

# NMRA BULLETIN

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**Have you changed your address or  
other membership information?**

**Notify NMRA Headquarters**

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2024 NMRA National Convention Dates and National Train Show Reservations:  
Long Beach, California August 4 - 11, 2024 (<https://surfliner2024.org/>)  
Train Show Booth Reservations—Jenny Hendricks Registrar - P.O. Box 1328, Soddy Daisy, TN 37384-1328  
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• 2025 Novi, Michigan

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## BOARD ADOPTS PRINCIPLES TO ENCOURAGE GREAT LEADERS

BY CHRIS PALERMO, AT-LARGE NORTH AMERICA DIRECTOR

**O**ur association depends upon the continuing substantial contributions of time from members, virtually all of whom are volunteers, for its success. Fair, timely, and respectful treatment of every member is the hallmark of success for every leader in NMRA and contributes greatly to member satisfaction and retention. Recognizing these truths, NMRA's Board of Directors recently adopted the leadership principles reviewed in this article. Starting now, NMRA expects all members in a National, Region, or Division office or leadership position to conduct themselves according to the principles described below. These expectations apply to all National, Region, and Division directors, officers, and committee and department chairs, collectively termed "Leaders" below.

While NMRA's national leadership has prepared these principles and will abide by them, they also reflect the reasonable expectations of every NMRA member. Reporting, complaint, and disciplinary procedures are intentionally omitted from this document; contact the General Counsel if you are interested in the status of those issues. Instead, these principles aim to build and develop better Leaders, not to create a framework for disciplining or removing a Leader.

**1. Courteous and respectful treatment of every member.** NMRA accepts membership applications from the public. Consequently, some members will be negative, critical, difficult, or disruptive. Nevertheless, regardless of the place, forum, or communications medium — in-person, in a virtual meeting, or by email — a Leader will refrain from responding (verbally or in writing) in anger, shouting, bullying, misusing "cc" or "bcc" facilities to humiliate others, or name-calling. Every Leader will control their emotions, control anger, and negative impulses. Every Leader will take the time to get emotions in check and respond when they can do so courteously and civilly.

**2. Positive and friendly demeanor.** Consistent with the prior principle, in all communications and NMRA events, a Leader will strive to project a positive and friendly personality that welcomes others. A Leader who is unable, based on personal circumstances, to adhere to this principle must consider not attending an event or engaging in relevant communications.

**3. Timely communications and actions.** A Leader will respond in a timely manner to communications concerning NMRA business. "Timely" does not always mean "today," and personal circumstances can cause reasonable delays. In general, a Leader will review and respond (if necessary) to NMRA-related email messages at least once every two weeks and will return NMRA-related phone calls within one week. A Leader will act on any agreed action item, responsibility, or obligation within the agreed-upon timeframe or, if none, within a reasonable timeframe or notify each affected member of the reason for a delay. Recurring delays of months to years are inconsistent with effective leadership.

**4. Responsiveness to requests of NMRA national leaders, department chairs, and employees.** NMRA's success depends in part on the ability of national leaders, department chairs, and employees to obtain information from Regions and Divisions. Every Leader accepts their position with the obligation to support and collaborate with the national organization. Consistent with the first principle above, a Leader will respond in a timely manner to requests from NMRA national leaders, department chairs, and employees, including requests for reports, data, and answers to questions.

**5. Attitude and focus on service.** A Leader will serve in their leadership position, understanding that their primary duty is service to other members. When faced with a challenge, a Leader will resolve the issue by considering what path leads to the best service for members. Service connotes action; rather than merely "being in the room," a Leader actively engages in the business of NMRA and each meeting or event.

**6. Avoidance of neglect.** An effective Leader follows through on every commitment. A Leader will not accept a role, responsibility, or obligation with the knowledge or intent that the Leader cannot fulfill or complete the role, responsibility, or obligation. A Leader will promptly notify another Leader as soon as the Leader knows that the Leader cannot fulfill or complete a role, responsibility, or obligation.

**7. Disagree, then support.** A Leader is free to reasonably and respectfully disagree, at an appropriate time, place, and manner, with the recommendations, opinions, or decisions of another Leader. However, after a decision has occurred in accordance with proper governance processes of the National, Region, or Division organization, a Leader will fully support the decision in exercising their office regardless of any past disagreement or contrary opinion. Persistent public criticism of settled or decided issues is inconsistent with this principle.

**8. Honesty, fair dealing, and self-interest.** Integrity is a key characteristic of a Leader. A Leader will be honest in all aspects of their leadership and treat every member fairly. A Leader will refrain from any act or negligence that could create the perception of dishonesty, unjust enrichment, or elevating a personal interest above the general good of the organization.

**9. Coaching other leaders.** NMRA expects Leaders to coach other Leaders respectfully to adhere to these principles. This means that when another Leader departs from these principles, a Leader will suggest a course of action consistent with these principles without disparaging or criticizing the other Leader.

By adhering to these principles, NMRA leaders can help welcome, serve, and retain our most important asset—our members. We look forward to your support of these principles. Please contact the author with any questions at [alnadir@nmra.org](mailto:alnadir@nmra.org).

## BEVERLY FARNHAM

EARNs

MASTER MODEL RAILROADER® #743

As a young adult and mother, my husband was transferred to Germany from 1965 to 1968. While we were sight-seeing, we walked into a local store and found the toys were on the second floor, so we went up to look around; I saw a huge area of the most interesting German houses and buildings I had ever seen. I purchased a number of the kits because they looked easy enough to put together. I built the kits, bought a Bachmann train set at the BX (Base Exchange), and then set them up under the Christmas tree for the family to enjoy. When I returned to Germany in 2000 to work at the World's Fair, I purchased another dozen houses and building kits, which I assembled when I returned home.

My mother, Betty Buck, got me started in model railroading when she was building her N-scale layout of downtown Key West, Florida. She was a member of the Engineers of Southern Florida Club in Miami. They were commissioned to build a model railroad layout in 1978 by the *National Enquirer*, and she helped build it from its conception. Then, in 1983, Cypress Gardens Railroad Society purchased the layout from the *National Enquirer*. She volunteered her time there and was the only female member. She joined the Ridge Model Railroad Club when she moved to Wauchula, Florida.

By chance, after my first husband passed away, I met my husband-to-be online. We found out that we had a lot of things in common, including "trains." He showed up at my door wearing all black and carrying a yellow rose. That did it; I was hooked. That got me interested in building a small layout at my home. We dated for a few years and then got married on 10/10/10. Needless to say, I became more involved in modeling with my husband. We host an op session once a month and have a great group of friends from whom I've learned a lot of information on modeling.

I joined the NMRA in August 2015 and earned the Golden Spike Award in May 2016. My husband then encouraged me to start working on the NMRA



AP Certificates since I was interested in learning more about the hobby.

I built an HO-scale German layout for all my completed buildings. I put scenery on the layout, including people milling around, weathered the buildings and German trains, and set up four electric lampposts at the passenger station. I realized then that if I were going to work toward the different Certificates, I would need to upgrade, replace, and add to my existing German layout. I can drop materials off at two building material sites, a winery/distillery, and a freight station that receives food, everyday goods, and supplies. There is also a water tank and

a coal tipple for the steam engines. The German train station, fruit stand, and tower with levers were scratchbuilt. These buildings were included in my layout, but all of the other scratchbuilt ones were built especially for my husband's Florida East Coast layout. I even had to redesign the track system so that I would be able to meet all the requirements to earn the Civil Certificate.

I dispatch on my husband's layout using a CTC panel and timetables for the movement of trains across the railroad. As Dispatcher, as many as seven trains are moving at any given time, with up to 22 trains dispatched during one operat-



ing session. I dispatched for an operating session for the 2017 National Convention OPSIG program. I have been a train engineer, moving trains between locations, switching cars according to the jobs on the switch lists, and following train orders and timetables. I have worked the trim/hogger position assembling train consists per blocking orders. I have worked the power desk as the hostler, removing, turning, and assembling engine consists for trains, then moving them to the departure tracks. During one of our op sessions, we had four women running trains. *Hooray!* I keep inviting the wives to join us in the hobby, to experience it with their husbands. It is so nice when there is someone new, and their remark when they leave is, "I'll be back." How encouraging!

I have been the Eastern Division Superintendent for the Sunshine Region for the last three years and have held workshops featuring clinics and good fellowship. I have really enjoyed helping and encouraging people to work toward their Certificates and, ultimately, their MMR. In 2017, I volunteered at the NMRA National Convention, holding a couple of open house tours, helping at the convention, and Dispatching for the OPSIG ops session held on our layout.

This journey was something that I did not think I could achieve. With the help of my husband Ken, who completed the balance of all the Achievement Awards and achieved his own MMR® during this time, and a whole flurry of model railroader friends, I have learned so much about so many different aspects of modeling. I couldn't have done it without all of them. I will definitely continue to encourage everyone else to put one foot forward at a time and go into each aspect at their own pace. There is no time limit. If I can do it, you can do it!

**Certificates Earned**  
**Beverly Farnham, MMR® #743**

**Association Official**  
**Master Builder – Cars**  
**Master Builder – Structures**  
**Model Railroad Author**  
**Model Railroad Engineer – Civil**  
**Model Builder – Scenery**  
**Association Volunteer**  
**Chief Dispatcher**

## MMR EARNED

### BILL YANCEY

EARNs

MASTER MODEL RAILROADER® #745

I've loved trains as far back as I can remember. I was born in Chicago and grew up in Bellwood, Illinois. I lived about a half-block from a major rail corridor, serving Chicago Great Western, the Indiana Harbor Belt, and the Chicago, Aurora & Elgin. I remember when the big CA&E interurbans stopped running, but I was only in kindergarten.

I got my first HO-scale train when I was about ten. My brother Tom and I had a four-by-eight plywood railroad for a short time. The rest of the time, I dreamed of having a layout "someday." For some, "someday" can be a very long time, with high school, college, marriage, boat-building, furniture-making, and work intervening. I switched to Proto 48 after seeing one of Gene Deimling's models with scale wheels. My wife, Paddy (Patrice), has been very supportive of my endeavors. We honeymooned in Canada, and I also fell in love with the Canadian Pacific Railway, which I model to this day.

My journey to MMR® began long ago by amassing scratchbuilt freight cars, buildings, and scenery. It all started to come to fruition on a visit to a Division 6 PNR meet this spring. Division 6's Doug Burton, Jeff Betcher, and Trevor Marshall encouraged me to pursue the MMR®. I am a member of Division 3, and my AP Coordinator, Bob Parrish, was contacted by Bill Fassett of PNR Region. With a lot of coaching and encouragement from Bob Parrish and Andy Doll, effective critique, and support from Ross Dando, I finally made it. I am



very proud to be MMR® #745 and intend to continue to be worthy of the title.

**Certificates Earned**  
**Bill Yancey, MMR® #745**

**Master Builder – Cars**  
**Master Builder – Structures**  
**Master Builder – Scenery**  
**Chief Dispatcher**  
**Model Railroad Engineer – Civil**  
**Model Railroad Author**  
**Model Railroad Engineer – Electrical**

**The NMRA TURNTABLE**  
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**smaller.**

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## ACHIEVEMENT PROGRAM

### NMRA AP CERTIFICATE REPORT SEPTEMBER 2023

#### GOLDEN SPIKE

##### North Central Region

Thom Post, Byron Center, Michigan

##### Pacific Northwest Region

Bill Smienk, Lethbridge, Alberta, Canada

##### Southeastern Region

William Lane, Huntingdon, Tennessee

#### MASTER BUILDER - MOTIVE POWER

##### Mid-Eastern Region

Glenn Lapkin, Manakin Sabot, Virginia

#### MASTER BUILDER - CARS

##### Mid-Eastern Region

Glenn Lapkin, Manakin Sabot, Virginia

##### North Central Region

Bruce J. VanHuis, Byron Center, Michigan

##### Northeastern Region

Andrew Castle, Enfield, Nova Scotia, Canada

#### MASTER BUILDER - STRUCTURES

##### Pacific Northwest Region

Malcolm Anderson, Regina, Saskatchewan, Canada

Bill Smienk, Lethbridge, Alberta, Canada

#### MASTER BUILDER - SCENERY

##### Mid-Eastern Region

Robert Gamble, Cary, North Carolina

##### Midwest Region

Gary Baker, Pekin, Illinois

##### Thousand Lakes Region

Ken Borowski, Eagan, Minnesota

#### MASTER BUILDER - PROTOTYPE MODELS

##### Australasia Region

John Arrowsmith, Bowen Mountain, New South Wales, Australia

##### Thousand Lakes Region

Ken Borowski, Eagan, Minnesota

#### MODEL RAILROAD ENGINEER - CIVIL

##### Midwest Region

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##### Pacific Northwest Region

Greg Kujawa, Bozeman, Montana

##### Rocky Mountain Region

Robert Connolly, Harrisville, Utah

##### Sunshine Region

Chip Pecere, Vero Beach, Florida

#### MODEL RAILROAD ENGINEER - ELECTRICAL

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Bill Smienk, Lethbridge, Alberta, Canada

#### ASSOCIATION OFFICIAL

##### Niagara Frontier Region

Andy MacVie, Clarence, New York

#### ASSOCIATION VOLUNTEER

##### Lone Star Region

Thomas Stephens, Desoto, Texas

##### Mid-Eastern Region

Paul Hutchins, Waldorf, Maryland

#### MODEL RAILROAD AUTHOR

##### Pacific Northwest Region

Bill Smienk, Lethbridge, Alberta, Canada

#### MASTER MODEL RAILROADER®

MMR® #746 Bruce J. Van Huis, Byron Center, Michigan

## THREE BIG BENEFITS OF NMRA MEMBERSHIP:



Those are the discounts that manufacturers and hobby shops in our Partnership Program are giving us right now. Partners like Micro-Mark®. Model Rectifier Corporation®. Badger Airbrush®. Unreal Details®. Hot Wire Foam Factory®. Logic Rail™ Technologies. And over 30 more companies. It's savings that can actually pay for your membership!

And are you taking advantage of our other big benefits? Like 150+ national convention clinic videos. Or over 15 hours of "how-to" videos produced by the biggest names in model railroading videos. Or our directory of model railroad layouts all over the world that you can visit. The list goes on and on.

If you haven't visited [www.nmra.org](http://www.nmra.org) lately, you're missing out on some really great stuff. Starting with a boatload of discounts!



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