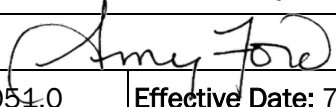


City and County of Denver		POLICY	Department of Transportation & Infrastructure
Subject: DOTI Intra-Department Escalation Policy			
Approved by: Amy Ford 		Title: Executive Director	
Number: DOTI.PO.2025.051.0	Effective Date: 7/13/2025	Page: 1 of 7	
Authority: DRMC § 2.3.3 – Powers and duties of Department of Transportation and Infrastructure			

POLICY OWNER

The Executive Director of the Department of Transportation and Infrastructure (DOTI) is the owner of this policy.

POLICY CONTACT

The DOTI Right-of-Way Services (ROWS) Division Director and Deputy Director are the main points of contact for this policy.

PURPOSE

The purpose of this policy is to establish the required procedures for escalating and resolving intra-departmental concerns that if not resolved promptly would impact permitting timelines, resource allocation, or customer satisfaction. These concerns can include technical conflicts within DOTI Divisions pertaining to development projects, as well as elevated variance requests. This policy meets the requirements of Paragraph 4.3 of Memorandum No. 151A of Executive Order No. 151, Creation of the Denver Permitting Office. This policy will complement the Inter-Department Escalation Policy required by Paragraph 4.4 of Memorandum No. 151A.

DEFINITIONS FOR THE PURPOSE OF THIS POLICY

Conflict Escalation Lead (CEL) – The Department Reviewer who was originally made aware of an issue and in coordination with a Project Champion (if assigned) is responsible for escalation procedures as described in this policy.

Conflict Resolution Request (CRR) – A formal submission by an applicant seeking resolution of conflicting DOTI technical requirements and/or escalating a variance request.

Department Reviewer – Reviewer(s) assigned by a DOTI Division to review a project in accordance with the rules and regulations, standards, and regulatory requirements associated with their respective authority.

Division – Referring to the primary Divisions within DOTI, each of which is led by a Director (e.g., ROWS Division).

DOTI Development Coordination (DDC) Meeting – A standing, weekly internal coordination meeting hosted by DOTI ROWS with the purpose of coordinating specific development project matters. The DDC typically consists of Department Reviewer level representatives from ROWS, Transportation and Mobility Engineering, Transportation and Mobility Planning, and others as appropriate.

DOTI Development Escalation Committee (DDEC) – A committee convened of the Directors (or their

designees) of each DOTI Division that are identified as appropriate to resolve a concern. A DDEC can include the Director of ROWS, the City Traffic Engineer, the Director of Transportation and Mobility Planning, and the CEL, as well as Directors or SMEs from any other DOTI Division that has applied requirements upon a particular project. The DDEC shall meet no less than every two (2) weeks, as necessary to address issues/concerns placed on the agenda.

DOTI-DPO Liaison – The Deputy Director of ROWS.

DOTI Executive Review Board (ERB) – The DOTI Deputy Managers including the City Engineer, Chief Transportation Officer, and Chief ROW Officer.

Project Champion – Specific City staff member assigned by the Denver Permitting Office (DPO) serving a critical leadership role in advancing complex projects through the City’s permitting system. Project Champions are authorized by Executive Order No. 151 to escalate DOTI-related matters consistent with this policy.

Subject Matter Expert (SME) – Individual that has specialized knowledge in the area relating to the CRR.

Technical Conflict – Regulatory requirement(s) applied by DOTI Divisions to the same project that have been identified to conflict with each other in desired outcome. If not resolved promptly, a Technical Conflict can impact permitting timelines, resource allocation, and/or customer satisfaction.

EXECUTIVE SUMMARY OF ESCALATION AND RESOLUTION PROCEDURES

1. Issue/concern arises, CEL assigned, DDC meeting or ROWS DES Leadership meeting attempts to resolve. (7 business days)
2. If not resolved at DDC, or if the applicant requests further escalation of the initial determination by the DDC or ROWS DES Leadership, the CEL prompts applicant to prepare a CRR. (time dependent on applicant)
3. CEL notifies DOTI-DPO Liaison, who schedules concern to be heard at the next DDEC meeting (maximum of 10 business days)
4. DDEC renders a decision, documented by CEL. If DDEC is unable to render a decision, the Executive Director and the DOTI ERB will meet within 10 business days to make a final determination.
5. CEL prepares formal response letter and obtains Director signature (4 business days)
6. CEL saves to project file, emails applicant and members of the DDEC (and DOTI ERB, if applicable) (1 business days)

ESCALATION AND RESOLUTION PROCEDURES

1. When a concern (Technical Conflict, variance request, etc.) has been first identified by/ to a Department Reviewer, that reviewer becomes the CEL. The CEL shall contact ROWS Development Engineering Services (DES) to evaluate the conflict at the next regularly scheduled DOTI Development Coordination (DDC) meeting for Technical Conflicts. For non-Technical Conflicts, the established ROWS variance escalation policy will be applied, which includes assessment and determination by ROWS DES Leadership. A determination will be provided to the applicant within 7

business days.

2. If the Technical Conflict is not resolved at DDC or the applicant requests further escalation of the DDC's determination or ROWS DES Leadership determination for non-technical conflicts, the CEL shall instruct the applicant to initiate and submit a CRR. A complete CRR shall be made via email submittal to the CEL including the following minimum information:
 - a. Conflict Resolution Request Letter (see Appendix A for example)
 - b. Annotated, detailed plans showing the applicable design
 - c. Documentation of applicable conflicting requirements from Department Reviewer(s)
 - d. Supporting documentation including calculations and analysis
 - e. Any other relevant information requested by CEL (e.g., current site photos, additional plan sheets, more detailed descriptions) to assist DOTI in decision making
3. Once CRR is deemed complete, the CEL will notify the DOTI-DPO Liaison, who will ensure that the concern is appropriately scheduled for resolution at the next available DDEC meeting. The DDEC meeting will occur within a maximum of 10 business days.
4. The DDEC will review each concern and determine the appropriate resolution. The CEL will prepare a formal response letter (see Appendix B for example) and obtain signature by the appropriate Division Director, within 4 business days of the DDEC meeting. Once signed, the CEL shall save the response letter to the project file, upload to the permitting system, and email the applicant (with copy to the DDEC members) within 1 business days.
5. If the DDEC is unable to reach resolution, it will immediately escalate the issue to the DOTI Executive Director and the ERB to render a final decision. The relevant Executive leadership and appropriate DOTI staff (DDEC members, etc.) will meet, if necessary, within 10 business days. If possible, existing forums, such as the bi-weekly ERB meeting, will be leveraged. After meeting and determination, the CEL will prepare a formal response letter and obtain signature by the appropriate Division Director within 4 business days. Once signed, the CEL shall save the response letter to the project file, upload to the permitting system, and email the applicant with a copy to the DDEC members and relevant DOTI ERB members within 1 business days.

RESPONSIBILITIES

1. If a concern arises that has not yet followed the process outlined in this policy, all applicants seeking remedy with DOTI at any level should be redirected to the Department Reviewer or their immediate supervisor, who will then follow the procedures of this policy.
2. Department Reviewer(s), the Project Champion, the CEL, and SMEs are expected to participate in DDEC meetings and meetings with the DOTI ERB as called upon.
3. Applicants will be engaged to share ideas, confirm understanding of issues, trouble-shoot potential solutions, etc. DOTI staff will approach every step in the process through a lens of collaboration and customer service. Beyond prompt email communications, in-person and virtual meetings may be

conducted by the Project Champion, the CEL, and DOTI-DPO Liaison. As needed, the applicant may be part of a larger group discussion with DOTI staff as well.

4. Department Reviewers will work together to avoid conflicting comments being transmitted to applicants to minimize opportunities for an applicant to need to request resolution of conflicting technical requirements.
5. DDEC members (or designees) are responsible for reviewing all CRRs prior to meeting. DDEC members are responsible for committing to the meeting until resolution of assigned concerns are reached.
6. The DOTI-DPO Liaison shall coordinate with the DOTI Divisions to develop a customer guidance flyer (see Appendix C for example) to inform applicants about the process for escalation.
7. The DOTI Development Escalation Committee and the DOTI-DPO Liaison will ensure that the Executive Director is properly informed of concerns prior to relevant meetings such as the DPO Executive Permitting Committee and Executive Development Review Committee (Exec DRC) meetings.

ATTACHMENTS

- Appendix A – Sample Applicant Conflict Resolution Request Letter
- Appendix B – Sample Conflict Resolution Response Letter
- Appendix C – Sample Customer Guidance Flyer

END OF DOCUMENT

Appendix A – Sample Applicant Conflict Resolution Request Letter

(Applicant Letterhead or Company Name)

[Date]

[Department Reviewer Name]
City and County of Denver
Department of Transportation & Infrastructure (DOTI)
[DOTI Division]
[Address]
[Email Address]

RE: Conflict Resolution Request - [Project Name (201XPM0000XXX)]

Dear [Department Reviewer Name]:

We are requesting a formal resolution for a conflict in technical requirements between DOTI Divisions as it relates to the project noted above. Please find the required documentation enclosed for review by the DOTI Development Escalation Committee:

- Annotated plan sheet(s)
- Conflicting comment(s) from DOTI Department Reviewers
- Supporting documentation, including [describe briefly: e.g., calculations, photos, studies]

Brief Description of Conflict:

[Insert a short summary of the conflict, including which Divisions are involved and the nature of the issue.]

Proposed Resolution (if applicable):

[Insert a suggested resolution – including technical justification, physical constraints, or conditions that preclude requirements.]

Please let us know if any additional information is needed. We look forward to your assistance in coordinating review by the Development Escalation Committee.

Sincerely,

[Applicant's signature]
[Applicant's Contact Information]

(Applicant should include point of contact for questions if different than the person submitting the variance)

Appendix B – Sample Conflict Resolution Response Letter

[Date of Signature]

[Name of Applicant]
[Company of Applicant]
[Applicant Address]

RE: Conflict Resolution Response – [Project Name (201XPM0000XXX)]

Dear [Applicant Name],

Thank you for submitting your request for conflict resolution dated [Request Date] regarding [brief summary of the issue/conflict].

The DOTI Development Escalation Committee reviewed your request on [Meeting Date], including all submitted documentation and the resolution is as follows:

Decision Summary:

[Clear and concise statement of the resolution.]

Rationale:

[Brief explanation of the reasoning behind the decision, referencing standards, context, or relevant technical criteria.]

This decision represents DOTI's final determination on this issue unless substantial new information is submitted that would warrant reconsideration.

Please contact [Department Reviewer Name] at [Email Address] if you have any further questions.

Sincerely,

[Division Director Signature]
[Division Director Name]
[Title]
City and County of Denver
Department of Transportation & Infrastructure (DOTI)
[DOTI Division]

Appendix C – Sample Customer Guidance Flyer

Conflict Resolution Request Guidance

What is a Conflict Resolution Request?

The intent of this document is to provide guidance for applicants to resolve conflicting technical requirements or comments between DOTI Divisions when resolution cannot be reached through the standard project review process. The document will also be used to elevate other concerns, such as variance requests.

When Should You Submit a Conflict Resolution Request?

- Conflicting requirements between DOTI Divisions
- Disagreement over interpretation of DOTI standards
- Unresolved issues after initial discussions with reviewers
- Elevating variance requests

Steps to Submit a Request:

1. Prepare a Conflict Resolution Request Letter (see template).
2. Include annotated plans, conflicting comments, and any supporting documentation.
3. Email all materials to your assigned Department Reviewer.

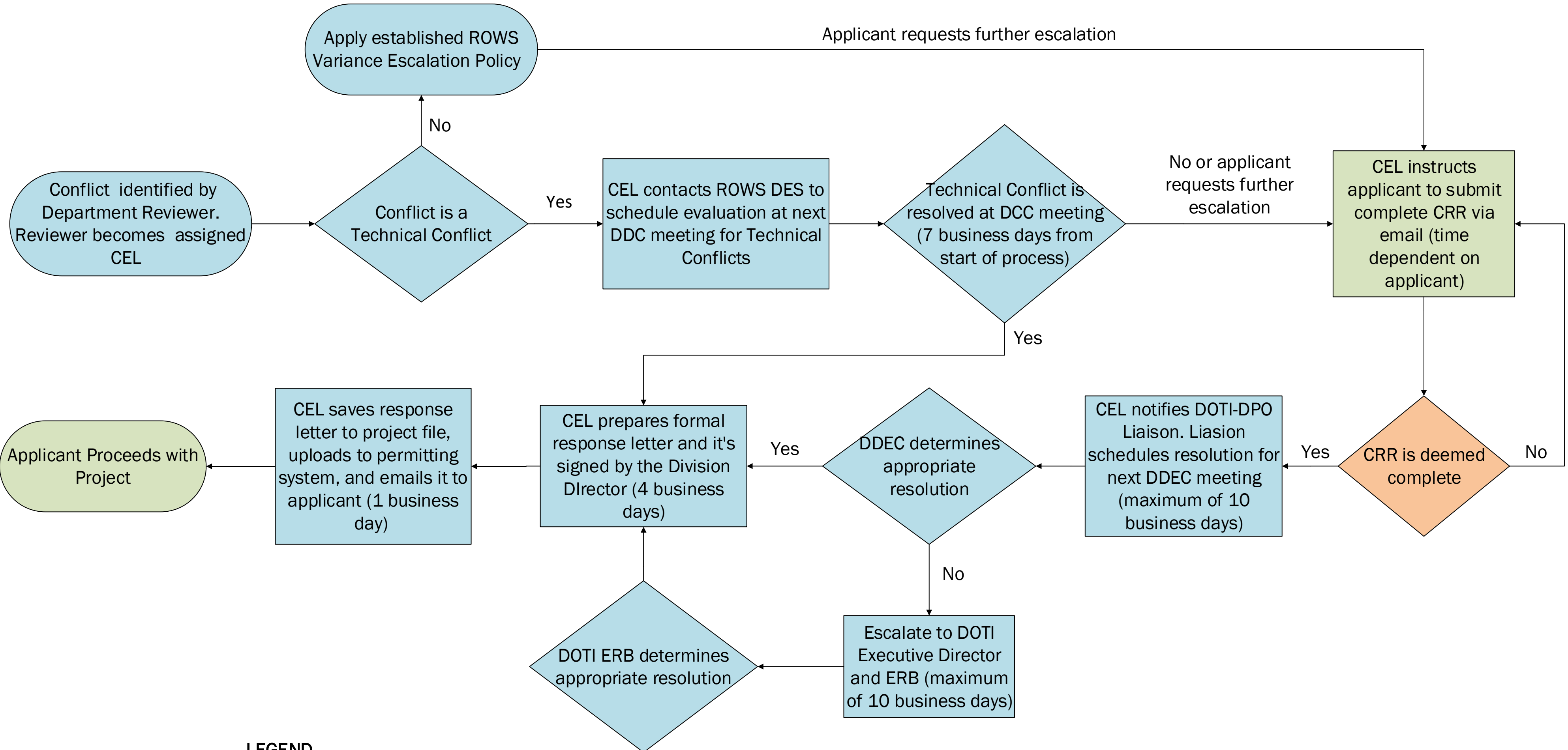
What Happens Next?

- Your request will be reviewed by the DOTI Development Escalation Committee.
- You will receive a response letter outlining DOTI's resolution within 5 business days of the Committee meeting.

Questions?

Contact your assigned DOTI Department Reviewer or visit www.denvergov.org/DPO

DOTI Intra-Department Escalation Policy Process



LEGEND

Beginning / End of Process

Decision

Process

Applicant

Intake

City Possession