

National Model Railroad Association
2015 Mid Year Board of Directors Meeting
February 21, 2015
Chapparal Suites Scottsdale, AZ
Final Minutes

- 1) President Charlie Getz, HLM, called the meeting to order at 0802 21 February 2015.
- 2) The roll was called and all Officers were present. All Directors were present except for ALNAD Allen Pollock, who was represented by proxy by Stephen Priest, MMR, and ALWWD Mike Brestel, HLM, who was represented by proxy by Frank Koch, HLM.
- 3) BOD went into Executive Session at 0805.
- 4) BOD came out of Executive Session at 0843.
- 5) The roll was called and all Officers and Directors were present as indicated above. All Department Managers were present except for Education Department Manager Bruce DeYoung.
- 6) President Charlie Getz, HLM, asked that all Directors, Officers, Department Managers, and observers introduce themselves.
- 7) President Charlie Getz, HLM, briefed the attendees on the proposed schedule for the day, and indicated that although he thought that all association business could be completed that day that the attendees should be prepared to return Sunday morning if necessary.
- 8) President Charlie Getz, HLM, welcomed the BOD. He reported that the BOD held a caucus on the evening of 20 February 2015.
- 9) President Charlie Getz, HLM, mentioned that he continues to forward most of the correspondence he has been receiving to the Leadership Team on a regular basis.
- 10) The Consent Agenda was amended as shown below:
Secretary John Stevens reported that he had received a Pike Registry Report and a Publications Department Report after the Consent Agenda had been distributed. These reports will be forwarded to the Leadership Team after the attendees return home.
- 11) **MBOD15022101** Motion by WDD Jack Hamilton, MMR, that the Consent Agenda be accepted. Seconded by CDD Pete Magoun, MMR. Motion passed by voice vote.
- 12) CFO Frank Koch, HLM, led a detailed discussion of his Budget & Finance Report. Some minor changes were made to the budget. CFO Koch reported that he is working with IT Department Manager Ben Sevier to develop a page on the website to post an abbreviated Budget & Finance Report. EDD Joe Gelmini, MMR asked about the Rail Pass Conversion rate from Rail Pass to full membership. CAO Jenny Hendricks reported that the rate is running right around 79%.
- 13) **MBOD15022102** Motion by ALWWD Frank Koch, HLM, to accept the Budget as amended. Seconded by CAND Fred Headon, MMR. Motion passed by voice vote.
- 14) **MBOD15022103** Motion by ALWWD Frank Koch, HLM, to deposit \$200,000 into the BOD Reserve Fund. Seconded by ADD Kathy Millatt, MMR. Motion passed by voice vote.
- 15) VP-SPEC PROJ Gerry Leone, MMR, HLM, reported that the NMRA Website Profile Page project is completed.
- 16) President Charlie Getz, HLM, reported on the Marketing Department. We are having a difficult time finding a Marketing Department Manager. We have three candidates interested in the position and we are hopeful that a person can be appointed to that position prior to the Annual BOD Meeting in Portland. We are contemplating contract consulting if we can't find a suitable volunteer.
- 17) Meeting recessed at 0940.
- 18) Meeting reconvened at 0955.

- 19) President Charlie Getz, HLM, reported on the Introduction to Scale Model Railroading Gallery Exhibit at the California State Railroad Museum (CSRM). The CSRM is a division of the State of California Parks and Recreation Department. There has been a large amount of turmoil within this department for the last 12-18 months with much turnover in personnel. That situation seems to have stabilized. President Getz and the Museum Curator have written a joint letter to the appropriate people at the department in hopes of moving the plan forward. The fabricator is still on board with the project and is just waiting approval to start the 10 month build.
- 20) NMRANet Working Group Chair Stephen Priest, MMR, presented the proposed standard for NMRANet. He gave a lengthy presentation on the proposal. He also recommended that the standard be renamed Layout Command Control (LCC). The standard will now go through the normal standard approval process as directed by the EHB.
- 21) **MBOD15022104** Motion by CDD Pete Magoun, MMR, that the term NMRANet be replaced by the term Layout Command Control (LCC). Seconded by PDD Mike Bartlett. Motion passed by voice vote.
- 22) A lengthy discussion was held about accepting Bruce Chubb's Computer/Model Railroad Interface (C/MRI) System as a standard. It was determined that the NMRA can't accept or approve two competing standards. The standard chosen, developed, and approved by the NMRANet Working Group is LCC. Therefore, C/MRI can't be accepted as a standard.
- 23) Meeting recessed at 1203.
- 24) Meeting reconvened at 1240.
- 25) The previous discussion about accepting C/MRI as a standard included making it a recommended practice. It was determined that C/MRI and also Free-Mo for modular groups really didn't fall into either category. It was felt that another category needed to be developed.
- 26) **MBOD15022105**. The WDD Jack Hamilton, MMR moved that "As a matter of policy, 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. The 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. The Standards & Conformance Department shall create a process to apply and obtain approval to be named a User Group". Seconded by RACD Steven August. Motion passed by voice vote.
- 27) The BOD thanked NMRANet Working Group Chair Stephen Priest, MMR, and the members of the OpenLCB Group for the fine presentation to the BOD and the extensive amount of work that they have put into the LCC Project.
- 28) WDD Jack Hamilton, MMR, led a discussion about Member Discount Programs. Currently, we have been unable to develop a Member Discount Program through Home Depot, Lowe's, or Menards. Following the Atlanta Convention, and based on an informal discussion between WDD Jack Hamilton, MMR, and the owner of the Blue Ridge Scenic Railway (BRSR), President Charlie Getz, HLM, sent a formal request for an NMRA Member Discount to the BRSR. A response has not been received and no follow up action has been taken. EDD Joe Gelmini, MMR, indicated that he knows the CEO of the Blue Ridge Scenic Railroad and would be willing to contact him to discuss development of a program.
- 29) COUNSEL Bob Amsler led a discussion about vertical integration within the U.S.
 - a) The IRS has recognized the NMRA as a single non-profit organization. Since the NMRA is a 501(c)(3) organization, all Regions and Divisions have the opportunity to also become 501(c)(3) organizations. Pilot programs using the new rules are currently being implemented at both the Region and Division level. Once these pilot programs have been successfully completed, programs will be developed to allow U.S. Regions and Divisions to apply for tax

exempt status with a minimum of paperwork. Regions and Divisions will continue to have complete local control over finances and activities.

b) The major change will be that members will be able to take a tax deduction for monies or items donated to a Region or Division and not just the National Organization.

- 30) President Charlie Getz, HLM, gave his Presidential Update. He will soon be embarking on an extensive cruise to Asia. While he is on his trip, he has meetings planned in Singapore, Beijing, and Hong Kong with both membership groups and manufacturers. He will report the results of those meetings to the BOD at the Annual Meeting in Portland.
- 31) Strategic Review Committee (NMRA 2019 Implementation Committee) Chair Kathy Millatt, MMR, expanded on her written report (Attachment N). The committee was able to close many of the objectives as they had already been implemented. They also reworked some objectives. They expect this will be an ongoing process and will provide a report at upcoming meetings until full implementation of NMRA 2019 is completed.
- 32) President Charlie Getz, HLM, led a discussion about "Model Railroading-where do we go now". The NMRA, like many hobby related membership programs, is seeing a decrease in its membership levels. We are continuously looking for ways to get people to join the NMRA. In October, VP Spec Proj Gerry Leone, MMR, HLM, attended a webinar called "Turning Millennials into Members". He found the program to be extremely informative and thought provoking. The prevailing thoughts are that the Millennial age group doesn't have the time or resources to get into hobbies for themselves. The prevailing thought is that once they have finished raising their children, they will have the time and resources to search out a hobby. The NMRA position is that we should be focusing on the 40-60 year old age group as they have the resources for a hobby such as model railroading.
- 33) Meeting recessed at 1413.
- 34) Meeting reconvened at 1430.
- 35) **MBOD15022106** Motion made by CAND Fred Headon, MMR that "The date for announcing Director and Officer election results shall be not later than 60 days prior to the Annual Board of Directors (BOD) Meeting and the Annual General Membership Meeting (AGM) respectively. This is to allow the elected Directors and Officials to make travel arrangements and to prepare for their responsibilities. The Secretary should then establish all appropriate dates by working backwards from the election results announcement date for that year". Seconded by ADD Kathy Millatt, MMR. Motion passed by voice vote.
- 36) **MBOD15022107** (Attachment B) Motion by CAND Fred Headon, MMR, to approve the Ballot Committee Chair Motion. Seconded by EDD Joe Gelmini, MMR. Motion passed by voice vote.
- 37) **MBOD15022108** (Attachment C) Motion made by WDD Jack Hamilton, MMR, to approve the Minutes Correction Motion to amend the 2011 Mid Year Meeting Minutes. Seconded by ALNAD Stephen Priest, MMR. Motion passed by voice vote.
- 38) **MBOD15022109** (Attachment D) Motion by WDD Jack Hamilton, MMR, to approve the Minutes Approval Motion. Seconded by ALNAD Stephen Priest, MMR. Motion passed by voice vote.
- 39) **MBOD15022110** (Attachment E) Motion by WDD Jack Hamilton, MMR, to approve the Military Discount Motion. Seconded by CDD Pete Magoun, MMR.
- a) WDD Jack Hamilton, MMR, discussed the rationale for the motion and the importance of a connection to home for a young person who has entered into the military and the importance of finding a place of acceptance as the military member moves to new locations around the world. He proposes that NMRA Membership and the NMRA Magazine could be part of that connection and that local divisions could be that place.
- b) ADD Kathy Millatt, MMR, pointed out that she understands the need for that connection and that place for young people serving in the military, but acceptance of this motion could be

viewed as a political statement and an acceptance of US foreign policy and could greatly jeopardize the NMRA's attempts to be accepted throughout the world.

c) A lengthy discussion was held on the subject. Many of the BOD Members have served in the military and understood the purpose of the motion. They also recognized the points made by ADD Millatt.

d) The motion was called and a vote was taken. The vote was 1-7-1. The motion failed.

- 40) **MBOD15022111** (Attachment F) Motion by PDD Mike Bartlett to approve the ABCE Disciplinary Action Motion. Seconded by ALWWD Frank Koch, HLM. Motion passed by voice vote.
- 41) **MBOD15022112** (Attachment G) Motion by WDD Jack Hamilton, MMR, to approve the Student Member Discount Motion. There was no second. Motion was withdrawn.
- 42) **MBOD15022113** (Attachment H) Motion by EDD Joe Gelmini, MMR, to approve the Recruiting Video Motion. Seconded by WDD Jack Hamilton, MMR. A discussion was held about the fact that steps have already been taken to develop such a video and that there is a line item in the budget to pay for such a video. The second was withdrawn. Motion was withdrawn.
- 43) **MBOD15022114** (Attachment I) Motion by ALWWD Frank Koch, HLM. To approve the Audit Checklist Motion. Seconded by ADD Kathy Millatt, MMR. Motion passed on voice vote.
- 44) **MBOD15022115** (Attachment J) Motion by ALWWD Frank Koch, HLM, to approve the Membership Services and Promotion Department Dissolution Motion. Seconded by ADD Kathy Millatt, MMR. Motion passed on voice vote.
- 45) **MBOD15022116** (Attachment K) Motion by ALWWD Frank Koch, HLM, to approve the Marketing Department Motion. Seconded by PDD Mike Bartlett. Motion passed on voice vote.
- 46) **MBOD15022117** (Attachment L) Motion by ALWWD Frank Koch, HLM, to approve the RP 12.x Series Turnout Dimensions Recommended Practices Revision. Seconded by CAND Fred Headon, MMR. Motion passed on voice vote.
- 47) **MBOD15022118** (Attachment M) Motion by ALWWD Frank Koch, HLM, to approve the Secretary Amending Authority Motion. Seconded by ADD Kathy Millatt, MMR. Motion passed on voice vote.
- 48) **MBOD15022119** Motion by CAND Fred Headon, MMR that "Due to insurance considerations and potential individual liabilities accruing to Divisions and Regions by allowing repeated guest appearances at Division and Region Events without requiring guests to become members, it shall be NMRA policy that the maximum number of visits by individual guests shall be limited to three". Seconded by CDD Pete Magoun, MMR. A lengthy discussion was held prior to voting. Motion passed on voice vote.
- 49) **MBOD15022120** Motion by RACD Steven August "that all new member's fees to obtain a Region Publication shall be \$6.00 for the initial year". Seconded CAND Fred Headon. Motion passed on voice vote.
- 50) Meeting recessed at 1540.
- 51) Meeting reconvened at 1555.
- 52) President Charlie Getz, HLM, led a discussion on the Pike Registry Program. This program has experienced declining membership participation over the last few years. President Getz is proposing a new program called the Layout Visit Registry Program. This program would reside on the Member's Only section of the website. Participating layout owners would register their layout or OPT IN to the program. Registering your layout would mean that you are allowing other members the opportunity to contact you to come visit or even operate on your layout. A member visiting your local area could use the registry to find layouts that they might be interesting in visiting. There will be more information on this program as it develops further.
- 53) President Charlie Getz, HLM, is developing a new Presidential Committee called the Membership Recruitment and Retention Committee. He will be asking Larry Swigert, LSR, to head the committee. The committee will be examining and reporting on successful membership recruitment and retention programs throughout the NMRA and will then develop videos or CD's to advise Region and Division Leaders on programs that have proven to be successful by other units within the NMRA.

- 54) President Charlie Getz, HLM, led a discussion on the need for a Membership Code of Conduct. He and other members of the National leadership Team have been informed of instances of poor membership behavior at both the Region and Division level. There is currently no program to handle these occurrences. President Getz is developing such a program and will report his progress to the BOD in Portland.
- 55) Secretary John Stevens reported that he has forwarded the 2016 Notice of Elections to NMRA Magazine Editor Cinthia Priest. The Western District Director (WDD) position, the Atlantic District Director (ADD) position, and the At-Large Worldwide Director (ALWWD) position will be on the 2016 ballot. The current WDD is term limited and is ineligible to run for another Director position. The ADD and the ALWWD are not term limited and are eligible to run.
- 56) Fundraising Department Manager Alan Anderson reported on the success that the Salt Lake City Train Show Committee has had on getting local news programs to send a news team to the train show to report on their activity.
- 57) WDD Jack Hamilton, MMR, led a brief discussion about the fact that the Consent Agenda and the Motion Package was not forwarded to the Region Presidents prior to the meeting. RACD Steven August reported that he and Secretary John Stevens had already discussed the issue. There was a breakdown in communications as to who should be forwarding the reports to the Region Presidents. The situation will be rectified prior to the Portland BOD Meeting.
- 58) ADD Kathy Millatt, MMR, reported that it has been suggested to her by British Region President Mike Arnold that there needs to be a method to measure the effectiveness of the BOD Meeting. It was suggested that prior to adjourning the meeting, that the Leadership Team discuss the effectiveness of the meeting and point out any areas that can be improved upon.
- 59) Fundraising Department Manager Alan Anderson reported that Amazon now has a program called "Smile Amazon" where a portion of the proceeds from transactions can be directed to charities such as the NMRA. It can be found at www.smile.amazon.com
- 60) VP ADMIN Dave Thornton led a review of the Action List.
- 61) President Charlie Getz, HLM, led a review of the effectiveness of the meeting.
- 62) Motion by RACD Steven August to adjourn the meeting in memory of Donald B. Manlick, MMR #56 (MWR), Janet Spooner (PSR), Paul Scoles, MMR, (PNR), and Ralph Oxhandler (PSR)
Seconded by WDD Jack Hamilton. Motion passed by voice vote.
- 63) Meeting adjourned at 1720.

Respectfully Submitted
John Gardner Stevens, III
Secretary

ATTACHMENTS

- A Abbreviations used in these Minutes
- B Text of **MBOD15022107** Ballot Committee Chair Motion
- C Text of **MBOD15022108** Minutes Correction Motion
- D Text of **MBOD15022109** Minutes Approval Motion
- E Text of **MBOD15022110** Military Discount Motion
- F Text of **MBOD15022111** ABCE Disciplinary Action Motion
- G Text of **MBOD15022112** Student Member Discount Motion
- H Text of **MBOD15022113** Recruiting Video Motion
- I Text of **MBOD15022114** Audit Checklist Motion
- J Text of **MBOD15022115** Member Services and Promotion Department Dissolution Motion
- K Text of **MBOD15022116** Marketing Department Motion
- L Text of **MBOD15022117** RP 12.x Series Turnout Dimensions Recommended Practices Revision Motion
- M Text of **MBOD15022118** Secretary Amending Authority Motion
- N Strategic Review Committee Report

ATTACHMENT A

ABBREVIATIONS USED IN THESE MINUTES

ADD	Atlantic District Director
ALNAD	At-Large North America Director
ALWWD	At-Large Worldwide Director
ASST SECY	Assistant Secretary
CAND	Canada Director
CDD	Central District Director
CAO	Chief Administrative Officer/Administration Department Manager
CFO	Chief Financial Officer
COMMD	NMRA Communications Director
COUNSEL	NMRA Legal Counsel
DSA	Distinguished Service Award
EDD	Eastern District Director
EDUCDM	Education Department Manager
FA	Fellow Award
FRDM	Fund Raising Department Manager
HCC	Honors Committee Chair
HDMCC	Howell Day Museum Committee Chair
HLM	Honorary Life Member
ITDM	Information Technology Department Manager
KMLM	Kalmbach Memorial Library Manager
MAPDM	Marketing, Advertising & Promotions Department Manager
MMR	Master Model Railroader
MSPDM	Membership Services & Promotion Department Manager
MSTDM	Meetings & Trade Shows Department Manager
PDD	Pacific District Director
PDM	Publications Department Manager
PREZ	President
RACD	Regional Advisory Council Director
SECY	Secretary
SCDM	Standards & Conformance Department Manager
VP-ADMIN	Vice President - Administration
VP-SPEC PROJ	Vice President – Special Projects
WDD	Western District Director

ATTACHMENT B

Agenda Motion # 2 CAND

Meeting Minutes Motion # MBOD15022107

(To be entered by the Secretary)

Motion for Regulations Article _____ Paragraph _____

Motion for EHB Section R 1.1 Ballot Committee

Policy _____

The Canadian Director moves...

That EHB Section R 1.1 Ballot Committee be amended to comply with provisions in the International Voting Procedure accepted as MBOD14021508 in Las Vegas, NV during the 2014 Mid Year BOD Meeting.

Current version:

1. The Chair of the Ballot Committee is responsible for the tabulation of all votes on all National elections except the votes on the RAC Director, which shall be the responsibility of the RAC Director Election Committee Chair who shall submit that tabulation to the Secretary. This is an appointed position, being made by the NMRA Secretary. The term as Chair is an indefinite one, being terminated either upon own request after serving a minimum of one (1) year, or by the appointment of another person by the Secretary. The Chair of this Committee is listed as being under the jurisdiction of the Secretary; the Committee is classed as an NMRA Standing Committee.
2. The Chair of the Ballot Committee 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. 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 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.
4. 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.

5. The Committee shall be responsible for:
 - A. Receiving and counting the ballots of all the NMRA national elections
 - B. Safeguarding the ballots and maintain secret the results until the deadline date for returning ballots has elapsed
 - C. Submitting to the NMRA Administration Department for permanent filing, a written report of the election signed by the Chair and all its members, not later than June 1st.
6. The Ballot Committee Chair shall submit a copy of the written ballot report and the physical ballots to the NMRA Secretary. The NMRA Secretary shall then send copies of the ballot report to:
 - 1) All candidates for office
 - 2) All members of the Board of Directors
 - 3) Standards and Conformance Department Manager (when Standards and Conformance Department questions are on the Ballot)
 - 4) *NMRA Magazine* Editor for publication in the *NMRA Magazine*.
7. The NMRA Secretary will, after the tabulations have been accepted by the Board of Directors, request their destruction from the Board of Directors.
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 a copy of the Executive Handbook, NMRA BOD Orientation Manual, expense forms, and other material deemed appropriate.

Revised Version:

- 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 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 National Ballot Committee shall 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 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 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 of the NMRA Canada Ballot Committee is responsible for the appointment of at least two 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 NMRA Canada Ballot Committee shall 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 the plan 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 of its members to the NMRA 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 those of any

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.
- 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 of the Atlantic District Ballot Committee is responsible for the appointment of at least two 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 Atlantic District Ballot Committee shall 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 the plan 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 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 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 of its members to the NMRA 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 those of any other Ballot Committees participating in the current election to form the Combined Ballot Committee Final Report which will then 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.

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 of the Pacific District Ballot Committee is responsible for the appointment of at least two 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 Pacific District Ballot Committee shall 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 the plan 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 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 of its members to the NMRA National Ballot Committee Chair not later than April 7. The National Ballot Committee Chair will then combine the results of the Pacific District Ballot Committee with those of any other Ballot Committees participating in the current election to form the Combined Ballot Committee Final Report which will then 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.

Rationale:

The International Voting Procedure required the formation of Ballot Committees in NMRA Canada, the Atlantic District, and the Pacific District. This motion expands the original duties of the National Ballot Committee to those committees within their area of concern. All committees will now send reports to the National Ballot Committee Chair who will then compile the results and then forward a Combined Ballot Committee Final Report which will then be disseminated throughout the NMRA as before.

Action: Motion passed

ATTACHMENT C

Agenda Motion # 3 WDD

Meeting Minutes Motion # MBOD15022108
(To be entered by the Secretary)

Motion for Regulations Article III Paragraph

Motion for EHB Section ____ Paragraph ____

Motion for Policy ____

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

That the minutes of the 2011 mid-year meeting item 48 MBOD 11022314 be corrected to reflect the motion, as adopted by the Board.

The Motion in question, Attachment D to the minutes, was offered by ALNAD and seconded by WDD. The motion originally submitted to the Board in the reports package was amended before the meeting and the amended version was presented to and considered by the Board. The adopted version was not properly reflected in the record of the meeting. The proper contents of the motion, adopted by the Board are as follows:

That the NMRA Regulations, Art III, Section 1B be amended as follows:

1. "The officers of the NMRA shall consist of a president, vice president – administration, and a vice president – special projects, such additional vice presidents as may be appointed and called for herein, a secretary and a treasurer.

1. "The President, Vice President – Administration and the Vice President – Special Projects shall be determined by popular election by the NMRA members."

Section 4 – should be amended as follows: The Vice Presidents shall aid and assist the President in any way possible.

Section 9 – The President, Vice President – Administration, Vice President – Special Projects, Secretary and Treasurer/CFO shall constitute the executive committee.

Section 24 – "In the event of a vacancy in the Office of Vice President – Administration or Vice President – Special Projects, the Directors shall appoint a successor..."

That EHB Section D 2.1 shall be amended as follows

1. The Offices of Vice President-Administration and Vice President-Special Projects are an extension of the Office of President and as such are responsible to the President.
2. The Office of Vice President-Administration is responsible for:
 - a. Assisting the President as directed and needed.
 - b. Other duties as may be assigned by the President.
3. The Office of 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.

Rationale:

This error was discovered during a review of past minutes and the corresponding contents of the EHB.

This motion is offered as an administrative correction and does not intend to revisit either the original motion or the decision of the Board on that motion.

ACTION: Motion passed.

ATTACHMENT D

Agenda Motion # #4 WDD

Meeting Minutes Motion # MBOD15022109

Motion for Regulations Article _____ Paragraph _____

Motion for EHB Section _____.____ Paragraph _____

Motion for Policy **Approval and Posting of Minutes (revision)**

The Western District Director moves:

That as a matter of policy the minutes of a meeting of the BOD shall, as far as is practicable, be posted on the NMRA web site 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.

Current version:

That as a matter of policy the minutes of a meeting of the BOD shall, within the bounds of reason, be posted on the NMRA web site not later than forty-five (45) days after completion of the meeting. To achieve that objective, the following time table is effective

1. Draft minutes distributed to Board not later than twenty (20) days following the meeting
2. Any and all corrections to the minutes to be submitted not later than ten (10) days after initial distribution
3. Final draft minutes to be distributed to the Board not later than five (5) days after the end of the review period
4. Final Board voting for approval to be completed not later than five (5) days after distribution of the final draft.

The secretary shall include the end date for each phase of the process with each distribution of the minutes. The distribution of the final draft shall be considered as a motion for approval by the Lead Director.

Revised Version:

As moved

Rationale:

The revision is at the request of the Secretary to provide sufficient time to complete the process especially for annual meetings. The revision also formalizes the inclusion of the entire leadership team in the approval process.

The following schedule is suggested as a way to implement this policy:

1. Draft minutes distributed to Board not later than 20 days following the meeting
2. Any and all corrections to the minutes to be submitted not later than five days after initial distribution
3. Corrected draft minutes submitted to the Leadership Team (Officers and Department Heads) with all corrections submitted within five days
4. Final draft minutes forwarded to the Lead Director within five days of end of period for correction.
5. Final Board voting for approval to be completed not later than five days after distribution of the final draft by the Lead Director.

The secretary shall include the end date for each phase of the process with each distribution of the minutes. The distribution of the final draft shall be considered as a motion for approval by the Lead Director.

Action: Motion passed.

ATTACHMENT E

Agenda Motion # 5 WDD _____

Meeting Minutes Motion # MBOD15022110
(To be entered by the Secretary)

Motion for Regulations IV _____ Paragraph 1.G

Motion for EHB Section ____ Paragraph _____

Motion for Policy _____

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

That a new category of membership be added to provide for a ten (10) percent discount for active duty members of the armed forces and for disabled veterans.

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

Not Applicable

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

G. Military Service Discount. Any member of the armed forces serving on active duty or any disabled veteran (50 percent or more) of service with the armed forces shall be granted a ten (10) percent discount on the cost of membership. The discount will not apply to subscription to NMRA Magazine. Proof of active service shall be by a copy of a valid armed forces Identification card or disabled veterans documentation. Proof for active members will be required each time membership is renewed.

Rationale:

Many young active duty personnel are away from home and family and in need of wholesome activities to engage in during their off duty hours. Model railroading provides that activity. In addition, NMRA membership support the military member introduction into a new community when changing duty stations. Model railroading provides a family opportunity that allows parents to engage in a joint activity with their children and one that the children can continue when the parent is deployed. Because NMRA is seeking partnership and/or discount opportunities for members, it is only proper that NMRA offer a discount to those who might most benefit from our educational and fellowship opportunities.

The basis for this motion was a recommendation from membership.

ACTION: Motion failed.

ATTACHMENT F

AGENDA MOTION # 6 PDD

MEETING MOTION # MBOD15022111

Feb 21, 2015

The Pacific District Director moves that the Board of Directors (BOD) formally adopt the policy that for the ABCE Regions that are required by law under their incorporation to have a formal disciplinary process that could result in the termination of a member's membership, that the results of that process are recognised and adhered to by the NMRA. Additionally, the BOD will not accept any escalation or overturn any finding of the formal process.

Rationale:

This policy has become necessary within the Australasian Region (AR) as the *Rules of Association* (attached and on the AR web site) under which the AR has been legally incorporated, includes a formal disciplinary process that needs to be followed to address any disputes within the organisation between members. The ultimate penalty that can be given out of this process is the revoking of an individual's membership.

However, as all members of AR are members of the NMRA Inc, any decision by the AR must be reflected across the NMRA as a whole. For these reasons, this motion, should the decision be to terminate a membership, must be reflected across the NMRA and also in the national database in the USA.

Please note that this AR process has never been used, and it is very unlikely to be ever invoked. This is simply addressing a loop hole in the organisation's structure that was not envisaged when the ABCE Regions were established.

Secretary note: This policy will become section C.1 of the EHB

ACTION: Motion passed.

ATTACHMENT G

Agenda Motion # 7 WDD

Meeting Minutes Motion # MBOD15022112
(To be entered by the Secretary)

Motion for Regulations Article IV Paragraph 1.D

Motion for EHB Section Paragraph

Motion for Policy

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

That the Board approve a revision to the student Member policy to include all members who are enrolled as full time students in a University, college, community college, or similar educational institution as a full time student.

Current version:...

(If related to the Regulations or EHB)

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 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*.

Revised Version:...

(If related to the Regulations or EHB)

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 set forth in the Executive Handbook. Additionally, any person **enrolled as a full time student**, 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*.

Rationale:...

This motion is proposed based on the specific request of one or more adult students who are pursuing advanced education for purposes of job skill enhancement or skill retraining to support future employment.

ACTION: Motion withdrawn.

ATTACHMENT H

Agenda Motion # 8 EDD

Meeting Minutes Motion # MBOD15022113

(To be entered by the Secretary)

Motion for Regulations Article _____ Paragraph _____

Motion for EHB Section _____.____ Paragraph _____

Motion for Policy XXX – Promotional Video

The Eastern District Director moves...

That the NMRA produce, and provide a distribution channel for, a video to be used as a promotional and recruitment tool for attracting new NMRA members.

1. The video will be no longer than 12 minutes in duration.
2. Cost of the video not to exceed \$5,000.00.
3. The current VP Special Projects shall be primarily responsible for development and production oversight. The majority of work on this project will be done by a few select volunteers, as chosen by the VP Special Projects.
4. The completed video will be available on the NMRA website for viewing or download, and also available on DVD to the Region Presidents. The video is intended to be an aid to a live presentation.
5. The video to be completed by 12-31-2015.

Rationale:

While attracting and recruiting new members into the NMRA is primarily a Division and Region responsibility, many local groups do not have the means or manpower to produce effective recruiting materials. This NMRA-produced video will provide a much needed tool to accompany local members' recruiting efforts in such venues as community clubs, schools and civic organizations. The video is intended to be an aid to a live presentation about the hobby of model railroading, and the added benefits of joining the NMRA.

ACTION: Motion withdrawn.

ATTACHMENT I

Agenda Minutes Motion #9 ALWWD

Meeting Minutes Motion # MBOD15022114

(To be entered by the Secretary)

Motion for Regulations Article ____ Paragraph ____

Motion for EHB:

Motion for Policy:

The ALWW District Director moves to...

1. Move and re-number current EHB Section E 1.2 Paragraph D and "Audit Checklist Attachment A " pp. 1-7 to a new Section S 4.1 (pp 1-7) under Office of the Treasurer.

(EHB Section to change follows)

~~D. Preparing (in co-operation with the Budget & Finance Committee) and administering annual budgets under his or her control, and ensuring that appropriate systems, procedures, and financial controls are operating.~~

~~1) Manage budget funds.~~

Section 4.1 – Audit Checklist

- 1) Cooperate with the ~~Treasurer~~ 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 ~~E~~.
- 2) Provide forecasts of long-range financial needs.

(End of EHB Section to be changed)

2. Further, give authority to the Treasurer to make such language modifications as required to make the section consistent with this change.

Note: Exhibit A follows after the Rationale and Action Sections.

Rationale: There is no Executive Director. The Annual Audit is the responsibility of the Treasurer and CFO. The Audit Check List is an internal document to gauge the adequacy of our fiscal processes. It is more properly under the Treasurer for review and action than the non-existent Executive Director.

ACTION: Motion passed

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?				
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?				

	Y	N	N/A	Comments
10. When required by funding sources, are restricted funds recorded in separate ledger accounts and kept separate from other funds? (Examples are Life Fund, HDM Fund, Diamond Club Fund, Heart of America Fund, Dean Freytag Industrial Model Contest Award Fund, BOD Reserve Fund, Capital Reserve Fund, etc.),				Restricted funds are credited to separate and individual accounts in the financial books.
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?				No, International Directors may be reimbursed with cash for travel expenses.
14. Checks:				
a. Are checks pre-numbered and used in sequence?				Yes, they are preprinted and numbered
b. Are controls over blank checks adequate?				They are stored in a safe
c. Is there a specified custodian for blank checks?				yes
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:				Yes, all must be in order.
(1) Purchase order?				
(2) Receiving report?				
(3) Vendor invoice?				

c. Are checks prepared from an original vendor invoice only and not from a vendor statement?				Yes, the statement may sometimes be the invoice.
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?				Yes.
g. Are voided or spoiled checks properly marked "VOID" across the check face and retained?				Yes, in all cases.
h. Are checks made payable to specified payees and never to cash or bearer?				Yes, it is the process.
i. Does all supporting documentation accompany checks presented for signature?				Yes, it is the process..
j. Are all supporting documents properly canceled at time of signature to prevent duplicate payment?				Yes, marked paid with check number.
k. Do only persons authorized to prepare checks have access to blank checks?				Yes.
16. Check signing:				
a. Are check signers authorized by the Directors?				Yes.
b. Are there dollar limits for checks with only one signature?				Yes.
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?				Yes.

g. After checks are signed, are they secured until mailed?				Yes.
--	--	--	--	------

	Y	N	N/A	Comments
Reconciliation				
17. Are bank accounts reconciled within a timely specified period after the end of each month?				Yes, it is the standard process.
18. Are reconciliations made by someone other than persons who participate in the receipt or disbursement of cash?				
19. Does a responsible individual receive the bank statements (with canceled checks or images, 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?				Yes, follow-up occurs.
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: _____

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?				Yes, CAO.
2. Are petty cash funds segregated from other cash?				Yes.
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?				
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 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?				

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?				Yes, it is the role of the Advertising Salesman to audit..

ATTACHMENT J

Agenda Motion # 10ALWWD

Meeting Minutes Motion # MBOD15022115

(To be entered by the Secretary)

Motion for Regulations Article ____ Paragraph ____

Motion for EHB: Section O1.1

Motion for Policy:

The ALWW District Director moves:

That Section O1.1 – Membership Services and Promotion Department - be renamed the Member Services Operations Department and become a part of HQ Operations, headed by the Chief Administrative Officer.

Further, that the elements of the former MS&P Department be realigned with other Departments as implemented when the Marketing Department was created.

As part of this motion, the following specific realignments are made:

Move to Education Department, Section J

New Section J-16: The NMRA SIG Chair coordinates model railroading 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.

New Section J-17: 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.

New Section J-18:

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. AV 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.

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 Library Director (for forwarding to the NMRA Magazine Editor and~~ to the Marketing Department Manager (for forwarding to other NMA 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.

(End of moves to Education Department)

The ALWW District Director FURTHER moves that the following be adopted as a new Section O - Member Services Operations Department.

(NEW Section O)

EXECUTIVEHANDBOOK

National Model Railroad Association

Section O1.1

Member Services Operations Department

Last Amended: February 2015

GENERAL

1. The President will assign specific overall supervision of the Member Operations Department to the VP-Admin or to another specially 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.
- ~~2. The Assistant Manager shall assist the Manager as directed.~~
- ~~3. The Department Manager is responsible for all programs and activities directed toward the recruitment and retention of NMRA membership. (moved to Section E1.1-9)~~
- ~~4. The NMRA SIG Chair coordinates model railroading 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.~~
- ~~5. 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.~~
6. 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.

7. 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. ~~Records of accounting of these fees are reviewable by the NMRA Treasurer upon request.~~
8. 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.
 - 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 Chairs
 - 2) Be available to answer questions concerning estates when called upon by the Region Estate Counseling Managers.
 - 3) Assist the Region Managers in ~~obtaining~~ identifying appraisers and determining their qualifications
 - 4) ~~Maintain records of the activities of the Region Estate Counseling Committees~~
 - 5) 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 Chair. The NMRA Chair shall assist the Regional Chair, 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 Chair 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 remuneration. The Committee members will NOT dispose of equipment, except under extreme circumstances.
9. 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.
- ~~10. The NMRA Member Purchase Discount Committee is to develop member purchase program that will offer significant hobby purchase benefits.~~
- ~~11. The NMRA Kit Design Committee will develop a series of unique limited edition model kits available only to NMRA members. Kits will be offered in N and HO scales only.~~
- ~~12. The Audio Visual Planning Committee is to plan, implement, and produce for NMRA members, state of the art model railroading productions which can include video, tape/slide, and graphic art. Section O2.1 — Audio Visual Programs~~

Audio Visual Programs

~~1. AUDIOVISUAL 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 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 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.~~

~~B. 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 Library Director (for forwarding to the *NMRA Magazine* Editor) and to the MAP Department Manager (for forwarding to Regional publications). The Publicity Chair also prepares other material of an instructional nature and assists the Library in the preparation of updates to the A/V Program List.~~

ESTATE COUNSELING COMMITTEE

Section O3.1

- ~~1. The function of this Committee is to assist and advise surviving spouses, heirs, and/or executors of a deceased model railroader's estate to dispose of his or her equipment. It is NOT established to personally dispose of the equipment. The Committee should be in a position to make suggestions and to point out certain legal points on the disposition of model railroad equipment.~~
- ~~2. 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.~~
- ~~3. The Estate Counseling Chair should have a legal background and have knowledge of the disposition of estates. As part of this responsibility, he or she should answer inquires and contact Regional appraisers on specific problems. From time to time the Chair should,~~

~~through publicity in the *NMRA Bulletin*, advise the membership on inventory problems and how a fair evaluation may be derived. The Chair will keep records of the activities of the Regional appraisers.~~

- ~~4. The Chair will answer all inquires and refer, if needed, to Regional appraisers and will keep adequate files on cases and follow through to conclusion in cases of special problems.~~
- ~~5. Each Region of the NMRA should have at least one appraiser with knowledge of disposition of estates. The appraiser should not, however, offer to dispose of this equipment personally; the most logical solution to dispose of the equipment is by an auction held on the Regional or Divisional level.~~
- ~~6. The Estate Counseling Committee can do little to help the member unless the member takes it upon him or her self to complete an inventory, as illustrated on the back page of the Estate Counseling brochure, *Journey's End*. It is not the function of the Chair 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 remuneration. The Committee members will NOT dispose of equipment, except under extreme circumstances.~~

~~Membership—General~~

- ~~1. The Membership Manager is responsible for all programs and activities directed toward the recruitment and retention of NMRA members~~
- ~~2. The Membership Committee consists of a Manager, the Chairs of all committees whose activities are primarily of a membership recruitment and retention nature, and a representative of each Region of the NMRA.~~
- ~~3. The Manager shall determine the committee structure.~~
- ~~4. The Membership Committee is required to carry on correspondence almost continually with hobby shops in connection with the placement of promotional material.~~

10. 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.

100% NMRA MEMBERSHIP CLUB RULES

- 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.
- 5. ~~The NMRA Magazine Editor shall be notified so that appropriate recognition can be made in the next available issue of the NMRA Bulletin~~
- E. 100% NMRA Clubs are covered by the NMRA Liability Insurance Policy on an annual basis, and on payment of the published 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".

11. SANCTIONING EVENTS POLICY (previously Section O6.1)

The following policy is established for the sanctioning of events.

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 ~~Vice President~~ 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. The final decision on sanctioning an event is between the NMRA CAO, NMRA Counsel, and the NMRA Insurance Coordinator.

(End of Section O)

The ALWW District Director FURTHER moves that any additional changes pursuant to the motion are to be made by the Secretary or his designee without further action by the BOD.

Rationale: The rationale for this motion parallels the motion creating the Marketing Department. The BOD eliminated the MS&P Department and the motion included realignment of all committees within the organization. This motion accomplishes that realignment in a manner that has been in effect for more than two years.

Note that this realignment of committees puts them within the HQ Operations Department as a sub-set called "Member Services". They have separate budgets.

Action: Motion passed.

ATTACHMENT K

Agenda Motion # 11 ALWWD

Meeting Minutes Motion # MBOD 15022116

(To be entered by the Secretary)

Motion for Regulations Article _____ Paragraph _____

Motion for EHB: M 1.1 (entire section)

Motion for Policy:

The AWW District Director moves:

That Section M1.1 of the EHB (Media, Advertising and Promotion (MAP) Department) be renamed the Marketing Department and that all references to the MAP Department and its manager in the EHB be changed to reflect the creation of the Marketing Department.

Further, that the following Committees be moved from the former MS&P Department to the Marketing Department: Membership Recruiting and Retention (Section O1.1-3) and the Member Purchase Discount Programs (section O1.1-10).

Further, that any additional changes pursuant to this motion, are to be made by the Secretary or his designee without further action by the BOD.

A revision of Section E1.1 follows with the original text marked out and the new text in bold.

(Section to be changed)

EXECUTIVE HANDBOOK

National Model Railroad Association

Section M1.1

~~Media, Advertising, & Promotion~~ Marketing Department

General

10. 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.
10. The **Marketing** Manager coordinates the various activities with respect to the scope, content, and inter-relationships of the individual ~~committee functions~~ **elements of the overall marketing plan**, and develops and administers the overall budget for the department's activities.
10. 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 ~~committee structure~~ **Department**, are as follows:
 10. 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 and** 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.
 10. 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
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 advisor 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.

(New sections to be added from former MS&P Department)

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 purchase program that will offer significant hobby purchase benefits.**

End of Section to be changed.

Rationale: The BOD passed a motion (MBOD12072809) creating the Marketing Department and its Manager at the July 2012 BOD meeting in Grand Rapids, Michigan. The motion does not become effective until reflected in the EHB which also requires BOD action.

The BOD then passed another motion at the February 2013 meeting in Atlanta, GA (MBOD13020911) to revise the Regulations (Article VI, various paragraphs) and to "realign duties within various departments of the NMRA and to form a Marketing Department."

The CFO reported on the implemented realignment at the July 2014 BOD meeting and that recommendation is reflected here.

Action: Motion passed.

ATTACHMENT L

Meeting Minutes Motion [#MBOD15022117](#)

Motion S&C #1

Adopt a new set of turnout dimensions as described in the RP-12.x series and TN-12.

Rationale:

Technical Note, TN, was posted on the NMRA web site at <http://www.nmra.org/index-nmra-standards-and-recommended-practices> in December 2014 for consideration and adoption at this February 2015 NMRA BOD. This report is a significant review of the current Recommended Practices, RP-12.x series that list the dimensions of turnouts that are not included in the Standards, S-3.x series. Although the dimensions listed in the RP-12.x series are not considered when evaluating a turnout conformance to NMRA standards, they are important when constructing a turnout that is prototypically correct and will work correctly.

Since the RP-12 series was last issued (1961 and 1979), NMRA Standards have changed to embrace three scale classes called: *Proto/Fine* (S-1.1, S-3.1), *Standard* (S-1.2, S-3.2) and *Hi-Rail/Deep Flange* (S-1.3, S-3.3). These standards define a total of 46 different scales. The current RP-12 series only covers 7 of these scales (O, S, HO, OO/On3, TT, Hon3 and N). As a result, there was a need to update and expand these RPs to include all the currently recognized scales.

Van Fehr took the lead to study and update the RPs. During his study he found significant problems in fidelity and consistency in the current dimensions. These problems have been corrected as discussed in TN-12. An accompanying Excel spreadsheet will allow the user to determine the appropriate dimensions for all scales.

ACTION: Motion passed

ATTACHMENT M

Agenda Motion # 12 ALWWD

Meeting Minutes Motion # MBOD15022118

(To be entered by the Secretary)

Motion for Regulations Article ____ Paragraph ____

Motion for EHB:

Motion for Policy: C1.1-1E (Amending Authority) - additional section

The ALWWD moves:

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

Rationale: The BOD makes changes to policy or organization alignment or other matters that have an impact on one or more sections of the EHB. There have been multiple motions in the past several years that have not “become effective” because there were not changes made to the EHB. This gives the Secretary and his designate the authority to modify the EHB to be consistent with those motions. The Secretary will work with the motion’s sponsor(s) to make the appropriate changes in a timely fashion.

Action: Motion passed.

ATTACHMENT N

#1000

Strategic Review Committee Report

January 2015

Executive Summary

The Strategic Review Committee was set up at the direction of the BOD at the July 2014 meeting to review the process of implementing the Strategic Review 2019. Its first job was to write the Terms of Reference and then to pull together an update for the BOD for the Half Year Business meeting.

The Committee collated updates on the agreed objectives from the responsible owners.

As a further step, the Committee has also drawn together comments from participants on how the process may be improved.

Terms of Reference

Following the mandate from the BOD, the Strategic Review Committee agreed its Terms of Reference which are set out in Appendix 1. The Committee sought to take into account the requirements placed upon it by the BOD and the Strategic Review 2019 and the anticipated requirements of the strategic review process.

Work performed

The Committee sought feedback from all the responsible parties listed in the Strategic Plan 2019. The status of all objectives with a due date of February 2015 or earlier was requested.

The responses were collated, reviewed and challenged where appropriate. The full output can be found at Appendix 2.

Status of objectives	Number
Complete	18
Ongoing	25
Overdue	0
Close	2
Parking Lot	7
Not yet due	5
Blank	1
TOTAL	58

Actions

The Committee recommends that the BOD formally accepts the closure of completed objectives.

Additionally, two objectives have been recommended for closure or combination with other objectives. These are:

- PL.5 NMRA will employ a full time professional Executive Director, when appropriate

This objective is recommended to be permanently deferred.

The NMRA has had three ED and none have worked out. The NMRA is not complex enough or large enough to justify an ED. If the NMRA was to double its US membership and eliminate the dues discount, there might be justification for an ED position.

The Committee recommends the elimination of all mention of an ED in the EHB and to formally moving all responsibility to reflect what the NMRA has already done by actions (Addressed by CAO, CFO, and Secretary). The CAO fills many of the roles of an ED and other officers have assumed most of the rest of the responsibilities.

- A.0 NMRA is an effective provider of programs and services

The CFO recommends that this Logic Model is combined with A.3 and that the action step for the internal performance audits are done as defined in the EHB (Section O 6.1). Any programs that are suspected of being irrelevant can be reviewed separately. (As an example, the review of MWTM found it to be relevant and important, and recommended that it be expanded if possible and that new modules be developed frequently)

Considerations

Having completed one cycle of the review process it is clear that the Strategic Plan 2019 tasks can be completed without radically changing the status quo or addressing the strategic needs of the organisation. This is a potential flaw and needs to be carefully considered to ensure that the efforts of those involved are maximised.

The Strategic Review 2019 is an operational plan that was pulled together by volunteers, many of whom had no National experience or understanding of how the wider NMRA works. The quality of the logic models is variable and many create work for volunteers without actually improving the current situation. For example, Logic Model H.6: The NMRA recognizes and includes all scales and media in model railroading. The required actions are:

1. Identify all modeling scales currently employed in the hobby
2. Identify all modeling medium currently employed in the hobby (LEGOs, Brio, etc)
3. Identify all "targeted" elements currently employed in the hobby Thomas, Hogwarts, etc)
4. Establish Policy of equal recognition
5. Implement equal recognition policy to include appropriate marketing effort
6. Provide continuing monitoring in the hobby and marketplace to identify emergent elements that need to be addressed by NMRA and NMRA policies.

This logic model will not actually increase membership or improve the value of anyone's experience as a member of the NMRA but could consume a large amount of volunteer time at the expense of other initiatives.

A further example is Logic Model G.5: NMRA membership is 25,000 and growing. The only tasks allocated are “effective recruiting, retention and re-rail” with the expectation of a 1,000 increase of members per year from this task. This is allocated to the President but cannot be delivered by him alone and this will need greater direction than is currently given if this laudable goal is to be achieved.

The volume of logic models (58 in total) is overwhelming and, although 18 have been completed at this point in time, it is too many for any business to address at once. Add to this the lack of volunteers at the National level, this is effectively taking what little resource the NMRA has and using it to spurious advantage.

Recommendations

The Strategic Review 2019 process should be reconsidered. The structure is very detailed but the NMRA needs to consider wider strategic issues and how it can achieve them given its current resourcing levels.

The Western District Director raised this issue in his Half Year Report:

"While there are formal goals included in NMRA 2019, it is not clear how those goals will be attained or even pursued.

This has become increasingly clear through the Strategic Review Process and we recommend that the BOD consider the best process to drive the NMRA forward.

Kathy Millatt
Chair of Strategic Review Committee

19th January 2015

Appendix 1

National Model Railroad Association

Strategic Review Committee

Terms of Reference

To oversee the delivery of the NMRA 2019 strategic plan

- To monitor and review the progress of the 2019 strategy on behalf of the Board, specifically the logic models;
- To clarify interpretation of requirements for individual outcome logic models
- To monitor use of NMRA resources, including requests for physical or human resources not previously approved;
- To act with delegated authority from the Board to amend, curtail or car park any logic models;
- To discuss prioritisation of activities, from a policy point of view, if requested, with those in the NMRA tasked with the completion of logic models;
- To ensure that any new opportunities and benefits are identified and captured; and
- To advise the Board of actions required on their part.

Meeting Frequency

- Review at least twice annually in advance of the Board Meetings
- Ad hoc discussions in between if required

Membership

- Kathy Millatt – Atlantic Director – Chair
- Joe Gelmini – Eastern Director
- Steven August – RAC Director

Appendix 2

Responsible	Delegated to	Logic Model	Description	Due Date - First	Due Date - Last	Comments
President	EHB Review Committee	-	NMRA organizational structure will be of size consistent with internal unity	Blank	Blank	We are the ri further reduc Departments needed.
President	EHB Review Committee, Region Presidents	-	NMRA Regions will authorize subordinate Divisions as may be appropriate and exercise proper oversight of those Divisions	Blank	Blank	A work in pro status should
President	CFO	A.0	NMRA is an effective provider of programs and services	Feb-15	Jul-16	No specific p below, is alre combined wit CFO recomm with A.3 and performance EHB (Section suspected of separately. (A found it to be recommende that new moc
President	IT Dept, CAO	A.1	NMRA Member Database has wider access opportunities	Feb-15	Feb-15	Progress on t there are no prerequisites We are ready program that encounter wi importance a people with k Each member individual pro The review ar been reporte

Responsible	Delegated to	Logic Model	Description	Due Date - First	Due Date - Last	Comments
President	CAO	A.2	NMRA has a cost effective professional office staff	Feb-15	Jul-15	Complete Under period our needs on
President	Dept Heads	A.3	NMRA has an effective performance audit system in place for critical analysis of all NMRA programs	Feb-15	Jul-17	Complete, ac defined proce There has bee past four year The EHB (Seci expectations, for these proj that have fori committee m one formal at the past four Rather than c should do a si and committe annual report contain the o six months ar months. Resource con reflected in th addressed ag
President	Select Committee, Region Presidents	A.4	NMRA makes member satisfaction the number one priority	Blank	Blank	No progress, Member satis negative seer local level for surveys and c More surveys experience. This element and wants an Member Rete manager to w EXACTLY wha of current me

Responsible	Delegated to	Logic Model	Description	Due Date - First	Due Date - Last	Comments
						members...an
President	Performance Audit Committee	A.5	NMRA has investigated and adopted effective practices of other non-profits for internal functions, as appropriate	Blank	Blank	There needs to be the best local practices. These practices are many divisional practices need to be at different levels. Some local officers are implementing best practices. Indifference to change – the freely shared opportunity that we can attract functions – across Department projects known. The cost of updating to new is in progress opportunity for Divisions Hand group for current Work continu
VP-Special Projects	Region Presidents	B.1	NMRA Regions and Divisions effectively communicates with members	Jul-16	Jul-16	Not yet due. Action 2 to be done by divisions.

Responsible	Delegated to	Logic Model	Description	Due Date - First	Due Date - Last	Comments
Publications Dept	VP-Admin, IT Dept	B.2	NMRA Magazine is published as an electronic publication	Jul-15	Dec-17	Review has b work is ongoi business elen
President		B.3	NMRA Communicates effectively at train shows and other public events	Dec-15	Dec-15	Using ideas fr regions and d into model ra together as '
VP-Special Projects	IT Dept	B.4	NMRA has effective internal communications using various media	Feb-15	Jul-16	1 and 2 close Regions and I Rest not yet c
President	Select Committee, Region Presidents	B.5	NMRA has a formal Communication network at all levels	Feb-15	Feb-16	Thanks to Ber and Co., and '
M&TS Dept	Select Committee	C.0	NMRA Annual Convention is the premier Model Railroading event	Feb-15	Jul-16	
President		C.1	NMRA has an effective Industry Liaison in place and operational	Feb-14	Jul-15	Past Presiden admirably an
Education Dept	Edutrain Select Committee	D.0	NMRA has a formal Education and Training Program	Nov-14	Sep-15	MWTM Cha been asked successful M instructional outlined in s completion i the Portland
Education Dept	MWTM Chair	D.1	NMRA Modeling With The Masters is available and presented at the regional level	Feb-15	Aug-16	Dependent c There is no We are neg parts of our the total libr not plan to d The Diamon visual collec

Responsible	Delegated to	Logic Model	Description	Due Date - First	Due Date - Last	Comments
						another solicitation had no funds. There have been CSRM, but that is not a priority. We are in 2015.
President	CFO	D.2	Kalmbach Memorial Library is a world Class research library	Feb-15	Oct-16	Dependent on funding. There is no plan for negotiating to make book collections available to non-member book collections. The Diamond collections as a solicitation for to do digitization. There have been CSRM, but that is not a priority. We are in 2015.
Education Dept	IT Dept	D.3	NMRA Tracks user information and satisfaction with online training materials to facilitate improvement	Nov-14	Sep-16	The registration portion of website. We do have comments on registration and the information. We do have what specific to be built, work on the site. I will discuss with visitors (non-complicated discussion about the site).
Education Dept		D.4	NMRA has an effective education feedback system	Nov-14	Jun-15	To begin this the EduTrain develop Critical programs. Once the Critical they will be posted for discussion.

Responsible	Delegated to	Logic Model	Description	Due Date - First	Due Date - Last	Comments
						Any meaningful reasonable information available for presented at
Education Dept	Select Committee	D.5	NMRA Achievement Program is a highly effective individual knowledge and skill development program	Feb-15	Feb-16	Complete with new approach. The development of an active development review led by project is to cover various points: aid in consistency other elements are documented have in place requirements and do consistently. The one area to be the local divisions. Some seem to care aspect of their achievement.
Education Dept	Select Committee	D.6	NMRA provides primary source education for all levels of leadership and for volunteers	Feb-15	Feb-18	Using the In mails to Reg on both identified potential auc
President	CFO	E.0	NMRA employs professional assistance to complete critical programs, when appropriate	Nov-14	Mar-15	Complete for We have a number of resources which process for in This is subject to change. To do relative to NM CFO.

Responsible	Delegated to	Logic Model	Description	Due Date - First	Due Date - Last	Comments
President	VP-Admin, Region Presidents, Others	F.1	NMRA has a positive effective presence at major National level shows and events	Nov-14	Apr-16	Underway with partnerships; next, partneri
M&TS Dept	Region Presidents, Division Supts	F.2	Increased number of NMRA-run public shows and exhibitions	Blank	Blank	Not yet due
Marketing Dept	Region Presidents, Division Supts	F.3	NMRA has an increased positive presence in local hobby shops	Feb-15	Jul-15	Not yet starte
President	Select Committee	F.4	NMRA has effective affiliation with international model railroad Associations	Feb-15	Feb-16	Underway with new Europea parties upon
Education Dept	Region Presidents	F.5	NMRA has effective youth involvement programs	Feb-15	Jul-16	To date, Reg newsletters existing youth News, eBulle Presidents to occur.
Marketing Dept	Region Presidents	F.6	NMRA has a viable presence on local public broadcast radio and TV	Jul-16	Jul-16	Not yet due
President	CAO, VP-Admin	G.1	NMRA has a 95% member retention rate	Nov-14	Apr-16	A new commi that their goa
President		G.2	NMRA study and adopt recruiting practices that achieve best results	Blank	Blank	Doc Chait we member recr
President	Identified Volunteer	G.3	NMRA study and adopt retention practices that achieve best results	Jul-15	Jul-15	See G.1
President	CAO, VP-	G.4	NMRA has effective "re-	Nov-14	Jul-16	See G.1

Responsible	Delegated to	Logic Model	Description	Due Date - First	Due Date - Last	Comments
	Admin		rail" programs			
President	Select Committee	G.5	NMRA membership is 25,000 and growing	Jul-15	Jul-19	See G.1
President	Membership Select Committee	G.6	NMRA Member data base support identification of volunteers and potential leadership	Feb-14	Feb-15	The mechanism in the sense leadership list is very difficult purely local and personal interest standard for rare and valuable
President	Select Committee, RACD	H.0	NMRA is a single membership vertically integrated Association	Blank	Blank	IRS changes v
President	EHB Review Committee	H.1	NMRA will investigate establishment of Electronic (Web/Internet Based) groups equivalent to Divisions	Jul-15	Feb-17	Once all IT pr for overseas r
President	CAO	H.10	NMRA assigns members to Region and Division based on geographic address of primary residence	Blank	Blank	National assi (boundaries c (geographic b that record is NMRA memb (except votin; homeRegion/ within the NM member. The an alternate c used for any l assignment o Region's geog

Responsible	Delegated to	Logic Model	Description	Due Date - First	Due Date - Last	Comments
President	EHB Review Committee	H.11	NMRA has numerous Special Interest Groups integral to the Association	Feb-15	Jul-16	Done with mo
President	Marketing Dept, VP-Special Projects	H.12	NMRA has a clear positive "Vision" statement	Jul-15	Jul-15	Done per BOI
Board Of Directors		H.2	NMRA has a clear statement of Association Mission	Nov-14	Feb-15	Complete
President	CAO	H.3	NMRA is an effective International Association	Feb-15	Feb-18	Done as show with MOROP
President	Select Committee	H.4	NMRA Leadership is fully visible and available to members	Feb-15	Jul-16	We all answe conventions, handle memk
President	EHB Review Committee	H.5	NMRA Divisions are primary service providers and "Value adders" for members	Blank	Blank	On paper, tru Division is onl
President	Select Committee, Region Presidents	H.6	NMRA recognizes and includes all scales and media in model railroading	Jul-15	Feb-18	But we are st HO organizati preferences r scale neutral.
President	EHB Review Committee, Region Presidents	H.7	NMRA has a clear, simple chain of responsibility	Blank	Blank	Complete
President	EHB Review Committee, Region Presidents	H.8	NMRA 100% Membership clubs are recognized by NMRA for certain purposes but do not substitute for a division	Blank	Blank	Complete

Responsible	Delegated to	Logic Model	Description	Due Date - First	Due Date - Last	Comments
			organization			
President	EHB Review Committee, RACD	H.9	Each NMRA Region has a formal relationship with NMRA national leadership	Blank	Blank	The RAC conc August buildi predecessors
S&C Dept		I.1	NMRA maintains and publishes a listing of items tested for conformance to NMRA standards with results (positive and negative)	Feb-15	Nov-15	Complete
S&C Dept		I.2	NMRA will expand the Standards and Conformance program coverage to provide wider service to the hobby	Jul-15	Jul-16	Not yet due
		PL.1	National Speakers' Bureau			Parking lot
		PL.2	National Writers' Bureau			Parking lot
		PL.3	National Clinics' Bureau			Parking lot
		PL.4	Hire professional fundraising agency and conduct fundraising			Parking lot
		PL.5	NMRA will employ a full time professional Executive Director, when appropriate			Permanently We have had not complex If we were to eliminate the justification for This recomm ED in the EHB to reflect wha (Addressed b

Responsible	Delegated to	Logic Model	Description	Due Date - First	Due Date - Last	Comments
						fills many of t have assumed
		PL.6	NMRA is now known as International Model Railroad Association (IMRA)			Parking lot
		PL.7	NMRA Has an independent Ombudsman to facilitate effective member input communications opportunity			Parking lot
		PL.8	NMRA Regions and Divisions have a common procedure for election of officers			Parking lot