

EXECUTIVE ORDER: No. 151

CREATION OF THE DENVER PERMITTING OFFICE

PURPOSE: This Executive Order creates the Denver Permitting Office (DPO) within the Office of the Mayor and establishes it to serve as the centralized office responsible for alignment, accountability and coordination within the permitting process for development and construction projects in the City and County of Denver.

1.0 Applicable Authority: The applicable authority relevant to the provisions and requirements of this Executive Order No. 151 is found in Sections 2.2.1, 2.2.10 (A) and (C), and 2.2.8 of the Charter of the City and County of Denver. This Executive Order does not modify, nor alter charter authority.

2.0 Mission: The mission of the DPO shall be to ensure that the City's development permitting process is efficient, consistent, and timely. The DPO shall establish and oversee systems and metrics to support effective city approvals; coordinate activities of all City departments and agencies involved in permitting functions (hereafter referred to as "department or agency" or "Permitting Department"); and provide strategic guidance to facilitate private development and associated improvements to public property.

3.0 Applicability: This Executive Order shall apply to all projects requiring construction or development permits and/or approvals, including those subjects to the Site Development Plan and associated applications, and Affordable Housing Review Team processes. This Executive Order shall not apply to projects located at or for Denver International Airport, or projects funded by the City and County of Denver. The EPC shall have the authority to modify or update program or process nomenclature referenced in this section to reflect evolving operational terminology, provided such changes do not alter the substantive scope of applicability.

4.0 Executive Permitting Committee: An Executive Permitting Committee (EPC) is hereby established to provide governance, oversight, and strategic direction for implementation of the DPO. The EPC shall be composed of the Executive Directors of Community Planning and Development (CPD), the Denver Fire Department (DFD), the Department of Transportation and Infrastructure (DOTI), Denver Parks and Recreation (DPR), Denver Economic Development & Opportunity (DEDO), and any other Executive Director who plays an instrumental role in the permitting process, as designated by the mayor. The Mayor or the Mayor's designee shall be considered a member of the EPC at the mayor's discretion. The DPO Director shall attend all meetings of EPC to provide updates, respond to inquiries, and support informed decision-making.

The EPC shall be responsible for ensuring that the DPO operates in alignment with its mission, core functions and the broader policy objectives of the City, as well as applicable laws, regulations, and interdepartmental standards governing development and permitting activities. In fulfilling this role, the EPC shall provide strategic guidance; establish performance expectations; review and approve major policy and procedural changes; monitor organizational risk and regulatory compliance; and ensure transparency, accountability, and interdepartmental coordination. The EPC shall review and resolve escalated issues that impact permitting performance, support alignment of departmental activities, and approve corrective actions and resource adjustments as necessary.

The EPC shall be responsible for providing feedback on the performance of the DPO and its Director, approving major policy and procedural changes, and formally intervening in matters where lack of cooperation or alignment among departments materially impacts permitting outcomes.

5.0 Director: The DPO shall be led by a Director appointed by and serving at the pleasure of the mayor pursuant to the mayor's authority under Charter section 9.1.1(E)(iv). Additional staff may be appointed, assigned, or transferred to the DPO as per the Memorandum.

6.0 Responsibilities: The key responsibilities of the DPO shall include:

a. Consistent Permit Review Times

The DPO shall coordinate with all permitting departments and agencies to implement a permitting system that prioritizes customer service, operational efficiency, and procedural consistency. Except as otherwise provided, all permit applications, formal site development plans, and associated plans shall be completed, defined as either approved or denied, within **one hundred eighty (180) calendar days** of cumulative City review time, commencing on the date the application is accepted and determined to be a complete submittal by the City. Projects under Large Development Review including Infrastructure Master Plans, Subdivision Plats, and Concept Plans are not subject to the 180-day city review time. Projects applicable under the Large Development Review shall become subject to the 180-day city review time requirement upon acceptance into the Site Development Plan and/or development permit processes.

To support compliance with this requirement, the DPO shall establish and maintain appropriate tracking systems and monitoring protocols designed to identify and address potential delays in advance of the applicable deadline. The DPO shall coordinate with all relevant departments and agencies to streamline review workflows, reinforce accountability, and ensure timely completion of permitting processes.

The DPO shall submit periodic reports to the EPC detailing permit processing timelines, performance metrics, and compliance status for the purposes of oversight, evaluation, and continuous improvement. In the event of a conflict between local permitting timeframes and those mandated by the State of Colorado, the applicable state requirements shall govern.

b. Unified Cross-Department Collaboration

As the centralized coordination office, the DPO is tasked with assisting and collaborating with all permitting departments and agencies to proactively identify and address systemic inefficiencies in the permitting process and to eliminate barriers that hinder the goal of establishing and maintaining one of the nation's premier, service-oriented permitting systems. Regular performance assessments and reporting shall be conducted to support continuous improvement and ensure compliance with established permitting timelines and quality standards.

This Executive Order hereby establishes the designation of Project Champions (PC), who shall be assigned to projects in accordance with the criteria set forth in the accompanying memorandum. PCs shall support the advancement of complex projects by facilitating interagency coordination and assisting applicants through the permitting process.

c. Streamlined Workflows and Accountability

The DPO shall optimize permitting workflows by assisting each department or agency in the standardization and streamlining of processes, the elimination of redundancies, and the use of data-driven insights to enhance operational efficiency across the permitting system. The DPO shall establish clear

performance benchmarks and accountability measures to ensure timely permit processing and compliance with established deadlines. The DPO shall implement monitoring systems to track progress, identify bottlenecks, and enforce corrective actions as necessary. The DPO shall conduct regular audits and performance assessments to promote transparency, drive continuous improvement, and uphold the highest standards of service.

d. Customer-Focused Approach

The DPO shall deliver a seamless, efficient, and customer-focused permitting experience by establishing a consistent and reliable system that meets the needs of the community and stakeholders. To support this objective, and with the approval of the EPC, the DPO shall establish and maintain standard response times for all permitting actions, including application intake, initial review, requests for information, and final determinations. These timelines shall be published, monitored, and reviewed regularly to promote accountability, minimize delays, and ensure consistent, high-quality service across all participating departments and agencies.

In addition, all customer inquiries, whether submitted by phone or email, shall be acknowledged or responded to within two (2) business days to ensure timely and effective communication. Each department or agency shall implement a plan to ensure staff are available at the permit counters five (5) days per week.

e. Technology Integration for Transparency

The DPO shall utilize technology to enable real-time tracking of permit progress, ensuring that applicants have access to timely updates and departments are held accountable to established performance metrics.

f. Development and Construction Permitting Team (DCPT)


To support the implementation of this Executive Order, the DPO shall operate in collaboration with the Development and Construction Permitting Team (DCPT), a cross-departmental group composed of City personnel involved in permitting functions and as further defined in the Memorandum.

7.0 Cooperation: All permitting departments and agencies including, but not limited to, the Department of Community Planning and Development (CPD), Department of Transportation and Infrastructure (DOTI), Department of Parks and Recreation (DPR), Denver Fire Department (DFD), Department of Housing Stability (HOST), Department of Excise and License (EXL), and the Denver Department of Public Health & Environment (DDPHE) shall comply with this Executive Order to ensure the DPO successfully accomplishes its goals and responsibilities.


8.0 Memorandum Attachments: The procedures for implementing this Executive Order may be defined by Memorandum Attachments to the Executive Order which shall become part of this Executive Order.

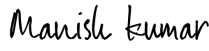
9.0 Effective Date: This Executive Order and all provisions contained herein shall become effective thirty (30) calendar days upon approval and signature by the appropriate authorities. Any prior policies, procedures, or directives that conflict with the provisions of this Executive Order is hereby superseded as of the effective date.


Approved for Legality:


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Acting City Attorney


Approved:

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City and County of Denver

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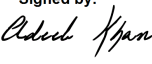
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Sumana Nallapati
Executive Director
Technology Services

MEMORANDUM NO. 151A

TO: All Departments and Agencies Under the Mayor
FROM: Mayor Michael Johnston
DATE: April 14, 2025
SUBJECT: Denver Permitting Office

This Memorandum shall be attached to and become part of Executive Order No. 151.

1. GENERAL INFORMATION

The Denver Permitting Office (DPO) in the Mayor's Office shall be staffed and operated in a manner consistent with its functions and objectives as set forth in the Executive Order and this Memorandum. Nothing in this Memorandum shall be interpreted to modify or alter in any way the authority and functions delegated to the Permitting Departments by charter or ordinance.

1.1. MAYOR'S OFFICE

The mayor, or their designated representative, shall provide direction, supervision, support, and guidance to the Director of the DPO to enhance the Director's leadership, operational skills, and effectiveness necessary to fulfill the DPO's mission, promote continuous improvement, and ensure alignment with citywide permitting and development goals. Additionally, the Mayor shall hold members of the EPC accountable to fulfill their responsibilities under the Executive Order.

1.2. DIRECTOR OF THE DENVER PERMITTING OFFICE

The Director of the DPO ("DPO Director") shall be appointed by the mayor pursuant to Charter Section 9.1.1.E.(iv). The DPO Director shall meet regularly with the Executive Permitting Committee (EPC) to provide updates and strategic guidance on matters within the DPO's purview. As part of their responsibilities, the DPO Director shall address and attempt to resolve escalated conflicts between departments before referring unresolved issues to the EPC or the appropriate Executive Director(s). The DPO Director shall ensure that the Executive Directors of all permitting departments and agencies are informed of any issues that may impact the DPO's mission or operations. In the event the DPO Director is unavailable, a designee, approved by the Mayor or the Mayor's designee, shall serve in the temporary capacity of DPO Director to ensure continuity of leadership and operations.

1.3. DEVELOPMENT AND CONSTRUCTION PERMITTING TEAM (DCPT)

All City employees whose duties directly relate to, or are integral to, development and construction permitting processes governed by the Executive Order shall be automatically considered members of the Development and Construction Permitting Team (DCPT), which shall operate collaboratively under the umbrella of the DPO. DCPT assigned personnel shall continue to perform assigned permitting responsibilities in alignment with the standards, processes, and protocols established by the DPO.

Designation as a DCPT member shall have no effect on an employee's formal reporting structure or alter the terms and conditions of their employment, including reporting lines in Workday. Final authority for all personnel matters, including daily assignments, performance management, hiring, discipline, and other employment actions, shall remain with the applicable Executive Director or their designee. The DPO Director shall not direct or reassign personnel or resources from Permitting Departments or other departments or agencies for administrative or management-related functions, nor shall the Director exercise supervisory authority over the daily work of DCPT members. Any performance-related concerns involving DCPT members shall be reported to the appropriate department or agency liaison for action.

To support the work of the DCPT and ensure proper alignment with chartered authorities and responsibilities, the DPO has been staffed, subject to the availability of resources, to carry out its responsibilities under the Executive Order.

1.4. LIAISON ASSIGNMENT

To support effective coordination of this Executive Order, each Permitting Department shall designate one or more individuals to serve as primary points of contact for the DPO. The DPO Director shall coordinate directly with these designated individuals to promote clear communication, ensure accountability, and minimize operational or coordination challenges. These liaisons shall maintain active and consistent engagement with the DPO, including participation in all relevant meetings, forums, and discussions. They shall be considered part of the DCPT and are essential to ensuring coordinated and sustained support for the DPO's mission as outlined in the Executive Order. To ensure clarity and alignment, the specific functions, duties, and expectations of each liaison shall be clearly defined, documented, and jointly approved by the respective department or agency and the DPO. The DPO Director shall notify the appropriate Executive Director if any designated liaison fails to remain responsive or fulfill their responsibilities. Each department or agency shall identify an alternate liaison to ensure continuity of coordination during periods of extended absence or personnel transition.

1.5. STRATEGY, OPERATIONS AND PERFORMANCE

The DPO Director shall work with each applicable Permitting Department to foster a proactive, solutions-oriented approach to deliver exceptional customer service within a timely and consistent manner. In addition, the DPO Director shall (1) establish a regular meeting to review performance across all departments or agencies, ensuring alignment of goals and fostering collaboration to enhance overall service delivery; (2) Provide comprehensive reporting that not only tracks performance metrics but also supports the evaluation and improvement of customer experience across all involved agencies; (3) Conduct in-depth analysis of processes, particularly those related to permitting, to identify inefficiencies and areas for improvement, ensuring that all procedures are streamlined and customer focused; (4) Develop and maintain a continuous improvement plan that outlines specific initiatives aimed at optimizing operations, increasing efficiency, and enhancing service quality, with regular updates provided to all relevant stakeholders; and (5) Work closely

with departments or agencies to implement strategies that optimize operations, enhance performance, and align with broader organizational goals, ensuring that all agencies contribute effectively to the overarching objectives of the DPO.

2. SPECIAL RESPONSIBILITIES AND AUTHORITIES

2.1. EXECUTIVE PERMITTING COMMITTEE

The Executive Permitting Committee (EPC) shall provide governance, strategic oversight, and direction to ensure that the DPO operates effectively, remains accountable, and aligns with its mission, values, and operational priorities. The EPC shall serve as the final decision-making authority for conflicts arising between Permitting Departments, as well as for other high-priority issues affecting the City's permitting system that require coordinated resolution. In exercising this role, the EPC shall act in the best interests of the City and the public it serves.

To fulfill its responsibilities, the EPC shall meet at least once per month, or more frequently as necessary. The EPC shall adopt a formal charter that defines its structure, procedural rules, decision-making protocols, and expectations for member engagement. This charter shall serve as the governing document to ensure effective, transparent, and consistent operations.

The EPC shall have the authority to:

- Request data, metrics, and performance reporting from the DPO to inform oversight and evaluation.
- Require corrective actions, resource reallocations, or strategic adjustments to strengthen the DPO's effectiveness.
- Render final decisions on unresolved or escalated permitting matters, including technical, procedural, or timeline-related issues.
- Formally intervene in any project or operational matter where noncooperation, inaction, or misalignment among departments jeopardizes permitting outcomes, project delivery, or customer service. Such intervention may include the reassignment of responsibilities, reallocation of tasks, or directed coordination efforts to safeguard the City's interests and uphold operational standards.
- Oversee and enforce compliance with all Memoranda of Understanding (MOUs) established between the DPO and Permitting Departments. In instances of noncompliance, the EPC may initiate formal intervention to ensure continuity and accountability in permitting operations.

The EPC shall designate a Chair and a Vice Chair to serve three-year terms, selected from among the Executive Directors of CPD, DOTI, DFD, or DPR. The Chair shall be responsible for convening and facilitating meetings, setting agendas, and ensuring the Board fulfills its responsibilities in a timely and effective manner.

The EPC shall have the authority to modify or update program or process nomenclature referenced in this Memorandum to reflect evolving operational terminology, provided such changes do not alter the substantive scope of the Memorandum.

2.2. DIRECTOR OF THE DENVER PERMITTING OFFICE

The DPO Director shall be responsible for upholding the mission, values, and operational priorities of the DPO by coordinating with all permitting departments and agencies to meet established outcomes, service expectations, and strategic directives authorized by the EPC. Through principled leadership, effective resource management, and transparent communication, the DPO Director shall advance the City's commitment to efficient, equitable, and customer-focused permitting services.

The DPO Director shall ensure that the DPO operates in accordance with the highest standards of timeliness, efficiency, and accountability. The DPO Director shall provide the EPC with regular reports and dashboards summarizing progress on key initiatives, performance trends, resource utilization, risk management, interdepartmental coordination, and any additional matters as requested by the EPC. The DPO Director shall also submit an annual report that includes the DPO's goals and a resource-loaded strategic plan with measurable benchmarks to assess the DPO's role in improving the City's development review and permitting systems. In addition to the responsibilities outlined in the Executive Order, the DPO Director shall complete any other deliverables requested by the EPC to ensure alignment with citywide priorities.

To support the DPO's objectives, the DPO Director shall have the authority to establish committees, advisory councils, or other formal groups composed of internal and external stakeholders. These bodies may be used to gather input, test process improvements, or enhance coordination across the permitting system.

The DPO Director shall develop standard permitting policies and procedures that foster a proactive, solutions-oriented approach and support the consistent delivery of high-quality customer service. All proposed policies and procedures shall be reviewed and approved by the EPC prior to implementation. Once approved, such policies and procedures shall apply to all DCPT personnel and must align with the DPO's mission. Under no circumstances shall any policy or procedure conflict with or infringe upon charter authorities of any Permitting Departments.

The DPO Director shall conduct a comprehensive, recurring review of citywide permitting functions and recommend changes, as needed, to streamline operations and improve service delivery. The Director shall also be responsible for resolving interdepartmental permitting conflicts, as defined in Section 4 of this Memorandum. Unless expressly authorized by the EPC, the DPO Director shall not delegate their responsibilities to DPO personnel.

2.3. PROJECT CHAMPIONS

Subject to the availability of resources, the DPO shall work with the EPC to assign Project Champions (PCs) for projects subject to the Site Development Plan (SDP) process, the Affordable Housing Review Team (AHRT) process, and the Adaptive Reuse Program. The assignment of PCs shall remain in effect regardless of any changes to program or team names. The EPC may modify, expand, consolidate, or discontinue these program assignments as needed to reflect evolving City priorities and improve permitting outcomes.

PCs serve a critical leadership role in advancing complex projects through the City's permitting system. They are responsible for coordinating cross-departmental collaboration, identifying and resolving process barriers, convening interagency meetings, and serving as the primary point of contact for applicants and external stakeholders throughout the permitting process. PCs are authorized to schedule and require attendance at coordination meetings, engage directly with relevant City personnel, and elevate unresolved issues to the appropriate escalation pathway in accordance with this Memorandum.

While PCs do not possess supervisory authority over DCPT personnel, all DCPT personnel are expected to engage with PCs in a responsive, professional, and solutions-oriented manner. Departments and agencies shall ensure full support of the PC function to uphold the objectives of the DPO, including streamlining permitting processes, reinforcing accountability, and promoting citywide coordination.

In cases where issues remain unresolved, PCs shall escalate matters to a designated representative, who may further refer the issue to the DPO Director pursuant to the escalation protocols established in this Memorandum. While departments retain operational control over their respective personnel, the DPO Director holds ultimate responsibility for ensuring timely resolution of cross-departmental permitting challenges and maintaining coordinated service delivery in alignment with the DPO's mission.

2.4. DESIGNATED CITY PERMITTING TEAM

All DCPT personnel shall uphold the DPO's mission by actively participating in cross-departmental coordination and aligning permitting activities with the standards and priorities established by the DPO. While remaining under the exclusive supervision of their respective departments or agencies, DCPT personnel are expected to engage collaboratively, maintain consistent communication with the PCs, other DCPT staff, and DPO personnel, as well as contribute to the advancement of citywide permitting goals. Departments and agencies shall ensure that DCPT personnel are empowered to perform their coordination functions effectively and are held accountable to meet interagency expectations. DCPT personnel shall cooperate to support a transparent, consistent, and efficient permitting system across the City.

2.5. INTERAGENCY MEMORANDUM OF UNDERSTANDING

With approval from the EPC, the DPO Director may request the Permitting Departments to enter into a joint Memorandum of Understanding (MOU) with the DPO to further refine operating relationships, expectations, and ensure accountability. The MOU shall define the roles, responsibilities, performance expectations, and escalation procedures applicable to all DCPT personnel. MOUs shall be reviewed annually and updated as necessary to reflect changes in scope, performance outcomes, or organizational priorities. All changes shall be approved by the EPC prior to implementation.

All departments and agencies shall ensure that DCPT personnel are fully informed of, and operate in accordance with, the expectations outlined in the MOU as the success of the DPO depends on sustained interagency cooperation. Each department or agency shall use its MOU to formally affirm its commitment to collaboration. These agreements shall establish shared goals, define service expectations, and include clear mechanisms to address breakdowns in communication or coordination.

Failure to comply with the terms of an executed MOU may result in formal notice to the EPC for further action.

2.6. DPO COMMUNICATIONS

The Mayor's Office assigned Department of Communications (DOC), shall oversee all internal and external communication strategies for the DPO, ensuring that messaging is consistent, transparent, and aligned with the DPO's mission and objectives. The DOC shall lead the development and execution of a comprehensive communication plan that includes public outreach, stakeholder engagement, digital communications, and media relations, with the goal of effectively conveying the DPO's goals, processes, and updates.

To ensure coordination and alignment, the DOC shall collaborate with communications staff across all Permitting Departments. This collaboration supports the DPO's commitment to transparency, accountability, and timely public engagement. To maintain alignment and accuracy, all public-facing materials or messaging related to permitting processes shall be reviewed by the DPO Director prior to release. This review ensures consistency with the DPO's policies, service standards, and applicable regulatory frameworks.

2.7. TECHNOLOGY INNOVATIONS

Under the leadership of the Department of Technology Services (TS), the DPO Director, or assigned designee, shall coordinate with all Permitting Departments to support the development and implementation of critical technological solutions and improvements.

The DPO Director shall develop and oversee a centralized webpage or digital ecosystem that serves as a comprehensive hub for all development regulations and procedures. This platform shall provide clear and streamlined access to essential information and include direct links to

department- and agency-specific websites, ensuring a seamless and user-friendly experience. By consolidating regulatory resources in one location, the webpage shall enhance transparency, improve accessibility, and empower customers to navigate the permitting and development process with greater efficiency and confidence.

In addition, the DPO Director shall establish an internal central platform that links each Permitting Department's specific dashboards. These dashboards shall, at a minimum, be used to track individual, team, and organizational performance metrics relevant to DPO functions. All dashboards must be reviewed and approved by the respective Executive Directors. To support this effort, the Executive Director of each department or agency shall designate one (1) technical liaison to work with the DPO in developing, maintaining, and collaborating on their respective dashboards.

The DPO shall not have the authority to assume ownership of, repurpose, or redirect any technological pilot program developed, initiated, or funded by any department or agency, unless expressly authorized by the respective Executive Director. However, to ensure efficient use of resources, the DPO shall provide support and coordination of such efforts with the intent to promote, collaborate, and align technological innovation that advances the City's permitting and development objectives.

2.8. ALL PERMITTING DEPARTMENTS/AGENCIES

Established authorities and responsibilities of each department or agency shall be as defined in Charter. The DPO shall not have the authority to intervene, change, or infringe upon department or agency authorities or responsibilities as defined in charter.

2.9. OTHER CITY DEPARTMENTS

2.9.1. TECHNOLOGY SERVICES

Subject to availability of resources, Technology Services (TS) shall collaborate with the DPO to ensure technological needs are met, enabling the DPO and DCPT to operate efficiently and effectively. TS shall provide essential services, including the provision and maintenance of functioning computers, phones, software, and other necessary equipment. Regular communication between TS and the DPO will ensure that technological resources are consistently available and up to date, supporting DPO's commitment to high-quality service delivery.

2.9.2. DENVER ECONOMIC DEVELOPMENT & OPPORTUNITY

Denver Economic Development & Opportunity (DEDO) shall support the DPO by providing critical business insights and assisting in the development and refinement of policies, city requirements, and/or city fees to enhance the permitting process and the development landscape to the DPO Director. By offering a business-oriented perspective, DEDO shall help to ensure that DPO policies are aligned with the economic needs of Denver, fostering a permitting environment that supports sustainable growth and meets the needs of both the business and residential sectors.

2.9.3. DEPARTMENT OF HOUSING STABILITY (HOST)

The Department of Housing Stability (HOST) shall support the DPO by providing critical insights regarding the impact of regulations, development policies and/or fees on housing production, supply, and costs. HOST shall provide guidance to the EPC to ensure DPO policies are aligned with the City's vision to create a healthy, housed and connected Denver.

3. GENERAL OPERATIONS

3.1. DPO STAFFING

Subject to availability of resources, the DPO should be staffed with one Director, one Strategic Advisor, and one Analyst who are responsible for carrying out all DPO's operations and responsibilities as defined in the Executive Order.

3.2. IN-PERSON CUSTOMER SERVICE

To ensure the DPO supports high-quality service and accessibility for the public, the DPO Director shall work with each department or agency to establish availability at the customer service counter weekdays at the Wellington Webb Building, or other designated public location as approved by the EPC.

3.3. COUNTER STAFFING

The DPO Director shall work with each department or agency to implement a plan to ensure DCPT staff are available on weekdays at the permit counters within 90 calendar days from the Executive Order's effective date. The plan shall establish staffing requirements and schedules to maintain a consistent daily presence at the counters. The DPO Director shall conduct a comprehensive annual review of the counter staffing to ensure alignment with DPO's mission for exceptional customer interaction and support. The DPO Director shall provide findings to the EPC on an annual basis.

3.4. BUDGETING/RESOURCES

The DPO Director shall prepare and maintain an informational Budget and Resource Plan to guide the alignment of financial and operational resources in support of the City's permitting functions. This Plan shall serve as a strategic tool to assist departments and agencies in evaluating and addressing resource needs necessary to fulfill the objectives of the DPO.

The Budget and Resource Plan shall include a comprehensive assessment of current resource allocations, identification of critical gaps, and a forward-looking analysis of anticipated development activity and permitting demand. It shall articulate proposed budgetary priorities for departmental permitting functions, establish benchmarks for cost-efficiency, and reinforce expectations for high-quality service delivery across the permitting system.

The Plan shall be submitted annually to the EPC for review and consideration in advance of the City's budget planning cycle. To the best of their ability, departments and agencies are expected to incorporate the Plan's findings and recommendations into their internal budgeting processes to

ensure adequate capacity, sustained interagency coordination, and the continued advancement of the City's permitting goals.

3.5. RISK MANAGEMENT

The DPO Director shall develop and maintain an annual Operational Risk Management Plan to systematically identify, assess, and address risks that may impact on the performance, integrity, or continuity of DPO operations. At a minimum, the Plan shall establish clear procedures for conducting regular risk assessments, evaluating both internal and external threats, and determining appropriate strategies to accept, avoid, transfer, or mitigate identified risks. It shall include a structured framework for communicating risks across relevant stakeholders and incorporate cost-benefit analyses to ensure that risk mitigation measures are practical, proportionate, and aligned with the DPO's strategic objectives. Following each update, the Plan shall be submitted to the EPC for review and approval.

3.6. EMPLOYEE TRAINING

Within 180 calendar days of the effective date of the Executive Order, the DPO Director shall collaborate with the Office of Human Resources and applicable department or agency liaison, or assigned designee, to develop a comprehensive Training Plan for all DCPT personnel. At a minimum, the Training Plan shall include both mandatory and recommended training components designed to ensure that all personnel are fully equipped to perform their roles effectively within the framework of the DPO, while continuing to meet the operational needs of their respective departments or agencies. Training content shall address technical competencies, interdepartmental coordination, customer service standards, and relevant policy or regulatory requirements. Training content shall be continuously updated based on findings from the DPO's quarterly performance reviews and customer feedback mechanisms. This ensures that training remains responsive to emerging issues, addresses recurring coordination gaps, and reinforces skills necessary to meet evolving customer service and operational expectations. Persistent disregard for coordination expectations or customer service protocols, despite completed training, may be referred to the appropriate Executive Director for personnel review and corrective action.

The Executive Director, or designee, of each department or agency shall be responsible for reviewing and approving the training program and for ensuring adequate funding is allocated to support implementation, as appropriate. Departments and agencies are expected to prioritize training as a critical investment in operational excellence, workforce readiness, and the success of the City's permitting system.

3.7. PILOT PROGRAMS

The DPO Director shall have the authority to develop, implement, and refine inter-department or agency pilot programs to enhance the overall permitting process experience. Upon conclusion of any pilot programs, the DPO Director shall present the results to the EPC and obtain approval or

disapproval for full implementation. This section shall not preclude any department of agency from developing their own pilot program(s).

3.8. PERFORMANCE TRACKING

The DPO Director shall develop, implement, and continuously refine standardized tracking and reporting requirements for all applicable sections of the Executive Order, including but not limited to customer service delivery, escalation of conflicts, etc. These requirements shall be designed to monitor progress, evaluate performance, and ensure accountability across all participating departments and agencies. The reporting framework shall include clear benchmarks, measurable outcomes, and timelines, and shall be shared regularly with the EPC and other relevant stakeholders. These efforts are intended to promote transparency, support data-informed decision-making, and drive continuous improvement in alignment with the DPO's mission. All tracking and reporting requirements shall be approved by the EPC prior to use.

The DPO Director shall conduct quarterly reviews of performance data, customer feedback, and interagency coordination outcomes to identify trends, recurring issues, or areas of improvement. Findings shall be used to inform adjustments to training content, operational strategies, resource allocation, and permitting standards. The results of each review shall be shared with the EPC and relevant departments to support continuous performance enhancement and informed decision-making.

4. CONFLICT RESOLUTION FRAMEWORK

4.1. SCOPE AND APPLICABILITY

To ensure consistent, timely, and coordinated permitting operations across departments, the DPO Director shall establish a standardized conflict resolution framework. This framework applies to the following:

- Intra-departmental conflicts that impact permitting timelines, resource allocation, or customer satisfaction.
- Inter-departmental disputes involving permitting responsibilities, procedures, regulations, codes, or staffing.
- Project-specific issues or customer escalations requiring interdepartmental coordination.

This section governs all DPO and DCPT personnel operating under the DPO structure. The DPO Director shall conduct an annual review of the conflict resolution activities and provide a report with recommendations to the EPC for review and approval.

4.2. COMPLIANCE

All DPO, DCPT, and relevant personnel are required to comply with the conflict resolution and escalation procedures established under this framework. The DPO Director shall monitor

adherence to these procedures, including active oversight of projects subject to the 180-day permitting timeline, and shall take immediate action on any project at risk of non-compliance.

Instances of noncompliance shall be referred by the DPO Director to the appropriate Executive Director for further review and corrective action, as appropriate. This includes failure to follow established escalation protocols or to meet required response times.

In cases of repeated noncompliance with coordination or conflict resolution protocols, or persistent failure to engage constructively with the DPO, Project Champions, or other DCPT personnel, the DPO Director may elevate the matter to the EPC. The EPC shall have the authority to recommend remedial measures to the relevant Executive Director, which may include reassignment of responsibilities, formal performance review, corrective action planning, or other administrative actions necessary to protect the integrity and efficiency of the permitting process.

The DPO Director shall also maintain a formal record of repeated non-engagement or failure by DCPT personnel to meet assigned coordination responsibilities. These patterns shall be formally reviewed by the EPC on a quarterly basis and may result in recommendations for personnel reassignment, department-level performance management actions, or formal notice to the applicable Executive Director for follow-up.

This provision is intended to preserve the integrity, accountability, and effectiveness of City permitting operations and to ensure timely, coordinated service delivery to the public.

4.3. INTRA-DEPARTMENT ESCALATION

Within 60 calendar days of the effective date of the Executive Order, each permitting department or agency shall develop and submit a formal Intra-Department Escalation Policy to the DPO Director for review and comment. At a minimum, the policy shall include:

- Identification of escalation contacts, including names, titles, and authority levels.
- Defined maximum response times for each level of escalation.
- Procedures for initiating, tracking, and resolving escalated issues.

When applicable, PCs shall be expressly authorized to initiate intra-departmental escalations. Departments shall provide PCs with direct access to the approved escalation protocols to facilitate timely resolution. Any violation of these protocols must be reported to the DPO Director, who may notify the appropriate liaison for corrective action.

4.4. INTER-DEPARTMENT ESCALATION

Within 60 calendar days of the effective date of the Executive Order, the DPO Director shall lead the development and implementation of a comprehensive Inter-Department Escalation Policy governing conflict resolution across all permitting-related departments and agencies. At a minimum, the policy shall include:

- Clearly defined escalation pathways with named contacts, authority levels, and response time requirements.
- Standardized procedures for initiating and documenting interdepartmental escalations.
- When applicable, explicit authorization for PCs to initiate and operate under this policy.
- Final decisions made by the DPO Director under this policy shall not override, alter, or conflict with any authority expressly granted to departments or agencies under the City Charter.

Each department shall assign a representative to work with the DPO Director to ensure alignment with the policy and support its implementation. The finalized policy shall be submitted to the EPC for formal review and approval. All DCPT personnel and PCs shall be granted direct access to the policy and related contact protocols. Violations of the Inter-Department Escalation Policy must be reported to the DPO Director, who may escalate the matter to the appropriate liaison for resolution.

4.5. APPEAL TO THE EPC

If an Executive Director or customer disputes the determination made by the DPO Director, or if the dispute is regarding conflicting chartered authorities and responsibilities, the matter shall be appealed to the EPC for final decision.

FAILURE TO COMPLY WITH ESTABLISHED TIMEFRAME

When a project exceeds or is anticipated to exceed the established timeframe, the DPO Director shall conduct a review and present the findings to the EPC within fourteen (14) calendar days. This review shall include a professional analysis of the root causes of the delay, recommended next steps to resolve the issue, and a proposed timeframe for resolution. At a minimum, the DPO Director shall consider the customer's possession time, quality of design submittals, responsiveness to City comments, compliance with review comments, as well as the relevance, timeliness, and consistency of City comments and responsiveness.

Following deliberation, the EPC shall determine an appropriate course of action and approve or modify the proposed resolution timeframe and resolution. The DPO Director shall document the EPC's decision and communicate the outcome, required next steps, and approved timeline to the relevant DCPT personnel and the customer.

If the approved next steps are not completed within the specified timeframe and the delay is attributable to internal City processes, the DPO Director shall coordinate with the appropriate department or agency to issue a refund of applicable fees to the customer. The DPO Director shall develop a refund policy to be adopted by the EPC within 30 days of the Executive Order effective date. The eligibility for the refund shall be determined by either the DPO Director or the EPC, depending on the nature and extent of the delay, and shall be documented as part of the EPC's resolution.

The DPO Director shall maintain a formal record of all projects that exceed the designated timeframes established in the Executive Order. This record shall include the reasons for each delay and be used to support ongoing performance evaluation and future process improvements.

4.6. OUTCOMES AND BENEFITS

This framework reinforces the DPO's authority to lead and coordinate conflict resolution across the City's permitting system while upholding principles of transparency, accountability, and operational excellence. Specifically, it:

- Establishes a unified and enforceable structure for conflict resolution.
- Eliminates duplicative or inconsistent departmental protocols.
- Fosters collaboration and shared accountability across agencies.
- Reduces project delays by ensuring timely and decisive issue resolution.

5. PLANNING AND REGULATORY COORDINATION

Any department or agency that proposes to issue guidance, policy, regulation, or other requirements that directly or indirectly impact development permitting functions, as defined in the Executive Order, must coordinate with DEDO and the DPO Director prior to issuance. This coordination ensures that the DPO can assess potential impacts, identify conflicts, and confirm that new requirements do not introduce unnecessary complexity for customers or permitting staff. The DPO Director or DEDO shall elevate any concerns to the appropriate department or agency liaison, and if necessary, to the EPC for further action.