

**MANUAL OF OPERATIONS**  
**for the**  
**ARIZONA DIVISION**  
**of the**  
**PACIFIC SOUTHWEST REGION**  
**of the**  
**NATIONAL MODEL RAILROAD ASSOCIATION**



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**MANUAL OF OPERATIONS**

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## **Section 1 – Introduction and Overview**

The Arizona Division is a division within the Pacific Southwest Region (PSR) of the National Model Railroad Association (NMRA). The NMRA is an international association of model railroaders, headquartered in Soddy Daisy, Tennessee. Among other things, the NMRA serves to establish model railroad standards, enhance the knowledge of its membership, and advance the model railroad hobby.

The PSR has established the geographic boundaries of the Arizona Division as the entire state of Arizona. The Divisions' identification number assigned by the NMRA is: DIVISION 37-03.

The Division has an approved a set of By-laws created by the PSR Region to standardize the basis of operation of all PSR divisions and accommodate the region's 501(c)(3) status. The PSR is responsible for assuring that those By-laws are in keeping with the By-laws of the PSR and the NMRA. The Arizona Division is responsible for this Manual of Operations complying with all the above-mentioned By-Laws. A copy of this Manual of Operations will be filed with the Division Chief Clerk and available to every member of the Division via the Arizona Division website.

Lessons learned from operations of the Division will be included in this manual by appendices. While these may be separate documents, they represent the collect knowledge of the Division.

## **Section 2 - Officers**

The Officers of the Arizona Division make up the voting members of the Division's Executive Advisory Committee and shall consist of:

- Arizona Division Director
- Arizona Division Superintendent
- Arizona Division Chief Clerk / Paymaster

### **Division Director**

The Arizona Division Director is the responsible officer in the Arizona Division through whom the PSR officers' channel all National and Regional information and programs. The Director or a proxy attends all meetings of the PSR Board and will report on the status of the Division and present all questions and initiative actions from the members in the Arizona Division.

[Reference Arizona Division By-Laws Article III, Section 1]

### **Arizona Division Director duties include:**

- 1) The Director shall act as the representative of the Arizona Division in all matters before the Board of Directors of the PSR.
- 2) The Director shall cooperate with the Superintendent in the promoting of the programs and purposes of the Arizona Division.
- 3) The director oversees two Arizona Division committees that tie most strongly into the PSR board: Audit Committee and Convention Committee. These committees are constituted as needed and disbanded when they have finished their duties. The director appoints the committee chairs for these two committees in cooperation with the Superintendent.

### **Arizona Division Superintendent**

The Superintendent is the Executive Officer of the Division. The Superintendent has primary responsibility for the effective functioning of the Arizona Division. Division Committee chairs are appointed by and serve at the pleasure of the Superintendent. Such appointments shall be active as long as the Superintendent who appointed them is in office.

The Superintendent, in concert with the Chief Clerk/Paymaster, authorizes disbursement of Division funds. [Reference Arizona Division By-Laws Article III, Section 2]

**Arizona Division Superintendent duties include:**

- 1) The Superintendent shall be the Executive Officer of the Arizona Division with the total responsibility and authority for the achievement of the purpose of the Arizona Division.
- 2) The Superintendent shall preside at all Meetings of the Members, the Executive Advisory Committee, shall appoint such committees as may be required by the PSR, and such other committees as may be required to further the purpose of the Arizona Division.
- 3) The Superintendent shall authorize and direct the expenditure of all Division funds by the Chief Clerk/Paymaster [Reference Arizona Division By-Laws Article III, Section 2].
- 4) The Superintendent shall cooperate with the PSR through the Director.
- 5) The Superintendent shall be an ex-officio member of all Arizona Division committees, without vote, except for the Executive Advisory Committee.

**Arizona Division Chief Clerk / Paymaster**

The Chief Clerk is functionally the Secretary of the Arizona Division. The Paymaster is functionally the treasurer of the Arizona Division.

The person(s) fulfilling these positions will be appointed by the Arizona Division Superintendent in coordination with the Arizona Division Director. Such appointment shall be coincident with the Superintendent's time in office. The Chief Clerk / Paymaster is not subject to term limits, based on reappointment by an incoming Superintendent.

These jobs may be fulfilled by one or two Arizona Division members. If the job is split, each person has ½ a vote on matters in front of the Executive Advisory Committee.

The Chief Clerk is responsible for the minutes and records of meetings.

The Paymaster is the primary keeper of Arizona Division financial accounts and records and is responsible for paying bills and depositing funds in a timely manner.

[Reference Arizona Division By-Laws Article III, Section 3]

**Arizona Division Chief Clerk duties include:**

- 1) The Chief Clerk shall be responsible for maintaining a record of all current members of the Arizona Division and a record of all persons attending Arizona Division functions.
- 2) The Chief Clerk shall keep minutes of the Annual Meeting of Members and other meetings as needed.

**Arizona Division Paymaster duties include:**

- 1) The Paymaster shall receive and record all monies coming into the Arizona Division treasury and shall deposit them in a convenient bank or Savings and Loan in the name of the Arizona Division with a signature card for withdrawal by either the Paymaster or the Superintendent or another Arizona Division member designated by the Superintendent.

- 2) The Paymaster shall make all disbursements as authorized and directed by the Superintendent.
- 3) The Paymaster shall have the complete financial report and Financial Statements available for examination during the Annual Meeting of Members.
- 4) The Paymaster shall provide informal financial reports to the Executive Advisory Committee, as necessary.

### Section 3 - Elections

The Arizona Division Director, being a PSR Board of Directors member, is elected by the members of the Arizona Division through a process administered by the PSR in accordance with their rules and policies.

The Arizona Division Superintendent is selected by the Division membership in elections held at the Annual Meeting of Members in even numbered years. [Reference Arizona Division By-Laws Article III, Section 4; PSR By-Laws Section 3]

Any candidate is strongly encouraged to submit a statement of his or her relevant qualifications and plan of action for publication in the **Spur Line** and/or electronic election media. A personal photo is optional.

To ensure equity, the Arizona Division will not accept a candidate's statement:

- Exceeding 150 words
- Received after the close of the publication deadline
- Containing false or misleading statements
- Containing offensive or defamatory material

Statements should be confirmed by the Nominations and Elections Chairman, Webmaster, and/or division newsletter editor to ensure that they contain no false, offensive, or defamatory material. The editor is not responsible for the accuracy of candidate statements, however.

Intense campaigning is undesirable and inappropriate. Campaigning by mass communication or during PSR conventions and division events strains the harmony of the organization. PSR and division officials should remain neutral and not make official endorsements under their authority of office. The **Spur Line** should remain free of endorsements.

The use of Division mailing labels on behalf of candidates for office in the divisions is prohibited. Additionally, the Division will not sell or otherwise provide mailing labels, address lists or e-mail lists for campaign purposes.

## **Section 4 - Meetings**

### **Meetings of Members**

The Arizona Division shall hold at least three Meetings of Members each year, one of which shall be designated the annual Meeting of Members. Unless designated otherwise by the Superintendent of the Division, the Annual Meeting of Members will be held in the last quarter of each calendar year and shall coincide with the change of officers. [Reference Arizona Division By-Laws Article II, Section 4]

It is desired that the Meetings of Members be held at various locations around the state to ensure all members can attend at least one meeting in relative proximity to their residence. By tradition and in practice the general location of each meeting is as follows:

<b>DATE OF MEETING</b>	<b>LOCATION</b>	<b>NOTES</b>
Mid-March	Phoenix Area	Central AZ Meet
Mid-June	Prescott Area	Northern AZ Meet
Mid-November	Tucson Area	Southern AZ Meet Annual Meeting of Members

### **Executive Advisory Committee (EAC) Meetings**

The EAC will generally meet at least quarterly in person or electronically as scheduled by the Superintendent to address and work any issues or concerns from any of the division committees.

### **Sub-Division Meetings**

In order to bring the Arizona Division to the members, the Arizona Division has created Sub-Divisions. These Sub-Divisions may be adjusted geographically as needed from time to time. The goal is to have informal meets within each of the Sub-Divisions on a regular basis, ideally quarterly. The Arizona Division will not provide financial support for these meets but will sanction them as an outreach of the Division for insurance purposes.

## Section 5 - Vacancies

A vacancy in any elected office of the Arizona Division shall be filled on an interim basis as indicated below. If an election is required, it should take place within 90 days of the occurrence of the vacancy. [Reference Arizona Division By-Laws Article III, Section 5]

OFFICE VACATED	INTERIM SUCCESSOR
Director	Superintendent
Superintendent	Chief Clerk / Paymaster
Chief Clerk / Paymaster	Member Appointed by Superintendent

If the Superintendent vacates his position during his term and the Chief Clerk / Paymaster job is split, the Director will decide which of these two persons is the interim successor to Superintendent.

## Section 6 – Removal of Officers

Should an elected Officer be suspected of misuse, misconduct, detrimental performance, or malfeasance in office, the officer can be removed via a special election by the following procedures: [Reference Arizona Division By-Laws Article III, Section 6]

- 1) A written petition against the officer signed by at least 30% of the number of Arizona Division Members who voted in the most recent election must be submitted to the Division Superintendent or Chief Clerk / Paymaster requesting a special election for the removal of the officer. The petition must include at least 2 members who are eligible and willing to serve the remaining portion of the term.
- 2) A special election shall be held within 90 days of receipt of the petition. The ballot shall include a Yes/No vote for removal of the officer and a vote for the replacement person from those submitted in the petition should the officer be removed.



## **Section 7 – Committees**

The Chairs of these Committees shall be appointed by the Superintendent and serve during the term of the appointing Superintendent or until relieved. The Superintendent shall provide written notification of the selection of these Chairmen to the PSR, and these chairmen shall be members of the respective Regional Committee. [Reference Arizona Division By-Laws Article IV]

The Arizona Division shall have the following standing committees in compliance with PSR Manual of Operations requirements.

### **Standing Committees**

#### **1) Achievement Program**

This committee is charged with promoting the Achievement Program within the division. The committee evaluates models against requirements laid down by the national organization per the NMRA.ORG website. The chair is responsible for insuring compliance and accuracy on SOQs and Merit Awards submitted to the PSR. The chair shall forward such submissions in a timely manner to the PSR AP Manager. The chair is responsible for timely delivery to members of awards once they are returned from the PSR.

The chair is a member of PSR Achievement Program Committee and shall represent the Arizona Division there.

#### **2) Contests**

This committee conducts contests at division meets: judging submitted models, coaching members on paperwork for submissions, and providing feedback on how a model's score might be enhanced in later contests.

The committee provides ribbons and plaques in accordance with the division contest rules. The chair is responsible for accurate records of submissions, judges utilized, and results.

The chair is a member of PSR Contest Committee and shall represent the Arizona Division there

#### **3) Member Services**

This committee is responsible for maintaining records of members of the Arizona Division from lists provided through the PSR in coordination with the Chief Clerk.

The committee is responsible for promoting membership in the NMRA and PSR at local events, such as swap meets and train shows. This requires a stock of membership literature and application forms.

The chair is a member of PSR Member Service Committee and shall represent the Arizona Division there.

The chair is responsible for appointing a member to represent the Arizona Division on the PSR Public Relations Committee. The chair may be self-appointed to this position.

The chair is responsible to maintain an account (such as Mail Chimp or Constant Contact) which includes lists for:

1. The entire division membership, as updated monthly by the NMRA, plus Snowbirds who are not reported from National, plus members from outside the Arizona Division who wish to be made aware of happenings in the Division.
2. Any subgroup of the above membership as deemed necessary by the division leadership team (such as subdivisions).
3. Other email lists as deemed necessary by the division leadership team.

These lists must include an option for the recipient to opt out from future mailings. They will be available to selected members of the Leadership Team, at the discretion of the Superintendent. The chair will be responsible for forwarding division-wide communications through these lists for members of the Leadership Team who do not have direct access to the Arizona Division account.

#### **4. Nominations and Elections**

This committee is responsible for identification of candidates and conducting Arizona Division elections. Maintenance of an electronic balloting system is part of this responsibility.

### **Additional Committees**

The Superintendent may appoint additional committees to accomplish the goals of the Division as necessary, including but not limited to the following:

#### **1. Activities**

This committee is responsible for hospitality at our meetings and mini meets.

Meet Hosts are responsible for securing appropriate venues for our division-wide meets. They will coordinate the acquisition and presentation of any food or beverages: morning coffee and / or treats, lunch food and drinks, and other snacks such as needed. They assist in scheduling the meet, including clinics, layout tours and other activities related to the meet.

Mini meet organizers will schedule, publicize and coordinate meets within their subdivisions. While focusing on local members, all NMRA members are welcome at these mini meets. Upon request, the superintendent will provide division sanctioning to these meets, thereby extending the NMRA insurance to the mini meets. The Arizona Division will not pay for insurance certificates or provide any financial support to these meets.

## **2. By-Laws and Manual of Operations**

This special committee will be constituted as needed and is responsible for revising Arizona Division bylaws and updating this Manual of Operations. These shall be in line with the PSR requirements and still be consistent with the Arizona Division methodologies. Once these documents have been approved, the committee shall be suspended.

## **3. Communications**

The primary task for this committee is the publication of the Arizona Division Spur Line newsletter. There may be other tasks as needed from time to time.

## **4. Member Aid**

The Member Aid Committee exists to help NMRA members (and survivors) in Arizona. This may be part of the Membership Committee or a separate committee. This aid includes:

- A. Member to member connection - being the focal point for members needing assistance with their model railroading. Maintain a contact list of members' talents and interests so that members in need can be connected with the appropriate member to help.
- B. New member assistance - contacting new members who join the Arizona Division and connect them with a mentor to enhance their experience after joining the NMRA. The goal is retention. This requires coordination with the membership committee.
- C. Estate Counseling - helping members position themselves within their hobby for future changes in life status.
- D. Deceased member assistance - coordinating the resources to assist the family when a NMRA member passes away. Assistance with layout removal, disposition of assets, etc.

## **5. Donations Acquisition**

This committee is responsible for soliciting donations for the Arizona Division (cash & door prizes). In addition, this committee will coordinate the collection, storage and disposition of physical assets donated to the division. Tax identification letters will be sent by this committee in conjunction with the Superintendent.

## **6. General Interest**

This committee is responsible for activities of interest to Arizona Division members and their families.

These activities may be in conjunction with, but not limited to, a hosted convention.

## **7. Public Relations**

This committee is responsible for promoting the NMRA in general and the PSR and Arizona Division specifically throughout local media and public or private events, such as swap meets and train events.

## **8. Technology**

This committee is responsible for providing or coordinating availability for audio/video equipment, computers, and projectors for Arizona Division meets. This includes support for internet-based meets.

## **9. Social Media**

This committee is responsible for the presence of the Arizona Division on social media.

## **10. Web Site**

This committee is responsible for the [azdiv-nmra.org](http://azdiv-nmra.org) website and email forwarding capabilities.

Any members of this committee called upon to provide website and email forwarding services for Arizona Division sponsored PSR conventions would simultaneously be members of a division level committee and a regional level committee.

## **Special Committees**

The Arizona Division Director appoints the following special committees as needed, who will report to the Director.

### **1. Audit**

When the director is called upon to create an Audit Committee, they shall appoint three members in good standing of the Arizona Division, one being the chair. This committee shall review the financial books and records and report its findings to the Executive Advisory Committee.

### **2. Conventions**

From time to time, usually every four years, the Arizona Division is called upon to host the PSR convention. Approximately two years in advance of such hosting, the Director (in cooperation with the Superintendent) shall appoint a chair for the convention committee. This chairman will be the chief operating officer for the convention and may constitute such committees and recruit such committee members as is deemed necessary.

## Section 8 - Publications

The official publication of the Arizona Division shall be the ***Spur Line***. The Communications Committee shall be responsible for generating the publication with input and information from the Division. The ***Spur Line*** shall be published at least 3 times per year, ideally shortly after each Division Meeting. [Reference Arizona Division By-Laws Article V]

All official meetings of the membership shall be published in the ***Spur Line***.

The ***Spur Line*** will be published to the Division Web site as the primary means of distribution. A division-wide email will announce the availability of the latest ***Spur Line***.

## Section 9 – Conventions

When the Arizona Division is selected to host the PSR convention, the PSR Manual of Operations has extensive information on preparing and conducting the convention. [Reference PSR MOO Section 10]

## Section 10 – Contest Rules

The Arizona Division shall follow the PSR Contest Rules for all Division Contests. The Contest Manual is available on the PSR web site. [Reference PSR MOO Section 11]

## Section 11 – Division Awards

The purpose of this section is to set forth a procedure for recognizing meritorious service within the Division. All awards will be presented at the annual PSR Convention. [Reference PSR MOO Section 12]

Division Member of the Year- Will be selected by the Division and shall be awarded to a person, or persons from the Division for outstanding service. When a member's contributions to the Division warrant recognition, any member of the Division may nominate said member to the Executive Advisory Committee of the Division. The EAC will solicit a second to the nomination, which can come from any other member of the Division, or from a member of the EAC. The nomination will be placed on the next EAC Meeting Agenda. At the meeting, the Committee will review the nomination(s) and vote on making the award based on that member's service. Absent a nomination from the membership, the officers of the Arizona Division may agree upon a recipient.

Confidentiality is imperative in nominating, soliciting a second, and voting on this award. No one likes to be nominated for something, especially among friends and peers and find out they were not given the award.

## Section 12 – Financial Accounts

The Arizona Division shall maintain financial accounts at an institution that is a member of FDIC or FSLIC. Signatories on the account shall be the Paymaster and the Superintendent and/or an alternate appointed by the Superintendent. [Reference PSR MOO Section 13]

The PSR corporate financial fiscal year-end shall be set at Midnight October 31st for federal and state corporate filing and reporting purposes. Individual PSR Divisions shall adopt this same date for their fiscal year ends to unify the PSR 501(c)-3 non-profit corporation yearly reporting requirements.

Audits of the accounts shall be at the discretion of the Superintendent.

## Section 13 – Membership

Rights and Rules of Arizona Division Members are specified in the Division By-Laws [Article II] and the PSR Manual of Operations [Section 14].

You **DO** have to be a member of the Division to:

- Run for or be elected to a Division office
- Vote in any Division elections
- Be appointed to a Division office
- Participate or vote in Division business meetings

You do **NOT** have to be a member of the Division to:

- Attend Division events
- Present clinics at Division events
- Buy or sell items from Swap Meet tables, Silent Auctions, or Hobo Auctions

## **Section 14 – Amendments**

This Manual is intended to aid the Division in reaching the objectives of the organization. It may be amended by a majority vote of the Arizona Division Leadership Committee at any regular meeting or special meeting called for that purpose. This document shall be reviewed at least every two years by the By-Laws and Manual of Operations Chairman and updated as necessary by the EAC.

### **REVISIONS AND REVIEWS LOG**

Initial Draft – 8/4/23. Derived from PSR MOO and SDDIV Draft MOO.

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