaloosa, Santa Rosa, Walton, and Washington as well as
3. the following counties in the State of North Carolina:
 - (a) Avery, Buncombe, Cherokee, Clay, Graham, Haywood, Henderson, Jackson, Macon, Madison, McDowell, Mitchell, Polk, Rutherford, Swain, Transylvania, and Yancey as well as
4. the following counties in the State of South Carolina:
 - (a) Abbeville, Aiken, Allendale, Anderson, Bamberg, Barnwell, Beaufort, Berkeley, Calhoun, Charleston, Cherokee, Chesterfield, Clarendon, Colleton, Darlington, Dillon, Dorchester, Edgefield, Fairfield, Florence, Georgetown, Greenville, Greenwood, Hampton, Horry, Jasper, Kershaw, Laurens, Lee, Lexington, Marion, Marlboro, McCormick, Newberry, Oconee, Orangeburg, Pickens, Richland, Saluda, Spartanburg, Sumter, Union and Williamsburg.

Q. Sunshine Region:

1. Includes the following counties in the State of Florida:
 - (a) Alachua, Baker, Bradford, Brevard, Broward, Charlotte, Citrus, Clay, Collier, Columbia, deSoto, Dixie, Duval, Flagler, Franklin, Gadsden, Gilchrist, Glades, Hamilton, Hardee, Hendry, Hernando, Highlands, Hillsborough, Indian River, Jefferson, Lafayette, Lake, Lee, Leon, Levy, Liberty, Madison, Manatee, Marion, Martin, Miami-Dade, Monroe, Nassau, Okeechobee, Orange, Osceola, Palm Beach, Pasco, Pinellas, Polk, Putnam, Saint Johns, Saint Lucie, Sarasota, Seminole, Sumter, Suwanee, Taylor, Union, Volusia, and Wakulla.

R. Thousand Lakes Region:

1. Includes the States of Minnesota, North Dakota, as well as
2. the following counties in the State of Iowa:
 - (a) Allamakee, Black Hawk, Bremer, Buchanan, Buena Vista, Butler, Calhoun, Carroll, Cerro Gordo, Cherokee, Chickasaw, Clay, Clayton, Crawford, Delaware, Dickinson, Dubuque, Emmet, Fayette,

EXECUTIVE HANDBOOK	Section A 8.1
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Floyd, Franklin, Grundy, Hancock, Howard, Humboldt, Ida, Kossuth, Lyon, Mitchell, Monona, O'Brien, Osceola, Palo Alto, Plymouth, Pocahontas, Sac, Sioux, Webster, Winnebago, Winneshiek, Woodbury, Worth, and Wright as well as

3. the following counties in the State of South Dakota:
 - (a) Aurora, Beadle, Bennett, Bon Homme, Brookings, Brown, Brule, Buffalo, Campbell, Charles Mix, Clark, Clay, Codington, Corson, Davison, Day, Devel, Dewey, Douglas, Edmunds, Faulk, Grant, Gregory, Haakon, Hamlin, Hand, Hanson, Harding, Hghes, Hutchinson, Hyde, Jackson, Jerauld, Jones, Kingsbury, Lake, Lincoln, Lyman, Marshall, McCook, McPherson, Mellette, Miner, Minnehaha, Moody, Perkins, Potter, Roberts, Sanborn, Spink, Stanley, Sully, Todd, Tripp, Turner, Union, Walworth, Yankton, and Ziebach as well as
4. the following counties in the State of Wisconsin:
 - (a) Ashland, Barron, Bayfield, Buffalo, Burnett, Chippewa, Crawford, Douglas, Dunn, Eau Claire, Grant, Jackson, La Crosse, Monroe, Pepin, Pierce, Polk, Rusk, Sawyer, St Croix, Trempealeau, Vernon, and Washburn as well as
5. the Canadian Province of Manitoba and the Canadian Territory of Nunavut as well as
6. the following Districts of the Canadian Province of Ontario:
 - (a) Kenora, Rainy River and Thunder Bay

8. Established Regional boundaries may be changed as follows:

- A. Two-thirds of the Region members residing within an area definable using the criteria in Article VIII – 7 above and adjoining another Region must sign a petition to change their Region affiliation to the adjoining Region and submit said petition to the governing bodies of both Regions involved.
- B. If the petition is approved, the Director or Directors representing both Regions will present to the Board of Directors, at its next regularly scheduled meeting, a motion to approve the Region boundary changes.
- C. If the petition is not approved by either or both Regions, then the members may submit a petition signed by two-thirds of those members in the affected area to the Board of Directors for action. A two-thirds vote of the Board in favor of the petition is needed for approval.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section A 8.1</p>
<p style="text-align: center;">NMRA Regulations</p> <p style="text-align: center;">Regional / Divisional Organizations</p>	<p style="text-align: center;">Page 12</p> <p style="text-align: center;">Last Amended 2/18/2017</p>

- D. All petitions must contain written signatures, printed name next to signature followed by NMRA number. Completed petitions must be sent to the NRMA Secretary for signature validation. Upon validation, the petition will be added to the Board of Directors agenda. Should the petition fail validation, it will be returned to the sender.
9. Regional organizations of the NMRA may be established thusly:
- A. Upon petition of fifty or more regularly enrolled members of the NMRA, all of whom are from any logical geographic area, the right to organize an NMRA Region may be granted. The petition shall be directed to the Board of Directors and addressed to the Secretary. It shall designate one of the signers thereof as temporary Chair in charge of the organizational activities.
- B. If the petition is approved by the Board of Directors, the person designated as temporary Chair shall be notified of such approval. A list of all NMRA members in this Region shall be forwarded to the Chair, who shall set the date for the organizational meeting and shall send notices to each of the NMRA members in this Region at least thirty (30) days prior to the date of the meeting.
10. The Board of Directors of the NMRA shall establish, with the assistance and concurrence of the Regions, a Regional Advisory Council (RAC).
- A. It shall not serve as a level of governance of the NMRA, but shall provide input to the Board of Directors representing the different perspectives of the Regions.
- B. The body shall consist of one representative from each Region, who normally would be the Region President or such other representative that the Region designates for said purpose, as well as an alternate in case the Region representative is unable to participate.
- C. Representatives on the Regional Advisory Council should have electronic communications access available and shall meet on a periodic basis, in a manner and under circumstances to be developed by the RAC.
- D. The purpose of the RAC is to:
1. Convey Region opinion to the Board of Directors and other officers within the NMRA national level.

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2. Comment on any dues increases beyond index which comments shall be considered by the Board of Directors prior to the adoption of said dues increases.
 3. Receive the agenda, motions, and reports electronically at the same time as the Board of Directors receives them; and may, but need not, as a body comment on said materials through and by their representative on the Board.
- E. The RAC, acting as a nominating committee, shall nominate, with the goal of at least two candidates for its position, and elect by a majority vote, the RAC position to the Board of Directors.
 - F. The RAC may also propose Regulations changes and by two-thirds vote place matters by way of initiative or referendum on the next available NMRA ballot in accordance with provisions set forth in Article XII *infra*.

Members of the RAC may not simultaneously serve as members of any national committees or as any officers of the NMRA with service on the RAC.

11. International Districts:

- A. There may be created districts which shall be small areas with geographical boundaries within the territory of the Atlantic District and Pacific District as those districts are defined in Article III, Section 12, Subparts D & E.
- B. Headquarters shall be responsible for providing administrative support and other services to members within the Atlantic and Pacific District but not residing within a Region.
- C. These districts shall be established in order to allow NMRA members in areas not within Regions to avail themselves of opportunities utilized by NMRA members within Regions.
- D. To the extent possible sub-districts shall be similar to Divisions within Regions with recognition that population and local factors may require special consideration and rules.

Change Record:

January 2007 – Amended Section 7 to provide guidance on defining regions.
January 2008 – Amended Section 4 to define Region and Division officers.
April 2008 – By vote of members, amended Sections 8 A and 8 C.
July 2008 – Amended Section 7 A British Region definition.
July 2008 – Amended Section 7 E and 7 M to redefine MER and SER boundaries.
January 2009 – Amended Section 7 C to redefine MCR boundaries
July 2009 – Amended Section 7 H to redefine NCR boundaries.
July 2010 – Amended Section 7 E, F and I to redefine boundaries of Regions

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	Section A 8.1
<p style="text-align: center;">NMRA Regulations</p> <p style="text-align: center;">Regional / Divisional Organizations</p>	<p style="text-align: center;">Page 14</p> <p style="text-align: center;">Last Amended 2/18/2017</p>

July 2010 - Amended adding Section 11 for the establishment of sub-districts within the territories of Atlantic and Pacific Districts.

July 2011 – Amended Section 7 C and F; moved Scott County, Indiana from MCR to MWR

July 2012-Amended Section 4-Division definitions

July 2012-Amended Section 7-Region definitions

July 2013- Amended Section & moved Cass County, MI from NCR to MWR

August 2015-Amended Section 7 British Region

August 2015-11.B International Districts

August 2015- Amended Section 7E and 7I moving counties from Niagara Frontier Region to Mid Central Region.

July 2016-Amended Section 7E and 7K moving counties from Mid-Central Region to North Central Region

February 2017-Amended Section 7I and 7J moving counties from Niagara Frontier Region to Northeastern Region

<p style="text-align: center;">EXECUTIVE HANDBOOK National Model Railroad Association</p>	<p style="text-align: center;">Section A 9.1 Page 1</p>
<p style="text-align: center;">NMRA Regulations Meetings</p>	<p style="text-align: center;">Last Amended 2/13/2011</p>

Article IX

1. There shall be at least one Annual Convention and Business Meeting of the members, held concurrently. The Annual Convention shall be held at such time as determined by policy delineation of the Board of Directors and as set forth in the Executive Handbook, and should be held within the geographic boundaries of a different convention area than it was the previous year. Other than the one Annual Convention Business Meeting of the members, the Board of Directors may hold other meetings at such times and under such circumstances as are required, in any manner not prohibited by law.
2. Bids for annual conventions shall be administered by the Meetings and Trades Shows Department from prospective cities in accordance with Convention Handbook policy established by the Board of Directors.
3. A Convention Area Rotation Schedule shall be established as a policy of the Meetings and Trade Shows Department and approved by the Board of Directors.
4. Annual Business Meeting:
 - A. The purpose of the Annual Business Meeting shall be as follows:
 1. To receive reports from officers and committee chairmen.
 2. To install the elected officers for the following term. The installation of these officers shall be the first order of new business.
 3. To discuss Standards.
 4. To discuss other matters of business pertaining to the NMRA.
 5. To take such other actions as provided by the Articles of Incorporation, these Regulations, and the laws of the State of Ohio.
 - B. The order of business at the Annual Meeting of the membership shall be as follows:
 1. Calling the meeting to order.
 2. Reading the minutes of the previous Annual Meeting.
 3. Reports of the Officers and Executive Director.
 4. Report of the Directors.
 5. Balloting of filling of a vacancy in the staff of the organization.

<p style="text-align: center;">EXECUTIVE HANDBOOK National Model Railroad Association</p>	Section A 9.1
<p style="text-align: center;">NMRA Regulations Meetings</p>	<p style="text-align: center;">Page 2 Last Amended 2/13/2011</p>

6. A report of old business.
 7. Installation of officers.
 8. A report of new business.
 9. Voice from the floor.
 10. Adjournment.
5. The Board of Directors shall meet at the time of the Annual Convention and there will be a mid-year Board meeting to be held in the first quarter of the following year, and such meetings may be canceled by written majority vote of the Board of Directors. The Board may also hold other meetings as necessary. The meetings shall be called as provided for by Ohio law upon two days' notice by telephone, telegram, mail, or electronic transmission. Said notice need not specify the purpose of the meeting. Waiver of the notice is permitted as provided by Ohio law.

Parliamentary law as set forth in *Robert's Rules of Order* shall govern all meetings of the NMRA.

Change Record:

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p>Section A 10.1</p> <p>Page 1</p>
<p style="text-align: center;">NMRA Regulations</p> <p style="text-align: center;">Nominations, Ballots and Voting</p>	<p>Last Amended</p> <p>5/1/2006</p>

Article X

1. Procedures for nomination shall be specified in the Executive Handbook.
2. Procedures for balloting shall be specified in the Executive Handbook.
3. Any group of sixty members, no more than thirty members from any one Region, may petition the NMRA to nominate an additional candidate for President or Vice President or Director (Eastern, Western, Central, and the two At-Large) from the appropriate district or for the at-large positions. Nominations by petition for the Atlantic, Pacific, and NMRA Canada Directors will contain the names of at least 60 members residing in those areas. Such nominating petitions shall be submitted to the Secretary in accordance with the schedule specified in the Executive Handbook and otherwise meet the qualifications set forth in these Regulations and shall be accompanied by a summary of qualifications of the candidate not to exceed 500 words in written published statements and up to 1200 words per statement published by electronic means. The name of any such candidate so submitted and the summary shall be printed on the ballot.
4. Questions that are to appear on the ballot shall be considered by the Board of Directors at least eight (8) months prior to the ballot distribution date and their action shall be publicized in the next available issue of the *NMRA Bulletin*. Motions initiating ballot action shall appear in the published agenda for the Board meeting or shall be submitted, in writing, to each Director prior to the Call to Order, except that the Directors present may decided by a two-thirds majority out of a minimum total vote of 6 to consider motions otherwise introduced.
5. Director Nominations:
 - A. In accordance with this Article and Article VII, directors shall be nominated from the following districts by the appropriate nominating committees.
 1. For the North American District Director positions (Western, Central, and Eastern), the National Nominating Committee shall consider input from the Regional organizations within said districts as to potential nominees and otherwise comply with the petition requirements allowable in the Article for nomination of directors.
 2. For the Atlantic and Pacific District positions, the respective nominating committees as set forth in Article VII, Section 2 shall consider input from the Regional organizations within said districts as to potential nominees and otherwise comply with the petition requirements allowable in the Article for nomination of directors.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	Section A 10.1
<p style="text-align: center;">NMRA Regulations</p> <p style="text-align: center;">Nominations, Ballots and Voting</p>	<p style="text-align: center;">Page 2</p> <p style="text-align: center;">Last Amended 5/1/2006</p>

3. For the NMRA (Canada) positions, such nominations shall be nominated by the Nominating Committee of NMRA (Canada) in accordance with procedures and policies adopted by NMRA (Canada).
 - B. In accordance with Article VIII, Section 10, Paragraph E, the Regional Advisory Council shall select candidates for a representative to serve on the Board of Directors and said representative shall not be subject to membership vote. Each Region shall have one vote exercised through the Regional Advisory Council, and the Council, acting as a nominating committee, shall, as a goal, try to nominate two candidates for secret balloting by the RAC representatives.
 - C. For the two at-large positions on the Board of Directors, the National Nominating Committee shall be responsible for that position voted upon by NMRA members only within the fifty United States and provinces of Canada, with input from the RAC. The National Nominating Committee in conjunction with the Atlantic and Pacific District Nominating Committees shall be responsible for nominating candidates for the second at-large position which is voted upon by NMRA members worldwide, with input from the RAC.
6. Anyone considered for nomination for any office under this Article must be an NMRA member in good standing, have a class of membership other than Family or Corporate Membership, and continue as a member in good standing throughout the term of office. They shall also comply with the following additional requirements, based upon the position for which they run.
 - A. For the three North American districts (Western, Central, and Eastern) candidates in addition must:
 1. Reside within the district from which they are nominated.
 2. Hold or otherwise be qualified for the AP certificate as Association Volunteer or Association Official.
 - B. For the at-large position for North America only, said member must also reside within North America including the fifty United States and all provinces of Canada.
 - C. For the Regional Advisory Council position, candidates must have prior Regional experience, as further defined by the Regional Advisory Council, as set forth in the Executive Handbook.

EXECUTIVE HANDBOOK National Model Railroad Association	Section A 10.1 Page 3
NMRA Regulations Nominations, Ballots and Voting	Last Amended 5/1/2006

- D. For the Atlantic and Pacific District positions on the Board of Directors, any additional qualifications shall be established by the Regions within the Atlantic and Pacific Districts, and shall be endorsed by the Board of Directors before they are effective, if any.
7. Only members in good standing shall be entitled to vote. Good standing means that the member's dues are maintained current.
- A. Only members residing within the geographical limits of each District of the NMRA, as defined in the NMRA Regulations, Article II, Section 12, shall vote for the office of Director for that district. Those NMRA members residing in Canada shall also vote for the President of NRMA (Canada).
- B. Family and Corporate Members are not entitled to vote.
8. On all matters to be voted upon, whether in person or by mail or by any means not prohibited by law and as approved by the Board of Directors, a simple majority of the votes cast will suffice the question, unless otherwise noted specifically in this Article.
9. On the election of officers, the candidate receiving the largest number of votes for any given office shall be declared the winner. In the case of a tie, a majority of the incumbent Board of Directors shall have the right to cast the deciding vote.
10. Notwithstanding any other provisions in these Regulations, a two-thirds majority of the membership votes cast on a question shall be required to change or adopt or to amend the following Regulations:
- A. Article IV, Sections 2 and 4, and Article XI, Section 4 (change in core membership rights and in the index or procedures used to determine dues increases based on external cost of living).
- B. Article VIII, Section 8 (the manner in which Regions are created or boundaries changed in the procedure utilized).
- C. Article X, Section 3 (nomination of NMRA President, Vice President, or Director by petition).
- D. Article X, Sections 6, 7, and 9 (voting for NMRA President, Vice President, or Director).
- E. Article X, Section 10.
- F. Article XII (Initiative and Referendum).

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	Section A 10.1
<p style="text-align: center;">NMRA Regulations</p> <p style="text-align: center;">Nominations, Ballots and Voting</p>	<p style="text-align: center;">Page 4</p> <p style="text-align: center;">Last Amended 5/1/2006</p>

Change Record:

- May 2006 - Paragraph 3: schedule for petitions modified and moved to the Executive Handbook.
Candidate statements expanded to 400 words.
- July 2010 Size of candidate statements increased by motion of the Board of Directors.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section A 11.1</p>
<p style="text-align: center;">NMRA Regulations</p> <p style="text-align: center;">Amendments</p>	<p style="text-align: center;">Page 1</p> <p style="text-align: center;">Last Amended 7/1/2004</p>

Article XI

1. These Regulations, except Article X, Section 10 and the sections cited therein, may be changed at will by the Board of Directors, provided however the amendment of the Regulations is as follows:
 - A. Consistent with the laws of the States of Ohio and Tennessee and of the United States.
 - B. Consistent with the NMRA corporate charter.
 - C. Consistent with reason.
 - D. Capable of being complied with.
 - E. Not in violation of a vested or contractual right.

2. The Association, by amending its Regulations, may make reasonable changes in the methods of administration and doing business, but no change can be made which will deprive a member of substantial rights conferred, expressly or implied, by the member's contract with the Association.

3. Except as otherwise provided in these Regulations, the Regulations of the NMRA may be adopted or amended by a two-thirds vote of the directors in attendance at a regular meeting of the Board of Directors. Where special meetings of the Board are called for the purpose of amending these Regulations, the written notice of such meetings shall contain detailed information regarding all such amendments as shall be considered and acted upon, and no others shall be adopted at said meeting unless included in the announcement thereof.

4. As authorized by Article IV, Paragraph 5 *supra*, dues may be amended by the following procedure:
 - A. Notice of proposed amendment must be made in the form of a motion at any Board of Directors meeting.
 - B. If the cumulative amount of the proposed dues increase does not exceed the cumulative amount of the index increase for the same time, the motion may be acted upon at the same meeting of the Board of Directors, following consideration of input by the RAC and membership.
 - C. For dues increase proposed in excess of that allowed by the adopted index:

<p style="text-align: center;">EXECUTIVE HANDBOOK National Model Railroad Association</p>	Section A 11.1
<p style="text-align: center;">NMRA Regulations Amendments</p>	<p style="text-align: center;">Page 2 Last Amended 7/1/2004</p>

1. The proposed amendment must be made in a form of a motion at any Board of Directors meeting and provided to the RAC for comment.
2. Notice of the motion shall be published in the first available issue of the *NMRA Bulletin* or other publication.

Voting on the motion shall be done at a subsequent Board of Directors meeting after considering input from the RAC and members.

Change Record:

<p style="text-align: center;">EXECUTIVE HANDBOOK National Model Railroad Association</p>	<p style="text-align: center;">Section A 12.1 Page 1</p>
<p style="text-align: center;">NMRA Regulations Initiative and Referendum</p>	<p style="text-align: center;">Last Amended 7/1/2004</p>

Article XII

1. The membership and/or RAC shall have the right, by petition as provided for hereafter, to have any action taken by the Board of Directors or any proposition submitted to the membership for a vote any election.
2. Each petition shall contain the exact wording of the action or proposition and shall contain the signatures of not less than twenty-five (25) voting members of the NMRA residing within the confines of a single Region, and the name of that Region shall be placed on the petition.
3. In support of each petition there shall be in addition not less than twenty-five (25) signatures from each of at least one half of the Regions of the NMRA, including the originating Region, in order to carry out the purposes of these Regulations.
4. Initiative measures proposed by the RAC shall be placed on the ballot if two-thirds of the RAC vote to do so, and each petition shall contain the exact wording of the proposition, as well as the tally of the vote authorizing it to be placed on the petition.
5. In the case of an action of the Board of Directors, which the membership or the RAC desires placed on the ballot at the next following election, the requisite petition shall be submitted to the NMRA Secretary on or before ninety (90) days prior to the distribution deadline of the ballot following that meeting at which the subject action occurred. The tally of the vote of the Board on the matter and a statement by the Board and the Petitioners shall be included within the ballot or ballot instruction sheet, neither of which statements shall exceed one hundred (100) words in length.
6. In the case of submitting a new proposition to the membership at any election, the requisite petitions, if by membership, or the requisite petition by the RAC shall be submitted to the NMRA Secretary no later than thirty (30) days before the Annual Meeting of the Board of Directors. The Board shall then consider the proposition and shall place it on the next ballot. If the Board of Directors opposes such proposition, then there shall be included with the ballot a statement of their stand on the proposition together with a statement by the proponents of the proposition, neither of which statements shall exceed one hundred (100) words in length.

A two-thirds majority of the votes received on such actions or propositions shall adopt such actions or propositions.

(Article 12)
Change Record:

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	Section A 13.1
<p style="text-align: center;">NMRA Regulations</p> <p style="text-align: center;">National Model Railroad Association (Canada)</p>	<p style="text-align: center;">Page 1</p> <p style="text-align: center;">Last Amended 7/1/2004</p>

Article XIII

1. The National Model Railroad Association (Canada), hereinafter referred to as NMRA (Canada), although a separate Canadian corporation, shall be a subsidiary of the National Model Railroad Association, Inc., hereinafter referred to as NMRA, and shall at all times be subordinate thereto. NMRA (Canada) provides services to all NMRA members residing in all Canadian Provinces and Territories.
2. Notwithstanding separate incorporation and Regulations of NMRA (Canada), it shall be bound by all actions of the Board of Directors which are not contrary to the laws of Canada.
3. To the extent that Regulations are not contrary to the laws of Canada and do not prohibit or affect NRMA (Canada)'s ability to obtain or retain charitable status, the Board of Directors of NMRA (Canada) shall enact no Regulations that are contrary to the Regulations of the NMRA, nor adverse or prejudicial to the interests of the NMRA.

The Treasurer and other officers of NMRA (Canada) shall collect no dues for NMRA (Canada) or for the NMRA; however, should any dues be paid to them they shall forthwith forward the same to the Administration Department in Soddy Daisy, Tennessee. Likewise, all other funds received by NMRA (Canada) in their charitable capacity shall be forwarded to the NMRA except those funds which by the laws of Canada must be retained to further the purpose of NMRA (Canada) in that capacity. The Board of Directors shall have full power to determine the status of such funds should there be any doubt.

Change Record:

February 2015-Defined NMRA (Canada)

EXECUTIVE HANDBOOK National Model Railroad Association	Section A 14.1
	Page 1
NMRA Regulations Executive Handbook	Last Amended 7/1/2004

Article XIV

1. The Executive Handbook is recognized as an official document of the NMRA consisting of the Regulations, Policies, and Operating Procedures.

Change Record:

<p style="text-align: center;">EXECUTIVE HANDBOOK National Model Railroad Association</p>	Section A 15.1
<p style="text-align: center;">NMRA Regulations Dissolution</p>	<p style="text-align: center;">Page 1 Last Amended 7/1/2004</p>

Article XV

1. Upon the dissolution of the corporation, the Board of Directors shall, after paying or making provision for the payment of all of the liabilities of the corporation, dispose of all of the assets of the corporation exclusively for the purposes of the corporation in such manner or to such organization or organizations organized and operated exclusively for charitable, educational, or scientific purposes as shall at the time qualify as an exempt organization or organizations under Section 501(c)(3) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law), as the Board of Directors shall determine.

Change Record:

EXECUTIVE HANDBOOK National Model Railroad Association	Section B 1.1
	Page 1
	Last Amended

This Section is blank and reserved for future use.

EXECUTIVE HANDBOOK National Model Railroad Association	Section C 1.1 Page 1
Responsibility and Authority EHB Amending Policy	Last Amended 2/21/2015

1. The amending authority is as follows:
 - A. Membership vote is required to amend:
 1. Section A Portions of the Regulations as described in the Regulations, Article X.
 - B. The Board of Directors action shall be required to amend:
 1. Section B deleted
 2. Section C Organization Responsibility and Authority
 3. Section D Officers
 4. Section E Office of the Executive Director
 5. Section F Directors
 6. Section G Presidential Committees
 7. Policy pages in any section of the EHB
 - C. Managers of the following Departments have the authority to add, delete, or change pages in their section of the EHB, except those designated as Policy, as the need arises.
 1. Section H Administration Department
 2. Section I Development Department
 3. Section J Education Department
 4. Section K Information Technology Department
 5. Section L Kalmbach Memorial Library
 6. Section M Media, Advertising & Promotion Department
 7. Section N Meetings & Trade Show Department
 8. Section O Membership Services and Promotion Department
 9. Section P Publications Department
 10. Section Q Standards and Conformance Department
 11. Section U Howell Day Museum
 - D. The individuals responsible for the following sections have the authority to add, delete, or change pages in their section of the EHB, except those designated as Policy, as the need arises.
 1. Section R Office of the Secretary
 2. Section S Office of the Treasurer
 3. Section T Policy Committee

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	Section C 1.1
<p style="text-align: center;">Responsibility and Authority</p> <p style="text-align: center;">EHB Amending Policy</p>	<p style="text-align: center;">Page 2</p> <p style="text-align: center;">Last Amended 2/21/2015</p>

2. The Secretary, or his designate, shall make changes to the EHB consistent with policy motions passed by the BOD.

3. The Executive Handbook, hereinafter called Handbook or EHB, setting forth the authorized responsibilities, authority and operating procedures shall be kept as flexible as possible to enable the administrative staff to benefit from the talent and initiative of its members.

4. The Executive Handbook is the property of the National Model Railroad Association, Inc., and only loaned to the individual having possession of the Handbook.

Change Record:

February 2015 Added paragraph 2 Secretary authority to change EHB

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	Section C 1.2
<p style="text-align: center;">Responsibility and Authority</p> <p style="text-align: center;">EHB Distribution Policy</p>	<p style="text-align: center;">Page 1</p> <p style="text-align: center;">Last Amended 7/1/2005</p>

1. All National Officers, Directors, Department Managers, and Regional Presidents shall receive a loan copy free of charge. A permanent copy shall be placed in the A. C. Kalmbach Memorial Library.
2. The NMRA Secretary will be responsible for receiving all changes to the EHB, and posting them to the official version. The Secretary will maintain a log of EHB changes for historical purposes.
3. Communications technology continues to evolve rapidly. The Secretary will take full advantage of the best available technology to make the EHB available to the Board, the Officers, Department Managers, volunteers, and members.
4. The Secretary will format the entire EHB to improve readability and search. Clear distinctions will be drawn between Board, Administrative, and Department policy.
5. The EHB will include the following statements:

“The Executive Handbook (EHB) is the property of the National Model Railroad Association. Changes and additions will be received by the NMRA Secretary and posted to the EHB. In all cases of question or dispute, the official EHB maintained by the Secretary will be the governing document.”

“The Executive Handbook is a gender-neutral document. Any references to position titles or gender-based wording shall be considered to be gender-equal between the sexes. For example, the term “Chairman” does not refer to a male gender position, but a gender-neutral position. “

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section C 1.3</p>
<p style="text-align: center;">Responsibility and Authority</p> <p style="text-align: center;">Preparation and Consideration of Motions</p>	<p style="text-align: center;">Page 1</p> <p style="text-align: center;">Last Amended 7/1/2000</p>

1. The only motions that will be considered at the Board of Director's meetings will be the motions that are published in the agenda except as noted in paragraph 2 infra.
 - A. All motions must be prepared sufficient time in advance to be forwarded to the Policy Committee. The committee will research the motions to determine if there are any additional changes to the Regulations or other sections of the EHB that the motion may have to include. After these have been reviewed, and if approved, they will be so marked in the lower right hand corners. They will then be forwarded to the Secretary for publication in the agenda.
 - B. If it appears that there is a legal question involved, the Policy Committee will forward the approved motion to the Legal Committee. If approved by the Legal Committee it will be so noted in the lower right corner and forwarded to the Secretary for publication in the agenda.
 - C. Motions not approved by either committee will be returned to the mover for any changes or corrections. Once the motions have been corrected they will again follow the above procedure. All motions shall be mailed flat and unfolded or emailed.

2. The only motions that will be considered that have not met the above requirements are:
 - A. Housekeeping motions,
 - B. Emergency motions, i.e., motions that if not passed would substantially affect the operation of the organization before the next meeting,
 - C. Motions arising from motions passed at the same meeting,
 - D. Motions that two-thirds (2/3) of the Board of Directors have approved for consideration at the same meeting.

3. Any other motions presented at the meeting will be deferred until the next meeting. These must conform to the above procedures prior to the next meeting.

4. The following format shall be followed in the preparation of all motions:

<p style="text-align: center;">EXECUTIVE HANDBOOK National Model Railroad Association</p>	<p style="text-align: center;">Section C 1.3</p>
<p style="text-align: center;">Responsibility and Authority Preparation and Consideration of Motions</p>	<p style="text-align: center;">Page 2 Last Amended 7/1/2000</p>

Agenda Motion # _____

Meeting Minutes Motion # _____
(To be entered by the Secretary)

Motion for Regulations Article _____ Paragraph _____

Motion for EHB Section _____. ____ Paragraph _____

Motion for Policy _____

The _____ District Director moves...
(District Name)

Current version: ...
(If related to the Regulations or EHB)

Revised Version: ...
(If related to the Regulations or EHB)

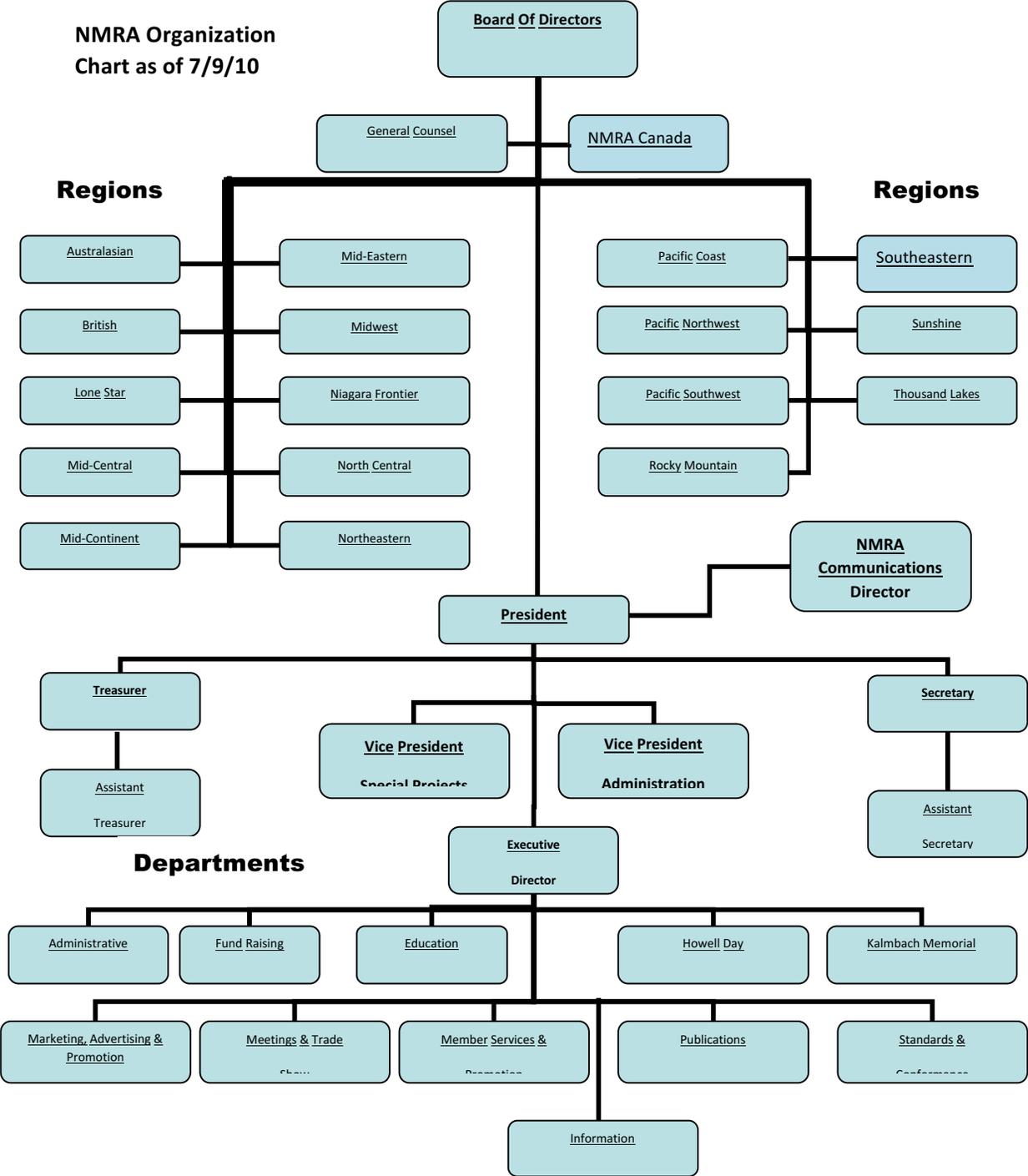
Rationale: ...

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	Section C 2.1
<p style="text-align: center;">Responsibility and Authority</p> <p style="text-align: center;">Responsibility and Authority within NMRA</p>	<p style="text-align: center;">Page 1</p> <p style="text-align: center;">Last Amended 8/1/1994</p>

1. The responsibility, to the membership, for the well being of the National Model Railroad Association is divided into two general areas: POLICY and ADMINISTRATIVE.
2. POLICY:
 - A. The Board of Directors is charged with establishment of policy, which determines the course of action to be followed in the pursuit of the Association's avowed purposes.
3. ADMINISTRATIVE:
 - A. The Executive Committee and Executive Director are responsible to the membership and the Board of Directors for the effective administration of the affairs of the NMRA.

EXECUTIVE HANDBOOK National Model Railroad Association	Section C 2.2
	Page 1
Responsibility and Authority Organization Chart	Last Amended 7/9/2010

**NMRA Organization
 Chart as of 7/9/10**



<p style="text-align: center;">EXECUTIVE HANDBOOK National Model Railroad Association</p>	<p style="text-align: center;">Section C 3.1 Page 1</p>
<p style="text-align: center;">Responsibility and Authority Departmental Organization</p>	<p style="text-align: center;">Last Amended 7/1/2000</p>

1. A Department is comprised of those committees whose efforts are broadly related and is under the administrative guidance of the Executive Director. A Department may include a general committee as well as more broadly related individual committees.
2. The Department Outline shall set forth the overall purpose and objectives of the activities for which the Department is responsible.
3. The Chairs of closely related committees or interests shall be gathered into a subsection under a Department Manager for the purpose of development, coordination, and execution of overall policy in their respective fields.
4. Each Department shall keep the membership informed of its programs and progress through NMRA publications. The Manager responsible for each Department shall keep the MAP Department informed as to activities which can and should be effectively disseminated through the public media.
 - A. Where a Department includes committees other than a general committee, the Manager shall be responsible for all publicity.
 - B. Where a Department includes only a general committee, the Manager shall be responsible for all publicity.
5. Each Department is responsible to the Executive Director through its Department Manager for the proper discharge of those activities assigned to it.
6. Each Department should include, where practical, personnel from various regions.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section C 3.2</p>
<p style="text-align: center;">Responsibility and Authority Department Manager</p>	<p style="text-align: center;">Page 1</p> <p style="text-align: center;">Last Amended 7/1/2000</p>

1. The Department Manager is responsible for the assignment to and productivity of those committees that constitutes the Department.
2. The full and effective staffing of each committee is the responsibility of the Manager.
3. The Manager shall:
 - A. Review the responsibilities, goals, practices and operation of the Department and its sub-committees.
 - B. On those matters falling clearly and exclusively within the purview of the Department, makes an assignment to the appropriate sub-committee with a specific charge as to the action desired. Copies of this assignment and charge shall be distributed to the NMRA Executive Director, President, and Vice Presidents. Copies of routine correspondence need not be distributed outside of the committee except when the Manager believes it desirable.
 - C. On those matters falling clearly and exclusively within the purview of another Department, refer the specific question to the Manager involved, with copies to the NMRA Executive Director, President, and Vice President - Administration.
 - D. On those matters which do not clearly fall under the jurisdiction of any one department, forward the matter to the NMRA Executive Director, with a copy to the NMRA President and Vice President - Administration.
4. When a Department is assigned to study and recommend matters of policy, such recommendations shall reflect the majority opinion of the group. A minority report may be submitted when recommendations are not unanimous.
5. When a Department is charged with the execution of policy established by a higher authority, the committee members are expected to advise and assist the Manager toward accomplishment of the assigned task.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section C 3.3</p>
<p style="text-align: center;">Responsibility and Authority Committee Chair</p>	<p style="text-align: center;">Page 1</p> <p style="text-align: center;">Last Amended 7/1/2000</p>

1. The Committee Chair, of an individual committee or sub-committee, is responsible for assignment to, and productivity of, those individuals comprising the respective committee.
2. The full and effective staffing of each committee and/or sub-committee is the responsibility of the Committee Chair of that committee.
3. The Committee Chair shall:
 - A. Review the outline setting forth the responsibilities, goals, practices and operation of the committee.
 - B. On those matters falling clearly and exclusively within the purview of the committee, take what action is necessary with specific information being furnished to the Department Manager responsible for the Committee Chair as to action being taken. Copies of this correspondence shall be furnished the NMRA President, Vice President, and Executive Director. Routine correspondence need not be copied outside of the committee unless the Committee Chair deems it advisable.
 - C. On those matters falling clearly and exclusively within the purview of another committee, refer the specific question to the Committee Chair of the committee involved, with copies to the Department Manager responsible for the Committee Chair, the NMRA President, Vice President, and Executive Director.
 - D. On those matters which do not clearly fall under the jurisdiction of any one committee, forward the matter to the Department Manager, and the NMRA Executive Director, with copies to the NMRA President and Vice President.
 - E. Be permitted, after consultation with the Department Manager, to add committee members as required or desirable for effective functioning of the committee.
 - F. Be responsible for the creation of information covering the operation and activities of the committee to be published in NMRA publications.
4. When a committee is charged with the execution of policy, as established by the Board of Directors, the committee members are expected to advise and assist the Committee Chair toward accomplishment of the assigned task.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section C 4.1</p>
<p style="text-align: center;">Responsibility and Authority Code of Ethics Policy</p>	<p style="text-align: center;">Page 1</p> <p style="text-align: center;">Last Amended 1/18/2007</p>

1. The preservation of the highest standards and ethical principles is vital to the successful discharge of the responsibilities of all Officers, Directors, Department Manager, and Committee Chairmen of the National Model Railroad Association, Inc. (hereinafter referred to as “the Corporation”).
2. The purpose of this Code of Ethics is to provide guidance to the Officers, Directors, Department Manager, and Committee Chairmen in the ethical performance of their duties in addition to any legal requirements. It is also to provide guidance as to the identification of potential conflicts of interest and for addressing such conflicts.

A. Ethical Conduct

- 1). This shall include obedience, diligence, and loyalty.
- 2). Obedience is the acting within the grant of powers to the Corporation and to the limitations imposed on those powers, whether by statute, case law, corporate charter or Regulations.
- 3). Diligence is the standard of care to be exercised by Officers, Directors, Department Manager, and Committee Chairmen. The performance of these duties, including duties as a member of any committee, shall be in good faith and in a manner he or she reasonably believes to be in or not opposed to the best interest of the Corporation. They must be performed with the care an ordinary prudent person in a like position would use under similar circumstances.
- 4). Loyalty is the obligation imposed on the Officers, Directors, Department Manager, and Committee Chairmen, that they shall not exploit corporate opportunities or misuse inside information. They must account to the Corporation for any profits resulting from their fiduciary relationship to the Corporation. He or she may not obtain a private or secret profit as a result of his or her official position; the Corporation must have the benefit of any advantage the Officer, Director, Department Manager, or Committee Chair acquire.

B. Conflict of Interest

- 1). All Officers, Directors, Department Manager, and Committee Chairmen have a duty to be free from any conflicting interest when they represent the Corporation in negotiations or make representations with respect to dealing with third parties.

EXECUTIVE HANDBOOK National Model Railroad Association	Section C 4.1
Responsibility and Authority Code of Ethics Policy	Page 2 Last Amended 1/18/2007

- 2). They are expected to deal with all persons doing business with the Corporation on a basis that is for the best interest of the Corporation without favor or preference to third parties or personal considerations.
- 3). A conflict of interest arises when an Officer, Director, Department Manager, or Committee Chair has such a substantial personal interest in a transaction that it might affect the judgment he or she exercises on behalf of the Corporation.
- 4). He or she shall avoid sharp practices and shall faithfully follow the established policies of the Corporation.
- 5). He or she shall not accept any gratuity, favor, benefit or gifts, nor receive any commission or payment of any sort in connection with any work for the Corporation other than the compensation agreed upon by the Corporation. The acceptance of promotional travel, lodging, entertainment, or gifts of minimal financial value that are generally accepted as reasonable and customary in the related industry, incurred in the normal course of Association business, shall not be construed as a violation of this code.
- 6). He or she shall diligently avoid all appearances of impropriety and apparent conflicts of interest.
- 7). Nothing herein contained shall be construed as a prohibition to an Officer, Director, Department Manager, or Committee Chair from contracting with or doing business with the Corporation. This is provided, however, that such transactions with the Corporation are done after a "full and fair" disclosure of all bids for like services or products. The Corporation shall not be bound to accept outside bids based upon price alone, but shall also consider the comparative quality of the goods or services and take into consideration the matter of time in supplying such goods and services.
- 8). Except as provided above, he or she shall not use his or her position or knowledge gained therein in such a manner that a conflict arises between the Corporation and such persons.
- 9). Without the prior, full and complete disclosure to the Board of Directors, he or she shall not obtain or maintain any material interest or affiliation which conflicts with, is likely to conflict with, or might reasonably be thought to conflict with the interests of the Corporation.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section C 4.1</p> <p style="text-align: center;">Page 3</p>
<p style="text-align: center;">Responsibility and Authority Code of Ethics Policy</p>	<p style="text-align: center;">Last Amended 1/18/2007</p>

- 10). Except as provided above, he or she shall refrain from receiving any compensation, gift or other favor, either for him or herself or anyone with whom he or she may be affiliated in any manner under an obligation which might reasonably be thought to place such person under an obligation which conflicts with, or is likely to conflict with his or her official duties with the Corporation.

- 11). He or she shall refrain from exercising for his or her personal benefit an opportunity which might be exercised by or for the Corporation unless the Corporation has determined to forego or to decline such opportunity. He or she shall refrain from buying or selling either for his or her own account or for the account of others, any securities or property which he or she has reason to believe that the Corporation is interested in or is considering buying or selling.

- 12). He or she shall refrain from transmitting to any person (except as may be necessary in the discharge of his or her responsibilities) any information obtained as a result of his or her position with the Corporation or which might give an unfair advantage to the person receiving the information, until such time as such information has been placed in the public domain.

- 13). Any Officer, Director, Department Manager, or Committee Chair considering the assumption of any interest or affiliation which might reasonably be thought to involve a conflict of interest with the Corporation shall make all the facts known in writing to the President and General Counsel of the Corporation, or to the Directors, and be guided by the instructions or directions received from such persons.

- 14). If a situation arises which is not expressly addressed by the spirit and intent of these provisions, but which could be reasonably construed as creating a conflict of interest, the facts and circumstances should be fully disclosed and submitted in writing to the President and General Counsel of the Corporation, or to the Directors, before such Officer, Director, Department Manager, or Committee Chair acts with respect thereto in any manner which might reasonably be construed as contrary to the spirit and intent of these ethics provisions.

- 15). Each Officer, Director, Department Manager, or Committee Chair shall file a disclosure statement in duplicate with the NMRA Administration Department upon appointment or election to office, and thereafter between April 1** and May 1** of each year. The statement shall be on the most recent form approved by the Board of Directors. The NMRA

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section C 4.1</p>
<p style="text-align: center;">Responsibility and Authority Code of Ethics Policy</p>	<p style="text-align: center;">Page 4</p> <p style="text-align: center;">Last Amended 1/18/2007</p>

Administration Department shall prepare a list of persons whose Disclosure Report has not been received by May 15**. The Administration Department shall forward a copy of that list to the President, the Secretary (who shall include a copy in the agenda for that annual meeting), the Chair of the Audit Committee, and General Counsel. One copy of each Disclosure Report shall be sent to the Chair of the Audit Committee. The NMRA will keep one copy of each Disclosure Report at headquarters, where it shall be open to inspection by members. Copies shall be provided to members upon payment of the Administration Department's standard copying charges.

EXECUTIVE HANDBOOK National Model Railroad Association	Section C 5.1 Page 1
Responsibility and Authority Disclosure Report	Inserted 1/18/2007

NATIONAL MODEL RAILROAD ASSOCIATION, INC.
Disclosure Report
(Print or type information)
(To be provided in duplicate to Headquarters by May 15**)

Name _____

NMRA Office _____

For Calendar Year _____

It is the policy of the National Model Railroad Association, Inc. (NMRA), to require its Officers, Directors, Department Manager, and Committee Chairs to disclose certain information for evaluation of potential conflicts of interest. If the form does not provide adequate space for your responses, check "Yes--see attached" and, on the attachment, include the paragraph number to which that information applies.

1. Have you read the Code of Ethics Policy of the National Model Railroad Association, Inc., which accompanied this form, and do you agree to conduct yourself in accordance with its principles?

NO YES

2. Are you employed by, or have a contractual relationship with, NMRA or any of its Regions or Divisions, other than the offices listed above to which you were elected or appointed (Officer, Director, Department Manager, or Committee Chair)? If so, describe it, including if you receive payment or other compensation (Region President, printer for Division newsletter, etc.).

NO YES -- see below. YES -- see attached.

3. In your role in the NMRA offices listed above, do you receive money, goods or services from an entity which has or seeks to have a business relationship with NMRA, or which seeks to influence the decisions of NMRA that may affect such entity? If so and the value of such exceeds \$100.00 for the year, list each entity and the type of payment (salary, complimentary lodging, sample models, etc.).

NO YES -- see below. YES -- see attached.

EXECUTIVE HANDBOOK National Model Railroad Association	Section C 5.1 Page 2
Responsibility and Authority Disclosure Report	Inserted 1/18/2007

4. Do you have a financial interest in an entity engaged directly or indirectly in model railroading, or receive payment in money, goods or services from such an entity? If so, list each entity and the type of interest or reason for payment (hobby shop owner, paid author for magazine articles, etc.).

NO YES -- see below. YES -- see attached.

5. Are you aware of any other material interest or affiliation, which conflicts with, or is likely to conflict with, or might reasonably be thought to conflict with, your official duties or responsibilities with the NMRA?

NO YES -- see below. YES -- see attached.

6. Do any of the above apply to the following family members -- spouse, children, siblings, parents, aunts, uncles? If so, list their names and relationship to you, and which question applies to such person.

NO YES -- see below. YES -- see attached.

7. Do you agree that as long as you are an Officer, Director, Department Manager, or Committee Chair, that you will promptly disclose in writing to the NMRA Administration Department Manager any fact or situation that may arise in the future which necessitates a different answer or response to the above questions?

NO YES

I certify that by signing this report that I have answered the above questions to the best of my knowledge and belief.

_____ Date

_____ Signature

EXECUTIVE HANDBOOK	Section C 5.1
National Model Railroad Association	Page 3
Responsibility and Authority	Inserted
Disclosure Report	1/18/2007

Note: It is impracticable to cover in a single form all conceivable situations, which might give rise to a possible conflict of interest. It is the intent of this report that questions are interpreted broadly and that full disclosure be made of any fact or circumstance which might be construed to create such a conflict. For example, in Number 5, "affiliation" should be construed to include family ties and connections as well as business connections.

EXECUTIVE HANDBOOK	Section C 6.1
National Model Railroad Association	Page 1
Responsibility and Authority	Inserted
Non-Discrimination Policy	1/18/2007

The NMRA shall not deny membership or any rights of membership to any person based on the person's race, color, national and ethnic origin. The NMRA does not discriminate on the basis of race, color, national and ethnic origin in administration of its policies, programs, or activities.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section C 7.1</p>
<p style="text-align: center;">Responsibility and Authority</p> <p style="text-align: center;">Member Disciplinary Procedure Policy</p>	<p style="text-align: center;">Page 1</p> <p style="text-align: center;">Inserted</p> <p style="text-align: center;">2/21/2015</p>

All Regions and Divisions shall implement any member disciplinary procedures required and as prescribed by the BOD. Any Region, Division, or District not within the United States or its territories, protectorates, or other internationally recognized area and which is subject to a member disciplinary procedure in the country in which they are incorporated, chartered, or otherwise governed, shall abide by the legal requirements of that country.

EXECUTIVE HANDBOOK	Section C 8.1
National Model Railroad Association	Page 1
Responsibility and Authority	Inserted
ABCE Group Agreement	2/21/2015

1. The ABCE Group Agreement is designed to collect a portion of the local dues and remit this amount to HQ for those programs of a global nature. It recognizes that some program elements are specific to United States members and North American members only.
2. Each ABCE entity has the flexibility to develop local, area-specific programs and services, and charge accordingly for them-for example local office expenses, exhibitions, meetings, conventions, etc. Each of the ABCE entities sets its own dues. Subscription rates are set by the NMRA CAO and CFO. These rates will vary with postage charges and delivery methods.
3. As part of the Agreement, each of the ABCE entities manages membership renewals for its respective areas, sets and collects dues for its areas and remits a specific amount each year for each membership to NMRA HQ for global programs. All subscriptions are handled through HQ, with HQ setting the rates. The ABCE entities will collect the subscription amounts and then remit them to HQ in full. Each ABCE entity is responsible for submitting membership information to HQ monthly for insertion into the master membership database. Funds collected are also to be forwarded to HQ monthly.
4. The members of the ABCE Group are the Australasian Region, the British region, NMRA (Canada), and the European Region. The regions are defined in Section A8.1. NMRA (Canada) is defined in Section A13.1.
5. The NMRA US Headquarters (HQ) manages the USA and all countries not listed as part of the ABCE Group. Currently, this includes countries in the Middle East, India, Japan, Taiwan, China, Latin and South America, Africa, and all others.
6. The amounts to be remitted to HQ each year by the ABCE entities covers the pro-rated costs of global programs, but do not cover payments against the costs of a headquarters building, the NMRA Magazine, the Howell Day Museum, or other non-dues programs. Essentially only the pro-rated costs of the officers, required meetings, and the department expenses, as well as ABCE liasion costs, are charged to the ABCE Group members,
7. The amounts to be collected by the non-US entities and remitted to HQ each year are currently \$10.00 USD from A, \$10.84 USD from B, \$11.82 USD from C, and \$10.84 USD from E. The CFO revisits this charge every few years to see if it is still appropriate, and adjusts the amount of the contribution as necessary.

February 2015-Section added

EXECUTIVE HANDBOOK	Section C 9.1
National Model Railroad Association	Page 1
Responsibility and Authority ¹ Whistleblower Protection Policy	Inserted 8/22/2015

1. Application.
 - (a) This Whistleblower Protection Policy applies to all of the NMRA's staff, whether full-time, part-time, or temporary employees, to all volunteers, to all who provide contract services, and to all officers and directors, each of whom shall be entitled to protection.

2. Reporting Credible Information.
 - (a) A protected person shall be encouraged to report information relating to illegal practices or violations of policies of the NMRA (a "Violation") that such person in good faith has reasonable cause to believe is credible.
 - (b) Information shall be reported to the General Counsel (the "Compliance Officer"), unless the report relates to the Compliance Officer, in which case the report shall be made to the President utilizing the same procedure as set forth below substituting President for General Counsel.
 - (c) Anyone reporting a Violation must act in good faith, and have reasonable grounds for believing that the information shared in the report indicates that a Violation has occurred.

3. Investigating Information.
 - (a) The Compliance Officer shall promptly investigate each such report and prepare a written report to the Board of Directors.
 - (b) In connection with such investigation all persons entitled to protection shall provide the Compliance Officer with credible information.
 - (c) All actions of the Compliance Officer in receiving and investigating the report and additional information shall endeavor to protect the confidentiality of all persons entitled to protection.

4. Confidentiality
 - (a) The Organization encourages anyone reporting a Violation to identify himself or herself when making a report in order to facilitate the investigation of the Violation. However, reports may be submitted anonymously by forwarding a letter by mail to the General Counsel.

EXECUTIVE HANDBOOK	Section C 9.1
National Model Railroad Association	Page 2
Responsibility and Authority ¹	Inserted
Whistleblower Protection Policy	8/22/2015

(b) Reports of Violations or suspected Violations will be kept confidential to the extent possible, with the understanding that confidentiality may not be maintained where identification is required by law or in order to enable the NMRA or law enforcement to conduct an adequate investigation.

5. Protection from Retaliation.

(a) No person entitled to protection shall be subjected to retaliation, intimidation, harassment, or other adverse action for reporting information in accordance with this Policy.

(b) Any person entitled to protection who believes that he or she is the subject of any form of retaliation for such participation should immediately report the same as a violation of an in accordance with this Policy.

(c) Any individual within the NMRA who retaliates against another individual who has reported a Violation in good faith or who, in good faith, has cooperated in the investigation of a Violation is subject to discipline, including termination of employment or volunteer status.

6. Dissemination and Implementation of Policy

(a) This policy shall be disseminated in writing to all affected constituencies. The NMRA shall adopt procedures for implementation of this Policy which may include:

(1) documenting reported Violations;

(2) keeping the Board of Directors informed of the progress of the investigation;

(3) interviewing employees;

(4) requesting and reviewing relevant documents, and/or requesting that an Auditor investigate the complaint; and

(5) preparing a written record of the reported violation and its disposition, to be retained for a specific period of time.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section C 9.1</p>
<p style="text-align: center;">Responsibility and Authority¹</p> <p style="text-align: center;">Whistleblower Protection Policy</p>	<p style="text-align: center;">Page 3</p> <p style="text-align: center;">Inserted</p> <p style="text-align: center;">8/22/2015</p>

(6)

7. The procedures for implementation of this Policy shall include a process for communicating with a complainant about the status of the complaint, to the extent that the complainant's identity is disclosed, and to the extent consistent with any privacy or confidentiality limitations.

The Whistleblower Protection Policy was approved by the BOD at the 2013 Mid-year BOD Meeting. It was just recently determined that the policy had never been added to the EHB. That was corrected after the 2015 Annual BOD Meeting.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section C 10.1</p>
<p style="text-align: center;">Responsibility and Authority¹</p> <p style="text-align: center;">Confidentiality Policy</p>	<p style="text-align: center;">Page 1</p> <p style="text-align: center;">Inserted</p> <p style="text-align: center;">8/22/2015</p>

1. In order to protect the rights and concerns of our members, the National Model Railroad Association, Inc. is forwarding this statement to all Region and Division personnel. All such personnel are expected to understand and abide by this policy.
2. Due to changes in the law as well as increased concern over privacy issues and identity theft, it is now NMRA policy that anyone with access to membership information obtained from the national NMRA must agree not to disclose any such information to anyone who is not authorized to have access to the information for official use.
3. The NMRA is in the process of obtaining permission from each member to disclose his or her personal information to other members, as we have in the past, for those wishing to visit or contact other members. Due to changes in the law and increased privacy concerns, we can no longer disclose information without the consent of the members concerned. Moreover, no information should be disclosed by any NMRA official, elected or appointed, at any level of the NMRA that would allow those without authorization to obtain personnel information of other members. This would include mass electronic mail distribution with private email addresses in the "to" or "cc" address lines where the information can be read by any recipient.
4. Currently member information such as name, address, phone number, and email address is made available to each Region Membership Officer, and is also available to each Region President. Those persons are expected to pass this information along to their Region's Division Superintendents and Membership Officers so that they can use the information for official business. Welcome letters, re-rail letters, newsletters, meeting notifications and the like would be considered official business. Other official mailings to all Region or Division members are also permitted.
5. This policy strictly prohibits dissemination of member information to 100% NMRA clubs. Such clubs are not part of the NMRA corporate structure, and the NMRA has no way to control how such information would be used. 100% NMRA clubs are clubs whose members are all members of the NMRA; however, they have no other responsibilities to the NMRA. The NMRA HQ will continue to identify if a person is a member of the NMRA to an NMRA club for purposes of confirmation of the person's eligibility for membership in the 100% NMRA club. However, we would request the club first request a copy of the membership card from the prospective member in order to confirm eligibility.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section C 10.1</p>
<p style="text-align: center;">Responsibility and Authority¹</p> <p style="text-align: center;">Confidentiality Policy</p>	<p style="text-align: center;">Page 2</p> <p style="text-align: center;">Inserted</p> <p style="text-align: center;">8/22/2015</p>

- 6.
7. Any NMRA official who passes personal membership information to non-authorized individuals runs the risk of being held personally legally liable for this action. Moreover, the NMRA insurance does not apply to such disclosures by region or division officers or personnel.
8. Further updates of this policy will be issued as they are formulated and adopted by the Board of Directors.
9. We appreciate that these changes may cause changes in the way that your NMRA organization conducts business and serves its members, but these changes are necessary as the law evolves regarding privacy issues. If you have any questions about this policy and how it should be applied, please contact NMRA HQ.

The Confidentiality Policy was approved by the BOD at the 2011 Annual BOD Meeting. It was just recently determined that the policy had never been added to the EHB. That was corrected after the 2015 Annual BOD Meeting.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section D 1.1</p>
<p style="text-align: center;">Officers</p> <p style="text-align: center;">President</p>	<p style="text-align: center;">Page 1</p> <p style="text-align: center;">Last Amended 1/17/2008</p>

1. As Chief Executive Officer, the NMRA President is responsible to the membership and the Board of Directors for the effective administration of the Association's affairs, and exercises authority over all other Officers and staff members. This responsibility is based on the premise that the best interests of the membership are to be served at the least possible expenditure of money and volunteer hours.

2. In addition, the Office of President is responsible for:
 - A. Adherence to NMRA Policies,
 - B. Pursuit of established programs,
 - C. Conducting the Board of Directors' Meetings,
 - D. Conducting Annual Business Meeting,
 - E. Appointment of committee chairs and confirmation of committee personnel of the following committees:
 - (1) Nominating Committee (the committee reports to the Secretary),
 - (2) Legal Committee,
 - (3) Industry Liaison Committee, and
 - (4) Special committees as deemed necessary.
 - F. Appointment of Department Manager (except for the Administration Department and Kalmbach Memorial Library Departments), Board Committee Chairs (except for the International Committee),
 - G. Confirmation of appointments. This confirmation may be assigned to the Vice President during the last half of a presidential term.
 - H. Signing of all contracts of the Corporation, except those in which a Department Manager or a Committee Chair has been authorized to sign on behalf of the NMRA.

3. The President has the authority to choose the site of the midyear meeting.

4. The Executive Director's compensation package shall be included in the President's budget.

5. The President should orient the Vice Presidents to the programs, people and projected progress for the coming year and in the operation of the NMRA staff.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	Section D 1.1
<p style="text-align: center;">Officers</p> <p style="text-align: center;">President</p>	<p style="text-align: center;">Page 2</p> <p style="text-align: center;">Last Amended 1/17/2008</p>

6. The President shall furnish a “packet” of information to prospective candidates covering the responsibilities attendant to the office for which they aspire. These “packets” shall be furnished to the Nominating Committee Chair at the time of appointment, and transmitted to the candidates upon their indication that they are willing to serve.

7. The President shall have prepared and distributed to the President-elect and the Vice President-elect, upon final ballot tabulation, “Orientation Material” which will acquaint these newly elected Officers with programs, people and progress currently in effect. This will enable the Officers-elect to coordinate the existing programs with their anticipated changes and improvements.

8. The President will transmit to each newly elected Director, a copy of the BOD Orientation Manual and information relevant to their respective assignment.

9. The NMRA President shall prepare and transmit a monthly report detailing the business of the Association which has transpired during the previous month. This report shall be prepared by the 15th of the month and shall be emailed to every member of the Board of Directors.

<p style="text-align: center;">EXECUTIVE HANDBOOK National Model Railroad Association</p>	<p style="text-align: center;">Section D 2.1</p>
<p style="text-align: center;">Officers Vice President</p>	<p style="text-align: center;">Page 1 Last Amended 2/21/2015</p>

1. The Office of Vice President-Administration and Vice President-Special Projects are an extension of the Office of President, and as such is responsible to the President.
2. The Office of the Vice President-Administraion is responsible for:
 - A. Assisting the President as directed and needed.
 - B. Other duties as may be assigned by the President.
2. The Office of the Vice President-Special Projects is responsible for:
 - A. Such other special projects as may be assigned and delegated by the President.
 - B. Other duties as may be assigned and delegated by the President.

February 2011 Updated responsibilites based on two Vice Presidents

February 2015 Corrected responsibilities of two Vice Presidents

<p style="text-align: center;">EXECUTIVE HANDBOOK National Model Railroad Association</p>	<p style="text-align: center;">Section D 3.1</p>
<p style="text-align: center;">Officers Secretary</p>	<p style="text-align: center;">Page 1 Last Amended 7/1/2000</p>

1. The Secretary of the NMRA is responsible to the membership and the Board of Directors:
 - A. To keep the minutes of the Board of Directors.
 - B. To keep the minutes of the Annual Business Meeting and any other meetings of NMRA members who are meeting as a whole.
 - C. To sign, countersign or attest all official papers and perform usual duties of a Secretary.
 - D. To prepare all NMRA Ballots, supervising the printing of the same. Distribution of necessary ballot copy for overseas Regions when required.
 - E. To issue and maintain records of Conformance Warrants upon receipt of proper authorization.
 - F. In addition to the President, sign all contracts of the Corporation and affix the Corporate Seal, except for those contracts in which an NMRA Officer, Department Manager, or Committee Chair has been authorized to sign on behalf of the NMRA.
 - G. Affix the Corporate Seal to authorized contracts signed by an NMRA Officer, Department Manager, or Committee Chair

2. In addition, the Office of the Secretary is responsible for the:
 - A. Adherence to NMRA policies,
 - B. Pursuit of established programs,
 - C. Custody of Official Seal,
 - D. Custody of the official "NMRA TRADE MARK" certification,
 - E. Preparation and distribution of a monthly Staff Newsletter,
 - F. Appointment of the Ballot Committee Chair, and confirmation of ballot committee members' appointments,
 - G. Appointment of Honors Committee Chair,

<p style="text-align: center;">EXECUTIVE HANDBOOK National Model Railroad Association</p>	Section D 3.1
<p style="text-align: center;">Officers Secretary</p>	<p style="text-align: center;">Page 2 Last Amended 7/1/2000</p>

- H. Activities of the Nominating Committee (the Committee is appointed by the President),
 - I. Activities of the NMRA Historian,
 - J. Maintaining communication channels via tape recordings as well as via letters. Copies or extracts of tapes to be furnished when necessary,
 - K. Executive Handbook, and
 - L. Other duties of secretarial nature, as may be assigned by the President.
3. In addition to the Office of the Secretary, the NMRA President with the approval of the Board of Directors should appoint an Assistant to the Secretary. The Assistant to the Secretary shall, in the absence of the Secretary, perform the function and duties of the Secretary. In no event shall the Assistant to the Secretary receive travel reimbursement except in the absence of the Secretary.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section D 4.1</p>
<p style="text-align: center;">Officers</p> <p style="text-align: center;">Treasurer</p>	<p style="text-align: center;">Page 1</p> <p style="text-align: center;">Last Amended 7/1/2000</p>

1. The duties and responsibilities of the Treasurer of the NMRA are described in Article III, Paragraph 6 of the NMRA Regulations.

2. In addition to the Office of the Treasurer, the NMRA President with the approval of the Board of Directors should appoint an Assistant to the Treasurer. The Assistant to the Treasurer shall, in the absence of the Treasurer, perform the function and duties of the Treasurer. In no event shall the Assistant to the Treasurer receive travel reimbursement except in the absence of the Treasurer.

EXECUTIVE HANDBOOK	Section E 1.1
National Model Railroad Association	Page 1
Office of the Executive Director	Last Amended
Executive Director Policy	2/21/2015

The NMRA does not currently employ an Executive Director. All duties previously assigned to the Executive Director have been reassigned to other members of the National Leadership Team.

<p style="text-align: center;">EXECUTIVE HANDBOOK National Model Railroad Association</p>	<p style="text-align: center;">Section F 1.1 Page 1</p>
<p style="text-align: center;">Board of Directors Board of Directors</p>	<p style="text-align: center;">Last Amended 2/21/2015</p>

1. The Board of Directors is responsible to the membership for establishing policy matters, which guide the activities and growth of the Association.
2. The Board of Directors shall review the activities of the Executive Director. This review shall include adherence to established NMRA policies in the general management of the Association.
3. The Board of Directors shall be the only body exercising any authority over the individual Regional organizations.
4. The Order of Business for the regular meetings of the Board of Directors shall be:
 - A. Introductions -- Directors, Officers, staff and observers
 - B. Call for Proxies
 - C. Call to Order
 - D. Roll Call
 - E. Minutes of the Previous Meeting
 - F. Consent Agenda for Director, Officer, Department and Committee Reports
 - G. Corrections/Additions to All Reports
 - H. Budget
 - I. Old Business
 - J. Motions
 - K. New Business
 - L. Motions
 - M. Resolutions
 - N. Proposals
 - O. Convention Business

<p style="text-align: center;">EXECUTIVE HANDBOOK National Model Railroad Association</p>	<p style="text-align: center;">Section F 1.1</p>
<p style="text-align: center;">Board of Directors Board of Directors</p>	<p style="text-align: center;">Page 2 Last Amended 2/21/2015</p>

P. Other

Q. Adjournment

5. Special meetings of the Board of Directors may be called as provided in the Regulations.
6. The NMRA President is also the Chair at the Board of Directors meetings. In the President's absence, the Vice President - Administration shall act as Chair. In instances when both are knowingly to be absent, the President shall appoint a member of the Board of Directors to serve as Chair.
8. In addition to annual and mid year meetings, one electronic meeting will be conducted in September or October. The primary focus will be review of the fiscal year reports.
9. The Board of Directors will select a lead Director at each meeting. The lead Director will chair executive sessions when the President and Vice President - Administration are not present.
10. The minutes of a meeting of the BOD shall, as far as practicable, be posted on the NMRA website not later than 45 days after completion of the meeting or the national banquet, whichever occurs last. The entire Leadership Team will be included in the approval process. The Secretary is responsible for the implementation of this policy, and shall devise and publish a procedure that allows the schedule to be met.

Change Record

Feb 2015 Added Minutes Approval and Minutes Posting Procedure

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section F 1.2</p>
<p style="text-align: center;">Board of Directors</p> <p style="text-align: center;">Appointment of Proxy</p>	<p style="text-align: center;">Page 1</p> <p style="text-align: center;">Last Amended 1/18/2007</p>

The Appointment of Proxy is contained in the Regulations at Article III, Paragraph 27

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section F 2.1</p>
<p style="text-align: center;">Board of Directors</p> <p style="text-align: center;">Board of Directors Meetings</p>	<p style="text-align: center;">Page 1</p> <p style="text-align: center;">Last Amended 1/15/2005</p>

1. The Board of Directors meeting will have a meeting schedule distributed with the agenda package. The agenda will include Director reports, Officer reports, Department reports, motions, resolutions, and supporting materials. The agenda package will be distributed no less than 20 days before the start of the meeting.
2. The agenda package will include a meeting schedule with the following elements:
 - a. Specific starting and ending times for each day.
 - b. Lunch and dinner recesses as appropriate.
 - c. Scheduled breaks.
3. The meeting will follow the Order of Business after the Directors' caucus the first evening.
4. Committees – in the second day, two modules will be reserved for committee meetings. The Secretary will schedule adequate time based on the needs of the committee chairmen.
5. Executive Session – the Secretary will determine the need and reserve time in the meeting schedule. All reports from the Executive Session will not be posted on the web page or distributed outside the Board of Directors.
6. Participation – to facilitate effective meetings, participation will be limited to those taking an active role in the meeting.
 - a. Mid-year meeting – Directors, Executive Director, Legal, Officers, and Department Managers
 - b. Electronic meeting – Directors, Executive Director, Legal, and Officers
 - c. Annual meeting – Directors, Executive Director, Legal, Officers, and Department Managers
 - d. Invited guests – the President may invite guests to attend the meeting. This should be reserved for those actively involved in the agenda. When possible, guests are to be invited to attend for one day.
7. Observers – the Board of Directors meetings are open to all observers, with the exception of the Executive Session.
8. Director Orientation – prior to the Directors' caucus, new Directors will be scheduled to attend an orientation session. The session will be conducted by one Director, selected by the President with input from the Board of Directors, and the Parliamentarian.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section F 2.1</p>
<p style="text-align: center;">Board of Directors</p> <p style="text-align: center;">Board of Directors Meetings</p>	<p style="text-align: center;">Page 2</p> <p style="text-align: center;">Last Amended 1/15/2005</p>

9. Meeting Room – the Secretary will receive all requests for audio-visual or other meeting room needs and provide the list to the meeting planner. In addition, the Secretary will request meeting room materials necessary for efficient discussion (e.g., name tents).
10. Organized Discussion – intelligent discourse will be managed by the Parliamentarian, following *Robert’s Rules of Order*.
11. The Minutes of a BOD Meeting shall, as far as is practicable, be posted on the NMRA website not later than 45 days after completion of the meeting or the national banquet, whichever occurs last. The entire Leadership Team will be included in the approval process. The Secretary is responsible for the implementation of this policy and shall devise and publish a procedure that allows the schedule to be met.

February 2015-Posting Minutes on the NMRA website.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	Section F 2.2
<p style="text-align: center;">Board of Directors</p> <p style="text-align: center;">Reports</p>	<p style="text-align: center;">Page 1</p> <p style="text-align: center;">Last Amended 1/1/2005</p>

1. Each Director is to make two written reports yearly to the Board of Directors. These reports will be made a part of the published agenda for the forthcoming Board of Directors meeting. The report of each Director is due to the Secretary 45 days prior to the first day of the meeting.
2. In general these reports should include, but are not compelled to include, information on the following suggested items:
 - Introduction of controversial subjects for discussion.
 - Policy issues.
 - Future direction of the organization.
3. The above are typical subjects and are to be included in the report if applicable. Any motions or resolutions are to be submitted on separate sheets, one item to a sheet. Refer to preparation of motions in this section of the EHB.
4. At the BOD meeting each Director (or proxy) will be given an opportunity to add to the published report, as something might have occurred subsequent to writing the report that should be introduced at the meeting.
5. Reports submitted for the first time at the BOD meeting are not encouraged. Any late reports will be given to the Secretary for distribution. The Secretary will distribute the late reports during a recess, or at the end of the meeting, unless special circumstances dictate otherwise. The reason for submitting a written report for publication is to allow sufficient time for other members of the NMRA staff to study the report and formulate an opinion prior to the meeting.
6. The number of the report should be coded into the agenda using the listing in the Organizational Roster. This number is to be placed in the upper right hand corner of the report. Should more than one page be necessary, code the sheets with a page number (i.e., 27 page 1, 27 page 2, 27 page 3, etc.).
7. The Region Presidents will submit a report to the Secretary with a copy to the RAC Director 45 days prior to the first date of the meeting. The RAC Director will encourage all of the Region Presidents to submit reports on time. The format of the report should include:
 - a. Concerns
 - b. Successes
 - c. Policy issues
 - d. Topics for future discussion

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	Section F 2.2
<p style="text-align: center;">Board of Directors</p> <p style="text-align: center;">Reports</p>	<p style="text-align: center;">Page 2</p> <p style="text-align: center;">Last Amended 1/1/2005</p>

8. Officer, Board Committee, and Department reports will be submitted to the Secretary at least 45 days prior to the meeting. The reports should include:
 - a. Summary of achievements
 - b. Future needs – personnel, funding, capital expense
 - c. A review of current strengths, weaknesses, opportunities, and threats

<p style="text-align: center;">EXECUTIVE HANDBOOK National Model Railroad Association</p>	<p style="text-align: center;">Section F 2.3 Page 1</p>
<p style="text-align: center;">Board of Directors Report Format</p>	<p style="text-align: center;">Last Amended 1/21/2007</p>

File # _____

(District, Officer, Department, Committee Title)

(Meeting Name and Date)

- I. Discussion of activities and accomplishments since last BOD Meeting.

- II. Introduction of controversial subjects for discussion.

- III. Policy issues.

- IV. Future direction of the organization.
(For other than Directors, a Department or Committee activity projection report)

(Signature)

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	Section F3.1
<p style="text-align: center;">Board of Directors</p> <p style="text-align: center;">Questionnaire or Referendum Policy</p>	<p style="text-align: center;">Page 1</p> <p style="text-align: center;">Last Amended 8/1/1968</p>

1. Any questionnaire or referendum to be submitted to a National or Regional vote of the membership by the national organization must first be submitted to the Board of Directors.
2. Such referendum or questionnaire after being submitted to the Board of Directors may be altered, rewritten, referred back to committee with instruction, or accepted by a majority vote of the Board of Directors.
3. Such accepted policy shall stand until deleted or modified by future Board of Directors action.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section G 1.1</p>
<p style="text-align: center;">Presidential Committees</p> <p style="text-align: center;">National Nominating Committee</p>	<p style="text-align: center;">Page 1</p> <p style="text-align: center;">Last Amended 7/3/2009</p>

1. The function of the National Nominating Committee is the selection of a slate of candidates for Directors and Officers. This slate shall combine the best features of stability through continuity in service of proven performers in office and of a continual freshening of outlook by blending promising new blood into the national organization.

2. The committee shall be composed of the President (non-voting), a Chair appointed by the President, and committee members appointed by the Chair with the concurrence of the President. Committee members, except the President and the Chair, shall consist of not less than two nor more than three such members to be residents of each District as defined in the Regulations. The appointments of the entire committee shall terminate upon the official closing of the ballot as defined in this Section of the EHB unless specifically notified otherwise.

3. The President, or the incoming President in a year of change of Officers, shall appoint the Chair prior to the Annual Business Meeting, such appointment to become effective immediately. As soon as practicable thereafter the Chair shall submit a list of appointees for the concurrence of the President. In the year preceding an election, the Chair shall submit to the *NMRA Magazine* Editor for publication, the dates for petition nominating of national officers and the dates for receipt of qualifications of each candidate in time to meet the deadlines set forth in the EHB. **The Secretary shall notify the current magazine editor of upcoming positions open for election at the election eleven months prior to the Annual Board meeting. These positions are to be announced in the first possible issue of the NMRA magazine after notification from the Secretary. The address of the Secretary will be given for a response of a volunteer to any position.**

4. Each committee member shall seek out potential candidates on his or her own initiative. Upon receipt of the name and address of each proposed candidate, the committee member shall forward an official biographical questionnaire for completion and return by the candidate who shall be informed that the nomination is not final, since final selection will preferably be made from amongst a number of candidates.

5. The National Nominating Committee is not responsible for soliciting candidates for President of NMRA (Canada). But the Chair shall include the report of the Nominating Committee of the NMRA (Canada) in the report to the Secretary in accordance with NMRA Regulations.

EXECUTIVE HANDBOOK National Model Railroad Association	Section G 1.1 Page 2
Presidential Committees National Nominating Committee	Last Amended 7/3/2009

6. Prior to May 1st of the year preceding an election year, each committee member shall send the questionnaires of their candidates to the Chair. The Chair shall have ascertained from the President, which of the incumbent officers should be retained on the ballot. The Chair shall then summarize the combined list and poll the entire committee for the final selection of nominees to appear on the ballot.
7. Prior to June 1st of the year preceding an election year, each committee member shall communicate selections for each office to the Chair, who will collate and communicate the results to the entire committee. Where ties exist, the Chair shall attempt to resolve a clear decision, but shall retain the right and duty to cast the tie-breaking vote, if necessary.
8. Prior to July 1st of the year preceding an election year, the Chair shall submit a written report to the Secretary in accordance with the NMRA Regulations, with copies to each committee member, to each nominee, and to the *NMRA Magazine* Editor for announcement to the membership.
9.

Regional Advisory Council Director Election

 - A. The National Nominating Committee Chair shall appoint a member of the Regional Advisory Council to serve as Chair of the RAC Director Election Committee, subject to the concurrence of the President.
 - B. The RAC Director Election Committee Chair shall poll the members of the RAC for the names of at least two candidates. The Chair will forward a copy of the official biographical questionnaire to those named candidates willing to run and shall retain copies of the completed questionnaires.
 - C. Prior to September 15th of the year preceding an election year, the Chair of the RAC Director Election Committee will submit a written report to the Secretary with a copy to the National Nominating Committee Chair.
 - D. Prior to October 1st of the year preceding an election year, the Chair of the RAC Director Election Committee shall prepare and send to the members of the RAC the biographies of the candidates and a ballot form.
 - E. The ballots of the RAC members shall be returned to the Chair by December 1st of the year preceding an election year, and the election will be considered closed as of that date. The Chair will tabulate the results and forward the final results to the Secretary by December 31st of the year preceding an election year.

EXECUTIVE HANDBOOK National Model Railroad Association	Section G 1.1
	Page 3
Presidential Committees National Nominating Committee	Last Amended 7/3/2009

- F. Release of election results will be the responsibility of the Secretary as provided under Section R1.1 of the EHB.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section G 2.1</p> <p style="text-align: center;">Page 1</p>
<p style="text-align: center;">Presidential Committees</p> <p style="text-align: center;">NMRA General Counsel Policy</p>	<p style="text-align: center;">Last Amended</p> <p style="text-align: center;">7/1/2000</p>

It shall be the policy of the National Model Railroad Association, Inc. Board of Directors to appoint an attorney to serve as General Counsel to the Corporation. Such relationship shall be governed by the below listed guidelines:

A. ADMINISTRATIVE SERVICES

1. The attorney shall perform all day to day administrative legal services of the NMRA, carried out in a satisfactory and proper manner, as determined and requested by the NMRA. Such services shall include, but not be limited to:
 - a). Preparation and/or review of all legal documents and papers,
 - b). Offer legal advice and assistance to the Directors, Officers and staff of the NMRA,
 - c). Supervision as to the legality of the official minutes and proceedings of the NMRA,
 - d). Handle all legal questions and matters arising under contracts of the NMRA,
 - e). Perform administrative work relating to legal aspects of the NMRA activities.

2. It is understood that all requests, opinions, etc as defined above shall be processed and directed through the Board of Directors or the NMRA President to the General Counsel.

3. It is understood that the NMRA shall reimburse said attorney for transportation costs and actual out-of-pocket expenses in accordance with the actual expenses paid to Directors, Officers and staff of the NMRA as provided in the NMRA's then current travel and expense reimbursement policy.

4. The attorney shall state that he or she has no interest which would conflict in any manner or degree with the performance of his or her services for the NMRA, and further covenant that in the performance of this duty, no person(s) having any such interest shall be employed by him or her.

B. NON-ADMINISTRATIVE SERVICES

1. The attorney shall be reimbursed actual expenses and fees, based on a predetermined and approved schedule of fees, for legal defense of the Corporation. The Board of Directors shall approve said fee schedule and a copy of said schedule will be kept on file with the Secretary and with the NMRA Administration Department.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section G 3.1</p>
<p style="text-align: center;">Presidential Committees</p> <p style="text-align: center;">Parliamentarian/Library Committee/</p>	<p style="text-align: center;">Page 1</p> <p style="text-align: center;">Last Amended 2/21/2015</p>

1. Parliamentarian

- a. The Parliamentarian of the NMRA is responsible for the establishment and interpretation of “Robert's Rules of Order” for the operation of meetings of the Association and its Board of Directors.
- b. The President shall appoint the Parliamentarian. The General Counsel may act in this capacity if so desired by the President.

2. Library Committee Policy

The Library Committee shall consist of a NMRA Director, the Executive Director, the Library Director, and other persons whom the President shall appoint and who have special expertise helpful to the library. The Library Committee shall promote the A. C. Kalmbach Memorial Library and advise and support the operations of the library in technical matters, requests for grants and donations, identification of volunteers, and similar areas.

3. Pioneer Committee

- a. The function of the Pioneer Committee is to select the recipients of the annual Pioneer Award. Pioneer Award winners shall demonstrate an impeccable record of integrity and respect as well as a history of service in the model railroad industry. Nominees should also have accomplished one or more of the following: Prominence in the promotion of public awareness of the hobby of model railroading, development of a unique or innovative manufacturing process which has significantly impacted the industry, and/or innovation in product marketing or development.
- b. The committee shall be composed of the President, a Chair appointed by the President, and committee members appointed by the Chair with the concurrence of the President. Whenever possible, at least one member of the committee should be a respected member of the model railroad industry.
- c. After conclusion of the committee’s deliberations, the names of the Pioneer Award winners shall be communicated to the HQ staff in sufficient time to allow for the preparation of the awards. The awards shall be presented at the National Convention Banquet by the Pioneer Committee Chair or by his/her designee. The Chair shall be responsible for the preparation of a biography of each award winner, which will be presented at the time the award is given and will be published in an appropriate way in the NMRA publications.

EXECUTIVE HANDBOOK	Section H 1.1
National Model Railroad Association	Page 1
Administration Department	Last Amended
Regional Membership Reports	2/13/2011

1. In order to help the Regions maintain a mailing list of all NMRA members in their area, and to assist them in notifying all members of the coming Regional and Divisional events, the Administration Department Manager shall supply the designated Region official with the following monthly reports:
 - A. Region Master Report containing all current NMRA members residing within the Region
 - B. Region Master Report containing all current NMRA members residing within the Region and other subscribers to the Region's publication
 - C. 30 Day Expired containing those members who have not renewed in 30 days
 - D. 60 Day Expired containing those members who have not renewed in 60 days
 - E. Change of Address containing:
 - a. Members who moved into the Region; and
 - b. Members who moved out of the Region; and
 - c. Members who moved within the Region with both the old and the new address
 - F. New Members within the Region
 - G. Renewed Members within the Region
 - H. Re-railed Members within the Region
 - I. Deceased Members within the Region
 - J. Inactive and Expired Members within the Region
2. All reports shall be transmitted electronically over the Internet in a Microsoft Excel format (.xls).
3. All reports shall be transmitted no later than the 5th day of the month following the reporting period.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	Section H 2.1
<p style="text-align: center;">Administration Department</p> <p style="text-align: center;">Stationery Policy</p>	<p style="text-align: center;">Page 1</p> <p style="text-align: center;">Last Amended 7/1/2000</p>

1. Standard NMRA letterheads and envelopes will be imprinted with the name, address and title and supplied, upon request, to all elected National Directors, Officers, Department Manager, and *NMRA Magazine* Editor. They will be ordered directly from the Administration Department Manager.

2. Standard NMRA letterheads and envelopes will be imprinted with the name, address and title and supplied to those committee Chairs whose activities entail correspondence with persons outside of the NMRA organization on a scale sufficient to warrant the use of such stationery. Application for such imprinted stationery shall be made to the Executive Director through the Department Manager or individual responsible for the committee.

3. Standard NMRA letterheads and envelopes without a personalized imprint will be furnished for all other committees. The committee Chair shall direct orders for this material to the Administration Department Manager.

<p style="text-align: center;">EXECUTIVE HANDBOOK National Model Railroad Association</p>	<p style="text-align: center;">Section H 3.1 Page 1</p>
<p style="text-align: center;">Administration Department Donations Policy</p>	<p style="text-align: center;">Last Amended 7/2/2016</p>

1. The NMRA will not be responsible for any unsolicited material received without notification.
2. Material and funds offered to the NMRA shall only be accepted unconditionally unless the donor's written condition(s) is (are) approved by the Executive Committee.
3. Legal Counsel has advised that any material contributions may be sold. Funds from such sales and any monetary donations may be used for any NMRA purpose except when the donation was made to a specific fund- raising target. Library donations and funds will be used for Kalmbach Memorial Library purposes only. Museum donations and funds will be used only for Howell Day Museum purposes.
4. The responsibility of determining value for purposes of a tax deduction shall rest solely with the donor.
5. The NMRA is open to and encourages the donation of securities so that members can realize any tax benefits that are attendant to donating appreciated stocks and bonds. All donated securities will be immediately deposited to the appropriate NMRA brokerage account. All such donated securities will be managed along with the other NMRA funds in that account by the Investment Committee. The exception to this policy shall be if the donor stipulates that the securities must be held for a specific period of time. If there is a hold time stipulation, no action other than depositing the securities in the account shall occur until the stipulation is met.
6. NMRA Surplus Sales Program
 - A. Donations specifically made to the Howell Day Museum are not subject to the conditions of this policy.
 - B. Any item considered appropriate for public sale, shall be offered first to the membership exclusively for a period of thirty (30) days.
 - C. Any item not liquidated through offering to the general membership shall be offered for public sale through eBay, Craigslist, or similar.
 - D. The NMRA Surplus Sales Program shall be financially self supporting with all reasonable costs of the program being covered by sales revenue.

EXECUTIVE HANDBOOK National Model Railroad Association	Section H 3.1
	Page 2
Administration Department Donations Policy	Last Amended 7/2/2016

Changes Record:

February 2013-Added NMRA Surplus Sales Program

July 2016-Amended paragraph #5 to remove requirement to convert donation to cash.

EXECUTIVE HANDBOOK National Model Railroad Association	Section H 4.1 Page 1
Administration Department Insurance Coverage for Meets	Last Amended 1/21/2007

1. The NMRA is under no obligation to provide insurance coverage to any organization, including any Region or Division, nor is it an insurer of any organization. There is no insurance other than that provided by an insurer from whom the NMRA has obtained a policy of insurance.

2. To the extent that the NMRA has obtained a policy of insurance, which permits coverage by that policy to be extended to cover a “meet”, the NMRA may permit coverage under such policy to be extended for a “meet” only upon these conditions:
 - A. For purposes of this policy, a “meet” is a meeting of members of the NMRA, NMRA (Canada), a Region of the NMRA or NMRA (Canada), or a Division of a Region of the NMRA or NMRA (Canada), either with or without a public show.
 - B. The “meet” must be sponsored by the NMRA, NMRA (Canada), a Region of the NMRA or NMRA (Canada), or a Division of a Region of the NMRA or NMRA (Canada).
 - C. The sponsoring group must have 100% NMRA membership at the time of application of coverage.
 - D. The “meet” must be an official meeting of the sponsoring group. It does not require that a business meeting of the sponsoring group must be held as a part of the “meet”.
 - E. A “meet” may be a meeting without a public show. However, a public show, including but not limited to a swap meet or a flea market that is not part of an official meeting of the sponsoring group does not qualify as a “meet”.
 - F. The “meet” may be held in conjunction with other groups, which may or may not have NMRA membership as a requirement.
 - G. A written request setting out the time and place of the “meet”, whether the “meet” includes a public show, and listing the groups, if any, with whom the “meet” is being held shall be accompanied by an administrative fee, if required by the Administration Department, pursuant to a written schedule. The request shall be received by the NMRA Administration Department not less than three (3) weeks before the date of the “meet”.
 - H. If the sponsoring group requests that special notations (ie: additional insureds) be added to the certificate of insurance for a “meet”, the additional costs charged to the NMRA by the insurer as a result of such a request plus

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section H 4.1</p>
<p style="text-align: center;">Administration Department</p> <p style="text-align: center;">Insurance Coverage for Meets</p>	<p style="text-align: center;">Page 2</p> <p style="text-align: center;">Last Amended 1/21/2007</p>

an administrative fee for additional internal costs incurred by the NMRA may be charged by the Administration Department.

- I. As this insurance coverage is provided at no cost except as shown above, the extension of such coverage is at the sole discretion of the NMRA, which may refuse to permit coverage to be extended to a “meet”.
3. The NMRA Insurance Program Committee will develop insurance programs that are useful and needed by NMRA members. The Chair of this program should have a background in the insurance industry and/or property loss protection.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section H 5.1</p> <p style="text-align: center;">Page 1</p>
<p style="text-align: center;">Administration Department</p> <p style="text-align: center;">Dues Year Policy</p>	<p style="text-align: center;">Last Amended</p> <p style="text-align: center;">1/21/2007</p>

In order to assure an understanding of the operation of the NMRA dues year and to avoid confusion in the minds of the membership, the following policy is set forth:

1. Membership, other than any Life category, shall be on a yearly basis and shall expire at the end of the month one year following dues payment.
2. New Membership applications received on or after the fifth day of the month shall have their membership become effective on the first day of the following month, and the *NMRA Magazine* subscription shall run concurrently with the membership.
3. If the Administration Department Manager receives membership renewals before the expiration date, the member shall continue to receive all material distributed to the membership in the regular manner. A 30-day grace period will be carried before cancellation of the membership.
4. New memberships received by the Administrative Department during April or May shall not receive a ballot.
5. REFUND OF DUES: A member's dues are refundable only in the following instances:
 - A. Regular Dues--Any unused portion will be refunded upon request.
 - B. 2, 3 & 5 Year Pre-Pay plan--any unused portion will be refunded upon request. The unused portion will be calculated using current annual membership rates in effect at the time of the request.
 - C. Life Memberships will not be refunded under any circumstances.
 - D. A handling fee may be deducted from the refund amount to cover administrative costs of the refund.
6. The Administration Department must process all membership applications within fourteen (14) days of receipt.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section H 6.1</p>
<p style="text-align: center;">Administration Department</p> <p style="text-align: center;">Privileges of Family Membership Policy</p>	<p style="text-align: center;">Page 1</p> <p style="text-align: center;">Last Amended 1/21/2007</p>

1. The Regulations of the NMRA, Article IV, Section 1C states that the spouse or minor child of any member in good standing may become a Family Member.

Article IV, Section 2B, of the NMRA Regulations provides that the member shall be issued a membership card and shall be listed in all rosters, and have rights and privileges as defined in the Regulations and policies of the NMRA.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section H 7.1</p>
<p style="text-align: center;">Administration Department</p> <p style="text-align: center;">Associate of the NMRA Policy</p>	<p style="text-align: center;">Page 1</p> <p style="text-align: center;">Last Amended 7/3/2009</p>

ASSOCIATE OF THE NATIONAL MODEL RAILROAD ASSOCIATION: Any association, corporation, or entrepreneurship interested in the promotion, education, or preservation of model or prototype railroading may become a Sustaining or Corporate member of the National Model Railroad Association, Inc. upon application to the Administration Department.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	Section H 8.1
<p style="text-align: center;">Administration Department</p> <p style="text-align: center;">Life Membership Card Policy</p>	<p style="text-align: center;">Page 1</p> <p style="text-align: center;">Last Amended 7/1/2000</p>

The NMRA shall issue Life Membership Cards of significant quality (plastic or metal) to all Life Members of the Association.

This Life Membership Card shall be issued in recognition of the members' contribution of funds affirming his or her dedication and devotion to the NMRA.

EXECUTIVE HANDBOOK National Model Railroad Association	Section H 9.1 Page 1
Administration Department Dues and Communications Fee Policy	Last Amended 2/18/2017

The NMRA Board of Directors sets the Dues and Communications Fees as follows (September 2017). Changes to this subsection of the Executive Handbook require a vote of the Board following the procedure set forth in the Regulations.

1. The Dues and Communications Fees for all members except those residing in the Australasian Region, the British Region, the European Region, or Canada shall be as follows:
 - a. Dues – All classes of membership are set forth in the Regulations (Article IV). The annual dues to be collected for each class are (in US Dollars):
 - 1) Regular Member dues: \$47.00
 - 2) Family Member dues: \$10.00
 - 3) Student Member dues: \$40.00
 - 4) Corporate Member dues:
 - a. Gold: \$1,000.00
 - b. Silver: \$500.00
 - c. Bronze: \$300.00
 - 5) Sustaining Member dues: \$120.00
 - b. Subscriptions – Subscriptions to *NMRA Magazine* are available to all members for \$28 per year, (effective October 1, 2016) invoiced and paid concurrently with the renewal of dues. Subscriptions to *NMRA Magazine* are terminated when membership lapses or when a member notifies the Administration Department of his desire to no longer receive the *NMRA Magazine* publication. Subscriptions to *NMRA Magazine* will not be made available to non-members except that Regions, Divisions, and individual members may place subscription for copies of *NMRA Magazine* to be placed in Public Libraries or similar public reading rooms. The price of such subscription shall reflect the actual production and mailing cost of the magazine.
 - c. Region Allocation – The amount to be paid by the Administration Department to the United States Region Treasurers is described in Article IV (Dues), Section 4, Subsection D of the Regulations. The amount will be \$2.00 per dues-paying member (Regular Member, Sustaining Member, Student Member, Corporate Member, Actuarial Life Member, Non-Actuarial Life Member and Honorary Life Member) residing within the Region boundaries. The Administration Department will make two payments per fiscal year – half the first week of September and half the first week of March. The NMRA database will be the basis for establishing the number of members residing within each Region’s boundaries (Article VIII, Section 7).

EXECUTIVE HANDBOOK National Model Railroad Association	Section H 9.1 Page 2
Administration Department Dues and Communications Fee Policy	Last Amended 2/18/2017

2. The Australasian Region, the British Region, the European Region, and Canada will assume all administrative responsibilities for members residing within their areas. In return, the portion of dues that normally would be allocated to national administrative expenses will be withheld. Accordingly, their schedule of Dues and Communications fees is modified as follows (all amounts are in US Dollars):
 - a. Each of the four areas will individually set its own total amount for dues that will consist of the cost of membership renewals, new member packs, and public liability insurance where applicable.
 - b. Each of the four areas will remit to the NMRA each year a specified amount to cover the pro rata share for each member residing within these areas of the following NMRA functional areas: Technical, Education, Development, Library, Member Services, and Executive & BOD. These amounts shall be as follows:
 - 1) Regular Members, Student Members, Corporate Members, Sustaining Members -
 - i. Australasia - \$10.00
 - ii. British and European - \$10.84
 - iii. Canada - \$11.82 (includes charge for liability insurance coverage)
 - c. Subscriptions to *NMRA Magazine* will be offered to members residing within these areas based on the cost of actually delivering the publication. Fees for these subscriptions are set as follows:
 - 1) Canada - \$33.00
 - 2) Australasian Region, British Region, and European Region - \$53.00
 - d. The rates set in Paragraph b shall be reviewed annually with the NMRA Treasurer and adjusted periodically so they remain consistent with the intent stated in Paragraph b.
 - e. The subscription rates set in Paragraph c may be adjusted no more frequently than annually to reflect the actual cost of publication and delivery to the members affected.
 - f. The membership expiration date for members residing in the ABCE shall be that date as determined by the respective ABCE Administration Departments, rather than the date the information was eventually transmitted. The membership expiration date recorded in the NMRA membership database shall be manually entered to ensure that it coincides with the membership expiration date determined by the respective ABC

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section H 9.1</p>
<p style="text-align: center;">Administration Department</p> <p style="text-align: center;">Dues and Communications Fee Policy</p>	<p style="text-align: center;">Page 3</p> <p style="text-align: center;">Last Amended 2/18/2017</p>

Administration Departments. By agreeing to these dates the NMRA does not accept additional charges.

July 2014-language added to clarify subscription of NMRA Magazine
 July 2016-Increased Canada NMRA Magazine Subscription rate
 February 2017-Increased dues

EXECUTIVE HANDBOOK	Section I 1.1
National Model Railroad Association	Page 1
Development Department	Last Amended
Discount Agreements Policy	7/1/2000

It is the policy of the NMRA to encourage and enter into agreements with companies selling goods or services that will provide discounts to NMRA members.

Such agreements shall be subject the following guidelines:

1. The Development Department Manager and General Counsel shall review each proposed agreement and submit recommended proposals to the NMRA President.
2. The NMRA President shall review each proposal, and if in agreement, execute them on behalf of the NMRA. The original Agreement shall be filed with the NMRA Secretary.
3. Agreements that offer a percentage of sales or income to the NMRA shall be encouraged, unless they conflict with 4, below.
4. An agreement shall not be approved if in the opinion of the NMRA President, after consultation with the Development Department Manager and Legal Counsel:
 - A. It will not be in the best interest of the NMRA,
 - B. Requires prior approval by the company of NMRA published materials,
 - C. Requires or implies NMRA endorsement of the company, its goods, or services,
 - D. Unnecessarily entangles the NMRA in the business affairs of the company, or
 - E. Requires exclusive use of that company for goods or services, in that class of goods or services, unless the NMRA President determines that it is in the best interest of the NMRA to enter into such exclusive agreement.
5. The Publications Department shall, from time to time, publish in the *NMRA Magazine* a listing of the companies, goods, and services offered at discount and the percentage, if any, of income to the NMRA from the use of these companies.

<p style="text-align: center;">EXECUTIVE HANDBOOK National Model Railroad Association</p>	<p style="text-align: center;">Section J 1.1</p>
<p style="text-align: center;">Education Department General</p>	<p style="text-align: center;">Page 1 Last Amended 7/1/2000</p>

1. The Education Department is responsible for all-educational programs and activities of the NMRA.
2. The Education Department shall consist of a Department Manager and Committee Chairs of programs whose activities are primarily of an educational nature.
3. The Department Manager shall determine the department structure of the Education Department.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section J 2.1</p>
<p style="text-align: center;">Education Department</p> <p style="text-align: center;">Achievement Program Policy</p>	<p style="text-align: center;">Page 1</p> <p style="text-align: center;">Last Amended 7/1/2000</p>

1. The Achievement Program will recognize for credit toward achievement certificates any NMRA, Regional or Divisional contest entry which receives the minimum 87½ points as specified under the Merit Award provisions.
2. The Achievement Program will not recognize prizes in "outside model contests" or a model contest in which the entries are restricted.
3. Suggestions or motions for changes in the Achievement Program Regulations shall first be referred to the Achievement Program Chair for study and recommendations. Upon study and polling of the Achievement Program Regional Chairs and a representative group of Master Model Railroaders, the Achievement Program Chair shall submit a report and recommendation to the Board of Directors for their consideration.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section J 3.2</p>
<p style="text-align: center;">Education Department</p> <p style="text-align: center;">Achievement Program Operating Procedures</p>	<p style="text-align: center;">Page 1</p> <p style="text-align: center;">Last Amended 7/1/2000</p>

The following paragraphs outline both the responsibilities of an NMRA member seeking an Achievement Program Certificate and the organization within the NMRA administering the Achievement Program.

1. The individual NMRA member shall:
 - A. Request Achievement Certificate Statement(s) of Qualification from the Achievement Program Region Chair, in which the member resides,
 - B. Complete the specified technical or service requirements for the Certificate(s) sought, and
 - C. Submit the completed Statement of Qualification form(s), including all required attachments and supplementary material to the Achievement Program Region Chair in which the member resides.

2. The Achievement Program Region Chair shall:
 - A. Maintain an adequate supply of Achievement Program Rules and Statements of Qualifications for distribution to the NMRA members within the Region on request.
 - B. Provide interpretation of the details of the requirements for each Achievement Program Certificate category for the NMRA members within the Region. Forward all appeals to the NMRA Achievement Program Chair for arbitration.
 - C. Receive and certify all satisfactorily completed Statements of Qualifications from the NMRA members within the Region, retaining one (1) copy for the Regional Achievement Program file, and forwarding the original (including any Merit Award Certification forms as applicable) to the NMRA Achievement Program Assistant Chair.
 - D. Present all Achievement Program Certificates to the NMRA members within the Region on some suitable occasion.
 - E. Send news releases on members earning Achievement Program Certificates to the Regional publication.
 - F. Maintain a file of completed Statements of Qualifications, Regional Contest winners, and Merit Award winners. A file of requirement interpretations and changes in requirements of regulations should be maintained as a

EXECUTIVE HANDBOOK	Section J 3.2
National Model Railroad Association	Page 2
Education Department	Last Amended
Achievement Program Operating Procedures	7/1/2000

permanent record for the Region. This document is known as the AP Handbook.

- G. Appoint Merit Award Judges, as required.
 - H. Complete and sign all Merit Award Certificates and present to the NMRA members within the Region on some suitable occasion.
4. The Achievement Program shall:
- A. Establish all forms, procedures, regulations and revisions relative to the uniform administration of the Achievement Program.
 - B. Interpret and clarify Achievement Program Policy, Certificate requirements and regulations as requested by the Board of Directors or Achievement Program Region Chair.
 - C. Maintain a complete NMRA Achievement Program file, which shall include:
 - 1) Achievement Certificates issued
 - 2) Copies of interpretations of Certificate requirements and regulations
 - 3) Names and addresses of Achievement Program Region Chairmen
 - 4) Administrative correspondence as a permanent record.
 - D. Notify the *NMRA Magazine* Editor and the Administration Department Manager of all Achievement Certificates granted to NMRA members.
 - E. Act as a final appeal board to NMRA members who may disagree with Regional rulings on Certificate requirements and regulations.
 - F. Maintain an adequate supply of Achievement Program Rules, Statements of Qualifications, Merit Award Certification forms, Achievement Certificates, Merit Award Certificates and Witness Certification forms.
 - G. Issue Achievement Program Rules, Statements of Qualifications, Merit Award Certification forms, Merit Award Certificates and Witness Certification Forms, to Achievement Program Region Chairs on request.
 - H. Prepare and issue Achievement Certificates to Achievement Program Region Chairs.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	Section J 3.3
<p style="text-align: center;">Education Department</p> <p style="text-align: center;">Steps in Processing a Statement of Qualifications</p>	<p style="text-align: center;">Page 1</p> <p style="text-align: center;">Last Amended 7/1/2000</p>

1. The NMRA member completes the Statement of Qualifications (SOQ); then
2. Submits SOQ with proper materials to AP Divisional Chair (where available); who
3. Checks its completeness along with needed materials and submits the SOQ and materials to the AP Region Chair; who
4. Checks the SOQ and materials against the regulations, signs the SOQ; and sends it to the
5. AP Executive Assistant Chair who checks and approves the SOQ and prepares approval reports to:
6.
 - A. The Administration Department Manager for membership verification,
 - B. The AP Dispatcher,
 - C. The AP Calligrapher,
 - D. The National AP Chair.
7. The AP Dispatcher notifies the member, the AP Region Chair, the *NMRA Magazine* Editor, and the AP Chair of the approved SOQ.
8. The AP Calligrapher prepares the Certificate and sends it to the AP Chair; who
9. Signs the Certificate and places the NMRA seal on it and then sends it to the AP Region Chair for presentation at a Regional Convention.
10. All SOQs for MMR are to be sent directly to the AP Chair for approval. The AP Region Chair and the applicant should sign it.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section J 4.1</p>
<p style="text-align: center;">Education Department</p> <p style="text-align: center;">Achievement Program Regulations</p>	<p style="text-align: center;">Page 1</p> <p style="text-align: center;">Last Amended 1/2006</p>

INTRODUCTION

The purpose of the Achievement Program (AP) is to allow the National Model Railroad Association (NMRA) to give recognition to those members who have demonstrated SUPERIOR craftsmanship and technical skill as model railroaders and have given SUPERIOR service to the hobby and the NMRA.

HOW TO PARTICIPATE

Read the regulations carefully. Call or write the National AP Chair, who is listed in the *NMRA Bulletin* or by E-mail at "achiev@hq.nmra.org". The National AP Chair will put you in contact with your Regional AP Chair. Request a copy of the Statement of Qualifications (SOQ) form and guidance in preparing the documentation for the category involved. Also, request a Merit Judging form and a Judges and Witness Certification List, when necessary.

SECTION 1

STATEMENT OF POLICY

It is the policy of the NMRA to promote continuing interest and activity in all phases of the hobby of model railroading through the establishment of the Achievement Program (AP). The AP provides for official recognition of superior achievement for the individual NMRA member in the areas of craftsmanship and service. This program has developed a large group of NMRA members who are willing to advise and assist all NMRA members in all aspects of the hobby. Participation in the AP is voluntary and is not a requirement for participation in any other phase of NMRA activity. Possession of any achievement certificate does not entitle its holder to any special consideration in matters pertaining to the NMRA.

DELEGATION OF RESPONSIBILITIES

The Board of Directors shall be the body authorized to effect changes in or revisions to Section 1 of the NMRA Achievement Program.

The President of the NMRA, with the concurrence of the Education Department Manager, shall appoint the NMRA Achievement Program Chair, who may appoint additional committee members.

The NMRA Achievement Program shall formulate and submit for Board of Directors action, changes or revisions to Section 1 of the Program and it shall counsel this body about such matters brought before it. The Achievement Program shall be authorized to make changes or revisions in Section 2 of the Program. The

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Education Department Achievement Program Regulations	Last Amended 1/2006

Achievement Program shall be responsible for maintaining uniformity of application of the Achievement Program rules and regulations throughout the NMRA and shall give aid and counsel to the Region Achievement Program Chairmen and other Regional officials.

The Region Presidents shall appoint the Achievement Program Region Chair for their respective Regions, who may appoint additional committee members as they feel are required. The Regional Chairs shall also be members of the NMRA National Achievement Program staff.

The Regional Chairs shall be responsible for examination and certification of all Achievement Program Statements of Qualifications (SOQ) within their Regional boundaries according to the established regulations, requirements and authorized interpretations.

DEFINITIONS

For definitions of the terms used in these regulations, please refer to the section entitled "DEFINITIONS" in Section 2 of this document.

ACHIEVEMENT CATEGORIES

In order to acknowledge exceptional achievement in the many phases of scale model railroading, the following achievement categories have been established to encompass both the technical and service phases of the model railroad hobby.

RAILROAD EQUIPMENT

1. Master Builder - Motive Power
2. Master Builder - Cars

RAILROAD SETTING

3. Master Builder - Structures
4. Master Builder - Scenery
- 4a. Master Builder - Prototype Models

RAILROAD CONSTRUCTION AND OPERATION

5. Model Railroad Engineer - Civil
6. Model Railroad Engineer - Electrical
7. Chief Dispatcher

SERVICE TO THE HOBBY AND THE NMRA

8. Association Official
9. Association Volunteer

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Education Department Achievement Program Regulations	Last Amended 1/2006

10. Model Railroad Author

MASTER ACHIEVEMENT

Master Model Railroader (MMR)

REQUIREMENTS FOR COMPLETION

The requirements for each of the AP certificates are described in detail below. A member requesting an AP certificate must meet the following criteria:

1. Be a current NMRA member at the time of requesting certification.
2. Request certification on the official AP SOQ form and submit both white and yellow copies to the AP Division Chair or to the AP Region Chair of the Region in which the member currently resides. Any member who resides outside their home Region for less than six months of the year, and who participates in the second Region's contests but wants the Certificate credited to the "Home Region", can submit the SOQ to the second Region's AP Chair, with explanations.
3. Submit a typed or legibly printed SOQ and the required supplementary attachments. The Association Official, Association Volunteer and MMR certificates specifically provide that the SOQs may be initiated by others.
4. Include on or with the SOQ all of the following:
 - a) Evidence of technical or service accomplishment.
 - b) Attachments of all supplementary material necessary to fully meet the stated requirements of the category.
 - c) Attachment of Merit Award Certification forms if required.
 - d) Certification by the AP Region Chair.

Category 1. MASTER BUILDER MOTIVE POWER

To qualify for this certificate you must:

1. Build three scale models of railroad motive power, one of which must be scratch built. Motive Power is defined as a locomotive or a self-propelled vehicle. To qualify as scratch built, the motive power must contain the following scratch built items as applicable:

Steam Locomotives: frame, boiler, cab, tender frame, body, either valve gear or main and side driving rods.

<p style="text-align: center;">EXECUTIVE HANDBOOK National Model Railroad Association</p>	<p style="text-align: center;">Section J 4.1 Page 4</p>
<p style="text-align: center;">Education Department Achievement Program Regulations</p>	<p style="text-align: center;">Last Amended 1/2006</p>

Other Motive Power: body, frame, cab, power truck frame, pantograph or trolley poles where appropriate.

All models must be capable of self propulsion on track of the same gauge as the model. Power trains for all models may be commercial motors and gears. All models must be superdetailed either with scratch built parts (for bonus points) or with commercial parts as defined in the "DEFINITIONS" Section.

2. Earn a Merit Award of at least 87.5 points with each of the three scale models of motive power either via an NMRA sponsored contest or AP Merit Award Judging.
3. Submit a completed Statement of Qualifications (SOQ) which shall include the following:
 - a) Attachment giving detailed descriptions of the models.
 - b) Identification of the scratch built features.
 - c) List of all the commercial components appearing on each model.
 - d) The materials used in building the models.
 - e) Verification of the Merit Awards

Category 2. MASTER BUILDER CARS

To qualify for this certificate you must:

1. Build eight operable scale models of railroad cars. There must be at least four different types of cars represented in the total of eight. One of these must be a passenger car and at least four must be scratch built. The remainder, if other than scratch built, must be superdetailed as defined in the "DEFINITIONS" section.
2. Earn a Merit Award of at least 87.5 points with four of the above models either via an NMRA sponsored contest or AP Merit Award Judging.
3. Submit a Statement of Qualifications (SOQ) which shall include the following:
 - a) Attachment giving detailed descriptions of the models.
 - b) Identification of the scratch built features.

<p style="text-align: center;">EXECUTIVE HANDBOOK National Model Railroad Association</p>	<p style="text-align: center;">Section J 4.1 Page 5</p>
<p style="text-align: center;">Education Department Achievement Program Regulations</p>	<p style="text-align: center;">Last Amended 1/2006</p>

- c) List of all the commercial components appearing on each model.
- d) Materials used in building the models.
- e) Verification of the Merit Awards.

Category 3. MASTER BUILDER STRUCTURES

To qualify for this certificate you must:

1. Build twelve scale structures. At least six different types of structures must be represented in the total. One must be a bridge or trestle. At least six must be scratch built. The remaining six, if not scratch built, must be superdetailed with scratch built or commercial parts.
2. Earn a Merit Award of at least 87.5 points with six of the above models, either via an NMRA sponsored contest or AP Merit Awards.
3. Submit a completed Statement of Qualifications (SOQ) which shall include the following:
 - a) Attachment giving detailed descriptions of the models.
 - b) Identification of the scratch built features.
 - c) List of all the commercial components appearing on each model.
 - d) The materials used in building the models, including a notation that the model is operational if intended to be.
 - e) Verification of the Merit Awards.

Category 4. MASTER BUILDER SCENERY

To qualify for this certificate you must:

1. Construct a completed section of a model railroad of at least sixty square feet in O scale, or forty-five square feet in S scale, or thirty-two square feet in HO scale, or twenty-four square feet in N scale or other scales in proportional relationship to HO scale. This completed section must contain the necessary scenic elements of terrain, structures, background, lighting, and realism/conformity as combined to achieve a realistic effect using applicable NMRA standards in that

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particular model railroad scene. The intent of this category is the prototypical rendering of the scenic elements from the ground up. The definitions of the various elements (which may be combined to comprise the setting for the model railroad) shall be:

TERRAIN - The ground and all natural features such as rocks, water, trees, hills and depressions, as well as manmade features such as the railroad roadbed, cuts, fills, drainage ditches, embankments, streets and roads.

STRUCTURES - Structures are considered from the standpoint of prototypical suitability, placement and appearance as scenic elements. (The quality of construction is covered under the Master Builder Structures category). Structures include: bridges, trestles, culverts, buildings and all other types of structures (towers, power lines, signs, fences, etc.), track and right-of-way appurtenances (such as turnout controls, signaling structures, crossing gates and shanties etc.), turntables and other service structures. The items described above are a few examples and additional features are encouraged.

BACKGROUND - Treatment of wall, backdrop or ceiling to realistically depict depth and distance, horizon and sky.

LIGHTING - Illumination effects from three aspects: railroad cars and signals, etc.; buildings, streets and roads, etc.; overall lighting effects - day and/or night. An entirely daylight scene is acceptable. This lighting information must be included in the material prepared for Section 4 below.

REALISM/CONFORMITY - General overall impression that the scene is a believable, miniature representation of a prototype railroad.

2. Prepare a set of photographs and a written description clearly describing the intended setting of the model railroad and the scenic details including towns or cities in the area being judged.
3. Prepare a description of the materials and methods of construction used in creating various features of terrain, background, and lighting.
4. Attach one copy of materials in Sections 2 & 3 to the SOQ for use by the judges in determining the effectiveness of the craftsmanship displayed by the member requesting certification.
5. Earn a Merit Award of at least 87.5 points on the section of layout being judged.

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6. Submit a completed Statement of Qualifications (SOQ) including the attachments for Sections 2 & 3 and the signed Merit Judging forms from Section 5.

Category 4a. MASTER BUILDER PROTOTYPE MODELS

To qualify for this certificate you must:

1. Construct an animated or static model of a prototype scene containing at least six models of prototype equipment or structures. At least four different types of models must be represented. They are: rolling stock, railroad structure, caboose or passenger car and a motive power. Any two of the six models must be scratch built. The remainder must be superdetailed. Plans or photographs must be provided to verify the final prototypical appearance of each model and of the total scene.
2. Earn a Merit Award of at least 87.5 points with the above scene.
3. Prepare a written description along with photographs, documented evidence and/or maps which will verify the actual prototype scene used as a basis for the modeled scene. Merit judging will follow the scoring schedule in the "DEFINITIONS" Section.
4. Provide color photos and a written description of materials and methods used to build the scene.
5. Submit a completed Statement of Qualifications (SOQ) which shall include the following:
 - a) Attachments for Sections 2 & 3 above.
 - b) The signed Merit Judging forms from Section 2.
 - c) The supplemental material with the photographs of both the model and the prototype attached.

Category 5. MODEL RAILROAD ENGINEER CIVIL

To qualify for this certificate you must:

1. Prepare one original scale drawing of a model railroad track plan identifying overall size, scale, track elevations, curve radii and turnout sizes. The plan must include:

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adequate terminal facilities for handling freight and/or passenger cars, storage and service of motive power, a minimum of one mainline passing siding and four switching locations (exclusive of yards, interchanges, wyes and reversing loops), provision for turning motive power (except in switchback roads, trolley lines, etc.), provision for simultaneous operation of at least two mainline trains in either direction.

2. Construct and demonstrate the satisfactory operation of the completed section of the model railroad and track work described in Section 1. The section must contain at least twenty-five linear feet in Z, N, or TT scale, or fifty linear feet in HO or S scale, or seventy five linear feet in O scale, or one hundred linear feet in G or #1 scale, or other scales in proportional relationship to HO scale with appropriate ballast, drainage facilities and roadbed profile, and may contain spurs, yards, etc. Track work shall have examples of at least SIX of the following features:

- 1) passing siding
- 2) spur
- 3) crossover
- 4) reversing loop
- 5) wye
- 6) simple ladder
- 7) compound ladder
- 8) turntable
- 9) transfer table
- 10) super elevation
- 11) simple overhead wire
- 12) compound overhead wire
- 13) scale track
- 14) cog railway track

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- 15) coal dump truck
 - 16) ash pit
 - 17) service pit track
 - 18) grade elevation
 - 19) other _____
3. Construct scratch built scale models of any three of the following for Merit Award judging and demonstrate their satisfactory operation:
- 1) turnout (point or stub)
 - 2) crossover
 - 3) double crossover
 - 4) single slip switch
 - 5) double slip switch
 - 6) crossing
 - 7) gauntlet track
 - 8) gauntlet turnout
 - 9) dual gauge turnout
 - 10) gauge separation turnout
 - 11) double junction turnout
 - 12) three-way turnout
 - 13) spring switch
 - 14) operating switch in overhead wire
 - 15) other _____

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Commercial frogs are NOT permitted in the three models. These models may be built and demonstrated as part of the layout or separately.

4. Earn a Merit Award of at least 87.5 points on the models in Section 3.
5. Submit a completed Statement of Qualifications (SOQ) which shall include the following:
 - a) Attachment to the SOQ showing the track plan required in Section 1 above.
 - b) Description of the track work features, methods of construction and identification of commercial components used in Section 3.
 - c) Verification of the Merit Award.
 - d) Witness Certification Form showing that each of the above models meets all applicable NMRA standards.

Category 6. MODEL RAILROAD ENGINEER ELECTRICAL

To qualify for this certificate you must:

1. Construct and demonstrate on your own or a club layout, the satisfactory operation of an electrical control system on a model railroad capable of simultaneous and independent control of two mainline trains in either direction, and containing at least:
 - 1) For conventional DC wiring (non-command control), five electrical blocks that can be controlled independently. For command control wiring (DCC, TMCC, and others), sufficient gaps and switches to maintain polarity, phase if needed, and troubleshooting.
 - 2) one mainline passing siding
 - 3) one reversing loop, wye, turntable or transfer table
 - 4) one yard with a minimum of three tracks and a switching lead independent of the mainline
 - 5) facilities for the storing of at least two unused motive power units

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- 6) one power supply with protective devices (short indicators and/or circuit breakers) to ensure safe operation.
2. Wire and demonstrate the electrical operation of at least three of the following items:
 - 1) turnout
 - 2) crossing
 - 3) crossover
 - 4) double crossover
 - 5) single slip switch
 - 6) gauge separation turnout
 - 7) double junction turnout
 - 8) three way turnout
 - 9) gauntlet turnout
 - 10) spring switch
 - 11) operating switch in overhead wire

Operating third rail (either center or outside) powered layouts may be considered for all aspects of the AP.

3. Wire and demonstrate the satisfactory electrical operation of at least three of the following features:
 - 1) Electrical turnout position indication on a control panel or at track side for a minimum of four turnouts
 - 2) Track occupancy indication on a control panel or at trackside for a minimum of five blocks
 - 3) Cab control, making provision for connection of at least two power supplies to a minimum of five blocks as the trains progress

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- 4) Engine terminal including an electrically powered turntable or a transfer table, a minimum of three stall tracks and at least two "blocked storage sections" for parking locomotives outside the stall area
- 5) Two turnout junctions with electrical interlocking and protecting track side signals
- 6) Constant intensity lighting.
- 7) Electronic throttle with inertia and braking provisions
- 8) Grade crossing with electrically actuated warning indication
- 9) Two-way block signaling with automatic train detection for at least five blocks
- 10) Operating overhead wire and collecting current with either trolley poles or pantographs or both
- 11) Installation of an advanced electronic and/or computer control for the model railroad
- 12) Design, installation and operation of animated mechanical and/or electrical displays
- 13) Design, installation and operation of mechanical and/or electrical layout lighting displays commercially assembled complete units are not acceptable in items below:
- 14) Construction and installation of a sound system
- 15) Construction and installation of a signaling system
- 16) Development and installation of a CTC system
- 17) Installation and operation of an onboard video system
- 18) Computer generated displays of block detection information
- 19) Hardwired or stored control program for operation of the railroad
- 20) Development and demonstration of a computer to railroad interface

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21) Installation of a command control receiver. Modifications or additions to the device's wiring are required. Installing a plug-equipped decoder into a manufactured pre-wired socket is not sufficient.

22) Installation of a command control throttle bus line around a layout capable of handling at least two throttles at three or more separate locations

23) Other _____

The use of advanced power supply, train control, track wiring and track control methods shall not be restricted by the definitions in these minimum requirements.

4. Prepare a schematic drawing of the propulsion circuitry of the model railroad in Section 1 showing the gaps, blocks, feeders, speed and direction control, electrical switches and power supplies. Prepare schematic drawings identifying the wiring and components of the six items in Sections 2 & 3.

5. Submit a completed Statement of Qualifications (SOQ) which shall include the following:

a) Attachment showing the track plan required in Section 1.

b) Description of the track work features, method of construction and identification of commercial components used in Section 2 & 3.

e) The signed Witness Certification form showing that each of the above items are operational and meet all applicable NMRA Standards.

Category 7. CHIEF DISPATCHER

To qualify for this certificate you must:

1. Must have participated in the operation of a model railroad, either home or club, for no less than fifty hours. A minimum of ten hours must be served in each of three of the five categories listed below, one of which must be Dispatcher. They are:

1) Engineer - Mainline Freight, Passenger, or Way Freight

2) Yardmaster, Station Master

3) Hostler, Power Desk

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- 4) Tower Man, Traffic Manager,
- 5) Road Master
- 6) Dispatcher

This experience shall be accumulated on one or more model railroads having at least two mainline trains plus yard switching in simultaneous operation. Some system of freight and passenger train and car movements, including road switching, shall be used for controlling train activity.

The category descriptions are as follows:

- 1a) ENGINEER; PASSENGER OR FREIGHT shall run his or her train in a manner that simulates the prototype, following the rules of the model railroad being used, operating according to the signal system (if present) or by direct instruction of the Dispatcher.
- 1b) WAY FREIGHT ENGINEER will meet the requirements of Mainline Engineer. In addition he or she shall perform all required switching with approval from the Dispatcher in a manner to not adversely affect the overall railroad schedule or operations.
- 2a) YARDMASTER runs the freight yard. He or she makes up trains with the appropriate cars in the desired numbers to have trains ready when the timetable or Dispatcher requires them. Generally, the Yardmaster operates the switch engine but in a large yard could direct several yard engineers.
- 2b) STATIONMASTER is in charge of the passenger station and all passenger switching. He or she makes up trains with the appropriate consists so the trains are ready when the timetable and Dispatcher requires them. Terminating trains are broken down appropriately and the cars serviced and stored as needed. Through train switching is accomplished.
- 3a) HOSTLER shall run the engine facilities. He or she shall have each locomotive facing the correct direction, double headed or lashed up, ready for the Engineer to easily leave the engine area. Service to the locomotives shall be simulated. Returning locomotives are placed in their appropriate stalls or tracks. On layouts with advanced control systems, the Hostler can handle the assignment of locomotives to the appropriate Engineer's throttle.
- 3b) POWER DESK decides what is the correct motive power for each train and assigns throttle control to the motive power. When the assignment is

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finished, he or she returns the control of that motive power back to the Hostler throttle or to off.

- 4a) TOWER MAN operates one or more towers (control panels) on a layout. He or she sets up the appropriate route at the correct time under the direction of the timetable or Dispatcher. He or she reports train passings to the Dispatcher if required.
- 4b) TRAFFIC MANAGER determines which cars go and come from each industry, and the amount and location of traffic. He or she specifies the route and may create a computer program to do this automatically.
- 5) ROAD MASTER is the operating session trouble-shooter and makes repairs. He or she keeps things moving smoothly. He or she can take track in and out of service.
- 6) DISPATCHER coordinates all train movements, either by sequence, timetable and fast clock or other operating system.

2. The use of a computer to accomplish the following requirements is acceptable.

The applicant shall also do the following:

- a) Prepare a schematic drawing of a model railroad layout meeting the operating conditions described in Section 1 and indicate all pertinent simulated distances.
- b) Develop a timetable appropriate to this model railroad, simulating prototype time and covering a period of eight hours or more, during which time at least three scheduled mainline trains move in each direction.
- c) Develop an operating train chart (graph) which interprets the above schedule for timetable operation of the model railroad. Indicate at least one train meet on the schematic drawing required in 2a above. Show the position of the train(s) involved and describe the action, giving pertinent time and movement data to effect the meet.
- d) Develop or adapt a system of operation for the layout in Section 1 above, including all the necessary forms and explanations of their use for controlling car movements, train make-up and operation in a prototypical manner.

3. Submit a completed Statement of Qualifications (SOQ) which shall include the following:

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- a) Attachment of the forms and drawings in Section 2.
- b) Description of the jobs held and an approximation of the number of hours accrued in each position.
- c) The signed witnessed Certificate of Operation form showing that all the requirements have been met and that the member requesting certification has operated a model railroad in a prototypical manner.

These requirements can be met on one or more model railroad layouts, either privately owned or club layout(s). The Witness Form is available from your Region or Division AP Manager.

Category 8. ASSOCIATION OFFICIAL

To qualify for this certificate you must:

1. Serve in an office of President, Vice President, Secretary, Treasurer, or Director and have completed satisfactory service in one of the following:
 - a) At least one year in the office at the National level.
 - b) At least two years in the office(s) at the Regional level, of which one year shall be that of Region President.
 - c) At least three years in the office(s) at the Regional level if other than that of Region President.
 - d) Division Superintendents or Directors who serve as voting members of the Regional Board of Directors, either by election, appointment or automatic by-law provision shall be eligible for the Certificate on the same basis as any other Regional Board member.
2. Submit a completed Statement of Qualifications (SOQ) listing the offices held with dates (which must be a matter of record) and containing the signature of a qualified witness to the record (usually the Region President or Secretary).

Category 9. ASSOCIATION VOLUNTEER

To qualify for this certificate you must:

1. Serve actively on NMRA committees (National, Regional or Divisional) long enough to accumulate at least sixty certified time units.

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- a) Active satisfactory service as a Department Manager of a national committee shall accumulate at the rate of four time units per month.
- b) Active satisfactory service as a National Committee Chair shall accumulate at the rate of three time units per month.
- c) Active satisfactory service as a Regional Committee Chair or a National Committee member shall accumulate at the rate of two time units per month.
- d) Active satisfactory service as a Region Committee member, a Division Official or Committee Chair shall accumulate at the rate of one time unit per month.
- e) Active satisfactory service as a Division Committee or Board member shall accumulate at the rate of one half (½) time unit per month.
- f) Editors of an NMRA publication shall receive credit for their service at the rate appropriate for committee Chairs.
- g) Service as a Division Officer or Director (other than at the Region level) shall be credited at the same rate as that for service on Regional Committees.
- h) Division Superintendent (President) at the rate for a Regional committee manager. All other Division Officers will accumulate at the rate for a Regional Committee member.
- i) Editors of 100% NMRA Clubs, having ten or more members, may earn one point per issue of the Club Newsletter, providing it is four pages or more. All Newsletters must have four issues on file in the NMRA Library, edited by the person applying, before points will be considered for credit.
- j) Official judges at an NMRA - sponsored model contest shall be given time units for such service at the contest only, not monthly, as a one-time service credit per contest as follows:
National Contest Judge = 3 Time Units
Regional Contest Judge = 2 Time Units
Divisional Contest Judge = 1 Time Unit
- k) Individuals (and their crews) who open their home or club layout for layout tours in conjunction with NMRA conventions or other NMRA sponsored events earn credit of 3 time units (TUs)/day that the layout is open for

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viewing to a maximum of 12 TUs for a National event, 6 TUs for a Regional event, or 3 TUs for a Divisional event. This credit is in addition to any credit that they may receive for being on the committee that works to set up the event.

- l) Individuals who participate in modular layouts in conjunction with NMRA Divisions or at NMRA sponsored events, earn credit of 3 time units (TUs)/day for each day the layout is open for viewing at the event to a maximum of 12 TUs for a National event, 6 TUs for a Regional event, or 3 TUs for a Divisional event.
- m) Boy Scout Railroading Merit Badge Counselors who are NMRA members can earn 1 TU per month and 1 TU per Scout that qualifies. This credit is retroactive with no time limit for those who have served as counselors in the past provided that they were also NMRA members during the time of service.
- n) Presentation of a clinic can earn time units if that presentation is not being applied toward the Model Railroad Author certificate. Time units are earned according to the following schedule:
 - Presented at National level = 3 Time Units
 - Presented at Region level = 2 Time Units
 - Presented at Division level = 1 Time Unit

2. Certification of accomplishment shall be by the Committee Chair in the case of committee members and by the appointing officer in the case of a Committee Chair.

Certification of active service as chair of a convention-sponsoring group shall be by the Region or National President as appropriate. Current Regional Secretaries or the National Secretary may certify when the appointed officer is not available or when many positions will require several signatures.

3. Submit a completed Statement of Qualifications (SOQ) itemizing evidence of the completion of the above requirements.

In case of exceptionally outstanding service, the chair of a committee or the appointing officer, in the case of a committee chair, may initiate the SOQ for a member whom he or she knows to have met the requirements. However, the member must sign the "Member's Statement and Agreement".

Category 10. MODEL RAILROAD AUTHOR

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To qualify for this certificate you must:

1. Prepare and submit material on any of the following subjects:

- Model railroading
- Prototype Railroading, Applicable to Modeling
- NMRA Administration (e.g. Officers Reports)

The material being claimed must be the work of the author, photographer, artist, draftsman, etc. applying for the certificate. A total of forty-two (42) points must be earned from a combination of material in the following areas:

A. Published Articles

This is material that appears in printed media, such as magazines or newsletters, and may include text, photographs, drawings, etc. Material that has been published, or accepted for publication, may be claimed. A copy of the published material, or the acceptance receipt from the publication, must be submitted as proof. Points are awarded regardless of size or number of features appearing in any particular issue.

Points Earned Per Full Page

Item	National Publication	NMRA National	NMRA Region	NMRA Division & SIGs
Article or Column	3	3	2	1
Photos or Art Work	3	3	2	1
Scale Drawing of Prototype	6	6	4	2
Scale Drawing of Track Plan	3	3	2	1
NMRA Data/RP Sheet - 1 Subject	-	6	-	-

- A “page” is approximately 1200 words. Credit may be claimed for partial pages down to quarter pages.
- NMRA Publications (including SIG Publications) with a circulation of more than 2,000 may be considered National Publications; those with a circulation of more than 1,000 may be considered Region Publications.
- Material published in 100% NMRA Club publications earns half the number of points as for an NMRA Division Publication.

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- No more than half of the total required points (21) may be claimed for Division or 100% NMRA Club publications.

B. Live Clinics

These are live presentations given at conventions, Division meetings, etc. In order to be eligible for credit, the clinic must be prepared and presented by the member applying or the certificate, it must be at least 30 minutes in length, and must include a handout (a copy of the handout must be included with the certificate application.)

Points Earned for Live Clinics

	National	Region	Division
Given at NMRA Sponsored Events	6	4	2
Given at Non-NMRA Sponsored Events	3	2	1

A live clinic can only be claimed for Model Railroad Author points once, even if it is presented more than once. Additional presentations of a clinic earn credit towards Association Volunteer.

	National	Region	Division
Association Volunteer points	3	2	1

C. Instructional Video Tapes & Multi-Media

These are presentations that are specifically created by the member applying for the certificate for videotape, or other multi-media. This production process will generally involve such things as preparing a shooting script or storyboard, creating close up shots to illustrate the material, etc. Simply having a live clinic videotaped is not acceptable. If the presentation is not interactive (for example, a videotape), then it earns credit at the rate of ½ point per minute of the presentation. If the presentation is interactive (requiring input from the viewer as it goes), then it earns credit as an "Electronic Publication", as described below. To earn credit for an Instructional Videotape or Multi-Media Presentation, it must be submitted to the Membership Services and Promotion Department Manager for use by the Kalmbach Memorial Library, or directly to the AP Executive Assistant Chair for evaluation. Include the letter of acceptance with the certificate application.

D. Electronic Publications

This is for material published on a public electronic forum, such as the Internet. This material earns credit at the same rate as Published Articles in Region Publications (see above.) All photos, drawings, etc. are treated as 1/3 of a page.

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- Material that is published in more than one place or way (for example, both in a magazine and electronically, or in multiple electronic formats) can earn credit once.
- The address (URL) of the material must be included with the certificate application. If the material is published on a non-publicly accessible forum (e.g. a private BBS), it is not eligible for credit.
- No more than half of the total required points (21) may be claimed for Electronic Publications.

General

- Final determination of what material is acceptable for credit, and how much credit it earns, lies with the AP Executive Assistant Chair.
- For all material that is the work of more than one person, each person may claim 1/2 of the applicable points, provided that they did at least 40% of the work involved.

Category 11. MASTER MODEL RAILROADER

An NMRA member qualifies as a MASTER MODEL RAILROADER when he or she has obtained at least seven of the eleven Achievement Certificates provided that he or she has earned at least one Achievement Certificate in each of the four areas of the Achievement Program Regulations.

A Statement of Qualifications (SOQ) must be prepared and submitted to the AP General Chair (or Divisional AP Chair) in the Region in which the member resides. Both the member and the AP Chair of the Region in which the member resides must sign the MMR SOQ. The signed SOQ must be mailed directly to the National AP General Chair. The Region President may also sign.

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SECTION 2

DEFINITIONS

CONTEST AWARDS

Each contest model at any level of NMRA Sponsored competition that receives 87.5 points including bonus points and has been evaluated using NMRA contest rules may be used to satisfy the Merit Award requirements for Motive Power, Cars, Structures, and Prototype Models.

MERIT AWARDS

Merit Awards are special Awards that are sponsored by the AP. They may be granted by either the official judges at National, Regional, or Divisional model contests, or by two or more special judges appointed by the Region or Division AP Chair to view and judge the models of the member requesting certification.

Merit Awards shall be granted to models receiving a total (including bonus points) point score of 70% of the total basic points (87.5 out of 125 points) according to the SCORING SCHEDULE shown below.

Merit Award judging of models on layouts is valid only on the official AP Merit Award Certificate Judging forms obtainable from the Region AP Chair.

SCORING SCHEDULE

Judging Factors Models	Motive Power, Prototype Cars & Structures	Civil	Judging Factors	Scenery
Construction	0-40 0-35	0-40	Terrain	0-35
Detail	0-20 0-35	0-20	Structures	0-20
Conformity	0-25 0-15	0-30	Background	0-25
Finish & Lettering	0-25 0-05	0-10	Lighting	0-20
Scratch building	<u>0-15</u> <u>0-35</u>	<u>0-25</u>	Realism/Conformity	<u>0-25</u>
Total	0-125 0-125	0-125	Total	0-125

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BONUS POINTS

Bonus points may be given for building any or all of the parts exempted from the "Scratch built" definition according to the following schedule:

Category	Point Range
Motive Power	0-25
Cars	0-18
Structures	0-12

SCRATCH BUILT

To be considered scratch built, a model must have been completely constructed by the applicant without the use of any commercial parts except:

- a) Motor
- b) Gears
- c) Drivers and wheels
- d) Couplers
- e) Light bulbs
- f) Trucks
- g) Bell
- h) Marker and classification lights
- i) Valve gear
- j) Car brake fittings
- k) Basic wood, metal, and plastic shapes

The term "Scratch built" carries the implication that the builder alone has accomplished all of the necessary layout and fabrication which establish the final dimensions, appearance, and operating qualities of the scale model.

SUPERDETAILED

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To be considered superdetailed, it is necessary that a model have considerably more detail of excellent quality than is usually expected. The quality of the detail is of more importance than is the quantity. The applicant may qualify with superior craftsman kits providing that, in the opinion of the Region AP Chair, real individual craftsmanship is demonstrated.

Models falling within the following categories may also be considered as "Superdetailed":

- Cross-kit models
- Modified kit models
- Parts built models

Extensively altered assembled models; e.g., to different prototype. In addition, these models are to have more detail and to be of Merit Award quality.

WITNESSES

For those categories that require that someone act as a witness or a judge to the accomplishments of the member requiring certification, a qualified witness shall be:

- a) Past or present National or Regional Officers.
- b) Past or present National, Regional, or Divisional Contest or Achievement Program Chairs or AP committee members.
- c) NMRA members holding the Certificate.
- d) NMRA members, appointed by the Region or Division AP Chair as committee members, judges or witnesses.

All witnesses must be current NMRA members and put their NMRA number on the witness form.

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GOLDEN SPIKE AWARD

The Golden Spike Award will be awarded to any NMRA member who has completed the Qualifications Checklist, obtained the necessary signatures and who does not hold MMR status. The Regional and Divisional AP Chairs will administer it. AP regulations and definitions apply for scratch building and superdetailing. To qualify for the award the member must complete the following checklist, obtain the signature of the Division AP Chair or another NMRA member designated by the Divisional Chair. The Divisional Chair will submit the signed form to the Regional AP Chair who will issue the Golden Spike Award certificate.

Qualifications Checklist

1. Rolling Stock (Motive Power & Cars): Display six units of rolling stock, either scratch built, craftsman kits, or superdetailed commercial kits.
2. Model Railroad Setting (Structures & Scenery)
 - a. Construct a minimum of eight square feet of layout.
 - b. Construct five structures either scratchbuilt, craftsman kits, or superdetailed commercial kits. If a module has less than five structures, additional structures separate from the scene may be presented.
3. Engineering (Civil & Electrical)
 - a. Three types of trackage required (e.g. turnout, crossing, crossover, etc.). All must be properly ballasted and installed on proper roadbed. Commercial trackage may be used.
 - b. All installed trackage must be properly wired so that two trains can be operated simultaneously (e.g. double track main, single track main with sidings, and block or command control).
 - c. Provide one additional electrical feature such as power-operated turnouts, signaling, turnout indication, lighted buildings, etc.

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1. It is the intent of the following pages to list, clarify and define the contests authorized by the Education Department of the National Model Railroad Association.

2. Contests
 - A. Model Contest
 - B. Locomotive Performance Contest
 - C. Switching Contest
 - D. Photo Contest
 - E. Pass Contest
 - F. Arts & Crafts Contest
 - G. Special Awards

3. General Information
 - A. Any member of the NMRA, in good standing, is eligible to compete, except those persons engaged in the business of the contest entered (i.e. Commercial Model Builder is not eligible for the model contest, professional photographer is not eligible for the photo contest). Commercially built models and commercial photos are not eligible to be entered. The judges will consider only models or portions thereof, which are the products of the owner/builder.
 - B. Neither the NMRA, the National Model Railroad Convention, nor the Host Convention Committee assumes responsibility in the event of loss or damage to a model beyond the insurance carried by the NMRA. Reasonable protection will be provided for entries.
 - C. Each entry must be accompanied by the official entry form, properly filled out and signed by the entrant. Each entry by proxy must be authenticated by the owner/builder with the owner's valid NMRA membership number.
 - D. There will be no restrictions on the number of models entered by a single entrant, nor any entry fee.

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- E. Any category in the contest having less than two entries shall be considered for award, if in the judgment of the Contest General Manager, the model is worthy of consideration.
- F. A locomotive may be entered in a Model Contest category or a Locomotive Performance category or both. An award won in either contest will not preclude an award or future entry in the other.
- G. The Contest General Chair will select Judges for the contests.
- H. The Contest General Chair shall establish the contest and award presentation schedules in conjunction with the National Model Railroad Convention Committee.
- I. Entries that have won a first place in any prior National Contest cannot be entered in the same contest category.
- J. Any entry, which in the opinion of the Contest General Chair is considered to be of questionable taste, will be judged in the appropriate category but may be held from display in the contest area.
- K. Contest entries shall be judged in the contest room and in other Convention facility locations, such as Trade Show facilities, as may be necessary to permit all members the opportunity to enter the contest of their choice.
- L. The Contest General Chair shall have final authority to determine category eligibility in all contests.
- M. The Contest General Chair will provide the scores for all entries including a list of the winners to the National Model Railroad Convention Committee and the Achievement Program General Chair.
- N. The Contest General Chair shall furnish the *NMRA Magazine* Editor with a list of winners. The *NMRA Magazine* Editor will publish all contest winners in the *NMRA Magazine*.
- O. The awards will be presented at the awards program under the direction of the Contest General Chair.
- P. The winners shall be designated in the contest room after the awards presentation.
- Q. No re-evaluation of scores will be made after the awards presentation.

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SECTION 1.

A. Entry Instructions

1. Complete the entry form, including name and address, NMRA membership number, scale, category(s) entered and model identification.
2. Complete judge's score sheet including detailed information in each factor box describing the model. Supplemental information to verify or identify factors may be submitted with the entry form. The judges are under no obligation to consult the supplemental information.
3. The claim check must be presented to obtain the model after the contest.

B. All scales will be combined in the various categories. There will be no divisions of category based on the scale of the model.

C. Categories

1. Steam Locomotives - Types of locomotives representative of steam power.
2. Diesel Locomotives & Others - All locomotives except steam types and passenger revenue carrying types.
3. Passenger Cars - All types of passenger revenue carrying equipment, including RDC, rail buses, observation, mail and baggage.
4. Freight Cars - All types of freight revenue carrying, including express reefers.
5. Caboose - All types, including bobbers, drovers, transfers, etc.
6. Non-Revenue - Right of way and track maintenance vehicles, rail and inspection cars, railroad cranes and others not considered directly involved in revenue service. This includes track-controlling devices including turnouts, crossings, etc.
7. Structures On-Line and Off-Line - On Line structures are considered to be those normally owned by the railroad, or having rail loading/unloading facilities on the right of way. Off-Line structures are those not needing direct rail access.

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8. Displays On-Line and Off-Line - Model or models which include supplemental scenery not pertinent to the function of the model or primary structure. On Line and Off Line definitions are the same as for Structures.
9. Traction - All equipment associated with urban, suburban and interurban railways, electrically powered.
10. Module, Individual and Group - A group of models including supplemental scenery and track work which is designated to attach to and operate in conjunction with other similar units or layouts.

D. Additional Regulations

1. Model entered in Steam Locomotives and Diesel Locomotives & Other must be powered. In the case of multiple hookups such as A&B diesels, at least one of the models must be powered.
2. Additional categories, both judged and popular vote, not directly associated with the above categories, shall be added at the discretion of the Contest General Chair.

E. Judging

1. Chief Judge - Shall serve to clarify points of question for crew chiefs and technical judges and verify scores.
2. Crew Chief - Each judging factor shall be lead by a crew chief. The crew chief will lead the team of technical judges and have final determination of score based on the scores of the technical judges on the team.
3. Judging Factors - Model factors shall be judged in accordance with current Achievement Program Guidelines.

F. Awards

1. Plaques shall be awarded for first, second and third places. Honorable Mention certificates shall be awarded for those not receiving a plaque but attaining 87.5 points or greater.
2. Certificates of Participation shall be awarded to all entries.

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3. The NMRA Education Department shall provide awards. Awards may be provided by the Host Convention Committee, in agreement with the NMRA Contest General Chair, but shall not be required.
4. The Education Department will sponsor the following additional awards for the Model Contest:
 - a. Gold Award - The judges shall be a panel selected by the Contest General Chair. The judges shall make their selection from the first place winners of the individual categories. The Gold Award shall be considered the Best of Show in the Model Contest. After selection, that model will be removed from the individual category in which it was entered and the first, second and third places shall be awarded to the remaining models in that category.
 - b. National Contest Chair's Award - Chosen by the Contest General Chair for an entry depicting exceptional effort and craftsmanship.
 - c. National Contest Judges Award - Chosen by the Judging Crew Chiefs for the outstanding model among the individual category non-winners.

G. Forms

1. Model Contest Entry Form, (Form #901)
2. Model Contest Judges Score Sheet, (Form #902)
3. Module Contest Judges Score Sheet, (Form #903)

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SECTION 2.

A. General

1. This contest is intended to promote the development of locomotive models, which will pull substantial loads smoothly, without overheating and will run at realistic scale speeds.
2. An inclined track test fixture will be used so that performance measurements can be made with the locomotive at operating speed.
3. Points are awarded for overall efficiency (adjusted for model scale), for adherence to prototype slow and maximum safe speeds and for general fidelity to prototype locomotive performance configuration and features.
4. Classes are used to accommodate three general levels of model performance capability.
5. A Locomotive Performance Contest Chair shall be appointed by the Contest General Chair to be responsible for all phases of the contest.
6. The Contest General Chair shall have the power to revise the rules and test equipment as future requirements may dictate.

B. Rules

1. Locomotives in all scales will be placed in three classes.
 - a. Diesel and Other locomotives.
 - b. Steam Locomotives
 - c. Special Motor - model locomotives, of all types, which use instrument, servo or other special motors with a normal efficiency above 65%.
2. Locomotives will be run at an inclined track slope, or load representative of the model type capability.
 - a. Diesel and Other - 14% slope
 - b. Steam used in freight service - 10% slope

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- c. Steam used in passenger service - 8% slope. Steam locomotives commonly used for both freight and passenger service may be run at 8% or 10% slope.
 - d. Traction - 7.5%
3. Driver tires may be made of metallic, elastomeric or plastic materials.
 4. Headlights or other lights are not required to be operating in this contest.
 5. The inclined track fixture shall have a 4-foot hypotenuse for slope height measuring purposes and the timing section shall be 2 feet long.
 6. The inclined track fixture shall have a straight acceleration section with a minimum length of 7 feet to the start of the timing section and a deceleration section with a minimum of 5 feet from the end of the timing section to a padded stop.
 7. The test fixture power supply shall deliver filtered, rectified, DC to the rails. A transistorized throttle shall control the voltage and the transformer and rectifier shall be rated at 10 amperes, minimum capacity.
 8. The test fixture timer shall consist of an digital clock, graduated in hundredths of a second, controlled by infrared detectors at the ends of the timing section.
 9. All locomotives are awarded points for an Efficiency Index consisting of the computed overall efficiency, at 12 volts, multiplied by a Scale Factor.
 10. All locomotives are graded against a prototype slow speed of 3 MPH. A maximum of 10 points will be awarded, with a penalty only for a speed over 3 SMPH.
 11. All diesel and other locomotives are graded for fast speed, at 12 volts, against the published maximum safe speed for the prototype or locomotive type. Models of diesel and other locomotives, which have been re-gearred, may be graded against the new high-speed value. A maximum of 10 points will be awarded.
 12. All rod type steam locomotives are graded for fast speed, at 12 volts and no load, against a prototype fast speed derived by multiplying the prototype driver diameter, in inches, by 1.1. All geared type steam locomotives may be graded against a prototype fast speed derived by multiplying the

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prototype driver diameter, in inches, by 1.1 or .55 at the option of the contestant. A maximum of 10 points will be awarded.

13. Appearance grading is used to penalize those locomotives, which have been obviously altered or constructed so as to gain unfair advantage during the efficiency test. Finishing details and other aesthetics are not to be used for this contest. A maximum of 5 points will be subtracted for an undersized tender, missing side rods or valve gear, missing leading or trailing trucks, unrealistic bulges in the superstructure, no superstructure, no tender or tender body, unrealistic chassis or superstructure, oversized drivers, exposed weights, or other distortions of good prototypical appearance features.
14. Free lance locomotives may compete in this contest if all rules are complied with and the entrant and Locomotive Performance Contest Manager agree on a reasonable figure for the high speed criteria and other factors necessary to the classification and scoring of the locomotive.
15. A protest by the entrant to a ruling by the Locomotive Performance Contest Chair must be clearly defined by the entrant so that the Contest General Chair can make a final ruling within a reasonable length of time before the awards are made.

C. Scoring Form

Prior to testing, the entrant will assist the judges in entering pertinent data, regarding the locomotive entered, on the Locomotive Performance Score Sheet (Form #904). Mutual agreement shall be reached on the classification of the locomotive and the fast speed criteria before testing may proceed.

D. Recording and Scoring

The Locomotive Performance Contest Chair shall record the test data and compute the scores for the purpose of declaring the winning places in each class.

E. Scoring Ties

Scoring ties which affect the first three places in the final standings in each class shall be settled by a rerun of the Efficiency Index test by each involved locomotive at the slope equal to 1% greater than the assigned contest slope. The values of the new Efficiency Index, along with the scale speeds and appearance scores previously recorded will be used to determine the winner.

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F. Awards

Plaques shall be awarded for first, second and third place in each class and the Locomotive Biathlon as determined by the values of the total scores.

G. Locomotive Biathlon

This contest is designed to award the best of both the Model Contest category and the Locomotive Performance Contest. Scoring will be determined by adding 28% of the points scored in the Model Contest and the actual score of the Locomotive Performance Contest.

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SECTION 3.

A. General

1. This contest, unlike the others described in these documents, is an optional contest at the agreement of the Contest General Chair and the Convention Host Committee.
2. The Convention Host Committee will provide a switching layout of their own design and will be responsible for the manpower to operate it. Points should be based on the number of moves taken to complete the required tasks in an established time limit.
3. Any member of the NMRA, in good standing, is eligible to compete.

B. Scoring and Awards

1. Scores of entrants shall be reported to the Contest General Chair.
2. Plaques shall be presented for first, second and third places.

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SECTION 4.

A. Categories

- (A) Model-Black & White Print
- (B) Model-Color Print
- (C) Model-Slides
- (D) Prototype-Black & White Print
- (E) Prototype-Color Print
- (F) Prototype-Slides
- (X) Display Only - Not to be judged

B. Rules for Entry

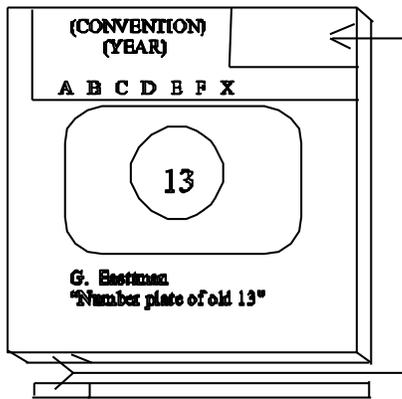
1. Entrant must be an NMRA member in good standing.
2. Entries must be entered by the member or authorized proxy. The member or proxy must claim entries at the scheduled time for removal of entries.
3. The entrant must complete an entry form. The form must be completed as accurately as possible including name, NMRA number, category, and photo identification. The entrant should disclose any reservations on reproduction rights on the entry form.
4. Each member may submit up to ten (10) entries with a maximum of five (5) entries in one category.
5. Prints must be mounted on flat, rigid board or matted with similar material - no folders or glass frames allowed. Photo and mount may not exceed 12" x 16" (30cm x 40cm) in size. Minimum mount size is 8" x 10" (20cm x 25cm) and minimum print size is 5" x 7" (13cm x 18cm).
6. Slides must be in standard 2" by 2" (5cm x 5cm) mounts, and should be marked on the lower left-hand edge as the slide is viewed. (See figure 1). This puts the mark on the top outside edge when the slide is correctly oriented and loaded in a carousel for projection.

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7. Prints must have the entrant's name on the back; slides on the mount. Prints may be titled on the front. Prints with the entrant's name on the front will not be accepted.
8. The entrant must have made exposure of the original slide or negative. The exposure shall not have won a First Place Award in any previous NMRA National Convention Photo Contest.
9. Any person who derives more than 50% of income from photography is excluded from entering the contest.

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Photo Contest Guidelines (continued)



Identification Label

As entries are taken, a small label will be affixed to each, as shown on the slide to the left. This label will be placed in the lower right-hand corner on the back of all print entries. The label is printed on self-adhesive, peel-off material. It identifies the Convention and year, with space for the entry number and category identification.

Orientation Mark

By marking the slide with a small black mark on the lower left edge as you view the image, the slide will then be correctly oriented for projection when loaded in a carousel with the marks placed

toward the outside edge.

C. Judging Procedures

1. General Contest Chair will select a panel of at least three judges. Judges should ideally, have both some ability in judging photographic techniques and an appreciation of the aims of model railroading. If there are a great many entries, it may be advisable to select a separate team of judges for the slides, which should be projected for proper judging.
2. Experience has indicated that the judging is best done on a group basis with the objective of eliminating the "also-rans" early. The following judging system has been used in competitive camera club settings for many years.
3. View all the entries in a category one at a time to get an overview of the field. There should be no commentary at this point. The entries are viewed again, and each judge indicates whether the entry should stay or be eliminated. During this run-through, a positive vote from any one of the judges will keep the entry in the running. Any entry receiving no votes is set aside. During the third run-through, it requires two positive responses to keep an entry; those failing are removed and set aside. If the field is still large, perform another run-through. Three judges are now required to give assent, although by this time there are usually no more than a dozen entries left. The purpose of this process is to narrow the field rather than to pick winners, thus it advisable that little or no commentary should be made until the next step.

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4. With only ten or twelve entries left, the judges now have a reasonably small field to select from. At this point considerable discussion is needed and encouraged as the judges compare the entries. Prints may be arranged on the table in order of finish, and moved about as the judges seek a consensus. Entries removed earlier may always be brought back for further consideration, but it should be noted that this method will generally produce the same final ten entries or so from more than a hundred choices, no matter which team of judges is used. Different teams of judges may likely produce different winners from these finalists, however. This is not surprising, as we are dealing with a subjective medium.
5. As was stated, it is easiest to have a fourth person, the Photo Contest Manager for example, handle the entries, freeing the judges from dealing with loading and unloading a carousel or handling a stack of prints.
6. After all the categories have been judged, the judges must select a Best of Show from among the First Place winners. The Best of Show will be removed from that category for consideration of first, second and third.

D. Judging Factors

As stated above, and as is evident to the experienced observer, photo contests are much more subjective than the model contest. A prize-winning photograph is often more a matter of art and luck than execution of technique. Certainly, the photographer is faced with more things that are beyond his or her control than the model builder, at least where the prototype categories are concerned. Notwithstanding this subjectivity, there are some judging factors that are brought to bear by the experienced judge. These will be given appropriate, albeit intuitive, weighting as the judges come to their consensus.

1. **IMPACT:** This is best explained by the "I wish I'd taken that picture" reaction. Given a choice, action is preferable to static scene; rare or unusual equipment is more interesting than the ordinary. In model photography, the choice of the model will contribute to the impact of the picture. Other questions arise in model photography: Does the photograph reveal obvious, distracting modeling flaws, or has the photographer apparently taken pains to be sure that all of the elements shown work together to produce a pleasing result? When the environment is exceptional, or the viewpoint makes the ordinary extraordinary, full credit should be given for the contribution the photographer's sensitivity brought to the subject.
2. **COMPOSITION:** The arrangement of the forms within the photo should be pleasing to the eye. How well did the photographer use the available space

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within his format? Did he or she follow the guidelines taught in art and photography classes? If the rules are broken, did the result justify that decision?

3. **ARTISTIC APPROACH:** This subjective area is where a strongly graphic or symbolic composition may move one judge and a “typical calendar shot” may be more moving to another. One tends to evaluate artistic and aesthetic qualities on the basis of one’s own experience. What moves us and the degree we are impressed will change as we are exposed to more and better images. A judge should not start out looking for a special kind of artistry - to do so would be imposing personal values, sensibilities, or preconceptions without giving the entries a chance to speak for themselves.

4. **LIGHTING:** In photography, “Light is law.” It is the only thing that makes it possible to expose film. Skillfully handled, the result can be a work of art; badly handled, the result is a total failure or a snapshot at best. A picture made with on-camera flash and no other light would be a snapshot. The photographer should be given full credit for use of multiple flash, supplemental reflectors, or a well-developed room lighting system, depending on the quality of the execution. Natural sunlight is superior to flash systems, but even it can be badly handled. The best execution of any lighting system in model photography is one that produces a realistic, natural appearance, without multiple shadows (there can be only one sun!), with accurate color, and without excessively harsh contrast and black holes devoid of details.

5. **EXPOSURE:** If a print appears washed out, or shadow details are obliterated, it is obvious the negative was improperly exposed. If a slide is too dark, it is underexposed; if bleached out, overexposed. However, the judges may decide that an unusual exposure was skillfully handled to achieve a desired mood or dramatic effect.

6. **FOCUS:** Model photographers should strive to maximize the appearance of sharpness throughout the photo to achieve realistic results. Generally, “selective focus” is not desirable in model or prototype photos, since it produces fuzzy areas that are distracting; but there are always exceptions, and the judges must determine whether the photographer achieved his or her goal or not.

7. **DIFFICULTY:** In prototype shots, this relates to motion, lighting conditions (including weather), selection of an appropriate viewpoint, inherent danger and the knowledge of special techniques and equipment. Night photography, for instance, is considerably more difficult than shooting an

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idle locomotive with the sun over your left shoulder. Model photography involves a different set of technical skills for close-up work while maintaining adequate depth-of-field. Lighting models adequately can be difficult and complex as well. Since a model may be photographed many times with different settings, there is little reason to see poorly lit photos of model scenes. A prototype may be available only once.

8. **SPECIAL EFFECTS:** This would apply to deliberate blurring or panning to accentuate motion, long exposures at night to create light streaks, multiple exposures, shooting through smoke or fog, using filters, print toning, or any other special effects limited only by the photographer's imagination. In model photos, special effects include smoke and steam simulation, fog, panning and wheel spinning, harsh weather conditions, and more. The final evaluation should be, as always, a response to how well the effect achieved the desired result: did it work, and is the result pleasing or evocative enough to have made the effort worthwhile?

9. **TECHNIQUE:** Is the color pleasing, correct, or believable? Color saturation should also be evaluated. To some extent this is influenced by the quality of processing; however, whether the result is acceptable or not is a judgment for which the photographer is responsible. An unsatisfactory processing job may be redone. The photographer more often controls black and white, because more of them process their own black and white than do their own color. Good blacks and mid-tones, clean whites, and careful contrast control are essential to all contest-quality black and white prints.

10. **FINISH:** Consider the impact of the presentation of the entry. Prints should not be streaked or blemished and should be bonded correctly to the mount, with carefully measured borders. Mounts and mats should be clean and neatly cut, lie flat, and not show excess mounting tissue or adhesive around the edges. Slides should be clean, free of fingerprints and scratches, and fixed firmly in their mounts that protect them from damage and hold the film flat. If a slide or print is not suitable for publication reproduction, it should not be considered for an award.

E. Awards

1. Plaques shall be given for First, Second and Third Place in each category, together with as many Honorable Mention Certificates as are deemed necessary by the judges. The size and quality of the field may influence the decision.

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2. If there are fewer entries in a category than the number of awards to be given out (normally three), the Photo Contest Chair should limit the number of awards to the number of entrants in that category.
3. If there is only one entrant in a category, the judges may award either a First or an Honorable Mention at their discretion.
4. A Convention may sponsor a special award on a given theme. All entries qualifying shall be judged in the regular contest then removed for the special judging. There should be no division beyond model or prototype for such a contest. Judging may be by the regular judges or the Convention Host Committee's own panel; this should be determined before the contest. Responsibility for any special contest rests with those sponsoring it, and arrangements must be made with the Contest General Chair for judging and awards.

F. Administrative Matters

1. Prior to the event, the Photo Contest Chair should confirm with the Convention Host Committee that the space allocated for the Photo Contest is adequate. A projector, carousel, and screen should be arranged for in order to judge and show slides.
2. A number shall be assigned to all entries and a record kept of all entries to ensure that the entries are returned to their proper owners, A sticker bearing the year of the Convention, the entry number, category, and its placement in the judging will be affixed to every entry.
3. Prints should be displayed by category to the extent possible. An automatic slide projector, while desirable to display entries during the hours the contest room is open for viewing, is not required.
4. The *NMRA Magazine* Editor should be given an opportunity to use any entries in the *NMRA Magazine*; the editor is responsible for arrangements with the entrant for the return of this material.
Prints may be accepted for a non-judged display, which may include items not meeting the standards set in 2-E above.
5. Where possible, it is desirable for the Photo Contest Chair to give a talk on the entries at some point after the judging and before the entries are picked up. This may be scheduled as a regular clinic. The entries will then be discussed and compared for the benefit of attendees, with various comments from the judges used to illustrate the outcome. Emphasize the

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section J 11.1</p>
<p style="text-align: center;">Education Department</p> <p style="text-align: center;">Photo Contest Guidelines</p>	<p style="text-align: center;">Page 8</p> <p style="text-align: center;">Last Amended 7/1/2000</p>

subjectivity of the process. If this is not possible, the Photo Contest Chair should be available for discussion during the pick-up period, to assist entrants in improving their work.

6. The Photo Contest Chair is responsible for ensuring that the necessary supplies are on hand, although obviously, the Convention Host Committee will be relied on for aid in supplying necessary equipment and space.

EXECUTIVE HANDBOOK National Model Railroad Association	Section J 12.1
	Page 1
Education Department Pass Contest Guidelines	Last Amended 7/1/2000

SECTION 5.

A. Administration

1. Two copies of the subject pass must be provided upon entry, if necessary, so that both sides of the pass can be displayed.
2. Entries may be by proxy. Mail entries may be accepted subject to the direction of the Contest General Chair.
3. Entries may be printed, hand lettered, typed, stamped or reproduced by other suitable means.
4. The entry may not have won a first place at a previous National Contest.
5. Entrant must be a NMRA member in good standing.

B. Judging and Awards

1. The Contest General Chair shall select judges.
2. There shall be a first, second and third place plaque awarded. The judges can award an Honorable Mention certificate.

C. Scoring

1. Design and Appearance—Each factor shall be awarded 1 through 20 points on the Pass Contest Judges Score Sheet (From #905). Judging factors are:
 - a. Esthetic Appeal
 - b. Balance and Readability
 - c. Color Match and Attractiveness
 - d. Uniqueness of Design

EXECUTIVE HANDBOOK National Model Railroad Association	Section J 13.1 Page 1
Education Department Arts & Crafts Contest Guidelines	Last Amended 7/1/2000

SECTION 6.

A. Eligibility - The Arts & Crafts Contest is open to anyone who is registered at an NMRA National Convention. Any kind of article may be entered provided it is the sole work of the entrant. Entry by proxy is not allowed.

B. Categories

1. General Kit Built - Commercially available kit. Includes plans/instructions and materials.
2. General Pattern - Existing plans/instructions. Entrant acquires materials separately.
3. General Original - Entrants own design.
4. Railroadiana Kit Built - Same as General Kit Built except entry must have a railroad motif.
5. Railroadiana Pattern - Same as General Pattern except entry must have a railroad motif.
6. Railroadiana Original - Same as General Original except entry must have a railroad motif.
7. Needlework Kit Built - Same as General Kit Built except entry is type of needlework (I.E. Knitting, embroidery, needlepoint, etc.)
8. Needlework Pattern - Same as General Pattern except entry is type of needlework (I.E. Knitting, embroidery, needlepoint, etc.)
9. Needlework Original - Same as General Original except entry is type of needlework (I.E. Knitting, embroidery, needlepoint, etc.)

If there are less than 3 items in a category, that category may be combined with another category in order to make a contest, at the discretion of the Contest General Chair.

B. Judging

1. Points are awarded in the following categories and listed on the Arts & Crafts Judges Score Sheet (Form #906):

<p style="text-align: center;">EXECUTIVE HANDBOOK National Model Railroad Association</p>	<p style="text-align: center;">Section J 13.1 Page 2</p>
<p style="text-align: center;">Education Department Arts & Crafts Contest Guidelines</p>	<p style="text-align: center;">Last Amended 7/1/2000</p>

- a). Construction & Materials
- b). Complexity
- c). Finishing & Display
- d). Neatness

D. Awards

1. Plaques shall be awarded for first, second and third in each category.
2. The Contest Department will sponsor 3 additional awards.
 - a). Youth Award - Awarded to an entrant 18 and under.
 - b). Best of Show - Awarded to entry considered Best of Show by the Contest Judges.
 - c). Theme Award - Awarded to best entry depicting that year's theme. The Arts & Crafts Contest Chair will designate the theme.
3. If an item has previously won a first place or Best of Show at a previous National Contest it may not be entered again.

<p style="text-align: center;">EXECUTIVE HANDBOOK National Model Railroad Association</p>	<p style="text-align: center;">Section J 14.1</p>
<p style="text-align: center;">Education department Contest Special Awards Guidelines</p>	<p style="text-align: center;">Page 1 Last Amended 7/1/2000</p>

SECTION 7.

- A. Special awards are defined as contests among entries in the National Contest sponsored by individuals or organizations outside of the NMRA.
- B. Special awards may be permitted at any NMRA National Convention.
- C. Special Awards shall in no way interfere or conflict with the normal operation of regular contests.
- D. Special awards shall consist of a plaque and/or some other form of non-monetary award. There shall be no cash awards.
- E. Sponsors of special awards will furnish all awards and judging if necessary.
- F. All negotiations and arrangements by the sponsor will be directly with the Contest General Chair.
- G. Special Awards will not be open to non-NMRA members with the exception of Arts and Crafts special awards, which are open to any registered person at a National Convention.
- H. Special Awards need not conform to NMRA contest categories or NMRA judging procedures.

<p style="text-align: center;">EXECUTIVE HANDBOOK National Model Railroad Association</p>	<p style="text-align: center;">Section J.15.1 Page 1</p>
<p style="text-align: center;">Education Department Educational Assistance Program</p>	<p style="text-align: center;">Last Amended 7/1/2000</p>

1. The Educational Assistance Program is to provide informative and educational material for those members who desire to learn more about modeling and prototype activities. The program is comprised of the following sub-committees:
 - A. Clinic and Clinician, who shall catalog, record and coordinate listings of clinics and clinicians and provide these lists, as requested, to NMRA groups.
 - B. Adult Education who shall develop an adult education syllabus
 - C. Youth Education who shall develop in cooperation with a youth coordinator a youth education program
 - D. Video Clinic who shall work with the Video Production Committee to record live clinics (with permission of the authors) at National Conventions and have these available through the Tape/slide/DVD/CD video dispatchers.
 - E. General Projects

EXECUTIVE HANDBOOK	Section J.16.1
National Model Railroad Association	Page 1
Education Department	Last Amended
Special Interest Groups	2/21/2015

The NMRA Special Interest Group (SIG) Chair coordinates model railroad Special Interest Groups. He or she will keep lists and records of activities of these groups and is responsible for formatting and editing articles about the SIGs for NMRA publications.

EXECUTIVE HANDBOOK National Model Railroad Association	Section J.17.1
	Page 1
Education Department Member Aid	Last Amended 2/21/2015

The Member Aid Chair is to develop, expand, and coordinate a program to seek out and/or provide, on request, modeling information for members. The committee will have representatives (committee members) in each NMRA Region and in each area of the world populated by NMRA members.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section J 18.1</p>
<p style="text-align: center;">Education Department</p> <p style="text-align: center;">Audiovisual Committee</p>	<p style="text-align: center;">Page 1</p> <p style="text-align: center;">Last Amended 2/21/2015</p>

1. AUDIOVISUAL (AV) COMMITTEE FUNCTION:

- A. Administered by a Chair and a committee of members, this committee solicits, produces and promotes color slide-audio tape, CD, DVD and video tape instructional, educational and promotional audiovisual programs (AVP's) on a wide variety of subjects. AVP's are available to individuals and for showings at NMRA affiliated clubs, Regional and Division meetings and conventions.
- B. AVP's may be prepared by one or more individuals, or by members of a club. The Committee serves as a review board on program quality, sometimes offering suggestions for improving the program or the presentation (i.e., adding to, or condensing length, enhancing voice quality, re-shooting a particular scene, etc.). A committee, selected for their interest and knowledge of photography and access to necessary equipment, is advisable for reviewing purposes and for fulfilling the various committee functions. Script editor, photography editor, audiotape editor, and videotape/CD/DVD editors are duties that may be assigned to the group or to individuals having such knowledge.
- C. The Committee also prepares publicity on new AVP's, and guards against duplication of subject matter.

2. SPECIFIC DUTIES OF COMMITTEE MEMBERS:

- A. Chair:
 - 1) The AV Chair directs Committee functions and is responsible for correspondence with program author(s) in matters of acceptability, improvements, production, etc. The Chair also contacts members for purposes of producing tape/slide or videotape/CD/DVD versions of live clinics; and remains alert to new sources of programs and encourages members to produce AVP's on subjects of widespread interest.
 - 2) The AV Chair initiates publicity; prepares reports on Committee activities for presentation to the BOD; and prepares an annual operating budget. The Chair should be proficient in directing the work of others, making decisions, have an awareness of effective communication techniques, and a willingness to correspond promptly with members.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section J 18.1</p>
<p style="text-align: center;">Education Department</p> <p style="text-align: center;">Audiovisual Committee</p>	<p style="text-align: center;">Page 2</p> <p style="text-align: center;">Last Amended 2/21/2015</p>

- B. The AV Publicity Chair writes news release copy describing features and highlights of new AVP's as they become available. The Publicity Chair is responsible for forwarding this material to the *NMRA Magazine* Editor and to the Marketing Department Manager (for forwarding to other NMRA publications at the National, Region, and Division levels). The Publicity Chair also prepares other material of an instructional nature and assists the Chief Administrative Officer in the preparation of updates to the AV Program List.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section J 19.1</p>
<p style="text-align: center;">Education Department</p> <p style="text-align: center;">Data Sheets Committee</p>	<p style="text-align: center;">Page 1</p> <p style="text-align: center;">Last Amended 8/22/2015</p>

1. Data Sheets Committee Chair

- (a) The Data Sheets Committee Chair is appointed by and responsible to the Education Department Manager. The Chair will coordinate activities of his committee with the Education Department Manager and is expected to accept direction and suggestion from the Education Department Manager.
- (b) The Data Sheets Committee Chair is responsible for origination of material, cross-checking of same, directing review of material by appropriate and proper persons, and presentation for publication and distribution to members of said Data Sheets or their equivalent.
- (c) The Data Sheets Committee Chair is responsible for periodic review of existing Data Sheets and subsequent updating and revision of same.
- (d) The Data Sheets Committee Chair is expected to actively cultivate potential Data Sheet material and to produce on an “as often as possible basis” Data Sheets for the membership. The Chair must keep in mind that Data Sheets are a part of the membership expectations of the NMRA members through the payment of annual dues.
- (e) The Data Sheets Committee Chair may appoint assistants as necessary.
- (f) The Data Sheets Chair shall submit all potential Data Sheets for review to an advisory panel of his own choosing. The Education Department Chair will review all Data Sheets finally.

2. Data Sheets

- (a) Data Sheets are to be produced on an irregular schedule as material deemed useful to the membership of the NMRA is gathered. Its presentation to the membership can be through the NMRA Website or printed and mailed directly to the members.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section J 19.1</p>
<p style="text-align: center;">Education Department</p> <p style="text-align: center;">Data Sheets Committee</p>	<p style="text-align: center;">Page 2</p> <p style="text-align: center;">Last Amended 8/22/2015</p>

- (b) Data Sheets are meant to provide all manner of information for NMRA members and need not be concerned only with aspects of railroading. Material should, however, cover subjects useful to model railroaders.
 - (c) All technical information in Data Sheets is to be checked through the Standards and Conformance Department before final approval is given for printing and distribution.
 - (d) All potential Data Sheets shall be reviewed prior to publication by the Data Sheets Committee Chair and others selected by that Chair. The Education Department Manager shall also review all potential Data Sheets.
3. Members of the Data Sheet Committee are to read articles and features published in the Model Railroad Press and other publications as part of the research incident to the preparation of an NMRA DATA SHEET. The committee is to cite such articles or features as a source, reference or background material in the published DATA SHEETS. Should it be desirable that the National Model Railroad Association reproduce intact in a DATA SHEET any drawing, sketch, or other material which has been previously published in the Model Railroad Press or any other publication, the Committee will obtain the written permission of the publication. The reproduction of any such material in a DATA SHEET will be accompanied by a full credit line in addition to the source or other citation which will be carried.
 4. The National Model Railroad Association may permit the Model Railroad Press to cite the NMRA DATA SHEETS as reference material in and for any article or feature published in any such magazine, similarly to the manner in which authors of DATA SHEETS cite magazine features or articles. DATA SHEETS are private communications, intended exclusively for the members of the National Model Railroad Association. However, the Association may permit any member of the Model Railroad Press, upon written request accompanied by a pre-publication review, to reproduce distinctive drawings or sketches from, or to quote directly from, a DATA SHEET. Complete credit to the National Model Railroad Association must be published with any such reproduction or quotation. No manufacturer or member of the Model Railroad Supply

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section J 19.1</p>
<p style="text-align: center;">Education Department</p> <p style="text-align: center;">Data Sheets Committee</p>	<p style="text-align: center;">Page 3</p> <p style="text-align: center;">Last Amended 8/22/2015</p>

5. Industry shall be authorized or permitted to quote from or reproduce any portion of a DATA SHEET for any purpose.

August 2015-Responsibility of Data Sheets moved from Publications to Education Department as Data Sheets are now published on NMRA website.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	Section K 1.1
<p style="text-align: center;">Information Technology Department</p> <p style="text-align: center;">General Policy</p>	<p style="text-align: center;">Page 1</p> <p style="text-align: center;">Last Amended 1/19/2007</p>

1. The Information Technology Department is responsible for setting, implementing and maintaining an IT strategy that supports the business goals and mission of the NMRA. The strategy is to be approved by the BOD.
2. The Information Technology Department will advise the Executive Committee, the Directors and the Department Heads on information technology issues and compliance.
3. The Information Technology Department is responsible for recommending and approving all hardware and software acquisitions and upgrades. This approval must ensure that all new acquisitions interface with and supports the approved IT strategy. For projects of appropriate size this authority may be delegated to the Administration Department Manager, but responsibility remains with the Information Technology Department to ensure appropriate integration with the IT environment.
4. The Information Technology Department does not exercise control of, and is not responsible for, day-to-day- operations of physical technological resources of the NMRA.
5. The Information Technology Department must provide support to the various departments and users as required.
6. The Internet Presence Committee shall fall under the purview of the Information Technology Department.

EXECUTIVE HANDBOOK	Section K 2.1
National Model Railroad Association	Page 1
Information Technology Department Information Presence Committee	Last Amended 1/19/2007

1. The Information Technology Department shall be responsible for the NMRA Internet Presence Committee which is in turn responsible for creating and maintaining Internet projects and programs beneficial to the NMRA and its members. In particular, the Committee is responsible for the construction and maintenance of all pages on the NMRA World Wide Web site, but not the content of the pages.
2. The NMRA web site is formatted, coded, hosted, and maintained by the NMRA Internet Presence Committee. NMRA Internet Presence Committee members report to the Committee Chair. Each Department of the NMRA has a corresponding section of the NMRA web site under its own web name alias, such as www.nmra.org/Bulletin. Each Department Manager has a corresponding committee person on the NMRA Internet Presence Committee as the contact with the committee to maintain the Department's page.
3. New pages will be added to the NMRA Web Site by members of the Internet Presence Committee as needed or desired by any Department Manager, who is responsible for the content of the pages, or his or her Committee Chairmen. The appropriate Department Manager, the President NMRA or his or her assign, and the Chair of the NMRA Internet Presence Committee or his or her assign, must approve these new web pages.
4. Upon approval by the above, members of the NMRA Internet Presence Committee will place the new pages on the web site in their appropriate place under the nmra.org domain name. Official NMRA web pages are to reside under the nmra.org domain name and be maintained by members of the NMRA Internet Presence Committee.
5. The Chair of the NMRA Internet Presence Committee may name another committee member to act on his behalf for the day to day operation of the programs and projects of the Committee. This person shall be called the NMRA Webmaster. If no other committee member is so named, the Committee Chair shall also be the NMRA Webmaster.
6. The NMRA Internet Presence Committee may provide projects and programs available to members only. These projects and programs may include, but not be limited to:
 - A. General discussion NMRA email lists.
 - B. NMRA and hobby related Chat Rooms. Transcripts of Chat Rooms with famous modelers may be made available to the public as an incentive to join the NMRA.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	Section K 2.1
<p style="text-align: center;">Information Technology Department</p> <p style="text-align: center;">Information Presence Committee</p>	<p style="text-align: center;">Page 2</p> <p style="text-align: center;">Last Amended 1/19/2007</p>

- C. Clinic handouts from clinics conducted at NMRA National Conventions.
- D. The NMRA EHB.
- E. Minutes of NMRA Board of Directors meetings.
- F. NMRA financial statements.

Other member-only projects and programs the NMRA Internet Presence Committee may propose will require the approval of the NMRA President or his or her assign.

7. The NMRA Internet Presence Committee may provide projects and programs available to the modeling public as well as NMRA members. These projects and programs may include, but not be limited to:
 - A. Descriptions and functions of all NMRA Departments and Committees.
 - B. Email alias addresses using the @hq.nmra.org Email address.
 - C. Forms on the World Wide Web restricting how email messages can be written to the Administration Department and the Library.
 - D. Library catalogs.
 - E. Older back issues of the *NMRA Bulletin*.
 - F. Online secure application form that can be used for joining the NMRA or renewing current membership

Other open to the modeling public projects and programs the NMRA Internet Presence Committee may propose will require the approval of the NMRA President or his or her assign.

8. The NMRA Internet Presence Committee shall, if possible, provide a place online for the NMRA Membership Database for use by the Regions and Divisions. This site will be appropriately password protected so the Regions and Divisions can only access their individual membership information. The Administration Department shall provide the membership database for testing of the site and update it periodically once the site is functional.
 - A. The restrictions for usage by the Regions shall be:

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section K 2.1</p>
<p style="text-align: center;">Information Technology Department</p> <p style="text-align: center;">Information Presence Committee</p>	<p style="text-align: center;">Page 3</p> <p style="text-align: center;">Last Amended 1/19/2007</p>

- 1) Region's representative shall only be allowed to access the database for his or her Region.
- 2) The Regions President and Reports Coordinator shall be the only persons allowed access to their Region's membership database.

B. The restrictions for usage by the Divisions shall be:

- 1) A Division's representative shall only be allowed access to the database for his or her Division.
 - 2) The Division Membership Chair or the assign of the Division Superintendent shall be the only person in the Division with accessibility to that Division's membership database.
9. The NMRA Web Pages shall not be used for any type of advertising with the exception of items offered for sale by the NMRA, the Kalmbach Memorial Library or the Howell Day Museum.
 10. The Internet Presence Committee shall provide alias services within the domain name nmra.org, such as div.reg.nmra.org, that will link to the independent web sites of all NMRA Regions and Divisions.
 11. It will be the policy of the NMRA Board of Directors to budget for the expense of hosting the NMRA web site, effective September 1, 2005. This change will not affect the day-to-day operation of the web site, only the physical location of the NMRA pages. In addition, the NMRA will offer to host Region and Division web pages at cost.

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Kalmbach Memorial Library Department General	Page 1 Last Amended -----

No language defined

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section M 1.1</p>
<p style="text-align: center;">Marketing Department</p> <p style="text-align: center;">General</p>	<p style="text-align: center;">Page 1</p> <p style="text-align: center;">Last Amended 2/21/2015</p>

General

1. The Marketing Manager, appointed by and reporting to the President or his designee, directs the activities of the Department and is responsible for the overall development and direction of the marketing and promotional programs of the NMRA.
2. The Marketing Manager coordinates the various activities with respect to the scope, content, and inter-relationships of the individual elements of the overall marketing plan, and develops and administers the overall budget for the department's activities.
3. The Marketing Manager appoints such assistants as may be required to accomplish these functions and supervises their assignments and performance.
4. The Marketing Manager advises the Board of Directors in connection with the establishment of marketing and promotion policies in general as determined by the consensus of the Marketing Department, and provides reports to the Board of Directors and appropriate national officers at least semi-annually on aggregate progress and plans.
5. The major responsibilities of the Marketing Manager, in addition to those associated directly with the administration of the Department are as follows:
 - A. The Manager is responsible for the cultivation and enhancement of a positive public image for the NMRA, both internal and external to the organization.
 - B. The Manager shall oversee all marketing promotion and public relations efforts, both internal and external to the organization, through all appropriate media including (but not limited to) print, broadcast, and electronic.
 - C. The Manager shall have overall responsibility for the development of marketing programs appropriate to all NMRA-branded products and services.
 - D. The Manager shall have overall responsibility for the creation and placement of all NMRA-branded product and service advertising via print, broadcast, electronic or other media channels so as to reach targeted audiences both internal and external to the organization, as appropriate

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section M 1.1</p>
<p style="text-align: center;">Marketing Department</p> <p style="text-align: center;">General</p>	<p style="text-align: center;">Page 2</p> <p style="text-align: center;">Last Amended 2/21/2015</p>

6. The Manager shall effect coordination with the President of the Model Railroad Division of the Hobby Manufacturers Association, or its successor group, in the promotion of the hobby of model railroading.
7. The Department shall serve as counsel to Association officials in all matters involving the NMRA's public image and shall have access to any and all data (including confidential data) necessary to provide informed and appropriate advice and opinions. The Department may also be called upon to provide assistance and guidance in communications, promotion, and public relations efforts at all levels of the organization.
8. The Department is required to coordinate efforts with hobby shops in the development and placement of hobby and NMRA promotional material.
9. The Marketing Manager is responsible for all programs and activities directed toward the recruitment and retention of NMRA membership.
10. The NMRA Member Purchase Discount Committee within the Marketing Department will develop member purchases program that will offer significant hobby purchase benefits.

EXECUTIVE HANDBOOK National Model Railroad Association	Section N 1.1 Page 1
Meetings & Trade Show Department General Policy, National Conventions	Last Amended 1/15/2005

1. The NMRA Regulations authorize one convention to be held annually. The prime reason for this convention is to provide a time and place for a business meeting and to further the purposes of the NMRA.
2. A voluntary Host group assists the National Model Railroad Convention Committee with the operation of NMRA Conventions. This group shall consist of not less than 20 members residing in the area in which the convention is to be held. A Convention Handbook is available from the Meetings & Trade Show Department to guide local host groups in the planning and running of conventions. If a group of NMRA members desires to host a convention, said group must mail to the Meetings & Trade Show Department a letter of intent no later than Jan. 1 and prepare a bid to be received by the Meetings & Trade Show Department no later than the midyear Board of Directors meeting. It is recommended but not mandatory, that the Region in which the convention is to be held cosponsor the convention with the volunteer group.
3. It will be the responsibility of the Meetings & Trade Show Department to obtain one or more suitable bids for each National Convention for which bids are due. The Meetings & Trade Show Department will publish an announcement in the *NMRA Bulletin* every fall listing areas from which a bid will be accepted by Jan. 1. It will be the responsibility of the Meetings & Trade Show Department to ascertain the competency of the group.
4. The Meeting and Trade Show Committee shall provide all prospective bidders with a copy of the Convention Agreement that both parties will be required to initial before a formal Convention bid is presented to the BOD. A copy of the Convention Agreement initialed by both parties shall accompany the formal bid. Final placement of signatures shall occur within 20 days after the BOD accepts the bid.
5. After acceptance of a bid by the Meetings & Trade Show Department and approval by the Board of Directors, the Meetings & Trade Show Department will officially appoint the permanent Host Chair who will become a member of the Meetings & Trade Show Department as designated in the official organizational chart. The official status of the Host Chair will remain until all duties required by the Convention Agreement are discharged, or until the Chair is terminated by action of the Meetings & Trade Show Department.
6. The Host Chair will be required to sign the Convention Agreement, in triplicate to be inserted in the Convention Handbook, which will become the official contract binding the Host Committee and NMRA to the agreement. Copies of the signed agreement shall go to the Host Chair, the NMRA Secretary, and the Meetings &

EXECUTIVE HANDBOOK	Section N 1.1
National Model Railroad Association	Page 2
Meetings & Trade Show Department	Last Amended
General Policy, National Conventions	1/15/2005

Trade Show Department Manager. No official sanctioning of the Convention, or advancing of funds will be done until the Agreement has been signed.

7.

- a. The NMRA will take primary responsibility for managing and operating certain convention events as an NMRA sponsored activity. These activities will include registration, contests, clinics, editing & publishing the Clinic Book, facilities management, Company Store, , food functions, transportation contracts, the Silent Auction, and other activities as will be determined by the Manager of the Meetings & Trade Show Department. These activities are understood to be totally funded and supported by the NMRA. The NMRA will seek ideas and input from the Host Committee and Host Region so as to develop a suitable theme for the convention and to assure that it has a “local flavor.”
- b. The NMRA will provide active advice and support of the Host Committee and Host Region as they plan their portion of the convention using experienced convention staffing from the NMRA Convention Committee.
- c. The initial convention budget will be developed by the NMRA. The Host Committee will be provided copies of the initial budget and encouraged to comment on the budget and the operating funding required by the Host Committee. The final budget will be a coordinated budget between the NMRA and the Host Committee.
- d. The Host Committee and Host Region shall have primary responsibility for planning, organizing, and carrying out the Outside Activities associated with the convention. These activities are layout tours, prototype tours, non-rail tours, and other activities as will be jointly agreed to by the NMRA and the Host Committee.
- e. The Host Committee shall have the responsibility for planning, organizing, and implementing a non-rail clinic program.
- f. The Host Committee and Host Region shall have the primary responsibility for providing workers to staff the convention events being managed by the NMRA before, during, and after the convention. The staff support requirements are as detailed in the NMRA Convention Handbook.
- g. The Host Committee and Host Region shall provide assistance for the National Train Show in obtaining local publicity contacts, distribution of advertising materials, personnel for promotional events, and for soliciting display layouts.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section N 1.1</p>
<p style="text-align: center;">Meetings & Trade Show Department</p> <p style="text-align: center;">General Policy, National Conventions</p>	<p style="text-align: center;">Page 3</p> <p style="text-align: center;">Last Amended 1/15/2005</p>

8. The Host will work with the Meetings & Trade Show Department within the scope of its authority and responsibility to provide a financially sound, attractive, and satisfying convention to all attendees.
9. In the event that the Host does not agree with the requirements of the Meetings & Trade Show Department Manager, they may appeal to the NMRA President, whose decision shall be final.

Note: Sections of the Executive Handbook Section N are reproduced in the Meeting and Trade Show Department Convention Handbook for reference.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section N 2.1</p>
<p style="text-align: center;">Meetings & Trade Show Department</p> <p style="text-align: center;">NMRA National Convention Clinic Policy</p>	<p style="text-align: center;">Page 1</p> <p style="text-align: center;">Last Amended 7/1/2000</p>

1. No more than 40% of the total convention clinics offered may be commercial in nature.
2. Clinicians representing a manufacturer, demonstrating or selling a product must have their company affiliation stated in all convention clinic announcements and literature.
3. Clinics that are product specific must be identified as such in all convention clinic announcements and literature.
4. Products, goods, or services are not to be sold inside clinic rooms or clinic room corridors. Clinicians are encouraged to sell products, goods, or services through the Company Store or the National Train Show.
5. Enforcement responsibility resides within the Meetings & Trade Show Department.

EXECUTIVE HANDBOOK	Section N 3.1
National Model Railroad Association	Page 1
Meetings & Trade Show Department	Last Amended
Convention Rotation Policy	7/1/2000

This policy has been temporarily waived by MBOD13020916 which was passed at the 2013 Mid-year BOD Meeting in order to allow more organizations to hold the Annual Convention. For more information, contact the NMRA Secretary.

1. In order to serve the majority population of NMRA members, three “National Convention Areas” have been adopted.
2. Conventions shall be rotated each year as per the rotation schedule. If one area declines to support a convention as per the schedule, the Meetings & Trade Show Department shall open bidding to all areas for that particular year. Bidding shall follow the standard procedures without regard to area.
3. Should a Host be unable to meet the obligations to conduct a convention, the President of NMRA shall, upon recommendation from the Meetings & Trade Show Department Manager, remove the convention from that group and open bids to other groups from the same area. If indications are that no bids are forthcoming from the scheduled area, within a time frame consistent with the circumstances, bidding will be opened to all areas. All valid bids shall be considered.
4. The convention areas are as follows:
 - A. Eastern Area - defined as that area east of a line from the western border of Pennsylvania and New York, thence directly north along the Quebec/Ontario border. Other states included in this area are West Virginia, Virginia, North Carolina, South Carolina, Georgia, and Florida. Included in this area shall be the British Region and Europe.
 - B. Western Area - defined as the states of Washington, Oregon, Idaho, Montana, Wyoming, Utah, California, Nevada, Arizona, Alaska, and Hawaii; and shall include Alberta, British Columbia, Northwest Territory, and Yukon Territory. It shall also include the Australasian Region.
 - C. Central Area - all States, Provinces and Countries not included above.
4. Bidding rotation shall commence in 1996 with the Western Area and follow in this sequence: West, Central, East, Central, West, etc. The NMRA run convention for the 75th Anniversary Convention referred to in paragraph 6 shall remain for the year 2010.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	Section N 3.1
<p style="text-align: center;">Meetings & Trade Show Department</p> <p style="text-align: center;">Convention Rotation Policy</p>	<p style="text-align: center;">Page 2</p> <p style="text-align: center;">Last Amended 7/1/2000</p>

5. The areas may anticipate a National Convention in the following years:

Western - 2008, 2011, 2015, 2017, 2019

Central - 2007, 2010, 2012, 2014, 2016, 2018, 2020

Eastern - 2009, 2013, 2017, 2021

NMRA Sponsored - 2010

EXECUTIVE HANDBOOK	Section N 4.1
National Model Railroad Association	Page 1
Meetings & Trade Show Department	Last Amended
Convention Bid Policy	1/18/2007

1. Bids from a prospective Host or Hosts will be received and acted upon by the NMRA BOD at its annual meeting not less than five (5) but no more than seven (7) years prior to the date of the proposed convention. The Manager shall inspect all bid sites, and others, as the Manager deems appropriate.
2. The prospective Host must indicate to the NMRA Meetings & Trade Show Department that a bid will be submitted at the next Annual BOD Meeting, no later than Jan. 1 prior to the date of the Annual BOD Meeting.
3. The Meetings & Trade Show Department will canvass the area in which the convention will be held via the area Regional Presidents to determine if any other prospective Host exists.
4. The Meetings & Trade Show Department will report the results of the Manager's canvass to the Board of Directors at its Midyear Meeting.
5. If no other prospective Hosts are found by the canvass outlined above, the single bidder shall be so notified. Upon receipt by the Meetings & Trade Show Department of their valid bid, the Meetings & Trade Show Department will inspect the proposed site and if acceptable, the Convention will be awarded by the Meetings & Trade Show Department upon approval of the Board of Directors.
6. If another prospective Host is found, that Host will prepare a bid immediately and submit it to the Meetings & Trade Show Department no later than February 1.
7. If more than one bid is received, all valid bids will be presented to the BOD for action at its Annual Meeting. The Meetings & Trade Show Department will present its recommendation, but final approval shall rest with the Board of Directors.
8. If no letter of intent is received by January 1 or bid by February 1, the Meetings & Trade Show Department will secure a site for the Convention. The Meetings & Trade Show Department will try to find a site in the designated area, but will not be limited to that area. The selected site will then be submitted at the next Board of Directors meeting for approval.

EXECUTIVE HANDBOOK	Section N 5.1
National Model Railroad Association	Page 1
Meetings & Trade Show Department	Last Amended
NMRA Train Show Policies	7/1/2000

The following operational policy will govern the operation of the National Train Show:

1. The NMRA National Train Show is to promote the hobby and fellowship of model railroading to the general public.
2. The NMRA National Train Show should provide a promotional platform for the hobby manufacturers to display/market their products.
3. The NMRA National Train Show should provide display space to the members of the hobby to show the fellowship in operating as a group in model railroading.
4. The NMRA National Train Show should provide a marketplace for the member to trade with the noncommercial hobby businesses without compromising the previous policies.
5. The NMRA National Train Show should provide services at the National Train show for the benefit of the attendees of the NMRA convention without compromising the previous policies.

In order to have a successful train show, the NMRA believes that the National Train Show must be developed from four distinct aspects:

- A. The National Train Show should be treated as a business with a dependable staff and with financial equity.
- B. The hobby manufacturers attend the train show, not for the benefit of the NMRA, but to promote and market their products to the membership and the general public.
- C. The noncommercial sellers attend the train show, not for the benefit of the NMRA, but to sell their products to the membership and the general public.
- D. The National Train Show is a vehicle to PROMOTE NEW MEMBERS into the hobby. (This concept is the most important item that must be addressed, as the promotion of new membership into the hobby is the overall goal to be achieved with a public show.)

The National Train Show will be managed and operated by volunteer staffs and not contracted out to professional show organizers.

The NMRA staff operating the National Train Show shall not be employees of the NMRA. Reimbursements for expenses of train show staff shall be in accordance with the current EHB policy for expense reimbursement.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p>Section N 5.1</p>
<p style="text-align: center;">Meetings & Trade Show Department</p> <p style="text-align: center;">NMRA Train Show Policies</p>	<p>Page 2</p> <p>Last Amended 7/1/2000</p>

NATIONAL CONVENTION COMMITTEE NATIONAL TRAIN SHOW PERSONNEL

Where on-site train show services are usually contracted for, NMRA volunteer members may be utilized in order to decrease expenditures. However, in no case will a fee be paid for their services rendered. Remuneration will be limited to distribution of housing and/or attendance at activities of the convention.

LOCAL CONVENTION COMMITTEE

Volunteers supplied by the host convention to assist at the train show shall not receive any remuneration from the National Train Show. The National Train Show budget per show shall be formulated so as not to incur a loss to the NMRA. The budget shall be formulated based on conservative income and worse case expenses.

National Train Show relations with manufacturers/distributors and publication houses shall always be conducted in a professional and businesslike manner.

National Train Show actions with the exhibitors shall always be addressed with the concern for promoting a long-term relationship with the NMRA.

National Train Show relations with all exhibitors shall be sensitive to allow for the problems of a small cottage industry.

National Train Show relations with sellers shall be based on professional and personal relationships recognizing that the seller is only interested in the largest market for the products to be marketed at the convention.

The marketing of these products fall into two categories: the model railroad products and the products directed for the souvenir market. National Train Show actions relative to the sellers shall be sensitive to these different markets.

Both the manufacturers and sellers shall pay the same fee for space used at the National Train Show.

EXHIBITORS (of model railroads and associated modeling by individual groups)

Exhibitors shall be treated as guests at the National Train Show as they donate their time and efforts to display their achievements and fellowship.

The exhibitors shall be reimbursed, if necessary, based upon an equal standard.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section N 5.1</p>
<p style="text-align: center;">Meetings & Trade Show Department</p> <p style="text-align: center;">NMRA Train Show Policies</p>	<p style="text-align: center;">Page 3</p> <p style="text-align: center;">Last Amended 7/1/2000</p>

Cash reimbursements shall be limited to those exhibitors where other substitutions cannot be offered.

NATIONAL TRAIN SHOW PUBLICITY AND ADVERTISING

National Train Show publicity and advertising shall be directed towards the general public attending an exhibition of model trains.

The National Train Show shall use professional advertising personnel or qualified member assistance who are familiar with the local convention area. The use of a professional advertising agency shall be arranged with concurrence of the Meetings & Trade Show Department and Legal Department by implementing a contract for services.

NMRA NATIONAL TRAIN SHOW GUIDANCE

The following represents technical guidance for the National Train Show staff in formulation and operation of the NMRA National Train Show:

1. The show shall be organized and designed for the attendance of the general public.
2. The show shall only be a three-day show. (Friday, Saturday and Sunday)
3. The show shall be open only for one evening.
4. The sellers shall be separated from the manufacturers and shall be in a separate area, so as not to have merchandise sales in the display area.
5. The manufacturers shall be nearest the front entrance to the show and be in the area of the operating layouts.
6. The sellers shall be located near the exit of the show so as to direct buyers with merchandise to leave the exhibition area.
7. The operating layouts shall be interspersed in the show space and not concentrated in one area.
8. The show hours shall reflect the hours of attendance of the general public. (Friday 12 - 6; Saturday 10 - 6; Sunday 10 - 5)

EXECUTIVE HANDBOOK National Model Railroad Association	Section N 5.1 Page 4
Meetings & Trade Show Department NMRA Train Show Policies	Last Amended 7/1/2000

9. Free booth space shall be given to the NMRA and the next three NMRA Convention host groups.
10. Security for the show shall be adequate for a large general public show. (It is desired that off-duty law enforcement officers be utilized as part of the security force as they are empowered to make arrests.)
11. Providing incentives to the exhibitors shall encourage static and operating layout displays. (The incentives shall be directed towards free convention registration and/or attendance at convention activities. Cash reimbursements shall be limited to exhibition set up expenses and to only those exhibitors where other incentives cannot be offered.)
12. Prior to acceptance of an exhibitor, the exhibitor shall agree to the following:
 - A. Remain open for the duration of the train show and not depart or pack up early.
 - B. Sign a waiver of liability agreeing that the NMRA is not liable for damages related to the train show.
 - C. Be responsible for all local/state incurred taxes.
13. Ensure that local labor related problems (union setup/craft unions) are understood and provided for prior to exhibitor set up.
14. Ensure that at exhibition set up time, the exhibitor, over and above the basic booth cost, should incur no (labor) costs.
15. Arrange for National Train Show publicity through the use of professional advertising personnel or qualified member assistance. The advertising shall be directed towards the general public attending an exhibition of model trains.
16. Arrange with the convention host group to supply adequate on-site staff to assist the exhibitors with show move-in and set up and to help with security of the exhibitor's products. The National Train Show staff shall be on site at all times during the course of the train show.
17. Provide incentives and opportunities for the exhibitors to attend the activities associated with the NMRA convention. (The incentives shall be in the form of free registration and/or attendance to convention-sponsored activities.)

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	Section N 5.1
<p style="text-align: center;">Meetings & Trade Show Department</p> <p style="text-align: center;">NMRA Train Show Policies</p>	<p style="text-align: center;">Page 5</p> <p style="text-align: center;">Last Amended 7/1/2000</p>

18. Ensure that the National Train Show admission is attractively priced so that the whole family will attend. The admission charge shall also include the required admission taxes, and the cost of the tax shall be posted.

19. Ensure that all requirements relating to local/state taxes and legal requirements for public shows have been met.

20. Ensure that appropriate liability insurance has been obtained by the NMRA for the National Train Show. Ensure that the NMRA is not liable for damages relative to events that occur at the National Train show location.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p>Section N 6.1</p>
<p style="text-align: center;">NMRA Meetings & Trade Show Department</p> <p style="text-align: center;">Public Liability Insurance for National Conventions Policy</p>	<p>Page 1</p> <p>Last Amended 7/1/2000</p>

1. The NMRA is responsible for providing public liability and property damage insurance for National conventions.
2. The Treasurer is responsible for arranging for adequate coverage as follows:
 - A. The policy shall protect the NMRA and/or the Host for bodily injury liability or property damage liability arising from any event or program scheduled during the Annual National Convention and National Train Show.
 - B. Such policy shall be written by an insurance carrier licensed to do business in the State or Province in which the Annual Convention and National Train Show are held. The coverage shall be in the minimum amounts of One Million dollars (\$1,000,000) for each person and for Five Million dollars (\$5,000,000) for each occurrence for bodily injury liability and in the amount of One Hundred Thousand dollars (\$100,000) for each occurrence for property damage liability.
 - C. Such coverage shall commence not later than 12:01 A.M. local time on the day prior to the first scheduled event of the convention and shall be in effect until 12:01 A.M. local time on the day following the last scheduled event of the convention or the last closing time of the National Train Show, whichever is later..

EXECUTIVE HANDBOOK	Section N 6.2
National Model Railroad Association	Page 1
Meetings & Trade Show Department	Last Amended
Insurance-Models & Exhibits at National Convention Policy	7/1/2000

1. The Convention Fund is authorized to cover, on a "self-insurance" basis, losses of contest models or other authorized exhibits excluding manufacturer's or dealer's property in the National Train Show as outlined in the following paragraphs.
2. The NMRA, through the Convention Fund, will protect host committees sponsoring NMRA national conventions against losses due to theft, fire, water and wind as provided below.
3. Loss by theft, water, wind or fire damage associated with a fire on any model or exhibit entered in the model contest or on authorized exhibits, excluding manufacturer's or dealer's exhibits, at the convention and National Train Show.
4. The coverage will extend from 12:01 A.M. of the opening day of the convention until 12:01 A.M. of the day following last scheduled day of the convention or the last closing time of the National Train Show, whichever is later.
5. The amount of coverage shall be that amount stated on the contest entry blank or other inventory sheet given to an authorized person representing the Host Committee or NMRC but the liability shall not exceed \$200 for any one model or item, or \$2,000 for any one convention. In the event of claims exceeding \$2,000 each claimant shall be paid an amount equal to his percentage of the total claims related to \$2,000.
6. In the event the Host Committee feels the amount claimed is in excess of a fair value, the Meetings & Trade Show Manager shall arrange for an arbitration committee of three as follows:
 - One member selected by the Administrators
 - One member chosen by the claimant
 - One member selected by the foregoing two.
7. The Host Committee shall provide, or have provided, uniformed guard services in exhibit areas during the time exhibits are opened for any inspection. At other times the areas shall be locked and opened only by specific authorization.
8. The Host Committee shall keep records on values of exhibits in a safe place so as not to be lost in the event of a catastrophe in the exhibit area.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section N 6.3</p>
<p style="text-align: center;">Meetings & Trade Show Department</p> <p style="text-align: center;">Liability Insurance for Models and Exhibits at Regional and Divisional Conventions Policy</p>	<p style="text-align: center;">Page 1</p> <p style="text-align: center;">Last Amended 7/1/2000</p>

Self-insurance as covered in EHB, page N6.2 is extended to cover Regional Conventions and Divisional Meets. The policy as outlined in the EHB will apply to Regional conventions and Division meets, with the following exceptions:

1. Regional or Divisional coverage will be only upon specific request of a Regional Convention Officer and/or Division Superintendent or NMRA (Canada) Officer and will be subject to the following charges:
 - A. For a fee of \$25.00 - Full coverage as outlined in EHB Section N 6.2.
2. There is no implication of the Convention Fund participating in Regional or Divisional profits or losses. The payment of the above fee is the only consideration required for the Regional and/or Divisional coverage except as prescribed in paragraph 3 below.
3. In addition to the payment of the above fee, it is expected that Region Convention officials and/or Division Officers will provide adequate supervision of contest models and other displays so as to minimize theft. Uniformed guard service is not required.
4. Liability coverage as outlined in EHB Section N6.1 shall be available to cover Region Conventions and Division Meets. Price will vary according to time and location.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	Section N 6.4
<p style="text-align: center;">Meetings & Trade Show Department</p> <p style="text-align: center;">Self Insurance Claims Policy for Regional and Divisional Conventions</p>	<p style="text-align: center;">Page 1</p> <p style="text-align: center;">Last Amended 7/1/2000</p>

1. In the event of loss under the “self insurance” provisions of the NMRA Convention Fund, each claimant must sign a statement shown on Page N6.5. An official of the Region, or authorized delegate, must sign the claim and transmit it to the NMRA Treasurer, with a copy to the Meetings & Trade Show Department Manager. If the total claims are greater than the amount of coverage purchased by the Region, the amount allocated to each claimant must be written in the space provided on the authorization. The total of the claims cannot exceed the total insurance purchased.

2. The NMRA Treasurer will review the claims and make payment immediately. A copy of the letter transmitting the check to the claimant will be sent to the person that signed the authorization, Region President, Meetings & Trade Show Department Manager, and NMRA President.

EXECUTIVE HANDBOOK	Section N7.1
National Model Railroad Association	Page 1
Meetings & Trade Show Department	Last Amended
Special Interest Group (SIG) Policy	2/1/2001

The NMRA finds that SIGs are an integral and important part of any national convention. SIGs allow members of the NMRA to specialize and share their specialized interest and information with other members, and introduce their specialty interest in model railroading to non-SIG members. SIGs also offer educational opportunities to our members. As such, therefore, host committees, in conjunction with the Meeting and Trade Shows Department, should encourage and, consistent with these guidelines, incorporate SIG activities into their convention planning and schedule. The host committee, Meetings and Trade Shows Department, and SIG participants, however, should observe the following guidelines:

1. On-site convention activities, including SIG activities, must be available, for insurance and eleemosynary reasons, only to registered members of the NMRA and affiliated groups. Any SIG activities *on site* – *i.e.*, utilizing convention facilities – should be available and opened only to registered convention attendees and attendees of affiliated conventions held in conjunction with the NMRA national convention.
2. The National Model Railroad Convention (NMRC) committee, in conjunction with the Meetings and Trade Show Department, shall appropriately determine the amount of space for SIG activities, and the cost, if any, for that space. However, the NMRC committee should take into consideration the relative popularity of the SIG, the amount of space available for all SIGs and interested historical societies and other potential participants, and the opportunity for participation by convention attendees in SIG activities. It is the policy of the NMRA that a few SIGs should not dominate the limited space available; on the other hand, all SIGs need not be treated equally because of the potential greater interest in certain activities or programs offered by certain SIGs. This is a matter that should be determined by and is best left to the host committee.

Nothing in this policy, however, dictates that any particular location or amount of space be afforded any particular SIG or other group.

3. SIG-sponsored private layout tours should be coordinated through the host committee. No SIG shall be allowed to participate in NMRA convention activities if the policy of that SIG, or the practice of the individual SIG committee, is to encourage or restrict private layout owners to display their layouts only to SIG members. Private layout tours sponsored by a SIG may be open to SIG members, but should also be available to NMRA convention registrants at the same cost as SIG members and should be coordinated in scheduling through the host committee to minimize conflict. For any layout which is not a participant in the host committee layout tours or an NMRA-sponsored layout tour, the SIG shall advise the private layout owner that the SIG layout tour is not an NMRA event

EXECUTIVE HANDBOOK National Model Railroad Association	Section N7.1 Page 2
Meetings & Trade Show Department Special Interest Group (SIG) Policy	Last Amended 2/1/2001

and advise the layout owner to examine any insurance implications of the private tour.

4. SIGs shall take reasonable and precautionary steps to ensure that any SIG activities are not deliberately scheduled opposite the NMRA banquet. SIGs are free to host whatever private events they wish, generally at such times as they feel appropriate. Off-site SIG activities are not intended to be within the control or purview of the NMRA or the host committee. The NMRA as a matter of policy would consider it to be a discourteous action if a SIG event or dinner were deliberately scheduled opposite the NMRA banquet. Such does a disservice to members who may wish to attend the SIG event and the NMRA banquet. The NMRA banquet/award ceremony is an important function of the NMRA convention at which the SIG is a guest.
5. SIGs shall be allowed to conduct their own contests, utilizing SIG rules, to the extent such contests do not materially interfere with the NMRA contest or generate confusion in attendees as to the NMRA contest. There is no requirement or policy that any SIG contest models be displayed in or restricted to the NMRA contest room. However, if space is available and the SIG desires to have its own contest space, subject to allocation by the NMRC committee, such should be allowed, provided that the SIG must provide reasonable evidence of security and insurance measures to protect any property left or maintained within the convention facilities.
6. SIGs shall coordinate all of their activities and scheduling with the NMRC committee. SIGs are at the convention as the guest of the NMRA. As with any guest, they should ensure that steps that are taken by the SIG are not inconsistent with or in conflict with the schedule and goals of the NMRA convention. Thus, SIGs should be responsive to and participate in the planning with the NMRC and the host committee of the convention and should appoint a liaison person to coordinate with the NMRC and the host committee in order to minimize any misunderstandings or problems in the convention activities. SIGs should also indemnify the NMRC and the host committee, to the extent necessary, for any events that may create liability.

EXECUTIVE HANDBOOK	Section O 1.1
National Model Railroad Association	Page 1
Member Services Operations Department	Last Amended
General	2/21/2015

1. The President will assign specific overall supervision of the Member Operations Department to the VP-Admin or to another specifically appointed administrator.
2. The Member Services Operations Department Manager is the Chief Administrative Officer and the additional duties include:
 - A. Working with and supporting the Chairs of all Member Service Committees,
 - B. Preparing an annual departmental budget,
 - C. Preparing a semiannual report to the Board of Directors,
 - D. Forming new committees that will provide desirable member services, and
 - E. Altering the department's structure so as to provide appropriate services to the membership.
3. The Pass Exchange Committee promotes and publicizes member passes. It will assist and encourage members in their efforts to develop their own unique Railroad Pass. The committee will maintain a listing of names and addresses of those who desire to exchange passes and will keep a file or catalog of samples of the passes.
4. The Pike Registry Committee provides the opportunity for NMRA members to register their model railroad in the *Official Registry of Model Railroads* and to make known their willingness to receive NMRA visitors with advance mutually acceptable notification. They will also receive a certification of registry and a copy of the official Registry. The Committee is authorized to collect and hold a published fee from each registrant. These funds are held and used to defray program costs and to publish the Registry periodically or on-line in the member only portion of the website.
5. The Estate Counseling Committee Manager needs to have a legal background and be knowledgeable in the disposition of estates.
 - A. The functions of the committee include, but are not limited to:
 - 1) Advising survivors, heirs and/or personal representatives of the deceased on inventorying, appraising, and disposition of the model railroad estate
 - 2) Making suggestions and giving guidance on the disposition of the estate but shall not dispose of an estate itself except under very unusual circumstances
 - 3) Revising the Estate Counseling brochure "Journey's End" periodically to keep it current with changes in the laws.

EXECUTIVE HANDBOOK	Section O 1.1
National Model Railroad Association	Page 2
Member Services Operations Department	Last Amended
General	2/21/2015

- 4) Promote programs encouraging model railroaders to inventory their equipment and review their wills and trusts.
- B. The Estate Counseling Manager should:
- 1) Seek knowledgeable model railroaders as Region Estate Counseling Managers.
 - 2) Be available to answer questions concerning estates when called upon by the Region Estate Counseling Managers.
 - 3) Assist the Region Managers in identifying appraisers and determining their qualifications
 - 4) Periodically prepare articles for the *NMRA Magazine* or other NMRA publications concerning the Estate Counseling program.
- C. Appraisers are not to offer nor are they to dispose of the estate they have appraised. If requested, the model railroad estate may be disposed of at a Region or Division auction or other means, under the supervision and guidance of the Region or Division Estate Counseling Manager. The NMRA Manager shall assist the Regional Manager, if requested. Estate appraisals shall generally be made by two appraisers whenever possible. After inventorying the estate, the appraisers should review any inventory and evaluation prepared by the decedent. If it is reasonable and accurate, it should be used to evaluate the estate. If it is out of date, the appraisers should then proceed to evaluate the estate. It should be remembered that estate sales are in a sense a distress sale and may not bring top dollar. Therefore, the appraisers should keep this in mind when setting values on equipment, but being reasonable at the same time.
- D. The actual disposition MIGHT be handled on a Region or Division level, holding an auction at a local convention as a possible means of realizing some return on the equipment.
- E. The Estate Counseling Committee can do little to help the member unless the member takes it upon himself or herself to complete an inventory, as illustrated within the Estate Counseling publication, *Journey's End*. It is not the function of the Manager to provide a valuation or the appraisers to evaluate a deceased member's equipment. Under these circumstances (of having no inventory or evaluation) it is advised that the survivors take their chances at any Regional or Divisional auction, and not expect a large

EXECUTIVE HANDBOOK	Section O 1.1
National Model Railroad Association	Page 3
Member Services Operations Department	Last Amended
General	2/21/2015

remuneration. The Committee members will NOT dispose of equipment, except under extreme circumstances.

6. The Tenure Recognition Committee prepares and presents suitable recognition to those members having 10, 25 and 50-year tenure with the NMRA. The Chair shall design and/or update (or see that this is done) appropriate recognition certificates, plaques, or premiums for members who qualify for tenure recognition. The Manager may enlist the assistance of the Administration Department to personalize and distribute the recognition items. Wherever possible, the committee will coordinate with clubs, Divisions, and Regions to present the awards.

7. **100% NMRA MEMBERSHIP CLUB RULES** It shall be the policy of the NMRA to encourage NMRA membership by recognizing those model railroad clubs whose membership is comprised of all NMRA members.

A. Minimum club membership must be four (4) members.

B. All members of the model railroad club must be members in good standing of the National Model Railroad Association, Inc.

C. The club shall apply by submitting a list of club members with their NMRA membership numbers, membership type, expiration date, and position held in the club (optional). Forms are available from and may be submitted to the 100% Clubs Chair or the NMRA Administration Department.

D. 100% status will be valid for one year from the time the 100% Clubs Chair approves the application and issues an expiration date. A completed copy of the approved application will be returned to the club for their records. 100% status may be renewed annually.

E. 100% NMRA Clubs are covered by the NMRA Liability Insurance Policy on an annual basis and on payment of the publication fee.

F. A qualifying club will receive a certificate noting their achievement. The participating Clubs will be listed on the NMRA website. The club will also be eligible to purchase the NMRA model insurance for that year.

G. Clubs are cautioned not to maintain duplicate membership lists to "beat the system".

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section O 1.1</p>
<p style="text-align: center;">Member Services Operations Department</p> <p style="text-align: center;">General</p>	<p style="text-align: center;">Page 4</p> <p style="text-align: center;">Last Amended 2/21/2015</p>

8. Sanctioning Events Policy

- A. The NMRA or any of its regions or divisions may sanction and agree to operate jointly an event with a non-NMRA entity provided the event furthers the goals and purposes of the NMRA, region, or division. Said event may qualify for insurance coverage provided the event is truly a cooperative event, in which the NMRA, region, or division participates. Factors to consider in determining whether an event is a joint event include, but are not limited to, participation by the NMRA, region, or division in planning, executing, sharing in the financial risk or surplus of the event (presuming the event has as one of its goals making a profit), whether the name of the NMRA, region, or division is prominently included in advertising and signage, and to what extent the event further encourages those attending to become a member of the NMRA.
- B. Any NMRA member, who is sponsoring or has a financial stake in an event separate and apart from his membership and participation in any NMRA entity, shall be excluded from the decision of the NMRA entity about whether to enter into the cooperative event.
- C. The NMRA SIG Chair will provide approved forms in either print or electronic versions for requesting sanctioning of such events, and will receive copy of approved forms from National, regional and divisional levels.
- D. If sanction is requested of the National level of the NMRA, the completed form shall be sent to the Chief Administrative Officer for consideration. If sanctioning is requested of regional or divisional level, the form shall be sent to the appropriate official of the region or division. The final decision on sanctioning an event is between the NMRA CAO, NMRA Counsel, and the NMRA Insurance Coordinator.

February 2015- renamed department and reassigned duties

EXECUTIVE HANDBOOK National Model Railroad Association	Section P 1.1 Page 1
Publications Department General Policies	Last Amended 8/22/2015

1. The National Model Railroad Association does hereby establish the following policy regarding the reproduction, duplication, reprinting, or any other use of any published material issued by or under the auspices of the Association.
2. The National Model Railroad Association encourages the Model Railroad Press and the Model Railroad Supply Industry to publicize the NMRA STANDARDS and the NMRA RECOMMENDED PRACTICES for the benefit and information of model railroad hobbyists. To further this policy, the National Model Railroad Association will, upon written request accompanied by a pre-publication review, permit these sheets to be reproduced intact or substantially intact by any member of the Model Railroad Press or by any manufacturer of model railroad equipment. Complete credit to the National Model Railroad Association must be published with any such reproduction. Specific dimensions may be freely quoted from the most recent printing of the various NMRA STANDARDS and NMRA RECOMMENDED PRACTICES at any time.
3. The National Model Railroad Association may permit the Model Railroad Press and members of the Model Railroad Supply Industry to reproduce drawings or sketches from, or quote directly from, articles concerning construction, craftsmanship, operation, or similar hobby craft material published in the *NMRA Magazine*. Articles of this nature may be reproduced intact or substantially intact upon written request accompanied by a pre-publication review, and provided that the authors are compensated by the members of the Model Railroad Press or the Manufacturer at the usual and customary rates. Complete credit to the National Model Railroad Association and the author must be published with any such reproduction or quotation. In no instance will the Model Railroad Press or a Manufacturer be permitted to reproduce or quote from any *NMRA Bulletin* article in which products are reviewed, described or compared, nor from any *NMRA Magazine* article which constitutes a privileged report to the members of the National Model Railroad Association.
4. It is the policy of the Board of Directors that the desired ratio of advertising to editorial copy in *NMRA Magazine* should not materially exceed twenty percent (20%). If advertising copy exceeds that threshold by an amount sufficient to justify the added costs, the Publications Department Manager is authorized to expand the magazines size as appropriate.
5. Reserved
6. Nothing contained in the above statement of Publication Policy shall in any way limit the right of the National Model Railroad Association to reproduce from, or to quote from any such material previously published by the National Model

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	Section P 1.1
<p style="text-align: center;">Publications Department</p> <p style="text-align: center;">General Policies</p>	<p style="text-align: center;">Page 2</p> <p style="text-align: center;">Last Amended 8/22/2015</p>

Railroad Association for any purpose including but not limited to promotional material.

7. Permission to reproduce or quote from any publication of the National Model Railroad Association as permitted in this statement of policy shall be secured from the Publication Department Manager, and the Committee Chair directly responsible for the said publication, before such permission is granted. Unanimous approval of the Manager and Committee Chair shall then be required before permission is granted.

[NB: By action of the Board of Directors at their meeting of July 9, 2010, the name of the NMRA publication was changed from *Scale Rails* to *NMRA Magazine*.]

August 2015 Responsibility of publication of Data Sheets moved to Education Department as Data Sheets are now posted on NMRA website and not published in the NMRA Magazine. All other sections renumbered.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section P 2.1</p>
<p style="text-align: center;">Publications Department</p> <p style="text-align: center;">Publication Operations</p>	<p style="text-align: center;">Page 1</p> <p style="text-align: center;">Last Amended 7/9/2010</p>

1. Publications Department, General

- A. The Publications Department is responsible for all general circulation publications within the National Model Railroad Association. These publications include, but are not limited to, the *NMRA Bulletin*, *NMRA Magazine*, Data Sheets and Directory of Information.
- B. The Publications Department consists of a Department Manager, also referred to herein as the Publisher, the *NMRA Magazine* Editor, Data Sheets Chair, Directory of Information Chair, and any others deemed necessary for special and individual projects. Assistants can supplement these chairmen where necessary.

2. Publisher

- A. The Publisher directs the operations of the department and is responsible for its overall operation and the operation of the individual sections. The NMRA President appoints the Publisher.
- B. The Publisher shall act in an advisory capacity as necessary and as possible to the whole or part of the NMRA in questions of publications.
- C. The Publisher is responsible to the Executive Director.
- D. The Publisher is responsible for budgeting within the department and submitting an annual budget to the Budget & Finance Committee and Treasurer. The Publisher consults with the Chairmen in preparing such a budget request.
- E. The Publisher is responsible for semi-annual reports to the BOD and these are submitted through the Secretary with copies to the Executive Director.
- F. In the event of resignation, incapacitation, or relief of the existing *NMRA Magazine* Editor, the Publisher shall head a committee to select a new editor.
- G. In the event the *NMRA Magazine* Editor is incapacitated for a short period, the Publisher shall appoint a temporary editor to fill the post.
- H. The Publisher appoints Chairmen of the Department's committees.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section P 2.1</p>
<p style="text-align: center;">Publications Department</p> <p style="text-align: center;">Publication Operations</p>	<p style="text-align: center;">Page 2</p> <p style="text-align: center;">Last Amended 7/9/2010</p>

- I. While it is not mandatory that the Publisher have a professional command of publication procedures, it is hoped the Publisher will become familiar with its general terms and that the Publisher will contribute constructive ideas to the Chairmen and to the NMRA.
 - J. The Publisher is responsible for final review and approval of all publications under his or her direction.
3. Job Description - *NMRA Magazine* Editor - Duties and Responsibilities
- A. The *NMRA Magazine* Editor is responsible to the Publisher.
 - B. The Editor is responsible for the timely gathering, preparation, and printing of material for the *NMRA Magazine*.
 - C. The Editor is responsible for coordinating activities of the *NMRA Magazine* with the Publisher and is expected to accept direction and suggestion from the Publisher.
 - D. The Editor, after consultation with the Publisher, will determine style and content of the *NMRA Magazine*.
 - E. The Editor will make all necessary publishing arrangements for typesetting, color separation, photographic needs, line art requirements production, printing, and distribution of twelve (12) regular issues of the *NMRA Magazine*. The Editor will also dispatch the appropriate number of copies to other points such as the Association home office; certain officers and members of Association generally to include the President, Vice Presidents, Publisher, and others as designated.
 - F. The Editor will assist as much as possible in providing for continuity of the *NMRA Magazine* should he or she become incapacitated or resigns.
 - G. The Editor is responsible for maintaining a regular schedule of publications as directed.
 - H. The Editor is responsible for answering all correspondence directed to the *NMRA Magazine* or his or her attention in a timely manner. For purposes of this Agreement "a timely manner" shall be considered to be within thirty (30) calendar days from the date such correspondence is postmarked unless the matter is urgent and, thus, requires a quicker reply or a longer response time is necessary or justifiable.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section P 2.1</p>
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- I. The Editor will have full control and responsibility for the content in the *NMRA Magazine* and of the style in which it is presented. The Editor is responsible to the Publisher and the NMRA President for this style and content.
- J. The Editor shall work with the Publication Department Chairs on the inclusion of those committees, materials, etc. in the *NMRA Magazine* as necessary.
- K. The Editor is responsible for working with the Managers and Chairs of other NMRA departments and committees as directed by Publisher in preparation for printing of such materials as are deemed necessary and desirable for the enlightenment of the membership. The Editor has the final authority in determining the style and content of such items and will work with the Managers, chairs and/or author as so directed by Publisher in achieving such style and content. The Editor does not have the authority to alter factual information as contained in such official submissions but does have the authority to withhold publication until such time any factual content concerns are settled to the Association's satisfaction.

4. Glossary deleted 7/1/2005

5. Glossary Chair deleted 7/1/2005

5. Periodical Index deleted 1999

6. Periodical Index Chair deleted 1999

7. Directory of Information

- A. The Directory of Information shall be published as needed by the NMRA and shall contain full information of and about the National Model Railroad Association. This information may include but not be limited to the Regulations, current Officers, current Directors, current committees and chairpersons, all Standards, and all Recommended Practices.
- B. The Directory of Information may be published as an issue or part of an issue of the *NMRA Magazine* or as a Compact Disc (CD).
- C. It shall be distributed to all members in good standing as of the date of publication.

EXECUTIVE HANDBOOK	Section P 2.1
National Model Railroad Association	Page 4
Publications Department	Last Amended
Publication Operations	7/9/2010

- D. A printing overrun of the Directory of Information shall be made to cover a reasonable period between publications for transmittal to new members.
8. Directory of Information Chair
- A. The Directory of Information Chair is appointed by and responsible to the Publisher. The Directory Chair shall coordinate activities of the committee with the Publisher and is expected to accept direction and suggestion from the Publisher.
9. *NMRA Magazine* Advertising
- A. It is the official policy of the NMRA that the *NMRA Magazine* encourage, seek, and carry paid advertising.
 - B. Advertising services for the *NMRA Magazine* shall be under the direction of the *NMRA Magazine* Editor or designee.
10. Job Description - Advertising Chair - Duties and Responsibilities
- A. The Advertising Chair shall be responsible for setting advertising rates subject to the approval of the Publisher.
 - B. The Chair shall develop a criteria for the quality and style of advertising and be responsible for upholding the criteria.
 - C. The Chair shall perform activities to generate prospective advertisers for the *NMRA Magazine*, initiate contacts, and other activities necessary to sell advertising space in the *NMRA Magazine*. The Chair also handles inquiries from prospects and customers, assists in writing and laying out ads, follows-up and maintains positive customer relations with advertising customers, and appropriately handles all customer service matters related to advertising on a timely and professional basis.
 - D. The Chair prepares and mails invoices to purchasers of advertising space directing that all checks and similar financial instruments, etc, be made payable to NMRA. Upon receipt thereof, the Chair forwards all advertising revenues collected or submitted to the NMRA. The Chair follows up as needed on collection of delinquent accounts and keeps the NMRA Treasurer and Publisher up-to-date of the status of such accounts.
 - E. The Chair prepares and submits monthly reports on all activity related to advertising and advertising revenue to the NMRA Treasurer and Publisher.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section P 2.1</p>
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The Manager shall work closely with the Publisher and the NMRA Treasurer to establish and maintain acceptable records and shall follow acceptable record keeping methods and procedures as directed.

F. The Chair is directly responsible to the Publisher.

August 2015-Responsibility for Data Sheets moved to Education Department. All other sections renumbered.

<p style="text-align: center;">EXECUTIVE HANDBOOK National Model Railroad Association</p>	<p>Section P 3.1 Page 1</p>
<p style="text-align: center;">Publications Department <i>NMRA Magazine</i> Editor Selection and Compensation</p>	<p>Last Amended 1/18/2007</p>

1. The following is hereby adopted as policy for the procedure to select and compensating the *NMRA Magazine* Editor.
 - A. Services of the *NMRA Magazine* Editor shall fall in the category of "Fee for Services".
 - B. A Request for Proposal (RFP) shall be published in the *NMRA Magazine* and/or other publications as determined by the Department Manager.
 - C. The bid proposal shall be evaluated by a committee appointed and chaired by the Department Manager.
 - D. Selection of the *NMRA Magazine* Editor shall be based on the qualifications, facilities, and equipment of the bidder; ability of the bidder to meet NMRA requirements and fee(s) quoted for compensation.
 - E. The fees paid to the contractor shall be based on those quoted for each year that the contract is in effect.
 - F. The successful bid shall be submitted to the NMRA President for authorization and reported to the Board of Directors as a budget item.
 - G. In the event that the NMRA decides to renew the contract with the incumbent *NMRA Magazine* Editor and at the end of any term that the contract is in effect, the Publisher shall conduct negotiations with the contractor on the fees to be paid during the next term and any other provisions or terms that either party desires to change in the contract. Such changes shall be submitted to the NMRA President for authorization and referred to the Board of Directors as a budget item.

EXECUTIVE HANDBOOK National Model Railroad Association	Section P 4.1 Page 1
Publications Department <i>NMRA Magazine Editorial Policy</i>	Last Amended 1/18/2007

1. The *NMRA Magazine* is the primary medium of communication within the NMRA. It exists to inform, edify, assist, and to a degree, amuse the members of the Association and by its voice and example to promote and improve the NMRA. In its pages the *NMRA Magazine* will convey information, publish news, channel communications, present opinions, serve as a medium of contact and offer diversion.
2. The foregoing statement of purpose shall be implemented as follows, subject to space availability, and the specific items are generally presented in order of descending priority:
 - A. The *NMRA Magazine* will convey information and publish news, such as:
 - 1) Specific material required by the Regulations, or rulings of the Board of Directors.
 - 2) A current listing of all National Officers and their addresses.
 - 3) A monthly calendar of events.
 - 4) NMRA Elections, Nominations, proposals and results.
 - 5) Actions of the Board of Directors.
 - 6) National Convention plans and reports.
 - 7) Announcements and notices of other NMRA services.
 - 8) Activities of national committees, including notices of appointments.
 - 9) Technical and craftsmanship assistance and guidance.
 - 10) Important developments in the model railroad hobby.
 - 11) Reports of outstanding Regional activities of interest to the general membership and other Regions.
 - 12) Activities and accomplishments of individuals in the hobby.
 - 13) Feature stories of general interest to model railroaders.
 - 14) Prototype information of historical interest or of interest to modelers.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section P 4.1</p>
<p style="text-align: center;">Publications Department</p> <p style="text-align: center;"><i>NMRA Magazine Editorial Policy</i></p>	<p style="text-align: center;">Page 2</p> <p style="text-align: center;">Last Amended 1/18/2007</p>

- 15) Developments in the transportation industry particularly in regard to prototype railroading.
- B. The *NMRA Magazine* will serve as the channel of official communications:
 - 1) From national officers and the Board of Directors to the members in general.
 - 2) From National Committees to the membership.
 - C. The *NMRA Magazine* will present opinions:
 - 1) In the form of the Editor's comments.
 - 2) In guest editorials by others.
 - 3) Through published letters of members in open forum.
 - D. The *NMRA Magazine* will serve as a medium of contact:
 - 1) For individual members seeking help from among the total membership.
 - E. The *NMRA Magazine* will offer diversions, such as:
 - 1) Cartoons.
 - 2) Feature and human-interest stories,
 - 3) Humorous articles.
3. The Editor has journalistic and artistic liberty to operate within the framework and general intent of this policy, provided that he or she shall exercise ordinary diligence so as to not offend the sensibilities of the readers, who represent a broad spectrum of the populace. This liberty includes freedom to be critical so long as this criticism is aimed at building and improving the Association and its communications, is presented in a manner which clearly indicates its character as individual rather than official opinion, and may not be construed as offensive, belligerent or personal.
 4. If the foregoing responsibilities are to be fulfilled, the Publications Committee must be kept informed on all phases of NMRA activity, and it is the responsibility of all Officers and staff members to supply suitable information to that Committee for its purpose.

EXECUTIVE HANDBOOK National Model Railroad Association	Section P 5.1 Page 2
Publications Department <i>NMRA Magazine Advertising Policy</i>	Last Amended 1/18/2007

5. It shall be the policy of the NMRA to create and maintain a hobby promotion task force for the purpose of developing and maintaining a coordinated hobby promotion campaign, with the portion of the funds derived from the *NMRA Magazine* advertising income, and budgeted to the area of hobby promotion. This task force shall be composed of the following:

- A. Three NMRA members
- B. Three representatives of the model railroad hobby industry

The NMRA members shall be as follows:

- 1) MAP Department Manager
- 2) NMRA Public Relations Representative
- 3) *NMRA Magazine* Editor

The industry members shall consist of, if possible, the following:

- 1) A manufacturer
- 2) A publisher or editor
- 3) One other

The committee members' terms in these positions are without compensation, but expenses for the duration of their service will be reimbursed. The NMRA positions will be held as long as their respective staff positions are held. The manufacturers' representatives shall serve a minimum of two years and longer if they so desire.

EXECUTIVE HANDBOOK	Section P 6.1
National Model Railroad Association	Page 1
Publications Department	Last Amended
Directory and Personnel Policy	1/18/2007

1. The NMRA DIRECTORY shall be the official published listing of the members of the Association and should include, but is not limited to, the following:
 - A. NMRA Information Section:
 - 1). Table of Contents.
 - 2). Short history of NMRA.
 - 3). Administrative Organization listing.
 - 4). Committee structure.
 - 5). Honor Roll and list of Master Model Railroaders.
 - 6). Award Fund contributors.
 - 7). Sustaining members.
 - 8). Regulations.
 - 9). Standards and Recommended Practices.
 - 10). Glossary of Model Railroad terms.
 - 11). List of supplies, etc., available from the Administrative Department.
 - 12). List of Tape/Slide Dispatchers, materials available from the Library, and ordering information.
 - 13). List of services available from the Library.
 - 14). List of current Conformance Warrants.
 - 15). Achievement Program rules.
 - 16). Estate Counseling information.
 - B. Membership Listing Section:
 - 1). Alphabetical with addresses.
 - 2). Geographical, alphabetical listing of names within city/town, city/town listed alphabetically within the state, states listed alphabetically.

Sequence of the sections and sequence of items within a section are at the discretion of the Editor.

2. The Publisher shall contract for both the *NMRA Magazine* Editor, who shall be responsible for the publication of the Directory, and the Advertising Chair, who shall be responsible for the solicitation of advertising.

EXECUTIVE HANDBOOK	Section P 7.1
National Model Railroad Association	Page 1
Publications Department	Last Amended
<i>NMRA Bulletin/NMRA Magazine Policy</i>	7/9/2010

The official publication of the NMRA has been divided into two parts as of 2003: *NMRA Magazine* and *NMRA Bulletin*. The following Board policy sets the “must run” topics for *NMRA Bulletin*, as the house organ for the organization.

- i. Effective September 1, 2005 *NMRA Bulletin* shall be made available to all of our members in an electronic format. While the current standard for universal acceptance is PDF, this policy allows for migration to newer formats as they become available and accepted.
 - C. The Publisher and the Editor shall coordinate with the NMRA Internet Presence Committee the monthly posting of *NMRA Bulletin* to the NMRA web site.
 - D. The *NMRA Bulletin* shall continue to be included as a distinct section of *NMRA Magazine*, and will be mailed to all members that subscribe to *NMRA Magazine*.
 - E. *NMRA Bulletin* shall include, but not be limited to, the following topics:
 - i. Officers, Directors, and Managers contact information (address, phone, email alias)
 - ii. Membership thermometer
 - iii. Achievement Program – certificates, Golden Spikes, MMR biographies, other news
 - iv. Ballot and election information
 - v. In Memoriam
 - vi. Honor Roll – new members, honors, awards, and 100% Clubs
 - vii. Annual financial report
 - viii. Legal requirements
 - ix. Region Update – President contact information, web sites, calendars
5. The Publisher and the Editor shall determine a timetable for receipt of the listed topics. If material is not provided by the deadlines, they shall consult with the NMRA President and print what is available.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section Q 1.1</p>
<p style="text-align: center;">Standards and Conformance Department</p> <p style="text-align: center;">Use and Implementation Policy</p>	<p style="text-align: center;">Page 1</p> <p style="text-align: center;">Last Amended 10/29/2010</p>

It shall be the policy of the NMRA in regards to the use and implementation of the findings of the Standards and Conformance Department as follows:

1. NMRA STANDARDS shall be limited to only those things that are critical to satisfactory operation (function) and interchange of equipment between layouts, and for which no satisfactory alternative is available.
2. DEVICES (trucks, switch machines, etc.) shall NOT be made STANDARD.
3. TOLERANCES on dimensions used in NMRA STANDARDS shall be as broad as circumstances permit, establishing only the margins beyond which satisfactory operation (function) would be questionable.
4. DIMENSIONAL tolerances shall be expressed as "Target Value" and "Tolerances (plus, minus)."
5. Full advantage shall be taken of the flexibility of the RECOMMENDED PRACTICE category to establish preferred dimension and design specifications for component parts.
6. RECOMMENDED PRACTICES shall be a powerful category of information only slightly less mandatory than STANDARDS by virtue of its subject matter and/or the fact that deviation for a specific reason is permissible.
7. Future CONFORMANCE/INSPECTION reports shall give cognizance to RECOMMENDED PRACTICES for the purpose of informing the membership of unwarranted deviation therefrom.
8. The NMRA shall refer to and provide to our members the various options to modular construction, operating systems, and similar under the heading of USER GROUP PROTOCOL. NMRA shall serve only as a library location (either as a file or link) and shall not, unless specifically identified, exercise control or authority over a given protocol.

February 2015-Added USED GROUP PROTOCOL

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	Section Q 1.2
<p style="text-align: center;">Standards and Conformance Department</p> <p style="text-align: center;">Technical Information Categories Policy</p>	<p style="text-align: center;">Page 1</p> <p style="text-align: center;">Last Amended 10/29/2010</p>

In pursuit of the purposes of the NMRA, as set forth in Article I, Section 2A of the Regulations, technical information published by the Association shall fall into three categories:

1. STANDARDS

Standards shall define and specify the dimensional and other requirements of complete units of model railroad equipment and trackage critical to interchange and satisfactory performance. Dimensional tolerances shall be as broad as circumstances permit. ~~and shall be expressed as "limits."~~ Unilateral limits, with in which the above may be accomplished, will be shown wherever possible.

Each Standard Sheet shall meet the following three tests:

- A. That it includes all dimensional and other requirements to effect interchange and satisfactory performance.
- B. That it excludes all not so required.
- C. That it is accurate and clearly stated.

The Standards and Conformance Department shall manage the Conformance-Inspection Program and work closely with the Industry Liaison Committee. Full consideration shall be given those recommendations made by manufacturers.

2. RECOMMENDED PRACTICES

Recommended practices shall define and SPECIFY the dimensional and configuration requirements and/or symbols pertaining to model railroad construction, equipment, and supplies to facilitate improved performance and interchange of components within units.

Recommended Practices shall conform to and supplement appropriate Standards.

3. TECHNICAL REFERENCES

Technical references shall be compiled in the Technical Reference Manual for internal historical information and governing policies to help maintain the continuity and consistency of the proceedings of the General Engineering Program.

This manual is not intended for publication outside the Standards and Conformance Department.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section Q 1.2</p>
<p style="text-align: center;">Standards and Conformance Department</p> <p style="text-align: center;">Technical Information Categories Policy</p>	<p style="text-align: center;">Page 2</p> <p style="text-align: center;">Last Amended 10/29/2010</p>

4. PUBLICATION COPY

The Standards and Conformance Department Manager shall be responsible for maintaining accurate, up-to-date master copies of the technical publications, from which camera-ready copies may be furnished to the Publications Department for such uses as the *NMRA Magazine*, Directory, ballot, in a publication of its own, etc.

EXECUTIVE HANDBOOK	Section Q 2.1
National Model Railroad Association	Page 1
Standards and Conformance Department	Last Amended
Technical Information Implementation Procedures	7/11/2008

To ensure that proper consideration is given to the material being published, the following implementation procedures shall be adhered to:

1. STANDARDS

The following steps shall be accomplished, in order, prior to the adoption or amendment of a Standard:

A. Proposed Standard

The Standards and Conformance Department shall consider technical content and determination of need and shall review basic standard information. The pertinent sheet(s) shall be circulated among those manufacturers concerned prior to publication on the official NMRA web site and in the *NMRA Magazine* as a Proposed Standard. All persons concerned are to be asked to review and submit their comments, corrections, and recommended additions.

B. Adoption

When, in the determination of the Standards and Conformance Department, suitable time has elapsed following publication on the official NMRA web site and in the *NMRA Magazine* as a Proposed Standard, a request shall be directed to the Board of Directors for permission to place the Proposed Standard on the next available Board Agenda. Upon approval by the Board, the Proposed Standard shall become the official NMRA Standard.

2. RECOMMENDED PRACTICES

These two steps shall be accomplished, in order, prior to the adoption or amendment of a Recommended Practice:

A. Proposed for Adoption

The General Technical Committee shall review the basic Recommended Practice information for technical content, determination of need, and completeness of content. As a requirement, the proposed Recommended Practice shall be published on the official NMRA web site and in the *NMRA Magazine* for member comment.

B. Adoption

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	Section Q 2.1
<p style="text-align: center;">Standards and Conformance Department</p> <p style="text-align: center;">Technical Information Implementation Procedures</p>	<p style="text-align: center;">Page 2</p> <p style="text-align: center;">Last Amended 7/11/2008</p>

After reconciliation of comments, corrections, recommended additions, and approval of the General Technical Committee, the Manager shall request adoption by the Board of Directors for publication on the official NMRA web site and in the *NMRA Magazine*.

3. DATA SHEETS

When Data Sheets contain information related to current or proposed Standards or Recommended Practices, the Publications Department Manager shall submit the material to the Standards and Conformance Department Manager for technical review.

4. TECHNICAL REFERENCES

Standards and Conformance Department Manager publishes Technical References for the internal use of the General Technical Program.

5. TECHNICAL PUBLICATIONS CORRECTION

When, in the determination of the Standards and Conformance Department Manager corrections to the above publications are required due to typographical errors, he shall provide corrected copy for the official NMRA web site and to the *NMRA Magazine* Editor for publication. Such corrections shall not affect the intent or objective of the publication, nor shall it affect equipment performance and/or interchange.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	Section Q 3.1
<p style="text-align: center;">Standards and Conformance Department</p> <p style="text-align: center;">Dimensional Criteria for NMRA Standards Policy</p>	<p style="text-align: center;">Page 1</p> <p style="text-align: center;">Last Amended 1/18/2007</p>

Deleted 11/14/06 by the S&C Department Manager. This information is better suited for inclusion in the Standards and Recommended Practices.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	Section Q 4.1
<p style="text-align: center;">Standards and Conformance Department</p> <p>Qualifications of Conformance-Inspection Program Member</p>	<p style="text-align: center;">Page 1</p> <p style="text-align: center;">Last Amended 7/1/1990</p>

To qualify as staff of this program, a member is expected to have the following qualifications:

1. Must have a willingness to serve the NMRA by putting aside own personal duties in order to handle the job promptly and efficiently.
2. Must have the ability to follow instructions and communicate with fellow Program staff and designated NMRA officials when the occasion demands.
3. Should have the following technical ability:
 - A. Familiarity and knowledge of precision inspection techniques.
 - B. Own, or have readily available, normal machinists measuring equipment: Micrometers, dial indicator, vernier caliper, accurate machine etched rules, squares, etc.
 - C. General knowledge of modern manufacturing techniques.

EXECUTIVE HANDBOOK	Section Q 5.1
National Model Railroad Association	Page 1
Standards and Conformance Department	Last Amended
Conformance-Inspection	7/28/2012

This document contains both NMRA policy and procedure. NMRA policy is maintained by the NMRA Board of Directors and is designated by text in ***Italics***. Department procedure is maintained by the NMRA Standards and Conformance Department and is designated by normal text.

Section 1 Overview

A. ***Purpose:***

It is in the best interest of the NMRA and its members to have all applicable model railroad products conform to its Standards and Recommended Practices. The purpose of the Conformance-Inspection (C-I) Program is to set up and administer suitable procedures covering the conformance and inspection of commercially available model railroad products. Such conformance inspections are to cover provisions as set forth in NMRA Standards and industry quality metrics. These quality metrics will only include objective measurable items. It is recognized that NMRA Standards and NMRA Recommended Practices as well the quality metrics will evolve over time. Issuance or denial of a Warrant shall not be influenced by provisions set forth in Recommended Practices. Any NMRA quality metrics used will be documented on the official NMRA Web site.

B. ***Process:***

The C-I Program will conduct its testing with measurable standards and such manufactured equipment as may be obtained from manufacturers and/or the open market. Warrants issued shall entitle the manufacturer to use, advertise, and otherwise display the NMRA Seal of Approval for such object or objects as are specifically covered by the particular Warrant. The program staff shall re-inspect products from time to time as may be necessary to ensure continued conformance.

C. Procedure:

The C-I Program receives requests for Conformance from the NMRA Industry Liaison and requests for Inspection from the NMRA Industry Liaison or the NMRA Standards and Conformance Department Manager. The C-I Program shall report the results of successful conformance testing to the S&C Department Manager to enable issuance to the manufacturer of a Warrant of Conformance (Certificate of Conformance).

D. Communications:

The C-I Program reports results of both conformance and inspection work to the: Executive Director, President, Secretary and Standards and Conformance Department Manager. ***The C-I Program Chair shall notify the NMRA***

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Magazine Editor and NMRA World Wide Web administrator for publication of all new or revoked Warrants as such are issued or withdrawn, including the reason for the withdrawals. Inspection results will also be provided to the NMRA Magazine Editor subject to review and approval by the NMRA Legal department. The C-I Program staff shall make recommendations to the Standards and Conformance Department Manager in regard to subjects uncovered during inspection that require further study.

Section 2 Inspection Procedures

- A. ***Acquisition of Products:***
Products for inspection may be obtained directly from the manufacturer, through normal trade channels, or by other means determined to be in the best interests of the NMRA by the Conformance Inspection Program.
- B. **Criteria & Tools:**
Inspection tests to determine whether the product conforms to NMRA Standards and applicable Recommended Practices will be done using such tools and procedures as the Conformance-Inspection Committee may deem proper. Quality metrics defining objective and measurable items will be established using procedures similar to those used to establish RPs. The NMRA shall be the sole judge of the qualitative analysis, inspection procedures and methods determining the allowable production variance from NMRA specifications. This statement does not refer to tolerances stated within NMRA Standards and/or Recommended Practices, but rather to the percentage of the number of production articles inspected which may be out of tolerance yet the product still deemed acceptable for conformance. The advice and counsel of the NMRA Standards and Conformance Department, of NMRA members, and HIA manufacturers is solicited in determining quality metrics and acceptable production variance from NMRA specifications.
- C. **Reporting Results for Successful Tests:**
Copies of the inspection report will be sent to the NMRA Executive Director, NMRA Industry Liaison, manufacturer of the equipment, and *NMRA Magazine* Editor. The *NMRA Magazine* Editor may at his/her discretion forward these reports to applicable industry publications. Copies of the letter, without the inspection report will also be sent to:
1. NMRA President
 2. Standards and Conformance Department Manager
 3. NMRA Website administrator

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D. Reporting Results for Failed Tests:

Reports for failed tests shall not be published in the NMRA Magazine until the Manufacturer has a chance to respond. The Manufacturer will have 45 days to respond to the Industry Liaison after notification from the NMRA of a product failure. Where an inspection report indicates that the product does not conform to NMRA Standards, applicable Recommended Practices, and/or NMRA defined quality metrics, this information will be provided to:

- ~~1.~~ NMRA Executive Director
- ~~2.~~ NMRA Secretary
- ~~3.~~ NMRA President
- ~~4.~~ NMRA Industry Liaison
- ~~5.~~ NMRA Standards and Conformance Department Manager
- ~~6.~~ Manufacturer of product by letter with copies to all of the above including either a copy of the inspection report or detailed specific extracts therefrom upon which the manufacturer can base remedial action.

E. Negotiations with Manufacturers Concerning Failed Tests:

The C-I Program Chair may conduct negotiations between the NMRA and a manufacturer on items of non-conformance (Section 2-D above) where both the Chair and the NMRA Industry Liaison agree it expeditious. Otherwise the NMRA Liaison shall conduct such negotiations. Responsibility for follow-up of negotiations shall rest with the NMRA Industry Liaison.

F. **Publication Procedures for Failed Items:**

If upon completion of negotiations between the manufacturer and the NMRA (Section 2-E above), the product still does not conform to NMRA Standards, applicable NMRA Recommended Practices, and/or NMRA defined quality metrics, the C-I Program Chair will forward the applicable report to the NMRA Executive Director. The Executive Director may at his/her discretion publish the failed tests results in NMRA Magazine and/or forwards these reports to applicable industry publications.

G. **Disposal of Product Obtained for Inspection:**

Products on loan to the NMRA for inspection purposes under the C-I Program shall be the personal responsibility of the inspector involved and neither the NMRA nor the C-I Program Chair shall be liable for their loss or non-return. Other items shall be disposed as per section 3 M below.

H. **Restriction on use of NMRA Reports:**

Manufacturers shall not be allowed to utilize material from NMRA reports nor make any claims that the NMRA has found that their products comply to any NMRA Standard, NMRA Recommended Practice, and or NMRA

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defined quality metrics in advertising for products unless that product has a valid NMRA Warrant.

Section 3 Conformance Procedures Leading to issuing an NMRA Warrant

A. Warrant Application Process:

Manufacturers, importers, and distributors (hereafter called manufacturers) desiring to receive an NMRA Conformance Warrant shall apply in writing to the NMRA Industry Liaison, who will forward the application along to the C-I Program with a copy to the Standards and Conformance Department Manager. Included with the application will be the product for which the manufacturer desires to receive a warrant ***together with a filled out C-I submission form (which may be submitted as an email attachment*)***. Additional data and material deemed necessary to assist the conformance and inspection process may be requested from the manufacturer as a prerequisite for evaluating a product. Such data may include items such as prototype drawings, FCC reports, and/or additional product as required. ***Once the application is accepted, all items received will immediately become the property of the NMRA.***

*All C-I Submission forms will be made available for download from the NMRA Web site.

B. ***Warrant Application Fees:***

The NMRA BOD may elect to set an NMRA Conformance Warrant application fee. This fee would cover the costs of performing and maintaining the NMRA Conformance and Inspection program.

C. Criteria & Tools:

Before a product may be issued a C-I Warrant, the Conformance-Inspection Program will check that product for conformance to NMRA Standards, applicable NMRA Recommended Practices, and NMRA defined quality metrics. The same criteria and tools as were used in Section 2-B for inspection will be used for conformance. In order to provide effective communications with the manufacturer, interchange between the testers and the manufacturer is encouraged throughout the testing process. The purpose of this communication is to facilitate the tester's understanding of the product for the purpose of the test and to facilitate the manufacturer's understanding of the test for the purpose of being able to duplicate the results.

D. Blanket Warrants:

Whenever possible, C-I Program will inspect all products of a given manufacturer or product line so that a blanket Warrant can be issued. Where inspection discloses only a portion of a manufacturer's line of products

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conform to NMRA Standards, applicable NMRA Recommended Practices and/or NMRA defined quality metrics, and, in the opinion of Industry Liaison and the Conformance-Inspection Program Chair, correction will not be possible by the manufacturer within a reasonable length of time, based upon negotiation with the manufacturer, the procedures under Section 3-F/I below will be followed. In this case the NMRA Secretary will be advised and the Warrant will be modified or restricted to show the particular products covered.

- E. Reporting Results for Successful Tests:
It is the desire of the NMRA that successful test results get the widest possible distribution. The C-I Program will furnish the Standards & Conformance Department Manager of the NMRA with a letter signed by the C-I Program Chair stating that a particular product conforms to NMRA Standards, applicable NMRA Recommended Practices, and NMRA defined quality metrics and is eligible for a Warrant. The Standards & Conformance Department Manager will forward this letter along with a signed Warrant to the applicable manufacturer. Further, a copy of the conformance report covering said inspection shall be attached to the aforementioned letter. Additional reporting for conformance will be the same reporting from successful tests for inspection (2-C).
- F. Reporting Results for Failed Tests:
See section 2-D.
- G. Communication with Manufacturer:
Upon receipt of a completed C-I submission form and a sample of the product to be tested, the C-I Program Chair will acknowledge receipt of same. Form of acknowledgement shall be by electronic mail, fax or US Mail. Inquiries as to status of product testing shall be directed to the C-I Program Chair.
- H. Negotiations with Manufacturers Concerning Failed Tests:
See section 2-E.
- I. Publication Procedures for Failed Items:
See section 2-F.
- J. ***Duration of Warrant:***
Warrants shall be subject to revocation, after sixty (60) days written notice to the manufacturer concerned, upon certification by the committee that part or all of the terms of said Warrant have not been complied with by the manufacturer after following the procedures outlined in Sections 3-F through 3-I. Warrants shall automatically be revoked immediately after the cessation of product line or immediately after the product is transferred to

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another manufacturer. Warrants are subject to review based upon subsequent revisions of newly issued Standards and Recommended Practices. Changes to NMRA defined quality metrics shall not affect existing warrants until they expire.

- K. ***Re-inspection Procedures:***
Periodically at times designated by the C-I Program, products of manufacturers holding Conformance Warrants shall be re-inspected to determine their continued adherence to NMRA Standards, applicable NMRA Recommended Practices and NMRA defined quality metrics. Non-conformance to NMRA Standards, applicable Recommended Practices, and/or NMRA defined quality metrics shall be the basis for either:
1. ***Reporting and negotiations leading to correction of product as defined under sections 3-F to 3-I, or:***
 2. ***Withdrawal of warrant.***
- L. ***Costs for Re-inspection of Failed items:***
The NMRA Industry Liaison may request that the manufacturer reimburse the NMRA for costs incurred that are required to re-verify/test a product that has failed either an initial test or a subsequent re-inspection test. This reimbursement may take the form of material and/or a cash donation.
- M. ***Disposal of Product Obtained for Conformance:***
One hundred and twenty days after issuance of authority under Section 3-E to the Executive Director, the title in the product inspected for conformance shall at the discretion of the NMRA Executive Director be retained for an extended period as a baseline for future tests, or pass from NMRA to the individual performing the inspection, or be returned to the manufacturer, or provided to the next national convention for auction. Proceeds from the items auctioned shall be used to offset the costs associated to fund the C-I Program or revert to NMRA treasury. Possession of products not deemed to be acceptable for the issuance of a Warrant shall rest with the C-I Program Chair for the period of the negotiation with the manufacturer or for one year from the date of the Conformance Report, whichever is shorter, after which such products may be disposed of at discretion of the NMRA Executive Director. ***The Executive Director will provide a summary of the status of disposed C-I items at each BOD meeting.***
- N. ***Manufacturer Benefits/Obligations:***
Once a Manufacturer receives a Warrant for a particular product, the manufacturer agrees to repair or replace such items purchased by or for an NMRA member which have a warrant yet are out of tolerance to the

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tolerances stated within NMRA Standards, applicable NMRA Recommended Practices and/or NMRA established quality metrics and are causing an interoperability problem or a performance problem. In turn the Manufacturer of a product with a valid warrant is authorized to advertise or otherwise display the NMRA C-I seal in conjunction with that product as well as publish the results of the conformance reports.

Change Record:

July 2012-Amended Sec 1 A Purpose

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Standards and Conformance Department Manufacturer Self-Certification	Last Amended 10/1/2006

At the July 2006 NMRA BOD meeting, a program of manufacturer self-certification was approved. This program provides a method for NMRA to improve the process of issuing Warrants for products that meet NMRA Standards and Recommended Practices.

The purpose for this self-certification program is to allow manufacturers to test their products during their development and print the packaging and literature to include the NMRA Conformance Warrant in a timely manner.

The following steps have been established leading to the issuance of the NMRA Warrant.

1. The manufacturer will complete one or more of the NMRA Test Reports as established by the Standards & Conformance Department. These reports will be signed by a responsible individual with the manufacturer that has the authority to speak for the company.

There are four test reports available as listed below. These reports address the requirements set forth in the Standards and Recommended Practices (RP) and provide a procedure for their measurement.

- a. Car Inspection Report (“Car Inspection Form.doc”)
- b. Locomotive Inspection Report (“Loco Inspection Form.doc”)
- c. Command Station Inspection Report (“CS Form.doc”)
- d. DCC Decoder Test Report (“Decoder Form.doc”)

These reports are provided in Microsoft Word format with data entry fields for electronic entry. These forms will be posted on the NMRA web site in the S&C Dept area.

The manufacturer should check for updates to these forms before completing the report since they will change from time-to-time as the Standards and RP’s are updated.

2. The report(s) will be submitted to the Chair, C&I Committee, NMRA S&C Dept. for processing and issuance of a Warrant. The manufacturer may, or may not, elect to submit the item (car, locomotive, command station, decoder, other), with the report. Submitting the item with the report will allow the NMRA

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magazine, *NMRA Magazine*, to photograph and write an article about the item in a future issue of the magazine.

3. The C&I Committee Chair will issue a Warrant number upon receiving the completed inspection report. The Chair will assume the inspection report(s) have been submitted in good faith after thorough testing and evaluation by the manufacturer, and, therefore, will issue a Warrant without further testing. If the Chair determines the forms were improperly or incorrectly filled out, or there are other questions on the correctness of the data, he has the authority to withhold the issuance of the Warrant.
4. With issuance of the NMRA Warrant, the manufacturer has the authority and is encouraged to print the Conformance Warrant logo (“football”) on all literature related to that item.
5. NMRA and the S&C Dept reserve the right to withdraw the Warrant if future testing of the item finds the item to be out of conformance. The S&C Dept will work with the manufacturer to resolve the problem before withdrawal of the Warrant is initiated.

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Standards and Conformance Department	Last Amended
Mechanics of Issuing a Conformance Warrant	1/18/2007

1. Conformance Warrants are issued to manufacturers or importers in recognition of their product (or products) conforming to applicable NMRA Standards and/or Recommended Practices.
2. Authorization for issuance of a warrant is given by the Chair of the Conformance-Inspection Committee who will submit a letter of authorization, accompanied by an inspection report on the product when available, indicating the Standards and RP's to which conformance has been found. Also included (usually) are a brief description of the product and any pertinent facts of interest to the member.
3. The C-I Program Chair shall prepare a Conformance Warrant, showing all information required on the face of the Certificate. On an accompanying form, affixed to the back of the Certificate, will be shown the conformance information as pertains to Standards and RP's. (The reason for a separate form showing the listing is that in the event the coverage is increased, or decreased, a new certificate does not need to be issued, just a new information sheet need be prepared to reflect the original issue information, plus or minus any new coverage news).
4. Preparation of the Certificate will be made to furnish copies to the following:
 - A. Original to person or firm to whom issued.
 - B. Secretary's C-I Warrant file.
 - C. C-I Committee Chair.
 - D. NMRA President.
 - E. Copywriter to prepare *NMRA Magazine* publicity.
 - F. Editors of the commercial press.
 - G. NMRA Industry Liaison.
5. A letter of transmittal of the certificate is prepared, usually in standard format as far as information is concerned, but altered to conform to the particular circumstances involved. Copies of the letter will be distributed as in paragraph 4 above.
6. A sheet of facsimiles of the "Seal" will have the warrant number "rubber-stamped" on the face, and will be included in the mailing to the recipient of the certificate,
7. In the body of the letter of transmittal will be a request, in essence, that if the recipient has any additional publicity material (photos, drawings, etc.) of the product that it should be sent to the *NMRA Magazine* Editor.

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8. The Certificate, letter of transmittal and sheet of "Seals" should be mailed flat with a stiffener of some sort, in a first class mailing envelope.
9. A file folder, bearing the number of the warrant, should be prepared to hold any correspondence, etc., concerning the specific warrant. The 1st carbon of the certificate, together with its accompanying sheet, will be filed in a 3-ring binder used for filing purposes of all warrants issued.
10. In the case of withdrawing a warrant, the authorization is to come from the C-I Program Chair. A warrant may be withdrawn due to non-conformance to Standards as a result of re-inspection procedures; selling the product line (business) to another person; death of the warrant holder, or other such causes. In no case will a warrant be transferred from one person or firm to another. The warrant has been issued to one specific person (or firm), and if a product line is transferred to another individual (or firm) with no change apparent when re-inspected, the old warrant will be withdrawn and a new warrant issued to the new owner.

The holder of the original warrant is to be notified of the withdrawal action taken, informing him that the number issued to him will never be re-issued. Distribution of the letter will be made as listed in paragraph 4 above,

11. The Secretary shall submit a listing of current warrant holders, as of the end of the calendar year, to the *NMRA Magazine* Editor for publication in the *NMRA Magazine* Special (Directory) Issue.
12. Sufficient blank certificates should be prepared with the President's signature so that issuing a certificate is not delayed too long,

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1. The C&I Manager shall develop and maintain inspection forms for evaluating items that are submitted for certification. These forms will include all the applicable inspection procedures and criteria necessary to evaluate the items. These forms will be available to the Manufacturer for completion and submittal with the item.

2. Wherever possible, dimensional inspections shall be made by utilization of NMRA Standards Gauges since these gauges incorporate the allowable NMRA tolerances. Products passing these gauge checks shall be deemed to have successfully passed the applicable standard except where gauge inaccuracies are found.
 - A. Where it is impossible to utilize NMRA Standards Gauges, C-I may construct suitable gauges or employ procedures that will satisfy requirements for sound precision inspection practice.

 - B. Where deemed advisable by C-I, the cost of precision inspection equipment and/or gauges under "A" above may be incorporated in the program budget, in which case title to the item concerned shall rest with NMRA, and the Standards and Conformance Department Manager shall be responsible for its safe keeping. An inventory of any and all such items shall be maintained with annual accounting to the NMRA Treasurer, and/or NMRA Administrative Department Manager or such authority as designated by the NMRA President.

3. Inspection to NMRA specifications shall be by means and methods as devised to suit individual requirements based upon precision inspection techniques.

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<p style="text-align: center;">Standards and Conformance Department</p> <p style="text-align: center;">C-I Inspection Procedures for Wheel Sets</p>	<p style="text-align: center;">Page 1</p> <p style="text-align: center;">Last Amended 1/18/2007</p>

This section deleted by the Standards & Conformance Department Manager. The previous information will be maintained in the Standards & Conformance Department Operations Manual.

This section is available for reassignment.

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Standards and Conformance Department	Last Amended
Conformance-Inspection Warrant Withdrawal Procedure	1/18/2007

The following general procedure shall be followed when Conformance-Inspection Program finds when, upon re-inspection of a Warrant Holder's product, it no longer conforms to the requirements as specified in the NMRA Standards.

1. The Chair of the Conformance-Inspection Committee shall write a letter to the manufacturer pointing out the non-conformance and offering a re-inspection of factory submitted samples in case the manufacturer feels the original samples inspected were not typical of his current production.
2. If an inspection of factory submitted samples indicate conformance and a statement (letter or otherwise) is received from the manufacturer stating future production shall be of similar quality as the samples submitted, and that it shall adhere to NMRA Standards, the Standards & Conformance Department Manager shall be immediately notified and the Warrant shall be continued in force.
3. If, after 60 days maximum, there has been no reply from the manufacturer to the Conformance-Inspection Committee Chair's letter mentioned in paragraph 1 above, the Conformance-Inspection Committee Chair's shall notify the Standards & Conformance Department Manager. The Standards & Conformance Department Manager shall, upon receipt of such notification, be authorized to write a letter to the manufacturer advising of the withdrawal of the Warrant. The Standards & Conformance Department Manager shall also prepare a suitable news release covering the Warrant withdrawal, to be published in the next available issue of the *NMRA Magazine*.

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A. **National Ballot Committee:** The Chair of the National Ballot Committee is appointed by the NMRA Secretary. The term is of indefinite length. The committee is responsible for the tabulation of all ballots received at the National Ballot Collection Point. The Chair of this Committee is listed as being under the jurisdiction of the Secretary; the Committee is classed as an NMRA Standing Committee.

1. The Chair is responsible for the appointment of at least two (2) additional Committee members. The names and addresses of the Committee members will be forwarded to the NMRA President and the NMRA Secretary; the Secretary will acknowledge their appointment with letters to each of the Committee members appointed.
2. Neither the Chair nor any member of the Ballot committee may be a candidate for office, or the Manager of the Standards and Conformance Department when Standards are involved on the ballot, or in any other way directly involved in any of the issues on the ballot.
3. The Secretary of the NMRA shall furnish the Chair a complete copy of the ballot as it is available in order that the Chair may formulate his plans for the tabulation.
4. The Chair shall be responsible for planning the system of tabulation of ballots to be used, as this committee is to count the votes. The Chair shall set up a plan that the Committee understands and is the simplest and easiest to get an accurate count of the ballots.
5. The Committee shall be responsible for:
 - a. Receiving and counting all ballots that are received at the National Ballot Collection Point.
 - b. Safeguarding the ballots and maintaining secret the results until the deadline date for returning ballots has elapsed
 - c. By April 1, the National Ballot Committee Chair will compile a report of the results from the National Ballot Collection Point that is then signed by the Committee Chair and all the members of the National Ballot Committee.
6. By April 7, the National Ballot Committee Chair should receive reports from the other Ballot Committees participating in the current election. The National Ballot Committee Chair will then combine the results of the National Ballot Committee with the results of the other Ballot Committees

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participating in the current election to form the Combined Ballot Committee Final Report. The National Ballot Committee Chair will then forward the report to the NMRA Secretary no later than April 10. The NMRA Secretary shall then send copies of the Combined Ballot Committee Final Report to:

- a) All candidates for office
- b) All members of the Board of Directors
- c) Standards and Conformance Department Manager (when Standards and Conformance Department questions are on the Ballot)
- d) *NMRA Magazine* Editor for publication in the *NMRA Magazine*.
- e) IT Department Manager for posting on the NMRA Website.
- f) Any other appropriate NMRA Communication Tool.

7. After the election results have been accepted by the Board of Directors, the Secretary will request that the ballots be destroyed.

8. Incidental correspondence may occur with individuals requesting information on the balloting. This information should be given ONLY to persons authorized to receive it, such as Directors, Officers, etc., and only the information pertaining to their particular official interest should be given.

9. The NMRA Secretary shall cause to be sent to newly elected Directors paper or electronic copies of the Executive Handbook, NMRA BOD Orientation Manual, expense forms, and other material deemed appropriate.

B. NMRA Canada Ballot Committee: The Chair of the NMRA Canada Ballot Committee is appointed by the NMRA Secretary. The term is of indefinite length. The committee is responsible for the tabulation of all ballots received at the NMRA Canada Ballot Collection Point. The Chair of this Committee is listed as being under the jurisdiction of the Secretary; the Committee is classed as an NMRA Standing Committee.

1. The Chair is responsible for the appointment of at least two (2) additional Committee members. The names and addresses of the Committee members will be forwarded to the NMRA President and the NMRA Secretary; the Secretary will acknowledge their appointment with letters to each of the Committee members appointed.

2. Neither the Chair nor any member of the Ballot committee may be a candidate for office, or the Manager of the Standards and Conformance Department when Standards are involved on the ballot, or in any other way

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directly involved in any of the issues on the ballot.

3. The Secretary of the NMRA shall furnish the Chair a complete copy of the ballot as it is available in order that the Chair may formulate his plans for the tabulation.
4. The Chair shall be responsible for planning the system of tabulation of ballots to be used, as this committee is to count the votes. The Chair shall set up a plan that the Committee understands and is the simplest and easiest to get an accurate count of the ballots.
5. The Committee shall be responsible for:
 - a. Receiving and counting all ballots that are received at the NMRA Canada Ballot Collection Point.
 - b. Safeguarding the ballots and maintaining secret the results until the deadline date for returning ballots has elapsed
 - c. By April 1, the NMRA Canada Ballot Committee Chair will compile a report of the results from the NMRA Canada Ballot Collection Point that is then signed by the Committee Chair and all the members of the NMRA Canada Ballot Committee.
6. The NMRA Canada Ballot Committee Chair shall submit a copy of the written ballot report signed by the Chair and all its members to the National Ballot Committee Chair not later than April 7. The National Ballot Committee Chair will then combine the results of the NMRA Canada Ballot Committee with the results of the other Ballot Committees participating in the current election to form the Combined Ballot Committee Final Report which will then be forwarded to the NMRA Secretary no later than April 10. The NMRA Secretary shall then send copies of the Combined Ballot Committee Final Report to:
 - a) All candidates for office
 - b) All members of the Board of Directors
 - c) Standards and Conformance Department Manager (when Standards and Conformance Department questions are on the Ballot)
 - d) *NMRA Magazine* Editor for publication in the *NMRA Magazine*.
 - e) IT Department Manager for posting on the NMRA Website.
 - f) Any other appropriate NMRA Communication Tool.

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7. After the election results have been accepted by the Board of Directors, the Secretary will request that the ballots be destroyed.

8. Incidental correspondence may occur with individuals requesting information on the balloting. This information should be given ONLY to persons authorized to receive it, such as Directors, Officers, etc., and only the information pertaining to their particular official interest should be given.

9. The NMRA Secretary shall cause to be sent to newly elected Directors paper or electronic copies of the Executive Handbook, NMRA BOD Orientation Manual, expense forms, and other material deemed appropriate.

C. Atlantic District Ballot Committee: The Chair of the Atlantic District Ballot Committee is appointed by the NMRA Secretary. The term is of indefinite length. The committee is responsible for the tabulation of all ballots received at the Atlantic District Ballot Collection Point. The Chair of this Committee is listed as being under the jurisdiction of the Secretary; the Committee is classed as an NMRA Standing Committee.

1. The Chair is responsible for the appointment of at least two (2) additional Committee members. The names and addresses of the Committee members will be forwarded to the NMRA President and the NMRA Secretary; the Secretary will acknowledge their appointment with letters to each of the Committee members appointed.

2. Neither the Chair nor any member of the Ballot committee may be a candidate for office, or the Manager of the Standards and Conformance Department when Standards are involved on the ballot, or in any other way directly involved in any of the issues on the ballot.

3. The Secretary of the NMRA shall furnish the Chair a complete copy of the ballot as it is available in order that the Chair may formulate his plans for the tabulation.

4. The Chair shall be responsible for planning the system of tabulation of ballots to be used, as this committee is to count the votes. The Chair shall set up a plan that the Committee understands and is the simplest and easiest to get an accurate count of the ballots.

5. The Committee shall be responsible for:

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section R 1.1</p>
<p style="text-align: center;">Office of the Secretary</p> <p style="text-align: center;">Ballot Committee</p>	<p style="text-align: center;">Page 5</p> <p style="text-align: center;">Last Amended 2/21/2015</p>

- a. Receiving and counting all ballots that are received at the Atlantic District Ballot Collection Point.
- b. Safeguarding the ballots and maintaining secret the results until the deadline date for returning ballots has elapsed
- c. By April 1, the Atlantic District Ballot Committee Chair will compile a report of the results from the Atlantic District Ballot Collection Point that is then signed by the Committee Chair and all the members of the Atlantic District Ballot Committee.

6. The Atlantic District Ballot Committee Chair shall submit a copy of the written ballot report signed by the Chair and all its members to the National Ballot Committee Chair not later than April 7. The National Ballot Committee Chair will then combine the results of the Atlantic District Ballot Committee with the results of the other Ballot Committees participating in the current election to form the Combined Ballot Committee Final Report which will then be forwarded to the NMRA Secretary no later than April 10. The NMRA Secretary shall then send copies of the Combined Ballot Committee Final Report to:

- a) All candidates for office
- b) All members of the Board of Directors
- c) Standards and Conformance Department Manager (when Standards and Conformance Department questions are on the Ballot)
- d) *NMRA Magazine* Editor for publication in the *NMRA Magazine*.
- e) IT Department Manager for posting on the NMRA Website.
- f) Any other appropriate NMRA Communication Tool.

7. After the election results have been accepted by the Board of Directors, the Secretary will request that the ballots be destroyed.

8. Incidental correspondence may occur with individuals requesting information on the balloting. This information should be given ONLY to persons authorized to receive it, such as Directors, Officers, etc., and only the information pertaining to their particular official interest should be given.

9. The NMRA Secretary shall cause to be sent to newly elected Directors paper or electronic copies of the Executive Handbook, NMRA BOD Orientation Manual, expense forms, and other material deemed appropriate.

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Office of the Secretary Ballot Committee	Last Amended 2/21/2015

D. Pacific District Ballot Committee: The Chair of the Pacific District Ballot Committee is appointed by the NMRA Secretary. The term is of indefinite length. The committee is responsible for the tabulation of all ballots received at the Pacific District Ballot Collection Point. The Chair of this Committee is listed as being under the jurisdiction of the Secretary; the Committee is classed as an NMRA Standing Committee.

1. The Chair is responsible for the appointment of at least two (2) additional Committee members. The names and addresses of the Committee members will be forwarded to the NMRA President and the NMRA Secretary; the Secretary will acknowledge their appointment with letters to each of the Committee members appointed.
2. Neither the Chair nor any member of the Ballot committee may be a candidate for office, or the Manager of the Standards and Conformance Department when Standards are involved on the ballot, or in any other way directly involved in any of the issues on the ballot.
3. The Secretary of the NMRA shall furnish the Chair a complete copy of the ballot as it is available in order that the Chair may formulate his plans for the tabulation.
4. The Chair shall be responsible for planning the system of tabulation of ballots to be used, as this committee is to count the votes. The Chair shall set up a plan that the Committee understands and is the simplest and easiest to get an accurate count of the ballots.
5. The Committee shall be responsible for:
 - a. Receiving and counting all ballots that are received at the Pacific District Ballot Collection Point.
 - b. Safeguarding the ballots and maintaining secret the results until the deadline date for returning ballots has elapsed
 - c. By April 1, the Pacific District Ballot Committee Chair will compile a report of the results from the Pacific District Ballot Collection Point that is then signed by the Committee Chair and all the members of the Pacific District Ballot Committee.
6. The Pacific District Ballot Committee Chair shall submit a copy of the written ballot report signed by the Chair and all its members to the National Ballot Committee Chair not later than April 7. The National Ballot

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Committee Chair will then combine the results of the Pacific District Ballot Committee with the results of the other Ballot Committees participating in the current election to form the Combined Ballot Committee Final Report which will then be forwarded to the NMRA Secretary no later than April 10. The NMRA Secretary shall then send copies of the Combined Ballot Committee Final Report to:

- a) All candidates for office
- b) All members of the Board of Directors
- c) Standards and Conformance Department Manager (when Standards and Conformance Department questions are on the Ballot)
- d) *NMRA Magazine* Editor for publication in the *NMRA Magazine*.
- e) IT Department Manager for posting on the NMRA Website.
- f) Any other appropriate NMRA Communication Tool.

7. After the election results have been accepted by the Board of Directors, the Secretary will request that the ballots be destroyed.

8. Incidental correspondence may occur with individuals requesting information on the balloting. This information should be given ONLY to persons authorized to receive it, such as Directors, Officers, etc., and only the information pertaining to their particular official interest should be given.

9. The NMRA Secretary shall cause to be sent to newly elected Directors paper or electronic copies of the Executive Handbook, NMRA BOD Orientation Manual, expense forms, and other material deemed appropriate.

Change Record

February 2015 Rewrote entire section to include overseas Ballot Committee Chair duties.

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Office of the Secretary Honors Policy	Last Amended 7/12/2014

The Honors Committee shall consist of a Chair appointed by the Secretary and of such members as the Chair may deem necessary and appoint. The committee shall be responsible for the development of policy to be followed in awarding of honors and shall submit to the Board of Directors nominations for such awards (excluding the President's Award).

1. HONORARY LIFE MEMBER (HLM)

Honorary Life Membership is the highest honor the NMRA can bestow upon one of its present or past members. It shall be given only in recognition of outstanding elective or voluntary service to the NMRA.

2. DISTINGUISHED SERVICE AWARD (DSA)

The Distinguished Service Award may be awarded to those who have, directly or indirectly, member or non-member, given outstanding service to the hobby.

3. PRESIDENT'S AWARD (PA)

Each year the President may select recipients of this award, given by the President for outstanding service to the NMRA.

4. NMRA FELLOW (FA)

The Fellow of The NMRA Award may be granted to those individuals in the NMRA who have fostered the organization and the hobby and have increased an advanced social interaction and the social benefits of the hobby.

5. NOMINEES FOR AWARDS FOR DSA AND HLM

The Honors Committee shall review the qualifications of the individual presented and with the approval of the President shall recommend the nominees to the Board of Directors.

6. MERITORIOUS SERVICE AWARD

The Meritorious Service Awards reflect dedicated and long-term service by a member for participation in one or more of the various departments and/or committees of the Association. The respective Department Manager selects the recipient. In the case of committee participation, the Chair of the respective committee may nominate a member to the respective Department Manager or responsible Officer for approval.

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Office of the Secretary Honors Policy	Last Amended 7/12/2014

July 2014

Made Pioneer Committee a Presidential Committee

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	Section R 3.1
<p style="text-align: center;">Office of the Secretary</p> <p style="text-align: center;">National Membership Lists and Mailing Label Policy</p>	<p style="text-align: center;">Page 1</p> <p style="text-align: center;">Last Amended 7/1/2000</p>

1. In order to help the Regions maintain a mailing list of all members in their area and to assist them in notifying all members of future Regional and Divisional events, the Administration Department shall supply each Regional Secretary or other designated Regional official with monthly Master Status Reports of all NMRA members residing within the Region.

2. The membership list and/or mailing labels of the NMRA shall be made available to the Regions and Divisions of the NMRA, and to other model and prototype railroad clubs and associations for the purpose of notifying NMRA members of model and prototype railroad activities which are going to take place in which they may be interested. The NMRA Treasurer and Executive Director will determine charges for lists and labels.

3. Mailing labels will be made available to commercial enterprises for the dissemination of model and prototype materials, supplies, publications, and activities. Approval in each instance is first obtained from a committee of three persons appointed by the NMRA Secretary as a committee of the Office of the Secretary to be called the Commercial Mailing List Review Committee. The NMRA Treasurer and Executive Director shall determine charges for the labels.

EXECUTIVE HANDBOOK	Section R 4.1
National Model Railroad Association	Page 1
Office of the Secretary	Last Amended
Elections Procedure Policy	8/2/2014

1. The date for announcing Director and Officer Election results shall be no later than 60 days prior to the Annual Board of Directors (BOD) Meeting and the Annual General Meeting (AGM) respectively. This is to allow the elected Director(s) and Official(s) sufficient time to make travel arrangements and prepare for their responsibilities. The Secretary will establish the appropriate dates by working backward from the Election Results Announcement Date for all other deadlines for that election year. The dates noted within this section may be revised by the Secretary to comply with the Election Results Announcement Date and will be posted on all available NMRA Communications Tools.

2. The written report of the National Nominating Committee Chair, including the reports of the NMRA Canada, Atlantic and Pacific District Nominating Committees for the office of their respective Directors, shall present a summary for each candidate for office. These Candidate Statements shall be up to 400 words for the written published statements and up to 1200 words per statement published by electronic means. The National Nominating Committee will publish its report and recommendations no later than July 1st of the year preceding the election. The appropriate nominating committee shall also consider candidates presented by petition in accordance with Section 4. The Secretary shall inform the committee Chair of all such petitions as soon as they are received. The nominating committee may nominate as its recommendation any individual nominated by such petitions, but in any event any names presented by petition shall be included on the ballot.

3. The Regional Advisory Council acting as a nominating committee shall present to the Secretary on or before September 15th of the year preceding the election, a written report including a summary not to exceed 400 words of the qualifications of each candidate for Director in said position. Voting by the Regional Advisory Council shall occur within the timeframe specified in Section G 1.1, paragraph 9, and under such procedures as the Regional Advisory Council may adopt, and which procedure shall be set forth in the Executive Handbook.

4. The nominations for President, Vice Presidents and Directors of the NMRA made by the National Nominating Committee shall be filed with the Secretary and posted on or before July 1st of the year preceding an election year, with a copy to each of the other national officers and each director in sufficient time to prepare and issue the annual ballot. Notice of the nominations shall also be published in the *NMRA Magazine*. Unintentional failure to deliver a copy of the Nominating Committee report to a national NMRA Officer, other than the Secretary, shall not invalidate the nominating procedure.

EXECUTIVE HANDBOOK National Model Railroad Association	Section R 4.1 Page 2
Office of the Secretary Elections Procedure Policy	Last Amended 8/2/2014

5. Nominating petitions shall be submitted to the NMRA Secretary no later than thirty (30) days after the publication of the Nominating Committee Report.
6. Nominations for the offices of President of NMRA (Canada) and Vice President of NMRA (Canada) shall be forwarded to the National Nominating Committee Chair prior to July 1st of the year preceding an election year by the nominating committee of NMRA (Canada). The Chair shall forward the NMRA (Canada) nominee list to the NMRA Secretary for inclusion on the NMRA (Canada) ballot. This ballot is to be sent to all NMRA members residing in Canada by the NMRA. Nominations for these positions are the sole responsibility of NMRA (Canada).
7. Ballots for the election of Officers and Directors, and for such other matters as may require attention at that time, shall be compiled by the Secretary and distributed to the membership not later than January 1st of the election year.
 - A. The printed or, as authorized by the Board of Directors, electronic ballot shall be so arranged that the candidates submitted by the National Nominating Committee shall be listed first, and nominated by petition shall follow in order of receipt of petitions, and a final blank line shall be provided for a write-in candidate for each office. Qualifications of candidates submitted by the Nominating Committee and by petition shall be printed and enclosed with the ballot.
 - B. The printed or, as authorized by the Board of Directors, electronic ballot shall list the candidates for President of NMRA (Canada) and Vice President of NMRA (Canada) in the same manner as the other candidates for national office. Notwithstanding the fact that the Vice President of NMRA (Canada) is not an officer of the NMRA, the candidates for this office shall be listed immediately after the candidates for President of NMRA (Canada).
 - C. Election shall be by mail ballot or by any means not prohibited by law and as authorized by the Board of Directors, sent by the NMRA to all members entitled to vote.
8. Only completed ballots returned to the Ballot Committee Chair postmarked before midnight, March 1st (or the first legal business day thereafter), shall be counted. Ballots received by the Ballot Committee Chair after midnight March 10th shall not be counted, regardless of the date of the postmark. These dates shall also apply to ballots mailed to members of this committee located at points authorized by the Board of Directors, and such ballots shall be tabulated and forwarded to the Ballot Committee Chair as soon thereafter as possible. Such tabulation shall not be considered as late under restrictions of this section.

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Office of the Secretary Elections Procedure Policy	Last Amended 8/2/2014

9. The dates given in Section 1 through 6 of this article apply to the election of Officers and Directors. Election of Officers of Directors shall be combined on the same ballot. Only one ballot each year shall be submitted to the membership. The deadline date for returning ballots for such an election shall be plainly printed on the ballot.

- 10 The returned ballots shall be safeguarded and the results maintained secret until the deadline date for returning ballots has elapsed. Final results of the balloting shall be announced by April 1 and published in full in the first available issue of the *NMRA Magazine* following the election. Upon approval by the Board of Directors, the ballots shall be destroyed after presenting the balloting results to the membership in attendance at the Annual Business Meeting.

11. The Directors and Officers shall be elected according to the table below:

2012, 2015, 2018, etc.	2013, 2016, 2019, etc.	2011, 2014, 2017, etc.
North American At-Large	World-Wide At-Large	RAC
Pacific	Atlantic	Canada
Eastern	Western	Central
President, Vice-President		

Subsequent cycles of election years shall be automatically extended based upon the 3-year term requirements of the Regulations.

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Office of the Secretary Elections Procedure Policy	Last Amended 8/2/2014

[Note: The following is a synopsis of this section and is not a part of the formal policy]

The Nominations Election Timeline Summary:

Year Prior to the Election

The National Nominating Committee will publish its report and recommendations no later than July 1st of the year preceding the election.

Nominations by petition shall be allowed no later than September 15th of the year preceding the election.

September 15th	RAC submits their list of candidates
October 15th	The final slate for Directors and Officers received by the Secretary.
December 1 st	RAC election completed.
December 31 st	RAC election results reported to the Secretary.

The Election Year

January 1st	The ballot is sent to the members
March 1st	Final day to mail ballots
March 10th	Last day for receipt of ballots
April 1st	Election results must be announced and printed in the first available <i>NMRA Magazine</i>

Official statements of qualifications for candidates nominated for the national ballot shall be allowed up to 400 words for the written published statements and up to 1200 words per statement published by electronic means.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section S 1.1</p>
<p style="text-align: center;">Office of the Treasurer</p> <p style="text-align: center;">Financial Policy</p>	<p style="text-align: center;">Page 1</p> <p style="text-align: center;">Last Amended 2/9/2013</p>

1. It is the policy of the National Model Railroad Association that all financial transactions be reflected in and based on an annual budget. The budget shall be prepared by the Treasurer/Chief Financial Officer (CFO), reviewed and agreed by the Budget & Finance Committee and approved by the Board of Directors (BOD) at the winter meeting near the beginning of the fiscal year. The fiscal year shall coincide with the calendar year.
2. It shall be the policy of the NMRA to set fees and charges, which are a condition of membership in the Association. These fees and charges shall be approved by the Board of Directors.
3. The Treasurer/CFO of the NMRA or his designee will reimburse members for expenditures made for, or pay vendors for, such items as are authorized in the annual budget and are approved by a Department Manager, an Officer, the CFO, or the Chief Administrative Officer (CAO).
4. All financial procedures shall be set out in the "Operations Manual".
5. There are certain assets or "Funds" of the NMRA that are designated for specific limited usage by the BOD. The BOD will make decisions as to the purposes and the means of supporting each Fund. None of the Funds are supported by member dues. The CFO will make annual or semi-annual reports to the BOD on the status of each Fund.

Life Service Obligation Fund (LSOF): The Life Service Obligation Fund principal and any income designated by the BOD for the LSOF shall be used only for the payment of life account dues and subscriptions. The LSOF is made up of the original payments made by members for Life Memberships plus additional income streams designated by the BOD less the annual withdrawals to provide Life Member services. A summary of changes in the LSOF balance for the previous year shall be prepared annually and presented to the Board of Directors at the winter meeting. (Note: The LSOF and the NMRA Investment Portfolio are separate entities. Income from the Investments is, by current BOD policy, added to the LSOF balance each year.)

Heart of America Fund: The Heart of America Fund underwrites the initial cost of NMRA fund raising projects. It was established with permanent donations from the Mid-Continent Region, the Turkey Creek Division of MCoR, the Gateway Division of MCoR, and the NMRA. Its capitalization is \$50,000. Funds are used to purchase items and the initial sales are then returned to the fund to restore it. Semi-annual reports are sent to each of the contributing organizations.

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Diamond Club Fund: The Diamond Club Fund provides the member benefit of online electronic access to the NMRA's large collection of drawings, photographs, and other images. The images will be scanned and be available online for purchase. The funding and support of the Diamond Club shall only be by specific member donations and the sale of images.

Howell Day Museum Fund: The Howell Day Museum (HDM) Fund contains assets specifically designated for the HDM, including donations, sales of HDM merchandise, fundraising efforts, HDM investments, and the bequests. All costs associated with HDM are paid by the fund.

Dean Freytag Industrial Model Contest Award Fund: Memorial donations of \$800 established this Fund in Dean Freytag's honor. The Fund will purchase a contest award each year that is awarded to the best industrial model in the annual contest as determined by the Contest Manager. The Award will be discontinued when the fund is depleted.

6. It is the policy of the NMRA to establish the annual budget with at least three percent (3%) retained earnings, i.e. budgeted expenses shall not exceed 97% of budgeted revenues unless otherwise specifically directed by the Board of Directors.

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Office of the Treasurer Travel and Room Reimbursement Policy	Last Amended 2/9/2013

1. TRAVEL EXPENSE: It shall be the policy of the NMRA to reimburse the associated travel expenses of employees and volunteer workers traveling on necessary and authorized business of the NMRA.

It shall be the intent of this policy to compensate reasonable costs in excess of normal daily expenses. Travel authorization shall be by an action of the Board of Directors; by the President in the case of Department Manager; or by the Department Manager when travel funds are contained within their current approved NMRA Budget.

The CFO will define the rates of travel, lodging, and per diem for meals.

2. Directors or properly appointed proxies of the Directors shall be reimbursed the cost of their travel for attending regularly scheduled meetings in accordance with the following guidelines:

They shall be reimbursed for their actual travel expenses up to the amount of the round trip Air Coach fare (one stop) from their home to the site of the meetings upon their request and submission of travel receipts and proof of their attendance at the meeting, and a review of their expenses by the CFO or CAO.

3. At the discretion of the NMRA President, and upon direct invitation, the Department Managers, the *NMRA Magazine* Editor, and the Chairs of specific committees, individually or as a group, may be invited to attend such regularly scheduled Board of Directors Meetings. If so requested, they shall be reimbursed in the same manner as outlined herein.

4. Subject to funding in the approved annual Budget, the NMRA will reimburse one-half of the hotel room cost incurred by a person who is required or invited to attend a meeting which is required by the NMRA Regulations or authorized by the NMRA President. This reimbursement will be for a standard room at the rate set by the NMRA at the place where such meeting is held while attending the meeting or in the alternative, one-half of the actual cost of the room at another location, whichever is less. Reimbursement will be for the nights necessary to attend the meeting as determined by the Chief Financial Officer.

5. The CFO/Treasurer will arrange a wire transfer or other satisfactory method of airfare reimbursement in US dollars for Directors and invited guests traveling from outside the USA and Canada (Section 2 above). If the amount received via the wire transfer differs from the amount claimed, the Director or

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invited guest will advise the CFO/Treasurer and reach settlement at the meeting.

6. The BOD will pre-approve any International or extraordinary travel that may be of direct benefit to the NMRA after consultation with the CFO.
7. The CFO and Lead Director will approve any exceptions to this policy.

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National Model Railroad Association	Page 1
Office of the Treasurer	Last Amended
Investment Policy	2/18/2017

STATEMENT OF PURPOSE: This policy creates a framework that will provide growth and stability consistent with the current needs of the Association, while maintaining the purchasing power of the NMRA investments for the future. The duties and responsibilities of the Investment Committee are defined, and investment objectives, goals, and guidelines have been established to manage the funds for the exclusive benefit of the Association.

I. RESPONSIBILITIES OF PARTIES

A. Responsibilities of the Investment Committee

1. Select an appropriate investment firm to oversee NMRA investments and provide perspective on NMRA investments.
2. Monitor the NMRA investment's compliance with all laws, rules, and regulations.
3. Determine risk tolerance objectives for the investments consistent with Investment Committee-defined obligations and constraints.
4. Determine an asset allocation policy.
5. Specify asset-share ranges by major asset classes.
6. Define a portfolio rebalancing strategy to effect compliance with asset-share ranges.
7. Set reporting frequency and format for reports on investment activity.
8. Select any necessary administrative, custodial, consulting, legal counsel, and service providers as required to prudently monitor, evaluate, safe-keep, and transfer securities.
9. Recognize their role as policy makers and advisors on strategic investment matters, and the CFO's role as tactical executor of those policies in selecting specific investments for the Fund.

B. Responsibilities of the CFO/Treasurer

1. The CFO/Treasurer is expected to adhere to the goals, objectives, and guidelines set forth by the Investment Committee.

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2. The CFO/Treasurer shall have discretionary authority to make and execute investment transactions.
3. The CFO/Treasurer shall report all transactional activity on a semiannual basis (winter and summer BOD meeting reports) to the Investment Committee.
4. The CFO/Treasurer or his/her designee shall vote all proxies on investment held by the NMRA unless otherwise directed by the Investment Committee and annually summarize those activities to the Investment Committee.
5. The CFO/Treasurer shall act as a responsible fiduciary in all matters relating to NMRA investments.

II. INVESTMENT OBJECTIVES

The following objectives are listed in order of priority:

- A. Long-Term Growth of Capital - Asset growth, exclusive of contributions and withdrawals, should be consistent with relevant market indices.
- B. Preservation of Purchasing Power - Asset growth, exclusive of contributions and withdrawals, should exceed the rate of inflation.
- C. Total Return - At a minimum, the investment should achieve on an annualized basis, over a rolling three-year period, a return of 6 percent (6%) of the fiscal year end value of the fund.

III. INVESTMENT GUIDELINES

The Investment Committee recognizes that risk, volatility, and the possibility of loss in purchasing power, are present to some degree in all types of investment vehicles. While high levels of investment risk are to be avoided, the assumption of risk is warranted and encouraged in order to allow the CFO/Treasurer the opportunity to achieve satisfactory long-term results consistent with objectives and character of the investment.

A. Qualifying Assets

All assets selected for the portfolio must have a readily ascertainable market value, and must be readily marketable. In order to provide flexibility to

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invest in various types of assets, the following lists of types of assets are among those approved for investment:

1. Equities:
 - a). Common Stocks
 - b). Convertible Securities including Debentures
 - c). Foreign securities
 - d). Real Estate Investment Trusts (REIT)

2. Fixed Income Investments:
 - a). U.S. Government and Agency bonds, notes, and bills
 - b). Corporate Bonds
 - c). Preferred Stocks

3. Cash and Equivalent
 - a). Commercial Paper
 - b). Certificates of Deposit
 - c). Repurchase Agreements

4. Mutual Funds - Approved in advance by the Committee

5. Money Market Funds associated with the brokerage account.

6. The following types of assets or transactions are expressly prohibited:
 - a). Commodities
 - b). Futures and Options
 - c). Private Placements
 - d). Warrants
 - e). Securities Purchased on Margin
 - f). Short selling
 - g). Real Estate (except for bequests and donations)
 - h). Venture Capital

B. Asset Allocation

It shall be the policy to invest the assets in accordance with the maximum and minimum range for each asset category as stated below:

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Office of the Treasurer Investment Policy	Last Amended 2/18/2017

1. Target ranges, by Asset Class

Asset Category	Minimum-Maximum	
a). Domestic Equity:	<u>40</u>	<u>80</u>
b). International Equity:	<u>0</u>	<u>15</u>
c). Fixed Income, Domestic:	<u>10</u>	<u>45</u>
d). Fixed Income, International:	<u>0</u>	<u>0</u>
e). Cash and equivalents:	<u>0</u>	<u>50</u>
f). Others	<u>0</u>	<u>0</u>

The Asset Mix policy and acceptable minimum and maximum ranges established by the Investment Committee represent a long-term view. As such, rapid and significant market movements may cause the Fund's actual asset mix to occasionally fall outside the policy range, but it is expected that any divergence should be of a short-term nature.

C. Portfolio Rebalancing

1. Portfolio balance (relative to target rangess) will be reported semi-annually at the winter and summer BOD meetings.
2. Rebalancing may be desired when the target asset class balance and the actual asset class balance differ by more than ten percent points of that class' target allocation. It is anticipated that rebalancing will occur no more frequently than every twelve months.
3. Rebalancing of overall asset classes will be achieved in the most cost-effective manner and be determined and managed by the CFO/Treasurer.

D. Investment Limits, by Class

1. Equity Investments
 - a). Diversification - Investments shall be made in companies within industries across economic sectors, as defined by Standard & Poor's.

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b). Quality and Marketability - Common and convertible preferred stocks should be of good quality and listed on either the New York, or NASDAC Exchanges or major overseas exchanges, where appropriate.

c). Concentration by Issuer

1) No more than 20% of total equity fund assets shall be invested in the securities of any one issuing corporation at the time of purchase.

2) No more than 25% of the market value of total equity portfolio assets should be invested in any one industry at the time of purchase.

2. Fixed Income Investments

a). Quality - Marketable bonds must be rated A- by Standard & Poor's and A3 by Moody's or higher at the time of purchase.

b). Concentration by Issuer

1). No limitations are placed on investments in U.S. Government guaranteed obligations (including fully guaranteed Federal Agencies).

2). Investments in any one issuer (excluding fully guaranteed U.S. Government securities) shall not exceed 10% of total fixed income potfolio assets based on market value at the time of purchase.

3). Issues should be at least \$100 million par value.

3. Cash and equivalents

a). U.S. Treasury Bills - Investment unlimited as a percent of fund assets.

b). Commercial Paper

1). Quality – A1 by S&P; or P1 by Moody's

c). Certificate of deposit

1). Quality - The debt of the bank must be rated AA by S&P or Aa by Moody's or the CD must be entirely insured by FDIC, including principal and interest.

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section S 3.1</p>
<p style="text-align: center;">Office of the Treasurer</p> <p style="text-align: center;">Investment Policy</p>	<p style="text-align: center;">Page 6</p> <p style="text-align: center;">Last Amended 2/18/2017</p>

- d). the limitations in b and c above do not apply to the association's ownership of recognized money market funds

VI CHANGES/ALTERATION

The Investment Committee will periodically review all aspects of this policy annually and make recommendations for changes, as it deems necessary and prudent to the Board of Directors for acceptance or rejection.

Change Record:

- February 2013-Multiple changes to entire section
- February 2017-Domestic Equity Maximum increased to 80%

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section S 4.1</p>
<p style="text-align: center;">Office of the Treasurer</p> <p style="text-align: center;">Audit Checklist</p>	<p style="text-align: center;">Page 1</p> <p style="text-align: center;">Last Amended 2/21/2015</p>

1. The Treasurer/CFO will cooperate with the Chief Administrative Officer in the conduct of appropriate audits, including completing an annual review of internal controls in accordance with the current Audit Checklist (Attachment A). Within 90 days after the close of each fiscal year of the Association, a copy of the completed Audit Checklist will be furnished to the Chair of the Audit Committee. A copy of the current version of the Audit Checklist, as revised from time to time, shall be set out as Exhibit A at the end of this section.
2. Further, this gives authority to the Treasurer to make such language modifications as required to make the section consistent with this change.

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Exhibit A
Audit Check List for NMRA

CASH

Balance Sheet Date _____

	Y	N	N/A	Comments
1. Does the Board of Directors authorize all bank accounts and check signers?				
List of Accounts and Authorized Signers on attached page?				
2. Is the bank immediately notified of all changes of authorized check signers?				
3. Are employees handling cash bonded?				
Cash Receipts				
4. Is incoming mail opened and receipts listed in duplicate by two or more persons?				
5. Are checks restrictively endorsed "for deposit only" by the individual who opens the mail when received?				
6. Are receipts (checks and currency) deposited intact on a bi-weekly basis?				
7. Do adequate physical controls exist over cash receipts from time of mail opening until time of bank deposit?				
8. Are post-dated checks, disputed items, unidentified receipts, NSF checks, checks charged back by banks, and similar items received and investigated?				
9. Is the general cashier function segregated from the general ledger and subsidiary ledger functions?				

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	Y	N	N/A	Comments
10. When required by funding sources, are restricted funds deposited to separate bank accounts? List such accounts:				
11. Are currency receipts properly reconciled to the totals of cash registers, pre-numbered receipts, or other devices?				
12. Is the cashing of checks out of currency receipts prohibited?				
Cash Disbursements				
13. Are all disbursements (including payroll), except petty cash disbursements, made by check?				
14. Checks:				
a. Are checks pre-numbered and used in sequence?				
b. Are controls over blank checks adequate?				
c. Is there a specified custodian for blank checks?				
15. Check preparation:				
a. Are checks prepared by specified employees who are independent of voucher or invoice approval?				
b. Prior to preparing checks, are the following compared:				
(1) Purchase order?				
(2) Receiving report?				
(3) Vendor invoice?				

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c. Are checks prepared from an original vendor invoice only and not from a vendor statement?				
d. Is there a clearly defined approval process?				
e. Are checks recorded in the disbursements journal as prepared?				
f. Are all check numbers accounted for?				
g. Are voided or spoiled checks properly marked "VOID" across the check face and retained?				
h. Are checks made payable to specified payees and never to cash or bearer?				
i. Does all supporting documentation accompany checks presented for signature?				
j. Are all supporting documents properly canceled at time of signature to prevent duplicate payment?				
k. Do only persons authorized to prepare checks have access to blank checks?				
16. Check signing:				
a. Are check signers authorized by the Directors?				
b. Are there dollar limits for checks with only one signature?				
c. Are checks over those limits countersigned?				
d. Are authorized check signers independent of voucher preparation and approval for payment?				
e. Are disbursements that require special approval by funding sources, or the President, Vice President or the Directors properly documented?				
f. Is signing blank checks prohibited?				
g. After checks are signed, are they secured until mailed?				

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Reconciliation	Y	N	N/A	Comments
17. Are bank accounts reconciled within a timely specified period after the end of each month?				
18. Are reconciliations made by someone other than persons who participate in the receipt or disbursement of cash?				
19. Does a responsible individual, e.g. the Executive Director, receive the bank statements (with canceled checks, debit and credit advances, etc.) unopened from the banks?				
20. Are completed bank reconciliations reviewed by a responsible official?				
a. Is the review documented by initialing and dating the reconciliation?				
21. Are checks outstanding for over 90 days:				
a. Periodically investigated?				
b. Payment stopped and an entry made restoring such items to cash?				

Tests of Control Procedures

(Include reference to work papers documenting tests performed.)
 Test one month's bank reconciliations by tracing to cutoff bank statements; inspect reconciliations for other months and investigate significant and unusual items.

Prepared and updated by: (name) _____

Date: _____

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PETTY CASH

Balance Sheet Date _____

	Y	N	N/A	Comments
1. Is responsibility for each petty cash fund assigned to only one designated person at a time?				
2. Are petty cash funds segregated from other cash?				
3. Is there a prohibition against petty cash disbursements over a specified amount?				
4. Custodian:				
a. Is the custodian independent of employees who handle receipts?				
b. Is the custodian bonded?				
5. Vouchers:				
a. Is a pre-numbered voucher used for all disbursements?				
b. Are vouchers completed in full in ink or otherwise in such manner that would make alterations difficult?				
c. Are vouchers approved by a responsible employee other than the custodian?				
d. Are the amounts of vouchers spelled as well as written in numerals?				
e. Are vouchers properly supported by invoices or cash register tapes?				
f. Are all withdrawals from the petty cash fund within the guidelines of the procedures manual?				
6. Reimbursements:				
a. Is there an adequate review of the reimbursement vouchers before reimbursements are made?				
b. Are reimbursement vouchers and attachments canceled at, or immediately following, the signing of the reimbursing				

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check, so that they cannot be reused?				
7. Is the petty cash fund periodically counted by someone independent of the custodian?				
8. Is the cashing of employee checks out of the petty cash fund prohibited?				

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Y N N/A

Comments

Specific Department Audits - Publications Department				
1. Are column inches of advertising in an issue of the <i>NMRA Magazine</i> compared to invoices for inches of advertising in the issue?				

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	Section S 5.1
<p style="text-align: center;">Office of the Treasurer</p> <p style="text-align: center;">Asset Capitalization</p>	<p style="text-align: center;">Page 1</p> <p style="text-align: center;">Last Amended 7/2/2016</p>

1. All assets with an initial installed value of greater than \$10,000 shall be capitalized and depreciated.
2. The CFO shall determine and assign an appropriate service life for depreciating capital assets.
3. The CFO is authorized to approve all capital asset purchases with an initial installed value of less than \$25,000.
4. The BOD will approve all capital asset purchases with an initial installed value equal to or greater than \$25,000.
5. In an emergency and with the agreement of the NMRA President, the CFO is authorized to take action if the initial installed value is equal to or greater than \$25,000 and then to report such action to the BOD within 30 days
6. The CFO will report all capital purchases with an initial installed value of greater than \$10,000 to the BOD at the next BOD meeting.

July 2016-New Section

<p style="text-align: center;">EXECUTIVE HANDBOOK</p> <p style="text-align: center;">National Model Railroad Association</p>	<p style="text-align: center;">Section T 1.1</p>
<p style="text-align: center;">Policy Committee</p> <p style="text-align: center;">General Procedures</p>	<p style="text-align: center;">Page 1</p> <p style="text-align: center;">Last Amended 1/18/2007</p>

1. The NMRA Secretary shall receive all proposed motions and other policy proposals from Officers, Directors, Department Managers, and other officials. The Secretary shall then forward the proposed action to the Policy Committee Chair and other Policy Committee members. The committee is to review the proposal for compliance with existing NMRA Regulations, and policies prior to being printed in the next BOD agenda.

2. Where necessary, the Policy Chair will forward these items to Department Managers for comment. Those found not in compliance shall be returned to the proposer for recommended changes. Those found in compliance shall be initialed by the Chair in the lower left corner and sent to the NMRA Secretary for inclusion in the next published BOD agenda.

3. The Committee shall meet at the time of BOD meetings or at other such times as needed, budget permitting.

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Howell Day Museum Department
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