

# ANALYSIS

## Department of Geology and Mineral Industries ePermitting

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**Analyst:** Travis Miller

**Request:** Acknowledge receipt of a report on the status of the ePermitting system.

**Analysis:** The Department of Geology and Mineral Industries (DOGAMI) submitted a report in response to a budget note in HB 5010 (2025) requiring the following:

The Department of Geology and Mineral Industries shall report to the Natural Resources Subcommittee of the Joint Committee on Ways and Means during the 2026 legislative session on the status of the Department's ePermitting system. The report must provide an update on the project and should include, at a minimum, the following information:

- Project governance, management, and staffing;
- Project status, including Stage Gate status, schedule, budget, and total cost;
- Current project risks, likely impacts, and mitigation strategies;
- Other information that helps inform the Legislature on the status of the project or issues that have arisen as the result of the project.

DOGAMI's ePermitting project seeks to implement a modern online permit processing system for surface mining and exploration activities and oil, gas, and geothermal well drilling within the Mineral Land Regulation and Reclamation (MLRR) program. The new ePermitting system will be paperless with an online customer interface to improve program performance and delivery.

Prior to project initiation, DOGAMI assessed the feasibility of partnering with the Department of Environmental Quality (DEQ) to leverage its Environmental Data Management System (EDMS). DOGAMI committed to partnering with DEQ and executed an interagency agreement for project management staffing and implementation support for the initiative. DOGAMI's project start date was dependent on DEQ's project completion.

In terms of project governance, management, and staffing, DOGAMI has an IT Governance Committee and established an ePermitting Project Steering Committee in October 2025. Of note is the inclusion of their assigned assistant state chief information officer from Enterprise Information Services (EIS) and an external member from the Department of State Lands. The ePermitting project also has identified executive sponsorship and project ownership, and the project team is comprised of four staff, including a DEQ project manager and a DEQ business analyst familiar with the system, vendor, and implementation approach. DOGAMI has also accounted for the staffing impact within the MLRR program and across the agency more broadly.

DOGAMI initiated its ePermitting project with EIS and received its initial endorsement on January 30, 2024. Since DOGAMI's plan included leveraging DEQ staffing resources, the project work could not begin until DEQ's project was substantially complete. This resulted in project work beginning in March 2025. DOGAMI anticipates receiving the necessary EIS approvals to transition into project execution in April 2026, with anticipated go-live dates phased by permit type between November 2026 and February 2027. DOGAMI is continuing to manage risk associated with program capacity and project funding. The budget for the project has remained consistent at an estimated total of \$2.5 million. Due to project delays out of the agency's control, costs will predominately be incurred during the 2025-27 biennium.

**Recommendation:** The Legislative Fiscal Office recommends that the Joint Committee on Ways and Means acknowledge receipt of the report.

**Request:** Report on the status of the ePermitting system project by the Department of Geology and Mineral Industries.

**Recommendation:** Acknowledge receipt of the report.

**Discussion:** House Bill 5010 (2025) included a budget note requiring the Department of Geology and Mineral Industries (DOGAMI) to report on the progress of their ePermitting project during the 2026 legislative session.

DOGAMI's report addresses the governance, timeline, budget, and risks of the ePermitting project, which will move the permit processing from a paper-based system to a digital one. The project is built on work completed by the Department of Environmental Quality (DEQ), which implemented their own Electronic Data Management System. DOGAMI began their work on this permitting system following the completion of DEQ's project. The project is built on the same database structure, through the same vendor, and through an interagency agreement utilizing DEQ staff for expertise and cost savings.

DOGAMI convened two committees to govern the project. An Information Technology (IT) Governance Committee meets monthly as part of the department's leadership meetings and the ePermitting Steering Committee provides oversight and direction to govern the project. A project management team was also convened, which includes DEQ and DOGAMI staff.

The project received funding in the 2023-25 and 2025-27 biennia and remains within the original \$2.5 million General Fund budget; however, due to project delays in 2023-25, \$700,000 of the original project funds appropriated remained unspent and reverted to the General Fund at the end of the 2023-25 biennium. DOGAMI submitted a request to re-appropriate these funds during the 2026 legislative session. This appropriation request will ensure the agency has sufficient funding for the project's costs. To mitigate high permit workloads, DOGAMI is hiring six additional staff by May 2026, as approved in their 2025-27 Legislatively Adopted Budget.

The project is currently on schedule. In December 2025, the Functional Requirement Specifications were approved allowing the agency to begin preparing for community outreach. Planning should be completed in April 2026, after getting Stage Gate 2 and 3 approval from the Department of Administrative Services Enterprise Information Services. The ePermitting system is scheduled to go live in phases, beginning November 2026, with the project close-out scheduled for April 2027.



# Oregon

Tina Kotek, Governor

Department of Geology and Mineral Industries

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January 15, 2026

The Honorable Senator Kate Lieber, Co-Chair  
The Honorable Representative Tawna Sanchez, Co-Chair  
Joint Committee on Ways and Means  
900 Court Street NE, H-178 Capitol  
Salem, OR 97301

Dear Senator Lieber and Representative Sanchez:

RE: DOGAMI Budget Note

### **Nature of the Request**

DOGAMI has prepared a report, with an overview included in this letter, in response to the budget note included in DOGAMI's 2025-27 Budget Bill (HB 5010) as detailed here:

*The Department of Geology and Mineral Industries (DOGAMI) shall report to the Natural Resources Subcommittee of the Joint Committee on Ways and Means during the 2026 legislative session on the status of the Department's ePermitting system. The report must provide an update on the project and should include, at a minimum, the following information:*

- *Project governance, management, and staffing;*
- *Project status, including Stage Gate status, schedule, budget, and total cost;*
- *Current project risks, likely impacts, and mitigation strategies;*
- *Other information that helps inform the Legislature on the status of the project or issues that have arisen as the result of the project.*

### **Agency Action**

This Information Technology (IT) modernization project will implement an online permitting solution for DOGAMI regulatory programs for surface mining and exploration activities, oil, gas and geothermal well drilling. The project has the support of stakeholders and the regulated community and legislative awareness of the combined total budget of \$2.5 million in General Fund over the 2023-25 and 2025-27 biennia. The project will improve the efficiency of DOGAMI's regulatory program by using appropriate and emerging technologies to transform permit processing from paper-based legacy files to modern online system.

DOGAMI's ePermitting project builds on work already completed by the Department of Environmental Quality (DEQ) for their electronic data management system (EDMS). Utilizing the database structure DEQ developed with a third-party contractor (enfoTech) realizes significant efficiencies and substantial savings of time and cost by eliminating duplicative project initiation and development processes that have already been completed. The feasibility of this project partnership was explored, documented and reported on in responses to budget notes included in DOGAMI's 2021-23 Budget Bill (HB 5010), and 2023-25 Budget Bill (SB 5510).

The proposed solution includes a DOGAMI-branded entry portal, with segregated data architecture to avoid permittee and public confusion between the DEQ and DOGAMI permitting platforms. The system will process surface mining, exploration and drilling permit applications, permit renewals, fee payments, complaint intake and public records requests.

To avoid creating scope and schedule risk for DEQ's EDMS project, DOGAMI's project work began in March 2025 after DEQ's in-scope work had been completed. This resulted in a shift in timing for the General Fund needed to complete the project, but the total project cost has not changed. An interagency agreement allows DEQ project staff with valuable vendor relationships and system knowledge base to support DOGAMI's implementation of ePermitting.

The project requires Level 2 Enterprise Information Services (EIS) oversight within Stage Gate oversight process. Level 2 oversight combines the work of Stages 2 and 3 into one phase, with a single Stage Gate 2/3 Approval needed prior to project execution. The project have completed the first vendor contract milestone, and is on track to request Stage Gate 2/3 Approval by April 2026. DOGAMI's ePermitting System (DEPS) is anticipated to go-live in stages by permit type from November 2026 – February 2027, with project completion within the 2025-27 biennium.

**Action Requested**

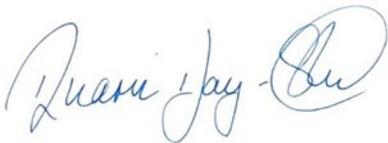
DOGAMI requests acknowledgement of receipt of this report.

**Legislation Affected**

None.

Thank you for your consideration of this request. If you have any questions, please contact me at 971-610-8968.

Sincerely,



Ruarri J. Day-Stirrat  
Executive Director/State Geologist

cc: Kate Nass, Chief Financial Office  
Adison Rowe, Chief Financial Office  
Geoff Huntington, Governor's Office  
Chandra Ferrari, Governor's Office  
Katie Bannikov, Legislative Fiscal Office  
Amanda Beitel, Legislative Fiscal Office



DOGAMI has prepared the following information in response to the budget note included in DOGAMI's 2025-27 Budget Bill (HB5010) as detailed here:

*The Department of Geology and Mineral Industries (DOGAMI) shall report to the Natural Resources Subcommittee of the Joint Committee on Ways and Means during the 2026 legislative session on the status of the Department's ePermitting system. The report must provide an update on the project and should include, at a minimum, the following information:*

- *Project governance, management, and staffing;*
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- *Current project risks, likely impacts, and mitigation strategies;*
- *Other information that helps inform the Legislature on the status of the project or issues that have arisen as the result of the project.*

## **DOGAMI's ePermitting Project Overview**

This IT modernization project will implement an online permitting solution for DOGAMI regulatory programs (ORS 517, 520, 522) for surface mining and exploration activities, oil, gas and geothermal well drilling. The project has the support of stakeholders and the regulated community and legislative awareness of the \$2.5 million in General Fund budget over the 2023-25 and 2025-27 biennia. DOGAMI's ePermitting System (DEPS) will improve the efficiency of DOGAMI's regulatory program by using appropriate and emerging technologies to transform permit processing from paper-based legacy files to a modern online system.

DOGAMI's ePermitting project builds on work already completed by the Department of Environmental Quality (DEQ) for their electronic data management system (EDMS). Utilizing the database structure DEQ developed with a third-party contractor (enfoTech) realizes significant efficiencies and substantial savings of time and cost by eliminating duplicative project initiation and development processes that have already been completed. The feasibility of this project partnership was explored, documented and reported on in responses to budget notes included in DOGAMI's 2021-23 Budget Bill (HB5010), and 2023-25 Budget Bill (SB5510).

To avoid creating scope and schedule risk for DEQ's EDMS project, DOGAMI's project work began after DEQ's in-scope work had been completed in Spring 2025. An interagency agreement is in place to allow DEQ project staff with valuable vendor relationships and system knowledge base to support DOGAMI's implementation of ePermitting. With over 20% of DOGAMI's surface mining sites also holding a DEQ permit, close alignment of the systems is a desirable outcome.

The enfoTech solution includes a DOGAMI-branded entry portal, with segregated data architecture to avoid permittee and public confusion between the DEQ and DOGAMI permitting platforms. The system will process surface mining, exploration and drilling permit applications, permit renewals, fee payments, complaint intake and public records requests.

The project requires Level 2 Enterprise Information Services (EIS) oversight within Stage Gate oversight process. Level 2 oversight combines the resource analysis (Stage 2) and implementation planning (Stage 3) into one phase, with a single Stage 2/3 approval needed prior to project execution and system development. The project has completed the first vendor milestone of acceptance of the Functional System Requirements and plans to request Stage Gate 2/3 approval by



April 2026. DEPS is anticipated to go-live in stages by permit type from November 2026 – February 2027, with the project completed within the 2025-27 biennium.

## Project Governance

DOGAMI’s IT Governance Committee meets routinely as part of DOGAMI’s monthly Leadership Team Meeting. Because of the small size of the agency, the IT Governance Committee includes non-DOGAMI leaders to ensure appropriate expertise and best practices are followed. The ePermitting project is the highest priority IT project for the agency. Current members of DOGAMI’s IT Governance Committee include:

- Ruarri Day-Stirrat, Director, DOGAMI
- Steve Dahlberg, CFO, DOGAMI
- Jason McClaughry, Geological Survey and Services Program Manager, DOGAMI
- Sarah Lewis, Mineral Lands Regulation and Reclamation Program Manager, DOGAMI
- Sean McMullen, CIO, Department of State Lands
- James Foster, ASCIO, Enterprise Information Systems

The ePermitting Steering Committee, established in October 2025, is the governing body of the project. It provides oversight and direction to ensure the project achieves its goals and aligns with overall vision and strategy, as well as act as a decision-making body for large changes to scope, schedule, and budget. Voting members include:

- Steve Dahlberg, Chief Financial Officer, DOGAMI
- Sarah Lewis, Mineral Lands Regulation and Reclamation Program Manager, DOGAMI
- Ed Buchner, GIS Analyst, DOGAMI-MLRR
- Reed Burgette, Lidar Coordinator and Remote Sensing Geologist, DOGAMI-GSS
- Lindsay Hoyt, EDMS Project Lead, Department of Environmental Quality

## Project Management

To leverage existing resources and improve project efficiency, DOGAMI and DEQ have an interagency agreement for DEQ staff support of the project. The ePermitting Project Manager reports to the Project Sponsor Steve Dahlberg, DOGAMI CFO and is supervised by Sarah Lewis, Project Owner, MLRR Program Manager. The Project Team is led by:

- Krysta Storer, Project Manager, DEQ
- Ed Buchner, Asst. Project Manager, GIS Analyst, DOGAMI
- Ramesh Manickum, Business Analyst, DEQ
- Jamie Burroughs, MLRR IT Support Specialist, DOGAMI

## Staffing

In addition to the project management and governance roles described above, staffing for the project includes:

- 13 technical and operational staff in the MLRR program, acting as subject matter experts (SMEs) on the permitting process and training to use the system and support the regulated community and the public in using the system.
- DOGAMI (Agency staff) support, including CFO, Public Affairs Coordinator (outreach and communication), IT/GIS lead (coordination with enterprise systems) and business office staff (contract and invoice management).



**Project Budget**

DOGAMI requested and received \$2 million General Fund in the 2023-25 Legislatively Adopted Budget (LAB) to begin the development and implementation of the project (year 1-2), with the understanding that the project would cross biennia and an additional \$0.5 million General Fund would be requested for the 2025-27 biennium (year 2-3) for completion of the implementation phase. Ongoing system hosting and support (years 3-5) will be funded through a technology fee on transactions in the system, approved by the legislature in SB221 (2023).

Delays in DEQ’s EDMS project completion resulted in a later than anticipated start to the ePermitting project. When scoping the 2025-27 ARB, DOGAMI requested the rollover of \$1.3 million, plus the final \$500,000 for project completion resulting in \$1.8 million for the 2025-27 LAB and this report required by a budget note. Continued delays in the project start date resulted in the reversion of an additional \$700,000 of unspent project funds at the end of the 2023-25 biennium.

For the 2026 session, the agency requests the re-appropriation of the reverted \$700,000 to complete the project. The overall project total cost of ~\$2.5 million has not increased; the refunding request is due to shifts in the timing of the project. Recent budget re-baselining suggests the total project cost is estimated to be less than 4% higher than the estimate made over 4 years ago in March 2022. The leveraging of state resources through DOGAMI’s partnership with DEQ continues to be a sound financial investment.

GENERAL FUND PROJECT COST AND EXPENDITURE OVERVIEW:

	<b>Project ESTIMATE (from 2022)</b>	<b>ACTUAL expenditure (2023-25)</b>	<b>PROJECTED expenditure (2025-27)</b>	<b>Total General Fund (2023-27)</b>
<b>Vendor Contract</b>	\$1.8 M		\$1.8 M	<b>\$1,800,000</b>
<i>Project development</i>	<i>\$1.45 M</i>		<i>\$1.45 M</i>	
<i>Yearly system support</i>	<i>\$0.35 M</i>		<i>\$0.35 M</i>	
<b>DOGAMI direct costs</b>	\$0.7 M	\$33,000	\$0.67 M	<b>\$700,000</b>
<b>Total</b>	<b>\$2,500,000</b>	<b>\$33,000</b>	<b>\$2,267,00</b>	<b>\$2,500,000</b>

PROJECT BUDGET (ACTUALS THROUGH NOVEMBER 2025):

<b>MLRR - GENERAL FUND - Appn 80210</b>	Legislative Adopted Budget	Revenue & Expenditures	
		Actuals to Date	% Spent
<b>Appropriation: \$1,825,000</b>			
		November 2025	
Revenue:			
GF Appropriation:	\$ 2,525,000	\$ -	N/A
	**		
Expenditures:			
Personal Services	\$ 528,840	\$ 73,816	14%
Services and Supplies	\$ 1,996,160	\$ 531,464	27%
Capital Outlay	\$ -	\$ -	0%
<b>Total Expenditures</b>	<b>\$ 2,525,000</b>	<b>\$ 605,280</b>	<b>24%</b>

*GF appropriation of \$2,525,000 includes a SalPot adjustment in 2023-25 and the \$700,000 needed for project completion.*



## Project Status and Timeline

### Project History (2016 – 2023)

- 2016: ePermitting identified as key IT modernization for MLRR program.
- 2017-2019: Initial market research, Request for Quotes (RFQ) in coordination with DEQ and DSL and DOGAMI Business Case development. Funding for DOGAMI project not secured.
- 2021-2022: At legislative direction, coordinated with DEQ to develop proposal leveraging existing system infrastructure. Refinement of DOGAMI business processes and resubmission of business case and project cost estimate.

### Project Initiation Phase (July 2023 - February 2025)

*Progress during this phase was slower than anticipated, contingent on DEQ's EDMS project timeline to free up needed project management staff with system expertise.*

- July 2023: Received legislative approval and General Fund to begin implementation and development. Legislature approves technology fee to fund future system support and maintenance (SB221).
- Fall 2023 -Winter 2024:
  - Pre-project work and submission of project artifacts to EIS. Project receives level 2 oversight designation and Stage gate 1 approval [January 2024]. Continued coordination with DEQ, specifically around project timing.
- Spring 2024 – Summer 2024:
  - Implementation Planning, including request for Special Procurement and refining project costs based on vendor quote. Determine scope, schedule and budget baselines. Develop DOGAMI Policy Option Package 101 funding request for 2025-2027.
- Fall 2024 – Winter 2025:
  - DOGAMI works with DAS on Special Procurement for vendor contract [awarded December 2024]. DOGAMI and DEQ sign the formal Inter-Agency Agreement in support of the ePermitting Project.

### Project Planning Phase (Spring 2025 - Spring 2026) – CURRENT PHASE

- Spring 2025:
  - DOGAMI and DEQ begin routine project work in March 2025. DOGAMI's 2025-27 Legislative Approved Budget includes Policy Option Package 101 for completion of ePermitting project (General Fund and position establishment).



Summer 2025:

The contract with the vendor (enfoTech), is developed with DAS/Legislative Fiscal Office (LFO), Department of Justice (DOJ) and DAS procurement oversight and signed in August 2025. The ePermitting project kickoff baselines the schedule for go-live and the pace of project work accelerates.

Fall 2025:

The project Steering Committee was established in September 2025. Recruitment and onboarding of Information System Specialist for IT support completed November 2025. The project team and enfoTech complete and acquire approval for the Functional Requirement Specification documentation [December 2025], the first milestone of the vendor contract.

Winter 2026: CURRENT STATUS

Outreach to the community begins, setting the stage for what to expect in the coming year. The next major milestone(s), System Configuration Documentation and Data Migration plan, begins January 2026 and is estimated to be completed and approved by April 2026.

Spring 2026:

The project will request Stage Gate 2/3 endorsement from EIS by April 2026, to move the project into the execution phase. A formal Notice to Proceed will be issued to the vendor for the next stage of work.

**Project Execution (Spring 2026 – Summer 2027)**

Late Spring/Summer 2026:

User Acceptance Testing (UAT) begins for all programs. This includes the internal rollout of the system for review and testing by DOGAMI staff, and internal Standard Operating Procedures (SOPs) for system use. Outreach to the regulated community and the public continues.

Fall 2026:

User Guides and Training documentation for external audiences, including permittees, applicants, partner agencies, and the public are finalized in preparation for Go Live by permit type from November 2026 – February 2027.

Winter 2027:

The project is anticipated to go-live by permit type beginning in November 2026, ending in February 2027, with project close out expected by April 2027. The project is anticipated to be completed within the 2025-27 biennium.



## Project Risks & Mitigation

High risks to project success and mitigation strategies, including closed risks from previous reports to the legislature are presented below. Risk reports are routinely generated as a part of project management and reviewed by project governance and oversight. Risk reports include details for medium, low and closed risks not included here.

### Program Capacity - ongoing risk

**Risk:** Workload exceeds staff ability to process and administer permits.

- Staffing levels for the MLRR Program have not increased with recent increases in permit applications and workload. Technical and administrative staff are fully allocated and not able to meet the routine permitting functions of the program. Staff will be stretched to also incorporate the transition to a new system. Permitting workload timelines may lengthen during the transition without addressing the need for additional technical staff.

**Mitigation:**

- The 2025-27 LAB included a fee increase and six new positions in a first step toward “right-sizing” the program for efficient permit processing, site inspections and responsive customer service. Concurrent with project implementation, the agency is recruiting and onboarding operational and technical support. In addition to the IT position directly supporting DEPS hired in November 2025, two of the six recruitments for new positions have been hired or are in the final stages of hiring as of January 2026. It is anticipated that the remaining recruitments will open in February and March, with all hiring completed by May 2026.
- The DEPS will go-live in phases (November 2026 – February 2027) to allow for effective business process adaptation and migration while maintaining minimum routine program function.

**Action requested:**

- The Information System Specialist (ISS) position established in the 2023-25 LAB and made permanent by the 2025-27 LAB, was reclassified upward from level 3 to level 5 after Department of Administrative Services (DAS) review to better reflect the duties and responsibilities of the position. This request does not result in a change in overall project budget.

### Project Funding – ongoing risk

**Risk:**

- Initial funding for DEPS was procured via legislative action for the 2023-2025 biennium. Without additional funds for future biennia the project may not be completed.

**Mitigation:**

- Ongoing maintenance of the system will be funded through a technology fee passed by the legislature in the 2023 session on transactions in the system (SB211). This fee is anticipated to go into effect in year 3 of the project and cover 0.5 FTE IT support and vendor system hosting and service. The technology fee will be reviewed biennially and adjusted to cover ongoing system maintenance.



- The 2025-27 ARB included a Policy Option Package requesting rollover of unused funds and the estimated remaining funds needed to complete the implementation and development of ePermitting, however, expenditures in 2023-25 fell short of the request due to delays in the start of the project.

***Action requested:***

- In the 2026 legislative session, the agency requests the re-appropriation of the reverted \$700,000 General Fund to complete the project. The total General Fund request of ~\$2.5 million across two biennia has not increased; the refunding request is due to shifts in the timing of the project only.

**Risks included in 2024 Budget Note Response that have been resolved**

- **Agency Expertise (closed, July 2024)**  
**Risk:** DOGAMI is a small agency with limited internal capacity and expertise to realize the project. **Mitigation:** This risk is closed. The interagency agreement between DEQ and DOGAMI provides project management and implementation staff. DOGAMI's IT Governance follows enterprise practices, and the project has stage gate oversight, to ensure appropriate and rigorous project guidance.
- **Project Timing (closed, March 2025):**  
**Risk:** DOGAMI does not have certainty on the timing of project initiation. **Mitigation:** This risk is closed. DEQ and DOGAMI began project work in March 2025.