



MEMBER HANDBOOK

UPDATED: 1 SEPTEMBER 2016

Previous Handbook Dated: May 2011

Recommended by the Membership Committee: September 2016

Adopted by the Executive Committee on: 6 September 2016



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I. Tournament of Roses Association – Governance

a. Mission Statement

As a volunteer-driven, non-profit organization the Tournament of Roses Association brings people together to create premiere events and entertainment celebrating the New Year. The Tournament of Roses enriches the lives of the many people and organizations it touches by providing satisfying, meaningful and rewarding experiences.

b. Core Values

- Striving for excellence in everything we do.
- Respecting the Tournament of Roses heritage.
- Being innovative and inspirational.
- Practicing teamwork with passion, commitment and enthusiasm.
- Promoting volunteerism, diversity and community
- Operating with honesty and integrity.
- Bringing people together.
- Having fun.

c. Vision Statement

The Tournament of Roses will:

- Be a globally admired New Year's Celebration whose combined event audience is the largest in America.
- Be respected as a vital community organization that provides significant economic benefits throughout the Southern California region and beyond.
- Combine a compelling vision of excellence with financial vitality and independence.
- Serve as an inspiration and model for other volunteer and non-profit organizations throughout the world.

d. Bylaws & Articles of Incorporation

The Bylaws and Articles of Incorporation are available upon request from the Director of Membership Services and/or may be downloaded from the Member Website.

e. Annual Meeting

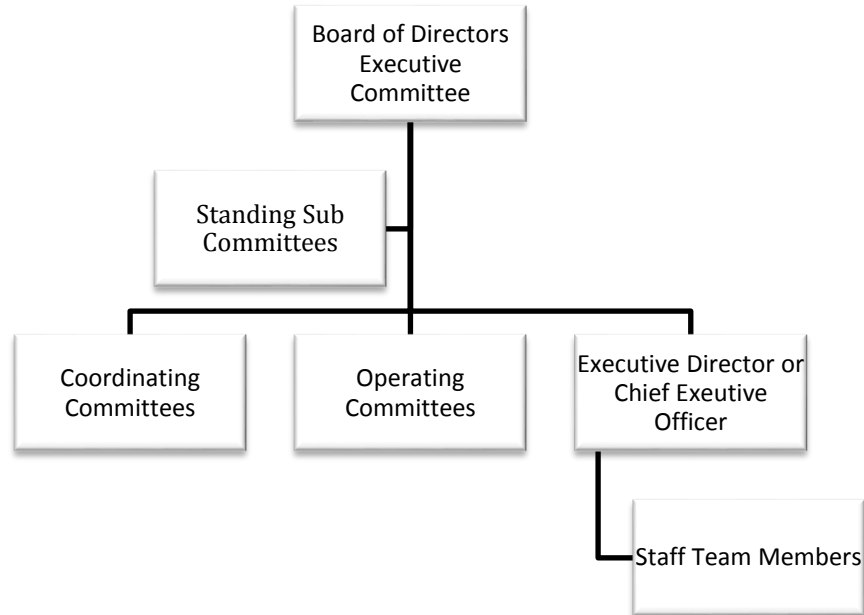
The Annual Meeting of the Association of Regular Members (voting members) is held on the third Thursday of January. Directors are elected and other proper business is conducted.



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f. Governance Structure

i. Governing Body of the Association Organizational Chart



ii. Board of Directors

The Board of Directors is comprised of the 14 members of the Executive Committee, 16 Director/Chairs who also serve as Committee Chairs of 16 of the 31 Volunteer Operating Committees, and all Life Directors who are also all living Past Presidents.

iii. Executive Committee

The Executive Committee is annually elected by the board of directors and is comprised of 14 members of the Association. The Board of Directors delegates authority to the Executive Committee to set policy, make decisions and manage the business affairs of the Association.

iv. Standing Sub-Committees Overview

A number of standing sub-committees assist the Executive Committee in managing the business affairs of the Association. These subcommittees are comprised of Executive Committee members, Directors and Honorary Directors, who are assigned for a one-year term. To review a list of the standing sub-committees, see Addendum I(a).



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v. Coordinating Committees Overview

There are two coordinating committees that work with the members of a variety of committees to coordinate activities or address issues that may affect the planning of the parade or game day.

- **Design Variance:** Responsible for approving all float designs and variances in accordance with the Float Manual. Includes the chairs of Judging, Float Construction, and Parade Operations. Chaired by the Chair of Float Entries.
- **Street Committee:** Serves as the forum for coordinating all aspects of the Rose Parade and its related activities. Includes Association committee representatives as well as representatives from interested external agencies. Chaired by the Chair of the Liaison and Planning Committee.

vi. Operating Committees Overview

More information about the 31 operating committees of the Association can be found in **Section III, Tournament of Roses Association – Volunteer Operations** of the Member Handbook.

vii. Executive Director or Chief Executive Officer & Staff Team Members Overview

More information about the Executive Director or Chief Executive Officer and Staff Team Members can be found in **Section IV, Tournament of Roses Association – Staff Operations** of the Member Handbook.



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II. Tournament of Roses Association – Membership

a. Membership Application Criteria

Membership in the Pasadena Tournament of Roses is established by the Bylaws and subject to vacancies and the needs of the organization.

The Tournament of Roses considers applicants for volunteer membership without regard to race, color, religion, sex, national or ethnic origin, marital status, disability or sexual orientation.

Applicants must be at least 21 years of age and not more than 66 years of age by the third Thursday of January in the year the application is considered.

Applicants must live or work within 15 miles of Pasadena City Hall.

b. Membership Application Process

All members applying for volunteer membership in the Association must be aware of the significant commitment of their personal and professional time, the investment of dues and the purchase of a white suit and accessories. All members must be available for committee meetings and assignments, and be prepared to work on the days prior to, after, and including New Year's Eve and New Year's Day.

Applicants must provide two reference letters from persons, who may or may not be Tournament of Roses members, acquainted with the applicant. Reference letters must accompany the application and include name, address and phone number of the writer. A group interview meeting is required of all applicants and personal interviews may also be scheduled.

Applications for Membership are accepted and considered throughout the year, however, in order to be immediately assigned to a committee completed applications must be received on or before **March 1**. Completed applications should be sent to the Membership Committee at the Pasadena Tournament of Roses 391 South Orange Grove Blvd., Pasadena, CA 91184. Applications will not be considered until all requirements have been met.

c. Membership Levels

i. Active Membership

The Active Membership of the Association is specified in Article 2 of the bylaws. Active Members begin as Provisional Associates, are automatically promoted to Associate Members following two years of satisfactory service, and may be promoted to Regular (Voting) Member upon completion of approximately fourteen years of service, depending on performance and the number of available openings in the Regular Member ranks, which is no more than 400, according to the bylaws.



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	<u>Maximum # of Members</u>
Regular Members (Voting Members) Chairs, Directors & Life Directors are included in this class	400
Associate Members and Provisional Associate Members	535
Total Active Membership	935

Active Membership includes Leave of Absence (LOA)

Leave of Absence:

A Leave of Absence may be requested per the Leave of Absence guidelines as outlined by the Association and is normally granted on a one-year basis by the Membership Committee for business, family or health reasons. LOA is available to any member who has completed at least two years of satisfactory service. Two years (consecutive or otherwise) LOA may be granted to any member within the first 15 years of active membership. Should a member wish to request a leave of absence beyond two years and after 15 years of active membership, they should consult the Leave of Absence Policy for the guidelines.

The LOA should not be used as a solution for non-participating members on a long-term basis. When a member returns from a LOA, the member is re-assigned to the last committee to which he/she had been assigned. Provisional Associate Members are not eligible for LOA.

Leave of Absence must be requested in writing to the Director of Membership Services. All Leave of Absence requests are subject to the approval of the Membership Committee.

ii. **Inactive Membership**

The Inactive Membership of the association is specified in Article 2 of the bylaws. There shall at no time be more than 500 Inactive Members. Any Regular or Associate Member who does not accept an active assignment may request inactive status. An Inactive Member may request to re-activate his/her membership status by written notice to the Membership Committee for approval by the Executive Committee. A member returning from inactive status will resume active participation at the same level as had been achieved when inactive status was granted. If an Inactive Member fails to pay dues, he/she will be dropped from membership and if he/she subsequently wishes reinstatement, must apply as a new member unless the Membership Committee recommends to the Executive Committee that the member be reinstated with or without all earned privileges. The years of inactive status cannot be applied toward Honorary Life Member status.



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iii. **Honorary Membership**

There are four categories of Honorary Membership that can be assigned once a Member has reached the mandatory retirement age of 67. A fifth category of Honorary Membership, Life Director, is only available to Past Presidents of the Association.

Honorary Life Member

The Executive Committee, upon recommendation by the Membership Committee, may appoint any qualified Associate or Regular Member with 15 or more years of active service (not to include time on leave of absence) who has reached the age of 67 by the third Thursday in January as an Honorary Life Member. No Honorary Life Member may be assigned to an operating committee. All Honorary Life Members may join the Tournament Auxiliary Committee. Honorary Life Members do not pay dues and are not voting members.

If a member has reached the age of 55 by the third Thursday in January, and has completed 25 years of active service (not to include more than 2 leaves of absence as a part of the 25 years), that member may request Honorary Life Membership by notifying the Membership Chair.

Staff will automatically process a member reaching age 67 prior to the third Thursday in January as an Honorary Life Member, provided all qualifications have been met. Rose Bowl ticket purchase (no complimentary tickets) is available to Honorary Life Members per the guidelines set by the Association.

Member Retired

Members who reach the age of 67 with fewer than 15 years of active service may achieve Honorary Membership by serving on the Tournament Auxiliary Committee and continuing to pay dues until the 15 years has been completed, at which time they will automatically become Honorary Members. Until that time they are known as Members Retired. Rose Bowl ticket purchase (no complimentary tickets) is available to Honorary Life Members per the guidelines set by the Association.

Honorary Director

Honorary Directors are elected by the Board of Directors each year for a one-year term. Honorary Directors are not voting members of the Board of Directors.

Life Director

All Past Presidents of the Association serve as Life Directors and remain on the Board of Directors for Life.



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Honorary Life Director

The Executive Committee, upon recommendation by the Membership Committee, may from time to time appoint any qualified person as an Honorary Life Director. Honorary Life Directors are not voting members.

d. Membership Obligations

i. Dues

All active and inactive members of the Association pay annual dues. The dues of the Association are established by the Board of Directors and are reviewed periodically by the Executive Committee. Honorary members of the Association do not pay dues.

In January of each year an electronic notice of renewal is sent to all members of the Association, directing members to renew their membership online via the member website. Members without email will be sent a paper renewal form via USPS. The deadline for renewal is January 31 each year.

ii. White Suit

All Members are required to purchase a white suit and appropriate accessories. Detailed information and the *White Suit Guidelines* are available on the member website or from the Director of Membership Services.

iii. Committee Assignments

The Membership Chair makes Committee assignments in approximately mid April each year. A Member remains with a committee until a new assignment is made. Most assignments are made for a two-year term. Once a Member has 25 years of active service, the Member may submit a request to the Membership Chair via the Director of Membership Services for up to three committees on which they are interested in serving. Assignment to a requested committee is not guaranteed.

Members are expected to be available for committee meetings and assignments, and be prepared to work on the days prior to, after, and including Parade Eve and Parade Day.

iv. Public Relations

Each member of the Tournament of Roses has direct contact with the public, and is expected to be an ambassador of the Tournament of Roses. Members should avoid taking a position as official spokesperson for the Association.



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Media Requests & Speaking to the Media – Members who receive a request from any type of media or press outlet should be referred to the Committee Chair and the Marketing & Communications Department. The Association has established official speakers, and the Marketing and Communications Department will manage all media inquiries and interviews. Volunteers should NOT discuss any Tournament of Roses information directly with the media unless specifically authorized in advance.

Social Media – Social media platforms are powerful communications tools. The Association established guidelines when participating in social media and the management of the Association's social media accounts is the responsibility of the Marketing and Communications Department. Volunteers should not create Association-branded accounts that may be interpreted as representing the organization. Members who are participating in Association related social media are expected to do so in a manner that support the Tournament of Roses values and members should refrain from making disparaging, offensive or other unethical comments. Members should not use social media platforms to disclose information that is financial, operational or legal in nature, or that pertains to Association partnership activities without express written permission.

v. Insurance

The Association provides liability and workers compensation insurance for all members, subject to certain exclusions from coverage (including deliberately fraudulent acts or omissions or willful violations of any statutes or regulations). Automobile insurance is provided by the association and/or the provider of Tournament of Roses vehicles for all official Tournament of Roses vehicles, subject to, among other things, payment of the applicable deductibles. To facilitate auto insurance requirements, all drivers of official Tournament of Roses vehicles will be required to provide an active Driver's License number.

In addition, the Association's Bylaws permits the Association to indemnify an agent (such as a volunteer member) against among other things any claim resulting from that person acting as an agent, provided that he or she acted in good faith and in a manner he or she reasonably believed to be in the best interests of the Association.

In any event, all accidents, injuries and other related matters should be immediately reported, on the appropriate form, to your committee chair and as you are otherwise instructed on the incident form.



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e. Member Benefits

i. Events/Calendar

1. Member Events

A Member Calendar listing all Member events, announcements and committee meetings is posted on the member website. Each year members are encouraged to attend several events including the following:

Event

- | | |
|--|--------------------------------|
| • <i>Membership Family Picnic</i> | <i>Member and their family</i> |
| • <i>Membership Kickoff Events</i> | <i>Members Only</i> |
| • <i>Member Appreciation Reception</i> | <i>Member and their family</i> |

Other member meetings, mixers and other informal events may be held throughout the year.

2. Public Events

The following events are open to the public and may require a ticket purchase. Announcements and additional information will be sent via email and will be posted to the Member Website as the events approach:

Event

- *Royal Court Announcement*
- *Queen Announcement & Coronation*
- *Grand Marshal Announcement*
- *Decorating Places*
- *Equestfest*
- *Bandfest*
- *Rose Bowl Hall of Fame Induction Ceremony*
- *Post Parade Showcase of Floats*

For a complete listing of events for the current year, please check the Member website.

ii. Rose Bowl Game Tickets

Rose Bowl Game tickets are allocated to active members based on years of service or member level. The chart of ticket allocations by member category can be found in *Addendum I(d)*.

Ticket applications are sent in early Summer and require a commitment by mid-Summer. Payment is required to secure the order, but payments will not be processed until early Fall. Failure to exercise one's ticket allocation will not affect future allocation of tickets.

iii. Tournament of Roses Foundation

In 1983, the non-profit Tournament of Roses Foundation was created to receive and manage contributions from the Association, its members, friends, and supporters, and the general public. In turn, the Foundation



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annually makes grants to other non-profit organizations in the Pasadena area, funding sports and recreation activities, visual and performing arts, and volunteer motivation and leadership development projects and programs. These broad categories allow the Foundation to contribute to the civic, cultural and educational advancement of its local communities.

Financial contributions to the Pasadena Tournament of Roses Foundation are tax-deductible and can be mailed to:

Pasadena Tournament of Roses Foundation
P.O. Box 91184
Pasadena, CA 91184

The Board of Directors of the Foundation is comprised of Members of the Association and representatives from the Community. More information about the Foundation can be found on the Tournament of Roses website or by emailing the Foundation at foundation@tournamentofroses.org.

f. Member Performance Review and Ranking

At the conclusion of each year's activities, Chairs are asked to rank the performance of their respective committee members. The ranking process assists the organization in identifying future leadership. It also aids in identifying non-performance.

The performance reviews are conducted in accordance with guidelines established by the Association and each member is given a number rank from "0" to "5". A ranking of "3" means that the member met expectations and most members should expect this ranking. Each committee has a limited number of "1" and "2" rankings available and these are given to members who have exceeded expectations in performance, attributes and skills. More detailed information about the ranking criteria can be found in *Addendum I(c)*.

g. Member Policies

Member policies of the Association assist Members in understanding the guidelines and expectations set forth on a variety of topics. For more information about Member policies, please see the policies as listed in *Addendum II* of the Member Handbook and as found on the Member Website.

- Alcohol Policy
- Anti-Harassment Policy
- Conflict of Interest Policy
- Diversity Policy
- Leave Of Absence Policy
- Perquisite Policy
- Solicitation Policy (Member Roster)
- Standards of Conduct Policy
- Ticket Sales/Resale Policy
- Whistleblower Policy



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- Working with Minors Policy

III. Tournament of Roses Association – Volunteer Operations

a. Volunteer Operations

The Volunteer Operations of the Association are delegated to 31 Operating Committees comprised of a Chair, one or more Vice Chairs, and a number of committee members assigned from the 935 active volunteers.

b. Operating Committees

Members are assigned specific duties and responsibilities each year. A member is normally assigned to a committee for two years. Approximately half of all members change assignments every year, while the other half remains with the committee. It is expected that each committee has approximately half experienced and half new committee members every year.

Members in their first six years of membership are assigned to the “Big Three” committees. These include the Formation Area Committee, the Post Parade Committee and the Parade Operations Committee. Following the “Big Three” committees, members will be assigned to other committees by the Membership Chair. After approximately ten to twelve years of membership, all Members should expect to return to an assignment on one of the “Big Three” committees for another two-year rotation.

A list of operating committees along with a brief committee description for each committee can be found in *Addendum I(b)*.

c. Role of the Chair/Vice Chair

Committee Chairs and Vice Chairs lead the operating committees of the association and are typically assigned to a new committee every two years. The Chair assumes primary responsibility for the Operations of the assigned committee. The Vice Chair is second in command to the Chair and has responsibilities at the direction of the Chair. An Executive Committee Coordinator is assigned to each Operating Committee to serve as a resource for the Chair and advise as necessary.

d. Role of the Committee Members

Assignments within the Committee are made at the discretion of the Committee Chair and Vice Chair(s). Members are encouraged to communicate directly with their Chair and Vice Chair(s) if they have special interests, wishes, limitations or concerns about assignments within their committee.



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e. Committee Leadership Opportunities

Most committees have several leadership roles. A member may wish to participate in committee management and leadership opportunities. The first level of committee management begins with the opportunity to manage specific tasks on a committee. Members wishing to volunteer for committee management or other leadership positions are encouraged to contact their committee Chair and/or Vice Chair(s).

f. Advancement to Vice Chair

Advancement to the role of Vice Chair is based on recommendation to the Executive Committee from the Chair and a review of the member ranking history, and new Vice Chairs are selected annually. In order to be considered for the Vice Chair role, you must have been an Active Member of the Association for a minimum of eight years.

g. Advancement to Chair

Advancement to the role of Chair is determined by a nomination of members of the Executive Committee and election. In order to be considered for the Chair role, a Member must have served in the role of Vice Chair. Chairs are elected annually based upon the number of openings available.



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IV. Tournament of Roses Association – Staff Operations

The Pasadena Tournament of Roses is a volunteer driven organization. The Association is supported by a staff of full-time employees and led by an Executive Director.

a. Role of the Executive Director or Chief Executive Officer and Staff Operating Divisions

The Executive Director or Chief Executive Officer of the Association is responsible for supervising the activities of the staff and managing the functional responsibilities assigned to the staff by the Executive Committee, and maintaining working relations with counterparts in government, industry and sports. In addition to the Executive Office there are three major operating divisions: Operations, Game Management and Finance. For a current Organizational Chart of the Tournament of Roses Staff, see *Addendum I(e)*.

i. Operations

The Operations Division, headed by the Chief Operating Officer (COO) oversees three department functional areas: Marketing & Communications, Strategic Partnerships and Membership.

ii. Game Management

The Game Management Division, headed by the Chief Administrative Officer, Rose Bowl Game, oversees all staff operations related to the Rose Bowl Game, including the College Football Playoff semi-final when that game is held at the Rose Bowl Stadium.

iii. Finance

The Finance Division manages the essential business related functions of the corporation. It is headed by the Chief Financial Officer and oversees all financial operations including banking, insurance, accounts payables, receivables, budgets, etc. The Finance Division also includes the Network/IT Operations and Procurement/Facilities Operations.

b. Roles and Responsibilities of Staff and their support of the Volunteer Membership

The Association staff, which includes individuals with expertise across a wide spectrum, performs many functions and serves a variety of purposes for the organization. This involvement includes direct committee support, advising and assisting the volunteer committees, and functional area management. Staff Liaisons are assigned to support the Operating Committees and their primary point of contact is the Committee Chair or their designee. Members should direct questions about staff support to their Committee Chair.



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V. Addendum I: Member Information

- a. List of Standing Sub-Committees & Descriptions
- b. List of Operating Committees & Committee Descriptions
- c. Member Performance Ranking Definitions & Terms
- d. Rose Bowl Ticket Allocation for Members
- e. Staff Functional/Organizational Chart

VI. Addendum II: Member Policies

- a. Alcohol Policy
- b. Anti-Harassment Policy
- c. Conflict of Interest Policy
- d. Diversity Policy
- e. Leave Of Absence Policy
- f. Perquisite Policy
- g. Solicitation Policy (Member Roster)
- h. Standards of Conduct Policy
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