

**POTOMAC DIVISION EXECUTIVE HANDBOOK
POSITION DESCRIPTIONS**

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Throughout this Section, the following abbreviations are used:

- BOD = Board of Directors of the Potomac Division, Mid-Eastern Region, NMRA, Inc.
- EHB = Executive Handbook of the Potomac Division, Mid-Eastern Region, NMRA, Inc.
- MER = Mid-Eastern Region, NMRA, Inc., a Maryland Corporation
- NMRA = National Model Railroad Association

Member – Board of Directors

Elected by: Potomac Division Members
Reports to: Superintendent, Board of Directors and Members of the Potomac Division.

The Potomac Division Board of Directors consists of the five Officers (Superintendent, Senior Assistant Superintendent, Assistant Superintendent, Clerk, and Paymaster. Duties and responsibilities fall into three broad categories, as outlined below.

General Responsibilities – All Members

The Potomac Division Board of Directors has the overall responsibility for the Division, its activities and its operations. Each of the five members of the board has responsibilities similar to those in any non-profit organization. Using the terminology found in advisory literature:

1. “Duty of Care” – paying attention to what’s going on, taking action when needed.
2. “Duty of Loyalty” – avoiding conflict of interest, putting the organization’s interests ahead of one’s own personal interests.
3. Responsibility to further the mission of the organization. More specifically, for the Division, each board member should:
 - A. Becomes generally familiar with the Division Executive Handbook.
 - B. Be guided by the fact that they were elected by the Division membership.
 - C. Before each Board meeting, communicates with the Division Clerk about needed agenda items (the Clerk will send a request for this information).
 - D. Before each Board meeting, for each motion that a member proposes, provides to the Clerk the text of such motion and any supporting statements, documents, etc., on or before the deadline set by the Clerk for the submission of such motions. Any motions not complying with this provision may be added to the agenda only if another Board member seconds the addition of such non-complying motion to the agenda.
 - E. Attend all meetings of the Division Board of Directors. Comes prepared to deliberate and vote on the issues to be presented that do not involve a personal conflict of interest.
 - F. Attends the Division Convention or miniConvention (miniCon) at which the Division’s Annual, i.e. membership Meeting is held.

Specific Responsibilities:

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Each of the five Officers has specific responsibilities associated with their office (for example, the Superintendent presides at Board meetings, the Clerk takes minutes, etc.). These responsibilities are detailed elsewhere in this EHB chapter.

Responsibility for Assigned Activities and Standing Committees

Each Division activity or Standing Committee will be assigned to a Board member by the Division Superintendent. That board member will:

1. Becomes familiar with the workings of each assigned activity (for example: Ballot Committee, Photo Contest, etc.) to permit carrying out item 2, below.
2. Represents that activity to the rest of the Division's Board of Directors.
3. Assists the person responsible for that activity, as appropriate.
4. While performing items 2 and 3 above, avoiding micromanaging (when possible).
5. With help from the Superintendent, actively recruits people to head up the activity when a vacancy occurs.
6. Produces an Executive Handbook job description for the person responsible for the activity.

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Potomac Division Superintendent

Elected by: Division Members.

Reports to: Board of Directors and Members of the Division.

Position Summary

The Superintendent shall be the principal executive officer of the Potomac Division of the NMRA and shall be subject to the control of the Board of Directors, shall in general supervise, control, and be responsible for all of the business and affairs of the Division. When present, the Superintendent shall preside at all meetings of the members and act as Chairperson of the Board. Except as otherwise provided, the Superintendent is the only Officer of the Division authorized by the Board of Directors and the Bylaws to make commitments for the Division. In general, the Superintendent shall perform all duties incident to the office of Superintendent and such other duties as may be prescribed by the Board of Directors from time to time. The Superintendent shall present a general report at each meeting of the members.

Specific Responsibilities:

1. Attends NMRA MER conventions within reasonable distance and cost;
2. Interfaces with the MER and NMRA;
3. Promotes the NMRA, the MER, and Division to relevant clubs and organizations within the territory;
4. Makes certain that Division operates on a sound business basis at all times;
5. Act as tiebreaker on any votes at Board meetings; allows all others to vote first;
6. Runs board meetings according to ***Roberts Rules of Order Newly Revised***;
7. Every year with input from the other Board Members, produces a "Report of the Division" to the MER Vice President for publication in the MER publication, **The Local**.

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Potomac Division Senior Assistant Superintendent

Elected by: Potomac Division Members

Reports to: Superintendent, Board of Directors and Members of the Division.

Position Summary

- A. In the absence of the Superintendent, upon the Superintendent's request, or in the event of the Superintendent's inability or refusal to act, shall perform the duties of the Superintendent, and when so acting shall have all the powers of and be subject to all the restrictions upon the Superintendent;
- B. Shall serve as Superintendent during any suspension or upon the office becoming vacant; and
- C. Shall perform such other duties as from time to time may be assigned to the Senior Assistant Superintendent by the Superintendent or by the Board of Directors.

Specific Responsibilities:

- 1. Performs those duties and accept those responsibilities as assigned by the Superintendent including oversee planning and execution of the Potomac Division Conventions or Miniconventions (miniCon);
- 2. Reviews the Bylaws of the for compliance with MER and NMRA requirements and presents the findings to the Division Board of Directors;
- 4. Interacts with the other MER Divisions. This could include becoming a member of each of the other MER Division's e-mail list. Signs up to receive each of the other MER Division's newsletter;

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Potomac Division Assistant Superintendent

Elected by: Division Members

Reports to: Superintendent, Board of Directors and Members of the Division.

Position Summary

- A. In the absence of the Superintendent and Senior Assistant Superintendent, upon the Superintendent's or Senior Assistant Superintendent's request, or in the event of the Superintendent's or Senior Assistant Superintendent's inability or refusal to act, shall perform the duties of the Superintendent or Senior Assistant Superintendent and when so acting shall have all the powers of and be subject to all the restrictions upon the Superintendent or Senior Assistant Superintendent;
- B. Shall serve as Superintendent or Senior Assistant Superintendent during any suspension or upon the office becoming vacant; and
- C. Shall perform such other duties as from time to time may be assigned to the Senior Assistant Superintendent by the Superintendent or by the Board of Directors.

Specific Responsibilities:

- 1. Performs those duties and accept those responsibilities as assigned by the Superintendent.
- 2. Attends all Division Board of Director meetings.
- 3. Shall maintain the email notification system using the most current NMRA Division membership list;
- 4. Shall send out email notifications for Division Activities which includes Division Open Houses, Division Clinics, and Division Conventions or Miniconventions;
- 5. Shall work with the Senior Assistant Superintendent in the development of needed bylaw amendments or changes in Division policy or procedures.

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Potomac Division Clerk

Elected by: Division Members

Reports to: Superintendent, Board of Directors and Members of the Division.

Position Summary

The Clerk shall be responsible for the draft agenda for meetings of the Division's Board of Directors, the official minutes of Division Annual Meeting, the official minutes of Division Board meetings, the Executive Handbook, the Roster, and the Staff News, and responsible for maintaining the current records and legal documents of the Division, except for those pertaining to membership and financial records.

Specific Responsibilities:

1. Insures that advance notice of the Division's Annual Meeting is published in **The Potomac Flyer** in accordance to the required advance notice informing members as to the time and place of the Annual Meeting, attend the meeting, take minutes, and circulate a signup sheet at the meeting to record who was present for quorum determination purposes;
2. Attends all Division Board meetings, taking an active part in the deliberations and voting;
3. Drafts an agenda for meetings of the Division's Board: solicits agenda items from meeting participants and others as appropriate, prepares and distributes written agenda based on the foregoing input;
4. Takes minutes of Division's board meetings, distributes draft minutes for review and comment, maintains "official" set of minutes which record actions of the Division's board, circulates a signup sheet at Division's board meetings to record who was present for quorum determination purposes;
5. Maintains the master copy of all sections of the Handbook, distributes copies of revised sections to Division's board members and others as appropriate, and initiates updating when needed;
6. Maintains and distributes the Division's Roster which gives names and contact information for Division's officers, Board members, and Committee Chairmen;
7. Shall distribute minutes of the Division's Annual Meeting, Board of Director's meetings and any Special Meetings to the Division's Board of Directors within sixty days (60) of said meeting
8. Responsible for maintaining all records including all historical written records and historical materials belonging to the Division in a safe and orderly manner.

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Potomac Division Paymaster

Elected by: Division Members

Reports to: Superintendent, Board of Directors and Members of the Division.

Position Summary

The Paymaster shall have charge and custody of, and be responsible for all funds of the Division and in general perform all duties incident to the office of Paymaster and such other duties as from time to time may be assigned to the Paymaster by the Superintendent or by the Board of Directors.

Specific Responsibilities:

1. Maintains the financial records of the Division, keeping a record of all funds received and paid out by the Division.
2. Supervises the prompt deposit of all funds accruing to the Division in accounts in banks as approved by the Board of Directors.
3. Pays immediately all vouchers and bills from the various Officers, Directors at Large, and Committee Chairmen up to the budgeted amount of each account for which the bill or voucher is submitted. However, the Paymaster:
 - a. May defer payment of a bill or voucher which appears to the Paymaster not to be within the scope of the account for which it is submitted until the Board of Directors approves payment to the extent determined to be appropriate, and
 - b. Shall not pay bills and vouchers that exceed budget unless the Board of Directors approves payment to the extent determined to be appropriate.
4. Ensures that all bank accounts shall be corporate accounts requiring a single signature of the Paymaster, Superintendent, or Clerk, and shall ensure that the proper signatures are changed promptly on all accounts with each change in administration.
5. Submits a written financial report to the Board of Directors in advance of each Board meeting and the Annual Membership Meeting, and provides the end-of-year financial report to accompany the proposed annual budget.
6. Provides any financial information required for preparation of the Division Annual Report that is submitted to the region.

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Official Photographer

Appointed by: Superintendent
Approved by: Board of Directors
Reports to: Assigned Director

Position Summary:

Attends the Division Convention and records all aspects of the proceedings at Clinics, Contest Room, Banquet, and other events as deemed either necessary or of interest to the members of the Division at large for further distribution via **The Potomac Flyer** or via Division web pages.

Specific responsibilities:

1. Photographs any and all events, participants of clinics, and other ongoing events transpiring at the Division conventions;
2. Photographs any and all models entered in the Contest Room; obtains results thereof to capture those models that win 1st place and/or Special Awards;
3. Provides publication quality photography to the Editor of **The Potomac Flyer**, as needed for coverage of the Division's events;
4. Retains an archive of photographs of the Division's events;

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Nominations and Elections Committee Chairman

Appointed by: Superintendent
Approved by: Board of Directors
Reports to: Board of Directors

Position Summary

The Nominations and Elections Committee Chairman shall be responsible for developing a slate of qualified candidates for the available offices for each Division election, and for seeking candidates based on needed qualifications for the position being filled.

Specific responsibilities:

1. Follows the provisions of Division Policy in leading the nominations process.
2. Keeps the Superintendent informed of progress or problems concerning the slate of qualified candidates.
3. Coordinates with the Ballot Committee, Superintendent, and the Editor of **The Potomac Flyer** for creating the ballot.

The Nominations and Elections Committee Chairman shall receive, tabulate, and report a true and accurate counting of the paper ballots cast in a Division election, and combine that counting with the report of any electronic voting to give a true and accurate counting of all votes cast in an election.

Specific responsibilities:

1. Provides input, as needed and appropriate, to the Nominations Chairman on the format of future ballots.
2. Receives and tabulates paper ballots of Division elections and a report of the electronic voting.
3. Communicates the election results to the Superintendent, and the Editor of **The Potomac Flyer**, as per Potomac Division Policy.
4. Retains the ballots until notified that their destruction has been authorized by a vote of the Division Board of Directors.

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Newsletter Editor: **The Potomac Flyer**

Appointed by: Superintendent
Approved by: Board of Directors
Reports to: Director assigned to oversee the publication.

Position Summary

The Editor is responsible for preparing, editing, and producing the official newsletter publication of the Potomac Division, **The Potomac Flyer**, in accordance with the Bylaws. The Editor is required to publish a quality newsletter at least four times per year within the budgetary guidelines, solicit articles and photographs of general interest; acknowledge receipt of all information received, edit articles, provide typesetting, layout, and paste up services, produce camera-ready-copy, and deliver the camera-ready-copy and related artwork to the Publisher in a timely fashion.

The Potomac Flyer serves as in-house publication and will contain all official articles of the organization and information of general interest to the membership. **The Potomac Flyer** must be presented as an image-building device for gaining membership and maintaining membership interest. The Editor must exercise sound judgment and editorial expertise for producing a uniform and pleasing tone to the publication.

All issues concerning **The Potomac Flyer** production shall be so designed as to conform to budgetary restrictions.

Specific responsibilities:

1. Keeps the Superintendent informed at all times.
2. Strives to come in at, or under budgeted amount each time.
3. Provides quality production.
4. Produces uniform quality and tone of the publication.
5. Acknowledges in writing (by postcard or formal e-mail) to the authors to confirm receipt of article(s) and indicate the anticipated edition date the article may appear in **The Potomac Flyer**.

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Newsletter Publisher: The Potomac Flyer

Appointed by: Superintendent
Approved by: Board of Directors
Reports to: Director assigned to oversee the publication.

Position Summary

Responsible for preparing, layout out and arranging for production the official publication of the Potomac Division, **The Potomac Flyer**, in accordance with the Bylaws. The newsletter Publisher is required to publish a quality magazine at least four times per year within the budgetary guidelines, solicit articles and photographs of general interest working closely with the Editor and the materials provided from the Editor to produce **The Potomac Flyer** in a timely fashion.

The Potomac Flyer serves as in-house publication and will contain all official articles of the organization and information of general interest to the membership. **The Potomac Flyer** must be presented as an image-building device for gaining membership and maintaining membership interest. The Publisher must exercise sound judgment and expertise for producing a uniform and pleasing tone to the publication.

All issues concerning **The Potomac Flyer** production shall be so designed as to conform to budgetary restrictions.

Specific responsibilities:

1. Keeps the Superintendent informed at all times.
2. Strives to come in at, or under budgeted amount each time.
3. Provides quality production.
4. Produces uniform quality and tone of the publication.
5. Provides an electronic copy of **The Potomac Flyer** for posting on the Division website and for Mailchimp (or an equivalent service) distribution by the Computer Clerk. Sends announcement of publication of the *Potomac Flyer* as it becomes available to the MailChimp list. The distribution email contains a cyber link to the *Flyer* as MailChimp does not support distribution of an actual file.

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Achievement Program (AP) Manager

Nominated by: Division Superintendent.
Nomination Approved by: Board of Directors and Regional AP Officer
Appointed by: **Achievement Program Manager, MER, NMRA**
Reports to: **Achievement Program Manager, MER, NMRA**

Position Summary

The Division AP Manager is responsible for implementing, administering, managing and supervising the National Model Railroad Association (NMRA) Achievement Program (AP) for the Potomac Division by performing the duties described in Section J.3.2 of the NMRA Executive Handbook, “National Model Railroad Association Achievement Program Operating Procedures”. The Achievement Program Manager is responsible for becoming familiar with and following the described duties. The AP Manager receives and reviews for content and completeness all Division AP applications, and if approved, forwards those applications to the MER AP Chairman for processing. The AP Manager presides over the distribution of the AP Merit Award certificates to the award recipients, or by mail, or at the Divisional or Regional convention awards ceremony when possible.

The AP Manager should be responsible for developing a Divisional publicity program for encouraging wider membership participation in the Achievement Program and diligently publicize the AP in **The Potomac Flyer** and at divisional, club, and small individual gatherings.

The AP Manager should keep a record of all finances incurred with the promotion and administration of the regional Achievement Program.

The program should be administered with a positive attitude towards “How can we help you qualify for an award?” A positive emphasis should be stated by fostering a “Thank you for spending your time volunteering, authoring, being an Officer, etc., here is a token of our esteem”.

Specific responsibilities:

1. Keeps the Superintendent informed of Divisional AP activities at all times.
2. Prepares reports for the Board of Directors meetings as requested.

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Layout Tour Committee Chairs North and South

Appointed by: Superintendent
Approved by: Board of Directors
Reports to: Board of Directors

The Chairs should oversee the solicitation of volunteers to host open house visits of their model railroad layouts and work closely with the Editor of the *Potomac Flyer* and the Webmaster to insure adequate and well in advance advertisement of the dates and locations of these events to maximize attendance

The Chairs may recruit additional volunteers to their committees as needed to assist in these efforts. The Chairs' responsibilities will include:

1. Solicit volunteers by telephone or other means several months in advance to fill the posts of greeter¹, photographer² and reporter³ for each open house;
2. Send each of these volunteers information detailing their duties;
3. Maintain contact information for each volunteer and communicate reminders to volunteers about their appointed days of service and answer any questions volunteers may have regarding their duties;
4. Maintain a spreadsheet detailing the current year's open houses with columns for each of the three volunteer positions required for each open house (*this could be as many as 36 individuals, but efforts to accomplish multi-tasking of roles as well as having repeat performances is encouraged*);
5. Report the status of volunteers to the Superintendent and the respective hosts;
6. Insuring that yard signs are provided to the host or greeter for each open house in a timely manner.

¹The greeter should:

- i. Arrive early to the host's home and introduce themselves to the host;
- ii. Define the locations of the layout, refreshments, and bathroom
- iii. Determine whether the reporter and photographer are in attendance
- iv. If either or both fail to attend, the greeter should serve as either additional role or both, or recruit someone on site to fill in;
- v. Confirm that the yard signs were delivered to host home and place them on host's law to attract attendees;
- vi. Collect yard signs at the end of the open house and arrange for their return to stock;

- vii. Ask host for a card table or equivalent at the entrance to greet all attendees to see that every visitor signs in (including neighbors, spouses, and children), as well as the greeter, too, and to distribute Division literature (brochure, membership forms, NMRA benefits;
- viii. Remain at the table within reason;
- ix. Insure unwanted visitors do not enter the home, again, within reason;
- x. direct visitors to the layout room, refreshments, bathrooms as needed;
- xi. if host does not object set up a donation box marked “for Potomac Division members who wish to make a donation to the Division”.

²The photographer should:

- i. Introduce themselves to the host;
- ii. Determine whether the reporter and greeter are in attendance;
- iii. If either or both fail to attend, the photographer should serve as either additional role or both, or recruit someone on site to fill in;
- iv. Photograph the layout – more photos beats too few.
- v. Prepare a list of captions for his photos that get sent to the Editor of the *Potomac Flyer*

³The reporter should:

- i. Introduce themselves to the host and ask questions of the host about his layout for the article in the *Potomac Flyer* and for the web site;
- ii. Determine whether the photographer and greeter are in attendance;
- iii. If either or both fail to attend, the reported should serve as either additional role or both, or recruit someone on site to fill in;
- iv. Observe how the event is progressing – how many attendees, their reactions/experiences, general impressions, etc.;
- v. Write an article/report about the event and send that to the Editor of the *Potomac Flyer* and for the Webmaster.

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Computer Clerk

Appointed by: Superintendent
Approved by: Board of Directors
Reports to: Superintendent

This position requires slightly more computer and Internet skills than just word processing and e-mail skills abilities. There should be at least one Assistant Computer Clerk to ensure availability and continuity. The Assistant Computer Clerk could be the elected Clerk given possession of adequate skills by that person.

- A. The Division Computer Clerk is responsible for the maintenance of the Division's electronic databases dealing with membership, records, files, and email notification (MailChimp).
- B. Shall perform such other duties as from time to time that may be assigned the Division Superintendent of by the Division Board of Directors.

General responsibilities include:

1. Performs those duties and accept those responsibilities as assigned by the Superintendent.
2. Attends all Division Board of Director meetings.
3. Shall maintain the Division's electronic records and update as necessary.
4. Shall maintain the Division's membership records by extracting the necessary information from membership extracts provided by NMRA- National and NMRA- Mid Eastern Region.
5. Shall maintain the email notification system using the most current NMRA Division membership list.
6. Shall correlate the common information between the NMRA- Mid Eastern Region membership extract and the Division's email notification database (mailchimp).
6. Shall coordinate with the Division website manager, group manager, and newsletter editor, and send out email notifications for Division Activities which includes Division Open Houses, Division Clinics, and Division Conventions or Miniconventions.

Specific responsibilities include:

1. Processing the monthly PD extract out of the monthly MER membership Excel file provided by the MER Business Manager.
 - 1.1. Send the welcome and lapsed message to affected members as appropriate.
 - 1.2. Messages concerning "lapsed" membership is delayed two months to allow time for renewals to propagate to the PD from National.

2. Retain the Contact List previously used by PD. This list contains information for former PD members, including those transferred when Chesapeake Division was formed.
3. Perform all functions for sending bulk e-mail to members using MailChimp.
 - 3.1. Maintain the email address lists on MailChimp updating monthly on receipt of the monthly PD extract out of the MER membership Excel file, by adding new members and deleting those whose are no longer PD members.
 - 3.2. Maintain the list of NMRA members who live outside the PD, but have requested that they receive emails about PD events and activities. These members include MER and NMRA officers & officials, and within reason people who previously were PD members, but have moved away. These members will be designated as "Outside PD" in the MailChimp mailing list.
 - 3.3. Send messages to the MailChimp list promoting PD meets and activities, such as Open Houses, Clinic events, the annual miniCon, Annual meeting & elections, etc. All events, except the Annual meeting and elections will be sent a minimum of ten (10) days prior to the event. The Annual meeting and election notice will be sent as specified in the PD bylaws.
 - 3.4. Use the MailChimp functions Open Tracking and the "Reports" for each sending. These are useful because they capture and report bounced emails and show when each person actually opened the email.
4. Maintain the email accounts on the PD web site host (currently 1-and-1). Position-based email addresses (e.g., Superintendent, Clerk) can be either mailboxes on the web host or an e-mail alias that forwards to the incumbent, e.g., e-mail sent to superintendent@potomac-nmra.org can automatically be forwarded to another account.
5. Manage the provision of free web pages for member's layouts.
6. Assist the Web Master as necessary.
7. Support maintenance of the PD files on the web site. All relevant PD records and files are maintained under <http://potomac-nmra.org/PDRecords>. The records are protected with a UID and password accessible only to authorized PD officers and officials.

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Web Master

Appointed by: Superintendent
Approved by: Board of Directors
Reports to: Superintendent

Position Summary:

The Website Manager is responsible for the administration and upkeep of the Division's website.

Specific Responsibilities include:

1. Maintenance of the Division's website's domain name and content to keep it accurate and current.
2. Coordinates Division information posted on the Division's website with those responsible to assure the posted information is consistent between the Division's newsletter, Division group page and email notification database.
3. Provide recommendations on Division website guidelines regarding demeanor, content, and quality of materials to be posted on the Division website to the Division's Board of Directors for their review and adoption.
4. Design of the website, supervision of other Division members that are a part of the website committee dealing with page design and programming, and the visual and aesthetic aspects of the website making change recommendations to the Division's Board of Directors for their review as necessary.
5. Monitoring the size of the Division's website to ensure allowed bandwidth and disk space is not exceeded.
6. Plan future growth, requirements and limitations of the Division's website and provide recommendations to the Division's Board of Directors for their review and adoption.

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