

STATE OF COLORADO
DEPARTMENT OF NATURAL RESOURCES
DIVISION OF PARKS AND WILDLIFE

Administrative Directive: F-1

August 5, 2019

SUBJECT: SPONSORSHIP

I. PURPOSE

To provide Colorado Parks and Wildlife (CPW) staff with guidance on how to cultivate and accept sponsorship(s). For constraints and guidelines on CPW being a sponsor, please refer to DNR Administrative Order DNR-101 on Sponsorships and Memberships.

II. AUTHORITY

- A. C.R.S. § 33-1-105 (1)(e) and (f) outline the Commission's ability to enter into cooperative agreements for the development and promotion of wildlife programs and receive and expend grants, gifts, sponsorships, contributions, donations and bequests.
- B. C.R.S. § 33-10-107 (1)(d) and (e) outline the Commission's ability to enter into cooperative agreements for the development and promotion of park and outdoor recreation programs and receive and expend grants, gifts, sponsorships, contributions, donations and bequests.
- C. C.R.S. § 33-10-109 (1)(b) and C.R.S. § 33-1-110 (1) says the Division director exercises general supervisory control over all activities, functions, and employees of the division.
- D. Colorado Parks and Wildlife Commission Sponsorship Policy.
- E. Additional requirements imposed by the Procurement Code and Rules, either as written or amended, as well as by the Attorney General's Office, Risk Management, the State Controller's Office, or other applicable statute or regulation may also apply. Staff should contact the appropriate party(s) to ensure no additional approvals are required.
- F. Any sponsorship accepted must be done in accordance with applicable statewide and Department of Natural Resources policies.

III. DEFINITIONS

- A. Sponsorship: funds, property, services or in-kind contributions provided to CPW with expected benefits to the sponsor and/or third party(s). The resulting legal document may be a sponsorship agreement.

- B. Sponsorship Agreement: a written document outlining the relationship between a sponsor and CPW, executed by the sponsor and the CPW employee authorized to approve the sponsorship obligation.
- C. Sponsorship Plan: a document utilized to identify sponsorship needs and sponsor recognition benefits associated with various sponsorship levels.
- D. Donations: a freely given, informal financial, property, services or in-kind gift that may or may not have a defined purpose and location for use of the funds. The resulting legal donation document may be a donation letter if deemed necessary. For guidance and procedures on donations, see CPW's administrative directive on donations.
- E. Grant: a publicized, formal financial award to CPW with defined criteria. The criteria often require an application (or proposal) with a scope of work, defined project period, and estimated budget, as well as deliverables. May be competitive or non-competitive and often requires a match (cost share). The resulting legal grant document is typically an award letter, approved grant, cooperative or assistance agreement, etc. Grant terminology may vary—CPW Grant Process guidelines should be consulted for further clarification of relevant terms.

IV. PROCEDURES

A. Sponsorship Value

The Colorado Parks and Wildlife Commission (Commission) in its Sponsorship policy delegated to the Division director the authority to enter into sponsorship agreements in amounts valued up to and including \$25,000. Sponsorships valued above \$25,000 require at least Commission approval and potentially other approvals (e.g. State Controller, Attorney General's Office, DNR Purchasing, DNR Executive Director's Office). CPW staff is responsible for preparing appropriate documentation for any approvals needed.

A sponsorship agreement may need to be executed. A sponsorship agreement template is included as an attachment (Attachment A), although in some cases a State Controller's Office-approved contract may be required. When a sponsorship agreement is needed is outlined later in this directive.

Determining sponsorship values will be a mixture of "value-based" system (e.g., based on the value of the tangible and intangible marketing and brand benefits to the sponsor) and a "cost-based" system where the goal is to recover at least the costs of an event, program, project or site operations.

B. Guiding Principles

The Commission Sponsorships policy outlines Guiding Principles that must be considered before entering into any sponsorship agreement:

Guiding Principles

1. The proposed activity/relationship should promote the mission and values of CPW in relation to the project(s)/programs that the funding supports.
2. Acceptance of sponsorships must enhance, and shall not substantively impede, CPW's ability to act in the public interest.
3. Sponsor mission and values should be consistent with the mission and values of CPW.
4. The proposed relationship should maintain CPW's reputation for objectivity, independence, integrity, credibility, social responsibility and accountability.
5. Sponsor recognition should not permanently impair the special characteristics of an area.
6. Sponsor recognition does not imply CPW's endorsement of sponsor products or services.
7. Sponsor recognition shall not substantively interfere with CPW operations or visitor use/experience.
8. Operating and maintenance costs associated with a proposal must be considered.
9. Sponsorship should meet an actual need of CPW and not require CPW to assume funding commitments it is unprepared or unable to accept.
10. Real costs, including staff time, for procuring sponsorship should be taken into account.
11. The duration of sponsor recognition is determined on a case-by-case basis.
12. Naming rights is an option for facilities and trails, but not for entire properties.

A Sponsorship Criteria and Assessment Checklist is provided as an attachment (Attachment B). Staff may use this checklist to assess whether the Guiding Principles are met.

The Division director retains the right to terminate any agreement entered into by CPW staff where the sponsor is no longer meeting one or more of the Guiding

Principles, or where the agreement is no longer in the public interest or the interest of CPW.

C. Sponsorship Initiation

Sponsorships are arranged primarily through two processes:

- a) Self-initiated by the potential sponsor
- b) Initiated by CPW.

CPW will maintain a webpage about sponsorship opportunities. CPW staff who anticipate sponsorship opportunities should contact the Statewide Partnership Coordinator to post opportunities on the sponsorship website.

Staff are encouraged to make all potential interested sponsors aware of specific sponsorship opportunities. Where limited opportunities are available, criteria should be outlined and made available to interested sponsors about how they will be evaluated and any associated deadlines.

Interested sponsors are encouraged to contact CPW at any time to discuss a potential sponsorship. CPW's Statewide Partnership Coordinator is available as a resource to staff and external parties who have questions about sponsorship or the sponsorship process.

D. Sponsor Benefits and Levels

1. Recognition and Sponsorship Assets

Sponsorship recognition messages may identify the sponsor, including the use of sponsor logos but should not promote or endorse the sponsor or its products or services.

Sponsor recognition may include, but is not limited to:

- Facility and trail naming rights
- Printed materials (e.g., logo or credit line in conference brochure)
- Public announcement audio and visual messages, including radio, TV and online, with content approved by CPW
- Signs, banners, bulletin boards and information kiosks
- "Walk around" items (e.g., water bottles, t-shirts, etc.)
- Ribbon cutting
- Thank you letter
- Commemorative items

Per the Guiding Principles in the Commission Sponsorships policy, naming rights for entire properties are not permissible.

2. Hierarchy of Sponsorship Tiers

The following tiers are presented as a guideline for types of benefits that may be presented as opportunities for potential sponsors. Each sponsorship will most likely need to be individually negotiated. One purpose for these guidelines is to create equity in exchanges across sponsorship arrangements. Approval at the appropriate level is necessary because the costs and values for different tiers of benefits may vary, depending on the sponsorship. It is important to note that these values may be very different. Sponsors typically will not offer to contribute resources that cost them more than the value for the resources that they will gain. Likewise, sponsorships should not be pursued unless the total value CPW receives is greater than CPW's real costs. Note that the hierarchy is not dependent on specific levels or amounts of sponsorship. Specific tiers and amounts would be designed for each property/program before sponsorships are procured.

The hierarchy will help decide the amounts to ask various sponsors for, and determine what levels of benefits to provide. It is important to build flexibility and choice into each tier so that sponsors can have the ability to choose options that will best fit their objectives. Note that the benefits listed under each tier are examples of value. The listing does not mean that all of the benefits should be offered. It is a menu of options for possible benefits, depending on the circumstances. These are listed primarily as a guideline for maximum benefit values. It is recommended that each project create a project-specific Sponsorship Plan in advance of Sponsorship procurement, based on the benefits available and the values specific to the project.

Low Tier

This level of sponsorship is typically established on a non-competitive basis.

- Banners / "walk-aways"
- Sponsorship recognition in CPW publications/website
- Mention in media releases
- Right to promote partnership through corporate publications & marketing
- Recognition at an event

High Tier

This level of sponsorship is typically established through a competitive process.

- Designation as "official," "exclusive" or "preferred" sponsor
- Title sponsorship of an event
- Naming rights for a program, facility or trail.

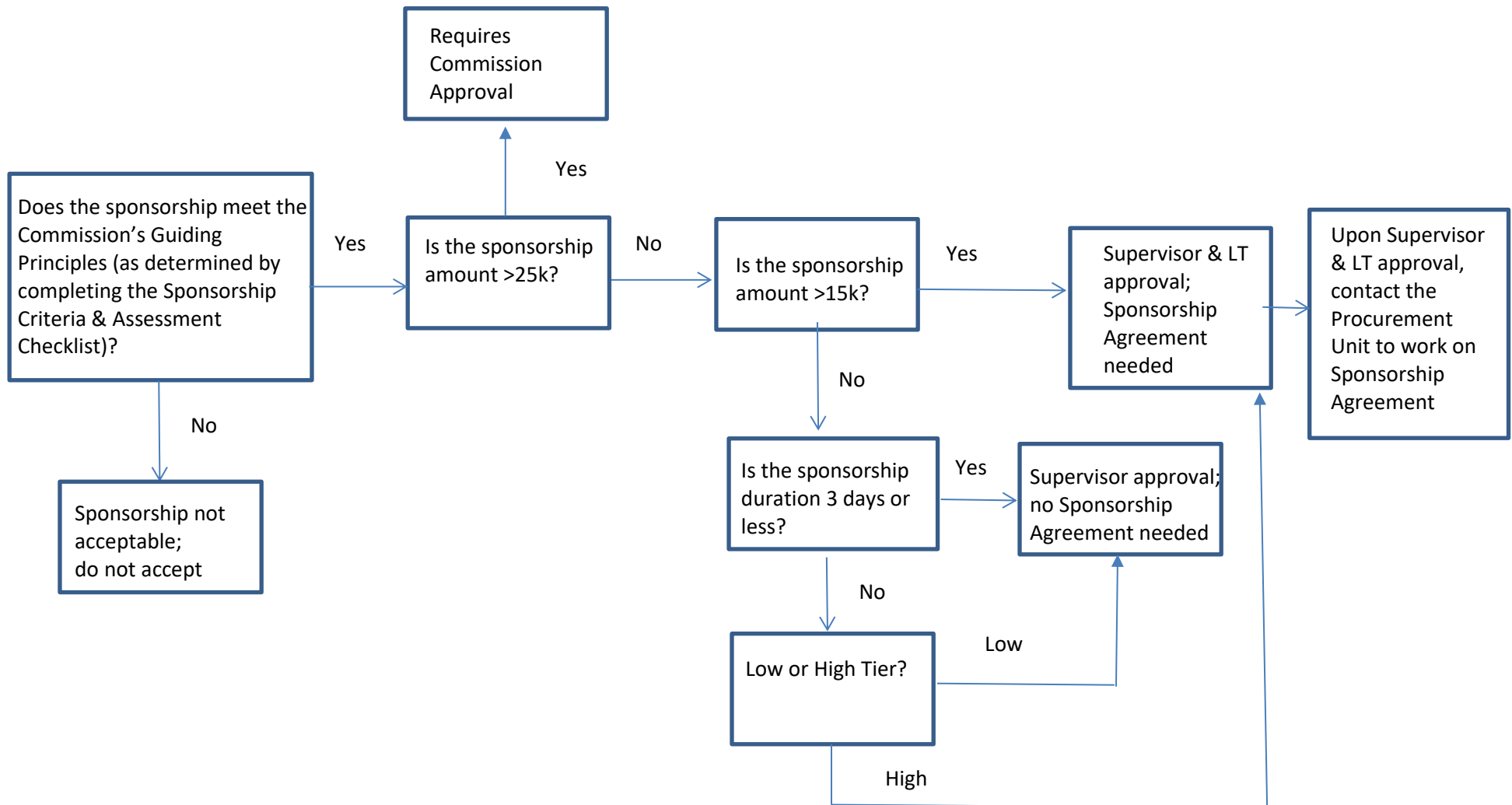
E. Approval Process

The flowchart on the following page should be used by staff to evaluate whether 1) a proposed sponsorship is appropriate to accept; 2) what level of approval is needed; and 3) whether a sponsorship agreement is needed. The guidance provided in the flowchart corresponds to the following:

1. Dollar amount: when the sponsorship amount is between \$0 and \$15,000, only supervisor approval is needed and no sponsorship agreement is needed. Above \$15,000 and below \$25,000, supervisor and Leadership Team (LT) approval is needed and a sponsorship agreement is needed. Above \$25,000 requires Commission approval.
2. Duration: if the sponsorship duration is 3 days or less, only supervisor approval is needed and no sponsorship agreement is needed. If the sponsorship duration is more than 3 days and high tier, supervisor and Leadership Team (LT) approval are needed and a sponsorship agreement is needed. If the sponsorship duration is more than 3 days and low tier, only supervisor approval is needed and a sponsorship agreement is not required. For sponsorships tied to events, the duration is associated with the length of the event and not to the length of time the organization is recognized as an event sponsor.
3. Tier: if the sponsorship tier is low (see IV.D.2), only supervisor approval is needed and no sponsorship agreement is needed. If the tier is high, supervisor and Leadership Team (LT) approval is needed and a sponsorship agreement is needed.

If a sponsorship agreement is needed, contact the CPW Procurement Unit for guidance. Note, there may be situations where the sponsorship agreement template will not be applicable, e.g. expenditure agreements subject to controller signature/special provisions or if high risk activities are involved, requiring proof of insurance provisions. The Procurement Unit will advise if such a situation exists and help with putting together a customized agreement as needed.

CPW Sponsorship Process Flowchart



F. Sponsorship Management and Evaluation

The management of a sponsor's relationship with CPW and administration of a Sponsorship Agreement (if applicable) will be the responsibility of the section/region securing the sponsorship.

V. ATTACHMENTS

- A. Sponsorship Agreement Template
- B. Sponsorship Criteria and Assessment Checklist

VI. ENFORCEMENT

This directive replaces Division of Parks and Wildlife Administrative Directive F-1 dated January 10, 2019. This directive remains in effect until superseded or rescinded by the Director of Colorado Parks and Wildlife.

Administrative Directive No. F-1 is approved August 5, 2019 by:

A handwritten signature in black ink, appearing to read 'Dan Prenzl', is written over a horizontal line.

Dan Prenzl, Director
Colorado Parks and Wildlife