

INTER-DEPARTMENTAL CONFLICT ESCLATION POLICY

JULY 10, 2025

This policy outlines the process to be used when an inter-departmental conflict is identified during plan review. For purposes of this policy, a conflict is defined as when compliance with one regulation leads to non-compliance with another or two regulations require something that unique site conditions make it nearly impossible to comply with both. Prior to beginning this process, the customer must have first tried to resolve the issue with the assigned reviewer(s). Phase 1 of the process may conclude with a determination that there is not an inter-departmental conflict, and the customer will be directed to the correct process to resolve the issue.

It is not a conflict when one regulation requires, for example, a two-foot setback and another requires a five-foot setback. In those instances, the more restrictive requirement applies.

Denver Permitting Office		
Subject: Inter-Departmental Conflict Escalation Policy	Date: June 27, 2025 Approved on: July 2, 2025	Pages: 7

Applicability:

This Inter-Departmental Conflict Escalation Policy applies to any project under review by the City where a code, regulation, design standard or similar requirement(s) causes a conflict between more than one department (such as Community Planning and Development and the Department of Transportation and Infrastructure). If the conflict is between different teams in the same department (such as Wastewater and Sewer Use and Drainage Permitting in the Department of Transportation and Infrastructure), then the Department-specific conflict escalation policy and procedure applies instead.

This process does not apply where there is no conflict between regulations administered by more than one city department. If a project is unable or unwilling to meet a regulatory requirement, the customer for that project will be directed to apply for a specific adjustment or variance rather than using this inter-departmental escalation process.

It is always recommended that the customer attempt to work with assigned review staff to resolve any conflicts prior to beginning Phase 1 of this policy.

For Projects with a City Project Champion:

If the project has an assigned city Project Champion (meaning the project is required to go through the site development plan process, accepted in the City’s adaptive reuse program or the Affordable Housing Review Team), the Project Champion is empowered to call departmental staff together to work collaboratively with the customer to solve the conflict and may begin Phase 1 on behalf of the customer or the customer may contact the Project Champion to begin the process.

For Projects that do not have a City Project Champion:

If the project does not have an assigned city Project Champion (meaning it is not required to go through the city’s site development plan process), then the customer should contact the appropriate city staff to begin the Phase 1 process. If a departmental reviewer has identified a specific inter-departmental conflict, they should first contact the customer to determine if Phase 1 of the escalation process should be started.

Instructions for Using the Inter-Departmental Conflict Escalation Process:

Start at Phase 1 by contacting the assigned city Project Champion or applicable city reviewers when an inter-departmental conflict is identified in the plan review process. Phase 1 may be initiated by the Customer, Project Champion or applicable city reviewers per the above. If not resolved in Phase 1, then move to Phase 2.

Phase 3 may only be initiated as follows: 1) if the inter-departmental conflict stems from a department(s)/agency chartered authority as determined by the Denver Permitting Office (DPO) Director or 2) the Customer or an involved department's Executive Director requests an appeal of the DPO Director's decision in Phase 2.

Phase 1

Total time = 20 business days

1. Conflict Identified that Involves at least two departments

- Project has an assigned City Project Champion - contact the assigned Project Champion
- Project does not have a City Project Champion - contact the impacted reviewer(s)

2. City Review (internal meeting)

- Review issue(s) and understand if it's a regulatory conflict or caused by unique site/project conditions
- Analysis presented by city staff
- Discuss potential solutions to be offered to customer

3. Resolution Meeting

- Customer provides an overview of the conflict(s) and impact
- Analysis presented by city staff
- Discuss potential resolution(s)
- Customer and city determine if proposed resolution resolves the issue.

STEP 1

Customer to provide:

- Summary of issue(s) and impacted review discipline(s)
- Impact to the project

Project Champion or Reviewer(s) to:

- Analyze issue
- Fill out issue template
- Schedule 1) internal city meeting to discuss the conflict (within ten business days), and 2) resolution meeting with customer and relevant staff (within twenty business days), including supervisors – attach completed issue template to the meeting invite

STEP 2

Intent:

- Understand the issue(s) and impact of conflict
- Determine what, if any, options exist and determine potential resolution(s)

Timing: Complete within ten business days of initial notification of conflict

STEP 3

Intent:

- Understand the issue(s) and impact of conflict
- City to discuss what, if any, options exist and present possible resolution(s) which may or may not include an administrative adjustment, variance or administrative modification.
- Reach resolution on the identified conflict.
- If a resolution cannot be identified following this meeting, move to Phase 2.

Timing: Complete within twenty business days of initial notification of conflict. Additional time may be allowed if approved by customer. More than one meeting may be required to resolve the issue, which can occur within Phase 1 without having to move to Phase 2 so long as progress is being made to resolve the issue.

Resolution: If resolution is acceptable to customer and city, escalation process is complete. If not, move to Phase 2. City staff will provide documentation to the customer of the agreed upon resolution and any next steps, and upload it to the applicable record in the City's permitting system.

Phase 2 Applicability:

The city Project Champion or applicable city reviewer(s) will escalate the conflict to Phase 2 if Phase 1 does not result in a resolution acceptable to the customer and the city.

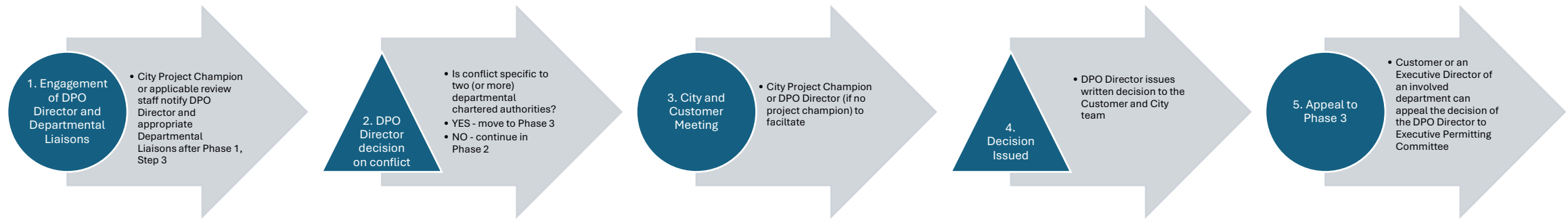
Contacts for Phase 2:

The following are contacts for the Denver Permitting Office Director and the Departmental Liaisons.

Name and Department
Denver Permitting Office - Jill Jennings Golich, Director
CPD – Eric Browning, Chief Building Official
CPD – Chris Gleissner, Director of Site Development
CPD – Sarah Showalter, Director of Planning and Policy
Denver Fire - Chief DeBaere, Fire Prevention Division Chief
DOTI - Glen Blackburn, Right-of-Way Services Director
DOTI - Darion Mayhorn, Right-of-Way Services Deputy Director
DPHE – Gregg Thomas, Director Environmental Quality
DPHE – Danica Lee, Director Public Health Investigations Division
DPR – Gordon Robertson, Parks Planning Director
DPR – Jim Myer, Forestry Manager
EXL – Dominic Vaiana, Director
HOST – Laia Mitchell, Director of Catalytic Partnerships

Phase 2

Total time = 15 business days



STEP 1 and 2

Intent:

- DPO Director and Departmental Liaisons to review previously provided materials, staff proposed resolution(s) and discuss the issue with involved staff.
- City Project Champion or DPO Director (when no project champion is assigned) to set a meeting with the customer and Phase 1 city team within ten business days of escalation to Phase 2.
- City Project Champion or DPO Director (when no project champion is assigned) requests customer provide resolution options two business day in advance of the meeting in Step 3.
- DPO Director will determine if the conflict is specific to departmental chartered authority and refer the project to Phase 3 (Step 2).

Timing: DPO Director decision to proceed with Phase 2 or move to Phase 3 within three business days of escalation to Phase 2.

STEP 3

Intent:

- Review and discuss customer provided resolutions
- Determine if variance, administrative adjustment or administrative modification is necessary

Timing: Complete within ten business days of escalation to Phase 2.

City Meeting: City will meet internally following the customer meeting to discuss the decision.

STEP 4

Timing: DPO Director shall provide a written decision to the customer within five business days of the City/Customer Meeting in Step 3, and upload it to the applicable record in the City's permitting system.

Tracking: Conflicts escalated to Phase 2 and any decision must be tracked by DPO staff.

Resolution: DPO Director decision is final unless appealed to the Executive Permitting Committee in Step 5.

STEP 5

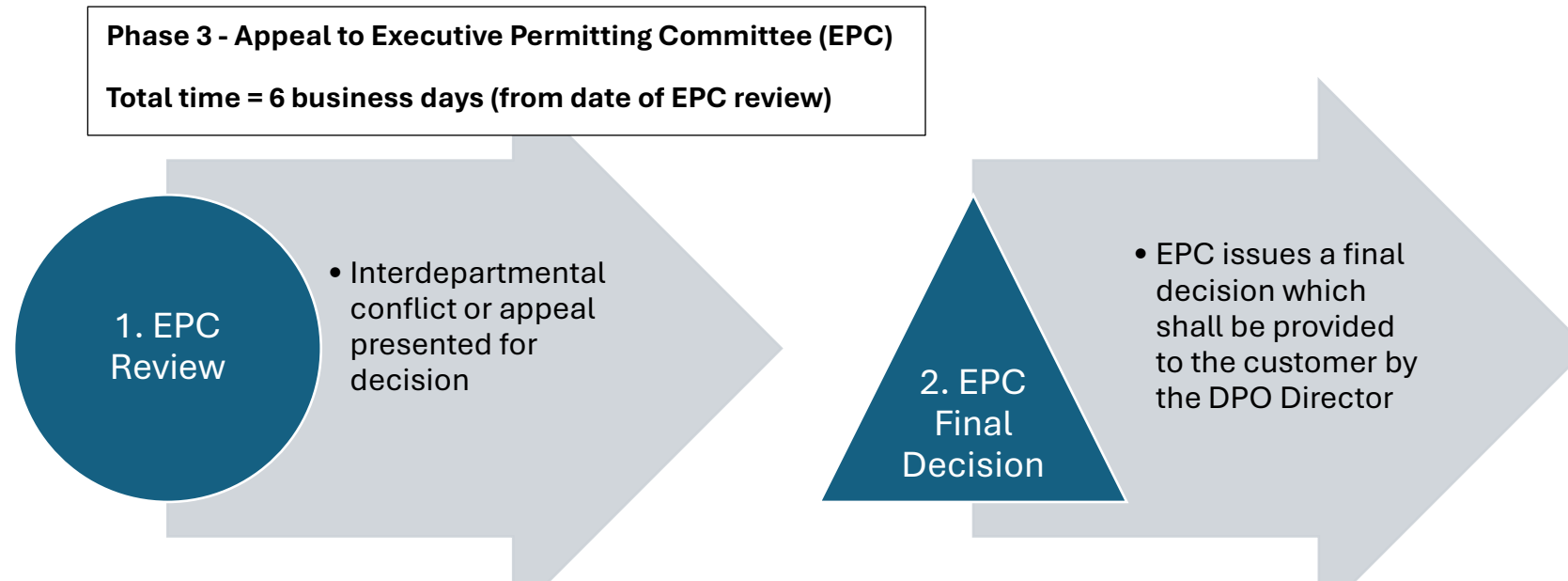
Timing for an Appeal:

Appeals shall be submitted via email to the DPO Director within ten business days of the date the DPO Director issued the decision. DPO Director will provide notice of the appeal to the Executive Permitting Committee.

Phase 3 Applicability – Appeal to the Executive Permitting Committee (EPC):

Phase 3 is applicable only if 1) the DPO Director determines the conflict arises from departmental chartered authorities in Phase 2 or 2) the Customer or an involved department’s Executive Director requests an appeal of the DPO Director’s decision in Phase 2.

The EPC generally meets monthly on the first Wednesday, though that is subject to change without requiring a modification of this policy. The appeal will be presented to the EPC at the next available meeting.



STEP 1

Timing: The next monthly meeting following appeal of a Phase 2 decision or escalation to Phase 3

Attendance:

- If the review is related to an appeal from the customer, the customer shall be invited to attend the meeting and present their appeal request.
- If the review is related to an appeal from an Executive Director, the Executive Director shall present the appeal.
- If the review is related to a department’s chartered authority, the Departmental Liaisons shall attend. Other city staff may be invited by the DPO Director or respective Executive Director/Departmental Liaison.

STEP 2

Timing: Final decision of the EPC shall be provided to the DPO Director for delivery to the customer or Executive Director within five business days following the EPC meeting.

Tracking: Conflicts escalated to Phase 3 and any decision must be tracked by DPO staff.

Tracking and Report Out of Inter-Departmental Conflicts

As noted in Phases 2 and 3, the DPO shall track all conflicts and decisions escalated to Phases 2 and 3. No less than once per calendar year, the DPO Director shall determine if there are any trends and repeated conflicts, and prepare a report to be provided to the Departmental Liaisons and the Executive Permitting Committee. That report shall be used to determine what, if any, regulatory changes should be considered to resolve repeated conflicts or issues.

Drafted by: Jill Jennings Golich

Reviewed by: Departmental Liaisons

Approved by: Executive Permitting Committee